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PLANPinellas **GOVERNANCE**
SUPPLEMENTAL

GOVERNANCE SUPPLEMENTAL [GOV]

INTRODUCTION

The County must ensure transparency in the way it conducts business, plans the community's infrastructure, and coordinates with its public and private partners. Good governance promotes accountability, inclusion, and responsiveness, and it should be built into decision making processes. Public participation should be encouraged through various committees, public hearings, outreach efforts, and focused stakeholder engagement. Through effective governance, the County strives to meet the needs of all its citizens.

UPDATES SINCE 2008

This PLANPinellas supplemental section includes information that has been updated from the 2008 Pinellas County Comprehensive Plan. These updates are intended to replace, where necessary, the outdated information related to this chapter. Each update is referenced by page and title.

The original support information for this Chapter can be found online at: <https://plan.pinellas.gov/2008-comprehensive-plan-intergovernmental-coordination-element/>. The following support information has been updated:

ASSOCIATED WITH GOV GOAL 1 – INTERGOVERNMENTAL AND INTERAGENCY COORDINATION:

CHAPTER 1 - INTERGOVERNMENTAL COORDINATION DATA

PAGE 1-2:

- The first paragraph under Countywide Planning Agencies should read as follows:

In 1988, the Florida State Legislature amended Chapter 73-594, Laws of Florida and voters approved a referendum that amended the County Charter in November of 1988, giving the Board of County Commissioners Countywide Planning Authority (CPA). The amendments to Chapter 73-954 restructured the Pinellas Planning Council (PPC). The Special Act establishing the PPC and the CPA was last amended in Chapter 2012-245, Laws of Florida. The PPC shall have common membership and function as a single, unified board with the Metropolitan Planning Organization (MPO).

- The paragraph under Regional Planning Agencies should read as follows:

At the regional level, the Tampa Bay Regional Planning Council is intended to provide a forum for intergovernmental coordination. It was established in 1962, under Chapter 160, Florida Statutes, and by Interlocal Agreement, Chapter 163.01, F.S. in 1975. The Council was reorganized under Chapter 186, F.S., and has a membership of area municipalities and counties¹. The Council's mission is to serve their citizens and member governments by providing a forum to foster communication, coordination, and collaboration in identifying and addressing issues and needs regionally.

PAGE 1-4:

- The last paragraph on the page under State Agencies:

The reference to the Florida Department of Community Affairs, is now known as the Department of Economic Opportunity.

1. As of early 2020, the region's six counties, Citrus, Hernando, Hillsborough, Manatee, Pasco and Pinellas are required by law to exercise regional cooperation through membership on the Council. Other municipal members are Bradenton, Clearwater, Dade City, Dunedin, Gulfport, Largo, Madeira Beach, New Port Richey, Oldsmar, Palmetto, Pinellas Park, Plant City, Safety Harbor, Seminole, South Pasadena, St. Pete Beach, St. Petersburg, Tampa, Tarpon Springs, Temple Terrace and Treasure Island. These governments are represented on the Council by elected officials appointed by their local boards. They comprise two thirds of the Council's membership. The Governor appoints additional members, making up the remaining third of the Council. There are also four ex-officio members representing the Southwest Florida Water Management District, the Florida Department of Transportation and Environmental Protection, and Enterprise Florida.

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CHAPTER 2 – COORDINATION OF THE PINELLAS COUNTY COMPREHENSIVE PLAN ON THE PLANS OF ADJACENT GOVERNMENTS AND AGENCIES

- Chapter 2 is replaced with the following information:

Principle and Guidelines:

The continuous dissemination of information pertaining to current and/or future programs and activities, especially those related to comprehensive planning, is essential for meaningful intergovernmental coordination.

- a) To every extent possible, the comprehensive plan and elements thereof shall be consistent with those of state, regional and other local government entities.
- b) Transmit all comprehensive plan elements and other relevant documents for review and comment prior to their adoption and implementation.
- c) Notify and offer an opportunity for comment to all government entities which might be affected by proposed and/or revised programs and activities.
- d) Consider all comments received by affected/concerned government entities pertaining to transmitted comprehensive plan elements or other relevant documents.
- e) Consider the programs and activities of surrounding jurisdictions before making decisions which may have multi-jurisdictional effects.

The continued coordination of the County's Comprehensive Plan with local governments and government agencies are addresses in GOV Objectives 1.1 and 1.2 and the associated policies.

CHAPTER 3 – COORDINATION OF SERVICE DELIVERY

- Chapter 3 is replaced with the following information:

The delivery of services is provided through the established Goals, Objectives, Policies and Strategies and supplemental information outlined in this Comprehensive Plan's Elements, and the associated work programs of the implementing Departments. The following summarizes the relevant Elements per service.

(Service -> Element)

Education/Schools -> Lifelong Learning

Potable Water/Wastewater/Reclaimed Water -> Potable Water/Wastewater

Solid Waste -> Solid Waste

Stormwater Management -> Surface Water Management

Parks and Recreation -> Parks, Open Space and Cultural Resources

Transportation -> Transportation

Infrastructure -> Individual Elements address infrastructure from its perspective through a systems approach through coordination efforts

CHAPTER 4 – JOINT PLANNING AREAS

PAGE 4-1:

- First paragraph, second sentence should read:

Joint Planning Areas are established through interlocal agreement.

CHAPTER 5 – JOINT PROCESSES FOR COLLABORATIVE PLANNING AND DECISION MAKING

- Chapter 5 is replaced with the following information:

POPULATION PROJECTIONS

The Pinellas County Planning Department, in coordination with Forward Pinellas (PPC and MPO), who initiates and coordinates a multijurisdictional effort to develop population projections for all of Pinellas County for use in updating the MPO Long Range Transportation Plan and in local government planning programs (including the evaluation and appraisal process). Data is based on the U.S. Census, existing land use information, future land use maps, and input from other governments regarding future development plans. Much of this data was compiled from the County's geographic information system, which serves as the primary source of information for determining existing and forecasted conditions for each of the Traffic Analysis Zones (TAZs) in Pinellas County. This cooperative approach is felt to be not only effective but essential in a small county that comprises 25 local governments in an area of only 280 square miles.

PROVISION OF SERVICES AND CONCURRENCY

Sanitary Sewer, Solid Waste, Drainage and Potable Water

Pinellas County works with its partners for the effective provision of services and has adopted policies/strategies to ensure this coordination and the use of levels of service to address concurrency for, (also see summary starting on Page 6):

- **Sanitary Sewer** WW 1.3.3 (1.3.3.1 through 1.3.3.5), and 1.3.4.4
For additional information see supplemental information for Potable Water, Waste Water and Reuse Element.
- **Solid Waste** - SW 1.1.2 (1.1.2.1 through 1.1.2.3)
For additional information see the Pinellas County Solid Waste Mater Plan (July 2019, as amended).
- **Drainage** – SWM 3.1.1 and 3.1.2
For additional information see supplemental information for Surface Water Management Element.
- **Potable Water** – PW 1.1.3.3, 1.2.2 (1.2.2.1 through 1.2.2.3)
For additional information see supplemental information for Potable Water, Waste Water and Reuse Element.

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Transportation

The Pinellas County Board of County Commissioners chose not to require transportation concurrency. In 2016, the Board, pursuant to Section 163.3180(5)(i), Florida Statutes, and working with the municipalities, amended Pinellas County Code Chapter 150 by changing and broadening the focus from transportation impact fees to multimodal impact fees.

Public School Facilities

The Pinellas County Board of County Commissioners chose not to require public school concurrency. The Board adopted a new interlocal agreement with the School Board and appropriate municipalities that establish a procedure for the review of site plans for compliance with the County's land development regulations, Stormwater Manual, and consistency with its comprehensive plan. The Board also adopted locational and other criteria for new or expanded public schools found in Pinellas County Code Section 138-3298.

CHAPTER 6 – DISPUTE RESOLUTION PROCESSES

- Chapter 6 is replaced with the following:

Formal dispute resolution processes will be completed in accordance with Section 186.509, F.S.

APPENDIX B – ENTITIES THAT COORDINATE WITH THE PINELLAS COUNTY GOVERNMENT

- Appendix B is replaced with the following:

Pinellas County continues to coordinate with a our local, state and regional partners, including but not limited to:

- County Municipalities**

- | | |
|-------------------------------|-----------------------------------|
| 1. Town of Belleair | 13. Town of North Redington Beach |
| 2. City of Belleair Beach | 14. City of Oldsmar |
| 3. Town of Belleair Bluffs | 15. City of Pinellas Park |
| 4. Town of Belleair Shore | 16. Town of Redington Beach |
| 5. City of Clearwater | 17. Town of Redington Shores |
| 6. City of Dunedin | 18. City of Safety Harbor |
| 7. City of Gulfport | 19. City of Seminole |
| 8. City of Indian Rocks Beach | 20. City of South Pasadena |
| 9. Town of Indian Shores | 21. City of St. Petersburg |
| 10. Town of Kenneth City | 22. City of St. Pete Beach |
| 11. City of Largo | 23. City of Tarpon Springs |
| 12. City of Madeira Beach | 24. City of Treasure Island |

- **Adjacent Counties**

1. Hillsborough County
2. Pasco County
3. Manatee County

- **Countywide Planning Entities / Regional Coordination**

1. Forward Pinellas (Pinellas Planning Council; Metropolitan Planning Organization)
2. Housing Finance Authority of Pinellas County
3. Pinellas County School Board
4. Pinellas Suncoast Transit Authority (PSTA)
5. Tampa Bay Regional Planning Council (TBRPC)

- **Special Districts**

1. Southwest Florida Water Management District (SWFWMD)
2. Tampa Bay Water

- **State Agencies**

1. Department of Economic Opportunity (DEO)
2. Department of Environmental Protection (DEP)
3. State Historic Preservation Office (SHPO)
4. Department of Transportation (DOT)
5. Florida Housing Finance Agency (FHFA)

ASSOCIATED WITH GOV GOAL 2 – CAPITAL IMPROVEMENTS

1- INVENTORY

PUBLIC FACILITY NEEDS IDENTIFIED IN THE COMPREHENSIVE PLAN

This Capital Improvement Element (CIE) outlines the principles guiding the development of the Capital Improvement Program (CIP), which provides for the construction, extension, and increase in capacity of public facilities. The CIE also outlines the principles for correcting existing public facility deficiencies that are necessary to implement the comprehensive plan, identifies level of service (LOS) standards for public facilities, and establishes policies to ensure the availability and adequacy of those facilities.

The CIP described in the annual budget lists capital improvements identified for the next ten fiscal years and is incorporated as part of this CIE by reference. This is consistent with the provision of FS Title XI, Section 163.3177 (3) (a), which requires this element to address the public facility costs and projected revenue sources to fund capital improvements needed for at least the first five years of the comprehensive plan. Capital improvements identified within the Pinellas County Comprehensive Plan (Comprehensive Plan) are evaluated during the required annual review of the CIE to determine if they are needed sooner than initially anticipated.

All references to any ordinances, statutes or regulations contained herein shall, unless otherwise noted, be deemed to be those in effect as of the date of adoption of this element and thereafter as amended, renumbered or otherwise revised.

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STATE HIGHWAY SYSTEM FACILITY NEEDS

The Transportation Element of the Comprehensive Plan addresses State Highway System needs within Pinellas County. Scheduling of these projects is determined by the Florida Department of Transportation (FDOT) and Forward Pinellas, in its role as the Pinellas County Metropolitan Planning Organization (MPO). The Board of County Commissioners determines the amount of financial assistance the County contributes to implement these projects. When scheduling and funding sources are determined, the projects that the County is helping to fund are included in the CIP.

PRACTICES GUIDING THE TIMING AND LOCATION OF CONSTRUCTION AND EXTENSION OR INCREASE IN CAPACITY OF PUBLIC FACILITIES

LEVELS OF SERVICE

Level of Service (LOS) is an indicator of the extent or degree of service provided by, or proposed to be provided by, a facility based on the operational characteristics of the facility. LOS indicates the capacity per unit of demand for each public facility. LOS is a standard established and adopted by a local government that summarizes conditions of a public facility. LOS can refer to either the existing or desired standards.

LOS standards can affect the timing and location of development by encouraging development in areas where facilities may have excess capacity. On the other hand, development will not be permitted unless needed facilities and services are provided in a timely manner. Development and the provision of services and facilities may occur in a phased sequence over time.

Formal adoption of the Comprehensive Plan by the Pinellas County Board of County Commissioners resulted in a formal adoption of the following LOS standards for public facilities.

Stormwater

All applicable Federal, state, and local regulations relating to flood control, stormwater treatment and wetland protection, shall continue to be met in public and private project design. Preference shall be given to stormwater management options that provide regional benefit, restore and enhance natural systems and floodplains, improve major conveyance systems or apply low impact development principles.

Recreation

Fourteen acres of County park and environmental lands for every 1,000 residents within the County.

Solid Waste and Resource Recovery

The level of service standard shall be to dispose of 1.30 tons per person per year.

Water Supply

Pinellas County shall use 115 gallons per capita per day when preparing its annual 5-year and 20-year potable water demand projections for the Pinellas County Water Demand Planning Area.

To determine whether adequate capacity is available for a development or redevelopment project in the unincorporated County that is served by a municipal potable water system, Pinellas County will utilize the level of service standards adopted by the municipal service provider.

Sanitary Sewer

Pinellas County Utilities shall provide the levels of service necessary for proper wastewater treatment, reuse and disposal in order to ensure the protection of its citizens and the environment and to provide adequate wastewater treatment capacity for all current and projected wastewater facility demands of Pinellas County Utility customers.

Wastewater flows associated with existing and permitted development cannot exceed the wastewater treatment plant's permitted design capacity.

Treated effluent and biosolids shall meet all pertinent federal, state and local standards and regulations for treatment, reuse and disposal.

Pinellas County will, for concurrency management purposes, annually compare wastewater flows to permitted treatment capacity to determine the percentage of available capacity and assess whether permitted treatment capacity exceeds the needs of existing and committed development. If available treatment capacity meets this standard, development can be permitted.

Unpredictable situations where permitted capacity is temporarily exceeded due to unanticipated situations such as limited/extreme weather conditions shall not impact the determination of level of service conditions.

Peak design flow capacity shall be between 1.5 and 2.5 times the average daily flow for each sanitary sewer system, based on the individual characteristics of the system.

If an annual assessment evidences that a capacity deficit could occur within 10 years, Pinellas County Utilities will prepare a more detailed capacity analysis and determine whether facility expansion is required or if the service area is built out.

To determine whether adequate capacity is available for a development or redevelopment project in the unincorporated County that is served by a municipal wastewater system, Pinellas County will utilize the level of service standards adopted by the municipal service provider.

CAPITAL IMPROVEMENT PROGRAM

The CIP will be consistent with the CIE of the Comprehensive Plan, as the CIP reflects the goals, objectives and policies of the CIE in its implementation strategies. However, the CIP is more inclusive than the CIE as the CIP is not limited to public facilities addressed in the Comprehensive Plan.

The first year of the County's CIP, which is known as the capital improvement budget, is the basis for actual appropriations authorized by the Board of County Commissioners for capital projects when adopting its annual budget. The remaining years serve as a guide for the planned future development of the County's infrastructure needs. The CIP is developed to anticipate the County's needs while taking into consideration the urgency of a project, the County's ability to administer the project, the involvement of outside agencies, and the potential for future funding of the project. Projects are introduced into the CIP based upon input from County residents, County staff, County Commissioners, and other governmental agencies.

Each project request to the CIP is reviewed by the submitting department and the County Administrator for its merit and relationship to overall County needs. The Board of County Commissioners conducts final review of the CIP at workshop sessions prior to adoption of the Pinellas County Annual Budget.

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LAND DEVELOPMENT REGULATIONS

Within unincorporated Pinellas County, the Board of County Commissioners has enacted a number of regulations governing land development. Permits for development of lands within the unincorporated County require extensive site plan review to ensure that public facilities required by the County's zoning and subdivision regulations are in place. Such facilities include streets, sidewalks, utility easements, and drainage and flood control. The Concurrency Management System is intended to ensure that facilities and services needed to support development are available concurrent with the impacts of such development. Prior to the issuance of a development order and/or development permit, this Concurrency Management System shall ensure that the adopted level of service standards required for roadways, potable water, sanitary sewer, solid waste, surface water management, recreation and mass transit shall be maintained.

Implementation of land development regulations can account for construction, extension, or increases in public facilities if it is found that there is not adequate capacity to accommodate proposed land use developments. Development permits normally are not issued if, after the site plan review process is completed, it is found that adequate facilities do not exist.

IMPACT FEES

Impact fees are charges assessed by local governments against new development, generally at the building permit stage. Impact fees are a means for local governments to cover the cost of providing capital facilities to serve new developments. These fees are usually based on a formula (an amount per square foot of new construction), a land use criteria (different fees for single-family and commercial office construction), or a use-based criteria (water meter size). Impact fees are meant to assist in the construction or expansion of infrastructure to keep pace with new growth. Impact fees do not provide funds for public facility operating costs.

Pinellas County adopted a countywide multimodal impact fee. This impact fee applies to all development activity that generates additional traffic and which require a certificate of occupancy, land use permit, or occupational license.

USER CHARGES AND CONNECTION FEES

User charges are designed to support the costs of public facilities or services by charging those who benefit from them. User charges are employed in many areas of local government service. Water and sewer user charges, along with connection fees, defray the cost of constructing and maintaining facilities, and these funds are commonly used to pay off revenue bonds. User charges may also be applied to solid waste services, parking, recreation, and mass transit. A related user charge is a stormwater utility fee, which assesses property owners for the percentage of stormwater runoff contributed to drainage system based on an average amount of contributing impervious surface.

As a tool for influencing the pace and pattern of development, user charges may be designed to vary for the quantity and location of the service provided. Thus, charges could be greater for providing services to outlying areas than for areas having excess facility capacity.

Pinellas County presently utilizes user charges and connection fees for sanitary sewer and potable water services, as well as for solid waste disposal. The County presently does not utilize a stormwater utility fee.

SPECIAL ASSESSMENT DISTRICTS

Special assessment districts are established to permit an assessment against properties which benefit from specific public improvements within the district. Special assessment districts can be initiated by a local government, a group of property owners, or by a community association, but it must be approved by a majority of property owners. Special assessment districts are established to fund street, sidewalk, drainage, sewer, water, streetlights, and other infrastructure improvements.

Presently, Pinellas County uses special assessment districts to fund for paving of local streets, local drainage improvements, and street lighting improvements.

MUNICIPAL SERVICES TAXING UNIT

A municipal services taxing unit (MSTU) is the legal and financial mechanism for providing specific services and/or improvements to a defined geographical area. A MSTU may levy ad valorem taxes without a referendum. A MSTU may also use assessments, service charges, or other revenue to provide its source of income.

There are 18 MSTUs operating in the unincorporated County. The primary MSTU represents all of the unincorporated area of Pinellas County. This MSTU is the funding vehicle for providing services to the unincorporated portion of the County, including the Sheriff's road patrol. The Public Library Cooperative, the Palm Harbor and Feather Sound Community Services Districts, and the 14 fire protection districts comprise the remaining MSTUs.

PLANNING STUDIES

Various departments under the Board of County Commissioners have completed planning studies that identify when and where public facilities need to be constructed, extended, or have its capacity increased. The Pinellas County Comprehensive Plan, especially the Future Land Use and Quality Communities Element, guides the location and intensity of land use activities in the unincorporated County. This, in turn, affects decisions on the timing and location of public facilities. Implementation programs and techniques will affect the provision of public services and facilities by conditioning development activity on the availability of adequate public services and facilities. Subdivision applications often include stipulations for public facility provision that are based on the Comprehensive Plan.

Other planning studies affecting the location of timing of public facilities include the Long Range Transportation Plan (Forward Pinellas acting as the MPO), the Pinellas County Stormwater Management Plan, the Sewer System's Master Reuse Plan, the Tampa Bay Water Master Water Plan, and the Utilities System's solid waste and resource recovery studies.

MANDATORY DEDICATION OR FEES IN LIEU OF

A local government may require, as a condition to plat approval, that subdivision developers dedicate a certain portion of the land in the development to be used for public purposes such as roads, parks, and schools. Dedication may be made to the governing body or to a private group such as a homeowners' association.

When a subdivision is too small or topographical conditions are such that a land dedication cannot reasonably be required, a local government may require the developer to pay a fee in lieu of dedication which is equivalent to the amount of land that otherwise would have been dedicated by the developer. This fee may be deposited into a separate account for future use toward provision of such facilities.

Pinellas County requires dedications for rights-of-way and easements for blocks, streets, lots, structures, canals, and major waterways, as well as shallow irrigation wells and water, sewer and reuse systems, if so required.

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ENDANGERED LAND AND OPEN SPACE ACQUISITION

A referendum, passed in 1972 by Pinellas County residents, established a fund for use by the Board of County Commissioners to acquire endangered land and open space for environmental, recreation and open space purposes. Subsequent successful referenda passed in 1984, 1986, 1989, 1997 and 2007 have raised and will continue to provide additional funds for this program through 2020.

Pinellas County has acquired over 5,200 acres through the Pinellas County endangered lands program.

REDEVELOPMENT PLANS

Under Chapter 163, Part III, The Community Redevelopment Act, local governments are able to prepare redevelopment plans for certain designated areas of their communities. The redevelopment plan schedules improvements that can act as a catalyst for public and private development. One mechanism that can help fund these improvements is tax-increment financing. Tax-increment financing can be used to provide funds for infrastructure in areas where development is desired but funding for public facilities is not otherwise available when needed. Increase in tax revenues that are realized as a result of new development in a specified area are earmarked for financing public improvements or services in that area. Usually administered by a public agency, a tax-increment financing district is defined with a specified “base line” tax base of existing development. Improvements within the area are financed from public funds or bonds, then, are repaid from increasing tax revenues generated by the new development. The new development in effect pays its own way, using the local government’s normal tax program for the mechanism for deriving revenues.

Pinellas County has established the Lealman Community Redevelopment Area and contributes tax-increment revenues to 11 municipal community redevelopment districts.

DEVELOPMENT AGREEMENTS

Development agreements are contracts between local governments and developers sanctioned by state statute. Such contracts carry provisions that establish and approve the character, rate, and intensity of development on a parcel of land. Additionally, development agreements normally contain terms for the provision and financing of public facilities, such as roads, required for the proposed development. Development agreements also provide that local government rules governing development, such as zoning designations, cannot change during the duration of the agreement.

Pinellas County has entered into several development agreements, usually in association with a land use and/or zoning amendment.

MORATORIA

A moratoria or stopgap ordinance may temporarily halt or freeze development for a specified period of time on an emergency basis. A moratorium may be imposed on building permits, development approvals, or government services such as potable water connections, sanitary sewer extensions, or hook-ups. Moratoria may generally be imposed for a “reasonable time” to allow for necessary planning activities pending comprehensive plan preparation, adoption, or amendment. Florida courts have found development moratoria to be a valid measure of last resort for the protection of local public health, safety, and welfare when adopted in accordance with applicable procedures. Additional considerations in adopting a moratorium include:

1. Determining the legal status of existing permit applications and approvals to determine the extent of “vested rights” for developments approved prior to ordinance adoption;
2. Specifying the geographic extent of the moratorium (whether it will be jurisdiction-wide, or limited to specific hazard areas or areas with existing service insufficiencies); and
3. Specifying the time frame and conditions under which the moratorium will be imposed.

Currently, no moratoria are being imposed by Pinellas County.

FINANCIAL RESOURCES

PINELLAS COUNTY ANNUAL BUDGET

Meaningful discussion of financial resources available to Pinellas County requires a framework that reflects the synthesis of the County’s fiscal affairs. This framework is the Pinellas County Annual Budget, which serves as the County’s financial management plan.

For capital projects, a Capital Improvement Program (CIP) has been developed as a multi-year work plan to meet annual capital improvement needs. This program identifies projected capital expenditures to be incurred and the proposed resources necessary to finance the improvements. Capital improvements in total are financed by a combination of sales and use taxes, user charges, special assessments (including impact fees), investment earnings, debt proceeds, and designated balances (i.e. beginning fund balances).

2- FINANCIAL ANALYSIS

The Pinellas County Office of Management and Budget (OMB) updates the Budget Forecast annually as a stand-alone document. Developing a multi-year forecast provides decision-makers with at least two key benefits: (1) assessing the long-term financial sustainability of the County’s funds and (2) understanding the impact of today’s decisions on the future.

Budget guidelines are developed by County Administration based on the results of the forecast and policy direction from the Board of County Commissioners. If the results of the forecast for a given fund indicate a shortfall, the budget guidelines would likely include some kind of corrective action. If a surplus is expected, the guidelines would most likely accommodate proposals for new or enhanced programs or reductions in revenue sources. After the Forecast is prepared and presented to the Board of County Commissioners in the January/February timeframe, the forecast is updated throughout the fiscal year in parallel with the budget development process.

Financial feasibility of the CIP is reviewed through the annual budget process, and is contained in the Budget Forecast. Operating cost considerations related to the implementation of the CIP are projected by the departments responsible for operating the completed facilities.

A Capital Improvements Program (CIP) Plan shall be prepared by the County Administration and affected departments and updated on an annual basis. The following CIP Portfolio Project Criteria shall be utilized for evaluating and ranking projects prior to their inclusion in the CIP Plan:

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1. Asset Preservation; the extent to which the project protects or preserves the County's infrastructure.
2. Criticality of the project (consequences of not doing the project).
3. Economic Outcome; the extent to which the project enhances economic development in the County.
4. Environmental Stewardship; the extent to which the project implements green technologies or practices or otherwise serves to protect and improve the County's natural resources.
5. Service Delivery; the extent to which the project sustains or improves levels of service.
6. Project Coordination; the degree to which the project is linked to other existing or proposed projects managed by the County or an external partner.
7. Public Demand; the extent to which the project aligns with citizen expectations.
8. Regulatory requirements; the extent to which the project helps the County meet current or future regulatory requirements.
9. Public Health, Safety, and Welfare; the extent to which the project addresses an expert-defined health or safety condition.

3- IMPLEMENTATION

SCHEDULE OF CAPITAL IMPROVEMENTS

The CIP is a comprehensive plan of proposed capital projects, intended to identify and balance the capital needs of the community within the fiscal capabilities and limitations of the County. It is primarily a planning document and is updated annually and subject to change as the needs of the community become more defined and the adopted projects move closer to final approval. The first year of the program is the basis for actual appropriations authorized by the Board of County Commissioners for capital projects when adopting the annual budget. The remaining years are a guide for the future development of the County's new and replacement infrastructure needs. The CIP is incorporated by reference and is available at: <http://www.pinellascounty.org/budget/>.

4 – MONITORING AND EVALUATION

The role of monitoring and evaluation is vital to the effectiveness of any planning program and particularly for the CIE. This is largely because the County's revenue and expenditure streams are subject to fluctuations in the economy. It is the behavior of these streams that will be used to predict fiscal trends in order to maintain the County's adopted level of service standards for public facilities. Therefore, the CIE requires a continuous program for monitoring and evaluation and this element will be reviewed on an annual basis to ensure that required fiscal resources are available to provide public facilities needed to support adopted LOS standards.

The monitoring and evaluation review shall include, but not be limited to, the following considerations:

1. The priority assignment of existing public facility deficiencies;
2. The County's progress in meeting those needs determined to be existing deficiencies;
3. The criteria used to evaluate capital improvement projects in order to ensure that projects are being ranked in their appropriate order of priority;
4. The County's effectiveness in maintaining the adopted LOS standards;
5. The County's effectiveness in reviewing the impacts of plans and programs of state agencies and Water Management Districts that provide public facilities within the County's jurisdiction;
6. The effectiveness of impact fees, and mandatory dedications or fees in lieu of, for assessing new development a pro rata share of the improvement costs which they generate;

7. The impacts of special districts and any regional facility and service provision upon the County's ability to maintain its adopted LOS standards (an example of this is a municipal services taxing unit);
8. Efforts made to secure grants or private funds, whenever available, to finance the provision of capital improvements;
9. The criteria used to evaluate proposed plan amendments and requests for new development or redevelopment; and
10. The capital improvements needed from the latter years of the Pinellas County Comprehensive Plan's planning period for inclusion in the CIP.