

## Convention and Visitors Bureau

**Department Director:** Brian Lowack, Director  
**OMB Budget Analyst:** Andrew Brown  
**OMB Capital Analyst(s):** Andrew Brown, Kristen Pittman

### Department Purpose

The Convention & Visitors Bureau (CVB), doing business as Visit St. Pete-Clearwater (VSPC), partners with local stakeholders to develop and implement year-round domestic and international sales and marketing programs that are aimed at expanding the overall economic impact of tourism to the County.

### Budget Summary

#### 1040- Tourist Development Tax Fund

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
Personnel Services	\$4,191,343	\$5,266,030	\$5,896,963	\$6,411,160	\$6,423,440
Operating Expenses	\$33,014,417	\$41,570,485	\$40,259,942	\$41,365,840	\$41,350,450
Capital Outlay	\$66,444	\$6,344	\$0	\$6,000	\$6,000
Debt Service Exp	\$357,283	\$382,766	\$431,825	\$0	\$0
Grants and Aids	\$0	\$0	\$0	\$12,950,000	\$19,846,630
Transfers to Other Funds	\$9,351,450	\$10,323,430	\$94,355,410	\$7,378,220	\$7,478,560
Constitutional Officers Transfers	\$639,953	\$683,352	\$698,183	\$750,000	\$750,000
Reserves	\$0	\$0	\$0	\$212,243,240	\$203,951,380
<b>Grand Total</b>	<b>\$47,620,890</b>	<b>\$58,232,408</b>	<b>\$141,642,323</b>	<b>\$281,104,460</b>	<b>\$279,806,460</b>

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
FTE	50.0	50.0	50.0	50.0	50.0

### Efficiencies and Cost-Saving Measures

#### **FY27**

The department took the following action during the FY27 budget cycle, without reducing services:

- Reduction of \$60,000 in memberships & subscriptions prioritizing those that directly have measurable outcomes
- Reduction of \$112,270 in travel costs across various departments to align with historical spending and actual participation levels for trade shows, sales missions, conferences, and activations
- Eliminated Trade Shows with low or no ROI and/or shows we no longer need to attend - Air Canada Vacations Product Launch, Family Travel Agent Forum, Peninsula Travel Shows Florida, Pleasant Holidays Roadshow, ALG Ascend Conf., and AAA Threads
- Reduction of \$28,000 in training and education across various departments to align with historical spending and to prioritize essential training and certifications
- Reduction of \$47,450 across departments for promotional activities to align with historical spending

- Reallocated funding across events and festivals by removing or reducing participation in select programs (AFCI Studio Week, Marche du Film, TBLIFF, and Inbound Scouting) while adding or increasing investment in others (Gotham Week, DIFF, Asian Film Festival, and Realscreen Summit) to increase ROI
- Reallocated funding towards a new contract (Street Level One). This is necessary to continue measurement of the Chamber of Commerce visitor centers & new Elite Events
- Maintained budget allocation for securing earned media coverage in key local, domestic and international markets and prioritized face-to-face interactions with media

## **FY26**

The department took the following actions during the FY26 budget cycle, without reducing services:

- Reduction of \$675,000 in Film Commission incentive funds for production companies
- Reduction of \$450,000 in capital consultant costs for stadium and other consultants
- Reduction of \$30,770 in travel costs across various departments to align with actual costs of travel to trade shows, sales missions, conferences and activations
- Reduction of \$12,000 in research costs due to completion of the Cultural Plan and the CVB's strategic plan
- Reduction of \$12,720 in training and educational expenses
- Reduction of \$8,930 in recurring operating costs to match historical trends
- Maintained FY25 funding level for Creative Pinellas

## **FY25**

The department took the following actions during the FY25 budget cycle, without reducing services:

- Elimination of \$70,000 in the Film Commission for workforce and tourism development initiatives
- Elimination of \$64,500 in the Film Commission and Meetings for travel and sales for trade shows and conferences
- Reduction of \$55,000 in the Film Commission for marketing and advertising
- Reduction of \$26,290 in recurring operating costs to match historical trends

## **Budget Drivers**

The FY27 budget maintains core tourism, marketing, and support services through internal reallocations and expenditure adjustments that align appropriations with historical spending trends while preserving service levels. The budget includes continued investment in tourism promotion, destination marketing, and capital programming supported by Tourist Development Tax revenues.

The FY27 budget decreases \$1.298M (0.5%) to \$279.806M. Personnel Services increases \$12,000 (0.2%) to \$6.423M due to select position adjustments. Staffing levels remain unchanged at 50.0 FTE. Operating Expenses decreases \$15,000 (0.04%) to \$41.350M primarily due to reductions and reallocations across travel, memberships, training, promotional activities, and contractual services to align with historical actuals and prioritize programs with measurable return on investment.

Grants and Aids increase \$6.897M (53.3%) to \$19.847M due to Capital Projects Funding Program allocations associated with executed agreements. Transfers increases \$100,000 (1.4%) to \$7.479M primarily related to beach nourishment. Reserves decreases \$8.292M (3.9%) to \$203.951M due to planned use of fund balance for capital and programmatic needs.

The FY27 budget also incorporates operational efficiencies, including reductions in memberships and subscriptions, travel, training, and promotional activities, as well as the elimination or reduction of select trade shows and events with limited return on investment. Funding is reallocated toward higher-performing programs, targeted marketing efforts, and enhanced visitor and event measurement initiatives.

Beginning in FY27, Public Works Coastal Management Division, total of 2.2 FTE, will be allocated to the Tourist Development Tax Fund, but the positions will remain in the Public Works department. Total personnel and operating cost of Coastal Management is \$689,000. The sole function of the Coastal Management Division is beach nourishment projects.

## **FY27 Decision Packages**

The Department did not submit any decision packages for FY27.

## **Summary of Proposed Changes to User Fees for FY27**

Department does not have User Fees.

## **CIP Budget Drivers**

Convention and Visitors Bureau is overseeing the remediation of the Toytown landfill (005583A). The project is funded by the American Rescue Plan Act Fund (\$156,000), Tourist Development Tax Fund (\$250,000), and a State Appropriation (\$15.000M) through the Florida Dept. of Environmental Protection. The appropriation has been allocated by the State, and the grant agreement through the Florida Department of Environmental Protection is executed.

## **Department Context and Considerations**

- Departments provide operational and environmental context from their development of the FY27 budget.

## **FY26 Accomplishments**

- Attracted and secured The Ocean Race to the destination.
- Revised Elite Events Guidelines to ensure increased accountability and ROI.
- Revised Capital Projects Funding Program Guidelines to include Beach Park Facilities and maximize ROI.
- Created Arts Tourism Funding Program.
- Attracted, secured, and shot the feature film The Statement in the destination.
- Selected and onboarded EnvisionIt as the department's new agency of record.

## **Work Plan**

- Implement Elite Event Funding Cycle for FY27
- Implement Capital Funding Program Cycle for FY27
- Implement Arts Tourism Funding Program for FY27
- Youth Sports Park Development

## **Performance Measures**

<b>Measure</b>	<b>Unit of Measure</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
Direct Visitor Spending in Pinellas County	US Dollars	\$6,757,263,420	\$6,072,864,408	\$6,255,050,339	\$6,255,050,339
Hotel Room Nights	Count	6,389,025	5,745,753	5,918,126	5,918,126
Total Economic Impact of Tourism to Pinellas County	US Dollars	\$11,142,005,555	\$10,153,022,423	\$10,457,613,096	\$10,457,613,096
Total Tax Revenue Generated for Pinellas County	US Dollars	\$427,200,411	\$387,759,017	\$387,759,017	\$387,759,017
Tourist Development Tax Collected	US Dollars	\$96,758,114	\$92,530,687	\$99,660,856	\$95,000,000
Visitors to Pinellas County	Count	15,343,293	14,929,998	15,377,899	15,377,899

## **Budget Summary by Program and Fund**

### **Capital Outlay**

Activities performed by the department that are indirect in nature and support all other programs in the department such as director's office, financial, planning, grant and contract administration, business services, and other department-wide support services

	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
Tourist Development Tax Fund	\$230,476	\$671,811	\$200,347	\$12,902,030	\$19,596,630
<b>Grand Total</b>	<b>\$230,476</b>	<b>\$671,811</b>	<b>\$200,347</b>	<b>\$12,902,030</b>	<b>\$19,596,630</b>

	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
FTE	0.0	0.0	0.0	0.0	2.2

### **Sales and Marketing**

Supports efforts to increase visitor volume, visitor spending, and the economic impact to the destination through specific and targeted sales and marketing initiatives.

	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
Tourist Development Tax Fund	\$34,254,357	\$40,070,843	\$41,677,311	\$41,389,930	\$41,585,360
<b>Grand Total</b>	<b>\$34,254,357</b>	<b>\$40,070,843</b>	<b>\$41,677,311</b>	<b>\$41,389,930</b>	<b>\$41,585,360</b>

	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
FTE	43.2	43.2	43.2	43.2	42.0

### **Tourism Support**

Supports efforts to increase visitor volume, spending, and length of stay within the County through support of local events, visitor centers, sports facilities, education, and research.

	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
Tourist Development Tax Fund	\$3,123,281	\$4,540,667	\$4,657,163	\$6,441,040	\$6,444,530
<b>Grand Total</b>	<b>\$3,123,281</b>	<b>\$4,540,667</b>	<b>\$4,657,163</b>	<b>\$6,441,040</b>	<b>\$6,444,530</b>

	<b>FY23 Actual</b>	<b>FY24 Actual</b>	<b>FY25 Actual</b>	<b>FY26 Budget</b>	<b>FY27 Budget</b>
FTE	6.8	6.8	6.8	6.8	8.0

### **Transfers Program**

Oversees the transfer of intra- and intergovernmental funds.

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
Tourist Development Tax Fund	\$9,351,450	\$10,323,430	\$94,355,410	\$7,378,220	\$7,478,560
<b>Grand Total</b>	<b>\$9,351,450</b>	<b>\$10,323,430</b>	<b>\$94,355,410</b>	<b>\$7,378,220</b>	<b>\$7,478,560</b>

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
FTE	0.0	0.0	0.0	0.0	0.0

**Reserves**

Oversees the management and allocation of the County's financial reserves.

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
TDT Debt Service Fund	\$0	\$0	\$0	\$0	\$0
Tourist Development Tax Fund	\$0	\$0	\$0	\$212,243,240	\$203,951,380
<b>Grand Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$212,243,240</b>	<b>\$203,951,380</b>

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
FTE	0.0	0.0	0.0	0.0	0.0

**Tax Collector**

Collects, bills, and distributes all taxes for the County, municipalities, Tourist Development Council, School Board, and taxing districts, including the sales tax on vehicles, vessels, and mobile homes. Collects delinquent taxes and sells certificates for unpaid taxes. As the agent for state government, the Tax Collector issues licenses and titles for cars, trucks, boats, and mobile homes; collects fees for fishing and hunting licenses; issues Driver Licenses and Birth Certificates; processes applications for Concealed Weapons Licenses; and takes applications for voter identification cards.

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
Tourist Development Tax Fund	\$639,953	\$683,352	\$698,183	\$750,000	\$750,000
<b>Grand Total</b>	<b>\$639,953</b>	<b>\$683,352</b>	<b>\$698,183</b>	<b>\$750,000</b>	<b>\$750,000</b>

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
FTE	0.0	0.0	0.0	0.0	0.0

**Emergency Events**

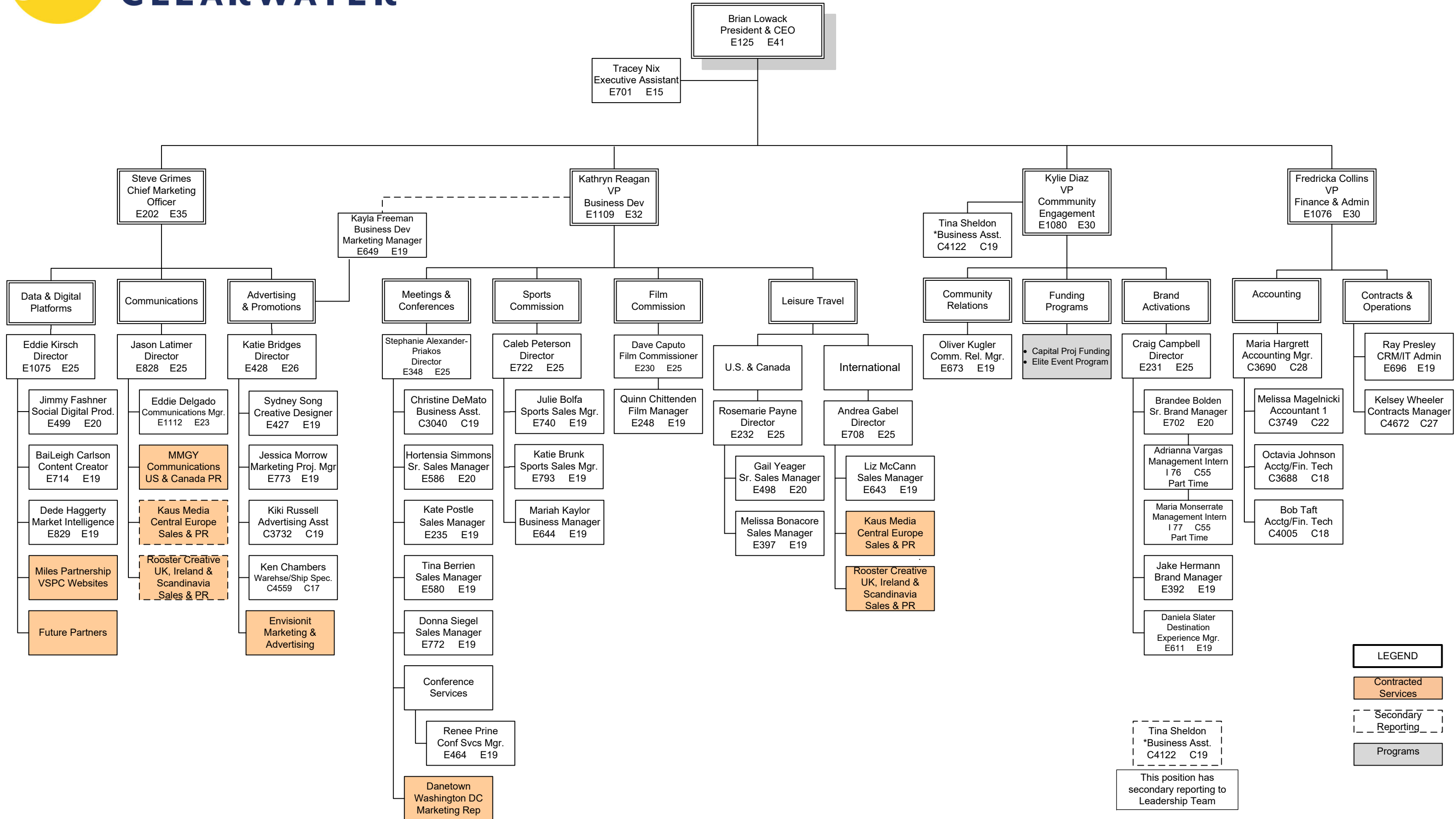
Expenditures incurred during a disaster event to allow for accurate tracking of those expenses in support of reimbursement of eligible expenditures from the Federal Emergency Management Agency's (FEMA) Public Assistance Grant Program or other funding sources, as applicable.

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
Tourist Development Tax Fund	\$21,373	\$37,535	\$53,908	\$0	\$0
<b>Grand Total</b>	<b>\$21,373</b>	<b>\$37,535</b>	<b>\$53,908</b>	<b>\$0</b>	<b>\$0</b>

	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Budget	FY27 Budget
FTE	0.0	0.0	0.0	0.0	0.0

**Attachments:**

1. Organizational Chart (p.7)
2. FY27 CVB Budget Request by Fund - Revenues (p. 8-9)
3. FY27 CVB Budget Request by Fund - Expenditures (p. 10-12)
4. Service Reduction Scenarios (p. 13-14)
5. Budget Submittal Memo (p. 15-22)
6. CIP Reports (p.23-24)
7. Fund Forecast (p. 25-26)



**LEGEND**

- Contracted Services
- Secondary Reporting
- Programs

Tina Sheldon  
\*Business Asst.  
C4122 C19

This position has secondary reporting to Leadership Team

Pinellas County  
Standard Detail  
Fund: 1040 - Tourist Development Tax Fund  
Version: OMB Review

**Attachment 2**

Revenues									
Account	FY23 Actual	FY24 Actual	FY25 Actual	Average of Prior Years	FY26 Budget	FY26 Estimate	FY27 Request	Budget to Budget Change	Budget to Budget % Change
3831000 - TBD	0	1,904,769	0	634,923	0	0	0	0	0.00%
3121201 - LOT-Tour Dvlp-Pledged-Old	8,171,413	0	0	2,723,804	0	0	0	0	0.00%
3121202 - LOT-Tour Dvlp-Unpledged-Old	40,866,874	0	0	13,622,291	0	0	0	0	0.00%
3121203 - LOT-Tour Dvlp-4th Cent-Old	16,352,635	0	0	5,450,878	0	0	0	0	0.00%
3121204 - LOT-Tour Dvlp-5th Cent-Old	16,352,635	0	0	5,450,878	0	0	0	0	0.00%
3121205 - LOT-Tour Dvlp-6th-Old	16,352,635	0	0	5,450,878	0	0	0	0	0.00%
3121301 - LOT-Tour Dvlp Tax -Pledged	0	8,097,973	7,669,784	5,255,919	7,623,430	7,623,430	7,604,370	(19,060)	-0.25%
3121302 - LOT-Tour Dvlp Tax -Unpledged	0	40,499,585	38,358,130	26,285,905	38,126,230	38,126,230	38,030,910	(95,320)	-0.25%
3121303 - LOT-Tour Dvlp Tax-4th Cent	0	16,205,667	15,348,776	10,518,148	15,255,960	15,255,960	15,217,820	(38,140)	-0.25%
3121304 - LOT-Tour Dvlp Tax-5th Cent	0	16,205,667	15,348,776	10,518,148	15,255,960	15,255,960	15,217,820	(38,140)	-0.25%
3121305 - LOT-Tour Dvlp Tax-6th Cent	0	16,205,667	15,348,776	10,518,148	15,255,960	15,255,960	15,217,820	(38,140)	-0.25%
3315002 - Fed Grant-Economic Environment- *****	2,478	0	0	826	0	0	0	0	0.00%
3345001 - State Grant - Economic Environment	53,000	13,140	0	22,047	0	0	0	0	0.00%
3611001 - Interest On Investments	0	0	0	-	5,022,940	5,022,940	5,022,940	0	0.00%
3611020 - Interest-Tax Collector	3,345	4,186	4,216	3,915	0	0	0	0	0.00%

Account	FY23 Actual	FY24 Actual	FY25 Actual	Average of Prior Years	FY26 Budget	FY26 Estimate	FY27 Request	Budget to Budget Change	Budget to Budget % Change
3611210 - Interest-Cash Pools	1,414,941	69,771	0	494,904	0	0	0	0	0.00%
3611700 - Interest-Short-Term Investments	1,523,390	4,123,377	4,278,095	3,308,287	0	0	0	0	0.00%
3611800 - Interest-Securities	2,157,409	4,860,222	6,317,303	4,444,978	0	0	0	0	0.00%
3613001 - Net Inc/Dec In Fair Value	776,103	3,616,655	(62,263)	1,443,498	0	0	0	0	0.00%
3699350 - Refund Of Prior Yrs Exp	28	9	0	12	0	0	0	0	0.00%
3699900 - Cooperative Advertising Rev-CVB	477,987	398,652	311,828	396,156	211,660	196,800	186,960	(24,700)	-11.67%
3699991 - Other Miscellaneous Revenue	16,676	21,532	0	12,736	0	0	0	0	0.00%
Revenues Total	104,521,552	112,226,871	102,923,422	106,557,282	96,752,140	96,737,280	96,498,640	(253,500)	-0.26%

Pinellas County  
Standard Detail  
Fund: 1040 - Tourist Development Tax Fund  
Version: OMB Review

Expenditures

Account	FY23 Actual	FY24 Actual	FY25 Actual	Average of Prior Years	FY26 Budget	FY26 Estimate	FY27 Request	Budget to Budget Change	Budget to Budget % Change	OMB Notes
5110001 - Executive Salaries	2,569,572	3,173,021	3,588,742	3,110,445	3,791,000	3,828,540	3,799,490	8,490	0.22%	
5120001 - Regular Salaries & Wages	378,673	453,096	523,421	451,730	607,250	595,950	616,590	9,340	1.54%	
5130001 - Other Salaries And Wages	14,922	42,574	47,944	35,147	0	0	0	0	0.00%	
5140001 - Overtime Pay	1,171	3,110	8,873	4,385	6,000	4,000	4,000	(2,000)	-33.33%	Align with historical acutals. FY25 inflated due to storms.
5210001 - FICA Taxes	215,817	270,944	307,728	264,830	329,850	333,240	331,180	1,330	0.40%	
5220001 - Retirement Contributions	361,156	492,580	565,464	473,067	625,910	614,930	606,850	(19,060)	-3.05%	
5230001 - Hlth,Life,Dntl,Std,Ltd	651,482	842,907	908,333	800,907	999,120	1,009,040	1,040,330	41,210	4.12%	
5299991 - Reg Salary&Wgs-Contra-Prj	(1,121)	(9,117)	(39,896)	(16,712)	52,030	25,000	25,000	(27,030)	-51.95%	Contras reduced to align with historical actuals. FY25 outsized year due to emergency projects 90018B1 & 90019B1.
5299992 - Benefits-Contra-Projects	(328)	(3,087)	(13,646)	(5,687)	0	0	0	0	0.00%	
5680500 - TBD	0	1,904,769	0	634,923	0	0	0	0	0.00%	
5340001 - Other Contractual Svcs	1,129,120	1,628,944	1,072,068	1,276,710	437,750	437,750	437,750	0	0.00%	
5400001 - Travel	297,869	376,407	332,541	335,606	485,780	368,460	373,060	(112,720)	-23.20%	Travel reduced to align with historical actuals. Also, based on division detailed submissions for FY27 travel.
5410001 - Communication Services	31,344	29,449	25,515	28,770	34,000	34,000	34,000	0	0.00%	
5420001 - Freight	31,221	37,072	46,750	38,348	51,300	51,300	51,300	0	0.00%	
5420002 - Postage	8,159	22,248	66,520	32,309	72,300	72,300	72,300	0	0.00%	
5440001 - Rentals and Leases	403,426	414,566	432,998	416,997	442,550	442,550	442,550	0	0.00%	
5440100 - Lease Expense Reclassification	(357,283)	(382,766)	(431,825)	(390,625)	0	0	0	0	0.00%	

Account	FY23 Actual	FY24 Actual	FY25 Actual	Average of Prior Years	FY26 Budget	FY26 Estimate	FY27 Request	Budget to Budget Change	Budget to Budget % Change	OMB Notes
5460001 - Repair&Maintenance Svcs	5,691	10,174	6,396	7,420	10,300	8,000	8,000	(2,300)	-22.33%	Reduced to align with historical actuals. Purchasing two printers, expecting repair and maintenance to decrease.
5470001 - Printing and Binding Exp	22,953	24,397	29,841	25,730	25,000	25,000	25,000	0	0.00%	
5480002 - Prmo-Chambers of Commerce	495,836	518,289	681,698	565,275	600,000	600,000	600,000	0	0.00%	
5480003 - Promo-Technology	6,062,251	7,376,783	9,076,192	7,505,075	5,500,000	1,835,000	1,650,000	(3,850,000)	-70.00%	Use to have two agencies, one for marketing, once for advertising. One company moving forward. Realigned \$3.8M to 5481100 Promotional Advertising.
5480200 - Promo-Sports Organization	1,264,238	1,943,345	1,749,351	1,652,311	3,000,000	3,000,000	3,000,000	0	0.00%	
5481100 - Promotional-Advertising	13,535,126	18,161,842	17,882,667	16,526,545	21,865,000	25,590,000	25,765,100	3,900,100	17.84%	Realigned Promo Technology budget to this account.
5481110 - Promo-Ad Agency Fees	2,406,276	2,174,850	2,339,659	2,306,928	0	0	0	0	0.00%	
5481200 - Promo-New Product Dvlpmnt	918,250	688,439	1,067,823	891,504	2,363,700	2,363,000	2,372,200	8,500	0.36%	
5481310 - Promotional Activities – FAM Tour/Site Visit	185,837	117,029	215,460	172,776	0	101,700	101,000	101,000	100.00%	Realigning Promotional accounts.
5481400 - Promotional Activities – Entertainment	22,211	26,816	78,753	42,593	0	15,000	15,000	15,000	100.00%	Realigning Promotional accounts.
5481500 - Promotional-Miscellaneous-Non Exempt	645,288	622,870	672,234	646,797	682,500	0	0	(682,500)	-100.00%	Realigning Promotional accounts.
5481600 - Promotional Inquiries-Non Exempt	65,813	19,560	2,626	29,333	30,000	30,000	30,000	0	0.00%	
5482000 - Promo Activ.-Direct Sales-Non Exempt	3,586,158	3,160,505	2,260,612	3,002,425	2,618,000	3,352,500	3,222,470	604,470	23.09%	Realigning Promotional accounts.
5483000 - Promo Activ.-Research-Non Exempt	786,221	1,042,943	859,752	896,305	933,180	812,680	932,670	(510)	-0.05%	Realigning Promotional accounts.
5490001 - Othr Current Chgs&Obligat	2,086	5,722	3,704	3,837	3,000	3,000	3,000	0	0.00%	
5490070 - Employee Celebrations & Recognition	219	1,947	1,894	1,353	1,500	1,500	1,500	0	0.00%	
5496501 - Intgv Sv-Info Technology	311,660	265,130	251,540	276,110	337,550	337,550	354,430	16,880	5.00%	
5496521 - Intgv Sv-Fleet-Op & Maint	9,349	12,013	9,572	10,311	10,670	10,670	11,200	530	4.97%	
5496522 - Intgv Sv-Fit-Veh Rplcmnt	11,680	13,200	17,240	14,040	8,220	8,220	10,730	2,510	30.54%	
5496551 - Intgv Sv-Risk Financing	94,260	80,400	67,570	80,743	72,160	72,160	75,770	3,610	5.00%	
5496901 - Intgv Sv-Cost Allocate	762,590	928,980	1,191,880	961,150	1,344,190	1,344,190	1,411,400	67,210	5.00%	

Account	FY23 Actual	FY24 Actual	FY25 Actual	Average of Prior Years	FY26 Budget	FY26 Estimate	FY27 Request	Budget to Budget Change	Budget to Budget % Change	OMB Notes
5510001 - Office Supplies Exp	24,346	31,846	31,027	29,073	30,000	30,000	30,000	0	0.00%	
5520098 - PC Purchases under \$5,000	26,328	28,982	27,762	27,691	39,170	40,000	40,000	830	2.12%	
5540001 - Bks, Pub, Subscrp & Membrshps	197,842	214,879	146,453	186,391	259,320	203,620	199,320	(60,000)	-23.14%	Reduced to align with historical actuals.
5550001 - Training & Education Costs	28,052	68,855	43,670	46,859	108,700	81,400	80,700	(28,000)	-25.76%	Reduced to align with historical actuals.
5640001 - Machinery And Equipment	66,444	6,344	0	24,263	6,000	6,000	6,000	0	0.00%	
5710500 - Principal-Lease-GASB87	355,128	375,990	374,677	368,598	0	0	0	0	0.00%	
5720500 - Interest-Lease-GASB 87	2,154	6,776	57,149	22,026	0	0	0	0	0.00%	
5820001 - Aid To Private Organizatn	0	0	0	-	12,950,000	2,120,130	19,846,630	6,896,630	53.26%	Capital program. Increase due to FY27 obligations.
5913001 - Trans To Capital Project	9,351,450	10,323,430	94,355,410	38,010,097	7,378,220	7,628,220	7,478,560	100,340	1.36%	
5919980 - Trans To Tax Collector	639,953	683,352	698,183	673,830	750,000	750,000	750,000	0	0.00%	
5995000 - Reserve-Contingencies	0	0	0	-	27,548,230	0	27,488,590	(59,640)	-0.22%	
5996000 - Reserve-Fund Balance	0	0	0	-	55,658,680	0	55,538,180	(120,500)	-0.22%	
5997000 - Reserve-Future Years	0	0	0	-	75,956,060	0	58,404,030	(17,552,030)	-23.11%	
5997004 - Reserves-TDT Capital	0	0	0	-	53,080,270	0	62,520,580	9,440,310	17.78%	
Expenditures Total	47,620,890	58,232,408	141,642,323	82,498,540	281,104,460	58,186,600	279,806,460	(1,298,000)	-0.46%	

### 1. Service Reduction Scenarios:

The CVB has identified realistic, actionable, and recurring service reduction scenarios that would result in a 3.0 percent or 5.0 percent reduction to the FY27 budget submission. Specific line-item reductions and supporting details are provided in "Attachment 3 – CVB FY27 Service Reduction Scenarios" excel sheet.

- **Tourist Development Tax Fund – 3.0 % Scenario \$1,470,900**

To achieve a 3% reduction to the CVB operating budget, the following reductions and elimination of services would be made:

- Elimination of The Besties Awards (\$40,000)
- Elimination of in-market transportation services provided to meetings and groups (\$175,000)
- Elimination of Training and Education across all departments (\$108,700)
- Reduction to Advertising (\$175,000)
- Elimination of Film Incentive Program (\$1,025,000)

The above eliminations and reductions would result in the following impacts:

The Besties is an annual awards event that recognizes partners throughout the destination. If the funding were to be eliminated, sponsorships would be sought to cover the costs of the program. The FY26 Besties is budgeted in the current budget and we are seeking sponsorships to cover the costs. If we are able to secure sponsorships to cover the cost, the elimination of this funding would have no impact.

The Meetings and Conferences team provides transportation services for group business in market. The elimination of this service would negatively impact conference attendee experience and would place us at a competitive disadvantage in relation to other destinations and we would anticipate losing potential and repeat group business.

Promotional items are used at trade shows, events, FAMs, and while hosting clients. These items are intended to be useful for clients and keep VisitSPC top of mind. A reduction of \$175,000 would result in less promotional items given to clients, potential clients, and community groups.

The Film Incentive Program is used to attract film productions to Pinellas County. Pinellas is one of six counties in the state to have such program. While Pinellas has the third highest funded program in the state, it is the highest funded with Tourist Development Taxes. Annually, this program generates approximately \$8,000,000 in economic impact. Eliminating this program would result in Pinellas being a less competitive destination for film production. Of all the department's incentive funds, the elimination of this program would have the most limited reduction in room nights

or destination exposure.

Reduce destination advertising by reducing contribution to paid media placements and associated production costs.

These reductions would result in a total of \$1,470,900 in recurring funds.

- **Tourist Development Tax Fund – 5.0% Scenario \$2,451,495**

To achieve a 5.0% reduction to the CVB operating budget, in addition to the 3.0% reduction, the following reductions would be made:

- Reduction to Advertising (\$980,595)

In order to reduce the budget by a total of 5% the department would reduce advertising from \$25,902,900 to \$24,747,305. This reduction would occur strategically within the overall advertising and marketing program and be determined at the time of the required reduction. This would likely take the form of slight decreases in advertising expenditure in various origin markets and not in the form of a complete elimination of advertising in one origin market. Additionally, this reduction would be realized across multiple channels and not one specific form of media. This approach would limit the impacts of reductions and avoid impacting business development, direct sales, and room nights. This would minimize negative impacts that otherwise would directly result in a decrease in room nights.

These reductions, in addition to the previously outlined reduction, would result in a decrease of \$2,451,495 in recurring costs.

**Date:** February 27, 2026

**To:** Barry Burton, County Administrator

**THROUGH:** Chris Rose, Director, Office of Management & Budget

**From:** Brian Lowack, Director, Convention and Visitors Bureau (CVB)

**Subject:** Annual Budget Submission for Fiscal Year 2027 (FY27)

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**Statement of Submission**

Please find attached the CVB's annual budget submission for the upcoming fiscal year. As part of this budget submission, CVB affirms that all requirements outlined in the FY27 Budget Submittal Checklist have been thoroughly addressed. This includes providing: all necessary entries in Questica for both operating and capital project budgets, supporting detail in each account line within Questica, justification for decision packages and user fee changes, updates via SharePoint for unfunded CIP project requests, and ensuring all required documents, including revenue spreadsheets and organizational charts, are provided. Also included are both expenditures and revenues associated with awarded and/or recurring grants, identified in Questica using the assigned Project numbers. We have also undertaken due diligence to ensure the attached FY27 Annual Purchasing Plan is complete and correct.

We have ensured compliance with all guidelines to present a comprehensive and transparent budget proposal. Below, we have outlined the key components of our request and the methodology used in its formulation.

**1. Budget Request Overview**

- **By Department:**
  - \$49,029,890
- **By Fund:**
  - Tourist Development Tax Fund – 1040: \$49,029,890

- **By Program:**
  - Tourism Sales – PM1997: \$41,705,350
  - Tourism Support – PM1998: \$6,324,540
  - Tax Collector – PM9890: \$750,000
  - Capital Projects – PM1989: \$250,000
    - \$19,596,630 (excluded from flat budget calculation)
  - Transfers – PM1009 \$7,478,560 (excluded from flat budget calculation)

## **2. FY27 Flat Budget Calculation(s)**

**The flat budget for FY27 is \$49,033,000 in the Tourist Development Fund. CVB’s budget submission of \$49,029,890 is \$3,110 under the flat target.**

In order to achieve a flat budget, the department implemented targeted cost-saving strategies, efficiency improvements, and strategic reallocations across divisions, ensuring no reductions in service delivery.

For FY27, the CVB achieved a flat budget through targeted cost-saving strategies, efficiency improvements, and strategic reallocations across divisions, excluding one-time and non-recurring expenditures from the prior year’s Adopted budget. The Executive and Finance & Administration divisions implemented reductions to memberships, travel, and conference participation to better align with historical participation levels, demonstrated value, and evolving operational needs. Savings generated were reallocated to support training and professional development for key personnel and to explore process improvements and emerging technologies within existing resources. The Community Engagement division reallocated existing funds rather than increasing expenditures by shifting prior-year resources to support continued performance measurement through a Street Level One contract, absorbing creative refresh needs within existing marketing resources, and reducing asset procurement and professional development costs. The Business Development division eliminated low-ROI tradeshows and activities, prioritized high-impact sales missions, and achieved efficiencies through reduced travel, vendor contract renegotiations, consolidated budget line items, and scaled reductions in project-based market representation, FAM travel, and in-market activations. The Marketing Division implemented targeted reductions and realignments by reducing management and web service hours, minimizing unallocated funding, maintaining essential digital and research agency contracts, and shifting media strategies toward more cost-efficient digital and programmatic platforms while aligning travel and media expenditures with prior-year actuals.

### 3. Revenue Sources for Expenditures

For all expenditures outlined in this budget request, in addition to Tourist Development Taxes, the following revenue and funding source has been identified:

- Source 1: Co-op Revenue \$186,960

### 4. Service Level Impacts

To ensure transparency, we have provided a detailed breakdown of service level impacts resulting from decisions made during the formulation of this budget:

- **Impact of Flat Budget:** Maintaining a flat budget for FY27 resulted in no reductions to overall service levels, staffing, or core program delivery. Strategic reallocations and efficiency improvements allowed CVB to preserve key marketing, sales, and community engagement activities while operating within existing resources. Some adjustments were made to the scale and scope of discretionary activities, including reduced participation in lower-ROI tradeshows, limited project-based international market representation, and refined travel and conference participation. These changes were implemented to focus resources on higher-impact initiatives and to strengthen operational sustainability. Investments in staff training, performance measurement, and process improvements were prioritized to ensure continuity of support, maintain internal controls, and support effective service delivery despite constrained funding growth.
- **Impact of New Initiatives:** Following the successful completion of the Visitor Welcome Center pilot, the CVB anticipates new recurring operating costs estimated at approximately \$50,000 to support ongoing operations. In addition, the department is evaluating potential technology enhancements, including expanded use of the existing CRM platform (currently Simpleview CRM) and the exploration of complementary solutions, including artificial intelligence integrations to enhance operational efficiency, data analytics, partner engagement, and the effectiveness of expanded marketing campaigns. These initiatives are intended to be managed within the existing budget framework and do not require the submission of a decision package at this time.
- **Other Implications:** While the FY27 budget remains flat, continued reliance on efficiency improvements and resource reallocations may limit the department's ability to absorb unforeseen costs or respond to emerging market opportunities without budget increases in future fiscal years. Ongoing evaluation of technology, process improvements, staff capacity, and workforce development will be essential to sustaining service levels and operational effectiveness in the absence of funding growth.

## Cost Savings and Efficiencies for Three Fiscal Years

- **FY27**

- Actions taken to submit a flat budget:
  - Reduction of \$60,000 in memberships & subscriptions prioritizing those that directly have measurable outcomes;
  - Reduction of \$112,270 in travel costs across various departments to align with historical spending and actual participation levels for trade shows, sales missions, conferences, and activations;
  - Eliminated Trade Shows with low or no ROI and/or shows we no longer need to attend - Air Canada Vacations Product Launch, Family Travel Agent Forum, Peninsula Travel Shows Florida, Pleasant Holidays Roadshow, ALG Ascend Conf., and AAA Threads;
  - Reduction of \$28,000 in training and education across various departments to align with historical spending and to prioritize essential training and certifications;
  - Reduction of \$47,450 across departments for promotional activities to align with historical spending;
  - Reallocated funding across events and festivals by removing or reducing participation in select programs (AFCI Studio Week, Marche du Film, TBLIFF, and Inbound Scouting) while adding or increasing investment in others (Gotham Week, DIFF, Asian Film Festival, and Realscreen Summit) to increase ROI;
  - Reallocated funding towards a new contract (Street Level One). This is necessary to continue measurement of the Chamber of Commerce visitor centers & new Elite Events;
  - Maintained budget allocation for securing earned media coverage in key local, domestic and international markets and prioritized face-to-face interactions with media.

- **FY26**

- Actions taken to submit a flat budget:
  - Reduction of \$675,000 in Film Commission incentive funds for production companies;
  - Reduction of \$450,000 in capital consultant costs for stadium and other consultants;
  - Reduction of \$30,770 in travel costs across various departments to align with actual costs of travel to trade shows, sales missions, conferences and activations;
  - Reduction of \$12,000 in research costs due to completion of the Cultural Plan and the CVB's strategic plan;
  - Reduction of \$12,720 in training and educational expenses;

- Reduction of \$8,930 in recurring operating costs to match historical trends;
  - Maintained FY25 funding level for Creative Pinellas.
- **FY25**
  - Actions taken to submit a flat budget:
    - Elimination of \$70,000 in the Film Commission for workforce and tourism development initiatives;
    - Elimination of \$64,500 in the Film Commission and Meetings for travel and sales for trade shows and conferences;
    - Reduction of \$55,000 in the Film Commission for marketing and advertising;
    - Reduction of \$26,290 in recurring operating costs to match historical trends.

## 6. Decision Packages

The CVB did not submit any decision packages for FY27.

## 7. Environmental Factors

In preparing this budget submission, the following internal and external environmental factors that may impact our department's financial planning have been identified:

- **Internal Factors:**
  - Since the FY26 budget submittal, the Visit St. Pete-Clearwater Convention & Visitors Bureau has filled all previously vacant positions and is currently fully staffed.
  - While achieving full staffing has stabilized program delivery, it has increased workload demands on core operational support functions, including Accounting, Contracts, and IT & CRM Administration. The department is actively reviewing existing systems and processes to identify efficiencies. Depending on the outcome of this review, a future request for additional operational support may be evaluated to ensure sustainability and internal controls as activity levels continue to increase.
- **External Factors:**
  - Although FY25 saw limited storm activity, hurricanes and other weather-related events remain an ongoing risk factor. Increased frequency and severity can affect visitation levels, lead to event cancellations, necessitate recovery marketing efforts, and result in unplanned emergency response and destination recovery costs. Additionally, portions of the destination are still recovering from the storms in 2024. The destination must continue to inform clients and visitors that hotels, attractions, and the beach are open for

- business following those storms.
- Continual pressures at the state, county, and municipal levels on the use of Tourist Development Tax.
- Ongoing geopolitical instability and global uncertainty continue to influence international travel demand, airline capacity, and traveler sentiment, which may impact visitation patterns and the timing of recovery in certain domestic and international markets.
- Reductions or limitations in federal tourism promotion funding, including resources historically provided through Brand USA, may affect the scale and reach of international marketing efforts and require more targeted or phased campaign strategies.
- Increased airlines fees and costs to travel.
- Inflationary pressures, interest rate volatility, and broader economic conditions may influence discretionary travel spending, corporate meeting demand, and overall visitor behavior, requiring ongoing monitoring and flexibility in marketing investments.
- Room supply remains below FY24 levels, especially on the vacation rental side.
- Increased investment in accommodations, attractions, convention centers, and sports facilities in competitive markets.
- Increased air service to new international markets, allowing for additional choices for consumers.

## **8. Service Reduction Scenarios:**

The CVB has identified realistic, actionable, and recurring service reduction scenarios that would result in a 3.0 percent or 5.0 percent reduction to the FY27 budget submission. Specific line-item reductions and supporting details are provided in Attachment 3, CVB FY27 Service Reduction Scenarios.

- **Tourist Development Tax Fund – 3.0 % Scenario \$1,470,900**

To achieve a 3% reduction to the CVB operating budget, the following reductions and elimination of services would be made:

- Elimination of The Besties Awards (\$40,000)
- Elimination of in-market transportation services provided to meetings and groups (\$175,000)
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- Elimination of Film Incentive Program (\$1,025,000)

The above eliminations and reductions would result in the following impacts:

The Besties is an annual awards event that recognizes partners throughout the destination. If the funding were to be eliminated, sponsorships would be sought to

cover the costs of the program. The FY26 Besties is budgeted in the current budget and we are seeking sponsorships to cover the costs. If we are able to secure sponsorships to cover the cost, the elimination of this funding would have no impact.

The Meetings and Conferences team provides transportation services for group business in market. The elimination of this service would negatively impact conference attendee experience and would place us at a competitive disadvantage in relation to other destinations and we would anticipate losing potential and repeat group business.

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Reduce destination advertising by reducing contribution to paid media placements and associated production costs.

These reductions would result in a total of \$1,470,900 in recurring funds.

- **Tourist Development Tax Fund – 5.0% Scenario \$2,451,495**

To achieve a 5.0% reduction to the CVB operating budget, in addition to the 3.0% reduction, the following reductions would be made:

- Reduction to Advertising (\$980,595)

In order to reduce the budget by a total of 5.0% the department would reduce advertising from \$25,902,900 to \$24,691,405. This reduction would occur strategically within the overall advertising and marketing program and be determined at the time of the required reduction. This would likely take the form of slight decreases in advertising expenditure in various origin markets and not in the form of a complete elimination of advertising in one origin market. Additionally, this reduction would be realized across multiple channels and not one specific form of media. This approach would limit the impacts of reductions and avoid impacting business development, direct sales, and room nights. This would minimize negative impacts that otherwise would directly result in a decrease in room nights.

These reductions, in addition to the previously outlined reduction, would result in a decrease of \$2,451,495 in recurring costs.

## 9. Additional Information

We remain committed to delivering high-quality services to our community while maintaining fiscal responsibility. Should you have any questions or require additional information, please do not hesitate to contact me at (727) 464-7213 or at [BLowack@VisitSPC.com](mailto:BLowack@VisitSPC.com).

Thank you for your consideration.

Sincerely,

Brian Lowack  
President/CEO  
Visit St. Pete-Clearwater

### Enclosed Attachments

- FY27 Department Organizational Chart
- FY27 Revenue Projections Worksheet
- FY27 Service Reduction Scenarios
- FY27 Annual Purchasing Plan

cc: Blaine Williams, Assistant County Administrator, Office of County Administration  
Fredricka Collins, Vice President and Finance & Administration, Convention & Visitors Bureau  
Andrew Brown, Budget Manager, Office of Management and Budget  
Maria Cascone, Office Support Specialist, Office of Management and Budget

**Pinellas County Capital Improvement Program  
Project Budget Detail Report**

**Attachment 6**

April 13, 2026

Page 1 of 2

**Function: Economic Environment    Activity: Other Economic Development**

**Project: 005583A Toytown Remediation Phase 1**

**Description:** Remediation of a portion of the Solid Waste Toytown landfill. Design and construction of the use of the site to be determined.

Start: 29-JUL-22    Finish: 01-OCT-28

**Project Classifications:**

American Rescue Plan Act Expenditure Category	6. Revenue Replacement
CIP Phase	Other
Location	St Petersburg

Budget		FY26 Estimate	2027	2028	2029	2030	2031	2032	Total
Fund: 1045	CIP Projects    Center: 415100    Economic Environment    Program: 1904    Economic Development Authority								
110.3	110.3-Other-ARPA	0	0	0	0	0	0	0	0
<b>Project Total for : Fund: 1045    American Rescue Plan Act    Center: 415100    CIP-Economic Environment    Program: 1904    Economic Development Authority</b>		0	0	0	0	0	0	0	0
Fund: 3001	CIP Projects    Center: 415100    Economic Environment    Program: 1904    Economic Development Authority								
030.1	030.1-Construction-TDT	250,000	0	0	0	0	0	0	250,000
030.2	030.2-Construction-Grant	0	15,000,000	0	0	0	0	0	15,000,000
<b>Project Total for : Fund: 3001    Capital Projects    Center: 415100    CIP-Economic Environment    Program: 1904    Economic Development Authority</b>		250,000	15,000,000	0	0	0	0	0	15,250,000
<b>Total for Project: 005583A</b>		250,000	15,000,000	0	0	0	0	0	15,250,000

**Funding Source**

ARPA-Federal Grant	0	0	0	0	0	0	0	0	0
Grant - State	0	15,000,000	0	0	0	0	0	0	15,000,000
Tourist Development Tax	250,000	0	0	0	0	0	0	0	250,000

**Pinellas County Capital Improvement Program**  
**Project Budget Detail Report**

<b>Funding Total:</b>	250,000	15,000,000	0	0	0	0	0	15,250,000
<b>Report Total:</b>	250,000	15,000,000	0	0	0	0	0	15,250,000

Tourist Development Tax Fund - Capital Funding Program

INFORMATIONAL ONLY

Sources and Uses (all figures in millions)

FY25 - FY33

	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>	<u>FY29</u>	<u>FY30</u>	<u>FY31</u>	<u>FY32</u>	<u>FY33</u>
	<u>Actual</u>	<u>Estimate</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Sources:</b>									
Beginning Fund Balance	\$ 95.3	\$ 37.7	\$ 63.9	\$ 34.6	\$ (7.9)	\$ 11.0	\$ 28.0	\$ 46.8	\$ 66.6
TDT Revenue (40% of total)	\$ 36.8	\$ 36.5	\$ 37.6	\$ 38.7	\$ 39.9	\$ 41.1	\$ 42.3	\$ 43.6	\$ 44.9
<b>Total</b>	<b>\$ 132.1</b>	<b>\$ 74.2</b>	<b>\$ 101.5</b>	<b>\$ 73.3</b>	<b>\$ 32.0</b>	<b>\$ 52.1</b>	<b>\$ 70.4</b>	<b>\$ 90.4</b>	<b>\$ 111.5</b>
<b>Uses:</b>									
<i>Existing Obligations</i>									
Dali Museum (\$25.2M)	\$ -	\$ 1.3	\$ 14.8	\$ 9.1	\$ -	\$ -	\$ -	\$ -	\$ -
Eddie C. Moore Complex (\$7.8M)	\$ -	\$ -	\$ -	\$ 7.8	\$ -	\$ -	\$ -	\$ -	\$ -
Clearwater Beach Municipal Marina (\$7.9M)	\$ -	\$ -	\$ 2.6	\$ 6.2	\$ -	\$ -	\$ -	\$ -	\$ -
Palladium Theater (\$2.5M)	\$ -	\$ -	\$ -	\$ 2.5	\$ -	\$ -	\$ -	\$ -	\$ -
Clearwater Marine Aquarium (\$6.1M)	\$ -	\$ -	\$ 2.0	\$ 2.0	\$ 2.1	\$ -	\$ -	\$ -	\$ -
Florida Holocaust Museum	\$ -	\$ 0.4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Arts Center & Chihuly Collection (\$2.3M)*	\$ -	\$ -	\$ -	\$ 0.8	\$ 0.8	\$ 0.8	\$ -	\$ -	\$ -
Toytown	\$ -	\$ 0.3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Additional Beach Funds	\$ 86.0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Beach Nourishment (Local Match)	\$ 8.4	\$ 8.4	\$ 7.5	\$ 7.8	\$ 8.1	\$ 8.3	\$ 8.6	\$ 8.8	\$ 9.1
<i>Future Decision Points</i>									
Phillies (\$85M)	\$ -	\$ -	\$ 40.0	\$ 45.0	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Projects Funding Program (placeholder)	\$ -	\$ -	\$ -	\$ -	\$ 5.0	\$ 10.0	\$ 10.0	\$ 10.0	\$ 10.0
Beach Park Facilities Program (placeholder)			\$ -	\$ -	\$ 5.0	\$ 5.0	\$ 5.0	\$ 5.0	\$ 5.0
<b>Subtotal</b>	<b>\$ 94.4</b>	<b>\$ 10.4</b>	<b>\$ 66.9</b>	<b>\$ 81.2</b>	<b>\$ 21.0</b>	<b>\$ 24.1</b>	<b>\$ 23.6</b>	<b>\$ 23.8</b>	<b>\$ 24.1</b>
Ending TDT Fund Balance - Capital	\$ 37.7	\$ 63.9	\$ 34.6	\$ (7.9)	\$ 11.0	\$ 28.0	\$ 46.8	\$ 66.6	\$ 87.4

\*Agreements have not been signed and payment schedule is TBD.

Attachment 7

Tourist Development Tax Fund - Operating

INFORMATIONAL ONLY

Sources and Uses (all figures in millions)

FY25 - FY33

	<u>FY25</u> <u>Actual</u>	<u>FY26</u> <u>Estimate</u>	<u>FY27</u> <u>Budget</u>	<u>FY28</u> <u>Forecast</u>	<u>FY29</u> <u>Forecast</u>	<u>FY30</u> <u>Forecast</u>	<u>FY31</u> <u>Forecast</u>	<u>FY32</u> <u>Forecast</u>	<u>FY33</u> <u>Forecast</u>
<u>Sources:</u>									
Beginning Fund Balance	\$ 142.9	\$ 161.6	\$ 172.8	\$ 185.4	\$ 198.4	\$ 212.2	\$ 227.0	\$ 242.8	\$ 259.8
TDT Revenue (60% of total)	\$ 55.2	\$ 54.8	\$ 56.4	\$ 58.1	\$ 59.9	\$ 61.7	\$ 63.5	\$ 65.4	\$ 67.4
Other Revenue	\$ 10.8	\$ 5.2	\$ 5.2	\$ 5.6	\$ 6.3	\$ 7.1	\$ 8.1	\$ 9.1	\$ 9.0
Total	\$ 208.9	\$ 221.6	\$ 234.4	\$ 249.1	\$ 264.6	\$ 281.0	\$ 298.6	\$ 317.3	\$ 336.1
<u>Uses:</u>									
Personnel	\$ 5.9	\$ 6.4	\$ 6.4	\$ 6.7	\$ 7.0	\$ 7.3	\$ 7.6	\$ 8.0	\$ 8.4
Operating	\$ 40.7	\$ 41.7	\$ 41.8	\$ 43.1	\$ 44.3	\$ 45.7	\$ 47.0	\$ 48.5	\$ 49.9
Capital Outlay	\$ -	\$ 0.0	\$ 0.0	\$ 0.1	\$ 0.1	\$ 0.1	\$ 0.1	\$ 0.1	\$ 0.1
Tax Collector	\$ 0.7	\$ 0.8	\$ 0.8	\$ 0.9	\$ 0.9	\$ 0.9	\$ 1.0	\$ 1.0	\$ 1.0
	\$ 47.3	\$ 48.9	\$ 49.0	\$ 50.7	\$ 52.3	\$ 54.0	\$ 55.8	\$ 57.6	\$ 59.4
Ending Fund Balance	\$ 161.6	\$ 172.8	\$ 185.4	\$ 198.4	\$ 212.2	\$ 227.0	\$ 242.8	\$ 259.8	\$ 276.7