CITY OF LARGO

YOUR COMMUNITY OF CHOICE *Naturally*

ADOPTED Annual BUDGET

OCTOBER 1, 2019



City of Largo, Florida

Adopted ANNUAL BUDGET
FISCAL YEAR 2020

OPERATING
AND
CAPITAL IMPROVEMENTS BUDGET
OCTOBER 1, 2019



City of Largo
Mayor and City Commission

Dr. Woody Brown, Mayor

John L. Carroll, Vice Mayor

Michael Smith

Samantha Fenger

Donna Holck

Curtis Holmes

Jamie Robinson

City Manager

Henry P. Schubert

Assistant City Manager

Margaret Paluch

City Attorney

Alan S. Zimmet

City Clerk

Diane L. Bruner

Executive Leadership Team

Community Development Director, Carol L. Stricklin

Communications & Engagement Director, Kate Oyer

Engineering Services Director, Jerald Woloszynski

Environmental Services Director, Irvin Kety

Finance Director, Kimball Adams

Human Resources Director, Susan K. Sinz

Information Technology Director, Harold A. Schomaker, Jr.

Fire Chief, Chad Pittman

Library Director, Casey B. McPhee

Performance & Budget Director, Meridy M. Semones

Police Chief, Jeffery K. Undestad

Public Works Director, Matthew York

Recreation, Parks & Arts Director, Joan M. Byrne

Performance & Budget Team

Performance & Budget Manager, Will Payne

Management Analysts, Matthew DiFiore, Scott Johnson, Sean Lopez

Contracts & Procurement Administrator, Barbara Kuhl

Procurement Analyst, Joan Wheaton

Intergovernmental Relation Coordinator, Cheryl Coller Reed

Recreation Business Manager, Laura F. Khoury

Treasury Manager, Jared J. Meyer



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Largo

Florida

For the Fiscal Year Beginning

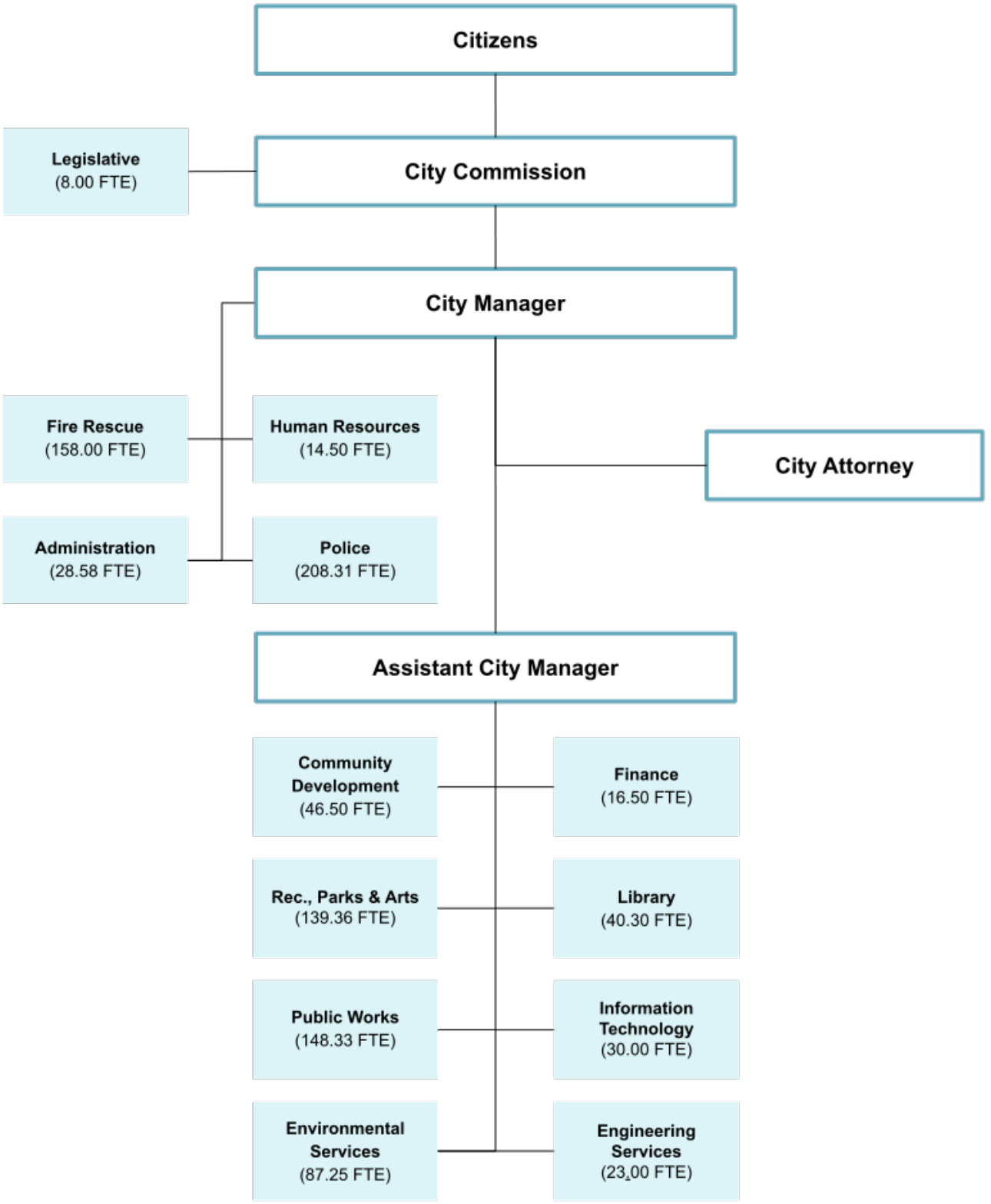
October 1, 2018

Christopher P. Morrill

Executive Director

CITY OF LARGO

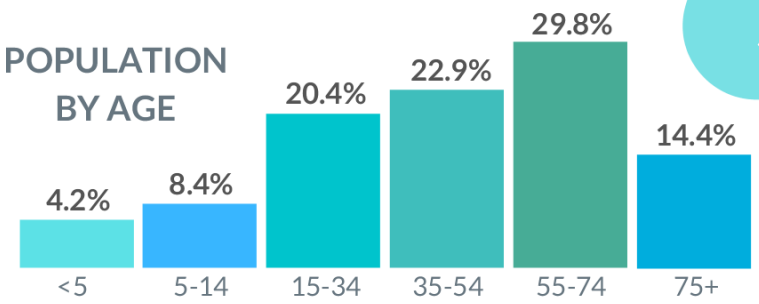
(949.13 FTE)



LARGO DEMOGRAPHICS

POPULATION





MEDIAN 50 AGE





HOUSEHOLDS



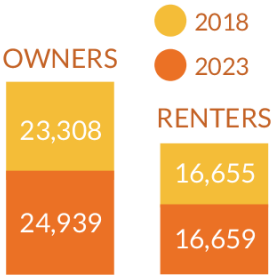
2018 > 20,943
2023 > 21,794
FAMILIES



2018 > 2.07
2023 > 2.08
AVERAGE HOUSEHOLD SIZE



2018 > 39,938
2023 > 41,615
HOUSEHOLDS

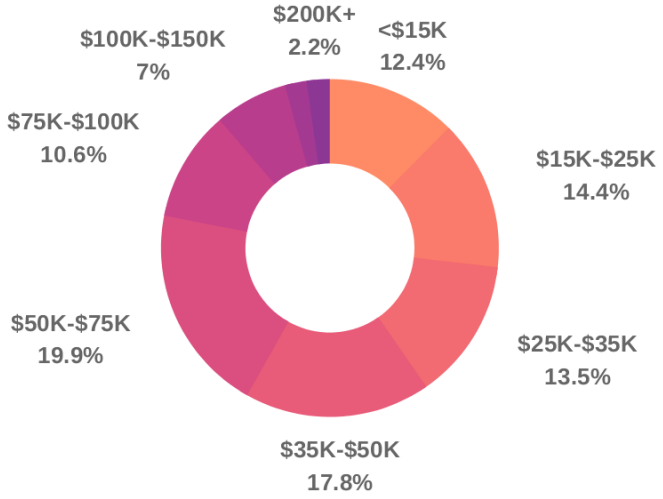


MEDIAN HOME VALUE
$194,700
MEDIAN SALE PRICE
$193,100

INCOME

$41.8K
2018 MEDIAN HOUSEHOLD INCOME

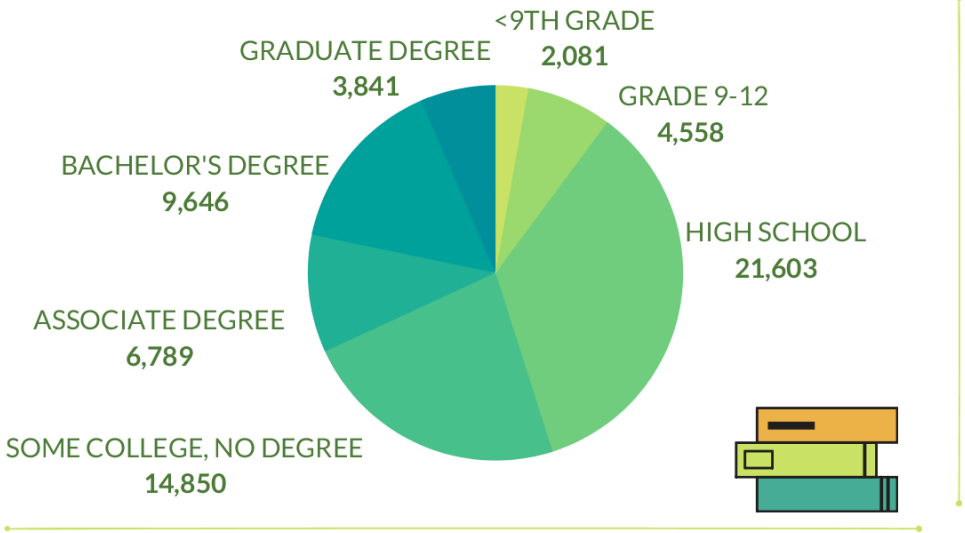




EDUCATION

2017 EST. POPULATION 25+
BY EDUCATION ATTAINMENT

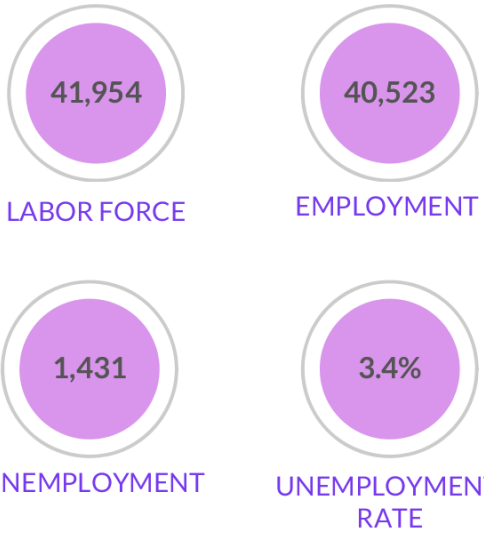




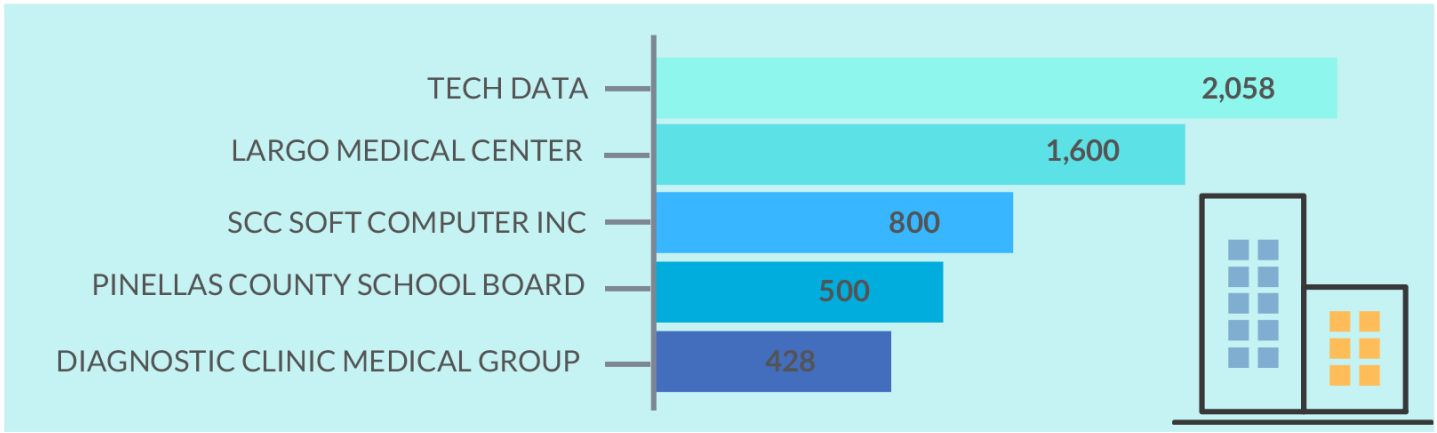
LARGO EMPLOYMENT

BY INDUSTRY

	TOTAL ESTABLISHMENTS	TOTAL EMPLOYEES
INDUSTRIES (ALL)	3,127	41,058
AGRICULTURE & MINING	8	25
CONSTRUCTION	181	1,480
MANUFACTURING	116	1,108
TRANS./COMM./PUBLIC UTILITIES	105	1,283
WHOLESALE TRADE	96	3,782
RETAIL	466	6,317
FINANCE	227	1,772
SERVICE	1,851	22,669
GOVERNMENT	77	2,622



LARGO TOP EMPLOYERS



Sources: BEBR 2018, ESRI 2018, American Community Survey 2017, City of Largo 2018

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Budget Message

October 1, 2019

Honorable Mayor Brown and Members of the City Commission:

I am pleased to present the Adopted Annual Budget for the City of Largo for Fiscal Year 2020. This budget has been prepared in accordance with all applicable City, State, and Federal requirements and accounting standards. The total gross expenditures are $174,354,100 for all funds (949.13 FTE), including $86,202,800 for the General Fund (694.15 FTE).

Our organization continues to stay focused on building progress and momentum around the strategic goals and vision laid out by the City Commission. By staying disciplined in our commitment to these goals, the past year saw numerous steps forward for our community, and this budget will continue that forward progress. Our workforce and organization began essential efforts at organizational development during FY 2019 that have laid a foundation for making Largo the Community of Choice in Tampa Bay. As an already strong organization, we have sought to further develop a mindset of continuous improvement by embracing the tenets of high-performance organizations. This continuous organizational improvement, coupled with the strategic decision-making already happening in the City, will continue to yield results and reflect our vision, mission, and values.

Accomplishments in FY 2019

The FY 2019 budget made substantial investment towards community goals. I am proud to report the list of just a few accomplishments below:

- Conducted High Performance Organization training for 80 employees, and developed on-going training to sustain the continuous improvement opportunities for all staff.
- Continued progress toward enhancing the look, feel, and functionality of our community by:
  - Developing the City of Largo's downtown "brand" and identity;
  - Installing new way-finding signs at Largo Central Park;
  - Working toward the anticipated award of construction contracts for the West Bay Drive Pinellas Trailhead project and "triangle" gateway plaza at West Bay Drive and Seminole/Missouri.
  - Completion of the Trotter Road Community Streets project, and numerous other road repaving and reconstruction projects.
- Initiation of US19/Roosevelt Special Area Plan, supported by a successful grant application and funding of $50,000 from Forward Pinellas.
- Electric Vehicle (EV) charging stations installed at City facilities for public use.
- Provided mental health liaison services to residents in contact with the Police Department through the Enriching Lives through Mental Health program.
- Continuing to earn accolades and awards for innovative planning and design strategies in community development and communications and marketing.
- Initiation of the Rosery Road Phase I Reconstruction Project, representing a nearly $7M investment in an area with significant private sector reinvestment and redevelopment of both residential and retail uses.

The FY 2020 budget development builds on prior investments and maintains a focus on core strategic initiatives of the City Commission and organization. The total (all funds) FY 2020 Budget, including governmental fund capital projects, reflects a 2.15% expenditure increase from the FY 2019 Budget.

Discussion of Strategic Budget Changes

Revenue Changes – Revenue is a major factor influencing strategic budget decisions.

- Based on City Commission direction at the 2019 annual retreat, the budget includes a proposed reduction of the property tax rate millage from 5.7413 to 5.6000, which in accordance with state statutes is considered a tax increase of approximately 3.6% and generates a 5.44% or $1.3M revenue increase in the General Fund (Note: July 1 property values will be used for final calculations).

- Only one utility rate increase is planned for FY 2020, and that is in the Wastewater Fund. Over the past 4 years, the City has undertaken over $100 million in capital projects funded through the State's Revolving Loan Fund. The debt covenants include a coverage ratio of revenue to debt service payments that requires the city to levy a 25% rate increase no later than FY 2021. In an effort to space-out rate increases between utility funds, the Wastewater increase is proposed for FY 2020.

The projected rate increases for the five-year planning period are listed in the table below:

Proposed Rate Increases					
Fund	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Construction Services	-	-	-	-	-
Golf Course	-	-	-	-	-
Solid Waste*		-	15%	-	-
Stormwater	-	25%	-	25%	-
Wastewater	25%	-	-	-	-

**Rate increase schedule can be altered based on disposal fee rates paid to the Resource Recovery Facility, operated by Pinellas County.*

Factors Influencing Budget Development

The main factors influencing budget development are the initiatives outlined in the City's strategic plan, which will lead us toward becoming the Community of Choice in Tampa Bay. The ability to make significant progress toward those initiatives are impacted by a variety of factors:

1. Our ability to generate revenue to support operations and changes in service levels;
2. Our ability to adapt service delivery practices and processes to accommodate new priorities, expectations and efficiencies;
3. Our ability to engage both the community and our employees to creatively solve problems and establish new ways of thinking and doing business.

I am proud to say that as we adapt and grow as an organization and community, we are seeing all of these factors work together. The City Commission has demonstrated commitment to responsible funding of service levels that propel us toward achieving strategic goals. Both City staff and the community are engaged in creative problem solving that challenges the status quo while maintaining superior service delivery. This recipe will continue to propel us through continued challenges related to outdated revenue structures and the pressures of economic instability. A strategic and balanced approach has helped the City reach the City Commission's desired target of 20% fund balance, all while maintaining funding for strategic priorities and allowing for a reduction in the proposed millage rate.

Listed in the sections below are the strategic changes we have made to the budget and our operations. We must embrace change in order to adapt to our future residents, businesses, and environment. In collaboration with our business community, residents, and employees, I am confident that the leadership of the City of Largo, both appointed and elected, can rise to the challenge and achieve our vision of being the Community of Choice in Tampa Bay.

Key: **Bold = Strategic Plan Initiative**; *Italics = Strategic Plan Goal*

Focus On: Sustainability

Community Design Standards Update	75,000
Organizational Development Training & Employee Engagement	56,000
Communications & Engagement (Marketing) Reorganization	130,000
Elimination of Contractual Grounds Maintenance / Provide Services with City Staff	98,000
Enterprise Resource Planning Software Acquisition	3,200,000
Enterprise Resource Planning Software Implementation Staffing Support	314,000
Information Technology – Citywide Employee Productivity Enhancements	135,000
Information Technology – Security Upgrades	59,000
Compensation & Classification Study	50,000
Homeless Services Partnership Program	28,000
Total	**4,165,000**

Sustainability is an essential element for our continued success as an organization and community. A sustainable organization and community is one that evolves, adapts, and innovates to meet new challenges and circumstances. We continue to make progress toward **Renewing our Natural Environment to Ensure Sustainability for Future Generations**, with projects and initiatives such as the installation of Electric Vehicle charging stations in FY 2019. Beginning in FY 2020, light-duty field vehicles in the City's fleet that are due for replacement will be replaced with hybrid or electric alternatives wherever practical. Additionally, the City will introduce an internal Sustainability Grant Fund to provide a pool of funding to support staff-driven ideas for creating more sustainable City operations. An update to the Community Design Standards also provides an opportunity to incorporate modern, sustainable and innovative construction design standards into both private and public construction projects.

Our ongoing efforts to **Advance a Flexible and Resilient Organization that Delivers Superior City Services** have taken shape in the City's high-performance organization efforts, which will continue in FY 2020 with organizational development and employee engagement funding. Employee engagement efforts will be led by the proposed new Communications & Engagement Director, which will oversee the newly named Communications & Engagement Division (formerly Communications & Marketing) within the Administration Department. This reorganization will not only provide support for employee and community engagement efforts, but it will also add capacity to the marketing function that supports the City's recreation and cultural arts services.

A strategic financial decision is reflected in the FY 2020 budget regarding the provision of grounds maintenance services in the City's Parks Division. After multiple years of price increases for contractual grounds maintenance services, the City is proposing a new grounds maintenance crew to provide those services with City staff. Maintenance of most medians and some smaller areas previously handled by contractors will now be served by City staff and result in better quality and a cost neutral proposal, with the exception of one-time equipment outlay to start the new crew. Contractually, these services would have cost a minimum of $200K more per year.

FY 2020 marks a year of major, long-overdue technology projects that will improve organizational performance and enhance service delivery to the Community. Years of financial discipline and planning have prepared the organization to invest in a new, modern, state-of-the-art Enterprise Resource Planning (ERP) system, the finance and human resources "backbone" of the City. An outgrowth of the City's goal to *provide modern, evolving technology and a seamless user* experience, this system is planned for procurement at the start of FY 2020 and will modernize or transform most of the City's "back-office" processes and yield greater efficiency, accuracy and analysis when it comes to money and people – two of the City's core elements. Coupled with these investments are small scale applications that will enhance employee productivity and community customer service. The City will also launch a test environment for a new technology system architecture, and increase investments in IT security, which is a necessity as more operations and business move into the digital realm and local governments become larger targets for bad actors.

Becoming the Community of Choice will also require us to *recruit and retain an innovative workforce that is motivated to exceed customer service expectations*. The City has not performed a Compensation & Classification analysis since 2016, and is experiencing longer recruitment periods and turnover in some key positions. Wage compression issues resulting from the recession have been resolved; however, a competitive labor market now poses a new challenge. Included in the budget are pay increases for all employees (varying by employee group and collective bargaining

contract). We have also maintained our high-quality benefits, which include a Police and Fire defined benefit pension plan, a 1% increase in City retirement contribution (to 6%) to the defined contribution plan for CWA and non-rep employees during FY 2019, and a quality health insurance program (6.7% estimated premium increase for FY 2020). Upward salary pressure is likely to continue in order for the City to remain competitive in recruitment and retention of employees, so a consultant-led market analysis is necessary to ensure we can attract and retain a quality workforce.

In order to remain a sustainable organization, the City takes a balanced approach to adding permanent staff. An under-resourced organization will not achieve its goals, but personnel costs can also pose a long-term challenge to financial sustainability. Personnel numbers are proposed to grow in FY 2020, but numbers alone do not paint the full picture. Four new positions included in the budget are temporary positions, ensuring that appropriate resources are committed to a successful ERP software implementation. An additional three Fire Rescue Lieutenant positions will be funded by Pinellas County to support a more data-driven response to emergency operations. Three more Fire Rescue positions are included as part of the Public Safety Staffing Plan. Finally, the proposal to add an additional parks crew is a response to increasing contractual costs. It was estimated that the most financially prudent approach to continued grounds maintenance would involve providing the services with City staff rather than contractual providers. As such, over half of the new positions proposed represent temporary or cost-neutral investments by the City to ensure continued service quality.

The final initiative under this focus area is to **Foster a Community Where Opportunities Exist for Residents and Businesses to Realize Their Full Potential**. Building on collaborative staff efforts surrounding homelessness in the community, the budget includes funding to facilitate access to resources to help residents meet their fundamental needs. The City is proposing joining a county-wide initiative to support homeless individuals by starting a part-time contractual Homeless Outreach effort. This position will provide outreach services to homeless individuals and connect them to resources to help end their homeless struggle.

Focus On: Public Health & Safety

Roadway & Stormwater Improvements Citywide	609,000
Regional Stormwater Pond Land Acquisition	600,000
Public Works Asset Management Data Coordination	72,400
Fire Station Reconstruction Program – Master Station Design	500,000
3 Additional Firefighter/Paramedics (Public Safety Staffing Plan – 3.00 FTE)	258,000
3 Additional Rescue Lieutenants (County-Funded – 3.00 FTE)	300,000
Emergency Management Funding	47,000
Total	**9,436,400**

The first initiative under this focus area is to **Invest in Quality Public Infrastructure**, for which the FY 2020 Budget includes significant commitments. Major construction projects on roads and wastewater infrastructure continue in FY 2020, along with a focus on stormwater management, which includes land acquisition dollars to establish a regional stormwater pond adjacent to the Medical Arts District that will provide water quality and management options while supporting redevelopment efforts in the area. To support the optimization of life-cycles for capital assets (stormwater, roads, fleet & facilities), the FY 2020 budget includes adding an Asset Management Data Coordinator position to the Public Works department. Utilizing the City's new asset management software will allow for repair, maintenance and asset optimization through shared data across multiple departments. Also related to effective asset management is the beginning of the City's Fire station reconstruction program, which will reconstruct 3 of the 6 stations over the next ten years using a master-station design that will apply the same design to different station locations. This effort will save precious Penny for Pinellas dollars by minimizing the cost of design for each fire station.

Also included in the FY 2020 Adopted Budget is funding to reconstruct the Parks Administration building, previously an unfunded project in the 5-year Capital Improvement mProgram. The facility is in poor condition and needs to be reconstructed, which would align with asset management strategies and sustainability strategies outlined in the strategic plan. Unfortunately, the Penny for Pinellas Local Option Sales Tax fund does not have sufficient funding for this project after priority projects have been funded. The reconstruction of the Parks Administration will be funded through General Fund debt service based on an approximate $3.5 million design and construction cost. The estimated millage impact of that debt service is estimated below:

Length of Loan	Estimated Annual Debt Service	Estimated Rate Impact
10 Years	$400,000	.0600 mills
20 Years	$250,000	.0255 mills

The FY 2020 Budget makes significant progress toward the initiative of **Building a Community of Safe and Healthy Neighborhoods**. The Fire Rescue Department will add three additional Firefighter/Paramedics as part of the Public Safety Staffing Plan, ensuring they have the staff required to manage service demand. Additionally, a partnership with Pinellas County will provide funding for three new Rescue Lieutenants, aimed at addressing community public safety issues using proactive tools and methods and responding to service analysis with a data-driven recommendation to provide additional field supervision to medical calls.

Finally, the City continues to **Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management** in FY 2020 by continuing to make steady progress toward needed emergency management support functions like cots for the employee shelter and weather monitoring devices at fire stations. This funding builds off the FY 2019 accomplishment of establishing a new, Comprehensive Emergency Management Plan (CEMP) that will go into effect during the 2019 hurricane season.

Focus On: Community Pride

New Municipal Complex Preliminary Design / Space Needs Analysis	150,000
Downtown Identity Brand Launch	6,000
Largo Central Park 25th Anniversary Event	50,000
Cultural Arts District Entrance Art & Signage	50,000
Central Parks Performing Arts Center Programming & Facility Investments	164,000
New Library Self-Checkout System	50,000
Communications & Engagement (Marketing) Reorganization	70,000
Community Sign Updates (City Facilities & Largo Welcome Signs)	160,000
Total	**700,000**

The concentration on **Developing an Active and Interconnected Downtown** will begin to take shape in FY 2020 with projects coming out of the ground, and this budget takes steps to take advantage of that momentum. Building on prior years' investments in place-making gateway elements and capital improvements, the City will begin conducting the space needs analysis required to explore the potential construction of a new City Hall in downtown Largo, as well as a public parking garage that can support surrounding businesses and amenities like Largo Central Park special events. As these projects begin to transform the look and feel of downtown, they will be supported with the official launch of a new Downtown Largo Branding Campaign. The new brand identity was developed with extensive public input during 2019 and will be ready to help celebrate success during 2020.

Speaking of celebration, the Largo Central Park district of downtown has a lot to celebrate during 2020! The budget includes funding for the Largo Central Parks 25th anniversary party, which will be coupled with continued signage updates and investments in the Largo Central Park Performing Arts Center. Additionally, patrons of the Largo Public Library will see an investment in a new self-check-out system, which will free up staff for more programming and other activities enjoyed by all.

We are also pleased to make progress toward **Cultivating and Supporting a Vibrant Intergenerational Community that Attracts Residents and Businesses** by adding capacity to our community outreach function through the reorganization of the Communications & Marketing division to the Office of Communications & Engagement. Finally, as we continue our transformation into the Community of Choice in Tampa Bay, residents and visitors will start to see that transformation reflected in signage updates throughout the City over the next five years.

Acknowledgments

This budget was professionally prepared by the Office of Performance and Budget (OPB). Together with the Finance Department, OPB coordinated the creation and the communication of both the Capital Improvements Plan and this budget to the City Commission and the public, all on behalf of Administration and the Executive Leadership Team. The expertise, technical ability, and dedication of OPB staff were paramount to the success of the budget and financial planning process. I want to emphasize that all departments worked as a team to prepare a budget that reflects this organization's commitment to professionalism, communication, long-term fiscal responsibility, and the City's strategic goals.

City Administration is particularly appreciative of the leadership provided by the Mayor and City Commission with regard to the long-term fiscal stability of this organization. Each year, the elected officials are faced with the difficult task of balancing the public's desires for municipal services with their willingness to pay through taxes and user charges. Together, we have and will continue to balance services and costs for our citizens that focus on a sustainable future for our City.



Strategic Performance Management Report

Quarterly Strategic Plan Outcomes and Project Updates FY 2019

The Strategic Plan

A strategic plan is an essential component of any organization. The City's new Strategic Plan, developed during FY 2017, is an evolution of the City's original Strategic Plan and the interim operational direction from the City Commission, known as the Future Focus document created in 2015. This Strategic Plan seeks to encompass both community aspirations and our current Harwood community "stage". The plan sets goals to maintain those aspects of the community that residents, businesses, and employees are most proud of and strives to achieve the new goals articulated by residents and City leaders. The strategic plan is a blueprint—a guide for City operations—that focuses on clear, collective goals. As an organization, it helps prioritize resources and facilitate management decisions that will achieve these desired outcomes. As a community, it provides a shared vision for Largo as a basis to identify, evaluate, and communicate progress on results.

Initiatives

The Strategic Plan is comprised of three Focus Areas—Sustainability, Public Health and Safety, and Community Pride—that encompass everything we do as a City. Within those focus areas are a number of initiatives that articulate what our community should look like if we achieve the City Commission's vision within those Focus Areas.

Outcome Measures

Outcome measures in the subsequent pages are the data-based performance measures collected throughout the City that correlate to the various components of the Strategic Plan. The strategies highlighted by the City should help to "move the needle" on these key performance indicators and lead to tangible results for the City Commission and residents of Largo. Performance measures are collected and reported by the City quarterly and included in the budget document with an annual summary comparison of the previous three fiscal years.

OUTCOME MEASURES	2016	2017	2018	2019			
				Q1	Q2	Q3	Q4
INITIATIVE 1: Renew our Natural Environment to Ensure Sustainability for Future Generations							
Tree Plantings (# of Trees)	507	200	175	8	49	137	60
% of Treated Wastewater Distributed as Reclaimed Water	40.3%	52.9%	42.7%	44%	37%	53%	36%
% of Waste Recycled (Not in Landfill)	14.13%	15.36%	12.20%	11.05%	10.75%	7.85%	8.76%
Residential Recycling Participation Rate	68.44%	75.47%	75.63%	94.88%	95.26%	94.51%	90.72%
INITIATIVE 2: Advance a Flexible, Resilient Organization that Delivers Superior City Services							
Employee Turnover Rate	3.4%	2.7%	2.7%	3.1%	3.4%	3.90%	3.80%
City Position Vacancy Rate	N/A	N/A	6.52%	7.06%	7.37%	7.04%	7.10%
Number of Unique Visitors to Largo.com	N/A	N/A	477,495	176,131	169,349	139,035	202,827
INITIATIVE 3: Foster a Community Where Opportunities Exist for Residents and Businesses to Realize Their Full Potential							
% of Largo Residents with a Library Card	N/A	N/A	57.8%	57.6%	58.4%	59.20%	60.11%
Library Enrichment Programs Participation	N/A	1,476	708	214	576	649	896
Wireless Sessions at Largo Public Library	51,625	58,524	63,665	14,603	12,231	15,417	16,944
Construction Value Permitted	$143.1M	$90.8M	$150.84M	$32.8M	$39.7M	$92.4M	$49.1M
Unemployment Rate (Largo)	4.3%	4.1%	3.5%	3.2%	3.5%	3.2%	3.1%

OUTCOME MEASURES	2016	2017	2018	2019			
				Q1	Q2	Q3	Q4
INITIATIVE 1: Invest in Quality Public Infrastructure							
% of Environmental Compliance Permittees in Compliance	N/A	N/A	70.13%	68.60%	63.50%	63.20%	91.30%
Capacity-Related Sanitary Sewer Overflows (Galllons)	27.69M	0	0	0	0	0	0
Number of Capacity-related Sanitary Sewer Overflows	32	0	0	0	0	0	0
INITIATIVE 2: Build a Community of Safe & Healthy Neighborhoods							
Youth Enrolled in After-School and Summer Programs	35,154	39,269	60,417	620	9,257	21,296	26,972
Number of Participants in Health Classes/Events	109,984	169,137	167,953	79,038	45,836	45,124	37,781
Calls for Police Service in Top 5 Hotspots	N/A	N/A	2,270	588	526	1,152	1,271
% of Calls Requiring Two or More Police Officers	N/A	40.95%	39.05%	40.00%	53.65%	38.32%	40.14%
Number of Vehicle Accidents with Police Response	N/A	2,688	2,789	719	677	649	622
Structure Fire Response Time (minutes)	4:28	4:28	4:26	5:11	4:23	4:27	4:45
EMS Response Time (minutes)	4.22	4:28	4:21	4:27	4:33	4:17	4:20
Number of Pedestrian Accidents with Police Response	N/A	63	74	16	22	8	8
Number of Bicycle Accidents with Police Response	N/A	59	54	19	9	12	14
Pedestrian & Bicycle Accidents as Percent of Total	N/A	4.50%	4.50%	4.87%	4.58%	3.08%	3.50%
% of Time Available for Proactive Policing	10.15%	11.00%	13.87%	10.29%	9.54%	10.16%	10.58%

OUTCOME MEASURES	2016	2017	2018	2019			
				Q1	Q2	Q3	Q4
INITIATIVE 1: Develop an Active & Interconnected Downtown							
Construction Value Permitted in Downtown CRA	N/A	$3.53M	$16.56M	$153K	$4.0M	$1.82M	$686K
INITIATIVE 2: Cultivate and Support a Vibrant Intergenerational Community that Attracts Residents & Businesses							
Number of Community Outreach Events Attended by City Staff	N/A	N/A	765	24	122	119	213
Total Social Media Engagements	N/A	N/A	31,389,118	30,289,552	8,993,170	5,269,199	5,496,707
Special Event Participation	162,154	141,785	131,500	73,000	1,175	12,925	30,085
Number of Participants in City Scheduled Programing	417,290	533,712	745,961	205,078	143,633	158,768	135,145
Total RPA Program Participants	*417,290*	*480,137*	*691,567*	*194,306*	*125,966*	*142,216*	*123,051*
Total Library Program Participants	*N/A*	*53,575*	*54,394*	*10,772*	*17,667*	*16,552*	*12,094*
Total Volunteer Hours:	76,583	71,220	70,828	14,877	16,134	18,773	12,094
RPA	*53,094*	*47,645*	*47,734*	*9,131*	*9,943*	*12,500*	*13,177*
Police	*9,084*	*8,664*	*7,141*	*1,798*	*1,434*	*1,322*	*1,419*
Library	*14,405*	*14,911*	*15,953*	*3,948*	*4,757*	*4,952*	*4,577*



Budget Guide

What is a Budget

A budget is a financial and operating plan for a City for a period called a "fiscal year". The City of Largo's fiscal year begins on October 1 and ends on September 30. The fiscal year that begins on October 1, 2019, is referred to as "Fiscal Year 2020". Prior Fiscal Year (FY 2019) budget data is also included. All data contained herein for FY 2019 are originally budgeted amounts and have not been revised to reflect budget amendments adopted by the City Commission. Estimated FY numbers represent actual expenditure totals for a portion of the fiscal year, supplemented with expenditure assumptions for the remainder of the fiscal year. All appropriations unspent at year-end lapse unless funds are encumbered by issuance of a purchase order. Such purchase orders remain valid until either canceled or final payment is made.

The City cannot spend money unless it is appropriated within the budget. An appropriation is the legal approval given by the City Commission to the City staff to spend money for a specific purpose. The budget also contains an estimate of revenues to be received by the City during the same time period. The legal authorization to collect revenues, such as the property tax, utility tax, and user fees, is established by the City Commission by ordinance. Also included in the budget is the estimated unexpended expenditures left over from the prior fiscal year that can be spent and appropriated in the New Year. This money is called available or unassigned fund balance. The City Charter and State law require that expenditures do not exceed the combination of available fund balance and revenues. The City cannot borrow money to operate. The City can only borrow money for major capital projects, such as the purchase of major equipment or the construction of buildings.

Budgeting and Accounting Basis

The City's Basis of Accounting and Basis of Budget are the same. This budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP). Both revenues and expenditures are budgeted on the modified accrual basis of accounting. In Enterprise Fund budgets (Wastewater, Solid Waste, Golf Course) and Internal Service Fund budgets (Fleet Services, Risk Management) Accrual Accounting is used, meaning depreciation is budgeted as an operating expense and capital acquisitions and principal payments on debt are not budgeted expenditures. However, proposed capital acquisitions and principal payments are listed in the program portion of the budget for planning purposes.

Budget Adjustments/Amendments

In accordance with the City Charter, the City Manager has the authority to approve budget adjustments, or the transfer of funds within a department and within a fund. Budgetary control during the year is maintained on a department basis and within a fund and not on a line item or program basis.

To increase or decrease a department's appropriation, or to transfer funds from one department to another or from one fund to another, approval of the City Commission is required. The City Commission grants such approval by ordinance.

Personnel Position Classifications

The City Manager may change a personnel position to a lower classification than approved in the budget. Any positions reclassified since the previous year's budget was adopted are reported in this budget in accordance with their new classifications.

The Document

The document begins with a transmittal letter from the City Manager. This letter summarizes the contents of the budget and provides an explanation of the rationale used by the City Manager during the budget development process. The City Manager also outlines the city-wide priorities and initiatives for the upcoming year. Other sections of the document include the following:

1. Budget Message
2. Strategic Performance Management
3. Community Profile
4. Budget Guide
5. Budget Summary

6. Long-Range Financial Plan
7. Department Budgets, which are subdivided into divisions and programs. Programs account for the costs associated with specific activities or the use of restricted revenue sources.
8. Compensation Administration
9. Capital Improvements Program
10. Glossary

What is a Fund?

The basic building block of governmental finance and budgeting is the "fund". Each fund is independent of all others, and is created to account for the receipt and use of specific revenues. This budget includes all operating funds of the City. All City contributions to non-budgeted, non-operating funds, such as pension funds, are budgeted within the appropriate operating fund.

The General Fund is the largest fund. This fund accounts for most traditional governmental services such as Police, Fire, Recreation, Library, and the administrative departments such as Finance, Information Technology, Human Resources, and Administration. Most property tax revenue and revenue from such sources as the utility tax and State sales tax are accounted for in this fund.

Special revenue funds are created to account for specific revenues that can only be spent for certain purposes. The County Gas Tax Fund accounts for the proceeds received from the County Motor Fuel Tax. The Stormwater Fund exists to account for revenue from the Stormwater Utility Fee that is used to pay for the maintenance and construction of the City's stormwater system. Revenue from the County infrastructure surtax (Penny For Pinellas) is included in the Local Option Sales Tax Fund. The Community Development Block Grant (CDBG) and HOME funds account for revenue from these Federal programs for use to benefit low and moderate-income neighborhoods. The State Housing Initiatives Partnership (SHIP) Fund accounts for state funds received for housing programs. The Transportation Impact Fee (TIF) Fund accounts for the proceeds from that revenue source. The Community Redevelopment Agency Fund (CRA) accounts for the tax increment financing district established for the Downtown area; all property tax growth in the downtown is restricted to expenses associated with that area of the City.

An enterprise fund is used to account for a governmental service that is financed entirely by user charges. These funds receive no tax money and are operated in much the same manner as a private business. Enterprise funds have been created to finance the operation of the City's Golf Course, Solid Waste services, and the Sanitary Sewer System.

A capital project fund is often created to account for the financing sources and expenditures associated with major capital projects. In the past, such funds have been established to account for West Bay Drive Redevelopment, Library Construction, and Highland Avenue Reconstruction Projects. Establishment of a dedicated fund is typically reserved for projects with broad scopes, completion schedules spanning over a period of multiple years, and with several funding sources.

Finally, internal service funds are similar to enterprise funds except that they derive all their revenue by charging departments within the City for their services. The Fleet Services Fund and Risk Management Fund represent the City's two internal service funds, which allocate the costs associated with these two functions to the user departments.

Truth in Millage (TRIM)

The budget and property tax rate adoption process is governed by the State Statute known as TRIM (Truth in Millage). In Florida, properties are assessed by the county Property Appraiser and property taxes are collected by the county Tax Collector. Property owners are eligible to receive a homestead exemption between $25,000 and $50,000 on their principal place of residence. All property is assessed at 100% of real value, which is approximately 85% of market value. The State Constitution restricts the annual increase in taxable value of homestead property to 3% or the increase in the CPI, whichever is less, and a 10% increase to non-homesteaded property.

The City is required to hold two public hearings for adoption of a property tax rate and budget. The first public hearing is advertised by the Property Appraiser mailing to each property owner through the TRIM notice. In addition to notification of this first public hearing, the TRIM notice contains the following information:

1. The new assessed value and the assessed value for the prior year;
2. The tax bill if the current property tax rate is charged for the new year/
3. The tax bill if the adjusted rolled-back rate is levied for the new year (the rolled-back is that property tax rate which would derive the same amount of revenue based on the new assessed values as was raised in the prior year at the old assessed values; it discounts for inflation); and
4. The property tax bill if the proposed budget is adopted.

The second public hearing is advertised in the newspaper. Accompanying this advertisement is a summary of revenues and expenditures contained within the budget tentatively approved at the first public hearing.

Budget Calendar

CIP Schedule

November: CIP Schedule Distributed and Management Analysts Hold Preparation Meetings

December: Prepare Revenue Projections and Prior Year Actuals for all Funds Departments Submit CIP Project Requests

January – February: CIP Review Committee Reviews Proposed CIP Projects. City Management review of CIP Projects and Financial Feasibility

January: City Commission Annual Retreat (Goal/Priority Setting for CIP & Operating Budget)

February: City Commission Retreat to Review Long-Range Plans and Establish Associated Annual Funding Priorities

March 30: Proposed CIP Distributed to City Commission and Finance Advisory Board

April 9, 22: Finance Advisory Board CIP Review

May 8: City Commission CIP Work Session

May 15: City Commission CIP Adoption

Budget Schedule

February - March: Budget Preparation and Financial Overview with Updates of Revenue and Expenditure Projections; Departmental Budget Request Forms Due; Personnel Projections.

April/May: Departmental Budget Reviews with City Administration

May: Strategic Budget Discussions with Executive Leadership Team

June: Preparation of the Proposed Budget Document

July 1: City Manager's Proposed Budget Distributed to City Commission and Finance Advisory Board

July 17: City Commission Establishes Maximum Property Tax Rate to be included on TRIM (estimated property tax) Notices

August 14: City Commission Budget Review

September 3: City Commission First Public Hearing and Tentative Millage Rate and Budget

September 17: City Commission Second Public Hearing and Final Millage Rate and Budget

October 1: New Fiscal Year Begins

Budget Preparation

Adoption of an annual budget establishes a short-term fiscal plan; however, short-term decisions can have long-term future implications. For example, construction of capital facilities often creates new recurring expenditures such as personnel, repairs, and utilities. Evaluating long-term fiscal trends is important in order to make sound short-term spending or service level decisions.

The Government Finance Officers Association (GFOA) recommends that governments forecast major revenues and expenditures for a three to five year period beyond the current budget in order to assess the long-term financial implications of current or proposed policies, programs, and assumptions. The GFOA also recommends that financial forecasts be made available to all participants in the budget process and that the forecast be monitored and adjusted as conditions change. Financial forecasting is intended to accomplish the following goals:

- Provide an understanding of available funding
- Evaluate financial risk
- Assess the likelihood that services can be continued beyond the current year
- Assess the level at which capital investments can be made based on available resources
- Identify future commitments and resource demands
- Identify key variables that can affect future revenues or expenditures

The first step in the City's annual financial forecasting process is development of the multi-year financial plan, which projects fund balances, revenues, and expenditures for a five year period, along with the development and adoption of a five-year Capital Improvements Program (CIP). The purpose of the CIP process is to evaluate the capital needs of the City compared to anticipated resources. When sufficient resources are not available, project plans must be reduced or new resources must be identified. The CIP includes all capital expenditures such as buildings, equipment, software, and major maintenance projects costing in excess of $100,000. The CIP also includes a projection of major revenues, fund balances, and operating costs for the same five-year period.

The review and adoption of the Annual Operating and Capital Budget represents one of the important policy-making responsibilities of the Mayor and City Commission. The budget is more than just the legal document that appropriates revenue; it establishes priorities among competing governmental services, all of which have dedicated constituencies. After establishing priorities, the City Commission must establish service levels which are within the fiscal capacity of the City. While the budget adoption process is the primary opportunity for the City Commission and Administration to focus on the operations and services of the City, it is only one part of the overall policy-making process in which the City Commission engages throughout the year. As the needs and requirements of the community change, so too must the operations of the City.

When preparing the budget for FY 2020, City Administration was guided by the following policies:

- Maintain the overall quality of life for residents in accordance with economic limitations.
- Review financial forecasts for the next five years to determine appropriate service levels in line with available revenues.
- Review functions and activities to determine if cost savings or efficiencies can be achieved by providing the service differently.
- Review and adjust user charges based on related service costs where possible.
- Ensure all enterprise and internal service funds are self-supporting through user charges.
- Replace equipment and vehicles when it is most cost effective.
- When more than one funding source is available for a project, use the most restrictive funding source first.

Operating Budget Policies

The City will operate with a balanced budget by paying for all current expenditures with current revenues and fund balance. The City will avoid budgetary tactics that balance current expenditures at the expense of future years, such as postponing expenditures, underestimating expenditures, overestimating revenues, or utilizing short-term borrowing to balance the budget.

The budget will provide for adequate maintenance and repair of capital assets and for their timely replacement.

The budget will provide the required funding for the Police and Fire defined benefit retirement plan based on the annual actuarial report.

The City will maintain a budgetary control system to ensure compliance with the adopted budget.

The City will update expenditure projections for each fiscal year.

Enterprise Funds (Golf, Wastewater, and Solid Waste) will be self-supporting for operating and capital expenses and receive no General Fund tax support.

The City will aggressively seek state and federal funds that are available for capital projects.

The budget document will be prepared in a format that clearly and accurately conveys financial, programmatic, and policy data and issues to the lay reader.

Capital Improvement Program (CIP) Policies

The City will develop a five-year Capital Improvement Program (CIP) and update it annually. The CIP will include all capital and maintenance projects and software purchases costing $100,000 or more.

The City will make all major capital improvements in accordance with the adopted Capital Improvement Program.

The City will coordinate development of the CIP with development of the operating budget. Future operating costs associated with capital improvements will be projected and reported in the CIP and operating budget.

The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the Capital Improvement Program and City priorities.

Whenever feasible, Local Option Sales Tax Funds (LOST) will be utilized for projects that primarily benefit City residents.

The City will identify the estimated acquisition and operating costs and potential funding sources for each capital improvement project proposal before submittal to the City Commission for approval.

All projects must demonstrate a specific need and will be included in the CIP if a sufficient number of characteristics demonstrate the project's need.

All projects will be defined as either Regulatory (meaning legally mandated) or Service Based.

New, significantly revised, and unfunded projects will receive project scores to help determine priority.

Projects shall be reported to the City Commission based on program area or project type.

Fund projections used in the annual CIP process shall become the Long Range Financial Plan for that fiscal year.

Debt Policies:

The City has no legal debt limits; however, debt issuance is governed by the City Charter, Sec. 5.06. Debt, which states: "The City Commission shall have the power to authorize by ordinance, the issuance of debt payable from general revenues or otherwise provided by law."

The City defines debt as any form of deferred payment that does not require the use of current, available financial resources to purchase goods or services. Debt includes obligations made by or with: promissory notes, commercial loans, loan pools, bonds, bond anticipation notes, inter-fund loans, capital leases, and other financing arrangements. The City issues debt within the following guidelines:

- The City's debt issuance will be conducted with a clear understanding of the goals, objectives and total costs (issuance, administrative, legal, interest, agent/custodial fees, reserve requirements) of borrowing, including the estimated costs of not borrowing (opportunity costs).
- The City will confine long-term borrowing to capital improvement projects that are relatively large and non-routine in nature.
- The City recognizes that debt issuance results in certain benefits, obligations, and responsibilities to both current and future City stakeholders.

- The City will not issue debt for short-term operating needs; however, this does not preclude the use of debt for short-term operating needs in emergency situations.
- The City will favor issuing special revenue debt and will avoid issuing general obligation debt.
- The City will favor using fixed interest rates and avoid using variable interest rates.
- The City will fully disclose all debt attributes in financial reports and debt prospectuses.
- The City will repay debt within a period not to exceed the expected useful life of related projects.
- The City will amortize debt with relatively level total payments, including principal and interest, so as not to inordinately defer principal repayments to future years.

Revenue Policies

The City will maintain, as permitted by state law, a diversified revenue base to mitigate the effects of short-term fluctuations in anyone revenue source.

The City will estimate its annual revenues by a conservative, objective, and analytical process.

The City will project, and update annually, revenues for the next five fiscal years, as part of the CIP preparation process, and include them in the Long Range Financial Plan.

The City will annually calculate the full direct costs of activities supported by user fees and consider such information when establishing user charges.

The City shall annually transfer 9% of the operating revenue and investment income from the Solid Waste and Wastewater Enterprise Funds to the General Fund as an administrative and franchise fee. The transfer from the Golf Course Enterprise Fund is established based on the financial condition of that fund.

Non-recurring revenues will be used only to fund non-recurring expenditures.

As directed by the public, staff will review direct service fees (Recreation, Library, and other) on an annual basis to determine if the fees meet the cost of the service.

Fund Balance/Reserve Policies:

The City will maintain in each fund an adequate balance to accommodate unanticipated expenditures, expenditures of a non-recurring nature, unanticipated revenue declines, and cash flow needs.

The City has a formal Legislative Policy adopted for fund balance in the General Fund. The guidelines within this policy address the General Fund's fund balance in order to mitigate material risks, which could negatively affect the City's ability to provide public services. The guidelines are intended to comply with state statutes regarding adopting a balanced budget, the requirements of the Governmental Accounting Standards Board (GASB), and will strive to achieve the Government Finance Officer's Association (GFOA) best practices.

The annual budget will be prepared including the General Fund's minimum ending fund balance as follows:

1. Minimum unrestricted fund balance of no less than 10% of budgeted expenditures (GFOA best practice is 17%)
2. Target unrestricted fund balance of 20% of budgeted expenditures.

The Policy requires the Proposed Budget to be drafted within the established fund balance levels. The Policy also establishes guidelines for the use and restoration of fund balance (1% per year until balances are restored).

Accounting, Auditing and Financial Reporting Policies

Monthly and annual financial reports will present a summary of financial activity by departments and funds.

The City's Comprehensive Annual Financial Report (CAFR) will present the City's financial position and results of operations on a basis consistent with Generally Accepted Accounting Principles (GAAP) applicable to local government.

In accordance with state law, an independent accounting firm will perform an annual audit of the financial statements of the City and will publicly issue an opinion thereon.

Purchasing Policies

Purchases will be made in accordance with all federal, state, and municipal requirements. If there are no specific requirements, purchases will be made in the best interest of the City.

Purchases will be made in an impartial, economical, competitive, and efficient manner.

Qualitative factors such as vendor reputation, financial condition, quality of product, and timeliness of delivery will be considered as much as price when making purchasing decisions.

With consideration of initial and life-cycle cost benefits, Recycled or Reused Materials, “Green” Products and LEED Certified Materials will be given preference.

All capital and operating expenditures that equal or exceed $50,000 must be approved by the City Commission. A competitive bid or request for proposal process, except in cases of sole source or an emergency, is used for purchases that exceed $50,000.

Change orders to a contract that individually or in the aggregate equal or exceed $50,000 must be approved by the City Commission. After review and approval by the Administration, change orders are submitted to the City Commission for consideration in a timely manner and, whenever practical, prior to the work being authorized.

Frequently Asked Questions (FAQ)

Q: WHAT IS THE PURPOSE OF THE CITY BUDGET?

A: The budget is an annual financial plan for the City of Largo. It specifies the level of municipal services to be provided in the coming year and the resources, including personnel positions, capital expenditures, and operating expenses needed to provide those services. It reflects the policies and priorities set by the Mayor and City Commission.

Q: FROM WHERE DOES THE CITY OBTAIN ITS REVENUES?

A: From City-levied taxes, state and federal shared revenues, and fees for municipal services, such as sanitary sewer, solid waste, and recreation.

Q: HOW IS THE REVENUE OBTAINED BY THE CITY USED?

A: It is used to pay for salaries, operating supplies, other operating costs such as utilities and insurance, and capital purchases such as buildings, vehicles, and equipment as specified in the City budget.

Q: WHAT IS THE PROPERTY TAX RATE?

A: When the City adopts its annual budget, it determines the tax rate that must be applied on property in order to generate the necessary revenue in addition to all other sources which are available. The tax rate is stated in terms of mills, with one mill equal to $1.00 of taxes per $1,000 of taxable value. The taxable value of all property in the City is established by the Pinellas County Property Appraiser. The City has no control over determining the taxable value of property; it only has control over the tax rate that is levied. The proposed FY 2020 tax rate is 5.6200 mills.

Q: WHAT IS HOMESTEAD EXEMPTION?

A: The Florida Constitution provides that a homeowner may apply for and receive a homestead exemption in the amount of $25,000 on the first $25,000 worth of value on his or her principal residence and an additional exemption of $25,000 on the third $25,000 worth of value on the residence. After property is appraised by the County Property Appraiser, the exemption is subtracted from the appraised value, the remainder of which is the taxable value. The State Constitution further limits annual increases in the value of homesteaded property to 3% or the increase in the CPI, whichever is less. The taxable value is that amount upon which the property tax rate is applied.

Q: WHAT IS A MILL OF TAX

A: One mill is equal to $1 for each $1,000 of taxable property value. Property taxes on a $125,000 home, to which the $25,000 to $50,000 homestead exemption is applied, would pay a property tax of $375 to $500 (calculated at an assumed millage rate of 5.00 mills).

Q: THE TOTAL PROPERTY TAX BILL FOR PROPERTY IN THE CITY OF LARGO IS MUCH GREATER THAN THE AMOUNT LEVIED BY THE CITY. WHY?

A: Property taxes are levied not just by the City of Largo, but also by Pinellas County, the Pinellas School Board, and several special districts. Less than 20% of the total tax bill goes to the City of Largo.

Q: WHAT IS THE DIFFERENCE BETWEEN AD VALOREM TAX AND PROPERTY TAX?

A: There is no difference. They are different names for the same tax.

Q: WHAT IS AN ENTERPRISE FUND?

A: An enterprise fund earns its own revenues by charging customers for the services that it provides; it receives no tax funds. The City of Largo operates its wastewater utility, solid waste collection program, and golf course as enterprise funds.

Q: WHAT IS AN INTERNAL SERVICE FUND?

A: An internal service fund earns its own revenues by charging other City departments for services that it provides to them. The internal service funds within the City of Largo are the Fleet Services Fund and the Risk Management Fund.

Q: WHO ESTABLISHES THE RULES BY WHICH THE CITY OF LARGO ADOPTS ITS ANNUAL BUDGET AND PROPERTY TAX RATE?

A: The property tax rate and budget adoption process are governed by the City Charter, State Statutes, and the Florida State Constitution.

Q: WHO IS THE CHIEF EXECUTIVE OFFICER OF THE CITY OF LARGO?

A: The City Manager is both the Chief Executive and Chief Administrative Officer of the City of Largo. This individual is hired by and reports directly to the City Commission. All other employees, with the exception of the City Attorney, who also reports to the City Commission, report to the City Manager.

Q: WHAT ARE UTILITY TAXES AND FRANCHISE FEES, AND WHY DOES THE CITY OF LARGO LEVY THEM?

A: A utility tax is a tax levied on utility bills, to be paid by the utility purchaser. It is similar to a sales tax, except it only applies to utility bills and not to any other purchases. The franchise fee is a charge levied by the City on a utility to operate within the City and to use the City rights-of-way and other properties for locating pipes, wires, etc. The state allows utilities to pass on the franchise fee directly to customers on their bills. The City of Largo, like most cities in Florida, relies very heavily on utility taxes and franchise fees as a major revenue source in addition to property taxes.

Q: HOW DOES THE ECONOMY IMPACT THE CITY OF LARGO'S BUDGET?

A: The economy impacts the City of Largo Budget in direct and indirect ways:

A. Changes in the economy directly affect the property values of the community, and therefore the property taxes received by the City. It also affects sales tax revenue provided by the state for revenue sharing and the Local Option Sales Tax (LOST) monies for capital expenditures. In a slower economy, all of these revenue sources are reduced due to less sales and lower property values.

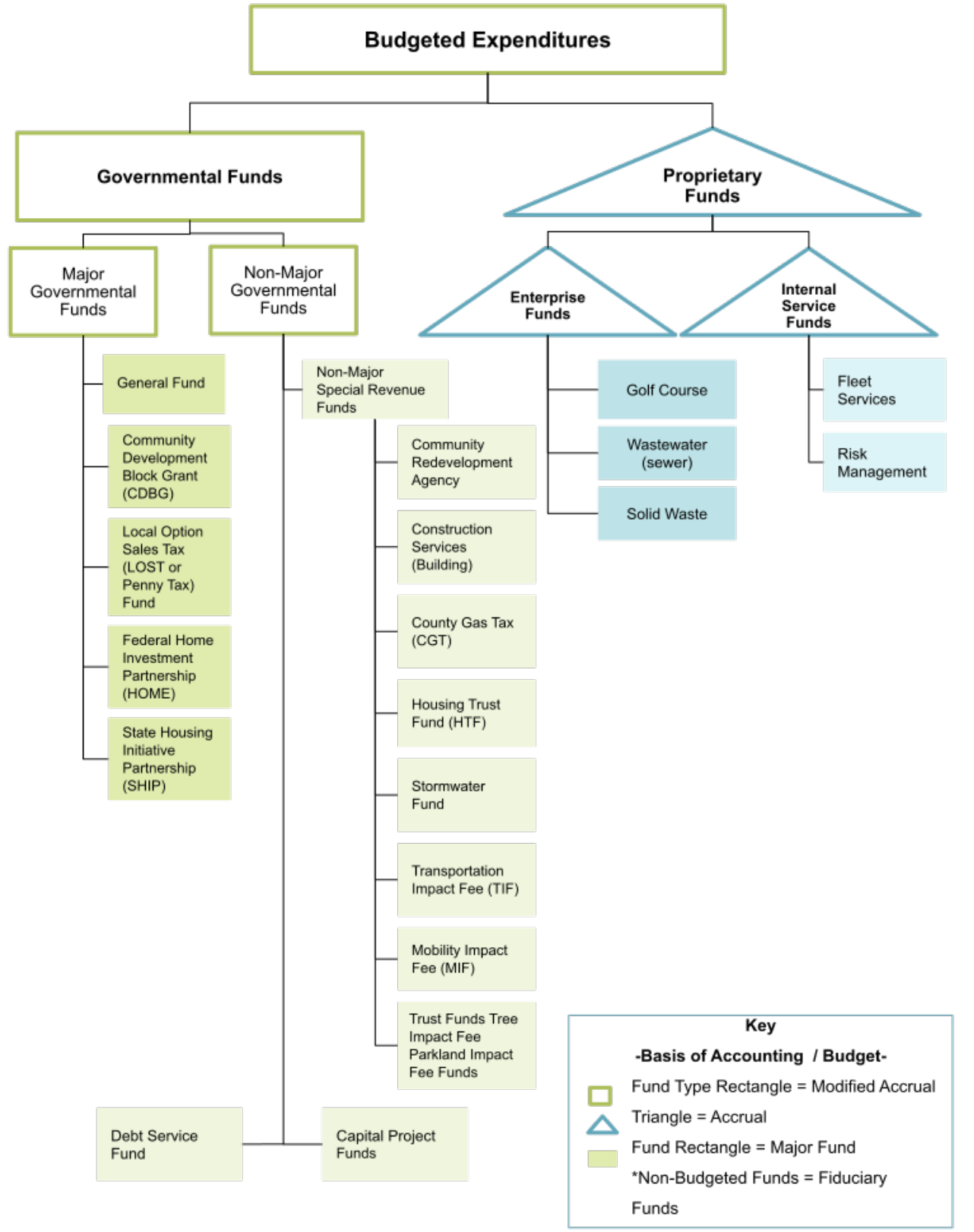
B. The economy also indirectly affects recreation fee revenue, library revenue, and other smaller revenue sources due to changes in residents' discretionary income caused by changes in the economy.



FY 2020 Adopted Budget Summary

CITY OF LARGO FUND STRUCTURE

ALL BUDGETED FUNDS*



PERSONNEL POSITIONS BY DEPARTMENT

Department	Budget FY 2017 (FTE)	Budget FY 2018 (FTE)	Budget FY 2019 (FTE)	Budget FY 2020 (FTE)
Administration	24.58	25.58	25.58	28.58
Community Development	66.25	47.25	47.25	46.50
Engineering Services	0.00	22.00	22.00	23.00
Environmental Services	86.25	87.25	87.25	87.25
Finance	12.60	14.60	14.50	16.50
Fire Rescue	146.00	152.00	152.00	158.00
General Operating	0.00	0.00	0.00	0.00
Human Resources	11.00	11.00	12.50	14.50
Information Technology	27.00	28.00	28.00	30.00
Legislative	8.00	8.00	8.00	8.00
Library	41.20	40.20	40.30	40.30
Police	203.81	203.81	208.31	208.31
Public Works	142.83	143.83	144.83	148.33
Recreation, Parks & Arts	129.88	130.55	133.36	139.86
Total	**899.40**	**914.07**	**923.88**	**949.13**

UNFUNDED PERSONNEL POSITIONS BY DEPARTMENT

Department	Budget FY 2017 (FTE)	Budget FY 2018 (FTE)	Budget FY 2019 (FTE)	Budget FY 2020 (FTE)
Police				
Crime Analyst	1.00	1.00	1.00	1.00
Public Works				
Streets & Stormwater Tech. II	1.00	1.00	1.00	1.00
Total	**2.00**	**2.00**	**2.00**	**2.00**

FTE = Full-Time Equivalent

PERSONNEL POSITIONS BY FUND

Fund Type / Fund	Budget FY 2017 (FTE)	Budget FY 2018 (FTE)	Budget FY 2019 (FTE)	Budget FY 2020 (FTE)
General	653.45	664.72	671.98	694.15
Enterprise	165.30	168.10	169.88	172.43
Special Revenue	61.07	61.67	62.02	62.72
Internal Services	19.58	19.58	20.00	19.83
Total	**899.40**	**914.07**	**923.88**	**949.13**

UNFUNDED PERSONNEL POSITIONS BY FUND

Fund Type / Fund	Budget FY 2017 (FTE)	Budget FY 2018 (FTE)	Budget FY 2019 (FTE)	Budget FY 2020 (FTE)
General Fund				
Crime Analyst	1.00	1.00	1.00	1.00
Stormwater Fund				
Streets & Stormwater Tech. II	1.00	1.00	1.00	1.00
Total	**2.00**	**2.00**	**2.00**	**2.00**

PERSONNEL CHANGES SUMMARY FOR FY 2020

Dept / Position	Budget FY 2019 (FTE)	Change	Budget FY 2020 (FTE)	Net Impact FY 2020 (FTE)
Administration				
Comm. & Engagement Director	0.00	Add 1 FTE Communications & Engagement Director	1.00	1.00
Graphics Assistant	0.35	Reclassification to Graphics Designer	0.35	0.00
Graphic Designer	0.00	Add .50 FTE Graphic Designer Position	0.50	0.50
Multimedia Technician	1.00	Delete/Add 1 FTE Multimedia Tech to Community Engagement Spec.	0.00	-1.00
Community Engagement Specialist	0.00	Delete/Add 1 FTE Multimedia Tech to Community Engagement Spec.	1.00	1.00
Multimedia Technician (Part-Time)	0.00	Add .50 FTE Multi-Media Technician	0.50	0.50
Sustainability Coordinator	1.00	Reclassification to Sustainability Program Administrator	0.00	-1.00
Sustainability Program Administrator	0.00	Reclassification from Sustainability Coordinator	1.00	1.00
Web & Marketing Specialist	1.00	Title Change Web & Mktg Spec. to Digital Engagement Spec.	0.00	-1.00
Digital Engagement Specialist	0.00	Title Change Web & Mktg Spec. to Digital Engagement Spec.	1.00	1.00
Community Outreach Coordinator	1.00	Title change Comm. Outreach Coord. To Comm. Engagement Admin.	0.00	-1.00
Management Fellow	0.00	Add 1.00 Full-Time Tempoary FTE - St. Pete College Fellowship	1.00	1.00
Community Engagement Administrator	0.00	Title change Comm. Outreach Coord. To Comm. Engagement Admin.	1.00	1.00
	4.35	**Total**	**7.35**	**3.00**
Community Development				
PDRS Application Administrator	1.00	Transfer 1.00 FTE PDRS Application Admin to IT	0.00	-1.00
Intern	0.25	Add .25 FTE Intern Position	0.50	0.25
	1.25	**Total**	**0.50**	**-0.75**
Engineering				
Construction Inspector	4.00	Add 1.00 FTE Construction Inspector (FY19 Budget Amendment)	5.00	1.00
Construction Inspector	5.00	Title Change Construction Inspector to Engineering Inspector	0.00	-5.00
Engineering Inspector	0.00	Title Change Construction Inspector to Engineering Inspector	5.00	5.00
Chief Construction Inspector	1.00	Title Change Chief Construction Insp. To Chief Engineering Insp.	0.00	-1.00
Chief Engineering Inspector	0.00	Title Change Chief Construction Insp. To Chief Engineering Insp.	1.00	1.00
Engineering Technician I, II, III	3.00	Delete 1 FTE Engineering Tech. / Add 1 FTE Engineer	2.00	-1.00
Engineer I, II, III	2.00	Delete/Add 1 FTE Engineer I	3.00	1.00
Program Engineer	1.00	Delete/Add 1 FTE Program Engineer / Add 1 FTE Construction Manager	0.00	-1.00
Construction Manager	0.00	Delete/Add 1 FTE Construction Manager	1.00	1.00
	16.00	**Total**	**17.00**	**1.00**
Finance				
Accounting Clerk	2.00	Add Temporary Full-Time Backfill Position for ERP Implementation	3.00	1.00
Accountant	3.00	Add Temporary Full-Time Backfill Position for ERP Implementation	4.00	1.00
Accountant	3.00	Reclassification of 2.00 FTE Accountants to Senior Accountant	1.00	-2.00
Sr. Accountant	0.00	Reclassification of 2.00 FTE Accountants to Senior Accountant	2.00	2.00
Sr. Accounting Clerk	6.00	Delete 1 FTE Sr. Accounting Clerk / Add 1.00 FTE Payroll Specialist	5.00	-1.00
Payroll Specialist	0.00	Delete 1 FTE Sr. Accounting Clerk / Add 1.00 FTE Payroll Specialist	1.00	1.00
	14.00	**Total**	**16.00**	**2.00**
Fire Rescue				
Fire Lieutenant	21.00	Add 3.00 FTE Lieutenants	24.00	3.00
Firefighter/Paramedic	69.00	Add 3.00 FTE Firefighter/Paramedic (Public Safety Staffing Plan)	72.00	3.00
	90.00	**Total**	**96.00**	**6.00**
Human Resources				
HR Analyst	1.00	Add Temporary Full-Time Backfill Position for ERP Implementation	2.00	1.00
HR Benefits Supervisor	1.00	Add Temporary Full-Time Backfill Position for ERP Implementation	2.00	1.00
HR Generalist	2.00	Title Change HR Generalist to HR Business Partner	0.00	-2.00
HR Business Partner	0.00	Title Change HR Generalist to HR Business Partner	2.00	2.00
Sr. HR Generalist	1.00	Title Change Sr. HR Generalist to Sr. HR Business Partner	0.00	-1.00
Sr. HR Business Partner	0.00	Title Change Sr. HR Generalist to Sr. HR Business Partner	1.00	1.00
	5.00	**Total**	**7.00**	**2.00**

Information Technology				
IT Technical Specialist	8.00	Delete/Add 1.00 FTE Tech. Spec. to Business Analyst	7.00	-1.00
IT Business Analyst	1.00	Delete/Add 1.00 FTE Tech. Spec. to Business Analyst & 1 New FTE	3.00	2.00
Enterprise Application Administrator	2.00	Transfer 1.00 FTE from CD & Reclass to Enterprise Application Admin	3.00	1.00
IT Customer Service Manager	1.00	Reclassification from Range XVIII to Range XIX(A)	1.00	0.00
	12.00	**Total**	**14.00**	**2.00**
Legislative				
Office Administrator	1.00	Reclass. of 1.00 FTE to Exec. Secretary to Mayor/Commission (FY19)	0.00	-1.00
Exec. Secretary to Mayor/Commission	0.00	Reclassification of 1.00 FTE from Office Administrator	1.00	1.00
	1.00	**Total**	**1.00**	**0.00**
Library				
Operational Secretary	1.00	Reclassification of 1.00 FTE to Office Administrator	0.00	-1.00
Office Administrator	0.00	Reclassification of 1.00 FTE from Operational Secretary	1.00	1.00
	1.00	**Total**	**1.00**	**0.00**
Police				
Crossing Guard	10.11	Delete/add .7 FTE Crossing Guard for Service Worker	9.41	-0.70
Service Worker	0.70	Delete/add .7 FTE Crossing Guard for Service Worker	1.40	0.70
Office Specialist (Part-Time)	0.50	Delete/add .5 FTE Office Specialist for Prop. & Evid. Specialist	0.00	-0.50
Property & Evidence Specialist	2.50	Delete/add .5 FTE Office Specialist for Prop. & Evid. Specialist	3.00	0.50
Office Specialist	8.00	Delete/add 6.00 FTE Office Specialist to Records Technician	2.00	-6.00
Records Technician	0.00	Delete/add 6.00 FTE Office Specialist to Records Technician	6.00	6.00
	21.81	**Total**	**21.81**	**0.00**
Public Works				
Asset Management Data Coord.	0.00	Add 1.00 FTE Asset Management Data Coordinator	1.00	1.00
Fleet Technician Intern	0.00	Add .50 FTE Fleet Technician Intern	0.50	0.50
Solid Waste Driver I, II, III	42.00	Add 2.00 FTE Solid Waste Driver (CIP Project – Service Expansion)	44.00	2.00
Solid Waste Service Specialist	2.00	Delete 1.00 FTE/ADD 1.00 FTE Office Specialist	1.00	-1.00
Office Specialist	4.00	Add 1.00 FTE/Delete 1.00 FTE Solid Waste Service Specialist	5.00	1.00
Fleet Technician I, II	3.00	Reclassification from Range 18 to Range 21	3.00	0.00
Fleet Technician II	6.00	Reclassification from Range 20 to Range 23	6.00	0.00
Lead Mechanic	1.00	Reclassification from Range X to Range XIII	1.00	0.00
Fleet Supervisor	1.00	Reclassification from Range XI to Range XIV	1.00	0.00
	59.00	**Total**	**62.50**	**3.50**
Recreation, Parks & Arts				
Grounds Maintenance Worker	18.04	Add 4.00 FTE Grounds Maintenance Worker	22.04	4.00
Parks Foreman	2.00	Add 1.00 FTE Parks Foreman	3.00	1.00
Horticulture Technician	4.00	Add 1.00 FTE Horticulture Technician	5.00	1.00
Athletics Program Specialist	1.00	Reclassification from Athletics Specialist to Athletics Supervisor	0.00	-1.00
Athletics Program Supervisor	0.00	Reclassification from Athletics Specialist to Athletics Supervisor	1.00	1.00
Rec Leader I	26.35	Reclassification 1 FTE to Rec Leader II (Community Center)	25.35	-1.00
Rec Leader II	1.00	Reclassification 1 FTE from Rec Leader I (Community Center)	2.00	1.00
Recreation Program Manager	5.00	Reclassification from Range XIV to XV	5.00	0.00
Box Office Supervisor	1.00	Reclassification from Range IV to VII	1.00	0.00
Event Assistant	0.50	Add .50 FTE Event Assistant (Performing Arts Center)	1.00	0.50
	58.89	**Total**	**65.39**	**6.50**

Total Full Time Equivalent (FTE) Reductions:	-32.20
Total Full Time Equivalent (FTE) Additions:	57.45
Citywide Net FTE Impact:	**25.25**

SUMMARY ADOPTED BUDGET FY 2020
FY 2020 Adopted Millage Rate of 5.6200

Fund	Beginning Available Balance*	Revenue (+)	Expenditures (-)	Available Ending Balance (=)
General Fund	**16,904,500**	**84,913,600**	**86,202,800**	**15,615,300**
Enterprise Funds				
Golf Course*	477,700	1,087,100	1,223,300	341,500
Solid Waste*	1,247,600	13,711,400	14,002,400	956,600
Wastewater*	23,351,500	29,355,500	26,135,700	26,571,300
Total	**25,076,800**	**44,154,000**	**41,361,400**	**27,869,400**
Special Revenue Funds				
Com. Development Block Grant	0	1,108,400	1,108,400	0
Construction Services	5,318,800	2,035,000	1,974,200	5,379,600
CRA	2,342,800	2,404,200	2,513,500	2,233,500
County Gas Tax	352,400	1,175,000	520,800	1,006,600
HOME	0	690,400	690,400	0
Housing Trust Fund	17,600	7,900	25,500	0
Local Option Sales Tax	3,523,400	8,670,000	10,337,100	1,856,300
Mobility Impact Fee	781,300	216,000	0	997,300
Parkland Impact Fee	2,707,900	116,900	0	2,824,800
SHIP	573,500	433,000	433,000	573,500
Stormwater	1,114,600	6,004,600	6,632,400	486,800
Transportation Impact Fee	1,164,200	42,900	308,700	898,400
Tree Impact Fee	323,900	132,000	363,000	92,900
Total	**18,220,400**	**23,036,300**	**24,907,000**	**16,349,700**
Internal Service Funds				
Fleet Services*	829,400	2,561,600	2,614,100	776,900
Risk Management	2,507,700	15,277,500	14,838,400	2,946,800
Total	**3,337,100**	**17,839,100**	**17,452,500**	**3,723,700**
Trust Funds	**1,012,100**	**275,400**	**363,700**	**923,800**
Capital Project Funds				
Transportation Capital	0	175,000	175,000	0
Enterprise Technology Capital	0	3,200,000	3,200,000	0
Total	**0**	**3,375,000**	**3,375,000**	**0**
Debt Service Funds	**0**	**691,700**	**691,700**	**0**
Total All Funds	**64,550,900**	**174,285,100**	**174,354,100**	**64,481,900**
Less Interfund Transfers		-23,134,900	-23,134,900	
Net Grand Total	**64,550,900**	**151,150,200**	**151,219,200**	**64,481,900**

*Starting Available Fund Balance for Enterprise & the Fleet Services Funds includes depreciation and capital expenditures

ALL FUNDS COMBINED

FY 2020 Adopted Millage Rate of 5.6200

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**178,583,475**	**222,588,933**	**188,232,808**	**259,543,300**	**421,855,000**	***-3.44%***
Revenues						
Property Taxes	21,025,777	24,138,968	25,975,800	26,049,400	27,510,700	*5.68%*
Other Taxes	11,937,226	12,166,404	12,619,000	12,609,000	12,828,800	*1.66%*
Licenses & Permits	7,189,632	8,282,170	8,015,000	9,078,000	8,532,500	*6.46%*
Intergovernmental	28,885,324	30,176,622	33,888,200	33,360,900	35,947,900	*4.86%*
User Charges	46,163,596	46,109,222	48,586,100	49,037,400	54,561,200	*12.30%*
Fines	508,374	459,628	491,000	451,000	466,500	*-4.96%*
Miscellaneous	5,659,007	4,922,189	4,429,700	6,675,700	4,602,600	*3.43%*
Debt Proceeds	0	0	0	0	6,700,000	-
Interfund Charges / Transfers	17,092,987	18,865,406	20,425,800	27,296,200	23,134,900	*12.41%*
Total Resources	**138,461,924**	**145,120,609**	**154,430,600**	**164,557,600**	**174,285,100**	***10.16%***
Expenditures						
Administration	2,441,075	2,807,616	3,127,400	2,902,100	3,648,400	*15.26%*
Community Development	10,421,734	11,264,108	8,862,700	7,327,300	8,698,900	*-25.85%*
Engineering Services	1,542	3,900,918	11,403,800	18,065,100	5,642,700	*-63.95%*
Environmental Services	18,154,168	17,441,148	21,615,100	20,419,900	21,554,000	*-0.96%*
Finance	1,227,825	1,355,265	1,458,800	1,353,700	1,809,600	*19.30%*
Fire Rescue	21,727,663	20,322,161	20,961,300	19,819,300	23,351,800	*11.87%*
General Operating	7,263,321	10,165,468	8,040,000	7,820,300	9,097,800	*13.16%*
Human Resources	12,386,945	12,594,356	14,595,800	14,489,400	15,822,400	*12.55%*
Information Technology	3,420,089	3,481,810	4,197,100	3,910,000	7,726,500	*83.96%*
Legislative	336,011	351,300	386,200	371,400	406,100	*2.67%*
Library	3,584,377	3,668,272	4,062,100	3,863,100	4,142,500	*2.65%*
Police	22,778,510	24,808,587	26,933,600	25,791,200	26,561,500	*-1.17%*
Public Works	20,028,732	21,066,808	23,116,000	21,207,000	24,567,200	*6.76%*
Recreation, Parks & Arts	11,562,314	12,232,167	15,413,800	14,473,400	21,324,700	*14.87%*
Total Expenditures	**135,334,307**	**145,459,984**	**164,173,700**	**161,813,200**	**174,354,100**	***2.15%***
Ending Balance						
Designated/reserved	92,932,112	106,610,954	124,946,400	109,243	117,557,700	-
Catastrophe / Special Reserve	1,524,354	1,555,323	2,166,700	2,136,700	1,967,800	-
Unexpended Expenditures	0	0	8,105,800	0	6,734,900	-
Available Fund Balance	**94,456,466**	**108,166,277**	**135,218,900**	**2,245,943**	**126,260,400**	***28.73%***
Total Ending Balance	222,588,933	259,543,265	215,550,308	421,854,957	476,614,600	-
Expenditures By Category						
Personnel	66,925,703	70,988,457	78,156,500	72,146,000	80,832,200	*4.01%*
Operating	49,757,071	53,152,672	61,462,900	58,420,000	62,527,800	*1.53%*
Capital	11,219,213	13,830,470	16,511,400	16,446,900	22,739,100	*-3.68%*
Other	7,432,351	7,488,403	8,042,900	14,800,300	8,255,000	*0.75%*
Total	**135,334,307**	**145,459,984**	**164,173,700**	**161,813,200**	**174,354,100**	***2.15%***

All Funds Combined Analysis

The General Fund is the City's largest fund and includes governmental activities such as police, fire, library, recreation, and other general governmental functions that are primarily funded with property taxes, utility taxes, franchise fees, and certain state shared revenues.

An Enterprise Fund is a self-supporting entity that derives its revenue from charges levied on the users of its services, much like a private business. The City operates three Enterprise Funds: Golf Course, Solid Waste, and Wastewater (Sewer).

A Special Revenue Fund is established to account for revenues that are restricted by statute or ordinance for a specific purpose. The City operates the following special revenue funds: Community Development Block Grant (CDBG), Construction Services, County Gas Tax, Community Redevelopment Agency (CRA), HOME, State Housing Initiative Partnership (SHIP), Housing Trust Fund, Local Option Sales Tax (LOST), Mobility Impact Fee (MIF), Stormwater (Drainage), and Transportation Impact Fee Fund (TIF).

A Capital Project Fund is established to account for the revenues and expenditures associated with a major capital improvement project, particularly where there are numerous revenue sources and the design and construction will cover several fiscal years. There are currently no active capital project funds.

An Internal Service Fund is a self-supporting entity that derives its revenue from charges levied on other City departments that use its services much like a private business. The City operates two Internal Service Funds: Fleet Services and Risk Management.

A Trust Fund is established to account for revenues that are received for a specific purpose.

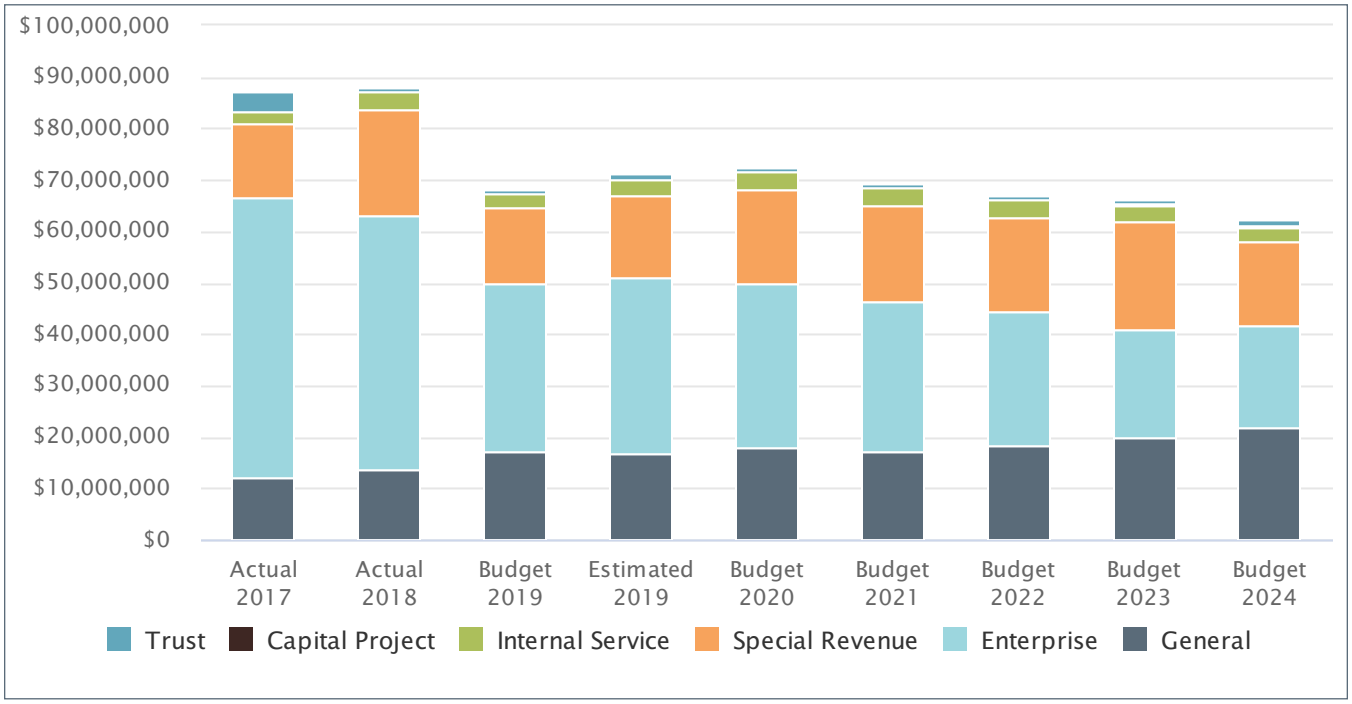
Fiscal Trends

Despite the relatively positive trends in the regional economy, there are still a number of factors hanging heavily over the City's financial future. A backlog of infrastructure maintenance projects, increasing personnel and construction costs, and stagnating revenue sources challenge the sustainable balance the City is trying to achieve. As a result, many fund balances are projected to remain at relatively low levels, which reduces the City's flexibility to handle unanticipated events.

One bright spot currently is the City's General Fund. An in-depth analysis is provided later in this financial analysis, but for the first time since the start of the Great Recession, property values have surpassed the 2008 values. The police/fire pension costs did not increase for FY 2020, and due to turnover and retirements of long-term employees, the overall growth in wages between FY 2019 and FY 2020 tracked the estimated 4% typically seen. In other funds, there are a variety of factors that have influenced projected rate increases and fund balance levels, and those factors will be discussed in the section that accompanies each fund's financial analysis presentation.

Available Fund Balances

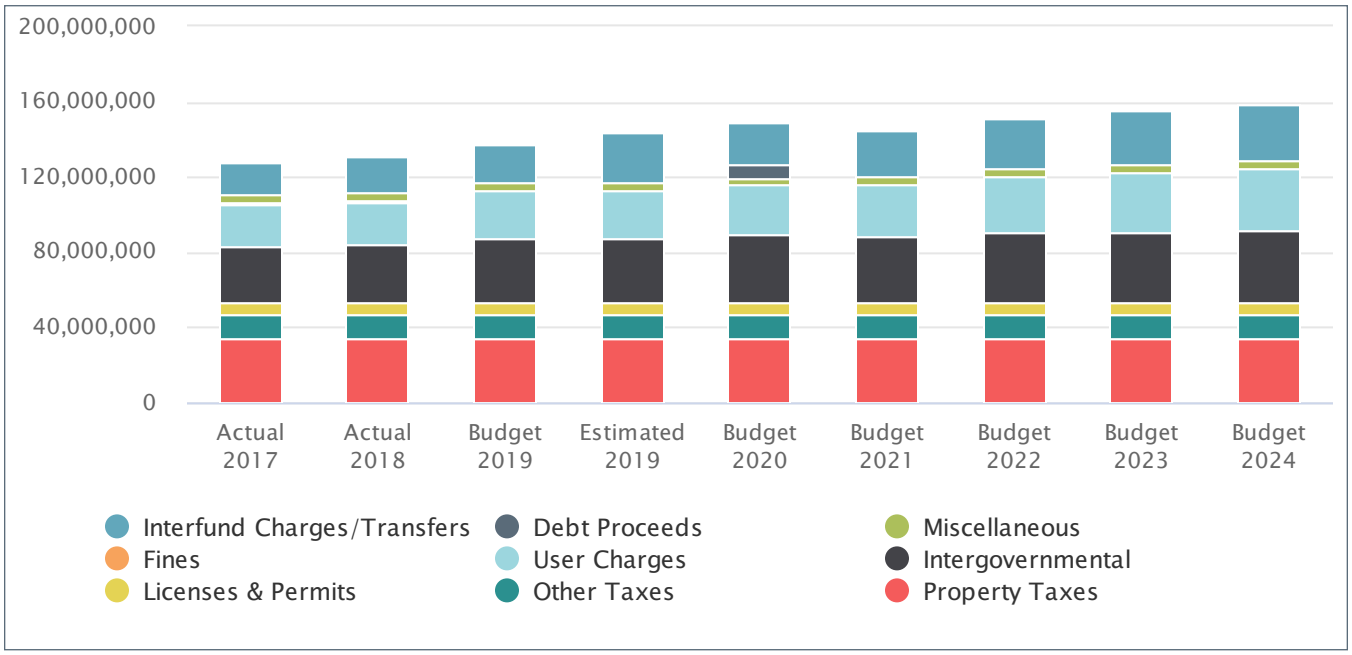
The following graph represents available year-end fund balances for all funds from FY 2017 to FY 2024:



Generally, the City follows a pay-as-you-go philosophy towards funding capital projects. As a result, the fund balances are built up to accommodate capital projects included in the five-year plan, which then results in the use of fund balance. As the chart indicates, most of the fund balance, as well as the use of fund balance, occurs within the Enterprise and Special Revenue Funds where the large majority of the City's capital projects are budgeted.

Revenues

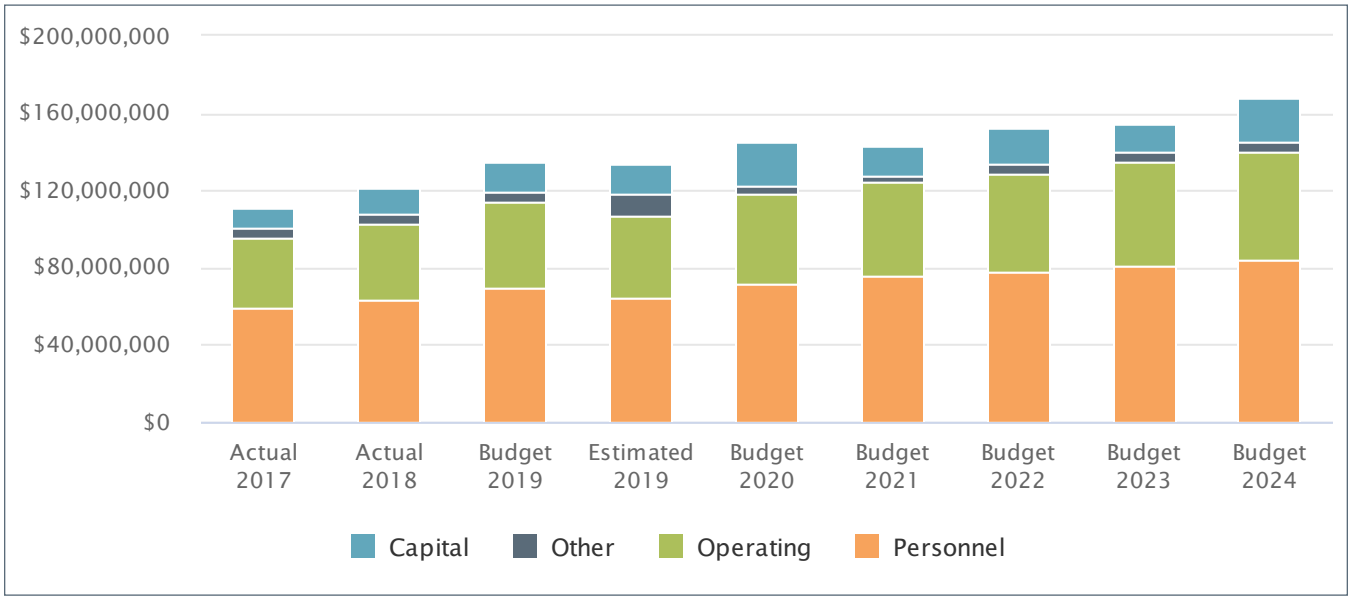
The following graph represents the various types of revenues in all funds from FY 2017 to FY 2024:



The revenue types are fairly consistent from year to year, with the exception of the debt proceeds portion. Debt proceeds are as a result of planned borrowing to fund larger capital projects. In FY 2020, borrowing is planned for the Enterprise Resource Planning software project.

Expenditures

A major wastewater capital project is planned for FY 2019-2021 and is reflected in the projected capital expenditures. The following graph represents actual, estimated and projected expenditures from FY 2017 through FY 2024 (Including Enterprise Fund Capital):



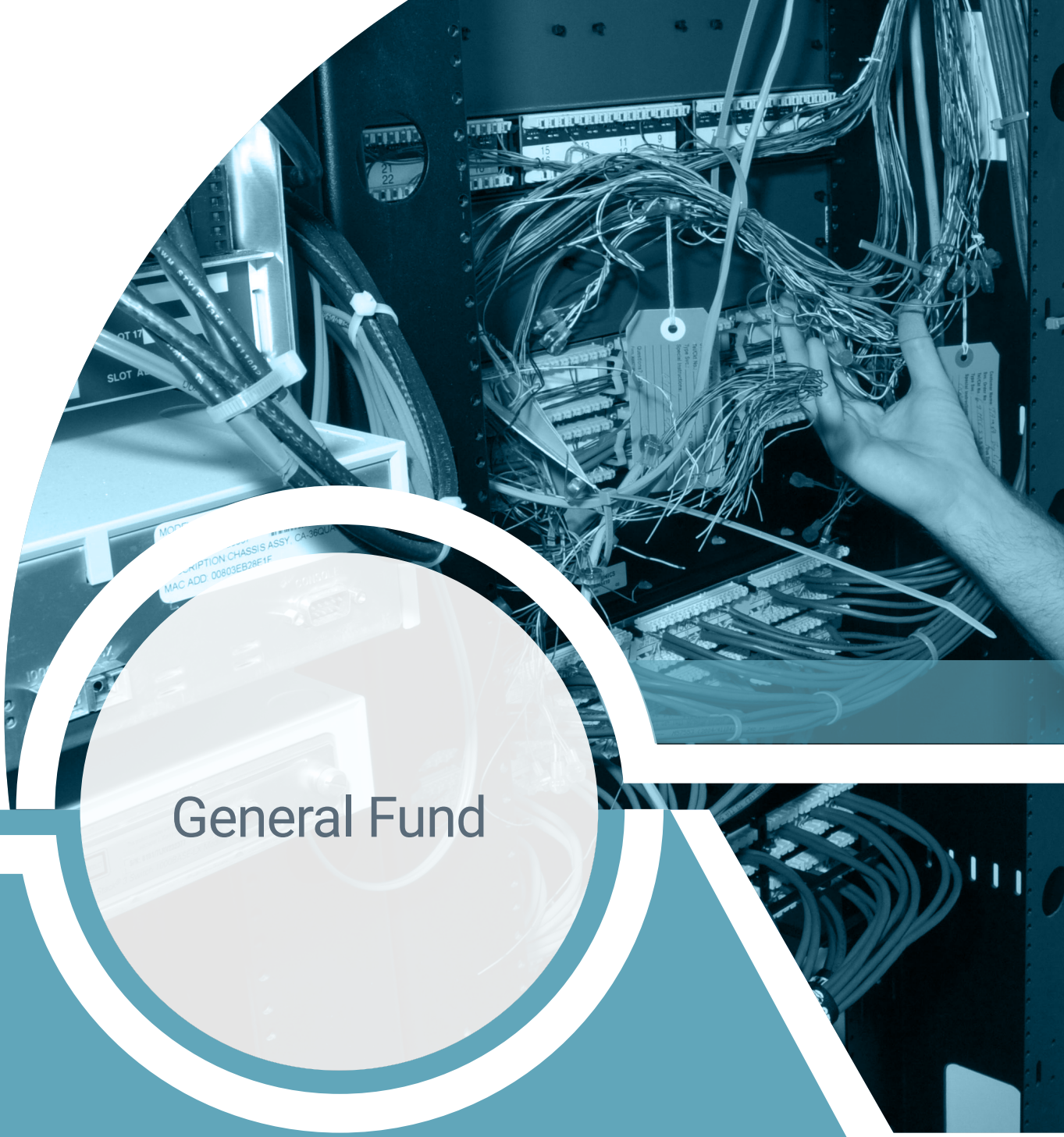
The largest recurring expenditure category for the City is personnel, shown in the bottom layer of the previous graph. Personnel costs going forward are currently projected to increase approximately 4.01% across all funds to account for pay increases, rising benefit costs, and additional positions to meet increased service demands. The next category of the graph depicts regular operating costs, which are affected by inflation and market influences on the cost of supplies, materials, and repair/maintenance needs. The top two sections of the graph represent other expenditures, which includes items such as debt service and inter-fund transfers and capital projects, respectively. Capital expenditures vary greatly from year to year due to the size of projects scheduled each fiscal year.

Interfund Transfers

Interfund transfers for administrative services, capital projects, fleet maintenance services, risk management, and interfund loans are shown on the FY 2020 Summary Budget page. This summary shows both the gross total budget and the net total budget. The net total budget has the inter-fund transfers subtracted from expenditures. The net total budget subtracts inter-fund transfers because these expenditures are recorded as appropriated and expended twice: once in the fund from which they are being transferred and once in the fund from which they are expended. The practice of "netting out" such interfund transfers is consistent with Generally Accepted Accounting Principles (GAAP).

FY 2020 Interfund Transfers

Transfers To:		
Fleet Services Fund	$2,547,600	Fleet Maintenance (Charges from Departments Paid to Fleet Fund)
Construction Services Fund	$90,000	Transfer from General Fund to Pay Back Permitting Software Allocation
General Fund	$4,403,100	Administrative Service Charges (Enterprise/Special Revenue Funds)
Risk Fund	$15,227,500	Employer Paid Health Insurance, Workers Compensation, General Liability
Total	**$22,268,299**	



General Fund

GENERAL FUND

Adopted Millage Rate For FY 2020: 5.6200 / 2.15% Tax Decrease

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**12,674,047**	**15,493,907**	**17,879,900**	**17,100,800**	**20,182,700**	***12.88%***
Revenues						
Property Taxes	20,705,141	23,745,850	25,516,000	25,586,300	26,905,000	*5.44%*
Other Taxes	11,937,226	12,166,404	12,619,000	12,609,000	12,828,800	*1.66%*
Licenses & Permits	5,723,838	6,135,918	6,315,000	6,478,000	6,632,500	*5.03%*
Intergovernmental	18,399,018	19,147,940	21,965,600	20,918,600	22,355,700	*1.78%*
User Charges	5,162,010	5,564,997	5,252,500	5,687,600	5,772,700	*9.90%*
Fines	403,112	347,908	385,000	334,000	363,500	*-5.58%*
Miscellaneous	3,046,509	2,589,424	2,087,400	2,364,400	2,152,300	*3.11%*
Debt Proceeds	0	0	0	0	3,500,000	-
Interfund Charges/transfers	3,297,864	3,658,600	3,893,000	3,873,000	4,403,100	*13.10%*
Total Resources	**68,674,718**	**73,357,040**	**78,033,500**	**77,850,900**	**84,913,600**	***8.82%***
Expenditures						
Administration	2,223,850	2,617,234	2,798,300	2,649,200	3,373,800	*20.57%*
Community Development	2,294,860	2,009,077	2,388,100	2,067,500	2,281,900	*-4.45%*
Engineering Services	1,542	789,804	730,300	693,300	810,300	*10.95%*
Environmental Services	0	0	0	0	0	-
Finance	780,741	852,444	894,000	857,500	1,191,300	*33.26%*
Fire Rescue	17,221,064	18,371,203	20,111,300	18,970,300	21,630,800	*7.56%*
General Operating	309,846	1,230,496	553,600	388,300	1,064,700	*92.32%*
Human Resources	556,157	568,727	770,200	665,200	1,047,700	*36.03%*
Information Technology	2,975,907	3,065,492	3,659,200	3,423,100	3,941,700	*7.72%*
Legislative	336,011	351,300	386,200	371,400	406,100	*5.15%*
Library	3,579,385	3,662,744	4,047,100	3,848,100	4,127,500	*1.99%*
Police	21,381,352	23,234,733	25,087,300	23,993,000	24,821,000	*-1.06%*
Public Works	3,986,260	4,151,276	4,971,300	4,513,400	5,278,400	*6.18%*
Recreation, Parks & Arts	10,207,883	10,845,588	13,082,400	12,328,700	16,227,600	*24.04%*
Total Expenditures	**65,854,859**	**71,750,117**	**79,479,300**	**74,769,000**	**86,202,800**	***8.46%***
Ending Balance						
Designated/reserved	3,348,547	3,433,713	2,909,300	3,278,200	3,278,200	-
Unexpended / Change In Reserve	0	0	3,974,000	0	2,400,000	-
Unrestricted Fund Balance	**12,145,360**	**13,667,117**	**13,524,800**	**16,904,500**	**15,615,300**	***15.46%***
Total Ending Balance	15,493,907	17,100,830	20,408,100	20,182,700	21,293,500	-
Expenditures By Category						
Personnel	51,774,324	55,159,952	60,209,600	56,484,600	62,324,000	*3.51%*
Operating	12,871,804	15,583,533	17,416,200	16,547,600	17,193,700	*-1.28%*
Capital	1,548,812	1,170,855	2,103,600	1,986,900	6,477,600	*207.93%*
Other	(340,082)	(164,224)	(250,100)	(250,100)	207,500	*-182.97%*
Total	**65,854,859**	**71,750,117**	**79,479,300**	**74,769,000**	**86,202,800**	***8.46%***

General Fund Analysis

The General Fund is the City's single largest fund and comprises about half of total citywide revenues and expenditures. Included in this fund are all general governmental activities such as Police, Fire Rescue, Library, Recreation, Parks and Arts, Planning, Code Enforcement and various administrative programs such as City Commission, City Manager, City Clerk, Office of Performance and Budget, Finance, Information Technology, and Human Resources. The majority of property tax paid by our property owners and residents is used to support the services funded through the General Fund. Personnel costs account for the majority of expenditures due to the nature of the services being delivered.

General Fund Projections

Most General Fund revenues are derived from property and utility taxes, franchise fees, and intergovernmental revenues. General Fund expenditures are primarily related to providing services rather than constructing capital projects. Approximately 76.47% of General Fund expenditures are for personnel costs, including benefits. The cornerstone of the City's positive financial condition is its low debt, which provides greater flexibility to deal with unforeseen events. The City currently has no general obligation debt.

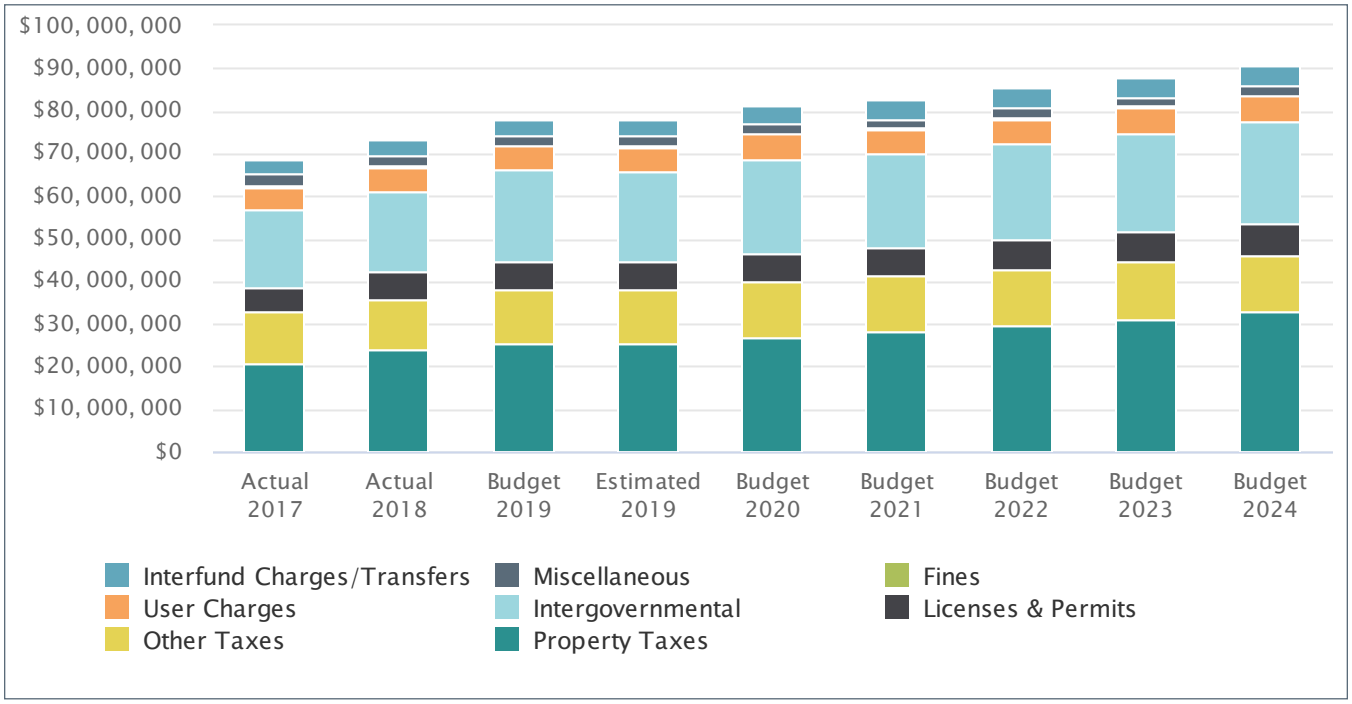
Expenditures - Personnel expenditures are projected to grow on average approximately 4% annually after FY 2020, which includes planned additional positions and the cost of the police and fire pension contribution. The projected growth in personnel costs includes pay increases and all benefit cost increases, such as health insurance, retirement and worker's compensation costs. The past several fiscal years' budgets have provided an amount equal to 3% for pay raises, and the FY 2020 Budget includes the same for non-represented and CWA employees. There is a 2% wage increase included for PBA, plus additional benchmark salary increases, and 3% increase for IAFF, plus additional benchmark increases, which means that increases vary among individual employees within each bargaining unit. The three-year CWA collective bargaining agreement is currently in negotiations.

The City has implemented budget processes and tools to manage operating budget growth in order to preserve long-term financial stability and create flexibility to achieve strategic goals. This process has furthered the progress made toward achieving the Commission's policy of maintaining a minimum fund balance of 10% unrestricted and reaching a target of 20%.

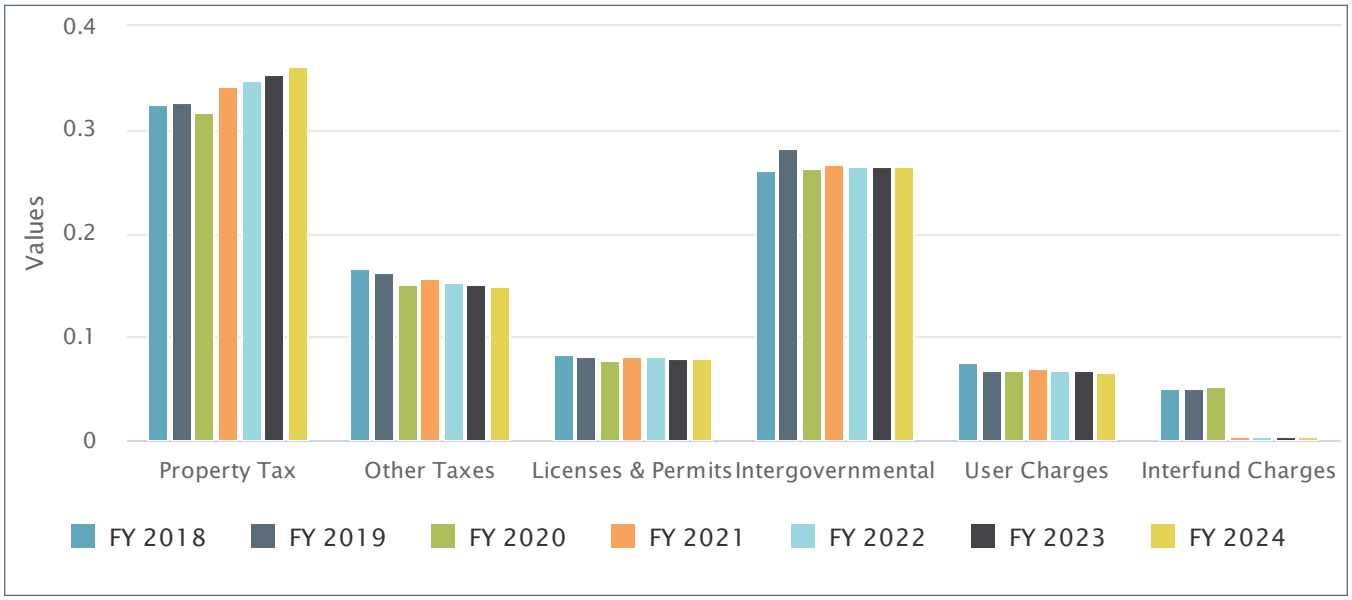
The following graph represents the actual and projected expenditures in the General Fund from FY 2017 to FY 2024:

Revenues - The FY 2020 Budget General Fund Long Range Financial Plan includes projected property tax revenue increases of 5.44% for FY 2020, and 5% from FY 2021 – FY 2024 annually. In FY 2020, the City saw property values grow 8.11% Citywide, reflecting the strong demand in the housing market and continued recovery of home values in the City. Other revenue levels in the General Fund have remained nearly flat, and where there is growth, it is slow. Revenue growth equals approximately 3.12% annually over the projected five-year period, not including the proposed property tax increases

The following graph represents the various types of actual and projected revenues in the General Fund from FY 2017 to FY 2024:



Revenues presented in the graph below comprise approximately 96% of the General Fund's total revenue. Most major General Fund revenues are projected to grow only modestly and the only revenues controllable by the City are Property Taxes and User/Service Charges.

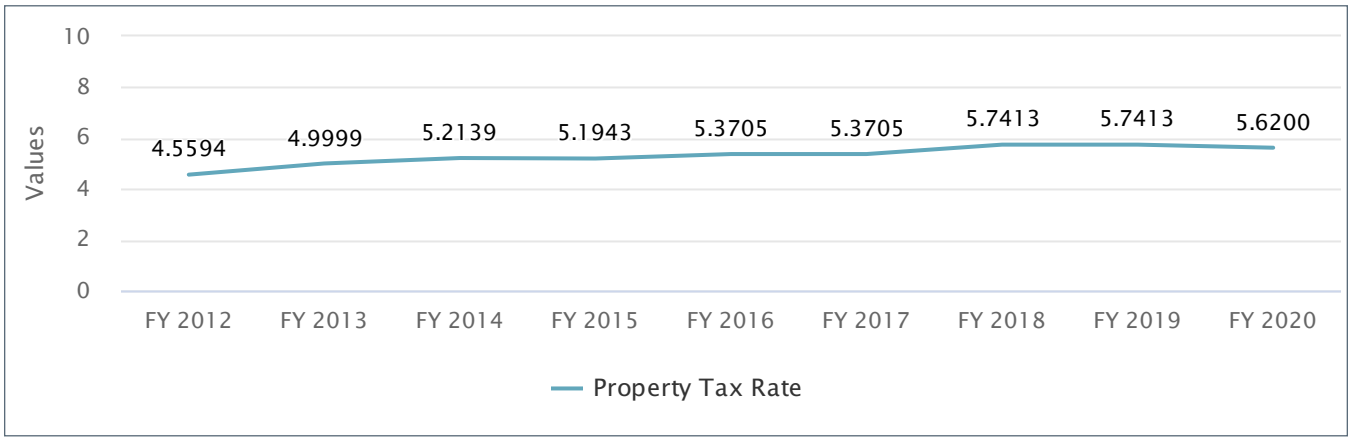


Projections indicate increasing reliance on property taxes unless other revenue sources are adopted, user fees are increased, and/or expenditure growth is slower than projected. Property tax projections include annual increases based on projected revenue needs, and do not attempt to forecast changes in property values or the millage rate. Millage rate increases may be required over the next five years to achieve projected property tax revenue if property value growth is not in line with the projected revenue growth assumptions.

Property Tax Revenue - The Florida Constitution permits municipalities to levy a property tax, without referendum approval, to a maximum of ten mills (1 mill = $1 of tax per $1,000 of taxable value). Pursuant to State Statute, each year the City Commission must adopt a property tax rate for the ensuing fiscal year. Two public hearings and extensive newspaper advertising are required. Each year a tax rate is calculated that would not raise additional revenue as a result of increased/decreased property values. This is called the rolled-back rate. Increased revenue, except from new construction and annexations, can be raised only by adopting a tax rate in excess of the rolled-back rate. Each year, if additional revenue is desired from this source, the City Commission must take direct action through adoption of a tax rate that brings in more revenue than the prior year. This is unlike fixed rate revenue sources, such as sales tax and utility tax, which fluctuate with changes in economic activity and the price of goods and/or services.

The FY 2020 Budget includes 96.5% of the projected property tax levied, which is $26,905,000 in the General Fund, and represents approximately a 33% share of total revenues. The property tax rate of 5.6000 will generate $1.33M or 5.44% more property tax revenue than the previous year. Due to an 8.11% growth in property values, this tax rate is considered 3.67% (or rolled-back rate plus 3.67%) tax increase because approximately 1.47% of the property tax revenue change was due to increases in value from new construction and annexation. The State income growth per capita for the FY 2020 millage rate calculation is 3.37%. Future years' projections target a revenue level that reflects a 5% annual increase, which will generate modest growth in property tax revenue.

The following chart depicts actual property tax rates from FY 2012 to FY 2020.



Property Values

FY 2020 (As estimated by the Pinellas County Property Appraiser on June 1, 2019):

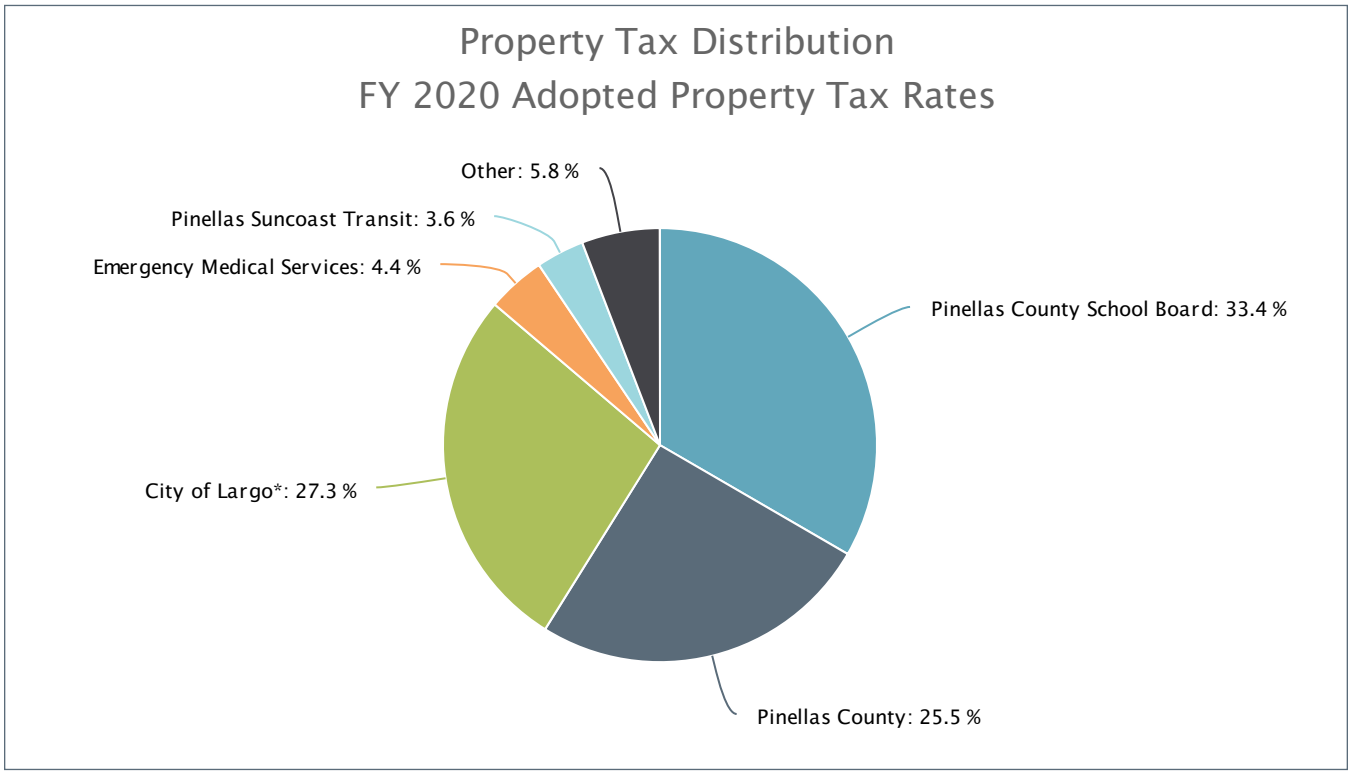
2019 Real Property Taxable Value	$4,712,223,940	7.34%
2019 New Construction/Annexations	$63,842,096	1.47%
2019 Total Taxable Value	$5,079,744,413	8.11%

Percent Change in Property Tax Values

Changes in taxable property values have varied during the past ten years from an increase of 8.84% in FY 2017 to a decrease of -10.56% in FY 2011. For FY 2020, the estimate of the City of Largo's tax base provided by the Pinellas County Property Appraiser is an increase of 8.11%. This continues the trend of strong property tax value growth seen within the City over the past five years.

Fiscal Year	Taxable Value	Change from Prior Year
2020	$5,079,744,413	8.11%
2019	$4,689,087,872	7.46%
2018	$4,363,566,969	7.65%
2017	$4,053,515,255	8.84%
2016	$3,724,208,734	7.41%
2015	$3,467,172,706	5.42%
2014	$3,289,066,021	1.37%
2013	$3,244,615,167	-1.90%
2012	$3,306,805,549	-5.14%
2011	$3,486,118,909	-10.56%
2010	$3,897,783,107	-10.30%
2009	$4,343,624,169	-8.00%
2008	$4,722,352,663	7.20%

Taxable Value per July 1 Property Appraiser Estimates



Fiscal Year 2020 Adopted Property Tax Rates

Comparison of Florida Cities with 75, 000 – 125,000 Residents

	City	Rate (mills)	% of Total Assessed Taxable Value
1	Palm Bay	8.4500	88%
2	West Palm Beach	8.3465	87%
3	Miami Gardens	7.9928	57%
4	Deltona	7.8500	64%
5	Melbourne	7.1878	69%
6	Miami Beach	6.8452	76%
7	Deerfield Beach	6.5007	83%
8	Sunrise	6.3838	78%
9	Plantation	6.2380	83%
10	Coral Springs	6.1485	82%
11	Davie	5.8485	78%
12	Largo	5.7413	78%
13	Lakeland	5.5644	87%
14	Clearwater	5.1550	80%
15	Pompano Beach	4.8965	84%
16	Palm Coast	4.5937	82%
17	Boca Raton	3.6788	87%

Other Taxes - The City levies a utility tax on the purchase of electricity, metered or bottled gas, and water service. The City levies the utility tax at the State-allowed maximum of $.04 per gallon for fuel oil, and 10% for electricity, water, and natural gas and propane. Collections from this tax vary depending on utility usage, prices for these utilities and, to a large extent, weather conditions; therefore, substantial fluctuations may be experienced from these revenue sources which are beyond the ability of the City to predict or control. These taxes will see restrained revenue growth over the mid- to long-term as energy efficiency is a continued priority in the community. Receipts in FY 2019 reflect these budget estimates.

Communications Services Tax - This tax was implemented in FY 2002 and replaced utility taxes and franchise fees on telecommunications services and franchise fees on cable television, and is administered by the state. The Communications Services Tax rate is 5.62%. For the past several years, the City and other municipalities alike have seen a consistent slow decline in this revenue. Additionally, it is difficult to project changes in consumer behavior for communications services, due to ongoing changes in services provided over the Internet (i.e. streaming television).

Business License Tax - All businesses located within the City of Largo must secure a local business tax receipt, based on the type of business in which the entity is engaged. Such receipts are due at the time the business begins operation and are renewed thereafter each October 1. The City has not increased the Business License Fees since 2013, and no fee changes are projected at this time.

FY 2020 Other Tax Revenue

Business License Tax	695,000
Communications Services Tax	2,750,000
Electric	7,738,800
Gas/Fuel Oil	203,000
Propane	90,000
Water	1,352,000
Total	**12,828,800**

Licenses & Permits - The City of Largo charges fees for various licenses and permits that are required to do planning and construction projects, as required by City ordinance. Also included in this category are other franchise fees (not included in Other Taxes) that public utilities operating within the City of Largo must pay in return for the right to do business within the City and for the right to use public rights-of-way for transmission lines, pipes, wires, etc. Total License and Permit Fees are projected to grow approximately 54.8% from the FY 2019 budget. Like the electric utility taxes, this revenue will see limited long-term growth and potential declines due to continued efforts to conserve energy use in the community.

Franchise Agreements - Public utilities operating within the City of Largo must pay a franchise fee in return for the right to conduct business within the City and for the right to use public rights-of-way for transmission lines, pipes, wires, etc. The following franchise agreements are currently in effect. All of these agreements are non-exclusive franchises. Electric franchise fees and utility taxes are projected to increase only moderately despite new annexations and development, due to continued emphasis on efficiency improvements and conservation.

The following rates are levied in accordance with a broader definition of gross revenues than included in the franchise agreements or former municipal utility tax for telecommunication services.

Electric Service

Duke Energy

Franchise Start:	July 26, 1996
Term:	30 years
Rate:	6% of gross revenue

Gas Service

Tampa Electric Company, dba People's Gas

Franchise Start/Renewal	March 1, 1986/2016
Term:	30 years
Rate:	6% of gross revenues

Clearwater Gas

Franchise Start:	June 1, 2001
Term:	15 years
Rate:	6% of gross revenues

FY 2020 Licenses & Permits

Electric Franchise Fee	$6,416,500
Gas Franchise Fee	$205,000
Sewer Permits	$4,000
Tree Permits	$7,000
Total	**$6,632,500**

County Shared Revenue - The City receives funds from Pinellas County for Emergency Medical Services, Fire Services, and Library Services. The fire district revenues from the County are calculated based on the Fire Rescue Department's budget, less other funding sources. As the budget fluctuates, so does the revenue anticipated from the County.

Belleair Bluffs Fire District - Since FY 2010, the City of Belleair Bluffs has contracted for fire suppression services with the City of Largo Fire Rescue Department. As a result, Pinellas County expanded its contract for fire suppression

services with the City of Largo to include the unincorporated county property in the Belleair Bluffs Fire District (includes Town of Belleair). Currently, the Fire District Tax provides approximately 66% of the portion of the Belleair Bluffs portion of the Fire Department's Budget not supported by EMS funding. The unincorporated portion of the fire district will reduce in size, along with associated fire revenues, as the City continues to annex unincorporated properties. A five-year agreement is in effect for FY 2017 – FY 2021.

Emergency Medical Services (EMS) Tax - The County levies a special County-wide EMS property tax. The County then contracts with municipal fire departments, special fire districts, and a private ambulance company to provide EMS to County residents. In FY 2015, a new agreement with the County was executed to provide a funding schedule that calls for increases in FY 2016 of 8.02% and 5.84% in FY 2017, and then real costs as presented by the municipalities for FY 2018.

High Point Fire District Tax - Pinellas County contracts with Largo to provide fire service protection for approximately 77.5% of the High Point Fire District. Largo is reimbursed by the County for the actual cost of the provision of this service, which includes the operation of one fire station. As the City continues to annex properties in this District, it is anticipated that future revenue from this source will decline.

Largo Fire District Tax - The City provides fire protection services within a fire district established by Pinellas County. Within the unincorporated portion of the fire district, the County levies a fire district property tax, the proceeds from which are remitted to the City in return for the provision of fire services. Currently, the Fire District Tax provides approximately 15.7% of the portion of the Fire Department Budget not supported by EMS funding or the High Point Fire District. The unincorporated portion of the fire district will reduce in size, along with associated fire revenues, as the City continues to annex unincorporated properties.

Library Cooperative Tax - The City is a member of the Pinellas Public Library Cooperative, which provides funding to all participating municipalities in the County. Municipal libraries provide services free of charge to residents of the unincorporated County and participating municipalities in return for this funding. If an additional library joins the cooperative, it causes the total amount of available money from the cooperative tax to be split among more libraries, thus, reducing the revenue to each participating library. The formula for determining the allocation of available revenues includes variables such as budget size, circulation volume and available revenues. This revenue source has been steadily declining since FY 2008 with a high of $1,029,413 in FY 2007 and a FY 2020 projection of 630,000

FY 2020 County Shared Revenue

Belleair Bluffs Fire District	330,300
Emergency Medical Services	6,923,000
High Point Fire District	1,355,400
Largo Fire District	1,993,800
Library Cooperative	630,000
Total	**11,232,500**

State Shared Revenue – Half-Cent Sales Tax - In 1988 the sales tax was increased to 6% and the distribution formula was modified to provide for municipalities and counties to receive 9.88% of the proceeds. The amount to be distributed to each local government is calculated by first determining the amount of sales tax collected within each County. This amount is then divided among the County government and municipalities within the County based on a formula, which is based on various population factors. Revenue from this source is directly related to the state of the local economy. Effective July 1, 2004, the percentage of sales tax revenues transferred to the Half-Cent Sales Tax Program was reduced as a result of funding reform for the state court system. The distribution of state sales tax revenue transferred to the Municipal Revenue Sharing Program was decreased to hold cities financially harmless relative to prior distributions. This revenue source is beginning to plateau, with a 1.84% increase expected over FY 2019, and 3% growth projected going forward.

Motor Fuel Tax - Pursuant to Florida Statute, motor fuel, diesel fuel, and aviation fuel are subject to taxation. Motor fuel and diesel fuel are subject to the following state fuel taxes: 4 cents per gallon excise tax; fuel sales tax at a rate determined annually by adjusting a statutorily established tax rate of 6.9 cents per gallon by the percentage change in the average of the consumer price index; State Comprehensive Enhanced Transportation System (SCETS) tax which is levied on motor fuel in each county levying a local option fuel tax, at a rate not to exceed 4 cents per gallon

and on diesel fuel in each county at the rate of 4 cents per gallon. The SCETS tax on both motor fuel and diesel fuel is adjusted annually by the percentage change in the average of the consumer price index. Combined state fuel tax rates are: motor fuel – 22.78 cents per gallon and diesel fuel – 22.8 cents per gallon. This revenue is consistent with very little change from year to year.

Mobile Home License - The State levies a mobile home license tax ranging from $20 to $80 per single wide unit, based on the length of the mobile home. The first $1.50 of each license is paid to the State General Fund, with the remainder divided equally between the County School Board and the City. The annual license applies to all mobile homes located on rented lots and is collected in lieu of the payment of property taxes.

FY 2020 State Shared Revenue

Mobile Home Licenses	188,000
Motor Fuel Tax	826,200
State Sales Tax	5,524,800
Total	**6,539,000**

Municipal Revenue Sharing - This Revenue Sharing Program was started in 1972 to ensure a minimum level of revenue parity across units of local government. The program is funded with revenues received from the sales and use tax collections, state alternative fuel user decal fee collections, and net collections from the one-cent municipal fuel tax. Municipalities must use the funds for transportation related expenditures including bicycle paths and pedestrian pathways from the fuel tax portion of this revenue. FY 2019 revenues are projected 3.42% over budget with 3% growth going forward.

FY 2020 Municipal Revenue Sharing

Revenue Sharing	$2,549,300

User Fee Revenue - General Fund user fees are primarily generated by the Recreation, Parks and Arts Department and the Community Development Department. Implementing user fee increases is dependent on the community's perception of the value of services received, the relationship to competitors' fees, and the need for program cost recovery. During the past several years, the City has implemented user fee increases to help offset the cost of recreation programs and services. There are no major user fee increases included in this budget; however, the City reviews fees on a consistent basis to ensure they are achieving the highest cost-recovery possible, while staying competitive in the marketplace.

FY 2020 User Charges

User Charges	$5,772,700

Interfund Transfers - Interfund transfers into the General Fund comprise charges to other funds for the use of central or administrative services such as financial accounting, personnel, management information services, etc. Internal service and selected special revenue funds are assessed based on estimated actual costs. The Wastewater and Solid Waste Enterprise Funds are assessed a transfer equivalent to 9% percent of their operating revenues.

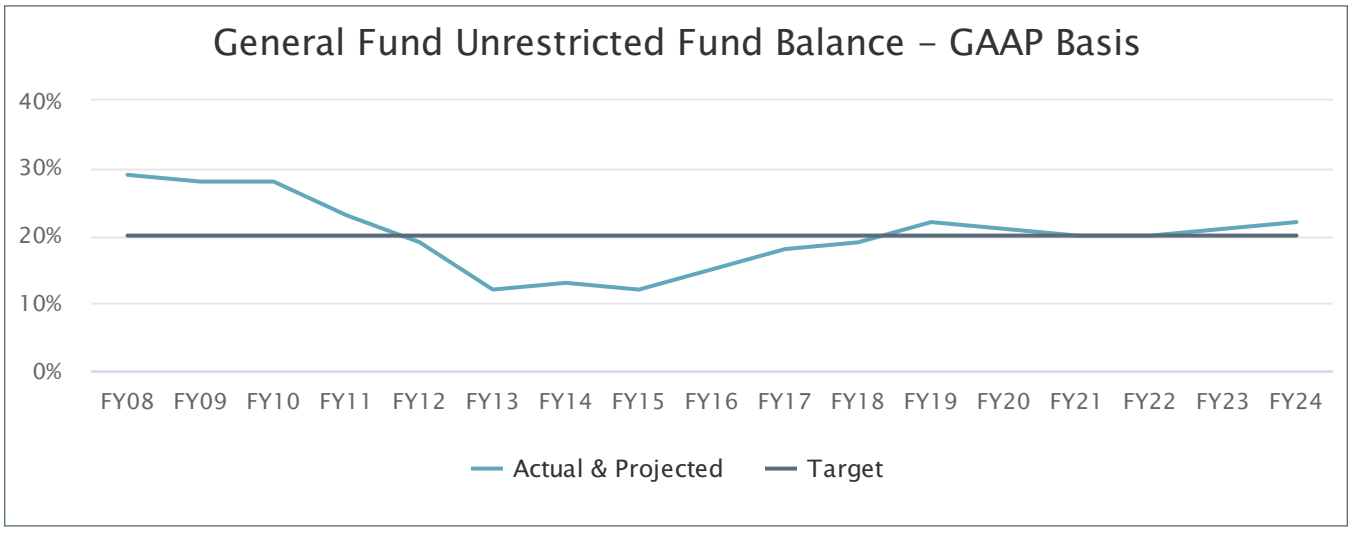
FY 2020 Interfund Transfers to the General Fund

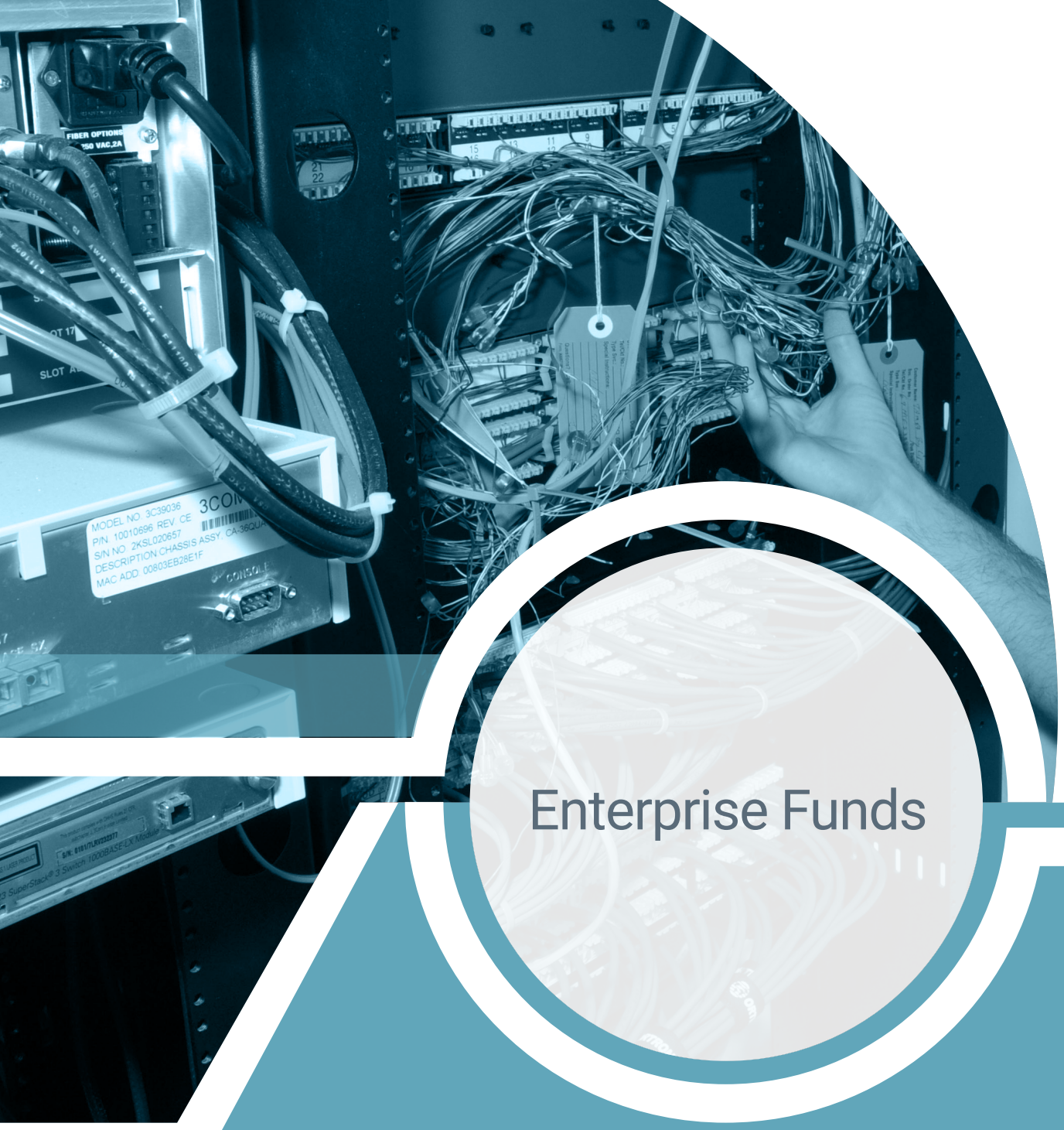
Transfer From:	
Construction Services Fund	189,600
CRA Fund	35,200
Fleet Services Fund	140,800
Forfeiture Fund (Police)	11,400
Risk Management Fund	21,600
Solid Waste Fund	1,195,500
Stormwater Fund	262,400
Wastewater Fund	2,546,600
Total	**4,403,100**

Fund Balance - Generally accepted budgeting practices include maintaining a minimum fund balance in most governmental funds of 5% to 15% of current year budgeted expenditures, depending on the nature of the service being provided by the Fund. If the service is more operational versus capital project oriented, generally the higher the fund balance needed. Operational costs cannot be pushed out and lowered without impacting service levels as easily as capital projects. This range is for a minimum fund balance, which does not provide resources to respond to large natural disasters such as hurricanes or prolonged economic downturns.

A fund balance allows for a cushion against unforeseen circumstances and future economic downturns. Criteria supporting the adequacy of the projected minimum fund balance include: maintenance of a diversified revenue base, low level of debt service, high level of debt issuance capacity, additional ability to increase property taxes and user fees, and adequate fund balances in other funds.

The unrestricted fund balance was intentionally and gradually reduced after FY 2008 to mitigate service level reductions and property tax increases during the recession and recovery. The General Fund's unrestricted fund balance is projected to end FY 2019 at 22% of expenditures. In the current five-year projection, the fund balance fluctuates near the 20% target, accommodating substantial City investments while maintaining a sound reserve. The City is successfully preserving a minimum fund balance of at least 10% and achieving the target of 20% to provide the City with options to manage future challenges. The graph below shows that the General Fund's unrestricted fund balance is projected to grow and maintain the target level of 20% of subsequent years' expenditure budget over the next five years.





Enterprise Funds

GOLF COURSE FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**2,403,234**	**2,318,805**	**2,178,200**	**2,197,400**	**2,065,700**	***-5.16%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	1,500	3,400	1,700	*13.33%*
User Charges	959,891	934,410	1,033,000	1,004,500	1,078,800	*4.43%*
Fines	0	0	0	0	0	-
Miscellaneous	17,649	21,937	4,500	12,000	6,600	*46.67%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**977,540**	**956,347**	**1,039,000**	**1,019,900**	**1,087,100**	***4.63%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	4,997	10,000	10,000	10,000	10,000	*0.00%*
Recreation, Parks & Arts	1,056,971	1,067,731	1,259,500	1,141,600	1,213,300	*-3.67%*
Total Expenditures	**1,061,968**	**1,077,732**	**1,269,500**	**1,151,600**	**1,223,300**	***-3.64%***
Ending Balance						
Equity	1,900,896	1,723,042	1,547,900	1,592,000	1,588,000	-
Unexpended Expenditures	0	0	38,100	0	36,800	-
Available Fund Balance	**417,909**	**474,378**	**399,800**	**473,700**	**341,500**	***-14.58%***
Total Ending Balance	2,318,805	2,197,420	1,985,800	2,065,700	1,966,300	-
Expenditures By Category						
Personnel	428,590	457,758	519,900	464,900	527,800	*1.52%*
Operating	633,378	619,974	749,600	686,700	695,500	*-7.22%*
Capital	0	0	0	0	0	-
Other	0	0	0	0	0	-
Total	**1,061,968**	**1,077,732**	**1,269,500**	**1,151,600**	**1,223,300**	***-3.64%***

Note: Estimated Beginning Cash Balances are adjusted to reconcile for Depreciation and Capital/Debt Principal

Golf Course Fund Analysis

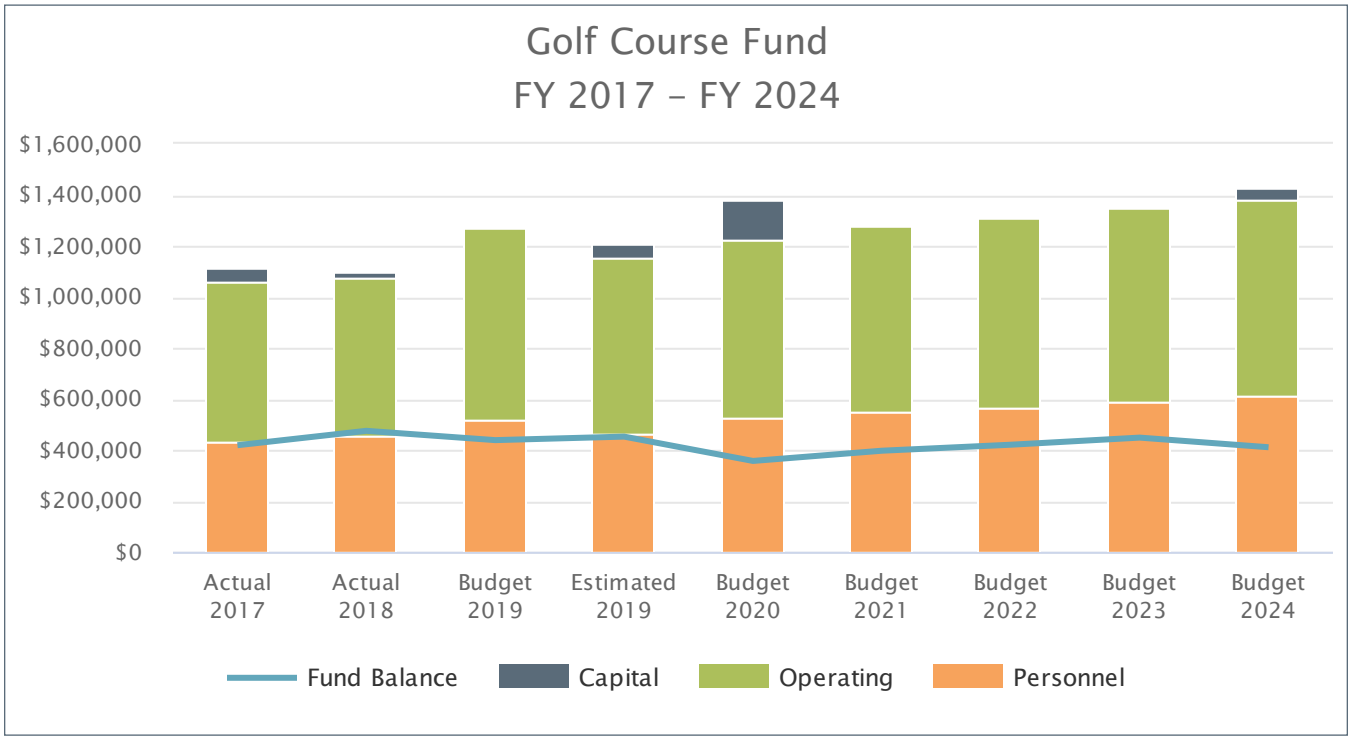
The Golf Course Fund is an enterprise fund which accounts for all financial activity associated with the operation of the City's Municipal Golf Course. The City-owned 18-hole executive golf course also includes a pro shop and a concession area. This fund is intended to be entirely self-supporting through the levying of charges on those individuals who utilize the course.

Golf Course Fund Projections

Due to waning interest in the sport of golf, the balance in the Golf Course Fund is projected to continue decreasing over the next five years. Revenue estimates for FY 2019 are 1.8% below budget and ongoing personnel, operating and future capital expenditures will keep this fund structurally unbalanced. However, changes in the revenue and expenditure projections show a sufficient fund balance at this time so as not to require a rate increase; however, rate increases are projected in the planning period to support course operations.

Ending Balance Conversion to Cash Basis

Enterprise funds utilize the accrual basis of accounting, by which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The beginning balances reported in this budget for such funds represent that portion of financial resources that are available for expenditure. Capital and debt principal are not budgeted as expenditures, while depreciation is budgeted as an operating expense. In order to determine the actual cash position of an enterprise fund, it is necessary to adjust the ending balance reported in the schedule on the preceding page by adding back depreciation and subtracting capital and debt principal payments. The resulting balance more accurately reflects the ability of the fund to incur additional financial obligations.



SOLID WASTE FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**13,731,334**	**13,440,457**	**12,424,200**	**12,390,000**	**13,426,900**	***8.07%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	60,218	60,124	125,000	133,300	202,000	*61.60%*
User Charges	11,105,212	10,945,165	13,074,900	13,000,000	13,283,800	*1.60%*
Fines	0	0	0	0	0	-
Miscellaneous	231,688	244,795	215,100	145,200	225,600	*4.88%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	0	0	0	0	-
Total Resources	**11,397,118**	**11,250,084**	**13,415,000**	**13,278,500**	**13,711,400**	***2.21%***
Expenditures						
Administration	90,349	97,840	104,800	89,400	93,900	*-10.40%*
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	148,991	207,594	230,600	199,600	215,500	*-6.55%*
Fire Rescue	0	0	0	0	0	-
General Operating	889,917	987,765	1,203,000	1,173,000	1,267,800	*5.39%*
Human Resources	0	0	0	0	0	-
Information Technology	17,370	17,253	40,600	37,600	41,800	*2.96%*
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	10,541,368	10,990,094	11,535,800	10,742,000	12,383,400	*7.35%*
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**11,687,995**	**12,300,547**	**13,114,800**	**12,241,600**	**14,002,400**	***6.77%***
Ending Balance						
Designated/Reserved	9,283,248	9,146,607	10,725,600	9,851,700	11,929,300	-
Emergency Reserve	0	0	500,000	500,000	250,000	*-50.00%*
Unexpended Expenditures	0	0	819,700	0	875,200	-
Available Fund Balance	**4,157,209**	**3,243,387**	**1,498,800**	**3,075,200**	**956,600**	***-36.18%***
Total Ending Balance	13,440,457	12,389,994	13,544,100	13,426,900	14,011,100	-
Expenditures By Category						
Personnel	3,494,904	3,629,101	3,963,800	3,622,500	4,229,700	*6.71%*
Operating	7,304,674	7,686,381	7,951,000	7,449,100	8,508,000	*7.01%*
Capital	0	0	0	0	0	-
Other	888,417	985,065	1,200,000	1,170,000	1,264,700	*5.39%*
Total	**11,687,995**	**12,300,547**	**13,114,800**	**12,241,600**	**14,002,400**	***6.77%***

Note: Estimated Beginning Cash Balances are adjusted to reconcile for Depreciation and Capital/Debt Principal

Solid Waste Fund Analysis

The Solid Waste Fund is an enterprise fund which accounts for all financial activity associated with the operation of the City's Solid Waste Collection. Full service collection is provided including residential curbside, yard waste, commercial dumpster, commercial roll-off, and recycling. This fund is entirely self-supporting through the levying of user fees from its customers.

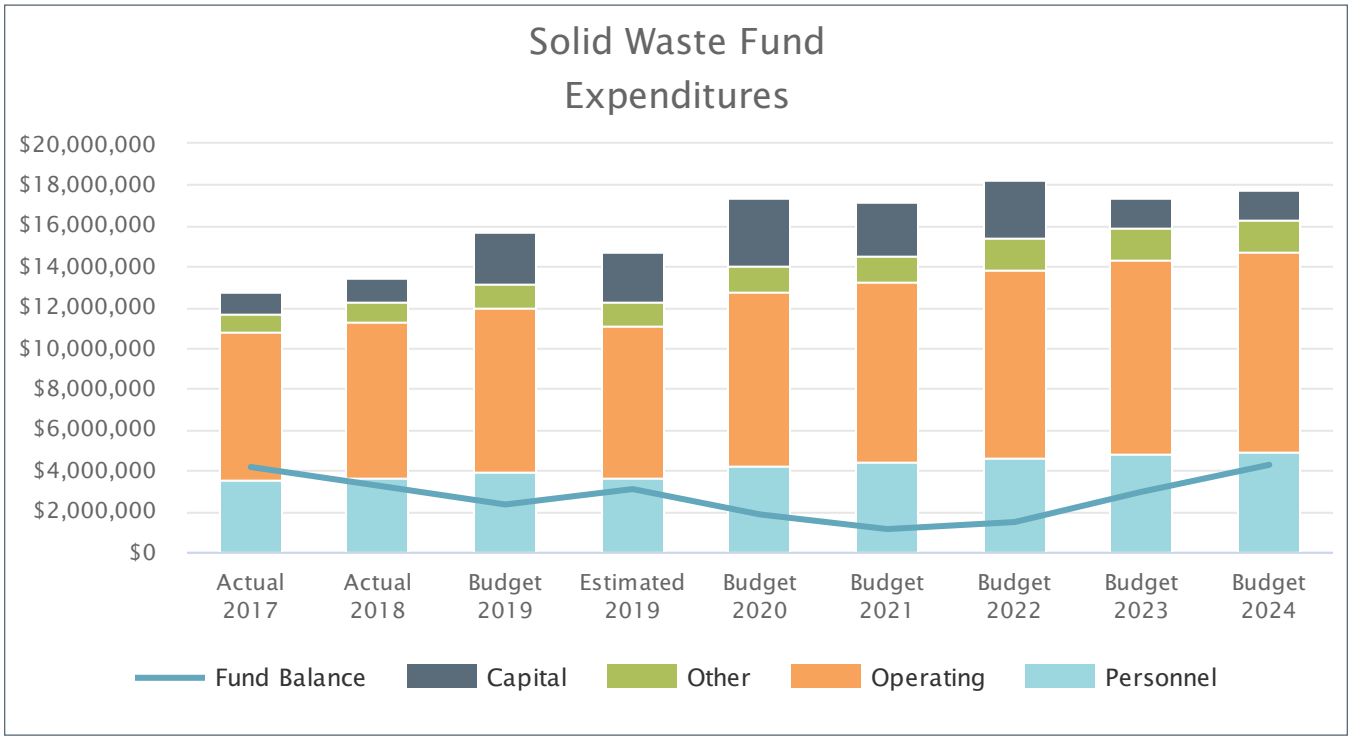
Solid Waste Fund Projections

A 20% rate increase occurred in FY 2019 in large part due to the increased cost of maintaining level of service for the recycling program. A 15% rate increase is scheduled for FY 2022 due to Pinellas County increasing the tipping fee charge by 3% per year from FY 2020 – FY 2023. Tipping fees make up approximately 40% of the solid waste fund budget. Additionally, new restrictions on foreign purchase of recycled materials have negatively affected the market and resulted in higher disposal costs for the recycling program, leaving the City with great uncertainty on the future costs and viability of recycling.

The Solid Waste Fund has no outstanding debt and no borrowing is projected over the next five years. The fund does include a reserve for storm debris removal based on the City's experience during Hurricane Irma. Fund balance over the five-year period fluctuates based on the escalating costs, need for reserves, and future rate increases. Further analysis of the current rate structures and spending plans will be necessary in the coming years.

Ending Balance Conversion to Cash Basis

Enterprise funds utilize the accrual basis of accounting, by which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The beginning balances reported in this budget for such funds represent that portion of financial resources that are available for expenditure. Capital and debt principal are not budgeted as expenditures, while depreciation is budgeted as an operating expense. In order to determine the actual cash position of an enterprise fund, it is necessary to adjust the ending balance reported in the schedule on the preceding page by adding back depreciation and subtracting capital and debt principal payments. The resulting balance more accurately reflects the ability of the fund to incur additional financial obligations.



Solid Waste Fund Analysis

The following rate schedule represents collection rates in effect:

Curbside Collection (cans) - $21.18 monthly

Bulk Containers (dumpsters) – The monthly charge is variable based on the size and type of container and frequency of collection.

Roll-Off Container – The per "pull" charge is variable based upon the size of roll-off container. The contents are weighed and charged $39.75 per ton.

Administrative Transfer to General Fund

An administrative transfer is charged to the Solid Waste Fund for a variety of reasons. Mainly, it accounts for services provided to the Solid Waste Operation in lieu of having these services directly within the Solid Waste Department. These administrative services include, but are not limited to, executive management and oversight, payroll, human resources, and shares of finance, budget, and information technology services. Additionally, the Solid Waste Operation is not charged property taxes; as a result, the Administrative Transfer is charged in lieu of property taxes. Finally, the administrative transfer serves as a sort of dividend back to the general fund. The Administrative Transfer was increased to 9% in FY 2018.

WASTEWATER FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**109,139,415**	**111,777,778**	**114,130,000**	**113,727,200**	**114,693,800**	***0.49%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	38,032	0	46,000	91,800	11,000	*-76.09%*
User Charges	23,272,797	23,095,480	23,478,200	23,650,500	28,688,500	*22.19%*
Fines	6,600	5,600	5,000	16,000	7,000	*40.00%*
Miscellaneous	545,029	(278,296)	369,000	2,217,900	649,000	*75.88%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**23,862,459**	**22,822,784**	**23,898,200**	**25,976,200**	**29,355,500**	***22.84%***
Expenditures						
Administration	70,294	49,944	113,600	82,400	91,300	*-19.19%*
Community Development	729,516	12,115	3,800	0	0	*-100.00%*
Engineering Services	0	1,092,437	1,265,600	1,946,800	1,340,200	*5.60%*
Environmental Services	18,154,168	17,441,148	21,615,100	20,419,900	21,554,000	*-0.96%*
Finance	190,496	187,031	213,600	188,700	208,000	*-2.39%*
Fire Rescue	0	0	0	0	0	-
General Operating	1,836,647	2,066,635	2,095,200	2,071,500	2,621,100	*25.10%*
Human Resources	0	0	0	0	0	-
Information Technology	226,063	245,832	300,300	275,300	296,100	*19.78%*
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	16,913	21,589	25,000	25,000	25,000	*0.00%*
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**21,224,096**	**21,116,732**	**25,632,200**	**25,009,600**	**26,135,700**	***9.96%***
Ending Balance						
Designated/reserved	61,891,713	82,649,830	93,249,200	85,059,800	91,342,300	-
Unexpended Expenditures	0	0	1,794,300	0	1,829,500	-
Available Fund Balance	**49,886,065**	**30,834,000**	**19,146,800**	**29,634,000**	**26,571,300**	***46.60%***
Total Ending Balance	111,777,778	113,727,180	114,190,300	114,693,800	119,881,000	-
Expenditures By Category						
Personnel	6,392,559	6,624,514	7,458,700	6,498,800	7,573,700	*6.08%*
Operating	12,211,843	12,187,941	15,462,800	15,131,500	15,343,900	*11.29%*
Capital	0	0	0	0	0	-
Other	2,619,694	2,304,276	2,710,700	3,379,300	3,218,100	*13.66%*
Total	**21,224,096**	**21,116,732**	**25,632,200**	**25,009,600**	**26,135,700**	***5.08%***

Note: Table reflects the total of Wastewater Funds 41, 42, and 45.

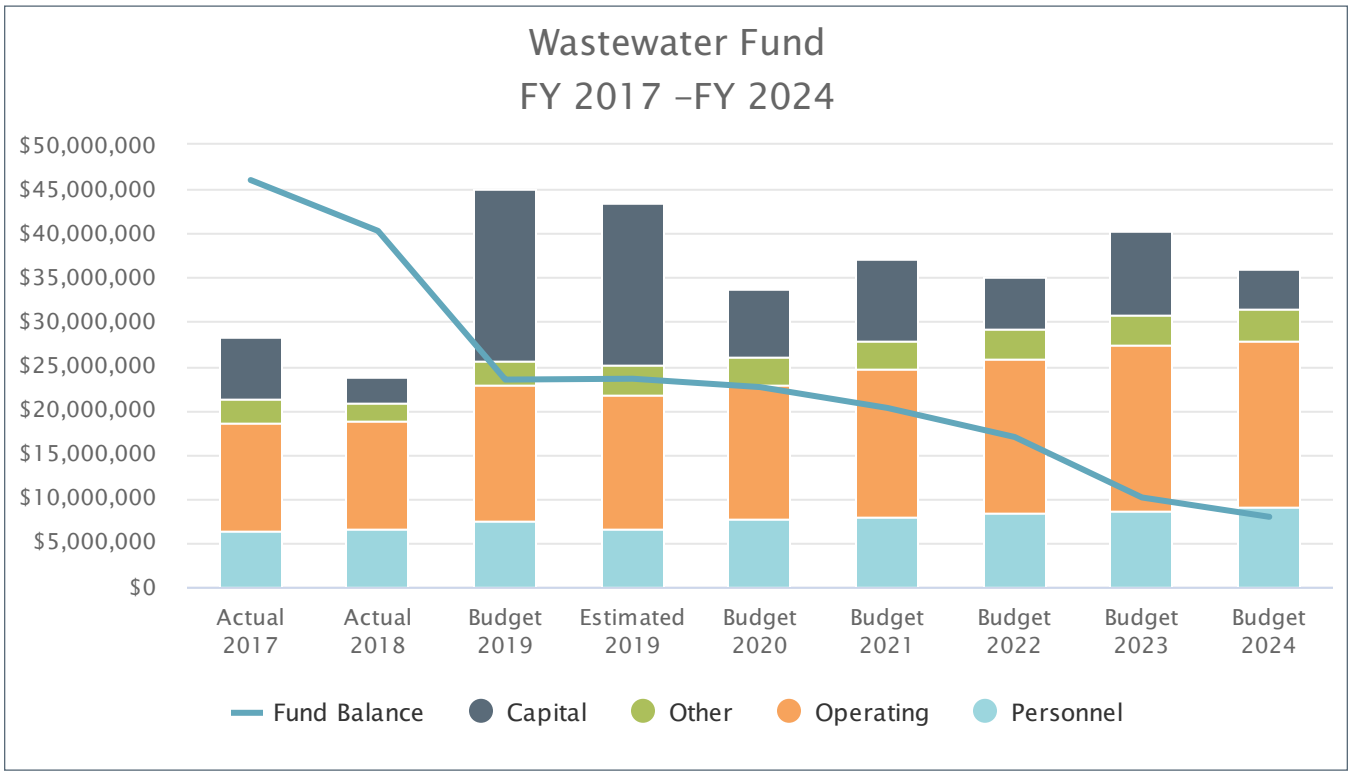
Note: Estimated Beginning Cash Balances are adjusted to reconcile for Depreciation and Capital/Debt Principal

Wastewater (Sewer) Fund Analysis

The Wastewater (Sewer) Fund is an enterprise fund which is used to account for all the financial activity associated with the operation of the City's sanitary sewer utility. The Wastewater Fund finances the sanitary sewer infrastructure assets in the City, including the Wastewater Reclamation Facility (WWRF), 390 miles of collection system piping, 52 lift stations, and a Reclaimed Water System. This fund is entirely self-supporting, with its primary source of revenue derived from user charges levied on utility customers. Pursuant to State law, the City is permitted to charge rates in the portion of the Sewer District outside the City 25% greater than charges levied within the City.

Wastewater (Sewer) Fund Projections

There is one wastewater user fee increase projected in FY 2020 due to a major capital project planned for the Wastewater Treatment Plant as well as growing operating expenses. Wastewater rates have not increased since 2007. A rate study was conducted during 2018 to determine potential changes to rates and rate structures, and the City Commission approved a new structure that is revenue neutral. Current projections show debt service from the State Revolving Loan, as well as borrowing an additional $60.3 million to make necessary improvements to the middle portion of the treatment plant. The fund balance is projected to decrease significantly as projects and debt service payments get under way. A 25% rate increase is planned for FY 2020 to meet debt service obligations.



Ending Balance Conversion to Cash Basis

Enterprise funds utilize the accrual basis of accounting, by which revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. The beginning balances reported in this budget for such funds represent that portion of financial resources that are available for expenditure. Capital and debt principal are not budgeted as expenditures, while depreciation is budgeted as an operating expense. In order to determine the actual cash position of an enterprise fund, it is necessary to adjust the ending balance reported in the schedule on the preceding page by adding back depreciation and subtracting capital and debt principal payments. The resulting balance more accurately reflects the ability of the fund to incur additional financial obligations.

Wastewater Rates – Established October 1, 2017

Residential - $2.30 Inside City Limits ($2.88 Outside City Limits) per each 1,000 gallons of water, up to a maximum of 10,000 gallons per month (20,000 gallons per bi-monthly billing cycle) in addition to fixed monthly charges, as follows:

	Inside City Limits:	Outside City Limits:
Single-family	$18.80	$23.50
Multifamily (duplex, triplex)	$18.80	$18.80
High density (apartments, mobile homes and condominiums)	$14.10	$17.63
Customers utilizing other water sources including but not limited to, wells, cisterns, bottled water or non-Pinellas County potable water, unless another water source provider agrees to bill, collect and remit the applicable City of Largo variable rates on behalf of the City of Largo, at costs that are equal to or below costs incurred on similar accounts.	$30.30	$37.88

Commercial - $3.71 Inside City Limits ($4.64 Outside City Limits) per each 1,000 gallons of water consumed in addition to fixed monthly charges based on meter sizes, as follows:

	Inside City Limits:	Outside City Limits:
5/8 or 3/4 inch meter	$18.80	$23.50
1 inch meter	$56.35	$70.44
1 1/2 inch meter	$112.75	$140.94
2 inch meter	$188.00	$235.00
3 inch meter	$338.00	$422.50
4 inch meter	$526.00	$657.50
6 inch meter	$1,127.00	$1,408.75
8 inch meter	$1,879.00	$2,348.75

Reclaimed Water Rates – Established October 1, 2007

Residential - Fixed rate of $10.00 Inside City Limits ($12.50 Outside City Limits or Inside City Limits/Outside Sanitary Sewer District) per property acre.

Commercial - Fixed rate of $28.00 Inside City Limits ($35.00 Outside City Limits or Inside City Limits/Outside Sanitary Sewer District) for 25,000 minimum gallon usage in addition to variable rates, as follows:

	Inside City Limits:	Outside City Limits or Inside City/Outside Sanitary:
Commercial/Industrial	$1.10/1,000 gallons above minimum	$1.35/1,000 gallons above minimum
Golf Course	$0.85/1,000 gallons above minimum	$1.05/1,00 gallons above minimum

Administrative Transfer to General Fund:

An administrative transfer is charged to the Wastewater Fund for a variety of reasons. Mainly, it accounts for services provided to the Wastewater Operation in lieu of having these services directly within the Environmental Services Department. These administrative services include, but are not limited to, executive management and oversight, payroll, human resources, and shares of finance, budget, and information technology services. Additionally, the Wastewater Operation is not charged property taxes; as a result, the Administrative Transfer is charged in lieu of property taxes. Finally, the administrative transfer serves as a sort of dividend back to the general fund. The Administrative Transfer was increased to 9% for FY 2018 and remains at that level for FY 2019.



Special Revenue Funds

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**-**
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	502,598	143,940	867,400	717,200	858,400	*-1.04%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	292,186	585,966	250,000	176,900	250,000	*0.00%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**794,784**	**729,906**	**1,117,400**	**894,100**	**1,108,400**	***-0.81%***
Expenditures						
Administration	2,798	3,493	0	0	0	-
Community Development	791,981	726,413	1,117,400	894,100	1,108,400	*-0.81%*
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**794,779**	**729,906**	**1,117,400**	**894,100**	**1,108,400**	***-0.81%***
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**(0)**	**0**	**0**	**0**	**-**
Total Ending Balance	0	0	0	0	0	-
Expenditures By Category						
Personnel	159,822	170,635	220,300	177,400	224,000	*1.68%*
Operating	485,853	391,034	722,400	450,700	706,600	*-2.19%*
Capital	135,604	168,236	174,700	266,000	177,800	*1.77%*
Other	13,500	0	0	0	0	-
Total	**794,779**	**729,905**	**1,117,400**	**894,100**	**1,108,400**	***-0.81%***

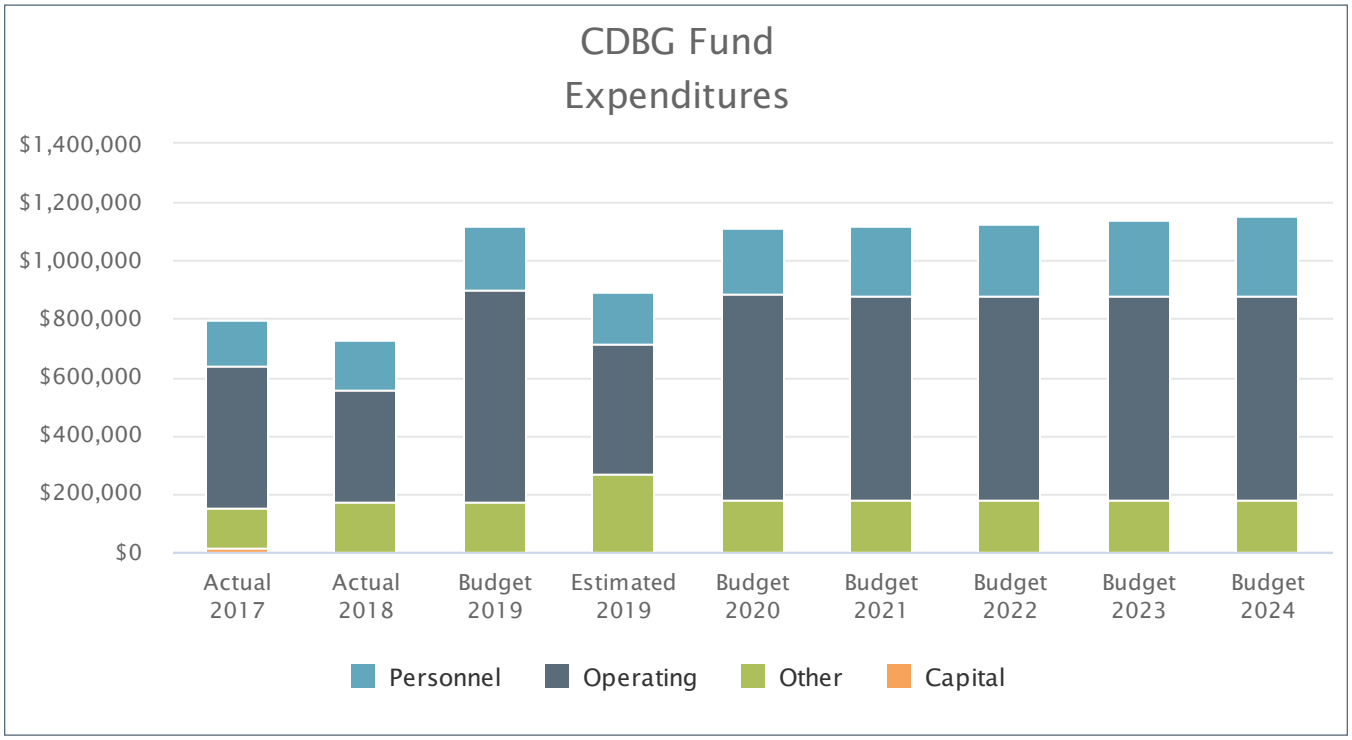
Community Development Block Grant (CDBG) Fund Analysis

This fund accounts for the federal Community Development Block Grant (CDBG) Program. Funds in this program include direct housing assistance in the form of rehabilitation loans for owner occupied and rental housing and for homesteading of dwelling units for first time homebuyers. CDBG funds are also budgeted for economic development and urban redevelopment efforts.

Revenues are entirely dependent upon funding from the Federal government, except for money received from loan repayments. As loans are repaid, the repayment amounts are loaned to other low- and moderate-income individuals which then provides a perpetual pool of funds that is not dependent on Federal allocations.

CDBG Fund Projections

The estimates for FY 2019 show spending slightly below budget, as expenditures vary based on qualifying households and available cases during the fiscal year. Despite the preservation of and modest increase to CDBG funds in FY 2019 by Congress, uncertainty in the federal funding environment for these programs means uncertainty in the future outlook for this fund.



CONSTRUCTION SERVICES FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**3,963,898**	**3,666,102**	**4,197,200**	**4,285,100**	**5,573,500**	***32.79%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	1,465,794	2,146,252	1,700,000	2,600,000	1,900,000	*11.76%*
Intergovernmental	0	0	9,300	15,000	0	*-100.00%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	27,520	52,447	30,000	85,400	45,000	*50.00%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	90,000	90,000	90,000	90,000	*0.00%*
Total Resources	**1,493,314**	**2,288,699**	**1,829,300**	**2,790,400**	**2,035,000**	***11.24%***
Expenditures						
Administration	5,801	3,494	0	0	0	-
Community Development	1,531,537	1,435,562	1,745,000	1,291,900	1,678,900	*-3.79%*
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	168,600	175,300	182,900	182,300	224,800	*22.91%*
Human Resources	0	0	0	0	0	-
Information Technology	85,173	55,348	27,900	27,800	70,500	*152.69%*
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**1,791,110**	**1,669,704**	**1,955,800**	**1,502,000**	**1,974,200**	***0.94%***
Ending Balance						
Designated/Reserved	62,631	254,713	62,600	254,700	254,700	-
Unexpended Expenditures	0	0	97,800	0	98,700	-
Available Fund Balance	**3,603,471**	**4,030,384**	**4,008,100**	**5,318,800**	**5,379,600**	***33.93%***
Total Ending Balance	3,666,102	4,285,097	4,168,500	5,573,500	5,733,000	-
Expenditures By Category						
Personnel	1,035,022	1,118,696	1,381,500	952,200	1,360,800	*-1.50%*
Operating	321,409	349,255	360,300	335,800	389,200	*8.02%*
Capital	266,079	26,472	31,700	31,700	0	*-100.00%*
Other	168,600	175,300	182,300	182,300	224,200	*22.98%*
Total	**1,791,110**	**1,669,724**	**1,955,800**	**1,502,000**	**1,974,200**	***0.94%***

Construction Services Fund Analysis

The Construction Services Fund was established in FY 2007 for the financial activities related to enforcement of the Florida Building Code. Revenue into the fund is generated through building permit and building plans review fees, and expenditures specifically related to direct and indirect costs associated with enforcement of the Florida Building Code. Such services include: building permitting, plans review, and inspections. The creation of the Construction Services Fund was a direct result of Florida Senate Bill 442, which defines the acceptable uses of building permit revenue.

Expenditures in this fund increase and decrease commensurate with construction activity in the City. Operating costs are projected to remain relatively stable with 2% growth expected going forward.

The fund balance has steadily grown since FY 2010 due to increased development activity throughout the City. It is projected to remain well over 75% for the next five years, although current personnel and operating expenditures are projected to outpace revenues at the current rate, reducing the fund balance over time. Revenues for FY19 are expected to come in $300,000 over budget, indicating the continued strength of the market.

The table below shows Permitted Construction Values since FY 2008. Permitted Construction Values are a measurement tool used to show development growth within a particular market area.

Permitted Construction Value

	Commercial		Residential	
Year	**Value**	**%**	**Value**	**%**
2008	$58,974,043	62	$36,122,837	38
2009	$31,973,447	59	$22,021,059	41
2010	$26,118,938	48	$28,259,374	52
2011	$27,907,583	27	$74,211,105	73
2012	$79,597,566	50	$80,892,894	50
2013	$55,865,256	47	$64,216,402	53
2014	$109,007,331	60	$46,717,427	30
2015	$170,067,000	83	$34,833,000	17
2016	$74,700,000	52	$68,600,000	48
2017	$27,609,142	30	$63,612,652	70
2018	$56,908,596	37	$94,030,382	63
2019*	$157,894,766	72	$60,959,569	28

**Estimated*

COMMUNITY REDEVELOPMENT AGENCY FUND

FY 2020 Adopted Millage Rate of 5.6200

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**3,238,382**	**3,492,036**	**3,919,900**	**3,820,600**	**2,659,200**	***-32.16%***
Revenues						
Property Taxes	320,636	393,118	459,800	463,100	605,700	*31.73%*
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	321,004	369,530	432,000	434,800	1,763,500	*308.22%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	69,548	31,051	15,000	60,000	35,000	*133.33%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**711,187**	**793,699**	**906,800**	**957,900**	**2,404,200**	***165.13%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	423,784	431,040	2,475,100	2,084,000	2,475,800	*0.03%*
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	32,100	32,500	33,800	33,800	35,200	*4.14%*
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	1,650	1,605	2,500	1,500	2,500	*0.00%*
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**457,534**	**465,144**	**2,511,400**	**2,119,300**	**2,513,500**	***0.08%***
Inter-fund Loan From LOST						
Ending Balance						
Designated/reserved	1,404,858	316,423	1,404,800	316,400	316,400	-
Unexpended Expenditures	0	0	75,300	0	75,400	-
Available Fund Balance	**2,087,178**	**3,504,167**	**910,500**	**2,342,800**	**2,233,500**	***145.30%***
Total Ending Balance	3,492,036	3,820,590	2,390,600	2,659,200	2,625,300	-
Expenditures By Category						
Personnel	85,729	82,621	87,800	83,200	116,000	*32.12%*
Operating	189,689	57,991	101,800	80,800	103,700	*1.87%*
Capital	146,313	292,032	2,273,000	1,921,000	2,243,600	*-1.29%*
Other	35,803	32,500	48,800	34,300	50,200	*2.87%*
Total	**457,534**	**465,144**	**2,511,400**	**2,119,300**	**2,513,500**	***0.08%***

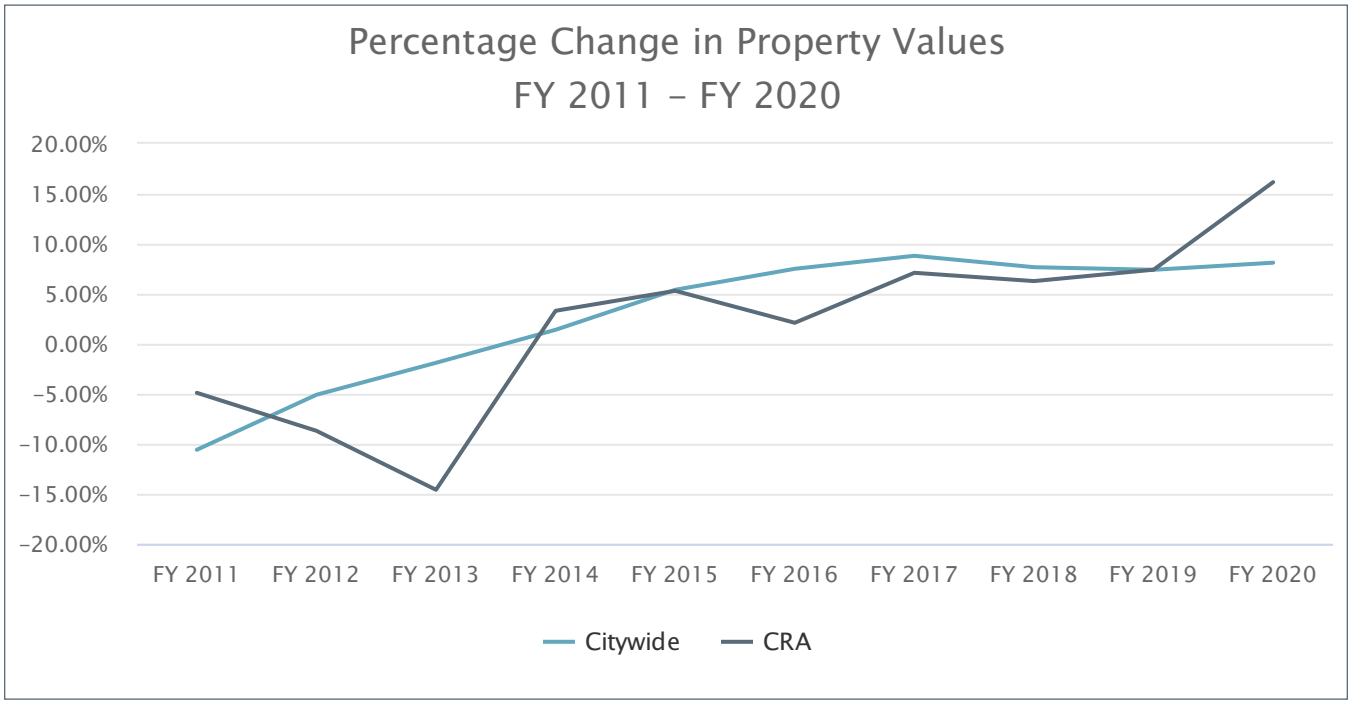
Community Redevelopment Agency (CRA) Fund

In FY 2013, the Community Redevelopment Agency Fund became the new name of the previous Downtown Tax Increment Financing (DTIF) Fund. The name of the fund was changed because the revenue sources for the fund expanded to include not only DTIF tax revenue, but also revenue from the sale of property located in the West Bay Drive Redevelopment District, which is governed by the City's Community Redevelopment Agency. Revenue in this fund still includes both City and County property tax revenue collected in excess of collections in the year preceding establishment of the DTIF district. All revenues in this fund must be expended within the redevelopment district.

CRA Fund Projections

The FY 2020 preliminary estimates reveal that the CRA property shows substantial growth, coming in at 16.17% (vs. 8.11% city-wide), an improvement over FY 2019. There are several additional redevelopment projects underway in the CRA that are expected to boost property values in future years.

The graph below shows the projected change in taxable value for the CRA compared to citywide values from FY 2011 to FY 2020.



COUNTY GAS TAX FUND

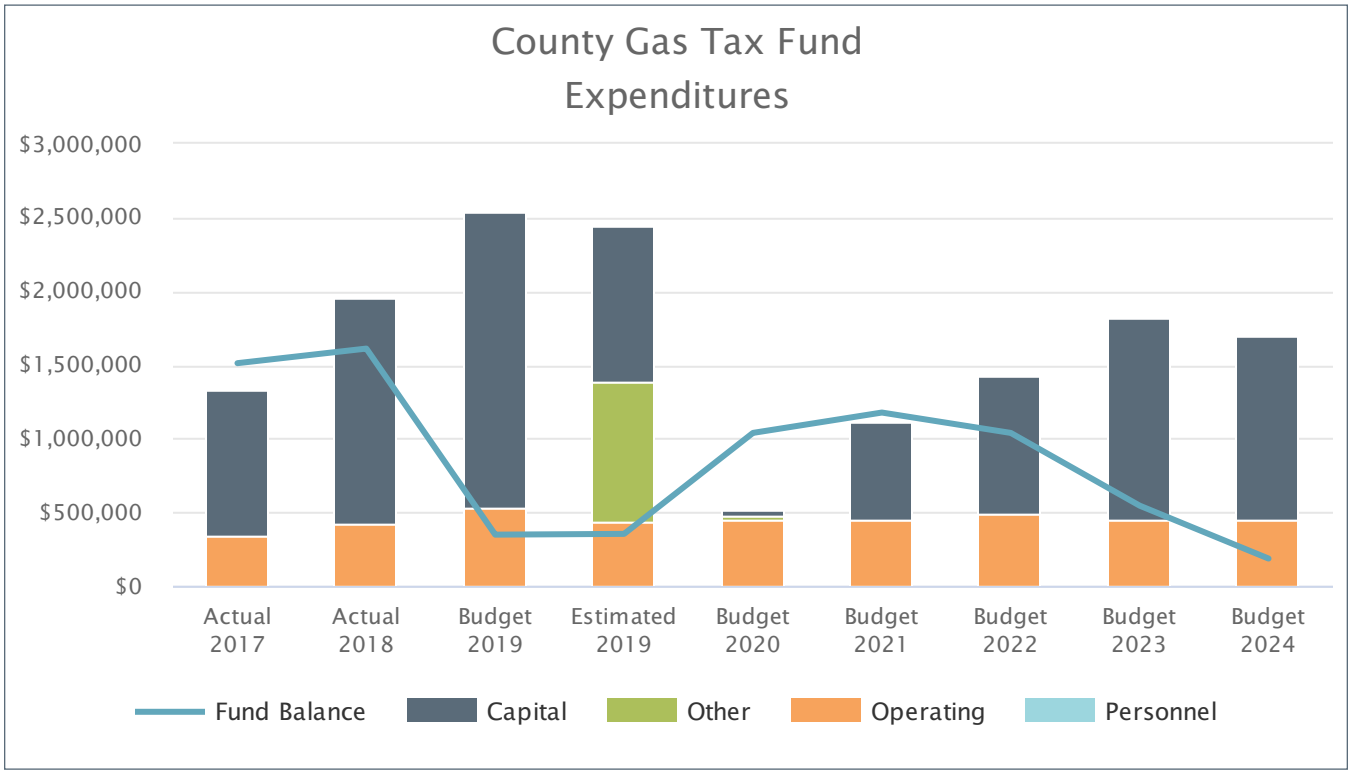
	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**4,738,695**	**4,484,590**	**4,549,600**	**3,648,600**	**2,390,900**	***-47.45%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	1,044,603	1,081,637	1,130,000	1,120,000	1,135,000	*0.44%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	30,099	40,054	25,000	70,000	40,000	*60.00%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	0	0	0	0	-
Total Resources	**1,074,702**	**1,121,690**	**1,155,000**	**1,190,000**	**1,175,000**	***1.73%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	1,000,634	1,068,524	0	0	0	-
Engineering Services	0	503,799	2,141,000	2,061,000	125,800	*-94.12%*
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	328,173	385,398	395,000	386,700	395,000	*0.00%*
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**1,328,807**	**1,957,721**	**2,536,000**	**2,447,700**	**520,800**	***-79.46%***
Ending Balance						
Designated/Reserved	2,973,573	2,038,467	2,973,600	2,038,500	2,038,500	-
Unexpended Expenditures	0	0	152,200	0	31,200	-
Available Fund Balance	**1,511,017**	**1,610,092**	**195,000**	**352,400**	**1,006,600**	***416.21%***
Total Ending Balance	4,484,590	3,648,559	3,320,800	2,390,900	3,076,300	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	337,283	418,959	525,000	436,700	445,000	*-15.24%*
Capital	991,523	1,538,762	2,011,000	1,063,000	49,000	*-97.56%*
Other	0	0	0	948,000	26,800	-
Total	**1,328,807**	**1,957,721**	**2,536,000**	**2,447,700**	**520,800**	***-79.46%***

County Gas Tax Fund Analysis

The County Gas Tax Fund is a special revenue fund established to account for the receipt and expenditure of the City's share of the Local Option Motor Fuel Tax originally enacted by Pinellas County in 1985 and extended in 1997 and 2007. The tax was extended again effective September 1, 2017. The tax rate is six cents per gallon and allocation of the proceeds is governed by interlocal agreement between Pinellas County and all the municipalities in the County. These funds are used to construct, improve, and maintain roadways in accordance with State Statute and the interlocal agreement.

County Gas Tax Fund Projections

This Fund provides for several major road improvement and rehabilitation construction projects, as well as the ongoing costs to repave roads throughout the City and the rental cost of streetlight poles. The majority of spending in this fund is on capital improvement projects, which leads to large fluctuations in year-to-year fund balance. This is the committed funding source for maintenance of the City's streets and roadways. This funding source is neither growing nor does it generate enough money to fund the pavement management plan for the City. As a result, the City-wide roadway projects plans have been extended over a number of years to be aligned with the available funding.

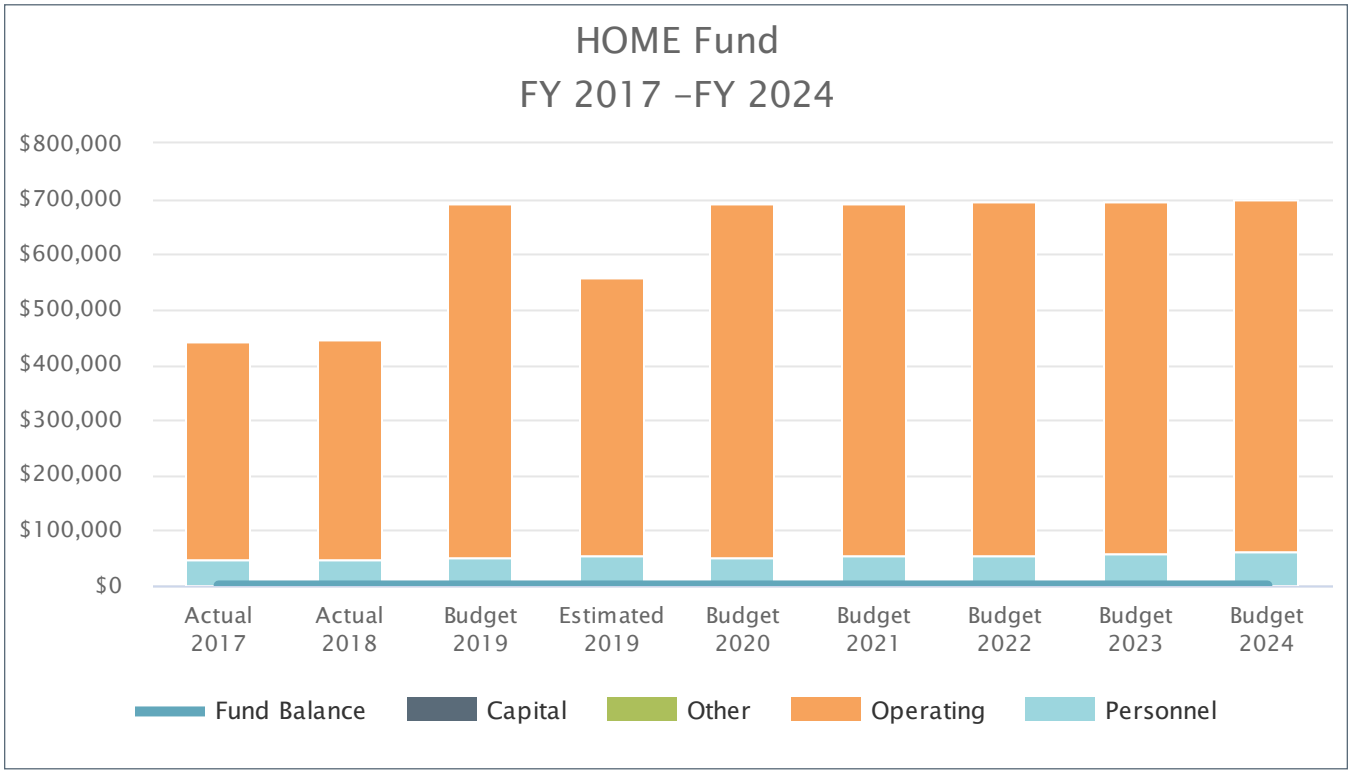


HOME FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**-**
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	443,303	446,442	690,400	557,700	690,400	*0.00%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	0	0	0	0	0	-
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	0	0	0	0	-
Total Resources	**443,303**	**446,442**	**690,400**	**557,700**	**690,400**	***0.00%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	443,303	446,442	690,400	557,700	690,400	*0.00%*
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**443,303**	**446,442**	**690,400**	**557,700**	**690,400**	***0.00%***
Ending Balance						
Designated/Reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**0**	**0**	**0**	**0**	**-**
Total Ending Balance	0	0	0	0	0	-
Expenditures By Category						
Personnel	45,277	46,101	49,900	56,000	50,900	*2.00%*
Operating	398,027	400,341	640,500	501,700	639,500	*-0.16%*
Capital	0	0	0	0	0	-
Other	0	0	0	0	0	-
Total	**443,303**	**446,442**	**690,400**	**557,700**	**690,400**	***0.00%***

HOME Fund Analysis

The HOME Investment Partnership Program was established in the City of Largo as part of the Pinellas County Consortium in 1992. Funding for the program is authorized under Title II of the Cranston-Gonzalez National Affordable Housing Act. Through this program, the city provides down-payment assistance for first-time home buyers, and owner-occupied housing rehabilitation. The program is strictly used to benefit residents whose income level is no more than 80 percent of the area's gross median income.



HOUSING TRUST FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**(4,400)**	**3,487**	**11,400**	**10,700**	**17,600**	***54.39%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	7,887	7,230	7,900	7,900	7,900	*0.00%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	0	0	0	0	-
Total Resources	**7,887**	**7,230**	**7,900**	**7,900**	**7,900**	***0.00%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	1,000	1,000	25,500	*2450.00%*
Engineering Services	0	0	0	0	0	
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**0**	**0**	**1,000**	**1,000**	**25,500**	***2450.00%***
Ending Balance						
Designated/Reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**3,487**	**10,717**	**18,300**	**17,600**	**0**	**-**
Total Ending Balance	3,487	10,717	18,300	17,600	0	-
Expenditures By Category						
Personnel	0	0	1,000	1,000	2,100	-
Operating	0	0	0	0	23,400	-
Capital	0	0	0	0	0	-
Other	0	0	0	0	0	-
Total	**0**	**0**	**1,000**	**1,000**	**25,500**	***2450.00%***

Housing Trust Fund Analysis

The Housing Trust Fund was established in the City of Largo in partnership with Pinellas County in 2007 for a three-year period. This fund was created for the promotion of affordable housing throughout Pinellas County. Since FY 2009 there is no further Intergovernmental revenue being projected to be received. The only source of income is being projected in this Fund is from program income. Minimal expenditures are projected related to preparing annual reporting documents (less than $1,000 annually).

LOCAL OPTION SALES TAX FUND

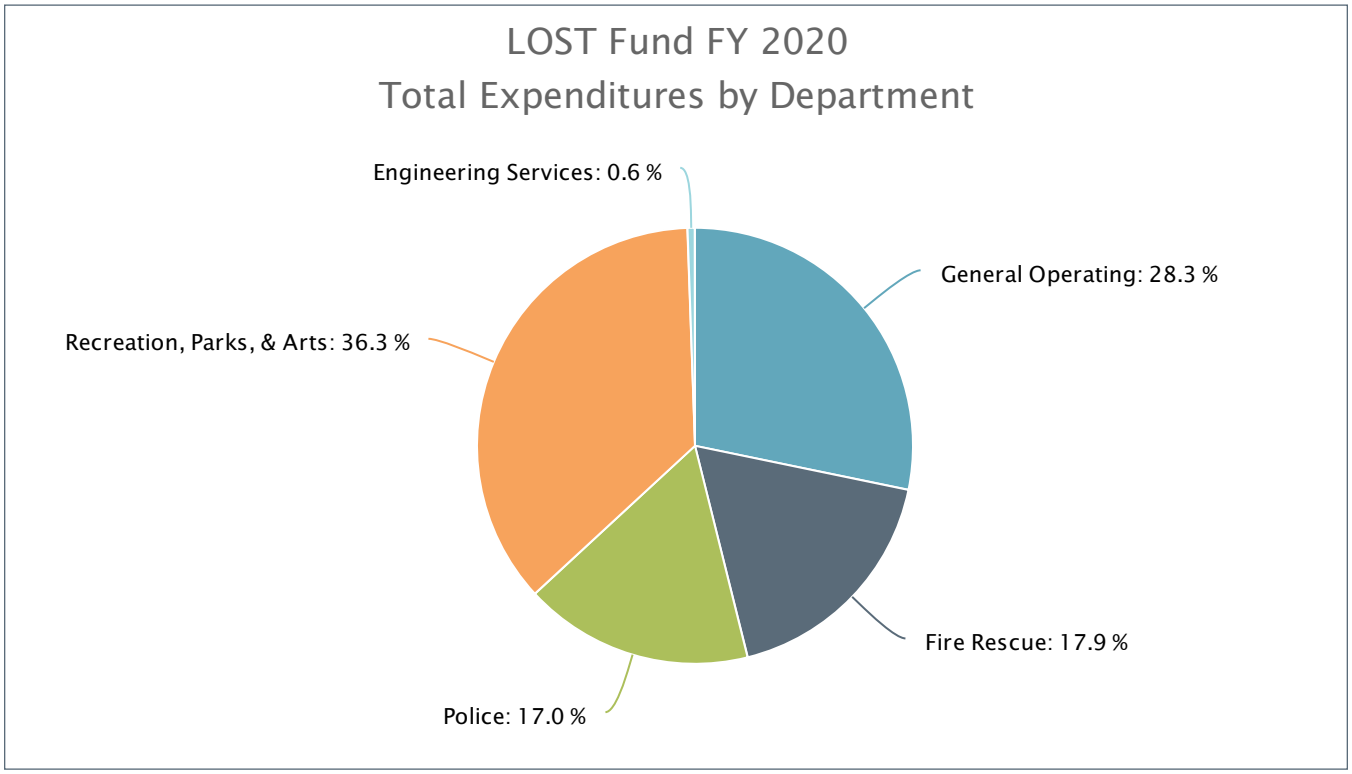
	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**10,099,659**	**8,035,557**	**8,828,900**	**6,199,700**	**6,667,100**	***-24.49%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	7,526,749	8,576,681	8,255,500	9,059,100	8,520,000	*3.20%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	233,997	222,976	140,000	215,000	150,000	*7.14%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	0	0	0	0	-
Total Resources	**7,760,746**	**8,799,657**	**8,395,500**	**9,274,100**	**8,670,000**	***3.27%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	4,501,599	1,950,958	849,000	849,000	1,720,000	*102.59%*
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	1,193,353	1,454,901	1,700,500	1,662,000	1,638,600	*-3.64%*
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	127,244	621,000	600,000	3,498,000	*463.29%*
Total Expenditures	**9,824,748**	**10,635,561**	**9,166,200**	**8,806,700**	**10,337,100**	***12.77%***
Ending Balance						
Designated/Reserved	5,202,593	3,143,722	5,202,600	3,143,700	3,143,700	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**2,832,964**	**3,055,931**	**2,855,600**	**3,523,400**	**1,856,300**	***-20.76%***
Total Ending Balance	8,035,557	6,199,653	8,058,200	6,667,100	5,000,000	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	6,289,882	7,094,137	5,614,500	3,265,000	8,464,700	*50.76%*
Other	3,534,866	3,541,419	3,551,700	5,541,700	1,872,400	*-47.28%*
Total	**9,824,748**	**10,635,556**	**9,166,200**	**8,806,700**	**10,337,100**	***12.77%***

Local Option Sales Tax Fund Analysis

The Local Option Sales Tax (LOST) Fund is a special revenue fund which accounts for the receipt and expenditure of the City's portion of the Local Option Infrastructure Surtax (One-Cent Sales Tax) originally levied by Pinellas County for a 10-year period beginning in February, 1990. This tax was extended through 2030 by voter referendum in November 2017. The City receives a portion of the proceeds based on population as stipulated by an interlocal agreement between the City and the County. Fund revenues are dependent upon sales tax collected within Pinellas County. The proceeds can only be utilized for infrastructure projects and to purchase public safety vehicles with useful lives of at least five years.

Local Option Sales Tax Fund (Penny for Pinellas) Projections*

FY 2020 sales tax revenue is projected to increase 3.2 % from the previous year as a result of higher than budgeted revenues in FY 2019. From FY 2020 onward, revenues grow by 4% per year, although individual years fluctuate due to intergovernmental revenue that will be received in certain years.*



*Note: Pinellas county contributions toward fire station construction and fire/EMS vehicle replacements are included in this fund as part of intergovernmental revenue projections and will fluctuate with those expenditures.

MOBILITY IMPACT FEE (MIF) FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**186,755**	**344,614**	**683,200**	**526,100**	**781,300**	***14.36%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	157,920	181,487	515,600	255,200	216,000	*-58.11%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**157,920**	**181,487**	**515,600**	**255,200**	**216,000**	***-58.11%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**0**	**0**	**0**	**0**	**0**	**-**
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**344,675**	**526,101**	**1,198,800**	**781,300**	**997,300**	***-16.81%***
Total Ending Balance	344,675	526,101	1,198,800	781,300	997,300	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	0	0	0	0	0	-
Other	0	0	0	0	0	-
Total	**0**	**0**	**0**	**0**	**0**	**-**

Mobility Impact Fee Fund Analysis

The Mobility Impact Fee Fund is a special revenue fund that accounts for the receipt and expenditure of the City's share of the County-wide Multimodal Impact Fee levied on new construction. These funds may only be used to construct transportation-related and/or supportive improvements that allow for increased transportation capacity. The allowable uses for Mobility Impact Fee funds allow for more varied transportation infrastructure improvements than those previously allowed Transportation Impact Fees. Fund revenues are completely dependent upon levels of construction activity.

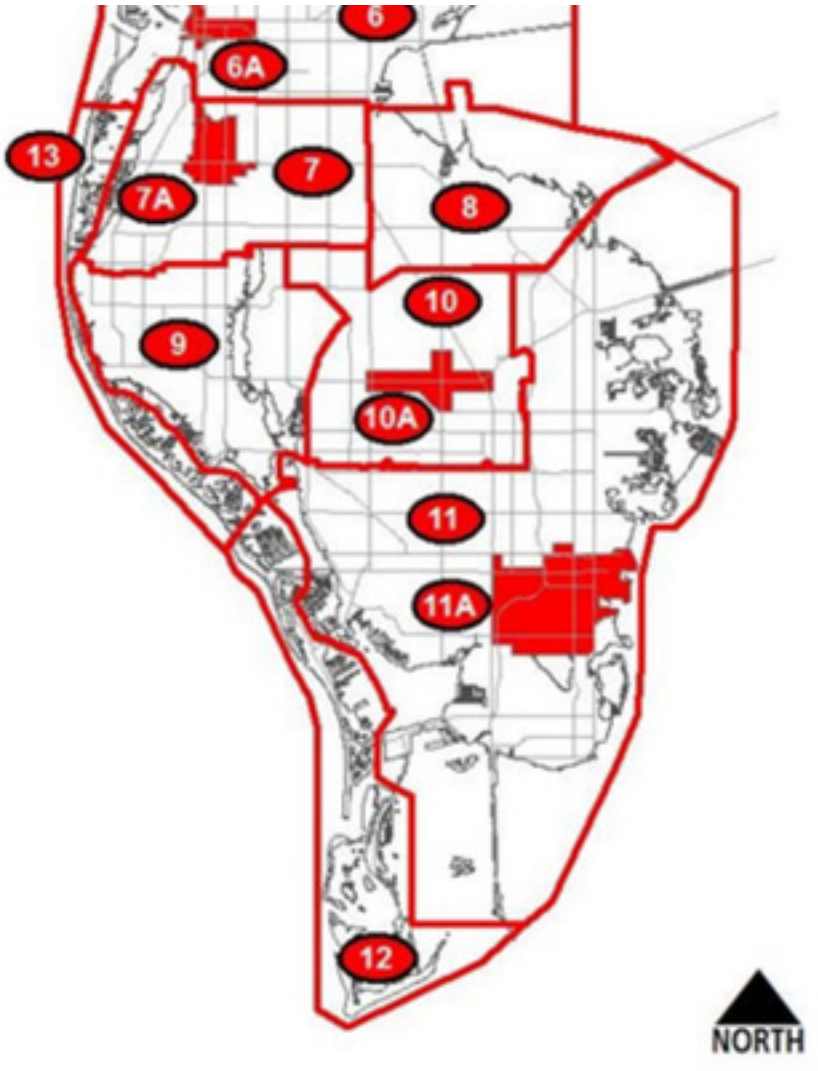
This Fund is the sum of four districts (7, 7A, 8 and 9) that represent different geographic areas of Largo. The boundaries of the downtown district have been revised slightly from that of the Transportation Impact Fee. The construction activity within each district funds that district's transportation fund, which subsequently has to be reinvested back into that district in the form of a transportation improvement. The funds collected from construction activity need to be spent within a 10-year window.

Mobility Impact Fee Fund Projections

Multimodal Impact Fees were implemented May 1, 2016 following the amendment of the Pinellas County Land Development Code changing Transportation Impact Fees to Multimodal Impact Fees. Fund balance in this fund will remain low initially as the fees begin collecting in this new fund.

IMPACT FEE DISTRICTS

1. Tarpon Springs Area
1A. Tarpon Springs Downtown Area
2. East Lake Tarpon/Oldsmar Area
2A. Oldsmar Downtown Area
3. Palm Harbor Area
3A. Palm Harbor Downtown Area
4. Dunedin Area
4A. Dunedin Downtown Area
5. Safety Harbor Area
5A. Safety Harbor Downtown Area
6. Clearwater Area
6A. Clearwater Downtown Area
7. Largo Area
7A. Largo Downtown Area
8. HIghpoint Area
9. Seminole Area
10. Pinellas Park Area
10A. Pinellas Park Downtown Area
11. St. Petersburg Area
11A. St. Petersburg Downtown Area
12. South County Beaches Area
13. Mid County Beaches Area



PARKLAND & RECREATION FACILITIES IMPACT FEE FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**2,347,208**	**2,347,208**	**2,566,200**	**2,707,900**	***15.37%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	0	219,028	116,000	141,700	116,900	*0.78%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**0**	**219,028**	**116,000**	**141,700**	**116,900**	***0.78%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**0**	**0**	**0**	**0**	**0**	**-**
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**2,566,236**	**2,463,208**	**2,707,900**	**2,824,800**	***14.68%***
Total Ending Balance	0	2,566,236	2,463,208	2,707,900	2,824,800	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	0	0	0	0	0	-
Other	0	0	0	0	0	-
Total	**0**	**0**	**0**	**0**	**0**	**-**

Parkland and Recreation Facilities Impact Fee Fund Analysis

The Parkland and Recreation Facilities Impact Fee Fund is presented independently of the Trust Funds beginning in FY 2019. These funds are collected from impact fees on new residential development and may only be expended for expanding the capacity of our parks and recreation facilities to meet the needs of a growing population. The impact fees were under a moratorium following the Great Recession in order to stimulate additional growth. With the economic rebound, the impact fees were updated based on new analysis and re-instated effective January 1, 2017.

Revenues in this fund vary based on development activity, as they are only charged on new additional residential units added in the City. Expenditures are currently budgeted in the fund in the absence of a specific, targeted expansion project for which these funds are eligible. As the City identifies potential parkland for acquisition or facility plans for capacity expansion, expenditures will be budgeted using these funds.

SHIP FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**563,093**	**742,695**	**742,700**	**582,300**	**662,300**	***-10.83%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	527,012	350,329	233,000	233,000	233,000	*0.00%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	321,266	318,545	200,000	278,100	200,000	*0.00%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**848,278**	**668,874**	**433,000**	**511,100**	**433,000**	***0.00%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	668,677	829,314	433,000	431,100	433,000	*0.00%*
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**668,677**	**829,314**	**433,000**	**431,100**	**433,000**	***0.00%***
Ending Balance						
Designated/reserved	249,689	88,786	249,700	88,800	88,800	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**493,006**	**493,469**	**493,000**	**573,500**	**573,500**	***16.33%***
Total Ending Balance	742,695	582,255	742,700	662,300	662,300	-
Expenditures By Category						
Personnel	77,592	86,597	68,900	77,800	70,400	*2.18%*
Operating	584,140	701,087	359,200	348,400	357,700	*-0.42%*
Capital	0	0	0	0	0	-
Other	6,950	41,630	4,900	4,900	4,900	*0.00%*
Total	**668,682**	**829,314**	**433,000**	**431,100**	**433,000**	***0.00%***

State Housing Initiatives Partnership (SHIP) Fund Analysis

The SHIP Fund is a special revenue fund, which accounts for the receipt and expenditure of proceeds from the State Housing Initiative Partnership (SHIP) Act. These funds may only be expended for housing assistance programs as authorized in this Act. The SHIP Program channels a portion of documentary stamp taxes on deeds directly to local governments for the development and maintenance of affordable housing. This fund was created in FY 1994 as authorized by Ordinance No. 93-15 adopted on February 2, 1993.

The City utilizes the SHIP Program to fund its down payment assistance program for first time home buyers, its owner-occupied housing rehabilitation and homestead programs, and its affordable housing development incentive program. Expenditures must benefit residents whose income does not exceed 120 percent of the area's gross median income. The FY 2020 budget includes funding from the State for a committed $233,000, equal to the prior year's reduced funding (not including program income, which continues to help offset reduced grant funding). Future state funding is estimated at the rate of $233,000 annually.

STORMWATER FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**4,604,972**	**5,266,585**	**6,137,200**	**4,004,000**	**2,130,100**	***-65.29%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	16,150	0	62,500	68,300	177,200	*183.52%*
User Charges	5,663,687	5,569,171	5,747,500	5,694,800	5,737,400	*-0.18%*
Fines	0	0	0	0	0	-
Miscellaneous	127,639	135,910	105,000	90,000	90,000	*-14.29%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**5,807,476**	**5,705,080**	**5,915,000**	**5,853,100**	**6,004,600**	***1.51%***
Expenditures						
Administration	47,204	34,233	66,400	51,000	56,500	*-14.91%*
Community Development	1,664,685	2,264,262	3,900	0	0	*-100.00%*
Engineering Services	0	994,651	4,196,900	3,872,000	1,905,000	*-54.61%*
Environmental Services	0	0	0	0	0	-
Finance	107,597	108,195	120,600	107,900	194,800	*61.53%*
Fire Rescue	0	0	0	0	0	-
General Operating	235,300	245,400	254,300	254,300	300,000	*17.97%*
Human Resources	0	0	0	0	0	-
Information Technology	110,578	91,088	169,100	146,200	176,400	*4.32%*
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	2,980,498	3,229,844	3,771,200	3,295,600	3,999,700	*6.06%*
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**5,145,862**	**6,967,673**	**8,582,400**	**7,727,000**	**6,632,400**	***-22.72%***
Ending Balance						
Designated/reserved	3,220,663	1,015,505	3,220,700	1,015,500	1,015,500	*-68.47%*
Unexpended Expenditures	0	0	686,600	0	530,600	-
Available Fund Balance	**2,045,922**	**2,988,488**	**249,100**	**1,114,600**	**486,800**	***95.42%***
Total Ending Balance	5,266,585	4,003,993	4,156,400	2,130,100	2,032,900	-
Expenditures By Category						
Personnel	2,100,363	2,279,479	2,642,000	2,356,700	2,740,800	*3.74%*
Operating	1,327,861	1,475,336	1,995,200	1,388,100	1,989,200	*-0.30%*
Capital	1,484,639	2,970,258	3,692,900	702,900	1,605,400	*-56.53%*
Other	233,000	242,600	252,300	3,279,300	297,000	*17.72%*
Total	**5,145,862**	**6,967,673**	**8,582,400**	**7,727,000**	**6,632,400**	***-22.72%***

Stormwater Utility (Drainage) Fund Analysis

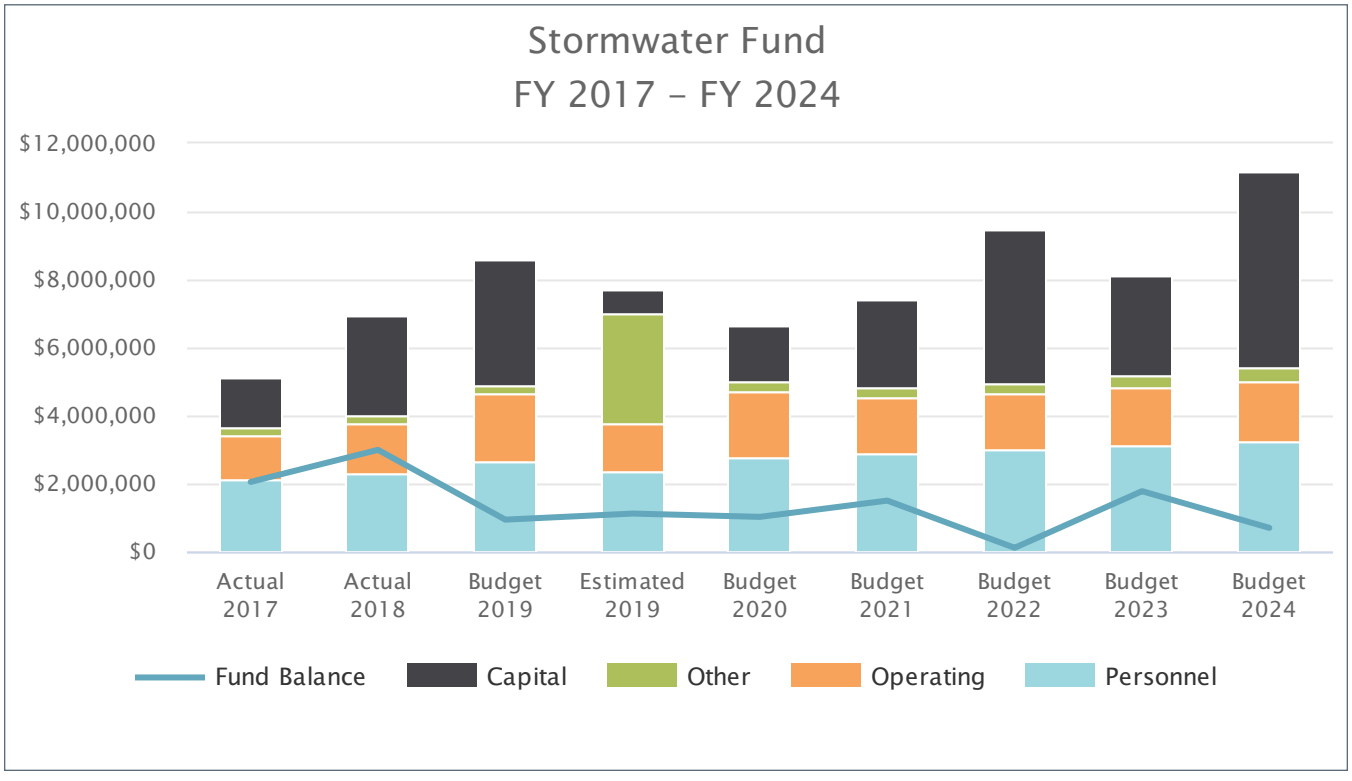
The Stormwater Utility (Drainage) Fund is a special revenue fund that accounts for the receipt and expenditure of revenues from the drainage fee. This fund derives its revenue from a monthly charge levied on all properties within the City, based on the amount of impervious surface of each property. All residential units are billed a standard Equivalent Residential Unit (ERU) charge per month, with multi-family being charged at 60% of the established ERU. Other land uses are billed on actual impervious surface, calculated in terms of number of ERU's. A 25% credit is allowed for commercial properties with permitted on-site retention. The proceeds of the fee are used to fund maintenance, repair, and improvement of the City's Stormwater Drainage System. While all drainage system maintenance and repair costs, including personnel, are accounted for in this fund, most drainage capital projects are funded in the Sales Tax Fund.

In 2008, a differential stormwater rate structure was implemented for multi-family residential customers based on an evaluation of relative impervious surfaces. The average impervious surface for multi-family developments is about 60% of the average single family dwelling unit, primarily because of a shared roof structure for multi-story buildings. The differential multi-family rate structure was implemented in two-phases, with the first phase being implemented in FY 2008 with a 20% credit given. In FY 2013 the second and final phase was implemented with a 40% credit for multi-family properties. A 25% rate increase was approved for FY 2016. Analysis is currently being finalized to implement potential updates to the rate structure that will accommodate different home sizes and adjust the ERU.

Rates effective as of October 1, 2016 are as follows:

Monthly Residential Rates (per ERU)	Single Family	Multi-family
Current	$5.32	$3.19

Revenue increases of 25% in FY 2021 and 25% in FY 2023 are projected to be necessary to fund the City's stormwater system maintenance needs, including substantial work associated with planned roadway projects. A forthcoming city-wide Stormwater Assessment will provide an inventory and condition assessment and allow the City to identify maintenance needs and propose an asset management plan to the City Commission, which will determine the rates required to fund the maintenance costs.



TRANSPORTATION IMPACT FEE (TIF) FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**4,203,713**	**3,839,857**	**3,725,400**	**3,156,700**	**3,020,000**	***-18.93%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	28,416	35,677	19,800	58,300	42,900	*116.67%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**28,416**	**35,677**	**19,800**	**58,300**	**42,900**	***116.67%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	392,272	708,533	0	0	0	-
Engineering Services	0	10,353	290,000	195,000	308,700	*6.45%*
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**392,272**	**718,886**	**290,000**	**195,000**	**308,700**	***6.45%***
Ending Balance						
Designated/reserved	2,275,597	1,855,751	2,275,600	1,855,800	1,855,800	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**1,564,260**	**1,300,897**	**1,179,600**	**1,164,200**	**898,400**	***-23.84%***
Total Ending Balance	3,839,857	3,156,648	3,455,200	3,020,000	2,754,200	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	392,272	718,886	290,000	184,000	262,800	*-9.38%*
Other	0	0	0	11,000	45,900	-
Total	**392,272**	**718,886**	**290,000**	**195,000**	**308,700**	***6.45%***

Transportation Impact Fee Fund Analysis

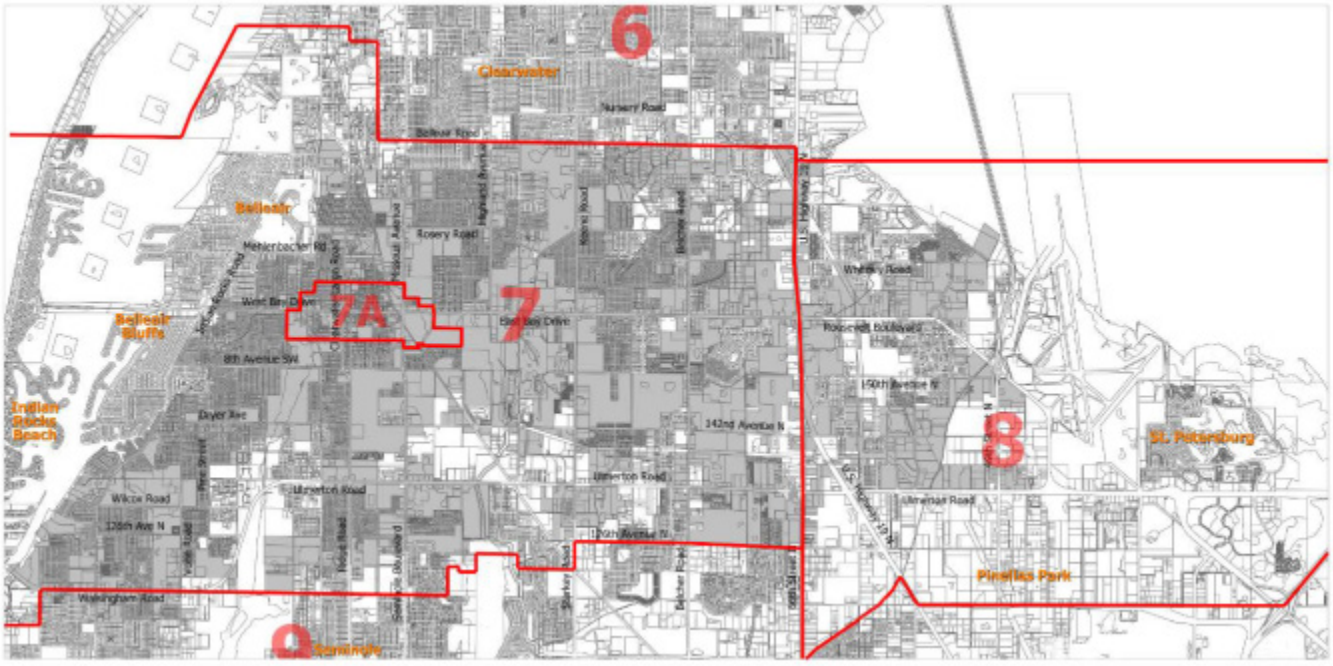
The Transportation Impact Fee Fund is a special revenue fund which accounts for the receipt and expenditure of the City's share of the County-wide Transportation Impact Fee levied on new construction. These funds may only be used to construct new or enhanced transportation facilities. Fund revenues are completely dependent upon levels of construction activity.

This Fund is the sum of four districts (7, 7A, 8 and 9) that represent different geographic areas of Largo. The construction activity within each district funds that district's transportation fund, which subsequently has to be reinvested back into that district in the form of a transportation improvement. The funds collected from construction activity need to be spent within a 10-year window.

Transportation Impact Fee Fund Projections

Effective May 1, 2016, Transportation Impact Fee funds are no longer being collected and have been replaced by the new Multimodal Impact Fees following revisions to the Pinellas County Land Development Code. The remaining balances in the TIF funds have been and will continue to be programmed for projects aligned with their allowed uses until the balances are spent and the fund can be closed.

TIF District Map



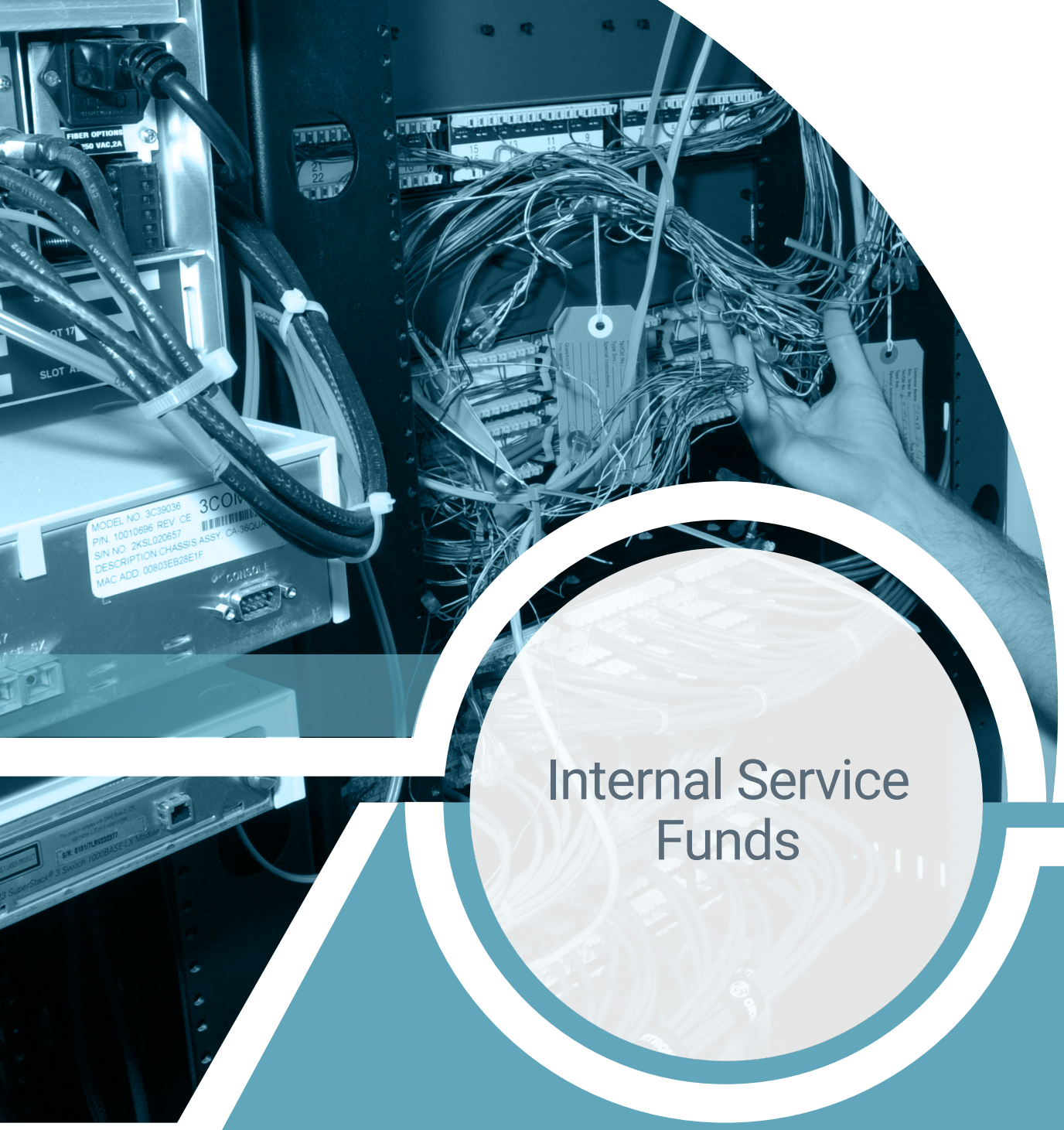
TREE FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**0**	**606,400**	**610,900**	**323,900**	**-**
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	0	236,774	156,500	106,000	132,000	*-15.65%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**0**	**236,774**	**156,500**	**106,000**	**132,000**	***-15.65%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	8,319	336,000	118,000	218,000	*-35.12%*
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	61,902	250,000	275,000	145,000	*-42.00%*
Total Expenditures	**0**	**70,221**	**586,000**	**393,000**	**363,000**	***-38.05%***
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**610,914**	**176,900**	**323,900**	**92,900**	***-47.48%***
Total Ending Balance	0	610,914	176,900	323,900	92,900	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	52,989	145,000	145,000	145,000	*0.00%*
Capital	0	0	0	66,000	0	-
Other	0	17,232	441,000	182,000	218,000	*19.78%*
Total	**0**	**70,221**	**586,000**	**393,000**	**363,000**	***-38.05%***

Tree Impact Fee Fund Analysis

The Tree Impact Fee Fund is a special revenue fund which accounts for the receipt and expenditure of revenues generated through impact fees and permits obtained by property owners for the removal of trees. Ordinance 95-05 governs the collection and use of the funds. The revenue in this fund may only be used for the purchase and installation of trees, as well as the initial necessary watering of newly installed trees in City parks and rights of way.

Tree impact fee revenues were initially accounted for in the Trust Funds section of the budget. The balance is substantial and has been separated into a single display for transparency purposes.



Internal Service Funds

FLEET SERVICES FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**809,121**	**902,394**	**1,081,300**	**1,014,700**	**1,275,900**	***18.00%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	6,636	0	70,000	8,700	0	*-100.00%*
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	26,168	(17,428)	10,000	17,000	14,000	*40.00%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	2,359,642	2,543,899	2,613,000	2,603,900	2,547,600	*-2.50%*
Total Resources	**2,392,446**	**2,526,472**	**2,693,000**	**2,629,600**	**2,561,600**	***-4.88%***
Expenditures						
Administration	101	172	200	200	0	*-100.00%*
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	125,200	130,200	135,500	135,400	140,900	*3.99%*
Human Resources	0	0	0	0	0	-
Information Technology	4,999	6,798	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	2,168,873	2,277,001	2,405,200	2,232,800	2,473,200	*2.83%*
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**2,299,172**	**2,414,171**	**2,540,900**	**2,368,400**	**2,614,100**	***2.88%***
Ending Balance						
Designated/reserved	419,396	99,060	426,100	147,400	105,700	-
Fuel Ops Replacement Reserve	147,354	178,323	289,700	259,700	340,800	-
Unexpended Expenditures	0	0	50,800	0	52,500	-
Available Fund Balance	**335,644**	**737,312**	**517,600**	**868,800**	**776,900**	**-**
Total Ending Balance	902,394	1,014,695	1,284,200	1,275,900	1,275,900	-
Expenditures By Category						
Personnel	901,656	884,764	1,045,400	905,600	1,108,800	*6.06%*
Operating	1,272,316	1,399,206	1,360,100	1,327,400	1,364,500	*0.32%*
Capital	0	0	0	0	0	-
Other	125,200	130,200	135,400	135,400	140,800	*3.99%*
Total Expenditures	**2,299,172**	**2,414,171**	**2,540,900**	**2,368,400**	**2,614,100**	***2.88%***

Note:Estimated Beginning Cash Balances are adjusted to reconcile for Depreciation and Capital/Debt Principal

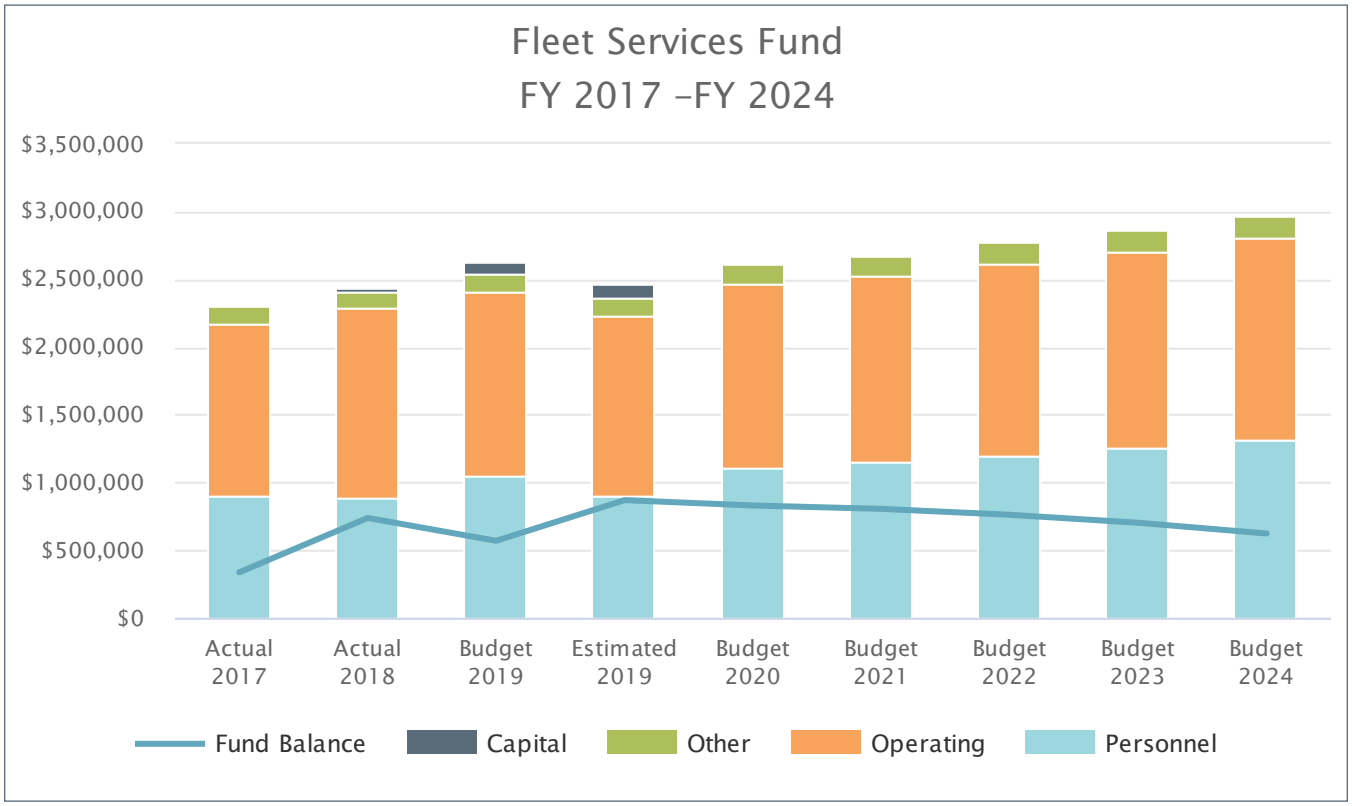
Fleet Fund Analysis

The Fleet Services Fund is an internal service fund established to account for the financial activities of the City's central garage facility. This fund is entirely self-supporting by the levying of user charges upon those departments which use its services. In accordance with Generally Accepted Accounting Principles (GAAP), capital purchases are not budgeted as expenditures within this fund; rather, depreciation expense is recorded over each asset's useful life.

The fund provides a full range of fleet services to departments including preventive maintenance, routine repairs and maintenance, and refurbishment of heavy equipment. The Fleet Program also maintains all City emergency power generators.

Fleet Services Fund Projections

The City utilizes a monthly billing methodology which transfers one-twelfth of each department's internal fleet maintenance budget to the Fleet Services Fund each month. Each year, the department's fleet maintenance budgets are re-adjusted based on previous years' actual work performed, which allows for a consistent fund balance for the Fleet Services Fund as well as provides greater predictability for departmental expenditure estimates. Operating expenditures and revenues in the Fleet Services Fund are projected to remain relatively flat for FY 2019, however fund balance is estimated to increase and then grow modestly with the inclusion of a fuel surcharge reserve, which will eventually be used to rebuild the fuel island.



RISK MANAGEMENT FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**4,348,699**	**4,002,146**	**3,920,100**	**4,571,500**	**4,486,700**	***14.45%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	65,859	52,441	35,000	105,000	50,000	*42.86%*
Debt Proceeds		0	0	0	0	-
Interfund Charges/transfers	11,435,481	12,572,907	13,829,800	13,694,300	15,227,500	*10.11%*
Total Resources	**11,501,340**	**12,625,348**	**13,864,800**	**13,799,300**	**15,277,500**	***10.19%***
Expenditures						
Administration	704	1,206	44,100	29,900	32,900	*-25.40%*
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	16,402	29,102	30,000	30,000	30,800	*2.67%*
Human Resources	11,830,788	12,025,629	13,825,600	13,824,200	14,774,700	*6.86%*
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**11,847,893**	**12,055,937**	**13,899,700**	**13,884,100**	**14,838,400**	***6.75%***
Ending Balance						
Designated/reserved	698,708	602,048	698,700	602,000	602,000	*-13.84%*
Catastrophe Reserve	1,377,000	1,377,000	1,377,000	1,377,000	1,377,000	*0.00%*
Unexpended Expenditures	0	0	417,000	0	445,200	*6.76%*
Available Fund Balance	**1,926,438**	**2,592,509**	**1,809,500**	**2,507,700**	**2,946,800**	***62.85%***
Total Ending Balance	4,002,146	4,571,557	4,302,200	4,486,700	5,371,000	*24.84%*
Expenditures By Category						
Personnel	429,865	448,238	507,700	465,300	503,200	*-0.89%*
Operating	11,398,728	11,587,699	13,371,200	13,398,000	14,313,600	*7.05%*
Capital	0	0	0	0	0	-
Other	19,300	20,000	20,800	20,800	21,600	*3.85%*
Total	**11,847,893**	**12,055,937**	**13,899,700**	**13,884,100**	**14,838,400**	***6.75%***

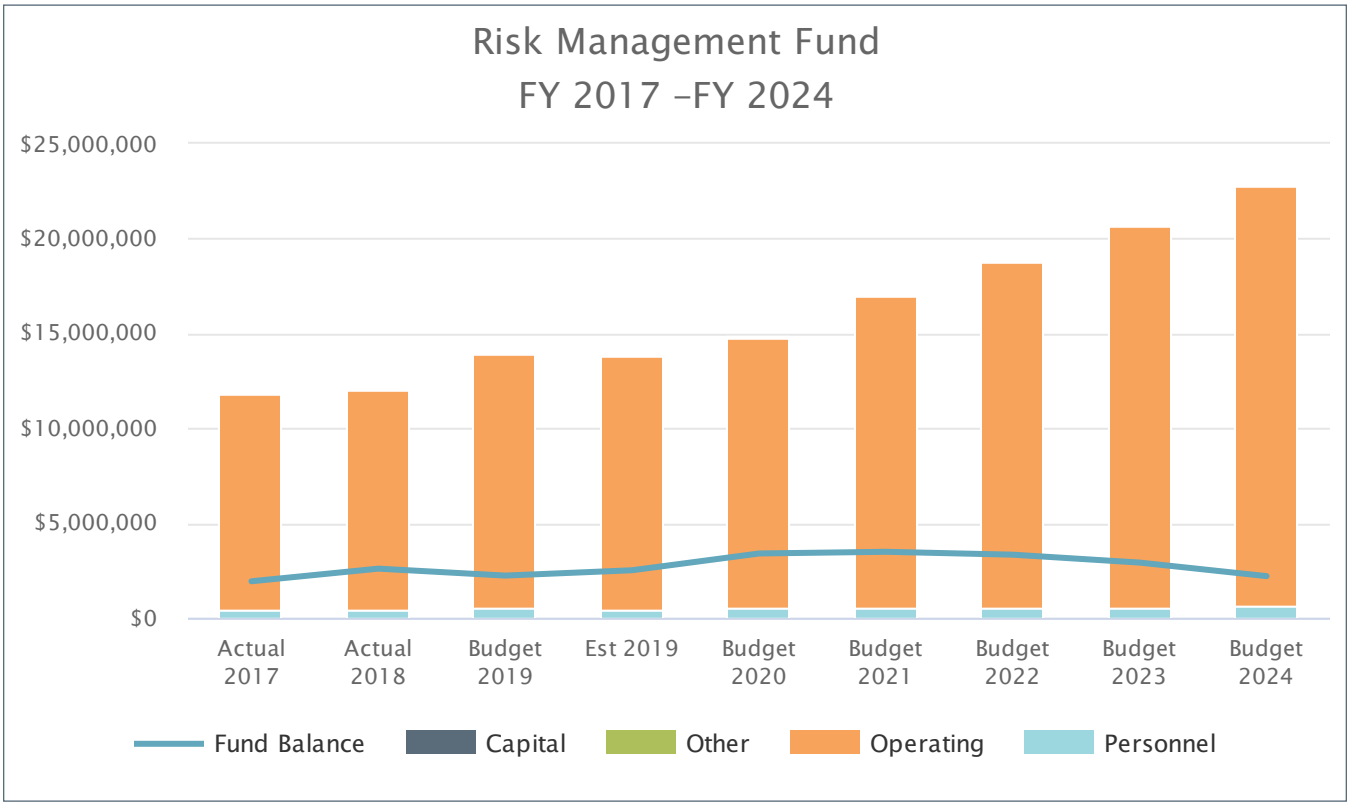
Risk Management Fund Analysis

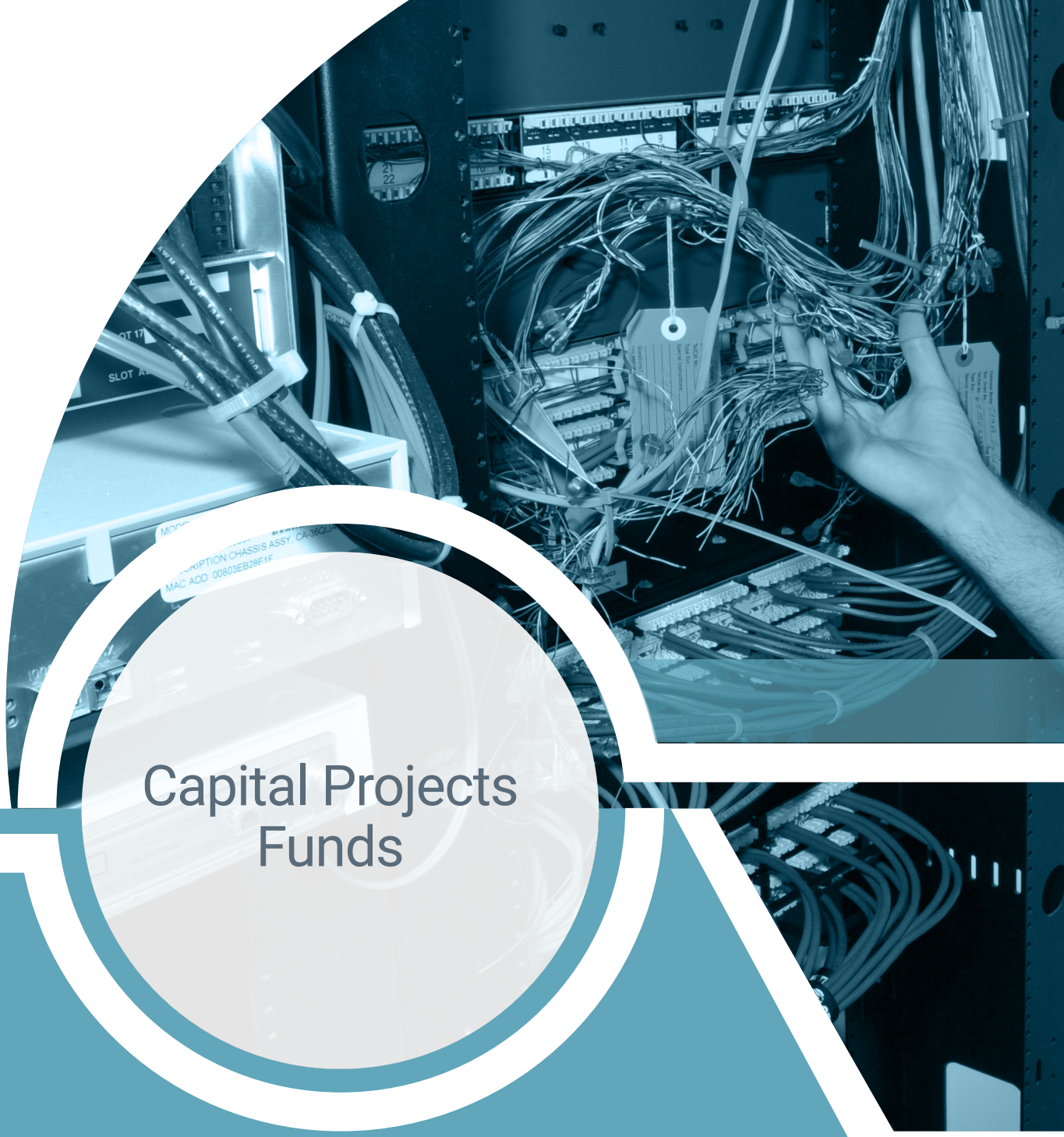
The Risk Management Fund is an internal service fund established to provide a financing mechanism for the City's self-insurance program, including general liability, workers' compensation, and insured programs. This fund is self-supporting by levying user charges on the operating funds within the City. In accordance with Generally Accepted Accounting Principles (GAAP), capital purchases are not budgeted as expenditures within this fund; rather, depreciation expense is recorded over each asset's useful life. Although the City is predominately self-insured, excess coverage policies have been purchased in order to reduce the City's exposure to catastrophic losses in both of the fund's self-insured programs.

The City purchases liability insurance for EMS medical malpractice, property loss, boiler and machinery, golf cart liability, and liquor. The City also purchases health insurance through a pool of multiple Florida local governments. The City is self-insured for worker's compensation up to $200,000 when a stop-loss policy purchased by the City is activated. The City also has a $1.3M catastrophe reserve in this fund.

Risk Management Fund Projections

The fund balance remains relatively stable as operating costs grow, increasing almost entirely due to health insurance increases. Property and liability insurance and Worker's Compensation charges to departments are remaining flat. A 12% health insurance premium increase is included in the FY 2020 Budget.

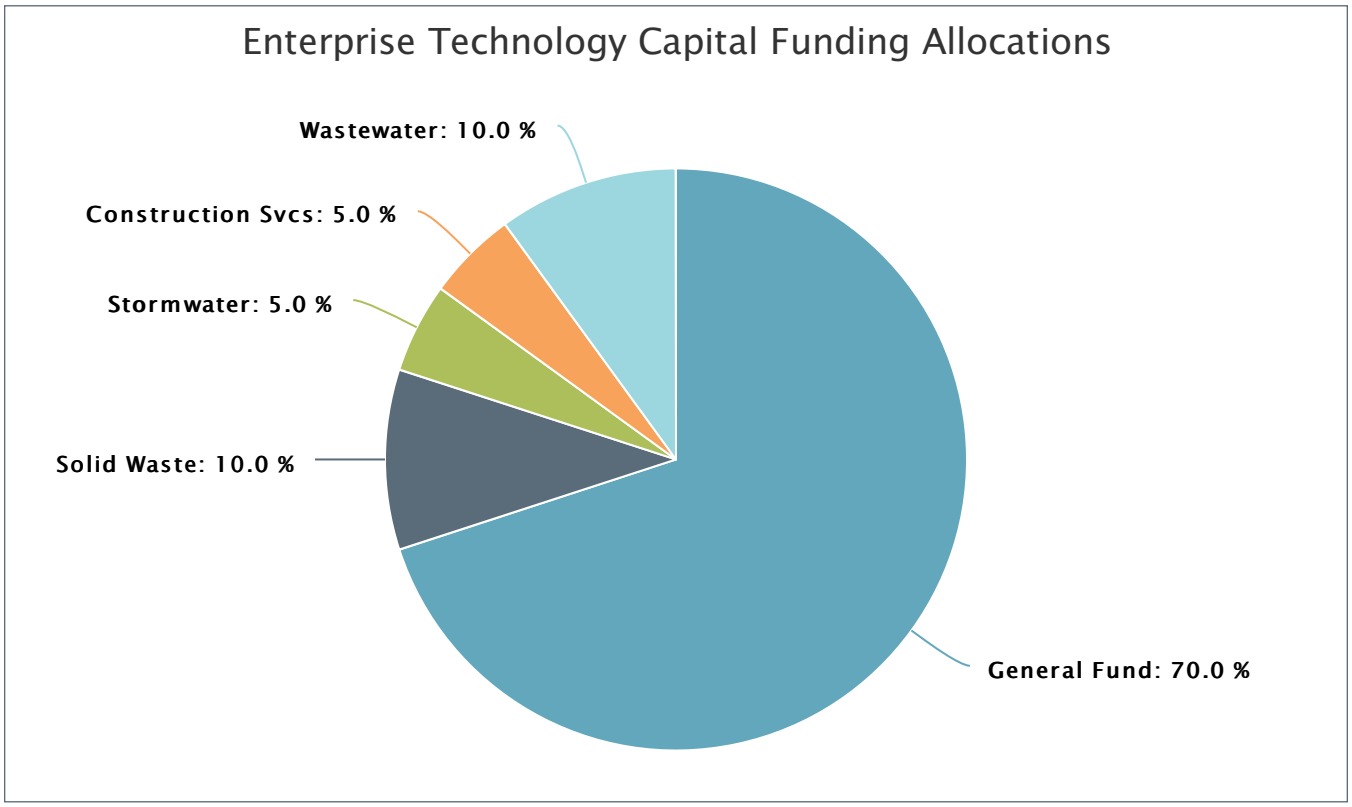




Capital Projects Funds

Enterprise Technology Capital Fund

The Enterprise Technology Capital Fund was created in FY 2020 to support the planning for and funding of major enterprise technology needs. With internal and public-facing operations increasingly relying on digital tools, the need to plan for regular upgrade and replacement of major software applications has become more essential. This fund is supported by transfers from other funding sources within the City that contribute to and receive service from enterprise applications. The allocations have been calculated to help generate the approximate revenue necessary to replace a major enterprise application after every ten years. The allocation of those source funds is outlined in the chart below. Because the fund is new and has not accumulated a sufficient fund balance for initial project, debt proceeds to this fund will support the initial acquisition of the next technology capital project and loan repayments will be processed through the debt service fund.



ENTERPRISE TECHNOLOGY CAPITAL FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**-**
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	0	0	0	0	0	-
Debt Proceeds	0	0	0	0	3,200,000	-
Interfund Charges/transfers	0	0	0	0	0	-
Total Resources	**0**	**0**	**0**	**0**	**3,200,000**	**-**
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	3,200,000	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**0**	**0**	**0**	**0**	**3,200,000**	**-**
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**0**	**0**	**0**	**0**	**-**
Total Ending Balance	0	0	0	0	0	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	0	0	0	0	3,200,000	-
Other	0	0	0	0	0	-
Total	**0**	**0**	**0**	**0**	**3,200,000**	**-**

Note: All of fund balance is available, however, there are restricted uses of these funds.

TRANSPORTATION CAPITAL FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**-**
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	0	0	0	0	0	-
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	7,035,000	175,000	-
Total Resources	**0**	**0**	**0**	**7,035,000**	**175,000**	**-**
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	7,035,000	175,000	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**0**	**0**	**0**	**7,035,000**	**175,000**	**-**
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**0**	**0**	**0**	**0**	**-**
Total Ending Balance	0	0	0	0	0	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	0	0	0	0	0	-
Other	0	0	0	7,035,000	175,000	-
Total	**0**	**0**	**0**	**7,035,000**	**175,000**	**-**

Transportation Capital Projects Fund Analysis

The Transportation Capital Project Fund was created in FY 2020 to support the long-term funding of major capital projects with multiple funding sources. This fund receives allocations based on individual project specifications. Projects may span multiple fiscal years, and the capital project fund enables simpler administration and reporting of expenditures for those projects. Funds will be transferred from source funds (County Gas Tax, Local Option Sales Tax, Stormwater, Wastewater, CRA-WBD, and others) based on their allocation to a given project.



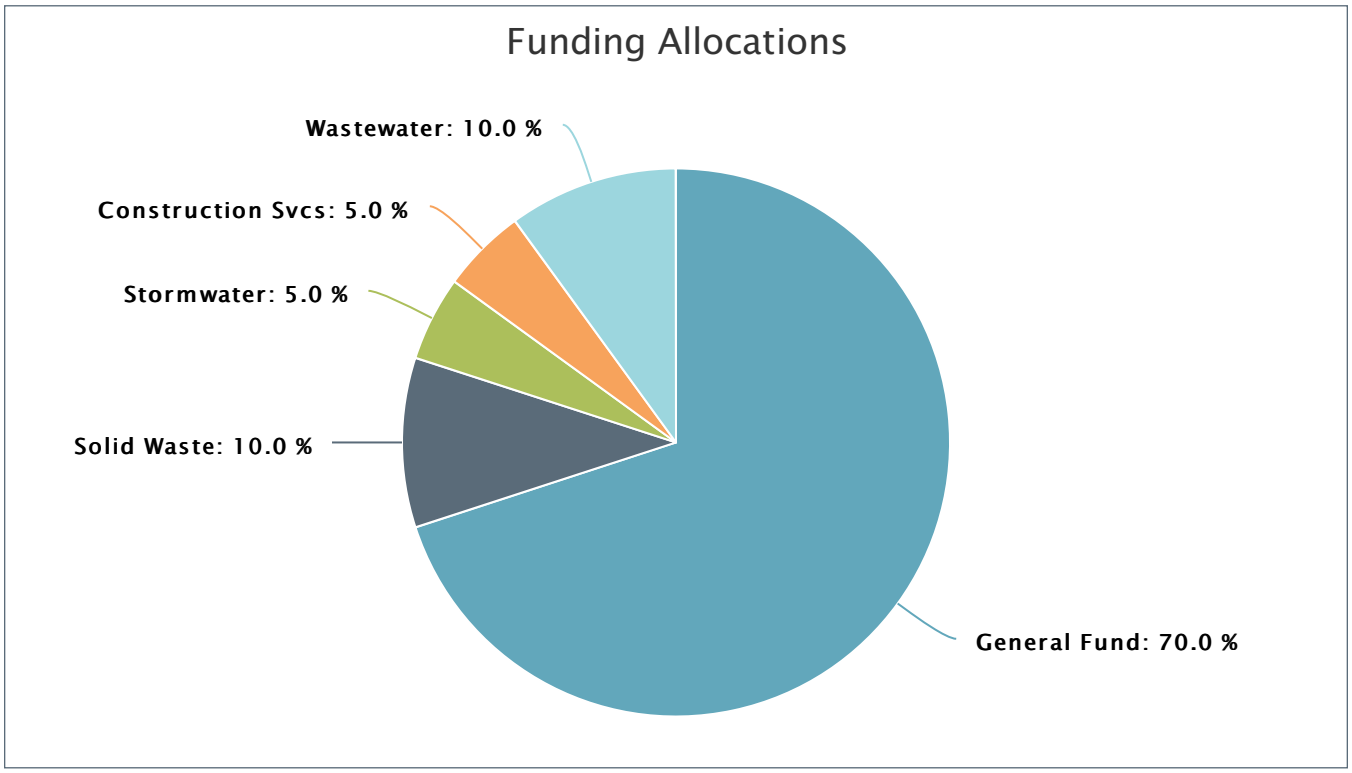
Debt Service Fund

DEBT SERVICE FUND

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**-**
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	0	0	0	0	0	-
Miscellaneous	0	0	0	0	0	-
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/transfers	0	0	0	0	691,700	-
Total Resources	**0**	**0**	**0**	**0**	**691,700**	**-**
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	0	0	0	-
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	0	0	0	0	0	-
General Operating	0	0	0	0	691,700	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	0	0	0	0	0	-
Police	0	0	0	0	0	-
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	0	0	0	0	0	-
Total Expenditures	**0**	**0**	**0**	**0**	**691,700**	**-**
Ending Balance						
Designated/reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**0**	**0**	**0**	**0**	**0**	**-**
Total Ending Balance	0	0	0	0	0	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	0	0	0	0	0	-
Capital	0	0	0	0	0	-
Other	0	0	0	0	691,700	-
Total	**0**	**0**	**0**	**0**	**691,700**	**-**

Debt Service Fund Analysis

A Debt Service Fund was created in FY 2020 to support upcoming capital projects that will be funded through borrowing. The debt service fund is used solely to pay the principal and interest payments on these loans. While the capital project funds accumulate fund balance to support the *acquisition* of major capital, the debt service fund supports principle and interest payments from the same source funds.





Trust Fund

TRUST FUNDS

	Actual FY 2017	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	% Change From FY 2019
Beginning Balance	**3,882,858**	**827,039**	**869,900**	**920,700**	**1,012,100**	***16.35%***
Revenues						
Property Taxes	0	0	0	0	0	-
Other Taxes	0	0	0	0	0	-
Licenses & Permits	0	0	0	0	0	-
Intergovernmental	0	0	0	0	0	-
User Charges	0	0	0	0	0	-
Fines	98,662	105,676	101,000	101,000	96,000	*0.00%*
Miscellaneous	429,630	242,171	130,600	269,700	179,400	*14.82%*
Debt Proceeds	0	0	0	0	0	-
Interfund Charges/Transfers	0	0	0	0	0	-
Total Resources	**528,293**	**347,847**	**231,600**	**370,700**	**275,400**	***18.91%***
Expenditures						
Administration	0	0	0	0	0	-
Community Development	0	0	5,000	0	5,000	*0.00%*
Engineering Services	0	0	0	0	0	-
Environmental Services	0	0	0	0	0	-
Finance	0	0	0	0	0	-
Fire Rescue	5,000	0	1,000	0	1,000	*0.00%*
General Operating	0	0	0	0	0	-
Human Resources	0	0	0	0	0	-
Information Technology	0	0	0	0	0	-
Legislative	0	0	0	0	0	-
Library	4,992	5,528	15,000	15,000	15,000	*0.00%*
Police	203,805	118,953	145,800	136,200	101,900	*-30.11%*
Public Works	0	0	0	0	0	-
Recreation, Parks & Arts	297,459	129,702	200,900	128,100	240,800	*19.86%*
Total Expenditures	**511,257**	**254,183**	**367,700**	**279,300**	**363,700**	***-1.09%***
Ending Balance						
Designated/Reserved	0	0	0	0	0	-
Unexpended Expenditures	0	0	0	0	0	-
Available Fund Balance	**827,039**	**920,704**	**733,800**	**1,012,100**	**923,800**	***25.89%***
Total Ending Balance	827,039	920,704	733,800	1,012,100	923,800	-
Expenditures By Category						
Personnel	0	0	0	0	0	-
Operating	420,065	240,946	302,600	192,500	309,300	*-1.09%*
Capital	86,192	1,836	53,700	75,400	43,000	*-19.93%*
Other	5,000	11,400	11,400	11,400	11,400	-
Total	**511,257**	**254,182**	**367,700**	**279,300**	**363,700**	***-3.81%***

Note: All of fund balance is available, however, there are restricted uses of these funds.

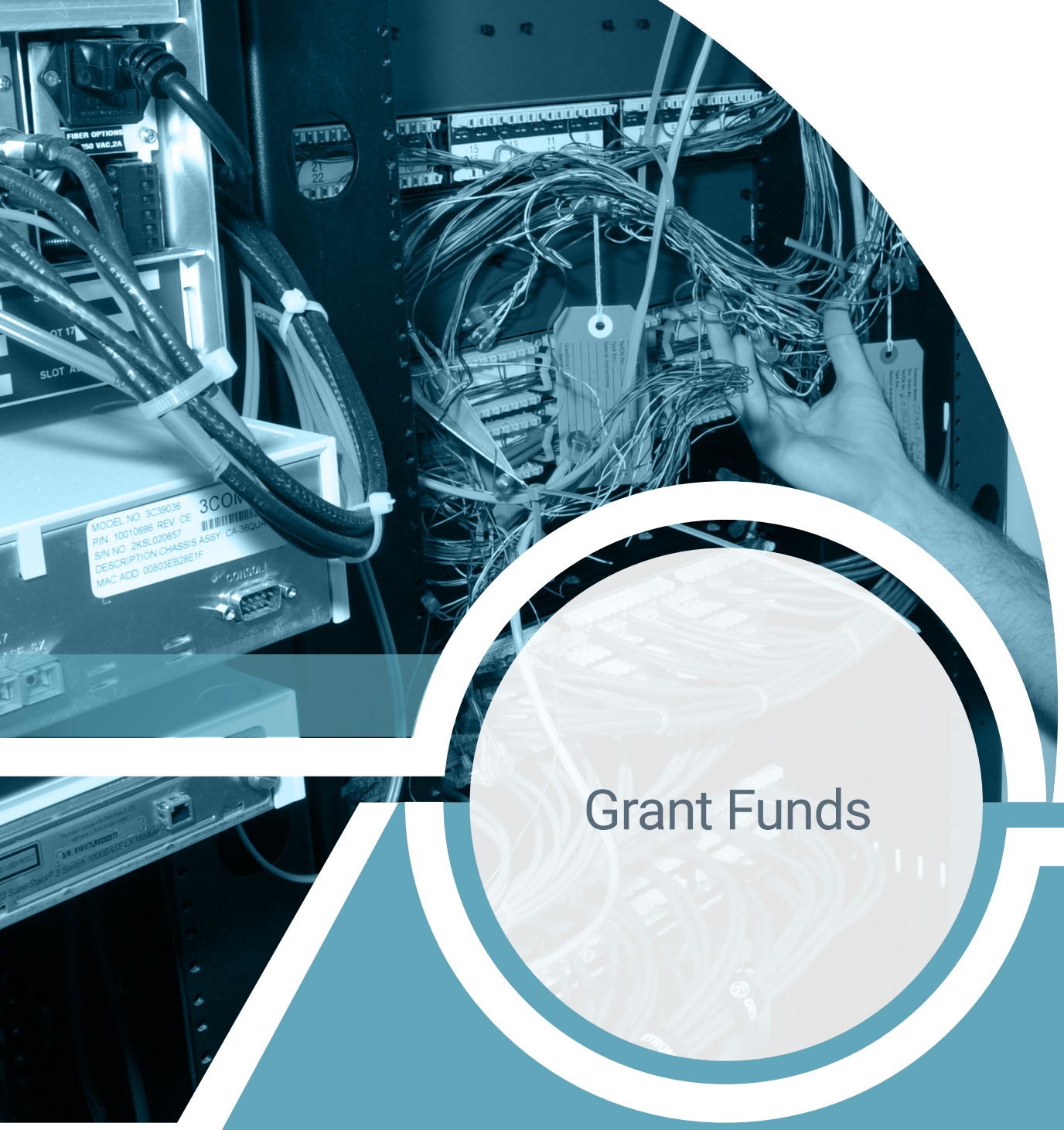
Trust Funds

Analysis The City maintains several special purpose accounts and funds, commonly referred to as Trust Funds in the City's budget. These accounts and funds are used to record certain restricted revenues, such as, athletic fees, police forfeitures and donations, which are restricted to expenditures for specific purposes (i.e. athletic fees are collected to make improvements to the athletic fields).

These special purpose accounts and funds were originally reported as Trust Funds in the City's Comprehensive Annual Financial Report (CAFR) in accordance with the Governmental Accounting Standards Board's (GASB) financial reporting pronouncements. In accordance with GASB pronouncements, most notably Statement #34, these accounts and funds are reported as Special Revenue Funds rather than as Trust Funds in the City's CAFR. The City still refers to these accounts and funds as Trust Funds for budgeting purposes, even though they no longer meet the formal definition of a Trust Fund for financial reporting purposes.

Budgeted FY 2020 Trust Fund Revenues

Athletic Improvements	3,200
General Youth Athletics	3,300
Teen Council Fundraising	66,800
Youth/Golf Scholarships	5,600
Central Park Perf. Arts Center	600
Leisure Incentive	61,000
Fire Rescue Fund	7,300
Library Donations	7,600
Police Training	16,100
Police Donations/Victims Asst.	16,500
State/Federal Forfeiture	81,600
Building Training	4,800
Other - Interest, Misc. Donations	14,600
Total	**289,000**


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CONSOLE

Grant Funds

FY 2020 GRANT SUMMARY

Amounts shown are entire awards guaranteed and do not reflect expected revenues in FY 2020

Dept	Grantor	Program	Amount	Fund	Project(s)
CD	United States Dept of Housing and Urban Development	Community Development Block Grant (CDBG)*	$858,400	CDBG	Housing Rehabilitation; First-time Home Buyer Program; Non-profit Corporation Capital Expenditure; Administration Costs for Housing Division
CD	State of Florida via Florida Housing Finance Corporation	State Housing Initiatives Partnership (SHIP)* Program	$113,000	SHIP	General Housing assistance programs as one-time disbursement due to State-Federal Foreclosure Settlement
CD	Pinellas County	HOME Investment Partnership* funded by the United States Dept of Housing and Urban Development	$690,400	HOME	Sold on Largo-Down Payment Assistance Program; Housing Rehabilitation
CD	Forward Pinellas	Planning Grant	$40,000	General	Special Area Planning
PD	United States Dept of Justice Office of Justice Programs	Bulletproof Vest Partnership	$10,000	General	Bulletproof Vest and Body Armor Replacements
PD	United States Dept of Justice Office of Justice Programs	Justice Assistance Grant (JAG)	$28,000	General	2019 JAG Grant Allocation - Police Equipment
PW	Pinellas County	Pinellas County Municipal Recycling Grant	$60,000	Solid Waste	General Programmatic Support
Total			**$1,799,800**		

* Funding amount includes current entitlement, program income and remaining unspent funds from previous entitlement

Subtotal By Department		Subtotal By Fund	
Community Development (CD)	$1,701,800	CDBG	$858,400
Police Department (PD)	$38,000	General	$78,000
Public Works (PW)	$60,000	HOME	$690,400
		SHIP	$113,000
		Solid Waste	$60,000
Total	**$1,799,800**	**Total**	**$1,799,800**



Long Range Financial Plan

LONG RANGE FINANCIAL PLAN

The following tables summarize financial projections for all budgeted funds made in preparation of the City of Largo's Capital Improvements Program (CIP) and Long Range Financial Plan. Financial projections made by the City's Office of Performance and Budget (OPB) and the Finance Department are included for the next five-year period.

All financial projections are based on the best information available at that time and are subject to change. All financial projections are updated twice annually, once while developing the CIP and Long Range Financial Plan and a second time during the annual budget process.

Personnel Growth Assumptions: Personnel growth across all funds is projected to grow at roughly of 4% annually. Approximately half of that growth is due to salary increases, and the other half is due to benefits like health insurance, workers' compensation, and life insurance.

Operating Growth Assumptions: Operating growth projections vary by fund, and range from 1.5% to 4%. Each year, these assumptions are analyzed by OPB and adjusted if necessary. On each fund with regular operating costs, the growth assumption percentage is listed in parentheses next to the operating category (e.g. 3%).

Capital Growth Assumptions: There are two types of capital reported in the capital section of the Long-Range Financial Plan: CIP capital and recurring, non-CIP capital. All CIP capital is directly reported from the CIP section of the budget document. Recurring, non-CIP capital is all capital under $250,000. This is projected out based on repair and maintenance schedules, technology replacement schedules, and average annual non-CIP expenditures.

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
General Fund	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Beginning Balance	**11,496,900**	**13,882,900**	**12,819,900**	**15,901,800**	**18,922,700**	**20,015,600**	**19,425,700**	**20,278,800**
Revenue								
Property Tax	23,745,850	25,516,000	25,586,300	26,905,000	28,250,000	29,663,000	31,146,000	32,703,000
Other Taxes	12,166,404	12,619,000	12,609,000	12,828,800	12,941,600	13,112,500	13,286,500	13,463,800
Licenses & Permits	6,135,918	6,315,000	6,478,000	6,632,500	6,760,800	6,891,700	7,025,200	7,161,400
Intergovernmental	19,147,940	21,965,600	20,918,600	22,355,700	21,975,800	22,653,000	23,354,700	24,082,200
User Charges	5,564,997	5,252,500	5,687,600	5,772,700	5,717,900	5,804,400	5,873,400	5,943,300
Fines	347,908	385,000	334,000	363,500	363,500	363,500	363,500	363,500
Miscellaneous	2,589,424	2,087,400	2,364,400	2,152,300	2,155,200	2,158,100	2,161,000	2,163,900
Interfund Charges / Transfers	3,658,600	3,893,000	3,873,000	4,403,100	4,480,600	4,709,700	4,770,300	4,832,600
Debt Proceeds	0	0	0	3,500,000	0	0	0	0
Total Revenue	**73,357,040**	**78,033,500**	**77,850,900**	**84,913,600**	**82,645,400**	**85,355,900**	**87,980,600**	**90,713,700**
Fund Balance Added (-) / Used (+)	-1,606,923	-2,528,200	-3,081,900	-3,020,900	-1,092,900	589,900	-853,100	-1,491,500
Total Resources	**71,750,117**	**75,505,300**	**74,769,000**	**81,892,700**	**81,552,500**	**85,945,800**	**87,127,500**	**89,222,200**
Expenditures								
Personnel	55,159,952	60,209,600	56,484,600	62,324,000	65,642,900	67,638,400	70,015,900	72,895,500
Operating	15,583,533	17,416,200	16,547,600	17,193,700	17,711,000	17,437,300	18,312,800	18,023,600
Other	-164,224	-250,100	-250,100	207,500	517,500	2,017,500	2,227,500	2,227,500
Capital	1,170,855	2,103,600	1,986,900	6,477,600	1,973,300	3,376,100	1,157,000	771,500
Total Expenditures	**71,750,117**	**79,479,300**	**74,769,000**	**86,202,800**	**85,844,700**	**90,469,300**	**91,713,200**	**93,918,100**
Change In Reserves	-283,913	0	0	0	0	0	0	0
Estimated Unexpended	0	-3,974,000	0	-4,310,100	-4,292,200	-4,523,500	-4,585,700	-4,695,900
Ending Budgetary Fund Balance	**12,819,910**	**16,411,100**	**15,901,800**	**18,922,700**	**20,015,600**	**19,425,700**	**20,278,800**	**21,770,300**
Committed for Next Year's Budget Deficit	-1,445,800	-1,289,200	-1,289,200	-3,199,300	-5,113,400	-3,732,600	-3,204,400	-3,204,400
Unassigned Fund Balance	**11,374,110**	**15,121,900**	**14,612,600**	**15,723,400**	**14,902,200**	**15,693,100**	**17,074,400**	**18,565,900**
Assigned for Vacation Liability	2,291,963	2,348,900	2,292,000	2,292,000	2,292,000	2,292,000	2,292,000	2,292,000
Unrestricted Fund Balance	**13,666,073**	**17,470,800**	**16,904,600**	**18,015,400**	**17,194,200**	**17,985,100**	**19,366,400**	**20,857,900**
Property Tax Rate	**5.7413**	**5.7413**	**5.7413**	**5.6200**	**TBD**	**TBD**	**TBD**	**TBD**
Tax Increase % / Future Revenue % Change	**13.42% Incr.**	**6.28% Incr.**	**6.28% Incr.**	**3.67% incr.**	**5% Revenue**	**5% Revenue**	**5% Revenue**	**5% Revenue**
Unrestricted Fund Balance	**19.0%**	**22.0%**	**22.6%**	**20.9%**	**20.0%**	**19.9%**	**21.1%**	**22.2%**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Golf Course Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**417,910**	**443,300**	**474,400**	**451,700**	**356,300**	**396,400**	**419,900**	**447,800**
Revenue							3% Incr.	
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	1,500	3,400	1,700	0	0	0	0
User Charges	934,410	1,033,000	1,004,500	1,078,800	1,100,300	1,115,300	1,147,800	1,162,900
Fines	0	0	0	0	0	0	0	0
Miscellaneous	21,937	4,500	12,000	6,600	6,600	6,600	6,600	6,600
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**956,347**	**1,039,000**	**1,019,900**	**1,087,100**	**1,106,900**	**1,121,900**	**1,154,400**	**1,169,500**
Total Resources	**1,374,257**	**1,482,300**	**1,494,300**	**1,538,800**	**1,463,200**	**1,518,300**	**1,574,300**	**1,617,300**
Expenditures								
Personnel	457,758	519,900	464,900	527,800	546,500	567,800	591,300	614,500
Operating (1.5%)	619,974	749,600	686,700	695,500	734,200	745,500	758,200	763,900
Other	0	0	0	0	0	0	0	0
Capital	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Expenditures	**1,077,732**	**1,269,500**	**1,151,600**	**1,223,300**	**1,280,700**	**1,313,300**	**1,349,500**	**1,378,400**
Estimated Unexpended (3%)	0	38,100	0	36,800	38,400	39,400	40,500	41,400
Ending Balance	**296,525**	**250,900**	**342,700**	**352,300**	**220,900**	**244,400**	**265,300**	**280,300**
Depreciation	154,824	187,000	165,000	160,000	175,500	175,500	182,500	182,500
Change In Reserves	44,914	0	0	0	0	0	0	0
Capital*	-21,885	0	-56,000	-156,000	0	0	0	-52,800
Ending Cash Balance	**474,378**	**437,900**	**451,700**	**356,300**	**396,400**	**419,900**	**447,800**	**410,000**

Note: Capital expenditures are not budgeted, depreciation is inlcuded in the Golf Course Fund Budget.

Fund Balance %	**35%**	**30%**	**30%**	**23%**	**27%**	**28%**	**28%**	**25%**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Solid Waste Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**4,157,210**	**2,490,300**	**3,243,400**	**3,075,200**	**1,831,800**	**1,113,400**	**1,458,500**	**2,946,000**
Revenue		20% Rate Incr.				15% Rate Incr.		
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	60,124	125,000	133,300	202,000	60,000	60,000	60,000	60,000
User Charges	10,945,165	13,074,900	13,000,000	13,283,800	13,715,300	15,818,400	16,039,100	16,263,300
Fines	0	0	0	0	0	0	0	0
Miscellaneous	244,795	215,100	145,200	225,600	226,000	226,400	226,800	227,200
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**11,250,084**	**13,415,000**	**13,278,500**	**13,711,400**	**14,001,300**	**16,104,800**	**16,325,900**	**16,550,500**
Total Resources	**15,407,294**	**15,905,300**	**16,521,900**	**16,786,600**	**15,833,100**	**17,218,200**	**17,784,400**	**19,496,500**
Expenditures								
Personnel	3,629,101	3,963,800	3,622,500	4,229,700	4,437,800	4,623,200	4,801,800	4,926,000
Operating	7,686,381	7,951,000	7,449,100	8,508,000	8,810,300	9,230,000	9,515,500	9,764,100
Other	985,065	1,200,000	1,170,000	1,264,700	1,303,600	1,492,900	1,542,700	1,562,900
Capital	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Expenditures	**12,300,547**	**13,114,800**	**12,241,600**	**14,002,400**	**14,551,700**	**15,346,100**	**15,860,000**	**16,253,000**
Estimated Unexpended (6.25%)	0	819,700	0	875,200	909,500	959,100	991,300	1,015,800
Ending Balance	**3,106,747**	**3,610,200**	**4,280,300**	**3,659,400**	**2,190,900**	**2,831,200**	**2,915,700**	**4,259,300**
Depreciation	1,720,694	1,773,400	1,773,400	1,772,200	1,772,200	1,772,200	1,772,200	1,772,200
Change In Reserves	-487,405	0	0	0	0	0	0	0
Storm Debris Removal Reserve	0	-500,000	-500,000	-250,000	-250,000	-250,000	-250,000	-250,000
Capital*	-1,096,649	-2,565,100	-2,478,500	-3,349,800	-2,599,700	-2,894,900	-1,491,900	-1,516,400
Ending Cash Balance	**3,243,388**	**2,318,500**	**3,075,200**	**1,831,800**	**1,113,400**	**1,458,500**	**2,946,000**	**4,265,100**

*Note: Capital expenditures are not budgeted, depreciation is inlcuded in the Solid Waste Fund Budget.

Fund Balance %	**26%**	**18%**	**25%**	**13%**	**8%**	**10%**	**19%**	**26%**

FY 2020 PROPOSED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Wastewater Fund (401/402/405)	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**46,012,447**	**38,368,900**	**40,262,300**	**22,407,500**	**21,174,300**	**18,817,100**	**15,527,100**	**8,685,500**
Revenue				25% Rate Incr.				
Property Tax	0	0	0	0	0	0	0	0
Other taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	46,000	91,800	11,000	0	0	0	0
User Charges	23,095,480	23,478,200	23,650,500	28,688,500	28,629,000	28,769,500	28,911,100	29,053,800
Fines	5,600	5,000	16,000	7,000	7,000	7,000	7,000	7,000
Miscellaneous	-278,296	369,000	2,217,900	649,000	649,000	649,000	649,000	649,000
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**22,822,784**	**23,898,200**	**25,976,200**	**29,355,500**	**29,285,000**	**29,425,500**	**29,567,100**	**29,709,800**
Total Resources	**68,835,231**	**62,267,100**	**66,238,500**	**51,763,000**	**50,459,300**	**48,242,600**	**45,094,200**	**38,395,300**
Expenditures								
Personnel	6,624,514	7,458,700	6,498,800	7,573,700	7,954,900	8,284,300	8,632,500	8,994,800
Operating	12,187,941	15,462,800	15,131,500	15,343,900	16,733,000	17,437,900	18,701,800	18,929,200
Other	2,304,276	2,710,700	3,379,300	3,218,100	3,189,400	3,473,100	3,474,800	3,432,700
Capital*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Expenditures	**21,116,732**	**25,632,200**	**25,009,600**	**26,135,700**	**27,877,300**	**29,195,300**	**30,809,100**	**31,356,700**
Estimated Unexpended (7%)	0	1,794,300	0	1,829,500	1,951,400	2,043,700	2,156,600	2,195,000
Ending Balance	**47,718,499**	**38,429,200**	**41,228,900**	**27,456,800**	**24,533,400**	**21,091,000**	**16,441,700**	**9,233,600**
Transfer to Capital Project Funds	0	0	-2,851,300	0	0	0	0	0
Fund 405 Revenue	0	0	-830,000	-475,000	-275,000	-275,000	-275,000	-275,000
Debt Principal Payments	-755,900	-2,661,800	-2,661,800	-4,755,900	-4,590,600	-7,567,500	-7,616,200	-7,665,200
Capitalized Interest	-19,300	-318,800	-318,800	-595,700	-560,700	-832,000	-783,400	-734,300
Depreciation	4,619,511	7,484,900	7,484,900	7,473,500	8,989,500	8,989,500	10,489,500	10,489,500
Capital*	-2,835,864	-19,493,900	-19,644,400	-7,929,400	-9,279,500	-5,878,900	-9,571,100	-4,551,200
Change In Reserves	-8,464,620	0	0	0	0	0	0	0
Ending Cash Balance	**40,262,326**	**23,439,600**	**22,407,500**	**21,174,300**	**18,817,100**	**15,527,100**	**8,685,500**	**6,497,400**
Fund Balance %	**191%**	**91%**	**90%**	**81%**	**67%**	**53%**	**28%**	**21%**
Reserve For Fund 405	**7,296,496**	**6,450,600**	**7,296,500**	**7,296,500**	**7,296,500**	**7,296,500**	**7,296,500**	**7,296,500**
Total Fund 401, 402 & 405	**45,700,521**	**29,890,200**	**29,704,000**	**28,470,800**	**26,113,600**	**22,823,600**	**15,982,000**	**13,793,900**

*Note: Capital expenditures are not budgeted, depreciation is included in the Wastewater Fund Budget.

FY 2020 ADOPTED BUDGET Wastewater Fund 402	Actual FY 2018	Budget FY 2019	Estimated FY 2019	Budget FY 2020	Budget FY 2021	Budget FY 2022	Budget FY 2023	Budget FY 2024
Beginning Balance	**-2,576,900**	**0**	**-1,858,300**	**0**	**0**	**0**	**0**	**0**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
Interfund Transfer From Fund 401	0	0	0	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Resources	**-2,576,900**	**0**	**-1,858,300**	**0**	**0**	**0**	**0**	**0**
Expenditures								
Personnel (4%)	0	0	0	0	0	0	0	0
Operating (3%)	0	0	0	0	0	0	0	0
Other	242741.46	0	0	0	0	0	0	0
Capital	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Expenditures	0	0	0	0	0	0	0	0
Ending Balance	**-2,576,900**	**0**	**-1,858,300**	**0**	**0**	**0**	**0**	**0**
Debt Proceeds	13,357,665	20,000,000	20,000,000	20,000,000	20,300,000	0	0	0
Recurring Capital	0	0	0	0	0	0	0	0
Transfer From 401	0		1,858,300					
Debt Principal Payment	0	0	0	0	0	0	0	0
Cip Capital	-12,639,066	-20,000,000	-20,000,000	-20,000,000	-20,300,000	0	0	0
Change In Reserves	0	0	0	0	0	0	0	0
Ending Cash Balance	**-1,858,301**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
CDBG Fund	FY 2018	FY 2019	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	143,940	867,400	717,200	858,400	867,600	867,400	867,400	867,400
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	585,966	250,000	176,900	250,000	250,000	260,500	271,300	283,100
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**729,906**	**1,117,400**	**894,100**	**1,108,400**	**1,117,600**	**1,127,900**	**1,138,700**	**1,150,500**
Total Resources	**729,906**	**1,117,400**	**894,100**	**1,108,400**	**1,117,600**	**1,127,900**	**1,138,700**	**1,150,500**
Expenditures								
Personnel	170,635	220,300	177,400	224,000	236,000	246,500	257,300	269,100
Operating	391,034	722,400	450,700	706,600	703,800	703,600	703,600	703,600
Other	168,236	174,700	266,000	177,800	177,800	177,800	177,800	177,800
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**729,905**	**1,117,400**	**894,100**	**1,108,400**	**1,117,600**	**1,127,900**	**1,138,700**	**1,150,500**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
County Gas Tax Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**1,511,016**	**1,576,000**	**1,610,100**	**352,400**	**1,037,800**	**1,175,900**	**1,037,600**	**544,000**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	1,081,637	1,130,000	1,120,000	1,135,000	1,150,000	1,165,000	1,180,000	1,195,000
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	40,054	25,000	70,000	40,000	40,000	40,000	40,000	40,000
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**1,121,690**	**1,155,000**	**1,190,000**	**1,175,000**	**1,190,000**	**1,205,000**	**1,220,000**	**1,235,000**
Total Resources	**2,632,706**	**2,731,000**	**2,800,100**	**1,527,400**	**2,227,800**	**2,380,900**	**2,257,600**	**1,779,000**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	418,959	525,000	436,700	445,000	445,000	495,000	445,000	445,000
Other	0	0	948000	26800	0	0	0	0
Capital	1,538,762	2,011,000	1,063,000	49,000	674,000	934,000	1,378,000	1,251,000
Total Expenditures	**1,957,721**	**2,536,000**	**2,447,700**	**520,800**	**1,119,000**	**1,429,000**	**1,823,000**	**1,696,000**
Estimated Unexpended (6%)	0	152,200	0	31,200	67,100	85,700	109,400	101,800
Change In Reserves	935,106	0	0	0	0	0	0	0
Ending Balance	**1,610,091**	**347,200**	**352,400**	**1,037,800**	**1,175,900**	**1,037,600**	**544,000**	**184,800**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Construction Services Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**3,603,470**	**4,134,600**	**4,030,400**	**5,318,800**	**5,478,300**	**5,377,200**	**5,213,600**	**5,058,100**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	2,146,252	1,700,000	2,600,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000
Intergovernmental	0	9300	15000	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	52,447	30,000	85,400	45,000	45,000	45,000	45,000	45,000
Interfund Charges / Transfers	90,000	90,000	90,000	90,000	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**2,288,699**	**1,829,300**	**2,790,400**	**2,035,000**	**1,945,000**	**1,945,000**	**1,945,000**	**1,945,000**
Total Resources	**5,892,169**	**5,963,900**	**6,820,800**	**7,353,800**	**7,423,300**	**7,322,200**	**7,158,600**	**7,003,100**
Expenditures								
Personnel	1,118,696	1,381,500	952,200	1,360,800	1,428,700	1,488,400	1,551,000	1,617,400
Operating	349,255	360,300	335,800	389,200	360,100	371,100	397,200	415,000
Other	175,300	182,300	182,300	224,200	231,800	239,700	262,900	271,400
Capital	26,472	31,700	31,700	0	133,200	120,400	0	0
Total Expenditures	**1,669,724**	**1,955,800**	**1,502,000**	**1,974,200**	**2,153,800**	**2,219,600**	**2,211,100**	**2,303,800**
Change In Reserves	-192,083	0	0	0	0	0	0	0
Estimated Unexpended (5%)	0	97,800	0	98,700	107,700	111,000	110,600	115,200
Ending Balance	**4,030,362**	**4,105,900**	**5,318,800**	**5,478,300**	**5,377,200**	**5,213,600**	**5,058,100**	**4,814,500**
Fund Balance %	**241%**	**210%**	**354%**	**277%**	**250%**	**235%**	**229%**	**209%**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Com. Redevelopment Agency Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**2,087,178**	**2,515,100**	**3,504,200**	**2,342,800**	**2,308,900**	**3,151,600**	**3,353,800**	**3,663,300**
Revenue								
Property Tax	393,118	459,800	463,100	605,700	659,600	717,200	777,800	841,400
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	369,530	432,000	434,800	1,763,500	633,600	688,900	747,000	808,000
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	31,051	15,000	60,000	35,000	35,000	35,000	35,000	35,000
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**793,699**	**906,800**	**957,900**	**2,404,200**	**1,328,200**	**1,441,100**	**1,559,800**	**1,684,400**
Total Resourses	**2,880,876**	**3,421,900**	**4,462,100**	**4,747,000**	**3,637,100**	**4,592,700**	**4,913,600**	**5,347,700**
Expenditures								
Personnel	82,621	87,800	83,200	116,000	179,900	189,600	198,400	207,600
Operating	57,991	101,800	80,800	103,700	94,000	94,500	95,000	95,500
Other	32,500	48,800	34,300	50,200	51,600	53,100	54,600	54,600
Capital	292,032	2,273,000	1,921,000	2,243,600	175,000	940,000	941,000	0
Total Expenditures	**465,144**	**2,511,400**	**2,119,300**	**2,513,500**	**500,500**	**1,277,200**	**1,289,000**	**357,700**
Change In Reserves	1,088,436	0	0	0	0	0	0	0
Estimated Unexpended (3%)	0	75,300	0	75,400	15,000	38,300	38,700	10,700
Ending Balance	**3,504,168**	**985,800**	**2,342,800**	**2,308,900**	**3,151,600**	**3,353,800**	**3,663,300**	**5,000,700**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Debt Service Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
Interfund Charges / Transfers	0	0	0	691,700	1,091,700	1,091,700	1,091,700	1,091,700
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**0**	**0**	**0**	**691,700**	**1,091,700**	**1,091,700**	**1,091,700**	**1,091,700**
Total Resources	**0**	**0**	**0**	**691,700**	**1,091,700**	**1,091,700**	**1,091,700**	**1,091,700**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	0	0	0	691,700	1,091,700	1,091,700	1,091,700	1,091,700
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**691,700**	**1,091,700**	**1,091,700**	**1,091,700**	**1,091,700**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Enterprise Technology Capital Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**300,000**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
Interfund Charges / Transfers	0	0	0	0	0	0	300,000	300,000
Debt Proceeds	0	0	0	3,200,000	0	0	0	0
Total Revenue	**0**	**0**	**0**	**3,200,000**	**0**	**0**	**300,000**	**300,000**
Total Resources	**0**	**0**	**0**	**3,200,000**	**0**	**0**	**300,000**	**600,000**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Capital	0	0	0	3,200,000	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**3,200,000**	**0**	**0**	**0**	**0**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**	**300,000**	**600,000**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Home Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	446,442	690,400	557,700	690,400	691,800	694,100	696,700	698,900
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**446,442**	**690,400**	**557,700**	**690,400**	**691,800**	**694,100**	**696,700**	**698,900**
Total Resources	**446,442**	**690,400**	**557,700**	**690,400**	**691,800**	**694,100**	**696,700**	**698,900**
Expenditures								
Personnel	46,101	49,900	56,000	50,900	53,100	55,400	58,000	60,200
Operating	400,341	640,500	501,700	639,500	638,700	638,700	638,700	638,700
Other	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**446,442**	**690,400**	**557,700**	**690,400**	**691,800**	**694,100**	**696,700**	**698,900**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Housing Trust Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**3,487**	**11,400**	**10,700**	**17,600**	**0**	**0**	**0**	**0**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	7,230	7,900	7,900	7,900	7,900	7,900	7,900	7,900
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**7,230**	**7,900**	**7,900**	**7,900**	**7,900**	**7,900**	**7,900**	**7,900**
Total Resources	**10,717**	**19,300**	**18,600**	**25,500**	**7,900**	**7,900**	**7,900**	**7,900**
Expenditures								
Personnel	0	1,000	1,000	2,100	1,000	1,000	1,000	1,000
Operating	0	0	0	23,400	6,900	6,900	6,900	6,900
Other	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**0**	**1,000**	**1,000**	**25,500**	**7,900**	**7,900**	**7,900**	**7,900**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**10,717**	**18,300**	**17,600**	**0**	**0**	**0**	**0**	**0**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Local Option Sales Tax (Lost) Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**2,832,964**	**3,626,300**	**3,055,900**	**3,523,300**	**1,856,200**	**859,800**	**2,286,200**	**3,419,400**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	8,576,681	8,255,500	9,059,100	8,520,000	8,994,500	10,106,400	9,351,000	10,013,600
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	222,976	140,000	215,000	150,000	150,000	150,000	150,000	150,000
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**8,799,657**	**8,395,500**	**9,274,100**	**8,670,000**	**9,144,500**	**10,256,400**	**9,501,000**	**10,163,600**
Total Resources	**11,632,621**	**12,021,800**	**12,330,000**	**12,193,300**	**11,000,700**	**11,116,200**	**11,787,200**	**13,583,000**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	3,541,419	3,551,700	5,541,700	1,872,400	0	0	0	0
Capital	7,094,137	5,614,500	3,265,000	8,464,700	10,140,900	8,830,000	8,367,800	13,082,000
Total Expenditures	**10,635,556**	**9,166,200**	**8,806,700**	**10,337,100**	**10,140,900**	**8,830,000**	**8,367,800**	**13,082,000**
Change In Reserves	2,058,866	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**3,055,931**	**2,855,600**	**3,523,300**	**1,856,200**	**859,800**	**2,286,200**	**3,419,400**	**501,000**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Multimodal Impact Fee (MIF) Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**344,614**	**683,200**	**526,100**	**781,300**	**997,300**	**1,268,300**	**1,382,700**	**1,654,100**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	181,487	515,600	255,200	216,000	271,000	273,200	275,400	277,600
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**181,487**	**515,600**	**255,200**	**216,000**	**271,000**	**273,200**	**275,400**	**277,600**
Total Resources	**526,101**	**1,198,800**	**781,300**	**997,300**	**1,268,300**	**1,541,500**	**1,658,100**	**1,931,700**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	158,800	4,000	1,700,000
Total Expenditures	**0**	**0**	**0**	**0**	**0**	**158,800**	**4,000**	**1,700,000**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**526,101**	**1,198,800**	**781,300**	**997,300**	**1,268,300**	**1,382,700**	**1,654,100**	**231,700**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Parkland Impact Fee Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**2,347,208**	**2,347,208**	**2,566,200**	**2,707,900**	**2,824,800**	**2,941,700**	**3,058,600**	**3,175,500**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	219,028	116,000	141,700	116,900	116,900	116,900	116,900	116,900
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**219,028**	**116,000**	**141,700**	**116,900**	**116,900**	**116,900**	**116,900**	**116,900**
Total Resources	**2,566,236**	**2,463,208**	**2,707,900**	**2,824,800**	**2,941,700**	**3,058,600**	**3,175,500**	**3,292,400**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**2,566,236**	**2,463,208**	**2,707,900**	**2,824,800**	**2,941,700**	**3,058,600**	**3,175,500**	**3,292,400**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
SHIP Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**493,000**	**493,000**	**493,500**	**573,500**	**573,500**	**539,500**	**525,400**	**509,400**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	350,329	233,000	233,000	233,000	233,000	233,000	233,000	233,000
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	318,545	200,000	278,100	200,000	182,800	206,200	209,700	213,500
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**668,874**	**433,000**	**511,100**	**433,000**	**415,800**	**439,200**	**442,700**	**446,500**
Total Resources	**1,161,874**	**926,000**	**1,004,600**	**1,006,500**	**989,300**	**978,700**	**968,100**	**955,900**
Expenditures								
Personnel	86,597	68,900	77,800	70,400	73,200	75,700	80,100	83,900
Operating	701,087	359,200	348,400	357,700	371,700	372,700	373,700	374,700
Other	41,630	4,900	4,900	4,900	4,900	4,900	4,900	4,900
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**829,314**	**433,000**	**431,100**	**433,000**	**449,800**	**453,300**	**458,700**	**463,500**
Change In Reserves	160,903	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**493,463**	**493,000**	**573,500**	**573,500**	**539,500**	**525,400**	**509,400**	**492,400**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Stormwater Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**2,045,921**	**2,916,500**	**2,988,500**	**1,114,600**	**1,017,400**	**1,496,100**	**107,400**	**1,773,800**
Revenue					25% Rate Incr.		25% Rate Incr.	
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	62,500	68,300	177,200	0	0	0	0
User Charges	5,569,171	5,747,500	5,694,800	5,737,400	7,182,300	7,236,100	9,059,500	9,127,300
Fines	0	0	0	0	0	0	0	0
Miscellaneous	135,910	105,000	90,000	90,000	90,000	90,000	90,000	90,000
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**5,705,080**	**5,915,000**	**5,853,100**	**6,004,600**	**7,272,300**	**7,326,100**	**9,149,500**	**9,217,300**
Total Resources	**7,751,002**	**8,831,500**	**8,841,600**	**7,119,200**	**8,289,700**	**8,822,200**	**9,256,900**	**10,991,100**
Expenditures								
Personnel	2,279,479	2,642,000	2,356,700	2,740,800	2,858,600	2,981,200	3,112,900	3,250,200
Operating	1,475,336	1,995,200	1,388,100	1,989,200	1,671,300	1,659,200	1,698,100	1,776,900
Other	242,600	252,300	3,279,300	297,000	307,500	318,400	344,800	356,600
Capital	2,970,258	3,692,900	702,900	1,605,400	2,546,900	4,513,800	2,978,000	5,808,700
Total Expenditures	**6,967,673**	**8,582,400**	**7,727,000**	**6,632,400**	**7,384,300**	**9,472,600**	**8,133,800**	**11,192,400**
Change In Reserves	2,205,159	0	0	0	0	0	0	0
Estimated Unexpended (8%)	0	686,600	0	530,600	590,700	757,800	650,700	895,400
Ending Balance	**2,988,488**	**935,700**	**1,114,600**	**1,017,400**	**1,496,100**	**107,400**	**1,773,800**	**694,100**
Fund Balance %	**43%**	**11%**	**14%**	**15%**	**20%**	**1%**	**22%**	**6%**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Transp. Impact Fee (TIF) Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**1,564,260**	**1,449,800**	**1,300,900**	**1,164,200**	**898,400**	**555,600**	**149,700**	**149,700**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	35,677	19,800	58,300	42,900	20,200	10,100	0	0
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**35,677**	**19,800**	**58,300**	**42,900**	**20,200**	**10,100**	**0**	**0**
Total Resources	**1,599,938**	**1,469,600**	**1,359,200**	**1,207,100**	**918,600**	**565,700**	**149,700**	**149,700**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	0	0	11,000	45,900	0	0	0	0
Capital	718,886	290,000	184,000	262,800	363,000	416,000	0	0
Total Expenditures	**718,886**	**290,000**	**195,000**	**308,700**	**363,000**	**416,000**	**0**	**0**
Change In Reserves	419,846	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**1,300,897**	**1,179,600**	**1,164,200**	**898,400**	**555,600**	**149,700**	**149,700**	**149,700**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Transportation Capital Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	0	0	0	0	0	0	0	0
Interfund Charges / Transfers	0	0	7,035,000	175,000	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**0**	**0**	**7,035,000**	**175,000**	**0**	**0**	**0**	**0**
Total Resources	**0**	**0**	**7,035,000**	**175,000**	**0**	**0**	**0**	**0**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0
Capital	0	0	7,035,000	175,000	0	0	0	0
Total Expenditures	**0**	**0**	**7,035,000**	**175,000**	**0**	**0**	**0**	**0**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Tree Impact Fee Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**606,400**	**606,400**	**610,900**	**323,900**	**92,900**	**91,900**	**63,900**	**61,900**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	236,774	156,500	106,000	132,000	132,000	132,000	132,000	132,000
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**236,774**	**156,500**	**106,000**	**132,000**	**132,000**	**132,000**	**132,000**	**132,000**
Total Resources	**843,174**	**762,900**	**716,900**	**455,900**	**224,900**	**223,900**	**195,900**	**193,900**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	52,989	145,000	145,000	145,000	120,000	120,000	75,000	75,000
Other	0	0	66000	0	0	0	0	0
Capital	17,232	441,000	182,000	218,000	13,000	40,000	59,000	69,000
Total Expenditures	**70,221**	**586,000**	**393,000**	**363,000**	**133,000**	**160,000**	**134,000**	**144,000**
Change In Reserves	-162,040	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**610,913**	**176,900**	**323,900**	**92,900**	**91,900**	**63,900**	**61,900**	**49,900**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Fleet Services Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**335,643**	**495,500**	**737,300**	**868,800**	**829,400**	**804,200**	**760,600**	**701,600**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	70,000	8,700	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	-17,428	10,000	17,000	14,000	14,000	14,000	14,000	14,000
Interfund Charges / Transfers	2,543,899	2,613,000	2,603,900	2,547,600	2,623,900	2,702,500	2,783,500	2,866,900
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**2,526,472**	**2,693,000**	**2,629,600**	**2,561,600**	**2,637,900**	**2,716,500**	**2,797,500**	**2,880,900**
Total Resources	**2,862,115**	**3,188,500**	**3,366,900**	**3,430,400**	**3,467,300**	**3,520,700**	**3,558,100**	**3,582,500**
Expenditures								
Personnel	884,764	1,045,400	905,600	1,108,800	1,151,500	1,200,200	1,252,400	1,307,600
Operating	1,399,206	1,360,100	1,327,400	1,364,500	1,377,000	1,418,900	1,456,400	1,498,100
Other	130,200	135,400	135,400	140,800	146,400	152,300	158,400	164,700
Capital*	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Expenditures	**2,414,171**	**2,540,900**	**2,368,400**	**2,614,100**	**2,674,900**	**2,771,400**	**2,867,200**	**2,970,400**
Estimated Unexpended (2%)	0	50,800	0	52,500	53,500	55,400	57,300	59,400
Ending Balance	**447,944**	**698,400**	**998,500**	**868,800**	**845,900**	**804,700**	**748,200**	**671,500**
Depreciation	28,686	41,900	41,900	41,700	41,700	41,700	41,700	41,700
Fuel Surcharge Reserve	-30,969	-81,400	-81,100	-81,100	-83,400	-85,800	-88,300	-90,800
Change In Reserves	308,916	0	0	0	0	0	0	0
Capital*	-17,267	-90,500	-90,500	0	0	0	0	0
Ending Cash Balance	**737,310**	**568,400**	**868,800**	**829,400**	**804,200**	**760,600**	**701,600**	**622,400**

Note: Capital expenditures are not budgeted, depreciation is inlcuded in the Fleet Fund Budget.

Fund Balance %	**31%**	**22%**	**37%**	**32%**	**30%**	**27%**	**24%**	**21%**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Risk Services Fund	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**1,926,437**	**1,844,400**	**2,592,500**	**2,507,700**	**3,392,000**	**3,480,800**	**3,329,300**	**2,911,800**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	0	0	0	0	0	0	0	0
Miscellaneous	52,441	35,000	105,000	50,000	50,000	50,000	50,000	50,000
Interfund Charges / Transfers	12,572,907	13,829,800	13,694,300	15,227,500	16,561,600	18,015,400	19,606,000	21,343,100
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**12,625,348**	**13,864,800**	**13,799,300**	**15,277,500**	**16,611,600**	**18,065,400**	**19,656,000**	**21,393,100**
Total Resources	**14,551,785**	**15,709,200**	**16,391,800**	**17,785,200**	**20,003,600**	**21,546,200**	**22,985,300**	**24,304,900**
Expenditures								
Personnel	448,238	507,700	465,300	503,200	526,500	547,500	570,100	594,200
Operating	11,587,699	13,371,200	13,398,000	14,313,600	16,484,800	18,209,400	20,099,900	22,172,400
Other	20,000	20,800	20,800	21,600	22,500	23,400	24,300	24,300
Capital	0	0	0	0	0	0	0	0
Total Expenditures	**12,055,937**	**13,899,700**	**13,884,100**	**14,838,400**	**17,033,800**	**18,780,300**	**20,694,300**	**22,790,900**
Estimated Unexpended (3%)	0	417,000	0	445,200	511,000	563,400	620,800	683,700
Ending Balance	**2,495,848**	**2,226,500**	**2,507,700**	**3,392,000**	**3,480,800**	**3,329,300**	**2,911,800**	**2,197,700**
Depreciation	0	0	0	0	0	0	0	0
Change In Reserves	96,660	0	0	0	0	0	0	0
Capital	0	0	0	0	0	0	0	0
Ending Cash Balance	**2,592,508**	**2,226,500**	**2,507,700**	**3,392,000**	**3,480,800**	**3,329,300**	**2,911,800**	**2,197,700**

Note: Capital expenditures are not budgeted, depreciation is inlcuded in the Risk Fund Budget.

Fund Balance %	**22%**	**16%**	**18%**	**23%**	**20%**	**18%**	**14%**	**10%**

FY 2020 ADOPTED BUDGET	Actual	Budget	Estimated	Budget	Budget	Budget	Budget	Budget
Trust Funds	**FY 2018**	**FY 2019**	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**
Beginning Balance	**783,126**	**869,900**	**877,200**	**968,600**	**880,300**	**868,500**	**856,700**	**844,900**
Revenue								
Property Tax	0	0	0	0	0	0	0	0
Other Taxes	0	0	0	0	0	0	0	0
Licenses & Permits	0	0	0	0	0	0	0	0
Intergovernmental	0	0	0	0	0	0	0	0
User Charges	0	0	0	0	0	0	0	0
Fines	106,120	101,000	101,000	96,000	96,000	96,000	96,000	96,000
Miscellaneous	242,171	127,900	269,700	179,400	169,400	169,400	169,400	169,400
Interfund Charges / Transfers	0	0	0	0	0	0	0	0
Debt Proceeds	0	0	0	0	0	0	0	0
Total Revenue	**348,291**	**228,900**	**370,700**	**275,400**	**265,400**	**265,400**	**265,400**	**265,400**
Total Resources	**1,131,417**	**1,098,800**	**1,247,900**	**1,244,000**	**1,145,700**	**1,133,900**	**1,122,100**	**1,110,300**
Expenditures								
Personnel	0	0	0	0	0	0	0	0
Operating	240,946	302,600	192,500	309,300	260,800	260,800	260,800	260,800
Other	11,400	11,400	11,400	11,400	11,400	11,400	11,400	11,400
Capital	1,836	53,700	75,400	43,000	5,000	5,000	5,000	5,000
Total Expenditures	**254,182**	**367,700**	**279,300**	**363,700**	**277,200**	**277,200**	**277,200**	**277,200**
Change In Reserves	0	0	0	0	0	0	0	0
Estimated Unexpended	0	0	0	0	0	0	0	0
Ending Balance	**877,235**	**731,100**	**968,600**	**880,300**	**868,500**	**856,700**	**844,900**	**833,100**



Department Budgets



Administration Department

Department Summary

The City Manager, through the Administration Department, provides the overall administrative direction for city operations. The City Commission appoints the City Manager who is responsible for hiring the department directors and directly supervises the Assistant City Manager, the Police Chief, Fire Chief, Human Resources Director, City Clerk, Performance & Budget Director, and Communications & Engagement Director. The City Manager's Office, the City Attorney's Office, the City Clerk's Office, the Office of Performance & Budget (OPB), and Communications & Engagement Division make up the Administration Department.

FY 2020 Strategic Initiatives

The Administration Department continues to grow its efforts to facilitate organizational strategic alignment, staff engagement, and a high-performance organization with investments for FY 2020. Among these efforts are

- Adding staff support to the Communications & Engagement (formerly Communications & Marketing) Division to assist with growing internal employee communications efforts, community engagement and outreach, and marketing production for City departments and services.
- Continued training on high-performance organizations, leadership development, and organizational development.
- Funding for employee engagement efforts to develop a more unified City team across departments and functions.

Initiatives that didn't require funding include supporting strategic planning and performance measurement throughout the City.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
City Managers Office	3.25	3.25	3.25	3.25
Office of Performance & Budget (OPB)	6.25	7.25	8.25	9.25
City Attorney's Office	1.75	1.75	0.75	0.75
City Clerk	4.63	4.63	4.63	4.63
Communications & Engagement	8.70	8.70	8.70	10.70
Total	**24.58**	**25.58**	**25.58**	**28.58**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,813,771	2,023,367	2,214,600	2,011,300	2,431,400
Operating	506,662	724,249	912,800	890,800	1,117,000
Capital	120,642	60,000	0	0	100,000
Other	0	0	0	0	0
Total	**2,441,075**	**2,807,616**	**3,127,400**	**2,902,100**	**3,648,400**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	2,223,825	2,617,234	2,798,300	2,649,200	3,373,800
CDBG	2,798	3,493	0	0	0
Construction	5,801	3,494	0	0	0
Fleet	101	172	200	200	0
Risk	704	1,206	44,100	29,900	32,900
Stormwater	47,204	34,233	66,400	51,000	56,500
Solid Waste	90,349	97,840	104,800	89,400	93,900
Wastewater	70,294	49,944	113,600	82,400	91,300
Total	**2,441,075**	**2,807,616**	**3,127,400**	**2,902,100**	**3,648,400**

City Manager's Office

The City Manager, through the Administration Department, provides the overall administrative direction for the City government. The City Commission appoints the City Manager who serves as the chief executive and administrative officer of the City government. The City Manager hires and supervises the Assistant City Manager and Department Directors, and is directly responsible for the Human Resources, Police, Fire, and Community Development Departments. The Communications & Engagement Director, City Clerk and Performance & Budget also report directly to the City Manager. The City Charter provides that the City Manager is to implement City policy as established by the City Commission. The City Charter also provides that the Assistant City Manager perform the duties of the City Manager in the absence or disability of that individual. The Assistant City Manager oversees the Environmental Services, Public Works, Recreation, Parks & Arts, Library, Finance, and Information Technology Departments.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	478,713	487,602	512,100	458,700	508,000
Operating	26,703	21,412	26,500	45,200	57,200
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**505,416**	**509,013**	**538,600**	**503,900**	**565,200**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	505,416	509,013	538,600	503,900	565,200
Total	505,416	509,013	538,600	503,900	565,200

Office of Performance & Budget

The Office of Performance & Budget (OPB) leads organizational change initiatives, including process improvements, performance measurement and strategic planning. OPB also prepares the City Budget and Capital Improvement Program (CIP), grant writing and administration, and conducting analysis promoting efficient and effective services. Management Analysts are provided direction from this program promoting cross-departmental information sharing and coordination. This program also coordinates of all City purchasing activity including purchasing contract review, requests for proposals (RFP), bids, contracts, specification development, purchase orders and vendor relations. Working in concert with these functions is the City's Intergovernmental Relations Program, which includes legislative affairs and grant administration. The Performance & Budget Director oversees Intergovernmental Relations, Procurement, and the Performance & Budget Manager. The OPB Manager directly supervises the Management Analyst team.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	434,580	537,877	727,400	661,500	834,600
Operating	40,780	89,570	139,800	145,600	174,100
Capital	37,905	0	0	0	0
Other	0	0	0	0	0
Total	**513,266**	**627,447**	**867,200**	**807,100**	**1,008,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	408,528	548,913	644,300	655,500	768,500
Construction	5,801	3,494	0	0	0
CDBG	2,798	3,493	0	0	0
Fleet	101	172	200	200	0
Risk	704	1,206	44,100	29,900	32,900
Solid Waste	13,294	14,587	44,600	30,400	59,500
Stormwater	22,750	16,961	43,400	29,600	56,500
Wastewater	59,291	38,621	90,600	61,500	91,300
Total	**513,266**	**627,447**	**867,200**	**807,100**	**1,008,700**

City Clerk's Office

The City Clerk's Office oversees records management, coordination of City Commission meetings and materials, legal advertising, maintenance of the Code of Ordinances, administration of municipal elections, cemetery lot sales, and recording of legal documents. Other responsibilities of this program include operating the City's switchboard and front desk, mail and package processing, and providing courier service to all City facilities.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	219,830	287,361	304,100	280,700	312,500
Operating	59,379	64,400	96,500	92,800	98,900
Capital	19,041	0	0	0	0
Other	0	0	0	0	0
Total	**298,250**	**351,760**	**400,600**	**373,500**	**411,400**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	298,250	351,760	400,600	373,500	411,400
Total	**298,250**	**351,760**	**400,600**	**373,500**	**411,400**

City Attorney's Office

The City Attorney is appointed by the City Manager with the approval of the City Commission. The City Attorney provides general legal advice to the City Commission, City Manager, and all City Departments. The City Attorney is under contract with the City and prepares and reviews ordinances, resolutions, contracts, and legal agreements including annexation agreements, represents the City in legal proceedings, and coordinates the activities of outside legal counsel.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	162,646	135,667	53,500	52,300	54,600
Operating	246,968	372,161	410,300	410,900	420,500
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**409,614**	**507,828**	**463,800**	**463,200**	**475,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	409,614	507,828	463,800	463,200	475,100
Total	**409,614**	**507,828**	**463,800**	**463,200**	**475,100**

Communications & Engagement Division

The main objective of the Communications & Engagement Division is to create, maintain and enhance the City's brand identity. Working collaboratively with City Departments we seek to support, enhance and progress efforts to realize the City's Vision, to be the community of choice in Tampa Bay. Communications & Engagement leads marketing, advertising, and public information initiatives, as well as, directs internal communications, community outreach and engagement, and multimedia communications. The Division seeks to raise awareness and participation in city services and programs to residents, businesses, and visitors of Largo by creating relationships and connections in the community. Communications and Engagement is also responsible for the administration of the City's website (largo.com), social media outlets and Largo TV (LTV), which broadcast City Commission meetings.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	518,002	574,861	617,500	558,100	721,700
Operating	132,833	176,706	239,700	196,300	366,300
Capital	63,695	60,000	0	0	100,000
Other	0	0	0	0	0
Total	**714,529**	**811,567**	**857,200**	**754,400**	**1,188,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	602,017	699,719	751,000	653,100	1,153,600
Solid Waste	77,055	83,253	60,200	59,000	34,400
Stormwater	24,454	17,272	23,000	21,400	0
Wastewater	11,003	11,323	23,000	20,900	0
Total	**714,529**	**811,567**	**857,200**	**754,400**	**1,188,000**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-time					
City Manager	1.00	1.00	1.00	1.00	0.00
Assistant City Manager	1.00	1.00	1.00	1.00	0.00
Performance & Budget Director	0.00	0.00	1.00	1.00	0.00
Communications & Engagement Director	0.00	0.00	0.00	1.00	1.00
Assistant City Attorney	1.00	1.00	0.00	0.00	0.00
City Clerk	1.00	1.00	1.00	1.00	0.00
Performance & Budget Manager	0.00	0.00	1.00	1.00	0.00
OMB Manager	1.00	1.00	0.00	0.00	0.00
Communications & Marketing Manager	1.00	1.00	1.00	1.00	0.00
Multimedia supervisor	1.00	1.00	1.00	1.00	0.00
Deputy City Clerk	1.00	1.00	1.00	1.00	0.00
Contracts and Procurement Administrator	0.00	0.00	1.00	1.00	0.00
Intergovernmental Relations Coordinator	0.00	1.00	1.00	1.00	0.00
Management Analyst I, II, III	4.00	4.00	3.00	3.00	0.00
Community Outreach Coordinator	1.00	1.00	1.00	0.00	-1.00
Community Engagement Administrator	0.00	0.00	0.00	1.00	1.00
Community & Marketing Specialist	2.00	2.00	2.00	2.00	0.00
Web & Marketing Specialist	1.00	1.00	1.00	0.00	-1.00
Digital Engagement specialist	0.00	0.00	0.00	1.00	1.00
Procurement Analyst	1.00	1.00	1.00	1.00	0.00
Sustainability Coordinator	1.00	1.00	1.00	0.00	-1.00
Sustainability Program Administrator	0.00	0.00	0.00	1.00	1.00
Executive Assistant to the City Manager	1.00	1.00	1.00	1.00	0.00
Office administrator	1.00	1.00	1.00	1.00	0.00
Multimedia Technician	1.00	1.00	1.00	0.00	-1.00
Community Engagement Specialist	0.00	0.00	0.00	1.00	1.00
Offfice specialist	1.00	1.00	1.00	1.00	0.00
Management Fellow	0.00	0.00	0.00	1.00	1.00
Part-time					
Production Assistant	0.35	0.35	0.35	0.35	0.00
Graphics Assistant	0.35	0.35	0.35	0.00	-0.35
Graphics Designer	0.00	0.00	0.00	0.85	0.85
Office Specialist	1.13	1.13	1.13	1.13	0.00
Courier	0.50	0.50	0.50	0.50	0.00
Multimedia Technician	0.00	0.00	0.00	0.50	0.50
Variable/Temporary					
Intern	0.25	0.25	0.25	0.25	0.00
Total	**24.58**	**25.58**	**25.58**	**28.58**	**3.00**



Community Development

Department Summary

The Community Development Department provides various services related to the physical and economic development of the City. The Department is responsible for implementation of the citywide Strategic Plan, land use planning, building review, development services, code enforcement, redevelopment planning, annexation, economic development, and housing activities. The Department also provides staff support to the Planning Board, Code Enforcement Board, Special Magistrate, Community Development Advisory Board, and the Community Redevelopment Agency Advisory Board.

FY 2020 Strategic Initiatives

The Community Development Department continues to focus attention on improving the economic condition of the city through annexation and redevelopment. The Community Development Department initiated a number of innovative new service delivery methods, and that continues for FY 2020. Included in the FY 2020 budget is:

- Continued focus on developing an Active and Interconnected Downtown by evaluating the downtown alley network for opportunities to leverage that infrastructure for greater connectivity and development (additional .25 FTE intern position within Economic Development).
- Partnership with non-profit service provider to support a Homeless Outreach Team within the City of Largo to help connect homeless individuals with service providers.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	6.65	4.75	4.75	3.75
Econ. Develop.	3.00	3.00	3.00	3.25
Building	25.05	19.60	19.60	19.60
Com. Standard	0.00	8.45	8.45	8.45
Engineering	20.10	0.00	0.00	0.00
Housing	4.00	4.00	4.00	4.00
Planning	7.45	7.45	7.45	7.45
Total	**66.25**	**47.25**	**47.25**	**46.50**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	4,283,070	3,118,927	3,715,600	3,049,400	3,653,200
Operating	2,753,819	2,159,901	2,608,100	2,014,100	2,564,400
Capital	3,238,589	5,675,412	2,334,400	1,982,400	2,273,600
Other	146,256	309,866	204,600	281,400	207,700
Total	**10,421,734**	**11,264,108**	**8,862,700**	**7,327,300**	**8,698,900**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	2,294,860	2,009,077	2,388,100	2,067,500	2,281,900
CDBG	791,981	726,413	1,117,400	894,100	1,108,400
Construction	1,531,537	1,435,562	1,745,000	1,291,900	1,678,900
County Gas Tax	1,000,634	1,068,524	0	0	0
CRA	423,784	431,040	2,475,100	2,084,000	2,475,800
Home	443,303	446,442	690,400	557,700	690,400
HTF	0	0	1,000	1,000	25,500
Lost	480,486	1,332,826	0	0	0
Ship	668,677	829,314	433,000	431,100	433,000
Stormwater	1,664,685	2,264,262	3,900	0	0
TIF	392,272	708,533	0	0	0
Trust	0	0	5,000	0	5,000
Wastewater	729,516	12,115	3,800	0	0
Total	**10,421,734**	**11,264,108**	**8,862,700**	**7,327,300**	**8,698,900**

Administration Division

The Community Development Administration Division provides direction, supervision, and clerical support to the Department and its collective citizen boards: Planning Board; Code Enforcement Board; Special Magistrate: and the Community Development Advisory Board (CDAB); and Community Redevelopment Area Advisory Board (CRAAB).

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	516,538	570,769	490,200	458,200	494,100
Operating	50,204	52,629	64,300	37,400	90,100
Capital	0	0	0	0	0
Other	0	0	10,000	10,000	10,000
Total	**566,742**	**623,398**	**564,500**	**505,600**	**594,200**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	566,742	616,937	556,800	505,600	576,400
CRA	0	0	0	0	17,800
Stormwater	0	3,578	3,900	0	0
Wastewater	0	2,882	3,800	0	0
Total	**566,742**	**623,398**	**564,500**	**505,600**	**594,200**

Building Division

The Building Division oversees permitting and development and undertakes enforcement activities for correction of unsafe building conditions. Guided by state and local laws, staff provides building permit and inspection services to ensure adherence with adopted codes and standards. The Division provides permitting and inspection services for all buildings and structures governed by the Florida Building Code. The Division also collects and processes Business Tax Receipts.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	980,320	1,062,573	1,381,500	952,200	1,318,200
Operating	290,815	347,213	336,800	308,000	365,700
Capital	260,492	25,791	31,700	31,700	0
Other	0	0	0	0	0
Total	**1,531,626**	**1,435,577**	**1,750,000**	**1,291,900**	**1,683,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	90	15	0	0	0
Construction	1,531,537	1,435,562	1,745,000	1,291,900	1,678,900
Trust	0	0	5,000	0	5,000
Total	**1,531,626**	**1,435,577**	**1,750,000**	**1,291,900**	**1,683,900**

Community Standards Division

The Community Standards Division maintains quality of life in Largo by ensuring compliance with the City of Largo's Code of Ordinances and the Comprehensive Development Code. The program works with residents and business owners to bring their properties into compliance with the local codes and prepares and presents cases before the Code Enforcement Board and the Special Magistrate. The Division also undertakes activities for abatement of nuisance and abandoned properties.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	380,974	430,409	623,300	552,600	600,400
Operating	72,403	80,461	117,500	91,000	105,200
Capital	71,097	25,025	29,700	29,700	30,000
Other	0	0	0	0	0
Total	**524,474**	**535,895**	**770,500**	**673,300**	**735,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	524,474	535,895	770,500	673,300	735,600
Total	**524,474**	**535,895**	**770,500**	**673,300**	**735,600**

Economic Development Division

The Economic Development Division administers the annexation program, business assistance, business recruitment, the two Community Redevelopment Districts, redevelopment initiatives, and all aspects of economic development for the City of Largo. The Division also provides support to the Community Redevelopment Agency Advisory Board (CRAAB).

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	264,213	285,495	302,400	283,400	320,600
Operating	219,494	81,021	249,400	193,900	177,600
Capital	146,313	292,032	2,273,000	1,921,000	2,243,600
Other	3,703	0	15,000	500	15,000
Total	**633,723**	**658,548**	**2,839,800**	**2,398,800**	**2,756,800**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	209,939	227,509	364,700	314,800	298,800
CRA	423,784	431,040	2,475,100	2,084,000	2,458,000
Total	**633,723**	**658,548**	**2,839,800**	**2,398,800**	**2,756,800**

Engineering Division

The Engineering Division became an independent Department in FY 2018.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,402,715	(4,039)	0	0	0
Operating	621,987	54,260	0	0	0
Capital	2,747,187	5,332,565	0	0	0
Other	0	0	0	0	0
Total	**4,771,890**	**5,382,786**	**0**	**0**	**0**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	504,297	2,987	0	0	0
County Gas Tax	1,000,634	1,068,524	0	0	0
LOST	480,486	1,332,826	0	0	0
Stormwater	1,664,685	2,260,684	0	0	0
TIF	392,272	708,533	0	0	0
Wastewater	729,516	9,233	0	0	0
Total	**4,771,890**	**5,382,786**	**0**	**0**	**0**

Housing Division

The Housing Division focuses on improving low to moderate-income neighborhoods and households through increasing homeownership, maintaining the existing housing, improving neighborhood infrastructure, and providing incentives for the construction of new affordable housing. Many of the projects are directed towards the Community Redevelopment Districts and surrounding neighborhoods, as well as other areas of low to moderate income throughout the City. In addition, the Division manages grants to sub-recipients for public services and capital improvements. County, federal, and state grants, provide the funding for the programs, and the program income is derived from payback of loans and the sale of City-developed properties.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	279,888	299,841	340,100	312,200	347,400
Operating	1,468,020	1,492,697	1,722,100	1,300,800	1,727,200
Capital	13,500	0	0	0	0
Other	142,554	209,866	179,600	270,900	182,700
Total	**1,903,961**	**2,002,405**	**2,241,800**	**1,883,900**	**2,257,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
CDBG	791,981	726,413	1,117,400	894,100	1,108,400
Home	443,303	446,442	690,400	557,700	690,400
HTF	0	0	1,000	1,000	25,500
SHIP	668,677	829,314	433,000	431,100	433,000
General	0	237	0	0	0
Total	**1,903,961**	**2,002,405**	**2,241,800**	**1,883,900**	**2,257,300**

Planning Division

The Planning Division performs current and long-range planning activities, research, and provides technical assistance to other City departments, the City Commission, advisory boards, and the general public. A major responsibility of this division is the review and preparation of reports for new development through site plan review. The Division prepares, updates, and monitors the Comprehensive Plan and Comprehensive Development Code, as well as the preparation of special projects such as Special Area Plans. The Division also provides support to the Community Development Advisory Board (CDAB) and prepares and presents cases to the Planning Board.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	458,421	473,879	578,100	490,800	572,500
Operating	30,897	51,619	118,000	83,000	98,600
Capital	0	0	0	0	0
Other	0	100,000	0	0	0
Total	**489,319**	**625,498**	**696,100**	**573,800**	**671,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	489,319	625,498	696,100	573,800	671,100
Total	**489,319**	**625,498**	**696,100**	**573,800**	**671,100**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-time					
Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Building Official	1.00	1.00	1.00	1.00	0.00
City Engineer	1.00	0.00	0.00	0.00	0.00
Economic Development Manager	1.00	1.00	1.00	1.00	0.00
Housing Manager	1.00	1.00	1.00	1.00	0.00
Asset Management Data Coordinator	1.00	0.00	0.00	0.00	0.00
Application Administrator	1.00	1.00	1.00	0.00	-1.00
Stormwater Program Administrator	1.00	0.00	0.00	0.00	0.00
Assistant Building Official	1.00	1.00	1.00	1.00	0.00
Board Support Specialist	2.00	2.00	2.00	2.00	0.00
Building Inspector	6.00	6.00	6.00	6.00	0.00
Chief Building Inspector	1.00	1.00	1.00	1.00	0.00
Chief Code Enforcement Officer	0.00	1.00	1.00	1.00	0.00
Chief Construction Inspector	1.00	0.00	0.00	0.00	0.00
Code Compliance Officer	1.00	1.00	1.00	1.00	0.00
Code Enforcement Manager	0.00	1.00	1.00	1.00	0.00
Code Enforcement Officer	4.00	4.00	4.00	4.00	0.00
Code Enforcement Supervisor	1.00	0.00	0.00	0.00	0.00
Construction Inspector	3.00	0.00	0.00	0.00	0.00
Construction Project Supervisor	1.00	0.00	0.00	0.00	0.00
Economic Development Coordinator	2.00	2.00	2.00	2.00	0.00
Engineer (I,II,III,IV)	7.00	0.00	0.00	0.00	0.00
Engineering Technician (I,II,III)	3.00	0.00	0.00	0.00	0.00
Housing Construction Specialist	1.00	1.00	1.00	1.00	0.00
Housing Finance Specialist	1.00	1.00	1.00	1.00	0.00
Housing Grant Specialist	1.00	1.00	1.00	1.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Office Specialist	2.00	2.00	2.00	2.00	0.00
Operational Secretary	1.00	0.00	0.00	0.00	0.00
Permit Technician	5.00	5.00	5.00	5.00	0.00
Permitting Services Supervisor	1.00	1.00	1.00	1.00	0.00
Planner (I,II,III)	4.00	4.00	3.00	3.00	0.00
Planning Manager	1.00	1.00	1.00	1.00	0.00
Planning Technician	2.00	2.00	2.00	2.00	0.00
Plans Examiner	2.00	3.00	3.00	3.00	0.00
Principal Planner	0.00	0.00	1.00	1.00	0.00
Senior Plans Examiner	1.00	0.00	0.00	0.00	0.00
Part-Time					
Variable/Temporary					
Intern	1.25	0.25	0.25	0.50	0.25
Total	**66.25**	**47.25**	**47.25**	**46.50**	**-0.75**



Engineering Services Department

Department Summary

The Engineering Services Department's mission is to serve internal and external customers – City departments, residents and businesses – with responsive, current, and cost-effective engineering solutions supporting the operation, maintenance, and improvement of the City's stormwater, wastewater, and transportation systems. The Department provides engineering design, project management, construction inspection, permit compliance, technical assistance, contract administration, and development review for a diverse array of capital projects. Engineering's resources directly support CIP projects including stormwater systems, sanitary sewer collection pumping systems, reclaimed distribution and transmission systems, roadways, sidewalks, as well as traffic and pedestrian safety infrastructure.

FY 2020 Strategic Initiatives

The Engineering Department continues to focus on renewing, maintaining, and enhancing infrastructure through a series of projects. The department has a number of initiatives that will be key in ensuring public health and safety by investing in quality public infrastructure. The FY 2020 initiatives include:

- Development of an ADA compliance program to continually improve public infrastructure to ensure accessibility.
- Continued stormwater asset enrollment to develop a complete picture of stormwater infrastructure.
- Updating Engineering Design Standards to incorporate more modern, resilient engineering standards for public and private development.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration & Asset management	0.00	6.00	6.00	6.00
Permitting & Regulatory Compliance	0.00	3.50	3.50	3.50
Planning & Design	0.00	5.00	5.00	5.00
Construction Management	0.00	7.50	7.50	8.50
Capital Projects	0.00	0.00	0.00	0.00
Total	**0.00**	**22.00**	**22.00**	**23.00**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	1,663,695	1,867,600	1,557,100	2,006,700
Operating	1,542	1,003,696	1,365,200	785,000	1,348,100
Capital	0	1,225,208	8,171,000	8,688,000	2,112,900
Other	0	8,319	0	7,035,000	175,000
Total	**1,542**	**3,900,918**	**11,403,800**	**18,065,100**	**5,642,700**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,542	789,804	730,300	693,300	810,300
Stormwater	0	994,651	4,196,900	3,872,000	1,905,000
County Gas Tax	0	503,799	2,141,000	2,061,000	125,800
Wastewater	0	1,092,437	1,265,600	1,946,800	1,340,200
LOST	0	501,556	2,444,000	2,144,000	759,700
TIF	0	10,353	290,000	195,000	308,700
Transportaion Capital Projects Fund	0	0	0	7,035,000	175,000
Tree	0	8,319	336,000	118,000	218,000
Total	**1,542**	**3,900,918**	**11,403,800**	**18,065,100**	**5,642,700**

Administration & Asset Management

This program provides for the administration of the Engineering Services Department; asset management planning and coordination for the City; and engineering services responsible for major asset portfolios. This program is also responsible for asset management technologies supporting the Department.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	575,998	638,200	539,100	662,400
Operating	552	307,220	261,800	197,400	297,300
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**552**	**883,218**	**900,000**	**736,500**	**959,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	552	397,809	292,800	307,100	311,300
Stormwater	0	235,209	203,800	199,300	224,700
Wastewater	0	250,200	403,400	230,100	423,700
Total	**552**	**883,218**	**900,000**	**736,500**	**959,700**

Permitting & Regulatory Compliance Division

This Division implements Engineering's development review, stormwater management and water quality compliance efforts.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	268,412	279,700	269,400	304,700
Operating	990	88,371	190,700	161,000	190,200
Capital	0	24,594	0	0	0
Other	0	0	0	0	0
Total	**990**	**381,377**	**470,400**	**430,400**	**494,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	990	68,646	76,800	75,900	87,500
Stormwater	0	227,197	280,600	264,600	290,900
Wastewater	0	85,534	113,000	89,900	116,500
Total	**990**	**381,377**	**470,400**	**430,400**	**494,900**

Planning & Design

The Planning & Design Division oversees in-house design work for various capital projects managed by the Engineering Services Department. These services include design for roadway, stormwater, and sanitary sewer projects that may be conducted in conjunction with Public Works, Environmental Services, Community Development and other City departments.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	273,720	409,200	294,700	408,300
Operating	0	555,972	545,800	547,200	572,900
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**0**	**829,692**	**955,000**	**841,900**	**981,200**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	0	91,167	176,900	143,800	204,800
Stormwater	0	214,832	309,100	254,500	305,600
Wastewater	0	523,693	469,000	443,600	470,800
TIF	0	0	0	0	0
Total	**0**	**829,692**	**955,000**	**841,900**	**981,200**

Construction Management

The major purpose of this program is to design and manage capital improvement projects for the City of Largo's Environmental Services Department. The program coordinates capital projects with the Environmental Services Department, regulatory agencies, contracted engineering firms, and construction contractors. The Program also assists in the development and implementation of the Sanitary Sewer System Capacity Management, Operation, and Maintenance (CMOM) Plan.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	545,565	540,500	453,900	631,300
Operating	0	23,030	36,900	26,400	40,700
Capital	0	41,697	0	0	0
Other	0	0	0	0	0
Total	**0**	**610,292**	**577,400**	**480,300**	**672,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	0	232,182	183,800	166,500	206,700
Stormwater	0	145,101	113,400	123,600	141,800
Wastewater	0	233,009	280,200	190,200	323,500
Total	**0**	**610,292**	**577,400**	**480,300**	**672,000**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-time					
Director/City Engineer	0.00	1.00	1.00	1.00	0.00
Assistant Director	0.00	1.00	1.00	1.00	0.00
Asset Mgmt. Data Coord.	0.00	1.00	1.00	1.00	0.00
Stormwater Program Administrator	0.00	1.00	1.00	1.00	0.00
Chief Construction Inspector	0.00	1.00	1.00	0.00	-1.00
Chief Engineering Inspector	0.00	0.00	0.00	1.00	1.00
Construction Inspector	0.00	4.00	4.00	0.00	-4.00
Engineering Inspector	0.00	0.00	0.00	5.00	5.00
Construction Project Supervisor	0.00	1.00	1.00	1.00	0.00
Engineer (I,II,III,IV)	0.00	2.00	2.00	3.00	1.00
Engineering Technician (I,II,III)	0.00	3.00	3.00	2.00	-1.00
Ofiice Administrator	0.00	1.00	1.00	1.00	0.00
Construction Manager	0.00	0.00	0.00	1.00	1.00
Program Engineer	0.00	3.00	3.00	2.00	-1.00
Senior Engineer	0.00	2.00	2.00	2.00	0.00
Part-Time					
Variable/Temp.					
Intern	0.00	1.00	1.00	1.00	0.00
Total	**0.00**	**22.00**	**22.00**	**23.00**	**1.00**



Environmental Services Department

Department Summary

The mission of the Environmental Services (ES) Department is to ensure a healthy and sustainable environment for the community. ES stives to be recognized as a high performance innovative service organization dedicated to protecting public health and the environment. The Department is responsible for the collection, transmission, treatment of wastewater and the resale of the highly-treated wastewater by-products (reclaimed water and pelletized biosolids). ES is comprised of five programs: Administration, Wastewater Collections, Wastewater Reclamation Facility (WWRF), Environmental Control and Reclaimed Water.

FY 2020 Strategic Initiatives

The primary initiative for ES in FY 2020 is to complete the requirements of the consent order and administrative order with the Florida Department of Environmental Protection (FDEP). This goal will be achieved by significantly reducing sanitary sewer overflows throughout the wastewater collection system, reducing effluent disinfection byproducts to compliance levels and reducing effluent discharged by products to compliance levels. In August 2006, the City of Largo submitted a Sanitary Sewer Service Improvement Plan to FDEP, including plans for significant upgrades and repairs to the wastewater collection system and the WWRF. The Plan also commits ES to extensive operational and procedural improvements, particularly in terms of asset and concurrency management, in accordance with the Environmental Protection Agency's Capacity, Management, Operation and Maintenance (CMOM) program requirements.

- Technology for system mapping and management: Providing tablets to map and enroll the collections system to properly manage the life cycle of the assets.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	7.00	8.00	8.00	8.00
Wastewater Collections	28.00	28.00	28.00	28.00
WWRF	33.00	33.00	33.00	33.00
Environmental Control	11.75	11.75	11.75	11.75
Reclaimed Water	6.50	6.50	6.50	6.50
Total	**86.25**	**87.25**	**87.25**	**87.25**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	5,559,842	5,790,573	6,314,200	5,648,000	6,401,200
Operating	11,805,880	11,407,834	14,680,900	14,452,600	14,556,200
Capital	0	0	0	0	0
Other	788,447	242,741	620,000	319,300	596,600
Total	**18,154,168**	**17,441,148**	**21,615,100**	**20,419,900**	**21,554,000**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Wastewater	18,154,168	17,441,148	21,615,100	20,419,900	21,554,000
Total	**18,154,168**	**17,441,148**	**21,615,100**	**20,419,900**	**21,554,000**

Administration Program

This program includes personnel responsible for the administrative and financial aspects of the Environmental Services Department. Responsibilities of the program include overall policy guidance, budget management, Capital Improvements Program (CIP) project development, revenue forecasting, contract management and performance measurement.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	618,495	701,221	697,700	588,900	707,600
Operating	800,395	683,454	770,500	821,600	762,400
Capital	N/A	N/A	N/A	N/A	N/A
Other	788,447	242,741	620,000	319,300	596,600
Total	**2,207,337**	**1,627,417**	**2,088,200**	**1,729,800**	**2,066,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Wastewater	2,207,337	1,627,417	2,088,200	1,729,800	2,066,600
Total	**2,207,337**	**1,627,417**	**2,088,200**	**1,729,800**	**2,066,600**

Wastewater Collections Program

The Wastewater Collections program provides maintenance and repair to the wastewater collection system. The Sanitary Sewer District population totals approximately 123,000 and covers a service area of 38 square miles. The wastewater collection system includes 51 lift stations, over 5,400 manholes and 293 miles of gravity piping. The system's gravity lines, force mains and lift stations are maintained via line televising, cleaning and debris removal, point repairs and reconstruction, and electronic instrumentation.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,573,182	1,763,431	1,909,100	1,741,400	1,893,000
Operating	4,270,173	4,212,935	5,704,800	5,462,300	5,649,100
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**5,843,354**	**5,976,367**	**7,613,900**	**7,203,700**	**7,542,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Wastewater	5,843,354	5,976,367	7,613,900	7,203,700	7,542,100
Total	**5,843,354**	**5,976,367**	**7,613,900**	**7,203,700**	**7,542,100**

Wastewater Reclamation Facility Program

The Wastewater Reclamation Facility (WWRF) receives, treats, disposes and recycles all flows from the wastewater collection system and produces treated effluent for use in the City's reclaimed water system. Highly-treated effluent is discharged into Tampa Bay via the Feather Sound Lake system. Pelletized biosolids are manufactured and sold for fertilizer application.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	2,114,127	2,146,053	2,405,100	2,151,000	2,441,900
Operating	5,120,790	4,815,881	6,326,000	6,385,500	6,236,400
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**7,234,917**	**6,961,934**	**8,731,100**	**8,536,500**	**8,678,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Wastewater	7,234,917	6,961,934	8,731,100	8,536,500	8,678,300
Total	**7,234,917**	**6,961,934**	**8,731,100**	**8,536,500**	**8,678,300**

Environmental Control Program

The Environmental Control program consists of four separate functions pertaining to wastewater regulation: Industrial Pretreatment, Privately-Owned Collection and Transmission Systems (POCTS), Commercial Users, and the laboratory. The laboratory is State-certified and has primary responsibility for the sampling and analytic needs of the Wastewater Reclamation Facility (WWRF). The Industrial Pretreatment Program (IPP) conducts field investigation and sampling of various industrial and commercial discharges to the wastewater collection system. The POCTS program oversees the permitting, inspection, and compliance monitoring of private lift stations and privately owned sanitary sewer collection systems connected to the City's system. POCTS personnel verify that all private infrastructure connected to the City's system is maintained in accordance with applicable federal, state, and local regulations. The commercial users program monitors facilities with commercial kitchens, oil/water separators, and lint traps in order to protect the City's sanitary sewer collection system and wastewater treatment facility.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	860,725	772,351	866,000	799,000	917,100
Operating	320,957	300,780	425,100	355,700	443,800
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**1,181,682**	**1,073,131**	**1,291,100**	**1,154,700**	**1,360,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Wastewater	1,181,682	1,073,131	1,291,100	1,154,700	1,360,900
Total	**1,181,682**	**1,073,131**	**1,291,100**	**1,154,700**	**1,360,900**

Reclaimed Water Program

The Reclaimed Water program manages the supply, maintenance and distribution of reclaimed water to service areas within the Largo Sanitary Sewer District. The Wastewater Reclamation Facility (WWRF) produces high quality wastewater effluent, to be used as an alternate source of water for irrigation and industrial applications. The City's reclaimed water system provides an important mechanism for reducing Tampa Bay's nitrogen load to meet regulatory requirements.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	393,314	407,515	436,300	367,700	441,600
Operating	1,293,565	1,394,784	1,454,500	1,427,500	1,464,500
Capital	N/A	N/A	N/A	N/A	N/A
Other	0	0	0	0	0
Total	**1,686,878**	**1,802,299**	**1,890,800**	**1,795,200**	**1,906,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Wastewater	1,686,878	1,802,299	1,890,800	1,795,200	1,906,100
Total	**1,686,878**	**1,802,299**	**1,890,800**	**1,795,200**	**1,906,100**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-time					
Environmental Services Director	1.00	1.00	1.00	1.00	0.00
Environmental Services Assistant Dir.	1.00	1.00	1.00	1.00	0.00
Wastewater Collection System Manager	1.00	1.00	1.00	1.00	0.00
Environmental Manager	1.00	1.00	1.00	1.00	0.00
Wastewater Manager	1.00	1.00	1.00	1.00	0.00
Utilities Supervisor	6.00	6.00	6.00	6.00	0.00
Treatment Plant Shift Supervisor	4.00	4.00	4.00	4.00	0.00
Treatment Plant Operator (TR,C,B,A)	12.00	12.00	12.00	12.00	0.00
Technical Equipment Operator (TR,I,II,SR)	8.00	8.00	8.00	8.00	0.00
Utilities Mechanic (I,II,Sr)	8.00	8.00	8.00	8.00	0.00
Planner/Scheduler	1.00	1.00	1.00	1.00	0.00
Reclaimed Distribution Technician (TR,I,II)	5.00	5.00	5.00	5.00	0.00
Wastewater Collection Technician (TR,I,II)	10.00	10.00	10.00	10.00	0.00
Biosolids Operator	4.00	4.00	4.00	4.00	0.00
Wastewater Instrumentation Technician	5.00	5.00	5.00	5.00	0.00
Environmental Specialist (I,II,Sr)	5.00	5.00	5.00	5.00	0.00
Laboratory Technician	3.00	3.00	3.00	3.00	0.00
Office Specialist	1.00	1.00	1.00	1.00	0.00
Grounds Maint Worker	2.00	2.00	2.00	2.00	0.00
ENV Compliance SUPV	1.00	1.00	1.00	1.00	0.00
ENV Control SUPV	1.00	1.00	1.00	1.00	0.00
Inventory Control Coord	1.00	1.00	1.00	1.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Operational Secretary	2.00	2.00	2.00	2.00	0.00
Tradesworker [1]	1.00	1.00	1.00	1.00	0.00
Utility Prog Coord	0.00	1.00	1.00	1.00	0.00
Part-Time					
Variable/temporary					
Intern	0.25	0.25	0.25	0.25	0.00
Total	**86.25**	**87.25**	**87.25**	**87.25**	**0.00**



Finance Department

Department Summary

The Finance Department maintains the City's official financial records and is responsible for ensuring that all financial transactions are property identified, authorized, recorded, and reported. The Finance Department primarily acts as an internal service provider to other City departments; however, external services are provided to the public for utility billing services, accounts payable processing, and general financial inquires. The Finance Department also develops and implements financial management policies, internal accounting controls and participates in citywide projects such as preparation of the five-year Capital Improvements Program (CIP) / Long Range Financial Plan and the Annual Operating Budget.

FY 2020 Strategic Initiatives

The Finance Department continues to strive for greater accuracy, efficiency and timeliness of recording and reporting of financial information. The Finance Department will provide a major support role as it concentrates on strategic initiatives related to fiscal sustainability.

- The Finance Department will participate in an RFP process for Enterprise Resource Planning Software (ERP) to stay current with trends and technology.
- The Finance Department will continue to evaluate and enhance cross-training of staff to strengthen fiscal sustainability. The department will reassign staff tasks, roles and responsibilities with the goal of providing superior customer service and assuring the continuity of services.
- The Department will focus on succession planning by providing opportunities for employees to expand their knowledge, skills and abilities in order for them to be better prepared to move into higher level positions when opportunities arise.
- The Finance Department will conduct City-wide training on emergency operations documentation to assure continuity of financial operations and fiscal sustainability.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Accounting and Finance	**12.60**	**14.60**	**14.50**	**16.50**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	918,081	1,039,158	1,100,700	1,036,300	1,341,800
Operating	309,743	316,107	358,100	317,400	467,800
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**1,227,825**	**1,355,265**	**1,458,800**	**1,353,700**	**1,809,600**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	780,741	852,444	894,000	857,500	1,191,300
Stormwater	107,597	108,195	120,600	107,900	194,800
Wastewater	190,496	187,031	213,600	188,700	208,000
Solid Waste	148,991	207,594	230,600	199,600	215,500
Total	**1,227,825**	**1,355,265**	**1,458,800**	**1,353,700**	**1,809,600**

Accounting and Finance Program

The Accounting and Finance program provides centralized accounting and finance services to all City departments and provides utility billing and collection services to citizens and businesses. The program ensures that all accounting transactions are properly identified, authorized, recorded, and reported. Finance has continued to receive the Government Finance Officers Association CAFR award for over 25 years.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	918,081	1,039,158	1,100,700	1,036,300	1,341,800
Operating	309,743	316,107	358,100	317,400	467,800
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**1,227,825**	**1,355,265**	**1,458,800**	**1,353,700**	**1,809,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	780,741	852,444	894,000	857,500	1,191,300
Stormwater	107,597	108,195	120,600	107,900	194,800
Wastewater	190,496	187,031	213,600	188,700	208,000
Solid Waste	148,991	207,594	230,600	199,600	215,500
Total	**1,227,825**	**1,355,265**	**1,458,800**	**1,353,700**	**1,809,600**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Treasury Manager	1.00	1.00	1.00	1.00	0.00
Office Administrator*	0.60	0.60	0.00	0.00	0.00
Accountant	2.00	3.00	3.00	1.00	-2.00
Sr. Accountant	0.00	0.00	0.00	2.00	2.00
Senior Accounting Clerk	5.00	6.00	6.00	5.00	-1.00
Payroll Specialist	0.00	0.00	0.00	1.00	1.00
Accounting Clerk	2.00	2.00	2.00	2.00	0.00
Part-time					
Office Assist.	0.00	0.00	0.50	0.50	0.00
Temporary					
ERP Support	0.00	0.00	0.00	2.00	2.00
Total	**12.60**	**14.60**	**14.50**	**16.50**	**2.00**



Fire Rescue Department

Department Summary

The Largo Fire Rescue Department provides fire protection, emergency medical services, hazardous materials response and mitigation, technical rescue operations, fire prevention, community education and information, and disaster planning services. The Department strives to meet the needs of the community by responding to requests for assistance within 7-1/2 minutes at least 90 percent of the time. The Department achieves these goals by ensuring all personnel are trained and competent in the latest technology, methods and techniques; providing community-based education and awareness in the areas of home, workplace and personal safety; by assertively enforcing fire and life safety codes through building inspections and plan reviews; and maintaining the Department's ability to prepare and respond to the needs of citizens during a crisis. Additionally, the Department maintains a Class 1 rated protection agency by the Insurance Services Office.

FY 2020 Strategic Initiatives

In addition to providing regular fire rescue and emergency medical services, the Department ensures the health and safety of the community through effective emergency management. Largo Fire Rescue works diligently to implement emergency mitigation strategies that reduce the impact of hazards and natural disasters on the community.

- The continued implementation of the Public Safety Staffing Plan will see three Firefighter/EMT positions converted to Firefighter/Paramedic positions. These positions will help alleviate Paramedic staffing shortages and overtime issues.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	12.00	12.00	12.00	12.00
Life Safety	8.00	8.00	8.00	8.00
High Point	15.90	23.10	23.25	24.30
Belleair Bluffs	13.95	14.55	14.55	15.30
Largo	96.15	94.35	94.20	98.40
Total	**146.00**	**152.00**	**152.00**	**158.00**

Department Budget Summary

Expenditures (dollars)

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	15,533,070	16,351,850	17,550,900	16,752,000	18,645,600
Operating	1,630,715	2,019,353	2,526,400	2,203,000	2,268,200
Capital	4,558,879	1,950,959	884,000	864,300	2,438,000
Other	5,000	0	0	0	0
Total	**21,727,663**	**20,322,161**	**20,961,300**	**19,819,300**	**23,351,800**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	17,221,064	18,371,203	20,111,300	18,970,300	21,630,800
LOST	4,501,599	1,950,959	849,000	849,000	1,720,000
Trust	5,000	0	1,000	0	1,000
Total	**21,727,663**	**20,322,161**	**20,961,300**	**19,819,300**	**23,351,800**

Administration Division

The Administration Program includes the Fire Chief, the Deputy Chief, Division Chiefs, Assistant Chiefs, and administrative support staff. The Fire Chief has the primary responsibility of directing, programming, and managing the Fire Rescue Department, and coordination of emergency management for the City. The Fire Chief manages the day-to-day operations of the organization through one Deputy Chief and four Division Chiefs. Administrative activities include long and short-term planning, budget preparation and financial management, and contract management in the areas of fire response and emergency medical services.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,379,452	1,339,238	1,457,100	1,486,900	1,550,900
Operating	98,410	135,907	181,300	146,500	163,100
Capital	164,559	56,596	0	0	0
Other	5,000	0	0	0	0
Total	**1,647,420**	**1,531,741**	**1,638,400**	**1,633,400**	**1,714,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,477,861	1,475,145	1,637,400	1,633,400	1,713,000
LOST	164,559	56,596	0	0	0
Trust	5,000	0	1,000	0	1,000
Total	**1,647,420**	**1,531,741**	**1,638,400**	**1,633,400**	**1,714,000**

Revenues by Source

Source	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
State Edu. Incentive	8,263	7,685	4,900	8,400	8,400
Total	**8,263**	**7,685**	**4,900**	**8,400**	**8,400**

Life Safety

The Life Safety Program performs fire code enforcement, investigation of code violation complaints, construction plans review, fire inspections of existing and newly constructed facilities, fire safety and construction consultations, inspection of fire protection and alarm systems, and maintenance of fire records.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	640,342	681,529	756,600	520,200	728,400
Operating	46,082	46,024	63,800	45,500	63,100
Capital	89,969	23,226	74,000	74,000	0
Other	0	0	0	0	0
Total	**776,393**	**750,779**	**894,400**	**639,700**	**791,500**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	686,424	727,553	820,400	565,700	791,500
LOST	89,969	23,226	74,000	74,000	0
Total	**776,393**	**750,779**	**894,400**	**639,700**	**791,500**

Revenues by Source

Source	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
State Edu. Incentive	1,920	1,458	2,100	700	700
Inspection Fees	117,864	148,173	120,000	140,000	130,000
Plan Review Fees	277,063	262,370	190,000	225,000	200,000
Total	**396,847**	**412,001**	**312,100**	**365,700**	**330,700**

High Point Emergency Services (Fire Station 40)

The High Point Emergency Services Program provides fire suppression, Emergency Medical Services (EMS), and fire prevention services to the western portion of the unincorporated High Point Fire District under a contract with Pinellas County. High Point operates one fire station with one advanced life support engine staffed with a minimum of three personnel per shift and one advanced life support medic unit staffed with a minimum of two personnel per shift. Both units are staffed with at least one firefighter/paramedic at all times. The High Point, Largo, and Belleair Bluffs Emergency Services Programs are fully integrated and use the same procedures and protocols. The High Point District is identified as a separate program for revenue and budgeting purposes, as required by Pinellas County.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,771,387	2,429,941	2,585,900	2,549,500	2,766,500
Operating	213,141	287,715	297,700	241,300	263,000
Capital	25,140	66,351	780,000	778,100	56,300
Other	0	0	0	0	0
Total	**2,009,668**	**2,784,008**	**3,663,600**	**3,568,900**	**3,085,800**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,985,928	2,717,656	2,888,600	2,793,900	3,085,800
LOST	23,740	66,351	775,000	775,000	0
Total	**2,009,668**	**2,784,008**	**3,663,600**	**3,568,900**	**3,085,800**

Revenues by Source

Source	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
State Edu. Incentive	6,152	7,631	8,000	7,800	7,800
State Pension	124,243	88,959	93,300	87,500	87,500
Hazmat/Tech Rescue/ CME	6,262	11,533	22,100	32,300	28,900
County EMS	523,755	541,972	646,790	526,600	1,177,000
County Fire	932,053	1,121,654	795,300	799,400	1,313,400
Total	**1,592,465**	**1,771,749**	**1,565,490**	**1,453,600**	**2,614,600**

Belleair Bluffs Emergency Services (Fire Station 43)

The Belleair Bluffs Emergency Services Program provides fire suppression and EMS services to the Belleair Bluffs Fire District and the Town of Belleair. The City of Largo operates one fire station out of the Belleair Bluffs Fire District, with an advanced life support engine staffed with a minimum of three personnel per shift, one of which is a Firefighter/ Paramedic. The High Point, Largo, and Belleair Bluffs Emergency Services Programs are fully integrated and use the same procedures and protocols. The Belleair Bluffs District is identified as a separate program for revenue and budgeting purposes, as required by Pinellas County.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,588,279	1,621,395	1,691,800	1,664,600	1,788,900
Operating	230,712	196,512	270,000	239,400	250,800
Capital	10,646	0	5,000	3,100	42,200
Other	0	0	0	0	0
Total	**1,829,637**	**1,817,907**	**1,966,800**	**1,907,100**	**2,081,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,818,991	1,817,907	1,966,800	1,907,100	2,081,900
LOST	10,646	0	0	0	0
Total	**1,829,637**	**1,817,907**	**1,966,800**	**1,907,100**	**2,081,900**

Revenues by Source

Source	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
State Edu. Incentive	5,437	5,354	5,800	5,400	5,400
State Pension	124,243	59,306	62,200	58,300	58,300
Hazmat/Tech Rescue/ CME	6,262	12,573	13,000	19,000	17,000
County EMS	523,755	590,804	646,790	617,400	665,100
County Fire	614,671	332,318	583,800	368,900	425,200
Belleair Bluffs	293,754	0	0	0	0
Town of Belleair	279,797	575,525	604,300	601,900	626,000
Total	**1,847,919**	**1,575,880**	**1,915,890**	**1,670,900**	**1,797,000**

Largo Emergency Services

The Largo Emergency Services Program encompasses all emergency services related to responding and mitigating fires, emergency medical, and other types of emergencies. The Department's service area includes approximately 30.5 square miles. The Department provides emergency services from six fire stations. In addition, the Department provides specialty services in the area of hazardous materials response, technical rescue services, and tactical paramedics. The Department's response time compliance within 7-1/2 minutes exceeds 98 percent. The Largo Emergency Services Program also includes training and safety activities. The program provides these services through the provision of firefighter continuing training in the areas of basic and advanced firefighting techniques and skills. The training includes classroom and hands-on learning, and fire company evolutions.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	10,153,609	10,279,747	11,059,500	10,530,800	11,810,900
Operating	1,042,370	1,353,194	1,713,600	1,530,300	1,528,200
Capital	4,268,566	1,804,786	25,000	9,100	2,339,500
Other	0	0	0	0	0
Total	**15,464,544**	**13,437,727**	**12,798,100**	**12,070,200**	**15,678,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	11,251,858	11,632,941	12,798,100	12,070,200	13,958,600
LOST	4,212,686	1,804,786	0	0	1,720,000
Trust	0	0	0	0	0
Total	**15,464,544**	**13,437,727**	**12,798,100**	**12,070,200**	**15,678,600**

Revenues by Source

Source	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
State Edu. Incentive	35,482	20,716	37,200	32,700	32,700
State Pension	372,729	444,794	466,500	437,100	437,100
County EMS	4,148,873	4,806,761	5,174,320	5,266,000	5,030,600
County Fire	1,141,531	1,043,272	1,084,200	1,234,400	1,454,600
Belleair Bluffs	0	302,474	317,600	317,600	330,300
Town of Belleair	279,797	0	0	0	0
HazMat/Tech Rescue/ CME	94,260	133,045	94,900	138,700	124,100
Total	**6,072,672**	**6,751,062**	**7,174,720**	**7,426,500**	**7,409,400**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Fire Chief	1.00	1.00	1.00	1.00	0.00
Deputy Fire Chief	1.00	1.00	1.00	1.00	0.00
Division Fire Chief	4.00	4.00	4.00	4.00	0.00
District Fire Chief	6.00	6.00	6.00	6.00	0.00
Assistant Fire Chief	4.00	4.00	4.00	4.00	0.00
Fire Lieutenant	21.00	21.00	21.00	24.00	3.00
Firefighter/Paramedic	60.00	66.00	69.00	72.00	3.00
Firefighter/EMT	39.00	39.00	36.00	36.00	0.00
Public Educator – Fire	1.00	1.00	1.00	1.00	0.00
Plans Examiner – Fire	1.00	1.00	1.00	1.00	0.00
Non-Sworn Fire Inspector	4.00	4.00	4.00	4.00	0.00
Fire Resource Specialist	2.00	2.00	2.00	2.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Operational Secretary	1.00	1.00	1.00	1.00	0.00
Part Time					
Variable/Temp.					
Total	**146.00**	**152.00**	**152.00**	**158.00**	**6.00**



General Operating Department

Department Summary

General Operating accounts for miscellaneous expenses that are not allocated among the operating departments. Such expenses include debt service payments, inter-fund transfers, and Municipal Complex operating costs. The Administration Department provides management of the City Hall Program, Debt Service, and Inter-Fund Transfers.

FY 2020 Strategic Initiatives

The FY 2020 budget includes new additions to further the City's Strategic Plan goal of effective emergency management. These items were included in General Operating's City Hall program to emphasize the organizational, rather than Department-specific, ownership of this responsibility. Initiatives to ensure better preparedness and response to emergencies include:

- Outfitting key City facilities with wind/weather monitors to provide a better operational picture of environmental conditions during a weather event.
- Improvements to City facilities used for operations or shelters to support potable water use during an emergency and minimize bottled water use until necessary (bottle filling stations/drinking fountain improvements).
- Portable beds for the employee shelter to ensure ready accommodations for employees responding to events.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
City Hall	0.00	0.00	0.00	0.00
Debt/Transfers	0.00	0.00	0.00	0.00
Total	**0.00**	**0.00**	**0.00**	**0.00**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	0	0	0	0
Operating	708,347	1,537,898	852,100	704,100	864,000
Capital	87,744	1,726,652	30,000	12,000	992,000
Other	6,467,230	6,900,919	7,157,900	7,104,200	7,241,800
Total	**7,263,321**	**10,165,468**	**8,040,000**	**7,820,300**	**9,097,800**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	309,846	1,230,496	553,600	388,300	1,064,700
Debt Service	0	0	0	0	691,700
Constux	168,600	175,300	182,900	182,300	224,800
Stormwater	235,300	245,400	254,300	254,300	300,000
LOST	3,649,310	5,268,070	3,551,700	3,551,700	2,720,800
CRA	32,100	32,500	33,800	33,800	35,200
Wastewater	1,836,647	2,066,635	2,095,200	2,071,500	2,621,100
Solid Waste	889,917	987,765	1,203,000	1,173,000	1,267,800
Fleet	125,200	130,200	135,500	135,400	140,900
Risk	16,402	29,102	30,000	30,000	30,800
Total	**7,263,321**	**10,165,468**	**8,040,000**	**7,820,300**	**9,097,800**

City Hall

All costs associated with operating the Municipal Complex are accounted for in this program. This program also includes the cost for postage, General Fund audit expenses, and insurance.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	0	0	0	0
Operating	633,353	1,442,396	756,800	609,500	766,000
Capital	114,444	1,726,652	30,000	12,000	992,000
Other	0	0	0	0	0
Total	**747,797**	**3,169,048**	**786,800**	**621,500**	**1,758,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	633,353	1,442,396	786,800	621,500	813,000
Lost	114,444	1,726,652	0	0	945,000
Total	**747,797**	**3,169,048**	**786,800**	**621,500**	**1,758,000**

Debt Service and Inter-Fund Transfers

This program has the General Fund portion of insurance costs, the contra-charge to the Library, debt service, and inter-fund transfers. A portion of the personnel, programming, and grounds maintenance associated with the downtown area is charged to the Downtown Tax Increment Financing (DTIF) fund.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	0	0	0	0
Operating	74,902	95,502	95,300	94,600	98,000
Capital	0	0	0	0	0
Other	6,467,230	6,900,919	7,157,900	7,104,200	7,241,800
Total	**6,542,131**	**6,996,420**	**7,253,200**	**7,198,800**	**7,339,800**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	(296,900)	(211,900)	(233,200)	(233,200)	251,700
Debt Service	0	0	0	0	691,700
Constux	168,600	175,300	182,900	182,300	224,800
Stormwater	235,300	245,400	254,300	254,300	300,000
Lost	3,534,866	3,541,419	3,551,700	3,551,700	1,775,800
CRA	32,100	32,500	33,800	33,800	35,200
Wastewater	1,836,647	2,066,635	2,095,200	2,071,500	2,621,100
Solid Waste	889,917	987,765	1,203,000	1,173,000	1,267,800
Fleet	125,200	130,200	135,500	135,400	140,900
Risk	16,402	29,102	30,000	30,000	30,800
Total	**6,542,131**	**6,996,420**	**7,253,200**	**7,198,800**	**7,339,800**

Communications and Marketing

Beginning in FY 2017, the Communications and Marketing Program was moved to the Administration Department as a separate division.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0.00	0.00	0.00	0.00	0.00
Operating	93.00	0.00	0.00	0.00	0.00
Capital	(26,700)	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	**(26,607)**	**0.00**	**0.00**	**0.00**	**0.00**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	(26,607)	0.00	0.00	0.00	0.00
Total	**(26,607)**	**0.00**	**0.00**	**0.00**	**0.00**



Human Resources Department

Department Summary

The Human Resources Department administers Citywide personnel, risk and safety, employee benefits, and organizational development activities. The Department primarily acts an internal service provider to other City departments; however, department personnel also provide service to the public for employment openings, general inquiries, and Risk Management. Human Resources is divided into four major functions: Administration, Personnel, Risk and Safety, and Employee Benefits. In addition, the department provides administrative support to the Personnel Advisory Board and the General Employees Retirement Board. The Administrative program handles Collective Bargaining and Labor Relations with the CWA (General Employees' Union), PBA (Police Union) and IAFF (Firefighters Union). In addition, Administration provides organizational development, employee recognition programs and overall support and direction to departmental staff and all City departments. The Personnel program supports all departments in the areas of position recruitment, testing, screening, classification, compensation administration, and statutory compliance. The program also assists in ensuring a uniform application of the City's Code of Conduct. The Risk program provides professional and technical assistance in administering the City's fully-insured and self-insured programs including property and casualty, workers' compensation, and specialty risk insurance, including associated claim payments, and develops and administers the City-wide safety program. The Employee Benefits program provides professional and technical assistance in administering the City's fully-insured group health, dental, and life insurance programming, retirement programming, and directs and implements City-wide employee health and wellness programming.

FY 2020 Strategic Initiatives

Human Resources will play a key role in a number of Citywide initiatives in FY 2020 that are helping to shape our organization for the future. Goals for the coming year reflected in this budget include:

- Funding ($50,000) for a compensation and classification analysis to ensure pay is competitive within a tight labor market, and that compensation helps attract and retain top talent to support a high-performing organization.
- Support for the citywide enterprise resource planning (ERP) software implementation, with two (2.00 FTE) additional temporary, full-time positions to support current operations and ensure sufficient City resources are available to successfully manage a large-scale finance and HR software implementation.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	3.00	3.00	4.67	6.67
Personnel	2.50	2.50	3.00	3.00
Benefits	3.50	3.50	3.83	3.83
Risk Management	2.00	2.00	1.00	1.00
Total	**11.00**	**11.00**	**12.50**	**14.50**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	926,063	959,284	1,121,200	987,800	1,379,400
Operating	11,460,882	11,635,072	13,474,600	13,501,600	14,443,000
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**12,386,945**	**12,594,356**	**14,595,800**	**14,489,400**	**15,822,400**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	556,157	568,727	770,200	665,200	1,047,700
Risk	11,830,788	12,025,629	13,825,600	13,824,200	14,774,700
Total	**12,386,945**	**12,594,356**	**14,595,800**	**14,489,400**	**15,822,400**

Administration Division

This program provides administrative and clerical support to the Department's three other programs. The Director supervises the Assistant Human Resources Director, Risk Manager, Benefits Supervisor, and Office Administrator. The Director serves as a member of the executive leadership team and is responsible for contributing to the development of Citywide goals, handling all Collective Bargaining and Labor Relations, and the implementation/follow-up of goals and objectives for the Human Resources Department. The Office Administrator supports Executive and Operational Management staff and provides other Citywide and department-wide support such as coordination of city-wide employee recognition programming, maintaining electronic personnel files and dissemination of the weekly employee electronic newsletter.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	332,457	342,887	444,800	437,100	689,100
Operating	15,356	11,427	36,600	30,800	19,300
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**347,812**	**354,314**	**481,400**	**467,900**	**708,400**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	347,812	354,314	481,400	467,900	708,400
Total	**347,812**	**354,314**	**481,400**	**467,900**	**708,400**

Risk Management Division

The Risk Management Program provides professional assistance in the administration of protecting the City's personnel and property. The primary objective is to provide a safe working environment and reduce risk costs, which include the cost of accidental losses, insurance premiums, loss control, and administrative costs. The program administers the City's insurance programs and risk-retention functions, which include workers' compensation, general liability, vehicle liability, physical damage, property, and equipment coverages. Staff coordinates claim handling directly with members of the public through claims administration services. Additional activities include the administration of safety, loss control and related training for all City employees and facilities. The budget totals on this page reflect the combined totals for the following programs: Risk Administration, Property & Liability, and Workers' Compensation.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	282,591	296,413	379,600	335,500	382,900
Operating	2,879,471	2,090,513	2,672,100	2,737,700	2,715,700
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**3,162,063**	**2,386,927**	**3,051,700**	**3,073,200**	**3,098,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Risk	3,162,063	2,386,927	3,051,700	3,073,200	3,098,600
Total	**3,162,063**	**2,386,927**	**3,051,700**	**3,073,200**	**3,098,600**

Benefits Division

The Benefits Program provides professional assistance in the administration of employee and retiree benefits. Benefit programs include health insurance, dental insurance, life insurance, flexible spending accounts, long-term disability plans, voluntary benefits, COBRA continuation, wellness programs, deferred compensation, Police/Fire retirement plan, and administration of the General Employees' Retirement Plan. Staff serve as a liaison between benefit providers and employees to develop and administer benefit programs, resolve complex issues, process timely enrollment and termination of employee benefits, conduct educational programs that promote health and wellness for employees, and contain benefit costs. The budget totals on this page reflect the combined totals for the following programs: Benefits Administration, Health, and Wellness.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	147,274	151,825	85,200	101,100	87,400
Operating	8,521,451	9,486,878	10,688,700	10,649,900	11,588,700
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**8,668,725**	**9,638,703**	**10,773,900**	**10,751,000**	**11,676,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Risk	8,668,725	9,638,703	10,773,900	10,751,000	11,676,100
Total	**8,668,725**	**9,638,703**	**10,773,900**	**10,751,000**	**11,676,100**

Personnel Division

This program provides service to other City departments and to the public. This program represents the Human Resources Department's commitment to assist other departments in employee recruitment, selection, appointment, promotion, training, discipline, classification, and compensation. The primary program goals are to provide equal opportunity in recruitment, selection, and retention; effective administration of rules and regulations; ready access to training opportunities; and equitable discipline. Essential to the overall program goals is administration of an equitable classification and compensation program for the City's workforce. The program will continue to focus on employee development through training and career counseling.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	163,741	168,158	211,600	114,100	220,000
Operating	44,604	46,255	77,200	83,200	119,300
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**208,345**	**214,413**	**288,800**	**197,300**	**339,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	208,345	214,413	288,800	197,300	339,300
Total	**208,345**	**214,413**	**288,800**	**197,300**	**339,300**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Human Resources Director	1.00	1.00	1.00	1.00	0.00
Assist. Human Resources Director	1.00	1.00	1.00	1.00	0.00
Risk Manager	1.00	1.00	0.00	0.00	0.00
HR/Risk Manager	0.00	0.00	1.00	1.00	0.00
Benefits Supervisor	1.00	1.00	0.00	0.00	0.00
HR/Benefits Supervisor	0.00	0.00	1.00	1.00	0.00
HR Generalist	0.00	0.00	2.00	0.00	-2.00
HR Business Partner	0.00	0.00	0.00	2.00	2.00
Benefits Specialist	1.00	1.00	0.00	0.00	0.00
Recruitment and Staffing Specialist	1.00	1.00	0.00	0.00	0.00
Sr. HR Generalist	0.00	0.00	1.00	0.00	-1.00
Sr. HR Business Partner	0.00	0.00	0.00	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00	0.00
Sr. HR Analyst	0.00	0.00	1.00	1.00	0.00
Compensation & Classification HR Analyst	0.00	0.00	1.00	1.00	0.00
Risk and Safety Specialist	1.00	1.00	1.00	1.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Risk Technician	1.00	1.00	0.00	0.00	0.00
Office Specialist	0.00	0.00	0.50	0.50	0.00
Human Resources Assistant	1.00	1.00	0.00	0.00	0.00
Part-Time					
Variable/Temporary					
ERP Support	0.00	0.00	0.00	2.00	2.00
Total	**11.00**	**11.00**	**12.50**	**14.50**	**2.00**



Information Technology Department

Department Summary

The Information Technology (IT) Department provides a variety of business process automation software, technology network infrastructure, business services and customer services to all City Departments. These services include items such as centralized office automation systems for word processing, email, spreadsheets, calendaring, PC support, mobile computing support, computer training, network support, software application support and project management.

IT Department staff analyze, develop, program, test, document, implement, and maintain various computer systems to satisfy the business processing needs of the City. IT staff assist with all software procurement, including departmental needs assessments and product evaluation and implementation. The IT Department also handles the physical building security infrastructure, internal network security and cyber security.

FY 2020 Strategic Initiatives

The Information Technology Department is leading multiple projects centered around information security, software implementation, and new tools and applications as part of the City's goal to provide modern, evolving technology.

- IT will be leading the Enterprise Resource Planning software acquisition and implementation in FY 2020. As part of this major implementation and the further development of the Business Services Division, IT will gain two additional Business Analyst positions (net +1.00 FTE; reducing 1.00 FTE IT Technical Specialist) to partner with customers and Enterprise Application Administrators.
- As local governments are increasingly targeted by bad actors, information security becomes a growing priority. IT will be investing financial and staff resources ($59,000) in new tools and software upgrades to ensure the City's devices, network, and staff are focused on maintaining integrity and security of information.
- In an effort to enhance the user experience for City staff, included in the FY 2020 budget is a new application to test the implementation of Citrix for the deployment of Microsoft desktop products and business applications ($100,000).

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	3.00	3.00	3.00	3.00
Infrastructure	7.00	8.00	8.00	8.00
Business SVCS	8.00	8.00	8.00	11.00
Customer SVC	9.00	9.00	9.00	8.00
Total	**27.00**	**28.00**	**28.00**	**30.00**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	2,107,126	2,323,433	2,511,100	2,373,600	2,747,500
Operating	1,026,165	995,448	1,138,000	976,400	1,399,000
Capital	286,799	162,929	548,000	560,000	3,580,000
Other	0	0	0	0	0
Total	**3,420,089**	**3,481,810**	**4,197,100**	**3,910,000**	**7,726,500**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	2,975,907	3,065,492	3,659,200	3,423,100	3,941,700
Construction	85,173	55,348	27,900	27,800	70,500
Ent Tech Cap	0	0	0	0	3,200,000
Stormwater	110,578	91,088	169,100	146,200	176,400
Solid Waste	17,370	17,253	40,600	37,600	41,800
Fleet	4,999	6,798	0	0	0
Wastewater	226,063	245,832	300,300	275,300	296,100
Total	**3,420,089**	**3,481,810**	**4,197,100**	**3,910,000**	**7,726,500**

Administration Division

The Administration Division provides overall management to the department. The Director and Assistant Director create and implement the strategic technology plan for the entire City, recommend policies, and set an innovative direction for the future. Department-wide costs, (ex: office supplies, research & development, vehicles) are assigned to this division.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	307,466	340,902	362,800	357,200	376,200
Operating	12,900	15,023	43,600	20,400	86,700
Capital	0	20,142	23,000	23,000	0
Other	0	0	0	0	0
Total	**320,366**	**376,066**	**429,400**	**400,600**	**462,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	320,366	376,066	429,400	400,600	462,900

Infrastructure Division

The Infrastructure Division oversees the design, implementation, maintenance and life-cycle management of all networks, computer room operations, computer servers (physical and virtual, security (badge, network, and cyber), computer operating systems, wireless infrastructure, voice and data circuits, and enterprise desktop tools. This program serves as the backbone of the City's computing environment.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	655,033	725,472	766,600	733,900	788,300
Operating	711,281	692,613	640,200	609,500	885,700
Capital	126,644	110,296	525,000	537,000	380,000
Other	0	0	0	0	0
Total	**1,492,958**	**1,528,381**	**1,931,800**	**1,880,400**	**2,054,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,492,958	1,517,680	1,922,800	1,869,500	2,054,000
Wastewater	0	10,702	9,000	10,900	0
Total	**1,492,958**	**1,528,381**	**1,931,800**	**1,880,400**	**2,054,000**

Business Services Division

The Business Services Division provides analysis, design, project implementation, data management, and development tool maintenance for departmental business applications, robots, databases, and business process review. IT staff work directly with other City departmental personnel and/or IT Departmental Technology Specialists to identify appropriate technology to enhance business processes through automation.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	520,941	640,977	693,400	659,500	869,500
Operating	223,455	226,862	342,500	269,200	256,400
Capital	159,864	32,046	0	0	3,200,000
Other	0	0	0	0	0
Total	**904,260**	**899,885**	**1,035,900**	**928,700**	**4,325,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	547,029	588,369	675,800	602,700	712,000
Construction	85,173	55,348	27,900	27,800	70,500
Ent Tech Cap	0	0	0	0	3,200,000
Solid Waste	6,283	7,060	7,600	7,800	7,800
Stormwater	100,412	80,889	136,100	116,400	142,400
Wastewater	165,364	168,219	188,500	174,000	193,200
Total	**904,260**	**899,885**	**1,035,900**	**928,700**	**4,325,900**

Customer Service Division

The Customer Service Division administers Help Desk operations, all personal computer functions, printer maintenance, user network access, new employee computer training, technology equipment purchases, and inventory of supplies for the IT Department.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	623,686	616,082	688,300	623,000	713,500
Operating	79,234	60,951	111,700	77,300	170,200
Capital	290	445	0	0	0
Other	0	0	0	0	0
Total	**703,210**	**677,477**	**800,000**	**700,300**	**883,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	616,259	583,376	631,200	550,300	712,800
Stormwater	10,166	10,199	33,000	29,800	34,000
Wastewater	60,699	66,911	102,800	90,400	102,900
Solid Waste	11,087	10,193	33,000	29,800	34,000
Fleet	4,999	6,798	0	0	0
Total	**703,210**	**677,477**	**800,000**	**700,300**	**883,700**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
IT Director/CIO	1.00	1.00	1.00	1.00	0.00
IT Assistant Director	1.00	1.00	1.00	1.00	0.00
IT Infrastructure Manager	1.00	1.00	1.00	1.00	0.00
IT Business Services Manager	1.00	1.00	1.00	1.00	0.00
IT Customer Service Manager	1.00	1.00	1.00	1.00	0.00
IT Systems Administrator	3.00	3.00	3.00	3.00	0.00
IT Programmer/Analyst	2.00	0.00	0.00	0.00	0.00
IT Project Manager	0.00	1.00	1.00	1.00	0.00
IT Business Analyst	1.00	1.00	1.00	3.00	2.00
IT Network Administrator	2.00	3.00	3.00	3.00	0.00
IT Security Administrator	1.00	1.00	1.00	1.00	0.00
IT Enterprise Application Admin.	1.00	2.00	2.00	3.00	1.00
IT GIS Administrator	1.00	1.00	1.00	1.00	0.00
IT Technical Specialist (I, II, III)	8.00	8.00	8.00	7.00	-1.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
IT GIS Analyst	2.00	2.00	2.00	2.00	0.00
Part-Time					
Variable/Temporary					
Total	**27.00**	**28.00**	**28.00**	**30.00**	**2.00**



Legislative Department

Department Summary

The City Commission is the legislative and policy-making body of the City. The Commission consists of the Mayor and six Commissioners who are elected at-large for staggered four-year terms. The Mayor serves as the presiding officer at City Commission Meetings and possesses the same voting powers as a Commissioner. The City Commission is empowered to establish City policy, to provide for the exercise of all duties and obligations imposed upon the City by City Charter and law, and to secure the general health, safety, and welfare of the City and its citizens. The Commission appoints the City Manager and approves the City Manager's appointments of City Attorney, Assistant City Manager, and City Clerk.

FY 2020 Strategic Initiatives

The Legislative Department includes a reclassification of the existing Office Administrator position to a classification of Executive Secretary to the Mayor/Commission to better reflect the scope and nature of work associated with the position, including supporting legislative efforts and intergovernmental communication.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
City Commission	8.00	8.00	8.00	8.00
Total	**8.00**	**8.00**	**8.00**	**8.00**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	274,690	284,795	299,800	316,000	310,900
Operating	61,321	66,505	86,400	55,400	94,200
Capital	0	0	0	0	0
Other	0	0	0	0	1,000
Total	**336,011**	**351,300**	**386,200**	**371,400**	**406,100**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	336,011	351,300	386,200	371,400	406,100
Total	**336,011**	**351,300**	**386,200**	**371,400**	**406,100**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Commissioners (Elected)	7.00	7.00	7.00	7.00	0.00
Office Administrator	1.00	1.00	1.00	0.00	-1.00
Executive Secretary to Mayor/Comission	0.00	0.00	0.00	1.00	1.00
Part-Time	0.00	0.00	0.00	0.00	0.00
Variable/Temporary	0.00	0.00	0.00	0.00	0.00
Total	**8.00**	**8.00**	**8.00**	**8.00**	**0.00**



Library Department

Department Summary

The Library enriches lives and builds community through attentive customer service and by providing programs and services that inform and inspire. The Library provides access to a multiple format materials collection, Internet and online resources, meeting spaces, and a collaborative learning environment. The Library's strategic Plan defines four focus areas, Awareness of Service, Community Engagement Discovery in Literacy and Technology Access and Support. Staff work with patrons to improve literacy, assist in locating and checking out materials, offer instruction in library and technology use, and provide informative and thought provoking programs.

The Library was designed to be the living room of the community with places to gather, learn and socialize. Children, Teens and Adults can access a variety of programs, services and materials. Three major services stand out among program offerings, Youth literacy, English Language Learning and Genealogy and Local History. Two library support groups, Friends of the Largo Library and Greater Largo Library Foundation (GLLF) provide advocacy and funding for the library.

FY 2020 Strategic Initiatives

In FY 2020, the Largo Public Library will build on the initiatives undertaken in FY 2019 with the development of outreach services and the Library in Your Neighborhood Bookmobile. The outreach efforts continue to focus on underserved residents, enhancing life skills learning opportunities, and cultivating new partnerships that will deliver boundary-spanning results. The Library continues to focus on effective service delivery, finding new ways to engage residents, and provide a welcoming environment for diverse populations, ensuring the relevancy and sustainability of library service.

- With the acquisition of the Bookmobile in FY 2018, the Outreach program in FY 2020 will continue to focus on reaching underserved residents with print and online resources on the Bookmobile, bringing the Largo Public Library to people and places in the community who may not traditionally access library services at the main Library building.
- The Library strives to ensure services are utilized by and valuable to residents and will continue those efforts in FY2020 by maximizing the effectiveness of the self service area, identifying new ways to facilitate positive library experiences, and fostering a workplace that encourages staff at all levels of the organization to enhance their leadership and decision making skills.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	3.90	2.90	3.00	3.00
Outreach Services	5.00	5.00	5.00	5.00
Collection & Programming Services	7.50	6.50	6.50	6.50
Borrower Services	17.00	16.00	16.00	16.00
Research & Access Services	7.80	9.80	9.80	9.80
Total	**41.20**	**40.20**	**40.30**	**40.30**

Department Budget Summary

Expenditure by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	2,006,636	2,043,537	2,371,000	2,151,600	2,388,700
Operating	1,061,918	1,185,731	1,222,500	1,191,500	1,220,900
Capital	515,824	439,004	468,600	520,000	532,900
Other	0	0	0	0	0
Total	**3,584,377**	**3,668,272**	**4,062,100**	**3,863,100**	**4,142,500**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	3,579,385	3,662,744	4,047,100	3,848,100	4,127,500
Trust	4,992	5,528	15,000	15,000	15,000
Total	**3,584,377**	**3,668,272**	**4,062,100**	**3,863,100**	**4,142,500**

Administration

Library Administration's responsibilities include strategic planning, implementation of library services, overseeing department purchasing, management and producing statistical and financial reports. The Director coordinates and supervises three library programs, Administration, Collection and Programming Services and Research and Access Services. The development and continuity of alternative funding sources, including the Pinellas Public Library Cooperative (PPLC), the Friends of the Largo Library and the Greater Largo Library foundation (GLLF), are the responsibility of the Director. Both PPLC and the Tampa Bay Library cooperative (TBLC) require administrative involvement for the development of cooperative inter-library activities which expand residents' access to collections and information.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	269,066	274,063	275,700	279,600	298,700
Operating	827,466	951,039	923,900	903,800	925,200
Capital	147,841	0	85,000	85,000	73,500
Other	0	0	0	0	0
Total	**1,244,372**	**1,225,102**	**1,284,600**	**1,268,400**	**1,297,400**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,239,380	1,225,102	1,269,600	1,253,400	1,282,400
Trust	4,992	0	15,000	15,000	15,000
Total	**1,244,372**	**1,225,102**	**1,284,600**	**1,268,400**	**1,297,400**

Outreach Services

Community Outreach services staff coordinate the English Language Learning (ELL) program and continuing outreach efforts to take library resources beyond the library walls. ELL staff oversee tutor training, student support, materials selection, coordinate citizenship classes with local partners and educational support. Outreach staff takes collection, technology resources, and programs to patrons who lack transportation to the library. The targeted service populations are underserved, so collection and programs tailored to their needs with an emphasis on children and older adult services.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	209,796	279,093	276,700	245,000	280,200
Operating	9,194	37,274	63,000	48,300	28,200
Capital	0	54,831	0	35,000	70,000
Other	0	0	0	0	0
Total	**218,990**	**371,197**	**339,700**	**328,300**	**378,400**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	218,990	371,197	339,700	328,300	378,400
Total	**218,990**	**371,197**	**339,700**	**328,300**	**378,400**

Collection & Programming Services

Collection and Programming Services staff coordinates publicity and marketing projects for all library services, including website maintenance, library services to children and teens, and collection development, acquisitions, cataloging and processing of library materials. Librarians and Library Assistants responsible for providing the services outlined in the Library's strategic Plan as they pertain to children, teens and families. Staff assists with customer inquiries, readers advisory assistance, reading readiness programs and the maintenance of the collection in this area. Programming services staff coordinate services for children and teens.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	476,846	375,399	367,900	353,000	384,900
Operating	60,217	49,380	60,800	60,500	58,800
Capital	367,984	384,173	383,600	400,000	389,400
Other	0	0	0	0	0
Total	**905,047**	**808,952**	**812,300**	**813,500**	**833,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	905,047	808,060	812,300	813,500	833,100
Trust	0	892	0	0	0
Total	**905,047**	**808,952**	**812,300**	**813,500**	**833,100**

Borrower Services

Borrower Services oversees inter-library loan, patron requests for titles, the checkout, check-in, and the use of library equipment and services. Staff in this area process approximately 3,000 items daily. Staff manage customer service in public areas, the telephone answer center and the drive-thru. Other responsibilities include overdues processing, answering questions about library resources, programs and services, assisting patrons with basic computer tasks and software usage and in using self-checkout, the computer catalog and copiers.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	729,794	694,710	803,000	702,000	771,500
Operating	56,665	58,899	77,200	73,800	75,800
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**786,459**	**753,608**	**880,200**	**775,800**	**847,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	786,459	748,973	880,200	775,800	847,300
Trust	0	4,636	0	0	0
Total	**786,459**	**753,608**	**880,200**	**775,800**	**847,300**

Research & Access Services

Research and Access Services provide customer service and ensure that online resources and information are available in appropriate formats. The program offers services via telephone, in person and online transactions. Librarians deliver services outlined in the Library's strategic Plan as they pertain to adults and families. Staff respond to requested general and individualized reference service, and oversee the integrated Library computer system.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	321,133	420,272	647,700	572,000	653,400
Operating	108,377	89,139	97,600	105,100	132,900
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**429,510**	**509,412**	**745,300**	**677,100**	**786,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	429,510	509,412	745,300	677,100	786,300
Total	**429,510**	**509,412**	**745,300**	**677,100**	**786,300**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Borrower Services Manager	0.00	0.00	1.00	1.00	0.00
Office Administrator	0.40	0.40	0.00	1.00	1.00
Development Specialist	1.00	0.00	0.00	0.00	0.00
Librarian	5.00	5.00	5.00	5.00	0.00
Library Services Manager	2.00	2.00	1.00	1.00	0.00
Circulation Supervisor	1.00	1.00	0.00	0.00	0.00
Library Outreach Coordinator	0.00	0.00	1.00	1.00	0.00
Library Assistant	14.00	14.00	14.00	14.00	0.00
Library Assistant II	7.00	7.00	7.00	7.00	0.00
Operational Secretary	1.00	1.00	1.00	0.00	-1.00
Library Security Guard	1.00	1.00	1.00	1.00	0.00
Office Specialist	0.00	0.00	1.00	1.00	0.00
Part-Time					
Librarian	0.30	0.30	0.30	0.30	0.00
Library Assistant	6.00	5.50	5.50	5.50	0.00
Library Security Guard	0.50	0.50	0.50	0.50	0.00
Office Specialist	0.00	0.50	0.00	0.00	0.00
Total	**41.20**	**40.20**	**40.30**	**40.30**	**0.00**



Police Department

Department Summary

The Police Department aims to improve the quality of life by joining the community in solving problems, reducing both crime and the fear of crime. The department provides the community with a sense of security, safety, and confidence in the Department. Organizational priorities include responding to routine and emergency calls for service, providing traffic safety activities, proactively searching for and stopping crimes in progress and promoting community policing and problem-oriented policing initiatives.

FY 2020 Strategic Initiatives

The primary focus of the Police Department for FY 2020 is the fulfillment of the City's Public Health and Safety initiatives. Officers strive every day to provide responsive, high-quality public safety services that meet the community's needs using proactive tools and methods.

- The Department will continue to analyze patrol and specialty units to ensure that new alternative crime trends are adequately addressed and utilized.
- Develop new and innovative methods to conduct recruitment and background of potential applicants. Work to increase employee engagement and satisfaction.
- Work with Fleet Services to further research and test the use of hybrid police vehicles. Develop a strategy to deploy hybrid vehicles and decrease the department's carbon footprint.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	12.50	13.00	13.00	13.00
Community Services	26.11	25.11	26.61	25.91
Patrol Operations	104.70	104.70	107.70	108.40
Investigative Services	23.00	23.00	23.00	23.00
Records, Property and Evidence	11.00	11.00	11.00	11.00
Communications Center	26.50	27.00	27.00	27.00
Total	**203.81**	**203.81**	**208.31**	**208.31**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	19,037,395	20,462,554	22,342,000	21,280,300	22,087,700
Operating	2,461,999	2,877,615	2,517,200	2,657,600	2,474,100
Capital	1,275,116	1,455,018	2,035,500	1,814,400	1,988,300
Other	4,000	13,400	38,900	38,900	11,400
Total	**22,778,510**	**24,808,587**	**26,933,600**	**25,791,200**	**26,561,500**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	21,381,352	23,234,733	25,087,300	23,993,000	24,821,000
Lost	1,193,353	1,454,901	1,700,500	1,662,000	1,638,600
Trust	203,805	118,953	145,800	136,200	101,900
Total	**22,778,510**	**24,808,587**	**26,933,600**	**25,791,200**	**26,561,500**

Police Administration

The Police Chief and command staff are responsible for the overall administration of police services to the community. The Police Administration provides leadership to guide the organization toward accomplishing its mission and long-term goals. Responsibilities include developing strategic educational enforcement and operational plans and policies to address crime and traffic safety; selecting and promoting highly qualified employees to ensure quality services and leadership are in place for the future; ensuring that good order, discipline and the public's trust are safeguarded; and creating an organizational climate which promotes teamwork and prudent risk-taking.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,482,131	1,766,884	1,886,300	2,063,700	2,255,000
Operating	501,137	354,624	480,100	477,900	382,500
Capital	35,102	30,834	45,600	40,000	62,000
Other	4,000	2,000	27,500	27,500	0
Total	**2,022,370**	**2,154,342**	**2,439,500**	**2,609,100**	**2,699,500**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,937,936	2,061,602	2,337,000	2,540,100	2,647,000
Lost	0	30,834	33,600	31,000	0
Trust	84,434	61,906	68,900	38,000	52,500
Total	**2,022,370**	**2,154,342**	**2,439,500**	**2,609,100**	**2,699,500**

Office of Community Services

The Office of Community Services acts as a direct liaison to the community. Community Services coordinates the Department's neighborhood crime watch program, senior services, and the volunteer and chaplaincy programs. The Problem Oriented Policing (POP) Program and School Resource Officers reside in Community Services. POP serves as an investigative unit designed to resolve long term, patterned problems that are not easily addressed by uniformed officers.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,686,698	2,006,554	2,081,300	2,197,000	2,003,500
Operating	29,320	34,390	35,800	66,400	54,900
Capital	0	0	0	0	158,000
Other	0	0	0	0	0
Total	**1,716,019**	**2,040,944**	**2,117,100**	**2,263,400**	**2,216,400**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,716,019	2,040,944	2,117,100	2,263,400	2,058,400
Lost	0	0	0	0	158000
Total	**1,716,019**	**2,040,944**	**2,117,100**	**2,263,400**	**2,216,400**

Patrol Operations

Uniformed Patrol Officers serve as the first responders providing public safety and police services to the community. Uniformed officers are the most visible representatives of the Police Department. Officers respond to calls for service and emergency situations. Patrol Operations proactively enforce traffic laws and roam assigned areas to provide a visible presence and observe potential criminal activity.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	11,358,876	11,877,834	13,002,300	11,940,600	12,570,900
Operating	1,251,319	1,333,414	1,353,700	1,327,200	1,368,700
Capital	1,215,896	1,109,466	1,488,400	1,496,000	1,548,300
Other	0	0	0	0	0
Total	**13,826,091**	**14,320,714**	**15,844,400**	**14,763,800**	**15,487,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	12,571,827	13,208,565	14,358,000	13,310,800	13,969,300
Lost	1,193,353	1,109,349	1,462,400	1,441,000	1,480,600
Trust	60,910	2,800	24,000	12,000	38,000
Total	**13,826,091**	**14,320,714**	**15,844,400**	**14,763,800**	**15,487,900**

Investigative Services

Investigative Services conducts follow-up investigations of major crimes. Investigators serve on-call to respond to major crimes or to assist patrol officers. Investigative Services also administers the Special Operations Unit, which includes proactive investigations in the area of narcotics and vice-related activities. Other areas of responsibility include uniform crime reporting, crime analysis, domestic violence intervention, assistance, and the coordination of the Department's Tactical team.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	2,277,688	2,535,171	2,787,900	2,655,200	2,691,600
Operating	192,814	211,647	154,500	155,700	136,000
Capital	24,118	314,719	267,500	278,400	0
Other	0	11400	11400	11400	11400
Total	**2,494,620**	**3,072,936**	**3,221,300**	**3,100,700**	**2,839,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	2,436,160	2,703,971	2,963,900	2,824,500	2,827,600
Lost	0	314,719	204,500	190,000	0
Trust	58,460	54,247	52,900	86,200	11,400
Total	**2,494,620**	**3,072,936**	**3,221,300**	**3,100,700**	**2,839,000**

Records, Property and Evidence

The Records, Property and Evidence program manages all the Department's police reports, property and evidence, archiving police reports and microfilming in accordance with the State of Florida's public records law and accreditation standards. This program also coordinates the Department's court liaison function and is the central repository for all property and evidence received by Department personnel.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	586,589	601,301	639,200	623,300	660,800
Operating	58,913	59,085	57,200	57,900	57,800
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**645,502**	**660,386**	**696,400**	**681,200**	**718,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	645,502	660,386	696,400	681,200	718,600
Total	**645,502**	**660,386**	**696,400**	**681,200**	**718,600**

Communications Center

The Communications Center provides twenty-four hour emergency communication services. The Communications Center receives emergency calls for service, dispatches police officers to routine and emergency situations, and routes other calls for service to the appropriate areas. The Communications Center conducts state and local computer inquires for wanted persons, vehicle registration, driver's license checks and criminal history information.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,645,412	1,674,810	1,945,000	1,800,500	1,905,900
Operating	428,496	884,456	435,900	572,500	474,200
Capital	0	0	234,000	0	220,000
Other	0	0	0	0	0
Total	**2,073,909**	**2,559,266**	**2,614,900**	**2,373,000**	**2,600,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	2,073,909	2,559,266	2,614,900	2,373,000	2,600,100
Total	**2,073,909**	**2,559,266**	**2,614,900**	**2,373,000**	**2,600,100**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020 to FY 2019 Changes
Full-Time					
Police Chief	1.00	1.00	1.00	1.00	0.00
Deputy Police Chief	1.00	1.00	1.00	1.00	0.00
Police Major	2.00	2.00	2.00	2.00	0.00
Police Lieutenant	6.00	6.00	6.00	6.00	0.00
Police Sergeant	19.00	19.00	19.00	19.00	0.00
Police Officer	119.00	119.00	122.00	122.00	0.00
Emergency Communications Supervisor	4.00	4.00	4.00	4.00	0.00
Records & Property Manager	1.00	1.00	1.00	1.00	0.00
Crime Analyst (Unfunded)	1.00	1.00	1.00	1.00	0.00
Victim Advocate	2.00	2.00	2.00	2.00	0.00
Telecommunicator	22.00	22.00	22.00	22.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Operational Secretary	1.00	1.00	1.00	1.00	0.00
Accounting Clerk	1.00	1.00	1.00	1.00	0.00
Office Specialist	8.00	8.00	8.00	1.00	-7.00
Records Technician	0.00	0.00	0.00	6.00	6.00
Property & Evidence Specialist	2.00	2.00	2.00	3.00	1.00
Police Services Coordinator	1.00	0.00	0.00	0.00	0.00
Civilian Support Supervisor	0.00	1.00	1.00	1.00	0.00
Reserve School Resource Officer	0.00	0.00	1.50	1.50	0.00
Part-Time					
Office Specialist	0.50	0.50	0.50	1.00	0.50
Property & Evidence Specialist	0.50	0.50	0.50	0.00	-0.50
Service Worker	0.70	0.70	0.70	1.40	0.70
Variable/Temporary					
School Crossing Guard	10.11	10.11	10.11	9.41	-0.70
Total	**203.81**	**203.81**	**208.31**	**208.31**	**0.00**



Public Works Department

Department Summary

The Public Works Department consists of the following five divisions: Public Works Administration, Facilities Management, Fleet Management, Streets and Drainage, and Solid Waste. The ongoing challenge of the Public Works Department involves the identification of the maintenance needs of the community and City departments and to effectively respond to these needs with consideration for environmental protection.

FY 2020 Strategic Initiatives

The Public Works Department continues to strive to provide high-quality services to the community across a range of functions. Included in the FY 2020 budget to support these services are:

- Addition of a full-time (1.00 FTE) Asset Management Data Coordinator to support the Department's ongoing maintenance of assets including fleet, stormwater, pavement, sidewalk, facilities and other major City infrastructure. This position will help to coordinate and support updated management and analysis of asset information to ensure the most strategic and effective use of resources. This position will assist Facilities and Fleet Management's adoption of the VueWorks Asset Management System to reduce the number of data centers among City divisions.
- Addition of two (2.00 FTE) Solid Waste drivers to support solid waste service to new residential customers (FY 2020-2024 CIP project).
- Additional funding for street maintenance using microsurfacing techniques to prolong the life of pavement and reflect modern asset management strategies.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	2.80	2.80	2.93	3.53
Custodial	19.90	19.90	19.90	19.90
Facilities Maintenance	10.80	11.80	11.80	11.80
Construction Project Management	2.80	2.80	2.80	2.80
Cost of Goods Sold	0.00	0.00	0.00	0.00
Fleet Services	11.50	11.50	11.50	12.00
Automotive Parts and Stores	2.50	2.50	2.50	2.50
Street Maintenance	8.30	8.30	8.30	8.30
Stomrwater Maintenance	27.97	27.97	27.90	28.10
Solid Waste administrative services	6.76	5.76	5.70	5.90
Frontload Collection	13.00	13.00	13.00	13.00
Roll-Off Collection	6.50	6.50	6.50	6.50
Residential Automated Curbside	12.00	12.00	12.00	13.00
Residential Bulk Curbside Service	11.00	11.00	11.00	11.00
Recycling	7.00	8.00	9.00	10.00
Total	**142.83**	**143.83**	**144.83**	**148.33**

Department Budget Summary

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	8,315,343	8,563,862	9,570,300	8,641,700	10,002,600
Operating	11,104,601	11,939,996	12,679,500	11,799,100	13,244,800
Capital	608,788	562,949	866,200	766,200	1,319,800
Other	0	0	0	0	0
Total	**20,028,732**	**21,066,808**	**23,116,000**	**21,207,000**	**24,567,200**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	3,986,260	4,151,276	4,971,300	4,513,400	5,278,400
Solid Waste	10,541,368	10,990,094	11,535,800	10,742,000	12,383,400
Stormwater	2,980,498	3,229,844	3,771,200	3,295,600	3,999,700
CGT	328,173	385,398	395,000	386,700	395,000
Wastewater	16,913	21,589	25,000	25,000	25,000
Golf Course	4,997	10,000	10,000	10,000	10,000
CRA	1,650	1,605	2,500	1,500	2,500
Fleet	2,168,873	2,277,001	2,405,200	2,232,800	2,473,200
Total	**20,028,732**	**21,066,808**	**23,116,000**	**21,207,000**	**24,567,200**

Administration Program

This program supervises the Facilities Management, Solid Waste, Fleet Management, and Streets and Drainage Divisions of the Public Works Department. Primary program functions include: operational planning, organizing, and directing of the various divisions, preparing the departmental budget, capital improvement program, annual reports, strategic plan, and coordination of operations with other city departments and the public.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	207,684	225,377	258,400	326,100	291,800
Operating	42,500	41,768	87,800	53,800	53,800
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**250,183**	**267,146**	**346,200**	**379,900**	**345,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	250,183	267,146	346,200	379,900	345,600
Total	**250,183**	**267,146**	**346,200**	**379,900**	**345,600**

Custodial Program

This program provides for the cleaning of all city facilities which includes shampooing carpets, waxing floors, sanitizing restrooms, cleaning windows, trash removal, recycling collection, vacuuming, dusting, pest control, night security, and assisting departmental staff in function set-ups and take-downs.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	941,011	894,387	1,072,700	858,600	1,009,500
Operating	140,497	150,598	162,200	181,700	161,200
Capital	20,558	0	68,300	68,300	10,200
Other	0	0	0	0	0
Total	**1,102,066**	**1,044,985**	**1,303,200**	**1,108,600**	**1,180,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,102,066	1,044,985	1,303,200	1,108,600	1,180,900
Total	**1,102,066**	**1,044,985**	**1,303,200**	**1,108,600**	**1,180,900**

Facilities Maintenance

This program oversees the repair of existing facilities, renovations, building equipment replacement, and ensures all city facilities are properly maintained. Personnel provide a variety of services such as carpentry, masonry, electrical work, painting, air conditioning repair and maintenance, and moving furniture.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	779,210	848,801	871,200	894,100	953,100
Operating	644,764	610,716	745,800	662,800	752,000
Capital	26,322	31,057	88,800	88,800	47,600
Other	0	0	0	0	0
Total	**1,450,296**	**1,490,573**	**1,705,800**	**1,645,700**	**1,752,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,412,763	1,444,896	1,650,800	1,594,200	1,697,700
Solid waste	8,270	5,025	12,500	9,000	12,500
Golf course	4,997	10,000	10,000	10,000	10,000
CRA	1,650	1,605	2,500	1,500	2,500
Wastewater	16,913	21,589	25,000	25,000	25,000
Fleet	5,703	7,458	5,000	6,000	5,000
Total	**1,450,296**	**1,490,573**	**1,705,800**	**1,645,700**	**1,752,700**

Construction Project Management Program

This program provides project management for major construction projects for City Facilities. Staff in this program also provide space analysis, moderate design work, and building construction expertise to various other City departments. Major design and construction contracts are managed by the staff in this program. All project billings, grant management, and project tracking are also handled by the Construction Project Management staff.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	217,619	205,818	217,200	101,900	177,800
Operating	64,885	59,688	116,700	82,600	89,400
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**282,504**	**265,505**	**333,900**	**184,500**	**267,200**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	282,504	265,505	333,900	184,500	267,200
Total	**282,504**	**265,505**	**333,900**	**184,500**	**267,200**

Cost of Goods

This Fleet Management program is used for the inventory, purchasing, and selling of parts and other materials needed to provide Fleet Maintenance.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	0	0	0	0	0
Operating	790,274	875,442	850,000	865,800	850,000
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**790,274**	**875,442**	**850,000**	**865,800**	**850,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Fleet	790,274	875,442	850,000	865,800	850,000
Total	**790,274**	**875,442**	**850,000**	**865,800**	**850,000**

Fleet Services Program

The Fleet Management program provides maintenance services and repairs for all city equipment including generators, light and heavy vehicles, and construction equipment. Fleet Services includes preventative and corrective maintenance. Staff recommends the replacement of existing vehicles, and reviews additional vehicle requests by departments and divisions to ensure their suitability to the type of work being performed. Fleet Services is an Internal Service Fund and all costs are charged back to the user departments for services rendered.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	796,347	739,312	882,300	753,400	940,300
Operating	454,607	494,923	481,700	434,100	482,300
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**1,250,954**	**1,234,235**	**1,364,000**	**1,187,500**	**1,422,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Fleet	1,250,954	1,234,235	1,364,000	1,187,500	1,422,600
Total	**1,250,954**	**1,234,235**	**1,364,000**	**1,187,500**	**1,422,600**

Automotive Parts and Stores Program

Within the Automotive Parts and Stores program, all costs are charged back to user departments for services rendered. The program provides major support for the Fleet Services program and possesses the responsibility for ordering and receiving parts, manage work orders, inventory control, and processing invoices.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	100,310	138,655	163,100	152,200	168,500
Operating	21,631	21,210	23,100	21,300	27,100
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**121,941**	**159,865**	**186,200**	**173,500**	**195,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Fleet	121,941	159,865	186,200	173,500	195,600
Total	**121,941**	**159,865**	**186,200**	**173,500**	**195,600**

Street Maintenance Program

This program provides regular right-of-way maintenance of roadways, curbs, valley gutters, medians, alleys, sidewalks, and parkway areas. Services in this program include repairing potholes, roadway repairs due to underground utility failures, the repair, replacement, or relocation of sidewalks, repair of brick roadways, and the sweeping of all City streets and State roads covered under annual agreements. This program also maintains and replaces street name, regulatory, and informational signs and contractual services for traffic signals and street lights.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	375,819	424,609	515,500	471,800	519,900
Operating	884,757	1,089,533	1,110,500	1,054,900	1,260,500
Capital	6,340	0	106,200	106,200	401,600
Other	0	0	0	0	0
Total	**1,266,916**	**1,514,142**	**1,732,200**	**1,632,900**	**2,182,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	938,743	1,128,744	1,337,200	1,246,200	1,787,000
CGT	328,173	385,398	395,000	386,700	395,000
Total	**1,266,916**	**1,514,142**	**1,732,200**	**1,632,900**	**2,182,000**

Stormwater Maintenance Program

This program provides storm drainage maintenance including the slope mowing of drainage ditches and access roads along ditches, maintaining the water flow within major drainage channels, removing debris and silt buildup, and chemically treating ditches and waterways to control aquatic growth. This program also provides maintenance to the storm drainage pipes and structures, and replaces failed subsurface drains and underground drainage systems. In addition, this program provides routine maintenance of in-line stormwater treatment system units and retrofits catch basins with media filter systems as part of the City's National Pollution Discharge Elimination System Permit (NPDES).

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	1,548,894	1,659,912	1,866,400	1,662,900	1,928,500
Operating	876,036	1,038,039	1,301,900	1,129,800	1,210,800
Capital	555,568	531,893	602,900	502,900	860,400
Other	0	0	0	0	0
Total	**2,980,498**	**3,229,844**	**3,771,200**	**3,295,600**	**3,999,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Stormwater	2,980,498	3,229,844	3,771,200	3,295,600	3,999,700
Total	**2,980,498**	**3,229,844**	**3,771,200**	**3,295,600**	**3,999,700**

Solid Waste Administrative Services Program

This program oversees the administrative functions of the Solid Waste Management Division. The major components of this program are accounting for administrative and overhead costs including Pinellas County billing services, audit fees, depreciation, and personnel expenses.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	474,122	443,135	414,700	394,400	473,300
Operating	352,644	346,796	424,500	354,100	398,000
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**826,766**	**789,931**	**839,200**	**748,500**	**871,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Solid Waste	826,766	789,931	839,200	748,500	871,300
Total	**826,766**	**789,931**	**839,200**	**748,500**	**871,300**

Frontload Collection Program

This program utilizes front-loading refuse trucks to provide bulk container collection and the collection of recyclables at commercial and multi-family locations. This program also handles maintenance, repair, and refurbishment of front-load, roll-off, recycling drop-off and residential curbside automated containers.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	828,537	830,509	892,500	840,000	943,200
Operating	2,110,779	2,316,505	2,281,900	2,082,500	2,390,500
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**2,939,315**	**3,147,014**	**3,174,400**	**2,922,500**	**3,333,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Solid Waste	2,939,315	3,147,014	3,174,400	2,922,500	3,333,700
Total	**2,939,315**	**3,147,014**	**3,174,400**	**2,922,500**	**3,333,700**

Roll-Off Collection Program

This program utilizes roll-off refuse trucks and containers to provide roll-off bulk trash collection services to high volume businesses and contractors. This program also transports recycled material by hauling curbside recyclables and drop-off recyclables to appropriate vendors for sale.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	367,391	351,701	535,400	411,900	638,900
Operating	1,312,157	1,378,894	1,476,700	1,527,900	1,538,800
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**1,679,548**	**1,730,595**	**2,012,100**	**1,939,800**	**2,177,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Solid Waste	1,679,548	1,730,595	2,012,100	1,939,800	2,177,700
Total	**1,679,548**	**1,730,595**	**2,012,100**	**1,939,800**	**2,177,700**

Residential Automated Curbside Service Program

This program provides twice weekly automated residential curbside collection of refuse including once-a-week collection of household recyclables. The City provides automated curbside service to all single-family and duplex homes, small apartment complexes, and several mobile home parks and smaller businesses.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	740,222	739,345	751,800	703,800	813,300
Operating	2,046,740	2,041,343	1,736,000	1,668,900	1,920,300
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**2,786,962**	**2,780,688**	**2,487,800**	**2,372,700**	**2,733,600**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Solid Waste	2,786,962	2,780,688	2,487,800	2,372,700	2,733,600
Total	**2,786,962**	**2,780,688**	**2,487,800**	**2,372,700**	**2,733,600**

Residential Bulk Curbside Service Program

This program provides once-a-week collection of containerized and bulk yard waste for recycling. This program also provides once-a-week collection of Class 3 debris, which is mixed trash from residential homes and commercial businesses.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	558,777	588,286	674,200	535,400	666,500
Operating	704,044	757,665	760,100	685,100	750,800
Capital	N/A	N/A	N/A	N/A	N/A
Other	0	0	0	0	0
Total	**1,262,820**	**1,345,950**	**1,434,300**	**1,220,500**	**1,417,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Solid Waste	1,262,820	1,345,950	1,434,300	1,220,500	1,417,300
Total	**1,262,820**	**1,345,950**	**1,434,300**	**1,220,500**	**1,417,300**

Recycling Program

This program directs the curbside recycling service and the drop-off recycling centers provided by the City of Largo. It also involves marketing to residents regarding the importance of recycling in order to increase education and participation.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	379,401	474,016	454,900	535,200	478,000
Operating	658,285	716,876	1,120,600	993,800	1,359,300
Capital	NA	NA	NA	NA	NA
Other	0	0	0	0	0
Total	**1,037,686**	**1,190,892**	**1,575,500**	**1,529,000**	**1,837,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Solid Waste	1,037,686	1,190,892	1,575,500	1,529,000	1,837,300
Total	**1,037,686**	**1,190,892**	**1,575,500**	**1,529,000**	**1,837,300**

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Publlic Works Director	1.00	1.00	1.00	1.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Assistant PW Director/Facilities Manager	1.00	1.00	0.00	0.00	0.00
Facilities Manager	0.00	0.00	1.00	1.00	0.00
Facilities Maintenance Supervisor	1.00	1.00	1.00	1.00	0.00
Custodial Supervisor	1.00	1.00	1.00	1.00	0.00
Custodial Foreman	1.00	1.00	1.00	1.00	0.00
Facility Construction Project Supervisor	1.00	1.00	0.00	0.00	0.00
Construction Project Technician	1.00	1.00	0.00	0.00	0.00
Construction Project Coordinator	0.00	0.00	2.00	2.00	0.00
Facility Maintenance Coordinator	2.00	3.00	3.00	3.00	0.00
Operational Secretary	2.00	1.00	1.00	1.00	0.00
Facility Management Specialist	1.00	1.00	1.00	1.00	0.00
Office Specialist	4.00	4.00	4.00	4.00	0.00
Custodian	13.00	13.00	14.00	14.00	0.00
Tradesworker II	8.00	8.00	8.00	8.00	0.00
Tradesworker I	1.00	1.00	2.00	2.00	0.00
Fleet Inventory Specialist	1.00	1.00	1.00	1.00	0.00
Fleet Manager	1.00	1.00	1.00	1.00	0.00
Accounting Clerk	1.00	1.00	1.00	1.00	0.00
Fleet Services Supervisor	1.00	1.00	1.00	1.00	0.00
Lead Mechanic	1.00	1.00	1.00	1.00	0.00
Fleet Technician (1 & II)	9.00	9.00	9.00	9.00	0.00
Streets & Stormwater Manager	1.00	1.00	1.00	1.00	0.00
Assist. Streets & Stormwater Manager	1.00	1.00	1.00	1.00	0.00
Streets & Stormwater Supervisor	2.00	3.00	3.00	3.00	0.00
Streets & Stormwater Foreman	1.00	0.00	0.00	0.00	0.00
Streets & Stormwater Maintenance Coordinator	2.00	2.00	2.00	2.00	0.00
Sign/Traffice Technican	1.00	1.00	1.00	1.00	0.00
Streets & Stormwater Technician (TR, I, II, SR) (I Unfunded)	27.00	27.00	27.00	27.00	0.00
Asset Management Data Coordinator	0.00	0.00	0.00	1.00	1.00
Code Enforcement Officer	1.00	1.00	1.00	1.00	0.00
Solid Waste Driver (I, II, III)	37.00	42.00	42.00	44.00	2.00
Solid Waste Manager	1.00	1.00	1.00	1.00	0.00
Solidwaste Supervisor	3.00	3.00	4.00	4.00	0.00
Assistant Solid Waste Manager	1.00	1.00	1.00	1.00	0.00
Solid Waste Worker	5.00	1.00	0.00	0.00	0.00
Solid Waste Service Specialist	2.00	2.00	2.00	2.00	0.00
Part-Time					
Custodian	4.50	4.50	3.50	3.50	0.00
Variable/Temporary					
Administrative Intern	0.33	0.33	0.33	0.33	0.00
Fleet Intern	0.00	0.00	0.00	0.50	0.50
Total	**142.83**	**143.83**	**144.83**	**148.33**	**3.50**



Recreation, Parks & Arts Department

Department Summary

The Recreation, Parks and Arts Department provides diversified leisure and cultural programs, facilities, park maintenance, and landscape beautification services for the Largo community. The Department's mission aims to create memorable experiences and build a stronger community through its programs and services. The overall Department philosophy focuses on four core areas: health and wellness, emphasizing facilities and programs that support an active lifestyle; community building, emphasizing events and public spaces that build social connectivity; economic development, emphasizing programs and amenities that bring tourists as well as area residents to Largo; and environmental sustainability, emphasizing beautification, expansion and protection of green spaces. The Department has been nationally accredited since 1999 by the Commission on Accreditation of Parks and Recreation agencies and was the first municipality in Florida and the 22nd agency in the nation to achieve accredited status.

FY 2020 Strategic Initiatives

In FY 2020, the Department will celebrate 60 years of providing park and recreation services to the citizens of Largo and the 20th anniversary of the addition of "arts" to the department's mission. One of the City's most transformative projects, the creation of Largo Central Park, will celebrate its 25th birthday in April 2020. This iconic park, as well as its most beloved and visited event – the Holiday Stroll and Lights, continues to be a source of tremendous community pride. Also in alignment with the City's commitment to sustainability, 2020 marks the 30th anniversary of the opening of the Environmental Education Center at McGough Nature Park. Specific initiatives that reflect these milestones include:

- Support community engagement and community pride through the offering of neighborhood outreach events to serve various under-served areas of the City.
- Programming a celebration of Largo Central Park's 25th birthday incorporating local businesses, schools and community organizations to reflect the important role of this park in both economic development and community building.
- Provide green infrastructure improvements and expansion to further the City's goal of environmental sustainability including reducing chemicals, increasing native plantings and implementing innovative approaches to maintenance.
- Promote department facilities and programs that support physical activity and stress reduction to lead residents to a healthier lifestyle both mentally and physically.
- Offer branded childcare programs that stress the value of play as a developmental building block for healthy community.

Department Personnel Summary (FTE)

Program	FY 2017	FY 2018	FY 2019	FY 2020
Administration	7.84	8.34	8.45	8.45
Recreation	72.56	72.73	74.29	74.29
Parks	41.23	41.23	41.29	47.29
Cultural Arts	8.25	8.25	9.33	9.83
Total	**129.88**	**130.55**	**133.36**	**139.86**

Department Budget Summary

Expenditures

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	6,150,611	6,363,422	7,177,500	6,340,900	7,435,500
Operating	4,863,451	5,283,247	7,041,100	6,871,400	6,466,100
Capital	526,834	564,021	1,173,700	1,239,600	7,401,600
Other	21,418	21,477	21,500	21,500	21,500
Total	**11,562,314**	**12,232,167**	**15,413,800**	**14,473,400**	**21,324,700**

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	10,207,883	10,845,588	13,082,400	12,328,700	16,227,600
Lost	0	127,244	621,000	600,000	3,498,000
Golf Course	1,056,971	1,067,731	1,259,500	1,141,600	1,213,300
Trust	297,459	191,604	450,900	403,100	385,800
Total	**11,562,314**	**12,232,167**	**15,413,800**	**14,473,400**	**21,324,700**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	3,989,852	4,148,306	3,921,400	3,930,121	4,078,700
Cost Recovery	**35%**	**34%**	**25%**	**27%**	**19%**

Costs include General Fund operating expenditures within the Recreation, Parks and arts Department

Administration Division

This division consists of two programs: Administration and Special Events. Administration serves as a support function as well as overall management of the Department. Special events coordinates and manages citywide special events.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	685,930	734,852	828,000	738,100	781,700
Operating	448,597	513,466	621,800	579,100	701,100
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**1,134,527**	**1,248,318**	**1,449,800**	**1,317,200**	**1,482,800**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,050,153	1,123,160	1,282,400	1,194,100	1,273,000
Trust	84,373	125,158	167,400	123,100	209,800
Total	**1,134,527**	**1,248,318**	**1,449,800**	**1,317,200**	**1,482,800**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	0	0	0	0	0

Administration Program

This program provides overall direction, coordination, planning, organization, and implementation of recreation, cultural/performing arts, golf course leisure programs, and park facilities. The program also provides the supervision and coordination of finances revenues and evaluation of personnel. Administration coordinates the Recreation, Parks, and Arts Advocacy Board, employee recognition programs, department training and new employee orientation as well as facilitates major capital construction projects and departments long-range planning.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	609,041	649,759	735,300	674,400	701,700
Operating	344,725	376,607	438,900	426,800	450,400
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**953,766**	**1,026,366**	**1,174,200**	**1,101,200**	**1,152,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	876,519	936,197	1,056,800	978,100	1,002,300
Trust	77,246	90,169	117,400	123,100	149,800
Total	**953,766**	**1,026,366**	**1,174,200**	**1,101,200**	**1,152,100**

Special Events Program

This program oversees all City-sponsored community special events. The current annual special events include Halloween Spooktacular, Veteran's Day, Holiday Stroll, Playing Unplugged and Touch-A-Truck, Memorial Day and the 4th of July. This program also coordinates co-sponsored events, large event rentals in Largo Central Park and Ulmer Park.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	76,889	85,093	92,700	63,700	80,000
Operating	103,872	136,859	182,900	152,300	250,700
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**180,761**	**221,952**	**275,600**	**216,000**	**330,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	173,634	186,963	225,600	216,000	270,700
Trust	7,127	34,989	50,000	0	60,000
Total	**180,761**	**221,952**	**275,600**	**216,000**	**330,700**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	0	0	0	0	0

Recreation Division

This Division operates programs and maintains four major recreation facilities, which include an Olympic-sized pool with a dive tower, a family aquatic center, a stake park, tennis courts, a variety of athletic fields, a street hockey court and the Largo Golf Course.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	2,974,854	3,090,171	3,498,100	3,049,600	3,463,300
Operating	2,608,349	2,673,905	3,468,100	3,218,400	3,515,400
Capital	12,522	166,686	342,500	342,100	3,564,000
Other	0	0	0	0	0
Total	**5,595,725**	**5,930,762**	**7,308,700**	**6,610,100**	**10,542,700**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	4,537,989	4,859,431	5,824,700	5,263,500	5,810,400
Lost	0	0	206,000	200,000	3,498,000
Golf	1,056,971	1,067,731	1,259,500	1,141,600	1,213,300
Trust	765	3,600	18,500	5,000	21,000
Total	**5,595,725**	**5,930,762**	**7,308,700**	**6,610,100**	**10,542,700**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	3,062,844	3,254,343	3,015,700	3,017,221	3,084,700
Golf	959,891	934,410	1,033,000	1,004,500	1,078,800
Total	**4,022,735**	**4,188,753**	**4,048,700**	**4,021,721**	**4,163,500**

Highland Family Aquatic Center Program

The Highland Family Aquatic Center includes an activity pool with zero-depth entry and several play features such as triple slide, spray features and a water playground. The facility also includes a three-lane lap pool with a large corkscrew slide and a plunge slide. Programming consists of youth swimming lessons, recreational aquatic activity for youth groups, water aerobics, and City and private day camp use. The facility generally operates from May through September/October of each year.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	231,970	208,864	218,800	196,800	213,000
Operating	102,258	101,412	189,100	184,200	153,900
Capital	0	0	0	0	0
Other	0	0	0	0	0
Total	**334,229**	**310,276**	**407,900**	**381,000**	**366,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	334,229	310,276	407,900	381,000	366,900
Total	**334,229**	**310,276**	**407,900**	**381,000**	**366,900**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	227,600	236,000	0	0	0

Southwest Pool Program

The Southwest Pool serves as a multi-purpose year-round Olympic-sized pool, 50 meters long by 25 years wide, with depths ranging from 4 to 17 feet and capacity of 780,000 gallons. It also boasts a 5, 7, and 10 meter platform diving town and concrete springboard diving towers with two boards each at 1- and 3- meter heights. The facility acts as a site for American Red Cross Certification Training in Cardiopulmonary Resuscitation, First aid, automated external Defibrillation, water Safety, Lifeguarding and Jr. Lifeguarding. In December and January, major college swimming and diving programs utilize the facility.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	167,224	210,041	225,900	200,400	183,800
Operating	125,538	118,834	144,000	135,300	180,500
Capital	0	0	38,000	0	0
Other	0	0	0	0	0
Total	**292,762**	**328,875**	**407,900**	**335,700**	**364,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	292,762	328,875	407,900	335,700	356,800
Trust	0	0	0	0	7,500
Total	**292,762**	**328,875**	**407,900**	**335,700**	**364,300**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	131,200	126,000	120,000	122,321	126,000

Athletics Program

The Athletics Program administers leagues, tournaments, clinics and sports camps for teens and youth. Adult activities include multitude of sports ranging from football to volleyball. There are three youth programs coordinated by this program: Greater Largo Little League, United Soccer Club and West Pinellas Little League. These organizations provide team sports to over 2,000 youth with the assistance of over 200 coaches and volunteers.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	74,849	84,789	92,000	89,500	98,200
Operating	268,613	217,386	397,000	316,600	540,900
Capital	0	30,273	25,500	82,100	3,000,000
Other	0	0	0	0	0
Total	**343,461**	**332,448**	**514,500**	**488,200**	**3,639,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	342,696	328,848	496,000	483,200	625,600
Trust	765	3,600	18,500	5,000	13,500
Lost	0	0	0	0	3,000,000
Total	**343,461**	**332,448**	**514,500**	**488,200**	**3,639,100**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	139,817	161,133	176,000	163,900	171,700

Community Center Program

The Community Center is located on 8.5 acres of parkland with a variety of community gardens. It includes a ballroom, a commercial kitchen, fitness room, art studio, lounge and six program rooms. The Community Center Program offers a variety of leisure services for all ages, with an emphasis on senior adult programs to include fitness, recreational games and activities, trips and enrichment programs. The Community Center is available for rentals and hosts youth instructional dance classes.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	447,072	468,279	492,200	456,000	502,200
Operating	590,174	651,709	799,900	764,100	814,400
Capital	0	0	0	0	46600
Other	0	0	0	0	0
Total	**1,037,247**	**1,119,988**	**1,292,100**	**1,220,100**	**1,363,200**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,037,247	1,119,988	1,292,100	1,220,100	1,363,200
Total	**1,037,247**	**1,119,988**	**1,292,100**	**1,220,100**	**1,363,200**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	767,537	872,411	868,500	909,100	911,000

Highland Complex Program

The Highland Recreation Complex was reconstructed in FY 2013 and includes a three-story indoor playground, a wood floor gymnasium, a multi-purpose gymnasium, a preschool, a walking track, a state-of-the art fitness center, party rooms, two program rooms, a concession area, and an exer-play room with active electronic games. The outdoor space at Highland includes a preschool playground, two other playgrounds, multi-purpose athletic field, outdoor basketball courts, tennis courts, a baseball field, an outdoor fitness zone with fitness equipment, a lake, picnic areas and trails throughout the grounds. The facility hosts instructional classes, rentals, and provides meeting spaces for local clubs, organizations. Programming emphasises fitness and wellness for adults, childcare, introductory sports, arts and hobbies for youth and adults.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	976,370	950,856	1,057,900	925,000	1,102,500
Operating	469,254	464,679	649,900	656,400	613,600
Capital	0	30,396	30,000	30,000	498,000
Other	0	0	0	0	0
Total	**1,445,623**	**1,445,931**	**1,737,800**	**1,611,400**	**2,214,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,445,623	1,445,931	1,737,800	1,611,400	1,716,100
Lost	0	0	0	0	498,000
Total	**1,445,623**	**1,445,931**	**1,737,800**	**1,611,400**	**2,214,100**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,046,573	1,063,820	1,025,000	1,058,600	1,080,500

Southwest Complex and Tennis Center Program

The Southwest Complex provides a multi-purpose facility and park with a gymnasium, fitness room, locker rooms, meeting/program rooms, and teen/lounge room. The outside area includes eight clay tennis courts, a jogging trail, softball field, multi-purpose field, baseball field, basketball courts, and a playground. The facility hosts instructional classes, rentals and provides a meeting space for local organizations.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	648,779	709,585	891,400	717,000	835,800
Operating	424,130	509,911	548,600	485,100	526,600
Capital	12,522	106,017	249,000	230,000	19,400
Other	0	0	0	0	0
Total	**1,085,431**	**1,325,513**	**1,689,000**	**1,432,100**	**1,381,800**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,085,431	1,325,513	1,483,000	1,232,100	1,381,800
Lost	0	0	206,000	200,000	0
Total	**1,085,431**	**1,325,513**	**1,689,000**	**1,432,100**	**1,381,800**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	750,118	794,980	826,200	763,300	795,500

Golf Course Program

The Largo Golf Course is an 18-hole, Par 62 executive course located on 46 acres in southwest Largo. The Golf Course Fund is an enterprise fund that is supported by user fees.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	428,590	457,758	519,900	464,900	527,800
Operating	628,381	609,973	739,600	676,700	685,500
Capital	N/A	N/A	N/A	N/A	N/A
Other	0	0	0	0	0
Total	**1,056,971**	**1,067,731**	**1,259,500**	**1,141,600**	**1,213,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Golf	1,056,971	1,067,731	1,259,500	1,141,600	1,213,300
Total	**1,056,971**	**1,067,731**	**1,259,500**	**1,141,600**	**1,213,300**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Golf	959,891	934,410	1,033,000	1,004,500	1,078,800

Parks Division

This Division encompasses five programs; Parks Administration and Technical Services that includes City support functions, Parks Maintenance, Athletic Field and Irrigation Maintenance, Largo Central Park and Nature Parks. The Division supports Largo's designation as a Tree City, USA by providing planting, trimming and maintenance of trees according to the national Tree standards and coordinates an Arbor Day tree giveaway program and an adopt a tree program.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	2,038,163	2,090,073	2,288,000	2,048,200	2,650,600
Operating	1,250,721	1,544,144	2,266,900	2,481,600	1,513,300
Capital	487,645	396,391	801,200	867,500	3,717,600
Other	21,418	21,477	21,500	21,500	21,500
Total	**3,797,948**	**4,052,085**	**5,377,600**	**5,418,800**	**7,903,000**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	3,644,450	3,862,939	4,712,600	4,743,800	7,758,000
Lost	0	127,244	415,000	400,000	0
Trust	153,498	61,902	250,000	275,000	145,000
Total	**3,797,948**	**4,052,085**	**5,377,600**	**5,418,800**	**7,903,000**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	104,780	135,398	113,500	131,400	133,000

Parks Administration and Technical Services Program

This program provides administrative support for the Division to include supervision, training, purchasing and payroll input. The specialized technical services utilized throughout the City also reside in this program and include tree trimming, trades work, playground inspections, horticultural services and hardscape inspection and repair. Beginning in FY 2020, the small engine maintenance and the City Support program were combined into this program. City support provides maintenance to City facilities including the Municipal complex, City Cemetery and fire stations. Staff manages the contractual services provided for the maintenance of City ponds, the Starkey Road Recycling Center and properties purchased to reduce repetitive loss from flooding.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	632,147	607,366	654,200	598,500	806,600
Operating	322,541	217,801	402,100	476,200	520,100
Capital	238,899	208,008	283,000	368,000	3,610,600
Other	0	0	0	0	0
Total	**1,193,587**	**1,033,175**	**1,339,300**	**1,442,700**	**4,937,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	1,040,089	971,272	1,089,300	1,167,700	4,792,300
Trust	153,498	61,902	250,000	275,000	145,000
Total	**1,193,587**	**1,033,175**	**1,339,300**	**1,442,700**	**4,937,300**

Park Maintenance Program

This program oversees the grounds maintenance of the City's 11 parks as well as the common areas of the three athletic complexes and four recreation centers. Grounds maintenance includes mowing, edging, blowing, weeding, trash removal, event assistance and chemical applications of pesticides, herbicides and fertilizer.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	160,750	217,643	225,900	190,200	374,700
Operating	207,360	349,509	243,500	264,800	264,600
Capital	48,589	127,447	10,000	14,000	0
Other	0	0	0	0	0
Total	**416,699**	**694,600**	**479,400**	**469,000**	**639,300**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	416,699	567,356	479,400	469,000	639,300
Lost	0	127,244	0	0	0
Total	**416,699**	**694,600**	**479,400**	**469,000**	**639,300**

City Support Program

This Program supported grounds maintenance services for areas that are not considered parks. In FY 2020, it was combined with Parks Administration and Technical Services.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	175,102	190,356	193,900	191,000	0
Operating	150,685	388,779	825,600	892,900	0
Capital	60,040	10,823	8,600	6,000	0
Other	0	0	0	0	0
Total	**385,827**	**589,958**	**1,028,100**	**1,089,900**	**0**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	385,827	589,958	1,028,100	1,089,900	0
LOST	0	0	0	0	0
Total	**385,827**	**589,958**	**1,028,100**	**1,089,900**	**0**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	**0**	**4,250**	**3,000**	**3,000**	**4,000**

Athletic Field & Irrigation Maintenance Program

This program maintains 15 athletic fields and 63 irrigation systems.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	477,836	480,062	512,500	487,600	751,500
Operating	141,878	126,714	153,300	247,200	163,300
Capital	70,566	39,380	25,500	25,500	57,600
Other	0	0	0	0	0
Total	**690,280**	**646,157**	**691,300**	**760,300**	**972,400**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	690,280	646,157	691,300	760,300	972,400
Total	**690,280**	**646,157**	**691,300**	**760,300**	**972,400**

Largo Central Park Program

This program encompasses a total of 180 acres comprised of an active park on the west, a nature preserve on the east and an undeveloped mid-section. The active area of the park is 32 acres on the west side of Central Park Drive and includes: A Military court of honor, an ADA compliant playground, two fountains, eight shelters, miniature railroad, over one mile of walkways, landscaped beds, trees and a large open green space. The Largo Central Park Nature Preserve incorporates 33 acres accessed from Highland Avenue and includes: one mile of bicycle/walking trail, parking, restrooms, educational kiosk, observation tower, boardwalks and an alum water treatment pond. Largo Central Park also includes the Largo Library that sits on over 30 acres just east of Central Park Drive.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	465,311	459,187	553,300	470,300	567,400
Operating	352,720	385,549	468,500	444,100	400,000
Capital	38,178	10,732	452,100	430,000	0
Other	21,418	21,477	21,500	21,500	21,500
Total	**877,627**	**876,945**	**1,495,400**	**1,365,900**	**988,900**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	877,627	876,945	1,080,400	965,900	988,900
Lost	0	0	415,000	400,000	0
Total	**877,627**	**876,945**	**1,495,400**	**1,365,900**	**988,900**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	36,334	36,456	37,000	36,400	36,000

Nature Parks Program

This program provides maintenance for the George C. McGough Nature Park and Bonner Park. These sites encompass 56 acres, two playgrounds, boardwalks, two piers, restroom facilities, picnic shelters, walking trails and a 3,000 square foot nature center. Programming consists of a summer nature camp and year-round environmental education programs and events.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	127,017	135,460	148,200	110,600	150,400
Operating	75,538	75,792	173,900	156,400	165,300
Capital	31,374	0	22,000	24,000	49,400
Other	0	0	0	0	0
Total	**233,928**	**211,252**	**344,100**	**291,000**	**365,100**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	233,928	211,252	344,100	291,000	365,100
Total	**233,928**	**211,252**	**344,100**	**291,000**	**365,100**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	68,446	94,692	73,500	92,000	93,000

Central Park Performing Arts Center Program

The Central Park Performing Arts Center (CPPAC) is a 24,000 square foot building housing the Tonne Playhouse, a 333-seat theater with a retractable seating system that can convert the room into a multipurpose banquet room. The playhouse features a 40-foot by 70-foot stage, professional sound/lighting equipment, an orchestra pit, a scenery workshop, a catering area, a concession area, and dressing rooms. The facility also possesses a 6,700 square foot banquet hall, the Parkview Room, which can be divided into multiple rooms for a variety of uses. The Historic Largo Feed Store is located across the parking lot from the Center and serves as a multi-purpose community facility. CPPAC provides the community with a wide variety of performing arts and educational programs.

Expenditures by Category

Category	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
Personnel	451,664	448,326	563,400	505,000	539,900
Operating	555,784	551,732	684,300	592,300	736,300
Capital	26,666	944	30,000	30,000	120,000
Other	0	0	0	0	0
Total	**1,034,114**	**1,001,002**	**1,277,700**	**1,127,300**	**1,396,200**

Expenditures by Fund

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	975,291	1,000,058	1,262,700	1,127,300	1,386,200
Trust	58,823	944	15,000	0	10,000
Total	**1,034,114**	**1,001,002**	**1,277,700**	**1,127,300**	**1,396,200**

Revenue

Fund	Actual FY 2017	Actual FY 2018	Budget FY 2019	Est. FY 2019	Budget FY 2020
General	822,228	758,565	792,200	781,500	861,000

Personnel by Department

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Full-Time					
Director	1.00	1.00	1.00	1.00	0.00
Assistant Director	1.00	1.00	1.00	1.00	0.00
Parks Superintendent	1.00	1.00	1.00	1.00	0.00
Rec Program Manager	4.00	4.00	4.00	4.00	0.00
Management Analyst	1.00	1.00	0.00	0.00	0.00
Rec Business Manager	0.00	0.00	1.00	1.00	0.00
Assistant Parks Superintendent	1.00	1.00	1.00	1.00	0.00
Greents Superintendent	1.00	1.00	1.00	1.00	0.00
Parks Foreman	2.00	2.00	2.00	3.00	1.00
Parks Supervisor	2.00	3.00	3.00	3.00	0.00
Parks Contract Supervisor	1.00	0.00	0.00	0.00	0.00
Aquatics Supervisor	1.00	0.00	0.00	0.00	0.00
Cultural Center Operations Manager	1.00	1.00	1.00	1.00	0.00
Rec Program Supervisor	4.00	6.00	6.00	6.00	0.00
Assistant Aquatics Supervisor	1.00	0.00	0.00	0.00	0.00
Special Events Coord	1.00	1.00	1.00	1.00	0.00
Rec Program Planner	1.00	1.00	1.00	1.00	0.00
Artistic Supervisor	1.00	1.00	1.00	1.00	0.00
Technical Operations Supervisor	1.00	1.00	1.00	1.00	0.00
Box Office Supervisor	1.00	1.00	1.00	1.00	0.00
Office Administrator	1.00	1.00	1.00	1.00	0.00
Operational Secretary	1.00	1.00	1.00	1.00	0.00
Rec System Specialist	1.00	1.00	1.00	1.00	0.00
Rec Office Coordinator	5.00	5.00	5.00	5.00	0.00
Nature Program Supervisor	1.00	1.00	1.00	1.00	0.00
Children's Program Supervisor	2.00	2.00	2.00	2.00	0.00
Seniors Program Specialist	1.00	1.00	1.00	1.00	0.00
Athletics Program Specialist	1.00	1.00	1.00	0.00	-1.00
Event Assistant	0.00	0.00	0.00	1.00	1.00
Athletics Supervisor	0.00	0.00	0.00	1.00	1.00
Recreation Leader II	0.00	0.00	1.00	2.00	1.00
Recreation Leader I	4.00	16.00	15.00	14.00	-1.00
Horticulture Technician	4.00	4.00	4.00	5.00	1.00
Irrigation Techician	2.00	2.00	2.00	2.00	0.00
Spray Technician	2.00	2.00	2.00	2.00	0.00
Aquatics Facility Coordinator	1.00	1.00	1.00	1.00	0.00
Tradesworker II	1.00	1.00	1.00	1.00	0.00
Grounds Equipment Mechanic	2.00	2.00	2.00	2.00	0.00
Arborist (I,II)	4.00	4.00	4.00	4.00	0.00
Grounds Maintenance Worker	14.00	14.00	15.00	19.00	4.00

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2019 to FY 2020 Changes
Part-Time					
Recreation Leader [1]	22.18	10.35	11.35	11.35	0.00
Recreation System Specialist	0.00	0.50	0.50	0.50	0.00
Life Guard	0.87	0.87	0.87	0.87	0.00
Office Assistant	2.05	2.05	2.05	2.05	0.00
Office Specialist	0.50	0.50	0.50	0.50	0.00
Technical Assistant	0.50	0.50	0.50	0.50	0.00
Pro Shop Clerk	2.45	2.45	2.45	2.45	0.00
Event Assistant	2.15	2.15	2.65	2.15	-0.50
Grounds Maintenance Worker	3.54	3.54	3.04	3.04	0.00
Variable/Temporary					
Snack Bar Operator	0.25	0.25	1.25	1.25	0.00
Snack Bar Attendant	0.50	0.50	0.75	0.75	0.00
Facility Attendant	0.90	0.90	0.90	0.90	0.00
Party Attendant	1.65	1.65	1.65	1.65	0.00
Event Assistant	0.90	0.90	1.78	1.78	0.00
Athletics Assistant	0.60	0.60	0.60	0.60	0.00
Bus Driver	0.55	0.55	0.55	0.55	0.00
Temporary Worker/Summer Camp	9.21	9.21	8.33	8.33	0.00
Temporary Worker/Lifeguard	6.02	6.02	6.02	6.02	0.00
Grounds Maintenance Worker	0.44	0.44	0.00	0.00	0.00
Seasonal Worker	0.62	0.62	0.62	0.62	0.00
Total	**129.88**	**130.55**	**133.36**	**139.86**	**6.50**



Compensation Administration

Represented Employees

Management Philosophy

The basis of any compensation program is the management philosophy between the employee and the employees. It is the City's position that the following issues must be addressed with respect to pay:

- The educational requirements and requisite knowledge, skills, and abilities required for each position;
- Supervisory responsibility, scope of authority, and demonstrated technology skills;
- The ability to attract, retain, and motivate quality staff in order to achieve organizational Mission, Vision, and Values;
- The availability of qualified applicants for recruitment, often times based on economic conditions found in the labor market;
- External comparative market/public sector compensation and internal equity and consistency;
- The financial incentive programs that are appropriate for reinforcing organizational goals.

Internal Pay Equity

An internally equitable compensation system compensates employees according to differences in the knowledge, skills, abilities, level of responsibility, impact of work, public contact, supervisory responsibility, scope of authority, and work environment required to perform different jobs in the organization. Occasionally, changed job requirements and reassignments enhance the job duties and responsibilities that make the current incumbent's salary not adequately reflect required duties and responsibilities and it is necessary to address the situation. In these types of circumstances, Human Resources (HR) may recommend an equity adjustment to fairly compensate employees in relationship to the internal and external value of the positions, as approved by the City Manager.

The FY 2020 Adopted Budget includes a compensation philosophy to be utilized when HR recommends a Professional Technical, Operational Management, and/or Executive Management job title to be increased in pay grade. The incumbents in these classifications will receive a one time 2% pay adjustment for each range adjustment made in the pay plan. If the employee is not at the minimum of the range, the employee will be brought to the minimum, and then given a 2% pay adjustment so the employee is not at the minimum where new hires begin.

External Pay Equity

The FY 2020 Adopted Budget includes 3.00% of total wages for non-represented pay increases. The allocation of this amount will potentially vary based on tenure, and percentage through the pay range. Collective bargaining agreements outline the compensation and annual pay raises for CWA, IAFF, IAFF-Supervisory, PBA, and PBA-Supervisory employees.

Employees who are less than 3% below the maximum for their position will have their wage rate increased to the new maximum. The remaining percentage will be paid in a lump sum payment.

Performance Evaluation

The importance and purpose of a performance evaluation is to indicate, specifically and honestly, how the employee is performing and meeting expectations, and what the employee can do to continue being a productive, valuable, and successful member of the organization. The performance evaluation serves as a useful tool for career development with the employee:

- to set performance expectations;
- to recognize the employee's performance;
- to review strengths, areas requiring improvement, and areas for professional development;
- to provide constructive performance feedback, to include citing specific examples;
- to identify specific and measurable goals for the upcoming review period;

to serve as a record of accomplishments for future career opportunities.

Personal Insurance Credits

The Personal Insurance Credits (PICs) program is a cafeteria type, flexible benefit program where employees are provided a certain number of points (1 point equals 1 dollar) to purchase benefits from a menu of options. This allows employees the option to select benefits based on individual needs. The number of credits for non-represented employees for FY 2020 are calculated on a formula, which includes many factors, but is largely comprised of the cost for single CORE health insurance coverage. The PIC credits are adjusted not only for health insurance premium increases, but also for other benefit allowances (dental, life, etc.) included in the formula.

The credits are adjusted by the health insurance premium charge for CORE single coverage. A portion of the premium for the base health insurance plan for dual and family coverage is also added to the number of credits when the employee selects dual or family coverage. Employees who waive* health insurance coverage will receive credits in an amount equal to base coverage as allocated in FY 2012. Only those employees who select group health insurance through the City will receive the increased credits for dual and family coverage.

**Applicable when an employee elects to waive health insurance through the City of Largo. To waive insurance, an employee must prove coverage through another group plan. Another group plan is defined as a spouse's employer's group health insurance plan, a current or previous employer's group health insurance plan, Medicare, or military coverage. Personal insurance credits run on a fiscal year.*

Vehicle Usage

Employees who are required to regularly drive a personal vehicle in the performance of regular work assignments or City-related business may be eligible, at the discretion of the City Manager, for a bi-weekly car allowance up to a maximum of $200. Employees who use personal vehicles on an incidental basis may be eligible for mileage reimbursement at the current IRS allowable rate, with Department Director approval.

Variable/Temporary Employees

In an effort to recognize the changing economy and to provide the ability to manage seasonal and peak work times, a 'Variable' pay group was established. Classifications in this group have one position control number for a pool of employees who work throughout the year on an as-needed basis and may be continuous or carried on throughout the year. These employees work less than 1040 hours in the fiscal year. Variable employees are eligible for longevity recognition, service awards, gift cards, 457 contributions, flu shots, health fair participation, and merit increases as provided to non-represented staff, with the exception of any pay over the maximum pay range (not eligible for lump sum). Variable employees are ineligible for group health benefits, leave time and retirement.

The 'Temporary' pay group differs in that these employees are hired for a specific period of time with an established start date and end date. Employees in this group also work less than 1040 hours in the fiscal year. Temporary classifications are not benefit eligible, but may participate in the health fair, flu shots, and 457 contributions. This group may include one position control number for a pool of employees who work throughout the year, or may be assigned to one position.

Represented Employees

Compensation, terms, and conditions of employment are established for represented City employees through contracts with a separate union. The five bargaining units are as follows:

- Communications Workers of America (CWA) – general employees, including vocational and clerical
- International Association of Firefighters (IAFF) – Firefighter/EMTs, Firefighter/Paramedics, andFire Lieutenants
- Police Benevolent Association (PBA) – Police Officers and Police Sergeants
- International Association of Firefighters Supervisory Unit (IAFF) – District Chiefs and AssistantChiefs
- Police Benevolent Association Supervisory Unit (PBA) – Police Lieutenants

The bargaining units exist pursuant to State Statutes and regulations of the Florida Public Employee Relations Commission (PERC).

Current Contract Terms

- IAFF – October 7, 2018 – September 30, 2021
- CWA – October 1, 2019 – September 30, 2022
- IAFF Supervisory – October 1, 2019 – September 30, 2022
- PBA – October 1, 2017 – September 30, 2020
- PBA Supervisory – January 2, 2018 – September 30, 2020

PAY PLAN
EFFECTIVE OCTOBER 1, 2019

Classification	Group	Minimum	Maximum
ELECTED OFFICIALS			
		(Biweekly)	(Annual)
Mayor	LEG	926.77	24,096.02
Commissioner	LEG	617.90	16,065.40
EXECUTIVE MANAGEMENT			
City Manager	EM	Contract	
Range A		47.10	65.92
Assistant City Manager	EM	97,968.00	137,113.60
Fire Chief	EM		
Police Chief	EM		
Range B		44.86	62.79
Community Development Director	EM	93,308.80	130,603.20
Communications & Engagement Director	EM		
Engineering Services Director	EM		
Environmental Services Director	EM		
Finance Director	EM		
Human Resources Director	EM		
IT Director/CIO	EM		
Library Director	EM		
Performance & Budget Director	EM		
Public Works Director	EM		
Recreation, Parks & Arts Director	EM		
PROFESSIONAL TECHNICAL (PT)			
and			
OPERATIONAL MANAGEMENT (OM)			
Range I		12.89	19.34
		26,811.20	40,227.20
Range II		13.49	20.27
		28,059.20	42,161.60
Range III		14.20	21.31
Library Assistant II	PT	29,536.00	44,324.80
Operational Secretary	PT		
Range IV		14.94	22.36
		31,075.20	46,508.80
Range V		15.66	23.49
Facility Management Specialist	PT	32,572.80	48,859.20

Classification	Group	Minimum	Maximum
Range VI		16.45	24.67
Fire Resource Specialist	PT	34,216.00	51,313.60
Senior Accounting Clerk	PT		
Range VII		17.27	25.92
Athletics Program Supervisor	PT	35,921.60	53,913.60
Box Office Supervisor	PT		
Nature Program Supervisor	PT		
Office Administrator	PT		
Range VIII		18.12	27.17
Children's Program Supervisor	PT	37,689.60	56,513.60
Custodial Foreman	PT		
Librarian	PT		
Parks Foreman	PT		
Planning Technician	PT		
Range IX		19.04	28.52
Civilian Support Supervisor	PT	39,603.20	59,321.60
Library Outreach Liaison	PT		
Technical Operations Supervisor	PT		
Range X		19.98	29.99
Communications & Marketing Specialist	PT	41,558.40	62,379.20
Digital Engagement Specialist	PT		
Executive Assistant to the City Manager	PT		
Executive Assistant to the Mayor and City Commission	PT		
Housing Construction Specialist	PT		
Housing Finance Specialist	PT		
Human Resources Analyst	PT		
Non-Sworn Fire Inspector	PT		
Payroll Specialist	PT		
Procurement Analyst	PT		
Public Educator – Fire	PT		
Victim Advocate	PT		
Range XI		20.97	31.46
Emergency Communications Supervisor	PT	43,617.60	65,436.80
IT GIS Analyst	PT		
IT Technical Specialist	PT		
Parks Supervisor	PT		
Permitting Services Supervisor	PT		
Planner I	PT		
Special Events Coordinator	PT		
Range XII		22.06	33.04
Accountant	PT	45,884.80	68,723.20
Artistic Supervisor	PT		
Chief Code Enforcement Officer	PT		
HR Compensation & Classification Analyst	PT		
Custodial Supervisor	PT		

Classification	Group	Minimum	Maximum
ERP Professional Support	Temp		
Facilities Maintenance Supervisor	PT		
Housing Grants Specialist	PT		
HR Analyst, Senior	PT		
HR Business Partner	PT		
Management Analyst I	PT		
Multimedia Supervisor	PT		
Planner-Scheduler	PT		
Plans Examiner	PT		
Plans Examiner – Fire	PT		
Recreation Program Planner	PT		
Recreation Program Supervisor	PT		
Risk & Safety Specialist	PT		
Solid Waste Supervisor	PT		
Streets & Stormwater Supervisor	PT		
Treatment Plant Shift Supervisor	PT		
Utilities Program Coordinator	PT		
Utilities Supervisor	PT		
Range XIII		23.13	34.69
Assistant Parks Superintendent	PT	48,110.40	72,155.20
Construction Project Supervisor	PT		
Engineer I	PT		
Greens Superintendent	PT		
Lead Mechanic	PT		
Records & Property Manager	0M		
Range XIV		24.29	36.42
Asset Management Data Coordinator	PT	50,523.20	75,753.60
Assistant Streets & Stormwater Manager	PT		
Assistant Solid Waste Manager	PT		
Chief Building Inspector	PT		
Chief Engineering Inspector	PT		
Community Engagement Administrator	PT		
Contracts & Procurement Administrator	PT		
Deputy City Clerk	PT		
Economic Development Coordinator	PT		
Environmental Compliance Supervisor	PT		
Environmental Control Supervisor	PT		
Fleet Services Supervisor	PT		
HR Business Partner, Senior	PT		
Intergovernmental Relations Coordinator	PT		
IT GIS Administrator	PT		
IT Network Administrator	PT		
Management Analyst II	PT		
Planner II	PT		
Senior Accountant	PT		
Stormwater Program Administrator	PT		
Sustainability Program Administrator	PT		

Classification	Group	Minimum	Maximum
Range XV		25.50	38.26
Borrower Services Manager	OM	53,040.00	79,580.80
Communications & Marketing Manager	OM		
Engineer II	PT		
IT Business Analyst	PT		
IT Enterprise Application Administrator	PT		
Library Services Manager	OM		
Performing Arts Center Manager	OM		
Plans Examiner, Sr.	PT		
Principal Planner	PT		
Recreation Program Manager	OM		
Range XVI		26.78	40.15
Environmental Manager	OM	55,702.40	83,512.00
Housing Manager	OM		
HR & Benefits Supervisor	PT		
IT Project Manager	PT		
IT Security Administrator	PT		
IT Systems Administrator	PT		
Management Analyst III	PT		
Range XVII		28.11	42.16
Assistant Building Official	PT	58,468.80	87,692.80
Code Enforcement Manager	OM		
Parks Superintendent	OM		
Recreation Business Manager	OM		
Treasury Manager	OM		
Wastewater Collection System Manager	OM		
Range XVIII		29.57	44.28
Assistant Library Director	OM	61,505.60	92,102.40
Construction Manager	OM		
Facilities Manager	OM		
Fleet Manager	OM		
Program Engineer	OM		
Senior Engineer	PT		
Solid Waste Manager	OM		
Streets & Stormwater Manager	OM		
Wastewater Manager	OM		
Range XIX (A)		31.01	46.51
Building Official	OM	64,500.80	96,740.80
Economic Development Manager	OM		
IT Business Services Manager	OM		
IT Customer Service Manager	OM		
IT Infrastructure Manager	OM		
Planning Manager	OM		
Range XIX (B)		37.58	52.61
Division Fire Chief	OM	78,166.40	109,428.80
Police Major	OM		

Classification	Group	Minimum	Maximum
Range XX		32.56	48.82
Asst. Engineering Services Director	OM	67,724.80	101,545.60
Asst. Environmental Services Director	OM		
Asst. Human Resources Director	OM		
Asst. Recreation, Parks & Arts Director	OM		
Performance & Budget Manager	OM		
City Clerk	OM		
IT Assistant Director	OM		
Risk Manager	OM		
Range XXI (A)		34.18	51.29
Assistant City Attorney	OM	71,094.40	106,683.20
Asst. Community Development Director	OM		
Assistant Finance Director	OM		
Range XXI (B)		41.04	57.47
Deputy Fire Chief	OM	85,363.20	119,537.60
Deputy Police Chief	OM		
VARIABLE / TEMPORARY			
Range [1]			
Intern – High School Student	Temporary	Minimum Wage	
Range [2]			
Party Attendant	Variable	9.00	11.25
Snack Bar Attendant	Variable		
Range [3]			
Athletics Assistant	Variable	10.00	12.50
Events Assistant – Variable	Variable		
Facility Attendant	Variable		
Intern – Undergraduate Student	Temporary	12.50	
Lifeguard - Variable	Variable		
Snack Bar Operator	Variable		
Temporary Worker	Temporary		
Range [4]			
School Crossing Guard	Variable	12.25	15.31
Bus Driver	Variable		
Range [5]			
Fleet Technician Intern	Temporary	15.00	
Intern - Graduate Student	Temporary		
Range [6]			
Management Fellow	Temporary	16.00	
Range [7]			
Temporary / Non-Budgeted Employee	Temporary	Range Determined Based on Existing Position Placement In Pay Plan	

Note: Any position in a Regular (Represented, Professional/Technical or Operational Manager) and Non-Budgeted Temporary Position can be classified in the Variable or Temporary Category upon organizational need to complete special projects/assignments as approved by City Administration.

Classification	Group	Minimum	Maximum
RESERVE SCHOOL RESOURCE OFFICER (SRO)			
Range 1		23.28	35.44
Reserve School Resource Officer (SRO)	SRO	48422.4	73715.2
COMMUNICATIONS WORKERS OF AMERICA (CWA)			
Range 12		13.15	19.15
Courier	CWA	27,352.00	39,832.00
Custodian	CWA		
Event Assistant	CWA		
Library Assistant	CWA		
Library Security Guard	CWA		
Lifeguard	CWA		
Pro Shop Clerk	CWA		
Service Worker	CWA		
Range 13		13.81	20.10
Accounting Clerk	CWA	28,724.80	41,808.00
Bus Driver	CWA		
ERP Technical Support	TEMP		
Grounds Maintenance Worker	CWA		
Office Assistant	CWA		
Recreation Leader [1]	CWA		
Solid Waste Service Specialist	CWA		
Range 14		14.49	21.12
Office Specialist	CWA	30,139.20	43,929.60
Production Assistant	CWA		
Reclaimed Distribution Tech. Trainee	CWA		
Technical Assistant	CWA		
Streets & Stormwater Technician Trainee	CWA		
Technical Equipment Operator Trainee	CWA		
Wastewater Collection Tech. Trainee	CWA		
Range 15		15.22	22.19
Arborist I	CWA	31,657.60	46,155.20
Fleet Inventory Specialist	CWA		
Permit Technician	CWA		
Property & Evidence Specialist	CWA		
Reclaimed Distribution Technician I	CWA		
Recreation Office Coordinator	CWA		
Records Technician	CWA		
Recreation Leader II	CWA		
Streets & Stormwater Technician I	CWA		
Technical Equipment Operator I	CWA		
Treatment Plant Operator Trainee	CWA		
Wastewater Collection Technician I	CWA		

Classification	Group	Minimum	Maximum
Range 16		15.98	23.30
Arborist II	CWA	33,238.40	48,464.00
Recreation System Specialist	CWA		
Seniors Program Specialist	CWA		
Spray Technician	CWA		
Tradesworker I	CWA		
Range 17		16.78	24.44
Board Support Specialist	CWA	34,902.40	50,835.20
Horticulture Technician	CWA		
Irrigation Technician	CWA		
Reclaimed Distribution Technician II	CWA		
Solid Waste Driver I	CWA		
Streets & Stormwater Technician II	CWA		
Technical Equipment Operator II	CWA		
Wastewater Collection Technician II	CWA		
Range 18		17.64	25.65
Biosolids Operator	CWA	36,691.20	53,352.00
Community Engagement Specialist	CWA		
Graphic Designer	CWA		
Grounds Equipment Mechanic	CWA		
Inventory Control Coordinator	CWA		
Laboratory Technician	CWA		
Multimedia Technician	CWA		
Reclaimed Distribution Technician Sr.	CWA		
Streets & Stormwater Technician, Sr.	CWA		
Technical Equipment Operator, Sr.	CWA		
Telecommunicator	CWA		
Tradesworker II	CWA		
Traffic Sign & Marking Technician	CWA		
Treatment Plant Operator C	CWA		
Utilities Mechanic I	CWA		
Wastewater Collection Technician, Sr.	CWA		
Range 19		18.51	26.95
Code Enforcement Officer	CWA	38,500.80	56,056.00
Engineering Technician I	CWA		
Environmental Specialist I	CWA		
Solid Waste Driver II	CWA		
Range 20		19.43	28.28
Aquatics Facility Coordinator	CWA	40,414.40	58,822.40
Engineering Inspector	CWA		
Engineering Technician II	CWA		
Facility Maintenance Coordinator	CWA		
Solid Waste Driver III	CWA		
Streets & Stormwater Maintenance Coordinator	CWA		
Treatment Plant Operator B	CWA		
Utilities Mechanic II	CWA		

Classification	Group	Minimum	Maximum
Range 21		20.39	29.70
Construction Project Coordinator	CWA	42,411.20	61,776.00
Engineering Technician III	CWA		
Environmental Specialist II	CWA		
Fleet Technician I	CWA		
Treatment Plant Operator A	CWA		
Wastewater Instrumentation Technician	CWA		
Utilities Mechanic, III	CWA		
Range 22		21.41	31.20
Building Inspector	CWA	44,532.80	64,896.00
Range 23		22.48	32.76
Environmental Specialist, Sr.	CWA	46,758.40	68,140.80
Fleet Technician II	CWA		
POLICE BENEVOLENT ASSOCIATION (PBA)			
Police Cadet	Non-Union	19.28	
		40,102.40	
Range [1]		23.28	35.44
Police Officer	PBA	48,422.40	73,715.20
Range [2]			
Police Sergeant	PBA	36.15	43.22
		75,192.00	89,897.60
POLICE BENEVOLENT ASSOCIATION (PBA) -SUPERVISORY UNIT			
Police Lieutenant	PBA	42.52	50.26
		88,441.60	104,540.80
INTERNATIONAL ASSOCIATION OF FIREFIGHTERS (IAFF)			
Firefighter / EMT	Draw*:	1,678.65	2,543.51
	IAFF	43,605.15	66,070.81
Firefighter / Paramedic	Draw*	1,928.69	2,926.53
	IAFF	50,100.11	76,020.32
Fire Lieutenant	Draw*	2,619.65	3,103.20
	IAFF	68,048.83	80,609.68

*draw based on 2616 hours annually (draws require detailed calculation)

INTERNATIONAL ASSOCIATION OF FIREFIGHTERS (IAFF) – SUPERVISORY UNIT			
Assistant Fire Chief (2080 Hours Annually)	IAFA	36.61	49.14
		76,148.80	102,211.20
District Fire Chief (*2616 hours annually)	Draw*	2,928.62	3,931.30
	IAFD	76,144.22	102,213.90



Capital Improvements Program

FY 2020 – 2024 CAPITAL IMPROVEMENTS PROGRAM

The City Charter requires the City Manager to prepare and submit a Capital Improvements Program (CIP) to the City Commission by April 1 of each year, for the five-year period beginning the subsequent fiscal year. The City Commission is required to adopt a proposed CIP by June 1.

The budget includes CIP projects for the five-year period of FY 2020 – FY 2024 totaling $143,996,800 of which $33,775,900 is planning for FY2020.

In accordance with Generally Accepted Accounting Principles, the City budgets capital items as current expenditures in the governmental funds. In the enterprise and internal service funds, the City lists capital items for informational purposes only and does not include them in the expenditure accounts. Instead, current accounting practice expenses them as depreciation in the operating budget. This accounting method spreads the cost of the capital asset over the life of the item rather than only accounting for it in the first year acquired.

The CIP neither appropriates funds nor authorizes projects; it is a multi-year planning document for significant capital projects, defined as those costing at least $100,000 in total and a life of at least three years. Some of the projected project expenditures on the following pages show costs less than $100,000; however, the project total spanning multiple years totals $100,000 or more. Since 1997, the City also includes major maintenance projects and computer software purchases in the CIP due to their operational and financial significance, even though, from an accounting perspective, they are not capital expenditures.

In many cases, the most important component of a capital spending decision is not the initial acquisition cost, but the operating impact on the annual budget over the useful life of the asset. Each project in the FY 2020 – FY 2024 CIP includes a funding table that outlines all project-specific recurring costs originating within the five-year period.

In order to determine the availability of sufficient funds, the CIP process begins with the formulation of detailed revenue, expenditure, and fund balance projections for all City funds for the five-year period. These projections are developed jointly by the Office of Performance and Budget (OPB) and Finance Department, with input from all other departments. If sufficient funding is not available, projects are either deferred to a later year, deleted, or unfunded, in which case staff seeks the availability of potential grant funding or alternate funding mechanisms. All fund projections - including projected revenues, planned expenditures, and capital projects - appear in the Financial Data section of the budget document.

The following projects only represent CIP capital spending. Each department and Fund includes recurring capital expenditures that do not meet the criteria to be a CIP project.

Table 1: FY 2020 – FY2024 CIP Project Changes Since Proposed CIP

Project Name	Description of Change	Fund	FY 2020 Impact	Total CIP Impact
Enterprise Resource Planning Software Replacement	Reduce funding for FY20, and increase for FY21 - 24	General	(246,000)	877,000
Enterprise Resource Planning Software Replacement	Removed funding	Wastewater	(80,000)	(80,000)
Enterprise Resource Planning Software Replacement	Removed funding	Stormwater	(80,000)	(80,000)
Enterprise Resource Planning Software Replacement	Added additional funding for FY20	Enterprise Technology Capital Fund	3,200,000	3,200,000
Operations Center Reconstruction	ES Operations Building Increased Year-end Expenditure Estimate	Wastewater	1,250,000	1,250,000
RPA Vehicles	Golf Course funding moved and increased from FY23 to FY24	Golf Course	-	52,800
Medical Arts District Regional Stormwater Pond	Rebudget Regional Stormwater Pond Feasibility Study	Stormwater	197,000	197,000
Downtown Multimodal Improvements	Rebudget and increase WBD Trailhead funding	Stormwater, WBD-CRD, LOST, Tree Impact Fee	2,824,600	(1,013,000)
Community Streets - Rosery Rd NE	Added additional funding for FY20	Engineering Capital Fund, LOST, TIF, Wastewater	350,000	350,000
Unpaved Alleys	Remove funding	WBD-CRD	(100,000)	(100,000)
Parks Division Site Re-Design and Reconstruction	Added funding for FY20	General	3,500,000	3,500,000
Total Net Impact			**10,815,600**	**8,153,800**

Note: All changes in the able above are denoted as in the subsequent CIP project Summaries.

City of Largo, Florida FY 2020 – 2024
Capital Improvement Program
Project Evaluation and Criteria Scoring

Public Health and Safety

Does the project eliminate or prevent a health, environmental, or safety hazard?

5 Project completely eliminates or prevents a significant health, environmental, or safety hazard for most City residents.

4 Project completely eliminates or prevents a significant health, environmental, or safety hazard for some city residents (an individual street, neighborhood).

3 Project partially addresses or mitigates a health, environmental, or safety hazard for most City residents.

2 Project partially addresses or mitigates a health, environmental, or safety hazard for some City residents (an individual street, neighborhood).

1 Project eliminates a minor health, environmental, or safety hazard for some City residents.

0 Project does not eliminate or prevent a health, environmental, or safety hazard.

Infrastructure Investment and Protection

How does the project protect and preserve the City's infrastructure?

5 The project improves and / or protects the City's existing infrastructure which has passed the end of its useful life.

4 The project improves and/or protects the City's existing infrastructure which is approaching the end of its useful life.

3 The project maintains the City's existing infrastructure.

2 This project improves, but also adds to the City's overall existing infrastructure (expansion).

1 Project expands but does not improve overall City infrastructure.

0 The project does not protect, preserve, or improve the City's infrastructure.

Regulatory Requirements

Is the project being driven due to current or future regulatory requirements?

5 The project is required due to immediate regulatory requirements or mandates

4 This project will partially contribute to meeting immediate regulatory requirements.

3 This project will be required for future regulatory requirements.

2 This project will partially contribute to meeting future regulatory requirements

1 This project may help address future regulatory compliance.

0 The project will not contribute to meeting any regulatory requirements or mandates

Strategic Plan Goals

Does the project help meet the goals of the City's Strategic Plan? (Specifically document in the notes section of the project which goals the project ties to (e.g. S2.3)

5 Project ties to 10 or more Strategic Plan Goals

3 Project ties to 7 – 9 Strategic Plan Goals

2 Project ties to 4 – 6 Strategic Plan Goals

1 Project ties to 1 – 3 Strategic Plan Goals

0 Project ties to no Strategic Plan Goals

Project Coordination

Is the project linked to other existing or proposed projects managed by the City or an external agency?

5 The project requires partnership with an existing, funded project being managed by or in conjunction with an external agency. Project will not proceed without Largo participation.

4 This project requires partnership with a proposed, unfunded project managed by or in conjunction with an external agency. Project will not proceed without Largo participation.

3 The project is linked to an existing, funded project being managed by the City.

2 The project is linked to a proposed, unfunded project being managed by the City.

1 The project is linked to a proposed, unfunded project being managed by an external agency.

0 The project is not linked to any other existing or proposed projects

Economic Development

Does the project help stimulate (re)development of properties within the City?

5 The project involves public/private partnership and direct, guaranteed private investment (ex: involves contract/agreement with developer).

4 The project involves public/private partnership and is based on developer discussions/recommendations.

3 The project involves primarily City effort and could stimulate private investment.

2 The project involves primarily City effort and supports requests from existing businesses.

1 The project involves primarily City effort and will generally support existing businesses.

0 The project will not encourage increased economic (re)development within the City

Future Budget Impact

What impact will the project have on the City's budget in future years?

5 The project will decrease the City's operating budget in future years.

4 The project will have no net impact on the City's operating budget in future years.

3 The project will lead to further capital projects in the future.

2 The project will increase the City's operating budget in future years through minor O&M costs.

1 The project will increase the City's operating budget due to significant O&M costs.

0 The project will increase the City's operating budget due to O&M costs and added FTEs.

Quality of Life

Does the project improve the quality of life for Largo residents?

5 The project will provide significant or city-wide improvements to quality of life in Largo.

4 The project will provide significant improvement to quality of life in a neighborhood.

3 The project will provide general improvements to quality of life in Largo.

2 The project will provide general improvement to quality of life in a neighborhood.

1 The project may improve quality of life in Largo.

0 The project will provide no improvements to quality of life in Largo.

Largo Environmental Action Plan (LEAP)

Does the project help to improve any of the following LEAP Focus Areas: Buildings & Energy, Transportation, Horizontal Infrastructure, Waste, Water, Green Spaces or Resiliency.

5 The Project Improves 5 or more Focus Areas

3 The Project Improves up to 3 Focus Areas

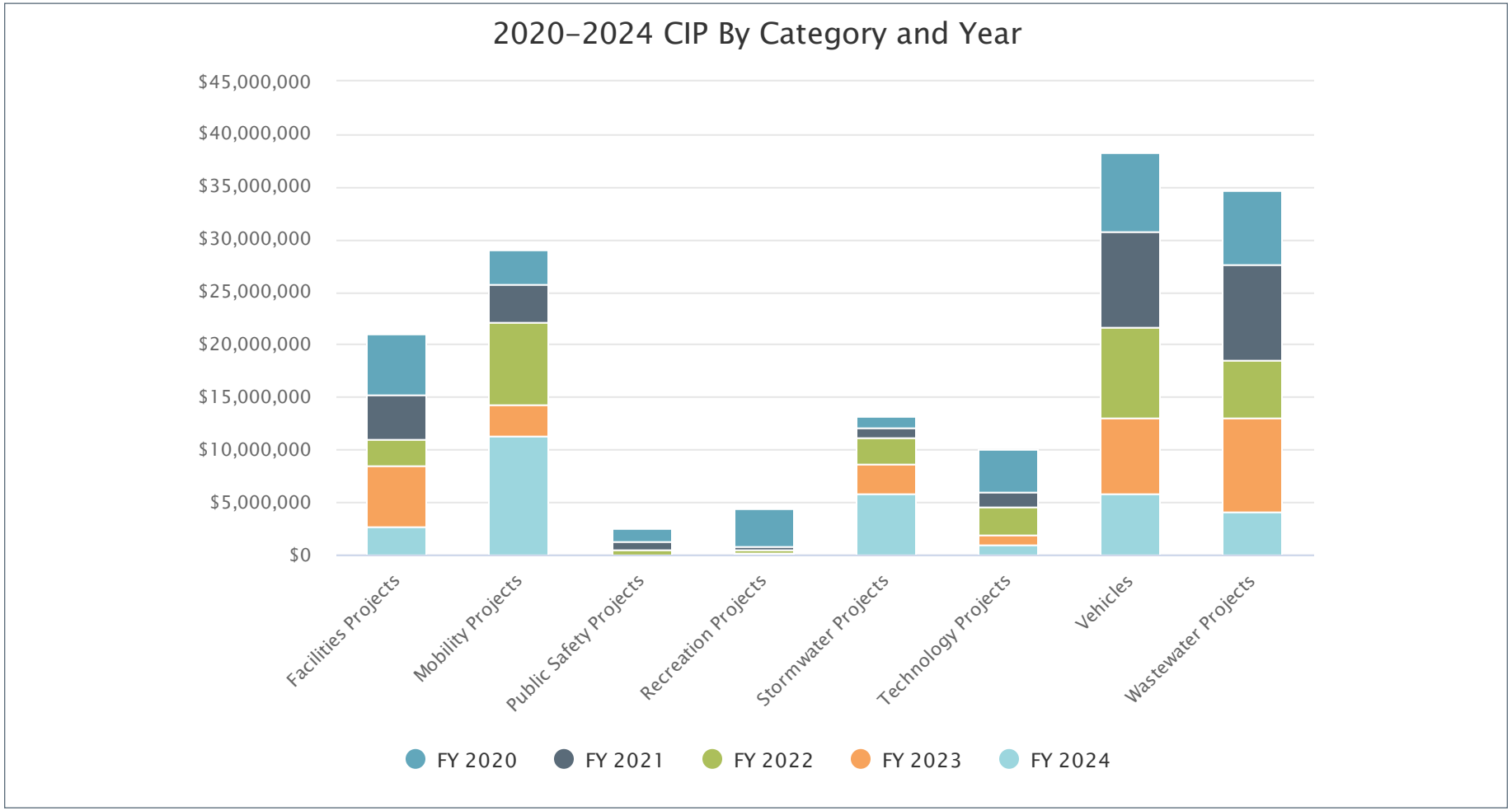
1 The Project Improves 1 Focus Area

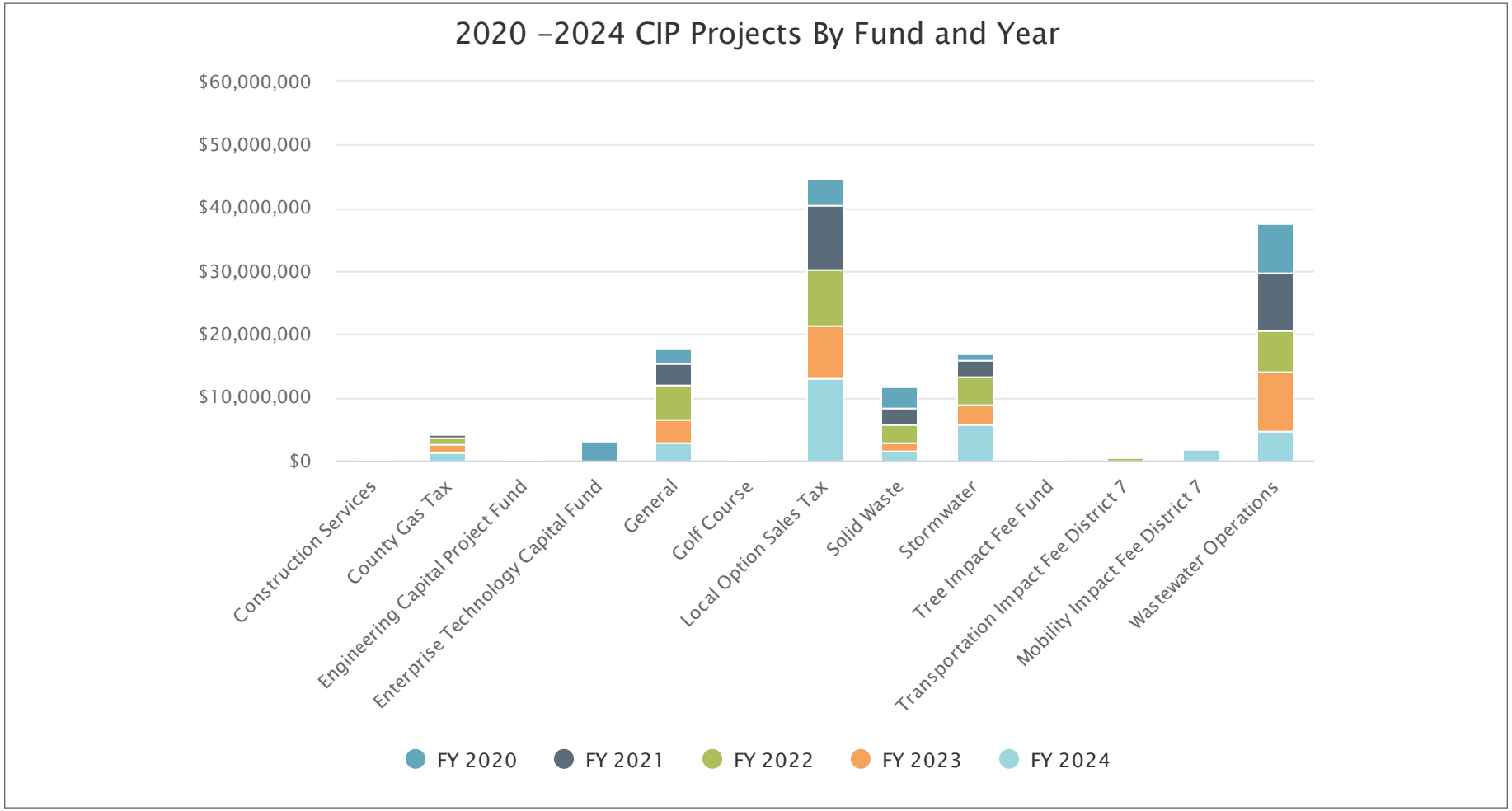
0 The Project improves no Focus Areas

FY 2020-2024 PROJECT SUMMARY

Summary by Project Type	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Facilities Projects	$5,768,000	$4,160,300	$2,612,000	$5,695,800	$2,740,000	$20,976,100
Mobility Projects	$3,330,600	$3,543,000	$7,882,000	$2,874,000	$11,357,000	$28,986,600
Public Safety Projects	$1,182,000	$845,700	$419,200	$-	$-	$2,446,900
Recreation Projects	$3,648,000	$324,000	$194,000	$115,000	$100,000	$4,381,000
Stormwater Projects	$1,100,000	$938,000	$2,578,000	$2,760,000	$5,837,000	$13,213,000
Technology Projects	$4,199,000	$1,416,000	$2,525,000	$993,000	$965,000	$10,098,000
Vehicles	$7,523,400	$9,098,400	$8,646,900	$7,069,600	$5,873,200	$38,211,500
Wastewater Projects	$7,024,900	$9,024,900	$5,579,900	$9,000,000	$4,000,000	$34,629,700
TOTAL	**$33,775,900**	**$29,350,300**	**$30,437,000**	**$28,507,400**	**$30,872,200**	**$152,942,800**

Summary by Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	TOTAL
Construction Services	$-	$133,200	$120,400	$15,000	$15,000	$283,600
County Gas Tax	$75,800	$709,000	$934,000	$1,378,000	$1,251,000	$4,347,800
Engineering Capital Project Fund	$175,000	$-	$-	$-	$-	$175,000
Enterprise Technology Capital Fund	$3,200,000	$-	$-	$-	$-	$3,200,000
General	$6,753,300	$3,379,100	$5,433,200	$3,667,200	$2,787,900	$22,020,700
Golf Course	$156,000	$-	$-	$-	$52,800	$208,800
Local Option Sales Tax	$8,181,200	$10,140,900	$8,830,000	$8,367,800	$13,082,000	$48,601,900
Solid Waste	$3,234,600	$2,547,900	$2,846,700	$1,477,300	$1,505,600	$11,612,100
Stormwater	$1,802,400	$2,550,900	$4,517,800	$2,997,000	$5,827,700	$17,695,800
Tree Impact Fee Fund	$218,000	$13,000	$40,000	$59,000	$69,000	$399,000
Transportation Impact Fee District [7]	$64,900	$363,000	$416,000	$-	$-	$843,900
Mobility Impact Fee District [7]	$-	$-	$-	$4,000	$1,700,000	$1,704,000
Wastewater Operations	$7,671,100	$9,279,500	$6,358,900	$9,601,100	$4,581,200	$37,491,800
West Bay Drive CRA	$2,243,600	$233,800	$940,000	$941,000	$-	$4,358,400
TOTAL	**$33,775,900**	**$29,350,300**	**$30,437,000**	**$28,507,400**	**$30,872,200**	**$152,942,800**


2020-2024 CIP By Category and Year
$45,000,000
$40,000,000
$35,000,000
$30,000,000
$25,000,000
$20,000,000
$15,000,000
$10,000,000
$5,000,000
$0
Facilities Projects
Mobility Projects
Public Safety Projects
Recreation Projects
Stormwater Projects
Technology Projects
Vehicles
Wastewater Projects
FY 2020
FY 2021
FY 2022
FY 2023
FY 2024

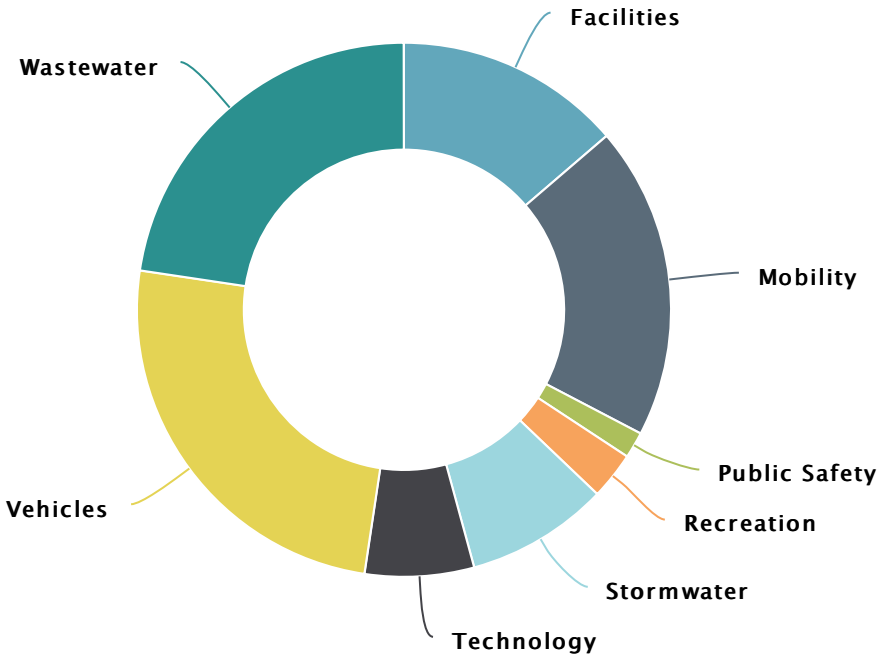

2020 -2024 CIP Projects By Fund and Year
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$0
Construction Services
County Gas Tax
Engineering Capital Project Fund
Enterprise Technology Capital Fund
General
Golf Course
Local Option Sales Tax
Solid Waste
Stormwater
Tree Impact Fee Fund
Transportation Impact Fee District 7
Mobility Impact Fee District 7
Wastewater Operations
FY 2020
FY 2021
FY 2022
FY 2023
FY 2024

Capital Projects Summary | Project Category Project Name	Rank	2020	2021	2022	2023	2024
Facilities Projects						
1 - Municipal Center & Public Parking Garage	27	$150,000	$-	$1,500,000	$1,500,000	$1,500,000
10 - Largo Municipal Complex Chiller & Boiler Replacements	14	$945,000	$-	$-	$-	$-
11 - Parking Lot Resurfacing, Multiple Sites	18	$373,000	$242,000	$62,000	$91,000	$240,000
143 - Library Chiller Replacement	23	$-	$-	$-	$400,000	$-
144 - Elevator Renovations	27	$-	$68,300	$-	$204,800	$-
16 - Central Park Performing Arts Center Maintenance	15	$120,000	$100,000	$550,000	$-	$-
3 - Fire Station Reconstruction Program	24	$500,000	$3,500,000	$500,000	$3,500,000	$1,000,000
4 - Parks Division Site Re-Design and Reconstruction	21	$3,500,000	$-	$-	$-	$-
9 - Fire Station Renovation Program	**14**	**$180,000**	**$250,000**	**$-**	**$-**	**$-**
Total: Facilities Projects		$5,768,000	$4,160,300	$2,612,000	$5,695,800	$2,740,000
Mobility Projects						
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$350,000	$915,000	$-	$-	$6,463,000
126 - Neighborhood Roadways - Regina Dr (TR14)	19	$-	$259,000	$-	$-	$-
127 - Neighborhood Roadways - 112TH Ave (TR81)	19	$-	$-	$115,000	$914,000	$1,677,000
155 - Neighborhood Roadway – East Rosery Rd (SL02)	20	$-	$-	$-	$184,000	$1,316,000
173 - Annual Pavement Rehabilitation Program	12	$-	$500,000	$500,000	$500,000	$500,000
19 - Community Streets - Gladys St (PC03)	19	$-	$-	$1,544,000	$-	$-
192 - Clearwater/Largo Road Multimodal Improvements	17	$-	$150,000	$800,000	$-	$-
21 - Community Streets - 20th St NW (PC05)	19	$151,000	$803,000	$-	$-	$-
22 - Downtown Multimodal Improvements	16	$2,829,600	$5,000	$145,000	$1,005,000	$5,000
27 - Neighborhood Roadways - 127th Ave N (TR03)	19	$-	$563,000	$2,986,000	$-	$-
28 - Neighborhood Roadways - Stratford Dr (TR72)	19	$-	$-	$-	$271,000	$1,396,000
29 - Neighborhood Roadways - Valencia Dr S (TR02)	19	$-	$104,000	$537,000	$-	$-
30 - Neighborhood Roadways - 16th St NW (TR26)	19	$-	$244,000	$1,255,000	$-	$-
Total: Mobility Projects		**$3,330,600**	**$3,543,000**	**$7,882,000**	**$2,874,000**	**$11,357,000**
Public Safety Projects						
38 - Police Portable Radio Replacements	24	$220,000	$220,000	$-	$-	$-
39 - Public Safety Staffing Plan	21	$258,000	$525,700	$419,200	$-	$-
40 - Self Contained Breathing Apparatus (SCBA) Replacement	18	$704,000	$-	$-	$-	$-

Capital Projects Summary | Project Category						
Project Name	**Rank**	**2020**	**2021**	**2022**	**2023**	**2024**
96 - Firefighter Escape Device Replacement	22	$-	$100,000	$-	$-	$-
Total: Public Safety Projects		**$1,182,000**	**$845,700**	**$419,200**	**$-**	**$-**
Recreation Projects						
42 - Fencing Replacement, Multi-facility	14	$150,000	$150,000	$80,000	$115,000	$100,000
43 - Playground Replacement	18	$498,000	$174,000	$114,000	$-	$-
45 - Bayhead Complex and Action Park Reconstruction	22	$3,000,000	$-	$-	$-	$-
Total: Recreation Projects		**$3,648,000**	**$324,000**	**$194,000**	**$115,000**	**$100,000**
Stormwater Projects						
148 - Medical Arts District Regional Stormwater Pond	20	$797,000	$-	$-	$-	$-
159 - Neighborhood Streets – Pocahontas Dr (TR16)	22	$-	$-	$-	$746,000	$3,837,000
186 - Annual Stormwater Pipe Replacement Program	23	$250,000	$250,000	$250,000	$250,000	$250,000
188 - Venetian Gardens Drainage Improvements	24	$-	$-	$118,000	$1,764,000	$-
197 - Clearwater Largo Rd Best Management Practices	25	$53,000	$298,000	$-	$-	$-
198 - Cross Bayou Best Management Practices Implementation	25	$-	$120,000	$680,000	$-	$-
199 - Allens Creek Best Management Practices Implementation	25	$-	$180,000	$1,020,000	$-	$-
200 - Starkey Road Basin Best Management Practices Implementation	25	$-	$90,000	$510,000	$-	$-
55 - Church Creek Drainage Improvements Phase II and III	27	$-	$-	$-	$-	$1,750,000
Total: Stormwater Projects		**$1,100,000**	**$938,000**	**$2,578,000**	**$2,760,000**	**$5,837,000**
Technology Projects						
101 - Enterprise Resource Planning Software Replacement	8	$3,514,000	$727,000	$476,000	$479,000	$481,000
139 - Data Network Switch Replacement	17	$-	$400,000	$-	$-	$-
201 - Storage Area Network (SAN) Replacement	16	$-	$-	$150,000	$-	$-
202 - Windows Desktop & Microsoft Office Delivery	7	$-	$-	$1,700,000	$-	$-
204 - Solid Waste Routing Software	0	$320,000	$64,000	$64,000	$64,000	$64,000
206 - Enterprise Technology Capital Funding	N/A	$-	$-	$-	$300,000	$300,000
60 - Computer Server Replacement	21	$365,000	$225,000	$135,000	$150,000	$120,000
Total: Technology Projects		**$4,199,000**	**$1,416,000**	**$2,525,000**	**$993,000**	**$965,000**
Vehicles						
136 - Engineering Services Vehicles	0	$-	$-	$37,400	$62,600	$-
205 - Additional Solid Waste Vehicle & Drivers	0	$441,000	$88,200	$91,800	$95,400	$99,200
65 - Public Works Vehicles	0	$3,533,200	$3,697,100	$4,619,800	$3,128,300	$1,773,400

Capital Projects Summary | Project Category						
Project Name	**Rank**	**2020**	**2021**	**2022**	**2023**	**2024**
66 - RPA Vehicles	0	$106,100	$273,300	$156,300	$169,700	$151,400
68 - IT Vehicles	0	$-	$-	$-	$27,900	$-
69 - Community Development Vehicles	0	$30,000	$100,100	$35,400	$68,100	$-
70 - Environmental Services Vehicles	0	$624,500	$221,600	$541,600	$512,800	$208,200
71 - Fire Rescue Vehicles	0	$1,150,000	$3,002,000	$1,829,000	$1,352,000	$1,623,000
72 - Police Vehicles	0	$1,638,600	$1,716,100	$1,335,600	$1,652,800	$2,018,000
Total: Vehicles		**$7,523,400**	**$9,098,400**	**$8,646,900**	**$7,069,600**	**$5,873,200**
Wastewater Projects						
103 - LS 10 Sanitary Service Area I&I Abatement	26	$-	$-	$199,900	$3,400,000	$-
109 - LS 19 & 2 Sub Basin 4 Service Areas I&I Abatement	26	$-	$199,900	$4,900,000	$-	$-
110 - LS 3 Service Area I&I Abatement	26	$-	$-	$-	$200,000	$4,000,000
113 - Effluent Pipeline Capacity Increase and Extension	18	$-	$-	$480,000	$5,400,000	$-
172 - Lift Station(s) Flood Plain Mitigation	24	$400,000	$3,150,000	$-	$-	$-
194 - Disinfection Tank Coating	20	$725,000	$-	$-	$-	$-
195 - Lift Station 1 Demolition	17	$-	$175,000	$-	$-	$-
98 - LS 2 Service Area I&I Abatement	26	$5,899,900	$5,500,000	$-	$-	$-
Total: Wastewater Projects		**$7,024,900**	**$9,024,900**	**$5,579,900**	**$9,000,000**	**$4,000,000**
Total Expense		**$33,775,900**	**$29,350,300**	**$30,437,000**	**$28,507,400**	**$30,872,200**

2020 – 2024 CIP SPENDING BY PROJECT CATEGORY



Project Category	Five Year Total
Facilities	$20,976,100
Mobility	$28,986,600
Public Safety	$2,446,900
Recreation	$4,381,000
Stormwater	$13,213,000
Technology	$10,098,000
Vehicles	$38,211,500
Wastewater	$34,629,700
All Projects	**$152,942,800**

Capital Projects Summary | Fund Category Project Name	Rank	2020	2021	2022	2023	2024
Enterprise Fund						
401 - (401) Wastewater Operations Fund						
103 - LS 10 Sanitary Service Area I&I Abatement	26	$-	$-	$199,900	$3,400,000	$-
109 - LS 19 & 2 Sub Basin 4 Service Areas I&I Abatement	26	$-	$199,900	$4,900,000	$-	$-
110 - LS 3 Service Area I&I Abatement	26	$-	$-	$-	$200,000	$4,000,000
113 - Effluent Pipeline Capacity Increase and Extension	18	$-	$-	$480,000	$5,400,000	$-
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$5,700	$30,000	$-	$-	$209,000
136 - Engineering Services Vehicles	0	$-	$-	$37,400	$31,300	$-
172 - Lift Station(s) Flood Plain Mitigation	24	$400,000	$3,150,000	$-	$-	$-
194 - Disinfection Tank Coating	20	$725,000	$-	$-	$-	$-
195 - Lift Station 1 Demolition	17	$-	$175,000	$-	$-	$-
202 - Windows Desktop & Microsoft Office Delivery	7	$-	$-	$170,000	$-	$-
206 - Enterprise Technology Capital Funding	N/A	$-	$-	$-	$30,000	$30,000
21 - Community Streets - 20th St NW (PC05)	19	$1,000	$3,000	$-	$-	$-
28 - Neighborhood Roadways - Stratford Dr (TR72)	19	$-	$-	$-	$27,000	$134,000
60 - Computer Server Replacement	21	$15,000	$-	$30,000	$-	$-
70 - Environmental Services Vehicles	0	$624,500	$221,600	$541,600	$512,800	$208,200
98 - LS 2 Service Area I&I Abatement	26	$5,899,900	$5,500,000	$-	$-	$-
Total: 401 - (401) Wastewater Operations Fund		**$7,671,100**	**$9,279,500**	**$6,358,900**	**$9,601,100**	**$4,581,200**
500 - (500) Solid Waste Fund						
202 - Windows Desktop & Microsoft Office Delivery	7	$-	$-	$170,000	$-	$-
204 - Solid Waste Routing Software	0	$300,000	$60,000	$60,000	$60,000	$60,000
205 - Additional Solid Waste Vehicle & Drivers	0	$441,000	$88,200	$91,800	$95,400	$99,200
206 - Enterprise Technology Capital Funding	N/A	$-	$-	$-	$30,000	$30,000
65 - Public Works Vehicles	0	$2,493,600	$2,399,700	$2,524,900	$1,291,900	$1,316,400
Total: 500 - (500) Solid Waste Fund		**$3,234,600**	**$2,547,900**	**$2,846,700**	**$1,477,300**	**$1,505,600**
540 - (540) Golf Course Fund						
11 - Parking Lot Resurfacing, Multiple Sites	18	$156,000	$-	$-	$-	$-
66 - RPA Vehicles	0	$-	$-	$-	$-	$52,800
Total: 540 - (540) Golf Course Fund		**$156,000**	**$-**	**$-**	**$-**	**$52,800**

Capital Projects Summary | Fund Category						
Project Name	**Rank**	**2020**	**2021**	**2022**	**2023**	**2024**
001 - (001) General Fund						
1 - Municipal Center & Public Parking Garage	27	$150,000	$-	$1,500,000	$1,500,000	$1,500,000
101 - Enterprise Resource Planning Software Replacement	8	$314,000	$727,000	$476,000	$479,000	$481,000
11 - Parking Lot Resurfacing, Multiple Sites	18	$217,000	$242,000	$62,000	$91,000	$240,000
139 - Data Network Switch Replacement	17	$-	$400,000	$-	$-	$-
143 - Library Chiller Replacement	23	$-	$-	$-	$400,000	$-
144 - Elevator Renovations	27	$-	$68,300	$-	$204,800	$-
16 - Central Park Performing Arts Center Maintenance	15	$120,000	$100,000	$550,000	$-	$-
201 - Storage Area Network (SAN) Replacement	16	$-	$-	$150,000	$-	$-
202 - Windows Desktop & Microsoft Office Delivery	7	$-	$-	$1,190,000	$-	$-
206 - Enterprise Technology Capital Funding	N/A	$-	$-	$-	$210,000	$210,000
22 - Downtown Multimodal Improvements	16	$5,000	$5,000	$5,000	$5,000	$5,000
38 - Police Portable Radio Replacements	24	$220,000	$220,000	$-	$-	$-
39 - Public Safety Staffing Plan	21	$258,000	$308,100	$278,800	$-	$-
4 - Parks Division Site Re-Design and Reconstruction	21	$3,500,000	$-	$-	$-	$-
40 - Self Contained Breathing Apparatus (SCBA) Replacement	18	$704,000	$-	$-	$-	$-
42 - Fencing Replacement, Multi-facility	14	$150,000	$150,000	$80,000	$115,000	$100,000
43 - Playground Replacement	18	$-	$11,000	$114,000	$-	$-
60 - Computer Server Replacement	21	$350,000	$160,000	$105,000	$150,000	$120,000
65 - Public Works Vehicles	0	$449,200	$332,500	$766,100	$246,700	$33,300
66 - RPA Vehicles	0	$106,100	$273,300	$156,300	$169,700	$98,600
68 - IT Vehicles	0	$-	$-	$-	$27,900	$-
69 - Community Development Vehicles	0	$30,000	$31,900	$-	$68,100	$-
9 - Fire Station Renovation Program	14	$180,000	$250,000	$-	$-	$-
96 - Firefighter Escape Device Replacement	22	**$-**	**$100,000**	**$-**	**$-**	**$-**
Total: 001 - (001) General Fund		$6,753,300	$3,379,100	$5,433,200	$3,667,200	$2,787,900
212 - (212) Local Option Sales Tax (LOST) Fund						
10 - Largo Municipal Complex Chiller & Boiler Replacements	14	$945,000	$-	$-	$-	$-
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$96,600	$132,000	$-	$-	$918,000
155 - Neighborhood Roadway – East Rosery Rd (SL02)	20	$-	$-	$-	$184,000	$1,316,000
159 - Neighborhood Streets – Pocahontas Dr (TR16)	22	$-	$-	$-	$746,000	$3,837,000
173 - Annual Pavement Rehabilitation Program	12	$-	$500,000	$500,000	$500,000	$500,000
188 - Venetian Gardens Drainage Improvements	24	$-	$-	$-	$410,000	$-
19 - Community Streets - Gladys St (PC03)	19	$-	$-	$717,000	$-	$-

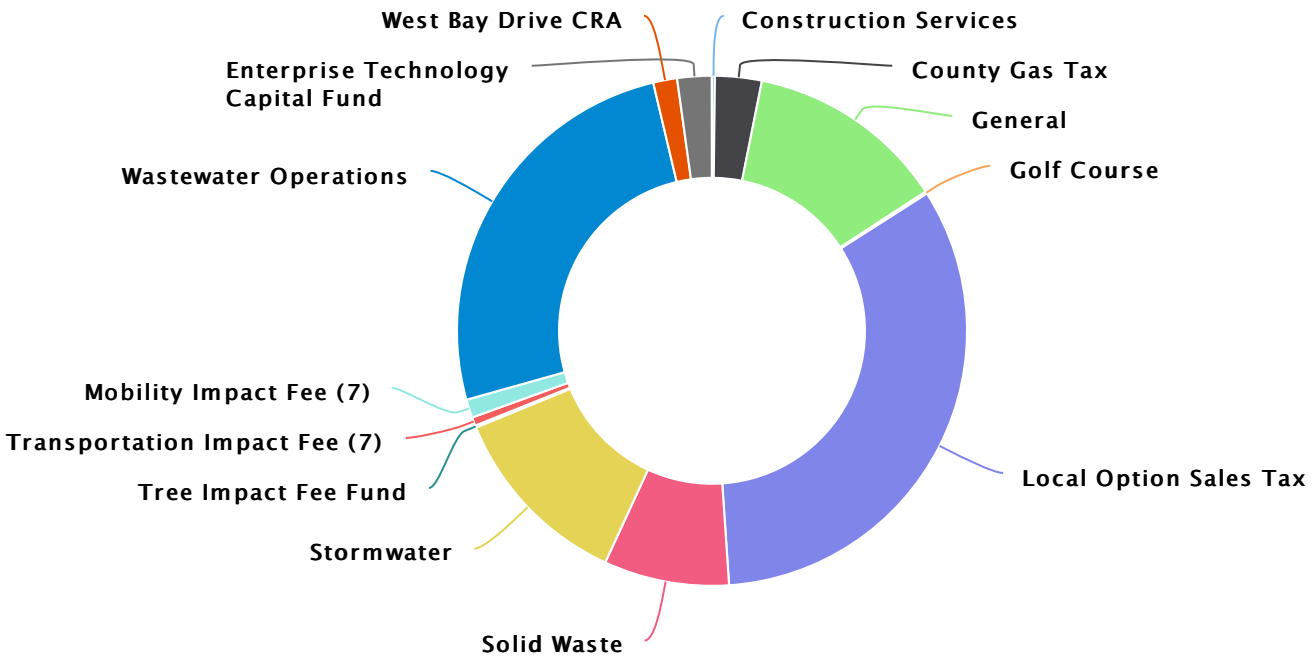
Capital Projects Summary | Fund Category						
Project Name	Rank	2020	2021	2022	2023	2024
197 - Clearwater Largo Rd Best Management Practices	25	$53,000	$298,000	$-	$-	$-
198 - Cross Bayou Best Management Practices Implementation	25	$-	$120,000	$680,000	$-	$-
199 - Allens Creek Best Management Practices Implementation	25	$-	$180,000	$1,020,000	$-	$-
200 - Starkey Road Basin Best Management Practices Implementation	25	$-	$90,000	$510,000	$-	$-
27 - Neighborhood Roadways - 127th Ave N (TR03)	19	$-	$192,000	$1,017,000	$-	$-
28 - Neighborhood Roadways - Stratford Dr (TR72)	19	$-	$-	$-	$23,000	$120,000
29 - Neighborhood Roadways - Valencia Dr S (TR02)	19	$-	$75,000	$384,000	$-	$-
22 - Downtown Multimodal Improvements	25	$300,000	$-	$-	$-	$-
3 - Fire Station Reconstruction Program	24	$500,000	$3,500,000	$500,000	$3,500,000	$1,000,000
30 - Neighborhood Roadways - 16th St NW (TR26)	19	$-	$39,000	$197,000	$-	$-
39 - Public Safety Staffing Plan	21	$-	$133,800	$140,400	$-	$-
43 - Playground Replacement	18	$498,000	$163,000	$-	$-	$-
45 - Bayhead Complex and Action Park Reconstruction	22	$3,000,000	$-	$-	$-	$-
55 - Church Creek Drainage Improvements Phase II and III	27	$-	$-	$-	$-	$1,750,000
71 - Fire Rescue Vehicles	0	**$1,150,000**	**$3,002,000**	**$1,829,000**	**$1,352,000**	**$1,623,000**
72 - Police Vehicles	0	$1,638,600	$1,716,100	$1,335,600	$1,652,800	$2,018,000
Total: 212 - (212) Local Option Sales Tax (LOST) Fund		$8,181,200	$10,140,900	$8,830,000	$8,367,800	$13,082,000
200 - (200) County Gas Tax (CGT) Fund						
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$26,800	$140,000	$-	$-	$977,000
126 - Neighborhood Roadways - Regina Dr (TR14)	19	$-	$175,000	$-	$-	$-
127 - Neighborhood Roadways - 112TH Ave (TR81)	19	$-	$-	$115,000	$589,000	$-
188 - Venetian Gardens Drainage Improvements	24	$-	$-	$-	$736,000	$-
19 - Community Streets - Gladys St (PC03)	19	$-	$-	$106,000	$-	$-
21 - Community Streets - 20th St NW (PC05)	19	$49,000	$257,000	$-	$-	$-
27 - Neighborhood Roadways - 127th Ave N (TR03)	19	$-	$20,000	$106,000	$-	$-
28 - Neighborhood Roadways - Stratford Dr (TR72)	19	$-	$-	$-	$53,000	$274,000
29 - Neighborhood Roadways - Valencia Dr S (TR02)	19	**$-**	**$12,000**	**$65,000**	**$-**	**$-**
30 - Neighborhood Roadways - 16th St NW (TR26)	19	$-	$105,000	$542,000	$-	$-
Total: 200 - (200) County Gas Tax (CGT) Fund		$75,800	$709,000	$934,000	$1,378,000	$1,251,000
201 - (201) Transportation Impact Fee (TIF) District [7]						
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$45,900	$240,000	$-	$-	$-
126 - Neighborhood Roadways - Regina Dr (TR14)	19	$-	$24,000	$-	$-	$-
19 - Community Streets - Gladys St (PC03)	19	$-	$-	$416,000	$-	$-

Capital Projects Summary | Fund Category

Project Name	Rank	2020	2021	2022	2023	2024
21 - Community Streets - 20th St NW (PC05)	19	$19,000	$99,000	$-	$-	$-
Total: 201 - (201) Transportation Impact Fee (TIF) District [7]		$64,900	$363,000	$416,000	$-	$-
205 - (205) Multimodal Impact Fee District [7]						
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	**$-**	**$-**	**$-**	**$-**	**$1,677,000**
28 - Neighborhood Roadways - Stratford Dr (TR72)	19	$-	$-	$-	$4,000	$23,000
Total: 205 - (205) Multimodal Impact Fee District [7]		$-	$-	$-	$4,000	$1,700,000
209 - (209) Construction Services Fund						
202 - Windows Desktop & Microsoft Office Delivery	7	$-	$-	$85,000	$-	$-
206 - Enterprise Technology Capital Funding		$-	$-	$-	$15,000	$15,000
60 - Computer Server Replacement	21	**$-**	**$65,000**	**$-**	**$-**	**$-**
69 - Community Development Vehicles	0	$-	$68,200	$35,400	$-	$-
Total: 209 - (209) Construction Services Fund		$-	$133,200	$120,400	$15,000	$15,000
210 - (210) Stormwater Fund						
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$-	$373,000	$-	$-	$2,613,000
126 - Neighborhood Roadways - Regina Dr (TR14)	19	$-	$60,000	$-	$-	$-
127 - Neighborhood Roadways - 112TH Ave (TR81)	19	$-	$-	$-	$325,000	$1,677,000
136 - Engineering Services Vehicles	0	$-	$-	$-	$31,300	$-
148 - Medical Arts District Regional Stormwater Pond	20	$797,000	$-	$-	$-	$-
186 - Annual Stormwater Pipe Replacement Program	23	$250,000	$250,000	$250,000	$250,000	$250,000
188 - Venetian Gardens Drainage Improvements	24	$-	$-	$118,000	$618,000	$-
19 - Community Streets - Gladys St (PC03)	19	$-	$-	$265,000	$-	$-
202 - Windows Desktop & Microsoft Office Delivery	7	$-	$-	$85,000	$-	$-
204 - Solid Waste Routing Software		$20,000	$4,000	$4,000	$4,000	$4,000
206 - Enterprise Technology Capital Funding		$-	$-	$-	$15,000	$15,000
21 - Community Streets - 20th St NW (PC05)	19	$82,000	$431,000	$-	$-	$-
22 - Downtown Multimodal Improvements	16	$63,000	$-	$-	$-	$-
27 - Neighborhood Roadways - 127th Ave N (TR03)	19	$-	$351,000	$1,863,000	$-	$-
28 - Neighborhood Roadways - Stratford Dr (TR72)	19	$-	$-	$-	$164,000	$845,000
29 - Neighborhood Roadways - Valencia Dr S (TR02)	19	**$-**	**$17,000**	**$88,000**	**$-**	**$-**
30 - Neighborhood Roadways - 16th St NW (TR26)	19	$-	$100,000	$516,000	$-	$-
65 - Public Works Vehicles	0	$590,400	$964,900	$1,328,800	$1,589,700	$423,700
Total: 210 - (210) Stormwater Fund		**$1,802,400**	**$2,550,900**	**$4,517,800**	**$2,997,000**	**$5,827,700**

Capital Projects Summary | Fund Category						
Project Name	Rank	2020	2021	2022	2023	2024
215 - (215) West Bay Drive Community Redevelopment District (WBD-CRD) Fund						
192 - Clearwater/Largo Road Multimodal Improvements	17	$-	$150,000	$800,000	$-	$-
22 - Downtown Multimodal Improvements	16	**$2,243,600**	**$-**	**$140,000**	**$941,000**	**$-**
39 - Public Safety Staffing Plan	21	$-	$83,800	$-	$-	$-
Total: 215 - (215) West Bay Drive Community Redevelopment District (WBD-CRD) Fund		$2,243,600	$233,800	$940,000	$941,000	$-
218 - (218) Tree Impact Fee Fund						
118 - Community Streets - Rosert Rd NE(2) (PC04/PC10)	19	$-	$-	$-	$-	$69,000
19 - Community Streets - Gladys St (PC03)	19	**$-**	**$-**	**$40,000**	**$-**	**$-**
21 - Community Streets - 20th St NW (PC05)	19	$-	$13,000	$-	$-	$-
22 - Downtown Multimodal Improvements	16	$218,000	$-	$-	$59,000	$-
Total: 218 - (218) Tree Impact Fee Fund		**$218,000**	**$13,000**	**$40,000**	**$59,000**	**$69,000**
370 - (370) Engineering Capital Project Fund						
118 - Community Streets - Rosery Rd NE(2) (PC04/PC10)	19	$175,000	$-	$-	$-	$-
Total: 370 - (370) Engineering Capital Project Fund		$175,000	$-	$-	$-	$-
317 - (317) Enterprise Technology Capital Fund						
101 - Enterprise Resource Planning Software Replacement	8		$-	$-	$-	$-
Total: 317 - (218) Enterprise Technology Capital Fund			$-	$-	$-	$-
Total Expense						

2020 – 2024 CIP SPENDING BY FUND CATEGORY



Fund	Five Year Total
Construction Services	$283,600
County Gas Tax	$4,347,800
General	$22,020,700
Golf Course	$208,800
Local Option Sales Tax	$48,601,900
Solid Waste	$11,612,100
Stormwater	$17,695,800
Tree Impact Fee Fund	$399,000
Transportation Impact Fee (7)	$843,900
Mobility Impact Fee (7)	$1,704,000
Wastewater Operations	$37,491,800
West Bay Drive CRA	$4,358,400
Engineering Capital Project Fund	$175,000
Enterprise Technology Capital Fund	**$3,200,000**

Total:	$152,942,800

FY 2020 - FY 2024 CIP Unfunded Projects				
Project Type	Title	Project Status	Cost Estimate	Project Rank
Facilities Projects	Additional Restroom At Largo Central Park	Unfunded	$300,000	12
Facilities Projects	Biosolids Process Improvements and Building Hardening	Unfunded	$12,000,000	23
Facilities Projects	Central Park Railroad Building	Unfunded	$400,000	13
Facilities Projects	City Logistics Warehouse Construction	Unfunded	$3,000,000	20
Facilities Projects	Downtown Parking Garage & Transfer Station	Unfunded	$8,500,000	13
Facilities Projects	Highland Recreation Center Generator	Unfunded	$250,000	18
Facilities Projects	Parks Division Site Re-Design and Reconstruction	Unfunded	$3,200,000	21
Facilities Projects	Public Works Complex Reconstruction	Unfunded	$18,000,000	19
Facilities Projects	Southwest Recreation Outdoor Restroom Replacement	Unfunded	$350,000	21
Mobility Projects	142nd Ave N/16th Ave SW Multimodal Connector	Unfunded	$18,000,000	15
Mobility Projects	Community Streets – 4th Avenue NW (SL29)	Unfunded	$1,515,000	20
Mobility Projects	CRD Neighborhood Streets - 10th St NW Extension	Unfunded	$295,000	20
Mobility Projects	Downtown Community Streets - 4th St NW	Unfunded	$1,100,000	23
Mobility Projects	Major Corridor Traffic Safety Analysis	Unfunded	$1,410,000	11
Mobility Projects	Unpaved Roads	Unfunded	$2,970,000	20
Public Safety Projects	Communication Center Additional Consoles	Unfunded	$116,000	13
Recreation Projects	Central Park Entrance Sign, Landscaping and Art Sculpture	Unfunded	$225,000	20
Recreation Projects	Lake Villa Park Boardwalk	Unfunded	$250,000	16
Recreation Projects	Parkland Acquisition	Unfunded	$2,000,000	17
Recreation Projects	Southwest Aquatic Center Construction	Unfunded	$9,200,000	26
Stormwater Projects	Stormwater Retrofit - Heather Hills (115th St N)	Unfunded	$550,000	13

Project Type	Title	Project Status	Cost Estimate	Project Rank
Technology Projects	Fiber Optic Data Network Reconfiguration	Unfunded	$600,000	16
Wastewater Projects	Effluent Disposal Alternative Analysis	Unfunded	$17,100,000	26
Wastewater Projects	Sanitary Sewer System Engineering Evaluation (SSSEE)	Unfunded	$530,000	22
Wastewater Projects	UF/RO Nitrogen Reduction Treatment Facility	Unfunded	$3,700,000	21

DEBT SCHEDULE

The following list contains the outstanding debt obligations of the City. Projected debt is added when amortization schedules are developed. All debt uses non-property tax revenue such as sales tax, utility tax, sewer user charges, etc for repayment. The City does not have any general obligation debt which would entail voter approval of a property tax pledge for repayment.

The State of Florida places no statutory limit on debt obligations. Since the City rarely incurs debt, preferring to fund capital purchases utilizing current revenues or fund balance, the City has not established a debt limit policy. The City has developed a Debt Policy that defines the guidelines for debt issuance.

		Fund	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 & Beyound	Total
1)	**2011 Chase Sewer Loan Refinancing Loan**	**Wastewater**	**202,400**	**-**	**-**	**-**	**-**	**202,400**
	Principal		200,900	-	-	-	-	**200,900**
	Interest		1,500	-	-	-	-	**1,500**
	Interest Rate: 2.08%							
	Payoff: FY 2020							
2)	**2012 Community Center Loan**	**LOST**	**628,300**	**-**	**-**	**-**	**-**	**628,300**
	Principal		620,300	-	-	-	-	**620,300**
	Interest		8,000	-	-	-	-	**8,000**
	Interest Rate: 3.44%							
	Payoff: FY 2020							
3)	**2012 Highland Recreation Complex Loan**	**LOST**	**1,146,900**	**-**	**-**	**-**	**-**	**1,146,900**
	Principal		1,138,100	-	-	-	-	**1,138,100**
	Interest		8,800	-	-	-	-	**8,800**
	Interest Rate: 2.08% & 2.09% (two separate loans)							
	Payoff: FY 2020							
4)	**2017 State Revolving Loan**	**Wastewater**	**5,152,300**	**5,151,300**	**5,151,300**	**5,151,300**	**66,966,600**	**87,572,800**
	Principal		4,557,100	4,590,600	4,624,300	4,658,300	63,763,700	**82,194,000**
	Interest		595,200	560,700	527,000	493,000	3,202,900	**5,378,800**
	Interest Rate: 0.73%							
	Payoff: FY 2036							

DEBT SCHEDULE

The following list contains the outstanding debt obligations of the City. All debt uses non-property tax revenue such as sales tax, utility tax, sewer user charges, etc for repayment. The City does not have any general obligation debt which would entail voter approval of a property tax pledge for repayment.

The State of Florida places no statutory limit on debt obligations. Since the City rarely incurs debt, preferring to fund capital purchases utilizing current revenues or fund balance, the City has not developed its own debt limit policy.

1. **2011 Chase Sewer Loan Refinancing Debt**

   The original borrowing occured in November 2001, through the Florida League of Cities loan pool, to make improvements to the Wastewater Reclamation Facility. In FY 2012 this loan was refinanced through J.P. Morgan Chase Bank to save on interest costs and better position the City for an upcoming bond issue for major improvements to the Wastewater Treatment System. The loan is collateralized by sewer net revenues. This loan will be paid off in FY 2020.

2. **2010 Community Center Debt**

   Borrowing began in March of 2010 through T.D. Bank. Payments are due quarterly beginning in January, 2011 through October 2019, with an interest at 3.44 percent. The loan is collateralized by proceeds from the Local Option Sales Tax. This loan will be paid off in FY 2020.

3. **2012 Highland Recreation Complex Debt**

   Borrowing began in December of 2011 through J.P Morgan Chase Bank. Payments are due quarterly beginning in April, 2012 through January 2020, with an interest of 1.71 percent on the first $10 million, and 1.72% on the $7 million. The loan is collateralized by proceeds from the Local Option Sales Tax. This loan will be paid off in FY 2020.

4. **2017 State Sewer Revolving Loan**

   The borrowing occured in 2017 through the State of Florida's Sewer Revolving Loan Program to make improvements to the Wastewater Collection and Treatment System. Payments are due semi-annually through October 14, 2035, including interest at 0.73 percent. The loan is collateralized by sewer net revenues.

5. **2019 State Sewer Revolving Loan**

   The borrowing will begin in 2019 through the State of Florida's Sewer Revolving Loan Program to make improvements to the Wastewater Biological Treatment System. Payments are estimated to begin in FY 2022, six months after project completion. The estimated interest rate is 0.5% with a repayment term of 20 years. Dollar amounts included in this schedule are estimates only. This is currently a pending debt obligation that will be reflected in the Adopted Budget debt schedule table.



Facilities Projects

CENTRAL PARK RAILROAD BUILDING			
Project Number: 128			
Project Manager:	Parks Superintendent	**Additional FTEs:**	0.00
Project Customer:	Largo Central Park	**Estimated Useful Life:**	30 years
Strategic Focus Area:	Community Pride	**Project Status:**	Unfunded
Strategic Plan Initiative:	Cultivate and Support a Vibrant Intergenerational	**Project Score:**	13
	Community That Attracts Residents & Businesses	**Cost Estimate (unfunded):**	$400,000

Project Description:

The Largo Central Railroad is a volunteer hobby group. They provide monthly miniature train rides in Largo Central Park to the general public, making them a very popular attraction in the area drawing over 4,000 people to the park the first full weekend of every month. They also offer their services to families for birthday parties and during special events. The railroad group also maintains the train tracks in the park, and have been instrumental in the development of Largo Central Park.

Currently, the group stores their trains and maintenance supplies in metal buildings on site. They approached the City about replacing the existing buildings, which have reached the end of their life expectancy. Staff recommends replacing all the buildings with one fabricated structure that allows for storage, maintenance space, an office for the club, and an educational classroom to allow them to continue and expand their educational programs on the history of railroads and trains.

This relationship is an excellent public/private partnership between the City and the Largo Central Railroad organization. Grant funding through the Florida Recreation Development Assistance Program or similar program is recommended for this pursuit to assist in funding this project. Grant funding can support up to 50% of the cost of the project. The railroad organization has already initiated fundraising activity and anticipates raising as much as $50,000 to offset the city's portion of the project funding.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

ELEVATOR RENOVATIONS			
Project Number: 144			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	City Hall	**Estimated Useful Life:**	10 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	27

Project Description:

Elevators at City Hall, Police building, EOC, Highland Recreation Center, and Largo Public Library require renovations. The issues include water accumulation in the bottom of an elevator, slow speed of the elevators, inability to access elevators during a power outage, and buttons not properly lighting up. This project aims to repair the issues at these buildings over the next five years to ensure proper functioning of the elevators.

Revisions from Previous Year:

Removed the City Hall elevator repairs in FY 2023 due to the City Hall replacement project.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Improved and more reliable elevator service for visitors to City facilities.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 68,300**	**-**	**$ 204,800**	**-**
Subtotal Total By Fund					
(001) General Fund	-	$ 68,300	-	$ 204,800	-
Subtotal Total By Exp. Type					
Operating Expenditures	-	$ 68,300	-	$ 204,800	-

FIRE STATION RECONSTRUCTION PROGRAM			
Project Number: 3			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	40-50 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	24

Project Description:

Fire Station 39 has exceeded its useful life and is in need of a roof replacement and internal renovations. The building has no separate living quarters and has inadequate storage space for the needs of the department. This project will coordinate with county efforts in Rainbow Village. The current building is 5,300 square feet and was constructed in 1979. Est. Cost: $4,000,000

Fire Station 38 is the newest of the three stations. The roof and HVAC systems need replacing, the building needs updates for ADA and NFPA standards and living quarters need redesign and reconfiguration. This building has changed due to personnel additions over the last ten years. The current building is 6,500 square feet and was constructed in 1986. Est. Cost: $4,000,000

Fire Station 42 requires a new building with better access for apparatus and better separation of living quarters for firefighters. The current building is 5,300 square feet and was constructed in 1978. Estimated Cost: $4,000,000

Revisions from Previous Year:

Due to the need for significant site evaluations for each station, a specific order for reconstruction priorities has been removed. A master site plan will be conducted during FY 2020.

Beyond 5 Years:

Construction for a third fire station will be funded in FY 2025.

Level of Service Change Due to Project:

N/A

Funding Breakdown:

Fund	2020	2021	2022	2023	2024
Project Total	**$ 500,000**	**$ 3,500,000**	**$ 500,000**	**$ 3,500,000**	**$ 1,000,000**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	$ 500,000	$ 3,500,000	$ 500,000	$ 3,500,000	$ 1,000,000
Subtotal Total By Exp. Type					
Capital Expenditures	$ 500,000	$ 3,500,000	$ 500,000	$ 3,500,000	$ 1,000,000

FIRE STATION RENOVATION PROGRAM			
Project Number: 9			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	40 years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	14

Project Description:

The City of Largo operates six fire stations: 38, 39, 40, 41, 42 and 43. The stations require major repairs and upgrades to remain operational. Consequently, the City began implementing Facilities Management Division and consultant recommendations for repair and maintenance to the various fire stations. Concurrently, the City also began reconstruction of the fire stations due to age and condition. Fire Stations 38, 39, and 42 are scheduled for replacement in the next Penny cycle starting in FY 2020.

Project Scope: Fire Station 39 - Roof replacement; Fire Station 40 - Major roof repair; Fire Station 41- Restroom and HVAC replacement

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 180,000**	**$ 250,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	$ 180,000	$ 250,000	-	-	-
Subtotal Total By Exp. Type					
Operating Expenditures	$ 180,000	$ 250,000	-	-	-

LARGO MUNICIPAL COMPLEX CHILLER & BOILER REPLACEMENTS			
Project Number: 10			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	City Hall	**Estimated Useful Life:**	20 years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	14

Project Description:

The City Hall and Police Department complexes utilize two water-cooled chillers to provide chilled water to the various air conditioning systems being operated in those buildings. The chillers are housed in Building 4 and have been operational since the City occupied the complex in 2000. The Facilities Management HVAC Crew maintains these chillers and at this point has fully rebuilt one of them. It is expected a rebuild will need to occur within the next 12 months for the other. Replacement of the boiler is also included in this project. Chillers usually have a 15-20 year life cycle. This project would replace both chiller units with a useful life of 20 years.

Revisions from Previous Year:

Based on direction to move forward with a new City Hall complex within five years, the scope of this project will be adjusted to accommodate future Largo Municipal Complex campus needs.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Project would reduce annual required maintenance for the Chillers & Boiler, and reduce chronic HVAC issues within the two facilities.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 945,000**	**-**	**-**	**-**	**-**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	$ 945,000	-	-	-	-
Subtotal Total By Exp. Type					
Operating Expenditures	$ 945,000	-	-	-	-

LIBRARY CHILLER REPLACEMENT			
Project Number: 143			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	20 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	23

Project Description:

The Library utilizes two water cooled chillers to provide chilled water to the various air conditioning systems being operated in the building. These chillers are the original chillers from the time of construction (2005). The Facilities Management HVAC Crew maintains these chillers and they have experienced recurring problems. Both chillers need to be replaced to reduce ongoing maintenance. The replacements are expected to last 20 years.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Project will reduce annual maintenance for the Library Chillers.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 400,000**	**-**
Subtotal Total By Fund					
(001) General Fund	-	-	-	$ 400,000	-
Subtotal Total By Exp. Type					
Operating Expenditures	-	-	-	$ 400,000	-

MUNICIPAL CENTER & PUBLIC PARKING GARAGE			
Project Number: 1			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	City Manager's Office	**Estimated Useful Life:**	40-50 years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	27

Project Description:

The current City Hall building is 57,740 square feet and 46 years old. The building posses numerous critical needs including, but not limited to: issues with essential building systems, ADA compliance, energy efficiency, disaster resiliency, structural integrity, and space shortage.

The future of the current City Hall Complex has been under review for many years. Concurrently, the City has been working on efforts to revitalize Downtown. Understanding that the City has limited resources, the City is proposing to reconstruct City Hall Downtown means of achieving multiple strategic goals with one investment (sustainability, public health & safety, and community pride).

The total cost estimate is $25M, which includes the cost of a public parking garage. The cost estimate does not include land acquisition. The City currently owns land in Downtown and will explore the viability of those parcels during the initial phases of this project.

Revisions from Previous Year:

The project description has been revised and the project has been funded in the General Fund. The funding schedule includes $150,000 for a preliminary design and space needs analysis. FY 2022 - FY 2024 represent the projected debt service payments on a $25 million project, which includes a public parking garage.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

This project is intended to ensure continuity of City operations in a disaster, improve access to customers and visitors of City Hall, provide additional public parking in Downtown to support local businesses,

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 150,000**	**-**	**$ 1,500,000**	**$ 1,500,000**	**$ 1,500,000**
Subtotal Total By Fund					
(001) General Fund	$ 150,000	-	$ 1,500,000	$ 1,500,000	$ 1,500,000
Subtotal Total By Exp. Type					
Operating Expenditures	$ 150,000	-	-	-	-
Other Expenditures	-	-	$ 1,500,000	$ 1,500,000	$ 1,500,000

PARKING LOT RESURFACING, MULTIPLE SITES			
Project Number: 11			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Parks Administration	**Estimated Useful Life:**	20 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	18

Project Description:

This project is a multi-year maintenance project to resurface parking lots at various City facilities. The projects involve complete resurfacing, sealing and striping.

Revisions from Previous Year:

Project has been updated to reflect the parking lot resurfacing cycle.

Beyond 5 Years:

Parking lots require ongoing preventive repair and maintenance.

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 373,000**	**$ 242,000**	**$ 62,000**	**$ 91,000**	**$ 240,000**
Subtotal Total By Fund					
(001) General Fund	$ 217,000	$ 242,000	$ 62,000	$ 91,000	$ 240,000
(540) Golf Course Fund	$ 156,000	-	-	-	-
Subtotal Total By Exp. Type					
Operating Expenditures	$ 217,000	$ 242,000	$ 62,000	$ 91,000	$ 240,000
Other Expenditures	$ 156,000	-	-	-	-

ADDITIONAL RESTROOM AT LARGO CENTRAL PARK			
Project Number: 15			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Largo Central Park	**Estimated Useful Life:**	40 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	12
		Cost Estimate (unfunded)	$300,000

Project Description:

Largo Central Park proper covers 33 acres and provides an active park used by the community for a variety of special events throughout the year. Over one million visitors utilize the park to attend special events, have family gatherings, and enjoy the playground. The one restroom building has proven to be insufficient for the average use of the park, especially during the winter event season. Staff recommends adding a second restroom across the park from the current facility. This additional restroom would eliminate or reduce the amount of port-a-lets utilized during events and provide needed services to park patrons.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

BIOSOLIDS PROCESS IMPROVEMENTS AND BUILDING HARDENING			
Project Number: 13			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Wastewater Treatment Plant	**Estimated Useful Life:**	35 years
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	23
		Cost Estimate (unfunded)	$12,000,000

Project Description:

The Biosolids building is a metal industrial building. It houses operating components used to convert wastewater solids into fertilizer. Due to the essential nature of the facility and the potential for damage during a hurricane, The city performed a study to assess the structural performance of the building during a Category 3 hurricane. Based on the results, the scope for this project will include either 1) structural mods to the existing building, including the roofing, walls, all structural bracing, replacement of doors, windows, louvers, and fans, or 2) replacement of the the entire building.

The City also wants to improve the pelleting process by replacing old inefficient equipment and improve energy efficiencies by upgrading the air drying system. An additional goal is to reconfigure portions of the system to increase ease of maintenance and improve worker safety.

Revisions from Previous Year:

Process Improvements project (75) was combined with Hardening project (13). Additional funding was added.

Beyond 5 Years:

This facility will require ongoing repair and maintenance throughout its useful life.

Level of Service Change Due to Project:

Project will ensure operations continue during and after a storm event, replace aging equipment, reduce operating cost, ind improve safety.

CENTRAL PARK PERFORMING ARTS CENTER MAINTENANCE			
Project Number: 16			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Largo Cultural Center	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Community Pride	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	15

Project Description:

This project is a multi-year maintenance project of the Central Park Performing Arts Center. Maintenance projects include the painting of the Tonne playhouse, raising the ceiling in the lobby and adding two chandeliers, replacement of the flooring in the playhouse and lobby. Also in this phase is the replacement of the retractable seating systeam, which is 20 years old and has reached its useful life expectancy

Revisions from Previous Year:

Project moved to funded status.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Improvements provide an updated Central Park Performing Arts Center facility for patrons.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 120,000**	**$ 100,000**	**$ 550,000**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	$ 120,000	$ 100,000	$ 550,000	-	-
Subtotal Total By Exp. Type					
Operating Expenditures	-	-	$ 150,000	-	-
Capital Expenditures	$ 120,000	$ 100,000	$ 400,000	-	-

CITY LOGISTICS WAREHOUSE CONSTRUCTION			
Project Number: 2			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	City Manager's Office	**Estimated Useful Life:**	40-50 Years
Strategic Focus Area:	Infrastructure	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	20
		Cost Estimate (unfunded):	$3,000,000

Project Description:

The City of Largo's Operational Departments deal with a number of storage area deficiencies. The Public Works Department needs storage for emergency supplies, the Fire Rescue and Police Departments needs storage for backup apparatus and equipment, and the Parks and Arts Divisions need storage for supplies as well. The City discussed building a warehouse facility to provide space for these departments near the fire training tower in the south public works storage yard.

This building would be similar in size and scope as the new ES Warehouse recently constructed. There would be 10,000 square feet of storage space, a small office area, and the building would be wind rated for emergency use. There is the potential to coordinate this project in conjunction with the Public Works Complex Reconstruction project.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

HIGHLAND RECREATION CENTER GENERATOR			
Project Number: 142			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	City Hall	**Estimated Useful Life:**	
Strategic Focus Area:	Infrastructure	**Project Status:**	Unfunded
Strategic Plan Initiative:	Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management	**Project Score:**	18
		Cost Estimate (unfunded):	$250,000

Project Description:

After Hurricane Irma, the necessity became clear for a secondary employee/family shelter. The Highland Recreation Center is well suited to serve as a shelter, but does not currently have a generator on site. During construction, the contractor set aside space for emergency power equipment, so this budget amount is for the purchase and installation of a generator. The City submitted an appropriations request with the Florida State Legislature for this project, and will also pursue grant funds if an annual state appropriation is not awarded.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Provide a survivable shelter for employees/families with improved facilities.

PARKS DIVISION SITE RE-DESIGN AND RECONSTRUCTION			
Project Number: 4			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Parks Administration	**Estimated Useful Life:**	40-50 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	21
		Cost Estimate (unfunded):	

Project Description:

The City's Facilities Management Division performed a space needs and HVAC Analysis on the current Parks Division building. Issues exist due to the age of the structure, and with the ventilation of the plumbing. Staff found mold issues and other health hazards which were remediated as reported. The building itself fails to meet the current needs of the Parks Division and access as well as storage space needs to be improved. This project includes the demolition of the existing building, parking lot, and the reorganization of the site to provide better storage, management, and coordination for the Parks Division. The associated cost is based upon a like-for-like replacement of the existing building, storage areas, equipment shelter and parking lot. The current building's square footage is 7,434 and was constructed in 1976.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

PUBLIC WORKS COMPLEX RECONSTRUCTION			
Project Number: 5			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	40-50 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19
		Cost Estimate (unfunded):	$18,000,000

Project Description:

This project proposes a new Public Works Complex. The soil underneath the existing complex is giving way to considerable damage to both the pavement used around the building and the buildings themselves. The Administration building shows settling in both the facilities workshop and the fleet central stores area. The building fails to meet some ADA requirements, and the building has experienced multiple issues with water intrusion over the past ten years. The project proposes that administrative and management functions be coordinated more efficiently from a single facility. This project scope and cost is based upon engineering estimates and a space needs analysis conducted in 2013. Total square footage of existing buildings is 44,528 feet. The cost estimate is based upon current square footage on the current site with full replacement.

Revisions from Previous Year:

Awaiting results of preliminary Engineering Study.

Beyond 5 Years:

Current estimated unfunded design and construction cost is $18,000,000.

Level of Service Change Due to Project:

N/A

SOUTHWEST RECREATION OUTDOOR RESTROOM REPLACEMENT			
Project Number: 100			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Southwest Recreation Complex	**Estimated Useful Life:**	40
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	21
		Cost Estimate (unfunded):	$350,000

Project Description:

This project involves replacement of the outdoor restroom in the park at the Southwest Recreation Complex. The outdoor restroom is over 30 years old and in need of major renovations. The restroom is designed to serve the park patrons, softball players, little league, playground and outdoor basketball users. However, the restroom sits closer to the pool and far from the little league field and basketball courts. Since the existing facility is not located within a safe lighted distance to the users, staff recommends that a prefabricated restroom facility be installed closer to the park amenities most used in the evenings. The project also includes renovating the existing building to be used for storage by the Parks Division.

Cost Estimates:

Restroom Relocation, including sewer and new building - $300,000

Parks Storage (either as part of the new restroom or renovating existing building) - $50,000

Revisions from Previous Year:

Project was updated to remove the parking lot element, and just focus on the restroom.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A



Mobility Projects

ANNUAL PAVEMENT REHABILITATION PROGRAM			
Project Number: 173			
Project Manager:	Streets & Stormwater Maintenance	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	20 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	12

Project Description:

The City of Largo's Pavement Management Program includes the policies, practices and resources used to provide the community with over 280 lane miles of safe roadway driving surfaces. The City's roadway pavement surfaces are a vital community asset with a total replacement value of over $50 million. The City utilizes comprehensive asset management strategies to preserve and rehabilitate pavement surfaces. The focus of comprehensive asset management aims to optimize the life cycle costs (purchase, operation, maintenance, replacement and disposal) of the capital assets while achieving the desired level of service. The scope of these projects may include pavement improvements, repairs to sidewalk, ADA curb ramps, stormwater and wastewater infrastructure, and traffic and safety improvements to address speeding, parking, volume, and cut-through traffic.

Revisions from Previous Year:

Funding has been added for 5th year.

Beyond 5 Years:

$500K Annually. This asset will require ongoing maintenance throughout its expected service life.

Level of Service Change Due to Project:

Pavement improvements will extend the service life of the City's roadway and increase driver safety and comfort. Sidewalk repairs will meet current ADA standards and will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 500,000**	**$ 500,000**	**$ 500,000**	**$ 500,000**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	-	500000	$ 500,000	$ 550,000	$ 500,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 500,000	$ 500,000	$ 500,000	$ 500,000

CLEARWATER/LARGO ROAD MULTIMODAL IMPROVEMENTS			
Project Number: 192			
Project Manager:	Economic Development Manager	**Additional FTEs:**	0.00
Project Customer:	Transportation Projects (ESD)	**Estimated Useful Life:**	25
Strategic Focus Area:	Community Pride	**Project Status:**	New
Strategic Plan Initiative:	Develop an Active & Interconnected Downtown	**Project Score:**	17

Project Description:

This item is identified in the 2009 West Bay Drive Community Redevelopment District Plan, Capital Improvements section. Improvements involve retrofitting the roadway between Clearwater-Largo Road from West Bay Drive to 4th Ave SW with median islands, streetscape and pedestrian crossings similar to the completed northern Clearwater Largo Road segment. This project has been moved up in prioritization as a result of the Downtown Connectivity Strategic Plan Project.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

This segment of the corridor would see enhanced pedestrian facilities to enhance multi-modal connectivity in the downtown core.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 150,000**	**$ 800,000**	**-**	**-**
Subtotal Total By Fund					
(215) West Bay Drive Community Redevelopment District (WBDCRD) Fund	-	$ 150,000	$ 800,000	- -	- -
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 150,000	$ 800,000	-	-

COMMUNITY STREETS - 20TH ST NW (PC05)			
Project Number: 21			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Year
Strategic Focus Area:	Sustainability	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

The City aims to achieve two goals with the Community Street Network: improving community streets to provide safe and efficient routes from neighborhoods to local destinations; and accommodating growth by improving mobility for all users, especially pedestrians and bicyclists, within constrained rights-of-way that cannot be expanded to accommodate additional automobiles.

Paving group PC05 consists of 0.44 miles of schedules pavement improvements. The project scope includes pedestrian, bicycle, sidewalk, stormwater infrastructure and water quality improvements.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The City faces ongoing costs for repair and maintenance to preserve and maximize the life of the asset.

Level of Service Change Due to Project:

Investments in pedestrian and bicycle improvements along these roadways will not only serve to expand transportation options for residents of the City, but also will serve to reduce the number of bicycle and pedestrian-related accidents that occur along these streets. Improvements to the pavement, stormwater and wastewater infrastructure will preserve or restore level of service.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 151,000**	**$ 803,000**	-	**-**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	$ 49,000	$ 257,000	-	-	-
(201) Transportation Impact Fee (TIF) District [7]	$ 19,000	$ 99,000	-	-	-
(210) Stormwater Fund	$ 82,000	$ 431,000	-	-	-
(218) Tree Impact Fee Fund	-	$ 13,000	-	-	-
(401) Wastewater Operations Fund	$ 1,000	$ 3,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 151,000	$ 803,000	-	-	-

COMMUNITY STREETS - GLADYS ST (PC03)			
Project Number: 19			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Year
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

The City aims to achieve two goals with the Community Street Network: improving community streets to provide safe and efficient routes from neighborhoods to local destinations; and accommodating growth by improving mobility for all users, especially pedestrians and bicyclists, within constrained rights-of-way that cannot be expanded to accommodate additional automobiles.

Paving group PC03 consists of 0.96 miles of schedules pavement improvements. The project scope includes pedestrian, bicycle, sidewalk, sewer, stormwater infrastructure and water quality improvements. Pavement improvement scope consists of major rehabilitation and reconstruction. The overall project scope was reduced due to funding constraints but will remain on schedule. Multimodal improvements will be added in a second phase.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This mobility asset requires repair and maintenance to preserve and maximize its service life.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements will address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 1,544,000**	**-**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	-	$ 106,000	-	-
(201) Transportation Impact Fee (TIF) District 7	-	-	$ 416,000	-	-
(210) Stormwater Fund	-	-	$ 265,000	-	-
(212) Local Option Sales Tax (LOST) Fund	-	-	$ 717,000	-	-
(218) Tree Impact Fee Fund	-	-	$ 40,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 1,544,000	-	-

COMMUNITY STREETS - ROSERY RD NE(2) (PC04/PC10)			
Project Number: 188			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Year
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

The City aims to achieve two goals with the Community Street Network: improving community streets to provide safe and efficient routes from neighborhoods to local destinations; and accommodating growth by improving mobility for all users, especially pedestrians and bicyclists, within constrained rights-of-way that cannot be expanded to accommodate additional automobiles.

Paving groups PC04 and PC10 consists of 0.83 miles of schedules pavement improvements. The project scope includes pedestrian, bicycle, sidewalk, urban trail, stormwater infrastructure improvements. Stormwater and multi-modal improvements are a primary driver of this project. The scope of pavement work involves preventative maintenance and rehabilitation.

Revisions from Previous Year:

Construction phase funding was added for 2024.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Investments in pedestrian and bicycle improvements along these roadways will not only serve to expand transportation options for residents of the City, but also will serve to reduce the number of bicycle and pedestrian-related accidents that occur along these streets. Improvements to the pavement, stormwater and wastewater infrastructure will preserve or restore level of service.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 915,000**	**-**	**-**	**$ 6,463,000**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	$ 140,000	-	-	$ 977,000
(201) Transportation Impact Fee (TIF) District 7	-	$ 240,000	-	-	$ -
(205) Multimodal Impact Fee District 7	-	$ -	-	-	$ 1,677,000
(210) Stormwater Fund	-	$ 373,000	-	-	$ 2,613,000
(212) Local Option Sales Tax (LOST) Fund	-	$ 132,000	-	-	$ 918,000
(218) Tree Impact Fee Fund					$ 69,000
(401) Wastewater Operations Fund		$ 30,000			$ 209,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 915,000	-	-	$ 6,463,000

COMMUNITY STREETS - ROSERY RD NW(1) (PC02)			
Project Number: 20			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Sustainability	**Project Status:**	In Progress
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

The City aims to achieve two goals with the Community Street Network: improving community streets to provide safe and efficient routes from neighborhoods to local destinations; and accommodating growth by improving mobility for all users, especially pedestrians and bicyclists, within constrained rights-of-way that cannot be expanded to accommodate additional automobiles.

Paving group PC02 consists of 0.97 miles of schedules pavement improvements. The project scope includes pedestrian, bicycle, sidewalk, urban trail, stormwater infrastructure improvements. Stormwater improvements are a primary driver of this project. The scope of pavement work involves rehabilitation.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The City faces ongoing costs for repair and maintenance to preserve and maximize the life of the asset.

Level of Service Change Due to Project:

Investments in pedestrian and bicycle improvements along these roadways will not only serve to expand transportation options for residents of the City, but also will serve to reduce the number of bicycle and pedestrian-related accidents that occur along these streets. Improvements to the pavement, stormwater and wastewater infrastructure will preserve or restore level of service.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total					
Subtotal Total By Fund					
Subtotal Total By Exp. Type					

DOWNTOWN MULTIMODAL IMPROVEMENTS			
Project Number: 22			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	30 Years
Strategic Focus Area:	Community Pride	**Project Status:**	Funded
Strategic Plan Initiative:	Develop an Active & Interconnected Downtown	**Project Score:**	16

Project Description:

This project includes multimodal transportation and gateway improvements, as well as repair and rehabilitation of existing transportation infrastructure to West Bay Drive. The roadway lacks bicycle facilities, contains inadequate roadway crossings, and other safety concerns that do not meet the City's vision for multimodal options. The corridor also lacks gateway monument signs and way-finding amenities. This project also includes repairs and rehabilitation of existing pavement, sidewalks, and curb ramps.

Segment 2 - 20th Street to Clearwater-Largo Rd (Design FY22 / Construction FY23) - This section of the road is owned by Pinellas County. The county is currently (FY18) evaluating the corridor to address the pavement condition and multi-modal deficiencies.

Revisions from Previous Year:

Increased construction cost based on construction market trends.

Beyond 5 Years:

This asset will require ongoing maintenance throughout its expected service life. Based on the stakeholder feedback and current construction market the construction cost has been increased.

Level of Service Change Due to Project:

Improvements to the pavement and sidewalk infrastructure will preserve or restore level of service and comply with Americans with Disabilities Act (ADA) standards. Investments in pedestrian and bicycle improvements will not only serve to expand transportation options for residents of the City, but also will serve to reduce the number of bicycle and pedestrian-related accidents that occur along these streets. Providing gateway treatment for downtown will support redevelopment efforts in the West Bay Drive corridor.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 2,829,600**	**$ 5,000**	**$ 145,000**	**$ 1,005,000**	**$ 5,000**
Subtotal Total By Fund					
(001) General Fund	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
(210) Stormwater Fund	$ 63,000	-	-	-	-
(212) Local Option Sales Tax (LOST) Fund	$ 300,000	-	-	-	-
(215) West Bay Drive Community Redevelopment District (WBDCRD) Fund	$ 2,243,600	-	$ 140,000	$ 941,000	-
(218) Tree Impact Fee Fund	$ 218,000	-	-	$ 59,000	-
Subtotal Total By Exp. Type					
Operating Expenditures	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Capital Expenditures	$ 2,824,600	-	$ 140,000	$ 1,000,000	-

NEIGHBORHOOD ROADWAY ± EAST ROSERY RD (SL02)			
Project Number: 127			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	20 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	20

Project Description:

Paving group SL02 is located within a residential low density neighborhood with Eagle Lake County Park located at the western terminus. SL02 consists of 0.48 miles of scheduled pavement improvements. The SL02 area includes East Rosery Road from Keene Road to Roberta Street. The project scope includes pavement, pedestrian, and bicycle infrastructure improvements. Multimodal and ADA improvements will be evaluated and included with this project.

Revisions from Previous Year:

This project was previously unfunded. The project is proposed for funded design in FY 2023 and funded construction in FY 2024.

Beyond 5 Years:

This project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

Pavement improvements will extend or restore the service life of the City's roadway and increase driver safety and comfort. Investments in pedestrian and bicycle improvements along these roadways will not only serve to expand transportation options for residents of the City, but also will serve to reduce the number of bicycle and pedestrian-related accidents that occur along these streets. Sidewalk repairs will meet current ADA standards and will improve pedestrian safety and mobility. Additionally, multi-modal improvements will fill in sidewalk gaps on both sides of East Rosery Road per the City's Multi-Modal plan and improve bicyclist safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 184,000**	**$ 1,316,000**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	-	-	-	$ 184,000	$ 1,316,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	$ 184,000	$ 1,316,000

NEIGHBORHOOD ROADWAYS - 112TH AVE (TR81)			
Project Number: 127			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

Paving group TR81 consists of 1.43 miles of scheduled pavement improvements. The project scope includes sidewalk repair, underdrain, stormwater infrastructure and water quality improvements. Stormwater improvements are the primary driver of this project, with pavement improvement consisting of minor rehabilitation and preventive maintenance.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements will address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 115,000**	**$ 914,000**	**$ 1,677,000**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	-	$ 115,000	$ 589,000	-
(210) Stormwater Fund	-	-	-	$ 325,000	$ 1,677,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 115,000	$ 914,000	$ 1,677,000

NEIGHBORHOOD ROADWAYS - 127TH AVE N (TR03)			
Project Number: 27			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Transportation Projects (ESD)	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

Paving group TR03 consists of 1.27 miles of scheduled pavement improvements. The project scope includes sidewalk repair, underdrain, stormwater infrastructure and water quality improvements. Stormwater improvements are the primary driver of the project. Pavement work consists of major rehabilitation/reconstruction.

Revisions from Previous Year:

Design was added to FY2021 and Construction cost in FY22 were increased based on the current construction market.

Beyond 5 Years:

This mobility asset will require repair and maintenance funding to preserve and maximize its service life.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements will address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 563,000**	**$ 2,986,000**	**-**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	$ 20,000	$ 106,000	-	-
(210) Stormwater Fund	-	$ 351,000	$ 1,863,000	-	-
(212) Local Option Sales Tax (LOST) Fund	-	$ 192,000	$ 1,017,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 563,000	$ 2,986,000	-	-

NEIGHBORHOOD ROADWAYS - 16TH ST NW (TR26)			
Project Number: 30			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

Paving group TR26 consists of 0.83 miles of scheduled pavement improvements. The project scope includes sidewalk repair, stormwater infrastructure and water quality improvements.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The City faces ongoing costs for repair and maintenance to preserve and maximize the life of the asset.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements will address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 244,000**	**$ 1,255,000**	**-**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	$ 105,000	$ 542,000	-	-
(210) Stormwater Fund	-	$ 100,000	$ 516,000	-	-
(212) Local Option Sales Tax (LOST) Fund	-	$ 39,000	$ 197,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 244,000	$ 1,255,000	-	-

NEIGHBORHOOD ROADWAYS - REGINA DR (TR14)			
Project Number: 126			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

Paving group TR26 consists of 0.83 miles of scheduled pavement improvements. The project scope includes sidewalk repair, stormwater infrastructure and water quality improvements.

Revisions from Previous Year:

Project budget has been updated to reflect current market prices. Project schedule schedule Design to FY21 and Construction to FY25 to align with the Rosery Road Phase 2 project.

Beyond 5 Years:

This project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements will address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 259,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	$ 175,000	-	-	-
(201) Transportation Impact Fee (TIF) District [7]	-	$ 24,000	-	-	-
(210) Stormwater Fund	-	$ 60,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 259,000	-	-	-

NEIGHBORHOOD ROADWAYS - STRATFORD DR (TR72)			
Project Number: 128			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

Paving group TR72 consists of 1.12 miles of scheduled pavement improvements. The project scope includes sidewalk repair, underdrain, stormwater infrastructure and water quality improvements. Stormwater improvements are the primary driver of this project, with pavement improvement consisting of minor rehabilitation and preventive maintenance.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This mobility asset requires repair and maintenance funding to preserve and maximize its service life.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements will address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 271,000**	**$ 1,396,000**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	-	-	$ 53,000	$ 274,000
(201) Transportation Impact Fee (TIF) District [7]	-	-	-	$ 4,000	$ 23,000
(210) Stormwater Fund	-	-	-	$ 164,000	$ 845,000
(212) Local Option Sales Tax (LOST) Fund	-	-	-	$ 23,000	$ 120,000
(401) Wastewater Operations Fund	-	-	-	$ 27,000	$ 134,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	$ 271,000	$ 1,396,000

NEIGHBORHOOD ROADWAYS - VALENCIA DR S (TR02)			
Project Number: 29			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	19

Project Description:

Paving group TR02 consists of 0.68 miles of scheduled pavement improvements. The project scope includes stormwater infrastructure and water quality improvements. Pavement is the primary driver of this project, with pavement work consisting of major rehabilitation/reconstruction.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This mobility asset requires repair and maintenance funds to preserve and maximize its service life.

Level of Service Change Due to Project:

The pavement improvements extend or restore the service life of the City's roadways and increase driver safety and comfort. Drainage improvements address current flooding and water quality standards. Sidewalk repairs will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 104,000**	**$ 537,000**	**-**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	$ 12,000	$ 65,000	-	-
(210) Stormwater Fund	-	$ 17,000	$ 88,000	-	-
(212) Local Option Sales Tax (LOST) Fund	-	$ 75,000	$ 384,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 104,000	$ 537,000	-	-

UNPAVED ALLEYS			
Project Number: 191			
Project Manager:	Economic Development Manager	**Additional FTEs:**	0.25
Project Customer:	Economic Development	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Community Pride	**Project Status:**	New
Strategic Plan Initiative:	Cultivate and Support a Vibrant Intergenerational Community That Attracts Residents & Businesses	**Project Score:**	20

Project Description:

Throughout the City there are scattered alley networks. Identified in the 2009 West Bay Drive Community Redevelopment District Plan is a Capital Improvement project to prioritize and then install permeable paving on active alleys within the district. The first step in this project will be to conduct an analysis of the alley infrastructure (Alleyway Connectivity Study) in the redevelopment districts in order to prioritize improvement of the alleys in the future. Paved alleys will promote walkability in the downtown and encourage business development. Following the study's results, a plan will be developed on how to increase the capacity/use of the alley network in downtown including the best paving materials to be used within the network.

Economic Development Division to work with the Engineering Department to conduct a study in FY 2020.

Revisions from Previous Year:

Previously included with 35 - Unpaved Roads. Scope has been narrowed to focus on alleys in the Community Redevelopment District (CRD)

Beyond 5 Years:

Ongoing repair & maintenance needs should be expected in the future.

Level of Service Change Due to Project:

New surfaces will require ongoing repair & maintenance.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**-**	**-**
Subtotal Total By Fund					
(215) West Bay Drive Community Redevelopment District (WBDCRD) Fund	-	-	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	-	-

1ST AVE NE ROADWAY & INFRASTRUCTURE IMPROVEMENTS			
Project Number: 190			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Transportation Projects (ESD)	**Estimated Useful Life:**	25 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	30
		Cost Estimate (unfunded):	$2,800,000

Project Description:

This project is for reconstruction of 1st Avenue NE. The current road is constructed of red clay brick and is in a state of disrepair, with numerous depressions and patches in the road surface and poor stormwater drainage. The scope of work includes restoration of the failed brick surface, concrete sidewalks, and stormwater and wastewater infrastructure improvements. In addition, sidewalk improvements and road repairs to 4th Street NE and 2nd Street NE between East Bay Drive and 1st Avenue NE are proposed as part of the project to provide multi-modal connectivity to Largo Central Park.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This mobility asset will require ongoing maintenance throughout its expected service life.

Level of Service Change Due to Project:

The pavement improvements will extend or restore the service life of the City's roadways and increase driver safety and comfort. Sidewalk repairs and upgrades will provide compliance with minimum Americans with Disabilities Act (ADA) standards and will improve pedestrian safety and mobility.

142ND AVE N/16TH AVE SW MULTIMODAL CONNECTOR			
Project Number: 133			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Build a Community of Safe & Healthy Neighborhoods	**Project Score:**	15
		Cost Estimate (unfunded):	$18,000,000

Project Description:

This project entails the development of a 4-mile Community Street and connector trail between the Pinellas Trail and 62nd St North. It may include the construction of a new 142nd Avenue connection between Belcher Road and Seminole Boulevard and a continuous multi-use trail throughout, connecting the Pinellas Trail on the West and the Duke Energy Trail on the East side of US Hwy 19. This road project is included in the Pinellas County Long Range Transportation Plan Cost Feasibility Plan Project schedule.

Phase I consists of the construction of 1 mile of new roadway with a multi-use trail between Starkey Rd and Belcher Rd. Design is proposed for 2023. Phase II consists of 1.5 miles of multi-modal roadway improvements, including a multi-use trail and a pedestrian bridge crossing US 19, from Belcher Rd to 62nd St N. Phase III consists of 1.5 miles of multi-modal roadway improvements, including a multi-use trail and a railroad crossing from Starkey Rd to the Pinellas Trail.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This project would require ongoing preventative maintenance.

Level of Service Change Due to Project:

This project would provide a new east-west community street connection with multimodal improvements.

COMMUNITY STREETS ± 4TH AVENUE NW (SL29)			
Project Number: 152			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	20 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Initiative: Invest in Quality Public Infrastructure	**Project Score:**	20
		Cost Estimate (unfunded):	$1,515,000

Project Description:

The City aims to achieve two goals with the Community Street Network: improving community streets to provide safe and efficient routes from neighborhoods to local destinations; and accommodating growth by improving mobility for all users, especially pedestrians and bicyclists, within constrained rights-of-way that cannot be expanded to accommodate additional automobiles.

Paving group SL29 contains mixed-use commercial, neighborhood residential and institutional land uses, and connects to Largo High School and transit stops on Clearwater Largo Road and Missouri Avenue. SL29 consists of 0.48 miles of scheduled pavement improvements. The project scope includes pavement, pedestrian, and bicycle infrastructure improvements (including a CSX pedestrian crossing). Pavement improvement scope consists of both minor rehabilitation and full reconstruction. Multimodal and ADA improvements will be evaluated and included with this project. This project includes design with inspection services and construction.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

Pavement improvements will extend or restore the service life of the City's roadway and increase driver safety and comfort. Investments in pedestrian and bicycle improvements along these roadways will not only serve to expand transportation options for residents of the City, but also will serve to reduce the number of bicycle and pedestrian-related accidents that occur along these streets. Sidewalk repairs will meet current ADA standards and will improve pedestrian safety and mobility. Additionally, multi-modal improvements will fill in sidewalk gaps along 4th Ave NW west of the CSX Railroad per the City's Mult-Modal plan and improve bicyclist safety and mobility. This project will include coordination with CSX to evaluate and construct a pedestrian crossing over the existing CSX crossing.

CRD NEIGHBORHOOD STREETS - 10TH ST NW EXTENSION			
Project Number: 31			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Develop an Active & Interconnected Downtown	**Project Score:**	20
		Cost Estimate (unfunded):	$295,000

Project Description:

This project would extend the northern portion of 10th Street NW from Braginton Street to Hudson Street. As part of the Bayside Court development, the developer will reconstruct Hudson Street to an urban section including sidewalk, drainage, asphalt pavement and streetscape improvements. Connecting 10th Street NW to this improved section of roadway will provide residents in the surrounding neighborhoods with direct bicycle and pedestrian access to Hudson Street, and beyond to the Clearwater-Largo Road corridor. The extension of this road will fill an existing gap in the downtown grid network and will create an important neighborhood connection to downtown amenities and services. This project is unfunded pending the purchase of a previously vacated right-of-way.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The project will require ongoing pavement and infrastructure maintenance and will expand the City's inventory of roadway.

Level of Service Change Due to Project:

The project will provide improved multimodal connections to residents in that neighborhood and provide a more connected street network.

DOWNTOWN COMMUNITY STREETS - 4TH ST NW			
Project Number: 32			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Develop an Active & Interconnected Downtown	**Project Score:**	23
		Cost Estimate (unfunded):	$1,100,000

Project Description:

Project Description: Multimodal improvements to the 4th Street NW Corridor were ranked among the highest priorities in the DLMMP. This project includes upgrading substandard sidewalk sections and filling sidewalk gaps, creating a shared bike lane along the corridor, and upgrading intersection treatments to improve safety for bicyclists and pedestrians from West Bay Drive to Rosery Road. The existing brick portion of the roadway will be re-built in brick. A feasibility analysis is also planned to determine whether a multi-use path (bicycle and pedestrian use only) could be constructed along the corridor from 8th Avenue NW to Rosery Road.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

The project will provide improved multimodal connections to residents in that neighborhood and provide a more connected street network.

MAJOR CORRIDOR TRAFFIC SAFETY ANALYSIS			
Project Number: 32			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	11
		Cost Estimate (unfunded):	$1,410,000

Project Description:

This project includes coordination with FDOT and Pinellas County to implement safety countermeasures to reduce the incidence of crashes and improve safety for bicyclists and pedestrians on these roadways. Efforts will include pursuit of grant funds to implement the recommended actions from the City's Multimodal Plan. These actions include corridor lighting and pedestrian/bicyclist movement studies, public awareness and enforcement campaigns, and intersection assessment and improvement projects. Analysis of crash data identified five locations with high crash concentrations requiring further study and application of safety countermeasures: Clearwater-Largo Road, North of West Bay Drive; East and West Bay Drive; Seminole Boulevard/Missouri Avenue; Ulmerton Road, Belcher Road to US 19; Walsingham Road at Indian Rocks Road. These roadways are within the City of Largo Municipal boundaries but are under the jurisdiction of the FDOT and/or Pinellas County.

Revisions from Previous Year:

N/A

Beyond 5 Years:

Project cost is estimated at $1,410,000.

Level of Service Change Due to Project:

N/A

UNPAVED ROADS			
Project Number: 35			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Street Maintenance	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	20
		Cost Estimate (unfunded):	$2,970,000

Project Description:

In FY 2001, the City initiated a program to re-construct roads where only unpaved roads exist within City of Largo right-of-way (ROW). Priority for improvement is based on the number of homes serviced and project cost. The City will work in cooperation with the Southwest Florida Water Management District (SWFWMD), to implement the use of pervious pavement where water quality improvements can be achieved within challenging and limited Right-of-Way.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A



Public Safety Projects

FIREFIGHTER ESCAPE DEVICE REPLACEMENT			
Project Number: 96			
Project Manager:	Division Chief	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	5 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management	**Project Score:**	22

Project Description:

This project involves the replacement of approximately 150 firefighter escape devices, which enables firefighters to escape from upper floors during a rapid fire event, should the need arise. The existing firefighter escape equipment was purchased in FY 2016. In FY 2021, the equipment will be 5 years old and in need of replacement in accordance with the National Fire Protection Association (NFPA) standards.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

No service level changes are anticipated.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	-	**$ 100,000**	-	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	-	$ 100,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 100,000	-	-	-

POLICE PORTABLE RADIO REPLACEMENTS			
Project Number: 38			
Project Manager:	Police Major	**Additional FTEs:**	0.00
Project Customer:	Communications Center	**Estimated Useful Life:**	10 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management	**Project Score:**	24

Project Description:

In FY 2008, the Largo Police Department (LPD) replaced all portable radios. Since then, those radios have been maintained through an annual service contract, and also upgraded by the manufacturer to be compatible with the new P25 digital communications standards. Beginning in FY 2018 those radios will be up to 10 years old and will need to be replaced.

LPD currently deploys 232 radios. The cost estimates for this project were based on $3,683.17 per radio (235 radios), a price from a vendor quote. The costs are split between four fiscal years to help smooth out the large capital cost.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 220,000**	**$ 220,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	$ 220,000	$ 220,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 220,000	$ 220,000	-	-	-

PUBLIC SAFETY STAFFING PLAN			
Project Number: 39			
Project Manager:	City Manager	**Additional FTEs:**	16.00
Project Customer:	City Commission	**Estimated Useful Life:**	Various
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Build a Community of Safe & Healthy Neighborhoods	**Project Score:**	21

Project Description:

During the FY 2016 budget process, the City Commission approved a five-year Public Safety Staffing Plan (FY 2016 ± FY 2020) that addresses staffing needs in the Community Standards Division of Community Development, Police, and Fire Rescue Departments. For the remainder of the plan 16 additional FTEs are scheduled to be added: 9 Police Officers, 6 Firefighter/Paramedic/Lieutenant positions, and 1 Code Enforcement Officer. Police Officers will help address community policing issues and general patrol of the city that is increasing in size due to annexation.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The primary cost in this Plan is personnel, which will continue as long as the positions remain funded in the annual budget. Police vehicles are on a five-year replacement cycle, and code enforcement vehicles are on a seven-year replacement cycle.

Level of Service Change Due to Project:

Code Enforcement: One additional Code Enforcement Officer scheduled for FY 2021 to be dedicated to the CRAs (Previously added: One Code Enforcement Officer in FY 2016).

Fire Rescue: Three additional Firefighter/Paramedic positions in FY 2020 will be used for staffing shortages and reducing overtime (Previously added: Three additional Firefighter/Paramedic positions and one full-time Public Educator in FY 2016; three additional Firefighter/Paramedic positions in FY 2018).

Police: Three additional Police Officers in FY 2021 and FY 2022. Additional officers will be used to increase regular patrol, add a second Problem Oriented Policing unit to focus on Community Policing issues, and add a Parks Liaison Officer (Previously added: Three additional Police Officers and one unfunded Police Officer funded in FY 2016; three funded additional Police Officers in FY 2019).

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 258,000**	**$ 525,700**	**$ 419,200**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	$ 258,000	$ 308,100	$ 278,800	-	-
(212) Local Option Sales Tax (LOST) Fund	-	$ 133,800	$ 140,400	-	-
(215) West Bay Drive Community Redevelopment District (WBDCRD) Fund	-	$ 83,800	-	-	-
Subtotal Total By Exp. Type					
Personnel	$ 258,000	$ 366,900	$ 278,800	-	-
Capital Expenditures	-	$ 158,800	$ 140,400	-	-

SELF CONTAINED BREATHING APPARATUS (SCBA) REPLACEMENT			
Project Number: 40			
Project Manager:	Division Chief	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	10-15
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management	**Project Score:**	18

Project Description:

This project involves the replacement of self contained breathing apparatus (SCBA), which protects firefighters from respiratory contact with the products of combustion, superheated gases, toxic products, or other hazardous contaminants. The existing SCBA equipment was purchased in FY 2010. In FY 2020 the equipment will be 10 years old and in need of replacement.

Revisions from Previous Year:

Funding amount updated to reflect actual cost.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

No service level changes are anticipated.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$704,000**	**-**	**-**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	$704,000	-	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$704,000	-	-	-	-

COMMUNICATION CENTER ADDITIONAL CONSOLES			
Project Number: 41			
Project Manager:	Police Major	**Additional FTEs:**	0.00
Project Customer:	Communications Center	**Estimated Useful Life:**	15 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Ensure the Health, Safety, and Economic Viability of the Community Through Effective Emergency Management	**Project Score:**	13
		Cost Estimate (unfunded):	$116,000

Project Description:

The Homeland Security Act of 2002 called for the development of the first National Emergency Communications Plan (NECP), involving stakeholders from the private sector and all levels of government. The NECP provides a long-term program designed to improve the ability of emergency responders to continue communicating in the event of natural or man-made disasters, and to attain interoperable communications nationwide. In accordance with the Department of Management Services' Law Enforcement Communications Plan and Florida's Statewide Communication Interoperability Plan, which align local communications investments with the NECP, Pinellas County is implementing a technology upgrade project to convert its 800 MHz communications equipment to Motorola's P25 digital system.

The County purchased the first six Largo dispatch center consoles. In FY 2013, the City purchased the microwave connection equipment required to directly interface with Pinellas County. The City will need to purchase an additional 7th console to be operating the Communications Center at maximum capacity during declared emergency situations. The Largo Police Department recommends a total of 8 consoles be available to allow for system redundancies and minimize downtime.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A



Recreation Projects

BAYHEAD COMPLEX AND ACTION PARK RECONSTRUCTION			
Project Number: 45			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Athletics	**Estimated Useful Life:**	40 years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	22

Project Description:

The building at the Bayhead Complex is over 50 years old and has reached its life expectancy. The building currently hosts a summer camp location, and the restrooms are used for various programs and rentals associated with the outdoor amenities. It has also been used as a rental venue for a variety of functions. Staff feels that value exists in maintaining a small building at this site. The complex experiences heavy use between the basketball courts, volleyball courts, skate park, and park areas. Due to the condition of the existing building, staff recommends developing a plan for replacement. Staff proposes replacing the building with a similar sized facility that includes a small office area, concession, classroom and restrooms that would have access from the inside of the building as well as from the outside of the building. The reconstruction of the basketball courts and parking lot are also included in this project.

Revisions from Previous Year:

Construction funding has been added to FY20.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 3,000,000**	**-**	**-**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	$ 3,000,000	-	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 3,000,000	-	-	-	-

FENCING REPLACEMENT, MULTI-FACILITY			
Project Number: 42			
Project Manager:	Parks Superintendent	**Additional FTEs:**	0.00
Project Customer:	Athletics	**Estimated Useful Life:**	15-20 years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	14

Project Description:

Project Description: Many of the facilities for the Recreation, Parks and Arts are fenced, especially the athletic fields. The majority of this fencing has reached or is approaching its life expectancy and many have been repaired. Since the capital outlay is large over the next five years, a Capital Improvements Plan has been developed to program the needed maintenance and fence replacement. Each site is evaluated and a timeline for replacement created.

Revisions from Previous Year:

The condition of fencing throughout the Recreation, Parks and Arts inventory was evaluated and an update of funding and order of when each fence needs replacement has been provided in the Change Request.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 150,000**	**$ 150,000**	**$ 80,000**	**$ 115,000**	**$ 100,000**
Subtotal Total By Fund					
(001) General Fund	$ 150,000	$ 150,000	$ 80,000	$ 115,000	$ 100,000
Subtotal Total By Exp. Type					
Capital Expenditures	$ 150,000	$ 150,000	$ 80,000	$ 115,000	$ 100,000

PLAYGROUND REPLACEMENT			
Project Number: 43			
Project Manager:	Parks Superintendent	**Additional FTEs:**	0.00
Project Customer:	Parks Maintenance	**Estimated Useful Life:**	15-20 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	18

Project Description:

The city parks system contains playgrounds at 11 sites ranging in size from the largest in Central Park to the smallest at McMullen Park (one Swing set). All playgrounds were evaluated to be placed in a long-range replacement program. Evaluation criteria included cost, age, use, condition, location, parts availability, relevance of play events, and other factors. The total anticipated replacement value of the playground system is over $2,700,000 over the next 15 years. This cost does not include required safety training. Where possible and feasible, playgrounds that receive low usage are being scaled down to just the smaller, more popular components of a playground (Swings, Merry-go-rounds and other action features). This project is ongoing, each playground is evaluated annually to determine repair and replacement needs.

Locations scheduled for replacement include: Highland (2020), Datsko (2021), McMullen (2021), Southwest Rocks/ Net (2022), Highland VPK (2022).

Revisions from Previous Year:

N/A

Beyond 5 Years:

The Largo Central Park playground and surfacing will need to be replaced beyond the fifth year of this CIP, along with other smaller playgrounds including but not limited to McGough Nature Park and Bonner Park.

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 498,000**	**$ 174,000**	**$ 114,000**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	-	$ 11,000	-	-	-
(212) Local Option Sales Tax (LOST) Fund	$ 498,000	$ 163,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 498,000	$ 174,000	$ 114,000	-	-

CENTRAL PARK ENTRANCE SIGN, LANDSCAPING AND ART SCULPTURE			
Project Number: 50			
Project Manager:	Parks Superintendent	**Additional FTEs:**	0.00
Project Customer:	Largo Central Park	**Estimated Useful Life:**	20 years
Strategic Focus Area:	Community Pride	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	20
		Cost Estimate (unfunded):	$225,000

Project Description:

In FY 2016, parking lot one was redesigned and the roadway into it was reconstructed creating a large green space at the corner of East Bay Drive and Central Park Drive. Largo Central Park does not have any signs that designate it from that direction, which is the main entry way into the park. Staff recommends creating an entry way into the Cultural District that includes Largo Central Park, the Performing Arts Center and the Library. This project is combined with the demolition and reconstruction of the art sculpture in the parking lot to the south of the performing arts center. The entrance should make a statement about Largo and staff recommends utilizing public art as part of the project. The project includes signage, a public art display and surrounding landscaping.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

LAKE VILLA PARK BOARDWALK			
Project Number: 129			
Project Manager:	Parks Superintendent	**Additional FTEs:**	0.00
Project Customer:	Parks Administration	**Estimated Useful Life:**	15-20 years
Strategic Focus Area:	Community Pride	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	16
		Cost Estimate (unfunded):	$250,000

Project Description:

Lake Villa Park is located in the Clearwater/Largo Road Community Redevelopment Area (CRA). Staff recommends utilizing the park as a way to enhance the CRA by making the park more visible from Clearwater/Largo Road. The project involves construction of a boardwalk along the southern part of the lake and wrapping it west toward the roadway as well as installation of a picnic shelter near the western edge.

Currently, the sole park amenity is a playground only accessible through the small neighborhood streets. This park is also tucked away in a neighborhood, hiding undesirable and unsafe activity by vagrants and youth. The project enhances visibility of the park from a more heavily traveled roadway and expands use through new amenities. These amenities will open up the park with the goal of reducing undesirable activity and making it safer for the neighborhood to use.

The project has the potential of receiving a variety of grant funding including Florida Recreation Development Assistance Program.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

PARKLAND ACQUISITION			
Project Number: 52			
Project Manager:	Recreation, Parks, and Arts Director	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	17
		Cost Estimate (unfunded):	$2,000,000

Project Description:

This project exists to purchase land throughout the City of Largo's planning service area for recreation services, primarily in the eastern portion of the City. The first step in preparedness is to acquire the property on which to build. Funds must be designated in the planning process for the purchase of property, however development does not have to occur immediately. Based on estimates of property costs and appraisals, staff anticipates an average of $2 to $4 million per property purchase will be needed for land acquisition and associated costs, including demolition and clearing of property. Actual costs will vary based on the size and condition of the property. Grant funds can also be pursued to assist in the acquisition of land. Staff recommends identifying funds for property acquisition by creating a reserve fund that provides for the fund balance to rollover to the following year. Trust funds and grants could be utilized as opportunities arise.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

RECREATIONAL TRAILS PROJECTS			
Project Number: 193			
Project Manager:	Parks Superintendent	**Additional FTEs:**	1.00
Project Customer:	Administration	**Estimated Useful Life:**	15-20 years
Strategic Focus Area:	Community Pride	**Project Status:**	Unfunded
Strategic Plan Initiative:	Build a Community of Safe & Healthy Neighborhoods	**Project Score:**	22
		Cost Estimate (unfunded):	$1,500,000

Project Description:

Recreational trails are paths within the parks system, primarily used for recreational activity. This project combines several trails projects into one Recreational Trails Project. The Duke Energy Gateway project is to purchase land for the future development of a trail head along the Duke Energy Trail. The current plans for the Duke Energy Trail indicate that it will run through the eastern portion of the City as it is developed. Staff will be seeking grant opportunities and alternative funding sources for the land acquisition and future development of the property. A potential site has been identified that will provide a great opportunity for community partnership with the Pinellas County School Board, Duke Energy, Pinellas County and the City to create a trail loop as well as multi-purpose athletic fields along the trail. A second project is a trail system within Largo Central Park to connect the main western portion of the park to the Nature Preserve and adjacent neighborhood.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This project includes potential trail within Largo Central Park, connecting the main park with the Nature Preserve. Details regarding size and exact location will be developed as the mid-section of Largo Central Park master plan is completed in future years.

Level of Service Change Due to Project:

Provide recreational amenities to residents in the eastern portion of the City.

SOUTHWEST AQUATIC CENTER CONSTRUCTION			
Project Number: 54			
Project Manager:	Facilities Manager	**Additional FTEs:**	0.00
Project Customer:	Southwest Pool Aquatics	**Estimated Useful Life:**	30 years
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Cultivate and Support a Vibrant Intergenerational Community That Attracts Residents & Businesses	**Project Score:**	26
		Cost Estimate (unfunded):	$9,200,000

Project Description:

In FY 2014, an evaluation of the Southwest Pool, including current amenities, usage, and future needs was completed. Using study results, staff need to plan the future use of the facility. Anticipated needs include re-surfacing the pool within the next five years. This maintenance represents a major capital project and the cost of the project versus completely renovating the facility and adding features similar to those at the Highland Family Aquatic Center needs to be evaluated. In December 2014, the consultant completed the evaluation of the pool and presented to the City Commission some options to consider for the use of the facility. The City Commission directed staff to develop a CIP project based on the option to create a facility that includes play features similar to the Highland Family Aquatic Center, while maintaining a smaller competitive swimming facility. The project also includes the reconstruction of the bathhouse and parking lot improvements.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A



Stormwater Projects

ALLENS CREEK BEST MANAGEMENT PRACTICES IMPLEMENTATION			
Project Number: 199			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	50
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	25

Project Description:

The Allens Creek Basin Watershed Management Plan, completed in 2013, identified Best Management Practices (BMPs) designed to provide flood control and water quality benefits.

This project combines BMPs identified in the study. First, the project proposes to replace the four 48inch culverts under St. Paul's Drive with three 5-ft by 12-ft concrete box culverts. The proposed alternative is predicted to significantly improve flooding conditions within the Belleair Road/St. Paul's Drive area. Second, the Deville Drive area is drained by a 287-foot long 36-inch concrete pipe. Flooding in this residential area can be greatly reduced by installing a parallel 48-inch pipe to the existing outfall.

The study provided a general assessment of the drainage issues but further evaluation is required to fully address flooding concerns.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

This project will prevent flooding and damage.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 180,000**	**$ 1,020,000**	**-**	**-**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	-	$ 180,000	$ 1,020,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 180,000	$ 1,020,000	-	-

ANNUAL STORMWATER PIPE REPLACEMENT PROGRAM			
Project Number: 186			
Project Manager:	Streets & Stormwater Maintenance	**Additional FTEs:**	0.00
Project Customer:	Stormwater Maintenance	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	23

Project Description:

The Annual Stormwater Pipe Replacement Program replaces deteriorating stormwater infrastructure. There are undersized or structurally failing storm pipes, corrugated metal pipes (CMP) and Reinforced Concrete Pipes (RCP) beneath the right-of-way throughout the City, causing localized flooding, erosion, and roadway failure. This project calls for surveying the existing roads and pipe inverts, bypass pumping, excavation of the existing roadways, replacement of failing stormwater inlets, and replacement of the existing stormwater infrastructure.

Revisions from Previous Year:

Funding added for 5th year.

Beyond 5 Years:

$50,000 Annually

Level of Service Change Due to Project:

Replacement of the identified stormwater pipes will meet two objectives: prevent deterioration and voids, and ensure the proper conveyance and treatment of stormwater flow to prevent localized flooding and roadway failure. The improvements are expected to provide a savings of maintenance costs and staff time. Time saved repairing these systems will be redirected to maintain other aging drainage systems throughout the City.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**	**$ 250,000**
Subtotal Total By Fund					
(210) Stormwater Fund	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000
Subtotal Total By Exp. Type					
Capital Expenditures	$ 250,000	$ 250,000	$ 250,000	$ 250,000	$ 250,000

CHURCH CREEK DRAINAGE IMPROVEMENTS PHASE II AND III			
Project Number: 55			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	27

Project Description:

The Church Creek drainage basin is in southwest Largo. The basin's general boundaries are Walsingham Rd on the south, Vonn Rd on the east, Indian Rocks Rd on the west, and Wilcox Rd on the north. The current drainage system is in poor condition and undersized. Phase I of the Church Creek Drainage Improvement Project was concluded in 2008. Phase I replaced an existing concrete channel with a box culvert, between Croft Dr N and Twigg Ter. The lack of an easement deferred Phases II and III of the project. Phase II will convey the stormwater coming out of the Phase I box culvert into a new box culvert along Twigg Ter, discharging it into Church Creek. This work also includes the replacement and relocation of the sanitary gravity line along Twigg Ter. Phase III will convey excess flow during large storm events through upgraded stormwater infrastructure, and discharging it further downstream in Church Creek.

Revisions from Previous Year:

Funding was added for Construction in FY 2024.

Beyond 5 Years:

The Phase III design is estimated at $120,000, and the construction estimate is $775,000 in FY 2025.

Level of Service Change Due to Project:

This project will prevent property flooding and damage, improve maintenance and operational access, and reduce sediment pollution.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**-**	**$ 1,750,000**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	-	-	-	-	$ 1,750,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	-	$ 1,750,000

CLEARWATER LARGO RD BEST MANAGEMENT PRACTICES			
Project Number: 197			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	25

Project Description:

The Clearwater-Largo Road Drainage District Study update, completed in 2013, proposed best management practice (BMP) alternatives to address areas that experienced significant flooding during seasonal summer rains and to comply with National Pollutant Discharge Elimination System (NPDES) regulations. Seven of the proposed BMP alternatives, listed below, were identified for implementation based on jurisdictional considerations and general feasibility and include replacement or new construction of curb and gutter, swales, inlets, ponds and pipes.

- At 10th Ave NW - curb & gutter replacement and swale
- From Beverly Ave NW to 15th Ave NW - curb & gutter replacement and swale
- At 16th Ave NW - replace inlet cover and curb & gutter
- At New York & New Jersey Streets - inlet improvements
- 13th Ave NW at Pinellas Trail ± swale extension with culverts
- Stremma Rd and 4th Street NW ± swale & pipe improvements
- 4th St & 8th Ave NW ± water treatment pond

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

This project will provide improved flood protection along Clearwater Largo Road.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 53,000**	**$ 298,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	$ 53,000	$ 298,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 53,000	$ 298,000	-	-	-

CROSS BAYOU BEST MANAGEMENT PRACTICES IMPLEMENTATION			
Project Number: 198			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	25

Project Description:

The Cross Bayou Basin Watershed Management Plan, completed in 2013, identified Best Management Practices (BMPs) designed to provide flood control and water quality benefits. This project is one of the BMPs identified in the study.

The Pinebrook Canal between 142nd Avenue North and Ulmerton Road floods during the 100-year/24-hour and 25-year/24-hour storms. To mitigate flooding, the project involves re-grading and stabilizing or possibly armoring portions of approximately 5,200 feet of the Pinebrook Canal where bank failures have reduced conveyance capacity. The BMP also calls for replacing the 5-foot-by-7-foot concrete box culvert under Ulmerton Road with two 5-foot-by 7-foot box culverts.

The study provided a general assessment of the drainage issues but further evaluation is required to fully address flooding concerns.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

This project will prevent flooding and damage and improve maintenance access.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 120,000**	**$ 680,000**	**-**	**-**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	-	$ 120,000	$ 680,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 120,000	$ 680,000	-	-

MEDICAL ARTS DISTRICT REGIONAL STORMWATER POND			
Project Number: 148			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	West Bay Drive Redevelopment Agency	**Estimated Useful Life:**	N/A
Strategic Focus Area:		**Project Status:**	Funded
Strategic Plan Initiative:	Develop an Active & Interconnected Downtown	**Project Score:**	20

Project Description:

The first phase of this project included a feasibility study to determine a location for a regional stormwater pond system for the Medical Arts District in the West Bay Drive Community Redevelopment District (WBDCRD). Funding for land acquisition is programmed as Phase II in FY 2020.

A regional stormwater pond would allow property owners in the Medical Arts District to redevelop property without the need to accommodate stormwater from projects on the redevelopment site. Additional benefits include components to improve multimodal connectivity, trails, water quality treatment, and flood mitigation. If the project proves feasible, design and construction could move forward for funding in FY 2024. The project could include funding involving a public-private partnership (P3) for the design, construction, and maintenance phases.

Revisions from Previous Year:

The Phase II land acquisition costs have been programmed for FY 2020.

Beyond 5 Years:

This project will require ongoing preventative maintenance.

Level of Service Change Due to Project:

This project is intended to mitigate the risk of damage due to flooding, enhance water quality in the McKay Creek basin, and provide off-site stormwater retention to the Medical Arts District, increasing the development potential for properties within the district.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 797,000**	**-**	**-**	**-**	**-**
Subtotal Total By Fund					
(210) Stormwater Fund	$ 797,000	-	-	-	-
Subtotal Total By Exp. Type					
Professional Services	$ 197,000				
Capital Expenditures	$ 600,000	-	-	-	-

NEIGHBORHOOD STREETS ± POCAHONTAS DR (TR16)			
Project Number: 159			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	20 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	22

Project Description:

Paving group TR16 consists of 1.50 miles of scheduled pavement improvements. The TR16 area includes Pocahontas Drive, Georgianna Street, Isabelle Street and the following roadway segments west of Gladys Street: Hillsdale Avenue, 19th Place SW, 20th Avenue SW, 21st Avenue SW and 21st Place SW. The project scope includes pavement and pedestrian improvements as well as drainage improvements. The pavement improvement scope consists primarily of full reconstruction and minor rehabilitation of two roadways. ADA improvements will be evaluated and completed with this project. Drainage improvements include the construction of stormwater infrastructure for flood control. This project includes design with inspection services and construction.

Revisions from Previous Year:

Added funding for design in 2023, and construction in 2024.

Beyond 5 Years:

Pavement and stormwater improvements will require preventive repair and maintenance.

Level of Service Change Due to Project:

Pavement improvements will extend or restore the service life of the City¶s roadway and increase driver safety and comfort. Sidewalk repairs will meet current ADA standards and will improve pedestrian safety and mobility.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 746,000**	**$ 3,837,000**
Subtotal Total By Fund					
(210) Stormwater Fund	-	-	-	$ 746,000	$ 3,837,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	$ 746,000	$ 3,837,000

STARKEY ROAD BASIN BEST MANAGEMENT PRACTICES IMPLEMENTATION			
Project Number: 200			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	25

Project Description:

The Starkey Road Basin Watershed Management Plan, completed in 2012, identified Best Management Practices (BMPs) designed to provide flood control and water quality benefits.

This project combines three BMPs identified in the study. It proposes upgrading the culvert at Starkey Road on Channel 10 near the East Bay Oaks Mobile Home Community and at Lake Palms Drive on Channel 10 combined with regrading the south-flowing tributary ditch west of Dahlia Place and Gardenia Place to expand the bottom width and recreate a positive ditch bottom gradient. New inlet/collection structures between the Dahlia Place and Gardenia Place cul- de- sac roadway are also proposed to fully convey roadway runoff through the collector system without overflow down driveways.

The previous study provided a general evaluation of the drainage issues, but further evaluation is required as part of this project to fully address the drainage issues.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

This project will prevent flooding and damage, enhance water quality, and improve maintenance and operation access.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 90,000**	**$ 510,000**	**-**	**-**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	-	$ 90,000	$ 510,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 90,000	$ 510,000	-	-

VENETIAN GARDENS DRAINAGE IMPROVEMENTS			
Project Number: 188			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Drainage Capital Projects	**Estimated Useful Life:**	50 Years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	24

Project Description:

This project replaces the failed orangeburg underdrain within the Venetian Gardens subdivision. This area lies within the Allen's Creek drainage basin to the west of Belcher Road and just north of Allen's Creek on the roadways of Wateroak Drive, Waterside Drive and Watergate Court. This project includes the replacement of all the existing underdrain, adding new 6 inch PVC underdrain to the areas in need, and the replacement of settled curb, damaged driveways and repair of roadway base where needed. Staff will evaluate and rehabilitate the entire pavement surface as needed within the Venetian Gardens subdivision.

Revisions from Previous Year:

Funding added for Design in FY22 and additional construction funds in FY23

Beyond 5 Years:

This project will require ongoing preventative maintenance.

Level of Service Change Due to Project:

Replacement of the identified stormwater pipes will meet two objectives: prevent deterioration and voids, which may cause injury, and ensure the proper conveyance of stormwater flow, to prevent localized flooding. Subsurface drainage systems will be constructed in areas with high groundwater tables, which will mitigate deterioration and result in fewer repairs to the roadways. Each of the improvements is expected to provide a savings of maintenance costs and staff time. Time saved repairing these systems will be redirected to maintain other aging drainage systems throughout the City.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 118,000**	**$ 1,764,000**	**-**
Subtotal Total By Fund					
(200) County Gas Tax (CGT) Fund	-	-	-	$ 736,000	-
(210) Stormwater Fund	-	-	$ 118,000	$ 618,000	-
(212) Local Option Sales Tax (LOST) Fund	-	-	-	$ 410,000	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 118,000	$ 1,764,000	-

STORMWATER RETROFIT - HEATHER HILLS (115TH ST N)			
Project Number: 58			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Stormwater Maintenance	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	13
		Cost Estimate(unfunded):	$550,000

Project Description:

This project aims to make improvements to the linear retention ditch within the Heather Hills Subdivision behind several residential properties near 115th Street North. The ditch lies within the McKay Creek drainage basin between the Pinellas Trail and Ridge Road and is connected to a retention pond that outfalls into the Pinellas Trail stormwater conveyance system.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This project will require ongoing preventive maintenance.

Level of Service Change Due to Project:

N/A



Technology Projects

COMPUTER SERVER REPLACEMENT			
Project Number: 60			
Project Manager:	IT Infrastructure Manager	**Additional FTEs:**	0.00
Project Customer:	Infrastructure	**Estimated Useful Life:**	5 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	21

Project Description:

The City operates, on average, 70 main production computer servers. The computer servers that have reached the end of their useful life are scheduled for replacement annually. The City's main production servers posses an average useful life of approximately 5-6 years; however, increased user demand and/or enhanced software capabilities may accelerate replacement requirements, even though a server remains functional. If a computer server being replaced is reliable, the server is reassigned to less demanding production work, becomes a testing server for non-production work, or is retired.

Revisions from Previous Year:

Cost estimates are updated annually based on market prices.

Beyond 5 Years:

This project will continue in perpetuity following the replacement schedule beyond the 5th year of the CIP. The costs will continue to be updated on an annual basis according to market conditions.

Level of Service Change Due to Project:

Each server replacement is anticipated to provide increased performance, increased reliability, and minimize maintenance costs.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 365,000**	**$ 225,000**	**$ 135,000**	**$ 150,000**	**$ 120,000**
Subtotal Total By Fund					
(001) General Fund	$ 350,000	$ 160,000	$ 105,000	$ 150,000	$ 120,000
(209) Construction Services Fund	-	$ 65,000	-	-	-
(401) Wastewater Operations Fund	$ 15,000	-	$ 30,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 365,000	$ 225,000	$ 135,000	$ 150,000	$ 120,000

DATA NETWORK SWITCH REPLACEMENT			
Project Number: 139			
Project Manager:	IT Infrastructure Manager	**Additional FTEs:**	0.00
Project Customer:	Infrastructure	**Estimated Useful Life:**	7 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	17

Project Description:

This project includes the replacement of all network switches on the main City data and voice network and the Library Patron network. Switches are the connecting points for the City's wired and wireless network infrastructure, as well as for Voice over IP (VOIP) phone service. There are currently 95 peripheral (end point) switches that route digital traffic throughout the City and Library networks. A larger core switch exists at the Data Center that serves as a main connecting point which will be replaced by stackable switches.

Revisions from Previous Year:

Cost estimates are updated annually based on market prices.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

New software applications and new security techniques make use of functionality that are not available in older switches. Additionally, the switches are nearing the end of useful life and product support options. The new switches will improve digital traffic flow, increasing the capability of the existing fiber and improve security features for monitoring perimeter and network security.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 400,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	-	$ 400,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 400,000	-	-	-

ENTERPRISE RESOURCE PLANNING SOFTWARE REPLACEMENT			
Project Number: 101			
Project Manager:	IT Project Manager	**Additional FTEs:**	0.00
Project Customer:	City Manager's Office	**Estimated Useful Life:**	15 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Advance a Flexible and Resilient Organization That Delivers Superior City Services	**Project Score:**	8

Project Description:

The City has utilized the current enterprise resource planning (ERP) software for over 25 years. The software serves as the City's system of record for employee data, payroll, finance (accounts receivable, accounts payable, solid waste billing), and purchasing. Many modules function as independent applications with minimal integration. The current software lacks modern features allowing for automation of processes and reporting of financial and human resources data. As a result, the City has outgrown its current software. Project implementation also presents the opportunity for standardization and automation of core business processes, with the goal of integrating these numerous functions within a single, comprehensive application.

Efficiency gains with a new ERP software will eliminate multiple points of data entry, enabling reuse of data across the enterprise, as well as inclusion of reporting features that will reduce staff time associated with manually compiling data from various sources.

Revisions from Previous Year:

Since the adoption of the Capital Improvements Program (CIP) in June 2019, the Request for Proposal (RFP) responses have been received from prospective vendors. Additionally, staff has completed ongoing research about implementation best practices. Costs have been updated to reflect the median RFP response and personnel back-fill costs, which will improve implementation results.

Beyond 5 Years:

Annual software support will require an ongoing expenditure. The City plans to borrow for the implementation cost of this software and spread the cost over 5 years while implementation is underway. The debt service will be accounted for in a separate fund. The General Fund (70%), Wastewater Fund (10%), Solid Waste Fund (10%), Stormwater Fund (5%) and Construction Services Fund (5%) will transfer funds for debt service payments.

Level of Service Change Due to Project:

Elimination of multiple points of data entry, process automation, modern reporting features that will reduce staff time manually compiling data, and an enhanced customer experience for citizens interacting with the City to pay bills and request information.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 3,514,000**	**$ 727,000**	**$ 476,000**	**$ 479,000**	**$ 481,000**
Subtotal Total By Fund					
(001) General Fund	$ 314,000	$ 727,000	$ 476,000	$ 479,000	$ 481,000
(371) Enterprise Technology Capital Fund	$ 3,200,000	-	-	-	-
Subtotal Total By Exp. Type					
Personnel	$ 314,000	$ 327,000	$ 76,000	$ 79,000	$ 81,000
Operating Expenditures	-	$ 400,000	$ 400,000	$ 400,000	$ 400,000
Capital Expenditures	$ 3,200,000	-	-	-	-

ENTERPRISE TECHNOLOGY CAPITAL FUNDING			
Project Number: 206			
Project Manager:	Omb Manager	**Additional FTEs:**	0.00
Project Customer:	City Manager's Office	**Estimated Useful Life:**	5 Years
Strategic Focus Area:		**Project Status:**	New
Strategic Plan Initiative:	Advance a Flexible and Resilient Organization That Delivers Superior City Services	**Project Score:**	

Project Description:

The City proposes the creation of an Enterprise Technology Capital Project Fund. A capital project fund in governmental accounting tracks multiple financial resources used to acquire and/or construct major capital assets. The City currently utilizes this methodology for major infrastructure projects (roads and wastewater capital). As the City continues to grow and modernize, technology needs also grow. In an effort to support operational efficiency, the City needs to proactively plan for ongoing technology capital needs, and focus on finding enterprise-wide (all city operations) technology solutions. Currently funded enterprise technology projects include the Enterprise Resource Planning (ERP) software and Windows Operating System Project. Future needs include: document management, project management, and replacement of existing enterprise systems when they are no longer supported (Land Management, Asset Management, Telephone System).

Revisions from Previous Year:

N/A

Beyond 5 Years:

Technology needs are continuous and essential to City operations. This project will provide recurring funding into the Enterprise Technology Fund to support financial and project planning for these major projects. Funds will be transferred into the new Technology Capital Fund from: General-70%; Wastewater-10%; Solid Waste10%; Stormwater-5%; Construction Services-5%.

Level of Service Change Due to Project:

This will allow for the City to proactively plan for major technology projects so that services to the Community are disrupted as little as possible.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 300,000**	**$ 300,000**
Subtotal Total By Fund					
(001) General Fund	-	-	-	$ 210,000	$ 210,000
(209) Construction Services Fund	-	-	-	$ 15,000	$ 15,000
(210) Stormwater Fund	-	-	-	$ 15,000	$ 15,000
(401) Wastewater Operations Fund	-	-	-	$ 30,000	$ 30,000
(500) Solid Waste Fund	-	-	-	$ 30,000	$ 30,000
Subtotal Total By Exp. Type					
Other Expenditures	-	-	-	$ 300,000	$ 300,000

SOLID WASTE ROUTING SOFTWARE			
Project Number: 204			
Project Manager:	Solid Waste Manager	**Additional FTEs:**	0.00
Project Customer:	Solid Waste Administration	**Estimated Useful Life:**	
Strategic Focus Area:	Sustainability	**Project Status:**	New
Strategic Plan Initiative:	Advance a Flexible and Resilient Organization That Delivers Superior City Services	**Project Score:**	

Project Description:

This project involves the replacement of routing software for the City's Solid Waste vehicles. The existing software is five years old and no longer supported by the vendor. Additionally, the existing software lacks modern features to ensure efficient routing of Solid Waste trucks. This project includes the replacement of the software and the tablets that are installed in each vehicle. The budget also includes three licenses and annual support for the City's three street sweepers, which are not currently routed electronically.

Revisions from Previous Year:

N/A

Beyond 5 Years:

Software requires ongoing annual maintenance costs throughout the life of the product.

Level of Service Change Due to Project:

Expanding the routing capability to the City's street sweepers will result in increased productivity for the street sweepers, as well as improved customer service features that will allow routes to be visible on the City's website so residents can see when their street is being swept and move vehicles out of the path.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 320,000**	**$ 64,000**	**$ 64,000**	**$ 64,000**	**$ 64,000**
Subtotal Total By Fund					
(210) Stormwater Fund	$ 20,000	$ 4,000	$ 4,000	$ 4,000	$ 4,000
(500) Solid Waste Fund	$ 300,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Subtotal Total By Exp. Type					
Operating Expenditures	-	$ 64,000	$ 64,000	$ 64,000	$ 64,000
Capital Expenditures	$ 320,000	-	-	-	-

WINDOWS DESKTOP & MICROSOFT OFFICE DELIVERY			
Project Number: 202			
Project Manager:	IT Infrastructure Manager	**Additional FTEs:**	0.00
Project Customer:	IT Administration	**Estimated Useful Life:**	N/A
Strategic Focus Area:		**Project Status:**	New
Strategic Plan Initiative:	Advance a Flexible and Resilient Organization That Delivers Superior City Services	**Project Score:**	7

Project Description:

This project includes funding for the planned transition of City's current desktop user interface from a Linux environment to Microsoft Windows environment. The main goal of this project is to deliver a seamless user experience for the use of Microsoft Office products city-wide. This transition was identified as a recommendation from the City's strategic plan as a needed tool to improve collaboration with outside agencies, to aid in recruiting and retaining employees, and assumes that staff will be more productive due to their familiarity with a standard office product and a better integrated environment. The initial cost includes server hardware and security software, virtualization software/licensing agreement(s), Microsoft Office software/licensing agreement(s), vendor supplied implementation and training services for IT staff in order to support this platform. Project delivery alternatives, including phasing are also being evaluated during FY 2019.

Revisions from Previous Year:

N/A

Beyond 5 Years:

Once this type of platform environment is implemented, perpetual annual software licensing would be required at appropriately cost range of $250,000 - $400,000. Initial expectation of hardware replacements would follow the City's standard server replacement cycle of 5 years at an expected cost of $500,000.

Level of Service Change Due to Project:

This would not change the level of service, just provide a different user experience regarding application integration. As outlined in the City's Strategic Plan Project S2.3.3, this project would address issues specifically articulated as the "fragmented environment for users of the City desktop. Employees at all levels and in all functions expressed frustration at the lack of integration between the multiple servers that house various City applications. With the current and ever-increasing number of applications staff use in their daily work, process challenges arose when operating across platforms - for example, preparing documents in Microsoft Office, while simultaneously pulling information from a department application on a different server and pulling information from email or the internet in another server. The fragmented nature of this arrangement creates workflows and work-arounds that appear small in isolation but significant in their cumulative effect on efficiency."

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 1,700,000**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	-	-	$ 1,190,000	-	-
(209) Construction Services Fund	-	-	$ 85,000	-	-
(210) Stormwater Fund	-	-	$ 85,000	-	-
(401) Wastewater Operations Fund	-	-	$ 170,000	-	-
(500) Solid Waste Fund	-	-	$ 170,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 1,700,000	-	-

FIBER OPTIC DATA NETWORK RECONFIGURATION			
Project Number: 64			
Project Manager:	IT Infrastructure Manager	**Additional FTEs:**	0.00
Project Customer:	Infrastructure	**Estimated Useful Life:**	20 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	16
		Cost Estimate (unfunded):	$600,000

Project Description:

This project provides a multi-phase approach to implementing a survivable fiber optic network communications infrastructure for the City. The project aims to have a functioning Synchronous Optical Network, or SONET Ring. A SONET Ring increases the survivability of the network. If there is a break in one fiber optic line, another line will still be functioning. This project is being done in order to create redundant fiber optic connections between key City buildings and ensure sites remain connected to the Data Center in the event of network hardware failure or failure of the fiber optic cabling.

Revisions from Previous Year:

Final 2 phases include undergrounding the existing aerial fiber between the Data Center and the Streets & Stormwater Building ($150K), as well as establishing the fiber connection between the Streets & Stormwater Building and the Community Center to complete the Ring ($450K).

The City has invested $500,000 in prior project phases with the total estimated project cost for the final two phases equally $600,000.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

STORAGE AREA NETWORK (SAN) REPLACEMENT			
Project Number: 201			
Project Manager:	IT Infrastructure Manager	**Additional FTEs:**	0.00
Project Customer:	IT Administration	**Estimated Useful Life:**	10
Strategic Focus Area:	Sustainability	**Project Status:**	New
Strategic Plan Initiative:	Advance a Flexible and Resilient Organization That Delivers Superior City Services	**Project Score:**	16

Project Description:

The City currently possess a HP 3Par Storage Area Network (SAN) device that is reaching the end of its supported life. The SAN currently supports disk storage needs for the City's Virtual Machine (VM) infrastructure, the City's Mac Network, and other functions including City data backup and recovery. The current SAN contents will need to be migrated to the new device after installation. Purchase will include equipment and implementation services.

Revisions from Previous Year:

N/A

Beyond 5 Years:

The City's life cycle for storage devices is 7 years or until the vendor end-of-life's support the equipment.

Level of Service Change Due to Project:

There is no Level of Service change in replacing end of life equipment.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 150,000**	**-**	**-**
Subtotal Total By Fund					
(001) General Fund	-	-	$ 150,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 150,000	-	-



Vehicles Projects

ADDITIONAL SOLID WASTE VEHICLE & DRIVERS			
Project Number: 205			
Project Manager:	Solid Waste Manager	**Additional FTEs:**	2.00
Project Customer:	Recycling	**Estimated Useful Life:**	6
Strategic Focus Area:	Sustainability	**Project Status:**	New
Strategic Plan Initiative:	Renew our Natural Environment to Ensure Sustainability for Future Generations	**Project Score:**	0

Project Description:

Solid Waste begins servicing multiple large mobile home parks in FY 2020 after the private vendor declined to provide service for future years. These additional units require additional drivers and vehicles for the increased demand of solid waste services. This project adds an additional solid waste truck and two drivers. One driver would support a recycling truck budgeted for purchase for FY 2019. The second driver would support the residential curbside side-loader vehicle included in this project.

New solid waste service demands come with additional revenue. During FY 2020 when all new units (~1800) are being serviced by Largo Solid Waste, the City anticipates an additional $320,000 in annual revenue into the sold waste fund.

Revisions from Previous Year:

This truck is a new vehicle for FY 2020.

Beyond 5 Years:

Solid waste vehicles are replaced on a six-year life-cycle. Vehicles require ongoing repair and maintenance throughout their useful life.

Level of Service Change Due to Project:

This expansion of service accommodates new solid waste service for mobile home communities who will no longer be receiving service from a private provider and will now be served by City of Largo Solid Waste.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 441,000**	**$ 88,200**	**$ 91,800**	**$ 95,400**	**$ 99,200**
Subtotal Total By Fund					
(500) Solid Waste Fund	$ 441,000	$ 88,200	$ 91,800	$ 95,400	$ 99,200
Subtotal Total By Exp. Type					
Personnel	$ 84,800	$ 88,200	$ 91,800	$ 95,400	$ 99,200
Capital Expenditures	$ 356,200	-	-	-	-

COMMUNITY DEVELOPMENT VEHICLES			
Project Number: 69			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Community Development department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 30,000**	**$ 100,100**	**$ 35,400**	**$ 68,100**	**-**
Subtotal Total By Fund					
(001) General Fund	$ 30,000	$ 31,900	-	$ 68,100	-
(209) Construction Services Fund	-	$ 68,200	$ 35,400	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 30,000	$ 100,100	$ 35,400	$ 68,100	-

ENGINEERING SERVICES VEHICLES			
Project Number: 136			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration & Data Systems	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Engineering Services Department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 37,400**	**$ 62,600**	**-**
Subtotal Total By Fund					
(210) Stormwater Fund	-	-	-	$ 31,300	-
(401) Wastewater Operations Fund	-	-	$ 37,400	$ 31,300	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 37,400	$ 62,600	-

ENVIRONMENTAL SERVICES VEHICLES			
Project Number: 70			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Environmental Services department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year.Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 624,500**	**$ 221,600**	**$ 541,600**	**$ 512,800**	**$ 208,200**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	$ 624,500	$ 221,600	$ 541,600	$ 512,800	$ 208,200
Subtotal Total By Exp. Type					
Capital Expenditures	$ 624,500	$ 221,600	$ 541,600	$ 512,800	$ 208,200

FIRE RESCUE VEHICLES			
Project Number: 71			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Fire Rescue department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Fiscal Year 2024 includes the replacement for Truck 42. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 1,150,000**	**$ 3,002,000**	**$ 1,829,000**	**$ 1,352,000**	**$ 1,623,000**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	$ 1,150,000	$ 3,002,000	$ 1,829,000	$ 1,352,000	$ 1,623,000
Subtotal Total By Exp. Type					
Capital Expenditures	$ 1,150,000	$ 3,002,000	$ 1,829,000	$ 1,352,000	$ 1,623,000

IT VEHICLES			
Project Number: 68			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	IT Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Information Technology department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 27,900**	**-**
Subtotal Total By Fund					
(001) General Fund	-	-	-	$ 27,900	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	$ 27,900	-

POLICE VEHICLES			
Project Number:72			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Police department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 1,638,600**	**$ 1,716,100**	**$ 1,335,600**	**$ 1,652,800**	**$ 2,018,000**
Subtotal Total By Fund					
(212) Local Option Sales Tax (LOST) Fund	$ 1,638,600	$ 1,716,100	$ 1,335,600	$ 1,652,800	$ 2,018,000
Subtotal Total By Exp. Type					
Capital Expenditures	$ 1,638,600	$ 1,716,100	$ 1,335,600	$ 1,652,800	$ 2,018,000

PUBLIC WORKS VEHICLES			
Project Number: 65			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Public Works department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Major expenses include Solid Waste vehicle replacements added in the fifth year. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 3,533,200**	**$ 3,697,100**	**$ 4,619,800**	**$ 3,128,300**	**$ 1,773,400**
Subtotal Total By Fund					
(001) General Fund	$ 449,200	$ 332,500	$ 766,100	$ 246,700	$ 33,300
(210) Stormwater Fund	$ 590,400	$ 964,900	$ 1,328,800	$ 1,589,700	$ 423,700
(500) Solid Waste Fund	$ 2,493,600	$ 2,399,700	$ 2,524,900	$ 1,291,900	$ 1,316,400
Subtotal Total By Exp. Type					
Capital Expenditures	$ 3,533,200	$ 3,697,100	$ 4,619,800	$ 3,128,300	$ 1,773,400

RPA VEHICLES			
Project Number: 66			
Project Manager:	Fleet Manager	**Additional FTEs:**	0.00
Project Customer:	Administration	**Estimated Useful Life:**	Variable
Strategic Focus Area:	Sustainability	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	0

Project Description:

This project constitutes the vehicles within the City's fleet assigned to the Recreation, Parks & Arts department. Vehicles needs are re-evaluated annually with pricing, suitability for use, and sustainability as factors in determining replacements.

Revisions from Previous Year:

Updated annually with revised costs and additional replacements in fifth year. Light duty field vehicles will be replaced with hybrid & alternate-fueled vehicles when up for replacement.

Beyond 5 Years:

Vehicles require regular maintenance and repair through their lifetime.

Level of Service Change Due to Project:

New vehicles require less maintenance and provide an opportunity for increased efficiency in the City's fleet.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 106,100**	**$ 273,300**	**$ 156,300**	**$ 169,700**	**$ 151,400**
Subtotal Total By Fund					
(001) General Fund	$ 106,100	$ 273,300	$ 156,300	$ 169,700	$ 98,600
(540) Golf Course Fund	-	-	-	-	$ 52,800
Subtotal Total By Exp. Type					
Capital Expenditures	$ 106,100	$ 273,300	$ 156,300	$ 169,700	$ 151,400



Wastewater Projects

DISINFECTION TANK COATING			
Project Number: 194			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Treatment Plant	**Estimated Useful Life:**	25
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	20

Project Description:

This project consists of the preparation and application to the interior concrete walls of the Wastewater Reclamation Facility (WWRF) chlorine disinfection tank of a protective coating. The preparation involves the draining and cleaning of the chlorine tank. The coating will safeguard the concrete from the harsh environment of the wastewater disinfection process.

Revisions from Previous Year:

N/A

Beyond 5 Years:

Periodic inspections of the coating will be required to ensure its continued effectiveness.

Level of Service Change Due to Project:

This project will extend the useful life of the chlorine contact tank.

Funding Breakdown :

Fund	2020	2021	2022	2023	2024
Project Total	**$ 725,000**	**-**	**-**	**-**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	$ 725,000	-	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 725,000	-	-	-	-

EFFLUENT PIPELINE CAPACITY INCREASE AND EXTENSION			
Project Number: 113			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Treatment Plant	**Estimated Useful Life:**	50 years
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	18

Project Description:

Project scope increases the size of the effluent pipeline to the Feather Sound discharge area from the Wastewater Reclamation Facility (WWRF) to the St. Petersburg-Clearwater Airport. Some sections of the pipeline are associated with the FDOT Gateway Expressway and are being recapitalized to a 42" diameter as a standalone project.

This project includes a FY 2022 consultant design and FY 2023 construction (with inspection services) of the planned improvements to increase the size of the WWRF effluent discharge pipeline from 30 to 42 inches as recommended in the Preliminary Design Report (Greeley and Hansen 2013). Improvements to the effluent pipeline should be in place to meet year 2024 flow demands so that the effluent pump station equipment will continue to function within its design parameters until the end of its useful service life (approximately year 2035). This pipe diameter increase is also intended to meet the WWRF 2035 estimated peak flow as well.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Higher volumes of effluent discharge can be sent to Feather Sound.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 480,000**	**$ 5,400,000**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	-	-	$ 480,000	$ 5,400,000	-
Subtotal Total By Exp. Type					
Operating Expenditures	-	-	$ 480,000	-	-
Capital Expenditures	-	-	-	$ 5,400,000	-

LIFT STATION 1 DEMOLITION			
Project Number: 195			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Public Health and Safety	**Project Status:**	New
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	17

Project Description:

This project consists of the decommissioning, demolition and disposal of the original lift station 1. A new lift station 1 has been constructed as part of a previous sanitary sewer expansion project.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Current level of service will be maintained by the newly constructed replacement lift station 1.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 175,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	-	$ 175,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 175,000	-	-	-

LIFT STATION(S) FLOOD PLAIN MITIGATION			
Project Number: 172			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	30
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	24

Project Description:

A number of the Wastewater Reclamation Facility (WWRF) sanitary sewer lift stations reside in the floodplain. Consequently, high rain and/or flooding events risk breaking continuity of operations at these lift stations. This project included a consultant Preliminary Engineering Basis of Design in FY 2019 and a consultant design in FY 2020 to raise critical infrastructure above the floodplain at Lift Stations 19, 26, 41, 47. The Preliminary Engineering phase included a task to determine the feasibility to add emergency power generation to each site if space is available. Construction and construction inspection services are scheduled for FY 2021. The cost estimate for the construction phase will be updated subsequent to the completion of the design.

Mitigation of flood plain risk ensures both the continuity of lift station operations, and reduces the probability of sanitary sewer overflows.

Revisions from Previous Year:

Moved construction funding from FY22 to FY21 due to possible grant funding.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 400,000**	**$ 3,150,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	$ 400,000	$ 3,150,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 400,000	$ 3,150,000	-	-	-

LS 3 SERVICE AREA I&I ABATEMENT			
Project Number: 110			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	25
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	26

Project Description:

The City strives to reduce the total volume of wastewater received at the Wastewater Reclamation Facility (WWRF) during periods of significant wet weather.

The Lift Station 3 (and former LS6) sanitary sewer service area is one of the wastewater collection systems that has experienced Sanitary Sewer Overflows (SSO's) during past heavy storm events. As such, the City plans to implement improvements to the wastewater collection system in this service area to mitigate the problematic SSOs. During Phase 1, an engineering consultant will undertake a preliminary engineering analysis. During Phase 2 I/I abatement improvements will take place.

The following sequence is planned for the two phases:

FY 2023 Phase 1: Consulting services Inflow and Infiltration evaluation

FY 2024 Phase 2: Construction of Lift Station 3 Sanitary Sewer Service Area I&I Abatement Improvements

Revisions from Previous Year:

$4,000,000 added in FY 2024 for Construction of I&I Abatement Improvements.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Reduction in I/I to mitigate sanitary sewer overflows in the wastewater system.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**-**	**$ 200,000**	**$ 4,000,000**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	-	-	-	$ 200,000	$ 4,000,000
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	-	$ 200,000	$ 4,000,000

LS 2 SERVICE AREA I&I ABATEMENT			
Project Number: 98			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	25
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	26

Project Description:

The City strives to reduce the total volume of wastewater received at the Wastewater Reclamation Facility (WWRF) during periods of significant wet weather.

The Lift Station 2 sanitary sewer service area is one of the wastewater collection systems that has experienced Sanitary Sewer Overflows (SSO¶s) during past heavy storm events. As such, the City plans to implement improvements to the wastewater collection system in this service area to mitigate the problematic SSOs. Due to the size of the basin, staff segmented the project into four phases that span FY 2018 - FY 2021.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

N/A

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**$ 5,899,900**	**$ 5,500,000**	**-**	**-**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	$ 5,899,900	$ 5,500,000	-	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	$ 5,899,900	$ 5,500,000	-	-	-

LS 10 SANITARY SERVICE AREA I&I ABATEMENT			
Project Number: 103			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	25
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	26

Project Description:

The City strives to reduce the total volume of wastewater received at the Wastewater Reclamation Facility (WWRF) during periods of significant wet weather.

The Lift Station 10 sanitary sewer service area is one of the wastewater collection systems that has experienced Sanitary Sewer Overflows (SSO's) during past heavy storm events. As such, the City plans to implement improvements to the wastewater collection system in this service area to mitigate the problematic SSOs. During Phase 1 an engineering consultant will implement a preliminary engineering analysis. During Phase 2 I/I abatement improvements will take place.

The following sequence is planned for the two phases:

FY 2022 Phase 1: Consulting services Inflow and Infiltration evaluation

FY 2023 Phase 2: Construction of Lift Station 10 Sanitary Sewer Service Area I&I Abatement Improvements

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Reduction in I/I to mitigate sanitary sewer overflows in the wastewater system.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**-**	**$ 199,900**	**$ 3,400,000**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	-	-	$ 199,900	$ 3,400,000	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	-	$ 199,900	$ 3,400,000	-

LS 19 & 2 SUB BASIN 4 SERVICE AREAS I&I ABATEMENT			
Project Number: 109			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	25
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Funded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	26

Project Description:

The City strives to reduce the total volume of wastewater received at the Wastewater Reclamation Facility (WWRF) during periods of significant wet weather.

The Lift Stations 19 and 2 (sub-basin 4) sanitary sewer service areas are two of the wastewater collection systems that experienced Sanitary Sewer Overflows (SSO's) during past heavy storm events. As such, the City plans to implement improvements to the wastewater collection system in these service areas to mitigate the problematic SSOs. In FY 2021, an engineering consultant will implement a preliminary engineering analysis that involves identification of storm water inflow and groundwater infiltration (I/I) sources, provides recommendations for I/I abatement projects, assists in I/I abatement, and documents I/I flow reduction. In FY 2022, I/I abatement improvements will take place.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Reduction in I/I to mitigate sanitary sewer overflows in the wastewater system.

Funding Breakdown

Fund	2020	2021	2022	2023	2024
Project Total	**-**	**$ 199,900**	**$ 4,900,000**	**-**	**-**
Subtotal Total By Fund					
(401) Wastewater Operations Fund	-	$ 199,900	$ 4,900,000	-	-
Subtotal Total By Exp. Type					
Capital Expenditures	-	$ 199,900	$ 4,900,000	-	-

EFFLUENT DISPOSAL ALTERNATIVE ANALYSIS			
Project Number: 77			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	30 Years
Strategic Focus Area:	Sustainability	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	26
		Cost Estimate (unfunded):	$17,100,000

Project Description:

The Wastewater Reclamation Facility (WWRF) currently discharges treated effluent to Tampa Bay through Feather Sound. This system provides the only existing discharge method other than reclaimed water. The WWRF lacks a backup discharge system in the event of an emergency, such as a failure in the effluent discharge system to Feather Sound or if there is danger of high flows backing up to nearby homes. A feasibility study to determine alternatives for effluent discharge, including primary, secondary, and emergency discharge. Design and construction costs will be contingent on the results of the feasibility study in coordination with the Florida Department of Environmental Protection.

The preliminary engineering of the project occurred in FY 2018. The consultant study (Arcadis December 2017) listed three alternative discharge locations. Further coordination with the Florida Department of Environmental Protection will be necessary prior to proceeding with design and construction.

Revisions from Previous Year:

Project was unfunded.

Beyond 5 Years:

Construction will likely take place in FY 2026. Cost estimate for construction will be refined subsequent to the selection of the preferred alternative and coordination with the Florida Department of Environmental Protection.

Level of Service Change Due to Project:

This project would provide an additional discharge point for treated effluent in the event of emergency, rather than creating backups or overflows at the WWRF or in the collection system.

INTERCEPTOR BYPASS LIFT STATION AND FORCE MAIN			
Project Number: 196			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	50
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	18
		Cost Estimate (unfunded):	$8,000,000

Project Description:

The 142nd Avenue Interceptor begins at the Public Works facility and runs east along Donegan Rd. to 142nd Ave. Since the Wet Weather pumping system began operation, the flow through the upper reaches of the interceptor has been greatly reduced as intended to reduce sanitary sewer overflows. The lower flows result in an acceleration of sediment buildup in the pipe. This has required more frequent cleaning.

The goal of this project would be to construct a new lift station at Public Works and pump the flow past the flat section of the interceptor, to a point where higher flow will prevent sediment buildup. The City will hire an engineering consultant to evaluate the existing system, develop design alternatives, then proceed with a design. The City will realize a savings of approximately $80,000 per year in interceptor cleaning cost, but will see an additional operational and maintenance cost of approximately $33,000 for the new lift station.

Revisions from Previous Year:

N/A

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

The project will add the operation and maintenance costs of a new lift station, but eliminate the need for annual cleaning of a large portion of the interceptor system.

SANITARY SEWER SYSTEM ENGINEERING EVALUATION (SSSEE)			
Project Number: 138			
Project Manager:	City Engineer	**Additional FTEs:**	0.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	N/A
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	22
		Cost Estimate (unfunded):	$530,000

Project Description:

The Sanitary Sewer System Engineering Evaluation (SSSEE) intends to assist the City achieve a number of objectives which include:

- Pro-actively make sanitary sewer system improvements, resulting in the prevention of system failures and overflows;
- Meet current and future anticipated regulatory requirements;
- Provide sewer capacity in a timely fashion to accommodate system expansion and redevelopment;
- Maintain level of service standards that are desired and acceptable to the community.

Revisions from Previous Year:

N/A

Beyond 5 Years:

This engineering evaluation is recommended for FY 2025 and is estimated at $530,000. It is intended to follow the completion of the WWRF Biological Treatment Improvements Project and the completion of Inflow and Infiltration mitigation efforts.

Level of Service Change Due to Project:

N/A

UF/RO NITROGEN REDUCTION TREATMENT FACILITY			
Project Number: 145			
Project Manager:	City Engineer	**Additional FTEs:**	1.00
Project Customer:	Wastewater Collection System	**Estimated Useful Life:**	25
Strategic Focus Area:	Public Health and Safety	**Project Status:**	Unfunded
Strategic Plan Initiative:	Invest in Quality Public Infrastructure	**Project Score:**	21
		Cost Estimate (unfunded):	$3,700,000

Project Description:

This project includes a Design Build consultant developed Design Criteria Package (DCP) completed in FY 2023 along with inspection services to support the Design Build (DB) construction of an ultra-filtration/reverse osmosis (UF/RO) side-stream treatment facility at the Wastewater Reclamation Facility (WWRF) in FY 2024. The proposed facility aims to reduce additional nitrogen concentrations in the effluent beyond the reductions achieved by the Biological Treatment Improvements project constructed in FY 2019 ± FY 2020.

An ultra-filtration/reverse osmosis (UF/RO) side-stream treatment facility system would give the City a process that is not impacted by wet weather, raw sewage nutrient load, or treatment process problems giving the City a robust and flexible means to control TN concentrations and more reliably meet TN load limits.

Revisions from Previous Year:

FY 2024 to funding to include $2,900,000 for Design Build (DB) construction, $18,000 for DB stipends and $375,000 for construction inspection services.

Beyond 5 Years:

N/A

Level of Service Change Due to Project:

Level of service would meet the requirements of the FDEP Administrative Order.



Glossary

The following definitions of terms and acronyms are provided to aid in understanding the terminology employed in the text of the budget and other financial documents:

Account Number:

A system of numbers used to categorize or group accounting transactions into common areas, such as salaries, rent, and utilities expenses. Account numbers are the numerical equivalent of descriptive terms. For example, the number .12 represents the account number for regular salaries.

Accounting procedures:

All processes which identify, record, classify and summarize financial information to produce financial records.

Accounting System:

The total structure of records and procedures which identify, record, classify, summarize and report information on the financial position and results of operations of a government.

Accrual Basis:

The basis of accounting under which transactions are recognized 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.

Amendment One:

Constitutional Amendment that passed in January 2008 through a state-wide referendum that reformed property tax. The amendment provided several changes to the property owner such as revisions to the taxable value by increasing the amount of the homestead exemption and made credit earned for the homestead exemption transferable to another home. The amendment also restricts local governments from increasing property tax revenue to no more than the state income growth per capita.

Amortization:

Amortization is the process of decreasing, or accounting for, an amount over a period (e.g. loan repayment schedules).

Appraise:

To make an estimate of value, particularly of the value of property. If the property is valued for purposes of taxation, the less-inclusive term “assess” is substituted for this term.

Appropriation:

An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose. An appropriation is usually limited in amount and as to the time when it may be expended.

Assessed Valuation:

A valuation set upon real estate or other property by a government as a basis for levying taxes.

Assessment:

(1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

Assigned Fund Balance:

Assigned Fund Balance describes the portion of fund balance that reflects a government’s intended use of resources, as established at the highest level of decision making.

Available (Unassigned) Fund Balance:

This refers to the funds remaining from the prior year which are available for appropriation and expenditure in the current year.

Balanced Budget:

A budget in which planned funds available equal planned expenditures.

Bond:

A written promise to repay a specified sum of borrowed money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between a note and a bond is that the latter typically runs for a longer period of time.

Budget:

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year.

Budgetary Control:

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenue

Budget Reduction:

A Budget Reduction is a method of aligning expenditures with expected revenues.

Capital:

Any item with an expected life of more than one year and a value of more than $10,000, such as automobiles, trucks, furniture, buildings, land, etc.

Capital Improvement Program: (CIP):

A multi-year capital expenditure plan for the acquisition of significant infrastructure and equipment. It sets forth each project or other contemplated purchase and specifies the full resources estimated to be available to finance the projected expenditures.

Committed Fund Balance:

Committed Fund Balance describes the portion of fund balance that represents resources whose use is constrained by limitations that the government imposes upon itself at its highest level of decision making (normally the governing body) and that remain binding unless removed in the same manner.

Communications Workers of America (CWA):

CWA, the largest telecommunications union in the world, represents over 700,000 men and women in both private and public sectors. CWA is also the City of Largo's largest labor union.

Community Development Advisory Board (CDAB):

The CDAB advises and makes recommendations to the City Commission concerning policy matters relating to the Community Development Department. The CDAB also reviews the Community Development Department's annual budget and Capital Improvement Plan projects and makes recommendations to the Commission.

Community Development Block Grant (CDBG):

CDBG is a federal housing assistance program that provides loans for the purchase and rehabilitation of housing for first-time home buyers. The loans are repaid when the property is sold, which provides a perpetual pool of funds to be used for this purpose.

Community Redevelopment Agency (CRA):

The CRA is the governing body over the City's Community Redevelopment District.

Community Redevelopment District (CRD):

A CRD is a specially designated area targeted for revitalization. The City of Largo has two CRDs: the West Bay Drive Community Redevelopment District and the Clearwater-Largo Road Corridor Community Redevelopment District.

Comprehensive Development Code (CDC):

The Largo CDC contains performance standards for new site development projects that are intended to protect the health, safety, and welfare of the citizens of Largo by ensuring that neighbors and adjacent properties are protected from potential negative impacts related to the development and use of land. The CDC serves as the blueprint that guides and controls land development within the City as required by its Charter, and in conformance with the Local Government Comprehensive Planning and Land Development Regulation Act of 1985, as amended.

Comprehensive Development Plan:

Plan outlining the development plan and land use within the City.

Consumer Price Index (CPI):

A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e. economic inflation).

Cost Allocation:

A method used to charge Enterprise, Internal Service, and Special Revenue Funds for attributable costs.

Debt Service:

The payment of principal and interest on borrowed funds, such as bonds.

Deficit:

An excess of liabilities and reserves of a fund over its assets.

Depreciation:

The decrease in value of physical assets due to use and the passage of time.

Distinguished Budget Presentation Program:

A voluntary program administered by the Government Finance Officers Association to encourage governments to publish efficiently organized and easily readable budget documents in accordance with national professional standards and to provide peer recognition and technical assistance to the fiscal officers preparing them.

Employee Assistance Program (EAP):

The City of Largo has an EAP for employees and their dependents to provide professional assistance for personal problems affecting job performance or personal well-being.

Encumbrance:

An amount of money committed for the payment of goods and services ordered or contracted for but not yet received or paid for.

Enterprise Fund:

A self-supporting fund designed to account for activities supported by user charges; examples are the Solid Waste or Wastewater funds.

Entitlement:

The amount of payment to which a state or local government is entitled for a program or other purpose as determined by the federal government pursuant to an allocation formula contained in applicable statutes.

Family Medical Leave Act (FMLA):

The FMLA entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave. Eligible employees are entitled to:

- Twelve work weeks of leave in a 12-month period for:
- The birth of a child and to care for the newborn child within one year of birth;
- The placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
- To care for the employee's spouse, child, or parent who has a serious health condition;
- A serious health condition that makes the employee unable to perform the essential functions of his or her job;
- Any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or
- Twenty-six work weeks of leave during a single 12-month period to care for a covered service-member with a serious injury or illness if the eligible employee is the service-member's spouse, son, daughter, parent, or next of kin (military caregiver leave).

Fiduciary Fund:

Fiduciary funds are used to account for assets held in trust by the government for the benefit of individuals or other entities (i.e. retirement funds).

Fiscal Year:

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. For the City, the fiscal year begins on October 1 and ends on September 30.

Fixed Assets:

Assets of a long-term character which are not intended to be sold for profit, but which are to be used in an organization's normal course of business, such as land, buildings, and improvements other than buildings, machinery, and equipment.

Franchise:

The right granted by a government through a contract permitting private utilities the use of public property, such as city streets, for wires, cables, pipes, and other facilities to deliver their services.

Full-Time Equivalent (FTE):

FTE is a method of measuring hours worked in a typical 40-hour work week, and can be defined as the number of total hours worked divided by the maximum number of compensable hours in a work year. For example, if the work year is defined as 2,080 hours, then one worker occupying a paid full-time job all year would equal one FTE. Two employees working for 1,040 hours each would equal one FTE.

Full-Time Position:

A position which qualifies for full City benefits, usually required to work 40 hours per week. However, full-time Fire Rescue personnel work 50 hours per week and all part-time personnel working in excess of 30 hours per week are granted benefits as full-time employees.

Fund:

A set of interrelated accounts to record assets, liabilities, equity, revenues, and expenditures associated with a specific purpose. Each fund is an independent financial entity.

Fund Balance:

The fund equity (excess of assets over liabilities) of governmental funds and trust funds.

Fund Type:

In governmental accounting, all funds are classified into eight generic fund types; General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust.

GAAP:

Generally Accepted Accounting Principles as determined through common practice or as promulgated by the Governmental Accounting Standards Board, the Financial Accounting Standards Board, or various other accounting standard setting bodies.

General Fund:

The fund containing revenues such as property taxes not designated by law for a special purpose. Some of the departments that are part of the General Fund include Fire Rescue, Police, Public Works, City Administration, and Recreation, Parks and Arts.

General Obligation Bonds:

Bonds for the payment of which the full faith and credit of the issuing government are pledged.

Geographic Information System (GIS):

A GIS software application provides a computerized graphical display of land and the infrastructure in place on that land. The data contained in the GIS system becomes the source data for all other City applications.

Governmental Fund:

Governmental funds include the General Fund, Special Revenue Funds, Capital Project Funds, and Debt Service Funds. Revenues and expenditures in these funds are recognized when they become available, depreciation is not recorded, and the measurement focus in these funds is on source and use of resources.

Grants:

Transfers of cash or other assets from another government to be used or expended for a specific purpose, activity, or facility.

Greater Largo Library Foundation (GLLF):

The Greater Largo Library Foundation, Inc. is a non-profit organization that cultivates funding resources and advocates for the Library to enhance innovative library services for the community's educational and social enrichment.

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 the property tax, as well as the third $25,000 of assessed value.

Housing Trust Fund (HTF):

The HTF was established in 2007 with a partnership between the City of Largo and Pinellas County for the promotion of affordable housing for a three-year period.

Intergovernmental Revenues:

Revenues from other governments in the form of grants, entitlements, shared revenues, or payments in lieu of taxes.

International Association of Fire Fighters (IAFF):

The International Association of Fire Fighters (IAFF) is a labor union representing professional firefighters in the United States and Canada, and represents Largo's Firefighters, Fire Lieutenants, and Assistant/District Chiefs.

Leadership in Energy and Environmental Design (LEED):

LEED is an internationally recognized green building certification system, providing third-party verification that a building or community was designed and built using strategies intended to improve performance in energy savings, water efficiency, CO2 emissions reduction, improved indoor environmental quality, and stewardship of resources and sensitivity to their impacts.

Lease-Purchase Agreements:

Contractual agreements which are termed "leases", but which in substance amount to installment purchase contracts.

Levy:

(Verb) to impose taxes, special assessments or service charges for the support of governmental activities. (Noun) The total amount of taxes, special assessments or service charges imposed by a government.

Liabilities:

Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date. This term does not include encumbrances.

Maximum Millage Rate:

The highest allowed millage rate that can be levied by a local government as designated by Florida law. This rate takes into account inflation, new construction, and annexation.

Millage:

The tax rate on real property. One mill equals $1 of tax per $1,000 of assessed property value.

Modified Accrual Basis:

The accrual basis of accounting adapted to the governmental fund type. It is a modified version of the full accrual basis of accounting that, in general, measures financial flow (tax and spend) of an organization, rather than capital accumulation (profit or loss).

Nonspendable Fund Balance:

Nonspendable Fund Balance represents assets in a governmental fund that may be inherently nonspendable from the vantage point of the current reporting period. These assets can be represented the following types: assets that will never convert to cash (inventories, supplies); assets that will not convert to cash soon enough to affect the current period (foreclosure properties, long-term loan receivables); and/or, resources that must be maintained intact pursuant to legal or contractual requirements (endowments).

Operating Budget:

Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled. The use of an annual operating budget is usually required by law.

Operating Costs:

Outlays for such current period items as expendable supplies, contractual services, and utilities.

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 applies. 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.

Other Costs:

Refers to costs which are not personnel, operating, or capital in nature, such as debt service and transfers between funds.

Police Benevolent Association (PBA):

PBA is a labor union representing Largo's Police Officers, Police Sergeants, and Police Lieutenants.

Pay-As-You-Go Basis:

A term used to describe the financial policy of a government which finances all of its capital outlays from current revenues rather than by borrowing.

Part-Time Position:

Part-time employees work less than 40 hours per week and are not entitled to full-time employee benefits unless they work a minimum of 30 hours per week.

Personnel Costs:

Refers to all costs directly associated with employees, including salaries and fringe benefits.

Program:

A program is a distinct, clearly identifiable activity, function, cost center, or organizational unit which is budgeted as a subunit of a department. A departmental budget utilizes the separate program budgets as its basic component.

Property Tax:

A tax levied on the assessed value of real property. This tax is also known as ad valorem tax.

Purchase Order:

A document which authorizes the delivery of specified merchandise or the rendering of certain services, establishes their cost, and creates a commitment on both the provider and receiver of the product or service.

Reclassification:

The moving of an existing position from one personnel classification (title) to another based on a study by the Human Resources Department that the person is performing the duties of a classification other than that in which the employee is currently placed.

Reserve:

(1) An account used to earmark a portion of fund balance to indicate that it has been set aside for a particular purpose; and (2) an account used to earmark a portion of fund equity as legally segregated for a specific future use.

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.

Restricted Fund Balance:

Restricted Fund Balance describes the portion of fund balance that reflects resources that are subject to externally enforceable legal restrictions (e.g. creditors, grantors, laws, regulations, constitutional provisions).

Retained Earnings:

An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.

Revenue Bonds:

Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund or a specified revenue source other than the property tax.

Revenues:

An increase in the assets of a fund income which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability or a decrease in assets, and does not represent a contribution of fund capital to enterprise or internal service funds.

Rolled-Back Millage Rate

Under Florida law, as property values change each year by the property appraiser due to inflation, the City property tax rate is reduced or increased so that the property tax revenue remains the same as the prior year. Annexations or New Construction is not included in the calculation, therefore resulting in a credit for the City. However, annexation and new construction will be included in the calculation from then forward. All property tax rate changes, including maintenance of the current rate, are calculated using the rolled-back rate as the base.

Rolled-Back Millage Rate (Adjusted):

The Florida State Legislature has mandated that each year the millage rate a local government can levy with a simple majority vote will be based on the Rolled-Back Millage Rate (above) adjusted by the percentage increase in median income in the State of Florida. This rate is developed by the State.

Special Assessment:

A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

Special Revenue Fund:

A fund used to account for the proceeds of special revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specified purposes. Examples of special revenue funds in the City of Largo are the Local Option Sales Tax Fund or the Construction Services Fund.

Surplus:

An excess of the assets of a fund over its liabilities and reserved equity.

State Housing Initiatives Partnership (SHIP):

SHIP Program funding channels a portion of documentary stamp taxes on deeds directly to local governments for the development and maintenance of affordable housing.

Tax Base:

The total taxable value of all property within the jurisdiction of the government levying the property tax.

Tax Payer Bill of Rights (TABOR):

TABOR is legislation aimed at limiting the growth of government by requiring, among other things, that increases in overall tax and user fee revenue be tied to inflation and population increases unless larger increases are approved by referendum.

Tax Rate Limit:

The maximum rate at which a government may levy a tax. The limit may apply to specific taxes, or to total taxes imposed for all purposes by a government. Limits are established by city charter or state statutes or constitution.

Tax Roll:

The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined.

Taxable Value:

The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.

Temporary Position:

A temporary position is filled for a specified period of time, is not permanent in nature, and does not qualify for regular City benefits.

Trust Funds:

Funds used to account for assets held by a government in a trustee capacity for a specific purpose.

Unassigned Fund Balance:

In the General Fund, the Unassigned Fund Balance represents the net resources a government has in excess of what can be properly be classified in one of the four other categories of fund balance (Nonspendable, Restricted, Committed, Assigned).

User Charges:

The payment of a fee for direct receipt of a public service by the party benefiting from the service.