

Hillsborough County Adopted Biennial Budget for FY 06 and FY 07



Adopted Biennial Budget For FY 06 and FY 07



Board of County Commissioners

Jim Norman, Chairman
Ken Hagan, Vice-Chairman
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Kathy Castor
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Department
(813) 272-5890

Available on the Internet at
www.hillsboroughcounty.org

MISSION, VISION AND VALUES

Mission

The mission of Hillsborough County government is to provide effective, quality service at a reasonable cost with courtesy, integrity, and accountability in a manner which protects and enhances the quality of life of our diverse population. -- **Adopted by the Board of County Commissioners, March 18, 1998**

Vision

In the year 2020, all of Hillsborough County will take pride in the progress which has made our community remarkable. We will have embraced and be inclusive of our diverse population. Both the government and the local economy will be financially sound providing opportunity and success for our citizens. We will have balanced growth with protecting the environment while providing high quality services. All of this culminating in Hillsborough County being the leader for providing a quality of life second to none in the country.

Hillsborough County, as a Community, values:

- ◆ A Spirit of Caring
- ◆ Individual Freedom
- ◆ Human Rights
- ◆ Private Property Rights
- ◆ Citizen Participation in Government
- ◆ Integration, Planning and Feasibility of Public Services
- ◆ Educational Opportunity
- ◆ Personal Responsibility
- ◆ Economic Self-sufficiency
- ◆ Sustainable Environment
- ◆ Racial and Cultural Harmony
- ◆ Health and Public Safety

Adopted by the Board on April 21, 1999

Hillsborough County, as an organization, values the following:

- ◆ **Accountability** - Accepting individual responsibility to perform quality work that contributes to quality service at a reasonable cost.
- ◆ **Diversity** - Organizational effectiveness can best be achieved by recruiting and retaining a work force that represents the diversified population of Hillsborough County.
- ◆ **Efficiency and Cost Effectiveness** - The timeliness of meeting our obligations and performing each task; the stewardship and best use of our resources.
- ◆ **Empowerment** - The freedom and power to act, command, or decide on a course of action.
- ◆ **Open and Honest Communication** - An expression of a professional work environment which facilitates the exchange of information, ideas, and divergent opinions among all levels of an organization in an atmosphere of respect and genuine concern for the best interest of the County, its employees, and citizens/customers.
- ◆ **Quality** - Meeting citizens/customers requirements the first time and every time.
- ◆ **Respect** - The quality of accepting and holding in high esteem all persons right to their beliefs, values, autonomy, and differences while treating them with dignity, worth, courtesy, civility, and politeness.
- ◆ **Responsiveness** - The willingness and ability to provide information, reply to requests, answer questions, and complete tasks promptly.
- ◆ **Teamwork** - The ability of a group of individuals to work together towards a common vision by each doing their part to achieve the efficiency of the whole.

Adopted by the Board on April 21, 1999

**2005
Board of County Commissioners**



Back row left to right: Ronda Storms (District 4), Thomas Scott, (District 3), Jim Norman (Chairman) (Countywide-District 5), Mark Sharpe (Countywide-District 7), Ken Hagan (District 2);
Front row left to right: Brian Blair (Countywide-District 6); Kathy Castor (District 1)

DESCRIPTION OF HILLSBOROUGH COUNTY



Geography and Demographics

Located midway along the west coast of Florida, the county's boundaries embrace 1,048 square miles of land and 24 miles of inland water for a total of 1,072 square miles. With the largest bay in Florida opening to the Gulf of Mexico, the coast spans 76 miles.

The unincorporated area encompasses 909 square miles or 87% of the total county land area. The municipalities of Tampa (the County seat), Temple Terrace and Plant City account for the remaining 139 square miles. According to the latest estimates from the Hillsborough County City-County Planning Commission, the county's total population as of April 1, 2004 was 1,115,960 of which 734,430 or 66% live in the unincorporated area making it the fourth most populous county in the state.

Under Four Flags

Hillsborough County takes its name from the British Colonial Secretary of 1772. The Spanish first mapped and explored the area in the early 16th century. Between 1559 and 1819, the area now called Florida was under the rule of four nations: Spain, France, Great Britain and, finally, the United States. The United States purchased Florida from Spain in 1821 for \$5 million. In 1845, it was granted statehood.

On January 25, 1834, the U.S. Legislative Council for the Territory of Florida approved an act organizing Hillsborough as Florida's 19th county. Its area then was 5.5 million acres and included the present counties of Hillsborough, Pinellas, Polk, Pasco, Manatee, Sarasota, Charlotte, DeSoto, Hardee, and Highlands. The civilian population in 1834 was less than 100.

Hillsborough County's Board of County Commissioners held its first meeting on January 25, 1846. The pay for members was set at \$2 per day when in session. County taxes collected for 1846 totaled \$146.69.

The County's first courthouse was a frontier cabin burned by indians in 1836. In 1847, Capt. James McKay built a two story courthouse at a cost of \$1,358. A third structure was erected in 1855 and was used until 1891, when a red brick, domed structure mimicking the architecture of the Tampa Bay Hotel was built, oc-

cupying a square block in downtown Tampa. This is the courthouse depicted on today's County seal. The current courthouse was built in 1952 and a new county government administration building, called the Frederick B. Karl County Center, opened in 1994.

County Economy

Hillsborough County has a diversified economic base including a large service sector, a large manufacturing sector and a thriving retail trade sector. According to the latest information, the four largest employers in the public sector are the Hillsborough County School Board followed by Hillsborough County government, the University of South Florida and Tampa International Airport. Major private sector employers are Verizon (telecommunications), St. Joseph's Hospital (medical facility), Publix Food Centers (supermarkets), Tampa Electric Corporation (electric utility), Bank of America (banking services), Chase Manhattan Mortgage Corporation (financial services), Busch Entertainment Corporation (tourist attraction), Citibank (financial services) Kash 'n Karry Food Centers (supermarkets), Tribune Company (newspaper publishing), and Price Waterhouse (accounting).

The Port of Tampa serves as the closest port in the United States to the Panama Canal. It is also the largest tonnage port in Florida and the tenth largest port in the United States with respect to annual tonnage. Ninety-eight percent of the cargo moving through the port is bulk-phosphate, phosphate chemicals, rock, coal and petroleum products. The Garrison Seaport Center is a \$300 million cruise terminal and entertainment complex. It is helping spur re-development in the adjacent area known as the Channel District.

Another significant element of the economy is agriculture. The county's total agricultural production ranks 3rd in the state and 45th in the United States. It ranks number 2 in Florida for the number of farms. In 2004, sales of crops were estimated at \$665 million.

Tourism is another major component of the economy. The number of tourists visiting Florida is expected to continue growing. Busch Gardens of Tampa is one of the leading tourist attractions in the nation. There are numerous other attractions in Hillsborough County such as the Florida Aquarium; the Museum of Science and Industry; the Lowry Park Zoo; the New York Yankees spring training facility; and the St. Petersburg Times Forum in downtown Tampa. The county is also the home of the 2003 Superbowl Champions, the Tampa

DESCRIPTION OF HILLSBOROUGH COUNTY

Bay Buccaneers and the National Hockey League Stanley Cup Champion, the Tampa Bay Lightning.

Governing Hillsborough County - Board of County Commissioners

Hillsborough County is a political subdivision of the State of Florida guided by an elected seven-member Board of County Commissioners. Through partisan elections, three are elected to represent the entire county as a district and four are elected to represent single-member districts. Under a Charter Ordinance effective May 1985, the Board is restricted to performing the legislative functions by developing policy for the management of Hillsborough County. The County Administrator, a professional appointed by the Board, and her staff are responsible for the implementation of those policies. A 2002 voter-approved Charter amendment authorized a Board-appointed Internal Performance Auditor. In 2004 another voter-approved Charter amendment made the County Attorney a direct-report to the Board.

The Board is responsible for functions and services delivered throughout the county including municipalities and for municipal services to residents and businesses in the unincorporated area. The countywide responsibilities include such services as local social services, health care for the medically indigent, animal services, mosquito control, consumer protection, and a regional park system. Its responsibilities to the residents and businesses in the unincorporated area include, for example, fire protection, local parks, emergency medical services, planning, zoning, and code enforcement.

Role of the County Administrator

The Board appoints the County Administrator. She is responsible for carrying out all decisions, policies, ordinances and motions of the Board.

The departments under the County Administrator are responsible for providing services such as social services and public assistance to residents countywide. Departments are also responsible for providing municipal-type services to residents of the unincorporated areas of Hillsborough County such as road construction and maintenance, solid waste disposal, parks and recreation, emergency services and water and wastewater treatment.

The departments under the County Administrator are grouped into three offices: Management Services, Planning and Infrastructure, and Human Services. The Strategic Management Initiatives Officer and the Public Affairs Officer report directly to the County Administrator.

Commissioners Serve on Other Boards

The Board also serves as the Environmental Protection Commission. Individual Board members serve on various other boards, authorities, and commissions, such as the Hillsborough Area Rapid Transit Authority, Tampa Bay Regional Planning Council, Tampa Bay Water, Aviation Authority, Expressway Authority, Sports Authority, Arts Council, Drug Abuse Coordinating Council, Metropolitan Planning Organization, Children's Board, Council of Governments and the Committee of 100 of the Greater Tampa Chamber of Commerce.

Constitutional Officers

In addition to the members of the Board, citizens also elect five Constitutional Officers: Tax Collector, Property Appraiser, Clerk of the Circuit Court, Sheriff, and Supervisor of Elections. The Board funds all or, in some cases, a portion of the operating budgets of these Constitutional Officers. The Constitutional Officers maintain separate accounting systems and expanded budget detail information.

Other Elected Officials

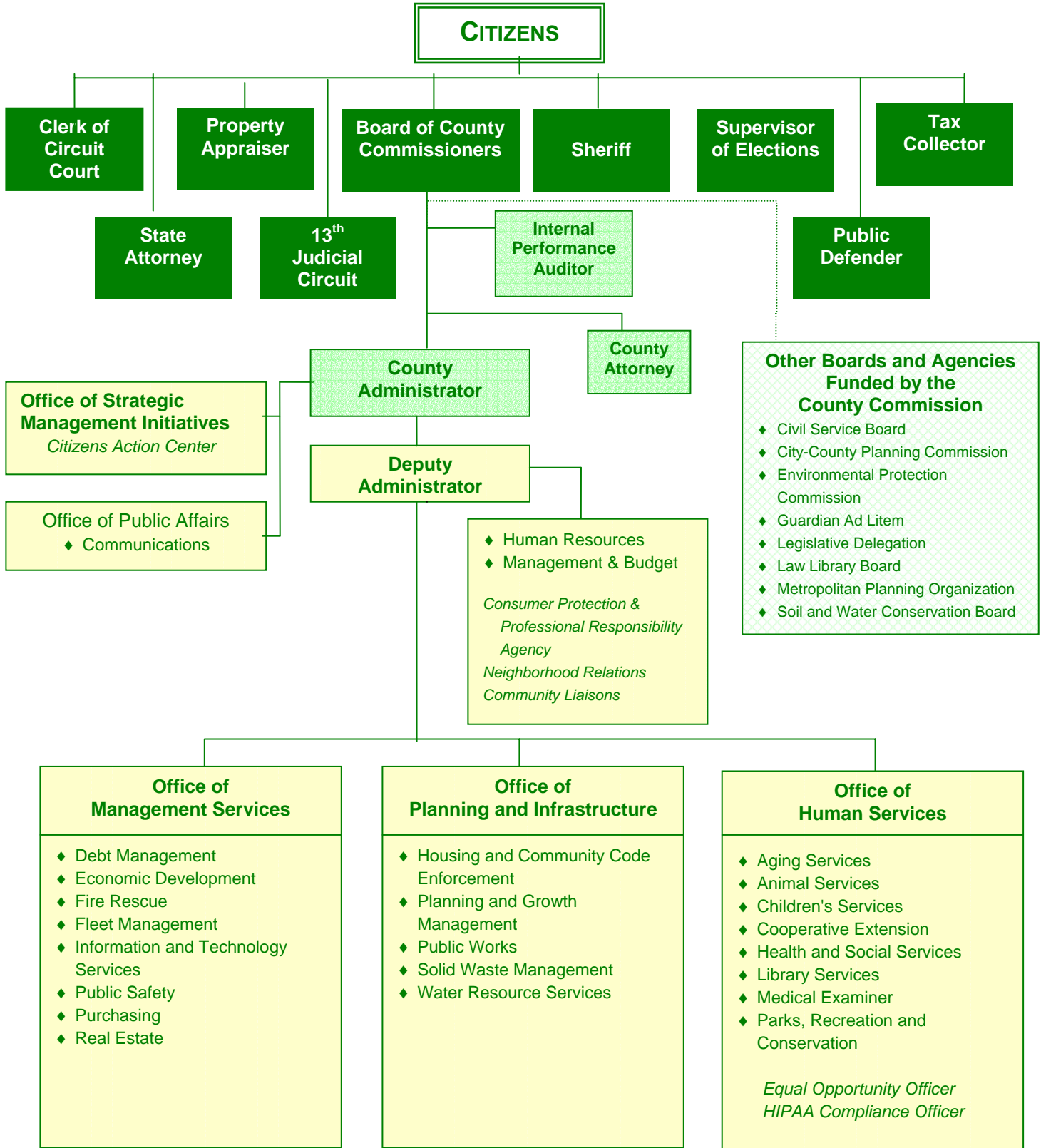
The citizens also elect the State's Attorney and Public Defender. Their budgets are included in this document to the extent of funding by the Board of County Commissioners.

Other Government Agencies

Based on the degree of budgetary authority, taxing authority, the ability to obligate funds to finance any deficits and the ability to fund any significant operational subsidies, several other governmental entities also have their budgets reviewed and approved by the Board of County Commissioners: the Environmental Protection Commission, the Civil Service Board, the Planning Commission, the Legislative Delegation, and the Law Library Board. The budgets of these offices and the Constitutional Officers are included in this document to the extent of funding by the Board of County Commissioners.

HILLSBOROUGH COUNTY ORGANIZATION CHART

This chart shows the organization of County government and the levels of accountability to the electorate. Those directly elected to office by voters are shown in dark green boxes. Those reporting directly to the Board of County Commissioners are in light green boxes. Those under the County Administrator are in the yellow boxes. There are also boards and commissions funded through the Board of County Commissioners, but are not otherwise accountable to the Board. These are shown in the light green cross-hatched box.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Hillsborough County
Florida**

**Special Capital Recognition
Special Performance Measures Recognition**

For the Biennium Beginning

October 1, 2003

President

Executive Director

The **Government Finance Officers Association of the United States and Canada** (GFOA) presented an award of **Distinguished Budget Presentation** to Hillsborough County with **Special Capital Recognition** and **Special Performance Measures Recognition** for its biennial budget for the fiscal years beginning October 1, 2003.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of two years only. We believe the biennial budget for FY 06 and FY 07 will continue to conform to program requirements. Upon adoption by the Board of County Commissioners, we will submit to GFOA to determine its eligibility for another award.

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**Adopted
Biennial Budget
For FY 06
And FY 07**

**Executive
Summary**



**Hillsborough County
Florida**



Hillsborough County
Florida

INTRODUCTION

As a result of a policy adopted in 1995 by the Board of County Commissioners, the County now has a two-year (biennial) budget process. As part of this process, two separate twelve-month budgets are prepared and approved by the Board of County Commissioners in odd-numbered years. The first year of the biennial budget is adopted as the FY 06 budget as required by State Statute. At the same time, the Board of County Commissioners also approves a budget for the second year, the planned FY 07 budget. Then, in the year 2006, the planned FY 07 budget is reviewed by staff and the Board during the budget update process. This review allows the County to make the necessary adjustments to revenues and expenditures in order to accommodate needs that have arisen since the planned budget was prepared in 2005. The Board then adopts a budget for FY 07 according to procedures outlined by State statute.

This book contains the **Adopted Biennial Budget for FY 06 and FY 07**. It has five sections: *Executive Summary*; *Operations and Funding Guide*; *Capital Budget*, *Debt Budget* and *Supplemental Information*. Financial schedules throughout this book include multi-year information for comparison.

The first section, the *Executive Summary*, contains information about the process of adopting the budget; a summary table reflecting funded positions and funded full-time equivalent positions; summary tables of the debt, capital, and department budgets; and information on property taxes, millages, and major county revenues. It also includes the County Administrator's budget message, a discussion of major County revenues, and data and an analysis of economic indicators for Hillsborough County. Information is also presented on the budget by citizen program.

The second section, called the *Operations and Funding Guide*, contains more detailed information such as schedules showing the budget by fund as well as detailed information about the various budgetary funds and their funding levels. It also includes information on appropriations for the operations of County departments, commissions, and boards funded through the Board of County Commissioners. Each department or organization budget includes a page with the organization's mission statement, objectives and per-

formance measures. The second page of an individual organization's budget shows its summary budget, a comparison of funded positions for the previous four years and text explaining changes from year to year. Finally, this section also includes detailed information on reserve balances, non-departmental allotments, contracts with non-profit organizations and a list of interfund transfers.

The third section, the *Capital Budget*, contains information about the County's adopted capital program for FY 06 and FY 07. It contains a narrative describing the capital budget highlights as well as summaries showing projects to be started in FY 06 and FY 07.

The fourth section, the *Debt Service Budget*, contains information about the County's outstanding debt.

The fifth section, *Supplemental Information*, contains pay scales and position detail by organization, additional performance measures for organizations and departments, a glossary and an index of departments.

A second book, called the **Capital Improvement Program FY 06 - FY 11**, presents the capital improvement program through FY 11. This book includes detailed information about each project in the capital budget and the capital improvement program for the next five years.

Persons interested in reviewing any materials comprising the **Adopted Budget for FY 06 and FY 07** and the **Capital Improvement Program FY 06 - FY 11** at any level of detail are encouraged to contact the Hillsborough County Management and Budget Department at (813) 272-5890. The Management and Budget Department's mailing address is: Management and Budget Department, 26th Floor, P.O. Box 1110; Tampa, Florida 33601. The Department is located at: 601 East Kennedy Blvd., County Center, 26th Floor, Tampa, Florida 33602.

A compact disk containing both volumes can be obtained by writing to the Management and Budget Department at the above address or calling the department's phone number. Information from both books is also available through links on the County's website, www.hillsboroughcounty.org.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Members of the Board of County Commissioners:

I am pleased to present to you the adopted Biennial Budget for Fiscal Year 2006 (FY 06) – which began October 1, 2005 – and for Fiscal Year 2007 (FY 07) – which will begin October 1, 2006. This represents the sixth biennial budget - adopted by the Board of County Commissioners (Board).

The budget process began with four budget workshops during which the Board considered staff's five-year forecast for key operating funds and provided policy direction on issues such as compensation. Using that direction, I presented a recommended balanced budget for both FY 06 and FY 07 for your consideration. Through a series of additional workshops and four public hearings, the Board fine tuned my recommendations, taking into consideration public comment and Board members' own expertise and understanding of pertinent issues. The process culminated with the adoption of the budget at the conclusion of a budget public hearing on September 22nd.



Overview of the Budget

The County continues to improve its overall financial condition. Growth in our local economy has given us the tools to meet operational needs, maintain existing assets and invest in new capital assets while building reserves. At the same time, we continued a decade-long practice of lowering our Countywide millage rate while continuing to look for opportunities to operate more efficiently and focus on priorities.

Expenditures and Other Uses Reflected in the Biennial Budget - Overall, the County budget totals \$3.45 billion for FY 06 and \$3.56 billion for FY 07. The largest share of those totals reflects funding for day-to-day operations of County government, which amounts to \$1.53 billion in FY 06 and \$1.61 billion in FY 07. Annual funding for capital projects will be \$0.33 billion in FY 06 and \$0.26 billion in FY 07. Debt requirements amount to \$0.17 billion in FY 06 and \$0.20 billion in FY 07. Added together, total expenditures for operations, capital and debt amount to \$2.03 billion in FY 06 and \$2.07 billion in FY 07.

Two other components of the budget are reserves and transfers. Reserves address a wide range of needs, including backstopping County debt, insulating against unexpected catastrophe, and accumulating funds to meet the timing requirements for future capital projects. Reserves amount to \$0.54 billion in FY 06 and \$0.61 billion in FY 07. Itemized detail on reserves and an associated discussion of reserve policies are presented in the budget document. Governmental accounting standards require tracking dollars as they are moved within the fund structure that comprises the budget. The impact of these transfers amounts to \$0.88 billion in both the FY 06 and the FY 07 budgets.

Overall, the budget has increased \$0.50 billion, or 16.9% from FY 05 to FY 06. The second year of the biennial budget increases much less: the Planned Budget for FY 07 reflects an increase of \$0.11 billion, or 3.1% from FY 06. The sharp contrast in growth for the two years can be significantly attributed to two factors.

First, one-time capital appropriations are a portion of the budget that can vary significantly from one year to the next based on the timing of individual projects. In FY 06, the capital budget increases 27.6%, or \$72.3 million, from the FY 05 adopted budget. In FY 07, the capital budget declines 21.7%, or \$72.7 million, to almost exactly match the FY 05 level. The specifics of each year's capital budget are discussed in detail in a capital budget section of the budget document as well as in the County's Capital Improvement Program for FY 06 – FY 11. Without these changes in the capital budget, the growth over the two years reflected in this budget would have been more stable.

Second, differences in the growth rates for FY 06 and FY 07 reflect how a biennial budget is prepared. Many of the policy decisions reflected in a biennial budget are implemented in the first year of the biennium and then continued in the second year. As explained later, implementation of some Board directives – such as an increased commitment to transportation – occur in the FY 06 budget and then continue at that higher level in FY 07.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Tied to each of these factors is the change in transfers in the budget. Transfers account for almost a full quarter of the FY 06 increase in the budget – accounting for 4.1 percentage points of the 16.9% increase -- or \$0.12 billion of the \$0.50 billion increase. In FY 07, transfers decline very slightly from FY 06. When transfers increase significantly, as they do in FY 06, the overall budget appears to grow faster – but moving more dollars between accounts does not result in any additional revenue to be collected from local residents and businesses or any additional spending by the County.

Before turning to the sources that fund this budget, it is important to recognize that reserves continue to be built as part of this budget. Lessons learned from two tough hurricane seasons -- 2004 and 2005 -- warranted that we take precautions to build our ability to weather the financial implications we might face.

- The Board strengthened contingency reserves in both the Countywide General Fund and the Unincorporated Area General Fund. The increases provide a “war chest” available to implement lessons learned from other communities that experienced the effects of hurricanes such as our adopted sister county – Hancock County, Mississippi. Hancock County was devastated when the eye of Hurricane Katrina made landfall. The contingency reserves will provide both a funding source for one-time initiatives to prepare County facilities to better withstand wind and flooding and to operate after such an event, and provide a first source of funds if the County should suffer impacts in FY 06 and/or FY 07. The reserves for contingency represent the first of four tiers of reserves that can be brought to bear to offset the impacts of natural -- or other -- disasters. The anticipated drawdown of these reserves in FY 06 for non-recurring investments in our ability to prepare for and mitigate the potential impacts of natural disasters is a factor in an expected reduction in the Countywide General Fund fund balance from FY 06 to FY 07.
- The Board acted decisively over the past year to set aside reserves in both the Countywide General Fund and the Unincorporated Area General Fund for disaster expenses that the County incurred for impacts on our community in FY 04 and for mutual aid that we provided to other communities that may not be reimbursable. Once the FEMA reimbursement process is completed, the remaining funds will be available to cover unreimbursable expenses for future events.
- Board policy requires us to continue building stabilization reserves that can be used to address either unanticipated revenue shortfalls or excess expenditures. These reserves help insulate programs that the County would need to continue providing even if faced with an event that negatively impacts revenues and/or expenditures.
- Finally the Board continued to build our catastrophic reserve, increasing it through Board policy from \$30.8 million in FY 05 to \$35.2 million in FY 06 and \$36.1 million in FY 07. The County’s catastrophic reserve reflects the fourth tier of available reserves.

Revenues and Other Sources Reflected in the Biennial Budget - On the revenue side, taxes account for \$1.0 billion each year, with \$0.7 billion from property taxes—the County’s largest single source of revenue and a revenue that will grow faster in FY 06 (14.7 percent) than at any time in recent history, despite a millage reduction. Other locally levied taxes account for another \$0.3 billion of tax revenue each year – primarily sales taxes, but also reflecting the local component of communications services taxes, tourist taxes, and locally set gasoline taxes. Gas tax revenues are growing slowly while, at the other end of the spectrum, local sales taxes for infrastructure – the “Community Investment Tax or CIT” – and for indigent health care are growing at close to double digit rates.

Federal and State-shared grants and other revenues continue to account for \$0.2 billion each year – roughly the same as in recent years. Slow growth or declines in key federal grants is placing pressure on some County programs such as Head Start – where the estimate for the FY 06 grant is down slightly from the FY 05 adopted budget.

User fees account for almost \$0.5 billion each year. The largest sources of fees are water and wastewater service fees, solid waste disposal fees and internal billings. Each of these areas represent services that are operated much like private businesses and the accounting for these “proprietary funds” follows more closely that of the private sector than other governmental operations.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Two non-revenue sources warrant discussion: fund balance and debt proceeds.

The budget prepared by the County normally appears to spend not only current revenue but also a portion of the revenue carried forward from the previous year – the beginning fund balance. Typical spending patterns and revenue collections result in there being no drawdown.¹

In FY 06, as I mentioned earlier, a fund balance drawdown is intentional in the Countywide General Fund. Late in the biennial budget process we identified that the Countywide General Fund would carry forward a significantly larger amount of fund balance than normal. I encouraged the Board to set the excess funds aside in the Reserve for Contingency to allow us to access those reserves during FY 06 as we identified opportunities to better prepare our community for natural disasters. The FY 07 Planned Budget anticipates the Reserve for Contingency will be expended for such non-recurring uses. In addition, the Countywide General Fund reflects a non-recurring FY 06 commitment to the Clerk of Circuit Court to provide initial funding for a new records system for the Courts. Despite those expenditures, the FY 07 beginning fund balance will still be significantly larger -- by 12 percent or \$7.6 million -- than the Adopted FY 05 fund balance. In the Unincorporated Area, we used the higher FY 06 beginning fund balance for a one-time boost to the County's capital construction program.

Embedded within the "other non-revenues" component of the budget are debt proceeds. The County borrows funds through the use of short term debt and long term debt. The County aggressively uses short term commercial paper to satisfy cash requirements for the County's capital program until the debt can be either repaid from current revenue or replaced with long-term debt. A feature of short term debt is that as the County routinely pays off debt, it reissues debt. The debt proceeds flow through the sources side of the budget while the pay-off or "defeasance" of debt flows through the uses side of the budget. In FY 06, more than one-third of the increase in the budget \$0.18 billion is funded by debt proceeds. In FY 07, debt proceeds fund almost one-quarter of the increase in the budget.

Key Components of the Budget Process

More than 60 Strategic Plan strategies are included in this budget – many can be accomplished with existing resources.

There are three key components of the process that led to the budget adopted by the Board.

First, the Board adopted a Strategic Plan earlier in 2005 allowing a clear linkage of

strategic initiatives to the allocation of resources through the budget process. The Board established eight goals and then adopted a series of objectives and strategies to guide our process. Earlier attempts by the County at strategic planning failed, in my judgment, due to the lack of a linkage between the Strategic Plan and the allocation of resources reflected in a budget. The value of strategic planning is to ensure we set a course that will continue beyond the two years reflected in this budget. The Strategic Plan does not preclude spending in areas of on-going needs, but it reflects an investment in our long-term priorities. Specific objectives and performance measures related to the Strategic Plan may be found in the departmental section of the budget document – reflecting those departments assigned to lead in addressing Strategic Plan objectives. Overall the budget presented here addresses sixty-nine specific strategies to implement the Strategic Plan – forty of which can be accomplished with existing resources. The nature of the strategic planning process the Board adopted is one of quantification – and validation. That means it will be very apparent if our strategies are working to create the results reflected in the Plan. By monitoring our progress – just as someone driving on a highway can check the mileage markers – we will be able to assess whether to speed up our efforts or look for another vehicle (i.e., strategy) to achieve an objective. Naturally, some objectives cannot be addressed without additional resources. As I indicate later, we were able to match some of the transportation objectives in Goal Six (to improve transportation in Hillsborough County) with the Board's commitment to increase recurring

¹ On a budgetary basis, it appears that the County intends to spend more in the Countywide and Unincorporated Area General Funds than it will take in during the year, resulting in a drawdown of fund balance in FY 06, and an additional drawdown in the Countywide General Fund in FY 07. That presentation ignores that departmental appropriations reflect ceilings for expenditures and that conservative revenue estimates result from a statutory requirement that local governments back out 5% of projected revenue in key operating funds. As a result, the County annually under-spends the budget and overcollects revenues – resulting in fund balance normally being maintained, if not increased, from one year to the next .

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funding for transportation by \$15 million per year. In another instance, the Water Resource Services Department was able to free up more than sufficient funds through an identified efficiency, as noted below, to address a somewhat expensive strategy to reduce the downtime caused by electrical outages at County water and sewer treatment and pumping facilities (Goal Five, Objective C).

Efficiencies identified in the biennial budget will save \$17 million between FY 06 and FY 07.

were challenged to identify opportunities to cut spending without measurable impact on our ability to serve the citizens of Hillsborough County. The process is not unlike what we do every day in our personal lives to cut unnecessary spending in order to focus better on our priorities. Even when revenue growth is strong, we recognize the importance of cutting unnecessary costs. No efficiency was too small to consider. At the same time, some proposals had negative service implications that resulted in them not being recommended for acceptance. Ultimately, we were able to shave more than \$17 million in costs over the next two years. More than one-half of those savings will help the County's HealthCare Program operate within available revenues. Other savings will cut the cost of operating libraries and cut unnecessary costs of serving wastewater clients. We will also reduce costs associated with inventory stockpiles through "just-in-time" inventory management. The Library Services Department did a particularly thorough job of "looking under rocks" to find opportunities to shave costs – from restructuring how to staff facilities to consolidating automated information systems and alarm system monitoring.

Key policy issues including taxation and compensation were discussed before developing a recommended budget.

years. Based on the comprehensive pay and classification study conducted by the County's consultant, MGT, we have slowed the growth in compensation to reflect the analysis of public and private sector employers. After increases that averaged as much as 7 percent annually in the prior six years, the increases for FY 06 and FY 07 will cost 28 percent less. Wage and salary increases phase in during the year, so the full impact (and benefit) of this slowdown will not be evident until FY 07.

Second, before considering any proposed expansion of spending, we worked to identify opportunities for efficiencies in the existing budget. Departments and agencies submitting their budget requests for the upcoming two

Another policy discussion involved a commitment to continue reducing the Countywide property tax rate while addressing pressing needs for municipal services provided in the unincorporated area and the need for additional libraries. When we first considered the timing of millage reductions, we targeted to swap a 15/100th-mill Countywide reduction in FY 06 for a 10/100th – mill unincorporated increase and a 5/100th-mill library increase. We planned to further reduce the Countywide property tax rate in FY 07 by an additional 10/100th – mill.

The reduction in the Countywide tax rate is consistent with the Strategic Plan objective to "reduce over-reliance on property taxes as general revenue by establishing a Countywide target of under 7 mills by FY 09." The objective is important, considering a May 13, 2005 report by FitchRatings, which found Hillsborough County's Countywide millage rate to still remain above average among the Florida counties rated by the firm, despite Hillsborough County's 10 years of consecutive millage reductions. Heavy reliance on any single revenue makes the County susceptible to any factor affecting that revenue. The Strategic Plan objective was specifically targeted to address this concern. At the same time, the County has been hard-pressed to meet the municipal service needs of unincorporated residents and businesses with existing revenues and the Board has wanted to expedite the expansion of our library system. All of these needs could be addressed over the two years of the biennial budget.

Strong growth in our tax base allowed the Board to move up the planned FY 07 millage reduction to FY 06. As a result, we met our Strategic Plan objective three years early. More importantly, county taxpayers received the benefit of the reduction a year earlier.

Access to detailed budget submissions makes the entire process more transparent to the public.

As we began the review process to develop a recommended budget, we considered the documentation that departments and agencies were asked to develop that identified all existing services as well as the requests for

supplemental funding. In some cases, as County Administration reviewed the material, we asked that organizations take another shot at sharpening the pencil when it came to requests. The results of that documentation, including revisions where necessary, were assembled and, for the first time, posted on the County's web site. This access to both requests and resulting recommendations allows County citizens to be better informed on what has been justified and what was requested but not recommended. I think additional access to the underlying information used in considering a budget helps frame the budget discussion. This information has largely been made available previously only to the Board.

Transportation - A Board Priority

Transportation funding is a Board priority, and recurring spending has been increased \$15 million annually using existing resources.

One policy direction from the December 2004 annual Board retreat was that we increase the County's funding of transportation. The charge I received was to increase our use of available revenue to

increase transportation spending by an added \$15 million per year. That direction expanded on a previous commitment in which we increased funding of transportation by \$10 million per year. In preparing the budget we identified three areas of focus for those added transportation dollars: first, cover the increasing cost of existing operations such as sign and signal maintenance, road resurfacing, roadside mowing, bridge inspection and maintenance, sidewalk repairs, pot hole patching, and traffic control operations; second, provide funding to implement Strategic Plan objectives related to transportation safety improvements; and third, fund transportation projects to add vehicle capacity to the County's road network.

Goal Six of the County's Strategic Plan outlines five areas of focus for transportation initiatives. As we looked for investment opportunities, it was apparent that existing resources could be used to meet one objective: increasing the number of bicycle lanes by 5 percent by FY 10. Additional funds have been earmarked each year for initiatives aimed at reducing preventable pedestrian accidents and preventable intersection crashes. Finally, funds have been allocated to provide increased capacity. Over the next six years covered by the updated Capital Improvement Plan, that annual commitment will allow the County to complete the widening of Bell Shoals Road (from Bloomingdale to Boyette), provide for interim improvements to Lutz Lake Fern Road, and set aside additional funds for the advance right-of-way program – a continuing commitment of the County to acquiring right-of-way for our future road needs before costs rise.

As we approached how best to allocate transportation funds, we also took a careful look at the County's past practice of subsidizing transit services provided by the Hillsborough Area Regional Transit Authority (HARTline). The County has historically been asked to provide partial funding for several different services. HARTline levies its own millage at the approved rate of 0.5 mills. When HARTline revenues grew more than expected, the added revenue was not used to reduce requests for County funding but diverted to other uses.

This year, under new leadership, HARTline changed its approach to County funding. The historical funding subsidies for Saturday service, Sunday service, circulator service and weekly service were dropped. Instead, HARTline requested the County subsidize new express routes, provide assistance in funding for the signalization of the Northwest Transit Center and continue funding for special events. In assessing the HARTline request, we concluded that the most appropriate commitment by the County would be in providing one-time assistance in an amount not to exceed \$200,000 for the signalization project. Signalization is a typical County activity. Further, it is a means of supporting HARTline without re-establishing a cycle of service subsidies and concerns that our operational funding support frees up HARTline funds for less pressing uses.

Other Policy Considerations in the Budget

Maintaining Grant-Funded Services to Children and the Elderly – Within the Head Start Division of Children's Services, we found ourselves at a crossroads in deciding how to continue programs that have historically been largely funded with grants, and requiring only a modest County match. Both the Head Start and Early Head Start grants have proven incapable of sustaining the cost of the programs if County funding is limited to match requirements and some in-kind support services. These and some of the County's other grant programs have historically been shielded from paying for support services ("indirect costs") provided by other departments. In the last biennial budget process, we cut administrative positions in an effort to constrain spending within the grant and grant match without cutting services. As our costs have risen and federal cost of living adjustments have continued to lag behind those costs, we have found that we will have to infuse additional County funds to maintain existing levels of service delivery. In FY 06, the additional County support amounts to \$1.3 million as well as \$1.2 million in unreimbursed indirect costs. By FY 07, we have planned for \$1.9 million in additional County support in addition to the indirect costs. The budget provides those levels of support to maintain current service levels. However, the budget does not commit local funds to expand Head Start or Early Head Start, given that we know that the gap between grant funding and the total cost to provide services will continue to widen.

In our programs for the elderly, the Countywide General Fund will absorb costs for grant programs that cannot be covered by grant revenue and local matching funds. In both FY 06 and FY 07, the added County support, coupled with the continuation of stop-gap funding provided in FY 05, will amount to \$1.0 million. Partly offsetting these costs, the Aging Services Department committed to place the County's working seniors program with a non-profit provider, at a cost savings to the County of \$125,000 per year.

Fire and ALS Response – As reflected in the Strategic Plan, the County is continuing a program of expanding our fire suppression and advanced life support (ALS) services, with a focus on improving the percentage of time the County meets specific response time standards. Growth in the Fire Rescue Department budget reflects the opening of new stations, expansion of the fire inspection program to meet growth demands and the requirement to inspect schools, and a correction to underbudgeted personnel costs in FY 04 and FY 05. Opening of the Country Place, Northdale, and Chapman Road Stations require adding 55 positions. Additional fire inspectors will add another 17 positions over the two years – of which four of the positions are needed for school inspections. As we indicated at our April budget workshop, we expect to bring an update to fire inspection fees to the Board to support the additional inspection positions. Full recovery of costs, however, will require that the School Board pay for the cost of the school inspections and plan reviews required by law.

The Board approved adding a heavy rescue unit in Brandon to alleviate the need to take other units out of service to staff heavy rescue unit responses. The Board also initiated a South County Advanced Life Support (ALS) unit. One of our last changes in the budget was to increase the Fire Rescue budget for increased fuel costs.

Coupling these factors with normal cost increases, the Fire Rescue budget will increase \$18.1 million in FY 06 and an additional \$8.4 million in FY 07 – resulting in a total increase of over 35 percent over the two years. Collective bargaining is under way for the next two years. This budget reflects estimated compensation increases for those employees covered under collective bargaining agreements that are consistent with those provided to other County employees.

Capital funding is in place to acquire land for additional stations beyond those due to be completed over the next two years. Money from the 4% Communications Service Tax (CST) is being set aside for new stations – one-quarter of the tax revenue through FY 05 and rising to three-eighths of the tax revenue beginning in FY 06. I recommended that the Board defer until the budget update process next year for FY 07 the decisions on which stations should be constructed next. That will allow sufficient time to assess how best to address response time objectives reflected in Strategic Plan Goal Five through the placement of new stations. CST revenue will continue to be set aside for those future stations at the higher level.

Parks, Recreation and Conservation – Consistent with the operating cost requirements disclosed in the County's capital project initiation forms, the County will add staff to operate and/or maintain a variety of new facilities – from

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therapeutics facilities such as the gymnasium at the All People's Life Center, to athletics complexes in Fishhawk, Live Oak, Summerfield, and at William Owen Pass Park, to cabins at Flat Woods Park, to recreation facilities such as the Carrollwood Cultural Center and the Northdale Park addition and, finally, to the linear facilities such as the Upper Tampa Bay Trail, and the Northwest Recreation Corridor. Program enhancements have been targeted for therapeutics programs and to provide transportation to recreational programs. Recognizing the maturing of our Environmental Land Acquisition and Protection Program (ELAPP), we have enhanced staffing at ELAPP sites.

As with transportation, the next round of CIT allocations will be necessary to address some of the outstanding need for more land and facilities.

Stormwater – The Board decision earlier this year not to act on a proposal for an eight-year plan for stormwater assessment increases was in part due to the availability of future allocations of CIT revenue.

Affordable Housing – The Board set aside funding to implement recommendations of the Affordable Housing Task Force when that group completes its process.

Code Enforcement – The budget provides a significant increase to staffing of this function: 23 new community code investigators over the next two years – increasing the staffing ratio to 1 investigator for each 18,000 unincorporated area residents from our past ratio of 1 for each 28,000 residents. The budget also funds equipping our investigators with vehicle-mounted computers in FY 06.

Building Inspection – Recognizing the heavy workload related to permitting and building inspections in the current economy, the Board committed to significant staffing increases and funding for on-line permitting. These costs will be paid from the building permit fees the County collects for these activities.

Active Military Combat Duty Program – The Board initiated this program, which is intended to provide financial assistance of up to \$1,500 to unincorporated area property owners who serve in combat. The County has encouraged each municipality to replicate this program under the County's guidance for municipal residents.

Listening to Our Customers – Subsequent to adopting the FY 06 and FY 07 budgets, the County conducted its first customer survey of its citizens since 1998. We were gratified to hear the survey consultant's conclusion that "it is quite clear that the County excels among peers in providing services to its citizens."

In our quest to become the Best County Government in the Nation, a steady stream of feedback from our customers becomes the life blood of our organization. While the survey results were not available at the time, it is important to note that the FY 06 and FY 07 budgets resonate strongly with the expressed interests of our customers. We have increased funding for our highly valued libraries, parks, and Fire Rescue services. And, we have made substantial investments in addressing those areas our customers have indicated have the greatest opportunities for improvement – transportation, affordable housing, code enforcement, and management of growth and development. We will continue to survey our customers on an annual basis and will ensure our customers' expectations and interests are met in the budgeting process.

Reorganization of County Administration

Upon assuming the position of County Administrator, I initially worked to fill key senior administrative positions – the County Attorney, the Deputy County Administrator, and an Assistant County Administrator. I established an investigative group to address concerns about operation of the Water Department, which evolved into establishing a Professional Responsibility section to add to what was the Consumer Protection Agency. The next phase to reorganizing County Administration was to look at the reporting relationships of departments. In May, I notified the Board of my intent to change some reporting relationships in order to reflect those changes in this biennial budget. You directed me to hold off on a portion of the changes related to combining the Public Safety Department with the Fire Rescue Department. The adopted budget retains those separate departments.

I merged four separate organizations: the County Administrator's Office, the Administrative Services Section, the Office of Quality Services, and the Office of Public Affairs. Further, a portion of the Communications Department – the

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Citizen's Action Center – was also moved to the County Administrator's Office. The annual net savings, reflected within the budget efficiencies noted previously, amounts to about \$163,000. More importantly, the changes will improve responsiveness to the Board and citizens as we implement several of the strategies related to customer service objectives within the Strategic Plan. Separately, the three positions that have comprised the stand-alone Water Team within County Administration were realigned to the newly renamed Water Resource Services Department and were funded from the water/wastewater enterprise (i.e., water and wastewater system fees).

The remaining components of the reorganization reflected changes in selected reporting relationships including moving the Management and Budget Department and the Human Resources Department directly under the Deputy County Administrator, and balancing responsibility between the three Assistant County Administrators.

Restricting the Use of Temporary Positions

As we developed the budget, we responded to suggestions from a review by the County's Internal Performance Auditor of the County's use of temporary positions – an issue we had begun addressing on a department-by-department basis a year earlier. We recognized that some functions legitimately require temporary positions on a routine basis. Working with Civil Service, we established new categories to reflect such positions. In other cases, temporary employees were doing essential work that should have been assigned to permanent positions. In those circumstances, we established permanent positions and converted the funding for temporaries to funding for permanent staff. There was a cost to doing that since permanent employees earn benefits such as retirement and health care. Where we found evidence that departments may have been using temporaries to circumvent seeking authorization for permanent positions and permanent funding, we determined whether the function was essential or not. If it was, we identified the need for additional permanent positions in the budget. Where we found the justification lacking, we cut the temporaries. A new Human Resources policy will prevent continual use of temporaries in place of permanent positions or where permanent positions have been denied.

This process involved an unusually large number of positions being established in the FY 06 budget since temporary positions had not historically been included in counts of authorized positions. These changes are reflected in the departments that report to County Administration.

Constitutional Officer Budgets

Florida law requires fully funding the requests of two Constitutional Officers – the Sheriff and the Supervisor of Elections – until the two statutory public budget hearings held each year in September. We worked with each of these elected officials and were able to accommodate their needs in the adopted budget, without adjustment. The Sheriff's budget totals \$314.8 million in FY 06 – about 20 percent of the Operating Budget or 9 percent of the total budget. Embedded within that budget are crossing guards to cover the opening of new schools and additional bailiffs to accommodate additional judges. Law enforcement officers are being added to maintain the existing law enforcement staffing ratio of 1.56 deputies per 1,000 residents. New detention positions are added to meet staffing needs for an expanding number of inmates at the Falkenburg Road Jail. In addition to other salary and benefits costs reflected throughout the County budget, the Sheriff's budget reflects new certified salary stipends for law enforcement and detention personnel. As the budget was adopted, the Sheriff was in collective bargaining negotiations for the first time with patrol deputies and detention deputies.

The Supervisor of Elections' budget more than doubled in FY 06 before declining in FY 07. The Supervisor's budget changes on a two-year cycle driven by the timing of elections. Budget impacts include the costs of staffing for additional early voting and for heavier absentee balloting. In FY 06, the budget is driven by the purchase of additional voting machines for the existing voting system to catch up with growth that has occurred in voter registrations.

In general, the budgets for the Clerk of Circuit Court and for the Property Appraiser grew by less than the overall County budget. As indicated previously, the Clerk's budget reflects a one-time commitment of funds to initiate replacement of a records system for the courts. The Tax Collector receives commissions based on budgeted tax revenues and returns unspent funds.

Capital Budget

The capital budget continues implementation of existing policy related to capital projects. In accordance with Board policy, one percent of General Fund revenue (both the Countywide General Fund and the Unincorporated Area General Fund) is set aside to maintain, repair, and renovate existing assets. That program, supplemented in the past two years to catch up with a backlog of needs for parks and for recreational facilities, has been very successful in bringing County facilities up to a condition that can be effectively and efficiently maintained. The program relies primarily on small contracts rather than in-house staff.

In coordination with the biennial budget process, the County adopted a six-year Capital Improvement Plan (CIP) this year covering FY 06 through FY 11, of which the first two years reflects the capital budget for FY 06 and FY 07. The CIP is published as a stand-alone document and contains details about the scope, funding sources, timing and location of each project. The budget document highlights the capital budget for FY 06 and for FY 07. Significant funding is included in the FY 06 and/or the FY 07 budget for the following major non-recurring projects:

- Expand funding for land acquisition needed for new fire stations
- Complete funding for a Northdale Fire Station
- Construct a Children's Services Treatment Center
- Complete the Courts Facilities Expansion Project
- Complete the Falkenburg Road Jail – Phase VI
- Construct the Falkenburg Road Water Department Warehouse
- Build out additional Courts facilities
- Construct the Riverview Terrace Senior Center
- Construct the Tampa Bay History Center
- Construct a Westgate Complex Addition for the Children's Board
- Initiate library expansion and construction projects including:
 - Westgate New Regional Library
 - North Tampa Branch Library
 - Seffner-Mango Library replacement
 - Sulphur Springs Partnership Library
 - Riverview Branch Library land and parking
 - University Area Partnership Library
 - Robert W. Saunders Sr. Library, and
 - Turkey Creek Partnership Library
- Construct an all weather running track
- Contribute to a Northdale YMCA pool
- Complete the Carrollwood Village Community and Recreation Center
- Acquire additional land for the Seffner Park
- Expand the Apollo Beach Park
- Initiate the Progress Village Sports Complex
- Initiate the Citrus Park Community Center
- Construct the Solid Waste Resource Recovery Facility Capacity Expansion
- Complete the South County Solid Waste Transfer Station Expansion
- Complete the Southeast Landfill Capacity Expansion
- Construct the Causeway Boulevard Water and Sewer Transmission Lines
- Complete the County's portion of the 22nd Street Community Main Street Project
- Continue construction of Bell Shoals Road
- Construct Boyette Road
- Widen Gunn Highway
- Construct an eastbound turn lane on Lumsden Avenue
- Initiate improvements on Lutz Lake Fern Road
- Complete Race Track Road (including use of funding available in FY 08)
- Fund future repairs to the Friendship Trail Bridge
- Complete funding for the Handley Road and Waters Avenue Intersection

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- Add funding for the Advanced Right-of-Way Acquisition Program

Additional detail for FY 06 and FY 07 is provided in the Capital Budget section of the budget document. Additional information and a full six-year capital plan are published in the Capital Improvement Program, FY 06 - FY 11.

Conclusion

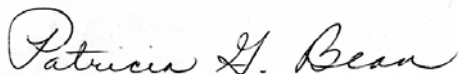
Consistent with Goal One of your Strategic Plan, this budget continues our commitment to “ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices.” It reflects a material reduction in the Countywide operating millage – continuing a decade of past reductions – while also continuing to be responsive to the needs of our growing community.

All County taxpayers will benefit from the millage reduction reflected in the biennial budget. At the same time, the budget focuses on some of our customers’ most highly valued services and needs – an expansion of our library system to serve a growing population, increased funding for transportation needs, enhanced service to the elderly, emphasis on reducing response time for Fire Rescue, and new and improved facilities for Parks and Recreation.

Through a series of workshops and public hearings, the Board has listened to the citizens and adopted a plan of action for the next two years. The plan reflects the dual role of Florida counties to address certain needs of all County residents and businesses as well as the municipal services provided to residents and businesses within the unincorporated area. In our case, we have a growing majority of county residents who rely on the Board for both sets of services.

This biennial budget is a foundation for planning processes with more distant horizons: the County’s Strategic Plan and the Capital Improvement Program (and through the CIP, the County’s comprehensive land use plan). The Board has responsibly approved a budget that will continue to allow the County to provide the services needed and desired by our citizens. Our course has been set and as your County Administrator, it is my responsibility in conjunction with independent agencies and Constitutional Officers, to implement the policy direction reflected in this budget. We are committed to the vision of becoming the Best County in the Nation and look forward to working with you to accomplish this task.

Respectfully Submitted,



Patricia G. Bean
County Administrator

GOAL ONE

To ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices

Objectives:

- A. Reduce over-reliance on property taxes as a general revenue by relying more on the non-tax portion of total General Fund revenue from 16% (adopted FY 04 budget) to 18% (adopted FY 09 budget).
- B. Reduce over-reliance on property taxes as general revenue by establishing a Countywide target of under 7 mills by FY 09.
- C. Improve protection of stabilization reserves in the General Fund by establishing specific criteria by FY 08 that will determine when such reserves may be used and how quickly they would be subsequently replaced.
- D. To maintain general obligation and sales tax credit ratings of at least "Aa/AA/AA".
- E. Achieve and maintain by FY 07 a financial management rating of at least "A-" as determined by the Governing Magazine review of 40 counties.

Board Initiated Strategy

- Resist unfunded mandates

GOAL TWO

To improve the economic well-being of our citizens

Objectives:

- A. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5 % and equal to at least 95% of the national average, by FY 09.
- B. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census.
- C. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and National averages.
- D. Support economic development initiatives that maintain annual employment growth rates equal to or greater than the State and National averages, by FY 09.
- E. Reduce by 5% the number of homeowners who spend more than 50% of household income on housing costs and have an income of less than 80% of average median income (AMI), by FY 12.
- F. Maintain a rating at, or above, the median housing affordability index for the 7- County Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida.
- G. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above.

Board Initiated Strategy

- Promote the County's breaks on taxes, water and garbage for seniors

GOAL THREE

To work with citizens and neighborhoods in order to ensure quality services are delivered in a courteous and responsive manner

Objectives:

- A. To become the best county in the U.S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U.S., and through assessments by independent experts such as the Governing Magazine survey.
- B. Attain, by FY 09, a customer satisfaction rating on the value of County services of 10% over the ratings received from a baseline customer survey.
- C. Attain a customer satisfaction rating of 90% on the County's delivery of services in a courteous and responsive manner, as measured through point-of-service feedback, by FY 06.

GOAL FOUR

To build a high performance diverse professional organization

Objectives:

- A. By FY 08, maintain diversity in the workforce in all EEO-4 categories of Hillsborough County government, under the County Administrator, representative within a 10% variation when compared to the workforce census of Hillsborough County measured by data from the Human Resource Information System (HRIS).
- B. By FY 08, improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits per 100 employees unresolved at the department level by 20% as compared to the number of outstanding issues as of FY 06 determined by Human Resources and County Attorney records.
- C. Improve efficiencies and effectiveness in County services as measured by internal and external benchmarking by FY 08.
- D. Achieve and maintain, by FY 07, a human resources rating of at least an "A-", as determined by the Governing Magazine review of 40 counties.

GOAL FIVE

To provide a quality of life to citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation, in a visually pleasing and healthy community

Objectives:

Public Safety:

- A. Measure citizen satisfaction with County services that ensure public safety by means of an annual survey beginning in FY 05; based on the survey results, adopt milestones for continuous improvement.
- B. After the occurrence of a declared emergency, measure citizen satisfaction with Hillsborough County's preparedness and response by means of a survey; based on the survey results, adopt milestones for continuous improvement.
- C. In partnership with local utilities and through facility upgrades, reduce the downtime caused by electrical outages at County water and sewer treatment and pumping facilities by 15% by FY 10.
- D. In partnership with local law enforcement agencies, the per capita rate of violent crime in Hillsborough County will be the lowest of any large urban county in the State of Florida by FY 15.
- E. In partnership with law enforcement agencies, the per capita rate of property crime in Hillsborough County will be the lowest of any large urban county in the State of Florida by FY 15.
- F. In partnership with law enforcement agencies, the per capita crime ranking for Hillsborough County will be the lowest of any large urban county in the State of Florida by FY 15.
- G. By FY 15, improve the response time of Advanced Life Support personnel to arrive within 8 minutes, 90% of the time throughout unincorporated Hillsborough County -- incrementally improving the existing performance by an average of 2% per year.
- H. By FY 15, improve the response time of Advanced Life Support transport vehicles to arrive within 8 minutes, 71% of the time throughout unincorporated Hillsborough County -- incrementally improving the existing performance by an average of 2% per year.
- I. By FY 15, improve fire response time in the urban area to be within 5 minutes, 64% of the time throughout unincorporated Hillsborough County -- incrementally improving the existing performance by an average of 3.5% per year.
- J. By FY 15, improve fire response time in the rural area to be within 10 minutes, 76% of the time throughout unincorporated Hillsborough County.

Arts and Entertainment:

- K. Measure customer satisfaction with children's programming at County libraries by means of an annual survey beginning in FY 05; based on the survey results, adopt milestones for continuous improvement.
- L. In partnership with local communities, improve the Arts and Culture ranking for the Tampa- St. Petersburg-Clearwater MSA in the Bert Sperling national ranking and rating of cities from 59th to within the top 50 by FY 07.

Visually Pleasing:

- M.** Improve the physical appearance of the community as measured by an annual Quality of Life Survey beginning in FY 05 (Also in Goal 8).
- N.** Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 08 (Also in Goal 8).
- O.** Increase the percentage of code violations resolved within a 12-month period to attain a 90% resolution rate by FY 10.
- P.** Ensure projects that are zoned Planned Development (PD), which are submitted for permitting after December 2005, fully comply with the Planned Development (PD) zoning that was approved by the Board of County Commissioners. (Also in Goal 8)

Healthy Community:

- Q.** By December 2005, establish baselines and benchmarks for measuring the quality of life for senior citizens, and then improve the quality of life by 15% by FY 07.
- R.** Reduce swimming pool accidents/drownings.
- S.** A measurable objective on the health of the community, related to the County's Indigent Health Care Plan goals, will be developed after clarifying BOCC expectations in a meeting on February 2, 2005.

Sports and Recreation:

- T.** For athletic and recreation programs offered by Parks, Recreation and Conservation Department of Hillsborough County, as measured by the department's customer survey, maintain 85% customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 07.
- U.** Increase the percentage of underprivileged and hardship participants of Hillsborough County's Parks, Recreation and Conservation Department programs within Community Development Block Grant areas by 10% by FY 07.

Board-Initiated Strategies for Sports and Recreation:

- Outreach to disadvantaged children
- Swimming safety training
- Discounts for minority and underprivileged to afford programs offered
- Dance/music programs for disadvantaged children
- Improve transportation for underprivileged children to get to the facilities

Other Board Initiated Strategies:

- Come up with a better way of providing transportation for the elderly
- Expand senior services by running programs more efficiently

GOAL SIX

To improve transportation in Hillsborough County

Objectives:

- A.** Decrease the rate of preventable intersection crashes per million entering vehicles (MEV) by 5% by FY 10.
- B.** Reduce the lane miles of County Roads on the BOCC approved constrained roadway list by 15% by FY 07.
- C.** Increase the number of intersections being upgraded to accommodate growth by 50% by FY 08.
- D.** Increase the number of bike lanes by 5% by FY 10.
- E.** Reduce the preventable pedestrian accident rate per 100,000 population (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.)

Board Initiated Strategies:

- Add intersection red light cameras at deadliest intersections (will have to have legislative authority and cooperation from the Florida Department of Transportation)
- Set priority for transportation funding from the CIT and ad valorem taxes (policy discussion & development)
- Collector road traffic calming efforts

GOAL SEVEN

To effectively protect and manage our natural resources, including the conservation of the water supply to create a healthy environment in Hillsborough County

Objectives:

- A. Maintain the average per capita potable water use at 107 gallons per day in a wet weather year, 120 gallons per capita in an average rainfall year, and 130 gallons per capita per day in a dry weather year.
- B. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08.
- C. In partnership with SWFWMD and Tampa Bay Water, protect the natural water resources in the County from adverse impacts due to excessive ground and surface water withdrawals by meeting all adopted SWFWMD minimum flow levels by FY 10.
- D. Ensure water supply capacity is at least 6% greater than the service area demand by FY 08.
- E. Provide expanded protection from contamination through the permitting requirements for all the 740 potable water supply wellheads in the County by FY 07.
- F. Hillsborough County will pursue the acquisition of environmentally sensitive and significant resources by leveraging ELAPP funding with 40% non-county funding on an average gross annual basis.
- G. In partnership with the Environmental Protection Commission, increase ambient air quality in the County to meet the Federal Clean Air Standards by FY 08.
- H. Sustain the reuse of 45% of the reclaimed water supply to offset increased demands for potable water through FY 10.
- I. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 05.

GOAL EIGHT

To make Hillsborough County a desired place to live through managing growth

Objectives:

- A. Improve quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life survey, beginning in FY 05.
- B. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 08 (Also in Goal 5).
- C. Improve the physical appearance of the community as measured by an annual Quality of Life survey, beginning in FY 05. (Also in Goal 5).
- D. Ensure projects that are zoned Planned Development (PD), which are submitted for permitting after December 2005, fully comply with the Planned Development (PD) zoning that was approved by the Board of County Commissioners. (Also in Goal 5)

Board Initiated Strategies

- Citizens should have access to PGM documents online
- Have timing of development addressed in comprehensive plan (addressed at front end of approvals)
- Need to promote redevelopment strategies, including cities
- Develop policies in the comprehensive plan by 2006 that will promote a balanced and diversified land use pattern and protect agricultural land

THE BUDGET PROCESS: BIENNIAL (2-YEAR) BUDGETING

The budget process used to develop this document reflects an approach first adopted by the Board of County Commissioners (BOCC) in 1995. At that time, the BOCC approved a biennial budget process for FY 96 and FY 97. While Florida Statutes require a minimal annual process to adopt the budget, there is nothing prohibiting local governments from developing a budget plan for a second year. In this way, when it is time to legally adopt the second year of the budget plan, the process of preparing the adopted budget represents an "update" of the original plan. One of the greatest advantages of a biennial process is the literally thousands of hours of staff time that are saved in the "off" year of the process, while maintaining opportunities for public input in the update process.

The biennial budget process increasingly used by local governments varies from the process historically used by some state governments. Unlike states that use a biennial budget because the legislature meets infrequently, local government legislative bodies – councils or commissions – meet regularly and can update the second year's budget during an abbreviated update process for the second year as well as make changes during each year as unplanned circumstances arise.

The BOCC has continued this biennial process for succeeding budgets. As a result, in 1996, 1998, 2000, 2002, and 2004 the BOCC adopted biennial fiscal plans and this year the BOCC adopted a sixth biennial fiscal plan reflecting the budgets for FY 06 and FY 07.

The budget process used next year to update the FY 07 Planned Budget will include a review of revenue projections, recalculation of fund balances based on more current data and consideration of issues not known when the FY 07 Planned Budget was developed. The update process does not include resubmittal of funding requests not approved in the biennial budget for FY 06 and FY 07, but if the County's financial condition improves, consideration may be given to funding requests previously submitted as part of the biennial process.

USES OF FUNDS

The Operating Budget

A key component of the budget is the portion funding day-to-day services -- the operating budget. As explained in the *Taxpayer's Guide to the Hillsborough County Budget*, there are factors that drive up the operating budget even in times of tight resources. One is continuing population growth as shown in the section titled "Economic Indicators." A second is inflation. Fortunately, inflation appears to be remaining at a relatively low rate. In some program areas, demand for specific services far outstrips the overall population growth. Increasingly, the County continues to improve the collection of performance measures to identify these high levels of demand for County services and to track performance in meeting the demands.

The operating budget is composed of three types of expenditures: compensation, operating expenses, and equipment (also referred to as capital outlay).

Personal Services (Compensation) - This reflects salaries of elected officials, salaried and hourly employees and temporary employees. It includes overtime pay, mandatory contributions to the Florida Retirement System (FRS), social security and Medicare taxes, employee health insurance and life insurance premiums, disability insurance, workers compensation assessments and wage loss payments. This category, frequently referred to as "personal services," crosses a variety of funding sources. It covers not only the positions funded with property taxes that receive the most public attention, but also positions funded with revenue from federal and state grants and programs that are funded with user fees.

Board Policy 03.02.02.13 provides for the adjustment of pay ranges for all employees so that the County can maintain the 50th percentile in comparison to pay for public and private employers. On June 7, 2004, Hillsborough County contracted with MGT of America, Inc. to conduct a compensation and classification study. The study covered over 11,000 positions from 21 independent agencies throughout the County. The primary purpose of the study was to better align classes of positions within the County based upon job worth and to ensure that classes were properly aligned with market conditions. On September 7, 2005, the Board of County Commissioners adopted and accepted MGT of America, Inc.'s study which recommended:

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1. Changes to the current pay plans, classification structure, and pay grades.
2. Allocation of 2.5% to pay plan maintenance (market equity), and 2.5% to performance increases for FY 06 and FY 07.
3. Civil Service continues to monitor the labor market and report to the Board of County Commissioners on an annual basis.

The cost to implement the study for all Board of County Commissioner funded agencies in FY 06 will be \$3.6 million. Of this amount, \$2.0 million has been set aside in the FY 06 budget to implement the study's recommendations. A budget amendment will be necessary during FY 06 to realign this funding and an appropriation of reserves may be required to fully meet implementation requirements. The MGT of America, Inc. study will result in a 28% reduction in pay raises from 7% to 5% in FY 06 and FY 07.

The other primary component of personal services is employee benefits. The following represent the major changes to assumptions that affected this area of the budget for FY 06:

1. Retirement Contribution Rate (Regular Class) – decreased from 8.34% to 8.22%. This is in addition to a deferred compensation benefit of 2.5% which will not change in FY 06.
2. Employer Medical Insurance Contribution - Increased from \$340 to \$412 per month for single coverage and \$540 to \$612 for family coverage. This is in addition to a flexible cafeteria benefit provided to employees that remains at \$160 per month for FY 06.

In the area of staffing, the Board has adopted service standards for two programmatic areas. On June 28, 2005 the BOCC established a service standard for Code Enforcement Officers that maintains a ratio of one Officer for every 18,000 persons in the unincorporated area of the County. And in the area of law enforcement, the Board set a target ratio of 1.7 sworn deputies per 1,000 citizens. This service standard was established in FY 00.

Finally, the Board of County Commissioners has contracts with four collective bargaining units. All of these contracts are currently being renegotiated. The following represent general information on each:

American Federation of State, County and Municipal Employees (AFSCME) Local 167

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 1236

Departments covered: Aging, Animal Services, Children Services, Cooperative Extension, Fleet, Fire Rescue, Head Start, Library Services, Parks, Recreation & Conservation, Public Works, Real Estate (includes Facilities), Solid Waste and Water Resource Services.

Emergency Medical Personnel and Critical Care Technicians (EMPACCT) Local 3525

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 61

Departments covered: Fire Rescue, Public Safety.

International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 682

Departments covered: Fire Rescue.

International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 20

Departments covered: Fire Rescue.

Operating Expenses - This category reflects costs of supplies, utilities, fuel, rent, professional services contracts, etc. This category also includes funds provided by the County to support outside organizations – primarily non-profits.

Increasing federal grant awards typically increase the budget for operating expenses. Grants are subject to the "all years" budgeting technique which is discussed in detail in footnote 1. Beginning in FY 00, grants have only been reflected in the year the revenue is received. Any remaining funds at year end are tracked by grant until the grant expires or all funds are expended. This is purely a change in budget technique, not an operational issue. Organizations continue to have access to all grant funds that have been appropriated in prior years.

A factor in the increasing budget for operating expenses over the past few years has been the rental payment program for fleet in most departments funded

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with general revenues (excluding enterprise operations and grant programs). When a fleet vehicle is replaced in these departments, the Fleet Maintenance Department retains ownership of the new vehicle and the department begins paying the internal service fund an annual charge needed to replace the vehicle based on its calculated service life and projected salvage value, coupled with the projected replacement cost. The internal service fund will be able to automatically replace vehicles using accumulated rental payments. The County has modernized its fleet, taken unnecessary stand-by vehicles out of service, established minimum annual mileage standards, and cut its maintenance costs. During FY 01, fleet maintenance staff was reduced as a result of these changes.

This category includes a component referred to as “Grants and Aids” in detailed breakouts of the budget such as the table entitled “Fund Summary by Type of Expenditure.” This component of operating expenses reflects funds that the County receives but passes through to other governments. A notable example is more than \$45 million per year in Community Investment Tax proceeds that the County pays to the School Board, municipalities, and for debt on Raymond James Stadium. Another example is tax increment district revenue that the County receives but must pass on to the City of Tampa and the City of Plant City to finance their redevelopment projects. A third example is the distribution of the 9th cent gas tax revenue that the County receives from the State and then disburses, in part, to municipalities.

This component also includes payments for services to various non-profit service providers. Funding sources include general County revenues, federal Community Development Block Grants, and tourist development taxes. In addition, the payments reflect the County’s role as a regional recipient of federal grants (such as Ryan White grants that fund AIDS programs), which are passed on to providers of services in Pinellas and Pasco Counties.

Equipment - This reflects costs of fleet, data processing and other equipment such as playground and recreation equipment. A major factor in the FY 06 budget is a continuing investment in replacing worn fleet equipment and upgrading the County’s use of technology to serve our community.

Summary - The operating budget (compensation, operating expenses, and equipment) has been the focus of budget discussions in past years because it gener-

ally represented the cost of day-to-day services to County residents. To some extent, that is becoming less the case as pass-throughs account for an increasing share of the operating budget and a significant share of the annual increase in the operating budget.

With that caveat, it still represents the best focus for comparison of how the budget is changing over time, ignoring the spending down of borrowed funds for projects and the occasional fluctuations in debt service requirements resulting from debt refinancing and other activity.

The Capital Budget

A separate summary appears in the back of this document presenting details on FY 06 projects. The entire six-year capital improvement program (CIP) can be reviewed in the volume containing the **Adopted Capital Improvement Program for FY 06 – FY 11**.

The capital budget continues to reflect each year’s changes to the “all years” budget in the capital program. “All years” budgeting is possible by using a feature of the County’s financial systems software.¹

“All years” budgeting within the capital budget means that once the Board commits funds to a capital project, those funds will remain in that project until the project is completed, regardless of how many fiscal years the project may last. The unspent funds will no longer show up in the fund balance reported in the budget at the beginning of each year or in the capital budget in future years. Once a project is completed, unspent funds will become available again for appropriation.

Previously, unspent funds were estimated in fund balance and re-budgeted in subsequent years. Re-budgeting the same funds year after year overstates the impact of the budget on the community since the funds will only be spent once.

With this practice reflected in the budget, county residents and others who examine the budget should better understand how funds are allocated to capital pro-

¹ All years budgeting is a technique frequently used to account for funds that may carry over from one fiscal year to the next for a defined purpose such as a capital project or a grant program. It has not been applied to other areas of the budget where unspent funds will revert to fund balance at year end and will be available to appropriate in the next fiscal year to meet operational needs or reserve requirements. The use of this technique results in a smaller budget than would otherwise be the case.

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jects in the budget since the capital budget will reflect only new funding allocated to projects. The capital improvement program, which is described in the second budget book, will continue to reflect prior year funding for projects in addition to any funding anticipated in this budget or future budgets.

Other key points about the capital budget are:

- ✓ The capital budget continues to be largely funded with a pay-as-you-go approach including enterprise operations (water/wastewater and solid waste). The decision on whether to finance a project versus use a pay-as-you-go approach is typically made on a project-by-project basis. Explicit debt and capital policies were adopted by the BOCC in July 1998 to guide the decision-making process. In part, the policy and procedures requires the review of the capital program by the City-County Planning Commission to ensure consistency of the 6-year CIP and capital budget with the elements of the County's comprehensive land-use plan.
- ✓ Increasingly, the County is using short term financing as a tool as well as using a line of credit to cover encumbrance requirements (contractual obligations that precede the actual need for cash). These techniques optimize the County's ability to time projects to meet operational requirements while minimizing financing costs. In some cases, short term financing allows the County to use state or federal grants that would otherwise not be available if a project were delayed.
- ✓ The budget funds environmental land acquisition and protection program (ELAPP) purchases by levying an operating millage to bring the total ELAPP millage up to 0.25 mills. This pay-as-you-go approach to ELAPP will maximize the revenue available to that program as the millage levied to pay debt service on existing ELAPP bonds gradually declines. The added expenditures will be within the \$100 million limit set by voters.
- ✓ The capital program continues to reflect one percent of both the General Fund and the Unincorporated General Fund being set aside to maintain existing County facilities. Funding was appropriated in FY 06 and FY 07 at levels consistent with BOCC policy.

Debt Service

Wherever possible, existing debt has been refinanced to lower interest expense. Detail on the County's debt capacity and debt obligations will be provided in a separate section of the Adopted Budget.

Transfers

Transfers are non-economic transactions necessary within a complex accounting system, but not conveying much information when totaled. By definition, a transfer reflected as a "source" must have a counter-balancing transfer reflected as a "use." For example, a transfer from the General Fund to a specific grant is a "use" while the grant fund will show a like dollar amount as a "source."

Reserves

Reserves reflect a variety of Board actions and specific purposes. Some reserves are established as a requirement when the County borrows funds. Others are set aside to meet actuarial requirements – such as in the County's self-insured employee health insurance program. Some are created to allow the BOCC to fund contingencies that arise during the year – with the full expectation that most or all of these contingency funds could be appropriated during the year.

During FY 99, the BOCC adopted a policy that uses any excess fund balance in the County's two major operating funds to, in part, build reserves for catastrophic emergencies and set aside reserves for previously unfunded liabilities. (A third use for excess fund balance was meeting industry fleet replacement standards.)

The BOCC adopted a second policy intended to build a stabilization reserve in each of the two major operating funds over an 8-year period to 5% of expenditures (exclusive of other reserves). The 8-year target was achieved ahead of schedule as a result of strong growth in revenues. Meeting this funding target six years early recognized the importance of funding reserves when the economy is strong. The Board recognized that adding to reserves could be difficult in a future year if the economy slowed.

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THE PURPOSE OF BUDGET DOCUMENTS AND THE BUDGET PROCESS

Users of budget documents reflect a fairly wide spectrum of types and interests. Users include financial analysts who may invest in the long-term securities issued by the County from time-to-time or who may review County finances in order to rate such bond issues, and residents and business owners within the community who desire a better understanding of the services county government provides and what various taxes and fees are collected to pay for those services. Other users include researchers interested in comparing the structure of Hillsborough County's organization and finances against those of other jurisdictions; senior and mid-level County managers interested in confirming the resources allocated to their organizations (both dollars and staffing) and the expectations for their organizations in terms of mission, objectives and measures; employees and their bargaining units interested in understanding the County's allocation of priorities and finances; and perhaps numerous other groups and individuals with similar and additional interests. As explained in the following section titled "Basis of Budgeting," the formatting of a budget document does not always present the same disclosure that is required in an annual financial report. This difference recognizes the broader -- and frequently less technical -- audience served by budget documents. Disclosures are presented to assist those who use both budgets and financial reports to reconcile the differences.

The Government Finance Officers Association of the United States and Canada (GFOA) has long recognized the diversity of interests in budget documents and structured a program to strengthen the ability of state and local governments to meet these needs. Hillsborough County is pleased to have regularly received GFOA's recognition for meeting the various criteria intended to meet these needs through the budget documents it prepares, including the **Taxpayers' Guide**, which won a GFOA Award for Excellence in 1993 and which served as a model for a variety of governments throughout North America. More importantly, however, is the ability of Hillsborough County to satisfy questions that might not otherwise be answered because not every user will take the time to call, write, or e-mail County staff. Poor communication through budget materials can lead to suspicions that could undermine a critical referendum, influence an election, reduce cooperation, or delay an action.

Several years ago, a group was formed to develop recommended budget practices for state and local governments. Comprised of representatives of a variety of organizations including elected officials, managers/administrators, unions, and appointed staff, the National Advisory Council on State and Local Budgeting (NACSLB) developed a series of 59 recommended practices. The NACSLB intentionally stopped short of declaring the recommendations to be "standards" by recognizing that some jurisdictions may never be able to adopt each recommendation. Overall, the practices reflect a framework that encompasses planning, development, implementation, and evaluation of a budget. The 59 practices are organized into the following 4 principles and 12 elements:

Principle 1: Establish Broad Goals to Guide Government Decision Making

- ✓ Element 1: Assess Community Needs, Priorities, Challenges, and Opportunities
- ✓ Element 2: Identify Opportunities and Challenges for Government Services, Capital Assets, and Management
- ✓ Element 3: Develop and Disseminate Broad Goals

Principle 2: Develop Approaches to Achieve Goals

- ✓ Element 4: Adopt Financial Policies
- ✓ Element 5: Develop Programmatic, Operating and Capital Policies and Plans
- ✓ Element 6: Develop Programs and Services that are Consistent with Policies and Plans
- ✓ Element 7: Develop Management Strategies

Principle 3: Develop a Budget Consistent with Approaches to Achieve Goals

- ✓ Element 8: Develop a Process for Preparing and Adopting a Budget
- ✓ Element 9: Develop and Evaluate Financial Options
- ✓ Element 10: Make Choices Necessary to Adopt a Budget

Principle 4: Evaluate Performance and Make Adjustments

- ✓ Element 11: Monitor, Measure, and Evaluate Performance
- ✓ Element 12: Make Adjustments as Needed

Many of the NACSLB recommendations address processes that should be used, rather than information that can be disclosed in a budget document. Hillsborough County monitored development of the draft recommendations prior to their being finalized in 1998, and many

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of the practices are currently in place, based on a self-assessment. For example, a set of comprehensive financial policies developed and then approved by the Board of County Commissioners in July 1998 reflected examination of draft NACSLB recommendations. Where possible, common language has been incorporated.

The County has been reporting performance measures for many years; however, in December 2003 a verification process was initiated in an effort to raise the level of data integrity. Departments are randomly selected for review and selected measures are evaluated for the accuracy and accessibility of the data as well as the effectiveness of the method of data collection.

The County's long range plans for quality programs and improved performance measurement will address recommended budget practices that are not currently in place. Additional information on the NACSLB recommended budget practices is available through GFOA's web site at www.gfoa.org or by calling (312) 977-9700.²

The Basis of Budgeting

For the most part, governmental accounting and financial reporting are conducted consistent with "Generally Accepted Accounting Principles" -- commonly referred to as "GAAP." Financial readers are typically familiar with a concept known as the "basis of accounting," which describes the measurement method used in accounting for financial transactions. Examples include cash accounting, modified accrual accounting, and accrual accounting.

Hillsborough County uses the GAAP basis of accounting. Governmental funds reflect a modified accrual basis of accounting. Revenues are recorded when they become both measurable and available to pay liabilities of the current period. Expenditures are recorded when a liability is incurred with certain limitations. Proprietary funds use an accrual basis of accounting that is more similar to that used by private businesses. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. At the end of each year, all budget appropriations lapse along with out-

² Other participating organizations in the NACSLB included the International City/County Management Association, the National League of Cities, the National Association of Counties, the National Conference of State Legislatures, the U.S. Conference of Mayors, the Council of State Governments, the Association of School Business Officials International, the American Federation of State, County & Municipal Employees, and the Service Employees International Union, as well as several academic and industry representatives.

standing encumbrances.³ Funds may be reappropriated in the subsequent fiscal year after review by the Management and Budget Department and approval by the Board of County Commissioners (BOCC).⁴

There is no requirement that Hillsborough County's budget be prepared consistent with GAAP. However, the comparison of (final) budget to actual revenues and expenditures in a subsequent *Comprehensive Annual Financial Report* (CAFR) requires a reconciliation of the budgetary basis to GAAP basis. Therefore, ***the County budget is prepared, for the most part, to be consistent with GAAP to minimize the degree of reconciliation needed to compare the budget to actuals.*** How the budget is prepared is labeled either the "basis of budgeting" or the "budgetary basis of accounting." These terms may be used interchangeably.

Several key differences should be disclosed to assist in reconciling between the basis of budgeting used to develop Hillsborough County's budget documents, and the basis of accounting that is reflected in the County's CAFR prepared by the Clerk of Circuit Court as the County's Chief Financial Officer. The primary differences include the budgets for the Sheriff's Law Enforcement Fund, the Property Appraiser's Property Assessment Fund, the Clerk of Circuit Court's Court System and Accounting Fund, and the Tax Collector's Tax Collection Fund, which are prepared on a basis of budgeting that differs from GAAP. These budgets reflect transfers of funds from the General Fund and other BOCC funds. The CAFR excludes these transfers, but does present the account structure for the funds maintained by these Constitutional Officers in their independent accounting systems. The budget, therefore, shows the collection of the tax revenues used to fund Constitutional Officers and the General Fund reflects the transfer of funds for those budgets. Any unspent funds at year end are shown as "other non-revenue sources" in the General Fund. The following table depicts FY 04 revenues and other financing sources and expenditures and other financing uses associated with those funds that are not included in the County's budget document.

³ An encumbrance represents a commitment for future expenditures based on a purchase order or contract that has been issued, and where goods or services have been ordered but not received.

⁴ Additional disclosure of GAAP accounting may be found in the "Notes to the Financial Statements" provided in the County's *Comprehensive Annual Financial Report*.

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Funds included in CAFR but not in Budget		
(in thousands)		
	Revenues	Expenditures
Sheriff's Law Enforcement Fund	\$277,708	\$277,708
Sheriff's Special Use Rev. Fund	1,904	1,904
Sheriff's Jail Inmate Canteen Fund	4,956	4,407
Tax Collector's Tax Collection Fund	30,513	30,513
Property Appraiser's Property Assessment Fund	11,175	11,175
Supervisor of Elections' Elections Fund	6,563	6,563
Clerk of the Circuit Court's Court System & Accounting Fund	53,852	53,852
Clerk of the Circuit Court's Public records Modernization Fund	2,100	143

With the Sheriff's Law Enforcement Fund and the Clerk of Circuit Court's Fund, there may be a difference between the basis of budgeting and GAAP in the treatment of certain capital leases related to equipment purchases. On a budgetary basis only the current year's payments are appropriated and these amounts are classified as capital outlays, general governmental expenditures, or public safety expenditures. On a GAAP basis, the full obligation is recognized and the debt service payments are recorded as appropriate.

With the Sheriff's Law Enforcement Fund, there is a difference between the basis of budgeting and GAAP in the treatment of certain grants. On a budgetary basis, cost reimbursement type grant revenues and expenditures are netted. On a GAAP basis, revenues and expenditures from these grants area presented at gross amounts in the financial statements.

With the Property Appraiser's and Tax Collector's Funds, there is a difference between the basis of budgeting and GAAP in the treatment of excess fee distributions to entities outside of the County's reporting entity. On a budgetary basis, the distribution of excess fees to these entities is reported as an "other financing use." On a GAAP basis, these distributions are reported as expenditures because there is a reduction in the net financial resources of the County.

This BOCC budget does not disclose the fund structure maintained by the Sheriff, Clerk, Property Appraiser, or Tax Collector, including an unbudgeted Inmate Canteen Fund used by the Sheriff and a fee-based budget maintained by the Clerk which uses funds that do not pass through the BOCC budget. The Property Appraiser and Tax Collector receive revenues directly

from other taxing authorities and disperse unspent funds at year end according to their source. Other elected officials (State Attorney, Public Defender, and 13th Judicial Circuit) receive significant funding from the state of Florida. Those state funds are not reflected in the County budget or in the CAFR.

A second significant difference is the treatment of proprietary funds, an accounting classification which includes both internal service funds (used to maintain the County's fleet, provide employee health insurance, collect and disperse workers' compensation payments, and provide risk management) and enterprise funds (used to manage the water and wastewater system and to manage the solid waste system). These funds are presented in the same format used for the majority of County funds (known as governmental funds) which present revenues and other sources, equaling expenditures and reserves. This budgetary presentation allows various revenues and expenditures to be presented in a consistent format without regard to the fund type and how accounting standards will require them to be presented.

The CAFR presents the proprietary funds in a format that breaks out operating revenues and operating expenses to determine operating income prior to considering non-operating revenues and expenses.

The adopted budget reflects a management plan for financial activity. It is subsequently revised during the year to reflect revisions in that plan such as increases or decreases in specific grants awarded to Hillsborough County, the appropriation of contingency reserves by the BOCC to address issues not known at the time the budget was adopted, and shifts in funding based on capital projects needs as project costs are refined. As such, the revisions recognize the need to revise a financial plan to be consistent with newer and better information, and to allow the management plan to change accordingly.

Under GASB Statement 34, the CAFR reflects both the adopted budget and the final revised budget which includes amendments that occur after the completion of the fiscal year as final transactions are posted to the fiscal year on a modified accrual or accrual accounting basis. These final amendments reflect proper recording of financial activity rather than a change in management plan. Budget documents, therefore, typically disclose historical actuals – both actual revenues and other sources, and actual expenditures and other uses

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– rather than revised budgets that may not truly reflect the management plan.

The budget presents organizational summaries without differentiating the level of control the BOCC may exercise over individual organizations. Departments and other offices under the County Administrator face the highest level of control through the direct reporting relationship of the County Administrator to the BOCC. Constitutional Officers – particularly the Sheriff and Supervisor of Elections – receive the least control over their budgets with control being primarily limited to level of funding. The Sheriff, Clerk, Tax Collector and Property Appraiser each maintain independent accounting systems.

Organizations that report to appointed or elected commissions (Planning Commission, Environmental Protection Commission, Civil Service Board, etc.) are subject to less direct control over services, but the BOCC may influence services as well as determine funding. Statutory provisions determine the level of independence of each organization.

From time to time, new financial reporting requirements may be imposed on governments by the Governmental Accounting Standards Board (GASB) that redefines what is referred to as GAAP. The accounting/reporting changes may not be reflected in the budget, resulting in a greater difference between the budget and what is ultimately reported in the CAFR. A good example is GASB Statement No. 31, which requires accounting and financial reporting for changes in the fair market value of certain investments. Hillsborough County's budget does not attempt to estimate how the value of investments may change from one year to the next, although it does reflect assumptions about interest earnings. Similarly, the budget does not anticipate changes in the accrual of compensated absences – i.e., sick leave, vacation, or other forms of administrative leave. Hillsborough County has frequently covered this unbudgeted liability by absorbing the cost of pay-outs when employees leave by keeping a position vacant long enough to offset the cost.

BUDGET SOURCES AND USES OF FUNDS

SOURCES	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Fund Balance Begin Of Year	\$598.3	\$553.3	\$585.9	\$580.7
Revenue:				
Ad Valorem Taxes	531.9	612.2	702.2	760.2
Other Taxes	236.7	250.8	275.8	286.2
Licenses And Permits	18.6	17.9	22.0	22.5
Intergovernmental Revenue	226.9	215.6	228.6	233.8
Charges For Services	436.0	429.7	472.0	493.0
Fines And Forfeits	5.0	2.4	3.8	3.9
Misc. Revenue (includes interest)	<u>94.3</u>	<u>97.5</u>	<u>93.4</u>	<u>91.6</u>
Total Revenue	1,549.4	1,626.2	1,797.8	1,891.2
Transfers	751.3	757.7	879.1	876.8
Other Non-Revenues	298.2	64.7	244.7	269.6
Less 5% Required By Law	<u>0.0</u>	<u>(51.7)</u>	<u>(57.8)</u>	<u>(61.3)</u>
TOTAL AVAILABLE	\$3,197.2	\$2,950.2	\$3,449.8	\$3,557.0
USES				
Operating Budget:				
Compensation	\$569.8	\$606.6	\$666.3	\$719.2
Operating Expenses	683.3	718.4	787.1	824.4
Equipment	<u>50.7</u>	<u>58.5</u>	<u>75.7</u>	<u>62.0</u>
Total Operating Budget	1,303.7	1,383.5	1,529.2	1,605.5
Capital Budget (net of reserves)	150.8	262.2	334.5	261.8
Debt Service	313.0	98.8	167.2	204.4
Transfers	751.3	757.7	879.1	876.8
Reserves and Refunds:				
Operating	2.3	430.2	532.9	568.9
Capital	0.0	<u>(19.9)</u>	<u>(19.4)</u>	12.7
Debt	<u>0.0</u>	<u>37.7</u>	<u>26.3</u>	<u>26.9</u>
Total Reserves and Refunds	2.3	447.9	539.8	608.6
TOTAL USES	\$2,521.1	\$2,950.2	\$3,449.8	\$3,557.0

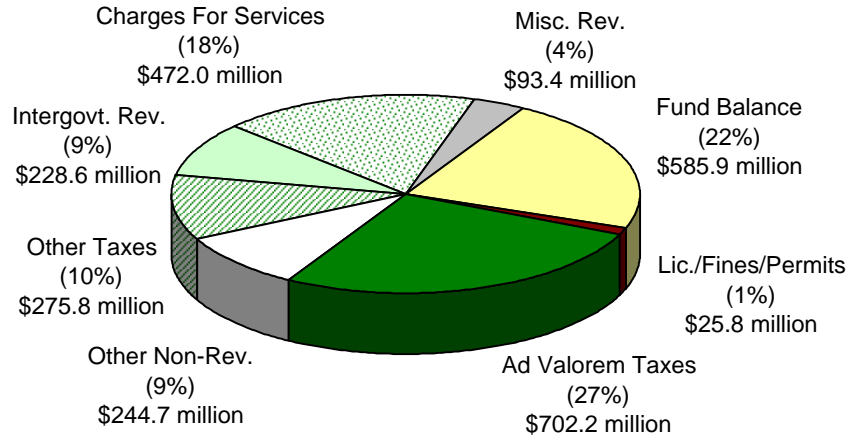
Detail may not add to totals because of rounding.

Amounts expressed in millions of dollars, rounded to the nearest one hundred thousand.

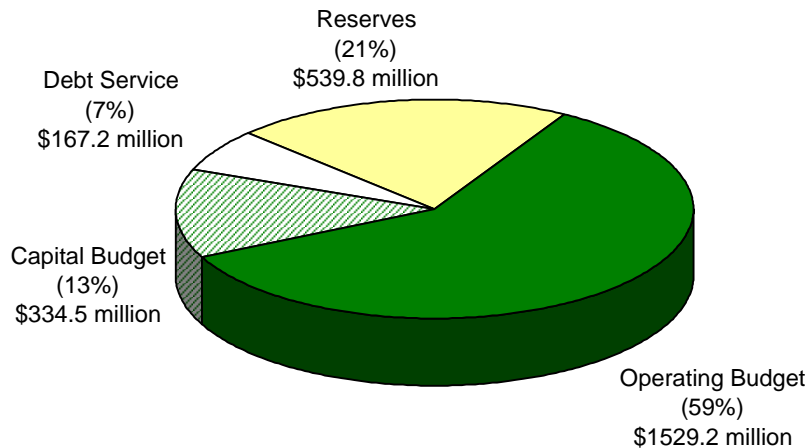
Note: In FY 00 the County implemented an all years budget process for capital projects. This means that beginning in FY 00 the current year's budget will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted. Prior year funding will remain with the project until completion and will not need to be reappropriated every year.

BUDGET SOURCES AND USES OF FUNDS

WHERE THE MONEY COMES FROM (SOURCES) FY 06 - ALL FUNDS



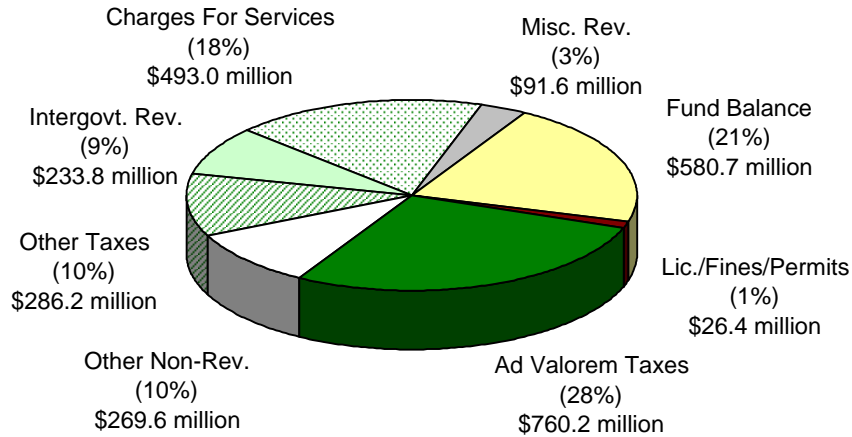
WHERE THE MONEY GOES (USES) FY 06 - ALL FUNDS



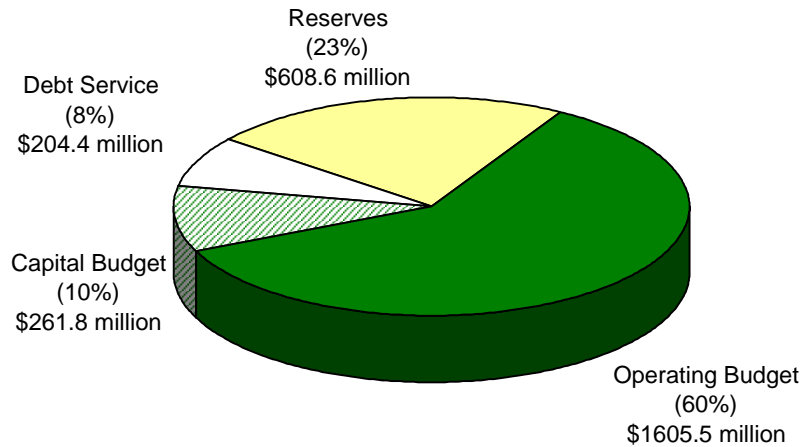
Note: Sources and Uses shown above exclude \$879.1 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

BUDGET SOURCES AND USES OF FUNDS

WHERE THE MONEY COMES FROM (SOURCES) FY 07 - ALL FUNDS



WHERE THE MONEY GOES (USES) FY 07 - ALL FUNDS



Note: Sources and Uses shown above exclude \$876.8 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

FY 06 & FY 07 BUDGET SUMMARY

Fiscal Year	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	7.2922	7.2722	7.0097	7.0030
Library District ⁽²⁾	0.6423	0.6423	0.6923	0.6923
General Purpose MSTU ⁽³⁾	5.1076	5.1019	5.1980	5.1956
VALUE OF 1 MILL (In Millions of \$) ⁽⁴⁾				
Countywide	\$50.6	\$55.7	\$64.6	\$69.9
Library District	48.3	53.2	61.8	66.8
Unincorporated	30.0	33.6	39.4	42.8
BUDGET SUMMARY (In Millions of \$)				
Operating	\$1,303.7	\$1,383.5	\$1,529.2	\$1,605.5
Capital (net of reserves) ⁽⁵⁾	150.8	262.2	334.5	261.8
Debt Service	313.0	98.8	167.2	204.4
Reserves & Refunds ⁽⁵⁾	2.3	447.9	539.8	608.6
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$2.1	\$2.5	\$2.6	\$2.8
County Administrator	720.2	777.3	850.3	900.7
County Attorney	7.9	8.9	9.0	9.6
Elected Officials	345.8	341.8	386.7	399.8
Judicial	19.2	8.7	10.9	9.6
Guardian Ad Litem	0.4	0.4	0.5	0.5
Boards, Commissions & Agencies	24.6	24.9	26.5	27.8
Non-Departmental	<u>183.5</u>	<u>218.8</u>	<u>242.7</u>	<u>254.7</u>
	\$1,303.7	\$1,383.5	\$1,529.2	\$1,605.5
CAPITAL BUDGET (In Millions of \$)				
Fire	4.1	7.0	5.0	1.6
Governments Facilities	20.7	40.1	80.6	28.2
Libraries	5.2	8.3	3.4	1.3
Parks	15.2	25.3	22.9	23.0
Solid Waste	0.9	2.7	53.6	53.8
Stormwater	11.7	4.9	3.8	3.8
Transportation	54.3	60.3	61.1	38.3
Water/Wastewater & Reclaimed Water	28.3	97.6	91.8	101.9
Other Non-CIP	<u>10.3</u>	<u>16.0</u>	<u>12.3</u>	<u>9.8</u>
	\$150.8	\$262.2	\$334.5	\$261.8

Detail may not add to totals because of rounding

Note: In FY 00 the County implemented an all years budget process for capital projects (see glossary for definition of all years budget process).

⁽¹⁾ See the pages entitled Millage Comparison for an explanation of countywide millage rates.

Includes millage levies for debt service.

⁽²⁾ Includes properties within the City of Tampa and the unincorporated areas of the County.

⁽³⁾ Unincorporated area - includes Parks General Obligation millage.

⁽⁴⁾ Based on Property Appraiser taxable assessed values as of July 1 for FY 04, FY 05 and FY 06. FY 07 are estimates.

⁽⁵⁾ Reserves are budgeted but not expended. Actual expenditures for the operating budget, capital budget, or debt service may include drawdown of reserves. Actual expenditures shown in previous years reflect refunds.

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$1,909,877	\$2,061,648	\$2,130,048	\$2,267,884
County Internal Performance Auditor	212,525	461,275	477,229	497,961
TOTAL BOARD OF COUNTY COMMISSIONERS	2,122,402	2,522,923	2,607,277	2,765,845
COUNTY ATTORNEY	7,872,611	8,889,415	9,002,745	9,618,583
COUNTY ADMINISTRATOR				
Administrative Services Section	630,514	442,398	0	0
Aging Services	17,136,976	18,491,315	19,127,114	20,091,861
Animal Services	6,690,650	7,289,700	7,834,195	8,360,112
Children's Services	36,705,200	40,257,883	41,490,118	42,827,758
Communications Department	4,308,148	4,775,631	4,363,198	4,337,812
Community Liaison Section	2,858,722	2,340,274	2,422,863	2,489,079
Consumer Protection & Professional Responsibility	716,510	1,308,877	1,473,637	1,566,486
Cooperative Extension	1,454,748	1,708,375	1,752,497	1,820,462
County Administrator	1,298,260	1,499,131	3,714,872	3,990,442
Debt Management	712,981	775,384	787,352	843,182
Economic Development	1,992,567	1,895,789	2,054,226	2,261,048
Equal Opportunity Administrator	251,855	366,811	373,010	391,873
Fire Rescue	72,878,086	74,604,087	92,749,582	101,137,810
Fleet Management	22,383,101	21,832,422	27,953,419	28,566,998
Health & Social Services	127,177,454	144,758,901	146,308,010	149,658,460
Housing & Community Code Enforcement	15,608,749	18,397,359	20,482,253	21,089,571
HIPAA Compliance Office	0	0	532,787	550,592
Human Resources	4,023,561	5,216,209	5,331,277	5,581,116
Information & Technology Services	18,297,055	20,134,023	20,168,189	19,720,151
Library Services	27,595,447	31,687,507	33,772,556	36,596,290
Management & Budget	2,442,624	2,961,363	2,797,879	3,002,129
Medical Examiner	3,894,969	3,883,958	4,122,357	4,601,005
Neighborhood Relations	607,392	690,305	720,726	736,958
Office of Public Affairs	323,725	368,061	0	0
Office of Quality Services	331,994	341,342	0	0
Parks, Recreation & Conservation	39,841,198	43,869,066	48,184,007	52,585,289
Planning & Growth Management	26,597,889	29,755,620	35,437,081	36,068,960
Public Safety	11,049,924	12,845,586	14,587,879	14,542,230
Public Works	66,632,185	73,337,946	84,050,005	89,531,890
Purchasing Department	2,299,469	2,511,491	2,740,974	2,837,303
Real Estate	27,186,264	29,964,964	29,413,865	30,185,827
Section 8 US Housing Act; Weed & Seed	13,030,999	0	0	0
Solid Waste Management	60,410,447	64,706,945	68,646,280	72,426,599
Water Resource Services	103,300,281	114,790,043	128,866,542	143,624,962
Water Resources Team	616,416	451,216	0	0
TOTAL COUNTY ADMINISTRATOR	721,286,360	778,259,982	852,258,750	902,024,255

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
ELECTED OFFICIALS				
BOCC Judicial Services Cost	3,504,960	165,500	170,000	175,000
Clerk of the Circuit Court	26,553,196	16,135,475	21,491,518	18,185,548
Property Appraiser	10,408,050	11,147,300	11,755,362	12,335,660
Public Defender	1,530,068	843,002	598,003	550,576
Sheriff's Office	274,750,289	283,734,896	314,846,241	329,772,220
State Attorney Part I	1,082,628	675,198	717,530	747,811
State Attorney Part II (Victim Assistance)	2,121,993	2,329,459	2,383,975	2,539,345
Supervisor of Elections	6,670,466	4,102,221	8,408,471	7,033,936
Tax Collector	18,993,165	22,117,658	25,941,728	28,042,179
Value Adjustment Board	539,189	562,282	373,468	403,141
TOTAL ELECTED OFFICIALS	346,154,004	341,812,991	386,686,296	399,785,416
JUDICIAL BRANCH (ADMIN OFC OF COURTS)	19,898,748	8,746,455	10,917,940	9,646,239
GUARDIAN AD LITEM	383,531	442,059	479,533	494,193
BOARDS, COMMISSIONS & AGENCIES				
Charter Review Board	0	56,101	0	0
Civil Service Board	2,295,147	2,572,858	2,776,756	2,903,574
Environmental Protection Commission	14,194,542	14,312,976	15,492,083	16,218,638
Law Library Board	521,321	491,154	499,388	500,088
Legislative Delegation	197,569	216,658	229,923	244,107
Metropolitan Planning Organization	1,599,419	1,070,886	1,108,292	1,108,292
Planning Commission	5,579,207	5,960,419	6,178,263	6,584,604
Soil & Water Conservation Board	220,651	239,574	255,042	270,282
TOTAL BOARDS, COMMISSIONS	24,607,856	24,920,626	26,539,747	27,829,585
NON-DEPARTMENTAL				
Capital Improvement Program Projects*	135,590,344	241,890,229	323,140,089	251,998,693
Debt Service Accounts	315,259,805	98,951,803	167,275,680	204,499,121
Governmental Agencies	76,697,157	79,818,006	85,859,362	85,941,551
Major Maintenance & Repair Program	8,153,219	15,504,390	6,738,861	8,259,262
Non-Departmental Allotments	89,664,222	121,576,397	135,946,256	144,852,866
Nonprofit Organizations	20,128,303	21,214,122	23,393,425	23,916,348
TOTAL NON-DEPARTMENTAL	645,493,050	578,954,947	742,353,673	719,467,841
TRANSFERS, RESERVES & REFUNDS				
Reserves and Refunds	2,006,540	447,925,202	539,823,054	608,582,749
Intrafund Transfers	383,728,908	337,962,969	353,706,020	388,739,263
Interfund Transfers	367,538,256	419,771,235	525,392,689	488,029,588
TOTAL TRANSFERS, RESERVES & REFUNDS	753,273,704	1,205,659,406	1,418,921,763	1,485,351,600
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	\$2,521,092,266	\$2,950,208,804	\$3,449,767,724	\$3,556,983,557

*Excludes funding for Capital Projects under the specific control of various operating departments.

BUDGET BY PROGRAM

The following charts provide a graphic presentation of the County's budget by program. Program categories reflected in this document are defined by the State of Florida, and those definitions have been redefined somewhat over time. To the extent they are similarly applied by local governments, they provide information that can be compared from jurisdiction to jurisdiction. A breakout of the budget by program allows an assessment of the priorities that are reflected in this budget. Such a presentation allows the reader to see how much of the budget has been allocated to a particular purpose regardless of which organization provides the service.

Three charts are provided: The first chart provides an overview across all funding sources. While it provides the most global picture of priorities, the Board of County Commissioners may have little or no discretion in how some funding sources are allocated to programs. For example, gasoline tax revenue may be only allocated to the transportation program. A grant for services to the elderly may be only allocated to human services. Self-funded operations such as the County's water/wastewater enterprise and solid waste enterprise pay their way through user fees and charges. The revenue generated by these "physical environment" services is not available for any other use.

The remaining charts provide an overview for a smaller portion of the budget: the two major operating funds – each of which rely primarily on property taxes. These funds are the Countywide General Fund and the Unincorporated Area General Fund.

- ✓ *The **All Funds** chart provides a picture of total existing program funding.*
- ✓ *The **Countywide General Fund** chart and the **Unincorporated Area General Fund** chart each provide information on where tradeoffs may be most easily made between programs. A reallocation of these discretionary funds would subsequently change the **All Funds** chart to reflect the new priorities.*

In preparing the charts, certain components of the budget have been excluded. All charts exclude reserves. Reserves are non-recurring components of the budget that cannot be used to meet recurring program needs. Reserves are required for several reasons: for bond

financing requirements, to accumulate funds for repair and replacement of existing assets, or to provide stop-gap funding in the event of a revenue shortfall or unanticipated cost.

All charts also exclude administrative or "general government" costs. Some of these costs are legally required while others are discretionary. Legal requirements include the commission paid to the Tax Collector for collecting County taxes, County Commissioners' salaries, the Property Appraiser's budget approved by the Florida Department of Revenue, and funding to other governments required by the referendum that approved the Community Investment Tax (a local option sales tax). Major components of general government are presented in the tables that follow the charts. Both discretionary and legal requirements are needed to support the direct services to citizens reflected in the various programs shown in each chart.

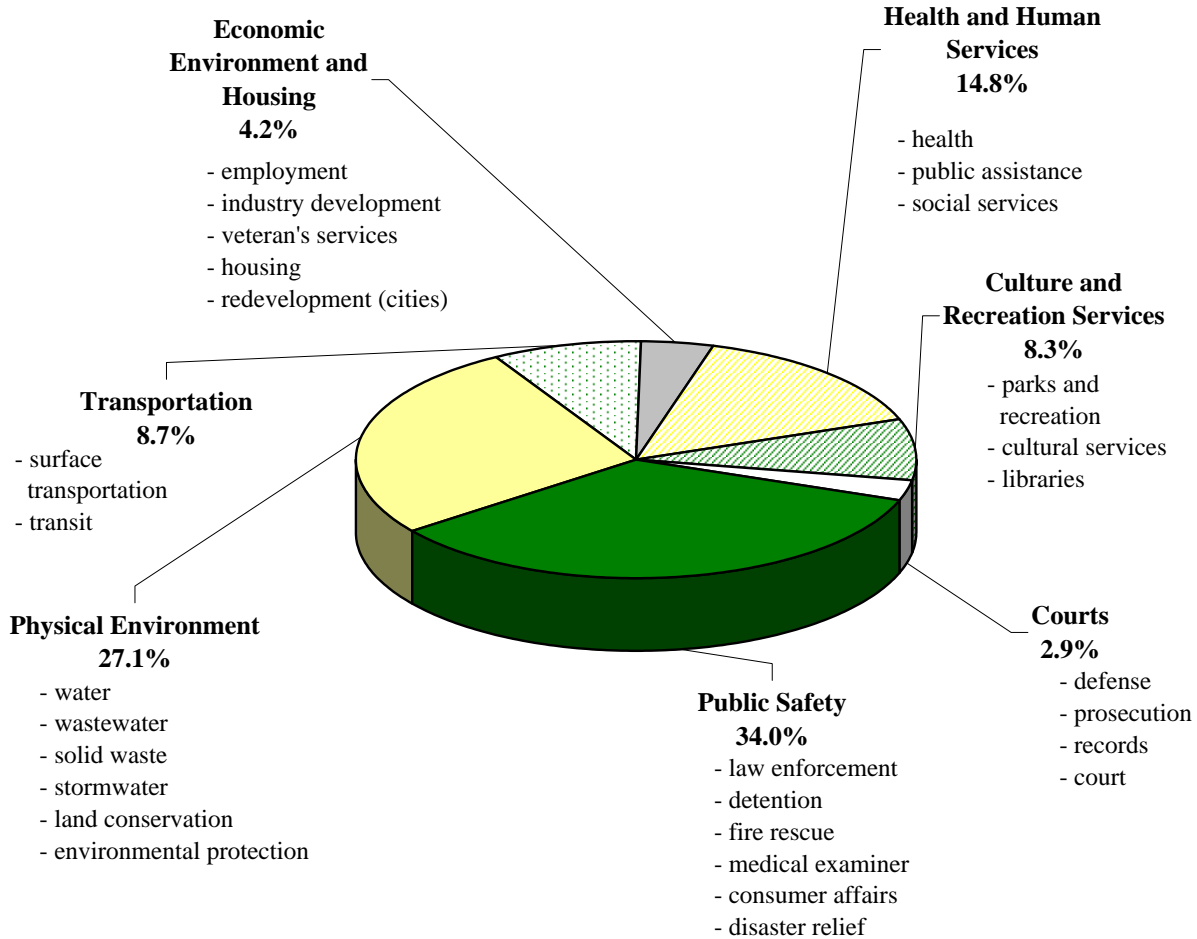
The presentation in these charts is not intended to suggest that changes cannot be made in administrative (general government) areas of the budget, but such changes may impact the delivery of numerous direct services in other program areas. For example, a reduction in the allocation of funding to financial services in order to shift funding from the general government program to the transportation program could result in slower payment processing to not only the expanded transportation program, but also to all other existing programs. A shift in property tax funding from, for example, an economic environment program to transportation is more feasible, since it would be unlikely to impact any other programs.

*Because of the difference in dollar value of the three charts, a reallocation of priorities in either of the tax funds charts would have a smaller impact in shifting priorities in the **All Funds** chart.*

For example: To increase the 8.7% allocation to transportation in the **All Funds – FY 06** chart by one percentage point to 9.7% would require an added \$14.7 million increase in transportation funding. A \$14.7 million shift to transportation in the **Unincorporated Area General Fund** would require a 5.1 percentage point shift in priorities from one or more other program areas to transportation, since each percentage point shift in that fund equals about \$2.9 million.

**BUDGET BY PROGRAM
ALL FUNDS**

**Allocation of County Funds by Citizen Program:
All Funds - FY 06**

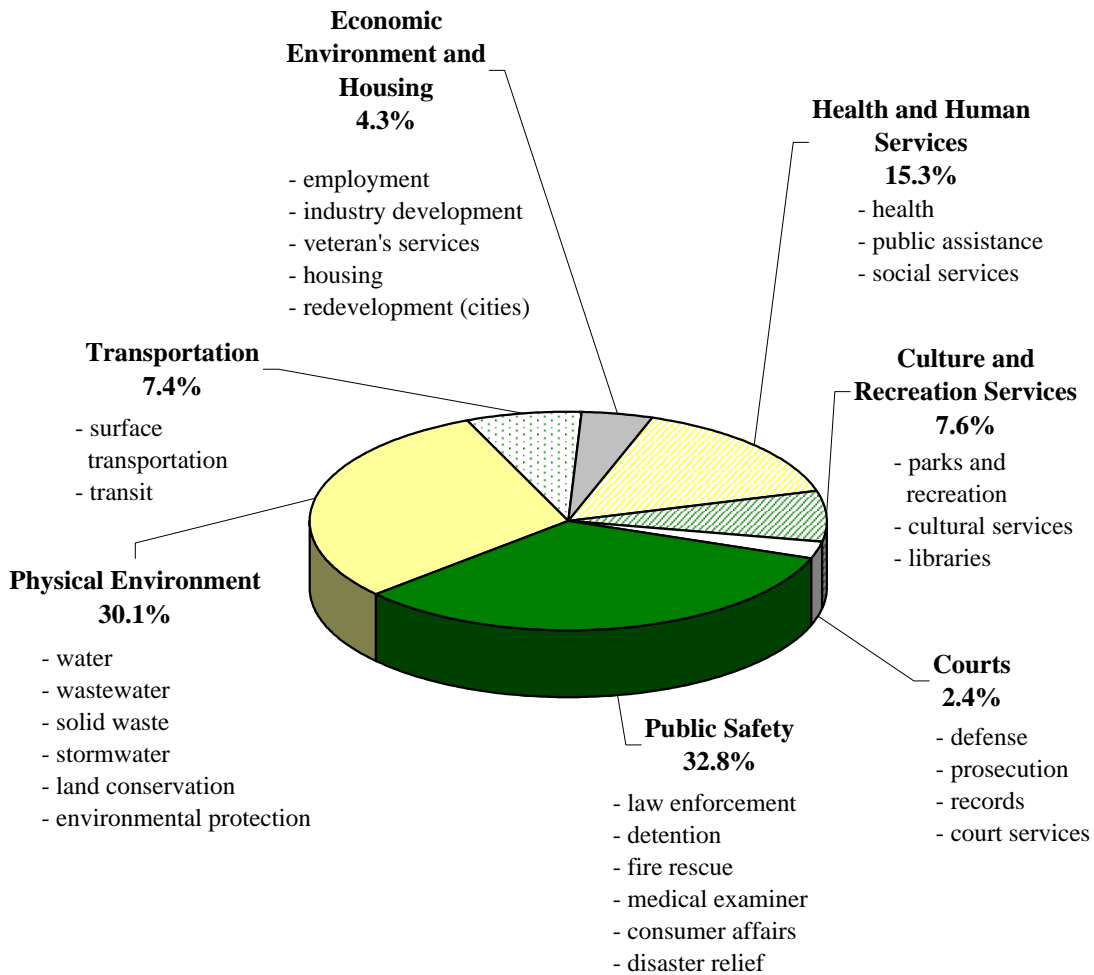


**Each 1% equals \$14.7 million.
Total funding equals \$1,474.0 million.**

Note: This schedule includes all County funds, including both unrestricted (property tax) funds and restricted funds.

**BUDGET BY PROGRAM
ALL FUNDS**

**Allocation of County Funds by Citizen Program:
All Funds - FY 07**

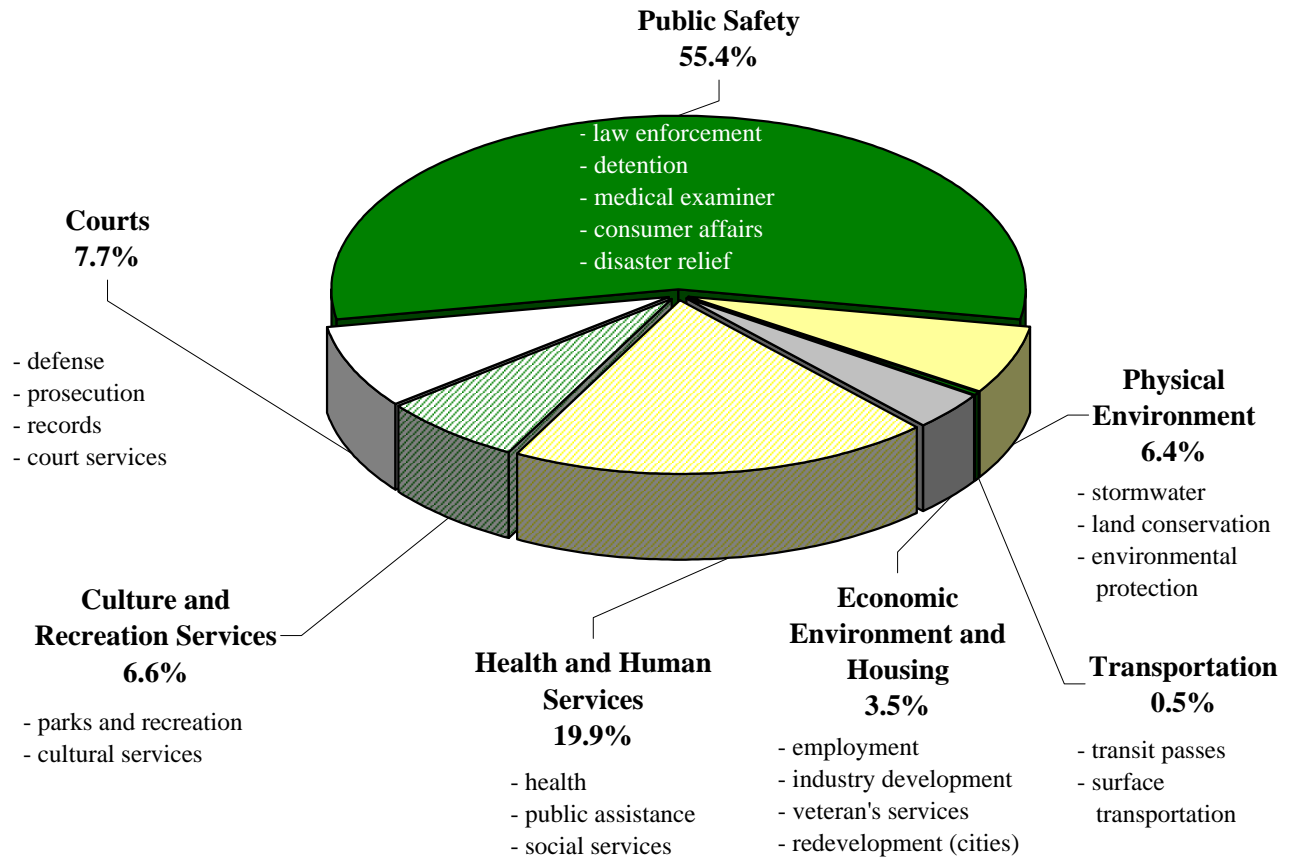


**Each 1% equals \$14.7 million.
Total funding equals \$1,465.1 million.**

Note: This schedule includes all County funds, including both unrestricted (property tax) funds and restricted funds.

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

**Allocation of County Funds by Citizen Program:
Countywide General Fund - FY 06**

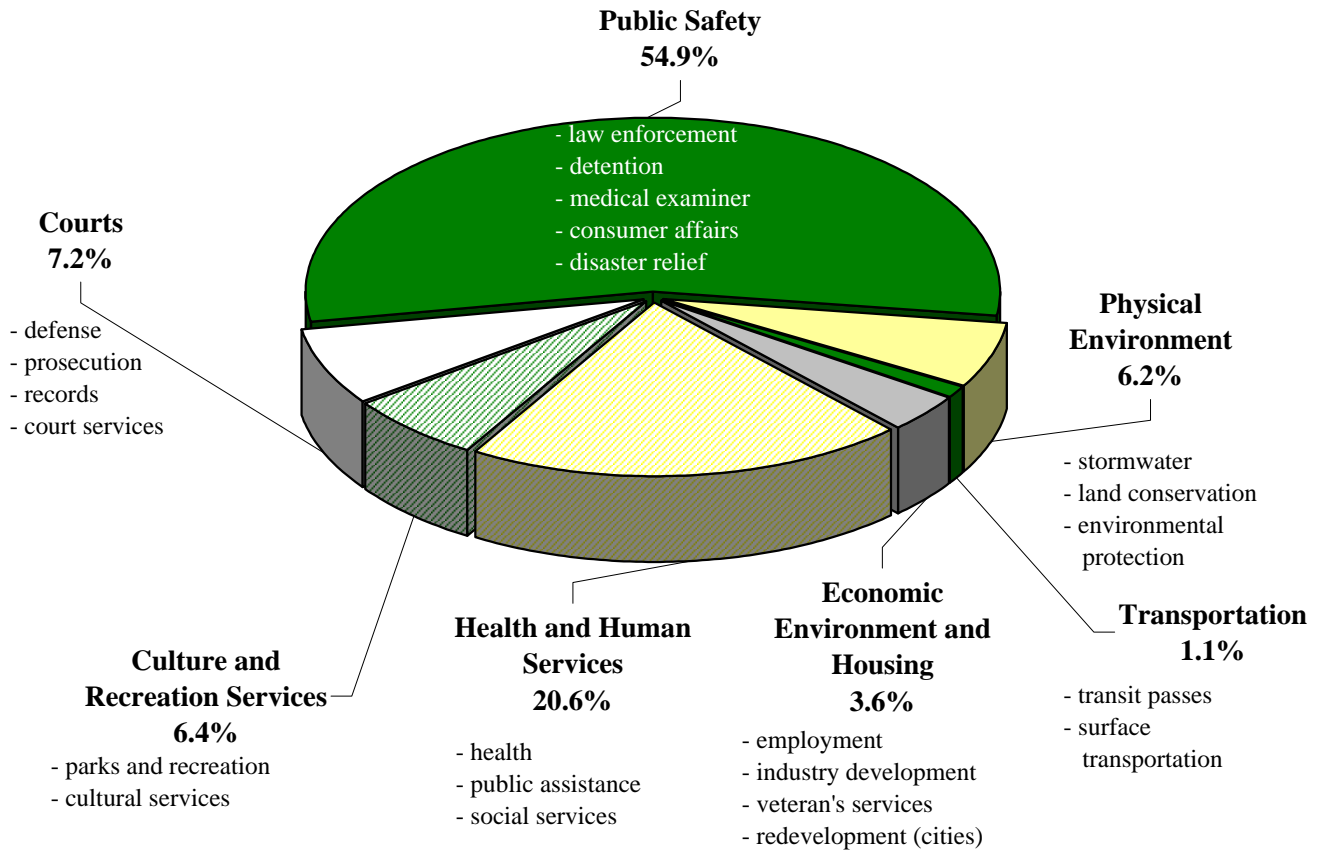


**Each 1% equals \$3.9 million.
Total funding equals \$392.7 million.**

Note: Transfers from this fund to other funds have been included in this presentation. They have been incorporated into the appropriate programs.

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

**Allocation of County Funds by Citizen Program:
Countywide General Fund - FY 07**

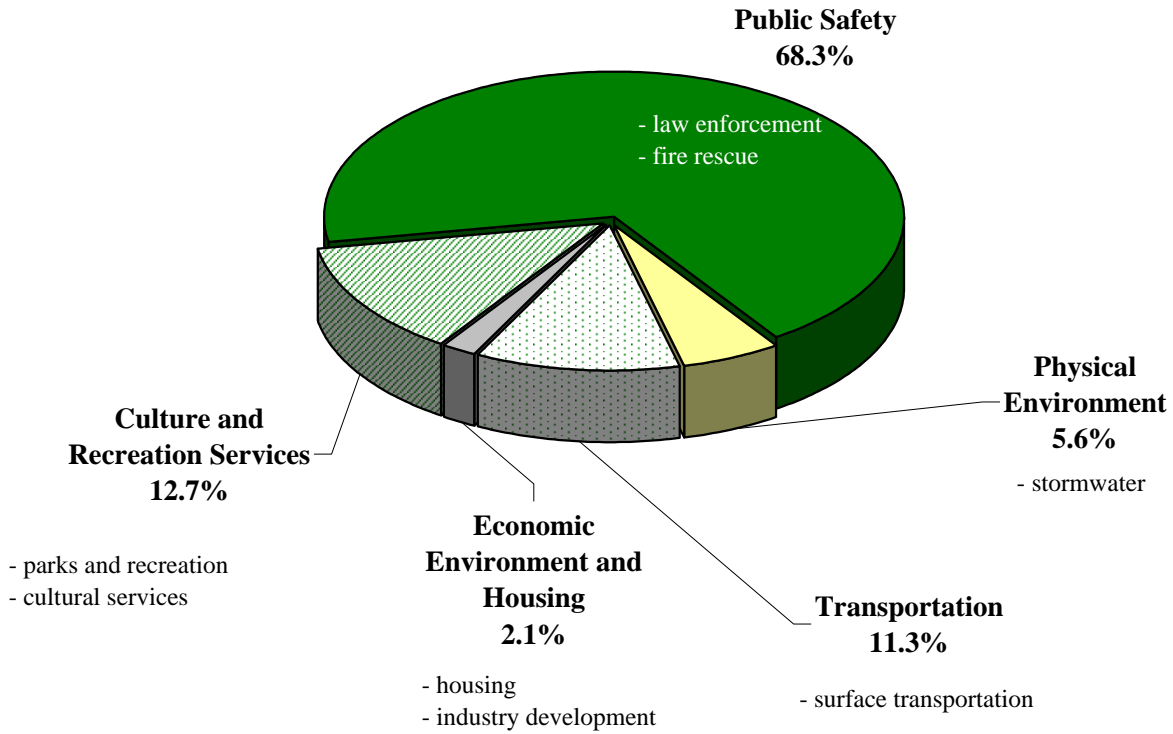


**Each 1% equals \$4.1 million.
Total funding equals \$414.2 million.**

Note: Transfers from this fund to other funds have been included in this presentation. They have been incorporated into the appropriate programs.

**BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND**

**Allocation of County Funds by Citizen Program:
Unincorporated Area General Fund - FY 06**

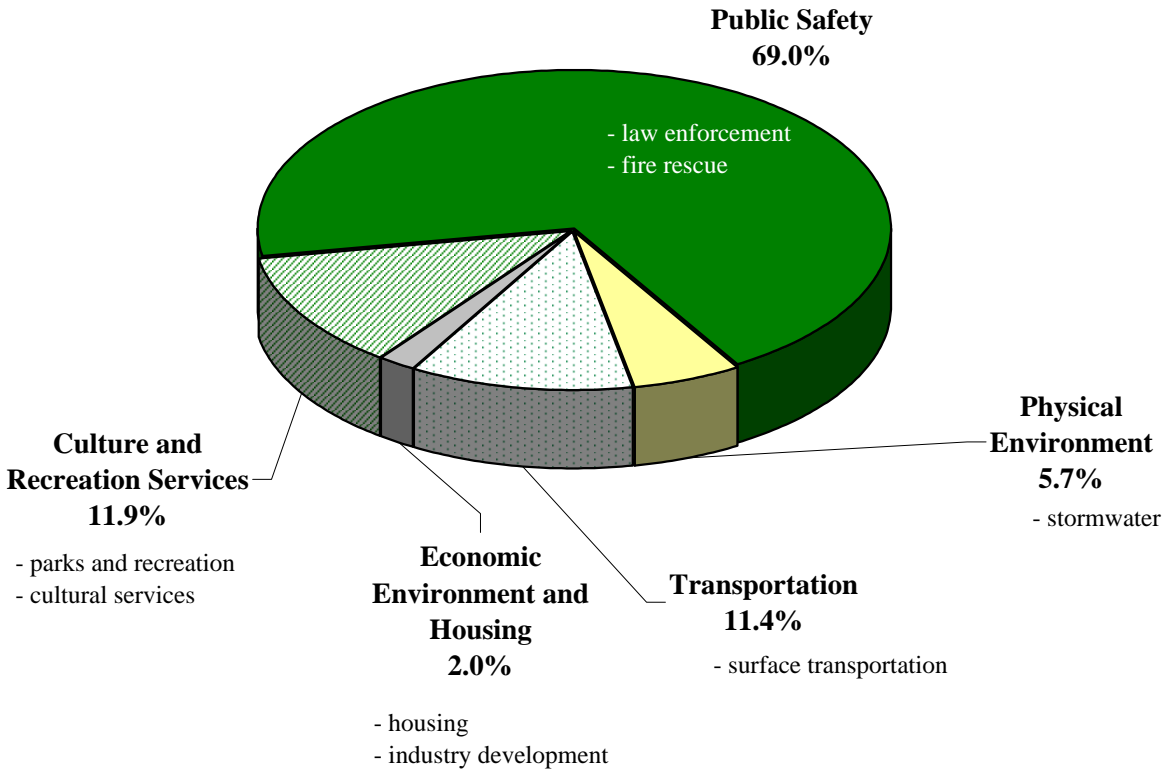


**Each 1% equals \$2.9 million.
Total funding equals \$290.0 million.**

Note: Transfers from this fund to other funds have been included in this presentation. They have been incorporated into the appropriate programs.

**BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND**

**Allocation of County Funds by Citizen Program:
Unincorporated Area General Fund - FY 07**



**Each 1% equals \$3.0 million.
Total funding equals \$303.2 million.**

Note: Transfers from this fund to other funds have been included in this presentation. They have been incorporated into the appropriate programs.



**BUDGET BY PROGRAM
ALL FUNDS**

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Public Safety				
Law Enforcement	153,958,178	167,996,306	184,650,566	190,283,612
Fire Rescue	72,434,048	82,805,724	98,873,563	103,909,986
Detention/Corrections	116,877,828	117,409,128	176,401,741	143,176,254
Public Safety Protective Inspections	15,076,983	17,847,818	22,671,104	23,239,904
Emergency & Disaster Relief Services	8,374,876	8,994,610	10,414,188	10,091,967
Medical Examiner	4,076,032	12,797,999	3,560,171	4,016,295
Consumer Affairs	779,801	1,009,134	1,102,586	1,172,847
Other Public Safety	2,622,885	3,529,434	4,125,535	5,105,395
Subtotal	374,200,631	412,390,153	501,799,454	480,996,260
Physical Environment				
Physical Environment/Solid Waste	66,839,674	68,725,892	122,206,280	126,266,599
Water/Sewer Combination Services	167,640,141	217,386,776	224,861,169	260,221,711
Conservation & Resource Management	30,706,048	27,110,880	30,538,578	32,053,993
Flood Control	16,882,879	19,620,988	21,082,607	22,118,111
Other Physical Environment	327,777	335,066	315,498	324,931
Subtotal	282,396,519	333,179,602	399,004,132	440,985,345
Transportation				
Road & Street Facilities	134,641,133	118,701,993	128,006,226	107,545,161
Transport Transit Systems	1,673,524	1,476,524	475,877	282,487
Other Transportation	3,510,000	10,000	252,836	252,836
Subtotal	139,824,657	120,188,517	128,734,939	108,080,484
Economic Environment				
Economic Employment Opportunity	622,001	0	0	0
Industry Development	19,168,965	21,828,982	25,447,267	27,260,429
Veterans Services	349,926	352,352	1,414,800	1,442,688
Housing & Urban Development	30,878,141	30,315,647	31,022,128	30,948,637
Other Economic Environment	2,803,500	3,078,500	3,513,500	3,613,500
Subtotal	53,822,533	55,575,481	61,397,695	63,265,254
Human Services				
Health	115,391,768	123,279,389	122,106,395	124,499,168
Mental Health	0	0	2,211,129	2,213,175
Human Services Public Assistance	9,896,824	10,571,710	9,837,676	10,129,728
Other Human Services	79,967,850	85,486,284	84,011,592	87,594,684
Subtotal	205,256,442	219,337,383	218,166,792	224,436,755
Culture/Recreation				
Libraries	40,221,154	40,179,459	37,625,068	38,374,784
Parks & Recreation	58,945,402	69,314,422	59,787,438	63,912,718
Cultural Services	9,084,946	3,883,941	1,656,804	1,426,287
Special Recreation Facilities	9,906,017	7,548,515	6,670,921	6,960,744
Other Culture/Recreation	2,986,203	4,248,165	16,823,110	1,293,894
Subtotal	121,143,722	125,174,502	122,563,341	111,968,427
Courts				
Court-Related Services	45,824,261	31,735,825	42,333,060	35,394,341
Subtotal	45,824,261	31,735,825	42,333,060	35,394,341
Total Citizen Programs	\$1,222,468,765	\$1,297,581,463	\$1,473,999,413	\$1,465,126,866

**BUDGET BY PROGRAM
ALL FUNDS**

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
General Government Services				
Legislative	\$2,448,323	\$2,811,231	\$2,862,067	\$3,025,290
Executive	4,636,409	4,377,088	5,988,706	6,347,352
Financial & Administrative	138,808,630	148,496,471	172,874,458	173,192,656
Legal Counsel	9,027,396	9,547,615	9,633,945	10,249,783
Comprehensive Planning	18,316,114	19,284,800	21,559,635	22,150,576
General Government Debt Service	125,498,719	52,651,728	121,648,577	155,998,230
Other General Government	153,973,887	163,498,927	176,652,057	187,040,313
Subtotal	452,709,478	400,667,860	511,219,445	558,004,200
Nonexpenditure Disbursements				
Transfers	695,096,584	757,734,204	879,098,709	876,768,851
Reserves & Refunds	541,535,369	447,925,202	539,823,054	608,582,749
Subtotal	1,236,631,953	1,205,659,406	1,418,921,763	1,485,351,600
Other Nonoperating Costs				
Other Nonoperating	15,681,982	14,165,566	16,694,030	19,545,986
Other Uses/Debt Service	32,730,167	32,134,509	28,933,073	28,954,905
Subtotal	48,412,149	46,300,075	45,627,103	48,500,891
Grand Total	\$2,960,222,345	\$2,950,208,804	\$3,449,767,724	\$3,556,983,557

The categories used in this schedule are defined by the State of Florida in the State Uniform Accounting System Manual

Note: In FY 00 the County implemented an all years budget process for capital projects. This means that beginning in FY 00 the current year's budget will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted. Prior year funding will remain with the project until completion and will not need to be reappropriated every year.

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Public Safety				
Law Enforcement	\$67,822,699	\$79,827,730	\$87,519,451	\$88,733,680
Fire Rescue	8,500	8,500	8,500	8,500
Detention/Corrections	117,209,828	117,315,502	122,731,127	130,415,484
Public Safety Protective Inspections	0	0	1,266,264	1,397,420
Emergency & Disaster Relief Services	1,355,748	1,435,082	1,531,209	1,616,664
Medical Examiner	3,128,616	3,674,999	3,555,171	4,016,295
Consumer Affairs	779,801	1,009,134	1,102,586	1,172,847
Subtotal	190,305,192	203,270,947	217,714,308	227,360,890
Physical Environment				
Water/Sewer Combination Services	544,000	1,134,972	1,441,452	500,000
Conservation & Resource Management	17,187,935	19,476,122	23,609,788	25,242,199
Subtotal	17,731,935	20,611,094	25,051,240	25,742,199
Transportation				
Road & Street Facilities	4,626,000	2,000,000	2,000,000	4,400,000
Transport Transit Systems	125,000	125,000	125,000	125,000
Subtotal	4,751,000	2,125,000	2,125,000	4,525,000
Economic Environment				
Economic Employment Opportunity	622,001	0	0	0
Industry Development	9,243,924	10,722,192	12,920,931	14,297,505
Veterans Services	349,926	352,352	414,800	442,688
Other Economic Environment	353,500	328,500	213,500	213,500
Subtotal	10,569,351	11,403,044	13,549,231	14,953,693
Human Services				
Health	18,679,542	20,525,744	24,316,106	25,348,448
Mental Health	0	0	2,085,990	2,085,990
Human Services Public Assistance	8,108,761	9,458,647	9,080,806	9,297,172
Other Human Services	37,372,087	41,167,752	42,593,137	48,482,032
Subtotal	64,160,390	71,152,143	78,076,039	85,213,642
Culture/Recreation				
Parks & Recreation	15,698,827	20,141,687	21,527,920	22,481,202
Cultural Services	1,884,946	2,333,941	1,816,294	1,605,047
Special Recreation Facilities	3,669,591	1,292,308	1,920,921	2,210,744
Other Culture/Recreation	111,760	1,862,143	514,167	319,451
Subtotal	21,365,124	25,630,079	25,779,302	26,616,444
Courts				
Court-Related Services	23,792,581	24,135,569	30,410,586	29,815,934
Subtotal	23,792,581	24,135,569	30,410,586	29,815,934
Total Citizen Programs	\$332,675,573	\$358,327,876	\$392,705,706	\$414,227,802

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

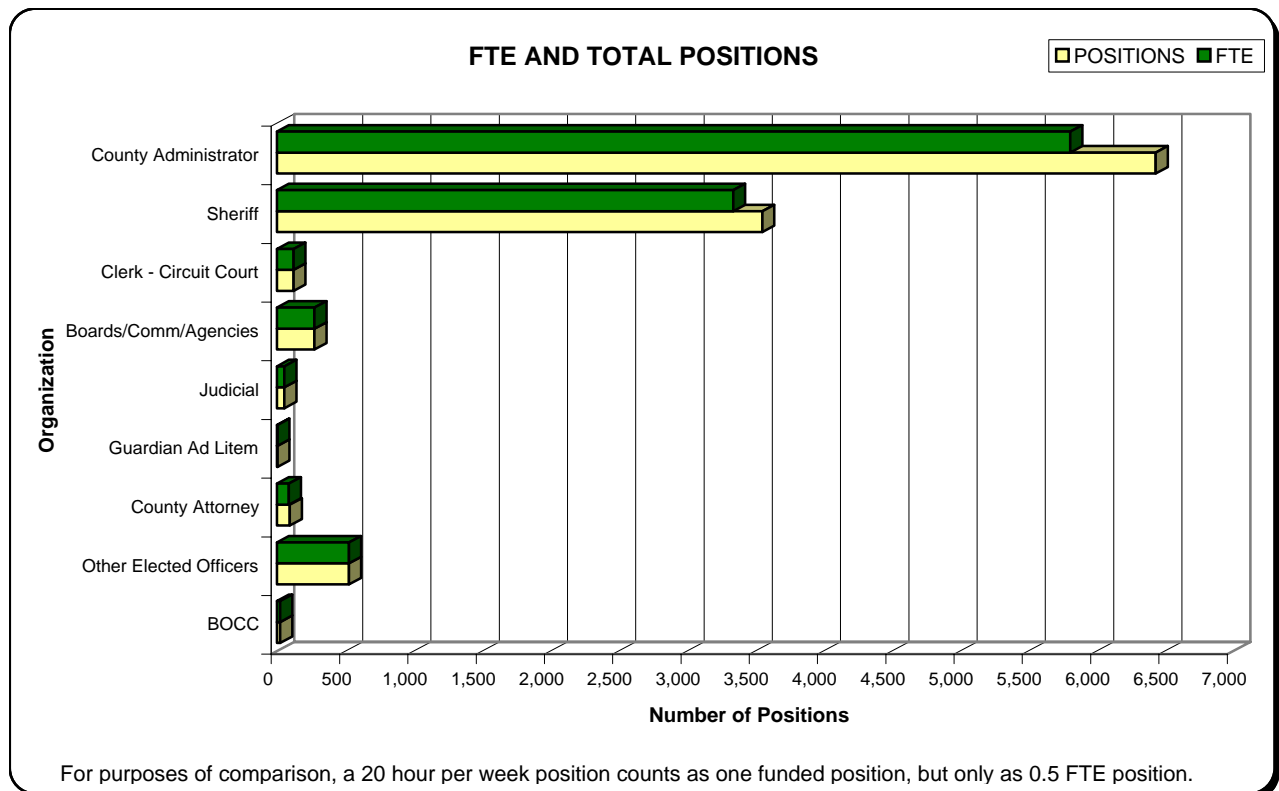
Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
General Government Services				
Legislative	\$2,448,323	\$2,811,231	\$2,862,067	\$3,025,290
Executive	4,270,658	4,004,470	5,577,989	5,910,829
Financial & Administrative	71,770,088	81,484,149	94,404,744	93,313,101
Legal Counsel	8,524,955	9,055,294	9,633,945	10,249,783
Comprehensive Planning	5,464,208	5,565,375	5,720,926	6,112,187
Other General Government	38,153,245	40,954,212	45,259,588	45,982,897
Subtotal	130,631,477	143,874,731	163,459,259	164,594,087
Nonexpenditure Disbursements				
Intrafund Transfers	10,643,172	0	0	0
Reserves & Refunds	44,560,249	33,468,874	45,178,925	42,675,647
Subtotal	55,203,421	33,468,874	45,178,925	42,675,647
Grand Total	\$518,510,471	\$535,671,481	\$601,343,890	\$621,497,536

BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Public Safety				
Law Enforcement	\$83,135,697	\$86,130,177	94,991,242	99,402,123
Fire Rescue	70,012,548	78,638,224	96,372,715	102,006,486
Public Safety Protective Inspections	627,515	872,026	782,618	821,320
Emergency & Disaster Relief Services	1,701,743	1,803,428	1,887,251	1,985,909
Other Public Safety	2,377,885	2,804,434	4,125,535	5,105,395
Subtotal	157,855,388	170,248,289	198,159,361	209,321,233
Physical Environment				
Water/Sewer Combination Services	34,247	56,093	92,000	96,100
Conservation & Resource Management	59,546	62,330	125,744	133,993
Flood Control	11,903,957	14,352,060	15,921,414	16,992,709
Other Physical Environment	103,868	99,320	33,287	53,972
Subtotal	12,101,618	14,569,803	16,172,445	17,276,774
Transportation				
Road & Street Facilities	22,835,266	24,581,141	32,726,109	34,419,364
Subtotal	22,835,266	24,581,141	32,726,109	34,419,364
Economic Environment				
Industry Development	1,000,000	1,000,000	1,150,000	1,150,000
Veterans Services	0	0	1,000,000	1,000,000
Housing & Urban Development	920,758	801,836	609,275	640,414
Other Economic Environment	2,450,000	2,750,000	3,300,000	3,400,000
Subtotal	4,370,758	4,551,836	6,059,275	6,190,414
Culture/Recreation				
Parks & Recreation	31,133,677	35,814,365	35,940,411	35,039,993
Other Culture/Recreation	874,443	874,443	974,443	974,443
Subtotal	32,008,120	36,688,808	36,914,854	36,014,436
Courts				
Court-Related Services	0	0	10,000	10,000
Subtotal	0	0	10,000	10,000
Total Citizen Programs	\$229,171,150	\$250,639,877	\$290,042,044	\$303,232,221
General Government Services				
Executive	0	0	65,064	70,032
Financial & Administrative	11,699,710	12,770,615	17,929,792	18,386,860
Comprehensive Planning	10,439,721	11,188,903	12,959,205	13,092,544
Other General Government	9,402,604	9,321,153	8,424,715	7,589,630
Subtotal	31,542,035	33,280,671	39,378,776	39,139,066
Nonexpenditure Disbursements				
Transfers	5,975,520	0	0	0
Reserves & Refunds	25,808,462	19,272,514	37,029,347	39,490,272
Subtotal	31,783,982	19,272,514	37,029,347	39,490,272
Grand Total	\$292,497,167	\$303,193,062	\$366,450,167	\$381,861,559

SUMMARY OF FUNDED FULL-TIME EQUIVALENT POSITIONS AND FUNDED POSITIONS

Organization	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned	Changes FY 05 to FY 06
County Administrator - Funded FTE	5,296.70	5,374.82	5,810.49	5,908.49	435.67
Funded Positions	5,394.00	5,541.00	6,437.00	6,535.00	896.00
Sheriff - Funded FTE	3,176.75	3,259.75	3,341.75	3,445.75	82.00
Funded Positions	3,371.00	3,452.00	3,555.00	3,659.00	103.00
Clerk of the Circuit Court - Funded FTE	260.00	121.00	122.00	122.00	1.00
Funded Positions	307.00	121.00	122.00	122.00	1.00
Boards, Commissions, and Agencies - Funded	269.00	271.00	275.00	273.00	4.00
Funded Positions	269.00	271.00	275.00	273.00	4.00
Judicial - Funded FTE	167.00	55.00	55.50	55.50	0.50
Funded Positions	168.00	55.00	56.00	56.00	1.00
Guardian Ad Litem - Funded FTE	5.00	5.00	5.00	5.00	0.00
Funded Positions	5.00	5.00	5.00	5.00	0.00
County Attorney - Funded FTE	86.00	86.00	87.15	87.15	1.15
Funded Positions	86.00	86.00	94.00	94.00	8.00
Other Elected Officers - Funded FTE	533.50	523.50	527.50	527.50	4.00
Funded Positions	534.00	524.00	528.00	528.00	4.00
Board of County Commissioners - Funded FTE	23.00	23.00	25.00	25.00	2.00
Funded Positions	23.00	23.00	25.00	25.00	2.00
Total Funded FTE's	9,816.95	9,719.07	10,249.39	10,449.39	530.32
Total Funded Positions	10,157.00	10,078.00	11,097.00	11,297.00	1,019.00



CAPITAL PROJECTS BUDGET SOURCES & USES OF FUNDS

(in Millions of \$)

SOURCES ⁽¹⁾	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Revenues:				
Ad Valorem Taxes	\$43.9	\$52.0	\$55.1	\$55.1
Communications Services Tax	0.0	7.8	8.8	9.0
Community Investment Tax	34.8	28.9	42.0	39.1
Enterprise Fees	18.7	71.2	28.1	38.6
Gasoline Taxes	7.1	10.0	6.4	6.5
Grants & Shared Revenues	18.5	12.1	0.8	1.1
Impact Fees	19.5	14.9	14.8	9.6
Miscellaneous Revenues ⁽²⁾	5.6	4.7	6.3	5.0
User Fees	6.3	4.2	4.0	4.3
Total Revenue	154.3	205.7	166.4	168.3
Other Non Revenue-Financing	32.2	36.6	148.7	106.2
TOTAL SOURCES	\$186.5	\$242.3	\$315.1	\$274.5

USES ⁽¹⁾	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Fire	\$4.1	\$7.0	\$5.0	\$1.6
Governments Facilities	20.7	40.1	80.6	28.2
Libraries	5.2	8.3	3.4	1.3
Parks	15.2	25.3	22.9	23.0
Solid Waste	0.9	2.7	53.6	53.8
Stormwater	11.7	4.9	3.8	3.8
Transportation	54.3	60.3	61.1	38.3
Water & Wastewater	28.3	97.6	91.8	101.9
Other Non-CIP ⁽³⁾	10.3	16.0	12.3	9.8
Total Capital Budget	150.8	262.2	334.5	261.8
Reserves ⁽⁴⁾	0.0	(19.9)	(19.4)	12.7

DEBT SERVICE BUDGET SUMMARY

DEBT REQUIREMENTS FOR COUNTY DEBT ONLY
(\$ IN MILLIONS)

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
DEBT SERVICE BUDGET				
Principal Payments ¹	\$45.0	\$51.6	53.3	\$57.2
Interest Payments ¹	<u>34.2</u>	<u>35.0</u>	<u>33.6</u>	<u>33.0</u>
TOTAL COUNTY DEBT SERVICE	\$79.2	\$86.6	\$86.9	\$90.3
<i>(Principal and Interest Only)</i>				
Debt Administration Expenses ²	4.4	0.6	0.8	0.5
Capitalized Interest ³	0.0	0.0	0.0	0.0
Principal Payment Defeased Debt ⁴	229.4	11.7	79.4	113.7
Redemption of Debt	0.0	0.0	0.0	0.0
Redemption of Short Term Loans	0.0	0.0	0.0	0.0
Interfund Short Term Loans	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL DEBT SERVICE FUND	\$313.0	\$98.8	\$167.2	\$204.4
<i>(As shown in Budget Summary)</i>				
TOTAL COUNTY DEBT OUTSTANDING	\$769.3	\$740.1	\$671.4	\$614.2
<i>(As of Fiscal Year End)</i>				
COUNTY DEBT OUTSTANDING BY TYPE:				
<i>(As of Fiscal Year End)</i>				
General Obligation Debt	\$48.1	\$43.6	\$38.9	\$34.1
Self-Supporting Debt	271.3	240.9	209.6	176.9
Non Self-Supporting Debt	449.9	455.6	422.9	403.2

¹ Amounts shown do not include County contributions to the Tampa Sports Authority for debt service on the outstanding bonds of the Authority.

² Includes fees paid for trustees, paying agent and registrar services, remarketing and Letter of Credit fees.

³ Interest paid with funds set aside from bond proceeds.

⁴ The principal amount of outstanding bonds refinanced with the proceeds of refunding bonds. Also includes principal payments made from Commercial Paper rollover notes.

ECONOMIC INDICATORS

The Hillsborough County budget is affected by various economic variables that are significant drivers of demand for County services and of major revenues. The following is a brief discussion of past and projected trends for key economic indicators including jobs, employment levels, population, income, construction, and sales.

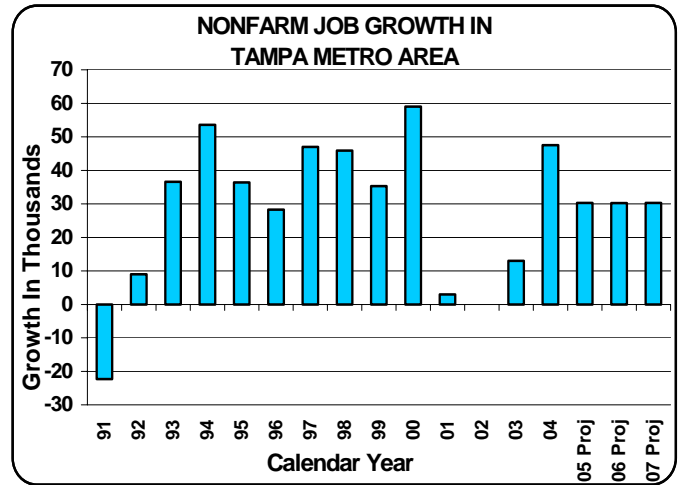
Strong US economic growth in 2004 has been followed by growth in 2005 that has exceeded the expectations of many. The US economy grew 3.8% in third quarter of 2005 according to advance October estimates from the Bureau of Economic Analysis. A perceived early summer slowdown turned out to be a minor blip. Hurricane Katrina's arrival in late summer had devastating impacts in Mississippi and Louisiana but economic growth elsewhere more than offset those dislocations. Bright job markets and low interest rates in 2004 and 2005 set the stage for continuing strength in consumer and housing markets. The nation gained about 1.9 million jobs in the 12 months spanning October 2004 to October 2005. Job growth suffered in September and October due to hurricane related losses but strength in the rest of the nation has offset these losses. As rebuilding gets underway in the Gulf States we can expect even stronger job growth in the months to come and a boost in economic growth as a result.

Strengthening economic conditions and high oil and gasoline prices after the hurricanes of 2005 have reinforced the Federal Reserve's desire to keep future inflation in check. The Fed increased its targeted Federal Funds rate 0.25 basis points on June 30, 2004 and further raised the target by 0.25 point increments eleven more times through November 2005. The Fed Funds rate stands at 4%. Further hikes are expected through 2006.

Higher interest rates, hurricane disruptions, and high energy prices are forecasted to slow economic growth to about 3.5% in 2005 compared to 4.2% in 2004. Expectations of falling energy prices and accelerating rebuilding have caused small upward revisions in 2006 growth forecasts. These factors should partially offset expected slowdowns in housing and personal consumption in areas outside the Gulf States.

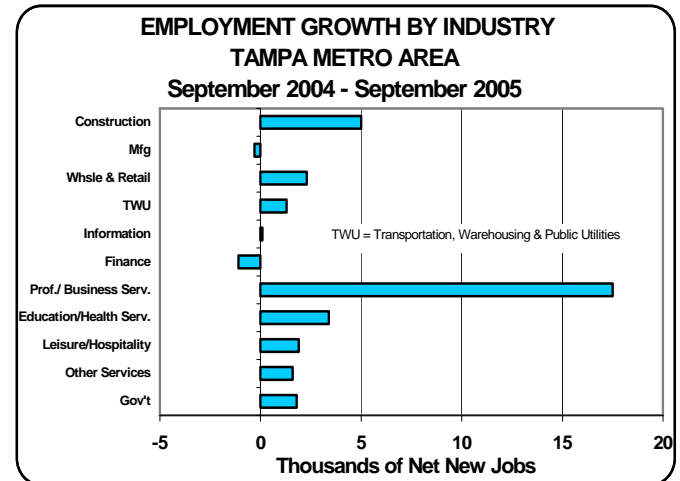
The Tampa metro area (Hillsborough, Pinellas, Pasco, and Hernando counties) gained 33,400 jobs in the 12 months to September 2005. Metro Tampa's 2.6% job growth exceeded the nation's 1.7% rate but trailed Florida's 3.7% growth. Strong performances by construction, health, and business services employment were partially offset by job losses in manufacturing, retail and financial industries.

Metro Tampa's job count totaled a record 1.3 million in September 2005. The area has more than regained the job losses suffered during the 2001 recession and its aftermath.



Source: Florida Agency for Workforce Innovation and Woods & Poole Economics, Inc

Due to hurricane job losses the seasonally adjusted US unemployment rate rose to 5.1% in September 2005 from its post-recession low of 4.9% in August. The rate promptly fell back to 5.0% in October. The Tampa MSA rate fell to 3.6% in September from 4.4% a year ago while Hillsborough's rate fell to 3.5% from 4.2%. Florida's rate remains higher and fell to 3.7% in September 2005 from 4.8% in September 2004. Continued economic expansion will tighten job markets further in 2006.

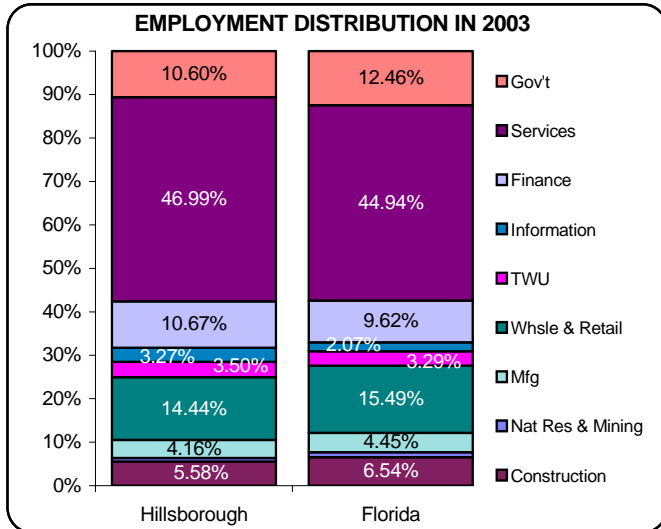


Source: Florida Agency for Workforce Innovation

Job growth in Metro Tampa, and, indeed, Florida and the nation, has been heavily concentrated in services industries. During 1994-2004 service industries in Metro Tampa gained 219,100 jobs, accounting for two-thirds of the total 315,300 new jobs for all industries.

ECONOMIC INDICATORS

In 2003 services industry jobs accounted for over a third of all existing jobs and self employment in both Hillsborough County (747,000) and Florida (9,300,000).



Note: TWU = Transportation, Warehousing & Utilities

Source: Regional Economic Information System (REIS)

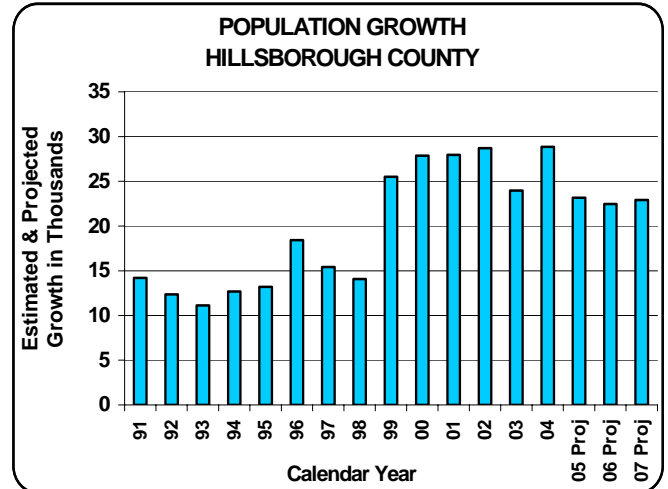
Business services, which include advertising, computer services and personnel services, experienced particularly strong growth. Wholesale and retail trade accounted for another 14%-15% of all jobs in the County and the State. Many of Hillsborough County's largest non government employers are retail, services and utilities companies.

LARGEST HILLSBOROUGH EMPLOYERS, 2004

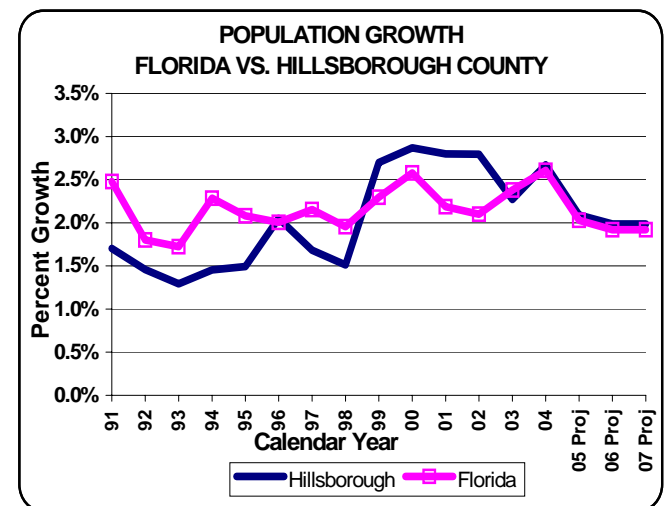
Hillsborough County School Board	22,650
Hillsborough County Government	10,220
University of South Florida	7,794
Tampa International Airport	7,626
Verizon	7,000
MacDill Air Force Base	5,756
Publix Food Centers	4,672
City of Tampa	4,525
St Joseph's Hospital	3,907
Tampa Electric Company	3,543

Sources: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2004

While job growth is perhaps the single most important and visible economic indicator for a local area, other indicators play important roles as well. Population growth, which in Hillsborough registered about 25,000 persons annually during 1999-2004, should remain above 22,000 according to the University of Florida's Bureau of Economic and Business Research.



Source: Bureau of Economic and Business Research (BEBR)



Source: Bureau of Economic and Business Research (BEBR)

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Building permit activity, a leading indicator of housing starts, fell in Hillsborough County during 2000 but, spurred by low mortgage rates, rose again in 2001 and 2002. Hillsborough single family housing starts rose strongly in recent years in response to forty year low mortgage rates. Single family housing permits rose to record highs in 2001, 2002, 2003 and, again, in 2004. Hillsborough County issued 11,455 single family permits in 2004. Multifamily activity fell to about 2,100 in 2004 compared to about 5,200 units in 2003.

Reflecting continuing low mortgage rates, housing permits remain at high levels through the first two quarters of 2005. Mortgage rates have increased in the third quarter of 2005 and are expected to rise further in late 2005 and in 2006 as the Fed tightens monetary policy further. These increased rates will

ECONOMIC INDICATORS

begin to soften housing markets at that time but perhaps not significantly weaken them.

The commercial office and industrial markets improved in 2005. Office vacancy rates fell from 19.5% at the end of 2003 to 15.7% in mid-2005. Industrial market absorption soared in early 2005 pushing vacancy rates down to 8.6%. Retail markets have been much more sedate in 2005.

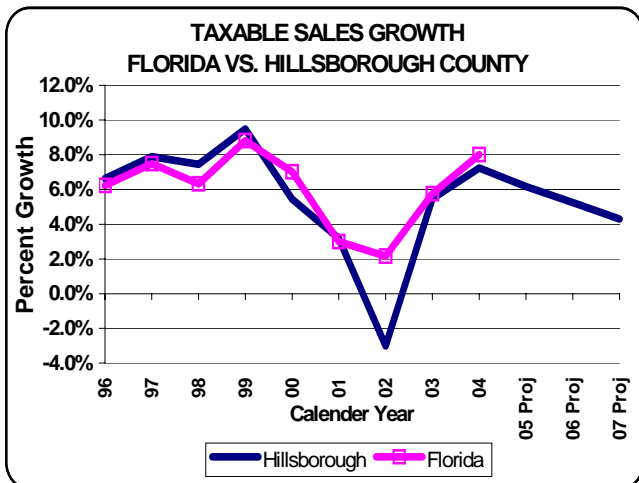
Property taxes on residential and commercial real estate provide Hillsborough County Government with its largest source of revenue. Recent growth in taxable real estate values has reflected strong housing markets as well as reassessment activity by the Property Appraiser's Office. Countywide taxable value growth has averaged 8.2% annually during 1994-2004. Countywide taxable value grew more than 11% in 2004.

LARGEST HILLSBOROUGH PROPERTY TAXPAYERS

	\$ Millions (2003)
Tampa Electric Company	30.9
Verizon	24.0
Hillsborough County Aviation Authority	9.4
Tampa Sports Authority	6.8
Camden Property Trust	5.3
Post Apartment Homes	4.6
Glimcher Limited Partnership	4.5
Cargill Inc.	3.9
Wal-Mart	3.6
Highwoods/Florida Holdings L.T.	3.4

Sources: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2004

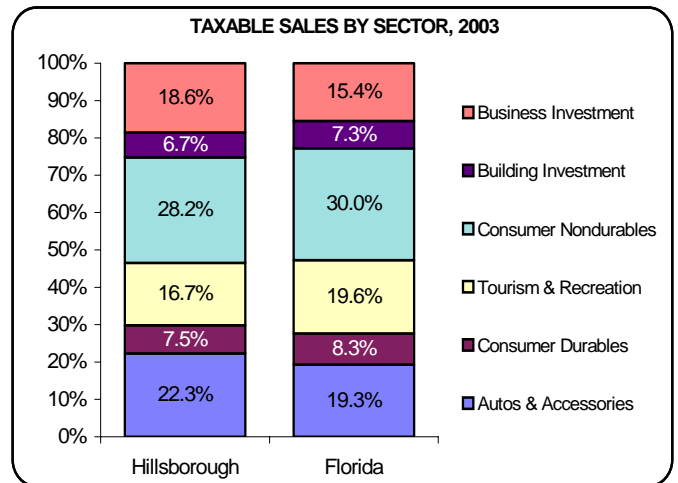
Taxable sales rise and fall as the economy, particularly employment, rises and falls. Sales also tend to rise with population, tourism, and income growth. Hillsborough taxable sales growth exceeded 6.0% annually in the late 1990s reflecting high consumer and business confidence. Taxable sales rose 9.5% in 1999 and 5.4% in 2000.



Sources: Florida Department of Revenue and Hillsborough County Management and Budget Projections

Growth slowed to 3.2% in 2001 as recession took hold and weakened

even more as tourism suffered heavily after September 11. Tourism and travel fears brought a further drop in growth. Taxable sales in Hillsborough fell 3.0% in 2002. Reflecting a recovering economy, taxable sales rose more than 5% in 2003 for both Hillsborough and Florida. Taxable sales returned to higher growth for 2004 with Hillsborough sales gaining 7.2% over 2003. Year-to-date taxable sales through August 2005 are 15.6% higher in Hillsborough County compared to the same period in 2004. Most national forecasters expect slower growth in 2006 as higher interest rates cut into sales. Hillsborough County Management and Budget Department models forecast 5.3% growth in 2006 and 4.3% in 2007.

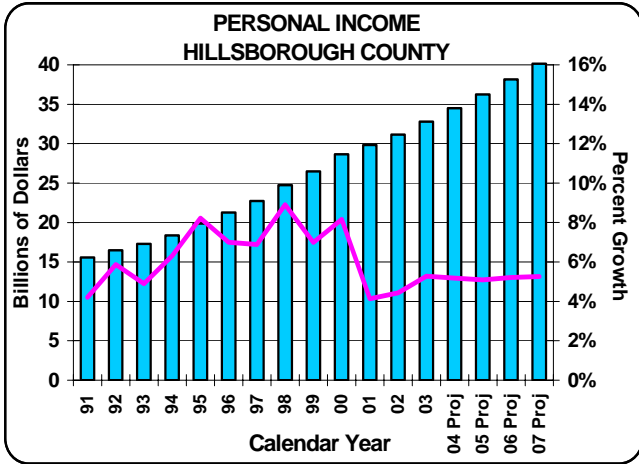


Source: Bureau of Economic and Business Research (BEBR)

Hillsborough County's taxable sales are highly dependent on consumer nondurable purchases. These are things of everyday life: clothing, some grocery items, personal services, etc. When comparing the sources of Hillsborough County's taxable sales to Florida's some notable differences arise. Hillsborough in 2003 was more dependent on automobile related sales and business investment (items and services related to construction activity). Hillsborough County sales are less exposed to changes in tourism and recreation with 16.7% of sales arising from that industry compared to nearly 20% for the state.

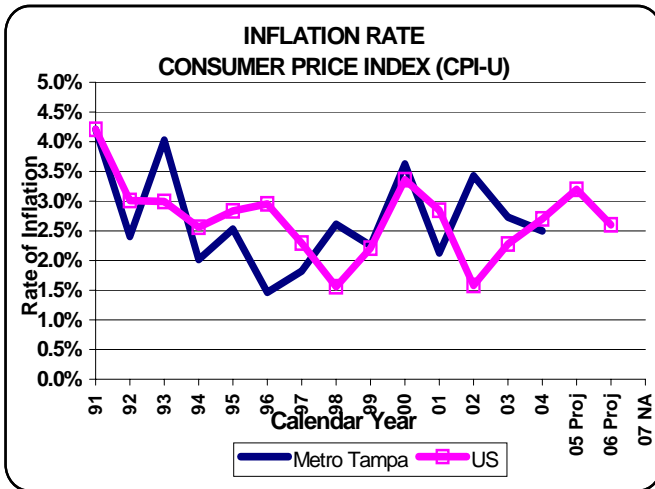
With the absence of direct and comprehensive measures of a local area's economic output, total personal income is a good surrogate measure. Hillsborough County's 2003 total personal income stood at \$32.8 billion, a 5.3% increase over 2002. Income growth exceeded the Tampa Bay region's 2003 inflation rate of 2.7% and the national rate of 2.3%. Woods & Poole Economics estimates growth of 5.2% for 2004 and 5.1% for 2005. Growth of 5.2% is projected for 2006 and 5.3% for 2007.

ECONOMIC INDICATORS



Sources: BEA, Regional Economic Information System (REIS), and Woods & Poole Economics, Inc

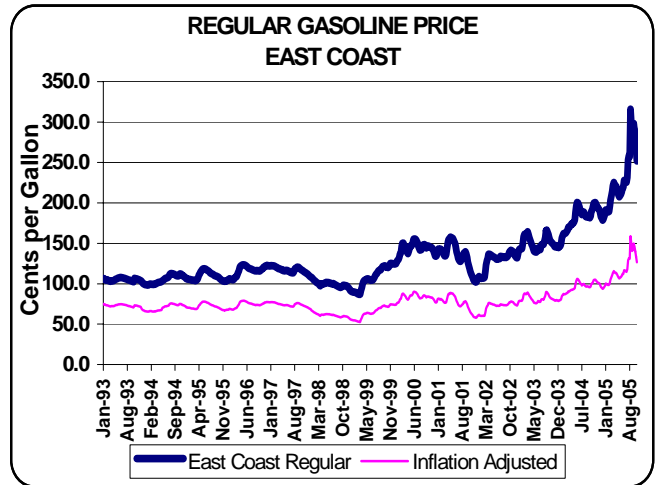
Median household income in Hillsborough County stood at \$42,400 in 2002, favorably comparing to Florida's \$38,200. Hillsborough County median household income matched the nation's for the first time in 2002.



Sources: U.S. Department of Labor, Bureau of Labor Statistics and National Association for Business Economics (NABE)

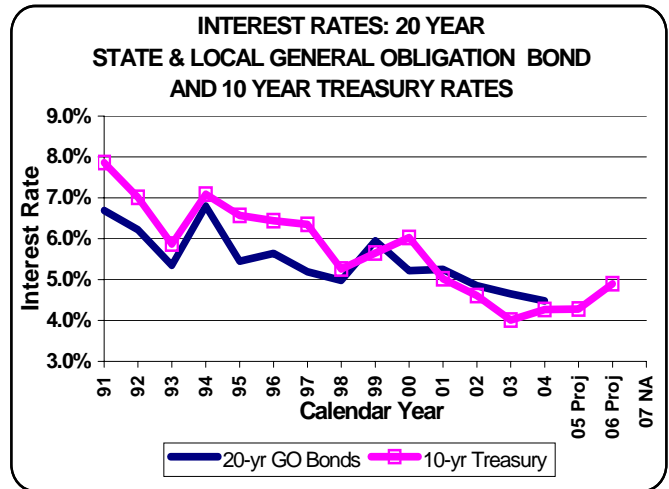
N/A: Not Available

Inflation forecasts for 2005 have been raised to 3.2% in the aftermath of the 2005 hurricanes and their impact on gasoline and heating oil prices. High oil prices boosted inflation in 2004 to 2.7%. Oil and gasoline prices are already retreating and are expected to retreat further in 2006. Many forecasts look to inflation falling well below 3%.



Source: US Energy Information Administration

Short-term interest rates have risen as the Federal Reserve switched its emphasis from fighting recession to fighting a return of inflation. Further Fed hikes are expected in late 2005 and 2006; these should finally affect long-term rates as well.



Sources: Bond Buyer (December rate), Federal Reserve Board, and National Association for Business Economics (NABE)

N/A: Not Available

Risks always abound in economic forecasting. Another terror attack at home is a downside risk for which an economic forecast has tremendous difficulty accounting. As far as economic fundamentals, however, they are broadly positive, with downside risks from Federal deficits and volatile oil and gasoline prices.

MILLAGE COMPARISON

	FY 04		FY 05	
	<u>ADOPTED</u>		<u>ADOPTED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	7.0422	\$356,498,962	7.0222	\$391,315,680
Environ. Sensitive Lands	0.1455	7,365,681	0.1535	8,553,866
TOTAL OPERATING	7.1877	363,864,643	7.1757	399,869,546
DEBT SERVICE				
Environ. Sensitive Lands	0.1045	5,306,490	0.0965	5,394,660
TOTAL DEBT	0.1045	5,306,490	0.0965	5,394,660
TOTAL OPERATING & DEBT	7.2922	369,171,133	7.2722	405,264,206
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	5.0621	151,833,162	5.0621	169,966,549
Library Services	0.6423	31,029,842	0.6423	34,193,974
TOTAL OPERATING	5.7044	182,863,004	5.7044	204,160,523
DEBT SERVICE				
Parks & Recreation Bonds	0.0455	1,364,732	0.0398	1,336,336
TOTAL OPERATING & DEBT	5.7499	184,227,736	5.7442	205,496,859
TOTAL BOCC	13.0421	\$553,398,869	13.0164	\$610,761,065

TAXABLE PROPERTY VALUES		
	FY 04	FY 05
COUNTYWIDE		
Value of Existing Property	\$49,108,644,020	\$53,953,500,480
Value of New Construction	1,514,593,187	1,772,010,028
Total Taxable Value	\$50,623,237,207	\$55,725,510,508
ELAPP Debt Service		
Value of Existing Property	\$49,265,212,913	\$54,131,204,924
Value of New Construction	1,514,593,187	1,772,010,028
Total Taxable Value	\$50,779,806,100	\$55,903,214,952
UNINCORPORATED(MSTU)		
Value of Existing Property	\$28,908,133,719	\$32,290,623,146
Value of New Construction	1,085,971,808	1,285,669,076
Total Taxable Value	\$29,994,105,527	\$33,576,292,222
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$46,824,246,677	\$51,508,024,975
Value of New Construction	1,486,264,929	1,728,740,176
Total Taxable Value	\$48,310,511,606	\$53,236,765,151

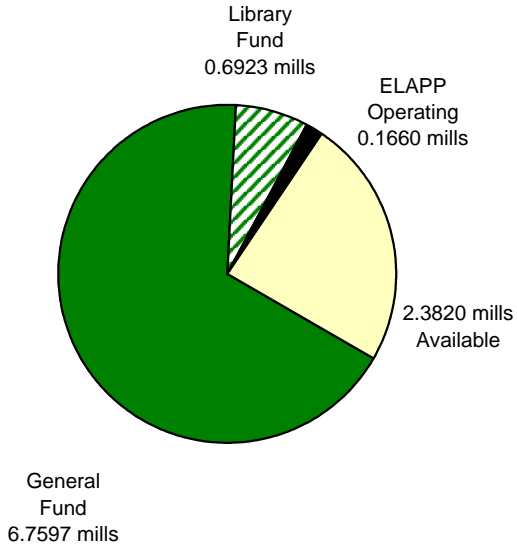
MILLAGE COMPARISON

	<u>FY 06</u>		<u>FY 07</u>	
	<u>MILLAGE</u>	<u>LEVY</u>	<u>MILLAGE</u>	<u>LEVY</u>
COUNTYWIDE				
OPERATING				
General Revenue Fund	6.7597	\$436,560,087	6.7530	\$471,802,602
Environ. Sensitive Lands	0.1660	10,720,738	0.1727	12,065,795
TOTAL OPERATING	6.9257	447,280,825	6.9257	483,868,397
DEBT SERVICE				
Environ. Sensitive Lands	0.0840	5,439,066	0.0773	5,414,664
TOTAL DEBT	0.0840	5,439,066	0.0773	5,414,664
TOTAL OPERATING & DEBT	7.0097	452,719,891	7.0030	489,283,061
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	5.1621	203,267,372	5.1621	221,134,574
Library Services	0.6923	42,759,818	0.6923	46,257,572
TOTAL OPERATING	5.8544	246,027,190	5.8544	267,392,146
DEBT SERVICE				
Parks & Recreation Bonds	0.0359	1,413,630	0.0335	1,435,076
TOTAL OPERATING & DEBT	5.8903	247,440,820	5.8879	268,827,222
TOTAL BOCC	12.9000	\$700,160,711	12.8909	\$758,110,283

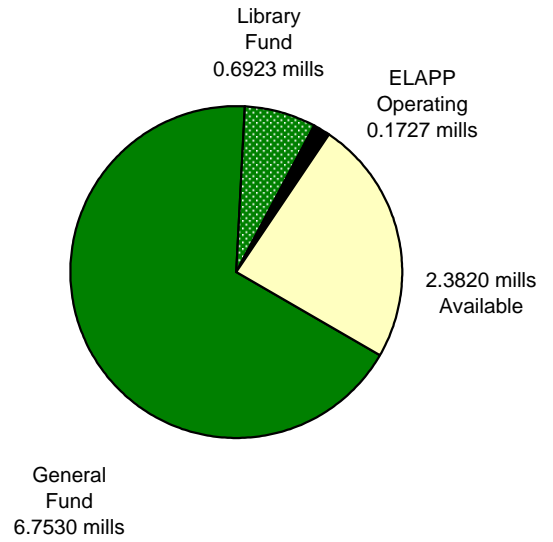
TAXABLE PROPERTY VALUES		
	FY 06	FY 07
COUNTYWIDE		
Value of Existing Property	\$62,386,460,570	\$67,489,673,045
Value of New Construction	2,196,300,039	2,375,957,382
Total Taxable Value	\$64,582,760,609	\$69,865,630,427
ELAPP DEBT SERVICE		
Value of Existing Property	\$62,554,487,801	\$67,671,444,903
Value of New Construction	2,196,300,039	2,375,957,382
Total Taxable Value	\$64,750,787,840	\$70,047,402,285
UNINCORPORATED(MSTU)		
Value of Existing Property	\$37,883,044,479	\$41,212,964,089
Value of New Construction	1,493,831,583	1,625,139,379
Total Taxable Value	\$39,376,876,062	\$42,838,103,468
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$59,607,662,475	\$64,483,569,265
Value of New Construction	2,157,206,064	2,333,665,520
Total Taxable Value	\$61,764,868,539	\$66,817,234,785

MILLAGE COMPARISON

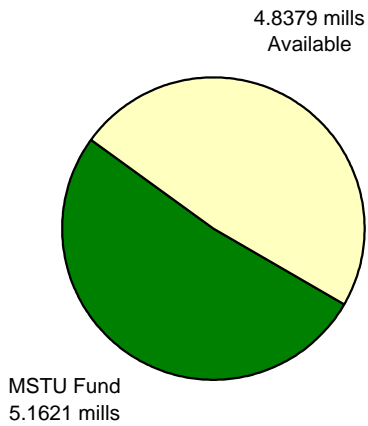
**Hillsborough County's
Use of the Countywide
10-mill Cap - FY 06**



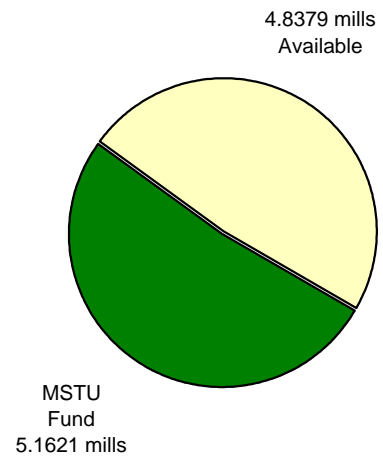
**Hillsborough County's
Use of the Countywide
10-mill Cap - FY 07**



**Hillsborough County's
Use of the Unincorporated Area
10-mill Cap - FY 06**



**Hillsborough County's
Use of the Unincorporated Area
10-mill Cap - FY 07**



**IMPACT OF LOCAL TAXES ON A FAMILY IN THE UNINCORPORATED
AREA OF HILLSBOROUGH COUNTY WITH A HOUSE ASSESSED
AT \$100,000, LESS A \$25,000 HOMESTEAD EXEMPTION
(\$75,000 TAXABLE VALUE)**

	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06 Adopted	FY 07 Planned
TAXES LEVIED COUNTYWIDE							
BOCC - General Fund	\$565.02	\$557.62	\$539.87	\$539.08	\$538.18	\$519.43	\$519.43
BOCC - General Obligation Debt	11.15	9.55	8.55	7.84	7.24	6.30	5.80
Southwest Florida Water Mgmt District *	31.65	31.65	31.65	31.65	31.65	31.65	31.65
School Board (incl. General Oblig. Debt)*	653.63	643.95	644.63	636.00	627.07	595.28	595.28
Children's Board *	31.28	31.28	37.50	37.50	37.50	37.50	37.50
Port Authority*	22.13	21.75	21.75	21.75	19.50	19.50	19.50
TOTAL COUNTYWIDE TAXES	\$1,314.86	\$1,295.79	\$1,283.94	\$1,273.82	\$1,261.13	\$1,209.65	\$1,209.15
TAXES LEVIED WITHIN SPECIFIC AREAS							
Library District	\$48.17	\$48.17	\$48.17	\$48.17	\$48.17	\$51.92	\$51.92
Municipal Services Taxing Unit (MSTU) **	379.66	379.66	379.66	379.66	379.66	387.16	387.16
MSTU Parks General Obligation Debt **	5.51	4.38	3.75	3.41	2.99	2.69	2.51
Hillsborough Area Regional Transit*	37.50	37.50	37.50	37.50	37.50	37.50	37.50
Hillsborough River Basin*	21.38	21.38	21.38	21.38	21.38	21.38	21.38
TOTAL TAXES WITHIN SPECIFIC AREAS	\$492.21	\$491.09	\$490.46	\$490.12	\$489.69	\$500.65	\$500.47
TOTAL AD VALOREM TAXES	\$1,807.07	\$1,786.88	\$1,774.40	\$1,763.93	\$1,750.82	\$1,710.30	\$1,709.62
\$ change from preceding year:	(\$123.96)	(\$20.19)	(\$12.48)	(\$10.46)	(\$13.11)	(\$40.52)	(\$0.68)
% change from preceding year:	(6.4%)	(1.1%)	(0.7%)	(0.6%)	(0.7%)	(2.3%)	(0.0%)
Notes:							
* Not a tax levy, assessment, or fee of the Board of County Commissioners (BOCC)							
** Homeowners residing within the municipalities of Tampa, Temple Terrace, or Plant City pay city taxes instead of the MSTU taxes. The Hillsborough Area Regional Transit Tax is not levied in Plant City. The Library District tax is not levied in Temple Terrace or Plant City.							
Assumptions:							
Excludes any exemption other than the homestead exemption.							
Excludes any other special district assessment (i.e., street lighting tax district or maintenance district).							
For the purposes of consistency, the Hillsborough River Basin was selected. Other basins have different tax rates.							

BASIC INFORMATION ON PROPERTY TAXES

The calculation of assessed value of real and tangible personal property and how much of this value is subject to ad valorem taxation varies from state to state. In Florida, each county has an elected Property Appraiser whose office supervises the valuation process following the appropriate state laws, regulations and professional guidelines.

EXEMPTIONS

Florida law provides specific exemptions to reduce the value of property subject to taxation. Some of the more frequently used exemptions are:

Homestead - For all permanent residents of Florida, the first \$25,000 of the value of an owner-occupied residence is exempt. Certain elderly low-income homeowners may also qualify for an additional exemption called the *Senior Homestead Exemption*. The Board of County Commissioners set this additional exemption at \$25,000.

Government - All property owned by a government is exempt.

Widows - An additional \$500 in value is exempt if the resident-owner is a widowed permanent resident.

Disability - In addition to any other exemptions, an additional \$500 in value is exempt for totally and permanently disabled or blind residents.

Institutional - All properties of non-profit organizations used for literary, scientific, educational and charitable purposes are exempt.

COMPUTING PROPERTY TAXES

To compute the property tax on a parcel, you need to know three factors: the assessed value as determined by the Property Appraiser; the amount of the value which is not subject to the tax due to the application of exemptions; and the millage rate authorized by a taxing authority. For example:

Start with the

ASSESSED PROPERTY VALUE = \$100,000

Minus the amount of any *EXEMPTIONS*:

For example, Homestead Exemption = \$25,000

This results in a

TAXABLE PROPERTY VALUE = \$75,000

Then divide the TAXABLE VALUE BY 1,000 = \$75

Multiply this answer by the levied millage. For instance, using the FY 06 adopted countywide millage rate of 6.9257 per thousand dollars of taxable value, the countywide property tax for this property would be:

\$75 X 6.9257 Mills = \$519

THE AGGREGATE ROLLED-BACK RATE

In recent years, much of the legislation in Florida governing the setting of millage rates has been centered on the concept of the "rolled-back rate". The "rolled-back rate" is that millage rate which when applied to the total amount of taxable value of property (excluding new construction) produces the same amount of revenue as the previous year.

The "rolled-back rate" is used as a standardized point of comparison to show how millage rates are changing from one year to the next. The purpose of the "rolled-back rate" calculation is to allow local governments in Florida to identify when they are drawing more tax revenue from existing property. For example, an increase in the assessment of existing property draws more tax revenue for governments even when those governments keep the same millage rates as the previous year. The aggregate "rolled-back rate" varies significantly from the total millage rate because the combined ad valorem revenue from the General Revenue Fund, MSTU, and Library Fund is divided by the countywide taxable value in calculating the "aggregate rolled-back rate" even though ad valorem revenue from the Special Library District millage and the MSTU millage is generated from smaller tax bases.

At the public hearings in September, the County is required to show how proposed millage rates compare to the "aggregate rolled-back rate" and to identify why the proposed rate differs from the "aggregate rolled-back rate".

The following example demonstrates how to compute the "aggregate rolled-back rate", the millage rate that will generate the same ad valorem tax revenues exclusive of new construction, additions to structures, etc.

BASIC INFORMATION ON PROPERTY TAXES

CALCULATION OF THE ESTIMATED AGGREGATE ROLLED-BACK RATE¹

Property Taxes Collected in the Previous Year for the General Revenue Fund, MSTU, and Library District = \$603,264,110

Divided by

The Taxable Value of Countywide Property Less New Construction in the Current Year = \$62,386,460,570

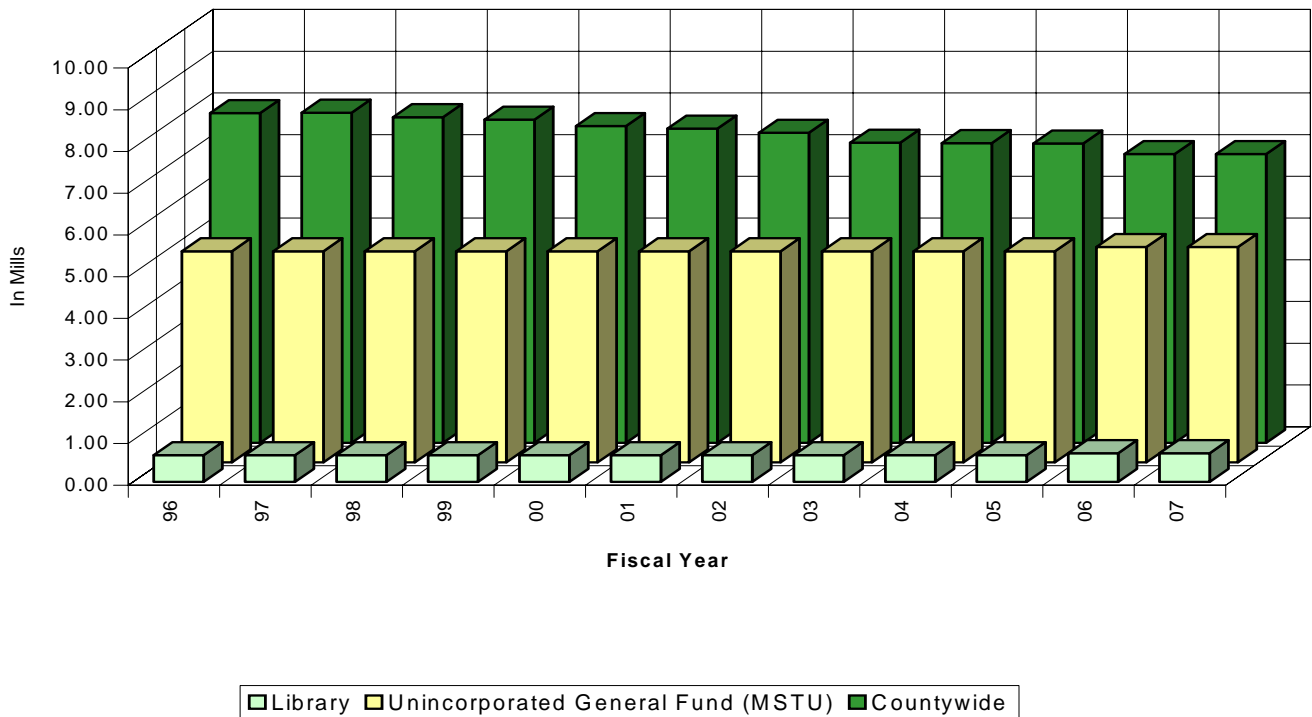
Equals the Aggregate Rolled-Back Rate of
9.6698 Mills or \$9.67 per \$1,000 of Taxable Value

A Similar Computation is Performed Using the Millages for the Next Fiscal Year.

The Calculated Aggregate Millage Rate for Fiscal Year 06 is 10.7352 Mills, or 11.018% Over the Aggregate Rolled-Back Rate.

HILLSBOROUGH COUNTY AD VALOREM OPERATING MILLAGES

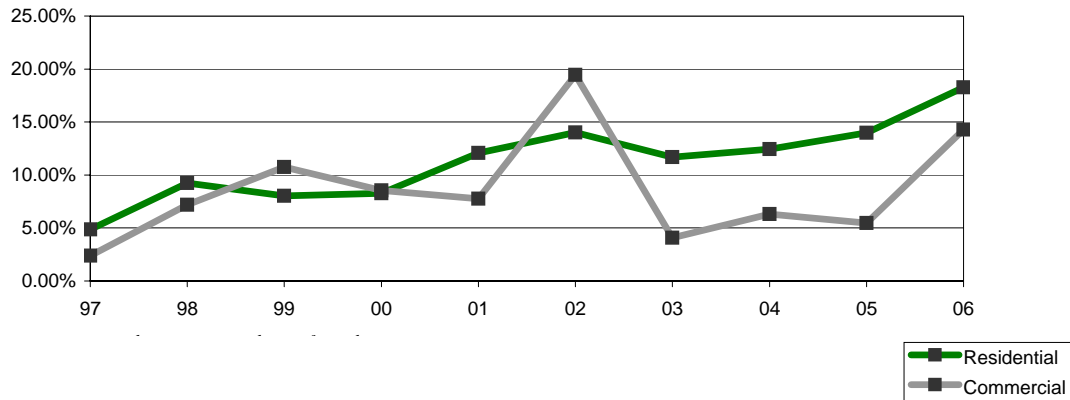
FY 06 includes a .25 mill decrease in the Countywide millage, a .10 mill increase in the MSTU millage, and .05 mill increase in the Library millage.



¹ Florida Statutes require the budget estimate be based on the Property Appraiser's July 1 preliminary certification. Due to taxable value adjustments made after July 1st by the Property Appraiser and Value Adjustment Board, actual property taxes collected will differ from estimated collections used for budget purposes

CHANGES IN TAXABLE VALUES BY PROPERTY CLASSIFICATION

**Percentage Change in Property Value Growth
Single Family Residential and Commercial**



Property Value Changes by Fiscal Year

	<u>Single Family Residential</u>	<u>Percent Change</u>	<u>Other Residential</u>	<u>Percent Change</u>	<u>Commercial Property</u>	<u>Percent Change</u>
FY 96	\$10,664,323,277		\$3,276,580,829		\$5,102,782,930	
FY 97	11,184,071,234	4.87%	3,342,312,627	2.01%	5,224,959,214	2.39%
FY 98	12,218,590,422	9.25%	3,546,915,153	6.12%	5,599,669,645	7.17%
FY 99	13,198,217,817	8.02%	4,019,231,028	13.32%	6,200,916,982	10.74%
FY 00	14,289,708,196	8.27%	4,317,155,359	7.41%	6,730,265,982	8.54%
FY 01	16,014,033,679	12.07%	4,949,637,164	14.65%	7,251,847,484	7.75%
FY 02	18,259,923,201	14.02%	5,549,428,379	12.12%	8,661,193,865	19.43%
FY 03	20,394,688,550	11.69%	6,374,044,430	14.86%	9,013,883,894	4.07%
FY 04	22,934,737,007	12.45%	6,793,625,845	6.58%	9,581,626,323	6.30%
FY 05	26,138,770,886	13.97%	7,873,449,051	15.89%	10,104,938,385	5.46%
FY 06	30,915,682,246	18.28%	9,450,610,601	20.03%	11,548,275,836	14.28%
	<u>Industrial Property</u>	<u>Percent Change</u>	<u>All Others</u>	<u>Percent Change</u>	<u>Total</u>	<u>Percent Change</u>
FY 96	\$1,614,109,678		\$969,128,456		\$19,043,687,036	
FY 97	1,557,322,162	-3.52%	969,009,307	-0.01%	19,751,343,075	3.72%
FY 98	1,596,963,656	2.55%	1,147,225,545	18.39%	21,365,175,220	8.17%
FY 99	1,686,638,788	5.62%	1,305,415,774	13.79%	23,418,365,827	9.61%
FY 00	1,752,549,629	3.91%	1,733,031,263	32.76%	25,337,129,537	8.19%
FY 01	1,873,696,959	6.91%	1,678,329,130	-3.16%	28,215,518,327	11.36%
FY 02	2,339,075,767	24.84%	1,855,856,417	10.58%	32,470,545,445	15.08%
FY 03	2,429,922,656	3.88%	2,083,127,082	12.25%	35,782,616,874	10.20%
FY 04	2,710,479,291	11.55%	2,160,187,908	3.70%	39,309,989,175	9.86%
FY 05	2,993,070,247	10.43%	2,123,812,544	-1.68%	44,117,158,322	12.23%
FY 06	3,341,283,872	11.63%	2,408,233,519	13.39%	51,914,568,684	17.67%

COUNTY REVENUES BY SOURCE

		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned	% Total FY 06
Taxes						
Ad Valorem Taxes	D	\$531,947,097	\$612,225,065	\$702,205,711	\$760,155,283	39.1%
Community Investment Tax	D	85,617,242	91,487,710	100,571,207	104,895,769	5.6%
Indigent Healthcare Surtax	D	85,540,856	91,487,710	100,571,207	104,895,769	5.6%
Six-Cents Gas Tax	D	24,112,403	24,282,389	25,396,897	25,975,946	1.4%
Ninth-Cent Gas Tax	D	6,533,021	6,661,525	6,800,809	6,955,868	0.4%
Communications Services Tax	D	18,110,128	20,155,815	23,544,870	24,015,767	1.3%
Tourist Development Tax	D	16,728,199	16,666,666	18,814,651	19,401,669	1.0%
Other Taxes		76,510	55,603	57,000	61,000	0.0%
Total Taxes		768,665,456	863,022,483	977,962,352	1,046,357,071	54.4%
Licenses & Permits						
Building Permits	D	13,794,237	13,399,000	16,884,600	17,225,000	0.9%
Other Licenses & Permits		4,792,207	4,549,804	5,152,950	5,250,066	0.3%
Total Licenses & Permits		18,586,444	17,948,804	22,037,550	22,475,066	1.2%
Intergovernmental Revenue						
<u>State Shared Revenues</u>						
Local Government Half-Cent Sales Tax	D	82,258,738	79,041,618	90,492,030	93,849,284	5.0%
State Revenue Sharing	D	25,750,065	24,359,516	26,221,466	27,169,962	1.5%
Constitutional Fuel Tax	D	11,052,102	11,266,291	11,380,019	11,639,483	0.6%
County Fuel Tax	D	4,848,178	5,059,030	5,120,197	5,236,937	0.3%
Documentary Stamp Tax	D	8,812,549	5,859,433	5,670,569	5,670,569	0.3%
Shared State Restricted Revenue		3,596,749	3,706,648	5,006,538	5,096,082	0.3%
Shared State General Revenues		3,619,464	3,833,200	3,801,263	3,818,577	0.2%
Subtotal		139,937,845	133,125,736	147,692,082	152,480,894	8.2%
<u>Intergovernmental Grants</u>						
Head Start/Early Head Start Grant	D	21,146,592	22,483,449	22,161,218	22,380,545	1.2%
Section 8 Housing Grant	D	12,989,468	13,220,577	12,979,856	12,979,956	0.7%
Ryan White Emergency Relief Grant	D	10,443,037	10,368,291	11,045,134	11,045,134	0.6%
Community Development Block Grant		6,086,580	7,168,000	6,726,087	6,726,087	0.4%
Federal Human Services Grants		7,683,144	6,799,843	6,877,197	6,870,148	0.4%
State Health & Human Svcs Grants		5,273,840	5,594,348	4,878,640	4,910,772	0.3%
Federal Health Grants		3,591,220	3,726,658	3,309,395	3,334,071	0.2%
State Physical Environment Grants		3,837,854	3,203,984	3,233,227	3,320,426	0.2%
Fed Economic Environment Grants		2,099,509	3,150,743	3,278,714	3,278,714	0.2%
Other State Grants		4,731,666	3,184,602	3,102,678	3,102,678	0.2%
Other Federal Grants		6,508,984	3,198,582	3,000,095	3,014,574	0.2%
Local Grants		2,574,995	351,050	351,550	353,550	0.0%
Subtotal		86,966,889	82,450,127	80,943,791	81,316,655	4.5%
Total Intergovernmental Revenue		226,904,734	215,575,863	228,635,873	233,797,549	12.7%
Charges for Services						
<u>Water/Wastewater Utility Fees</u>						
Water/Wastewater Usage Fees	D	93,285,979	91,952,976	104,972,510	107,857,191	5.8%
Water/Wastewater Base Fees	D	43,548,648	45,165,105	47,175,622	48,989,575	2.6%
Accrued Guaranteed Revenue Fees		17,579,017	11,866,125	12,142,440	11,631,195	0.7%
Customer Monthly Billing Charge	D	6,255,927	6,568,064	6,769,138	7,008,036	0.4%
Other Water/Wastewater Utility Fees		2,764,881	1,756,803	2,469,544	2,611,780	0.1%
Subtotal		163,434,452	157,309,073	173,529,254	178,097,777	9.7%

COUNTY REVENUES BY SOURCE

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned	% Total FY 06
<u><i>Solid Waste Fees</i></u>					
Solid Waste Residential Assessments D	33,733,154	37,969,651	39,385,464	40,953,855	2.2%
Solid Waste Tipping Fees	25,664,779	25,497,109	27,898,544	29,184,651	1.6%
Solid Waste Recycling Revenue	14,183,359	13,892,600	14,534,600	15,097,600	0.8%
Subtotal	73,581,292	77,359,360	81,818,608	85,236,106	4.6%
<u><i>Other User Fees</i></u>					
Sheriff's Office Fees D	12,393,451	10,943,763	11,076,000	11,478,000	0.6%
Court Costs & Surcharges D	16,179,873	9,908,100	9,877,784	10,046,246	0.5%
Ambulance Fees D	7,266,766	6,938,651	8,020,733	8,421,771	0.4%
Planning & Growth Management Fees	3,783,229	4,339,659	6,413,303	6,581,956	0.4%
Public Safety Fees	4,903,566	5,119,019	5,822,606	6,377,560	0.3%
Human Services & Recreation Fees	3,224,654	4,012,636	3,794,839	3,913,557	0.2%
Environment & Physical Resource Fees	2,738,037	3,286,187	3,742,412	3,784,767	0.2%
Transportation Fees	3,650,508	3,197,031	3,724,691	3,869,155	0.2%
Other User Fees	5,601,511	2,627,980	3,357,042	3,743,392	0.2%
Subtotal	59,741,595	50,373,026	55,829,410	58,216,404	3.1%
<u><i>Internal Charges</i></u>					
Internal Service Charges - Insurance	60,302,805	62,287,217	70,486,697	76,542,357	3.9%
Indirect Administrative Costs	28,103,891	28,719,189	34,433,243	34,394,219	1.9%
Employee Health Insurance Premiums	20,071,993	21,951,015	24,550,968	29,073,288	1.4%
Internal Service Charges - Fleet	19,378,041	19,587,245	27,068,497	26,746,775	1.5%
Insurance & Technology Reimbursements	11,342,258	12,151,248	4,264,838	4,691,260	0.2%
Subtotal	139,198,988	144,695,914	160,804,243	171,447,899	8.9%
Charges for Services Total	435,956,327	429,737,373	471,981,515	492,998,186	26.3%
Fines & Forfeits	4,996,367	2,387,224	3,754,873	3,923,518	0.2%
Miscellaneous Revenue					
<u><i>Special Assessments & Impact Fees</i></u>					
Water/Wastewater Special Assessments	9,799,173	11,209,940	13,493,342	15,292,281	0.8%
Stormwater Special Assessments D	4,887,816	5,131,000	5,199,000	5,335,000	0.3%
Streetlighting Special Assessments	6,682,353	7,291,398	7,848,225	8,447,575	0.4%
Transportation Impact Fees D	15,820,918	12,762,850	11,890,000	6,590,000	0.7%
Water/Wastewater Impact Fees	13,023,430	7,882,884	6,490,242	6,007,284	0.4%
Other Impact Fees D	6,255,403	5,443,000	5,895,000	5,895,000	0.3%
Subtotal	56,469,093	49,721,072	50,815,809	47,567,140	2.8%
Interest D	32,063,741	36,288,844	28,457,123	29,553,389	1.6%
Other Miscellaneous Revenues	5,738,066	11,494,783	14,156,587	14,517,252	0.8%
Miscellaneous Revenue Total	94,270,900	97,504,699	93,429,519	91,637,781	5.2%
Total Revenue - All Types	\$1,549,380,228	\$1,626,176,446	\$1,797,801,682	\$1,891,189,171	100.0%

Note:

Those revenues with a "D" following the title are discussed in more detail in the narrative following this table.

MAJOR COUNTY REVENUES

Hillsborough County relies on a variety of revenue sources to finance operations and construction activities. These sources include taxes, special assessments, fees, intergovernmental funding and service charges. Some examples of revenue sources include user fees financing the County's water and wastewater utility, gasoline taxes financing roadway construction and maintenance, and permit fees supporting building permit and inspection programs.

Several major factors impact revenues: changes in overall county-wide population, changes in specific service populations and their demands, increases or decreases in real disposable income (which measures residents' after-tax buying power adjusted for inflation), and inflation. One or more of these factors or "drivers" impact most revenues directly or indirectly.

Estimates of revenues for budgetary purposes are gathered from a variety of sources. Based on past trends and their experienced judgment of current and future conditions, operating departments, agencies, and Constitutional Officers provide estimates of revenue from program-related fees (charges for services), state and federal grants, licenses and permits, fines, and assessments. The Florida Department of Revenue provides estimates of revenues from the Local Government Half-Cent Sales Tax, Indigent Care Surtax, Community Investment Surtax, various State-collected gasoline taxes, and the State Revenue Sharing program (based on a cigarette tax and sales tax). Ad valorem tax revenue, the remaining major revenue source, is estimated from taxable property values provided by the Property Appraiser by July 1st of each year in conjunction with applicable millage rates.

Projections of year-end FY 05 revenues reflect the strong economic performance which has replaced disappointingly weak economic recovery in 2002 and 2003. 2004 growth registered a strong 4.2%, the highest growth since 1999. The US economy grew 3.8% in third quarter of 2005 according to advance October estimates from the Bureau of Economic Analysis. A perceived early summer slowdown turned out to be a minor blip. Hurricane Katrina's arrival in late summer had devastating impacts on the Gulf Coast but economic growth elsewhere more than offset those dislocations. The latest National Association for Business Economics (NABE) consensus forecast pegs 2005 growth at a healthy 3.5%. NABE forecasters expect 3.4% growth for 2006.

County revenues have benefited from higher economic growth. For example, taxable sales, after falling in calendar year 2002 rose again in 2003 and 2004. Sales surtax and fuel tax revenues modestly exceeded 2004 forecasts. Year-end estimates for FY 05 indicate actual sales tax revenues will exceed original forecasts while fuel taxes will meet original forecasts.

Property tax, sales tax, revenue sharing and fuel tax revenue estimates were formulated in spring of 2005 and were based upon

time series forecasting techniques, trend analysis, state forecasts, and expert judgment. Management and Budget used a time-series regression technique known as an Autoregressive Integrated Moving Average Model (ARIMA). ARIMA uses historical data and estimates an equation to approximate those data and, subsequently, forecast the future path of the estimated variable. The ARIMA models forecasted strong revenue growth for the balance of FY 05. Combining the ARIMA forecasts with similar forecasts based upon trend analysis and expert judgment rooted in past and present experience, a consensus was reached that revenue growth would generally meet or exceed expectations for FY 05. State forecasts issued in spring and summer 2005 also indicated strong revenue performance.

Forecasters are expecting further Federal Reserve action to increase short-term interest rates in late 2005 and in 2006. Long-term rates in late 2005 are now rising in response. Housing and consumer markets are expected to consequently slow in 2006 and 2007. These events will likely slow revenue growth in 2006 and again in 2007. Hillsborough County will carefully monitor the affect on revenues and expenditures.

The following sections discuss major revenues and how they have changed over time.

Ad Valorem Taxes

In modern times, property taxes, also called *ad valorem* taxes, have traditionally been the major sources of revenue for local governments, large and small. For Hillsborough County, these taxes comprise the largest percentage of all revenue – about 39%.

Hillsborough County levies a property tax on all property within the County, including that within municipalities, for services provided throughout Hillsborough County. This tax, referred to as the *Countywide Property Tax*, is deposited in the County's General Fund. Hillsborough County also levies the *Municipal Services Taxing Unit (MSTU) Property Tax* to fund municipal-type services in the unincorporated areas of the County. This tax is only assessed on property in unincorporated areas of the County and is deposited in the Unincorporated Area General Fund. One example of an MSTU tax-funded service is fire protection supplied by the Hillsborough County Fire Rescue Department.

To fund operations of the city-county library system, the County levies a third property tax called the *Special Library District Tax*. This tax applies only to property in the City of Tampa and in unincorporated areas of the County. The Cities of Temple Terrace and Plant City operate their own libraries, although they receive funding from the County system to establish a coordinated system for all County residents.

MAJOR COUNTY REVENUES

In addition to the Board of County Commissioners of Hillsborough County, other jurisdictions in the county have authority to levy their own property taxes. Entities such as the cities of Tampa, Temple Terrace, and Plant City, the Hillsborough County School Board, the Hillsborough Area Regional Transit Authority, the Southwest Florida Water Management District, the Tampa Port Authority and the Children's Board all levy ad valorem taxes. Each of these tax levies is listed on a consolidated tax bill sent to individual taxpayers.

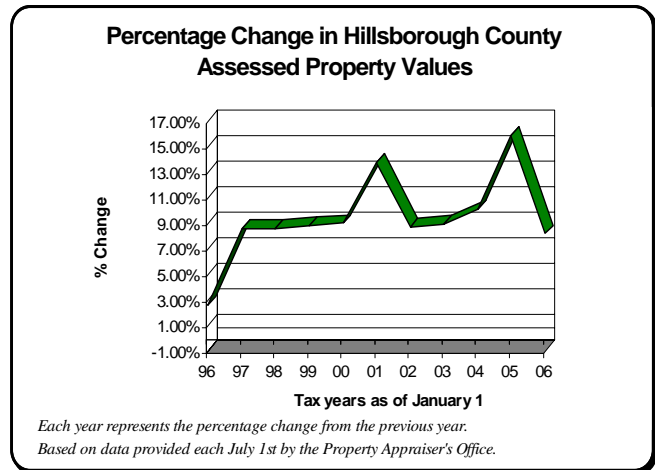
In addition to the tax levies already mentioned, the County is required to levy a separate property tax to meet annual debt service requirements for the payment of voter approved general obligation bonds. In the past, voters have approved bonds for jail facilities, park facilities, and the acquisition of environmentally sensitive land. In November 1992, residents approved a referendum to finance additional park facilities in the unincorporated areas. Since it benefits only the unincorporated areas, this limited general obligation debt is funded through an MSTU millage.

Property tax revenues depend upon the *assessed* value of real and personal property, less any exemptions. Growth in this tax base increases County ad valorem tax revenues without requiring any increase in the tax rate. Taxable values tend to fluctuate over time. In the past, due mainly to slower appreciation of existing property and to a slowdown in new construction, the increase in taxable value slowed from an annual average increase of 13 percent during the early to mid-1980's to an actual decline in FY 93. The rate of taxable value growth in Hillsborough County accelerated during the last 12 years. Countywide taxable values increased 8.1% for FY 98, 8.7% for FY 99, 8.7% for FY 00, 9.2% for FY 01, 13.0% for FY 02, 8.0% for FY 03, 8.7% for FY 04, and 11.4% for FY 05. These rapid growth rates reflect strong economic growth in the late 1990s and historically low interest rates during 2000-2005. Other contributing factors include the one-time addition of the stadium to the taxable roll, changes in appraisal methods and the reconsideration of some exemptions.

Recent property tax revenue growth reflects the mixed economy of 2002 through 2004 when commercial real estate fared poorly but record low interest rates propelled the single family housing market to record levels. New single family housing permits rose to successive annual record highs during 2001 through 2004. Partial 2005 data indicate the pace of single family permitting has remained very high. Multi-family permitting has been more variable and has not surpassed mid-1980s records. Commercial permitting values rose 20.4% in 2003 followed by a weaker 8.3% in 2004. Although commercial markets ended 2004 with improved absorption and vacancy rates, they remain weak compared to the late 1990s.

Construction markets respond to interest rate changes and general changes in economic conditions with a lag. Property tax rolls are

based on land and structure values that existed on January 1st. Ad valorem revenue growth would, therefore, respond in the following years to higher interest rates or deteriorating economic conditions slowing construction permitting in a current year. Rising interest rates in late 2005 and in 2006 will likely slow construction markets going forward.



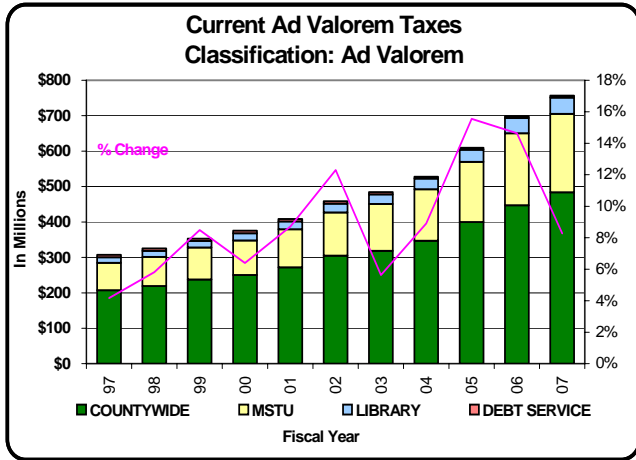
Estimates of ad valorem tax revenues are prepared during the budget process by the Hillsborough County Management and Budget Department based on historical and current information on economic activity. ARIMA modeling is a key forecasting tool for taxable property values and is used in conjunction with trend analysis and expert knowledge. ARIMA forecasts have been used in the Pro Forma budgets for FY 06 and FY 07. Countywide taxable values were forecasted to rise 9.16% for FY 06 and 8.18% for FY 07. Unincorporated taxable values were forecasted to rise 9.77% for FY 06 and 8.79% for FY 07. The forecasted slower growth for FY 07 is consistent with expectations that higher interest rates are likely to accompany stronger economic growth and cool down housing markets in late 2005 and in 2006. These forecasts are replaced with actual data from the Property Appraiser's Office, as they became available. Latest 2005 valuations for the FY 06 budget year indicate a 15.9% gain in Countywide taxable values and a 17.3% Unincorporated gain. While exceeding projections for FY 06, rising long-term interest rates are still expected to restrain growth during 2006.

The Property Appraiser's values are subject to adjustment by the Value Adjustment Board after the budget is adopted. Since these adjustments impact the tax base, ad valorem tax revenues may differ from initial budget estimates.

The chart *Current Ad Valorem Taxes* shows the changes in the County's ad valorem tax revenues for the Countywide, MSTU, Library District and Environmentally Sensitive Lands ad valorem taxes since 1997. Strong growth in taxable value since FY 96 has allowed the County to reduce total BOCC millage every year since

MAJOR COUNTY REVENUES

FY 96 while maintaining ad valorem revenues needed to fund County needs.

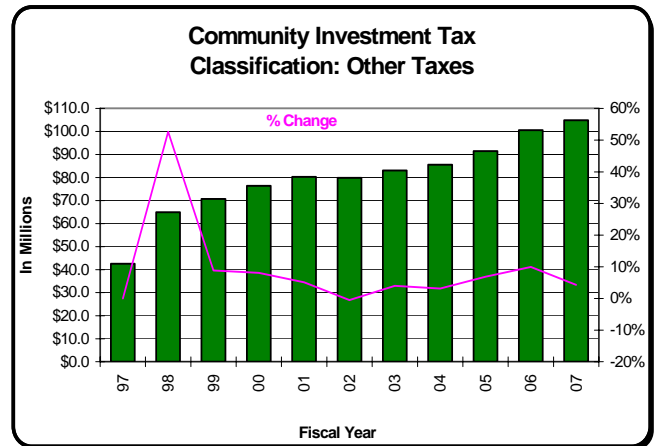


Other Taxes

The *Other Taxes* category includes receipts from non-ad valorem sources such as certain types of locally-imposed gasoline and sales taxes, and tourist development taxes. This category accounts for about 15% of all revenue.

Local Government Infrastructure Surtax - In a referendum held on September 3, 1996, voters of Hillsborough County approved the levy of a 0.5% sales surtax for a thirty year period, effective December 1, 1996. The proceeds from this "*Community Investment Tax*" are used to acquire, construct and improve general government, public education and public safety infrastructure to promote the health, safety and welfare of Hillsborough County residents.

In Fiscal Years 1997 through 2026, this tax is projected to generate in excess of \$4.7 billion in revenue based on an average annual long-term growth rate of 6%. The Hillsborough County School Board will receive 25% of this revenue via monthly disbursements. Another estimated \$318 million will finance, over the thirty year period, Raymond James Stadium. This stadium is used by the University of South Florida football team, the Tampa Bay Buccaneers of the National Football League, and multiple special events. The remaining Community Investment Tax revenue is distributed among the County and its three municipalities using the same distribution formula that applies to the regular Local Government Half-Cent Sales Tax.



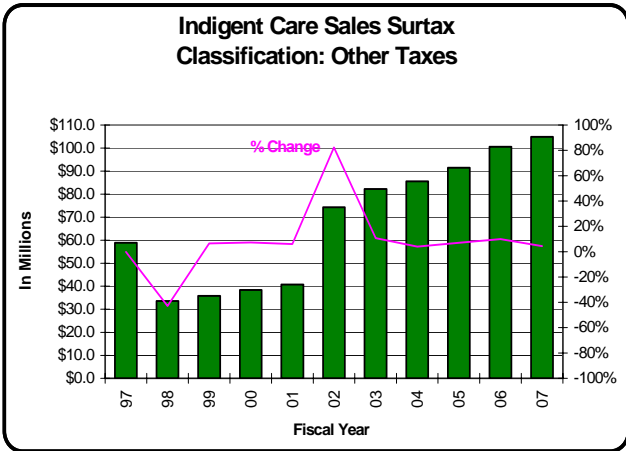
Management and Budget staff provides short and long term projections of sales surtax revenues based on ARIMA modeling, trend analysis, state forecasts, and current economic conditions. Reflecting strong economic growth and consumer spending, CIT revenues rose 8.8% in FY 99 and 8.1% in FY 00. FY 01 CIT revenues grew about 5.0%. The FY 02 revenues fell 0.25% reflecting falling retail sales due to recession in 2001 and slow tourism activity following September 11. Revenue growth improved in FY 04 to about 5.0%, much nearer the long-term growth rate of 6%. Combining ARIMA forecasts, expert judgment of the Management and Budget Department staff and Florida Department of Revenue forecasts lead Management and Budget staff to a consensus forecast of 5.25% for FY 06 and 4.30% for FY 07.

Indigent Care and Trauma Center Sales Surtax - The *Indigent Care and Trauma Center Sales Surtax* funds Hillsborough County's acclaimed Indigent Health Care Program. This surtax was first imposed for a two-year period in FY 85 at a rate of 0.25 percent. In FY 92, the Board of County Commissioners authorized a seven year 0.5 percent sales surtax within Hillsborough County. On May 23, 1997, the state legislature approved a bill to extend the sales surtax until October 1, 2005. The legislation requires that any county that levied the tax prior to October 1, 1998 must adopt an ordinance, by extraordinary vote, to extend the surtax to October 1, 2005 and to authorize the amount of tax to be levied. On July 9, 1997, the Board of County Commissioners approved the required ordinance to extend the surtax.

As approved, the ordinance extended the surtax through September 30, 2005 and authorized a reduction in the surtax rate from 1/2 cent per dollar of sales price to 1/4 cent per dollar of sales price. This reduction remained in place through September 30, 2001, when it increased to 1/2 cent per dollar of sales price.

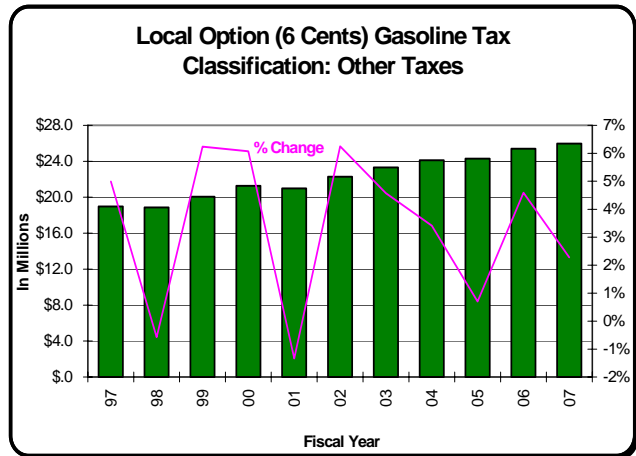
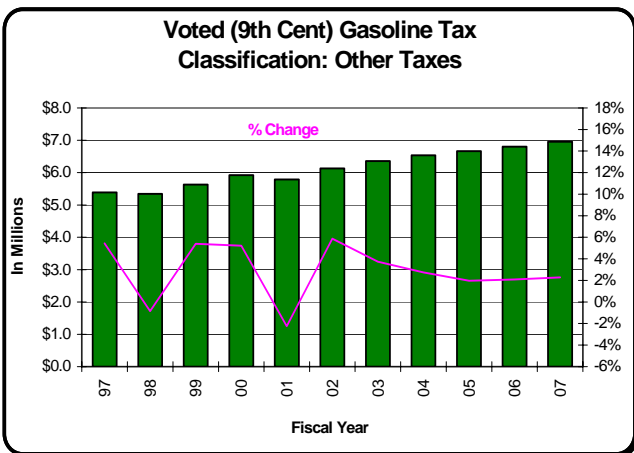
The 2003 Legislature extended the authority for this surtax on a continuing basis (removed the sunset provision) with a requirement that a biennial audit be delivered to the local governing body and to the chair of the legislative delegation.

MAJOR COUNTY REVENUES



The chart for this tax reflects revenues since FY 97. FY 98 through FY 01 revenues reflect the reduction in the surtax rate from 0.5 percent to 0.25 percent effective October 1, 1997, with corresponding decreases in revenues. The large revenue increase, over 80% for FY 02, reflects the return to a 0.5% rate on October 1, 2001. In the absence of rate, other structural tax changes and audit adjustments the Indigent Care Sales Surtax and the Local Government Infrastructure Sales Surtax (CIT) should exhibit nearly identical trends. Using the same methods and tax base, Management and Budget staff forecast the Indigent Care Surtax will match CIT forecasts.

Gasoline Taxes - The Taxes revenue classification includes two gasoline taxes, the Voted (9th Cent) Gasoline Tax and the Local Option (6 Cents) Gasoline Tax. Gasoline taxes collected within Hillsborough County are distributed among the County and its three municipalities.

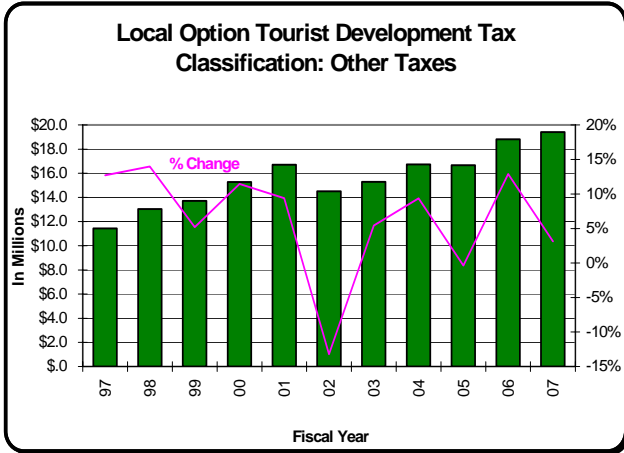


Gas taxes are an important source of funds for road network improvement, maintenance, and road re-surfacing. Like most gasoline taxes, and as shown in the respective charts, gasoline tax revenues have grown slowly over the last several fiscal years due primarily to increased fuel efficiency of automobiles and other gasoline powered vehicles. FY 99 and FY 00 gasoline tax revenues increased strongly reflecting strong fuel demand resulting from rapid economic growth. FY 01 local option gas taxes fell due to higher fuel costs and a slowing economy, but returned to long-term trends in FY 02 & FY 03. The stronger economy kept gas tax revenue growth high in FY 04 and FY 05 as well. While post-Hurricane Katrina prices have already fallen as of November 2005, prices are likely to remain relatively high compared to the late 1990s. This could have a negative effect on long term gasoline demand and, therefore, gasoline tax revenues. Florida Department of Revenue forecasts for Gasoline Taxes of 2.3% for both FY 06 and FY 07 have been used and were very similar to Management and Budget staff forecasts based on 10- year trend analysis.

Local Option Tourist Development Tax - This tax, imposed primarily on tourist-related resorts and facilities, provides funding for tourist and economic development. The tax was increased in 1990 from 3% to 4% to provide funds as a pledge against sports facility debt. In October 1995, an additional one percent was added to finance the Ice Palace, an indoor sports and entertainment arena constructed in downtown Tampa. This brings the current tax rate to 5%.

Tourist tax revenues rose steadily from FY 93 – FY 01. FY 02 revenues fell substantially in the aftermath of September 11. Revenues began to rebound in FY 03 and into early FY 04. As the economy recovered and tourists returned to travel FY 04 revenues modestly exceeded pre-September 11 levels. Strong tourism markets have boosted revenues for FY 05 and are forecasted to 5.9% in FY 06 before cooling somewhat to 3.1% in FY 07.

MAJOR COUNTY REVENUES

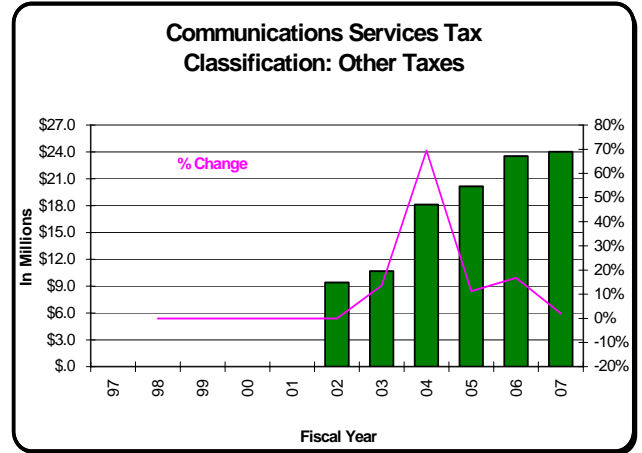


Tourist tax revenue forecasts are based on a 10-year trend analysis by the Management and Budget Department and Economic Development Department staff expertise.

Communications Services Tax – In 2001, the State of Florida established the communications services tax. The goal was to restructure taxes on telecommunications, cable television, direct-to-home satellite, and related services. The law replaced and consolidated several different state and local taxes with a single tax comprised of two parts: the Florida communications services tax and the local communications services tax. The definition of communications services encompasses voice, data, audio, video, or any other information or signals, including cable services that are transmitted by any medium. The local tax does not apply to direct-to-home satellite services.

The 2001 legislation also set a default rate for each locality so that the new law was revenue neutral. However, it allowed each local taxing jurisdiction to levy its own tax rate on communications services rather than use the default rate.

For FY 02, Hillsborough County used the default rate of 2.2%. Effective January 1, 2003, the BOCC lowered the rate to 2%. Effective January 1, 2004, the Board raised the rate to 4.0%, with the provision that one-quarter of the tax go to fund construction of fire stations.



The Communications Services Tax is likely to reflect the rapid and comprehensive change occurring in the communications industry. New technologies, particularly internet and wireless, are changing the way we use telephones, computers and television. These changes will continue to complicate the forecasting of this revenue. Management and Budget staff has used Florida Department of Revenue forecasts for this revenue.

This tax is levied in the unincorporated area only. The three municipalities levy their own communications services tax.

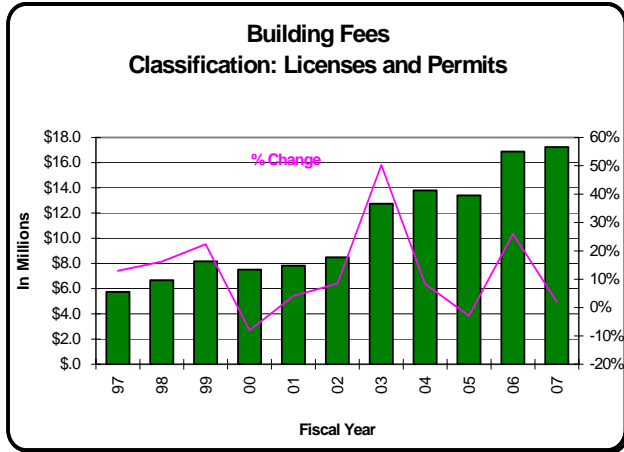
Licenses and Permits

Although fees from licenses and permits provide only 1% of total County revenues, they are worth mentioning because of their relationship to the regulatory functions of County government and their usefulness in gauging activity of growth in related segments of the County's economy.

The chart on Building Permit Fee revenue since 1995 illustrates the improving general health of the local building industry after the retrenchment of the late 1980s. As shown in the "Economic Indicators" section of the Executive Summary, increases in local construction activity through FY 99 produced strong revenue growth in this area. As in the rest of the nation both residential and commercial construction were very strong in Hillsborough during the late 1990s. Building fee revenue surged 16.2% in FY 98 and 22.4% in FY 99. Rapid commercial construction, however, outpaced absorption in 2000 resulting in increasing vacancy rates and softening rents. This development, combined with higher interest rates in 2000, contributed to a 41.2% fall in the value of commercial permits issued in 2000. New residential permits fell 19.5%. Building fee revenue fell 8% in FY 00. Single family permitting activity improved in 2001 and 2002 supporting better building fee revenue growth 4.2% in FY 01 and 8.5% in FY 02. FY 03 revenues included fee increases for residential housing permits and building trades subpermits. This was the first time these fees have been increased since 1989. After a one-time increase of nearly

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50% in this revenue, FY 04 revenue grew 8.3%. Double-digit gains are forecasted in FY 05. Nationally forecasted higher interest rates are expected to slow this growth starting in FY 06 to 2.1% and in FY 07 to 1.9%. These forecasts reflect national consensus expectations of housing markets and the expert judgment of Planning and Growth Management staff.



Intergovernmental Revenues

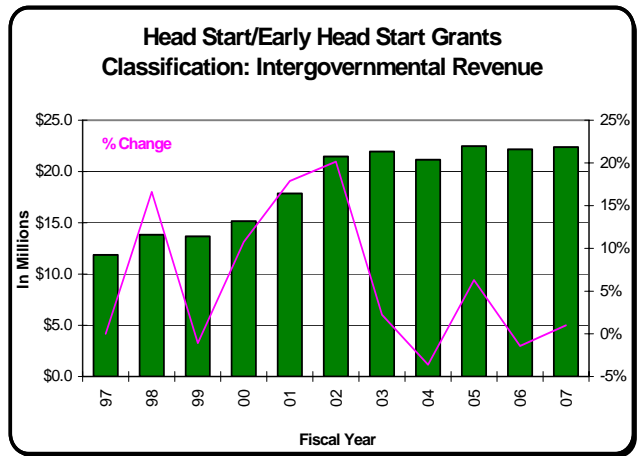
The County receives 13% of its revenue from intergovernmental sources including federal and state grants.

Grants - Major grants received by the county include funding for head start, children and elderly food programs, anti-drug abuse programs, environmental issues, jail construction, and Housing and Urban Development grants for community development and housing rental.

The County's largest grants are for the Head Start and Early Head Start Program. The program provides services designed to enhance children's physical, social, emotional and intellectual development. Early Head Start serves low-income pregnant women and families with infants and toddlers. Head Start provides preschool services for three and four year old children from low income families in Hillsborough County. Young children with disabilities or developmental delays are also served in an environment of inclusion. The centers are located throughout the County and transportation is provided for the Head Start children. All families receive health, dental, and preventative mental health services and parent involvement opportunities.

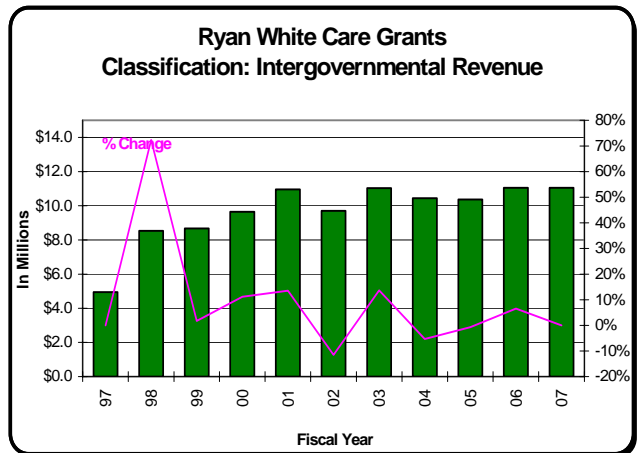
As the chart below indicates, revenue grew substantially from FY 97 through FY 02. This is due to Cost-of-Living Adjustments (COLA) and Expansion funding. However, in FY 03 the increases began to decrease and have generally been confined to the COLAs. Estimates are prepared by the Children's Services Department in consultation with the granting agency, the U.S. Department of Health and Human Services, Region IV Administration

for Children and Families.



On December 1, 1992, the Hillsborough County Board of County Commissioners was designated as the grantee agency for the Ryan White CARE Act of 1990 for Title I funds to be allocated among service providers for HIV+ individuals in the Tampa-St. Petersburg area, comprised of Hillsborough, Pinellas, Pasco, and Hernando Counties. On June 18, 1997, the County was designated to administer Ryan White Title II in Hillsborough, Pinellas, Pasco, Hernando, Polk, Highlands, Hardee and Manatee Counties. Both Ryan White grants are administered by the Health and Social Services Department in accordance with the dollar allocations of the Ryan White Care Council.

As the chart below indicates, Ryan White grant revenue has been stable over the last ten years. The main exception would be the increase in FY 98 when Title II funding was added. Estimates are prepared by the Health and Social Services Department in consultation with the granting agency, the U.S. Department of Health and Human Services, Region IV, Health Resources and Services Administration.

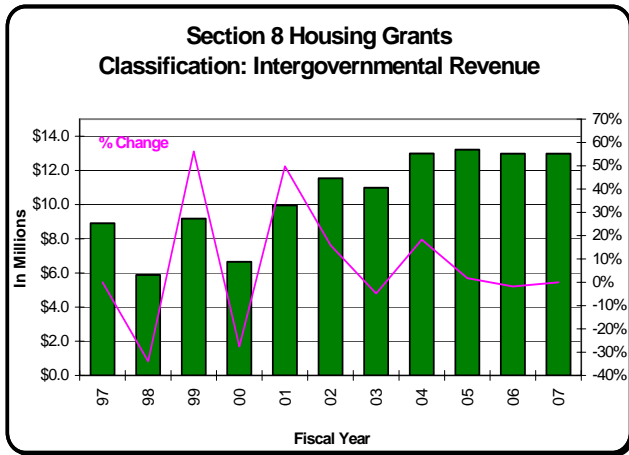


While the U.S. Department of Health and Human Services is the County's largest granting agency, significant funding comes from

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the U.S. Department of Housing and Urban Development (HUD). The largest HUD program is the Section 8 Housing Choice Voucher Program. This program provides financial assistance to low-income families so they can obtain decent, safe and sanitary rental housing in Hillsborough County.

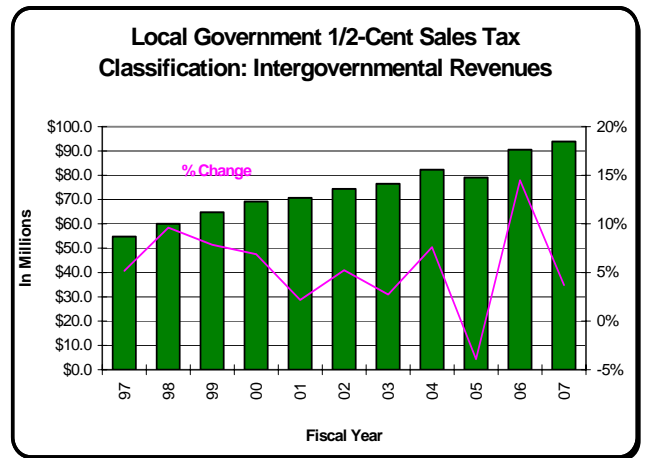
As the chart below indicates, Section 8 grant revenue had slow but steady increases from FY 97 through FY 04. Though timing issues related to receiving the funds caused the graphed fluctuations, the amounts actually granted increased gradually. However, the revenue is not expected to increase from FY 04 levels in FY 06 or FY 07. Estimates are prepared by the Health and Social Services Department in consultation with the U.S. Department Housing and Urban Development (HUD).



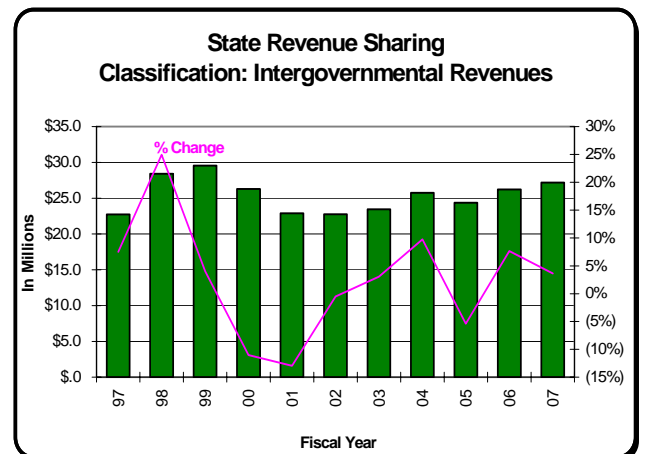
State-Shared Revenues - Two State-shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax* has been a growing source of revenue for the County since FY 83. In FY 98, actual collections exceeded the budget by \$4 million. The FY 99 budget was also understated by as much as \$5 million. The excess revenue collected in FY 98 and FY 99 were brought forward to FY 00 as non-recurring revenues available for non-recurring projects. During FY 95 to FY 00 half-cent revenues grew an average 7.5% annually. This high growth reflected the high levels of consumer spending in the late 1990s. As recession affected consumer spending a slowdown in taxable sales growth occurred in FY 01, FY 02 and FY 03. Half-cent revenue grew only 2.2% in FY 01, 5.2% in FY 02, and 5.1% in FY 03. Strong economic conditions in 2004 and 2005 resulted in additional boosts for FY 04 and FY 05. However, state legislation related to Article V implementation lowered the share of sales tax shared with local governments by 9.5% effective July 1, 2004. This resulted in a revenue reduction of approximately \$1 million from FY 04.

Management and Budget ARIMA forecasts and state forecasts lead to a consensus forecast of 5.7% growth rate for FY 06 and

3.7% for FY 07.

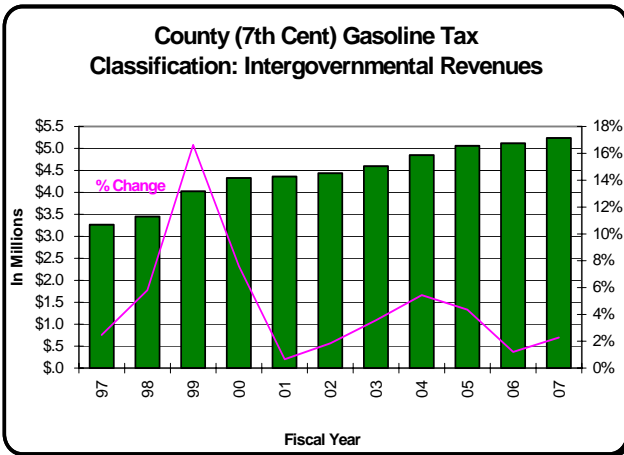


The second important State source is State Revenue Sharing. Until July 1, 2000 the county received a portion of the State intangibles tax along with a small contribution from the one-cent cigarette tax. As with other State estimates, FY 98 and FY 99 State Revenue Sharing was underestimated. FY 00 included a 25% reduction in the intangibles tax based on a change approved by the Florida Legislature in 1999. In May 2000 the Legislature passed an additional change to State Revenue Sharing. As of July 1, 2000 counties still receive the one-cent cigarette tax but no longer receive any portion of the intangibles tax. In place of the intangibles revenue the Legislature authorized 2.25% of state sales tax revenue be included in State Revenue Sharing. This change further reduced state revenue proceeds, but likely produced a more stable revenue source over the long term. This change causes State Revenue Sharing to grow in a similar manner to the Half-Cent Sales Tax. State Revenue Sharing forecasts, therefore, will closely track Half-Cent forecasts. Later, state legislation related to Article V implementation lowered the share of sales tax shared with counties through revenue sharing by 9.1% effective July 1, 2004. This resulted in a revenue reduction of approximately \$900,000 from FY 04.



MAJOR COUNTY REVENUES

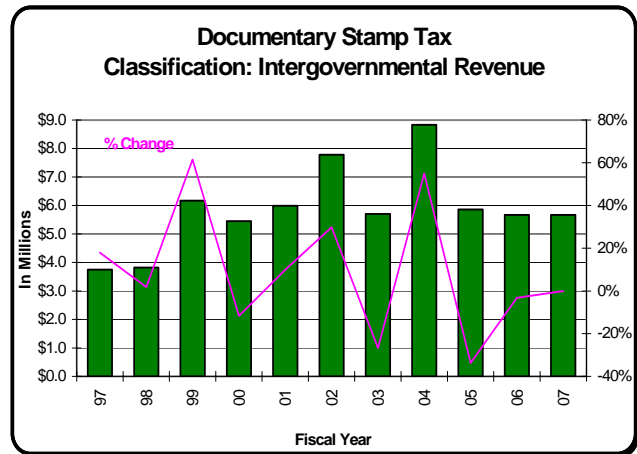
The *Constitutional Gas Tax* is a 2-cent levy shared with counties only. Eighty percent of the revenue can be used for debt service, if any, to be managed by the State Board of Administration. Any remainder of the 80 percent portion is then distributed to the County. The other 20 percent is given to the County for the acquisition, construction and maintenance of roads. This revenue is expected to remain a stable source of income.



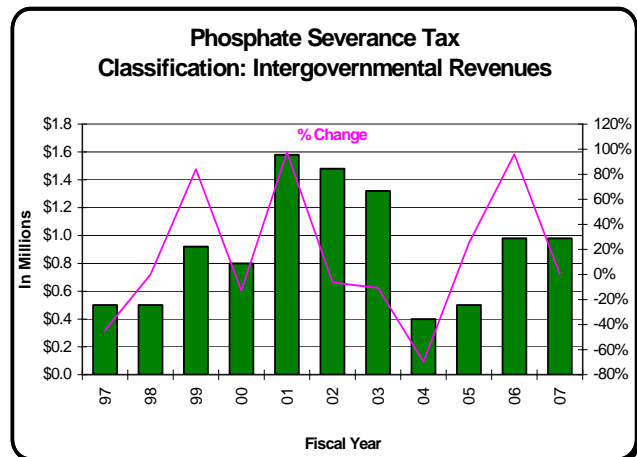
The *County (7th Cent) Gasoline Tax* is considered a State-Shared Revenue since its distribution is based on a State-set formula — not based solely on total collections within the county of collection. This revenue, along with other gasoline taxes and road network impact fees, is used to finance road network improvements and maintenance. As the associated chart shows, revenues from this tax have grown steadily since FY 97. Growth accelerated in the late 1990s, as did growth in most revenues. FY 06 and FY 07 Management and Budget staff projections for the Constitutional Gas Tax and County Gas Tax 10-year run trend rates of steady, slow increase. Florida Department of Revenue forecasts of 2.1% for FY 06 and 2.0% for FY 07 reflect this trend as well and, thus, were the forecasts inserted in the budget.

Documentary Stamp Tax - The State of Florida levies a Documentary Stamp Tax on all real estate transactions. Of the total collected in each County, 11.3425% is returned to Local Governments to fund local affordable housing plans. The growth in this revenue will generally follow the same pattern as Building Permits since they are interrelated. The high level of building activity in FY 98 & FY 99 caused the FY 99 revenue spike as seen in the chart below. However, mortgage refinancing is also subject to the documentary stamp tax. The high level of mortgage refinancings in FY 02 is behind that year's surge. The housing market is still strong in Hillsborough County and supported high growth in this revenue for FY 04 and FY 05, but as nationally forecasted interest rates continue to rise in late 2005 and 2006 we can expect some softening. These forecasts reflect expert staff judgment of the Management and Budget and Housing and Community Code Enforcement Departments using a five year trend analysis and moni-

toring of the Florida Legislature.



Phosphate Severance Tax - The State of Florida levies a tax on phosphate rock mined in the state. The 1982 session of the State Legislature authorized a distribution of 10% of this tax to counties. To receive funds from this source, a county must demonstrate a nexus, direct or indirect, to the phosphate industry. The volatility of the phosphate industry in the late 1980's adversely affected the amount of tax levied; in FY 94 the state permanently reallocated a portion of these taxes to other jurisdictions. The accompanying chart shows this revenue's volatility over the years. Revenue in FY 99 reflected better international market conditions for phosphates and phosphatic fertilizer. In May 2000 the Legislature increased the county share of the tax from 10% to 18%. In FY 04, a major phosphate mining company scaled back operations in Hillsborough County and shifted them to Manatee and Hardee counties. This is a short-term shift and revenues should return to near normal in FY 06. Forecasts are based on Management and Budget staff judgment and analysis of the number of phosphate mining reviews for the preceding three years.

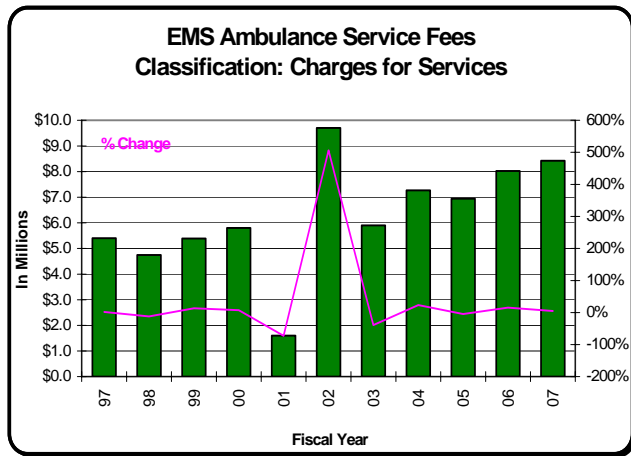


MAJOR COUNTY REVENUES

CHARGES FOR SERVICES

Charges for Services comprise approximately 26% of budgeted income and include revenues from such services as ambulance transports, water, special recreation programs, sewer service charges, internal service charges, fees for housing federal prisoners, and municipal, commercial and franchise solid waste disposal fees. In preparing the County's annual budget, the departments whose operations are supported by these fees provide the estimates of anticipated revenue. Departments rely upon past trends and their accumulated expert knowledge to construct these estimates. Over the past several years, the County has had to rely more heavily on this type of revenue. One example of this type of revenue is illustrated by the chart labeled *EMS Ambulance Service Fees*, which shows a steady source of revenue, except in FY 98 & FY 01. In FY 99, collections were contracted out and revenue began to rise. However, a problem with the collection vendor in FY 01, caused revenue to decrease substantially. The vendor has been replaced and collections have returned to historic levels.

The Fire Rescue Department together with the Management and Budget Department develop the estimates for these fees using expert judgment and a five year trend analysis.

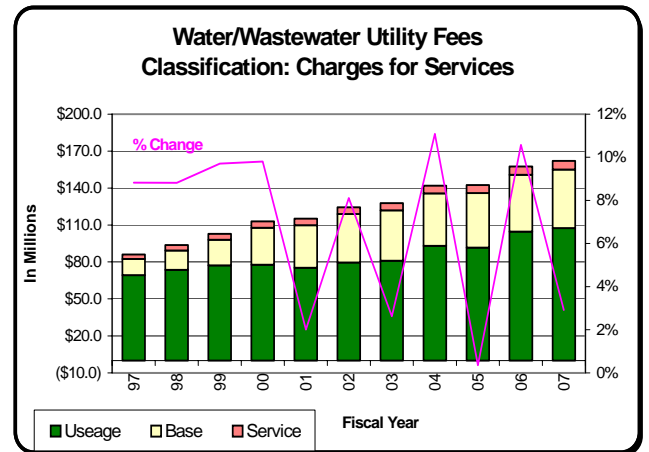


Water and Wastewater Utility User Charges - The primary source of revenue for the Hillsborough County Water and Wastewater utility system is the monthly charges to its customers. These charges are composed of three parts – Base Facility Charges, Volumetric Charges and the Customer Service Charge. Since FY 01, the standard residential Base Facility Charge for Potable Water has been \$7.90 per month, for Wastewater it has been \$12.75 per month and the Customer Service Charge has been \$3.80. Volumetric Charges are tiered and billed per 1000 gallons. These charges are designed to promote water conservation.

A rate study is conducted by the Water Resource Services Department every two years to set the rates for the biennial budget. The study, which is validated by an independent consultant, is prepared to determine if the revenues are sufficient to meet the

financial needs of the County's Water and Wastewater System. This study is the basis for the monthly user charges for the following two years, with the exception of the "Purchased-Water Pass-Through" consumption charge to recover the cost of all retail and bulk potable water purchases. The Water Department calculates the "Purchased-Water Pass-Through" charge annually and implements any changes for the 12-month period on or about October 1 of each year. Accelerating growth and the need to reduce reliance on ground water pumping have required Tampa Bay Water to construct additional projects which increased the cost of bulk water purchased.

The chart below shows that overall revenues from user, base and service charges have grown steadily, which reflects the impact of growth in the unincorporated area over the last ten years. Hillsborough County's effective implementation of tiered conservation rates and other conservation programs have mitigated the need to increase usage charges other than the Purchased-Water Pass-Through charge.



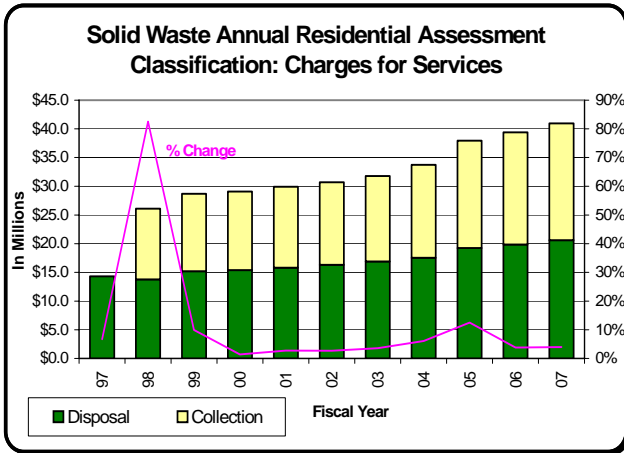
Solid Waste Residential Assessments - These non-ad valorem assessments, which appear on the ad valorem tax bill, fund residential solid waste collection and disposal as well as provide a stable revenue source for Solid Waste Management System bonds. Starting in FY 98, there are two separate assessments - a solid waste collection assessment and a solid waste disposal assessment. Both assessments are collected in the Unincorporated Area only.

The solid waste collection assessment was approved by the BOCC on November 13, 1996, and went into effect on October 1, 1997. This assessment replaced the annual \$82.08 fee residents previously paid directly to collectors for curbside service. Franchise collectors are now paid directly by the County. From FY 98 through FY 03 the rate was \$76.20. For FY 04 the rate was \$80.68 and increased to \$85.16 for FY 05. It is projected to remain at \$85.16 for FY 06 and FY 07.

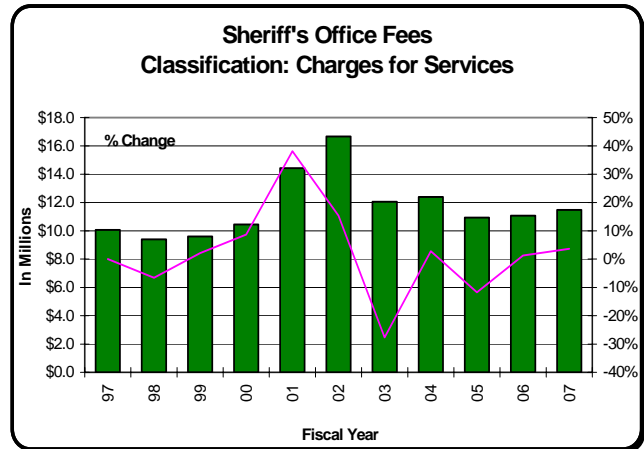
MAJOR COUNTY REVENUES

Residents are also assessed a solid waste disposal assessment on the ad valorem tax bill. These assessment fees replace the tipping fee previously charged by disposal facilities for residential refuse disposal, whether transported by the residential user or a commercial service. From FY 87 to FY 91, this assessment was \$96.50 and was reduced to \$84.00 in FY 92. In FY 96 and FY 97, the disposal fee was \$89.71; in FY 1998 this assessment decreased to \$85.43, and has remained unchanged. Refuse originating from non-residential sources is subject to a tipping fee at the time of disposal.

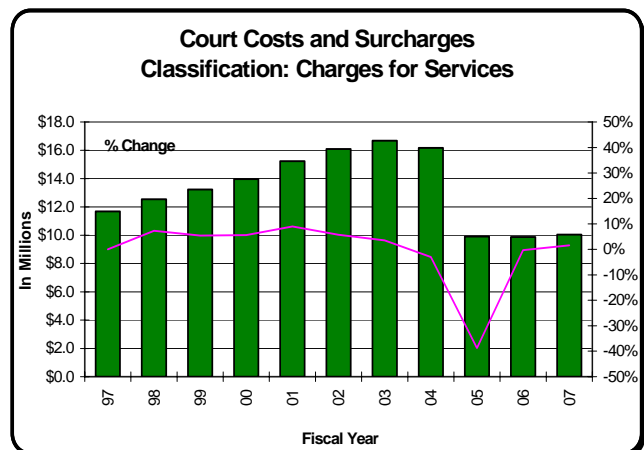
Reflecting Solid Waste Management Department expert staff judgment and existing property tax rolls, solid waste funding sources for are expected to rise by 3.8% for FY 06 and 3.9% for FY 07, mainly due to increased volume of tonnage processed related to growth in the system and the increased collection assessment rate.



Sheriff's Office Fees – The majority of these fees are reimbursements to services provided by the Sheriff's Office. For example, the cities reimburse for School Crossing Guards provided by the Sheriff and the School District reimburses half of the costs for the School Resource Deputy program. The largest reimbursement is from the U.S. Department of Justice for detention of federal inmates awaiting trial. The revenue estimates are provided by the Sheriff's Office based on the estimated cost to provide these services to the outside agencies. The revenue has been consistent over the last ten years, with the exception of FY 01 and FY 02. During those two years, the Hillsborough County Indigent Health Care Program was reimbursing for the cost of Indigent Inmate Healthcare. That reimbursement was ceased in FY 03. The revenue estimates are provided by the Sheriff's Office based on the estimated cost to provide these services to the outside agencies.



Court Costs and Surcharges – Prior to FY 05, these revenues were composed of civil court filing fees, criminal court cost charges, and special surcharges designed to aid in the funding of the court system. However, effective July 1, 2004, most court-related fees and fines now accrue to the Clerk of the Circuit Court to pay for the Clerk's court related duties. Three new fees were allowed by the Legislature and adopted by Hillsborough County. The first is a traffic court surcharge used to fund court facilities. The second is a document recording fee to fund court technology. The third is a criminal court surcharge used to fund the court innovations, a law library, legal aid, and teen court/juvenile diversion programs. The Clerk of the Circuit Court together with the Management and Budget Department develop the estimates for these new fees using expert judgment and a five year trend analysis of similar fees.

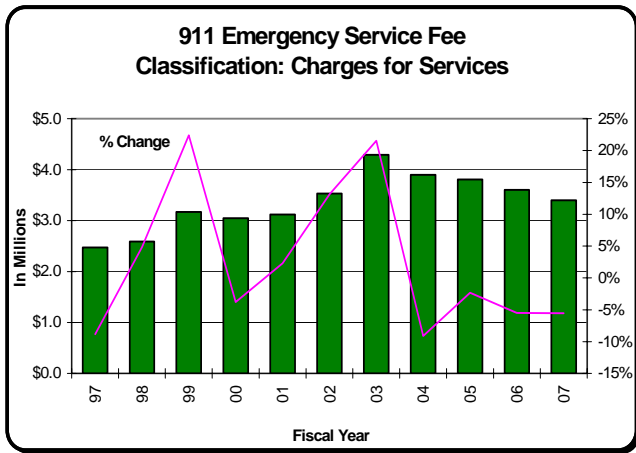


911 Emergency Service Fee – This fee is paid by landline telephone subscribers within Hillsborough County to fund the 911 emergency service program. The monthly rate is 50 cents per access line up to a maximum of 25 lines per account. There is a similar fee imposed by the State of Florida on cellular telephones

MAJOR COUNTY REVENUES

subscribers to fund the electronic 911 system. Part of this levy is shared with the Counties.

The income from the 911 service fee grew steadily from FY 95 through FY 03. However, in FY 04 the revenue began to decline as the number of landline telephones declined. Public Safety Department staff anticipates further decreases for FY 06 and FY 07 based on expert staff judgment and input from the Florida State Technology Board. It should be noted that the State's E911 fee has had a corresponding increase as the number of cellular telephones has increased.



Fines and Forfeitures

Fines and Forfeitures comprise only 0.2% of County revenues. Prior to July 1, 2004, these revenues consisted mainly of court, local ordinance and library fines. However, State legislation related to Article V implementation redirected court fines to the Clerk of the Circuit Court to carry out court-related functions. This resulted in a revenue loss of approximately \$1.0 million.

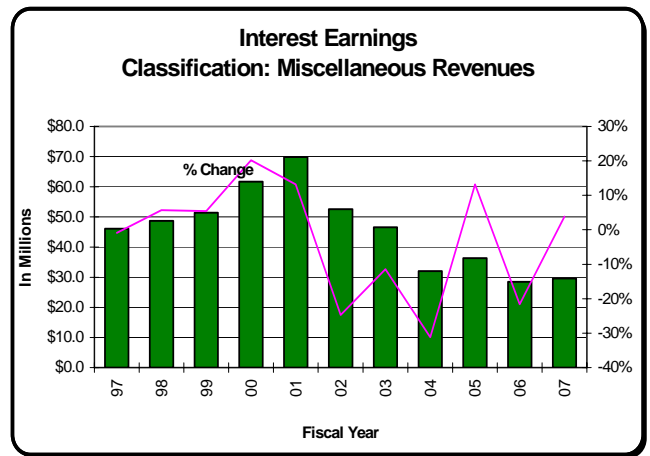
Miscellaneous Revenues

Miscellaneous Revenues account for approximately 5% of total revenues. Interest, special assessments and impact fees account for the majority of revenues in this category. In addition to the revenues detailed below, this category also includes rental income, sale of surplus equipment, property and land, and contributions and donations. It also reflects the net change in the fair value of investments. This last category reflects recent changes in governmental accounting standards. The County does not currently budget for unrealized changes in the value of its investments, but they are reflected in its financial statements and they impact future years' budgets through changes in the fund balance brought forward.

Interest Earnings – Interest earnings are one of the largest com-

ponents of Miscellaneous Revenues and affect every county fund. As the chart below shows, there can be a great deal of fluctuation in interest earnings. The main reason for this fluctuation is a change in interest rates and since most of the County's funds are in short term investments, as short-term interest rates rise so will the County's interest earnings and vice versa. The spikes in FY 96 and FY 01 are due to short-term interest rate increases while the declines in FY 02 & FY 03 are due to short-term interest rate decreases. On June 30, 2004 the Federal Reserve, in response to improving economic growth, began a string of short-term interest rates increases that have continued in 2005. From June 2004 through November 2005 the Fed has increased the Fed Funds rate a total of 300 basis points. Further increases are expected.

The other component of interest earnings is the average daily cash balance. Overall this tends to fluctuate very little from year to year, but did steadily increase from FY 97 through FY 04. However, a one-time drawdown in reserves for capital projects and the use of excess revenues from the late 1990's for major maintenance projects has resulted in lower estimated interest earnings in FY 05, FY 06 and FY 07. This is despite an expected increase in interest rates. The Management and Budget Department combines national interest rate forecasts with a three year average cash balance model to derive forecasts for interest earnings in each fund.



Impact Fees - Impact fees on new construction were implemented in June 1985 to finance capital facilities needed to maintain service levels in areas of growth. The first of these fees was for roads and parks, while the right-of-way portion of the roads impact fees was implemented in February 1986. School impact fees followed in August 1986, with fire impact fees implemented in June 1988. Originally, all impact fees were collected only in the unincorporated areas of the county. However, on January 1, 1993, school impact fees began to be collected in both incorporated and unincorporated areas of the county.

In April 1990, all impact fees, with the exception of fire impact fees, were increased. The degree of increase depended on several

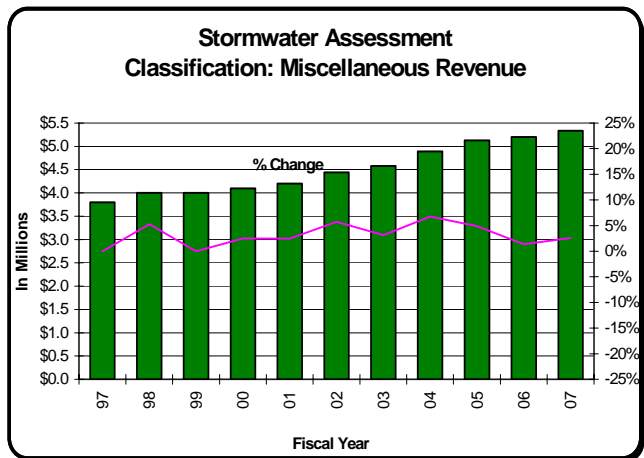
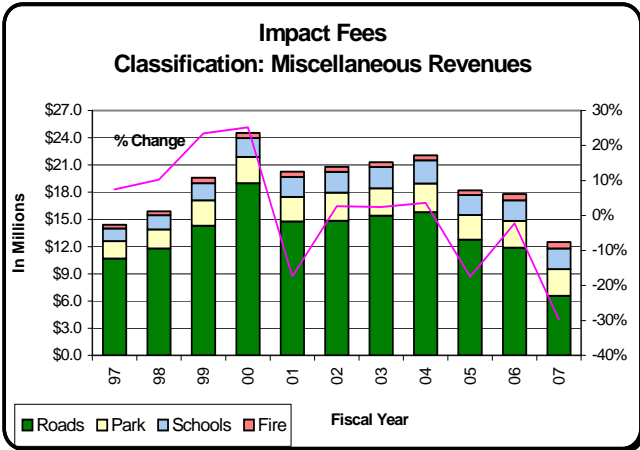
MAJOR COUNTY REVENUES

factors including land use, location, and engineering factors. Total impact fee revenues have shown steady growth since FY 95, reflecting overall county growth. Not shown, however, are the in-kind contributions provided by some developments in lieu of paying fees. Cost recovery rates for impact fees have dropped substantially since fees were changed in 1990. Fees are conservatively estimated by Management and Budget staff using a five year trend analysis and expert staff judgment.

assessment.

On August 15, 1991, the Board set the rates for single family residential and agricultural parcels at \$12 per year. Other residential parcels, such as apartment complexes and condominiums, are assessed \$6 per dwelling unit on the parcel. For non-residential parcels the assessment is \$.01 for each 1.5 square feet of area which cannot absorb water, with a minimum assessment of \$12.

Forecasts are derived by Public Works staff judgment and actual property tax roll data. Overall revenues are estimated to increase slightly due to ongoing unincorporated area development.



Stormwater Assessment - On June 22, 1989, the Board of County Commissioners of Hillsborough County imposed a stormwater assessment on developed properties within unincorporated Hillsborough County. This assessment pays for costs associated with the Hillsborough County stormwater system, including capital augmentation. The assessment applies to roofed and paved parcels of land within areas that cannot absorb water. The stormwater assessment is placed on the tax bill as a non-ad valorem as-

THE PROCESS OF ADOPTING THE BUDGET

An annual budget, including all such funds as required by law, shall be prepared, approved and adopted for each fiscal year. The budget shall control the levy of taxes and expenditure of money for all County purposes during the ensuing fiscal year. The budget process shall be conducted in accordance with Chapters 125, 129, 200, and 218 of the Florida Statutes, as amended.

SPECIFIC REQUIREMENTS

By July 1, the Property Appraiser must certify the (initial) taxable value of property within each taxing district.

The County Administrator must present a balanced budget to the Board of County Commissioners (BOCC) by July 15.

Within 35 days of either July 1, or the date the Property Appraiser certifies the taxable value of property, whichever is later, the BOCC must set proposed millage rates. At that time, a date, time and place is set for a first public hearing on the proposed budget and millage rates.

Within 65 to 80 days of July 1, or the date the Property Appraiser certifies the taxable value, the BOCC must hold a public hearing, after 5:00 p.m., to hear public testimony and to adopt a tentative budget and tentative millage rates. The first substantive issues discussed must be the percentage increase in the proposed aggregate millage rate over the rolled-back rate and the specific purposes for which the ad valorem tax revenues are being increased. (Information on rolled-back millages may be found in this document and a definition may be found in the glossary.) Prior to the conclusion of the hearing, the BOCC shall amend the tentative budget as it deems necessary, adopt the amended tentative budget, recompute its proposed millage rates and publicly announce the percent, if any, by which the recomputed proposed aggregate millage exceeds the rolled-back rate. That percentage shall be characterized as the percentage increase in property taxes tentatively adopted by the BOCC (regardless of whether millage rates have changed). A date, time and place for a second public hearing is set at this hearing. As with the first public hearing, the second public hearing must be held after 5:00 p.m.

Within fifteen days after the first public hearing, the County must publish two adjacent budget ads in a newspaper of general circula-

tion in the County. One advertisement notifies County residents of the BOCC's intent to finally adopt millage rates and a budget, identifying any increase in property taxes. The second advertisement summarizes the tentative budget, showing for each budget and for the total of all budgets, the proposed millage rates, balances, reserves, and major revenues and expenditures classifications. Specific size, placement, and wording requirements apply, as set forth in Chapter 200.065(3) of the Florida Statutes.

Within two to five days after the advertisements are published, a second public hearing is held to hear public testimony and to adopt a final budget and final millage rates. If, for any reason, the adoption of the final budget is delayed beyond the start of the next fiscal year, the BOCC can expend moneys as outlined in Chapter 200.065(2)(g) of the Florida Statutes, as amended.

Copies of completed resolutions adopting the final millages are forwarded to the Property Appraiser and the Tax Collector by the Clerk of the BOCC within approximately 100 days of certification of preliminary taxable value by the Property Appraiser.

Not later than 30 days following adoption of an ordinance or resolution establishing a property tax levy, the BOCC shall certify, to the Florida Department of Revenue, compliance with the provisions of Chapter 200 of the Florida Statutes, as amended. In addition to a statement of compliance, the certification package includes a copy of the adopted millage resolution or ordinance, a copy of the budget advertisements including proof of publication, and a copy of the Certification of Taxable Value form.

Copies of the budget shall be filed with the Clerk of the BOCC as public records.

Upon final adoption of the budget, the budget shall regulate the expenditures of the County and the budget shall not be amended, except as provided for in Chapter 129.06, Florida Statutes. Pursuant to Chapter 129.07, Florida Statutes, it is unlawful for the BOCC to expend or contract for expenditures in any fiscal year in excess of the amount budgeted in each fund. Unexpended funds for uncompleted projects and encumbrances for capital outlay (equipment) at the close of the fiscal year may be reappropriated in the succeeding fiscal year.

THE PROCESS OF ADOPTING THE BUDGET

The process for adopting the FY 06 budget for Hillsborough County consisted of four distinct phases.

The Planning Phase began October 1, 2004 with in-house review of the FY 04 and FY 05 two-year budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The FY 04 and FY 05 biennial (two-year) budget received GFOA's *Distinguished Budget Presentation Award*, including both *Special Capital Recognition* and *Special Performance Measures Recognition*. The planning phase continued with preparation of budget instructions, examples, and training materials.

The Preparation Phase for the FY 06 and FY 07 two-year budget process for all BOCC funded organizations began with a budget "kick-off" with the County Administrator on January 11, 2005. Concurrent with the budget "kick off" meeting, instructions and forms were electronically distributed to all organizations. For the FY 06 and FY 07 budget process departments were to prepare decision units and related summaries for all programs by funding source. Decision Units are prepared at various levels of service delivery including "minimum service level", "continuation service level", "new mandates" and "desired service level". The following represents the definitions of each service level:

Minimum Service Level – The most important level of service provided by any organization. Any funding less than this level would result in no appropriation. Resources less than those provided at this level is insufficient to accomplish the basic mission. This very basic level of service represents the reason the organization exists and the intended purpose of the organization.

Continuation Service Level - Funding needed to provide the same level of services in the next fiscal year as was provided in the current fiscal year. It does not necessarily provide funding for growth in demand for services. While the continuation level provides for the same number of funded positions, the budgeted cost of those positions is increased to reflect inflation and any increase in benefits.

New Mandates – A new mandate represents any request to meet a new Federal law, State Statute, or Board of County Commissioners (BOCC) Ordinance; a request to comply with a BOCC directive supported by a resolution or approved motion; or a request to meet the operating impact of a completed capital project.

Desired Service Level – Includes requests for additions to the continuation level of service to an expanded population or geographical base or additions either to initiate a new program or activity.

These "decision units" describe distinct services and levels at which these services may be offered. Department or agency management then ranks each decision unit by funding source

against all decision units in the funding source and in the department. The ranking of "decision units" gives management a means of evaluating what services could be offered at a variety of funding levels by a department. For both FY 06 and FY 07, departments were also allowed to submit "desired decision units" reflecting service or activity levels above the continuation level.

In our continuing effort to deliver the most cost effective and efficient services to the citizens of Hillsborough County, each organization was required to submit a proposal for a 3% efficiency savings/reduction to their continuation level budget. The purpose of this initiative was to examine how services are provided and identify opportunities for cost savings within existing programs. The expectation was that service delivery would not be measurably reduced as a result of these efficiencies. At a minimum, the efficiency proposal was to reflect a cost savings from both the FY 06 and FY 07 budget equal to 3% of the continuation budget for a department, including all funding sources.

The Strategic Decision Unit was new for this biennial budget process. This form represents the primary vehicle for tying the Board of County Commissioner's strategic goals to the budget planning process.

The Strategic Decision Unit is being used to identify and develop all of the strategies for the County's Strategic Plan, whether those strategies require more money or not. Many of these Strategic Decisions Units identified creative ways to deliver strategic plan objectives through existing funding levels. Departments were also encouraged to provide "alternative" strategies for delivering the same strategic objective.

The deadline for BOCC departments and agencies to submit their budget packages to the Management and Budget Department was March 4th. Although Florida Statutes allow most Constitutional Officers to submit their budgets on June 1st, the County Administrator asked them to make their submissions earlier to accommodate an accelerated schedule. All were able to supply preliminary budget information in the requested time.

The Review Phase consisted of scheduled budget work sessions between the County Administrator, appropriate Assistant County Administrator, selected Department Directors and budget staff to review and discuss the departmental budget submittals. These sessions began in April and continued through May.

In addition to the departmental budget meetings, there were four formal budget workshops conducted with the BOCC. These workshops were scheduled so that the Board could be more involved in the budget process and provide input into the prioritization of issues that led to the development of the recommended budget.

THE PROCESS OF ADOPTING THE BUDGET

The Public Adoption Phase began with the formal presentation of the County Administrator's Recommended Budget on June 8, 2005. The BOCC review of the budget and the public process of review, change, and formal adoption lasted through late September. This phase included seven workshops with the BOCC and four public hearings of which two were mandatory under State law. Although two of these public hearings were not required by State law, the BOCC wanted to give county residents opportunities for input to the budget prior to the Board setting proposed millage rates.

The second milestone of this phase involved setting the proposed millage rates for FY 06. This was accomplished at a workshop on July 28th. The proposed millage rates approved at the July 28th workshop were used by the Property Appraiser to prepare Truth-in-Millage (TRIM) notices distributed in mid-August.

TRIM notices advise County taxpayers of how tax rates proposed by all local taxing authorities combined with current information on

assessed value of real property will affect the taxes on each taxed parcel of land. The TRIM notice also serves as the official notification of the time and place of the first public hearing for adoption of both tentative millage rates and a tentative budget by each taxing authority.

The third milestone in this phase was the first of two State required public budget hearings. The first public budget hearing was held on September 8th. After hearing public testimony at the hearing, the BOCC adopted tentative millage rates and a tentative FY 06 budget.

The fourth and final milestone in this phase was the adoption of the FY 06 budget and millage rates at the second public hearing on September 22nd. The second public hearing was advertised by a published notice with detailed information of the tentative millage rates and the tentative budget.

BUDGET PROCESS MILESTONES

Planning

- October - December - Staff review of previous biennial budget process, comments from GFOA reviewers, and Board policies.

Preparation

- January 11 – Budget “kick-off” meeting; Electronic Distribution of Budget Instructions and Forms
- February 7 – Confirmation of Personnel Worksheets due from all organizations
- February 18 – Revenue Worksheets due from all organizations
- March 4 - Budget Submissions Due
- June 1 - Budget Submissions Due From Sheriff, Clerk, Property Appraiser, and Supervisor of Elections

Review

- January 26 - BOCC Workshop; Discussion of the budget process and a discussion of potential issues for future budget workshops.
- February 23 – BOCC Workshop; Presentation of County-wide General Fund and Unincorporated Area General Fund Five-Year Pro Formas, discussion of ad valorem tax rates, discussion of compensation issues, and a proposed approach for handling temporary and vacant positions.
- March 9 – BOCC Workshop; Presentation on pay and classification study and recommendations on compensation.
- April 13 – BOCC Workshop; Discussion of ad valorem tax rates, non ad valorem revenues, and Community Investment Tax and related debt capacity.
- April – May - County Administrator review of proposed budgets and decision units with Management and Budget Department staff, the Assistant County Administrators and representatives from BOCC departments, agencies and Constitutional Officers.
- June 1 - Preliminary tax roll information from the Property Appraiser's Office available.

THE PROCESS OF ADOPTING THE BUDGET

Public Adoption

- June 8 – BOCC Budget Workshop; County Administrator presented the Budget, discussion of 3% efficiency proposals and the linkage of the Budget to the County's Strategic Plan.
- June 9 - BOCC Budget Workshop; Discussed the recommended budgets for the Board of County Commissioners, County Internal Performance Auditor, County Attorney, Aging Services, Animal Services, Children's Services, Communications, Community Liaisons, Consumer Protection and Professional Responsibility, Cooperative Extension, County Administrator, Debt Management, Economic Development, Equal Opportunity Administrator, Fire Rescue, Fleet Management, Health and Social Services, HIPAA Compliance Office, Housing and Community Code Enforcement, Human Resources, Information and Technology Services, Library Services, Management and Budget, Medical Examiner, Neighborhood Relations, and Parks, Recreation and Conservation.
- June 9 - Public Hearing to Accept Public Input on the Operating and Capital Improvement Budgets
- June 14 – BOCC Budget Workshop; Discussed the recommended budgets for Planning and Growth Management, Public Safety, Public Works, Purchasing, Real Estate, Solid Waste, Water Resource Services, Water Resources Team, Property Appraiser, Public Defender, Sheriff, State Attorney Part I and Part II, Supervisor of Elections, Tax Collector, Charter Review Board, Civil Service Board, Environmental Protection Commission, Law Library, Legislative Delegation, Metropolitan Planning Organization, Planning Commission, Soil and Water Conservation Board, and the Value Adjustment Board.
- June 16 – BOCC Budget Workshop; Discussed allocations for Non-Profit Organizations and Governmental Agencies, and Non-Departmental Allotments.
- July 1 - Official preliminary taxable values provided by the Property Appraiser's Office
- July 1 – Statutory deadline for submitting proposed CIP to the Hillsborough County City/County Planning Commission
- July 15 - County Administrator's Recommended FY 06 and FY 07 Budget filed with the Clerk in accordance with Florida Statutes
- July 21 – BOCC Budget Workshop; Discussed the status of the Budget and the recommended FY 06 Capital Budget and the recommended FY 06 – FY 11 Capital Improvement Program; items flagged for consideration included renovation of EPC building, US Africa Foundation, Trinity Café, Affordable Housing Task Force, PD and E for Lithia-Pinecrest Road Improvements, Lowry Park Zoo, Florida Aquarium, Hillsborough Crisis Center, and ELAPP funding issues.
- July 21 - Public Hearing to Accept Public Input on the Operating and Capital Improvement Budgets
- July 27 – BOCC Budget Workshop; Discussed outstanding budget issues including canal dredging, Veterans combat duty tax grant, East Tampa CDC, Valrico Park, and Redlands Christian Migrant Association.
- July 28 - BOCC Budget Workshop to Reconcile Changes to the Budget and Set Proposed TRIM Millage Rates
- September 8 - First State-Required Public Hearing to Adopt Tentative Millage Rates and Tentative Budget
- September 22 - Second State-Required Public Hearing to Adopt Final Millage Rates and the FY 06 Operating and Capital Improvement Budgets

PROCEDURES FOR AMENDING THE BUDGET

For a full discussion of the County's budget process, see **The Process of Adopting the Budget** section in this budget document.

After the formal adoption of the budget by the Board of County Commissioners (BOCC) in September for the fiscal year beginning October 1, changes may be made to the adopted budget with a budget amendment. An amendment is a BOCC agenda item processed to increase or to decrease an existing budget. At no time can the budget be amended so that it is no longer balanced.

Items requiring action by the BOCC are usually initiated by the individual department affected by the item. These items are accompanied by an AGENDA ITEM COVER SHEET form. This form is also used to amend the budget. However, the following additional information is required for budget amendments:

- The subject section of the AGENDA ITEM COVER SHEET must state Request for Budget Amendment Resolution and identify the subject of the amendment and the fiscal year.
- The recommendation section of the cover sheet must state where funds are coming from and where funds are going; justification on why the action is needed; and the amount of the increase or decrease.
- The financial impact section of the cover sheet must state the impact on the current year's budget as well as the recurring impact on future years' budgets. Any increase or decrease in a reserve account should reflect the balance of the reserve subsequent to the action requested in the budget amendment.
- A separate form entitled LINE ITEM DETAIL showing the specific accounts affected must accompany the cover sheet.
- Each department director is responsible for initiating agenda items, via an electronic agenda workflow system, that affect their department's activities or budget. The completed AGENDA ITEM COVER SHEET with the LINE ITEM DETAIL, including the estimated impact on the next fiscal year and any

other appropriate information, is electronically signed by the department director and then forwarded for review through the organization. Electronic review and signature is performed in the following sequence:

- Department Director
- Management and Budget Department.
- County Attorney's Office (concurrent with review and approval by Management & Budget)
- Assistant County Administrator (required for departments under the County Administrator).

All budget amendments, approved by the above referenced organizations/staff, are processed by the Administrative Services Section of the County Administrator's Office for final coordination and preparation of the BOCC's agenda. Copies of all budget amendments are electronically forwarded to the Clerk of the Circuit Court's Finance Department to facilitate pre-audit of the proposed budget revisions.

The Management and Budget Department reviews the request for accuracy, availability of funds, completeness, compliance with BOCC Policies, and other matters considered appropriate for good financial management. If changes or corrections to a budget amendment are required, the item is electronically rejected back to the originating department by Management and Budget.

Upon approval by the BOCC, the budget amendment is posted to the financial system, a budget resolution is prepared by the Clerk to the BOCC, signed by the Chairman of the BOCC, and forwarded to the Clerk's Office for inclusion in the Board's official records. In accordance with BOCC Policy 03.02.05.00, any budget amendment that requires a drawdown on the reserve for contingency in either the Countywide General Fund or the Unincorporated Area General Fund must be approved by a super majority vote of the BOCC.

FINANCIAL POLICIES AND PROCEDURES

The County Administrator has explicit responsibility for all financial planning for the Board of County Commissioners (BOCC) including operating, capital and debt service budgets; and for the allocation of resources to facilitate accomplishing BOCC goals. The County Administrator is also responsible for developing long-range financial planning strategies, including reserve policies and forecasting. These functions are performed by the Deputy County Administrator, the Management and Budget Department and the Debt Management Department.

To execute these responsibilities and to maintain sound financial management practices, it is important to have financial policies and related procedures that complement the statutory requirements and professional standards which establish local governments' financial management framework. To this end, the Management and Budget Department and the Debt Management Department are involved in the on-going effort to research, document and publish financial policies and guidelines.

In FY 98, the Board of County Commissioners adopted a series of new financial policies, which are presented in this section, as a major effort towards documenting a more comprehensive approach to financial management. In some cases, written policies replaced informal rules that had been in place for years, but had not been previously documented and formally approved. Given the structure of county government in Florida, with most accounting functions residing with the elected Clerk of Circuit Court, and the budget function residing with the County Administrator who reports to the elected Board, the documentation and approval of policies may have particular importance.

The new policies were developed over a period of close to three years, during which draft policies were distributed to bond rating agencies and during which County staff reviewed draft recommended budget practices under development by the **National Advisory Council on State and Local Budgeting (NACSLB)**. Several of the new policies are intended to directly address NACSLB recommended budget practices.

It should be noted that the policies listed here reflect those adopted by the Board of County Commissioners. Other financial policies that are adopted by the Clerk of Circuit Court in his or her capacity as Chief Financial Officer for the Board, but which do not require Board approval, do not appear here.

There are two key Florida Statutes regulating local government budget development and implementation, Chapters 129 and 200. Chapter 129, entitled "County Annual Budget," establishes a system for controlling finances of county boards of commissioners throughout the state. Chapter 200, "Determination of Millage," defines the duty of the county commissioners in setting the rate of taxation. These statutory provisions set the framework for the budgetary process. In addition, Generally Accepted Accounting Principles (GAAP) for state

and local governments as set forth by the Governmental Accounting Standards Board (GASB), provide professional standards that guide public financial management and reporting.

POLICIES AND GUIDELINES

The following policy statements guide the annual budget development and monitoring functions of the County. They correspond closely to explicit provisions found in the statutes and complement professional standards established by GASB.

- 1. Chapter 129.01(2)(b), Florida Statutes:** The budget will be balanced by subfund, that is, the estimated revenues including balances brought forward will equal the total of the appropriations and reserves.
- 2. Chapter 129.01(2)(b), Florida Statutes:** Budgeted reimbursements are considered anticipated receipts and as such will be budgeted at 95% of the estimated fiscal year total.
- 3. Chapter 129.01(2)(c)1, Florida Statutes:** Reserves for contingencies may be established for each fund during the annual budget development process, and when established, will be in compliance with Florida Statutes requiring that reserves for contingencies not exceed ten percent of the total budget.
- 4. Chapter 129.01(2)(d), Florida Statutes:** A reserve for reappropriation will be provided in each fund as necessary to provide for the payment of vouchers which have been incurred in the year(s) prior to the fiscal year for which the budget is being prepared.
- 5. Chapter 129.06(2)(a), Florida Statutes:** Budget changes may be made through the budget amendment process.
- 6. Chapter 129.06(2)(d & e), Florida Statutes:** Fund revenue and expenditure totals may be increased or decreased by formal action of the BOCC: a) following appropriate public notice and public hearing, b) in the event new revenue is received from an unanticipated source, or c) in the County's enterprise funds.
- 7. Chapter 129.06(3)(b), Florida Statutes:** Interfund transfers are fixed when the budget is adopted.
- 8. Hillsborough County Ordinances 92-8 and 95-18: Safety of Investment Principal.** The highest priority in the handling of investments for the County is safety of principal. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they be from securities, defaults, or erosion of market value. Investments shall be diversified to the extent practicable to control risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. From time to time, securities may be traded for other similar securities

FINANCIAL POLICIES AND PROCEDURES

to improve yield, maturity, or credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

- Yield has been increased
- Maturity has been reduced
- Quality of investment has been improved
- A positive blend for arbitrage purposes has been accomplished

9. Hillsborough County Ordinances 92-8 and 95-18: Reverse repurchase agreements are specifically prohibited.

10. Grant Application Tracking - BOCC Policy 03.01.03.00: It is the policy of the BOCC that all organizations directly funded by the Board participate in the tracking system by sharing information on all applications for new, or expansions of existing state and federal grants for which the Board would be responsible for appropriations, regardless of whether or not the Board would be responsible for providing matching funds. Information should be provided to the Management and Budget Department within five business days of application in a form established by the County Administrator.

Purpose: The purpose of this policy is to establish and maintain a method of tracking applications for all federal and state grant funds that the BOCC would be responsible for appropriating.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy and to provide monthly reports to the BOCC on the status of outstanding grant applications.

11. Acceptance of Credit Cards, Charge Cards, and Debit Cards for Payment of County Fees and Charges for Service - BOCC Policy 03.01.04.00: Departments under the authority of the Board of County Commissioners have the option of allowing the public to pay fees and charges for services with credit cards, charge cards, and debit cards. A department opting to allow the public to use credit cards will meet all the following conditions:

- Use the County's approved credit card service vendors to process the charges.
- Adhere to agreements with the approved credit card service vendors.
- Not charge a person using a credit card, charge card, and debit card a surcharge or fee for using the card.
- Explicitly budget in its operating budget the cost of paying credit card service vendor's fees. This budgeting will begin in the fiscal year the department starts to accept credit cards.

- Budget the cost of equipment, software, and professional services needed to implement the acceptance of credit cards, charge cards, and debit cards. This budgeting will also begin in the fiscal year the department starts to accept credit cards, charge cards, and debit cards.
- Because these cards can be considered a substitute for cash, the department will develop policies and procedures in concert with the Clerk of the Circuit Court to insure prudent management and accountability of card charges, charge-backs, and card account number security.
- Pursuant to Chapter 215.322(5) of the Florida Statutes, individual credit card, charge card, or debit card account numbers are confidential and are exempt from the provisions of Chapter 119.07(1) of the Florida Statutes.

Purpose: To allow departments under the Board of County Commissioners to have the option of accepting credit cards, charge cards, and debit cards from the public for payment of fees and charges for services. The acceptance of credit cards is authorized by Chapter 215.322 of the Florida Statutes.

Responsibility: It is the responsibility of each department opting to allow the public to use credit cards, charge cards, and debit cards to implement the above policy.

12. Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs - BOCC Policy 03.02.01.00: It is the policy of the Board of County Commissioners that in instances where the low bid on a Capital Improvement Project amounting to \$50,000 or more exceeds the estimated construction costs by ten percent (10%) or more, the County Administrator shall appoint a committee to review the low bid.

Purpose: The purpose of this policy is to establish a uniform system for review of capital improvement project bids exceeding the estimated construction costs by 10% or more.

Responsibility: It is the responsibility of the County Administrator to instruct the Chairman of the Review Committee to set a time for review of the project bid. The review shall consist of, but not be limited to, the plan quality, unit quantities, current unit cost, escalation clauses, if any, and other items pertinent to the project. The Committee shall present recommendations to the County Administrator on whether to accept or reject the low bid.

13. Capital Budget And Capital Improvement Program - BOCC Policy 03.02.02.00: During the first year of the County's biennial budget Hillsborough County will develop and implement a comprehensive Capital Budget and a six-year Capital Improvement Program. The first two years of the Capital Program will represent the Capital Budget with the remaining four years representing the Capital Plan. During the second year of the County's bi-

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ennial budget there will be a one-year Capital Budget and a four-year Capital Plan.

The Planning Commission, Constitutional Officers, Environmental Protection Commission, County Administrator and their departments, other agencies which provide services to Hillsborough County residents, and organized citizen groups, will have the opportunity to provide input to the Capital Improvement Program process. Capital project financing will be derived from various funding sources including, but not limited to, bonds, short term loans and notes, fuel taxes, federal and State grants, community investment tax (Local Government Infrastructure Surtax), enterprise revenue, impact fees and the levy of ad valorem taxes and non-ad valorem assessments as determined by the Board of County Commissioners.

The Capital Improvement Program will comply with the Laws of Florida, (specifically Florida Statute 125.85(2) Florida Statutes), the Florida Administrative Code, Generally Accepted Accounting Principles (GAAP), necessary to assure proper accounting and fiscal management techniques and any County Ordinance, Policy and Procedure which relates to Capital Improvements and does not prohibit or restrict compliance with Section 218.33, Florida Statutes.

A list of priority categories for the Capital Improvement Program will be established by the Board of County Commissioners. This list will determine initial consideration of proposed projects for the Capital Improvement Program and provide a basis for evaluation and subsequent funding. Conformance with Board priority categories will aid in assuring the worthiness of a capital improvement project in relation to factors such as public health, safety, welfare, impact on the operational cost for government services and the implications for concept of growth management.

Additions or deletions of projects in the adopted Capital Improvements Program shall be by a Resolution of the Board of County Commissioners amending the Capital Improvements Program Resolution. Such additions or deletions shall be submitted to the Planning Commission for review of the change's impact upon the adopted level of service at least ten calendar days prior to the Board of County Commissioners' meeting at which the amendment is to be considered.

Changes in the cost of a current year project, advancing projects into the current year or delaying them from the current year to a future year in the adopted Capital Improvements Program shall be handled pursuant to the budget amendment procedure contained in Section 129.06, Florida Statutes.

Changes in the cost of a current year project that are less than 10% or less than \$100,000, whichever is least, of the project's all

years budget (including all funding sources), can be adjusted with the approval of the County Administrator under the Administrative Budget Amendment process. The Board of County Commissioners will be provided with a quarterly report of all such administrative adjustments.

Emergency additions to the Capital Improvements Program shall be made pursuant to the County Administrator's emergency purchasing authorization in the Hillsborough County Purchasing Manual with appropriate amendments to the Capital Improvements Program to be made as soon as reasonably possible thereafter.

In addition to the Capital Budget and the Capital Improvement Program, an annual update will be prepared, as identified in the Comprehensive Plan for Unincorporated Hillsborough County. Specifically, an annual update will be provided for:

- a. public facilities requirements related to standards set for potable water, sanitary sewer, solid waste, stormwater management, parks and recreation facilities, and arterial and collector roads; and
- b. revenue forecasts and analysis of financial capacity, as related to the above-listed public facilities.

Purpose: The purpose of this policy is to establish Board of County Commissioners guidelines and requirements for the submission of an annual Capital Budget and the biennial development of a Six-Year Capital Improvement Program (CIP) that will be county-wide in scope and administer the implementation framework for an adequate capital projects foundation to serve the needs of the residents of Hillsborough County. The CIP is designed to balance the need for public facilities and infrastructure as expressed by the County's Comprehensive Plan with the fiscal capability of the County to meet those needs. The CIP serves as a general planning guide for the construction of general purpose and utility facilities in the County. The CIP process provides a framework for careful development of reliable capital expenditure and revenue estimates and the timely scheduling of short- and long-term debt issues.

Definition: For the purpose of the Hillsborough County Capital Improvement Program:

1. A **Capital Project** is a set of activities, with related expenditures and schedule which includes one or more of the following:
 - a. delivery of a distinct asset or improvements to an existing asset, which will become an asset owned by Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles,

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- b. any contribution by Hillsborough County to other governmental or not-for-profit entities for the purpose of delivering a capital improvement. In situations where the improvement is not nor will it become an asset of the County, it will be included in the Capital Improvement Program as a contribution,
- c. any project, including equipment, which is funded from the Community Investment Tax (CIT),
- d. any engineering study or master plan necessary for the delivery of a capital project, and
- e. major repair, renovation or replacement of existing facilities.

The cost and timing of these Capital Improvements are to be identified in the Capital Improvement Program. The project scope, schedule, and costs approved by the Board of County Commissioners. A Project Manager is identified for managing each capital project.

2. **A Major Repair, Renovation or Replacement Capital Project** is a project which is primarily intended to preserve or enhance the operational condition of the existing facility and may increase the capacity of the facility. Facilities undergoing major repair and replacement may include existing buildings, roads for resurfacing purposes, wastewater treatment facilities, etc. A project will be considered for the Major Repair, Renovation or Replacement Capital Project category if it has an estimated cost of \$100,000 or greater, or extends its useful life by at least five years, or adds capacity or square footage to an existing facility, or will require more than a twelve-month period to deliver. A project which does not extend the useful life of the asset by at least five years, or does not add capacity or square footage to an existing facility and will be delivered within a twelve-month period will be included in the County's routine repair and replacement program.
3. **The Capital Improvement Program** is the Board's approved financial plan of Capital Projects. The Capital Improvement Program will include "new" Capital Projects and Major Repair, Renovation or Replacement Capital Projects. "New" Capital Projects include the acquisition of new capital facilities through either purchase or construction, or assets acquired through public/private partnerships. The Capital Improvement Program should include any new facility or any existing facility which is being changed to either extend the useful life by at least five years, increase capacity, increase square footage, increase the level of service to the community, or change the function of the facility.
4. Project Costs represent the purchase price or construction costs of a project, including other capitalizable costs incurred such as feasibility studies, cost-benefit analysis, site

acquisition, legal and title costs, appraisal and surveying fees, architect and accounting fees, design and engineering services, initial fixtures and equipment, and transportation charges necessary to place the completed asset in its intended location and condition for use.

Responsibility: It is the responsibility of the Management and Budget Department under the direction of the County Administrator to prepare and submit to the Board of County Commissioners for its approval and adoption:

- a. a Capital Improvement Budget; and
- b. a Capital Improvement Program for Hillsborough County.

The Management and Budget Department is also responsible for preparing and submitting the annual update for the unincorporated area.

BOARD OF COUNTY COMMISSIONERS PRIORITY CATEGORIES FOR THE CAPITAL IMPROVEMENT PROGRAM - The following criteria, which is not presented in any sequence, will be used to establish priority for making decisions related to capital projects to be funded in the Capital Improvement Program:

- Projects which are necessary to conform to state or federal laws or court rulings.
- Projects eligible for restricted revenues such as state and federal grants.
- Projects necessary in carrying out Hillsborough County's Comprehensive Plan for unincorporated Hillsborough County.
- Major repair and replacement capital projects.
- Projects which reduce future operating costs or improve effectiveness of operation of county services.
- Projects which are essential to the health, safety and welfare of the community.
- Projects which stimulate private investment or otherwise effect measurable neighborhood and economic improvement.
- Projects which involve inter-agency cooperation.
- Projects which will improve the cultural and recreational activities of the community.
- Projects which provide measurable environmental benefit.
- Projects which improve accessibility to County facilities to all citizens.

14. **Budget Submissions - BOCC Policy 03.02.02.01:** It is the policy of the Board of County Commissioners (BOCC) submit budget request for the upcoming year (or in the case of a two year budget process, for two years) in accordance with the budget instructions distributed annually by the County Administrator, as designated Budget Officer.

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(Exception: This policy does not apply to organizations receiving funds through a contract or interlocal agreement.)

Purpose: The purpose of this policy is to provide consistent disclosure of the budgets requested by organizations funded by the Board of County Commissioners (BOCC).

Responsibility: It is the responsibility of each organization requesting funds to comply with this policy. The County Administrator, as designated Budget Officer, will advise the BOCC if any organization fails to provide the necessary detail.

15. Use of Excess Fund Balance- BOCC Policy 03.02.02.02: It is the policy of the BOCC that upon completion of the annual financial audit, any excess fund balance in the General Fund and General Purpose MSTU Fund will be appropriated by budget amendment pursuant to Section 129.06, Florida Statutes, as follows:

- 25 percent will be transferred to a fleet replacement account in the Fleet Services Fund for the replacement of vehicles including annual rental costs until the County's fleet replacement account for each fund has attained industry replacement standards, as identified by the Fleet Maintenance Department; and
- 25 percent will be transferred to a designated reserve in the Self Insurance Fund for unbudgeted litigation or judgement expenses until the reserve in that account equals one percent of the combined General Fund and General Purpose MSTU Fund; and
- 50 percent will be appropriated to the catastrophic emergency reserve in the Self Insurance Fund until reserves in that account match eight percent of expenditures in the General Fund and General Purpose MSTU Fund; and
- any additional funds remaining as a result of meeting the required thresholds identified in (1), (2) or (3) will be split in the same ratio to meet the remaining threshold(s).

Once the standards are met for fleet replacement, unbudgeted litigation and judgments, and catastrophic reserves, excess fund balance in either fund may be appropriated in the next adopted budget for any legal purpose.

Excess fund balance is defined as both, (1) underexpenditures which may be realigned in the budget in which it was appropriated pursuant to Section 129.06(2)(a), Florida Statutes and, (2) unanticipated revenue which may be appropriated pursuant to Section 129.06(2)(f), Florida Statutes, that combined exceed the budgeted beginning fund balance for the next fiscal year.

Purpose: The purpose of this policy is to provide for prudent use of any excess fund balance to improve the County's financial security.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator as Budget Officer, to implement this policy.

16. Earmarking of Funds - BOCC Policy 03.02.02.03: It is the policy of the BOCC that the budget avoid "earmarking" of available revenues that would unnecessarily restrict the full range of potential uses of such revenues. The use of various funds, however, will be consistent with generally accepted accounting principles and Florida Statutes, Section 129.02.

Purpose: The purpose of this policy is to provide the BOCC maximum discretion in the use of its funds.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

17. Self Insurance Fund - BOCC Policy 03.02.02.04: It is the policy of the BOCC that the County's self-insured programs are fully funded, including reserves for incurred-but-not-reported (IBNR) claims, through annual assessments to covered departments and agencies. Unrecovered costs in one year may be recovered in a subsequent year through adjustments to charges.

Purpose: The purpose of this policy is to ensure that all programs managed through the Self Insurance Fund are fully funded through the fees recovered through covered departments and agencies, including administrative costs and reserves. Covered programs include: health insurance, worker's compensation, auto liability, and general liability.

Responsibility: It is the responsibility of the Management and Budget Department, the Purchasing Department, and the Human Resources Department, under the direction of the County Administrator, to implement this policy.

18. Pay-As-You-Go Funding of Capital Improvement Projects - BOCC Policy 03.02.02.05: It is the long-term policy of the BOCC to use at least one percent of the County's unrestricted General Fund revenues and one percent of the County's unrestricted General Purpose MSTU Fund revenues to provide pay-as-you-go funding for the general government capital improvement program (CIP) for renewal, replacement and/or improvement of County facilities. For the purpose of this calculation, fund balance, transfers and other non-revenue sources will not be considered.

Purpose: The purpose of this policy is to establish a long-term target for financing a portion of the County's general government capital improvement program through pay-as-you-go funding, in order to provide adequate funding for minor projects, rehabilitation and renovation of existing assets, and front-end funding of other projects for which total project cost has not been calculated.

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Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

19. Prioritization of Capital Projects - BOCC Policy 03.02.02.06:

It is the policy of the BOCC that capital projects be prioritized based on standards established for each program. Within the prioritization process, capital maintenance of existing infrastructure will be given a higher priority than new construction. New construction projects will be prioritized based on standards established for each program, including comprehensive plan standards and impact fee standards.

Purpose: The purpose of this policy is to ensure that prioritization of capital projects reflect established community standards, and that the County maintains its existing infrastructure investments.

Responsibility: It is the responsibility of the Management and Budget Department, using input from the Planning and Growth Management Department, under the direction of the County Administrator, to implement this policy.

20. Minimizing the Expense of Financing Capital Projects - BOCC Policy 03.02.02.07:

It is the policy of the BOCC that short-term or long-term financing for capital projects be based on anticipated cash requirement so as to borrow only when funds are needed, and to fully comply with federal tax code in regard to arbitrage rebates. That is, funds shall not be borrowed for future phases of a project, if those funds will not be needed within the next twelve months and the County will incur additional interest expense or operating impacts as a result of such action.

As necessary, the County will employ the use of bond anticipation notes (BAN's), pay-as-you-go financing until an accurate project cost can be determined, and/or breaking a bond issue into phases.

Purpose: The purpose of this policy is to minimize the financing (interest) expense and operational impacts that may result from borrowing funds for future capital project requirements.

Responsibility: It is the responsibility of the Management and Budget Department, and the Debt Management Department, under the direction of the County Administrator, to implement this policy.

21. Operating Impact of Capital Projects - BOCC Policy 03.02.02.08:

It is the policy of the BOCC that all capital projects considered for funding by the County include information on the potential impacts on maintenance, as well as any cost of operating the project. Such information will include any savings resulting from the project, as well as any new costs. The operating im-

pact information shall be provided for the period covered in the County's current six year Capital Improvement Program. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably assumed to be available, when needed.

Purpose: The purpose of this policy is assess the impact of capital projects on the need for operational funding. Such assessment should prevent the County from building or acquiring a project that the County cannot afford to operate and/or maintain.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

22. User Fees and Cost Recovery - BOCC Policy 03.02.02.09:

It is the policy of the BOCC that the County may from time to time establish or update fees for services provided by the County (user fees). The County will identify the full cost of providing a service for which fees are charged. Wherever practical, the County shall identify cost recovery goals for each fee and authorize automatic adjustment so that the fee can be updated to recover the same portion of the County's cost over time. The calculation of cost will include all reasonable and justifiable direct and indirect cost components.

Purpose: The purpose of this policy is to identify the full cost of services for which user fees are charged and to establish, over time, specific cost recovery goals for these services that can be maintained as costs change.

The calculation of the full cost of providing a service does not suggest that user fees should fully recover the cost, only that the public should know what portion of the cost is being recovered through user fees, and such recovery rate should be maintained unless the Board acts to increase or reduce a cost recovery goal.

23. Recovery of Indirect Costs - BOCC Policy 03.02.02.10:

It is the policy of the BOCC that for the calculation of the value of indirect services provided to a department (exclusive of any grant-funded programs), the County use the most current, "full-cost" cost allocation plan.

- Enterprise operations - Each County enterprise operating shall reimburse the General Fund for the Calculated Value of indirect services provided to the enterprise. These costs should be incorporated into service charges levied by the enterprise. The amount actually charged should be based on the amount derived during the budget process.
- Internal service operations - Each County internal service operation shall reimburse the General Fund for the calculated value of indirect services provided to the internal ser-

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vice department. These costs should be incorporated into service charges levied by the internal service fund.

- **Building Division** - The Building Division of the Planning and Growth Management Department shall reimburse the General Fund for the calculated value of indirect services provided to the Building Division. These costs should be incorporated into permit and licensing fees levied by the Division.
- **Special Library District** - The Library Services Department, which is funded through the Special Library District, shall reimburse the General Fund for the calculated value of indirect services provided to the Library Services Department. These costs should be incorporated into the annual budget, and should be covered by the millage levied for the Special Library District Fund.
- **Other Funds** - As appropriate, other operating funds such as the General Purpose MSTU Fund and the Transportation Trust Fund will reimburse the General Fund for the calculated value of indirect services provided to departments funded from those funds. The Management and Budget Department should determine where such charges are appropriate. These costs should be incorporated into the annual budget, and should be covered by the revenues available to those funds.

Purpose: The purpose of this policy is to establish how indirect cost charges are assessed to recover a portion of the General Fund costs for central service departments from other funding sources.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

24. Anticipated Revenue Shortfalls - BOCC Policy 03.02.02.11:

It is the policy of the BOCC that in the event a significant revenue shortfall is within an operating fund, the County will develop a plan to reduce expenditures, use reserves, or take other appropriate actions to maintain the financial integrity of the County.

Purpose: The purpose of this policy is to ensure that a measurable reduction in revenues results in actions to reduce expenditures. Budget control is based on budgeted revenues. In the event actual revenues are anticipated to fall short of budget, expenditures should be reduced to ensure that a shortage of funds or a drawdown of fund balance does not occur.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

25. Fleet Maintenance -BOCC Policy 03.02.02.12: It is the policy of the BOCC that the Fleet Maintenance Department operate

within an internal service fund. The internal service fund shall recover, over time, the full cost of providing fleet maintenance services to customers, as well as the projected replacement cost (net of salvage value) for vehicles owned by Fleet Maintenance and rented to departments and agencies. The Department will develop a fleet replacement schedule and update that schedule annually.

Within this internal service fund, there will be maintained a fleet replacement reserve, the purpose of which is to accumulate the funds necessary to replace County vehicles when they meet County standards for replacement. Fleet replacement standards shall be reviewed annually to ensure rental rates are set to recover sufficient funds to replace vehicles.

Purpose: The purpose of this policy is to operate the Fleet Maintenance Department in a self-sufficient manner, reflecting both maintenance of County vehicles and replacement of vehicles.

Responsibility: It is the responsibility of the Fleet Maintenance Department, under the direction of the County Administrator and with the assistance of the Management and Budget Department and the Debt Management Department, to implement this policy.

26. Pay Comparability with Public And Private Employers- BOCC

Policy 03.02.02.13: It is the policy of the BOCC that pay ranges for all employees be adjusted so that the County can maintain the 50th percentile in a comparison of pay with public and private employers. For the purposes of that comparison, the midpoint of each County pay range is the imputed market value of a job and should be set so that one-half of comparable employers pay lower (the basis for a 50th percentile) and the other one-half pay higher.

Purpose: The purpose of this policy is for the County to be a competitive employer.

Responsibility: It is the responsibility of the Management and Budget Department and the Human Resources Department, under the direction of the County Administrator, to implement this policy.

27. Performance Pay - BOCC Policy 03.02.02.14: It is the policy of the BOCC that the budget include an annual pay adjustment for

employees, with each employee's actual pay adjustment based on an assessment of job performance.

Purpose: The purpose of this policy is for the County to maintain a pay system for employees under the County Administrator that ties pay increases to performance as an incentive for employee performance.

Responsibility: It is the responsibility of the Management and Budget Department and the Human Resources Department, un-

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der the direction of the County Administrator, to implement this policy.

- 28. Performance Measurement - BOCC Policy 03.02.02.15:** It is the policy of the BOCC that performance measures be developed for all organizations to provide information on workload, efficiency and effectiveness. Comparative information should be provided in budget documents for a minimum of three or four years--the previous year, the current year, and the upcoming budget year or years. Selection of measures shall reflect quantifiable key objectives for each organization, industry standards, and the availability of data.

Purpose: The purpose of this policy is to provide the public with quantifiable objectives for each organization and statistics on performance that can be compared over time, and against similar organizations in other jurisdictions. Objectives and measures provide the public with information on outcomes resulting from the investment of public funds in an organization's operations.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

- 29. Multi-Year Projection of Operating Funds - BOCC Policy 03.02.02.16:** It is the policy of the BOCC that the County annually prepare a Pro Forma projection of revenues and expenditures for the General Fund and Unincorporated General Fund that builds on the adopted current year budget and extends that budget five years - consistent with the period covered by the County's capital improvement program. The projections should include the anticipated operating impacts of the adopted capital improvement program. Major assumptions should be outlined and sensitivity analysis should be provided for alternate assumptions. In addition to the financial projections, the County will prepare a financial plan outlining how the County can address any shortfalls identified in the projections.

Purpose: The purpose of this policy is to establish multi-year financial planning as a strategic planning tool for major operating funds that receive ad valorem tax revenue. A model can be used with trend analysis to project future revenues and expenditures using alternative economic, planning and policy assumptions. The model can be used, in turn, to develop a financial plan of action to address any identified needs.

The financial planning process helps shape decisions and permits necessary and corrective action to be taken before problems become more severe. A financial forecast and the associated financial plan is not a forecast of what is certain to happen, but rather a device to highlight significant issues or problems that must be addressed if goals are to be achieved, and a plan to address those issues or problems.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy by preparing an annual report by February 1.

- 30. Budgetary Position Control- BOCC Policy 03.02.02.17:** It is the policy of the BOCC that the total number of permanent full-time positions and part-time positions working 30 hours or more per week approved in the adopted budget for each department, agency or office may not be exceeded without prior approval of a change in the authorized staffing level. The County Administrator as designated Budget Officer, may authorize position realignments between departments, agencies and offices with the consent of any affected appointing authorities, so long as the realignment is not inconsistent with the work program in the approved budget.

Additions to the approved number of total positions (i.e., permanent full-time and part-time positions working 30 hours or more per week in all organizations funded by the BOCC) will require BOCC approval.

Purpose: The purpose of this policy is to control expenditures on positions through control of the number of positions each organization is authorized to fill.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

- 31. Budget Override Authority - BOCC Policy 03.02.02.18:** It is the policy of the BOCC that a procedure exist to permit the County Administrator, as designated Budget Officer, to provide authorization to the Clerk of Circuit Court, as Chief Financial Officer, to bypass or override established budgetary controls when there are no appropriations or insufficient appropriations with a designated department or agency funding source. To address the immediate operational requirement, such override will be requested only in situations when it is absolutely necessary and when a budget amendment has been prepared for approval by the BOCC at any of their next scheduled meetings, and when the County Administrator is not aware of any reason why the BOCC would reject approval of the budget amendment. At no time shall the fund be overexpended. The authority to prepare the budget amendment and coordinate the override with the Clerk of the Circuit Court may be delegated to the Budget Director.

In addition, this policy also authorizes the Clerk of Circuit Court to automatically process overrides on statutory payments (i.e., payroll, payroll benefits, and workers compensation payments), accounting system interfaces, and accounting corrective action when such processing is in the best interest of the County.

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Budget amendments to correct such overrides become the responsibility of the department or agency through their routine budget monitoring process.

Purpose: The purpose of this policy is to provide for temporary bypass of normal budgetary controls when, in the conduct of normal business, a department or agency has expended its approved budget or has incurred unanticipated expenditures and it becomes necessary to issue warrants or process purchase orders or requisitions prior to having the Board of County Commissioners (BOCC) approve additional appropriations through a budget amendment.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

32. Balanced Budget - BOCC Policy 03.02.02.19: It is the policy of the BOCC that the County adopt a balanced budget for all funds and any component subfunds of those funds. The County will avoid budget and accounting practices that balance the budget at the expense of future budgets. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) uses, postpone expenditures, intentionally underestimate expenditures or overstate revenues, or use external borrowing for operational requirements.

Purpose: The purpose of this policy is to establish professional standards for the balancing of the annual budget that are consistent with a goal of long term financial health for the County.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

33. Budgetary Control - BOCC Policy 03.02.02.20: It is the policy of the BOCC that the budget be controlled at the level of character of expense within a subfund, by department or agency. In accordance with Florida Statutes, Section 129.06, the County Administrator, as designated Budget Officer, may authorize budget amendments within a subfund and within a department or agency or within a County Administrator department. Budget amendments will only be authorized with the consent of any affected agency.

Reserves and new revenues may not be appropriated through this process, intrafund and interfund transfers may not be changed, and total appropriations of the department or agency shall not be changed.

Purpose: The purpose of this policy is to formalize the County's level of budgetary control, and to provide for the administrative realignments of funds by the Budget Officer in accordance with

Florida Statutes, Section 129.06, to deal with unexpected needs as long as service to the public is not negatively impacted, and as long as there is timely reporting to the BOCC.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

34. Fiscal Year - BOCC Policy 03.02.02.21: It is the policy of the BOCC that County programs be operated on a fiscal year period beginning each October 1, and ending the following September 30, except where such timing is inconsistent with federal or state programs. Operating contracts will include language that funding in future fiscal years will be subject to the availability of funds.

Purpose: The purpose of this policy is to conform the timing and reporting of County-operated programs to the fiscal year established for counties under Florida Statutes, Section 129.04, except where such timing would be inconsistent with federal or state programs. Consistent timing of program years with the fiscal year will allow reconciliation between program reporting and existing requirements for financial reporting. In general, this impacts non-grant programs where program reporting will be inconsistent with financial reporting unless both follow the same reporting period.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

35. Reserve for Cash Balance (Stabilization Funds) - BOCC Policy 03.02.02.22: It is the policy of the BOCC that the County budget an ending fund balance for an upcoming fiscal year equal to a minimum of 5 percent of expenditures. The calculation will be based on expenditures in the most recent year for which audited actuals are available. For example, in preparing the budget for FY 08, an ending fund balance will be budgeted equal to 5 percent of FY 06 audited expenditures, since the budget for FY 08 will be prepared during FY 07. If a budget for FY 09 is also budgeted as a part of a biennial budget process, it will also be based on FY 06 expenditures, since that will still be the most recent year for which audited expenditures are available.

For the purpose of this calculation, expenditures will include transfers to Constitutional Officers but exclude interfund transfers.

This policy applies to the following operating funds: General Fund, Unincorporated General Fund (MSTU Fund), and Special Library District Fund.

Recognizing that the minimum 5 percent target may not be accomplished immediately, the County will move toward that level through the following interim objectives:

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- FY 00 a minimum of 0.625 percent
- FY 01 a minimum of 1.250 percent
- FY 02 a minimum of 1.875 percent
- FY 03 a minimum of 2.500 percent
- FY 04 a minimum of 3.125 percent
- FY 05 a minimum of 3.750 percent
- FY 06 a minimum of 4.375 percent
- FY 07 a minimum of 5.000 percent

Purpose: In order to be fiscally prudent, current revenues should pay for current expenditures. One-time sources such as beginning fund balance should be allocated only to one-time uses or carried forward. A reserve for cash balance to be carried forward as authorized by Section 129.01(2)(C)2. Florida Statutes should be budgeted each year at an adequate level to insulate the County against unanticipated revenue shortfalls and/or unanticipated expenses in the upcoming year and to ensure that sufficient cash is available in the following year to meet the County's obligations until revenues are anticipated to be available.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

36. Fact Based Decision Making - BOCC Policy 03.02.02.23: It is the policy of the Board of County Commissioners that departments and organizations engage in the collection and use of data in making decisions. Such a process will ensure the financial stability of the County is maintained, and County residents and businesses are well-served through effective decision-making.

Purpose: The purpose of this policy is to establish that Hillsborough County government should incorporate the review of facts underlying an issue prior to making decisions. This pertains to decisions made both by staff and by the Board of County Commissioners. The facts used may include financial data, legal precedents, engineering statistics and other forms of data.

Responsibility: It is the responsibility of each department and organization to comply with this policy.

37. Service and Program Delivery - BOCC Policy 03.02.02.24: It is the policy of the Board of County Commissioners (BOCC) that each department and organization funded by the BOCC continually measure the efficiency and effectiveness of services and programs and benchmarks.

Purpose: The purpose of this policy is to establish that services and programs provided by the County are evaluated to ensure that the best approach for delivery is selected which is both efficient and effective. Programs and services are the methods by

which a government addresses priorities created through its policies and plans.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

38. Budget Adjustment For Turnover Savings - BOCC Policy 03.02.02.25: It is the policy of the Board of County Commissioners that in preparing the budget, the County Budget Officer may budget less than the calculated annual cost of personnel based on an analysis of historical expenditure trends which reflect the savings that result from resignations, retirements, transfers, etc. In the event an amount is budgeted that is less than that which would be necessary to pay all employees for a full year, the amount that is subtracted from the budget to reflect such turnover savings or attrition will be placed in a reserve within the respective fund and be available only for appropriation to meet personnel costs for budgeted positions. This reserve shall not be used to hire new employees or to meet other operational requirements. The funds placed in reserve may be used to meet unanticipated personnel requirements of any organization in which a reduced level of personnel funding was budgeted as a result of the application of this policy. Any balance remaining at year-end will be available for appropriation in the subsequent year.

In implementing this policy, provisions should be made to exempt organizations with fewer than 50 positions and this policy does not apply to the budgets of Constitutional Officers.

Purpose: The purpose of this policy is to allow the budget to reflect anticipated year-end personnel expenditures while ensuring that adequate funds are available to fund all positions throughout a fiscal year.

Budgeting the cost of positions based on historic knowledge of savings that result from turnover resulting from resignations, terminations, retirements, and promotions (also known as budgeting for attrition) better reflects what will actually be spent on personnel costs. At the same time, provision must be made in case turnover is less than anticipated, and to recognize the potential problems for organizations with few employees and for Constitutional Officers who maintain their own accounting systems and return unspent funds at year-end.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator as County Budget Officer, to implement this policy.

39. Use of Capital Project Appropriations - BOCC Policy 03.02.02.26: Appropriations for a capital project deemed not needed to complete that project should be appropriated in the following order.

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In accordance with bond covenants, grant contracts, statutory provisions, or other legal requirements, maintain a contingency balance within each subfund sufficient to allow completion of currently approved capital projects. This contingency balance (the sum of Allocated Funds for Future Capital Projects, Allocated Funds for Future Land Acquisition and Reserve for Future Capital outlay) shall be computed as follows:

- 1) On an all years basis, the contingency balance for capital projects within any subfund shall equal at least 10% of the subfund's total all years appropriation less the sum of actual all years expenditures, all reserves, and all years appropriations for allocated funds for future land acquisition and future capital projects.
- 2) Once contingency balance requirements have been met, remaining capital project appropriations may be used to reduce outstanding debt within the applicable program if permitted by bond covenants and if doing so does not create an economic or financial loss.

If the requirements in 1) and 2) above have been met, remaining funds may be used to initiate new projects.

Depending on the original funding source, if no unfunded needs currently exist, if no other requirements are specified under bond covenants, grant contracts, statutory provisions or other legal requirements, excess funds shall be added to Reserve for Future Capital Outlay. If the funds were originally transferred from a tax fund then remaining appropriations may be returned to that tax fund.

Note that any time a budget amendment (either administrative or Board agenda item) is submitted to reduce the total funding for a given project, the amount of the proposed reduction will be deemed to be "remaining" appropriations subject to this policy.

Appropriations associated with projects from general allocations for a type of project (i.e., the annual appropriation for road resurfacing, sidewalks, intersection improvements, median barriers, school flashers, etc.) will be returned to the allocated funds account established for that purpose and will not be subject to these requirements.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator as County Budget Officer, to implement this policy.

- 40. Environmental Land Acquisition Program (ELAP) Fund - BOCC Policy 03.02.03.00:** It is the policy of the Board of County Commissioners that general obligation bonds for ELAP not be issued this fiscal year in order to save issuance and interest costs. Further, it is the policy of the Board that .25 mills be levied in September 1991 to continue the ELAP program and to

further adopt an ordinance or to amend the existing ordinance to declare the levy in September 1991, the first year of the 20-year period.

Purpose: The purpose of this policy is to clarify the financing of the Environmental Land Acquisition Program (ELAP) for 1991-1992 as it pertains to a referendum approved by voters on March 3, 1987, and a referendum approved by voters on October 2, 1990. The 1987 referendum authorized a tax levy of up to .25 mills for a period not to exceed four years. The 1990 referendum authorized general obligation bonds payable from ad valorem taxes at a rate not exceeding .25 mills in any one year for a period not to exceed 20 years from the first levy.

Responsibility: It is the responsibility of the Municipal Services Team under the County Administrator to be the coordinating agency for this policy.

- 41. Reserve for Catastrophic Emergencies - BOCC Policy 03.02.04.00:** It is the policy of the (BOCC) to maintain a Catastrophic Emergency ("Rainy Day") reserve within the County's Self Insurance Fund for events of such magnitude that they could not otherwise be covered by available, budgeted funds. This reserve shall be used only for one or more of the following events:

- Local disaster recover requiring County expenditures;
- Unanticipated County liability;
- Major County revenue shortfall.

Expenditures or revenue of the County's enterprise operations are excluded. Use of this reserve requires approval by a super majority vote of the BOCC, and the prior drawdown of all available, and appropriate, contingency reserves.

- 42. Reserve for Contingency - BOCC Policy 03.02.05.00:** It is the policy of the Board of County Commissioners (BOCC) to reduce the draw downs on the Reserve for Contingencies to only those requests that meet one or more of the following criteria:

1. could not be reasonably anticipated during the budget process for the current year and without funding would result in material financial penalty or detriment to the County;
2. are the result of new unfunded/federal mandates that require immediate funding;
3. would not be part of any County competitive funding program in the following year, and/or;
4. are offset by unbudgeted revenues that cannot be appropriated in the current year.

All requests will require detailed justification including a statement as to why these requests could not wait until the next budget cycle, and will require a supermajority vote of the BOCC for passage.

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Purpose: The purpose of this policy is to provide a clear guideline restricting the use of the Reserve for Contingency within the unrestricted general Fund and within the unrestricted General Purpose MSTU Fund.

Responsibility: It is the responsibility of the County Administrator and the Budget Department to advise the BOCC when it may be appropriate to draw down this reserve, identifying the criterion which has been met. Proposed budget amendments that appropriate contingency reserves in the General Fund or General Purpose MSTU Fund will be placed on the regular section of the BOCC agenda of a regularly scheduled meeting for BOCC discussion.

Any deviation to this policy shall require a super-majority vote of the BOCC prior to consideration of the budget amendment.

- 43. Debt Management - BOCC Policy 03.02.06.00:** It is the policy of the Board of County Commissioners: (a) to periodically approve the issuance of Debt Obligations on behalf of the County to finance the construction, acquisition and/or equipping infrastructure and other capital assets to meet its governmental obligations to its residents; (b) to approve the issuance of Debt Obligations to refund outstanding debt when indicated by market conditions or management considerations; (c) that such Debt Obligations are issued and administered in such a manner as to ensure and sustain the long-term financial integrity of the County, to achieve the highest possible credit ratings and to preserve and enhance the quality of life, safety and welfare of its residents; (d) that such Debt Obligations shall not be issued or debt proceeds used to finance current operating expenditures of County government except as provided for herein; and, (e) to issue or guarantee, if necessary, Debt Obligations on behalf of independent authorities and agencies of the County to finance the construction, acquisition and/or equipping of infrastructure and capital assets which serve a public purpose and further the goals of County government.

[The term "Debt Obligations" shall mean bonds, notes, letters and lines of credit, or other securities issued by the County to fund a capital project providing a public benefit and secured by a pledge on a specific revenue source or a covenant to budget and appropriate specific revenues.]

Purpose: To establish parameters and guidance for the issuance, management, monitoring, assessment and evaluation of all Debt Obligations (defined below) issued by Hillsborough County.

Responsibility: It is the responsibility of the Debt Management Department, under the direction of the County Administrator and with the advice of the Finance Committee, to implement this policy.

44. Water and Wastewater Financial Policy - BOCC Policy

03.03.01.00: Hillsborough County intends to operate its water and wastewater system in a businesslike manner using financial procedures which are consistent with those used in standard utilities operations. The Water Department shall be an enterprise fund department existing solely on its own revenues (i.e. monthly service revenues and fees, grants, interest income, bond sale proceeds, etc.) and such revenues are expended only for use of the Water Department. Further, monthly water and wastewater service revenues shall be used, to the greatest extent possible, to provide for the operation and maintenance of the utilities system, renewal and replacement, debt service (except for the portion eligible to be paid by capacity fees), and any capital rehabilitation related to service of existing customers.

In addition, the funds to expand the utilities system to service new customers shall be obtained through capacity fees, past earnings of the system, grants (including Community Investment Tax), proceeds from bonded Capacity Assessments Units (CAU's), and un-bonded CAU's. Provided, however, that any Water Department funds may be used to meet cash flow requirements to expand the utilities system with a return of those funds used in lieu of capacity fees. Capacity fees and CAUs shall be accounted for as set forth in appropriate county ordinances and bond covenants. Also, these fees and all other Water Department fees, rates and charges shall be reviewed on an annual basis to determine their sufficient for providing service in compliance with the bond resolution.

Oversight Responsibility: The Water Department under the direction of the County Administrator will establish and execute procedures necessary and comply with existing ordinances and bond covenants to accomplish the appropriate financial planning, accounting and review for the operation, maintenance and expansion of the utilities system.

45. Community Investment Tax Financial Policies - BOCC Policy

03.03.05.00: The Board of County Commissioners is committed to the efficient delivery of projects to be funded by the Community Investment Tax. The Board recognizes that during the delivery period, the costs of the projects may change and opportunities to expedite projects may arise. The policy is summarized below and is described in more detail in the attachment.

A reserve is established to cover unanticipated costs of projects funded by the Community Investment Tax. The County Administrator may use the reserve to cover contingencies and cost increases which are within 10% or \$100,000 (whichever is less). If cost increases are over 10% or \$100,000, then the County Administrator may recommend a funding alternative which may include the reserve. If a project cost is lower, its scope is reduced, or it is not feasible to implement, then funds originally allocated to the project will be allocated to the reserve. If the reserve is suffi-

cient to cover contingencies in a given year, the County Administrator may recommend expediting a project programmed for funding in future years. In the event a project programmed for future years becomes needed sooner than anticipated, the County Administrator may recommend using the reserve, detaining a current project, or consider financing. Financing may be recommended if the following conditions are met: the reserve is insufficient; there is a cost-savings or other economic reason, and there are sufficient staff resources to implement the project.

Purpose: To establish financial parameters and guidance for the implementation of projects funded by the Community Investment Tax.

Responsibility: It is the responsibility of the Management and Budget Department and the Office of the Capital Program Administrator, under the direction of the County Administrator, to implement this policy.

46. The Writing Off of Uncollectible Accounts Receivables for the Fire Rescue Department - BOCC Policy 03.04.20.01:

1. Fire Rescue will make every effort to insure that each account is processed in accordance with its operating procedures before designating the account as uncollectible.
2. Accounts that are outstanding for three years or more from date of service will be deemed uncollectible. Write offs will be done four times a Year (as of Dec. 31, Mar. 31, Jun. 30, and Sept. 30).
3. Accounts with a balance of \$5.00 or less, and are outstanding for three months or more will be deemed uncollectible and written off.
4. A detailed listing of these uncollectible accounts will be approved by the Director of Fire rescue.
5. The listing will be submitted to BOCC Accounting Department after each write off.
6. The BOCC Accounting Department will, upon receipt of the listing, reduce accounts receivable in the general ledger and charge the amount to the allowance for Bad Debt Account. Fire Rescue will reduce the balance on the Daily Collection Report with the write off, and account details of the write off will be removed from the subsystem.
7. The listing of the write offs will be maintained as a permanent record. Collection against write offs will be recorded as a separate revenue (Revenue on prior years write off).

Purpose: County Fire Rescue shall use all reasonable means to pursue and collect any and all monies due the County for services provided.

Responsibility: It is the responsibility of Fire Rescue, under the direction of the County Administrator, to implement this policy.

47. Guidelines for Use of Phosphate Severance Taxes - BOCC Policy 03.04.24.00:

- It is the intent that phosphate severance tax revenue be separately accounted for in the County's accounting structure so that a clear record of receipts, balances, interest earnings, and uses may be maintained. Under the County's accounting structure, this requires maintaining revenues and recording expenditures within a separate subfund.
- While several uses have previously been identified as eligible uses of this tax, it is the policy of this Board that the funds be used for phosphate-related purposes. Pursuant to this policy, phosphate-related purposes shall consist of or be similar to such uses as restoration of phosphate lands for appropriate and lawful public reuse, mitigation or remediation of environmental damage or harm caused or likely to be caused by phosphate mining or its related and intended activity, or repair or improvement of public infrastructure directly damaged or likely to be damaged from such phosphate activities. Any expenditure of phosphate severance tax revenue not covered by the above definition will require a super-majority vote of the Board of County Commissioners.
- To prevent any abuse of these funds and interest thereof, any new use of phosphate revenue, will be reviewed by the County Attorney's Office and then presented to the Board of County Commissioners as a County Administrator recommendation in a staff report on the regular agenda for Board concurrence. No new use will be included in any recommended budget or budget amendment presented to the Board without prior approval.

Purpose: Hillsborough County receives from the State of Florida a portion of the taxes paid by phosphate mining companies for mining activities within Hillsborough County. Florida Statutes provide certain constraints on the use of phosphate taxes by Hillsborough County, limiting their use to phosphate-related expenditures. The purpose of this policy is to establish parameters for the use of those taxes.

Responsibility: It is the responsibility of the Management and Budget Department, under the direction of the County Administrator, to implement this policy.

48. Capital Funding for Outside Agencies - BOCC Policy 04.05.00.00: It is the policy of the Board of County Commissioners that any agreement to fund capital projects for private, non-profit agencies must include a specified time limit for construction to commence and a reasonable projection for construction to be completed.

Further, it is the policy of the Board of County Commissioners that any agreement with a private, non-profit agency to fund all or a portion of that agency's capital project also carry with it the stipu-

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lation that the County be repaid its funding portion if the property or facility is later sold, unless the funds are to be used for a specifically approved purpose of the Board of County Commissioners.

Purpose: The purpose of this policy is to establish guidelines if and when the Board of County Commissioners funds capital projects for private, non-profit agencies.

Responsibility: It is the responsibility of the County Administrator, through the appropriate County departments, to monitor agreements with outside agencies to see that this policy is maintained.

49. Funding Reclaimed Water Improvement Unit (RWIU) Projects - BOCC Policy 09.07.07.00: For Hillsborough County to provide Reclaimed Water Improvement Unit (RWIU) Projects to residential subdivisions, two-fold funding will be required:

- 1) Reclaimed Water Facilities – Transmission. These will be funded from existing Utility Enterprise Fund Bond proceeds through specific Capital Improvement Program (CIP) projects. If bond proceeds are not sufficient, other Utilities Enterprise funds may be used upon BOCC approval.
- 2) Reclaimed water Facilities – Distribution. The initial funds to design and construct these may come from either:
 - Utility System Rate Stabilization Fund;
 - Short-term bond anticipation notes (BAN) and/or,
 - Other Utility Enterprise funds approved by the BOCC.

A budget amendment will be presented to the BOCC to appropriate the initial amounts from the above-referenced funds (#2) and thereafter if necessary.

The Utility System funds and BAN may be refinanced with long-term, fixed rate assessment district bonds. Funding, regardless of its source, will be repaid from assessments on property within the RWIU. The choice of financing alternatives will be determined on a case-by-case basis depending upon the economic

feasibility to the homeowners and the economic and credit impact on the Utility Enterprise System.

Purpose: The purpose of this policy is to establish guidelines for the funding of the Reclaimed Water Improvement Unit (RWIU) Projects.

Definitions:

- a. Reclaimed Water Improvement Unit (RWIU). A legal mechanism for establishing a special assessment district to finance the design and construction of a reclaimed water distribution system within a subdivision.
- b. Reclaimed Water Facilities – Transmission. Those pipes, valves, fittings, and appurtenances used to convey reclaimed water from a wastewater treatment plant or pump station to reclaimed water distribution facilities.
- c. Reclaimed Water Facilities – Distribution. Those pipes, valves, fittings, service connections, and appurtenances used to convey reclaimed water transmission facilities to customers within a subdivision.

Responsibility: It is the responsibility of the Public Utilities Department, under the direction of the County Administrator, to be the coordinating agency for this policy to ensure compliance.

50. The Clerk is hereby authorized to invest public funds on hand at prevailing market rates in:

- those investments outlined in Chapters 125.31 and 218.415, Florida Statutes;
- Standard and Poor's "Qualified Investments for 'AAA' Financing," subject to collateralization requirements of Chapter 280, Florida Statutes;
- shares of the Florida Counties Investment Trust (FCIT) Government Fund or any other FCIT investment fund, the assets of which are restricted to investment instruments authorized by Section 125.31, Florida Statutes or by ordinance of the County, subject to execution of necessary documents; and
- other investment vehicles authorized by BOCC resolution.

ESTIMATION OF THE COUNTY'S ENDING FUND BALANCE

In reviewing the Adopted Biennial Budget for FY 06 and FY 07, the reader will notice that the County's practice is to appropriate all beginning fund balances and all revenues and other sources. As a result, it appears that it is the County's intent to end the fiscal year with no remaining funds. That is not the case.

The County's estimation of its fiscal position on September 30, 2006 and September 30, 2007 can be looked at in two ways; on a budgetary basis and on a projected yearend basis.

First, a budgetary basis, State law requires a balanced budget, so a significant portion of the adopted budget is placed in reserves. Since these reserves cannot be expended but must first be appropriated by amendment of the adopted budget, the reserves can be viewed as an assumption of ending fund balance. In fact, sufficient reserves are included to ensure adequate funds are available at the beginning of the next fiscal year to meet payments. A listing of reserves is found in this document and totals \$539.8 million in FY 06 and \$608.6 in FY 07.

A second basis for looking at ending fund balance is to project how much of the funds appropriated in the adopted budget will actually be spent, based on past experience and current trends. The remaining (unspent) funds will create an ending fund balance. Similarly, by projecting excess revenues, an additional component of ending fund balance can be established. Excess revenues for local governments in Florida may result from a statutory requirement that governments appropriate 95% of certain revenues. While a 95% factor may be reasonable for ad valorem collections, where adjustments to the tax roll and discounts for early payment result in collections of about 95%, it tends to understate collections from other revenues.

The final factor in this method of estimating ending fund balance is to review the budgeted expenditures and reserves and project what portion of the expenditures will be spent and what level of the reserves will not be appropriated through budget amendments during the fiscal year. A multi-year projection of fund balances for

three major operating funds is included in an annual five year Pro Forma budget document.

The following tables present a simplistic and conservative fund-by-fund examination of ending fund balance.

The first column reflects the budgeted beginning fund balance.

The second column reflects 100% of budgeted revenues and other sources (no 95% factor is applied), with the exception of Ad Valorem Taxes. Due to discounts for early payment 96% of budgeted ad valorem tax revenue is normal.

The third column reflects estimated expenditures and other uses, excluding reserves. While in most funds this means all budgeted expenditures, in the general funds a three year average percentage of budget spent is used. This method is preferred because almost every expenditure category (except transfers) is underspent in the General Funds. All authorized positions are budgeted at 100% for the year. However, due to a variety of factors, chiefly turnover, not every department will use all of their Personal Services budget. Grants and Aid from the County to other governments and non-profit agencies, are budgeted at the full allocation. However, most of these grants are reimbursements for services provided with a maximum that equals the allocation. Not all agencies provide services up to the maximum allocation by year end, so there is always a balance remaining. Contracts for Services and Capital Equipment are budgeted at the full estimated amount so the contract or purchase order can be awarded. However, there are always some contracts where not all of the work is completed by year end and some equipment that will not be received by year end. Some of these factors can apply to the other funds from time to time, but in the General Funds they occur regularly and can be projected with a degree of accuracy.

The final column, which reflects a somewhat conservative projection of fund balance as of September 30, 2006 and September 30, 2007, is column one plus column two, less column three. The total for all funds is \$581.0 million in FY 06 and \$648.4 million in FY 07.

FY 06 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/SOURCES	EXPEND/USES	ENDING FUND BAL	PERC. CHG.
General Fund					
Countywide General Fund	\$86,834,117	539,425,964	555,490,398	\$70,769,683	-18.5%
Unincorporated Area General Fund	33,174,430	333,275,737	336,970,122	29,480,045	-11.1%
Subtotal	120,008,547	872,701,701	892,460,520	100,249,728	-16.5%
Special Revenue Funds					
Countywide Special Purpose Fund	26,798,298	135,784,317	134,963,432	27,619,183	3.1%
Unincorporated Area Special Purpose Fund	15,487,981	35,545,138	32,695,824	18,337,295	18.4%
County Blended Component Units Fund	26,605	9,449,807	9,454,407	22,005	-17.3%
Local Housing Assistance Program Fund	0	6,643,069	6,643,069	0	N/A
State of Florida Health Care Surtax Trust Fund	26,287,157	100,946,207	90,438,430	36,794,934	40.0%
Sales Tax Revenue Fund	31,783,444	212,586,288	212,536,498	31,833,234	0.2%
Intergovernmental Grants	0	90,927,291	90,923,571	3,720	N/A
County Transportation Trust Fund	7,575,455	149,483,771	148,551,103	8,508,123	12.3%
Library Tax District Fund	11,349,873	49,841,156	42,685,493	18,505,536	63.0%
Infrastructure Surtax Fixed Project Fund	0	121,420,822	119,732,487	1,688,335	N/A
Subtotal	119,308,813	912,627,866	888,624,314	143,312,365	20.1%
Debt Service Funds					
Cap Imp Non-Adval Rev Bds Ser 98 Fund	373,346	1,498,404	1,497,500	374,250	0.2%
Fuel Tax Ref Revenue Bonds Debt Svc Fund	1,118,842	2,429,827	2,388,134	1,160,535	3.7%
General Obligation Bonds P & R Sinking Fund	139,068	1,443,630	1,400,733	181,965	30.8%
ELAPP Limited Ad Valorem Tax Bonds	976,386	5,581,066	5,367,400	1,190,052	21.9%
Criminal Justice Facility Revenue Bonds	11,641,448	10,029,452	10,003,900	11,667,000	0.2%
Ct Facil Rev Bonds 99 & 05 Debt Svc Fund	294,468	2,355,099	1,079,941	1,569,626	433.0%
Cap Improve Rev Bonds 94 & 96 Debt Svc Fd	4,046,615	3,523,349	3,497,712	4,072,252	0.6%
Cap Improve Nonadval Ref Rev 96A/B Bd Fund	6,724,698	5,403,104	5,393,652	6,734,150	0.1%
2001 Community Investment Tax Rev Bonds	2,099,507	4,542,448	4,538,262	2,103,693	0.2%
Series 2004 CIT Revenue Bonds	2,660,929	6,327,358	6,344,769	2,643,518	-0.7%
2005 TSA Refunding Non-Adval Rev Bds	229,336	1,315,625	594,648	950,313	314.4%
Subtotal	30,304,643	44,449,362	42,106,651	32,647,354	7.7%
Capital Projects Funds					
Countywide Capital Projects Fund	0	15,960,490	17,496,819	(1,536,329)	N/A
Unincorporated Area Capital Projects Fund	0	14,098,326	8,228,533	5,869,793	N/A
EPC Facility Acquisition/Rehab Fund	0	160,000	160,000	0	N/A
Enviro Sensitive Lands Tax/Bond Fund	1,239,872	10,709,554	11,273,506	675,920	-45.5%
Capital Improvement Commercial Paper Prog Fd	0	221,927,000	238,534,621	(16,607,621)	N/A
Subtotal	1,239,872	262,855,370	275,693,479	(11,598,237)	N/A
Enterprise Funds					
Solid Waste System Enterprise Fund	70,298,278	222,503,689	220,258,803	72,543,164	3.2%
Water & Wastewater Utility Enterprise Fund	122,258,732	455,000,531	463,477,850	113,781,413	-6.9%
Capital Improvement Commercial Paper Prog Fd	0	2,680,000	2,680,000	0	N/A
Recl Water Spcl Assessment Rev Bds 2000	0	461,732	438,645	23,087	N/A
Capacity Assess Special Assess Bds 2000	0	2,701,200	2,416,923	284,277	N/A
Subtotal	192,557,010	683,347,152	689,272,221	186,631,941	-3.1%

FY 07 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/ SOURCES	EXPEND/ USES	ENDING FUND BAL	PERC. CHG.
General Fund					
Countywide General Fund	\$70,769,683	\$479,932,204	\$486,417,795	\$64,284,092	-9.2%
Unincorporated Area General Fund	29,480,045	278,187,287	278,268,997	29,398,335	-0.3%
Subtotal	100,249,728	758,119,491	764,686,792	93,682,427	-6.6%
Special Revenue Funds					
Countywide Special Purpose Fund	26,346,612	137,047,440	135,054,561	28,339,491	7.6%
Unincorporated Area Special Purpose Fund	16,143,615	36,035,065	35,362,374	16,816,306	4.2%
County Blended Component Units Fund	22,005	9,988,116	9,988,266	21,855	-0.7%
Local Housing Assistance Program Fund	0	6,643,069	6,643,069	0	N/A
State of Florida Health Care Surtax Trust Fund	35,078,916	105,270,769	93,366,323	46,983,362	33.9%
Sales Tax Revenue Fund	31,942,295	220,855,122	218,034,268	34,763,149	8.8%
Intergovernmental Grants	0	92,270,943	92,262,493	8,450	N/A
County Transportation Trust Fund	7,939,778	150,327,585	144,477,416	13,789,947	73.7%
Library Tax District Fund	15,188,241	51,282,560	41,433,809	25,036,992	64.8%
Infrastructure Surtax Fixed Project Fund	0	68,903,948	65,334,095	3,569,853	N/A
Subtotal	132,661,462	878,624,617	841,956,674	169,329,405	27.6%
Debt Service Funds					
Cap Imp Non-Adval Rev Bds Ser 98 Fund	374,594	1,500,000	1,500,000	374,594	0.0%
Fuel Tax Ref Revenue Bonds Debt Svc Fund	1,172,235	2,378,340	2,378,340	1,172,235	0.0%
General Obligation Bonds P & R Sinking Fund	122,663	1,465,076	1,398,570	189,169	54.2%
ELAPP Limited Ad Valorem Tax Bonds	940,518	5,556,664	5,364,862	1,132,320	20.4%
Criminal Justice Facility Revenue Bonds	11,667,000	9,999,042	9,998,500	11,667,542	0.0%
Court Facil Rev Bonds 99 Debt Svc Fund	1,557,061	2,567,787	2,540,097	1,584,751	1.8%
Cap Improve Prg Rev Bonds 94 Debt Svc Fund	4,072,252	3,495,300	3,495,007	4,072,545	0.0%
Cap Improve Nonadval Ref Rev 96A/B Bd Fund	6,734,150	5,389,704	5,389,224	6,734,630	0.0%
2001 Community Investment Tax Rev Bonds	2,103,693	4,543,095	4,532,262	2,114,526	0.5%
Series 2004 CIT Revenue Bonds	2,643,519	6,349,340	6,341,007	2,651,852	0.3%
2005 TSA Refunding Non-Adval Rev Bds	950,313	1,318,075	1,306,850	961,538	1.2%
Subtotal	32,337,998	44,562,423	44,244,719	32,655,702	1.0%
Capital Projects Funds					
Countywide Capital Projects Fund	0	19,588,760	19,588,760	0	N/A
Unincorporated Area Capital Projects Fund	0	9,005,913	0	9,005,913	N/A
Enviro Sensitive Lands Tax/Bond Fund	675,920	12,055,167	12,468,271	262,816	-61.1%
Capital Improvement Commercial Paper Prog Fd	0	244,329,000	222,176,340	22,152,660	N/A
Subtotal	675,920	284,978,840	254,233,371	31,421,389	N/A
Enterprise Funds					
Solid Waste System Enterprise Fund	74,016,126	232,152,704	231,030,519	75,138,311	1.5%
Water & Wastewater Utility Enterprise Fund	111,079,024	500,951,126	503,350,329	108,679,821	-2.2%
Capital Improvement Commercial Paper Prog Fd	0	5,530,000	5,530,000	0	N/A
Recl Water Spcl Assessment Rev Bds 2000	0	460,671	437,637	23,034	N/A
Capacity Assess Special Assess Bds 2000	0	2,701,200	2,414,448	286,752	N/A
Subtotal	185,095,150	741,795,701	742,762,933	184,127,918	-0.5%
Internal Service Fund					
Fleet Services Fund	12,871,664	28,226,292	28,566,998	12,530,958	-2.6%
County Self Insured Fund	116,824,596	114,267,814	106,437,024	124,655,386	6.7%
Subtotal	129,696,260	142,494,106	135,004,022	137,186,344	5.8%
Total	\$580,716,518	\$2,850,575,178	\$2,782,888,511	\$648,403,185	11.7%

Funds that are all years are represented by an N/A in the Percent Change column and have no budgeted beginning fund balance. The ending fund balance is actually a change in reserve levels for these funds. Please note that some funds have all years subfunds as well as regular subfunds. These include the Enterprise Funds, ELAPP Capital Project Fund, Transportation Fund, Library District Fund and the Unincorporated Area Special Purpose Fund.

**Adopted
Biennial Budget
For FY 06
And FY 07**

**Operations
And
Funding
Guide**



**Hillsborough County
Florida**



Hillsborough County
Florida

BUDGET BY FUND

The Budget by Fund section of the Operations and Funding Guide provides an overview of the County budget at the fund type, fund, and subfund level. Presented first is a brief narrative which provides information on the budgetary and accounting basis used by Hillsborough County for each fund type.

Next follows the Budget Summary by Fund schedule which shows budget figures for each fund within its respective fund type. The next schedule is the Fund Summary By Type of Expenditure which reflects data by characters of expense entitled Personal Services, Operating Expenditure/Expense, Capital Equipment, Capital Projects, Debt Service, and Grants and Aids. The character of expense entitled *Other Uses* is not shown in the aggregate but rather as a breakdown into objects classified as Transfers, Budgeted Transfers to Constitutional Officers, and Reserves & Refunds. The schedules that follow provide, by fund, an explanation of the purpose of the fund and a four-year comparison of revenues and appropriations. Revenues are presented according to classifications set by the State of Florida and appropriations are presented by major organization. Each table presents FY 04 actuals, FY 05 and FY 06 adopted, and FY 07 planned budgets.

The Budget by Subfund schedule follows next. Subfunds allow County staff to separate, for example, the transportation impact fees collected in each of ten geographic zones, so they may be used exclusively within those zones for the benefit of those who paid the fees. The budget is balanced within each of the subfunds presented, since each subfund has unique sources and uses. Interest is earned, fund balances are estimated, and reserves are established, as needed. Subfunds which are marked with an

asterisk are coded as "all years" in the County's financial system. All years budgeting is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. With all year's budgeting, each year's budget only reflects that specific year's changes in funding.

The numbers that precede fund type, fund, and subfund titles are primarily presented for the benefit of County staff who may use the table to identify subfunds in automated accounting reports and budget reports. The two-digit numbers reflect the fund type. For example, "01" reflects the General Fund and "10" reflects special revenue funds. The three-digit bolded and italicized numbers represent the fund (e.g., "001" reflects the Countywide General Fund). The next level of three-digit numbers reflects the subfund code. They are not unique in all cases, so the identifier for a subfund should include the three-digit fund number.

Comparing Budget Documents with the Comprehensive Annual Financial Report (CAFR)

When comparing the fund structure shown within County budget documents with that presented in the County's Comprehensive Annual Financial Report (CAFR), a reader should be aware of certain aggregations that are used in the CAFR. Fund 01-001 and fund 01-003 are combined in the CAFR reporting the General Fund.

FUND ACCOUNTING

The operations of the County are recorded in the following fund types for FY 04, FY 05, FY 06, and FY 07:

All Fund Types:	FY 04	\$2,521,092,266	FY 05	\$2,950,208,804	FY 06	\$3,449,767,724	FY 07	\$3,556,983,557
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Governmental Funds:	FY 04	\$1,820,460,822	FY 05	\$1,961,821,458	FY 06	\$2,322,462,717	FY 07	\$2,360,714,673
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Governmental funds are used to account for the County's expendable financial resources and related liabilities (except those accounted for in proprietary funds). The measurement focus is based upon determination of changes in financial position. The following are the County's governmental fund types:

A. General Fund:	FY 04	\$714,782,271	FY 05	\$838,864,543	FY 06	\$967,794,057	FY 07	\$1,003,359,095
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The general fund is the primary operating fund of the County. It is used to account for all financial resources of the general government except those required to be accounted for in other funds.

B. Special Revenue Funds:	FY 04	\$828,449,867	FY 05	\$954,707,229	FY 06	\$1,016,168,649	FY 07	\$995,149,485
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Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to specified purposes.

C. Debt Service Funds:	FY 04	\$41,396,466	FY 05	\$79,077,829	FY 06	\$74,404,769	FY 07	\$76,551,333
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Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and other debt related costs.

D. Capital Projects Funds:	FY 04	\$235,832,218	FY 05	\$89,171,857	FY 06	\$264,095,242	FY 07	\$285,654,760
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Capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Proprietary Fund Types:	FY 04	\$700,631,444	FY 05	\$988,387,346	FY 06	\$1,127,305,007	FY 07	\$1,196,268,884
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Proprietary funds are used to account for activities that are similar to those often found in the private sector. The measurement focus is on the determination of net income and capital maintenance. The following are the County's proprietary fund types:

A. Enterprise Funds:	FY 04	\$597,253,836	FY 05	\$754,956,315	FY 06	\$873,260,221	FY 07	\$924,078,518
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Enterprise funds are used to account for operations that are financed primarily through user charges, or where the governing body has concluded that the determination of net income is appropriate.

B. Internal Service Funds:	FY 04	\$103,377,608	FY 05	\$233,431,031	FY 06	\$254,044,786	FY 07	\$272,190,366
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Internal service funds are used to account for goods or services provided by one County department to other County departments or agencies on a cost-reimbursement basis.

Source of definitions: Hillsborough County 2000 Comprehensive Annual Financial Report (CAFR) and 2002 CAFR.

BUDGET SUMMARY BY FUND

Fund Title	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
General Fund				
Countywide General Fund	\$451,039,576	\$535,671,481	\$601,343,890	\$621,497,536
Unincorporated Area General Fund	263,742,695	303,193,062	366,450,167	381,861,559
Subtotal	714,782,271	838,864,543	967,794,057	1,003,359,095
Special Revenue Funds				
Countywide Special Purpose Revenue Fund	181,894,070	200,590,519	162,582,615	163,394,052
Unincorporated Area Special Purpose Fund	37,809,275	50,297,303	50,464,119	51,602,880
County Blended Component Units Fund	8,440,834	9,027,762	9,476,412	10,010,121
Local Housing Assistance Program Fund	6,864,410	5,859,433	6,643,069	6,643,069
State Of FI Healthcare Surtax Trust Fund	87,693,668	100,880,455	122,186,055	135,086,146
Sales Tax Revenue Fund	188,331,961	216,139,844	239,828,880	248,088,702
Intergovernmental Grants	94,233,643	91,932,677	90,927,291	92,270,943
County Transportation Trust Fund	126,902,833	144,352,703	153,738,481	155,145,384
Library Tax District Fund	44,494,173	54,644,089	58,900,905	64,004,240
Infrastructure Surtax Fixed Project Fund	51,785,000	80,982,444	121,420,822	68,903,948
Subtotal	828,449,867	954,707,229	1,016,168,649	995,149,485
Debt Service Funds				
Cap Imp Non-Adval Rev Bds Ser 98 Fd	1,499,300	1,879,481	1,871,750	1,874,594
Fuel Tax Ref Revenue Bonds Debt Svc Fund	2,386,221	3,567,446	3,548,669	3,550,575
General Obligation Bonds P&R Sinking Fd	1,378,124	1,478,508	1,511,016	1,514,985
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,325,506	6,267,675	6,279,898	6,220,848
Crim Justice Facil Rev Bonds Debt Svc Fd	10,002,516	21,754,820	21,670,900	21,666,042
Ct Facil Rev Bds 99&05 Debt Svc Fd	7,381,432	8,698,314	2,649,567	4,124,848
Cap Imprv Prg Rev Bds 94&96 Debt Svc Fd	3,502,421	7,583,417	7,569,964	7,567,552
Cap Improve Nonadval Ref Rev 96A/B Bd Fd	5,388,384	12,127,395	12,127,802	12,123,854
2001 Community Investmnt Tx Rev Bonds	4,532,562	6,628,205	6,641,955	6,646,788
Series 2004 CIT Revenue Bonds	0	9,092,568	8,988,287	8,992,859
2005 TSA Refunding Non-Adval Rev Bds	0	0	1,544,961	2,268,388
Subtotal	41,396,466	79,077,829	74,404,769	76,551,333

BUDGET SUMMARY BY FUND

Fund Title	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Capital Projects Funds				
Countywide Capital Projects Fund	0	16,509,421	15,960,490	19,588,760
Unincorp Area Capital Projects Fund	0	9,256,784	14,098,326	9,005,913
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	440,967	25,000	0	0
EPC Facility Acquisition/Rehab Fund	443,383	0	160,000	0
General Oblig Bonds P & R Program Fund	45,339	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	14,926,967	16,885,281	11,949,426	12,731,087
Court Facil Non-Bond Construction Fund	6,400,742	(953,629)	0	0
Court Facil Rev Bonds 99 Construction Fd	3,321,177	0	0	0
Capital Imprv Prog Bonds Series 94/96 Fd	172,643	0	0	0
Cap Impr Commercial Paper Program Fund	138,218,408	47,324,000	221,927,000	244,329,000
Falkenburg Jail Construction Fund	466,581	125,000	0	0
2004 Community Investment Tax Rev Bnds	71,396,011	0	0	0
Subtotal	235,832,218	89,171,857	264,095,242	285,654,760
Enterprise Funds				
Solid Waste System Enterprise Fund	223,552,875	247,205,833	290,832,694	304,121,139
Water & Wastewater Utility Enterprise Fd	359,686,792	501,714,862	576,742,742	611,423,602
Cap Impr Commercial Paper Program Fund	5,147,423	2,720,000	2,680,000	5,530,000
Recl Water Spcl Assessment Rev Bds 2000	436,719	509,276	438,645	437,637
Capacity Assess Special Assess Bds 2000	8,430,027	2,806,344	2,566,140	2,566,140
Subtotal	597,253,836	754,956,315	873,260,221	924,078,518
Internal Service Fund				
Fleet Services Fund	22,387,817	33,345,266	40,825,083	41,097,956
County Self Insurance Fund	80,989,791	200,085,765	213,219,703	231,092,410
Subtotal	103,377,608	233,431,031	254,044,786	272,190,366
Total	\$2,521,092,266	\$2,950,208,804	\$3,449,767,724	\$3,556,983,557

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
GENERAL REVENUE FUND				
Countywide General Fund				
Personal Services	\$82,004,892	\$102,255,287	\$111,764,986	\$120,621,396
Operating Expenditure/Expense	37,241,732	45,732,358	47,518,244	47,538,408
Capital Equipment	1,836,629	11,196,462	16,116,496	15,130,669
Capital Projects	3,198,032	(994,000)	(26,329)	0
Grants & Aids	24,296,603	33,405,582	51,316,312	53,708,810
Transfers	58,230,960	66,700,342	57,944,153	65,323,074
Budgeted Transfers to Constitutional Officers	243,707,040	243,906,576	269,994,774	276,499,532
Reserves & Refunds	523,688	33,468,874	46,715,254	42,675,647
Subtotal	<u>451,039,576</u>	<u>535,671,481</u>	<u>601,343,890</u>	<u>621,497,536</u>
Unincorporated Area General Fund				
Personal Services	99,229,250	107,732,255	122,294,941	136,038,516
Operating Expenditure/Expense	39,772,289	39,148,179	50,306,456	50,866,815
Capital Equipment	1,102,143	8,750,484	10,920,768	9,945,684
Capital Projects	400,700	72,000	71,200	51,200
Grants & Aids	1,104,403	1,144,700	2,786,717	2,869,617
Transfers	30,515,357	36,115,972	48,267,764	46,084,624
Budgeted Transfers To Constitutional Officers	91,413,076	90,956,958	100,672,967	105,520,744
Reserves & Refunds	205,477	19,272,514	31,129,354	30,484,359
Subtotal	<u>263,742,695</u>	<u>303,193,062</u>	<u>366,450,167</u>	<u>381,861,559</u>
Total General Revenue Fund	<u>714,782,271</u>	<u>838,864,543</u>	<u>967,794,057</u>	<u>1,003,359,095</u>
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Personal Services	25,039,994	12,085,195	10,844,464	11,605,428
Operating Expenditure/Expense	25,738,077	24,445,461	18,380,224	18,595,729
Capital Equipment	1,216,883	3,564,749	2,297,065	1,140,216
Capital Projects	1,209,510	182,000	1,547,802	1,216,098
Grants & Aids	88,194,955	90,026,019	80,347,651	80,651,817
Transfers	36,761,509	41,199,773	11,616,914	10,430,437
Budgeted Transfers to Constitutional Officers	3,732,120	966,572	9,929,312	11,414,836
Reserves & Refunds	1,022	28,120,750	27,619,183	28,339,491
Subtotal	<u>181,894,070</u>	<u>200,590,519</u>	<u>162,582,615</u>	<u>163,394,052</u>
Unincorporated Area Special Purpose Fund				
Personal Services	10,465,072	11,860,870	14,190,386	15,130,955
Operating Expenditure/Expense	5,342,457	17,422,159	9,116,782	10,405,462
Capital Equipment	267,576	78,200	706,628	10,000
Capital Projects	13,346,676	9,643,000	5,319,000	7,947,000
Grants & Aids	7,012,850	150,000	150,000	150,000
Transfers	1,278,508	884,938	3,104,048	1,607,257
Budgeted Transfers to Constitutional Officers	94,708	102,230	108,980	111,700
Reserves & Refunds	1,428	10,155,906	17,768,295	16,240,506
Subtotal	<u>37,809,275</u>	<u>50,297,303</u>	<u>50,464,119</u>	<u>51,602,880</u>

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Blended Component Units Fund				
Personal Services	6,958,121	7,678,681	8,036,702	8,616,510
Operating Expenditure/Expense	1,264,262	1,117,337	1,172,716	1,140,995
Capital Equipment	74,922	91,350	72,100	72,100
Capital Projects	98,305	137,063	172,889	158,661
Reserves & Refunds	45,224	3,331	22,005	21,855
Subtotal	8,440,834	9,027,762	9,476,412	10,010,121
Local Housing Assistance Program Fund				
Personal Services	195,818	215,963	357,205	382,196
Operating Expenditure/Expense	430,300	249,868	262,270	267,808
Capital Equipment	0	0	3,000	0
Grants & Aids	5,795,175	5,393,602	6,020,594	5,993,065
Transfers	443,117	0	0	0
Subtotal	6,864,410	5,859,433	6,643,069	6,643,069
State of FI Healthcare Surtax Trust Fund				
Transfers	87,693,668	86,663,242	90,438,430	93,366,323
Reserves & Refunds	0	14,217,213	31,747,625	41,719,823
Subtotal	87,693,668	100,880,455	122,186,055	135,086,146
Sales Tax Revenue Fund				
Personal Services	41,835	47,852	106,102	113,379
Operating Expenditure/Expense	7,238	9,660	23,706	21,815
Grants & Aids	61,971,848	65,125,912	70,646,812	71,694,829
Transfers	125,878,857	130,406,402	141,610,878	146,051,495
Budgeted Transfers to Constitutional Officers	123,419	202,781	149,000	152,750
Reserves & Refunds	308,764	20,347,237	27,292,382	30,054,434
Subtotal	188,331,961	216,139,844	239,828,880	248,088,702
Intergovernmental Grants				
Personal Services	28,077,172	29,078,736	29,713,491	31,795,601
Operating Expenditure/Expense	25,109,996	23,049,436	23,664,912	23,363,458
Capital Equipment	197,704	2,096,207	519,880	311,739
Capital Projects	3,177,666	1,304,980	522,000	842,000
Grants & Aids	34,737,348	35,698,632	36,009,106	35,455,513
Transfers	2,033,939	0	0	0
Reserves & Refunds	899,818	704,686	497,902	502,632
Subtotal	94,233,643	91,932,677	90,927,291	92,270,943
County Transportation Trust Fund				
Personal Services	28,275,018	31,102,358	31,685,145	33,961,965
Operating Expenditure/Expense	26,939,130	27,563,364	34,192,899	37,222,516
Capital Equipment	538,822	182,000	488,744	68,521
Capital Projects	21,152,648	30,113,731	32,917,262	26,171,902
Grants & Aids	8,622,250	7,159,078	5,012,923	2,361,262
Transfers	41,242,020	42,394,125	44,087,180	44,512,298
Budgeted Transfers to Constitutional Officers	129,656	158,319	166,950	178,952
Reserves & Refunds	3,289	5,679,728	5,187,378	10,667,968
Subtotal	126,902,833	144,352,703	153,738,481	155,145,384

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Library Tax District Fund				
Personal Services	15,016,030	17,199,329	18,528,835	20,658,419
Operating Expenditure/Expense	7,894,068	8,770,174	9,444,720	9,773,134
Capital Equipment	5,447,289	6,922,914	5,547,438	5,946,156
Capital Projects	3,868,110	3,823,000	3,424,000	1,317,000
Grants & Aids	643,480	704,233	680,075	680,075
Transfers	10,706,530	6,031,749	3,878,694	1,791,344
Budgeted Transfers to Constitutional Officers	873,282	975,003	1,181,731	1,267,681
Reserves & Refunds	45,384	10,217,687	16,215,412	22,570,431
Subtotal	44,494,173	54,644,089	58,900,905	64,004,240
Infrastructure Surtax Fixed Project Fund				
Operating Expenditure/Expense	457,780	13,514	0	0
Capital Equipment	759,882	3,096,000	8,896,348	3,078,000
Capital Projects	43,655,904	59,777,487	91,879,606	16,880,000
Grants & Aids	2,000,000	2,260,000	6,413,727	0
Transfers	4,911,434	13,602,947	12,542,806	45,376,095
Reserves & Refunds	0	2,232,496	1,688,335	3,569,853
Subtotal	51,785,000	80,982,444	121,420,822	68,903,948
Total Special Revenue Funds	828,449,867	954,707,229	1,016,168,649	995,149,485
DEBT SERVICE FUNDS				
Cap Imp Non-Adval Rev Bds Ser 98 Fd				
Operating Expenditure/Expense	2,500	9,756	3,000	3,000
Debt Service	1,496,800	1,496,100	1,494,500	1,497,000
Reserves & Refunds	0	373,625	374,250	374,594
Subtotal	1,499,300	1,879,481	1,871,750	1,874,594
Fuel Tax Ref Revenue Bonds Debt Svc Fund				
Debt Service	2,386,221	2,390,661	2,388,134	2,378,340
Reserves & Refunds	0	1,176,785	1,160,535	1,172,235
Subtotal	2,386,221	3,567,446	3,548,669	3,550,575
General Obligation Bonds P&R Sinking Fd				
Operating Expenditure/Expense	5,000	6,237	8,000	10,000
Debt Service	1,320,655	1,319,565	1,326,656	1,321,030
Budgeted Transfers to Constitutional Officers	50,306	49,469	66,077	67,540
Reserves & Refunds	2,163	103,237	110,283	116,415
Subtotal	1,378,124	1,478,508	1,511,016	1,514,985
ELAPP Limited Adval Tax Bonds Dbt Svc Fd				
Operating Expenditure/Expense	(5,410)	17,920	6,500	6,500
Debt Service	5,158,878	5,149,459	5,153,903	5,149,413
Budgeted Transfers to Constitutional Officers	163,081	171,924	206,997	208,949
Reserves & Refunds	8,957	928,372	912,498	855,986
Subtotal	5,325,506	6,267,675	6,279,898	6,220,848
Crim Justice Facil Rev Bonds Debt Svc Fd				
Operating Expenditure/Expense	5,226	15,077	4,000	4,000
Debt Service	9,997,290	10,000,700	9,999,900	9,994,500
Reserves & Refunds	0	11,739,043	11,667,000	11,667,542
Subtotal	10,002,516	21,754,820	21,670,900	21,666,042

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Court Facil Rev Bonds 99&05 Debt Service Fd				
Operating Expenditure/Expense	10,750	14,209	6,000	6,000
Debt Service	3,638,022	3,083,133	1,073,941	2,534,097
Transfers	3,732,660	183,361	0	0
Reserves & Refunds	0	5,417,611	1,569,626	1,584,751
Subtotal	7,381,432	8,698,314	2,649,567	4,124,848
Cap Improve Prg Rev Bonds 94&96 Debt Svc Fd				
Operating Expenditure/Expense	12,500	14,788	7,000	7,000
Debt Service	3,489,921	3,495,910	3,490,712	3,488,007
Reserves & Refunds	0	4,072,719	4,072,252	4,072,545
Subtotal	3,502,421	7,583,417	7,569,964	7,567,552
Cap Improve Nonadval Ref Rev 96A/B Bd Fd				
Operating Expenditure/Expense	3,500	4,500	4,000	4,000
Debt Service	5,384,884	5,387,620	5,389,652	5,385,224
Reserves & Refunds	0	6,735,275	6,734,150	6,734,630
Subtotal	5,388,384	12,127,395	12,127,802	12,123,854
2001 Community Investment Tax Rev Funds				
Operating Expenditure/Expense	0	0	4,000	4,000
Debt Service	4,532,562	4,527,762	4,534,262	4,528,262
Reserves & Refunds	0	2,100,443	2,103,693	2,114,526
Subtotal	4,532,562	6,628,205	6,641,955	6,646,788
Series 2004 CIT Revenue Bonds				
Operating Expenditure/Expense	0	0	4,000	4,000
Debt Service	0	6,441,331	6,340,769	6,337,007
Reserves & Refunds	0	2,651,237	2,643,518	2,651,852
Subtotal	0	9,092,568	8,988,287	8,992,859
2005 TSA Refunding Non-Adval Rev Bonds				
Debt Service	0	0	594,648	1,306,850
Reserves & Refunds	0	0	950,313	961,538
Subtotal	0	0	1,544,961	2,268,388
Total Debt Service Funds	41,396,466	79,077,829	74,404,769	76,551,333
CAPITAL PROJECTS FUNDS				
Countywide Capital Projects Fund				
Operating Expenditure/Expense	0	0	1,545,000	0
Capital Equipment	0	514,000	136,000	1,545,000
Capital Projects	0	14,995,421	14,956,329	17,865,000
Grants & Aids	0	1,000,000	700,000	0
Transfers	0	0	159,490	178,760
Reserves & Refunds	0	0	(1,536,329)	0
Subtotal	0	16,509,421	15,960,490	19,588,760
Unincorp Area Capital Projects Fund				
Operating Expenditure/Expense	0	50,000	1,007,000	0
Capital Equipment	0	0	797,574	0
Capital Projects	0	3,733,000	5,193,759	0
Grants & Aids	0	350,000	1,200,000	0
Transfers	0	0	30,200	0
Reserves & Refunds	0	5,123,784	5,869,793	9,005,913
Subtotal	0	9,256,784	14,098,326	9,005,913

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd				
Capital Projects	440,967	0	0	0
Reserves & Refunds	0	25,000	0	0
Subtotal	440,967	25,000	0	0
EPC Facility Acquisition/Rehab Fund				
Operating Expenditure/Expense	19,135	0	0	0
Capital Equipment	54,985	0	160,000	0
Capital Projects	369,263	0	0	0
Subtotal	443,383	0	160,000	0
General Oblig Bonds P & R Program Fund				
Capital Projects	45,339	0	0	0
Subtotal	45,339	0	0	0
Enviro Sensitive Lands Tax/Bond Fund				
Personal Services	839,618	1,087,701	1,386,700	1,548,896
Operating Expenditure/Expense	583,093	1,526,998	797,521	867,260
Capital Equipment	3,891	0	315,000	286,200
Capital Projects	302,207	6,497,076	8,200,490	9,052,811
Debt Service	65	0	0	0
Grants & Aids	1,719,389	0	0	0
Transfers	11,478,704	5,882,101	573,795	713,104
Reserves & Refunds	0	1,891,405	675,920	262,816
Subtotal	14,926,967	16,885,281	11,949,426	12,731,087
Court Facil Non-Bond Construction Fund				
Operating Expenditure/Expense	972,822	0	0	0
Capital Projects	5,427,920	(953,629)	0	0
Subtotal	6,400,742	(953,629)	0	0
Court Facil Rev Bonds 99 Construction Fd				
Capital Projects	3,321,177	0	0	0
Subtotal	3,321,177	0	0	0
Capital Imprv Prog Bonds Series 94/96 Fd				
Capital Projects	172,640	0	0	0
Transfers	3	0	0	0
Subtotal	172,643	0	0	0
Cap Impr Commercial Paper Program Fund				
Operating Expenditure/Expense	239,373	0	0	0
Capital Projects	1,524,000	0	0	0
Debt Service	104,294,190	9,277,000	79,815,000	112,030,000
Transfers	32,160,845	36,126,352	158,719,621	110,146,340
Reserves & Refunds	0	1,920,648	(16,607,621)	22,152,660
Subtotal	138,218,408	47,324,000	221,927,000	244,329,000
Falkenburg Jail Construction Fund				
Operating Expenditure/Expense	86,590	0	0	0
Capital Equipment	219,535	0	0	0
Capital Projects	160,456	0	0	0
Reserves & Refunds	0	125,000	0	0
Subtotal	466,581	125,000	0	0

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
2004 Community Investment Tax Revenue Bonds				
Operating Expenditure/Expense	1,608,563	0	0	0
Debt Service	65,750,000	0	0	0
Transfers	4,037,448	0	0	0
Subtotal	71,396,011	0	0	0
Total Capital Projects Funds	235,832,218	89,171,857	264,095,242	285,654,760
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Personal Services	7,682,005	8,311,933	8,888,303	9,585,356
Operating Expenditure/Expense	49,935,267	54,438,021	57,112,827	60,617,307
Capital Equipment	3,092,036	1,971,200	2,649,150	2,807,936
Capital Projects	945,711	4,018,947	53,560,000	53,260,000
Debt Service	69,651,770	12,313,300	12,528,606	12,545,369
Transfers	92,240,977	83,114,911	85,519,917	92,214,551
Reserves & Refunds	5,109	83,037,521	70,573,891	73,090,620
Subtotal	223,552,875	247,205,833	290,832,694	304,121,139
Water & Wastewater Utility Enterprise Fd				
Personal Services	32,965,851	36,995,641	40,826,584	44,490,311
Operating Expenditure/Expense	67,683,828	72,256,739	87,946,171	99,260,138
Capital Equipment	2,997,400	2,520,537	3,359,889	3,119,697
Capital Projects	19,896,130	99,028,432	83,972,000	110,906,000
Debt Service	27,911,825	27,962,928	27,510,679	27,521,187
Transfers	207,040,234	207,658,466	219,862,527	218,052,996
Reserves & Refunds	1,191,524	55,292,119	113,264,892	108,073,273
Subtotal	359,686,792	501,714,862	576,742,742	611,423,602
Cap Impr Commercial Paper Program Fund				
Debt Service	5,147,423	2,720,000	2,680,000	5,530,000
Subtotal	5,147,423	2,720,000	2,680,000	5,530,000
Recl Water Spcl Assessment Rev Bds 2000				
Operating Expenditure/Expense	6,118	9,505	11,049	11,242
Debt Service	430,601	432,283	427,596	426,395
Reserves & Refunds	0	67,488	0	0
Subtotal	436,719	509,276	438,645	437,637
Capacity Assess Special Assess Bds 2000				
Operating Expenditure/Expense	33,947	69,000	10,375	10,375
Capital Projects	5,994,172	448,000	0	0
Debt Service	2,401,908	2,838,850	2,406,548	2,404,072
Reserves & Refunds	0	(549,506)	149,217	151,693
Subtotal	8,430,027	2,806,344	2,566,140	2,566,140
Total Enterprise Funds	597,253,836	754,956,315	873,260,221	924,078,518

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
INTERNAL SERVICE FUND				
Fleet Services Fund				
Personal Services	3,907,793	3,867,967	4,239,011	4,549,353
Operating Expenditure/Expense	7,927,666	8,503,045	11,744,239	12,563,963
Capital Equipment	10,542,179	9,461,410	11,850,169	11,453,682
Capital Projects	5,463	0	120,000	0
Reserves & Refunds	4,716	11,512,844	12,871,664	12,530,958
Subtotal	<u>22,387,817</u>	<u>33,345,266</u>	<u>40,825,083</u>	<u>41,097,956</u>
County Self Insurance Fund				
Personal Services	3,129,751	4,418,562	4,086,363	4,316,054
Operating Expenditure/Expense	77,008,721	84,373,055	91,516,482	101,200,817
Capital Equipment	4,856	0	0	0
Transfers	835,170	769,523	742,292	920,153
Reserves & Refunds	11,293	110,524,625	116,874,566	124,655,386
Subtotal	<u>80,989,791</u>	<u>200,085,765</u>	<u>213,219,703</u>	<u>231,092,410</u>
Total Internal Service Funds	<u>103,377,608</u>	<u>233,431,031</u>	<u>254,044,786</u>	<u>272,190,366</u>
Total	<u>\$2,521,092,266</u>	<u>\$2,950,208,804</u>	<u>\$3,449,767,724</u>	<u>\$3,556,983,557</u>

COUNTYWIDE GENERAL FUND

This general fund accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes and other revenues, provide services for the benefit of all residents of Hillsborough County. Effective FY 91, all restricted revenues and expenditures were moved into a newly created Countywide Special Purpose Revenue Fund. This separation provides a better picture of the use of unrestricted and restricted County funds.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Current Ad Valorem Taxes	\$347,115,007	\$399,869,546	\$447,280,825	\$483,868,397
Delinq Ad Valorem Taxes	2,167,177	1,000,000	1,500,000	1,500,000
Licenses And Permits	4,210,906	3,948,050	4,380,350	4,468,258
Intergovernmental Revenue	3,548,950	3,548,045	8,711,859	8,968,344
Charges For Services	42,570,364	49,110,304	47,882,107	48,440,473
Fines And Forfeits	695,603	234,275	239,625	239,625
Miscellaneous Revenues	5,007,875	6,903,485	6,466,442	6,485,488
Gross Revenue	405,315,882	464,613,705	516,461,208	553,970,585
Interfund Transfers	30,788,216	17,224,370	7,836,626	8,425,798
Intrafund Transfers	11,683,172	0	0	0
Other	22,405,314	13,925,000	16,035,000	16,030,000
Less 5% Required By Law	0	(23,230,685)	(25,823,061)	(27,698,530)
Fund Balance Begin of Year	56,898,200	63,139,091	86,834,117	70,769,683
	121,774,902	71,057,776	84,882,682	67,526,951
Total	\$527,090,784	\$535,671,481	\$601,343,890	\$621,497,536

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Board of County Commissioners				
Board of County Commissioners	\$1,909,877	\$2,061,648	\$2,130,048	\$2,267,884
County Internal Performance Auditor	212,525	461,275	477,229	497,961
	2,122,402	2,522,923	2,607,277	2,765,845
County Attorney				
County Attorney	7,500,687	8,397,094	9,002,745	9,618,583

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator				
Administrative Services Section	630,514	442,398	0	0
Aging Services Department	9,550,189	10,681,365	11,732,158	12,657,192
Animal Services Department	6,517,054	7,084,935	7,440,183	7,973,216
Children's Services Department	11,015,308	12,736,565	13,051,771	13,509,288
Communications Department	1,413,020	1,730,575	3,545,396	3,578,915
Community Liaison Section	632,188	696,770	759,539	810,168
Consumer Protection Agency	716,510	1,308,877	1,473,637	1,566,486
Cooperative Extension Department	1,355,315	1,599,102	1,648,797	1,714,495
County Administrator	1,298,260	1,499,131	3,714,872	3,990,442
Debt Management Department	712,981	775,384	787,352	843,182
Economic Development Department	1,886,009	1,638,277	1,726,778	1,828,214
Equal Opportunity Administrator	147,807	174,811	180,391	192,859
Health and Social Services Department	11,779,646	12,834,607	25,088,595	26,686,446
HIPAA Compliance Office	0	0	532,787	550,592
Human Resources Department	2,823,992	3,574,625	3,444,963	3,603,511
Information & Technology Services Dept	3,666,755	14,992,068	17,055,855	17,376,147
Management & Budget Department	2,441,886	2,961,363	2,797,879	3,002,129
Medical Examiner Department	0	3,883,958	4,122,357	4,601,005
Neighborhood Relations	554,427	590,305	620,726	636,958
Office of Quality Services	331,994	341,342	0	0
Office of Public Affairs	323,725	368,061	0	0
Parks, Recreation and Conservation Department	11,489,399	12,420,874	14,670,694	15,711,569
Public Safety Department	4,402,892	5,206,177	5,613,618	5,969,325
Public Works Department	2,322,195	2,734,532	2,761,210	2,819,667
Purchasing Department	2,299,469	2,511,491	2,740,974	2,837,303
Real Estate Department	17,910,220	20,622,639	20,368,404	21,639,518
	96,221,755	123,410,232	145,878,936	154,098,627

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Elected Officials				
BOCC Judicial Services Cost	1,377,266	165,500	170,000	175,000
Clerk of Circuit Court	26,532,674	16,135,475	21,491,518	18,185,548
Property Appraiser	8,687,208	9,281,558	9,758,697	10,240,150
Public Defender	0	112,961	116,066	116,193
Sheriff	185,675,062	196,638,147	209,925,687	218,955,261
State Attorney (Part I)	0	359,198	355,130	358,811
State Attorney (Part II)	0	2,329,459	2,383,975	2,539,345
Supervisor of Elections	6,562,654	4,102,221	8,408,471	7,033,936
Tax Collector	14,731,757	17,496,893	20,376,933	22,031,496
Value Adjustment Board	539,189	562,282	373,468	403,141
	<u>244,105,810</u>	<u>247,183,694</u>	<u>273,359,945</u>	<u>280,038,881</u>
Judicial Branch (Admin Office of Courts)	<u>6,355,244</u>	<u>2,238,087</u>	<u>3,264,762</u>	<u>2,713,453</u>
Guardian Ad Litem	<u>383,531</u>	<u>442,059</u>	<u>479,533</u>	<u>494,193</u>
Boards, Commissions & Agencies				
Charter Review Board	0	56,101	0	0
Environmental Protection Commission	7,538,886	8,268,540	9,965,739	10,506,926
Legislative Delegation	197,569	216,658	229,923	244,107
Soil & Water Conservation Board	220,651	239,574	255,042	270,282
	<u>7,957,106</u>	<u>8,780,873</u>	<u>10,450,704</u>	<u>11,021,315</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	3,595,516	0	(\$1,329)	0
Major Maintenance & Repair Program	4,016,897	0	0	0
Governmental Agencies	9,121,767	16,712,294	21,139,288	23,070,050
Non-Departmental Allotments	2,937,523	17,342,901	20,930,219	19,913,744
Nonprofit Organizations	7,966,690	8,472,108	9,572,403	9,764,124
	<u>27,638,393</u>	<u>42,527,303</u>	<u>51,640,581</u>	<u>52,747,918</u>
Non-Expenditure Accounts				
Intrafund Transfers	11,683,172	0	0	0
Interfund Transfers	46,547,788	66,700,342	57,944,153	65,323,074
Reserves & Refunds	523,688	33,468,874	46,715,254	42,675,647
	<u>58,754,648</u>	<u>100,169,216</u>	<u>104,659,407</u>	<u>107,998,721</u>
Total	<u><u>\$451,039,576</u></u>	<u><u>\$535,671,481</u></u>	<u><u>\$601,343,890</u></u>	<u><u>\$621,497,536</u></u>

UNINCORPORATED AREA GENERAL FUND

This general fund accounts for ad valorem taxes and other revenue sources that provide services for the benefit of the residents of the unincorporated areas of Hillsborough County only. The services provided by this fund include fire suppression, law enforcement, stormwater, parks and recreation, planning and growth management, survey/mapping, code enforcement, and emergency services. Effective FY 91, all restricted revenues and expenditures were moved into the Unincorporated Area Special Purpose Fund. This separation provides a better picture of the use of unrestricted and restricted County funds for unincorporated area services.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Current Ad Valorem Taxes	\$145,657,040	\$169,966,549	\$203,267,372	\$221,134,574
Delinq Ad Valorem Taxes	808,259	350,000	350,000	350,000
Communications Services Tax	18,110,128	15,116,861	23,544,870	24,015,767
Other Taxes	61,945	40,603	47,000	51,000
Intergovernmental Revenue	552,890	565,000	15,061,708	15,781,555
Charges For Services	16,632,211	15,321,500	19,274,780	20,840,470
Fines And Forfeits	577,656	894,223	527,750	547,775
Miscellaneous Revenues	1,870,309	2,648,970	2,383,227	2,397,226
Gross Revenue	184,270,438	204,903,706	264,456,707	285,118,367
Interfund Transfers	63,808,468	74,112,428	76,238,866	75,716,066
Intrafund Transfers	10,396,520	0	0	0
Other	7,816,935	5,750,000	5,803,000	5,803,000
Less 5% Required By Law	0	(10,245,185)	(13,222,836)	(14,255,919)
Fund Balance Begin of Year	29,990,791	28,672,113	33,174,430	29,480,045
	112,012,714	98,289,356	101,993,460	96,743,192
Total	\$296,283,152	\$303,193,062	\$366,450,167	\$381,861,559

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Communications Department	\$2,673,698	\$2,794,018	\$558,397	\$483,386
Community Liaison Section	0	0	65,064	70,032
Health & Social Services Department	0	125,584	1,000,000	1,000,000
Housing and Community Code Enforcement	2,971,383	4,157,414	5,291,822	6,330,265
Fire Rescue Department	72,086,414	74,219,087	92,272,382	100,862,810
Real Estate Department	5,569,760	5,829,086	5,686,176	5,024,784
Parks, Recreation and Conservation Department	26,433,986	28,762,482	30,880,772	34,057,508
Planning & Growth Management Department	10,339,177	11,231,904	13,032,550	13,165,234
Public Safety Department	1,461,577	1,803,428	1,887,251	1,985,909
Public Works Department	11,441,822	14,776,887	17,241,644	18,210,934
Sect 8 US Housing Act; Weed & Seed	125,521	0	0	0
Water Resource Services Department	59,922	123,285	192,911	209,507
	133,163,260	143,823,175	168,043,905	181,330,337

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Elected Officials				
Property Appraiser	1,372,258	1,495,437	1,609,378	1,688,930
Sheriff	87,171,552	86,130,177	94,991,242	99,402,123
Tax Collector	2,869,266	3,331,344	4,072,347	4,429,691
	<u>91,413,076</u>	<u>90,956,958</u>	<u>100,672,967</u>	<u>105,520,744</u>
Non-Departmental Organizations				
Capital Improvement Projects Program	241,559	0	0	0
Major Maintenance & Repair Program	3,496,131	0	0	0
Non-Departmental Allotments	3,774,151	12,150,000	17,396,670	17,497,020
Nonprofit Organizations	933,684	874,443	874,443	874,443
	<u>8,445,525</u>	<u>13,024,443</u>	<u>18,271,113</u>	<u>18,371,463</u>
Non-Expenditure Accounts				
Intrafund Transfers	10,396,520	0	0	0
Interfund Transfers	20,118,837	36,115,972	48,267,764	46,084,624
Reserves & Refunds	205,477	19,272,514	31,129,354	30,484,359
	<u>30,720,834</u>	<u>55,388,486</u>	<u>79,397,118</u>	<u>76,568,983</u>
Total	<u><u>\$263,742,695</u></u>	<u><u>\$303,193,062</u></u>	<u><u>\$366,450,167</u></u>	<u><u>\$381,861,559</u></u>

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

This special revenue fund accounts for all financial transactions associated with restricted revenues which provide services to all residents of Hillsborough County. This special use fund is subdivided into numerous and varied subfunds which have been established to manage and account for revenues and fees which are restricted as to the purposes for which they may be used. Most of these revenues/fees are authorized by State law or by local government ordinance. For example, numerous court fees have been established by local ordinances to fund various court-related programs regarding services and facility improvements. State laws authorize fines to fund various criminal justice functions and education/training programs, and a half-cent sales tax to fund an indigent health care program. Other local fees, fines, and charges are used to fund wholly or in part such programs as the 9-1-1 emergency telephone system and the Animal Services spay/neuter program. In some cases, these restricted funds are supplemented by unrestricted revenues from the General Fund in order to provide for enhanced programs.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Licenses And Permits	\$465,107	\$450,000	\$605,400	\$611,208
Intergovernmental Revenue	28,697,123	27,289,164	9,915,781	9,982,425
Charges For Services	24,109,749	13,066,796	12,856,484	12,853,069
Fines And Forfeits	2,971,776	645,000	2,350,056	2,463,176
Miscellaneous Revenues	3,968,886	5,508,603	6,123,972	6,090,682
Gross Revenue	60,212,641	46,959,563	31,851,693	32,000,560
Interfund Transfers	112,869,376	116,937,309	103,316,770	104,985,880
Intrafund Transfers	227,793	0	554,854	0
Other	507,955	65,000	61,000	61,000
Less 5% Required By Law	0	(910,353)	0	0
Fund Balance Begin of Year	47,843,093	37,539,000	26,798,298	26,346,612
	161,448,217	153,630,956	130,730,922	131,393,492
Total	\$221,660,858	\$200,590,519	\$162,582,615	\$163,394,052

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Attorney				
County Attorney	\$158,834	\$240,970	\$0	\$0
County Administrator				
Animal Services Department	157,798	204,765	394,012	386,896
Community Liaison Section	170,720	213,991	218,900	222,939
Communications Department	3,335	0	0	0
Health and Social Services Department	92,172,180	93,996,742	83,583,483	85,061,376
Information & Technology Svcs Department	14,630,300	5,141,955	3,112,334	2,344,004
Medical Examiner Department	3,894,569	0	0	0
Public Safety Department	4,631,027	5,541,195	6,775,036	6,255,630
Public Works Department	7,885	2,500	7,500	7,500
Real Estate Department	12,277	0	0	0
Water Resource Team	338,748	451,216	0	0
	116,018,839	105,552,364	94,091,265	94,278,345

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Elected Officials				
BOCC Judicial Services Cost	2,127,694	0	0	0
Clerk of Circuit Court	20,522	0	0	0
Public Defender	1,530,068	730,041	481,937	434,383
Sheriff	1,903,675	966,572	9,929,312	11,414,836
State Attorney (Part I)	1,082,628	316,000	362,400	389,000
State Attorney (Part II)	2,121,993	0	0	0
	<u>8,786,580</u>	<u>2,012,613</u>	<u>10,773,649</u>	<u>12,238,219</u>
Judicial Branch (Admin Office of Courts)	<u>12,674,374</u>	<u>6,266,668</u>	<u>7,363,062</u>	<u>6,634,513</u>
Boards, Commissions & Agencies				
Environmental Protection Commission	2,348,828	1,795,454	1,097,272	1,160,623
	<u>2,348,828</u>	<u>1,795,454</u>	<u>1,097,272</u>	<u>1,160,623</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	364,355	1,168,500	312,250	311,980
Governmental Agencies	210,000	710,000	242,000	242,000
Major Maintenance & Repair Program	0	7,639,964	4,867,020	5,158,444
Non-Departmental Allotments	3,848,785	4,783,463	3,500,000	3,500,000
Nonprofit Organizations	720,944	1,100,000	1,100,000	1,100,000
	<u>5,144,084</u>	<u>15,401,927</u>	<u>10,021,270</u>	<u>10,312,424</u>
Non-Expenditure Accounts				
Intrafund Transfers	227,793	0	554,854	0
Interfund Transfers	36,533,716	41,199,773	11,062,060	10,430,437
Reserves & Refunds	1,022	28,120,750	27,619,183	28,339,491
	<u>36,762,531</u>	<u>69,320,523</u>	<u>38,491,977</u>	<u>38,551,781</u>
Total	<u>\$181,894,070</u>	<u>\$200,590,519</u>	<u>\$162,582,615</u>	<u>\$163,394,052</u>

UNINCORPORATED AREA SPECIAL PURPOSE FUND

This special revenue fund accounts for all restricted revenue sources that provide services for the benefit of the residents of unincorporated Hillsborough County. Services provided from this fund include building permitting and inspection and construction associated with impact fees. Included within the revenue sources are an annual Stormwater Assessment on developed properties and a distribution from the State of the Phosphate Severance Tax.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Licenses And Permits	\$13,885,356	\$13,520,000	\$16,987,200	\$17,330,300
Intergovernmental Revenue	403,656	500,000	980,000	980,000
Charges For Services	1,604,551	1,524,659	1,634,200	1,655,700
Fines And Forfeits	355,677	148,591	145,100	148,100
Miscellaneous Revenues	11,697,687	11,497,831	11,961,701	12,095,701
Gross Revenue	<u>27,946,927</u>	<u>27,191,081</u>	<u>31,708,201</u>	<u>32,209,801</u>
Interfund Transfers	4,771,508	11,554,356	2,706,439	2,784,557
Intrafund Transfers	348,126	698,388	1,110,498	1,020,707
Other	34,506	20,000	20,000	20,000
Less 5% Required By Law	0	(563,600)	(569,000)	(575,800)
Fund Balance Begin of Year	15,676,234	11,397,078	15,487,981	16,143,615
	<u>20,830,374</u>	<u>23,106,222</u>	<u>18,755,918</u>	<u>19,393,079</u>
Total	<u>\$48,777,301</u>	<u>\$50,297,303</u>	<u>\$50,464,119</u>	<u>\$51,602,880</u>

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Cooperative Extension Department	\$43,334	\$50,773	\$49,700	\$49,967
Neighborhood Relations	52,965	100,000	100,000	100,000
Parks, Recreation and Conservation Department	215,738	258,486	262,533	275,179
Planning & Growth Management	15,012,366	17,447,660	20,914,351	21,384,458
Public Works Department	279,005	599,828	1,006,093	916,302
Water Resource Services Department	132,651	112,481	11,996	12,357
	<u>15,736,059</u>	<u>18,569,228</u>	<u>22,344,673</u>	<u>22,738,263</u>
Elected Officials				
Tax Collector	94,708	102,230	108,980	111,700
Boards, Commissions & Agencies				
Environmental Protection Commission	116,994	126,227	148,794	157,830
Non-Departmental Organizations				
Capital Improvement Projects Program	13,889,048	12,581,300	5,385,000	7,947,000
Governmental Agencies	6,542,530	10,000	11,000	11,000
Major Maintenance & Repair Program	0	7,717,474	1,443,329	2,639,324
Non-Departmental Allotments	150,000	150,000	150,000	150,000
	<u>20,581,578</u>	<u>20,458,774</u>	<u>6,989,329</u>	<u>10,747,324</u>

UNINCORPORATED AREA SPECIAL PURPOSE FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Expenditure Accounts				
Interfund Transfers	930,382	186,550	1,993,550	586,550
Intrafund Transfers	348,126	698,388	1,110,498	1,020,707
Reserves & Refunds	1,428	10,155,906	17,768,295	16,240,506
	<u>1,279,936</u>	<u>11,040,844</u>	<u>20,872,343</u>	<u>17,847,763</u>
Total	<u>\$37,809,275</u>	<u>\$50,297,303</u>	<u>\$50,464,119</u>	<u>\$51,602,880</u>

COUNTY BLENDED COMPONENT UNITS FUND

This fund was established in FY 98 to account for the revenues and expenditures of the Hillsborough County Civil Service Board, Law Library Board, and the Hillsborough County City-County Planning Commission. These component units meet the criteria for blended presentation in accordance with GASB Statement Number 14 and are budgeted in a manner similar to that of the primary government itself.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Licenses And Permits	\$0	\$30,754	\$34,600	\$35,300
Charges For Services	1,276,971	1,405,152	1,487,121	1,526,645
Fines And Forfeits	50	0	0	0
Miscellaneous Revenues	276	500	2,000	2,000
Gross Revenue	1,277,297	1,436,406	1,523,721	1,563,945
Interfund Transfers	7,186,531	7,586,675	7,926,086	8,424,171
Fund Balance Begin of Year	12,999	4,681	26,605	22,005
	7,199,530	7,591,356	7,952,691	8,446,176
Total	\$8,476,827	\$9,027,762	\$9,476,412	\$10,010,121

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Boards, Commissions & Agencies				
Civil Service Board	\$2,295,082	\$2,572,858	\$2,776,756	\$2,903,574
Law Library	521,321	491,154	499,388	500,088
Planning Commission	5,579,207	5,960,419	6,178,263	6,584,604
	8,395,610	9,024,431	9,454,407	9,988,266
Non-Expenditure Accounts				
Interfund Transfers	45,224	0	0	0
Reserves & Refunds	0	3,331	22,005	21,855
	45,224	3,331	22,005	21,855
Total	\$8,440,834	\$9,027,762	\$9,476,412	\$10,010,121

LOCAL HOUSING ASSISTANCE PROGRAM FUND

This special revenue fund accounts for revenues and expenditures of the State Housing Initiatives Partnership (SHIP) program. The SHIP program's primary focus is to implement the State of Florida's William E. Sadowski Affordable Housing Act which creates a dedicated statewide funding source for affordable housing.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Revenue	\$8,812,549	\$5,859,433	\$5,670,569	\$5,670,569
Charges For Services	1,247,933	0	972,500	972,500
Miscellaneous Revenues	212,870	0	0	0
Gross Revenue	10,273,352	5,859,433	6,643,069	6,643,069
Intrafund Transfers	443,117	0	0	0
Fund Balance Begin of Year	181,404	0	0	0
	624,521	0	0	0
Total	\$10,897,873	\$5,859,433	\$6,643,069	\$6,643,069

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Housing and Community Code Enforcement	\$6,421,293	\$5,859,433	\$6,643,069	\$6,643,069
Non-Expenditure Accounts				
Intrafund Transfers	443,117	0	0	0
	443,117	0	0	0
Total	\$6,864,410	\$5,859,433	\$6,643,069	\$6,643,069

STATE OF FLORIDA HEALTH CARE SURTAX TRUST FUND

This trust fund was established in FY 92 to account for the proceeds of the special one-half cent sales surtax which was implemented December 1, 1991 to be used solely to fund indigent health care services to residents of Hillsborough County. During the period October 1, 1997 to October 1, 2001 the sales tax rate was reduced to one-quarter cent in order to draw down reserves. Prior to FY 01, proceeds from this sales surtax was accounted for by a Trust Fund. As a result of GASB 34, the Trust Fund was replaced by this Special Revenue Fund.

Revenue by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Discretionary Sales Surtax	\$85,540,856	\$91,487,710	\$100,571,207	\$104,895,769
Miscellaneous Revenues	152,925	650,000	375,000	375,000
Gross Revenue	85,693,781	92,137,710	100,946,207	105,270,769
Less 5% Required By Law	0	(4,606,886)	(5,047,309)	(5,263,539)
Fund Balance Begin of Year	18,054,193	13,349,631	26,287,157	35,078,916
	18,054,193	8,742,745	21,239,848	29,815,377
Total	\$103,747,974	\$100,880,455	\$122,186,055	\$135,086,146

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Expenditure Accounts				
Interfund Transfers	\$87,693,668	\$86,663,242	\$90,438,430	\$93,366,323
Reserves & Refunds	0	14,217,213	31,747,625	41,719,823
	87,693,668	100,880,455	122,186,055	135,086,146
Total	\$87,693,668	\$100,880,455	\$122,186,055	\$135,086,146

SALES TAX REVENUE FUND

This special revenue fund accounts for the collection of the Tourist Development Tax, the Local Government Half-Cent Sales Tax, and the Local Government Half-Cent Infrastructure Surtax. The Tourist Development Tax is a 5% local option tax levied on all transient lodging for the broad purpose of stimulating tourism. The Local Government Half-Cent Sales Tax is an allocation by the State to the County and its three municipalities on the basis of population. This tax may be used for most governmental fund purposes, with a disproportionate share to the County to be used for countywide purposes. The Local Government Half-Cent Surtax (Community Investment Tax) was approved by voters to finance general government, public safety, and educational facilities in Hillsborough County and capital expenditures for the cities of Tampa, Plant City, and Temple Terrace.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Tourist Development Tax	\$16,728,199	\$16,666,666	\$18,814,651	\$19,401,669
Discretionary Sales Surtax	85,617,242	91,487,710	100,571,207	104,895,769
Intergovernmental Revenue	84,258,742	81,041,618	92,492,030	95,849,284
Miscellaneous Revenues	388,255	776,000	708,400	708,400
Gross Revenue	186,992,438	189,971,994	212,586,288	220,855,122
Less 5% Required By Law	0	(3,972,081)	(4,540,852)	(4,708,715)
Fund Balance Begin of Year	32,786,871	30,139,931	31,783,444	31,942,295
	32,786,871	26,167,850	27,242,592	27,233,580
Total	\$219,779,309	\$216,139,844	\$239,828,880	\$248,088,702

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Economic Development	\$49,073	\$57,512	\$129,808	\$135,194
Elected Officials				
Tax Collector	429,693	202,781	149,000	152,750
Non-Departmental Organizations				
Governmental Agencies	52,200,610	55,226,634	59,540,424	60,257,239
Nonprofit Organizations	9,771,238	9,899,278	11,106,388	11,437,590
	61,971,848	65,125,912	70,646,812	71,694,829
Non-Expenditure Accounts				
Interfund Transfers	125,878,857	130,406,402	141,610,878	146,051,495
Reserves & Refunds	2,490	20,347,237	27,292,382	30,054,434
	125,881,347	150,753,639	168,903,260	176,105,929
Total	\$188,331,961	\$216,139,844	\$239,828,880	\$248,088,702

INTERGOVERNMENTAL GRANTS FUND

This special revenue fund accounts for federal, state, local governmental or other grants for programs including aging services, children's services, social services, public health, public assistance, housing, and capital projects.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Revenue	\$79,183,530	\$78,004,530	\$76,817,593	\$77,197,207
Charges For Services	3,673,310	3,201,328	3,409,852	3,425,965
Fines And Forfeits	3,866	1,025	3,042	3,042
Miscellaneous Revenues	444,084	252,405	436,032	459,642
Gross Revenue	83,304,790	81,459,288	80,666,519	81,085,856
Interfund Transfers	11,071,566	9,768,703	9,766,590	10,690,905
Intrafund Transfers	1,808,024	0	0	0
Other	899,816	704,686	494,182	494,182
	13,779,406	10,473,389	10,260,772	11,185,087
Total	\$97,084,196	\$91,932,677	\$90,927,291	\$92,270,943

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Aging Services Department	\$7,586,787	\$7,809,950	\$7,394,956	\$7,434,669
Animal Services Department	15,798	0	0	0
Children's Services Department	25,689,892	27,521,318	28,438,347	29,318,470
Community Liaison Section	2,055,814	1,429,513	1,379,360	1,385,940
Cooperative Extension Department	56,099	58,500	54,000	56,000
Economic Development Department	57,485	200,000	197,640	297,640
Equal Opportunity Administrator	104,048	192,000	192,619	199,014
Fire Rescue Department	791,672	385,000	275,000	275,000
Health and Social Services Department	23,225,628	37,801,968	36,635,932	36,910,638
Housing & Community Code Enforcement	6,216,073	8,380,512	8,547,362	8,116,237
Human Resources Department	10,004	0	0	0
Management & Budget Department	738	0	0	0
Medical Examiner	400	0	0	0
Parks, Recreation and Conservation Department	496,316	0	0	0
Planning & Growth Management Department	194,645	0	0	0
Public Safety Department	554,428	294,786	311,974	331,366
Public Works Department	748,633	495,274	509,998	509,998
Real Estate Department	584,484	0	0	0
Sect 8 US Housing Act; Weed & Seed	12,905,478	0	0	0
Solid Waste Management Department	12,530	0	0	0
Water Resource Services Department	19,797	221,772	45,506	45,506
Water Resources Team	277,668	0	0	0
	81,604,417	84,790,593	83,982,694	84,880,478

INTERGOVERNMENTAL GRANTS FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Elected Officials				
Supervisor Of Elections	107,812	0	0	0
	<u>107,812</u>	<u>0</u>	<u>0</u>	<u>0</u>
Judicial Branch (Admin Office of Courts)				
	869,130	241,700	290,116	298,273
Boards, Commissions & Agencies				
Civil Service Board	65	0	0	0
Environmental Protection Commission	4,189,834	4,122,755	4,280,278	4,393,259
Metropolitan Planning Organization	1,599,419	1,070,886	1,108,292	1,108,292
	<u>5,789,318</u>	<u>5,193,641</u>	<u>5,388,570</u>	<u>5,501,551</u>
Non-Departmental Organizations				
Capital Improvement Projects Program	3,093,280	838,450	522,000	842,000
Nonprofit Organizations	735,747	868,293	740,191	740,191
	<u>3,829,027</u>	<u>1,706,743</u>	<u>1,262,191</u>	<u>1,582,191</u>
Non-Expenditure Accounts				
Interfund Transfers	225,915	0	0	0
Intrafund Transfers	1,808,024	0	0	0
Reserves & Refunds	0	0	3,720	8,450
	<u>2,033,939</u>	<u>0</u>	<u>3,720</u>	<u>8,450</u>
Total	<u>\$94,233,643</u>	<u>\$91,932,677</u>	<u>\$90,927,291</u>	<u>\$92,270,943</u>

COUNTY TRANSPORTATION TRUST FUND

This special revenue fund accounts for motor fuel taxes, impact fees and other revenues designated to finance construction and maintenance of roads, bridges, sidewalks, and drainage. Included in this fund are the proceeds of the road impact assessment fees, six-cent local option gas tax, the County share of the Local Transportation Gas Tax Trust Fund (9th cent), constitutional gas tax, and the residual of the County (7th Cent) gas tax after covering the debt service requirement of the Road Improvement Refunding Bonds 1998 Sinking Fund.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Taxes	\$30,659,989	\$30,958,914	\$32,207,706	\$32,941,814
Intergovernmental Revenue	18,486,216	16,631,071	17,054,599	17,436,431
Charges For Services	2,422,109	1,970,166	2,192,189	2,336,653
Fines And Forfeits	30	0	0	0
Miscellaneous Revenues	24,390,070	22,859,273	21,809,725	16,722,575
Gross Revenue	75,958,414	72,419,424	73,264,219	69,437,473
Interfund Transfers	23,854,952	30,728,423	34,726,109	38,819,364
Intrafund Transfers	32,802,881	33,679,913	41,463,443	42,040,748
Other	47,238	30,000	30,000	30,000
Less 5% Required By Law	0	(3,260,230)	(3,320,745)	(3,121,979)
Fund Balance Begin of Year	13,032,056	10,755,173	7,575,455	7,939,778
	69,737,127	71,933,279	80,474,262	85,707,911
Total	\$145,695,541	\$144,352,703	\$153,738,481	\$155,145,384

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Attorney				
County Attorney	\$213,090	\$251,351	\$0	\$0
County Administrator				
Communications Department	218,095	251,038	259,405	275,511
Planning & Growth Management Department	659,008	714,599	953,442	993,950
Public Works Department	51,832,645	54,728,925	62,523,560	67,067,489
Real Estate Department	2,660,094	2,962,809	2,716,545	2,863,216
	55,369,842	58,657,371	66,452,952	71,200,166
Elected Officials				
Tax Collector	129,656	158,319	166,950	178,952
Non-Departmental Organizations				
Capital Improvement Projects Program	21,322,686	30,052,731	32,578,262	25,971,902
Governmental Agencies	8,622,250	7,159,078	5,012,923	2,361,262
Non-Departmental Allotments	0	0	252,836	252,836
	29,944,936	37,211,809	37,844,021	28,586,000

COUNTY TRANSPORTATION TRUST FUND

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Expenditure Accounts				
Interfund Transfers	8,439,139	8,714,212	2,623,737	2,471,550
Intrafund Transfers	32,802,881	33,679,913	41,463,443	42,040,748
Reserves & Refunds	3,289	5,679,728	5,187,378	10,667,968
	<u>41,245,309</u>	<u>48,073,853</u>	<u>49,274,558</u>	<u>55,180,266</u>
Total	<u>\$126,902,833</u>	<u>\$144,352,703</u>	<u>\$153,738,481</u>	<u>\$155,145,384</u>

LIBRARY TAX DISTRICT FUND

This special revenue fund accounts for ad valorem taxes and other revenues designated to operate the County Library System located in the unincorporated areas of the county and the City of Tampa.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Current Ad Valorem Taxes	\$29,597,039	\$34,193,974	\$42,759,818	\$46,257,572
Delinq Ad Valorem Taxes	182,542	100,000	150,000	150,000
Intergovernmental Revenue	2,222,657	1,787,002	1,631,734	1,631,734
Charges For Services	108,782	91,610	111,820	112,820
Fines And Forfeits	319,945	413,500	411,100	441,100
Miscellaneous Revenues	744,895	832,600	737,990	737,990
Gross Revenue	33,175,860	37,418,686	45,802,462	49,331,216
Intrafund Transfers	10,706,530	6,031,749	3,878,694	1,791,344
Other	215,918	219,809	160,000	160,000
Less 5% Required By Law	0	(1,862,651)	(2,290,124)	(2,466,561)
Fund Balance Begin of Year	18,003,416	12,836,496	11,349,873	15,188,241
	28,925,864	17,225,403	13,098,443	14,673,024
Total	\$62,101,724	\$54,644,089	\$58,900,905	\$64,004,240

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Library Services Department	\$27,595,447	\$31,687,507	\$33,772,556	\$36,596,290
Elected Officials				
Property Appraiser	282,235	304,801	323,535	339,530
Tax Collector	591,047	670,202	858,196	928,151
	873,282	975,003	1,181,731	1,267,681
Non-Departmental Organizations				
Capital Improvement Projects Program	4,633,339	5,645,000	3,424,000	1,317,000
Major Maintenance & Repair Program	640,191	146,952	428,512	461,494
	5,273,530	5,791,952	3,852,512	1,778,494
Non-Expenditure Accounts				
Intrafund Transfers	10,706,530	6,031,749	3,878,694	1,791,344
Reserves & Refunds	45,384	10,157,878	16,215,412	22,570,431
	10,751,914	16,189,627	20,094,106	24,361,775
Total	\$44,494,173	\$54,644,089	\$58,900,905	\$64,004,240

INFRASTRUCTURE SURTAX FIXED PROJECT FUND

This fund is to account for the County share of a discretionary half-cent sales surtax (Community Investment Tax) approved by the voters to finance general government, public safety, and educational facilities in Hillsborough County, and capital expenditures for the cities of Tampa, Plant City, and Temple Terrace. This fund was created as a result of the closeout of the Sales Surtax Fixed Capital Outlay Fund in FY 97.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Charges For Services	\$10,958	\$0	\$0	\$0
Miscellaneous Revenues	1,271,984	912,680	1,282,418	1,082,418
Gross Revenue	1,282,942	912,680	1,282,418	1,082,418
Interfund Transfers	67,128,499	80,069,764	120,138,404	35,835,870
Intrafund Transfers	0	0	0	31,985,660
	67,128,499	80,069,764	120,138,404	67,821,530
Total	\$68,411,441	\$80,982,444	\$121,420,822	\$68,903,948

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Projects Program	\$46,873,566	\$65,147,001	\$107,275,954	\$19,958,000
Governmental Agencies	0	0	(86,273)	0
	46,873,566	65,147,001	107,189,681	19,958,000
Non-Expenditure Accounts				
Interfund Transfers	4,911,434	13,602,947	12,542,806	13,390,435
Intrafund Transfers	0	0	0	31,985,660
Reserves & Refunds	0	2,232,496	1,688,335	3,569,853
	4,911,434	15,835,443	14,231,141	48,945,948
Total	\$51,785,000	\$80,982,444	\$121,420,822	\$68,903,948

CAPITAL IMPROVEMENT NON-AD VALOREM REVENUE BONDS SERIES 1998 DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on a \$23,040,000 borrowing dated May 1, 1998 to finance the acquisition, construction, and equipping of the County Warehouse and Sheriff's facilities.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$154,408	\$164,870	\$161,870	\$161,870
Gross Revenue	154,408	164,870	161,870	161,870
Interfund Transfers	1,341,669	1,334,050	1,336,534	1,338,130
Fund Balance Begin of Year	372,911	380,561	373,346	374,594
	1,714,580	1,714,611	1,709,880	1,712,724
Total	\$1,868,988	\$1,879,481	\$1,871,750	\$1,874,594

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$1,499,300	\$1,505,856	\$1,497,500	\$1,500,000
Non-Expenditure Accounts				
Reserves & Revenues	0	373,625	374,250	374,594
Total	\$1,499,300	\$1,879,481	\$1,871,750	\$1,874,594

FUEL TAX REFUNDING REVENUE BONDS DEBT SERVICE FUND

This debt service fund accounts for the taxable payment of principal and interest on bonds issued to refund the County's Road Improvement Revenue Refunding Bonds, Series 1985. These taxable bonds are payable from County Fuel Tax and Local Option Fuel Tax revenues. Final maturity of this issue is December, 2011.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$47,696	\$75,000	\$32,000	\$32,000
Gross Revenue	47,696	75,000	32,000	32,000
Interfund Transfers	2,249,684	2,339,377	2,397,827	2,346,340
Fund Balance Begin of Year	1,230,803	1,153,069	1,118,842	1,172,235
	3,480,487	3,492,446	3,516,669	3,518,575
Total	\$3,528,183	\$3,567,446	\$3,548,669	\$3,550,575

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$2,386,221	\$2,390,661	\$2,388,134	\$2,378,340
Non-Expenditure Accounts				
Reserves & Refunds	0	1,176,785	1,160,535	1,172,235
Total	\$2,386,221	\$3,567,446	\$3,548,669	\$3,550,575

GENERAL OBLIGATION BONDS PARKS & RECREATION SINKING FUND

This debt service fund accounts for the collection of ad valorem tax revenue levied in the unincorporated area of the County and required for principal and interest payments on general obligation bonds issued by the County to fund acquisition of land and construction of park facilities in the unincorporated area. Bonds were issued in 1993 and 1996 in the principal amount of \$10,000,000 each. The County is obligated to levy millage in an amount sufficient to pay annual debt service, but the millage is not included in the calculation of the constitutional 10 mill limitation on the annual millage levy. Both the Series 1993 and 1996 bonds were refunded by the \$18,540,000 Series 2002 bonds. The maturity date of the Series 2002 bonds is July 1, 2025.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Current Ad Valorem Taxes	\$1,309,202	\$1,336,336	\$1,413,630	\$1,435,076
Delinquent Ad Valorem Taxes	8,631	2,000	5,000	5,000
Miscellaneous Revenues	10,300	16,000	15,000	15,000
Gross Revenue	1,328,133	1,354,336	1,433,630	1,455,076
Other	13,400	10,000	10,000	10,000
Fund Balance Begin of Year	235,426	181,888	139,068	122,663
Less 5% Required By Law	0	(67,716)	(71,682)	(72,754)
	248,826	124,172	77,386	59,909
Total	\$1,576,959	\$1,478,508	\$1,511,016	\$1,514,985

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Elected Officials				
Property Appraiser	\$13,604	\$13,388	\$12,700	\$13,470
Tax Collector	36,702	36,081	53,377	54,070
	50,306	49,469	66,077	67,540
Non-Departmental Organizations				
Debt Service Accounts	1,325,655	1,325,802	1,334,656	1,331,030
Non-Expenditure Accounts				
Reserves & Refunds	2,163	103,237	110,283	116,415
Total	\$1,378,124	\$1,478,508	\$1,511,016	\$1,514,985

ELAPP LIMITED AD VALOREM TAX BONDS DEBT SERVICE FUND

This debt service fund accounts for the collection of ad valorem tax revenue required principal and interest payments on general obligation bonds issued by the County to finance the acquisition, management, and restoration of environmentally sensitive lands. The County was authorized by voter referendum to levy millage in an amount sufficient to pay annual debt service, not to exceed one-fourth (0.25) of one mill. Bonds were issued in 1992 in the principal amount of \$45,000,000 and in 1994 in the principal amount of \$17,990,000. The Series 1992 bonds were partially refunded by the \$28,190,000 Series 1998 bonds. The Series 1994 bonds were refunded by the \$10,105,000 Series 2003 bonds. The final maturity date of the 1998 and 2003 bonds is July 1, 2011.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Current Ad Valorem Taxes	\$5,063,661	\$5,394,660	\$5,439,066	\$5,414,664
Delinq Ad Valorem Taxes	38,539	12,000	40,000	40,000
Miscellaneous Revenues	47,924	112,000	72,000	72,000
Gross Revenue	5,150,124	5,518,660	5,551,066	5,526,664
Other	40,307	40,000	30,000	30,000
Less 5% Required By Law	0	(275,933)	(277,554)	(276,334)
Fund Balance Begin of Year	1,126,849	984,948	976,386	940,518
	1,167,156	749,015	728,832	694,184
Total	\$6,317,280	\$6,267,675	\$6,279,898	\$6,220,848

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Elected Officials				
Property Appraiser	\$52,745	\$52,116	\$51,052	\$53,580
Tax Collector	110,336	119,808	155,945	155,369
	163,081	171,924	206,997	208,949
Non-Departmental Organizations				
Debt Service Accounts	5,153,468	5,167,379	5,160,403	5,155,913
Non-Expenditure Accounts				
Reserves & Refunds	8,957	928,372	912,498	855,986
Total	\$5,325,506	\$6,267,675	\$6,279,898	\$6,220,848

CRIMINAL JUSTICE FACILITIES REVENUE BONDS DEBT SERVICE FUND

This debt service fund accounts for the payment of interest and principal on the Series 2003 bonds issued to refund the Series 1993 bonds, which were issued to refund the Series 1986 Criminal Justice Bonds. The Series 1986 bonds were issued to fund construction of criminal justice facilities and to fund the relocation of County departments from the Jail East Site. These bonds are payable from the proceeds of the Local Government Half-Cent Sales Tax. The final maturity date of the refunding bonds is August 1, 2016.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$219,631	\$450,000	\$430,000	\$430,000
Gross Revenue	219,631	450,000	430,000	430,000
Interfund Transfers	9,176,132	9,825,713	9,599,452	9,569,042
Fund Balance Begin of Year	11,924,895	11,479,107	11,641,448	11,667,000
	21,101,027	21,304,820	21,240,900	21,236,042
Total	\$21,320,658	\$21,754,820	\$21,670,900	\$21,666,042

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$10,002,516	\$10,015,777	\$10,003,900	\$9,998,500
Non-Expenditure Accounts				
Reserves & Refunds	0	11,739,043	11,667,000	11,667,542
	0	11,739,043	11,667,000	11,667,542
Total	\$10,002,516	\$21,754,820	\$21,670,900	\$21,666,042

COURT FACILITIES REFUNDING REVENUE BONDS 2005 DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on the Series 2005 bonds issued to refund the Series 1999 Court Facilities Revenue Bonds issued to finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County. This debt is secured by Court Surcharge Revenues and the Community Investment Tax. The final maturity date of the refunding bonds is November 1, 2029.

Revenue by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$342,587	\$200,000	\$20,000	\$30,000
Gross Revenue	342,587	200,000	20,000	30,000
Interfund Transfers	3,100,000	3,209,248	2,335,099	2,537,787
Intrafund Transfers	3,732,660	183,361	0	0
Fund Balance Begin of Year	5,572,926	5,105,705	294,468	1,557,061
	12,405,586	8,498,314	2,629,567	4,094,848
Total	\$12,748,173	\$8,698,314	\$2,649,567	\$4,124,848

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$3,648,772	\$3,097,342	\$1,079,941	\$2,540,097
Non-Expenditure Accounts				
Intrafund Transfers	3,732,660	183,361	0	0
Reserves & Refunds	0	5,417,611	1,569,626	1,584,751
	3,732,660	5,600,972	1,569,626	1,584,751
Total	\$7,381,432	\$8,698,314	\$2,649,567	\$4,124,848

CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS 1994 AND 1996 DEBT SERVICE FUND

This fund accounts for the payment of principal and interest on the Series 1996 bonds issued to refinance the outstanding Series 1994 CIP revenue bonds. The refunded bonds were issued to finance the acquisition of the 800 MHz Radio Communications System, the acquisition, construction and equipping of a training facility for the New York Yankees, and for other capital projects. These refunding bonds are secured by the Local Government Half-Cent Sales Tax. Final maturity of these bonds is in 2024.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Charges For Services	\$72,178	\$70,000	\$70,000	\$70,000
Miscellaneous Revenues	160,318	232,500	202,500	202,500
Gross Revenues	<u>232,496</u>	<u>302,500</u>	<u>272,500</u>	<u>272,500</u>
Interfund Transfers	3,300,679	3,149,119	3,250,849	3,222,800
Fund Balance Begin of Year	4,063,020	4,131,798	4,046,615	4,072,252
	<u>7,363,699</u>	<u>7,280,917</u>	<u>7,297,464</u>	<u>7,295,052</u>
Total	<u>\$7,596,195</u>	<u>\$7,583,417</u>	<u>\$7,569,964</u>	<u>\$7,567,552</u>

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	<u>\$3,502,421</u>	<u>\$3,510,698</u>	<u>\$3,497,712</u>	<u>\$3,495,007</u>
Non-Expenditure Accounts				
Reserves & Refunds	<u>0</u>	<u>4,072,719</u>	<u>4,072,252</u>	<u>4,072,545</u>
Total	<u>\$3,502,421</u>	<u>\$7,583,417</u>	<u>\$7,569,964</u>	<u>\$7,567,552</u>

CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE 1996A/B BONDS FUND

This debt service fund accounts for payment of principal and interest on bonds issued to refinance the outstanding Capital Improvement Non-Ad Valorem Revenue Bonds (Museum of Science and Industry Project) and the Capital Improvement Non-Ad Valorem Revenue Bonds (County Center Project). These bonds were issued in two series: the \$20,490,000 Series A bonds (MOSI Project) and the \$56,445,000 Series B Bonds (County Center Project). The bonds are secured by a covenant to annually budget and appropriate legally available non-ad valorem revenue of the County. These bonds will mature in 2022.

Revenues by Source		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues		\$340,467	\$385,000	\$374,000	\$374,000
	Gross Revenues	340,467	385,000	374,000	374,000
Interfund Transfers		4,938,232	4,941,871	5,029,104	5,015,704
Fund Balance Begin of Year		6,858,467	6,800,524	6,724,698	6,734,150
		11,796,699	11,742,395	11,753,802	11,749,854
	Total	\$12,137,166	\$12,127,395	\$12,127,802	\$12,123,854

Appropriations by Organization		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations					
Debt Service Accounts		\$5,388,384	\$5,392,120	\$5,393,652	\$5,389,224
Non-Expenditure Accounts					
Reserves & Refunds		0	6,735,275	6,734,150	6,734,630
	Total	\$5,388,384	\$12,127,395	\$12,127,802	\$12,123,854

2001 COMMUNITY INVESTMENT TAX REVENUE BONDS

This debt service fund accounts for the payment of principal and interest on bonds issued to finance all or a portion of the cost of acquisition and construction of capital improvements to the County's jail and stormwater facilities. A portion of the bond proceeds was also used to refund Commercial Paper Notes, which were used to finance the construction of jail and stormwater facilities on an interim basis. The bonds are secured solely by a pledge of the Community Investment Tax Revenues with final maturity occurring in November 2025.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$13,680	\$30,000	\$45,000	\$45,000
Gross Revenue	13,680	30,000	45,000	45,000
Interfund Transfers	4,404,321	4,540,379	4,497,448	4,498,095
Fund Balance Begin of Year	2,155,768	2,057,826	2,099,507	2,103,693
	6,560,089	6,598,205	6,596,955	6,601,788
Total	\$6,573,769	\$6,628,205	\$6,641,955	\$6,646,788

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$4,532,562	\$4,527,762	\$4,538,262	\$4,532,262
Non-Expenditure Accounts				
Reserves & Refunds	0	2,100,443	2,103,693	2,114,526
Total	\$4,532,562	\$6,628,205	\$6,641,955	\$6,646,788

SERIES 2004 CIT REVENUE BONDS

This debt service fund accounts for the payment and interest on a \$90,000,000 borrowing dated August 2004 issued to finance the acquisition and construction of stormwater, transportation, and other Board approved capital improvements of the County and to refund Commercial Paper Notes which were issued to finance on an interim basis a portion of the costs of these capital projects. The debt is secured by a lien upon Community Investment Tax revenues. Final maturity of the bonds is November 2025.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$0	\$30,000	\$32,000	\$32,000
Gross Revenue	0	30,000	32,000	32,000
Interfund Transfers	0	9,062,568	8,956,287	8,960,859
Total	\$0	\$9,092,568	\$8,988,287	\$8,992,859

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$6,441,331	\$6,344,769	\$6,341,007
	0	6,441,331	6,344,769	6,341,007
Non-Expenditure Accounts				
Reserves & Refunds	0	2,651,237	2,643,518	2,651,852
	0	2,651,237	2,643,518	2,651,852
Total	\$0	\$9,092,568	\$8,988,287	\$8,992,859

2005 TSA TAMPA BAY ARENA NON-ADVALOREM REFUNDING REVENUE BONDS

This debt service fund accounts for the payment of principal and interest on the Series 2005 Bonds, issued to refund the TSA Taxable Special Purpose Florida Surcharge Loan Revenue Bonds, Series 1995. The refunded bonds were originally issued to fund a portion of the acquisition, construction and equipping of the St. Pete Times Forum. The bonds are secured by the County's legally available non-ad valorem revenue. The final maturity date of the bonds is October 1, 2026.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Charges For Services	\$0	\$0	\$50,000	\$50,000
Gross Revenue	0	0	50,000	50,000
Transfers	0	0	1,265,625	1,268,075
Fund Bal Begin Of Year	0	0	229,336	950,313
	0	0	1,494,961	2,218,388
Total	\$0	\$0	\$1,544,961	\$2,268,388

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$0	\$594,648	\$1,306,850
Non-Expenditure Accounts				
Reserves & Refunds	0	0	950,313	961,538
Total	\$0	\$0	\$1,544,961	\$2,268,388

COUNTYWIDE CAPITAL PROJECTS FUND

This capital project fund accounts for ad valorem taxes and other revenue sources designated for the design, construction, and/or acquisition of capital assets throughout Hillsborough County that are included in the Capital Improvement Program (CIP).

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Interfund Transfers	\$0	\$16,509,421	\$15,960,490	\$19,588,760
	0	16,509,421	15,960,490	19,588,760
Total	\$0	\$16,509,421	\$15,960,490	\$19,588,760

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Program Projects	\$0	\$16,509,421	\$17,337,329	\$19,410,000
Non-Expenditure Accounts				
Reserves & Refunds	0	0	(1,536,329)	0
Interfund Transfers	0	0	159,490	178,760
	0	0	(1,376,839)	178,760
Total	\$0	\$16,509,421	\$15,960,490	\$19,588,760

UNINCORPORATED AREA CAPITAL PROJECTS FUND

This capital project fund accounts for ad valorem taxes and other revenue sources designated for the design, construction, and/or acquisition of capital assets throughout the unincorporated areas of Hillsborough County that are included in the Capital Improvement Program (CIP).

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Communications Services Tax	\$0	\$5,038,954	\$0	\$0
Miscellaneous Revenues	0	100,000	0	0
Gross Revenue	0	5,138,954	0	0
Interfund Transfers	0	4,374,778	14,098,326	9,005,913
Less 5% Required by Law	0	(256,948)	0	0
	0	4,117,830	14,098,326	9,005,913
Total	\$0	\$9,256,784	\$14,098,326	\$9,005,913

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator				
Fire Rescue Department	\$0	\$0	\$202,200	\$0
Non-Departmental Organizations				
Capital Improvement Program Projects	0	4,133,000	7,996,133	0
Non-Expenditure Accounts				
Interfund Transfers	0	0	30,200	0
Reserves & Refunds	0	5,123,784	5,869,793	9,005,913
	0	5,123,784	5,899,993	9,005,913
Total	\$0	\$9,256,784	\$14,098,326	\$9,005,913

CAPITAL IMPROVEMENT NON-AD VALOREM TAX REVENUE BONDS SERIES 1998 FUND

This capital project fund accounts for funds designated for the construction of the County Warehouse, the purchase of the Sheriff's District III Office, and construction of the Sheriff's District IV Office in South County.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$15,287	\$25,000	\$0	\$0
Gross Revenue	15,287	25,000	0	0
Total	\$15,287	\$25,000	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Projects Program	\$440,967	\$0	\$0	\$0
	440,967	0	0	0
Non-Expenditure Accounts				
Reserves & Refunds	0	25,000	0	0
	0	25,000	0	0
Total	\$440,967	\$25,000	\$0	\$0

EPC FACILITY ACQUISITION/REHAB FUND

This fund accounts for funds designated for the acquisition and rehabilitation of the Roger P. Stewart complex at Sabal Park.

Revenues by Source		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues		\$11,453	\$0	\$0	\$0
	Gross Revenue	11,453	0	0	0
Interfund Transfers		0	0	160,000	0
	Subtotal	0	0	160,000	0
	Total	\$11,453	\$0	\$160,000	\$0

Appropriations by Organization		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations					
Capital Improvement Program Projects		\$443,383	\$0	\$160,000	\$0
	Subtotal	443,383	0	160,000	0
	Total	\$443,383	\$0	\$160,000	\$0

GENERAL OBLIGATION BONDS PARKS & RECREATION PROGRAM FUND

This fund accounts for funds designated for the acquisition, development and improvement of parks within the unincorporated area of the county.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$1,668	\$0	\$0	\$0
Gross Revenue	1,668	0	0	0
Total	\$1,668	\$0	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental				
Capital Improvement Projects Program	\$45,339	\$0	\$0	\$0
Total	\$45,339	\$0	\$0	\$0

ENVIRONMENTALLY SENSITIVE LANDS TAX/BOND FUND

This capital projects fund accounts for the funds designated for the purpose of acquiring, preserving, and protecting endangered and environmentally sensitive lands, beaches and beach access, parks, and recreational lands.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Charges For Services	\$94,432	\$0	\$0	\$0
Miscellaneous Revenues	2,274,380	1,061,639	377,072	377,072
Gross Revenue	2,368,812	1,061,639	377,072	377,072
Interfund Transfers	6,726,350	7,795,562	9,758,687	10,964,991
Intrafund Transfers	11,463,704	5,882,101	573,795	713,104
Fund Balance Begin of Year	6,722,848	2,145,979	1,239,872	675,920
	24,912,902	15,823,642	11,572,354	12,354,015
Total	\$27,281,714	\$16,885,281	\$11,949,426	\$12,731,087

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Parks, Recreation and Conservation Department	\$1,205,759	\$2,427,224	\$2,370,008	\$2,541,033
Real Estate Department	254,167	295,475	283,213	299,323
	1,459,926	2,722,699	2,653,221	2,840,356
Non-Departmental Organizations				
Capital Improvement Projects Program	1,988,272	6,389,076	8,046,490	8,914,811
Debt Service Accounts	65	0	0	0
	1,988,337	6,389,076	8,046,490	8,914,811
Non-Expenditure Accounts				
Intrafund Transfers	11,463,704	5,882,101	573,795	713,104
Interfund Transfers	15,000	0	0	0
Reserves & Refunds	0	1,891,405	675,920	262,816
	11,478,704	7,773,506	1,249,715	975,920
Total	\$14,926,967	\$16,885,281	\$11,949,426	\$12,731,087

COURT FACILITY NON-BOND CONSTRUCTION FUND

This capital project fund was established in FY 99 to account for the receipts and expenditures of court fees and other non-bond revenue committed by the Circuit Court to the Court Facilities Expansion Project.

Revenue by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Revenue	\$378,657	\$0	\$0	\$0
Miscellaneous Revenues	91,376	472,500	0	0
Gross Revenue	470,033	472,500	0	0
Interfund Transfers	3,980,000	(1,426,129)	0	0
Total	\$4,450,033	(\$953,629)	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Projects Program	\$6,400,742	(\$953,629)	\$0	\$0
Total	\$6,400,742	(\$953,629)	\$0	\$0

COURT FACILITY REVENUE BONDS 1999 CONSTRUCTION FUND

This capital project fund was established in FY 99 to account for receipts and expenditures of a bond issue designated for the construction of the Court Facilities Expansion Project.

Revenue by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$61,979	\$0	\$0	\$0
Gross Revenues	61,979	0	0	0
Total	<u>\$61,979</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Projects Program	\$3,321,177	\$0	\$0	\$0
Total	<u>\$3,321,177</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

CAPITAL IMPROVEMENT PROGRAM BONDS SERIES 1994/1996 FUND

This capital project fund accounts for the receipts and expenditures of a 1994 bond issue for the permanent financing of the Yankee Sports Complex, 800 MHz communication system, and the acquisition of the Southeast Bank property. It also includes the payment of a Tax-Exempt Commercial Paper (TECP) interim note secured for these projects.

Revenue by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$0	\$0	\$0	\$0
Gross Revenues	0	0	0	0
Total	\$0	\$0	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Projects Program	\$172,640	\$0	\$0	\$0
Non-Expenditure Accounts				
Interfund Transfers	3	0	0	0
Total	\$172,643	\$0	\$0	\$0

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM FUND

This debt service fund accounts for the payment of principal, interest, and fees for the commercial paper program. The program provides funds for the short-term financing of capital projects and as a source of encumbering capital contracts. This program provides an efficient, low cost alternative to other forms of short-term and interim financing. The commercial paper notes are issued to provide funding for transportation, stormwater, and facilities projects. The debt service on the notes will be paid by program revenues or by long-term financing of the projects.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$82,698	\$0	\$0	\$0
Gross Revenue	82,698	0	0	0
Interfund Transfers	6,736,983	6,133,250	2,550,000	2,975,000
Other	130,806,500	41,190,750	219,377,000	241,354,000
	137,543,483	47,324,000	221,927,000	244,329,000
Total	\$137,626,181	\$47,324,000	\$221,927,000	\$244,329,000

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Program Projects	\$1,524,000	\$0	\$0	\$0
Debt Service Accounts	104,533,563	9,277,000	79,815,000	112,030,000
	106,057,563	9,277,000	79,815,000	112,030,000
Non-Expenditure Accounts				
Interfund Transfers	32,160,845	36,126,352	158,719,621	110,146,340
Reserves & Refunds	0	1,920,648	(16,607,621)	22,152,660
	32,160,845	38,047,000	142,112,000	132,299,000
Total	\$138,218,408	\$47,324,000	\$221,927,000	\$244,329,000

FALKENBURG JAIL CONSTRUCTION FUND

This capital project fund was established in FY 00 to account for receipts and expenditures of a commercial paper program designated for the construction of the Falkenburg Road Jail, Phases IV and Va.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$62,883	\$125,000	\$0	\$0
Gross Revenue	62,883	125,000	0	0
Total	\$62,883	\$125,000	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations				
Capital Improvement Program Projects	\$466,581	\$0	\$0	\$0
	466,581	0	0	0
Non-Expenditure Accounts				
Reserves & Refunds	0	125,000	0	0
	0	125,000	0	0
Total	\$466,581	\$125,000	\$0	\$0

2004 COMMUNITY INVESTMENT TAX REVENUE BONDS

This fund accounts for funds associated with Community Investment Tax backed refunded commercial paper loans used for the accelerated stormwater program.

Revenues by Source		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues		(\$45,399)	\$0	\$0	\$0
	Gross Revenue	(45,399)	0	0	0
Other		91,911,635	0	0	0
	Subtotal	91,911,635	0	0	0
	Total	\$91,866,236	\$0	\$0	\$0

Appropriations by Organization		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations					
Debt Service Accounts		\$67,358,563	\$0	\$0	\$0
	Subtotal	67,358,563	0	0	0
Non-Expenditure Accounts					
Interfund Transfers		4,037,448	0	0	0
	Subtotal	4,037,448	0	0	0
	Total	\$71,396,011	\$0	\$0	\$0

SOLID WASTE SYSTEM ENTERPRISE FUND

This enterprise fund accounts for the operations of the Solid Waste Management Department on a countywide basis. Refuse generated in the unincorporated areas of the County is collected by franchised and non-franchised collectors serving residential and commercial customers and by private companies serving their own customers. Refuse collection and disposal fees are reviewed annually and are set at levels sufficient to recover operating and debt service expenses.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Revenue	\$118,686	\$0	\$0	\$0
Charges For Services	73,581,374	77,359,360	81,818,608	85,236,106
Fines And Forfeits	30	0	0	0
Miscellaneous Revenues	2,161,983	2,646,526	3,110,164	3,202,047
Gross Revenue	75,862,073	80,005,886	84,928,772	88,438,153
Interfund Transfers	0	0	52,055,000	51,500,000
Intrafund Transfers	92,240,977	83,114,911	85,519,917	92,214,551
Other	38,344,948	0	0	0
Less 5% Required by Law	0	(1,898,482)	(1,969,273)	(2,047,691)
Fund Balance Begin of Year	90,958,516	85,983,518	70,298,278	74,016,126
	221,544,441	167,199,947	205,903,922	215,682,986
Total	\$297,406,514	\$247,205,833	\$290,832,694	\$304,121,139

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Solid Waste Management Department	\$60,397,917	\$64,706,945	\$68,646,280	\$72,426,599
Non-Departmental Organizations				
Capital Improvement Projects Program	887,427	4,018,947	53,560,000	53,840,000
Debt Service Accounts	70,021,445	12,327,509	12,532,606	12,549,369
	70,908,872	16,346,456	66,092,606	66,389,369
Non-Expenditure Accounts				
Intrafund Transfers	92,240,977	83,114,911	85,519,917	92,214,551
Reserves & Refunds	5,109	83,037,521	70,573,891	73,090,620
	92,246,086	166,152,432	156,093,808	165,305,171
Total	\$223,552,875	\$247,205,833	\$290,832,694	\$304,121,139

WATER & WASTEWATER UTILITY ENTERPRISE FUND

This enterprise fund accounts for the operations of the water and wastewater system in the unincorporated areas of the County. Water and wastewater fees are determined annually by rate studies and are set at levels to recover the expenses of operations, including debt service, in a manner similar to private business enterprises. Activities necessary to provide water and wastewater service are accounted for in this fund, including customer service, engineering, operations and maintenance.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Licenses and Permits	\$25,075	\$0	\$30,000	\$30,000
Intergovernmental Revenue	95,019	0	0	0
Charges For Services	163,725,322	157,648,626	173,850,854	178,424,105
Fines And Forfeits	71,734	50,610	78,200	80,700
Miscellaneous Revenues	29,907,291	29,072,004	28,993,551	32,125,026
Gross Revenue	193,824,441	186,771,240	202,952,605	210,659,831
Interfund Transfers	105,094	0	32,147,000	72,199,000
Intrafund Transfers	207,040,234	207,603,023	219,862,527	218,052,996
Other	38,827	24,118	38,399	39,299
Less 5% Required by Law	0	(413,249)	(516,521)	(606,548)
Fund Balance Begin of Year	122,681,135	107,729,730	122,258,732	111,079,024
	329,865,290	314,943,622	373,790,137	400,763,771
Total	\$523,689,731	\$501,714,862	\$576,742,742	\$611,423,602

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Planning & Growth Management Department	\$392,693	\$361,457	\$536,738	\$525,318
Real Estate Department	195,262	254,955	359,527	358,986
Water Resource Services Department	103,053,959	114,263,505	128,616,129	143,357,592
	103,641,914	114,879,917	129,512,394	144,241,896
Non-Departmental Organizations				
Capital Improvement Projects Program	19,892,295	95,912,432	86,544,000	113,486,000
Debt Service Accounts	27,920,825	27,971,928	27,558,929	27,569,437
	47,813,120	123,884,360	114,102,929	141,055,437
Non-Expenditure Accounts				
Interfund Transfers	0	55,443	0	0
Intrafund Transfers	207,040,234	207,603,023	219,862,527	218,052,996
Reserves & Refunds	1,191,524	55,292,119	113,264,892	108,073,273
	208,231,758	262,950,585	333,127,419	326,126,269
Total	\$359,686,792	\$501,714,862	\$576,742,742	\$611,423,602

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM FUND

This debt service fund accounts for the payment of principal, interest, and fees for the commercial paper program. The program provides funds for the short-term financing of capital projects and as a source of encumbering capital contracts. This program provides an efficient, low cost alternative to other forms of short-term and interim financing. The debt service on the notes will be paid by program revenues or by long-term financing of the projects.

Revenues by Source		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues		\$22	\$0	\$0	\$0
	Gross Revenue	22	0	0	0
Other		5,148,000	2,720,000	2,680,000	5,530,000
	Subtotal	5,148,000	2,720,000	2,680,000	5,530,000
	Total	\$5,148,022	\$2,720,000	\$2,680,000	\$5,530,000

Appropriations by Organization		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Non-Departmental Organizations					
Debt Service Accounts		\$5,147,423	\$2,720,000	\$2,680,000	\$5,530,000
	Total	\$5,147,423	\$2,720,000	\$2,680,000	\$5,530,000

RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS 2000

This fund accounts for the payment of principal and interest on bonds issued to refund outstanding commercial paper notes issued to finance certain reclaimed water improvements. The bonds are secured solely by a pledge of the Reclaimed Water Assessments. Final maturity of these bonds is in 2015.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues	\$503,750	\$536,080	\$461,732	\$460,671
Gross Revenue	503,750	536,080	461,732	460,671
Less 5% Required by Law	0	(26,804)	(23,087)	(23,034)
	0	(26,804)	(23,087)	(23,034)
Total	\$503,750	\$509,276	\$438,645	\$437,637

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Water Resource Services Department	\$5	\$0	\$0	\$0
Non-Departmental Organizations				
Debt Service Accounts	436,714	441,788	438,645	437,637
Non-Expenditure Accounts				
Reserves & Refunds	0	67,488	0	0
	0	67,488	0	0
Total	\$436,719	\$509,276	\$438,645	\$437,637

CAPACITY ASSESSMENT SPECIAL ASSESSMENT BONDS 2000

This fund accounts for the payment of principal and interest on bonds issued to finance all or a portion of the cost of acquisition, construction, equipping, and renovation of capital improvements to the water and wastewater system. The bonds are secured solely by a pledge of the Capacity Assessments. Final maturity of these bonds is in 2016.

Revenues by Source		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Miscellaneous Revenues		\$2,976,322	\$2,954,046	\$2,701,200	\$2,701,200
	Gross Revenue	2,976,322	2,954,046	2,701,200	2,701,200
Interfund Transfers		0	(147,702)	(135,060)	(135,060)
	Subtotal	0	(147,702)	(135,060)	(135,060)
	Total	\$2,976,322	\$2,806,344	\$2,566,140	\$2,566,140

Appropriations by Organization		FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator					
Water Resource Services Department		\$33,947	\$69,000	\$0	\$0
Non-Departmental Organizations					
Capital Improvement Projects Program		5,994,172	448,000	0	0
Debt Service Accounts		2,401,908	2,838,850	2,416,923	2,414,448
		8,396,080	3,286,850	2,416,923	2,414,448
Non-Expenditure Accounts					
Reserves & Refunds		0	(549,506)	149,217	151,692
		0	(549,506)	149,217	151,692
	Total	\$8,430,027	\$2,806,344	\$2,566,140	\$2,566,140

FLEET SERVICES FUND

This internal service fund accounts for the revenues and expenses of the repair and maintenance of the County's motor vehicle fleet, equipment repairs, and fuel purchases. Through FY 95 this program was accounted for in the General Revenue (Special Use) Fund and subsidized by the General Revenue (Countywide) Fund. Since FY 96 the services are fully supported by charges for services and sales of fuel to the operating departments.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Charges For Services	\$19,378,125	\$19,587,245	\$27,068,497	\$26,746,775
Miscellaneous Revenues	1,902,368	1,954,935	1,373,767	1,479,517
Gross Revenue	21,280,493	21,542,180	28,442,264	28,226,292
Fund Balance Begin of Year	14,410,047	11,803,086	12,382,819	12,871,664
Total	\$35,690,540	\$33,345,266	\$40,825,083	\$41,097,956

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator Organization				
Fleet Management Department	\$22,383,101	\$21,832,422	\$27,953,419	\$28,566,998
Non-Expenditure Accounts				
Reserves & Refunds	4,716	11,512,844	12,871,664	12,530,958
Total	\$22,387,817	\$33,345,266	\$40,825,083	\$41,097,956

COUNTY SELF INSURANCE FUND

This internal service fund accounts for the revenues and expenses of the County's risk management and employee group health insurance programs. Risk management includes workers' compensation, automotive and general liability, and catastrophic disaster recovery programs. Employee group health insurance is a self-insurance program funded by employee payroll deductions and employer contributions. Prior to FY 94, this fund only included the workers' compensation program. In FY 94, Employee Group Life, Health and Accidental Death & Disability were added to the self-insurance program along with general liability operations and the County "Catastrophic Disaster Recovery" fund. Assessments to the participants of the program, recovered costs from third parties, and interest earnings are used to reimburse the fund for costs and claim payments.

Revenues by Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Revenue	\$146,059	\$350,000	\$300,000	\$300,000
Charges For Services	85,447,958	89,380,627	99,302,503	110,306,905
Miscellaneous Revenues	2,775,712	4,019,252	2,740,756	2,740,756
Gross Revenue	88,369,729	93,749,879	102,343,259	113,347,661
Intrafund Transfers	835,170	769,523	742,292	920,153
Fund Balance Begin of Year	97,485,341	105,566,363	110,134,152	116,824,596
	98,320,511	106,335,886	110,876,444	117,744,749
Total	\$186,690,240	\$200,085,765	\$213,219,703	\$231,092,410

Appropriations by Organization	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Administrator				
Human Resources Department	\$1,189,565	\$1,641,584	\$1,886,314	\$1,977,605
Non-Departmental Organizations				
Non-Departmental Allotments	78,953,763	87,150,033	93,716,531	103,539,266
Non-Expenditure Accounts				
Intrafund Transfers	835,170	769,523	742,292	920,153
Reserves & Refunds	11,293	110,524,625	116,874,566	124,655,386
	846,463	111,294,148	117,616,858	125,575,539
Total	\$80,989,791	\$200,085,765	\$213,219,703	\$231,092,410

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
01 GENERAL FUND				
001 COUNTYWIDE GENERAL FUND				
001 Countywide General Operating Fund	\$438,676,067	\$535,671,481	\$601,343,890	\$621,497,536
002 Capital Project Fund*	3,639,857	0	0	0
003 Major Maintenance & Repair Project Fund*	5,056,897	0	0	0
004 ITS Project Fund*	3,666,755	0	0	0
	<u>451,039,576</u>	<u>535,671,481</u>	<u>601,343,890</u>	<u>621,497,536</u>
003 UNINCORPORATED AREA GENERAL FUND				
001 Unincorp Area General Operating Fund	255,929,205	303,193,062	366,450,167	381,861,559
002 Unincorp Area General Project Fd*	246,359	0	0	0
003 Major Maintenance & Repair Project Fund*	7,567,131	0	0	0
	<u>263,742,695</u>	<u>303,193,062</u>	<u>366,450,167</u>	<u>381,861,559</u>
Total General Fund	<u>714,782,271</u>	<u>838,864,543</u>	<u>967,794,057</u>	<u>1,003,359,095</u>
10 SPECIAL REVENUE FUNDS				
002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND				
602 Public Art Prog Countywide Fund Ord89-32*	75,187	10,500	159,490	178,760
606 Cw Major Maintenance & Repair Project Fund	0	8,626,464	4,867,020	5,158,444
702 Crim Just Education/Training Fund FS943.14	640,000	1,008,548	1,433,606	1,847,770
703 Crim Just Training Trust Fund R95-077	265,707	234,331	474,276	482,276
705 County Boat Registration Fee Fund Ord90-13	386,504	977,260	929,103	849,603
706 Detention Deputy Recruitmnt/Retention Fd*	79,527	31,500	0	0
707 Teen Court Fund FS938.17/Ord 97-15	292,214	96,177	28,356	28,533
709 Federal Usms/Dept Just Asset Forfeit Fund	0	1,732,762	1,916,967	2,017,967
710 County Fine & Forfeiture Fund FS142.01	9,155,458	0	0	0
712 Cty Lcl Alcohol/Drug Trust Fund FS 938.13	75,916	122,159	192,414	137,114
713 Drug Abuse Alternate Source Fund R91-0223	22,906	134,249	259,255	244,655
714 800Mhz Intrgv Radio Comm Sys Fund FS318.21	1,170,511	2,252,147	2,577,245	2,772,317
715 Fla Contraband Forfeit Fund FS932.703/704	537,968	1,642,748	1,525,951	1,633,834
716 Lcl Govt Crim Just Trust Fund FS27.3455	8,692,440	0	0	0
717 Service Fees Legal Aid Prog Fund Ord89-20	722,277	0	0	0
718 Drug Abuse Tr Fund FS938.21/Ord 97-16	71,898	308,299	338,134	346,534
719 Federal Treasury Asset Forfeiture Fund	0	126,722	140,500	144,500
720 Court Improvement Fd Ord 82-07 & 86-17*	137,269	0	0	0
721 Court Facilities Fund Ord87-23	3,411,992	1,173,581	439,914	448,369
722 Mediation-Arbitration Trust Fund	592,471	827,323	66,660	67,990
723 County Civil Mediation Trust Fund	358,307	135,659	9,720	9,915
724 Family Mediation Trust Fund	0	73,312	16,539	16,869
725 Civil Traf Inf Hearing Off Tr Fund Ao92-11	1,166,592	523,094	43,450	44,320
726 General Master (Disso Marriage) Trust Fund	637,365	204,460	13,150	13,410
727 Court Technology Trust Fund Ord93-02	323,658	90,316	143,600	146,475
728 Probate Guardianship & Trust Trust Fund	148,761	49,802	4,435	4,520
729 Spcl Master Animal Ctrl Fee Fund	4,272	12,562	15,795	17,045
730 Cir Ct Mediation Administrative Fee Fund	60,268	74,832	1,520	1,550
731 Spcl Master Water Use Restrict Fee Fund	17,298	57,008	44,790	47,890

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND (continued)				
732 Family Administrative Fee Fnd S-2000-073	54,050	183,477	2,850	2,910
733 Child Custody Investigation Fee Ao94-181	48,662	302,865	2,700	2,750
734 Courthouse Annex Tower Fund	3,100,000	2,665,400	0	0
735 Cnty Ct Court-Ordered Mediation Ao99-06	0	59,469	2,370	2,420
736 Children'S Advocacy Centr Fnd S-1999-081	0	17,257	17,640	19,140
737 Public Guardian Trust Fund Ord 99-24	12,000	26,221	3,000	0
738 Project Hope FS796.07(6)	0	0	70,532	105,415
742 State Court Innov(Ord 04-33;939.185 FS)	0	2,342,919	1,826,947	1,891,377
743 Legal Aid Fund (Ord 04-33;939.185 F.S.)	45,262	1,100,000	1,100,000	1,100,000
744 Teen Ct/Juv Divrs Fund(Ord04-33;939.185FS)	45,262	425,000	1,184,869	1,236,411
745 Court-Related Technology Fund (Art.V.)	0	5,111,636	5,948,926	5,112,377
746 Traf Surcharge Tr Fund FS318.18/Ord04-26	0	5,835,400	5,454,494	5,689,160
747 Crime Prev/Safe Neighborhds FS775.083(2)	0	610,000	871,334	1,401,724
748 Slosberg Driver Ed Safety FS 318.1215	0	500,000	0	0
749 Child Supprt Incent Fd-SS Act Title IV-D	0	0	22,000	22,000
904 Emer Mgt Facil Plns Rev Fund Fac 9G-20.004	0	25,698	27,739	30,889
905 Lcl Air Poll Ctrl Tag Fee Tr Fund FS320.03	762,944	1,233,807	1,329,364	1,389,906
907 Indigent Health Care Svcs FS212.055 Fund	95,693,702	97,496,742	95,783,483	98,711,376
908 Gardinier Settlement Dep/Epc Fund	437,000	843,234	476,094	486,094
909 Pollution Recovery Fund Lf84-446	565,585	2,347,569	1,337,437	1,485,276
910 Pollution Recovery Project Fund	6,480	0	0	0
911 State Revenue Sharing Fund	31,017,390	37,403,266	14,139,858	13,315,022
915 911 Emer Tel Sys-Land Ln Ord86-14/87-25	4,622,408	12,415,396	10,421,946	8,581,111
916 911 Emer Tel Sys-Wireless 365.173FS	0	0	2,481,081	2,563,275
925 Fl Boating Improv Prog Fund-FS328.72(15)*	218,773	300,000	315,000	315,000
969 Jt County-City Cecile Wagnon Will Fund	0	85,561	83,159	85,659
971 Animal Cont Spay/Neuter Inc Pymt Prog	156,616	685,243	910,599	832,810
972 Animal Services Contributions Fund	1,182	16,819	14,969	7,286
992 ITS Project Fund	0	5,141,955	3,112,334	2,344,004
993 Data Management Services Fund	14,630,322	0	0	0
994 Tampa Bay Water Issues Addl Support Fund	1,429,666	2,889,770	0	0
	181,894,070	200,590,519	162,582,615	163,394,052
004 UNINCORPORATED AREA SPECIAL PURPOSE FUND				
602 Public Art Program MSTU Fd Ord89-32*	0	1,575	30,200	0
610 UA Major Maintenance & Repair Project Fund	0	10,655,774	2,450,329	2,639,324
620 Parks Impact Fee (Nw Zone) Fund*	1,962,439	950,000	820,000	820,000
621 Parks Impact Fee (Ne Zone) Fund*	547,730	406,600	433,750	433,750
622 Parks Impact Fee (Cent Zone) Fund*	641,737	1,269,675	1,170,000	1,170,000
623 Parks Impact Fee (S Zone) Fund*	284,274	253,650	605,000	605,000
626 School Site Ded Prog Nw Imp Assess Tr Fund	0	7,107	6,890	7,090
628 School Site Ded Prog Cent Imp Asses TrFund	0	0	0	0
630 Fire Service Impact Fee (Nw Zone) Fund*	643,757	209,000	144,000	144,000
631 Fire Service Impact (Ne Zone) Fund*	1,330	96,425	115,000	115,000
632 Fire Service Impact Fee (Cent Zone) Fund*	76,231	197,350	238,500	238,500
633 Fire Service Impact Fee (S Zone) Fund*	1,330	86,450	229,000	229,000
636 School Site Impact Fee Fund	6,577,713	3,582,595	6,329,337	8,559,137

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
004 UNINCORPORATED AREA SPECIAL PURPOSE FUND (continued)				
641 Impact Fees Administration	451,654	534,966	524,536	366,491
892 Environmental Restoration Project Fund*	148,077	253,500	300,000	300,000
893 Local Habitat Mitigation Bank Fund*	0	31,500	25,000	25,000
900 Building Services Division (Pgm) Fund	14,124,928	21,867,170	27,375,696	26,101,162
908 Land Excavtn Opr/Inspect Sec.8.01.03Ldc	166,061	183,628	162,571	141,583
913 Water Conservation Trust Fund Ord91-27*	125,006	896,014	612,936	587,240
922 Tax Dist On Severance Phos Rock FS211.31	752,750	2,570,912	2,751,431	2,941,251
924 Stormwater Mgmt Proj Fd Ord 89-27*	10,941,643	5,617,750	5,133,850	5,263,050
925 Stormwater Mgmt Operating Fund Ord 89-27	311,636	599,828	1,006,093	916,302
988 Sun City Utility Operating/Project Fund	50,979	25,834	0	0
	<u>37,809,275</u>	<u>50,297,303</u>	<u>50,464,119</u>	<u>51,602,880</u>
006 COUNTY BLENDED COMPONENT UNITS FUND				
001 Civil Service Board Fund	2,295,082	2,572,858	2,776,756	2,903,574
002 Law Library Board Fund-Ord 01-16,Sec7	563,600	455,754	463,988	464,688
006 City County Planning Commission Fund	5,579,207	5,960,419	6,178,263	6,584,604
903 Law Library Sales/Svcs Ord 01-16,Sec8	2,945	38,731	57,405	57,255
	<u>8,440,834</u>	<u>9,027,762</u>	<u>9,476,412</u>	<u>10,010,121</u>
008 LOCAL HOUSING ASSISTANCE PROGRAM FUND				
001 Operating Fund	626,118	0	0	0
200 S.H.I.P. Program*	6,238,292	5,859,433	6,643,069	6,643,069
	<u>6,864,410</u>	<u>5,859,433</u>	<u>6,643,069</u>	<u>6,643,069</u>
009 STATE OF FL HEALTHCARE SURTAX TRUST FUND				
001 Indigent Health Care & Trauma Center Fund	87,693,668	100,880,455	122,186,055	135,086,146
010 SALES TAX REVENUE FUND				
010 Half-Cent Sales Tax/Bonds Revenue Fund	84,647,653	94,787,787	107,028,781	108,495,508
020 Prof Sports Franchise Facil Sales Tax Fund	2,003,545	2,175,652	2,174,148	2,174,548
030 3% Tourist Dev Tax Trust Fund	10,054,620	12,045,533	13,852,943	14,250,748
040 1% Addl (4Th Ct) Tourist Tax Fund Ord90-03	2,795,685	7,701,431	9,256,955	10,586,574
050 1% Addl (5Th Ct) Tourist Tax Fund Ord94-13	3,213,217	7,941,731	6,944,846	7,685,555
090 Lcl Govt Infrastructure Surtax Fund	85,617,241	91,487,710	100,571,207	104,895,769
	<u>188,331,961</u>	<u>216,139,844</u>	<u>239,828,880</u>	<u>248,088,702</u>
012 INTERGOVERNMENTAL GRANTS				
100 Operating Grants Fund*	83,892,769	84,508,376	83,543,117	84,886,769
200 Project Grants Fund*	10,340,874	7,424,301	7,384,174	7,384,174
	<u>94,233,643</u>	<u>91,932,677</u>	<u>90,927,291</u>	<u>92,270,943</u>
013 COUNTY TRANSPORTATION TRUST FUND				
001 Operating Fund	50,249,984	55,808,651	62,184,400	65,776,091
002 Proj Fund (1St Local Option 6Ct Fuel Tx)*	27,957,337	28,882,519	24,136,552	24,686,649
005 Street Lighting Non-Ad Val Assessment Fund	6,582,303	10,483,999	11,202,142	11,929,836
100 Operating Grants Fund*	329,065	0	0	0
200 Project Grants Fund*	2,254,574	246,750	0	0
937 Rd Network Imp Prog Imp Asses Zone 8*	5,669	0	0	0
938 Rd Network Imp Prog Imp Asses Zone 9*	8,979	0	0	0
940 Ninth-Cent Fuel Tax Fund*	4,884,243	4,595,221	4,691,136	4,797,593

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
013 COUNTY TRANSPORTATION TRUST FUND (continued)				
970 Road Network Impact Fee (Zone 01) Fund*	44,713	9,500	6,500	2,484,250
971 Road Network Impact Fee (Zone 02) Fund*	17,424	207,147	361,000	361,000
972 Road Network Impact Fee (Zone 03) Fund*	1,425	82,721	71,250	71,250
973 Road Network Impact Fee (Zone 04) Fund*	577,041	2,376,900	2,470,000	2,375,000
974 Road Network Impact Fee (Zone 05) Fund*	36,121	107,530	109,250	109,250
975 Road Network Impact Fee (Zone 06) Fund*	191,319	189,596	167,675	167,675
976 Road Network Impact Fee (Zone 07) Fund*	198,562	3,494,575	3,467,500	147,250
977 Road Network Impact Fee (Zone 08) Fund*	3,103,381	998,260	950,000	38,000
978 Road Network Impact Fee (Zone 09) Fund*	3,207,368	1,045,855	1,130,500	47,500
979 Road Network Impact Fee (Zone 10) Fund*	361,926	1,110,550	926,250	926,250
980 Citrus Pk Cmnty Dev Dist Pledged Rev Fd*	3,852,232	3,823,750	2,470,000	0
989 Constitutional Fuel Tax Fund*	9,683,658	10,802,727	11,048,518	11,295,009
990 County Fuel Tax (7Th Cent) Fund	4,918,697	5,603,664	5,458,849	5,775,763
991 Local Transp Ninth Cent Fuel Tax Fund	6,533,021	6,662,788	6,801,959	6,957,018
992 Ad Valorem Tax Transp Fund*	1,903,791	7,820,000	15,885,000	17,200,000
993 Transit System Aid Fund	0	0	200,000	0
	126,902,833	144,352,703	153,738,481	155,145,384
014 LIBRARY TAX DISTRICT FUND				
001 Library Tax Dist Operating Fund	38,621,923	48,386,866	55,022,211	62,212,896
002 Library Tax District Project Fund*	4,071,199	5,445,000	3,424,000	1,317,000
003 Major Maintenance & Repair Project Fund*	640,191	346,952	428,512	461,494
100 Operating Grants Fund*	34,800	463,171	0	0
200 Project Grants Fund*	1,120,930	0	0	0
602 Public Art Prog Library Dist Fd Ord89-32*	5,130	2,100	26,182	12,850
	44,494,173	54,644,089	58,900,905	64,004,240
030 INFRASTRUCTURE SURTAX FIXED PROJECT FUND				
002 Project Fund (Entitlement One 1997-2003)*	8,839,134	500,000	800,000	600,000
003 Financed Proj Subfund (PH II 2003-2008)*	31,559,561	37,557,481	67,792,621	18,433,000
004 Non-Financed Proj Subfd(PH II 2003-2008)*	11,386,305	42,924,963	46,263,201	49,870,948
005 Project Subfd (Ph III)*	0	0	6,565,000	0
	51,785,000	80,982,444	121,420,822	68,903,948
Total Special Revenue Funds	828,449,867	954,707,229	1,016,168,649	995,149,485
20 DEBT SERVICE FUNDS				
011 CAP IMP NON-ADVAL REV BDS SER 98 FD				
000 Sinking Fund Cap Imp 98 Rev Bds	1,499,300	1,879,481	1,871,750	1,874,594
013 FUEL TAX REF REVENUE BONDS DEBT SVC FUND				
001 Taxable Series 1998 Sinking Fund	2,386,221	3,567,446	3,548,669	3,550,575
024 GENERAL OBLIGATION BONDS P&R SINKING FD				
000 Parks G.O. Bonds '93/'96/'02 Bonds	1,378,124	1,478,508	1,511,016	1,514,985
029 ELAPP LIMITED ADVAL TAX BONDS DBT SVC FD				
000 ELAPP Ltd Adval Tx Bds Sinking Fund	5,325,506	6,267,675	6,279,898	6,220,848

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
036 CRIM JUSTICE FACIL REV BONDS DEBT SVC FD				
000 Crim Just Facil Rev Bds Sinking Fund	10,002,516	11,753,570	11,669,650	11,664,792
001 Crim Just Facil Rev Bds Reserve Acct	0	10,001,250	10,001,250	10,001,250
	<u>10,002,516</u>	<u>21,754,820</u>	<u>21,670,900</u>	<u>21,666,042</u>
037 COURT FACIL REV BONDS 99 DEBT SERVICE FD				
001 Courthouse Project Revenue Fund Acct	3,732,660	183,361	0	0
002 Courthouse Project Sinking Fund Acct	3,648,772	4,729,528	2,649,567	4,124,848
003 Courthouse Proj Invested Sinking Fund Acct	0	3,785,425	0	0
	<u>7,381,432</u>	<u>8,698,314</u>	<u>2,649,567</u>	<u>4,124,848</u>
038 CAP IMPROVE PRG REV BONDS 94 DEBT SVC FD				
004 CIP Ref Rev Bds Series 96 Sinking Fund	3,502,421	4,092,167	4,078,714	4,076,302
005 CIP Ref Rev Bds Series 96 Reserve Fund	0	3,491,250	3,491,250	3,491,250
	<u>3,502,421</u>	<u>7,583,417</u>	<u>7,569,964</u>	<u>7,567,552</u>
039 CAP IMPROVE NONADVAL REF REV 96A/B BD FD				
001 MOSI/Cnty Ctr Ref Rev Bds 96A/B Debt Svc	5,388,384	6,739,175	6,739,582	6,735,634
002 MOSI/Cnty Ctr Ref Rev Bds 96A/B Reserve	0	5,388,220	5,388,220	5,388,220
	<u>5,388,384</u>	<u>12,127,395</u>	<u>12,127,802</u>	<u>12,123,854</u>
049 2001 COMMUNITY INVESTMNT TX REV BONDS				
001 CIT Series 2001A And Series 2001B	4,532,562	6,628,205	6,641,955	6,646,788
050 SERIES 2004 CIT REVENUE BONDS				
001 CIT Series 2004 Sinking Fund	0	9,092,568	8,988,287	8,992,859
055 2005 TSA REFUNDING NON-ADVAL REV BDS				
001 2005 TSA Refunding Non-Advalorem Rev Bonds Debt Sv Fd	0	0	1,544,961	2,268,388
Total Debt Service Funds	<u>41,396,466</u>	<u>79,077,829</u>	<u>74,404,769</u>	<u>76,551,333</u>
 30 CAPITAL PROJECTS FUNDS				
002 COUNTYWIDE CAPITAL PROJECTS FUND				
604 Countywide Construction Fund*	0	16,509,421	15,960,490	19,588,760
004 UNINCORP AREA CAPITAL PROJECTS FUND				
608 Unincorp Area Construction Fund*	0	9,256,784	14,098,326	9,005,913
011 CAP IMP NON-ADVAL TAX REV BDS SER 98 FD				
002 Cap Imp Non-Adv Tx Rev Bds 98 Proj Fund*	440,967	25,000	0	0
016 EPC FACILITY ACQUISITION/REHAB FUND				
002 EPC Sabal Park Facility Project Fund*	443,383	0	160,000	0
024 GENERAL OBLIG BONDS P & R PROGRAM FUND				
003 P&R Unincorporated Area Series 1996 Bds*	45,339	0	0	0
029 ENVIRO SENSITIVE LANDS TAX/BOND FUND				
000 Site Acquisition & Administration Acct	11,717,871	7,918,550	1,382,928	1,125,243
001 ELAPP Site Management & Restoration Acct	1,220,759	2,577,655	2,520,008	2,691,033
002 ELAPP Projects (Non-Bond) Fund	101,579	6,389,076	8,046,490	8,914,811
005 Limited Ad Val Tax Bonds (1992) Proj Fd*	1,788,610	0	0	0
006 Limited Ad Val Tax Bonds (1994) Proj Fd*	98,148	0	0	0
	<u>14,926,967</u>	<u>16,885,281</u>	<u>11,949,426</u>	<u>12,731,087</u>

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
034 COURT FACIL NON-BOND CONSTRUCTION FUND				
002 Court Facil Imprvmt Non-Bond Proj Fund	620,362	(953,629)	0	0
003 Central Energy Plant Ph II Const	5,780,380	0	0	0
	<u>6,400,742</u>	<u>(953,629)</u>	<u>0</u>	<u>0</u>
035 COURT FACIL REV BONDS 99 CONSTRUCTION FD				
002 Court Facil Imprvmt Bond Proj Fund*	3,321,177	0	0	0
038 CAPITAL IMPRV PROG BONDS SERIES 94/96 FD				
002 Cap Imp Refunding Rev Bds 1996 Const Fund*	72,642	0	0	0
003 Cap Imp Revenue Bds 1994 Const Fund*	100,001	0	0	0
	<u>172,643</u>	<u>0</u>	<u>0</u>	<u>0</u>
044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND				
001 CP Quarterly Note Issuances*	138,218,408	9,277,000	105,425,000	129,630,000
002 CP Allocated Credit Capacity*	0	38,047,000	116,502,000	114,699,000
	<u>138,218,408</u>	<u>47,324,000</u>	<u>221,927,000</u>	<u>244,329,000</u>
048 FALKENBURG JAIL CONSTRUCTION FUND				
002 Jail Expansn Capital Proj (Series 2001A)*	466,581	125,000	0	0
050 2004 COMMUNITY INVESTMENT TAX REV BNDS				
002 CIT Series 2004 Project Fund*	71,396,011	0	0	0
Total Capital Projects Funds	<u>235,832,218</u>	<u>89,171,857</u>	<u>264,095,242</u>	<u>285,654,760</u>

40 ENTERPRISE FUNDS

032 SOLID WASTE SYSTEM ENTERPRISE FUND				
001 SW & RR System Operating/Maintenance Fund	55,686,244	71,294,978	75,132,859	79,117,530
003 SW & RR System Revenue Fund	73,171,921	79,658,118	83,938,430	89,755,051
004 SW & RR System Renewal/Replacement Fund	2,810,260	12,090,227	12,843,927	12,862,463
005 SW & RR System Capital Improvement Fund*	887,427	4,018,947	1,505,000	2,340,000
017 SW/RR Sys (Fin Assur) Nw Closed Lf Fund	73,000	584,000	511,000	438,000
019 SW/RR Sys (Fin Assur/Gasb) Lf Closure Fund	0	25,784,367	27,247,397	27,935,286
024 SW/RR Sys Closed L/F Maintenance Fund	1,749,559	2,120,005	2,002,501	2,348,852
027 SW & RR System Debt Service Fund	73,845,315	23,911,289	13,671,788	13,389,384
028 SW & RR System Debt Svc Reserve Fund	12,572,295	12,580,638	3,832,211	3,832,211
029 SW & RR System General Purpose Fund	2,605,000	12,838,864	15,672,191	18,175,672
041 Taylor Road Landfill Superfund Site Fund	33,168	40,500	46,500	46,500
043 Lf Closure Fund-Phase II (Cell 7) Gasb	0	283,900	373,890	380,190
049 SW & RR System Rate Stabilization Fund	0	2,000,000	2,000,000	2,000,000
058 Financed Proj Subfund	0	0	52,055,000	51,500,000
100 Operating Grants Fund*	118,686	0	0	0
	<u>223,552,875</u>	<u>247,205,833</u>	<u>290,832,694</u>	<u>304,121,139</u>
040 WATER & WASTEWATER UTILITY ENTERPRISE FD				
001 Utility Sys Operating & Maintenance Acct	101,199,815	122,769,572	139,473,583	154,543,871
002 Utility Sys Rev Bds Debt Service Acct	27,920,825	35,125,695	34,730,081	34,877,256
003 Utility Sys General Revenue Acct	169,322,973	176,494,636	207,346,039	200,888,809
005 Util Sys Capacity Fees Gen Oper Acct	12,701,441	15,762,110	16,265,996	17,538,516
007 Utility Sys Renewal & Replacement Acct*	32,229,984	9,503,082	10,265,287	10,560,230
010 Utility Sys Gen Rev Cap Exp Acct*	8,302,698	44,363,320	45,000,000	26,900,000
011 Water Projects Account*	70,017	0	0	0

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
<i>040 WATER & WASTEWATER UTILITY ENTERPRISE FD (continued)</i>				
012 Wastewater Projects Account*	413,839	0	0	0
013 Recl Water Capital Charge Fund R96-072*	441,419	0	0	0
041 Cone Ranch Special Projects Fund	20,669	1,580,476	1,796,509	1,840,509
042 Utility Sys Water Conservation Fund	257,007	1,504,945	0	0
045 Long Term Sys Capital Rehab/Replcmnt Fund	0	6,479,400	0	0
046 Revenue Account Rate Stabilization Fund	0	78,134,892	76,654,356	76,654,356
050 Reclaimed Water Impvmt Unit Assessmnt Fund	8,638	2,612,328	3,228,323	3,845,835
051 Reclaimed Water Impvmt Unit Project Fund*	403,677	0	0	0
052 Capacity Assessment Unit Fund Ord 96-07	6,067,607	7,350,653	9,793,193	11,526,039
053 Capacity Assessment Unit Project Fund	0	0	0	37,425,000
054 Infrastructure Assessment Unit Fund 99-08	72	33,753	42,375	49,181
055 Infrastructure Assessmnt Unit Project Fund	19,464	0	0	0
057 Utility Sys Financed Project Fund	0	0	32,147,000	34,774,000
200 Project Grants Fund*	306,647	0	0	0
	359,686,792	501,714,862	576,742,742	611,423,602
<i>044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND</i>				
001 CP Quarterly Note Issuances*	5,147,423	2,720,000	2,680,000	5,530,000
<i>046 RECL WATER SPCL ASSESSMENT REV BDS 2000</i>				
002 Rev/Sinking Fund Rw Spcl Assmnt 00 Rev Bds*	436,719	509,276	438,645	437,637
<i>047 CAPACITY ASSESS SPECIAL ASSESS BDS 2000</i>				
001 Cau Spcl Assmnt Bds 2000 Project Fund*	5,994,172	0	0	0
002 Rev/Sinking Fund Cau Spcl Assmnt 2000 Bds*	2,435,855	2,806,344	2,566,140	2,566,140
	8,430,027	2,806,344	2,566,140	2,566,140
Total Enterprise Funds	597,253,836	754,956,315	873,260,221	924,078,518

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
50 INTERNAL SERVICE FUNDS				
<i>066 FLEET SERVICES FUND</i>				
001 Operating Fund	11,861,988	14,582,466	20,510,945	19,917,368
003 Lease Back Program Fund	10,525,829	18,762,800	20,314,138	21,180,588
	<u>22,387,817</u>	<u>33,345,266</u>	<u>40,825,083</u>	<u>41,097,956</u>
<i>067 COUNTY SELF INSURANCE FUND</i>				
000 Insurance Program Administration Fund	805,110	1,133,928	1,184,591	1,239,068
001 Workers Compensation Insurance Fund	7,137,888	61,120,271	52,343,375	57,719,044
002 General Liability Insurance Fund	7,690,502	19,877,686	26,833,368	26,903,671
003 Catastrophic Disaster Insurance Fund	0	30,966,163	35,184,641	36,084,641
004 Employee Group Health Insurance Fund	65,356,291	86,987,717	97,673,728	109,145,986
	<u>80,989,791</u>	<u>200,085,765</u>	<u>213,219,703</u>	<u>231,092,410</u>
Total Internal Service Funds	<u>103,377,608</u>	<u>233,431,031</u>	<u>254,044,786</u>	<u>272,190,366</u>
Grand Total	<u>\$2,521,092,266</u>	<u>\$2,950,208,804</u>	<u>\$3,449,767,724</u>	<u>\$3,556,983,557</u>

* Subfunds marked with an asterisk are budgeted as "all years" funds. All years budgeting is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

DEPARTMENT SUMMARIES

The Departmental Summaries that follow in this section include mission statements, summary budgets, and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners. In the portion of this section which shows detailed positions by organization, the four years of position detail reflect the number of *adopted* positions in each fiscal year.

Please note that where the caret (^) symbol appears to the right of a number or percentage it indicates that this data is an estimate for FY 04 or FY 05 data.

MATRIX OF COUNTY SERVICES

Hillsborough County is a general-purpose government which performs many tasks and a wide range of services for the health, safety, and welfare of its citizens.

At a March 10, 1999 workshop to review recommendations made by the Blue Ribbon Committee on County Finances, the Board of County Commissioners requested that a matrix be developed to

classify over three hundred services provided by Hillsborough County as mandatory, essential, or discretionary. The original list was taken from a report prepared by Florida TaxWatch. The current list reflects organizational changes as well as refinements by the departments that are the direct result of the 'mapping' of specific performance measures to each service or program. Some services contracted by Hillsborough County as well as services provided by other taxing authorities are not included (e.g., Hillsborough County's three cities, the School Board, the Children's Board, the Hillsborough Area Regional Transit Authority, the Port Authority, independent special districts, and the Southwest Florida Water Management District). There may be some embedded programs within the list that could be identified separately.

The matrix is intended to be used as additional reference material for reviewing the budget.

For questions regarding the statutory authority of specific County services, please contact the County Attorney's Office at 272-5670 or the Management and Budget Department at 272-5890.

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
<p>Aging Services In-Home Care Senior Centers Transportation Nutrition Retired Senior Volunteer Services Working Seniors Services Case Management</p> <p>Animal Services Enforcement/Protection Sheltering Animals Rabies Tags and Licensing Responsible Pet Ownership Education Animal Adoption Pet Overpopulation</p> <p>Board of County Commissioners Set Policy & Directives/Implementation of Comp Plan Performance Auditor</p> <p>Children's Services Head Start Early Head Start Residential Services for Children in Need Services Clinical Services - Parenting Training Emergency Shelter Residential Care Severely Emotionally Disturbed Children (Residential) Severely Emotionally Disturbed Children (Day Treatment) Child and Family Counseling Program Child Care Licensing Respite Services-Families of Develop Delayed/Disabled Children</p> <p>Circuit and County Courts Conduct arraignments, hearings, and trials Divert cases from the judiciary Coordinate court appearances, conferences, and depositions Assign guardian ad litem to represent minors</p> <p>Civil Service Board Applicant Recruiting and Screening Job Classification and Compensation Employee Record Maintenance Job Performance Management Hearings of Discipline Appeals and Grievances</p>	<p>Clerk of Circuit Court County Recorder Internal Auditing Recordkeeping for Circuit and County Courts Financial Services Recordkeeping for BOCC</p> <p>Community Liaisons African-American Affairs Liaison Asian-American Affairs Liaison Hispanic Affairs Liaison Americans with Disabilities Act Liaison Criminal Justice Liaison</p> <p>Consumer Protection & Professional Responsibility Agency Investigation of Employee Misconduct Training & Policy Development-Employee Professional Responsibility Investigation of Consumer Complaints Mediation/Prosecution of Consumer Complaints Public Education</p> <p>Cooperative Extension 4-H and Youth Programs Agricultural Programs Horticulture Family and Consumer Sciences</p> <p>County Administrator Strategic Operations Affecting Quality of Life Administrative Support Develop State Legislative Program Develop Federal Legislative Program County Legislative Representation County Intergovernmental Representation Performance Improvement Program Targeted Process Improvements Public Information Community Relations Hillsborough Television Citizen Boards Support Printing Services Citizen Action Center</p> <p>County Attorney General Legal Services & Counsel Litigation Eminent Domain</p>

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

Debt Management

Manage County Debt Obligations
Financial Advisory Services
Municipal Securities Market Compliance & Disclosure
Financial & Credit Evaluations of Conduit Bond Issues

Economic Development

Corporate Business Development
Small Business Information Center
MBE/SBE Program
Agriculture Industry Development
Tourist Development
Employment & Training/Workforce Board
Business/Industry Development

Environmental Protection Commission

Air Management
Water/Wastewater Management
Waste Management
Wetlands Management
Environmental Resources Management

Equal Opportunity Administration

Investigation of Complaints/Citizen Requests for Assistance

Fire Rescue

Fire Suppression
Fire Inspection
Arson Investigation
Paramedic services (advanced life support)
Fire Prevention
Plans Review
Billing and Collection
Fire Training (County employees and volunteers)
Fleet Maintenance
Fire/Medical Emergency Dispatch Services
Countywide 9-1-1 Database and Street/Address Management
Countywide 9-1-1 Network Administration
Emergency Management
Marine Public Safety
County Facilities Security Services

DEPARTMENT, OFFICE, AGENCY, BOARD

Fleet Management

Fuel Services
Equipment Repair & Maintenance Services
Parts Management
Motor Pool Services
Equipment Acquisition

Health and Social Services

Indigent Health Care
HIV Services - Ryan White
Homeless Case Management
Summer Food Program for Children
Veterans Services
Transportation for the Transportation Disadvantaged
Client Assistance - Financial Aid for Indigents
Baker Act Mental Health Program
Trauma Care
Section 8 Rental and Utility Assistance

HIPAA Compliance Office

Housing and Community Improvement

Code Enforcement/Compliance Inspections
Single Family Housing Rehabilitation
Down Payment and Other Assistance - First Time Homebuyers
Operation "Clean-up"

Human Resources

Employee Benefits Program Administration
Employee Development/Training Program
Exempt Employee Recruitment
Employee Relations
Labor Negotiations
Employee Safety and Loss Control Programs
Citizen Volunteer Program
Workers Compensation Investigation/Administration
Liability and Insured Property Program Development/Administration

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Information and Technology Services Communications Services Desktop Services Geographic Information Systems (GIS) Business Solutions/Services Information Distribution and Data Management Services	Neighborhood Relations Technical Assistance & Neighborhood Liaison Neighborhood Mini-Grant Program Community-based Planning Recognition Programs Database Management
Law Library Board Provide Access to Legal Research Materials	Parks, Recreation and Conservation Management of Environmental Lands (ELAPP) Park Construction (In-house and Contractual) Neighborhood, district, and regional park maintenance Neighborhood, district, and regional park programs Organized Youth Athletic Programs Organized Adult Athletic Programs After-school Recreation Programs Summer Enrichment Program Therapeutic Programs Parks Planning and Design
Legislative Delegation Constituent Services District Offices Support Services Legislative Services	Planning and Growth Management Building Inspection Building Permit Issuance Building Plans Review Zoning Administration Development Project Inspection Land Use Counseling Phosphate/Land Excavation Comprehensive Plan Implementation/Concurrency Management Transportation Planning Community-based Planning Impact Fee Program Administration Emergency Management Planning Land Development Review and Inspection
Library Services Member Services Circulation Services Information & Reference Services Programming	Planning Commission Countywide Comprehensive Planning Community/Neighborhood Planning Countywide Long-range Transportation Planning Hillsborough River Planning Local Planning Agency (LPA) Administration
Management and Budget Multi-Year Financial Planning/Economic Analysis Capital Budget Services Operating Budget Services Budget Systems and Revenue Analysis Outside Agency Contract Management Management Analysis/Performance Measurement Oversight of Cable Educational Consortium/Public Access Contract Cable Franchise Administration Capital Program Administration	Property Appraiser Real and Tangible Property Assessment Exemptions Administration TRIM Notice Administration
Medical Examiner Cause of Death Determination Indigent Burial	
Metropolitan Planning Organization Long-Range Transportation Planning Develop, Monitor and Evaluate Transportation Systems Technical Assistance to Local Governments Conduct Required Transportation Plans, Programs and Studies	

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Public Defender	Sheriff
Legal Representation to Indigent Clients	Law Enforcement
	Criminal Investigations
Public Safety	Major Crimes
Fire/Medical Emergency Dispatch Services	Youth and Family
Countywide 9-1-1 Database and Street/Address Management	Detention
Countywide 9-1-1 Network Administration	Booking & Releasing
Emergency Management	Classification & Records
Marine Public Safety	Falkenburg Road Jail
County Facilities Security Services	Morgan Street Jail
	Work Release Center
Public Works	Transportation
Transportation Maintenance	Support Services
Right-of-Way Management	Training
Traffic Signal, Sign and Markings Maintenance	Communications
Traffic Engineering and Safety Management	Human Resources
Street Lighting District Administration	Judicial Services
Transportation Project Design and Construction	Court Process
CIP Project Management	Court Services
Stormwater Design and Management	Support Services
Wetlands Maintenance/Mitigation	Fleet Maintenance
Mosquito Control	Property Control
Aquatic Weed Control	Communications Maintenance
Infrastructure Inventory and Assessment	Technical Support
	Inspectional Services
Purchasing	Fiscal
Centralized Procurement - Informal (between \$2,500 and \$25,000)	Professional Standards
Centralized Procurement - Formal (exceeding \$25,000)	Community Relations
Management of Automated Purchasing Activities	Information Services
Purchase Card Program	Planning and Research
Manage Consultant Automated Performance System (CAPES)	Special Operations
Bidder Registration and Management	Canine
	Aviation
Real Estate	Warrants
Real Estate Acquisition/Disposal (ELAPP & Eminent Domain)	Tactical
Property Management	Environmental Enforcement
Lease Negotiations and Management	Special Investigations
Parking Management	Vice
Technical Support	Major Violators
Records Storage and Retrieval	Narcotics
Survey and Mapping	Criminal Intelligence
Right-of-Way Inventory	Legal Services
Building Maintenance & Repair	Data Operations
GIS Services	
Architectural Services & Project Management	
Building Renovation Project Management (R3M)	
Public Art	

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Soil Conservation Board Soil & Water Technical and Permitting Assistance Conservation and Environmental Education	Supervisor of Elections Voter Registration Administer Elections
Solid Waste Management Solid Waste Collection Customer Services Franchise Collection Recycling Field Services Transfer Facilities Operation Community Collection Centers Household Chemical Collection Keep America Beautiful Program Operation "Clean-up" Solid Waste Disposal Resource Recovery Operation Landfill Operation Closed Landfill Maintenance Yard/Wood Waste Processing Tire Processing	Tax Collector Bill and Collect Property Taxes and Assessments License Issuance (occupational, hunting and fishing licenses) Motor Vehicle Registration/Title Collect Tourist Development Tax
State Attorney Initiate Criminal Legal Actions on Behalf of the State Victim Assistance Notification of Hearings Service to Victims Domestic Crime Assistance On-site Emergency Service (counseling, etc.) to Violent Crime Victims Sexual Battery Medical Screening Worthless Check Diversion Program	Water Resource Services Department Potable Water Treatment & Delivery Wastewater Treatment & Disposal Reclaimed Water Disposal Support Services Customer Service Engineering Fiscal Services Water Conservation Evaluation of New and Existing Water Supply Projects Communications and Public Involvement Exercising of County's Arbitration Rights Monitoring Wellfield Reductions



BOARD OF COUNTY COMMISSIONERS

MISSION:

Provide effective, quality service at a reasonable cost with courtesy, integrity, and accountability in a manner which protects and enhances the quality of life of our diverse population.

KEY OBJECTIVES:

1. Ensure Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and procedures.
2. Improve the economic well being of Hillsborough County's citizens.
3. Work with citizens and neighborhoods in order to ensure quality services are delivered in a courteous and responsive manner.
4. Build a high performance diverse professional organization.
5. Provide a quality of life to citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation, in a visually pleasing and healthy community.
6. Improve transportation in Hillsborough County.
7. Effectively protect and manage our natural resources, including the conservation of the water supply to create a healthy environment in Hillsborough County.
8. Make Hillsborough County a desired place to live through managing growth.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
<i>Workload/Demand</i>					
# of budget meetings		13	13	13	13
# of Board meetings, workshops and public hearings		54	60	60	60
# of commissioners' referrals and direct contacts		3,154	4,555	5,956	7,357
# of meetings with transportation-related agencies	3	44	44	44	44
# of Boards and Councils served	7	41	39	39	39
# of community based plans approved	4	10	14	18	22
# of Land Use and Zoning items reviewed	5	1,021	1,192	1,208	1,219
# of Town Hall meetings		4	4	4	4
# of EPC/Tampa Bay Water/ELAPP meetings	2	12/11/12	12/7/12	12/6/12	12/6/12
<i>Efficiency</i>					
BOCC budget as compared to the overall county budget		.05%	.05%	.05%	.05%
# of constituents per Board member		n/a	4@350,000 3@1.40 mil.	4@358,750 3@1.43 mil	4@367,719 3@1.47 mil
% of agenda items resolved or acted upon during the Board meetings		99.0%	99.0%	99.0%	99.0%
cost per agenda review		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
% of population covered by community based plans		28.0%	37.0%	37.0%	64.0%
% of unincorporated population covered by community based plans		28.0%	37.0%	48.0%	63.0%
% of customers that rate quality of service as good or excellent		n/a	n/a	90.0%	91.0%
% of customers that rate the value of customer service as good or excellent		n/a	n/a	2.0%	2.0%
% of customers that are satisfied with administrative referral responses		n/a	76.6%	78.0%	80.0%
# and % of objectives completed on schedule or progressing as planned		n/a	97.3%	97.0%	97.0%
maintain bond rating of at least Aa2/AA/AA		Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA
% of population growth rate		2.5%	2.5%	2.5%	2.5%

BOARD OF COUNTY COMMISSIONERS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$1,846,635	\$1,958,053	\$2,022,496	\$2,158,424
Operating Expenditure/Expense	63,242	103,595	107,552	109,460
Total	\$1,909,877	\$2,061,648	\$2,130,048	\$2,267,884

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$1,909,877	\$2,061,648	\$2,130,048	\$2,267,884
Total	\$1,909,877	\$2,061,648	\$2,130,048	\$2,267,884

Funded Positions	21	21	21	21
Funded FTE Positions	21.00	21.00	21.00	21.00

The FY 04 and FY 05 adopted budgets were funded at the continuation level.

The FY 06 adopted and FY 07 planned budgets are funded at the continuation level.

COUNTY INTERNAL PERFORMANCE AUDITOR

MISSION:

To be a catalyst for improving County government. The Board of County Commissioners need timely, objective, accurate information about what departments and programs are doing and how they could do it better. By providing this information, we help to hold government accountable in its stewardship of the public trust and assist the Board of County Commissioners and management staff in using resources to maximize effectiveness and productivity.

KEY OBJECTIVES:

1. Assist the Board of County Commissioners and management staff in carrying out their responsibilities by providing them with objective and timely information on the conduct of County operations, together with our analysis, conclusions and recommendations.
2. Evaluate the efficiency, effectiveness and equity with which County departments carry out their financial, management and program responsibilities.
3. Promote compliance with laws, regulations, policies, procedures, rules and agreements.
4. Serve as budget analyst for the Board of County Commissioners.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
SERVICE					
<i>Workload/Demand</i>					
None Provided.					
<i>Efficiency</i>					
None Provided.					
<i>Effectiveness</i>					
None Provided.					

COUNTY INTERNAL PERFORMANCE AUDITOR

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$201,057	\$210,706	\$423,972	\$463,524
Operating Expenditure/Expense	11,468	250,569	53,257	34,437
Total	\$212,525	\$461,275	\$477,229	\$497,961

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$212,525	\$461,275	\$477,229	\$497,961
Total	\$212,525	\$461,275	\$477,229	\$497,961

Funded Positions	2	2	4	4
Funded FTE Positions	2.00	2.00	4.00	4.00

On November 5, 2002 the voters of Hillsborough County approved a Charter amendment providing for an Internal Performance Auditor. The Auditor is appointed by five affirmative votes of the Board of County Commissioners (BOCC) and reports directly to the BOCC. The Internal Performance Auditor advises and assists the BOCC in conducting continuing studies of the operation of County programs and services, and serves as an additional budget analyst for the BOCC. As directed by resolution of the BOCC, the County Internal Performance Auditor shall conduct performance audits and budget reviews of all aspects of this Charter government and its offices and officials with written reports submitted to both the BOCC and the County Administrator.

The FY 05 adopted budget was funded at the continuation level with an increase of \$88,119 to provide sufficient funding for three performance audits. This increase represented a non-recurring increase to the funding level for performance audits. All appropriations for performance audits (\$223,119 in FY 05), historically funded in the Non-Departmental Allotments section of the budget, was moved to the County Internal Performance Auditor's operating budget.

The FY 06 adopted budget has an increase of two authorized positions, one Senior Auditor and one staff position, consistent with the request of the County's Internal Performance Auditor. The funding for these two positions was taken from the operating budget for outsourced performance audits and resulted in achieving a continuation level of funding as directed by the Board of County Commissioners.

The FY 07 planned budget is funded at the continuation level.

COUNTY ATTORNEY

MISSION:

Provide our clients with a network of innovative legal solutions, excellent legal representation, and quality customer service in a cost effective and timely manner by emphasizing the practice of preventative law and alternative dispute resolution techniques.

KEY OBJECTIVES:

1. Provide high quality low-cost legal representation to all clients with a positive client service rating of 80% or better.
2. Prosecute and defend legal actions by and against the County, limiting outside counsel fees to under \$185 per hour.
3. Initiate and defend eminent domain litigation on behalf of the BOCC, limiting outside counsel. Use to less than 10% of all cases.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Provide General Counsel	1				
<i>Workload/Demand</i>					
# of BOCC mtgs., Councils, public hearings, town meetings, Boards, and other public meetings		1,877	1,900^	1,900	1,900
# of BOCC agenda items		2,111	2,600^	2,600	2,600
# of new legal issues per year		2,547	2,412	2,500	2,500
# of resolutions and ordinances prepared/reviewed		787	800^	800	800
# of contracts and agreements prepared/reviewed		2,269	2,500^	2,500	2,500
# of BOCC inquiries/legal opinions rendered		919	920^	920	920
# of legislative bills reviewed		n/a	2,491	2,500	2,500
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$91/\$173	\$90/\$174	\$100/\$180	\$100/\$185
outside attorney's fees (in dollars)		\$31,204	\$4,405	\$10,000	\$10,000
<i>Effectiveness</i>					
# of attorney's with local government bar certification		14	11	12	13
% customer satisfaction (per survey)		n/a	95.0%	95.0%	95.0%
Prosecution and Defense of Lawsuits	2				
<i>Workload/Demand</i>					
# of cases filed against Hillsborough County		119	128	130	130
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$91/\$173	\$95/\$174	\$100/\$180	\$100/\$185
<i>Effectiveness</i>					
% of cases handled in-house		100%	100%	100%	100%
% of cases resolved by pre-trial negotiation and settlement		76.0%	80.0%	80.0%	80.0%
Eminent Domain	3				
<i>Workload/Demand</i>					
# active eminent domain parcels		43	188	190	190
# of eminent domain parcels in litigation		126	136	140	140
<i>Efficiency</i>					
% of successful Orders of Taking		100%	100%	100%	100%
<i>Effectiveness</i>					
outside attorney's fees (in dollars)		\$0	\$0	\$0	\$0
# of new cases assigned to outside counsel		0	0	0	0

COUNTY ATTORNEY

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$7,367,550	\$8,292,244	\$8,432,179	\$9,061,451
Operating Expenditure/Expense	503,022	597,171	570,566	557,132
Capital Equipment	2,039	0	0	0
Total	\$7,872,611	\$8,889,415	\$9,002,745	\$9,618,583

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$7,500,687	\$8,397,094	\$9,002,745	\$9,618,583
Countywide Special Purpose Revenue Fund	158,834	240,970	0	0
County Transportation Trust Fund	213,090	251,351	0	0
Total	\$7,872,611	\$8,889,415	\$9,002,745	\$9,618,583

Funded Positions	86	86	94	94
Funded FTE Positions	86.00	86.00	87.15	87.15

The FY 04 adopted budget was funded at the continuation level. It realigned charge-back funding for five positions from working on eminent domain issues for stormwater to eminent domain for the transportation program.

The FY 05 adopted budget was funded at the continuation level.

The FY 06 adopted and FY 07 planned budgets realign all funding for this office to the Countywide General Fund and anticipates using the Indirect Cost Allocation Plan to recover all attorney billings for work done for enterprise funds, capital projects, and any other funding sources. Some positions were realigned between clerical and administrative to provide for more efficient support in the Land Use section. The budget also reflects efficiency reductions of \$139,889 in the use of temporary salaries and \$40,000 in operating expenses with a minor increase for books and subscriptions. Additional funding was included to provide for senior retirement benefits to the newly created management positions that resulted from the reorganization of the County Attorney's office. This reorganization was done by law type to improve client effectiveness and allow for more efficient and effective operation of the office.

ADMINISTRATIVE SERVICES SECTION

MISSION:

Provide professional administrative support to the Office of the County Administrator, Community Liaisons, and Board of County Commissioners; provide effective oversight of the BOCC agenda process and administrative referral process.

KEY OBJECTIVES:

1. Provide quality professional administrative and clerical support to the Office of the County Administrator through the processing of administrative referrals, administrative assignments, and issuance of administrative directives with 90% customer satisfaction.
2. Administer the Board of County Commissioners' meeting process, including the meeting schedule; preparation of hard copy and electronic/web version of agenda materials for regular meetings, workshops, and special meetings; preparation of follow-up action documents and administrative assignments resulting from various meetings with a 95% completion rate as established in the Administrative Directives.
3. Provide quality professional support to the County Administrator and the BOCC through effective report preparation and handling of special projects with 99% completion rate by due dates.
4. Provide updated Administrative Directives by expiration dates.
5. Achieve internal and external customer satisfaction surveys with 90% good or excellent ratings from users of services on agendas, administrative referrals and administrative assignments.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Administrative Support to BOCC					
<i>Workload/Demand</i>					
# of administrative referrals and administrative assignments	1,3	3,154/329	6,623/356	n/a	n/a
# of Administrative Directives updated prior to expiration date or as needed	4	15	15	n/a	n/a
# of automobile allowances processed	3	50	50	n/a	n/a
# of training sessions on ACTS	3	25	25	n/a	n/a
# of delegated authority items	3	93	96	n/a	n/a
# of agendas/agenda items	2	24/2,111	24/2,438	n/a	n/a
# of BOCC workshops and public hearings	2	77	48	n/a	n/a
# of customer satisfaction surveys processed	5	n/a	6,623	n/a	n/a
<i>Efficiency</i>					
cost per administrative referral	1	\$12.10	\$6.15	n/a	n/a
% of administrative assignments assigned within 1 day	1	96.0%	98.0%	n/a	n/a
% of recaps prepared within 2 days	3	90.0%	90.0%	n/a	n/a
cost per regular meeting agenda preparation		\$2,117	\$4,990	n/a	n/a
% of administrative referrals correctly assigned	1	94.0%	95.0%	n/a	n/a
<i>Effectiveness</i>					
% of agendas distributed by 8:00 a.m. Friday before Wednesday meeting	2	99.0%	99.0%	n/a	n/a
% of agenda materials presented error-free	2	98.0%	99.0%	n/a	n/a
% of internal customer satisfaction surveys received with good or excellent ratings from users of services or agendas and administrative assignments	5	n/a	90.0%	n/a	n/a
% of external customer satisfaction surveys received with good or excellent ratings on Administrative Referral Response	5	n/a	90.0%	n/a	n/a
% of administrative directives, administrative orders, and BOCC policies kept current and posted in a timely fashion	4	97.0%	99.0%	n/a	n/a

ADMINISTRATIVE SERVICES SECTION

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$403,283	\$403,559	\$0	\$0
Operating Expenditure/Expense	193,619	38,839	0	0
Capital Equipment	33,612	0	0	0
Total	\$630,514	\$442,398	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$630,514	\$442,398	\$0	\$0
Total	\$630,514	\$442,398	\$0	\$0

Funded Positions	7	7	0.00	0.00
Funded FTE Positions	7.00	7.00	0.00	0.00

The FY 04 adopted budget included \$132,000 in funding above the continuation level for the development of an Agenda Workflow application.

FY 05 adopted budget included additional funding for a binding machine and a multimedia projector to enhance the quality of agenda materials and presentations. Funding in the amount of \$5,000 per year was included for software updates to the agenda workflow system.

As a result of reorganization, the Administrative Services Section was combined with the County Administrator's Office during FY 05.

AGING SERVICES DEPARTMENT

MISSION:

Provide essential social and health services to the elderly; promote social, physical, and emotional well-being to encourage maximum independence and improve the quality of life for seniors and their caregivers.

KEY OBJECTIVES:

1. Target services, funding, priorities, and efforts to areas within the community-based long-term care structure with the greatest impact to allow seniors to "age in place"--remain in their homes and prevent nursing home placement; enhance the services, activities, events, information and outreach to active/healthy adults in the community.
 - A. In-Home Care--Continue serving frail, functionally impaired elderly that are at the greatest risk of nursing home placement as documented by a comparison of the entire population of seniors in Hillsborough County vs. clients served by the Aging Services Department.
 - B. Senior Centers--Increase Senior Center visits/day care hours at an amount consistent with the 5% growth rate in the senior population. Coordinate and plan the construction of two new senior centers. Maintain 7 senior centers and 27 congregate and satellite dining sites assuring compliance with fire, health and licensing guidelines, and ADA requirements, while focusing on the clients' health and safety resulting in licensing of 100% of our facilities.
 - C. Nutrition--Provide breakfast and noon meals to senior citizens to meet at least two-thirds the daily nutritional requirements for clients aged 60 and over resulting in an improved nutritional status for new nutrition recipients with 95% client satisfaction.
 - D. Case Management--Provide case management services to link clients with community resources meeting their needs. Additionally, successfully link 100% of clients referred from the State of Florida Department of Children and Families Adult Protective Services to services within 72 hours of referral.
2. Transition to a high performance organization from a complaint driven, compliance oriented environment to a continuous quality improvement environment achieving 95% client satisfaction with services.
3. By December 2005, establish baselines and benchmarks for measuring the quality of life for senior citizens, and then improve the quality of life by 15% by FY 07 (Strategic Plan Goal 5, Objective Q).
4. Come up with a better way of providing transportation for the elderly (Strategic Plan Goal 5, Board Initiated Strategy 6).
5. Expand senior services by running programs more efficiently (Strategic Plan Goal 5, Board Initiated Strategy 7).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Overall	---				
<i>Workload/Demand</i>					
clients served		8,341	8,737	8,350	8,350
# of seniors (60+)in Hillsborough County		178,350	181,917	185,555	189,266
transportation trips to senior centers and congregate dining sites		91,302	84,907	90,000	90,000
In-Home Care	1A				
<i>Workload/Demand</i>					
clients served		1,271	1,379	1,375	1,375
hours of homemaker, personal care, and respite services		213,351	200,381	230,000	230,000
<i>Efficiency</i>					
difference in cost between home and community-based care and nursing home care		\$48,500	\$52,700	\$57,200	\$62,000
<i>Effectiveness</i>					
Hillsborough County senior citizens vs. clients served by the Aging Services Department:					
living alone		21%/47%	21%/45%	21%/45%	21%/45%
frail		17%/67%	17%/75%	17%/75%	17%/75%
at or poverty level		9%/50%	10%/50%	10%/50%	10%/50%
85+ years old		9%/27%	10%/30%	10%/30%	10%/30%

Continued in "Supplemental Information"

AGING SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$8,851,916	\$10,381,647	\$10,411,406	\$11,496,504
Operating Expenditure/Expense	5,820,870	5,969,056	7,128,427	7,097,139
Capital Equipment	4,362	4,500	70,000	50,000
Grants & Aids	2,432,592	2,117,908	1,499,077	1,430,014
Other Uses	27,236	18,204	18,204	18,204
Total	\$17,136,976	\$18,491,315	\$19,127,114	\$20,091,861

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$9,550,189	\$10,681,365	\$11,732,158	\$12,657,192
Intergovernmental Grants	7,586,787	7,809,950	7,394,956	7,434,669
Total	\$17,136,976	\$18,491,315	\$19,127,114	\$20,091,861

Funded Positions	230	315	305	320
Funded FTE Positions	207.63	230.53	220.71	235.71

The FY 04 adopted budget included increased funding for a vendor rate increase for in-home services that grants could not support. The increase in funding enabled services to continue at the current level. Funding was also included for the cost of serving seniors who were returned for services by DCF, Adult Protective Services Unit. The County was mandated to provide services to these clients through this referral process because of its designation as the Lead Agency for the CCE program. The FY 04 budget also included funding to cover the cost of serving the high priority clients on the department's waiting list, which was approximately 200 clients. In FY 04, three Social Worker positions were added to handle the clients from the high-priority waiting list. The FY 04 adopted budget included funding to establish a pilot program to stabilize revenues in the department in order to handle federal and state grant revenue shortfalls and maintain current service levels. In the FY 04 budget, a grant position's hours were increased by .40 FTE due to realignment in the budget. Departmental cost associated with HIPAA compliance in FY 04 was absorbed within the current Information and Technology Services project.

The FY 05 adopted budget included BOCC approval of funds from a \$550,000 reserve originally set aside for Aging Services Grant Stabilization. These funds served an additional 110 high-priority clients in FY 05. In FY 05, Food Delivery Aides, historically classified as temporary employees, were converted to a permanent part-time status resulting in an increase of 85 funded positions. This conversion did not increase the Department's budget.

The FY 06 adopted and FY 07 planned budgets include continued appropriation of funding for the revenue stabilization fund first approved in FY 05. This funding will provide homemaker services, respite care services, personal care services and emergency alert response services. The FY 06 adopted budget also includes funding for nutrition services equipment that will allow the department to meet state's current temperature requirements. The FY 06 and FY 07 budgets provide funding for state certification of Social Workers as Geriatric Care Managers. There is also funding provided for two generators in the FY 06 adopted budget and two more in the FY 07 planned budget for the Plant City, Lutz, Brandon and Westshore Senior Centers. As part of the plan to meet the County's strategic goals, the Department will receive funding in the FY 06 adopted budget for a comprehensive master plan that will allow the Department to assess, identify and analyze the current and future needs, resources, and long-term funding plan and trends in elder services. Also as part of the strategic plan, the Department will receive funding in the FY 06 adopted and FY 07 planned budgets to implement two initiatives to increase transportation services to the elderly to attend congregate dining sites and senior centers. A Healthcare Services Review Nurse will screen clients to determine if they are able to ride HARTline buses instead of sunshine line vans to access Aging Services sites. This will create additional space on current Sunshine Line routes. Additionally, services will be increased to Aging Services clients in rural areas of the County. As a result of a 3% efficiency proposal, the Working Seniors Services program will not be funded and two positions have been deleted in the FY 06 and FY 07 budgets. The Department will transition this program to other community organizations providing these services. As a result of a Flat Funding for Federal and State programs, grant revenues are not keeping pace with inflationary pressures, and ten grant-funded positions have been eliminated from the FY 06 and FY 07 budgets.

The FY 07 planned budget includes funding for 15 positions and related operating costs for the new Westgate Senior Center scheduled to open in April 2007.

ANIMAL SERVICES DEPARTMENT

MISSION:

Enforce County and Florida state laws regulating and protecting small companion animals; provide an animal adoption and fostering program; rescue and shelter stray, sick and/or injured animals; provide veterinary care to sheltered animals; provide humane euthanasia; administer a spay and neuter voucher program for low income citizens; issue rabies registration tags; investigate animal cruelty; inspect and issue permits to specific animal enterprises; quarantine animals that have bitten a human; promote responsible pet ownership through education; maintain preparedness for a full range of potential emergencies to establish a viable capability to perform essential functions during any emergency or other situation that disrupts normal operations; provide temporary pet boarding assistance to victims of domestic violence; pick up and dispose small dead animals on County rights-of-way.

KEY OBJECTIVES:

1. Respond to request for enforcement of the Animal Ordinance and related Florida state laws. Provide response within 1.5 hours on reports of animal bites; 1.3 hours on law enforcement requests; 1.5 hours on sick and/or injured animals; and provide response to reports of animal cruelty and neglect within 2 hours.
2. Ensure that the public's safety is adequately protected by maintaining a ratio of one Animal Control Officer per 30,000 residents annually (1:15--18,000 recommended by the Florida Animal Control Association).
3. Ensure that all animals impounded are provided with a humane and appropriate level of care including a clean environment, fresh water, adequate nutrition and appropriate medical care by maintaining a ratio of one Animal Care Assistant per 1,000 impounded animals annually (as recommended by the Florida Animal Control Association).
4. Increase rabies tag and licensing registration of pet dogs, cats, and ferrets by 2% each year during FY 06 and FY 07.
5. Promote responsible animal ownership through multifaceted education programs.
6. Manage an effective adoption program through the pre-adoption sterilization of 95% of all dog and cat adoption animals.
7. Increase amount of sterile pet dogs and cats by .5% per year during FY 06 and FY 07 to reduce pet overpopulation.
8. Provide planning for Emergency Support Function #17: Animal Protection, disaster recovery (per F.S. 252).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Enforcement/Protection	1,2				
<i>Workload/Demand</i>					
# of enforcement responses completed by officers (total enforcement responses*--mail-outs)		32,688	34,467	33,600	33,600
# of enforcement responses completed by mail (hand count of completed mail-outs)		2,745	3,083	2,800	2,800
total enforcement responses*		35,433	37,550	36,400	36,400
<i>Efficiency</i>					
# of responses answered per enforcement officer (enforcement responses completed by officers/26 officers)		1,257	1,333	1,292	1,292
<i>Effectiveness</i>					
# of animal bite calls*		912	651	946	962
avg. response time (from call to arrival) for animal bites*		2.08 hrs	2.74 hrs	2.8 hrs	2.9 hrs
# of sick and/or injured animal calls*		3,759	3,535	3,799	3,800
avg. response time (from call to arrival) for sick and/or injured animals*		1.88 hrs	1.62 hrs	1.95 hrs	1.98 hrs
# of vicious animals (imminent danger) and emergency law enforcement response calls*		1,804	1,591	1,771	1,814
avg. response time (from call to arrival) for vicious animals (imminent danger) and emergency law enforcement response*		2.44 hrs	2.45 hrs	2.53 hrs	2.57 hrs
# of cruelty and/or neglect calls*		2,199	2,774	2,581	2,621

(FACA Standards 1:15 - 18,000)

*Chameleon Report

Continued in "Supplemental Information"

ANIMAL SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$4,972,470	\$5,452,587	\$5,663,142	\$6,131,898
Operating Expenditure/Expense	1,604,991	1,802,113	2,053,406	2,196,489
Capital Equipment	113,189	35,000	117,647	31,725
Total	\$6,690,650	\$7,289,700	\$7,834,195	\$8,360,112

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$6,517,054	\$7,084,935	\$7,440,183	\$7,973,216
Countywide Special Purpose Revenue Fund	157,798	204,765	394,012	386,896
Intergovernmental Grants	15,798	0	0	0
Total	\$6,690,650	\$7,289,700	\$7,834,195	\$8,360,112

Funded Positions	103	106	113	118
Funded FTE Positions	103.00	106.00	108.00	113.00

The FY 04 adopted budget included additional funding to cover the cost of the relocation of some administrative staff to another building, which will alleviate overcrowding and allow the relocation site to be utilized as a satellite office for tag sales and customer service functions. The funding also covers the cost of a telephone system for the additional site. As a result of an approved change to ordinance number 00-26, which adds Dog Bite Prevention, funding has been included in the FY 04 adopted budget to cover the cost of three investigators, operating expenses, and associated vehicles to carry out and enforce the ordinance change. Also included was funding to continue an Adoption Foster Program which previously was implemented as a pilot program in August 2002 to save hundreds of puppies and kittens that could eventually be placed in permanent homes. The foster adoption program added two positions, an Animal Care Supervisor and a Veterinary Technician.

The FY 05 adopted budget included funding for a Rabies Tag Compliance delinquent notice program to improve public safety and protection to citizens. The program provided 35,000 notices to advise pet owners who had not vaccinated or registered their dog, cat, or ferret within the County, as required by Animal Ordinance 00-26. In addition, funding was included in the FY 05 adopted budget to increase the efficiency of the Animal Control Officers by providing funding for two Animal Care Assistants and an all-terrain vehicle for transporting animals between the field officers and the animal shelter. The FY 05 adopted budget also included funding for the filing of citations due to changes resulting from the implementation of Article V. Revenues for penalties from animal control ordinance violations were also transferred to the Clerk of the Circuit Court as a result of the implementation of Article V.

The FY 06 adopted and FY 07 planned budgets include funding to implement a new internet tag purchase program. The FY 06 adopted budget includes funding for the purchase and associated operating costs of a commercial washing machine. Funding for the equipment is to come from the Department's donation funds. The budgets also include funding for an additional position and operating expenditures for the Spay/Neuter Program. The FY 06 adopted and FY 07 planned budgets also provide funding for operating and personnel costs in support of a school public service announcement education project supporting spaying and neutering of pets.

The FY 07 planned budget includes funding for operating and capital costs associated with the new animal shelter expansion project scheduled to open in April 2007. Five new positions will be added to staff the expansion project.

As a result of a revision to the Civil Service Rule regarding temporary employees, the FY 06 adopted and the FY 07 planned budgets include 6 temporary positions not reflected in the FY 04 or FY 05 position and FTE counts.

CHILDREN'S SERVICES DEPARTMENT

MISSION:

Provide high quality, cost-effective services to the citizens of Hillsborough County including an early childhood program for low-income families and residential and non-residential services designed to meet the needs of and provide care, treatment, and training to at-risk and special needs children and their families. Assure quality childcare in Hillsborough County through licensing, monitoring and regulating of childcare homes and centers.

KEY OBJECTIVES:

1. Admit an estimated 700 children for Emergency Shelter residential care annually for an estimated average daily population of up to 40 abused, neglected, and abandoned children on a 24-hour, seven-days per week basis for FY 06.
2. Provide residential treatment services for up to 24 severely emotionally disturbed (SED) children on a 24-hour, five-days per week basis for FY 06 with 80% of the children discharged demonstrating improved behavior.
3. Provide individual, group, and family outpatient counseling services for up to 125 severely emotionally disturbed (SED) youth enrolled in the Dorothy Thomas Exceptional Center during FY 06 with 75% demonstrating improved behavior.
4. Provide outpatient intake screening and counseling services for up to 3,000 Children-in-Need-of-Services (CINS) and Families-in-Need-of-Services (FINS) by September 30, 2006.
5. Provide an estimated 7,000 days of short-term residential service annually for an estimated average daily population of up to 24 youth on a 24-hour, seven-days per week basis for FY 06.
6. Provide parenting education classes for up to 500 Hillsborough County residents by September 30, 2006.
7. Comply with the Federal Revised Head Start/Early Head Start Performance Standards as measured by the "Prism" instrument by August 1, 2006.
8. Complete at least 5,000 inspections annually of childcare facilities.
9. Provide up to 16 hours of respite services monthly for up to 200 families of developmentally delayed/disabled children.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Emergency Shelter Care Program	1				
avg. daily population		40	39.5	40	40
<i>Efficiency</i>					
avg. cost per client per day-Emergency Shelter Care Program		\$213	\$231.76	\$240	\$248
<i>Effectiveness</i>					
% of clients responding with positive comments		97.0%	95.4%	97.0%	97.0%
Severely Emotionally Disturbed Treatment Program (SED)	2,3				
<i>Workload/Demand</i>					
avg. daily population-residential		23	23	23	23
annual population up to 125		110	167	125	125
<i>Efficiency</i>					
avg. cost per client per day (SED residential/day care program)		\$275/\$16	\$271.15/\$9.82	\$287.16/\$14.31	\$285.94/\$14.31
<i>Effectiveness</i>					
% of children discharged with improved behavior (residential)		90.0%	100%	90.0%	90.0%
% of children discharged with improved behavior (day care)		90.0%	94.2%	85.0%	85.0%
Child and Family Counseling Program	4,5				
<i>Workload/Demand</i>					
# of intake screenings, non-residential counseling sessions, and residential intakes per year		1,602	2,232	2,200	2,200
<i>Efficiency</i>					
avg. cost per family per year		\$1,981	\$1,400	\$1,421	\$1,421
<i>Effectiveness</i>					
% of children at home after 6 months		85.0%	89.7%	86.0%	86.0%

Continued in "Supplemental Information"

CHILDREN'S SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$21,065,998	\$23,583,743	\$23,943,314	\$25,634,045
Operating Expenditure/Expense	15,232,875	16,409,450	17,282,626	16,960,527
Capital Equipment	191,781	15,363	194,178	163,186
Capital Projects	4,181	0	0	0
Grants & Aids	171,038	210,000	50,000	50,000
Other Uses	39,327	39,327	20,000	20,000
Total	\$36,705,200	\$40,257,883	\$41,490,118	\$42,827,758

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$11,015,308	\$12,736,565	\$13,051,771	\$13,509,288
Intergovernmental Grants	25,689,892	27,521,318	28,438,347	29,318,470
Total	\$36,705,200	\$40,257,883	\$41,490,118	\$42,827,758

Funded Positions	427	427	441	442
Funded FTE Positions	425.38	425.85	430.48	431.48

The FY 04 adopted budget included funding to upgrade the telecommunications bandwidth required to enable the department to fully utilize the available computer technology. The FY 04 budget funded one additional Child Care Licensing Inspector position and the purchase of 15 vehicles and associated operating cost for use by the Child Care Licensing inspectors while conducting their inspections of child care programs throughout the County. The FY 04 budget had funding in the amount of \$500,000 for the implementation of a new Respite Care Program for Families of Developmentally Disabled Children. During FY 04 a realignment of the program budget included one Senior Social Worker position added to manage and administer the program with other current staff positions. The FY 04 budget included the transfer of one Senior Budget Analyst position from the Health and Social Services Department to the Children's Services Department (occurred during FY 03); the increase of six (5.50 FTE's) positions funded by the Transitional Living grant, which will open two shelter group homes for homeless teenage girls, providing supervision, recreational planning, child guidance, and other related services; the reduction of hours in two grant-funded positions to a total of .62 FTE; and the phased deletion of 50 HS positions due to lower than anticipated Federal Head Start grant funding, and eliminated vacant administrative positions and non-center based positions, and vacant new center positions that were frozen during FY 03.

The FY 05 adopted budget included funding for one additional Child Care Licensing Inspector, one additional vehicle, and funding for ongoing vehicle operating cost. An additional \$750,000 was included for the continuation of the Respite Care Program, and \$120,000 County funding for contractual services for a Head Start site to cover an anticipated shortfall due to a lower Federal COLA increase than previously indicated. The FY 05 adopted budget also included the continuation of three (2.35 FTE's) grant positions due to the continuation of the Youth Development and Skills grant, an increase in grant funding for the Child Care Licensing grant and the reduction of 1 (.50 FTE) position in the Transitional Living grant due to funding shortfall.

The FY 06 adopted and FY 07 planned budgets reflect a net increase of 14 positions (4.63 FTE's) and consist of four positions (3.75 FTE's) deleted due to grant funding reductions, five maintenance/custodial positions deleted and services to be provided by outside contracts as a cost savings efficiency, two positions added (Child Care Licensing Inspector and Treatment Counselor) to meet service demands in the Child Care Licensing and Transitional Living programs, and 21 positions (11.38 FTE) converted from temporary staff to substitute positions in order to provide continuity and efficiency when filling in for permanent staff in the various Children's Services centers. The budget also includes county funding in the approximate amount of \$1.3 million in FY 06 and \$1.9 million in FY 07 to cover an anticipated shortfall in the Head Start and Early Head Start programs' budgets due to a reduction in federal funds for the Cost of Living/Quality Improvement increases estimated at only 1%. In FY 06, funding is provided in the major maintenance and repair program for the renovation of Building 50 (Chapel) on the main campus, which will provide a multi-purpose and training facility to meet the needs of the Department, along with several other building improvements which include cafeteria renovation and a new air conditioning system, new roof and air conditioning system for the Shelter Dorm, and renovation of the older concrete building (prior agricultural center) into an arts and crafts center. Also, funding was approved for a capital project for enhancements to Children's Services campus to include a new cafeteria, additional 24-bed dorm, and other improvements. The budget also includes funding in the amount of \$300,000 for a one-time program to support the placement of foster children in permanent homes.

The FY 07 planned budget includes one additional Child Care Licensing Inspector position to meet anticipated service demand.

COMMUNICATIONS DEPARTMENT

MISSION:

Enhance public satisfaction of County government through a central public information program that reports on County services and improvements, assists citizens in obtaining services and resolving problems, handles media relations, operates the 24-hour Hillsborough TV station, and provides printing services, citizen boards support, and community relations for construction projects.

KEY OBJECTIVES:

1. Public Information: Provide timely, accurate and complete information of public interest to both employees and citizens, while ensuring 100% compliance with the Florida Sunshine Law. Goal: 100% compliance with the Sunshine Law with news releases completed on time.
2. Hillsborough Television: Maintain the County's cable TV station and produce and televise government meetings and other programs about County government and its services. Goal: Produce 515 programs per year.
3. Community Relations: Provide 24-hour assistance to citizens concerning County projects, citizen advocacy, information, resolution, and sign posting for rezoning. Goal: Respond to citizens within 24 hours.
4. Citizen Boards Support: Support Code Enforcement Board, Code Enforcement Special Master, Sign Appeals Board, Natural Resources & Landscaping Appeals Board, Land Use Appeals Board, Nuisance Abatement Board as mandated by County ordinance. Goal: Process all new cases within 30 days of submittal.
5. Printing Services: Provide consistent and cost-effective printing services through a countywide copier management system and copying services. Goal: Maintain a per impression cost at or below industry standards.
6. Promote the County's tax breaks for seniors on taxes and fees for garbage (Strategic Plan Goal 2, BOCC Initiated Strategy 1).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Public Information	1				
<i>Workload/Demand</i>					
# of informative materials (news releases, booklets, pamphlets, newsletters, advertising)		2,413	2,500^	2,550	2,600
<i>Efficiency</i>					
cost per copy of directory services		\$.44	\$.45^	\$.46	\$.47
<i>Effectiveness</i>					
% of news releases completed on time		99.0%	99.0%^	99.0%	99.0%
Hillsborough Television	2				
<i>Workload/Demand</i>					
# of new meetings/programs produced		482	508^	515	515
<i>Efficiency</i>					
% of programming completed within annual budget		n/a	80.0%^	85.0%	90.0%
<i>Effectiveness</i>					
% programs nationally recognized by peers for quality and effectiveness (% based on number of programs submitted)		45.0%	45.0%^	45.0%	45.0%
Community Relations	3				
<i>Workload/Demand</i>					
# of public meetings, hearings, events		475	525^	550	575
<i>Efficiency</i>					
cost for installing/removing rezoning signs		\$87	\$87^	\$87	\$87
<i>Effectiveness</i>					
% of citizen conflicts resolved within 24 hours		99.0%	99.0%^	99.0%	99.0%
Citizen Boards Support	4				
<i>Workload/Demand</i>					
# of new code enforcement cases		536	550^	575	600
<i>Efficiency</i>					
# of code cases appealed		1	1^	1	1
<i>Effectiveness</i>					
% of code enforcement processed within 30 days		100%	100%^	100%	100%

Continued in "Supplemental Information"

COMMUNICATIONS DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$2,893,499	\$3,367,541	\$2,875,139	\$2,957,819
Operating Expenditure/Expense	1,006,280	1,257,721	950,342	951,114
Capital Equipment	408,369	150,369	537,717	428,879
Total	\$4,308,148	\$4,775,631	\$4,363,198	\$4,337,812

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$1,413,020	\$1,730,575	\$3,545,396	\$3,578,915
Unincorporated Area General Fund	2,673,698	2,794,018	558,397	483,386
Countywide Special Purpose Revenue Fund	3,335	0	0	0
County Transportation Trust Fund	218,095	251,038	259,405	275,511
Total	\$4,308,148	\$4,775,631	\$4,363,198	\$4,337,812

Funded Positions	50	52	50	49
Funded FTE Positions	49.00	51.00	45.45	44.45

The FY 04 adopted budget included an increase in funding to reestablish a yearly Community Investment Tax report for citizens. Funding was also included to develop and implement a specific public information program on county services and the addition of one position in the Citizen Action Center for extended hours of operation. One position was added to expand PCTV indexing to include coverage for all HTV22 meeting broadcasts.

The FY 05 adopted budget included one Information Specialist position to staff the new South County Regional Service Center scheduled to open in 2005. The position provides consistent and accurate information for citizens needing assistance in the many services provided by Hillsborough County government. One Secretary position was added to Citizens Board Support with additional operating funds to help administer the new Burglar Alarm Ordinance adopted in FY 04 and effective October 1, 2004. Additional funding was also included for expanded rezoning public notifications.

The FY 06 adopted budget switched funding for the Citizens Action Center and 17 positions to the County Administrator's Department as a result of reorganization during FY 05 and added ten full-time positions and five temporary positions to the Communications Department. As an efficiency savings, funding for temporary positions and contract services in the amount of \$224,000 was replaced by five full-time employees (one Producer/Director, two Videographers, and two Production Assistants) in HTV22. This resulted in a net savings to the County of \$12,388. HTV22 also added one year of funding for a Cable Franchise Administrator position to help facilitate negotiation and development of county franchise agreements with businesses using public rights-of-way to offer cable services. HTV22 reduced its operating budget by \$33,990 as a result of efficiencies in its operations. In FY 06, the HTV22 operating budget was switched from the Unincorporated Area General Fund to the Countywide General Fund. As a strategic plan initiative, the operating budget for the Communications Department includes \$36,000 for a cable television public awareness campaign to increase citizen awareness of County services and programs. As a result of the County Administrator's reorganization during FY 05, the Citizens Action Center and 17 positions were moved underneath the County Administrator's Department. Finally, one part-time Spanish translator position was added to the Public Information section to ensure the County provides an accurate and consistent flow of information between county government and residents who use Spanish as their primary language.

The FY 07 planned budget is funded at the continuation level.

COMMUNITY LIAISON SECTION

MISSION:

Serve as liaisons between the County Administrator and the African-American, Hispanic, Asian-American, and disabled communities; serve as advocate for these communities and coordinate efforts to identify, address, and resolve problems. The Asian-American Liaison assists in practical matters concerning visits from foreign officials and dignitaries. The Americans with Disabilities Act Liaison coordinates issues affecting County residents with disabilities. The Criminal Justice Specialist represents the County on public safety, criminal justice, and substance issues by collaborating with all segments of the community to coordinate, support, or enhance related activities and obtain grants.

KEY OBJECTIVES:

1. Community Liaisons increase advocacy and outreach activities between the African-American, Hispanic, Asian-American, and Criminal Justice communities by 3% each year and respond to queries within 24 hours. Asian-American Liaison assists in matters concerning visits from foreign officials and dignitaries, coordinates and networks with County agencies, inter-counties, state and international groups.
2. Americans with Disabilities Act Liaison increases awareness about the 1990 ADA, ensures County Title II compliance with ADA, including development, review, and update of ADA Transition Plan; increasing advocacy and outreach by 3% each year, and respond to queries within 24 hours.
3. Criminal Justice Liaison represents the County for public safety, adult and juvenile criminal justice, mental health, and substance abuse issues to ensure County interests are represented and communicated clearly; secures 75% of the grants applied for; manages and monitors those grants; manages trust and general funds; is active with Public Safety Coordinating Council, Anti-Drug Alliance, Baker Act and other related groups to reduce violent crime and property crime. The crime ranking for Hillsborough County will be the lowest of any large urban county in Florida by FY 15 (Strategic Plan Goal 5, BOCC Objectives D, E, & F).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
African-American Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		450	462^	475	475
# of Heritage events		1	1^	1	1
# of workshops/seminars/presentations planned and conducted		2	2^	6	7
# of media outreach/contacts		10	10^	8	8
# of HTV shows planned and conducted		12	4^	4	4
# of public information pamphlets/media items		500	700^	1,050	1,080
# of interdepartmental coordination efforts		12	12^	13	14
# of queries received and handled		1,000	900^	900	910
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		98.0%	98.0%^	97.0%	97.0%
% of efforts with satisfactory arbitration/resolution		98.0%	95.0%^	90.0%	90.0%
Americans with Disabilities Act Liaison	2				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		150	150^	200	200
# of workshops/seminars/presentations planned and conducted		6	6^	6	6
# of public information pamphlets, newsletters, fact sheets		2,000	2,000^	2,500	2,500
# of media outreach/contacts		5	5^	5	5
# of HTV shows planned and conducted		6	4^	4	4
# of site visits		20	15^	15	15
# of disability awareness activities		1	1^	1	1
# interdepartmental coordination, technical assistance requests		24	24^	24	24
# of queries received and handled	2	400	412^	430	450
<i>Efficiency</i>					
cost of print material to number distributed		n/a	n/a^	n/a	n/a
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	95.0%^	95.0%	95.0%
% satisfactory arbitration/resolution		85.0%	90.0%^	90.0%	90.0%

Continued in "Supplemental Information"

COMMUNITY LIAISON SECTION

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$723,084	\$820,440	\$962,959	\$1,028,915
Operating Expenditure/Expense	76,255	175,401	98,842	99,153
Grants & Aids	1,754,824	1,108,296	1,361,062	1,361,011
Other Uses	304,559	236,137	0	0
Total	\$2,858,722	\$2,340,274	\$2,422,863	\$2,489,079

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$632,188	\$696,770	\$759,539	\$810,168
Unincorporated Area General Fund	0	0	65,064	70,032
Countywide Special Purpose Revenue Fund	170,720	213,991	218,900	222,939
Intergovernmental Grants	2,055,814	1,429,513	1,379,360	1,385,940
Total	\$2,858,722	\$2,340,274	\$2,422,863	\$2,489,079

Funded Positions	10	10	11	11
Funded FTE Positions	9.25	9.50	10.75	10.75

The FY 04 adopted budget represented funding at the continuation level with the addition of a limited duration Substance Abuse Researcher position from October 1, 2003 through September 30, 2005 and added funding for increased professional development.

The FY 05 adopted budget was funded at the continuation level with the inclusion of additional hours for the Asian American Liaison and \$3,000 additional funding for a Hispanic Community meeting.

The FY 06 adopted budget includes funding for additional hours for the Americans with Disabilities Liaison to full-time employment as well as one staff position to assist the Hispanic Affairs Liaison. Funding for the Hispanic Affairs assistant was accomplished by relocating an existing vacant funded position and added no additional cost to the County as a result.

The FY 07 planned budget is funded at the continuation level.

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

MISSION:

Enforce consumer protection laws through investigations and mediation; conduct consumer education programs; and present cases to the Consumer Protection Board and the State Attorney for review and/or prosecution. Investigate allegations of employee conduct that is unethical, criminal or discriminatory in nature, including alleged violations of Hillsborough County's Statement of Ethics, Hillsborough County's policies prohibiting discrimination and harassment, Section 112.3187 of the Florida Statutes, and maintain and respond to calls received by the employee "hotline."

KEY OBJECTIVES:

1. Complete 5% more investigations of consumer complaints.
2. Reach 10% more citizens through consumer awareness/education training presentations utilizing seminars, media events, and conferences.
3. Advise and respond to incoming citizen complaints against businesses within an average of 2.4 hours.
4. Complete Professional Responsibility investigations within 40 days.
5. Complete 12 PRS training sessions for employees.
6. Respond to employee or citizen "Hotline" inquiries or complaints within 2 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Investigation and Prosecution of Consumer Complaints	1,2				
<i>Workload/Demand</i>					
# of investigations opened by CPA		1,265	1,282	1,346	1,413
# of investigations referred to another agency		178	45	49	52
# of criminal investigations forwarded to State Attorney for prosecution		26	15	18	18
<i>Efficiency</i>					
# of cases investigated per Investigator		167	125.1	133	139
# of citizens per Investigator		180,587	120,391	122,799	125,255
<i>Effectiveness</i>					
avg. time to make initial written response to complainant (in days)		5.4	3.4	2.4	2.4
% of criminal investig. accepted for prosecution by St. Attorney		100%	100%	100%	100%
dollars returned to citizens due to CPA investigation		\$307,573	\$727,846	\$375,000	\$375,000
dollar value of criminal investigations		\$149,725	\$455,475	\$415,000	\$415,000
% of investigations resolved through CPA mediation		76.9%	78.5%	75.0%	75.0%
Respond to Consumer Complaint Inquiries	1,3				
<i>Workload/Demand</i>					
# of citizen service requests, contacts and advisements on consumer questions		113,506	130,584	137,113	137,113
<i>Efficiency</i>					
# of service requests and/or advisements per Investigator		16,215	10,882	11,100	11,100
<i>Effectiveness</i>					
avg. time for response to consumer inquiries (in hours)		2.4	2.1	2.4	2.4
Public Education	2,3				
<i>Workload/Demand</i>					
# of public meetings and media events		115	137	150	150
# of pamphlets distributed (consumer awareness)		31,569	39,838	41,800	41,800
# of visitors to Consumer Protection Agency webpage		19,998	8,206	8,445	8,445
<i>Efficiency</i>					
avg. cost per public meeting		\$93.00	\$102.50	\$108.00	\$108.00
avg. cost per pamphlet		\$.03	\$.07	\$.07	\$.08
<i>Effectiveness</i>					
avg. # of attendees per meeting		274	132	141	141
Consumer Protection Agency program cost per capita		\$.76	\$.98	\$.95	\$.94
% citizens rating service good, excellent or outstanding		94.0%	94.3%	94.0%	94.0%
<u>Continued in "Supplemental Information"</u>					

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$601,347	\$1,135,061	\$1,306,545	\$1,397,036
Operating Expenditure/Expense	113,627	169,016	167,092	169,450
Capital Equipment	1,536	4,800	0	0
Total	\$716,510	\$1,308,877	\$1,473,637	\$1,566,486

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$716,510	\$1,308,877	\$1,473,637	\$1,566,486
Total	\$716,510	\$1,308,877	\$1,473,637	\$1,566,486

Funded Positions	12	19	20	20
Funded FTE Positions	12.00	19.00	20.00	20.00

The FY 04 adopted budget included funding for an annual service fee for a monitored security system and funding to provide an increased level of service to handle the increase in complaint investigations and target specific criminal consumer fraud operations. In addition, the increased funding will provide for an increased consumer education program. Three investigators and one administrative assistant were added to accomplish these items.

In the FY 05 adopted budget, additional funding was included to continue to investigate the increasing volume of consumer complaints, to further target specific consumer fraud operations and to expand the consumer education programs. Staff was increased by three additional investigators and one secretary to accomplish these items. In addition, there was a reorganization of the Consumer Protection Agency, as per Administrative Order #04-03, effective September 9, 2004, which renames the Agency to the Consumer Protection and Professional Responsibility Agency (CPPRA), and added additional responsibility of investigating allegations of employment discrimination and harassment as well as employee misconduct and ethics violations. This change included the transfer of three positions, one from Quality Services, and two from Human Resources to accomplish the functions of the new Professional Responsibility Section. During FY 05, one additional position was transferred from the Office of Quality Services to the Professional Responsibility Section. Overall, the department had a net increase of eight positions in the FY 05 budget.

The FY 06 adopted and FY 07 planned budgets represent funding at continuation level. The Professional Responsibility Section's adopted budget includes a reduction of \$8,400 in operating expenses from an efficiency for cost savings submitted by the Department.

COOPERATIVE EXTENSION DEPARTMENT

MISSION:

Extend research based information from the University of Florida, Institute of Food and Agricultural Sciences (IFAS) and USDA in Agriculture, Family and Consumer Sciences, Urban Horticulture, Youth Development, and Public Policy to Hillsborough County agricultural producers, families, and businesses to help recipients make decisions that contribute to improving their lives.

KEY OBJECTIVES:

1. Provide youth development and leadership educational programs through 4-H to Hillsborough County residents (ages 9-19) delivered by staff and trained volunteers, increasing contacts by 2% annually.
2. Provide research based information/education to agricultural producers and information concerning agriculture as an industry to the Hillsborough County public, assisting agricultural Farm-Gate value growth by 3% annually.
3. The Home Horticulture program provides homeowners and professional horticulture service workers information/education on Best Management Practices for composting, water conservation and environmental landscape management, with 70% of attendees reporting adopted conservation techniques.
4. Family and Consumer Sciences programs in nutrition, home environment and parent education will help County residents make decisions that improve their lives. Clients will report improved knowledge by 2% annually.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
4-H and Youth Programs	1				
<i>Workload/Demand</i>					
# of 4-H trained volunteers		1,726	1,743	1,760	1,777
<i>Efficiency</i>					
average # of contacts/topic area		17,524	17,874	18,231	18,239
<i>Effectiveness</i>					
# of educational programs		418	422	426	430
Agriculture Programs	2				
<i>Workload/Demand</i>					
# of publications distributed		6,609	6,741	6,875	7,012
<i>Efficiency</i>					
average # of contacts/topic area		7,010	7,050	7,090	7,130
<i>Effectiveness</i>					
Hillsborough County Farm-Gate Ag product \$ value		\$654 million	\$673 million	\$713 million	\$734 million
Urban Horticulture Programs	3				
<i>Workload/Demand</i>					
# Master Gardener/Compost/Horticulture volunteers coordinated		117	120	123	126
<i>Efficiency</i>					
average # of contacts/topic area		21,529	21,529	21,744	21,961
<i>Effectiveness</i>					
% of responses to client requests within one day		85.0%	87.0%	89.0%	91.0%
% of Waterwise Workshop attendees reporting adopted conservation techniques		50.0%			
Family & Consumer Sciences (F&CS) Programs	4				
<i>Workload/Demand</i>					
# of educational publications prepared and distributed		72,631	74,083	75,564	77,075
<i>Efficiency</i>					
average # of contacts/topic area		13,975	14,254	14,539	14,829
<i>Effectiveness</i>					
# of nutrition clients reporting improved nutritional changes		695	708	722	736

Note: FY 05 figures are estimates. Actuals not available until January 2006.

COOPERATIVE EXTENSION DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$1,159,192	\$1,406,276	\$1,400,540	\$1,498,534
Operating Expenditure/Expense	283,339	302,099	322,630	321,928
Capital Outlay	12,217	0	29,327	0
Total	\$1,454,748	\$1,708,375	\$1,752,497	\$1,820,462

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$1,355,315	\$1,599,102	\$1,648,797	\$1,714,495
Unincorporated Area Special Purpose Fund	43,334	50,773	49,700	49,967
Intergovernmental Grants	56,099	58,500	54,000	56,000
Total	\$1,454,748	\$1,708,375	\$1,752,497	\$1,820,462

Funded Positions	26	26	33	33
Funded FTE Positions	26.00	26.00	29.06	29.06

The FY 04 adopted budget was funded at continuation levels. Funding for equipment requested for the Extension Service Auditorium/Multi-Purpose Facility scheduled for completion in September 2006 has been included in the Capital Improvement Program budget. The equipment consists of folding tables, chairs, movie projectors, VCR's, window blinds, public address system, etc.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted budget reflects a net increase of seven positions (3.06 FTE's) which includes the elimination of one Public Policy Agent position as a result of an efficiency savings, the addition of one new General Agriculture Extension Agent to meet the demand of the agricultural residents in the county, and the conversion of temporary staff to permanent part-time positions (2.06 FTE's) to ensure continuity and efficiency in providing services. The adopted budget includes funding for utility costs for a new auditorium, as well as wireless and T-1 connectivity to allow internet access for more effective training of staff and clientele, and a multimedia graphics workstation to allow the Department to develop in-house educational DVD's and web-based programs, posters, brochures and exhibits.

COUNTY ADMINISTRATOR

MISSION:

To ensure County citizens' satisfaction with services provided by Hillsborough County and to be the best county in the nation by doing so.

KEY OBJECTIVES:

1. By June 8, 2005 develop and recommend a balanced bi-ennial budget operating, for enterprise, debt service, and capital expenses for County government for FY 06 and FY 07 that is linked to the County's Strategic Plan.
2. Maintain diversity in the workforce within a 10% variation when compared to the workforce census of Hillsborough County.
3. Improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits by 20%, and conducting employee communication councils.
4. Provide regular communication through briefings, meetings with Board members, management and supervisory personnel.
5. Provide a quality of life that is the best county for citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation in a visually pleasing and healthy community.
6. Maintain County bond ratings of at least Aa2/AA/AA.
7. Ensure that BOCC policies and Administrative Directives are current, providing updates by expiration date.
8. Achieve customer service feedback and assessments with a 90% rating of good or excellent.
9. Improve the baseline customer satisfaction survey rating 10% by FY 09 as measured by independent experts such as *Governing* magazine (Strategic Plan Goal 3, Objective B).
10. Increase community awareness through media and "State of the County" message.
11. Provide information/referral to citizens regarding community social services, health agencies, County offices, and emergency after-hours telephone/dispatch/information services for Water and Public Works Departments. Also provide coordination and scheduling of activities for the Conference Center lobby, mall areas, Courthouse Square, and coordinate BOCC awards and special duties for the BOCC and County Administrator. Goal: Respond to citizens within 24 hours.
12. Public Affairs: Develop the County's 2006 State and Federal Legislative Program for adoption by the Board. State by 10/05; Federal by 12/05.
13. Represent 54 organizations funded by Hillsborough County, reviewing all legislative bills and their iterations for fiscal and policy impact; distribute received legislation within 36 hours; collaborate with other jurisdictions for legislative resolution; prepare reports on legislation which became law.
14. Represent Hillsborough County's interests: before state and federal governments, including the U. S. Congress, the Executive branches, the Florida Legislature, and their agencies; as liaison with local governments and within the community, responding to official requests within 72 hours.
15. Direct programmatic improvements initiated by the BOCC or the County Administrator with 94% to 97% of participants rating the process to be 'effective' to 'very effective.'
16. Direct evaluations of best practices, benchmarks, and customer feedback of services to identify improvements to efficiency and effectiveness with at least four services considered for changes by the County Administration (Strategic Plan Goal 4, Objective C).
17. Manage targeted initiatives to improve efficiency and effectiveness based on best practices, benchmarks, and customer feedback with 94% to 97% of participants rating the process to be 'effective' to 'very effective.'
18. Adopt milestones for continuous improvement in citizen satisfaction with County services that ensure public safety by means of an annual survey beginning in FY 05 (Strategic Plan Goal 5, Objective A).
19. Attain a customer satisfaction rating of 90% on the County's delivery of services in a courteous and responsive manner, as measured through point-of-service feedback by FY 06 (Strategic Plan Goal 3, Objective C).
20. Become the best county in the U. S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U. S., and through assessments by independent experts such as the *Governing* magazine survey (Strategic Plan Goal 3, Objective A).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
<i>Workload/Demand</i>					
# of short- & long-term strategic plan goals & objectives	1	n/a	8/30	8/TBD	8/TBD
# of administrative referrals/administrative assignments		3,154/1,034	4,555/2,068	5,956/3,100	7,357/4,133
# of BOCC briefings on meeting agendas	4	140	140	140	140
# of regular meetings/items/workshops/public hearings		22/2,700/---/---	22/2,700/19/17	22/2,700/19/17	22/2,700/19/17
# of Newlines/Cty Connection Shows/St of the Cnty messages	10	12/8/1	12/10/1	12/10/1	12/10/1
# of budget review meetings	1	12	12	12	12
# of EPC/Tampa Bay Water/ELAPP meetings	5	13/11/10	13/7/10	13/7/10	13/7/10
# of Best County plan strategies monitored	5	n/a	21	21	21
# of scheduled meetings held with employees	3	8	8	8	8
<u>Continued in "Supplemental Information"</u>					

COUNTY ADMINISTRATOR

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$1,199,869	\$1,412,280	\$3,330,205	\$3,605,015
Operating Expenditure/Expense	94,758	86,851	383,619	385,427
Capital Equipment	3,633	0	1,048	0
Total	\$1,298,260	\$1,499,131	\$3,714,872	\$3,990,442

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$1,298,260	\$1,499,131	\$3,714,872	\$3,990,442
Total	\$1,298,260	\$1,499,131	\$3,714,872	\$3,990,442

Funded Positions	10	10	43	44
Funded FTE Positions	10.00	10.00	40.92	41.92

The FY 04 and FY 05 adopted budgets were funded at the continuation level.

The FY 06 adopted budget includes the addition of four new sections added during FY 05 as a result of an organizational restructuring. Administrative Services, Strategic Management Initiatives, Citizens Action Center, and Public Affairs are all included under the County Administrator's Department instead of standing on their own. This action increased the position count under the County Administrator's Department by thirty-four positions, twenty-nine represent continuation level funding with the inclusion of two new full-time and three temporary positions added during the budget process. One position added is a Senior Public Relations Information Specialist, who will assist with community meeting room scheduling and video conferencing. This position resolves the long-term use of a floating temporary position. The second position is an Intergovernmental Relations Manager to provide greater representation of the BOCC before the State legislature, Cabinet, congress, and state agencies. During the course of the reorganization, one Senior Manager position, one Administrative Assistant, and one intern position were eliminated. After new responsibilities were assigned to the existing Directors and Assistant County Administrators, the net savings to the County were approximately \$163,400. Finally, \$65,000 is included in the budget for strategic plan initiatives.

The FY 07 planned budget includes the addition of one Senior Public Relations Information Specialist in the Citizens Action Center to staff the Brandon Regional Service Center, process county service requests, and provide a centralized point of contact for information and referral to social and health service agencies in the Brandon area. The position is slated to begin in April 2006 and the facility is scheduled to open in June 2006.

DEBT MANAGEMENT DEPARTMENT

MISSION:

Manage the County's issuance of debt and its debt obligations in a manner that serves the public interest, complies with the policies and meets the goals of the County Commission; complies with all federal tax and securities laws; ensures that appropriate financial controls are exercised; and enhances the long-term fiscal health of the County.

KEY OBJECTIVES:

1. Debt Administration, Issuance and Refinancing -- (A) Identify, analyze and develop new financings to fund infrastructure and capital requirements approved by the BOCC at the lowest cost and highest possible credit ratings; (B) maximize interest cost savings by refinancing outstanding debt as indicated by financial and/or legal changes; and (C) administer outstanding debt to maintain general credit ratings of at least Aa2/AA/AA. [Note: Achievement of effectiveness targets for this objective is subject to economic and market conditions over which the Department has no control.].
2. Financial Advisory Services -- To ensure the consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time: (A) provide general financial advice to departments and agencies that are responsible for capital projects financed with debt issued by the County and those with capital financing plans; (B) evaluate the creditworthiness and financial condition of bidders/respondents to RFP's; and (C) advise in the preparation and updating of strategic business plans for the Enterprise Systems.
3. Municipal Securities Market Compliance and Disclosure -- Research, compile, and submit financial information to ensure 100% compliance with municipal securities market disclosure requirements.
4. Financial & Credit Evaluations of Conduit Bond Issues -- Evaluate the credit and financial condition RFP of applicants within 30 days and evaluate the transaction structure for Community Development District Bonds and Conduit Bonds; and recommend to the BOCC only those transactions in which there is a reasonable expectation of borrower compliance with scheduled debt repayment.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Manage County Debt Obligations	1				
<i>Workload/Demand</i>					
# of evaluations of funding needs with respect to financing recommendations		15	15	12	12
# of new financings and refundings completed		20	25	25	23
rating agency semiannual updates		2	2	2	2
<i>Efficiency</i>					
cost of Debt Management per Debt Obligation (Char. 10, 30, & 60 excluding non-debt staff position)		\$17,588	\$18,613	\$18,990	\$19,407
<i>Effectiveness</i>					
% of debt financings/refinancings that maximize interest cost savings		100%	100%	100%	100%
% of debt refinancing opportunities completed		100%	100%	100%	100%
bond issuance costs as a % of par amount of bonds issued (Goal: <2%)		1.50%	1.50%	1.50%	1.50%
# of credit ratings reduced for technical reasons (Goal: 0)		0	0	0	0
% of bonds issued that are in compliance with Structuring Guidelines of Debt Policies		100%	100%	100%	100%
true interest cost of debt outstanding as a % of Bond Buyer Index (Goal: < or = to 105%)		49.0% to 90.0%	50.0% to 95.0%	50.0% to 95.0%	50.0% to 95.0%

Continued in "Supplemental Information"

DEBT MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$675,139	\$732,425	\$749,094	\$803,377
Operating Expenditure/Expense	35,647	42,959	38,258	38,805
Capital Equipment	2,195	0	0	1,000
Total	\$712,981	\$775,384	\$787,352	\$843,182

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$712,981	\$775,384	\$787,352	\$843,182
Total	\$712,981	\$775,384	\$787,352	\$843,182

Funded Positions	6	6	6	6
Funded FTE Positions	6.00	6.00	6.00	6.00

The FY 04 adopted budget was funded at continuation level.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted and FY 07 planned budgets reflect funding at continuation levels with minor reductions (\$4,500 per year) in telecommunications, printing, and binding.

ECONOMIC DEVELOPMENT DEPARTMENT

MISSION:

Improve employment opportunities of County residents by encouraging creation and retention of quality jobs throughout the entire range of economic activities in the County.

KEY OBJECTIVES:

1. Promote general business growth and strengthen companies in the County, working collaboratively with supportive business organizations to help increase business opportunities and diversify the local economy, increasing the number of chamber and business association contacts by 10% annually.
2. Work with public and private organizations to promote job growth through corporate/business relocation, retention, and expansion; increase the number of corporate prospects making a commitment to at least 25%.
3. Provide information, technical assistance, workshops/counseling, and access for financing to existing and startup small businesses, responding within three days to requests.
4. Provide assistance to disadvantaged minority/disadvantaged women and small business enterprises (MBE, SBE) to increase their participation in the County's procurement programs, reaching 300 bid reviews in FY 04.
5. Encourage growth and retention of the County's agri-business industry, resolving at least 65% of agriculture projects/issues.
6. Promote the growth of tourism/convention activity and spending within the County by administering with the Tourist Development Council tourist development tax receipts and providing technical assistance to recipient agencies, increasing assistance to tourism entities by 5% annually.
7. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5% and equal to at least 95% of the national average by FY 09 (Strategic Goal Plan 2, Objective A).
8. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 23010 Census (Strategic Goal Plan 2, Objective B).
9. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and national averages (Strategic Goal Plan 2, Objective C).
10. Support economic development initiatives that maintain annual unemployment growth rates equal to or greater than the State and national averages by FY 09 (Strategic Goal Plan 2, Objective D).
11. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above (Strategic Goal Plan 2, Objective G).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Business Retention	1,7-10				
<i>Workload/Demand</i>					
# of chamber/business association contacts		26	29	13	14
# of technical assistance to general business		36	45	18	19
# of targeted business growth leads distributed		141	100	50	50
# of Enterprise Zone requests for info/applications assisted		66/6	45/6	33/3	33/3
# of regional workshops organized/panel speaker		8	5	2	2
<i>Efficiency</i>					
avg. # of technical assistance contacts with business associations per month		2.4	2.0	1.0	1.0
avg. # of technical assistance with general business per month		330	4.0	1.5	1.5
<i>Effectiveness</i>					
% increase in business association contacts		20.0%	20.0%	10.0%	10.0%
% increase in general business contacts		20.0%	20.0%	10.0%	10.0%
% increase in technical assistance in EZ		n/a	n/a	2.0%	2.0%
% increase in new jobs in EZ		n/a	n/a	2.0%	2.0%
% of requests responded to within 3 days		90.0%	98.0%	80.0%	80.0%

Continued in "Supplemental Information"

ECONOMIC DEVELOPMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$1,705,550	\$1,467,892	\$1,552,723	\$1,668,731
Operating Expenditure/Expense	287,017	427,897	498,741	592,317
Capital Equipment	0	0	2,762	0
Total	\$1,992,567	\$1,895,789	\$2,054,226	\$2,261,048

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$1,886,009	\$1,638,277	\$1,726,778	\$1,828,214
Sales Tax Revenue Fund	49,073	57,512	129,808	135,194
Intergovernmental Grants	57,485	200,000	197,640	297,640
Total	\$1,992,567	\$1,895,789	\$2,054,226	\$2,261,048

Funded Positions	29	18	22	22
Funded FTE Positions	28.50	16.50	19.43	19.43

The FY 04 adopted budget included \$50,000 for an Economic Development High Technology Incubator to encourage the creation of quality job opportunities for residents in the high-technology industry and \$20,000 to hire an outside vendor to complete another Hillsborough County Agriculture Economic Impact Study. This budget also included two part-time positions funded by Community Development Block Grants; a Clerk II to provide technical assistance and facilitate workshops; and a Community Planner I to provide one-on-one counseling, presentations, monitoring, and assistance to businesses in the University Community Area Enterprise Zone Program. The final position was a full-time Accountant I to administer programs and grants offering incentives to encourage quality job creation, recordkeeping, and correspondence within the Economic Development Incentive Program. Economic Development received funding in the Non-Departmental Allotments which was allocated to USF, the Chamber of Commerce/Committee of 100 and other not-for-profit corporations for economic development activities.

On June 30, 2004, the Employment and Training Services Administrative and Fiscal contract was terminated with the elimination of 12 positions. The final contract, the Chief Elected Official Agreement, which defines the on-going relationship between the County and the Workforce Board, will continue in its place.

The FY 05 adopted budget increased \$51,500 for an Interlocal Agreement between the Economic Development's Small Business Information Center and the City of Tampa, Minority and Small Business partnership with the National Association for the Advancement of Colored People, and the Kimmins Cooperation to offer technical assistance training to small business owners on evenings and weekends, and to fund the small business information center web application. The budget also includes \$100,000 for the Target Area Reinvestment Partnership, a pilot program, designed to encourage commercial reinvestment by Community Development Block Grant (CDBG) target area communities by strategically leveraging CDBG funds.

The FY 06 adopted and FY 07 planned budgets add five positions. These approved positions will enhance the customer support section at the Small Business Information Center, conduct on-site audits on contracts, and provide technical assistance in the Target Areas through SBIC. Half of a full-time Executive Secretary position was realigned from the Countywide General Fund to the Tourist Development Tax Fund to provide assistance in both areas. Funding for Minority Business & Small Business Program Technical Assistance-Bond Readiness Training is included in the amount of \$50,000 per year to fulfill the legislative mandate as set forth in Chapter 2004-414, Florida Statute. This Statute allows the BOCC the discretion to waive payment for performance bonds on capital construction projects. One-time funding was added to the FY 06 adopted budget to replace a printer for the Business Resource Library. The Non-Departmental Allotments section of the budget includes \$400,000 in both FY 06 and FY 07 to continue the County's strategic relationship with USF and its Bioscience Initiative in the operation of a High Tech Incubator and to purchase equipment that will be multi-disciplinary and focus on providing the fundamental tools needed for chemical synthesis, drug discovery and chemical engineering. The FY 06 and FY 07 budgets also reflect \$92,283 and \$93,972 respectively in efficiency savings. These savings will result from the reduced utilization of temporary employees (\$44,274 in FY 06 and \$44,620 in FY 07) and reclassification of a Management Systems Analyst II to a Clerk I (\$48,009 in FY 06 and \$49,352 in FY 07).

EQUAL OPPORTUNITY ADMINISTRATOR

MISSION:

Enforce the Human Rights Ordinance 00-37 and all related laws to ensure equal opportunity for all residents in unincorporated Hillsborough County.

KEY OBJECTIVES:

1. Complete investigations of employment, housing, and public accommodations filed under the Human Rights Ordinance within 180 days.
2. Respond to citizen's requests for assistance and service within 24 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Investigation of Complaints	1				
<i>Workload/Demand</i>					
# of complaints received		36	41	52	65
# of employment discrimination complaints filed		18	13	25	35
# of other discrimination complaints filed		1	1	1	2
# of housing complaints filed		17	28	25	30
# of complaints closed		19	21	46	60
<i>Efficiency</i>					
% of complaints resolved vs. complaints received		53.0%	53.0%	89.0%	92.0%
<i>Effectiveness</i>					
average time for complaint resolution (in days)		190.5	180	180	180
Citizens Requests for Assistance	2				
<i>Workload/Demand</i>					
# of telephone inquiries/written requests for assistance		2,718	1,774	2,200	2,986
# of referrals to another agency		858	641	759	n/a
<i>Efficiency</i>					
# of calls per staff person		679.5	592	800	950
<i>Effectiveness</i>					
% of requests addressed within 24 hours		94.9%	96.2%	97.0%	97.5%
% of customer satisfaction		n/a	n/a	90.0%	90.0%

EQUAL OPPORTUNITY ADMINISTRATOR

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$211,961	\$256,368	\$270,032	\$288,804
Operating Expenditure/Expense	39,894	110,443	102,978	103,069
Total	\$251,855	\$366,811	\$373,010	\$391,873

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$147,807	\$174,811	\$180,391	\$192,859
Intergovernmental Grants	104,048	192,000	192,619	199,014
Total	\$251,855	\$366,811	\$373,010	\$391,873

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

The FY 04 adopted budget was funded at continuation levels. Community Development Block Grant (CDBG) funds were obtained for a Fair Housing Auditing project that enabled fair housing audits to be conducted. These audits confirmed if multi-family structures, built after March 13, 1991, provided accessibility to persons with disabilities and families with children and determined if they were subjected to housing discrimination.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted and FY 07 planned budgets represent funding at continuation level.

FIRE RESCUE DEPARTMENT

MISSION:

Protect life and property through fire prevention and education, advanced life support, fire suppression, hazardous materials response/mitigation and other emergency services during both natural and man-made emergencies in the unincorporated areas of Hillsborough County in the most effective, professional, and efficient manner possible.

KEY OBJECTIVES:

1. By FY 15, improve fire response time a) in the urban area to be within 5 minutes, 64% of the time throughout unincorporated Hillsborough County- incrementally improving the existing performance by an average of 3.5% per year; and b) by FY 15, improve fire response time in the rural area to be within 10 minutes, 76% of the time throughout unincorporated Hillsborough County.
2. By FY 15, improve the response time of Advanced Life Support (ALS) transport vehicles to arrive within eight minutes, 71% of the time throughout unincorporated Hillsborough County-incrementally improving the existing performance by an average of 2% per year.
3. By FY 15, improve the response time of Advanced Life Support (ALS) personnel response within eight minutes, 90% of the time throughout unincorporated Hillsborough County-incrementally improving the existing performance by an average of 2% per year.
4. Maintain an active/experienced volunteer firefighter force, 90% of whom have in excess of one year service.
5. Provide professional certified training to 735 career response personnel (paramedics, firefighters, and cross trained) and 160 volunteer firefighters at an average of 50 hours per career person and 45 hours per volunteer firefighter, per year.
6. Provide fire prevention and life safety activities through fee supported fire prevention inspections to 85% of all commercial occupancies and minimize property loss from fire through inspections, which evaluate each site's code compliance.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Fire Rescue Emergency Response Times	1				
<i>Workload/Demand</i>					
# of unique calls ¹		71,678	72,636	74,050	77,000
<i>Efficiency</i>					
average response time in urban area		6.71 min	6.55 min	6.50 min	6.25 min
average response time in rural area		8.38 min	8.38 min	8.25 min	8.2 min
<i>Effectiveness</i>					
% of urban fire rescue response time within 5 minutes		29.6%	36.0%	36.5 %	38.5%
% of rural fire rescue response time within 10 minutes		75.6%	75.6%	76.6%	77.6%
ALS Personnel & Transport Unit Response Times	2				
<i>Workload/Demand</i>					
# of responses		44,223	51,277	52,500	54,000
# of transports		25,908	31,341	32,300	34,000
<i>Efficiency</i>					
average response time countywide		8.81 min	8.7 min	8.2 min	8.0 min
<i>Effectiveness</i>					
% of response time within 8 minutes		54.0%	54.5%	58.0%	60.0%
% of ALS personnel within 8 minutes		72.9%	78.0%	79.0%	80.0%
Volunteer Firefighter Program	3				
<i>Workload/Demand</i>					
average # of active volunteers		160	160	165	175
<i>Efficiency</i>					
average # having excess of one year service		110	120	125	135
<i>Effectiveness</i>					
% of volunteer retention with excess of one year service		69.0%	75.0%	76.0%	79.0%

¹Calls for assistance responded to by Fire Rescue whether arrived at or not.

Continued in "Supplemental Information"

FIRE RESCUE DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$59,225,645	\$61,028,125	\$73,244,025	\$82,618,081
Operating Expenditure/Expense	13,221,726	13,107,648	18,406,197	18,169,729
Capital Equipment	263,107	256,564	909,610	160,250
Capital Projects	128,774	0	0	0
Grants & Aids	38,834	211,750	189,750	189,750
Total	\$72,878,086	\$74,604,087	\$92,749,582	\$101,137,810

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Unincorporated Area General Fund	\$72,086,414	\$74,219,087	\$92,272,382	\$100,862,810
Intergovernmental Grants	791,672	385,000	275,000	275,000
Unincorp Area Capital Projects Fund	0	0	202,200	0
Total	\$72,878,086	\$74,604,087	\$92,749,582	\$101,137,810

Funded Positions	748	764	874	890
Funded FTE Positions	747.00	763.00	873.00	889.00

The FY 04 adopted budget funded an Automatic Vehicle Locator (AVL) system for \$1,253,000 to ensure the closest emergency response vehicle is dispatched to all incidents thereby reducing response times. It provided \$213,363 and 3 driver/engineer positions to cover Tanker 25 in the Springhead area, previously staffed by volunteer firefighters and added 7 positions at \$605,620 to provide an Advanced Life Support (ALS) unit to the new River Oaks Station in the northwest part of the County. With the approval of International Association of Fire Fighters (IAFF) 2294 Fire Union contract during FY 04, a pay adjustment of \$1,140,000 was made to personal services to provide for slotting fire personnel to negotiated salary levels. The FY 05 adopted budget added 12 positions (scheduled to start in December 2004) and \$929,501 to staff the Tampa Shores Fire Station in Town 'N Country, scheduled to open in February 2005. It also added \$100,000 to provide physicals for a National Fire Protection Association (NFPA) recommended wellness program. The FY 05 adopted budget also increased funding by \$303,201 and added 4 Fire Medic I positions for the Lutz Fire Station that would be capable of providing advanced life support (ALS) procedures. During FY 05 the Board funded an additional 16 positions to provide an ALS transport unit at Station 31 in the Town and Country area and at Station 21 in the Thonotosassa area of the county. This was done to improve the Department's performance goal of having an ALS transport on the scene throughout the unincorporated area within 8 minutes, 90% of the time.

The FY 06 adopted budget provides funding for a total of 94 new positions. Included in those positions is funding for the Country Place Fire Station which is scheduled to open in October of FY 06. Funding supports having personnel and equipment in place by August of 2006. The Northdale Fire Station is also funded with all personnel and equipment in place by June of 2006 with a scheduled opening in October of 2006. This new station will provide ALS services in the northwest area of the county. The Chapman Road Fire Station is funded for personnel and equipment effective February 2006 and the station is scheduled to open April 2006 providing additional ALS services in the northwest area of the county. An additional \$75,000 per year is included in the budget to equip the fire stations with cardiovascular equipment and begin equipping each station with fitness training equipment. This is expected to allow the staff to improve physical fitness and improve muscular strength to perform safely and effectively in the fire services. It will allow staff to efficiently utilize allotted exercise time and reduce service delivery lapses. Additional Fire Inspector positions are included to improve the current inspection cycle and to comply with Florida Statute 633 mandating the annual inspection of all educational facilities. Additional Fire Medic positions have been included too assist in providing a quality of life to citizens that emphasizes public safety by the implementation of additional life support on volunteer engines and overall improvement in response time. Funding was also increased for the Heavy Rescue Unit to improve the response to difficult, complicated and time sensitive incidents. An additional ALS transport unit was funded for the South County to improve the department's performance goal of having ALS units on the scene throughout unincorporated Hillsborough County within 8 minutes 90% of the time. Three Division Chief positions were funded to reduce the overly large span of control from 18 positions to three and allow for increased focus on quality of service to the citizens. The assistance funds to volunteer fire associations were increased from \$25,000 annually to \$30,000 in FY 06 and an additional 20% going forward; plus a volunteer tuition reimbursement program of \$25,000 was established to be used to supplement educational expense at a rate of 50% of the tuition cost for fire or medical training obtained at approved, accredited community colleges, universities, or technical schools.

The FY 07 planned budget adds 16 new positions and provides funding to establish a diversity enhancement program in an attempt to meet the Board's strategic goal of building a high performance diverse professional organization. The budget also includes additional Fire Inspectors to reduce the annual inspection cycle of existing structures from every 4 years to a projected inspection cycle of every 1.4 years.

FLEET MANAGEMENT DEPARTMENT

MISSION:

Provide County departments with vehicle and other fleet-related equipment that are safe, efficient, reliable and suitable for the mission requirements of our customers at the lowest possible cost. The functions involved in providing this service are fleet acquisition and disposal, preventative maintenance, repairs, fuel service, and motor pool rentals.

KEY OBJECTIVES:

1. Provide over 2 million gallons of fuel to more than 60 sites throughout the County with fuel to be available at all sites 100% of the time.
2. Maintain mechanic productivity at 1,633 labor hours per year per mechanic providing for 78.5% of labor hours billed.
3. Perform approximately 3,401 preventive maintenance quick lubes with 83% completed within 40 minutes.
4. Maintain an average turn-around time (out of service) of 6 days per repair.
5. Maintain costs per labor hour at less than the industry average current charge of \$70 per labor hour.
6. Maintain an equipment to mechanic ratio of 132:1, including autos/light trucks, ambulances, heavy trucks, and equipment and small engines.
7. Maintain an average of less than 2% for vehicles and equipment returned for repeat work.
8. Maintain 95% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.
9. Achieve 77% (27 out of 35) ASE certification for mechanics in their areas of specialization.
10. Provide more than \$2 million in parts achieving an on-demand availability rate of 80% and operating expenses to less than 15% of total parts costs.
11. Manage 25 fleet related contracts ensuring 95% of purchases are covered under contract and maintaining an internal processing time of 30 days.
12. Purchase over \$15 million in fleet related capital equipment maintaining a reduced ordering timeframe of 6 months.

SERVICES/MEASURE	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Fuel Services	1				
<i>Workload/Demand</i>					
# (gallons) of small quantity fuel deliveries		359,382	361,581	360,000	360,000
# (gallons) of contracted large fuel deliveries		1,946,196	1,963,410	2,000,000	2,000,000
<i>Efficiency</i>					
cost per gallon for small qty fuel deliveries		\$.36	\$.36	\$.37	\$.38
<i>Effectiveness</i>					
% of time fuel is available		100%	100%	100%	100%
Equipment Repair & Maintenance Services	2-9				
<i>Workload/Demand</i>					
annual labor hours per mechanic		1,633	1,522	1,633	1,633
qty. of preventive maintenance quick lubes		3,401	3,261	3,401	3,401
<i>Efficiency</i>					
% of labor billed		78.5%	73.2%	78.5%	78.5%
average cost per labor hour		\$62.47	\$63.54	\$64.44	\$66.86
equipment to mechanic ratio		132/1	125/1	132/1	132/1
<i>Effectiveness</i>					
% of repeat work		.4%	.4%	.4%	.4%
% of quick lubes under 40 minutes		83.3%	77.9%	83.3%	83.3%
customer satisfaction		95.0%	95.0%	95.0%	95.0%
% of ASE Certified Mechanics		90.0%	60.0%	71.4%	77.1%
average turnaround time (in days):					
automotive/light truck		2.59	2.66	2.59	2.59
heavy truck		3.70	3.91	3.70	3.70
heavy equipment		7.07	6.74	7.07	7.07
small engine		12.27	11.02	12.27	12.27

Continued in "Supplemental Information"

FLEET MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$3,907,793	\$3,867,967	\$4,239,011	\$4,549,353
Operating Expenditure/Expense	7,927,666	8,503,045	11,744,239	12,563,963
Capital Equipment	10,547,642	9,461,410	11,970,169	11,453,682
Total	\$22,383,101	\$21,832,422	\$27,953,419	\$28,566,998

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Fleet Services Fund	\$22,383,101	\$21,832,422	\$27,953,419	\$28,566,998
Total	\$22,383,101	\$21,832,422	\$27,953,419	\$28,566,998

Funded Positions	68	61	64	64
Funded FTE Positions	68.00	61.00	64.00	64.00

Beginning with FY 03, all vehicles and equipment were replaced solely through lease-back charges. By the end of FY 04, all vehicles and equipment in the "lease-back" program were within life cycle guidelines. The FY 03 adopted budget was funded at the continuation level.

The FY 04 adopted budget provided for the development of policies and procedures to require heavy equipment training, certification and/or licensure. As a result, a heavy equipment training specialist is included to provide/coordinate training, document/assess performance, and certify heavy equipment operators.

The FY 05 adopted budget included a reduction in force of seven full-time positions within the Fleet Management Parts Section as a result of the outsourcing contract with Genuine Auto Parts (NAPA).

The FY 06 adopted and FY 07 planned budgets include \$16,320 per year to upgrade the network connectivity at Unit 2 (9809 Sheldon Road in Tampa) and Unit 4 (4710 Sydney Road in Plant City) to reduce connection problems, increase application processing speed, and improve the overall staff efficiency and effectiveness. One-time funding was added to the FY 06 adopted budget for the equipment and service to upgrade the network connectivity at both locations. Two new fleet mechanics and a tradeshelper will support after-hours service needs for various departments to include the Solid Waste Management Department. The budget includes additional funding to cover fuel procurement due to the increase in fuel prices.

The FY 07 planned budget includes one-time funding in the amount of \$279,000 to upgrade the Fleet equipment and maintenance automated system from version M4 to M5. The M5 version will assist Fleet in making efficient maintenance, replacement, and repair decisions by accurately classifying maintenance, repair and capital related expenditures.

HEALTH AND SOCIAL SERVICES DEPARTMENT

MISSION:

Provide holistic, case-managed medical, social, and other services to eligible County residents to assist them in reaching their maximum potential of self-sufficiency; to improve their health by providing quality health services at reasonable cost and in a manner which contributes to the overall health of the community; and to provide effective, efficient and quality services using grant and/or operating funds for Ryan White, Community Service Block Grants, Veterans Assistance, Homeless, Energy and Housing Assistance, Trauma Care oversight, and Disadvantaged Transportation programs.

KEY OBJECTIVES:

1. Implement five HealthCare Program recommendations approved for immediate implementation at the October 19, 2005 BOCC meeting. Implement restructuring recommendations for the HealthCare Program approved at the November 9, 2005 BOCC Workshop.
2. Maintain a General Assistance (GA) program that assures over 12,250 households receive assistance within the dollars available in the approved budget, and manage existing social service related grant programs to assure all grant funds are spent in accordance with the terms of the grant.
3. Maintain an effective employment opportunity program that moves 500 clients into employment and helps them reach maximum self sufficiency.
4. Maintain an average caseload of 240 cases for each worker with a minimum caseload of 200 for workers with intensive cases in accordance with the TriBrook recommendations adopted by the Board of County Commissioners.
5. Meet or exceed the standard 86% on time delivery performance for Sunshine Line transportation service.
6. Increase the number of bus trips provided to transportation disadvantaged persons by at least 5% annually.
7. Actively seek grant and other funding sources to offset the need for more Health Care Trust Fund and ad valorem funding for Department programs. In accordance with Strategic Plan goal, obtain minimum of one successful new grant application each year.
8. Provide services to at least 800 homeless applicants (a family or single individual) annually.
9. Coordinate the provision of at least 732,353 Summer Food services (lunches and snacks) to eligible children.
10. Provide stewardship over the Ryan White Program in order to 1) ensure high quality of services at a reasonable cost to at least 4,000 individuals annually affected by HIV, and 2) ensure that the federal, state, and County guidelines are followed.
11. Assist at least 30,500 veterans/dependents/survivors annually in obtaining veteran's benefits with emphasis on serving homeless veterans.
12. Provide housing assistance through Section 8 and general assistance funded rent programs to over 7,100 households. Provide Section 8 rental assistance for 1,993 low income families and reduce average number of days for enrollment period by days.
13. Award contract for replacement by December 31, 2006 of the client assistance management information system deployed in 1993 and currently nearing the end of its developmental life cycle. The system hardware will no longer be supported after December 31, 2006.
14. Reduce morbidity and mortality from trauma by planning, coordinating, and evaluating the trauma care system through a continuum of services. Reduce/maintain undertriage of severely injured citizens and visitors at non-trauma centers to 10% or less
15. Participate in the Prosperity Campaign of Hillsborough and Pinellas Counties and facilitate the return of approximately \$4 million in tax returns to residents of Hillsborough County, thus helping Hillsborough County achieve its goal of reducing the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida on the 2010 census.
16. Survey and measure customer satisfaction for Department services with the objective of making continuous improvements in customer service.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Indigent Health Care	1,7,13,16				
<i>Workload/Demand</i>					
total unduplicated members served by Health Care Trust Fund		25,121	23,675	25,000	25,200
average monthly members in Health Care Plan		15,342	13,903	14,500	15,000
<i>Efficiency</i>					
per member per month medical and pharmacy costs		\$407	\$441	\$476	\$514
% annual increase in PMPM		n/a	8.4%	8.0%	8.0%
<i>Effectiveness</i>					
% of client satisfaction with primary care medical services		97.8%	98.0%	98.0%	98.0%
% of administrative expenditures to Health Care budget		9.8%	9.9%	10.0%	10.0%

Continued in "Supplemental Information"

HEALTH AND SOCIAL SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$17,298,096	\$19,304,715	\$19,208,038	\$20,593,618
Operating Expenditure/Expense	7,338,370	7,702,503	7,475,069	7,588,519
Capital Equipment	-2,236	1,690,000	236,135	68,000
Capital Outlay	6,635	0	0	0
Grants & Aids	102,115,849	115,680,665	118,962,790	119,982,345
Other Uses	420,740	381,018	425,978	425,978
Total	\$127,177,454	\$144,758,901	\$146,308,010	\$148,658,460

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$11,779,646	\$12,834,607	\$25,088,595	\$26,686,446
Unincorporated Area General Fund	0	125,584	1,000,000	1,000,000
Countywide Special Purpose Revenue Fund	92,172,180	93,996,742	83,583,483	85,061,376
Intergovernmental Grants	23,225,628	37,801,968	36,635,932	36,910,638
Total	\$127,177,454	\$144,758,901	\$146,308,010	\$149,658,460

Funded Positions	331	315	326	326
Funded FTE Positions	330.25	314.50	309.73	309.73

The FY 05 adopted budget eliminated three additional positions to further reduce administrative costs, three nurse positions were eliminated resulting from audit recommendations, and one additional position was deleted in the RW Program, due to funding shortfall. Further grant reductions included the deletion of 15 TANF positions, and 11 (10.75 FTE's) split-funded positions due to the State terminating their contract with the County in January 2004. An additional \$3.75 million was transferred from the Countywide General Fund to the Indigent Health Care Fund to cover the increase in Medicaid costs, and \$320,000 was included in the Sunshine Transportation budget to cover the reduction in Medicaid transportation funds. The FY 05 adopted budget included a reorganization change for the Section 8 program from being under the Human Services ACA to being under the Health and Social Services Department, and transferred 17 grant-funded positions to the department, two MSTU positions, and deleted two vacant grant positions, with a reduction in anticipated grant funding. Overall, the department had a net decrease of 16 (15.75 FTE's) positions, consisting of a reduction of 29 (28.75) grant positions, a reduction of 6 due to administrative cuts, and an increase of 19 Section 8 positions.

The FY 06 adopted budget reflects a net increase of 11 positions and decrease of 4.77 FTE's and consists of 12 positions eliminated to reduce administrative costs in the IHCF, three (2.50 FTE's) administrative positions deleted in the Sunshine Line program as an efficiency savings, two positions transferred to the new HIPAA Compliance Office as a result of Administrative Order 05-01, seven (5.0 FTE's) Paratransit Minibus Operators and one Health Care Review Nurse added as an efficiency savings and strategic decision units which will provide screening of applicants for door-to-door service, thus providing additional transportation for the elderly by creating at least three additional door-to-door routes to transport elderly clients to adult day care and senior centers, one Veterans Service Officer added as a strategic decision unit to increase the opportunities for poverty stricken veterans and their survivors to obtain financial benefits from various resources, and one position transferred from the Management and Budget Department to HSS as a strategic decision unit to continue the Earned Income Tax Credit (EITC) campaign to improve the economic well-being of our citizens, and the addition of 18 positions (3.73 FTE's) converted to temporary full-time and part-time staff for the Summer Youth Food Program. Efficiencies are included in the Sunshine Line program to extend the replacement cycle of vehicles, in the Indigent Health Care Program to reduce cost for prescription drugs as a result of the federal government planning on picking up the cost of the drugs for people at 135% and below the federal poverty level effective January 2006, and in the General Fund to reduce contracted security services at four neighborhood service centers. As a result of administrative reductions in the General Fund, funding is being provided for the Financial Assistance Program to increase the level of service in both FY 06 and FY 07. Funds are also provided for the continuation of the Healthy Start Coalition Program and funding in the amount of \$100,000 in FY 06 and FY 07 is provided for Trinity Cafe for the homeless program. In addition, \$1 million in funding in both FY 06 and FY 07 is included for the Combat Duty Military Tax Grant, which will reimburse property taxes up to a maximum of \$1,500 to residents living in the unincorporated county area who are in active military combat duty. The Indigent Health Care Program budget includes funding for the operating cost of the program and medical analysis and measurement software so the Department can perform health care industry standard analysis and measurement of the quality of medical services. The County has historically funded State Medicaid costs through the use of Indigent Health Care Tax Funds. In FY 05, the use of these funds to pay this cost was questioned and the County requested an opinion from the State Attorney General's office. Pending receipt of this opinion, the FY 06 adopted and FY 07 planned budgets were established with appropriations for State Medicaid costs being included in the Countywide General Fund. This explains the realignment between the Countywide General Fund and the Countywide Special Purpose Revenue Fund noted in HSS's budget between FY 05 and FY 06. To offset the impact of this change, the FY 06 and FY 07 budgets realign appropriations for the Sheriff's jail inmate health care costs from the Countywide General Fund to the Indigent Health Care Tax Fund.

HIPAA COMPLIANCE OFFICE

MISSION:

Provide leadership, education, awareness, training, and guidance to those impacted by the federal Health Insurance Portability and Accountability Act (HIPAA), assure compliance with Privacy, Security, and Transactions and Code Set Standards, uphold individual rights and safeguard Protected Health Information (PHI) for each citizen or workforce member served by the County, identify and mitigate risks to the County from federal civil and criminal penalties associated with non-compliance, and that necessary measures exist to assure ongoing access to paper and electronic information for the continued delivery and payment for services as mandated by the HIPAA Law.

KEY OBJECTIVES:

1. Maintain HIPAA compliance to reduce the risk of financial penalties associated with HIPAA violations, conducting 129 site visits, making appropriate recommendations for improvements.
2. Successfully train 95% of the workforce on proper safeguarding of PHI annually.
3. Maintain HIPAA security compliance by monitoring through electronic monitoring and on-site inspections.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
<i>Workload/Demand</i>					
# of site visits completed	1,3	n/a	129	65	65
# of improvement recommendations	1	n/a	75		
# of workforce successfully trained	2	n/a	5,257	95.0%	95.0%
# of electronic audits	3	n/a	204*	50	40
<i>Efficiency</i>					
<i>Effectiveness</i>					
% of compliance in site visits	1	n/a	80.0%	90.0%	98.0%
% of improvements implemented within 60 days	1	n/a	50.0%**	90.0%	95.0%
% of workforce successfully trained	2	n/a	80.0%	85.0%	90.0%
% of compliance in electronic audits	3	n/a	100%	95.0%	95.0%

*100% remediated--training issue to close the record

**in remaining sites remediation is in progress due to physical constraints requiring budget for completion

HIPAA COMPLIANCE OFFICE

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$0	\$0	\$261,280	\$279,223
Operating Expenditure/Expense	0	0	271,507	271,369
Total	\$0	\$0	\$532,787	\$550,592

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$0	\$0	\$532,787	\$550,592
Total	\$0	\$0	\$532,787	\$550,592

Funded Positions	N/A	N/A	2.00	2.00
Funded FTE Positions	N/A	N/A	2.00	2.00

As a result of Administrative Order #05-01, a separate organization titled the Health Insurance Portability and Accountability Act (HIPAA) Compliance Office was created and included in the FY 06 and FY 07 adopted and planned budgets. Two positions (a HIPAA Privacy Officer and a Senior Secretary) were transferred from the Health and Social Services budget to the HIPAA budget. The HIPAA budget also includes funding for remediation consultant, license and computer program to perform efficient testing on all employees annually to ensure awareness of HIPAA requirements, and an audit of information system to assure that they are secure. In addition, funding is provided through the ITS project fund to provide for HIPAA compliance and remediation for emerging Electronic Data Interchange (EDI) with medical providers for the Indigent Health Care and Ryan White programs and funding for compliance for physical site security, confidentiality of paper documents at remote sites, privacy notices, disaster planning and records retention.

HOUSING AND COMMUNITY CODE ENFORCEMENT

MISSION:

Provide residents with safe, decent, and sanitary housing stock in an acceptable and aesthetically pleasing community by enforcing the County's Land Development Code, Minimum Housing Standards, False Alarm Ordinance, demolishing unsafe structures, and making housing affordable.

KEY OBJECTIVES:

1. Code Enforcement: Respond to code enforcement complaints within 10 working days from receipt 95% of the time by September 30, 2006.
2. Code Enforcement: Increase the percentage of code violations resolved within a 12-month period to attain a 90% resolution rate by September 30, 2010 (Strategic Plan Goal 5, Objective O).
3. First Time Home Buyer Program: Provide 375 very low, low, and moderate income first-time home buyers with the down payment assistance needed to purchase an affordable home that meets the County's Minimum Housing Standards by September 30, 2006.
4. First Time Home Buyer Program: Reduce, by 5%, the number of homeowners who spend more than 50% of household income on housing costs and have an income of less than 80% of area medium income by September 30, 2012 (Strategic Plan Goal 2, Objective E).
5. Housing Rehabilitation: Rehab 200 single family owner-occupied housing units to meet the County's Minimum Housing Standards by September 30, 2006.
6. Single Family Affordable Housing: Provide financial assistance for the construction of 250 single family affordable housing units for clients below 80% of median income by September 30, 2006.
7. Multi Family Affordable Housing: Provide financial assistance for the construction of 250 multi-family affordable housing units for clients below 50% of median income by September 30, 2006.
8. Rental Inspection Program: Inspect 70% of the rental housing units (single, multiple, and mobile home) by September 30, 2006.
9. Burglar Alarm Enforcement: Notice 75% of false alarm events within 3 days of receipt of alarm by September 30, 2006.
10. Contract Management: Perform one contract monitoring per contracts by September 30, 2006.
11. Maintain a rating at, or above, the median housing affordability index for the 7- County Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida (Strategic Plan Goal 2, Objective F).
12. Need to promote redevelopment strategies, including cities. (Board Initiated Strategies 8)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Code Enforcement Inspections	1,2				
<i>Workload/Demand</i>					
# on cases initiated		n/a	11,163	11,300	11,500
# of inspections conducted for cases initiated		30,767	25,697	33,000	35,100
# of cases referred to Code Enforcement Board		1,019	527	1,650	1,755
<i>Efficiency</i>					
# of daily inspections per FTE		n/a	4.98	6	6
<i>Effectiveness</i>					
% complaints responded to within 10 working days		95.0%	37.0%	95.0%	95.0%
% cases heard by the Code Enforcement Board		2.0%	1.2%	5.0%	5.0%
% cases resolved within the same fiscal year		70.0%	61.0%	74.0%	78.0%
avg. response time to complaints		15 days	28 days	10 days	10 days
First Time Home Buyer Program	3,4				
<i>Workload/Demand</i>					
# of applicants		n/a	1,084	1,500	1,600
# first time home buyer applicants assisted		375	271	375	375
# applicants spending greater than 50% of area median income on housing		n/a	n/a	2,000	2,000
<i>Efficiency</i>					
ratio of public/private funding for first time home buyers		1:15	1:81	1:18	1:18
# of applications reviewed per FTE		n/a	n/a	187	187
<i>Effectiveness</i>					
% applicants assisted by the First Time Home Buyers Program		44.0%	25.0%	25.0%	25.0%

Continued in "Supplemental Information"

HOUSING AND COMMUNITY CODE ENFORCEMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$3,924,045	\$4,513,855	\$5,357,518	\$6,465,011
Operating Expenditure/Expense	1,872,187	2,426,365	2,759,428	2,798,170
Capital Equipment	88,354	48,600	368,000	264,000
Capital Projects	640	466,530	0	0
Grants & Aids	9,723,523	10,942,009	11,997,307	11,562,390
Total	\$15,608,749	\$18,397,359	\$20,482,253	\$21,089,571

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Unincorporated Area General Fund	\$2,971,383	\$4,157,414	\$5,291,822	\$6,330,265
Local Housing Assistance Program Fund	6,421,293	5,859,433	6,643,069	6,643,069
Intergovernmental Grants	6,216,073	8,380,512	8,547,362	8,116,237
Total	\$15,608,749	\$18,397,359	\$20,482,253	\$21,089,571

Funded Positions	68	71	89	103
Funded FTE Positions	68.00	71.00	89.00	103.00

The FY 04 adopted budget reflected the County Administrator's transfer of the federally funded Section 8 Rental Housing Program and Weed and Seed to the Human Services Team. There are 18 positions in Section 8 Housing Program and two positions in Weed and Seed. The FY 04 adopted budget added four positions (a Community Service Program Coordinator II, Accounting Clerk III, Senior Secretary, and Community Codes Investigator II) to implement a phased-in positive residential rental inspection program. This program was funded by regulatory fees charged per inspected unit and added charges if more than two inspections are required before a problem is corrected. The FY 04 adopted budget also included two Community Code Investigators for the development and enforcement of the County's sign ordinance. Community Improvement coordinated with Planning and Growth Management to develop and maintain a proactive program to enforce the Land Development Code regulating signs in Hillsborough County.

The FY 05 adopted budget included funding for four additional positions, and it transferred one position to Health and Social Services. Two of these positions were for Weed & Seed, and two positions were for the residential rental inspection program. Also included was funding for temporary positions to implement the enforcement of the new Burglar Alarm Ordinance approved by the Board on December 17, 2003.

The FY 06 adopted budget adds seventeen Community Code Investigator positions. Eleven Community Code Investigators, two Senior Secretary and two Clerk II positions are funded through the Unincorporated Area General Fund. Two Housing Counselor positions are funded through the SHIP grant. The increase in Community Code Investigators resulted from a revision in the standard ratio for Community Code Investigators from 1 per 28,000 population to 1 per 18,000 population. One Environmental Specialist II position funded by the Community Development Block Grant was also added. One-time funding of \$368,000 was added for vehicle-mounted computers for use by Community Code Investigators, eleven vehicles for the new community code investigators and computer equipment for implementation of the burglar alarm ordinance. Funding was added for the use of outside consultants during the application process of single family/multi-family reviews, market studies and appraisals.

The FY 07 planned budget is funded at continuation level except for the addition of twelve Community Code Investigator and two Senior Secretary position.

HUMAN RESOURCES DEPARTMENT

MISSION:

To improve the quality of life of Hillsborough County employees by providing an enriching employment experience.

KEY OBJECTIVES:

1. Conduct employee benefit guidance to all active and retired employees via benefit briefings, open enrollment, one-on-one sessions to ensure they are electing the proper benefits, and process 3,700 benefit forms per benefit's unit FTE with 98% accuracy.
2. Provide employee training and development programs, increasing the number of training hours per full time employee by 20% per year over the next two years.
3. Manage the Executive Recruitment Program with the objective of attracting and retaining management with the skills and abilities to provide high quality service and support to a high performance organization, selecting candidates that maintain County employment for at least six months.
4. Perform records management, completing 75% of all verification of employment requests by the end of the first day; file 50% of status forms received within one week, and process 99% of the public record requests in accordance to the law.
5. Provide employee relations guidance at all levels of the County Administrator's organization concerning HR policies and employment related procedures; implement new HR policies and revise HR policies to improve the quality of life for employees and ensure compliance with employment laws; investigate and respond to concerns of alleged misconduct by County employees, closing 70% of investigations within 90 days.
6. Conduct orientation sessions for newly hired employees to ensure they are educated on key policies and procedures; coordinate pre-employment drug testing and physicals; and random drug testing process for applicable positions; process Federal I-9 forms to ensure new employees are eligible for employment before approving them in the Human Resources Information System to ensure the Payroll Department receives documentation timely resulting in prompt receipt of paychecks; processing 100% of the new hires within three days of their start date.
7. Conduct wellness programs which will draw at least 12% of the County employees into participating in the wellness benefits as well as provide individual counseling on health and wellness issues that achieve 90% customer satisfaction.
8. Negotiate, implement and administer union agreements and handle employee encounters in order to achieve a 75% success rate.
9. Provide safety training to 80% of the regular employees in order to reduce accidents, losses and claims, and provide support through incentives and active involvement to departments and Safety Action Teams, while minimizing the cost of claims settlements through timely claims management.
10. Provide HRIS reports and HRIS training opportunities to management, employees, department coordinators, supervisors and HR staff, including responding to 70% of requests for services within 24 hours and achieve an 85% rating in customer satisfaction with HRIS support services.
11. By FY 08, maintain diversity in the workforce in al EEO-4 categories of Hillsborough County government, under the County Administrator, representative within a 10% variation when compared to the workforce census of Hillsborough County measured by data from the Human Resources Information System (HRIS) (Strategic Plan Goal 4, Objective A).
12. BY FY 08, improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits per 100 employees unresolved at the department level by 20% as compared to the number of outstanding issues as of BY 06 determined by Human Resources and County Attorney records (Strategic Plan Goal 4, Objective B).
13. Achieve and maintain, by FY 07, a human resources rating of at least 'A-' as determined by *Governing* magazine review of 40 counties (Strategic Plan Goal 4, Objective D).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Employee Benefits Program	1				
<i>Workload/Demand</i>					
# of benefit call/encounters (e-mails, phone calls, walk-ins)		n/a	38,973	40,000	40,000
# of benefits forms processed		18,457	20,822	21,000	21,000
# of employee benefit briefings		125	95	100	100
# of total hours for benefit briefings (includes travel and set-up)		437.5 hours	490 hours	542.5 hours	595 hours
# of employees attending benefit briefings		2,450	2,603	2,700	2,800
# of retiree calls/encounters (e-mails, phone calls, walk-ins)		n/a	7,285	7,300	7,300
# of individual retirements		206	271	250	250
# of individual retirement counseling sessions		48	178	200	200
# of executive retirement action/counseling sessions		n/a	43	40	40
# of retirement seminars		2	10	10	10
# of hours for retirement seminars (includes travel & set up)		10	37	30	30

Continued in "Supplemental Information"

HUMAN RESOURCES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$3,144,241	\$3,604,307	\$3,778,452	\$4,040,776
Operating Expenditure/Expense	862,257	1,611,902	1,544,825	1,540,340
Capital Equipment	17,063	0	8,000	0
Total	\$4,023,561	\$5,216,209	\$5,331,277	\$5,581,116

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$2,823,992	\$3,574,625	\$3,444,963	\$3,603,511
Intergovernmental Grants	10,004	0	0	0
County Self Insurance Fund	1,189,565	1,641,584	1,886,314	1,977,605
Total	\$4,023,561	\$5,216,209	\$5,331,277	\$5,581,116

Funded Positions	52	50	53	53
Funded FTE Positions	52.00	50.00	51.00	51.00

The FY 04 adopted budget added two positions for Equal Employment Opportunity complaint investigations. It also included additional funding for customer service training for all County employees and quality assurance training for Human Resources employees that audit Employee Group Health Insurance Plan claims. The departmental budget was increased to provide for increased costs associated with the maintenance of personnel files, provision of pre-employment and return to work physicals, and the printing of manuals. Funding for the Wellness Program was also increased to provide YMCA or similar fitness membership co-payments, wellness classes, educational material, wellness incentives, and general operating costs of the wellness center. Funding in the amount of \$100,000 per year was budgeted in Non-Departmental Allotments for Employee Development and Training for all County employees.

The FY 05 budget transferred two positions and operating costs for Equal Employment Opportunity complaint investigations to the Consumer Protection and Professional Responsibility Agency. Funding the amount of \$50,000 was added in the Self-Insurance Fund for the Safety Action Teams incentive awards program. During FY 05, one position was transferred to the Aging Services Department.

The FY 06 adopted and FY 07 planned budgets add two positions. One position is for benefits administration and is offset by a reduction in contractual services. The other position was added to centralize employee background checks and monitor Family Medical Leave Act (FMLA) usage for compliance with federal law. One-time funding in the amount of \$8,000 was added to the FY 06 adopted budget to replace existing employee ID equipment. Funding for the Safety Action Team (SAT) Awards program was enhanced by an additional \$150,000 per year. This program provides for making awards to the SAT's in recognition of the past performance of their safety programs as well as separate supporting expenditures to support their programs prospectively. Up to \$10,000 can be awarded to an SAT if their current year number of loss time claims is less than their previous three-year average. The FY 06 and FY 07 budgets also reflect \$64,572 and \$65,396 respectively in efficiency savings. These savings will result from the reduced utilization of "E-Learning" (\$40,000) and a reduction in the Wellness Awards Program (\$24,572 in FY 06 and \$25,396 in FY 07).

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

MISSION:

Provide efficient, reliable, and cost effective information management services through the application of computing technology and related information resources. Provide planning and technical support for Countywide telephone/voice and data processing systems, non-emergency radio services and centralized Geographic Information Systems management.

KEY OBJECTIVES:

1. Resolve 70% of Telecom cases within three days.
2. Record, manage, and resolve automation related problems through a centralized service point with a three day problem resolution rate of 85%.
3. Increase ratio of users to Help Desk Analyst to 618.
4. Increase ratio of users to Network Administrators to 518.
5. Increase the number of County GIS users to 705.
6. Maintain percentage of all projects that are unplanned at 50%.
7. Ensure that automated systems are available a minimum of 99.95% of the time during business hours.
8. Resolve 95% of mini-computer cases within three days.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Communications Services	1				
<i>Workload/Demand</i>					
total # of telecom cases		2,008	1,979	2,100	2,212
<i>Efficiency</i>					
ratio of telecom cases per FTE		24	12	16	18
<i>Effectiveness</i>					
% of cases resolved by telecom staff within 3 days		68.33%	68.7%	70.0%	72.0%
Desktop	2-4				
<i>Workload/Demand</i>					
# of County web visitors		2,956,111	3,043,472	3,500,000	3,800,000
# of Help Desk contacts received (e-mails, phone, COIN)		32,795	36,273	36,099	36,768
<i>Efficiency</i>					
ratio of users to Help Desk FTE		525.17	641	618	619
ratio of users to network staff		288	332	518	550
<i>Effectiveness</i>					
% of cases resolved by network staff within 3 days		84.67%	86.9%	85.0%	85.0%
% of cases resolved by Help Desk staff within 3 days		98.78%	99.07%	98.0%	98.0%
Geographic Information Systems (GIS)	5				
<i>Workload/Demand</i>					
# of County users		372	499	705	916
# of service requests		253	289	428	556
<i>Efficiency</i>					
cost per GIS account		\$280	\$330	\$255	\$245
<i>Effectiveness</i>					
% of customer satisfaction w/responsiveness		0%	0%	98.0%	98.0%
Business Solutions/Services	6				
<i>Workload/Demand</i>					
# of strategic automation plan projects		43	45	70	70
# of unplanned projects (non-SAP)		49	48	25	25
<i>Efficiency</i>					
cost per hour of new project development		\$99	\$113	\$105	\$110
<i>Effectiveness</i>					
% of all projects that are unplanned		53.0%	52.0%	50.0%	50.0%

Continued in "Supplemental Information"

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$7,350,173	\$8,051,853	\$8,718,846	\$9,568,158
Operating Expenditure/Expense	8,656,386	8,352,032	8,262,994	7,746,110
Capital Equipment	1,860,203	3,730,138	1,957,797	1,501,765
Capital Projects	430,316	0	1,228,552	904,118
Grants & Aids	-23	0	0	0
Total	\$18,297,055	\$20,134,023	\$20,168,189	\$19,720,151

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$3,666,755	\$14,992,068	\$17,055,855	\$17,376,147
Countywide Special Purpose Revenue Fund	14,630,300	5,141,955	3,112,334	2,344,004
Total	\$18,297,055	\$20,134,023	\$20,168,189	\$19,720,151

Funded Positions	97	100	103	106
Funded FTE Positions	97.00	100.00	103.00	106.00

The FY 04 adopted budget funded two additional positions to fully meet current level of service including project related workload of the Network Administration Section. It also included \$140,109 for hardware equipment, an ArcIMS server expansion of web based GIS application and LAN/WAN test equipment. The project fund included \$1.7 million in additional funding for continued projects: PIMS; server replacement and upgrades; mini-computer replacement upgrades; VOIP telephony systems; HRIS; and HIPAA. New project initiatives of \$2.7 million included: the replacement of the Health and Social Services Client Assistance System (CLASS); a progressive replacement program for 800 MHz radios; GIS Oracle migration; and storage area network expansion.

The FY 05 adopted budget included additional project funding of \$5.1 million for the Health and Social Services CLASS project, 800MHz radios, expansion of network storage area, provision of IP video conferencing capacity for the south county regional service center and increased data storage capacity by tape library backup for County Center and Sabal Park. It also utilized savings of \$385,175 from the PIMS project to accommodate additional HIPAA security requirements. The retrofitting of covered entity sites required for HIPAA compliance with telecommunication standards was funded and managed by the Real Estate Department's R3M program. The FY 05 budget also included three new positions for security administration to ensure compliance with HIPAA security standards. It also reflected a net operating savings of \$414,600 for non-renewal of the Microsoft software maintenance and license renewal options.

Personal services and related operating funding is included for four new positions in the FY 06 adopted budget and for seven position in the FY 07 planned budget. The new positions will provide additional staffing for the Operational Services and Telecommunication sections of ITS, and they are necessary to meet technology infrastructure support, departmental and internal project requirements, disaster recovery operations and increasing support and administrative workloads. The budgets also include funding for GIS servers, data storage, and end-user software to support continued growth in internal applications, and data management for both. The budgets also include funding for disaster recovery for the technology capabilities required to enhance the ITS Sabal Park disaster recovery center and MOSI--the site designated as the disaster alternate relocation point for County administration. Funding for network infrastructure is provided for a technology improvement program for network equipment employed at the County Center and 164 remote locations. Funding is also provided in the FY 06 and the FY 07 planned budgets for automation security policies, standards, and procedures which address computer hardware, applications, system software, network infrastructure and the internet. Finally, the budgets provide for funding for the integration of HSS data for reporting, eligibility screening and document management and for HIPAA remediation and secure paper documents at remote sites and electronic processing.

As a result of an organizational restructuring in FY 05, one position was transferred from ITS to the County Administrator's Office.

LIBRARY SERVICES DEPARTMENT

MISSION:

Promote lifelong learning, an informed citizenry, individual intellectual freedom, an enhanced quality of life, and broadened horizons for all residents of Hillsborough County through a network of free libraries with open access, a community focus, welcoming environments, a broad range of relevant materials in a variety of formats, and highly trained, qualified customer-focused employees.

KEY OBJECTIVES:

1. Increase circulation by 5% in FY 06 and 9% in FY 07 through selection of new materials, improved marketing, and opening a new regional library.
2. Increase the number of registered borrowers by 1% each year.
3. Maintain or increase the percentage of customers whose questions were answered clearly.
4. Offer public access computers to meet or exceed the Florida Library Association standard for enhanced service of 1 workstation per 2,000 population.
5. Increase the number of program sessions offered by 2% in FY 06 and 4% in FY 07.
6. Increase the number of items in languages other than English by 10% each year.
7. Measure customer satisfaction with children's programming at County libraries by means of an annual survey beginning in FY 05; based on the survey results, adopt milestones for continuous improvement (Strategic Plan Goal 5, Objective K).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Member Services					
<i>Workload/Demand</i>					
# of registered borrowers	2	674,014	698,191	705,173	712,225
# of library visits	1,5	2,454,504	3,354,288 (est.)	3,522,002	3,698,102
# of annual service hours	1	73,814	78,868	80,072	83,686
# of holdings	1,6	2,677,571	2,819,837	2,999,272	3,038,895
<i>Efficiency</i>					
# of hours per week libraries are open	1	73	73	73	73
# of annual service hours per 1,000 population	1,2	67	70.2	70.0	72.0
# of square feet per capita	1,2,4	.38	.41	.44	.44
# of library visits per capita	1,3	2.23	2.99	3.08	3.18
# of holdings per capita	1,6	2.43	2.62	2.62	2.61
<i>Effectiveness</i>					
% of population registered	2	61.0%	62.0%	61.7%	61.2%
% of customer satisfaction	1,3	89.0%	89.0%	90.0%	90.0%
Circulation					
<i>Workload/Demand</i>					
# of items circulated	1,2	6,120,960	7,248,892	7,611,337	8,296,357
# of circulating items purchased (new measure)	1,2	222,767	270,515	266,811	186,278
<i>Efficiency</i>					
circulation per borrower	1,2	9.08	10.38	10.79	11.64
material turnover rate	1	2.3	2.6	2.5	2.7
circulation per capita	1,2,6	5.5	6.45	6.66	7.13
circulation per FTE	1,3	40,806	43,148	40,594	44,247
<i>Effectiveness</i>					
% of customers who found what they were looking for	1,2	85.0%	83.0%	85.0%	85.0%
% of new purchases circulated (new measure)	1,2	77.0%	84.2%	85.0%	85.0%
# of items in languages other than English	6	34,808	45,373	49,910	54,901
Information & Reference					
<i>Workload/Demand</i>					
# of customer contacts	3	2,370,805	2,644,032	2,696,912	2,723,881
# of public computers & ratio to 2,000 population (new measure)	4	607-1.10:2,000	638-1.14:2,000	707-1.24:2,000	707-1.21:2,000
<i>Efficiency</i>					
# of customer contacts per capita	3	2.15	2.35	2.36	2.34
<i>Effectiveness</i>					
% of customers whose questions were answered clearly	3	92.0%	93.0%	93.0%	93.0%
<u>Continued in "Supplemental Information"</u>					

LIBRARY SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$15,016,030	\$17,199,329	\$18,528,835	\$20,658,419
Operating Expenditure/Expense	7,183,934	8,423,222	9,016,208	9,311,640
Capital Equipment	390,234	566,270	511,122	360,554
Capital Outlay	37,213	0	0	0
Library Books & Publications	4,324,556	4,734,644	5,036,316	5,585,602
Grants & Aids	643,480	704,233	680,075	680,075
Other Uses	0	59,809	0	0
Total	\$27,595,447	\$31,687,507	\$33,772,556	\$36,596,290

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Library Tax District Fund	\$27,595,447	\$31,687,507	\$33,772,556	\$36,596,290

Funded Positions	390	423	467	473
Funded FTE Positions	322.69	347.44	381.90	387.90

The FY 04 and FY 05 adopted budgets reflected continued library service expansion with the renovation and expansion of the West Tampa Library and the Lutz Library. The West Tampa Library expansion added two positions (Library Technical Assistant and Library Assistant), and provided an additional eight hours of service weekly. A children's area, expanded shelving capacity, a computer lab, and new books and materials were also included in the expansion. The Lutz Library expansion added four (1.88 FTE's) positions and also increased service hours, provide a larger children's center, expanded shelving, computer training lab, private study/tutoring rooms and the addition of new books and materials. Funding was included for two positions (Sr. Librarian and Library Technical Assistant), funded in prior years with Library Services and Technology Act grant funds, that provide computer training to library customers. The FY 05 adopted budget added 30 (21.75 FTE's) positions and associated operating expenses for the opening of two new 15,000 square foot libraries, South Brandon Library and Upper Tampa Bay Library. The new libraries provide customer focused amenities such as public meeting rooms, separate children's centers, and computer training labs, along with the new books and materials. Funding by the Library Services and Technology Act grant and County match was included for three FTE positions and for the Spanish Language CyberMobile. This program expanded the availability of a Spanish language collection, traditional library services such as interlibrary loans and reference assistance, as well as electronic access to library databases and the internet.

The FY 06 adopted and FY 07 planned budgets include funding for the new SouthShore Regional and Westgate Regional Libraries, the Technical Services Center, expansion of the Born to Read program, and unmet operating impact of Capital Improvement Projects. The FY 06 adopted budget adds 40 (30.46 FTE's) positions and associated operating expenses for the opening of the new 40,000 square foot SouthShore Regional Library. The expansion of the Born to Read Program includes the conversion of a part-time Librarian position to a full-time (.63 FTE) Senior Librarian and the establishment of one part-time Library Assistant (.37 FTE) for a total addition of one FTE position. Since 2003, over 80,000 square feet of new library space has been added. Funding to operate new libraries has been adequate and the impact on operational support functions such as reference, materials services and programming required the addition of four FTE positions to handle the increased workload and fulfill the unmet operating impact of the Capital Improvement Program. The FY 07 planned budget adds six FTE positions and associated operating expenses for the opening of the new 25,000 square foot Westgate Regional Library. The FY 06 adopted and FY 07 planned budgets reflect \$25,057 in both years in efficiency savings as a result of consolidation of Verizon automated information systems, consolidation of alarm system monitoring and the floating collection demonstration project. Efficiencies also occurred due to an adjustment to the staffing model for the new SouthShore Regional and Westgate Regional Libraries for savings in FY 06 and FY 07 of \$77,865 and \$68,116 respectively. The consolidation of Library administrative managers eliminates the Manager of Service Development and Evaluation for an FY 06 and FY 07 savings of \$111,850 and \$122,492 respectively.

MANAGEMENT AND BUDGET DEPARTMENT

MISSION:

Develop and use sound financial and management practices and "best practices" in budgeting to effectively allocate available resources to address the Board of County Commissioners' priorities today, while providing responsible planning to meet future priorities.

KEY OBJECTIVES:

1. Comply with requirements of Florida Statutes, Chapters 129 and 200, as evaluated by the Florida Department of Revenue in its annual review of budget process materials.
2. Develop a biennial budget in accordance with "best practices" in budgeting to satisfy the needs of diverse "stakeholders" including County businesses and residents, investors in County bonds, and bond rating agencies, as evaluated through formal peer review of the biennial budget document. Resist unfunded mandates (Strategic Plan Goal 1, BOCC strategy).
3. Review budget amendments and other Board of County Commissioners (BOCC) agenda items in accordance with administrative directives so that at least 95% are processed by the close of the next business day after review and either approval or rejection.
4. Assist County departments, agencies, and other offices in developing, managing, and monitoring budgets developed under the County's biennial budget process and provide oversight to the capital projects in the County's capital budget and multi-year Capital Improvement Program while obtaining customer satisfaction surveys in which at least 90% of customers (departments and agencies) rate budget services as meeting or exceeding expectations.
5. Develop and administer the County's competitive and noncompetitive request for applications ("RFA") funding processes for social service and other contracts, processing at least 95% of payments within a 15-working day timeline; and obtaining customer satisfaction surveys in even-numbered fiscal years in which at least 90% of customers (contract agencies) rate contract management services as meeting or exceeding expectations.
6. Maintain departmental expenditures as a percent of total government expenditures at or below the benchmark average of 0.10% for budget offices in 9 major governments with budgets in excess of \$1 billion (for which the range was 0.07% to 0.19%).
7. Reduce over-reliance on property taxes as a general revenue by relying more on the non-property tax portion of total General Fund revenue from 16% to 18%, and by establishing a Countywide target of under 7 mills by FY 09. (Strategic Plan Goal 1, Objectives A and B.) At the same time, set priority for transportation funding from the Community Investment Tax (CIT) and ad valorem taxes (Strategic Plan Goal 7, BOCC strategy).
8. Improve protection of stabilization reserves in the General Fund by establishing specific criteria by FY 08 that will determine when such reserves may be used and how quickly they would be subsequently replaced. (Strategic Plan Goal 1, Objective C)
9. Achieve and maintain by FY 07 a financial management ("Money") rating of at least "A-" as determined by the *Governing Magazine* review of 40 counties. (Strategic Plan Goal 1, Objective E.)
10. In partnership with local communities, improve the Arts and culture ranking for Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA) in the Bert Sperling national ranking and rating of cities and counties from 59th to within the top 50 by FY 07. (Strategic Plan Goal 5, Objective L.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Department-wide					
<i>Workload/Demand</i>					
Establish criteria for use & replacement of stabilization reserves	8	n/a	n/a	to be completed	completed
<i>Efficiency</i>					
Budget office expenditures as a % of total County expenditures	6	.10%	.10%	<0.08%	<0.08%
<i>Effectiveness</i>					
% of non-property tax combined General Fund revenue	7	15.9%	15.4%	16.5%	15.8%
Countywide operating millage rate (in mills)	7	7.1877	7.1757	6.9257	6.9257
<i>Governing Magazine's</i> "Money" rating of Hillsborough County	9	n/a	n/a	n/a	A- or A
Arts and Culture ranking among 331 U.S. MSA's	10	59th	59th	59th	<or=50th

Continued in "Supplemental Information"

MANAGEMENT AND BUDGET DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$2,347,655	\$2,806,219	\$2,700,490	\$2,903,750
Operating Expenditure/Expense	88,246	153,542	97,389	98,379
Capital Equipment	6,723	1,602	0	0
Total	\$2,442,624	\$2,961,363	\$2,797,879	\$3,002,129

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$2,441,886	\$2,961,363	\$2,797,879	\$3,002,129
Intergovernmental Grants	738	0	0	0
Total	\$2,442,624	\$2,961,363	\$2,797,879	\$3,002,129

Funded Positions	34	34	32	32
Funded FTE Positions	32.00	33.50	31.29	31.29

The FY 04 adopted and budget added three positions. A General Manager II position was added to assist several departments with PIMS scheduling needed to manage a large number of projects spread over several departments. There are two Budget Intern positions included to facilitate a management development intern program. It provides two annual internships, from July 1 through June 30. Each intern rotates through 4 three-month terms completing two assignments within several departments.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted and FY 07 planned budgets transfer one position (Budget Intern) to Health and Social Services. The department decreased the FY 06 and FY 07 budgets for contractual services, telecommunications, minor equipment, computer software, and general operating supplies to more closely align the budgets with historical expenditure patterns. The budget also reflects efficiency savings of \$127,926 in FY 06 and \$137,737 in FY 07. These savings will result from the elimination of two positions (Manager, Management Analysis Section and a permanent part-time Budget Intern) without any reduction in service levels.

MEDICAL EXAMINER DEPARTMENT

MISSION:

Identify criminal, accidental, suicidal, suspicious, unexpected, unattended and work-related deaths; determine causes of death for same and for all bodies to be cremated, donated to science, or removed from the State as per Section 406.11, Florida Statutes and County Ordinance 93-18. Provide dignified disposal of unclaimed or indigent bodies as mandated by F.S. 406.50 while minimizing the financial impact on the County. Foster improved medical care by disseminating autopsy results to physicians and by functioning as a teaching affiliate of the University of South Florida College of Medicine. Optimize number of organ donors without compromising prosecution of criminal defendants.

KEY OBJECTIVES:

1. Maintain ratio of total autopsies (violent and natural deaths) to violent death autopsies at 1.5 or higher.
2. Maintain average time to signing of autopsy report to less than 50 days.
3. Maintain toxicology turnaround time (specimen receipt to results ready, excludes preparation of report) for screens and alcohols at less than 30 days.
4. Investigate, by inquiry, all deaths for which the body is to be cremated or removed from the State.
5. Minimize disposition costs for unclaimed and indigent bodies by maximizing disposal by cremation.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Cause of Death Determination	1-4				
<i>Workload/Demand</i>					
# of autopsies		1,370	1,454	1,450	1,470
# of investigations of bodies to be cremated		3,902	4,204	4,200	4,250
# of investigations of bodies to be removed from the State		831	666	675	700
<i>Efficiency</i>					
# of autopsies per Medical Examiner		288 (1,370/4.75)	291 (1,454/5)	276 (1,450/5.25)	246 (1,470/6)
avg. cost/autopsy (total non-indigent expend./# of autopsies)		\$2,484	\$2,191	\$2,843	\$3,119
# of inquiries, per Medical Examiner/# of bodies to be cremated		821 (3,902/4.75)	841 (4,204/5)	800 (4,200/5.25)	708 (4,250/6)
# of inquiries, per Investigator, of bodies to be removed from the State		83	67	68	70
<i>Effectiveness</i>					
ratio of total autopsies/violent death autopsies		1.66	1.55	1.60	1.60
avg. # of days from autopsy to signed report		36.4	50.1	45.0	40.0
avg. # of days to complete toxicology testing		17.3	15.5	20.0	20.0
Disposition of Unclaimed/Indigent Bodies	5				
<i>Workload/Demand</i>					
# of cremations provided		306	321	320	335
# of burials provided		104	86	115	120
<i>Efficiency</i>					
avg. cost per cremation		\$300	\$279	\$342	\$342
avg. cost per burial		\$1,310	\$1,401	\$1,500	\$1,533
avg. cost/per body disposed (tot. indigent expenditures/total # of cremations + burials)		\$1,107	\$1,219	\$1,326	\$1,268
<i>Effectiveness</i>					
% of unclaimed/indigent bodies cremated		74.6%	78.9%	73.6%	73.6%

MEDICAL EXAMINER DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$2,556,539	\$2,740,977	\$2,999,568	\$3,291,805
Operating Expenditure/Expense	1,300,869	1,142,981	1,110,089	1,217,245
Capital Equipment	37,561	0	12,700	91,955
Total	\$3,894,969	\$3,883,958	\$4,122,357	\$4,601,005

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide Special Purpose Revenue Fund	\$3,894,569	\$0	\$0	\$0
Countywide General Fund	0	3,883,958	4,122,357	4,601,005
Intergovernmental Grants	400	0	0	0
Total	\$3,894,969	\$3,883,958	\$4,122,357	\$4,601,005

Funded Positions	31	31	37	38
Funded FTE Positions	31.00	31.00	34.48	35.48

The FY 04 adopted budget included funding for the purchase of three vehicles and related operational cost to be utilized by Medical Examiner Investigators for scene response.

The FY 05 adopted budget included the transfer of the Medical Examiner's budget from the restricted Local Government Criminal Justice fund to the Countywide General Fund due to changes as a result of Article V legislation.

The FY 06 adopted budget reflects an increase of six positions (3.48 FTE's) which consist of one Autopsy technician, one Associate Medical Examiner, one Senior Secretary to meet the increased workload of the Department, and three (.48 FTE) Autopsy Technicians converted from temporary staff to permanent part-time positions. As a result of establishing the Associate Medical Examiner and Senior Secretary positions, funding is reduced in contractual services for a USF Fellow and a medical transcriptionist providing for more effective and efficient services. The FY 06 adopted budget also includes funding for a forensic dental identification system which will provide quick definitive identification of remains, and laptop computers with remote wireless internet connection to the Medical Examiner database to permit investigators to enter cases into the system directly from the scene of death, allowing investigators time at the scene to be more effective.

The FY 07 planned budget reflects an increase of one position (Forensic Toxicologist) and will provide additional credential expertise required to certify toxicology reports, provide expert witness testimony, and develop protocols to detect, identify and quantify an ever increasing array of legal and illegal drugs. The budget also includes funding for operational expenses for the new Medical Examiner facility, scheduled to open in January 2007. These expenses include computer workstations so each staff member can have their own workstation, fiberglass autopsy trays and carts to replace out-of-date equipment, and a bar coding system to provide inventory control of personal effects, evidence, and remains, to reduce the possibility of releasing the wrong remains and/or personal effects.

NEIGHBORHOOD RELATIONS

MISSION:

Improve the County's relationships with its neighborhoods and communities by working internally with departments to improve County services, and externally with neighborhood and community groups, municipalities, law enforcement, and other state and local agencies affecting neighborhoods.

KEY OBJECTIVES:

1. Assist 225 neighborhood associations to receive technical assistance within one working day 90% of the time.
2. Award 100% of available mini-grant funds to neighborhood associations with 90% of projects completed during the fiscal year. Increase speciality grant awards by 5% annually until available funds are fully utilized.
3. Conduct outreach services for two new Community Based Plans in the unincorporated County, recruiting a minimum of 30 people per community to serve on the working committee.
4. Maintain database of neighborhood associations for contact, updating within two working days of change notices.
5. Provide an annual local conference for up to 500 participants.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Technical Assistance & Liaison	1				
<i>Workload/Demand</i>					
# of TA/service responses by staff		168	666	666	666
<i>Efficiency</i>					
# of requests handled per FTE		33	133	133	133
<i>Effectiveness</i>					
% responded to within 1 working day		90.0%	98.28%	95.0%	95.0%
% customer service survey responses excellent & good		n/a	99.54%	95.0%	95.0%
Mini-Grants	2				
<i>Workload/Demand</i>					
# of applications funded		70	70	70	70
<i>Efficiency</i>					
% of funds awarded		100%	100%	100%	100%
<i>Effectiveness</i>					
% of funds expended and projects completed		90.0%	82.83%	85.0%	85.0%
% customer service survey responses excellent & good		n/a	96.49%	95.0%	95.0%
Community Based Planning	3				
<i>Workload/Demand</i>					
# of new plans outreached		3	2	2	2
<i>Efficiency</i>					
# of citizens recruited for working committee		235	60	60	60
<i>Effectiveness</i>					
% customer service survey responses excellent & good		90.0%	survey not done	90.0%	90.0%
Database Maintenance	4				
<i>Workload/Demand</i>					
# of associations registered		815	868	877	904
<i>Efficiency</i>					
# of associations per coordinator		271	289	292	301
<i>Effectiveness</i>					
% of updates entered within 2 working days		90.0%	94.83%	93.0%	93.0%
Specialty Grants	2				
<i>Workload/Demand</i>					
# of applications funded		37	42	39	41
<i>Efficiency</i>					
% increase in funds awarded (Baseline \$90,652)		n/a	n/a	5.0%	5.0%
<i>Effectiveness</i>					
% customer service survey responses excellent & good		n/a	90.0%^	90.0%	90.0%

Continued in "Supplemental Information"

NEIGHBORHOOD RELATIONS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$342,941	\$380,431	\$405,036	\$433,429
Operating Expenditure/Expense	250,263	306,874	315,690	303,529
Capital Equipment	14,188	0	0	0
Grants & Aids	0	3,000	0	0
Total	\$607,392	\$690,305	\$720,726	\$736,958

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$554,427	\$590,305	\$620,726	\$636,958
Unincorporated Area Special Purpose Fund	52,965	100,000	100,000	100,000
Total	\$607,392	\$690,305	\$720,726	\$736,958

Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

The FY 04 adopted budget provided increased funding for capital equipment that gave the staff GIS capability to create and update neighborhood maps. It also provided funding of \$23,520 for a local County Neighborhood Conference. The budget included \$50,000 in funding from the Environmental Restoration Project Fund for the new Neighborhood Tree Mini-Grant Program. This grant encouraged neighborhood associations to plant trees in the community-maintained areas and/or road rights-of-way within or adjacent to the neighborhood. The regular Neighborhood Mini-Grant program continued its collaborative effort between the County, the Duckwall Foundation, and the Children's Board. Funding for this grant consisted of \$16,000 from the Children's Board, \$5,000 from the Duckwall Foundation, and a \$25,000 increase from the County bringing the County's commitment to \$75,000 and the regular Neighborhood Mini-Grant's total funding to \$96,000.

The FY 05 adopted budget increased funding by \$50,000 annually for the Neighborhood Mini-Grant Tree program.

The FY 06 adopted and FY 07 planned budgets include funding for a training program ("Citizen's Academy") that would include leadership training and information on county department, services, and policies. The leadership portion of the program is to be facilitated by the Jim Walter Partnership at USF. Neighborhood Relations will coordinate the scheduling of presentations by County departments. The Partnership will administer program evaluations and help create a Neighborhood Advisory Council made up of program graduates. The Council will then provide input to Neighborhood Relations on programs and potential improvements. The class will be offered once in FY 06 and twice annually thereafter. As a result of a 3% efficiency proposal, auto mileage reimbursement and office supplies were reduced in both the FY 06 adopted and FY 07 planned budgets by \$15,765. The Department will conduct more business by e-mail, mail and fax without reducing service levels.

OFFICE OF PUBLIC AFFAIRS

MISSION:

Ensure that Hillsborough County's interests are effectively represented with state, federal, and local governments and with other intergovernmental and community organizations. Coordinate and staff the Board of County Commissioners' Citizens Advisory Committee, the Council of Governments, and the Commission on the Status of Women. Staff support for the BOCC's interest in Florida Association of Counties, Florida Association of Intergovernmental Relations, Hillsborough County Hospital Authority, and National Association of Counties.

KEY OBJECTIVES:

1. Develop the County's 2006 State and Federal Legislative Program for adoption by the Board: State--by 10/05; Federal-- by 12/05.
2. Represent 54 organizations funded by Hillsborough County, reviewing all legislative bills and their iterations for fiscal and policy impact; distribute received legislation within 36 hours; collaborate with other jurisdictions for legislative resolution; prepare reports on legislation which became law.
3. Represent Hillsborough County's interests: before state and federal governments, including the U. S. Congress, the Executive branches, the Florida Legislature, and their agencies; as liaison with local governments and within the community, responding to official requests within 72 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Develop BOCC State and Federal Legislative Programs	1				
<i>Workload/Demand</i>					
# of legislative issues examined/# of issues selected		150/50	160/55^	n/a	n/a
<i>Efficiency</i>					
# of contacts solicited and processed per FTE		50	60^	n/a	n/a
<i>Effectiveness</i>					
date state program adopted		10/06/04	10/31/05^	n/a	n/a
date federal program adopted		10/06/04	12/31/05^	n/a	n/a
County Legislative Representation	2				
<i>Workload/Demand</i>					
# of meetings collaborating on legislation		275	285^	n/a	n/a
# of reports on legislation		30	40^	n/a	n/a
# of legislative services contracts managed		4	4^	n/a	n/a
<i>Efficiency</i>					
# of legislative bills reviewed and distributed		5,560	5,610^	n/a	n/a
# of contacts/responses per FTE		1,174/649	1,291/714^	n/a	n/a
# of legislative assignments per FTE		65	61^	n/a	n/a
<i>Effectiveness</i>					
% of legislation distributed within 36 hours		100%	100%^	n/a	n/a
# of reports prepared and % submitted by due date		30/99.0%	40/99.0%^	n/a	n/a
County Intergovernmental Representation/Administration	3				
<i>Workload/Demand</i>					
# of assignments/referrals		36	46^	n/a	n/a
<i>Efficiency</i>					
# of assignments completed per FTE		36	46^	n/a	n/a
<i>Effectiveness</i>					
# of assignments/% responded to by task completion date		20/56.0%	46/95.0%^	n/a	n/a

OFFICE OF PUBLIC AFFAIRS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$284,009	\$306,454	\$0	\$0
Operating Expenditure/Expense	39,716	61,607	0	0
Total	\$323,725	\$368,061	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$323,725	\$368,061	\$0	\$0
Total	\$323,725	\$368,061	\$0	\$0

Funded Positions	3	3	0	0
Funded FTE Positions	3.00	3.00	0.00	0.00

The FY 04 adopted budget reflected increased funding of \$9,600 for temporary clerical staff and an intern position. A \$36,000 increase in the federal lobbyist's contract funding in Non-Departmental Allotments was approved for tasks related to grant solicitation with the stipulation that performance be evaluated after a year.

The FY 05 adopted budget represented funding at continuation level.

As a result of an organizational restructuring in FY 05, the Office of Public Affairs was merged into the County Administrator's Office.

OFFICE OF QUALITY SERVICES

MISSION:

Direct Hillsborough County's initiatives designed to improve efficiencies and effectiveness. Manage the County Administrator's Best County Plan by obtaining customer feedback, measuring performance against benchmarks, and assisting departments in making appropriate improvements.

KEY OBJECTIVES:

1. Direct programmatic improvements initiated by the BOCC or the County Administrator with 94% to 97% of participants rating the process to be "effective" to "very effective."
2. Direct evaluations of best practices, benchmarks, and customer feedback of services to identify improvements to efficiency and effectiveness with at least four services considered for changes by the County Administration.
3. Manage targeted initiatives to improve efficiency and effectiveness based on best practices, benchmarks, and customer feedback with 94% to 97% of participants rating the process to be "effective" to "very effective."

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Cross-Organizational Improvement Initiatives					
<i>Workload/Demand</i>					
# of programmatic initiatives	1	n/a	10^	n/a	n/a
<i>Efficiency</i>					
avg. time spent per initiative (in months)	1	n/a	11^	n/a	n/a
<i>Effectiveness</i>					
% of participants rating the process to be "effective" to "very effective"	1	n/a	92.0%^	n/a	n/a
Best Practices, Benchmarking, and Customer Feedback					
<i>Workload/Demand</i>					
# of services evaluated	2	n/a	n/a	n/a	n/a
<i>Efficiency</i>					
avg. time to evaluate service (in months)	2	n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
# of services considered for improvement by the County Administrator	2	n/a	n/a	n/a	n/a
Manage Targeted Initiatives to Improve Efficiency and Effectiveness					
<i>Workload/Demand</i>					
# of efficiency and effectiveness improvements managed	3	n/a	3^	n/a	n/a
<i>Efficiency</i>					
avg. time to manage efficiency and effectiveness improvements (in months)	3	n/a	5.5^	n/a	n/a
<i>Effectiveness</i>					
% of participants rating the initiative process to be "effective" to "very effective"	3	n/a	n/a	n/a	n/a

OFFICE OF QUALITY SERVICES

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$297,490	\$309,413	\$0	\$0
Operating Expenditure/Expense	33,105	31,929	0	0
Capital Equipment	1,399	0	0	0
Total	\$331,994	\$341,342	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$331,994	\$341,342	\$0	\$0
Total	\$331,994	\$341,342	\$0	\$0

Funded Positions	5	4	0	0
Funded FTE Positions	5.00	4.00	0.00	0.00

The FY 04 adopted budget was funded at continuation levels.

In the FY 05 adopted budget, one position (Quality Services Administrator) was transferred to the newly created section of Professional Responsibility in the Consumer Protection and Professional Responsibility Agency.

As a result of an organizational restructuring in FY 05, the Office of Quality Services was merged into the County Administrator's Office.

PARKS, RECREATION AND CONSERVATION DEPARTMENT

MISSION:

To provide for the public a standard of excellence in leisure service, facilities, programs and preservation of resources while working in concert with residents and the County's leadership.

KEY OBJECTIVES:

1. Building and Grounds Maintenance: Provide over 2,300 square feet of building maintenance per day at a cost of less than \$7.50 per square foot with a 90% satisfaction rating. Provide maintenance of 184 parks of 19,852 acres, mowing 1,550 acres daily. Manage 42,500 acres of ELAPP land.
2. Recreational Programming: Provide morning, afternoon, and evening leisure programming at 45 recreational areas at 85% of capacity and with 92% customer satisfaction as determined by customer survey.
3. Athletic Programming: Provide administration, facilities, officiating and all associated duties to offer 8,550 softball games for 945 teams at 231 athletic fields. Provide Therapeutic Recreational Programs to an average of 350 clients per event achieving 90% customer satisfaction.
4. Regional Park Programming and Maintenance: Provide and maintain ten Regional Parks offering activities such as picnicking, hiking, fishing, nature study, trails, swimming and camping at a cost of less than \$1.85 per visit and within a 95% satisfaction rating.
5. Management of Environmental Lands: Provide administration for the Environmental Lands Acquisition and Protection Program (ELAPP) which identifies, evaluates, and protects lands meeting program criteria. Responsible for providing management activities such as site security, habitat enhancement, prescribed burn program, invasive and exotic plant removal, etc., for over 44,000 acres at 52 sites with an average of 15 prescribed burns per year.
6. For athletic and recreation programs, as measured by the department's customer survey, maintain 85% or more customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 07. (Strategic Plan Goal 5, Objective T).
7. Increase the percentage of underprivileged and hardship participants of programs within Community Development Block Grant areas by 10% by FY 07. (Strategic Plan Goal 5, Objective U). Outreach to disadvantaged children; give discounts for minority and underprivileged to afford programs offered; offer dance/music programs for disadvantaged children; improve transportation for underprivileged children to get to the facilities. (Strategic Plan Goal 5)
8. Increase participants in swim safety classes with the goal of reducing drownings (Strategic Plan Goal 5, Objective R).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Building and Grounds Maintenance	1				
<i>Workload/Demand</i>					
# of building sq. ft. maintained (excludes picnic shelters)		389,442	495,813	540,213	583,213
# of acres mowed per day		n/a	1,397	1,550	1,600
<i>Efficiency</i>					
square feet maintained per day		n/a	n/a	2,300	2,400
<i>Effectiveness</i>					
% of building maintained satisfactorily		90.0%	92.1%	90.0%	90.0%
Recreation Services	2				
<i>Workload/Demand</i>					
# of programmed recreation areas		42	42	45	46
# of participants in CDBG areas	7	2,373	2,600	2,870	3,150
# of participants in swim safety program	8	1,421	1,615	1,733	1,820
<i>Efficiency</i>					
% of customers satisfied and will return		98.0%	94.0%	95.0%	95.0%
<i>Effectiveness</i>					
% of recreation programs at capacity		95.0%	91.0%	92.0%	93.0%
# on waiting list for recreation programs		n/a	2,458	2,384	2,312
# of recreation program attendees		n/a	6,194,132	6,503,835	6,695,953

Continued in "Supplemental Information"

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$26,753,592	\$29,205,486	\$31,880,906	\$35,091,628
Operating Expenditure/Expense	12,155,777	13,791,917	14,437,171	16,323,476
Capital Equipment	316,237	46,963	1,011,030	343,285
Capital Projects	81,513	180,000	205,200	189,200
Grants & Aids	469,079	644,700	649,700	637,700
Other Uses	65,000	0	0	0
Total	\$39,841,198	\$43,869,066	\$48,184,007	\$52,585,289

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$11,489,399	\$12,420,874	\$14,670,694	\$15,711,569
Unincorporated Area General Fund	26,433,986	28,762,482	30,880,772	34,057,508
Unincorporated Area Special Purpose Fund	215,738	258,486	262,533	275,179
Intergovernmental Grants	496,316	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	1,205,759	2,427,224	2,370,008	2,541,033
Total	\$39,841,198	\$43,869,066	\$48,184,007	\$52,585,289

Funded Positions	528	538	1,002	1,025
Funded FTE Positions	528.00	538.00	678.86	701.86

The FY 04 adopted budget added 17 positions for operation of the new Gardenville Community Center, expanded public access to ELAPP properties, maintenance of the expanding parks system, and for expanded maintenance at the Shimberg Athletic Complex. A position was transferred from the Planning and Growth Management Department. In addition, two part-time Park Ranger positions were changed to full-time to aid in recruitment and retention. Eleven positions for the median maintenance function were transferred to the Public Works Department. Continuation funding for "Operation Clean-Up" was also included. The FY 04 adopted budget also included funding for a gazebo and other amenities for the Thonotosassa Town Square Project. The FY 05 adopted budget included an additional 10 positions. These positions are for the operation of new and expanded parks and recreations centers at All People's, Westchase, and Carrollwood Meadows. The FY 05 adopted budget increased funding for improved management and restoration of ELAPP properties and for access improvements at the Cypress Creek ELAPP site. The FY 05 budget included \$150,000 for an asset inventory program, in addition to \$50,000 from the adopted FY 04 budget, for a program total of \$200,000.

The FY 06 adopted budget includes funding for the addition of 30 positions, operating expenses and equipment for new and expanded parks, recreation programs and therapeutic programs. Fifteen of the positions are for new or expanded parks and will be located at the Upper Tampa Bay Trail, Northwest Recreation Corridor, Wilderness Park and Northdale Park Addition. The remaining positions are for increased riding lessons at Bakas Equestrian Center (2 FTE's); Blaze Sports Coordinator (1 FTE); Therapeutics Bus Driver (1 FTE); Recreation Programs Bus Drivers (2 FTE's); regional park roving maintenance team (3 FTE's); management and restoration of Fish Hawk Preserve (2 FTE's); ELAPP site monitoring (1FTE); Contracts and Grant Specialist for Conservation Services (1 FTE); and a new special event team (2 FTE's)) that will be responsible for the set-up and tear-down of all equipment needed for special events throughout the County. Additional funding is included for temporary staff for after school and Camp Sparks programs for children with disabilities in order to provide new programs in areas that are not currently being served. Sixteen defibrillators are included for high use areas. Operating expenses and equipment for the Flatwoods Cabin and Campsite are also included in the budget. The funding for three positions and operating costs of Skyway Park was shifted from the Unincorporated Area General Fund to the Countywide General Fund since this facility resides in the limits of the City of Tampa. Contracted services funding for off-duty Sheriff's Deputies for event security, property protection and educational programs will be deferred to FY 07. The FY 07 planned budget includes the addition of 23 positions and associated expenses. The positions will be for the new All People's Life Center Gymnasium (3 FTE's), Northwest Recreation Corridor (2 FTE's) and Carrollwood Cultural Center (5 FTE's), and an additional Contracts and Grant Specialist for Conservation Services (1 FTE). The remaining 12 positions are for athletic field crews at Fishhawk Sports Complex, Live Oak Sports Complex, Summerfield Soccer Complex and William Owen Pass Soccer Complex. Operating and maintenance costs for a new restroom building at Heather Lakes Park are included in the FY 07 budget. Additional funds were added to the FY 07 budget for the Marsh Creek Habitat Restoration Project. The FY 06 and FY 07 position count increased by 16 (16 FTE's) due to the conversion of budgeted temporaries to permanent full-time positions; by 261 (70.71 FTE's) for the conversion of budgeted temporaries to permanent part-time; and by 157 (24.15 FTE's) to account for budgeted summer temporaries. These conversions will be absorbed within the department's budget.

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

MISSION:

Protect the quality of life by actions to align, integrate, and administer the County's Planning and Growth Management System components consisting of: Community Planning, Hazard Mitigation Planning, Transportation Planning, Zoning, Permitting, Inspections, and Impact Fees in order to promote responsive organizational efficiency and effectiveness.

KEY OBJECTIVES:

1. Community Planning: Provide community-based planning for neighborhoods, corridors, and special purpose geographic areas so that growth and redevelopment is accommodated in a manner that is compatible, visually pleasing, fiscally responsible, and environmentally sensitive by completing 95% of the necessary studies/plans/reports by the assigned date.
2. Transportation Planning: Analyze the transportation impacts of development requests, administer concurrency management for roads, assist in the development of the County's Transportation Plan, coordinate plans with other entities, and prepare corridor plans and special studies so that congestion is minimized and a safe, efficient and compatible mobility system is provided, avoiding appeals of transportation analyses.
3. Zoning Services: Evaluate and assess the impacts of rezoning on the community and develop and administer zoning regulations that benefit and protect the citizens of Hillsborough County and implement the Comprehensive Plan, keeping hearing appeals at a minimum of less than 1%.
4. Hazard Mitigation Planning: Minimize the impacts on people and property from flooding and other natural and man-made disaster through education and regulation of growth and redevelopment, keeping appeals at less than 1%.
5. Permitting Plans Reviews: Provide review of subdivision and site construction plans with an average turnaround time of <15 days (Land Development Code).
6. Inspection/Code Enforcement: Protect the public health, safety, and welfare through the consistent and dependable administration, inspection and compliance with the Land Development Code and the State of Florida Building Code increasing inspections completed within 24 hours to 95%.
7. Impact Fees: Administer the assessment and collection of impact fees in a fair and legally equitable manner, with transactions recorded 99% correctly.
8. Strategic Plan-Intersection Improvement Fund: Increase the number of intersections to accommodate growth by 50% by FY 08.
9. Strategic Plan-Community Based Planning: Prepare and implement community based plans for 22 communities.
10. Customer Satisfaction: Maintain a customer satisfaction rating of 90% as measured by the County customer service survey.
11. Improve the physical appearance of the community as well as the quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life Survey beginning in FY 05 (Strategic Plan Goal 8, Objectives A & C).
12. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 2005 (Strategic Plan Goal 7, Objective M).
13. Ensure projects submitted for permitting after 12/05 that are zoned Planned Development fully comply with zoning approved by the BOCC (Strategic Plan Goal 5, Objective P).
14. Develop policies in the Comprehensive Plan by 2006 that will promote a balanced and diversified land use pattern and protect agricultural land (Strategic Plan Goal 8, BOCC Initiated Strategy 3).
15. Provide expanded protection from contamination through the permitting requirement for all the 740 potable water supply wellheads in the County by FY 07 (Strategic Plan Goal 7, Objective E).
16. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 08 (Strategic Plan Goal 8, Objective B).
17. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08 (Strategic Plan Goal 7, Objective B).
18. Online access by citizens to Planning and Growth Management documents (Strategic Plan Goal 8, BOCC Initiated Strategy 1).
19. Address timing of development in Comprehensive Plan (Strategic Plan Goal 8, BOCC Initiated Strategy 2).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Community Planning	1				
<i>Workload/Demand</i>					
# of studies/plans/reports for planning strategies		50	53	90	90
# of community planning and design projects		8	7	7	7
# of community based plans	9	2	2	2	2
<i>Efficiency</i>					
# of studies/plans/reports per FTE		3.50	3.75^	3.50	3.75
<i>Effectiveness</i>					
% of studies/plans/reports completed by the assigned date		95.0%	95.0%^	95.0%	95.0%
<u>Continued in "Supplemental Information"</u>					

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$17,850,582	\$19,968,673	\$23,231,902	\$24,790,627
Operating Expenditure/Expense	8,346,087	9,663,747	11,501,948	11,232,416
Capital Equipment	275,054	68,200	528,214	0
Capital Outlay	34,567	0	128,000	0
Grants & Aids	91,599	55,000	47,017	45,917
Total	\$26,597,889	\$29,755,620	\$35,437,081	\$36,068,960

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Unincorporated Area General Fund	\$10,339,177	\$11,231,904	\$13,032,550	\$13,165,234
Unincorporated Area Special Purpose Fund	15,012,366	17,447,660	20,914,351	21,384,458
Intergovernmental Grants	194,645	0	0	0
County Transportation Trust Fund	659,008	714,599	953,442	993,950
Water & Wastewater Utility Enterprise Fd	392,693	361,457	536,738	525,318
Total	\$26,597,889	\$29,755,620	\$35,437,081	\$36,068,960

Funded Positions	274	290	336	336
Funded FTE Positions	274.00	290.00	327.00	327.00

FY 04 funded four positions and operating costs in the Building Services Fund for an expanded sign Permitting and Inspection program, and two positions in the Unincorporated General Fund for grand oak protection. The FY 05 adopted budget re-allocated funds in the Unincorporated Area General Fund and the Building Services Fund for an electronic records management system. In the Unincorporated Area General Fund four new positions were added for improved engineering reviews. Three positions for inspection of infrastructure were transferred to Water Resource Services (one position from the Unincorporated Area General Fund and two positions from the Water & Wastewater Utility Enterprise Fund). In the Building Services Fund, the FY 05 adopted budget funds the relocation of the residential permitting operation and hazard mitigation planning. The right-of-way permitting function, as well as two positions, are transferred to the Public Works Department. Additionally, seven building inspectors were added to the Building Services Fund to improve the level of service for building inspections to 18 per day and ten other positions were added to improve site inspections and permit processing. The FY 05 adopted budget also included funding for wireless capabilities for building inspectors to improve productivity and online building permitting, which will allow citizens and the building industry to apply and pay online for contractor licensing and sub-permitting. Funding was added to the Transportation Trust Fund for public meetings in order to improve the Hillsborough County Truck Route Plan. Finally, additional funding was added to the Unincorporated General Fund for the Palm River Point Community Development Corporation (CDC).

The FY 06 adopted budget added increased funding for 25 new staff positions in the Building Services Fund. Included in these new positions are eight plumbing inspectors and four permitting positions to handle the increased volume of business. The Building Services Fund operating budget also included \$300,000 for on-line permitting. The Unincorporated Area General Fund operating budget added five new natural resource positions and added \$585,890 of funding as a result. In addition, another \$235,000 was added for strategic plan initiatives in the Unincorporated Area General Fund operating budget to provide a quality of life survey, improvements to the timing of development in the Comprehensive Plan, and a sign ordinance update. The Transportation Trust Fund was increased by \$135,000 for strategic plan initiatives to develop a constrained roadway analysis and intersection improvements. Two positions were added in the Water and Wastewater Utility Enterprise Fund for backflow prevention. In Non Departmental Allotments, \$100,000 is funded for the Historic Landmark Resource Program. Finally, 14 temporary positions were created and included in the FY 06 and future budgets for this department.

The FY 07 planned budget includes additional funding in the Building Services Fund for online permitting software and a performance audit in the amounts of \$338,000 and \$100,000 respectively. All other funding sources maintain continuation or FY 07.

PUBLIC SAFETY DEPARTMENT

MISSION:

Support public safety agencies by administering the 9-1-1 emergency telephone system; provide dispatch services for medical, fire, and mental health responses; provide general support to citizens and government agencies in matters relating to emergency preparedness and public safety; provide crime prevention and personnel safety for County operations; and administer the marine safety program.

KEY OBJECTIVES:

1. Answer, triage, and allocate appropriate emergency resources for 200,000 requests for service within 90 seconds, and provide pre-arrival medical instructions.
2. Plan, coordinate, and execute drills and exercises to include various volunteers, private non-profit organizations, city, county, state, and federal agencies in various areas such as natural disasters, industrial accidents, and terrorism with at least two exercises per year.
3. Enforce Florida Statute 365.171, 2, 3, 4 (9-1-1 Telephone Legislation) and HC Ordinance 89-05 (Uniform Building Numbering System) and maintain integrity of the address database to ensure 9-1-1 calls are delivered to appropriate Public Safety Answering Points (PSAP's) with 97% accuracy.
4. Perform 24 hour, 7-day a week security functions, including courthouse screening, to safeguard County personnel and property, confiscating 99.9% of prohibited items.
5. Maintain the County uniform waterway marker system. Manage the County derelict vessel removal grant program to ensure removal of vessels within three months of grant approval.
6. After the occurrence of a declared emergency, measure citizen satisfaction with Hillsborough County's preparedness and response by means of a survey; based on the survey results, adopt milestones for continuous improvement. (Strategic Plan Goal 5, Objective B.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Fire/Medical Emergency Dispatch Services	1				
<i>Workload/Demand</i>					
# of fire, medical, & miscellaneous calls received		222,596	207,283	224,082	225,586
% of calls requiring pre-arrival medical instructions		80.0%	85.0%	85.0%	85.0%
<i>Efficiency</i>					
# of calls per FTE		7,949	7,402	8,003	8,057
<i>Effectiveness</i>					
average 9-1-1 answer time (in seconds)		5	4	5	5
Emergency Management Readiness	2				
<i>Workload/Demand</i>					
# of exercises		8	10	10	11
# of emergency events		n/a	0	TBD	TBD
<i>Efficiency</i>					
# of people per event		259	251	275	280
# of people surveyed		n/a	50	TBD	TBD
<i>Effectiveness</i>					
# of individuals participating in all events		2,075	2,505	2,750	3,100
customer satisfaction		n/a	90.0%	92.0%	94.0%
9-1-1 Network	3				
<i>Workload/Demand</i>					
# of 9-1-1 calls		884,852	919,059	937,440	956,188
# of new addresses issued		15,791	12,851	15,000	16,000
<i>Efficiency</i>					
# of new addresses issued per FTE		3,948	3,213	3,750	4,000
<i>Effectiveness</i>					
% of address accuracy in 9-1-1 database (goal 95%)		99.97%	99.99%	99.97%	99.97%
% of calls answered in busiest hour (goal 95%)		97.0%	93.3%	97.0%	97.0%

Continued in "Supplemental Information"

PUBLIC SAFETY DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$6,403,913	\$7,607,505	\$8,029,075	\$8,570,837
Operating Expenditure/Expense	3,795,253	4,427,410	4,427,133	4,452,722
Capital Equipment	64,139	38,500	71,500	38,500
Grants & Aids	786,619	772,171	2,060,171	1,480,171
Total	\$11,049,924	\$12,845,586	\$14,587,879	\$14,542,230

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$4,402,892	\$5,206,177	\$5,613,618	\$5,969,325
Unincorporated Area General Fund	1,461,577	1,803,428	1,887,251	1,985,909
Countywide Special Purpose Revenue Fund	4,631,027	5,541,195	6,775,036	6,255,630
Intergovernmental Grants	554,428	294,786	311,974	331,366
Total	\$11,049,924	\$12,845,586	\$14,587,879	\$14,542,230

Funded Positions	138	141	143	143
Funded FTE Positions	138.00	141.00	141.30	141.30

The FY 04 adopted budget added twelve Public Safety Officers and one Public Safety Sergeant to provide security for the new six-story Edgecomb Family/Civil Court Building. Equipment requests of \$125,000 were included in the CIP budget. In addition, three Public Safety Officers and one Public Safety Sergeant were added to provide security for the new Floriland Mall Court Facility. An Emergency Communications Supervisor was added to the 9-1-1 Emergency Dispatch Center to assist in the supervision of the twenty-four hour staff workforce.

The FY 05 adopted budget added two positions for the enhanced address enforcement program and one position to assist in administering the Uniform Numbering And Addressing ordinance for unincorporated Hillsborough County. In addition, the FY 05 adopted budget included \$1,000 to be received from TerraBrook for the maintenance of waterway markers.

The FY 06 adopted and FY 07 planned budgets add funding to provide security to the Clerk of the Circuit Court's satellite office in Brandon and additional security in Floriland Mall. Two annual telephone database updates to the Dialogic Call-out System (commonly referred to as "reverse 9-1-1") are included. One-time funding is added for the installation of a wireless data network in the Emergency Operations Center. Contracted services funds have been added for support of the Emergency Operations Center and the 9-1-1 Emergency Dispatch Center computer and telephone systems. Additional 9-1-1 funds are budgeted to help offset some of the salary, operating, education and training expenses incurred by other 9-1-1 call answering agencies within the County. Also included in the budget is a Secure Private Network connecting Public Safety Answering Points (PSAP's) and the Hillsborough County 9-1-1 Administration Office to allow for accessing data and electronic communications between agencies. The Streets and Addresses Unit and the Address Enforcement Unit budgets include funds for streets and addressing automation. In order to streamline the workflow process, staff will utilize document imaging, electronic file storing and complete a program to create an electronic Addressing Map providing the exact location of each addressed structure within the unincorporated areas of the County. The FY 06 and FY 07 position and FTE counts increased to account for budgeted temporary positions in the 9-1-1 Emergency Dispatch Center budget. The FY 06 and FY 07 budgets reflect \$161,545 each year in efficiency savings as a result of a wireless regional selective router for the 9-1-1 network.

PUBLIC WORKS DEPARTMENT

MISSION:

Provide and manage safe, efficient, and environmentally sensitive transportation and stormwater systems to satisfy diverse mobility needs and to provide flood protection of public lands.

KEY OBJECTIVES:

1. Implement the transportation and stormwater CIP in a timely manner to optimize quality standards using partnering and maintaining construction costs within 5% of award for projects greater than \$1 million.
2. Provide traffic engineering services; maintain and install traffic control devices with a response time of 1 hour to malfunctioning traffic devices and maintain street lighting to enhance public safety.
3. Implement stormwater improvement projects and public education programs to enhance water quality, alleviate flooding, and comply with regulatory requirements.
4. Maintain and construct a safe roadway and drainage network; including an average response time of 24 hours for pothole patching.
5. Locate mosquito breeding sites; conduct source reduction to decrease larvae and adult population numbers to improve the quality of life within Hillsborough County maintaining 75% of activities on time per schedule.
6. Maintain wetlands mitigation sites within compliance standards of government agency permits by achieving less than 10% nuisance/exotic vegetation.
7. Decrease the rate of preventable intersection crashes per million entering vehicles (MEV) by 5% by FY 10 (Strategic Plan Goal 6, Objective A).
8. Board Initiated Strategies--Collector road traffic calming efforts (Strategic Plan Goal 6, BOCC Strategy 3).
9. Increase the number of bike lanes by 5% by FY 10 (Strategic Plan Goal 6, Objective D).
10. Reduce the preventable pedestrian accident rate per 100,000 population. (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.) (Strategic Plan Goal 6, Objective E)
11. Add intersection red light cameras at deadliest intersections (will have to have legislative authority and cooperation from the Florida Department of Transportation) (Strategic Goal Plan 6, BOCC Strategy 1).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
CIP Project Management	1,3				
<i>Workload/Demand</i>					
# of CIP projects managed		398	259	186	117
<i>Efficiency</i>					
contain construction contract costs within 5% of award for all projects > \$1 million		4.11%	2.70%	5.0%	5.0%
<i>Effectiveness</i>					
meet substantial completion within 60 days		83.3%	60.0%	80.0%	80.0%
avoid litigation in 98% of construction contracts		100%	89.5%	98.0%	98.0%
Roadway Maintenance	4				
<i>Workload/Demand</i>					
# of miles of shoulders maintained/repaired		168	115	170	170
# of road surface potholes patched		15,600	21,794	15,000	15,000
# of ditch/canal miles maintained/repaired		n/a	n/a	165	165
# of bridges maintained for vegetation and drainage flow		n/a	n/a	246	246
# of acres of roadside mowing		n/a	n/a	30,000	30,000
# of miles of sidewalk removed and replaced		n/a	n/a	4.6	4.6
# of miles of stormwater pipes cleaned		n/a	n/a	42	42
# of stormwater ponds cleaned/maintained		n/a	n/a	25	25
# of miles of roadway-trees trimmed to standard		n/a	n/a	260	260
# of lane miles of roadway swept		n/a	n/a	7,500	7,500
# of miles of new bike lanes		n/a	n/a	1.80	8.0
<i>Efficiency</i>					
average # of miles per FTE		24	12.5	n/a	n/a
cost per shoulder miles maintained/repaired		n/a	n/a	\$2,620	\$2,620
cost per pothole patched		n/a	n/a	\$58	\$58
<u>Continued in "Supplemental Information"</u>					

PUBLIC WORKS DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$35,205,262	\$40,089,561	\$40,923,696	\$43,897,999
Operating Expenditure/Expense	30,798,039	32,859,485	41,758,342	45,092,386
Capital Equipment	539,072	188,900	1,167,967	341,505
Capital Projects	89,812	200,000	200,000	200,000
Total	\$66,632,185	\$73,337,946	\$84,050,005	\$89,531,890

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$2,322,195	\$2,734,532	\$2,761,210	\$2,819,667
Unincorporated Area General Fund	11,441,822	14,776,887	17,241,644	18,210,934
Countywide Special Purpose Revenue Fund	7,885	2,500	7,500	7,500
Unincorporated Area Special Purpose Fund	279,005	599,828	1,006,093	916,302
Intergovernmental Grants	748,633	495,274	509,998	509,998
County Transportation Trust Fund	51,832,645	54,728,925	62,523,560	67,067,489
Total	\$66,632,185	\$73,337,946	\$84,050,005	\$89,531,890

Funded Positions	653	663	758	758
Funded FTE Positions	653.00	663.00	693.10	693.10

The FY 04 adopted budget included \$2.2 million for continued transportation maintenance programs. Additional operating funding was included for the Mosquito Control program mandatory helicopter maintenance and lease payments for grounds areas on Tampa International Airport. The budget included an increase of seven positions fully funded by chargebacks to manage the increased Transportation Program approved by the Board. An additional two positions were added in residential streetlighting to plan public meetings, studies, design and deployment of street lighting upgrades for older residential street lighting districts. The FY 04 adopted budget included a net reduction of six limited-duration positions for the accelerated stormwater program. Two positions (an Engineering Technician I and Senior Engineer) were included in the budget with the responsibility for the final wrap up and close outs of the Stormwater Accelerated Program. The responsibility for the median maintenance function and 11 positions were transferred to the Public Works Department from the Parks, Recreation and Conservation Department.

The FY 05 adopted budget included \$2.35 million for the continued transportation maintenance programs and a reduction of two positions no longer required for the completion of the Accelerated Stormwater Program. One position was transferred from Solid Waste Management. Two positions transferred from the Planning and Growth Management Department to support the reorganization and realignment of right-of-way management within the Public Works Transportation Maintenance Division. Nine temporary positions were converted to full-time positions for the stormwater program which was funded by realigning the departmental budget for temporary services/employees. The overall net change in positions increased by ten. Operating expenditures were increased by \$214,527 to accommodate the lease at Net Park for this section. The budget realigned \$1.2 million and 20 positions from the Transportation Trust Fund to the Unincorporated Area General Fund for the Road Wetland Mitigation section. The FY 05 budget also included one-time funding in the amount of \$262,500 for Streetsweeping Services.

The FY 06 adopted and FY 07 planned budgets add two positions. A Senior Asset Coordinator position was added to manage and provide asset inventory inspections and provide data entry into the asset management system to comply with GASB. An Electronics Technician III to locate communication lines on County-owned rights-of-way to meet increasing demands for service by Hillsborough County citizens and to maintain compliance with the Florida Statute. The Unincorporated Area General Fund includes \$1.5 million per year to provide funding for the processing of approximately 220,000 cubic yards of accumulated ditch material at the four Transportation Maintenance Units and Stormwater Maintenance Unit. This budget includes an additional \$2.2 million in FY 06 and \$2.35 million in FY 07 for transportation maintenance programs and \$1.94 million in FY 06 and \$2.4 million in FY 07 to improve pedestrian safety and to decrease the rate of preventable intersection crashes which represents one of the Board's strategic goals in improving transportation in Hillsborough County. The FY 06 and FY 07 budgets also reflect \$557,867 and \$568,050 respectively in efficiency savings. These savings will result from the reduction of six positions and temporary salaries (\$405,258 in FY 06 and \$415,391 in FY 07); three pieces of surplus heavy equipment, in-house asphalt testing versus contractual asphalt testing, elimination of a vehicle, performance of in-kind services to offset the rental of facilities, use of generic herbicides versus brand, use of fixed wing aircraft versus helicopters for more efficient chemical applications (\$187,489 per year); placing inventory orders just in time versus carrying stockpiles, and reducing the reliance on cell phone usage (\$115,120 per year). As a result of reductions in salary, contractual services increased by \$150,000 in each year.

PURCHASING DEPARTMENT

MISSION:

The Purchasing Department is committed to maintaining public trust and providing excellent customer service by obtaining the most desirable commodities and services at the lowest possible cost, delivered in a timely manner, and in compliance with all Hillsborough County's policies and applicable laws. Purchasing has the responsibility to obtain the most value for the tax dollar in a fair, efficient, diversified and equitable manner while maintaining the highest level of professionalism, ethics, and integrity.

KEY OBJECTIVES:

1. Manage central procurement for informal bids and requests for proposals (between \$2,500 and \$25,000) with an average turnaround time of 7 days.
2. Manage central procurement for formal bids (exceeding \$25,000) with an average turnaround time of: commodities/term (60 average days), services (90 average days), and construction (110 average days), 85% of the time.
3. Manage central procurement for formal requests for proposals (exceeding \$25,000) with an average turnaround time of: commodities/term (130 days), services (180 days), and construction (155 days), 85% of the time.
4. Manage automated purchasing activity and process an average of 2,300 regular and blanket purchase orders per year.
5. Manage and train on the Purchasing Card Program offering a monthly training class for all departments and quarterly user meetings.
6. Manage bidder registration and changes through both an automated registration system and manual data entry.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Central Procurement-Informal (Between \$2,500 and \$25,000)	1				
<i>Workload/Demand</i>					
# of informal procurements		1,489	1,653 [^]	1,835	2,037
<i>Efficiency</i>					
cost per informal procurement		\$202	\$198 [^]	\$191	\$181
<i>Effectiveness</i>					
average turnaround time for informal procurement		7	7 [^]	7	7
Central Procurement Formal (Exceeding \$25,000)	2				
<i>Workload/Demand</i>					
# of awards		265	263 [^]	263	263
<i>Efficiency</i>					
cost per formal procurement		\$3,220	\$3,462 [^]	\$3,726	\$3,913
<i>Effectiveness</i>					
% of successful procurements without protest		91.0%	91.0% [^]	92.0%	92.0%
% of procurements without successful protest		n/a	98.0% [^]	98.0%	98.0%
Automated Purchasing Activities	3				
<i>Workload/Demand</i>					
# of purchase orders (PO's)		10,997	11,616 [^]	12,313	12,313
<i>Efficiency</i>					
avg. cost per PO (based on Purchasing staff only)		\$32	\$33 [^]	\$33	\$35
<i>Effectiveness</i>					
avg. time for a PO (in days)		4	4 [^]	4	4
Purchasing Card Program	4				
# of purchasing cards issued annually		107	90 [^]	75	75
# of training sessions annually		37	30 [^]	36	36
# of purchase cards transactions per year (in thousands)		36	36 [^]	36	36
annual purchases made with PCard (in millions)		\$7.2	\$7.5 [^]	\$7.5	\$7.5
annual rebate (per calendar year)		\$28,678	\$30,000 [^]	\$30,000	\$30,000
# of employees trained on PCard		201	180 [^]	183	183

Continued in "Supplemental Information"

PURCHASING DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$2,214,127	\$2,416,661	\$2,530,412	\$2,708,094
Operating Expenditure/Expense	85,342	94,830	207,562	129,209
Capital Equipment	0	0	3,000	0
Total	\$2,299,469	\$2,511,491	\$2,740,974	\$2,837,303

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$2,299,469	\$2,511,491	\$2,740,974	\$2,837,303
Total	\$2,299,469	\$2,511,491	\$2,740,974	\$2,837,303

Funded Positions	34	34	35	35
Funded FTE Positions	34.00	34.00	35.00	35.00

The FY 04 and FY 05 adopted budgets were funded at continuation levels.

The FY 06 adopted budget added one Executive Secretary position to increase the proficiency in the procurement of commodities and services for the County. The Purchasing Department's operating budget added one-time funding in the amount of \$77,400 for an online vendor application system (WebProcure) and \$30,000 for consulting services to analyze the County's procurement software. Finally, \$9,000 has been added annually for an online WebSurveyor license to better screen and manage vendors and vendor contracts for the County.

The FY 07 planned budget adds \$25,200 for the second phase of the WebProcure vendor application software implementation.

REAL ESTATE DEPARTMENT

MISSION:

Provide comprehensive real estate management and services in a professional and cost effective manner for the benefit of the citizens of Hillsborough County while instilling a sense of employee pride and dedication.

KEY OBJECTIVES:

1. Effectively maintain over 300 County facilities with over 4.2 million square feet; maintain utility cost for County Center below average cost of commercial buildings in the downtown area.
2. Manage the CIP construction for the Courts, public safety, jails, libraries, fire stations, and other government facilities on time and within 5% of award. Manage small construction projects via R3M Program in order to provide safe, efficient and accessible facilities for citizens and county staff. R3M program to complete all planned projects within 12 months of start.
3. Provide real estate services to support CIP (Capital Improvement Program)/CIT (Community Investment Tax)/ELAPP (Environmental Land Acquisition Protection Program) and on-going capital programs (i.e., Dirt Road Program, Developer Projects, Tampa Bay Water). Close 60% of parcels prior to litigation.
4. Pursue the acquisition of environmentally sensitive and significant resources by leveraging ELAPP funding with 40% non-county funding on an average gross annual basis. (Strategic Plan Goal 7, Objective F.)
5. Provide quality, professional surveying and mapping services for CIP/CIT programs; enhance Geographical Information System (GIS) services and Right-of-Way Inventory Program; and meet mandatory plan review deadlines (5 or 10 day) 100% of the time.
6. Provide professional property management as landlord and as tenant, keeping average cost per square foot of office space as tenant below \$13.50.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Real Estate Acquisition	3,4				
<i>Workload/Demand</i>					
# of CIP projects/parcels completed		38/69	60/75	40/85	40/85
# of acres acquired for ELAPP (contracted)		2,456	1,101	800	800
% of purchase price secured in non-county funding for ELAPP		63.81%	43.28%	50.0%	50.0%
<i>Efficiency</i>					
ELAPP purchase as a % of highest appraised value					
<i>Effectiveness</i>					
% of parcels closed prior to litigation		93.5%	98.14%	95.0%	95.0%
		60.0%	41.83%	60.0%	60.0%
Property Management	6				
<i>Workload/Demand</i>					
# of leased/licensed properties managed		212	219	215	215
<i>Efficiency</i>					
average cost per sq. ft. of office space as tenant		\$12.02	\$12.00	\$12.50	\$12.50
<i>Effectiveness</i>					
revenue generated from leased/licensed property (includes parking revenue)		\$1.79 million	\$1.78 million	\$1.76 million	\$1.76 million
Technical Support	3				
<i>Workload/Demand</i>					
# of technical reviews for capital projects		420	322	400	400
<i>Efficiency</i>					
# of public information per FTE		1,757	1,768	1,750	1,750
<i>Effectiveness</i>					
% of BOCC approval of staff recommendations on vacating petitions		100%	98.21%	98.0%	98.0%
% customer satisfaction (based on departmental surveys)		100%	100%	100%	100%
<u>Continued in "Supplemental Information"</u>					

REAL ESTATE DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$13,582,175	\$15,353,928	\$16,014,458	\$16,941,249
Operating Expenditure/Expense	13,413,720	14,546,829	13,259,087	13,120,555
Capital Equipment	171,406	64,207	140,320	124,023
Capital Projects	18,963	0	0	0
Total	\$27,186,264	\$29,964,964	\$29,413,865	\$30,185,827

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$17,910,220	\$20,622,639	\$20,368,404	\$21,639,518
Unincorporated Area General Fund	5,569,760	5,829,086	5,686,176	5,024,784
Countywide Special Purpose Revenue Fund	12,277	0	0	0
Intergovernmental Grants	584,484	0	0	0
County Transportation Trust Fund	2,660,094	2,962,809	2,716,545	2,863,216
Enviro Sensitive Lands Tax/Bond Fund	254,167	295,475	283,213	299,323
Water & Wastewater Utility Enterprise Fd	195,262	254,955	359,527	358,986
Total	\$27,186,264	\$29,964,964	\$29,413,865	\$30,185,827

Funded Positions	254	255	266	263
Funded FTE Positions	254.00	255.00	258.57	255.57

The FY 04 adopted budget permanently funded four limited-duration positions, formerly from the Accelerated Stormwater Program to provide land acquisition and technical support to the capital improvement program by reimbursement through CIP chargebacks. There was also funding of \$72,000 to continue the interim parking expansion of 200 spaces for County employees. Additional funding was included for continued interim parking expansion of 200 spaces for County employees and the increase of another 100 spaces through FY 05. It also included funding for high resolution photogrammetric mapping aerials of the County and mapping upgrades. There was a total of 10 new positions added for the daily housekeeping in the new Edgcomb building; management and maintenance of the new parking garage; and support for the expansion of facilities in the County. The budget also provided support for the Water Resource Services' capital improvement program and other projects generated by Water Resource Services, including identification and sale of Water Resource Services surplus land. Funding was included for a mapping server upgrade, electronic document/image management system, high end document scanner and conversion of the microfilm library to digital format.

The FY 05 adopted budget included funding in the second half of the year for one Land Agent position and one Custodian position for the South County Regional Service Center scheduled to open in October 2005. One position was deleted as a result of the approval of Phase 2 of the Central Energy Plant.

The FY 06 adopted and FY 07 planned budgets add one R3M Construction Inspector to increase the current pace of facility inventory and assessment inspections and will reduce the cycle time for facility inspections. The budget also includes funding from Water Resource Services for the addition of an R3M Water Resource Service Construction Manager to perform building assessment inspections and vertical construction with Water Resource Service facilities countywide. The Facilities Management Division budget includes expanded services at Senior Adult Day Care Centers to upgrade the level and frequency of custodial services and lawn care. Two positions, associated operating expenses and equipment are added to Facilities Building Maintenance to perform maintenance and services for additional new facilities (four new buildings in FY 06 and seven in FY 07). During FY 05, two limited duration positions in the Right-of-Way Inventory Program were eliminated and the budget was transferred to contracted services. The remaining five positions will be eliminated in FY 07 as the program comes to an end. In order to maintain and update the Right-of-Way Inventory Program, two permanent positions and associated operating expenses are added in FY 07. The biannual Countywide Aerial Mapping is included in the budget to continue providing a detailed high resolution digital image of the entire 1,074 square miles of the County, which is utilized by many departments and agencies in the county and region. The FY 06 and FY 07 position and FTE counts increased to account for budgeted temporary positions in accordance with Board policy. The FY 06 and FY 07 budgets also reflect \$23,939 and \$26,293 respectively in efficiency savings as a result of a reduction of a Land Agent position for the South County Regional Service Center from full-time to part-time.

SECTION 8 U.S. HOUSING ACT; WEED AND SEED

MISSION:

Provide rental assistance for low-income individuals and families who meet income eligibility requirements for affordable, safe, decent and sanitary housing in privately owned dwellings located through the County through Section 8, a federally-funded program, through the Department of Housing and Urban Development (HUD). Coordinate efforts with law enforcement and social agencies to "wee" out crime and "seed" in social services in designated areas identified as high crime, low-income-, creating districts with a history of residents' involvement in community improvement efforts, an initiative funded by the U. S. Department of Justice.

KEY OBJECTIVES:

1. Increase enrollment in the Family Self-Sufficiency Program (FSS) to achieve Section 8 Management Assessment Program (SEMAP) goals; reduce Section 8 enrollment time period by three work days; reduce tenants' housing unit procurement time period by five days; provide outreach services for Section 8 and the Weed & Seed Initiatives at Town Hall forums and other community events; expand housing opportunities for applicants and tenants by increasing by 11.6% the qualifying available housing units throughout Hillsborough County; develop a website for Section 8's Public Housing Agency.
2. Provide educational development and personal growth for residents of the Palm River "Weed & Seed" district. Coordinate agreement with the School Board enabling learning accessibility for residents of the district, providing GED classes, preparing 25% of GED students for GED exam; providing an Alternative to Out-of-School Suspension Program (ATOSS) in targeted areas with a 90% retention rate; coordinate community awareness of crime prevention for youth members of the community (Scouts, etc.), direct social service resources to targeted districts.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Section 8 Housing	1				
<i>Workload/Demand</i>					
# of applicants on the waiting list		2,376	n/a	n/a	n/a
# of rental vouchers processed (applicants granted)		1,850	n/a	n/a	n/a
# of families applied for Family Self-Sufficiency Program (FSS)		100	n/a	n/a	n/a
# of families accepted into the FSS Program		25	n/a	n/a	n/a
# of informational brochures distributed for outreach		500	n/a	n/a	n/a
# of presentations at community forums for outreach		5	n/a	n/a	n/a
# of housing units available		1,965	n/a	n/a	n/a
# of new inquiries for service		3,500	n/a	n/a	n/a
<i>Efficiency</i>					
average # of days for enrollment period(apply to qualify)		45	n/a	n/a	n/a
# of Section 8 applications per FTE		308	n/a	n/a	n/a
average # of months applicants wait to get housing		21	n/a	n/a	n/a
<i>Effectiveness</i>					
% of new households enrolled and maintained active status (Section 8)		8.5%	n/a	n/a	n/a
% of constituents informed of program services		8.9%	n/a	n/a	n/a
% of applicants on waiting list housed each year		7%	n/a	n/a	n/a
	1,2				
Weed and Seed Program-GED Instructional Learning					
<i>Workload/Demand</i>					
# of individuals enrolled in GED classes		240	n/a	n/a	n/a
# of GED students		10	n/a	n/a	n/a
# of students in the ATOSS Program		300	n/a	n/a	n/a
# of community based activities offered		6	n/a	n/a	n/a
# of new communicated based activities enlisted		2	n/a	n/a	n/a
# of social services offered in targeted districts		3	n/a	n/a	n/a
# of enrollees in social services		415	n/a	n/a	n/a
<i>Efficiency</i>					
avg. # of visitors per day to the center		20	n/a	n/a	n/a

Continued in "Supplemental Information"

SECTION 8 U.S. HOUSING ACT; WEED AND SEED

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$892,900	\$0	\$0	\$0
Operating Expenditure/Expense	265,327	0	0	0
Capital Equipment	1,967	0	0	0
Grants & Aids	11,870,805	0	0	0
Total	\$13,030,999	\$0	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Unincorporated Area General Fund	\$125,521	\$0	\$0	\$0
Intergovernmental Grants	12,905,478	0	0	0
Total	\$13,030,999	\$0	\$0	\$0

Funded Positions	20	0	0	0
Funded FTE Positions	20.00	0.00	0.00	0.00

The FY 04 adopted budget included the County Administrator's transfer of the federally funded Section 8 Rental Housing Program and Weed and Seed to the Human Services Team from the Housing and Community Code Enforcement Department. There were 18 positions in the Section 8 Housing Program of which 2 positions were funded from the Unincorporated Area General Fund and 16 were funded from the Section 8 HUD grant. There were two grant-funded positions in Weed and Seed. The Section 8 Rental Housing Program was funded through the U. S. Department of Housing and Urban Development to provide financial rental assistance for low-income families to obtain decent, safe and sanitary rental housing in Hillsborough County. Weed and Seed was funded by the U. S. Department of Justice to "weed" out crime and "seed" social services in designated areas in Hillsborough County.

The FY 05 adopted budget transfers the oversight of the Section 8 function and 18 positions to the Health and Social Services Department and, the Weed and Seed function and two positions to the Housing and Community Code Enforcement Department.

SOLID WASTE MANAGEMENT DEPARTMENT

MISSION:

Provide for the safe, efficient, and environmentally sensitive collection, transportation, and disposition of solid waste generated or brought into the Hillsborough County service area.

KEY OBJECTIVES:

1. Waste Collection: Provide collection services, garbage (2 times/week), yard/wood waste (1 time/week), and recyclables (1 time/week) for residential customers, transport solid waste from transfer stations to landfill or resource recovery facility.
2. Waste Disposal: Receive and landfill all solid waste which cannot be processed by other methods including ash residue, construction and demolition debris, shredded tires, non-combustibles and by-pass solid waste; receive and incinerate solid waste and convert the energy into electricity which is sold to Tampa Electric Company; receive solid waste at two transfer stations, five community collection centers, and three yard and wood waste processing facilities and transport the solid waste to the Resource Recovery facility or the Southeast County Landfill or the City of Tampa Resource Recovery Facility; receive and process yard/wood waste at the yard and wood waste processing facility.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Waste Collection	1				
<i>Workload/Demand</i>					
total tons collected (residential)		344,913	375,611	398,638	424,634
# of residential customers receiving collection service		216,570	225,546	232,891	241,912
tons of solid waste transferred		331,995	336,975	337,308	342,368
tons of recycled solid waste collected (residential)		31,193	31,505	31,820	32,138
<i>Efficiency</i>					
cost per ton of solid waste collected (residential)		\$50.85	\$49.79	\$49.08	\$48.93
<i>Effectiveness</i>					
% of services successfully completed (residential)		99.99952%	99.99952%	99.99952%	99.99952%
tons of yard/wood waste collected per residential unit		0.80	0.85	0.88	0.91
tons of recyclables collected per residential unit		0.14	0.14	0.14	0.13
Waste Disposal	2				
<i>Workload/Demand</i>					
tons of solid waste landfilled		515,840	500,933	589,624	624,715
tons of solid waste incinerated		362,891	370,000	370,000	370,000
tons of yard/wood waste processed		173,186	190,994	204,240	219,970
<i>Efficiency</i>					
costs per ton of solid waste landfilled		\$17.90	\$19.36	\$19.98	\$21.09
costs per ton of solid waste incinerated		\$40.41	\$45.53	\$45.53	\$46.40
costs per ton of yard/wood waste processed		\$13.76	\$15.07	\$15.49	\$15.68
<i>Effectiveness</i>					
Resource Recovery Boiler Availability Factor		91.1%	91.5%	91.5%	91.5%

Note: Reference Efficiency costs per ton of solid waste landfilled
 - GASB 18 requirement for FY 05 was fully funded for Landfill
 phases 1-6

SOLID WASTE MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$7,691,778	\$8,311,933	\$8,888,303	\$9,585,356
Operating Expenditure/Expense	49,568,349	54,423,812	57,108,827	60,613,307
Capital Equipment	3,092,036	1,971,200	2,649,150	2,227,936
Capital Projects	58,284	0	0	0
Total	\$60,410,447	\$64,706,945	\$68,646,280	\$72,426,599

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Grants	\$12,530	\$0	\$0	\$0
Solid Waste System Enterprise Fund	60,397,917	64,706,945	68,646,280	72,426,599
Total	\$60,410,447	\$64,706,945	\$68,646,280	\$72,426,599

Funded Positions	143	142	150	152
Funded FTE Positions	143.00	142.00	150.00	152.00

The FY 04 adopted budget added four positions: Senior Engineer, Environmental Specialist I, Solid Waste Coordinator, and Special Projects Manager. These positions were added to oversee landfill capacity expansions, sampling requirements, franchise collection, and to enhance enforcement and response to complaints. Two additional positions were added to operate the Leachate Treatment Facility with in-house staff. Continuation funding for "Operation Clean-Up" was included in the FY 04 adopted budget. In FY 04, the BOCC approved a phased-in increase in Residential Collection Assessments over a two-year period. The first half of the increase included the following rate adjustments: Annual Residential Collection Assessment from \$76.20 to \$80.68; the Processable per ton rate from \$55.21 to \$56.48; and the Municipal Processable per ton rate from \$53.21 to \$54.23. In addition, a new disposal rate of \$19.92 for non-profit organizations was approved.

The FY 05 adopted budget was funded at continuation level except for the transfer of one position to the Public Works Department. The second half of the approved rate increase resulted in the following adjustment in rate: Annual Residential Collection Assessment from \$80.68 to \$85.16.

The FY 06 adopted budget adds eight positions which include seven equipment operators at the transfer facilities and one equipment operator for the tire processing facility. One-time funding for the purchase of three additional trailers and a new phone system is included for the Northwest Transfer facility. Funding for a portable building with bathroom/office for the leachate plant, new portable generators and a portable storage container is being included for the Southwest County Landfill. Six defibrillators are included in the FY 06 recommended budget for use at various Solid Waste Management facilities. Construction improvements and better task scheduling at the closed landfill facilities resulted in efficiency savings of \$78,300 in FY 06. The efficient utilization of biological treatment at the Leachate Treatment facility resulted in savings of \$60,000 in FY 06. The use of tire chips rather than sand in the construction of cells at the Southeast County landfill is accounting for a savings of \$426,926 in FY 06. The approval by FDEP of annual, as opposed to semi-annual, groundwater monitoring of the closed Leto High School landfill is saving the department \$3,000 each year.

The FY 07 planned budget is funded at continuation level except for the addition of two equipment operators at the Northwest Transfer facility. Included in the FY 07 planned budget are efficiency savings of \$128,750 which represents \$78,750 due to construction improvements and better task scheduling at the closed landfill facilities and \$50,000 due to use of tire chips at the Leachate Treatment facility.

WATER RESOURCE SERVICES

MISSION:

Provide for the treatment and delivery of potable water, collection and treatment of wastewater, and the distribution of reclaimed water within the approved utility service area. Provide these services under established programs to address present and future customer needs in conformance with local, state, and federal regulations in an environmentally sensitive and cost conscious manner, utilizing continuous improvement processes.

KEY OBJECTIVES:

1. Deliver potable water to customers while maintaining the average per capita (per day) potable water use at 107 gallons per day in a wet weather year, 120 gallons per capita in an average rainfall year, and 130 gallons per capita per day in a dry weather year (Strategic Plan Goal 7, Objective A).
2. Treat and dispose all wastewater received from customers within the service area efficiently and effectively, while complying with regulatory requirements.
3. Distribute reclaimed water to customers within the service area efficiently and effectively, and delivered at least 45% of effluent produced by wastewater treatment facilities (Strategic Plan Goal 7, Objective H).
4. Maintain 5% or less bad debt write-off as a percentage of year-end accounts receivable balance.
5. In partnership with local utilities and through facility upgrades, reduce the downtime caused by electrical outages at County water and sewer treatment and pumping facilities by 15% by FY 10 (Strategic Plan Goal 5, Objective C).
6. In partnership with SWFWMD and Tampa Bay Water, protect the natural water resources in the County from adverse impacts due to excessive ground and surface water withdrawals by meeting all adopted SWFWMD minimum flow levels by FY 10. (Strategic Plan Goal 7, Objective C). (See Water Team.)
7. Ensure water supply capacity is at least 6% greater than the service area demand by FY 08 (Strategic Plan Goal 7, Objective D). (See Water Team.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Water Program (excluding bulk water purchased)	1				
<i>Workload/Demand</i>					
average annual customer accounts (ERC's)		167,415	176,295	180,699	186,849
<i>Efficiency</i>					
average annual costs per customer account		\$211.29	\$214.61	\$236.38	\$245.32
<i>Effectiveness</i>					
average per capita potable water usage per day		102	103	107	107
% of compliance w/reg requirements for water quality standards		98.8%	100%	98.0%	98.0%
Wastewater Program	2				
<i>Workload/Demand</i>					
average annual customer accounts (ERC's)		174,212	183,785	188,714	194,978
<i>Efficiency</i>					
average annual costs per customer accounts		\$307.61	\$323.95	\$350.19	\$383.74
<i>Effectiveness</i>					
% of compliance w/reg requirements for w/water qual. standards		97.7%	87.3%	98.0%	98.0%
Reclaimed Water Program	3				
<i>Workload/Demand</i>					
average annual customer accounts		12,595	13,069	14,400	15,400
<i>Efficiency</i>					
average annual costs per customer accounts		\$132.77	\$139.42	\$161.56	\$157.10
<i>Effectiveness</i>					
percentage delivered of available effluent		47.0%	45.0%	45.0%	45.0%
Customer Service Program	4				
<i>Workload/Demand</i>					
average annual customer bills		137,191	143,964	148,446	153,685
<i>Efficiency</i>					
average annual costs per bill		\$45.39	\$47.94	\$48.85	\$51.41
<i>Effectiveness</i>					
participate in the customer satisfaction countywide survey		n/a	n/a	90.0%	90.0%
maintain a 5% or less bad debt write-off as a percentage of year-end accounts receivable balance		2.4%	1.5%	<=5.0%	<=5.0%

Continued in "Supplemental Information"

WATER RESOURCE SERVICES

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$32,452,558	\$36,452,253	\$40,087,558	\$43,701,796
Operating Expenditure/Expense	67,808,632	75,525,481	85,349,671	96,687,963
Capital Equipment	2,999,511	2,742,309	3,359,313	3,165,203
Capital Projects	39,580	70,000	70,000	70,000
Total	\$103,300,281	\$114,790,043	\$128,866,542	\$143,624,962

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Unincorporated Area General Fund	\$59,922	\$123,285	\$192,911	\$209,507
Unincorporated Area Special Purpose Fund	132,651	112,481	11,996	12,357
Intergovernmental Grants	19,797	221,772	45,506	45,506
Water & Wastewater Utility Enterprise Fd	103,053,959	114,263,505	128,616,129	143,357,592
Recl Water Spcl Assessment Rev Bds 2000	5	0	0	0
Capacity Assess Special Assess Bds 2000	33,947	69,000	0	0
Total	\$103,300,281	\$114,790,043	\$128,866,542	\$143,624,962

Funded Positions	601	614	649	664
Funded FTE Positions	601.00	614.00	647.46	662.46

The FY 04 adopted budget added thirty one positions. These positions provided for expanded support for the operation, maintenance and design of water, wastewater, and reclaimed CIP projects, property management and disposition, and wastewater pumping and treatment. Also included was an increase in customer related services (i.e., meter reading, field service and collection, web access to customer records, and customer response). Included in the FY 04 adopted budget was \$7,076,250 for a comprehensive asset management system and an upgrade to the utility billing system. During FY 04 the acquisition of the Carrollwood Franchise resulted in the addition of five positions to oversee operations. The FY 05 adopted budget added five additional positions for processing customer accounts and providing customer service. In addition, three Senior Engineering Technician positions were transferred from Planning and Growth Management to oversee the infrastructure inspections.

The FY 06 adopted budget adds thirty-five positions. Nine of the positions are being added to perform preventive maintenance on Water Resource Services facilities. The increase in customers resulted in the addition of eleven positions to handle customer inquiries, account billing, payments, and collections. Seven positions were added to accommodate the increased workload associated with a growing customer base and expansion of Residuals Reclamation Facility. One position was added to service the increased number of facilities needing odor control equipment and/or chemical treatment. Two additional positions will provide assistance in field locating functions for all Water Resource Services facilities. Two temporary positions were added in compliance with the BOCC approved policy on temporary positions. The Water Resource Team budget which includes three positions is included in the Water Resource Services budget to reflect the County Administrator's reorganization plan. Due to the increase of water line breaks and service interruptions, \$60,000 was added for contractual services for bacteriological sample collection and testing. The Water Resource Services Department provides funding for two additional positions in Planning and Growth Management and one additional position in Real Estate. Currently the Water Resource Services Department installs sewer clean-outs for all existing households. An efficiency proposal to change to installing such devices only for existing customers that experience problems is resulting in a \$1,200,000 savings. The development and production of brochures on water conservation and bill reduction techniques will be distributed to customers at a cost of \$25,000. The acquisition and operation of portable fuel powered pumps and generators at a cost of \$650,700 will be used to keep sewage flowing even during power interruptions.

The FY 07 planned budget adds fifteen positions. The expansion of the Residuals Reclamation Facility resulted in eight positions being added. Five positions were added to perform preventive maintenance, with two positions added for customer service. Included in the FY 07 planned budget is \$7,000,000 for replacing the Water Resource Services Department's customer billing system and \$400,000 for replacement of the existing Aspen Laboratory Information Management System database. Also included is \$30,000 for brochures on water conservation and bill reduction techniques and \$641,500 for equipment to be used during power interruptions.

Note: There are currently 24 trainees to meet the shortage of certified plant operators and customer service representatives. A certified plant operator and customer service representative and the complementary trainee slot are never filled simultaneously.

WATER RESOURCES TEAM

MISSION:

Protect the interests of Hillsborough County, the quality of life of its citizens, and the environment from the potential adverse effects of new and existing water supply facilities operated by Tampa Bay Water.

KEY OBJECTIVES:

1. Evaluate Tampa Bay Water's applications for Primary Environmental Permits for their new and existing water supply projects and provide recommendations to the BOCC within the mandated period of 30 days.
2. Exercise the County's rights to binding arbitration under the Amended and Restated Interlocal Agreement to ensure that Tampa Bay Water addresses the concerns of the County as they relate to applications for Primary Environmental Permits, striving to settle at least 50% of these with issues resolved.
3. Monitor the implementation of the Northern Tampa Bay New Water Supply and Ground Water Withdrawal Reduction Agreement to ensure that 100% of the required wellfield reductions are met according to the SWFWMD mandated timelines, and recovery of the natural systems achieved.
4. Provide communication to the BOCC and the public in order to allow for public involvement and awareness of water supply projects, increasing outreach to all interested parties through a variety of informational methods.
5. Monitor and participate as warranted in the water resource related efforts of Tampa Bay Water, regulatory agencies (local, state, and federal), legislatures, and watershed, estuary and bay management programs.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Evaluation of New and Existing TBW Projects	1				
<i>Workload/Demand</i>					
# of projects evaluated for arbitration or Chapter 120 challenge		4	6	3	4
<i>Efficiency</i>					
average consulting hours per project		49	46	45	44
average consultant hourly rate		\$107	\$120	\$120	\$115
<i>Effectiveness</i>					
% of evaluations completed within mandated timeframe		100%	100%	100%	100%
% of projects where suggested improvements adopted by TBW		0.0%	50.0%	66.0%	25.0%
% of challenge recommendations adopted by the BOCC		100%	100%	100%	100%
Exercising of County's Arbitration Rights	2				
<i>Workload/Demand</i>					
# of arbitration or Chapter 120 Hearings initiated		0	0	1	3
<i>Efficiency</i>					
average counsel hours per project		n/a	n/a	320	320
average outside counsel hourly rate		n/a	n/a	\$165	\$165
<i>Effectiveness</i>					
% of challenges settled with issues resolved		n/a	n/a	0	33.0%
% of contested factual issues awarded through arbitration		n/a	n/a	100%	100%
Monitoring Wellfield Reductions and Recovery	3				
<i>Workload/Demand</i>					
# of meetings attended		12	16	9	12
# of SWFWMD MFL proposals evaluated		5	8	1	4
<i>Efficiency</i>					
average consulting hours per project		90	87	84	81
average consultant hourly rate		\$99	\$99	\$90	\$99
<i>Effectiveness</i>					
% of key lakes recovering to their minimum levels		79.0%	83.0%	87.0%	91.0%

Continued in "Supplemental Information"

WATER RESOURCES TEAM

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$317,032	\$338,228	\$0	\$0
Operating Expenditure/Expense	100,121	112,988	0	0
Grants & Aids	199,263	0	0	0
Total	\$616,416	\$451,216	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide Special Purpose Revenue Fund	338,748	451,216	0	0
Intergovernmental Grants	277,668	0	0	0
Total	\$616,416	\$451,216	\$0	\$0

Funded Positions	3	3	0	0
Funded FTE Positions	3.00	3.00	0.00	0.00

During 1999, the BOCC approved the \$12,191,000 funding of a Tampa Bay Water Resource Team to monitor the activities of Tampa Bay Water and the Southwest Florida Water Management District in connection with their obligations under the governance agreement. This funding was to provide staff costs in the Water Resource Services Department, County Attorney, and Environmental Protection Commission for a three year period. Also included was funding for legal and professional services within the Non-Departmental Allotments area of the budget.

In the FY 04 and FY 05 adopted budgets, \$1,811,661 in additional funding was provided to cover the continuation level of operating expenses and professional services.

The FY 06 adopted and FY 07 planned Water Resource Team budgets are included in the Water Resource Services Department budget to reflect the County Administrator's reorganization plan.

BOCC JUDICIAL SERVICES COSTS

MISSION:

Provide funding for the cost of Jury Parking.

KEY OBJECTIVES:

1. Provide for the cost of Jury Parking.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Judicial Services	1				
<i>Workload/Demand</i>					
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for County Court		\$29,225	\$300	n/a	n/a
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for Circuit Court		\$235,500	n/a	n/a	n/a
payment of jury parking		\$159,500	\$166,229	\$170,000	\$175,000
payment of court costs and filing fees:					
General Fund		\$1,121,500	n/a	n/a	n/a
Fine & Forfeiture Fund		\$1,965,095	n/a	n/a	n/a
<i>Efficiency</i>					
average parking cost per juror		\$6.00	\$6.00	\$6.00	\$6.00
<i>Effectiveness</i>					
% of payments processed error free		99.0%	100%	100%	100%

BOCC JUDICIAL SERVICES COSTS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$482,851	\$165,500	\$170,000	\$175,000
Other Uses	3,022,109	0	0	0
Total	\$3,504,960	\$165,500	\$170,000	\$175,000

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$1,377,266	\$165,500	\$170,000	\$175,000
Countywide Special Purpose Revenue Fund	2,127,694	0	0	0
Total	\$3,504,960	\$165,500	\$170,000	\$175,000

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Prior to the implementation of Article V on July 1, 2004, the functions under the Clerk of the Circuit Court's Judicial Services budget included: payment for jury parking; payment for expert and ordinary witnesses for both Circuit and County Courts; and payment of court costs and filing fees. With the implementation of Article V, the County's only responsibility under this department is the payment for jury parking.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V on July 2004, while the FY 05 adopted budget represents the full impact of the final legislation. This new legislation substantially changed the responsibilities of the State, County, and the courts system, including the Judicial Services budget of the Clerk of the Circuit Court, regarding how various aspects of the court system are to be funded. The County will continue to have responsibility for funding jury parking while court costs and filing fees previously the responsibility of the County, will be covered by an increase in fees and court costs in the Clerk's non-Board budget. The State now has the responsibility for paying expert and ordinary witnesses. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that are no longer the responsibility of the Board of County Commissioners, while 100% of these costs were removed from the FY 05 adopted budget.

The FY 05 adopted budget represented funding for jury parking only.

The FY 06 adopted and FY 07 planned budgets continue to reflect funding for jury parking only. The continuation level funding includes \$170,000 in FY 06 and \$175,000 in FY 07.

CLERK OF THE CIRCUIT COURT

MISSION:

Keep and protect the public records, provide required services, and serve the people of Hillsborough County in a professional, accurate, and efficient manner.

KEY OBJECTIVES:

1. Audit the adequacy and effectiveness of internal controls and procedures for departments, agencies, programs, and functions accountable to the BOCC with a follow-up audit within 6-12 months.
2. Collect, report, disburse, and invest County funds achieving an unqualified audit opinion.
3. Maintain minutes and records of the BOCC and other committees and councils appointed by the BOCC, process and distribute agenda items within ten days of receipt and produce meeting minutes within 21 days of meeting date.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Internal Auditing	1				
<i>Workload/Demand</i>					
# of audit reports issued		10	7	10	10
# of follow-up reports issued		6	6	6	6
# of special investigations		2	2	2	2
<i>Efficiency</i>					
# of audit reports (regular/follow up/special invest.) per FTE		1.80	1.50	1.80	1.80
<i>Effectiveness</i>					
% of recommendations implemented as of official follow-up date		64.0%	70.0%	80.0%	80.0%
% of follow up audits performed within 6-12 months of the original audit		83.3%	83.3%	100%	100%
Financial Services	2				
<i>Workload/Demand</i>					
# of cash collection sites supported		140	141	132	132
# of transactions processed		1,377,512	1,387,831	1,415,588	1,443,900
avg. number of employees paid per pay period		7,157	7,456	7,605	7,757
# of payroll checks processed		186,094	192,298	196,194	200,067
<i>Efficiency</i>					
# of transactions processed per FTE		20,258	20,714	21,128	21,551
# of payroll checks processed per FTE		10,339	10,683	10,897	11,115
<i>Effectiveness</i>					
% of payments processed in compliance with Florida Prompt Payment Act		100%	100%	100%	100%
% of payments processed within 10 days of receipt		99.0%	99.0%	99.0%	99.0%
achieve Unqualified Audit Opinion		expected	expected	expected	expected
receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting		expected	expected	expected	expected
Record Keeping for BOCC	3				
<i>Workload/Demand</i>					
# of agenda items processed		2,859	3,238	3,300	3,350
# of meetings attended		179	228	248	260
<i>Efficiency</i>					
# of agenda items per FTE		1,430	1,619	1,650	1,675
# of meetings attended per FTE		45	65	70	74
<i>Effectiveness</i>					
% of agenda items processed within 10 days of receipt		100%	100%	100%	100%
% of minutes produced within 21 days		81.0%	93.0%	98.0%	98.0%

CLERK OF THE CIRCUIT COURT

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Other Uses	\$26,553,196	\$16,135,475	\$21,491,518	\$18,185,548
Total	\$26,553,196	\$16,135,475	\$21,491,518	\$18,185,548

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$26,532,674	\$16,135,475	\$21,491,518	\$18,185,548
Countywide Special Purpose Revenue Fund	20,522	0	0	0
Total	\$26,553,196	\$16,135,475	\$21,491,518	\$18,185,548

Funded Positions	304	118	119	119
Funded FTE Positions	257.00	118.00	119.00	119.00

Functions under the Clerk of the Circuit Court's budget include:

1. **Recordkeeping for the Board of County Commissioners**--Maintains minutes and records of the Board.
2. **Financial Services**--Collects, reports, disburses, and invests County funds.
3. **Internal Auditing**--Audits the adequacy and effectiveness of internal controls and procedures in BOCC departments, agencies, and programs.
4. **Recordkeeping for Circuit and County Courts**--Maintains records and files for all Courts in the 13th Judicial Circuit.
5. **County Recorder**--Records all authorized documents into the official record.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V in July 2004, while the FY 05 adopted budget represented the full impact of the final legislation. This new legislation substantially changed the responsibilities of the State, County and the courts system, including the budget of the Clerk of the Circuit Court, regarding how various aspects of the court system are to be funded. The County will continue to have responsibility for funding recordkeeping, financial services, and internal audit services for the Board of County Commissioners, while recordkeeping for the Circuit and County Courts and County recorder services will be covered by an increase in fees in the Clerk's non-Board budget. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that were no longer the responsibility of the Board of County Commissioners, while 100% of these costs were removed from the FY 05 adopted budget. The reduction in funded positions for FY 05 is the direct result of Article V.

The FY 05 adopted budget reflected a further reduction (about \$4 million) to reflect the legislative adoption of a document recording service charge to help offset the cost of court-related technology. The new fee, which represents a \$4 per page service charge for documents recorded by the Clerk of the Circuit Court, will be split between the Clerk and the Board of County Commissioners. The Board's portion will go toward funding technology needs of the State Court, Public Defender and State Attorney, while the Clerk's share reduces that portion of the budget funded by the BOCC.

The FY 06 adopted and FY 07 planned budgets are funded at a level consistent with the Clerk of the Circuit Court's funding request received on April 29, 2005. In addition, \$4.4 million in estimated excess FY 05 Clerk fees are being returned to fund technology needs. The FY 06 position count reflects an additional Clerk II required to staff the courier route for the new South County Office.

The position counts shown above do not include three positions associated with the Value Adjustment Board.

PROPERTY APPRAISER

MISSION:

Secure a just valuation for ad valorem tax purposes of all real and tangible personal property; provide for uniform assessment of these properties; and administer exemptions pursuant to Florida law.

KEY OBJECTIVES:

1. Assess all real and tangible property in Hillsborough County including agricultural, commercial, residential, and vacant parcels.
2. Assess all tangible property (business assets) located in the county including furniture, fixtures, tools, machinery, equipment, signs, leasehold improvements, supplies, leased equipment, and whatever is used to conduct business.
3. Administer Homestead Exemptions applications, verifying qualifications and approving or disapproving exemptions up to \$25,000 based on State statute requirements.
4. Administer disability, widow/widower, religious, seniors, and non-profit exemptions, verifying qualifications and approving or disapproving exemptions based on State statute requirements.
5. Send TRIM (Truth in Millage) notices to all property owners and implement review/appeal process.
6. Conduct individual assessment reviews for Value Adjustment Board appeals and defend assessment values.
7. Implement Amendment 10, Constitutional Amendment, limiting annual assessment of homestead property, not to exceed 3% assessment increases, or the percentage change in the Consumer Price Index (CPI) or just market value, whichever is the lowest.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
<i>Workload/Demand</i>					
TRIM notices mailed	5	437,357	453,546	465,000	477,000
Homestead Exemptions processed	3	254,072	259,081	264,000	269,000
other exemptions processed	4	31,389	31,026	32,000	32,000
<i>Effectiveness</i>					
receive State Certification of tax rolls	1,2	yes	yes	TBD	TBD

PROPERTY APPRAISER

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	180,458	190,000	220,000	230,000
Other Uses	10,227,592	10,957,300	11,535,362	12,105,660
Total	\$10,408,050	\$11,147,300	\$11,755,362	\$12,335,660

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$8,687,208	\$9,281,558	\$9,758,697	\$10,240,150
Unincorporated Area General Fund	1,372,258	1,495,437	1,609,378	1,688,930
Library Tax District Fund	282,235	304,801	323,535	339,530
General Obligation Bonds P&R Sinking Fd	13,604	13,388	12,700	13,470
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	52,745	52,116	51,052	53,580
Total	\$10,408,050	\$11,147,300	\$11,755,362	\$12,335,660

Funded Positions	155	155	155	155
Funded FTE Positions	155.00	155.00	155.00	155.00

The FY 04 adopted budget request reflected a 5.49% increase in personal services to provide funds for a salary market adjustment, a pay for performance increase, as well as funding for a projected increase in health insurance expenses and retirement contribution rates. The Property Appraiser continues to improve operational efficiency within the office as reflected in the smaller percentage increase in the budget and reduction in the number of funded positions. This decrease in positions was brought about by a combination of technology and automation improvements, along with good management.

The FY 05 adopted budget reflects continuation level funding with no change to the number of funded positions, which continues to reflect a lower staffing level than in prior years.

The FY 06 adopted budget is funded at a level consistent with the Property Appraiser's funding request received on May 19, 2005. The Board of County Commissioners' portion of the Property Appraiser's budget represents approximately 91.7% of the total budget request of \$12,581,957 for FY 06. The Board's portion of this budget is based upon the taxes levied for the County, the School Board, as well as all three municipalities in Hillsborough County. The balance of the Property Appraiser's budget is supported by other taxing authorities (i.e., Children's Board, HARTline, Southwest Florida Water Management District, Tampa Port Authority, and Tampa Palms). The Management and Budget Department has projected the FY 07 planned budget to be approximately 5% over the Property Appraiser's FY 06 request.

The FY 07 planned budget reflects no change to the number of funded positions, which is due to the combination of new and improved technology, good management and efficiency. The data processing (EDP) operating budget has increased slightly but includes further improvements to the Geographic Information System (GIS) and a new CAMA handheld project.

PUBLIC DEFENDER

MISSION:

We are committed to efficiently providing our clients with effective legal representation, and treating our clients, our employees, and our community with dignity and respect.

KEY OBJECTIVES:

1. Represent appointed clients arrested for or charged with a felony, a violation of probation or community control, a criminal misdemeanor or criminal traffic offense, criminal contempt, violation of municipal or County ordinance, and juveniles alleged to be delinquent clients detained under the "Baker Act" and individuals charged under the civil Commitment for Habitual Sexual Predators Act. Provide representation in other proceedings as appointed by the court (Chapter 27, F.S. mandate); reduce attorney turnover rate by 2%; achieve Strategic Goal 3 (C) by maintaining a record of no substantiated bar grievances.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Legal Representation to Indigent Clients	1				
<i>Workload/Demand</i>					
# of total appointed cases		70,736	74,460	77,986	81,886
# of felony appointed cases		32,633	34,548	35,978	37,777
# of juvenile appointed cases		6,710	8,003	7,398	7,768
# of misdemeanor appointed cases		29,315	29,490	32,320	33,936
# of civil appointed cases		2,078	2,419	2,291	2,406
<i>Efficiency</i>					
# of cases per felony attorney		653	685	720	756
# of cases per juvenile attorney		559	587	616	647
# of cases per misdemeanor attorney		1,446	1,539	1,616	1,697
# of cases per civil attorney		693	727	764	802
<i>Effectiveness</i>					
% of clients in custody contacted within 72 hours of appointment		100%	100%	100%	100%
% of cases without substantiated Bar grievances		100%	100%	100%	100%
% of cases closed within constitutional speedy trial timeliness		100%	100%	100%	100%
% of attorney turnover rate		25.29%	24.63%	23.97%	23.31%

PUBLIC DEFENDER

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$289,155	\$0	\$0	\$0
Operating Expenditure/Expense	1,218,165	308,698	506,187	458,760
Capital Equipment	22,748	534,304	91,816	91,816
Total	\$1,530,068	\$843,002	\$598,003	\$550,576

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$0	\$112,961	\$116,066	\$116,193
Countywide Special Purpose Revenue Fund	1,530,068	730,041	481,937	434,383
Total	\$1,530,068	\$843,002	\$598,003	\$550,576

Funded Positions	10	0	0	0
Funded FTE Positions	10.00	0.00	0.00	0.00

Prior to the implementation of Article V on July 1, 2004, Section 24.54(3), Florida Statutes, required the County to provide the Public Defender with such office space, utilities, telephone services, custodial services, library services, transportation services, and communication services as may be necessary for the proper and efficient functioning of their office. The Public Defender's office was also provided funding for pretrial consultation fees for expert or other potential witnesses consulted before trial by the public defender; travel expenses incurred in criminal cases by a public defender in connection with out-of-jurisdiction depositions; out-of-state and out-of-jurisdiction travel expenses incurred by public defenders or by investigators of public defenders while attempting to locate and interrogate witnesses for the public defender in the defense of a criminal case; court reporter costs incurred by the public defender during the course of an investigation and criminal prosecution; postindictment and postinformation deposition costs incurred by the public defender during the course of a criminal prosecution of an indigent defendant and the cost of copying depositions of defense witnesses taken by the state attorney. The office space and utilities to be provided by the counties could not be less than the standards for space allotment adopted by the Department of Management Services. The counties could not provide less of these services than were provided in the previous fiscal year.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V in July 2004, while the FY 05 adopted budget represents the full impact of the final legislation. This new legislation substantially changed the responsibilities of the State, County and the courts system, including the Public Defender's Office, regarding how various aspects of the court system are to be funded. The County will have responsibility for funding the Public Defender with office space that meets the State Department of Management Services minimum standards, telephone system infrastructure including computer lines, switching equipment, maintenance, wireless systems, cellular, video conferencing equipment, computer network and systems, and other costs defined in Chapter 29, Florida Statutes. All other costs for the Public Defender will be the responsibility of the State. The FY 04 budget continued to fund 10 attorneys, not a County responsibility under Article V, to augment the staffing of the Juvenile Division. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that were anticipated to shift to the State, while 100% of these costs were removed from the FY 05 adopted budget. The FY 04 budget included \$242,003 in one-time funding for the replacement of the phone system. Two initiatives were approved during the FY 04 budget process, but due to the uncertainty of the Article V issue, the funding for these items was placed in reserve. These initiatives included \$41,076 in FY 04 and \$164,304 in FY 05 for the upgrade to the operating system on all desktop computers, and \$370,000 in FY 05 for a document imaging system.

The FY 05 adopted budget reflected continued implementation of Article V based on more current legislation adopted by the Florida Legislature. This budget eliminates County funding for the 10 attorneys as it is understood that the funding for these positions was included in the State's budget beginning July 1, 2004. The FY 05 adopted budget also reflected the adoption of a document recording service charge to help offset the cost of court-related technology. The new fee, which represents a \$4 per page service charge for documents recorded by the Clerk of the Circuit Court, will be split between the Clerk and the Board of County Commissioners. The Board's portion went toward funding technology needs of the State Court, Public Defender and State Attorney. That portion of the Public Defender's budget associated with technology amounted to \$730,041 which included \$164,304 for upgrade to computer operating systems and \$370,000 for a document imaging system.

The FY 06 adopted and FY 07 planned budgets represent continuation level funding along with additional funding of \$9,000 per year for Article V subpoena services. The technology portion of the Public Defender's budget has been increased by \$100,000 in FY 06 and \$60,446 in FY 07 for Phase II of their imaging project. This project provided integration of information with other criminal justice agencies including the courts.

SHERIFF

MISSION:

The mission of the Hillsborough County Sheriff's Office is to serve, protect, and defend the community while preserving the rights and dignity of all.

KEY OBJECTIVES:

1. Provide emergency law enforcement response times within ten (10) minutes and provide proactive enforcement of traffic laws to unincorporated Hillsborough County.
2. Perform timely and objective criminal investigations of all assigned criminal incidents resulting in clearance of more than 19% of reported indexed crimes.
3. Perform the inmate booking process for 25 local, state, and federal agencies and safely house and supervise pretrial and sentenced inmates within constitutional and regulatory standards maintaining an average daily inmate census within the detention system operating capacity.
4. Provide timely court process services by attempting service for enforceable processes within ten (10) days and for non-enforceable processes within 30 days from entry date.
5. Provide security for judges, court attendees, and persons detained for trial by providing secure movement of inmates and maintaining order in the courts through assignment of at least one bailiff per criminal court session.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Law Enforcement/Investigations					
<i>Workload/Demand</i>					
# of calls for service	1	488,452	506,036^	524,253	543,126
# of vehicle stops conducted	1	154,390	159,948^	165,706	171,672
# of reported Part I Crimes	2	38,240	38,400^	38,300	38,200
<i>Efficiency</i>					
ratio of law enforcement deputies per thousand residents (unincorporated)		1.61	1.59^	1.56	1.54
<i>Effectiveness</i>					
average emergency response time in minutes		8.8	8.3^	8.4	8.4
Part I Crime Index Clearance Rate		22.8	23.0^	23.2	23.2
Detention Services					
<i>Workload/Demand</i>					
# of inmates booked	3	69,310	70,690^	71,330	71,950
average daily inmate census	3	4,472	4,651^	4,837	5,030
detention operating capacity	3	4,190	4,190^	4,190	4,702
<i>Efficiency</i>					
avg. daily cost per inmate		\$62.11	\$65.22^	\$68.48	\$71.90
<i>Effectiveness</i>					
daily census as a % of operating capacity		106%	111%^	115%	107%
Court Services					
<i>Workload/Demand</i>					
# of court process services	4	263,400	272,619^	282,161	292,036
# of inmates transported for local courts	4	47,813	49,486^	51,218	53,011
# of circuit/county courts secured by bailiffs	5	52	52^	52	52
<i>Efficiency</i>					
average number of attempts for service per deputy per day		30.2	31.3^	32.4	33.5
<i>Effectiveness</i>					
% of enforceable processes actually served within 10-day period		96.0%	95.0%^	94.0%	93.0%

^Note: FY 05 data are projections.

SHERIFF

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$201,122,405	\$220,291,007	\$243,326,257	\$258,411,757
Operating Expenditure/Expense	50,938,949	50,328,255	58,250,434	59,654,053
Capital Equipment	22,388,935	13,115,634	13,269,550	11,706,410
Other Uses	300,000	0	0	0
Total	\$274,750,289	\$283,734,896	\$314,846,241	\$329,772,220

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$185,675,062	\$196,638,147	\$209,925,687	\$218,955,261
Unincorporated Area General Fund	87,171,552	86,130,177	94,991,242	99,402,123
Countywide Special Purpose Revenue Fund	1,903,675	966,572	9,929,312	11,414,836
Total	\$274,750,289	\$283,734,896	\$314,846,241	\$329,772,220

Funded Positions	3,371	3,452	3,555	3,659
Funded FTE Positions	3,176.75	3,259.75	3,341.75	3,445.75

In FY 00 the Board established a target ratio of 1.7 deputies per 1,000 citizens.

During FY 04 the Sheriff added 12 out-of-cycle positions: 11 Law Enforcement Deputies and 1 civilian support staff. Also during FY 04, an administrative oversight resulted in not reporting 26 phased-in detention positions. The personnel costs for these positions were included in the budget, but the personnel count was understated.

The FY 05 adopted budget, includes 43 new positions: 22 Patrol Deputies, 5 support personnel, 1 additional School Resource Deputy (Shields Middle School) and 15 Detention Deputies. The new Detention Deputies are required to manage the inmate population increase. Rising gas prices and the personnel cost for the new Detention Deputies constitute the funding increase for the adjusted FY 05 recommended budget.

Even with the additional positions, the Sheriff's Office will fall short of the target ratio of 1.7 deputies per 1,000 citizens, but the budget request is consistent with the Sheriff's commitment to the Board to add approximately 22 Patrol Deputies per year. The new deputies allowed the Sheriff to staff 1.6 certified deputies per 1,000 citizens in both FY 04 and FY 05.

During FY 05, the Sheriff approved 5 out of cycle positions: 3 law enforcement and 2 support staff.

The FY 06 budget for the Sheriff includes 98 new positions: 20 Patrol Deputies, 5 School Resource Deputies, and 17 Crossing Guards for the new schools; 2 Community Service Officers for two new Community Stations and 7 support personnel. To complete the staffing for Jail Expansion Phase Vb, this budget includes 5 Detention Sergeants, 16 Detention Deputies, and 7 support personnel. Detention transportation requires 4 new Deputies. The increase in Judicial Courts requires an additional 15 Bailiffs. Funding for indigent inmate health care costs, up to the amount of Medicaid match requirement, was shifted from the Countywide General Fund to the Indigent Health Care Fund.

The FY 07 planned budget includes 104 new positions: 20 Patrol Deputies, 1 School Resource Deputy, 10 Crossing Guards, and 4 support personnel. For Jail Expansion Phase VI new personnel requirements include 4 Detention Sergeants, 4 Detention Corporals, 30 Detention Deputies, 13 Community Service Officers, and 14 support personnel. Detention transportation requires 4 additional Detention Deputies.

Even with the additional deputies requested in this budget, the ratio of sworn deputies per 1,000 citizens will drop to 1.56 in FY 06 and then to 1.54 in FY 07.

STATE ATTORNEY PART I

MISSION:

Appear in the Circuit and County Courts within the Judicial Circuit and prosecute and defend, on behalf of the State, all suits, applications or motions, civil or criminal, in which the State is a party, except as provided in Chapters 39 and 959 of the Florida Statutes (F.S. 27.22).

KEY OBJECTIVES:

1. Initiate a caseload of approximately 1377,080 criminal legal actions on behalf of the State in FY 05.
2. Maintain a 90% or greater conviction rate.
3. Continue implementation and expansion of automated informational processing throughout the Criminal Justice System.
4. Represent the citizens of Hillsborough County with quality legal services.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Initiate Criminal Legal Caseload on Behalf of the State	1-4				
<i>Workload/Demand</i>					
# of cases managed as mandated by F.S. 27.02		133,266	135,723	137,080	138,450
<i>Efficiency</i>					
automation of the criminal justice system will continue to enhance services provided to Hillsborough County citizens		continuing	continuing	continuing	continuing
# of cases per FTE (number of FTE=112)					
cost per case		\$8.12	\$4.81	\$5.23	\$5.40
<i>Effectiveness</i>					
dollars reimbursed to County through the cost of prosecutions		\$127,000	\$0	\$0	\$0
% of convictions		92.8%	92.8%	92.8%	92.8%

STATE ATTORNEY PART I

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$1,020,206	\$495,198	\$512,530	\$552,811
Capital Equipment	62,422	180,000	205,000	195,000
Total	\$1,082,628	\$675,198	\$717,530	\$747,811

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$0	\$359,198	\$355,130	\$358,811
Countywide Special Purpose Revenue Fund	1,082,628	316,000	362,400	389,000
Total	\$1,082,628	\$675,198	\$717,530	\$747,811

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The State Attorney is mandated to provide Hillsborough County citizens such services as: criminal prosecution of all felony and misdemeanor cases, hearings related to Florida's Baker Act statutes, prosecution of all delinquency cases within the juvenile criminal justice system, civil commitment hearings, certain criminal appeals of felony and misdemeanor cases, oversee diversion programs.

Prior to the implementation of Article V on July 1, 2004, Section 27.34(2) Florida Statutes required the County to provide the State Attorney with such office space, utilities, telephone service, custodial services, library services, transportation services, and communication services as may be necessary for the proper and efficient functioning of their office. The State Attorney's office was also provided with pretrial consultation fees for expert or other potential witnesses consulted before trial by the state attorney; travel expenses incurred in criminal cases by a state attorney in connection with out-of-jurisdiction depositions; out-of-state travel expenses incurred by assistant state attorneys or by investigators of state attorneys while attempting to locate and interrogate witnesses for the state attorney in the prosecution of a criminal case; court reporter costs incurred by the state attorney during the course of an investigation and criminal prosecution; and postinformation deposition costs incurred by the state attorney during the course of a criminal prosecution of an insolvent defendant; and the cost of copying depositions of state witnesses taken by the public defender, court-appointed counsel, or private retained counsel. The office space to be provided by the counties could not be less than the standards for space allotment adopted by the Department of Management Services, nor could these services and office space be less than what were provided in the prior fiscal year.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V in July 2004, while the FY 05 adopted budget represents the full impact of the final legislation. The new legislation substantially changed the responsibilities of the State, County and the courts system, including the State Attorney's Office, regarding how various aspects of the court system are to be funded. The County will have responsibility for funding the State Attorney with office space that meets the State Department of Management Services minimum standards, utilities; custodial services; telephone system infrastructure including computer lines, telephone switching equipment and maintenance, toll charges for local and long distance service, facsimile equipment, wireless communications, cellular telephones, pagers, video teleconferencing equipment and line charges; all computer networks, systems and equipment; courier messenger and subpoena services; and auxiliary aids and services for qualified individuals with a disability which are necessary to ensure access to the courts. All other costs for the State Attorney will be the responsibility of the State. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that were anticipated to shift to the State, while 100% of these costs were removed from the FY 05 adopted budget. The FY 05 adopted budget reflects continued implementation of Article V based on more current legislation adopted by the Florida Legislature. The FY 05 adopted budget also reflects the adoption of a document recording service charge to help offset the cost of court-related technology. The new fee, which represents a \$4 per page service charge for documents recorded by the Clerk of the Circuit Court, will be split between the Clerk of the Circuit Court and the Board of County Commissioners. The Board's portion will go toward funding technology needs of the State Court, Public Defender and State Attorney. That portion of the State Attorney's budget associated with technology amounts to \$316,000.

The FY 06 adopted and FY 07 planned budgets represent continuation level funding consistent with the request of the State Attorney. This funding includes inflationary increases for telecommunications of 2% in FY 06 and 3% in FY 07. This budget also includes \$180,000 in each of FY 06 and FY 07 to maintain the Office's three-year replacement cycle for desktop computers. Approximately 100 of the 300 desktop computers are planned for replacement every year. This budget includes \$15,000 in FY 06 and \$50,000 in FY 07 for software that will allow the office to implement state of the art technology. The FY 06 recommended budget includes \$25,000 for the replacement of the Case Management System server which will be five years old and houses the central database for all 130,000+ cases which flow through the State Attorney's Office. Finally, the FY 07 planned budget includes \$15,000 for the purchase of a new exchange server for the Voice-Over-IP phone system planned for the State Attorney's Office in conjunction with their move to the main courthouse when the renovation project is complete.

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

MISSION:

Enhance law enforcement by providing comprehensive services to victims of crime through all phases of the criminal justice/judicial process and to act as liaison between victims and each agency involved in law enforcement to ensure cooperation and understanding and close any service gaps among the victim population.

KEY OBJECTIVES:

1. Provide quality victim services to all victims of violent crime within Hillsborough County by: attempting initial contact with victims within 5 days of criminal offense; assisting law enforcement agencies within the County to provide 24-hour, on-site emergency services to all victims of crimes; increasing the number of crime scene call-outs by increasing awareness of service; notifying domestic violence victims in writing within 5-7 days of the crime, apprising them of available services; increasing the number of initial intake interviews by 5% for sexual battery victims; and, when possible, notifying all crime victims of the crucial stages of their case within 72 hours after court date is scheduled.
2. Divert designated worthless check cases from the criminal justice system, obtain restitution for victims in a timely manner and generate revenue from check writers' required fees.
3. In accordance with the Hillsborough County Administrator's Strategic Plan, we will strive to provide outstanding customer service to the victims of Hillsborough County and will measure our success by randomly surveying 500 victims coming into the office.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Victim Assistance Services	1				
<i>Workload/Demand</i>					
# of violent crime victims seen in the office		2,089	1,992	2,090	2,194
# of crime scene call-outs		34	24	25	25
# of domestic violence victims seen in office		2,810	3,134	3,290	3,450
# of awareness meetings/roll calls attended		239	175	183	192
# of initial interviews conducted for sexual and child abuse offenses		938	828	869	912
# of escorts provided to court hearings, depositions		1,331	1,665	1,831	1,922
# of petitioners of domestic violence injunctions contacted		4,911	4,442	4,664	4,897
<i>Efficiency</i>					
# of crime victims seen in the office per counselor FTE		364	396	393	403
<i>Effectiveness</i>					
# of violent crime victims' initial notifications within 5 days of crime (felony, misdemeanor, & Preliminary Presentation Court)		7,951	8,000^	8,200	8,500
# of victims notified of crucial court dates within 72 hours after scheduled (by automated notification system--VINE)		78,081	83,743	87,900	92,000
# of assisting petitioners of domestic violence injunctions		335	297	311	326
% of satisfied victims from those surveyed	3	n/a	95.0%^	90.0%	90.0%
Worthless Check Diversion Program	2				
<i>Workload/Demand</i>					
# of worthless checks processed		3,838	3,700^	3,580	3,470
<i>Efficiency</i>					
% success rate of Diversion Program		85.0%	85.0%	85.0%	85.0%
<i>Effectiveness</i>					
\$ amount of restitution returned to victims of worthless checks		\$620,000	\$471,563	\$363,000	\$300,000
\$ amount of revenue generated to BOCC by check writer fees		\$95,305	\$66,026	\$59,080	\$41,000

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$1,978,486	\$2,142,399	\$2,201,453	\$2,356,055
Operating Expenditure/Expense	143,507	187,060	182,522	183,290
Total	\$2,121,993	\$2,329,459	\$2,383,975	\$2,539,345

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$0	\$2,329,459	\$2,383,975	\$2,539,345
Countywide Special Purpose Revenue Fund	2,121,993	0	0	0
Total	\$2,121,993	\$2,329,459	\$2,383,975	\$2,539,345

Funded Positions	35	35	35	35
Funded FTE Positions	34.50	34.50	34.50	34.50

The FY 04 adopted budget was funded at the continuation level with the Domestic Violence Therapist position working 20 hours per week.

The FY 05 adopted budget was funded at the continuation level and realigned funding from the Countywide Special Purpose Local Criminal Justice Trust Fund to the Countywide General Fund as a result of Article V implementation.

The FY 06 adopted and FY 07 planned budgets reflect funding at the continuation level.

SUPERVISOR OF ELECTIONS

MISSION:

Ensure the integrity of the electoral process by administering efficient elections and maintaining accurate voter registration rolls. Promote voter education and encourage voter participation in the electoral process. Continuously improve service to the public, candidates, the media, and other governmental agencies.

KEY OBJECTIVES:

1. Plan, organize, and efficiently execute four elections to serve 680,000 registered voters for the General Elections and 16,000 registered voters for the Plant City election, and 180,000 for the City of Tampa election.
2. Locate, retain and provide the support necessary to sustain 375 suitable and accessible polling places for the countywide elections, and as needed, such polling places for the City of Tampa election and for Early Voting.
3. Recruit 1,750 new poll workers and train a total of 9,380 top quality poll workers for elections.
4. Pursue an aggressive list maintenance program that accomplishes two complete database comparisons in compliance with United States Postal Service regulations, produces routine final address confirmations within one month of the Postal Service Address Change notification, and deletes voters from the registration rolls within one month from the date of notification.
5. Conduct a proactive public information and education program that increases the total number of registered voters by 5%.
6. Continue to encourage public confidence in the election process through education and improvement of voter services.
7. Successfully interface with the statewide Florida Voter Registration System.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Administer Elections/Voter Registration	1-5	4 elections	2 elections^	1 election	3 elections
<i>Workload/Demand</i>					
# of precincts required/supported		373	359^	375	375
# of poll workers needed/recruited (varies w/number of elections)		1,300	500^	1,000	750
# of poll workers required/trained (varies w/number of elections)		3,700/7,030	3,700/3,606^	3,380	6,000
# of registrations requested/approved		539,000	585,000^	658,000	680,000
<i>Efficiency</i>					
\$ election cost/# ballot cast		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
# of voters deleted from registration rolls		24,500	26,000^	25,000	26,000
% of voters deleted from registration rolls within two weeks of notification to Supervisor of Elections		100%	100%^	100%	100%
# of absentee ballots mailed		61,900	71,000^	22,500	93,000
% of absentee ballots mailed within one day after receipt of request		100%	100%^	100%	100%
# of final confirmations mailed		36,000	30,000^	60,000	70,000
% of final confirmations mailed within one month of notification		100%	100%^	100%	100%

^Note: FY 05 data are projections.

SUPERVISOR OF ELECTIONS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$107,812	\$0	\$0	\$0
Other Uses	6,562,654	4,102,221	8,408,471	7,033,936
Total	\$6,670,466	\$4,102,221	\$8,408,471	\$7,033,936

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$6,562,654	\$4,102,221	\$8,408,471	\$7,033,936
Intergovernmental Grants	107,812	0	0	0
Total	\$6,670,466	\$4,102,221	\$8,408,471	\$7,033,936

Funded Positions	29	29	33	33
Funded FTE Positions	29.00	29.00	33.00	33.00

The FY 04 adopted budget projected funding requirements to conduct two countywide elections in what was a closely scrutinized and widely publicized presidential election year. It identified the necessary resources, employing best practices, to conduct accurate, efficient, and statutorily compliant elections, conduct voter education and awareness programs to empower a well-informed electorate, as well as a voter registration program that was projected to increase the number of registered voters to 539,000 in FY 04 and 566,000 in FY 05. The Supervisor of Elections budget for FY 04 also included funding for the statutorily mandated distribution of new voting ID cards (\$231,000), the expansion of the early voting program to eight locations in addition to the County Center and the Elections Service Center (\$230,252), an increase in the number of voting precincts from 353 to 388, to eliminate multiple federal, state and County jurisdictions occurring in the same precinct (\$200,645), an increase in poll worker compensation (\$62,719), and the purchase of 400 touch-screen voting machines that were originally leased for use in the 2002 elections (\$942,800). The FY 04 adopted budget also included the addition of one new position, a Voting Systems Administrator, to provide technical support and assistance in an area where redundancy and continuity are critical to the success of the organization.

The FY 05 adopted budget represented continuation level funding based on the FY 04 budget assuming only one countywide election. The FY 05 adopted budget also included an additional \$345,000 to implement the Help America Vote Act (HAVA) of 2002. These funds intended to bring the polling sites up to the more stringent standards for access provided for in HAVA and were required to be implemented by January 1, 2006.

The FY 06 adopted and FY 07 planned budgets are funded at a level consistent with the Supervisor of Election's funding request received on May 2, 2005. The FY 06 adopted budget does not include potential costs for VPAT printers (\$4.1 million) or Edge Units (\$6,514,200) identified in the Supervisor's budget request as possible additions pending the outcome of proposed legislation.

The FY 06 adopted budget includes funding for four additional positions. The FY 07 planned budget maintains the use of such newly established positions. This increase is based upon a continuing rise in population, which in turn has produced an increase in absentee ballot processing, an increase in maintenance needs for our touch screen machines, an increase in the numbers of voter registrations processed and an increased need for community outreach endeavors conducted. Also included is a position for Director of Voter services who oversees, coordinates, and is responsible for the expeditious execution of the above enumerated activities.

TAX COLLECTOR

MISSION:

We are committed to serving our public, business, and government customers by collecting and distributing taxes, license fees, and information promptly and accurately in the most courteous, professional, innovative, and cost effective manner. We are committed to meeting all legal requirements and supporting a positive work environment for our employees.

KEY OBJECTIVES:

1. Property Tax and Other Taxes and Licenses -- Bill and collect property taxes and assessments; mail out taxpayer property tax notices within 20 days of roll certification with information on unpaid taxes and discounts allowed; distribute taxes collected to each taxing authority at least four times during the first two months after the tax roll comes into our possession and at least one time in all other months with at least 95% customer satisfaction. Issue occupational licenses, hunting, and fishing licenses with at least 95% customer satisfaction. Collect appropriate funds, disbursing such per local and State ordinances. Collect Tourist Development Tax disbursing in accordance with local ordinances.
2. Motor Vehicle -- Issue motor vehicle titles, registrations, and driver licenses in accordance with the rules of the Department of Highway Safety and Motor Vehicles (DHSMV) with 75% of counter wait =<15 minutes and an overall customer satisfaction rating of 96%. Distribute collections to the DHSMV weekly as required by Florida Statutes; distribute sales tax to Department of Revenue.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Property Tax/Other Taxes and Licenses	1				
<i>Workload/Demand</i>					
# of property parcels for tax roll		459,887	475,025	498,775	523,715
# of ad valorem transactions		407,828	448,195	470,605	494,135
property taxes collected (in millions)		\$1,243.677	\$1,371.867	\$1,440.460	\$1,512.483
other collections (in millions)		\$141.906	\$105.956	\$111.253	\$116.816
# of other transactions		78,787	84,940	89,187	93,646
<i>Efficiency</i>					
ad valorem transactions and other transactions per FTE (54)		9,011	9,872	10,366	10,884
<i>Effectiveness</i>					
% of accurate tax bills mailed to property owners		100%	100%	100%	100%
% of taxpayer property notices mailed w/in 20 days		100%	100%	100%	100%
% customer satisfaction (per survey cards)		97.8%	98.16%	96.0%	96.0%
Motor Vehicle	2				
<i>Workload/Demand</i>					
# of motor vehicle title/registration/driver license transactions		1,889,825	2,041,817	2,143,908	2,251,103
motor vehicle collections (in millions)		\$91.401	\$99.171	\$104.125	\$109.336
<i>Efficiency</i>					
motor vehicle transactions per FTE (207)		9,129	9,863	10,357	10,874
<i>Effectiveness</i>					
% voids to motor vehicle registrations and titles issued		2.7%	2.0%	2.0%	2.0%
% of time customer waits for service =<15 minutes		67.0%	62.0%	75.0%	75.0%
% customer satisfaction (per survey cards)		97.8%	98.16%	96.0%	96.0%
Department Totals (Overall)					
total collections for agency (in millions)		\$1,476.984	\$1,576.994	\$1,655.838	\$1,738.635
# of audit exceptions on annual independent audit		0	0	0	0
excess fees returned to agencies (in millions)		\$11.222	\$13.724	\$14.410	\$15.130
total transactions processed		2,376,440	2,574,952	2,703,700	2,838,884

TAX COLLECTOR

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$18,993,165	\$22,117,658	\$25,941,728	\$28,042,179
Total	\$18,993,165	\$22,117,658	\$25,941,728	\$28,042,179

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$14,731,757	\$17,496,893	\$20,376,933	\$22,031,496
Unincorporated Area General Fund	2,869,266	3,331,344	4,072,347	4,429,691
Unincorporated Area Special Purpose Fund	94,708	102,230	108,980	111,700
Sales Tax Revenue Fund	429,693	202,781	149,000	152,750
County Transportation Trust Fund	129,656	158,319	166,950	178,952
Library Tax District Fund	591,047	670,202	858,196	928,151
General Obligation Bonds P&R Sinking Fd	36,702	36,081	53,377	54,070
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	110,336	119,808	155,945	155,369
Total	\$18,993,165	\$22,117,658	\$25,941,728	\$28,042,179

*Funded Positions	305	305	305	305
*Funded FTE Positions	305.00	305.00	305.00	305.00

The budget reflected above is not the budget of the Tax Collector but represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission and School Board as a taxing authority. Other taxing authorities paying commissions to the Tax Collector for the collection of ad valorem taxes include the Tampa Port Authority, the Children's Board, HARTline, the Southwest Florida Water Management District and Tampa Palms. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (surplus funds) remaining at the end of the fiscal year. The number of funded positions and funded FTE's represent the total for the entire Tax Collector's organization.

The FY 04 adopted budget included an additional position of Executive Assistant for the Tax Collector. The FY 05 adopted budget reflects no change in the Tax Collector's funded positions.

The Tax Collector's Pre-Disaster Mitigation Program, approved by the Board of County Commissioners December 1, 2004 is on budget and approximately two months ahead of schedule. The office requested and received \$542,000 in funding from the BOCC to hurricane-proof three of their facilities. This past hurricane season proved the necessity for the office to be ready in case disaster strikes. The \$542,000 project consists of four major components: industrial-sized generators, hurricane shutters, video conferencing and the construction of a solid concrete/block "safe house." Per the agreement, the work is to be completed by September 30, 2005. The primary objectives for this project are customer service and safety as the Tax Collector's offices must continue to serve the public regardless of the circumstances.

The FY 06 adopted and the FY 07 planned budgets reflect no change in funded positions.

Budget amounts reflect statutory fees for the collection of taxes on behalf of the BOCC and the School Board. Fees for the collection of School Board property taxes were approximately \$7.8 million in FY 04 and \$8.4 million in FY 05 and are estimated to be \$9.9 million in FY 06 and \$10.6 million in FY 07.

*Fee Funded.

VALUE ADJUSTMENT BOARD

MISSION:

Hear petitions filed by taxpayers concerning property value assessments, classification, homestead exemptions, and other disputes of exemptions from ad valorem taxes.

KEY OBJECTIVES:

1. Assist taxpayers in filing petitions to appeal property assessments and exemption denials within twenty-five (25) days of mailing TRIM notices and to begin hearings no later than sixty (60) days following the mailing of TRIM notices.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Value Adjustment	1				
<i>Workload/Demand</i>					
# of petitions filed		4,205	4,500^	4,800	5,150
# of hearings held		1,081	1,824^	1,950	2,100
<i>Efficiency</i>					
# of petitions filed per FTE		1,051	1,125^	1,200	1,288
# of hearings held per FTE		270	456^	487	525
<i>Effectiveness</i>					
% of filings within twenty-five (25) days		100%	100%	100%	100%
hearings begun no later than sixty (60) days		yes	yes	yes	yes
# of petitions granted relief		3,004	3,120^	3,270	3,420

VALUE ADJUSTMENT BOARD

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$13	\$0	\$0	\$0
Other Uses	539,176	562,282	373,468	403,141
Total	\$539,189	\$562,282	\$373,468	\$403,141

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$539,189	\$562,282	\$373,468	\$403,141
Total	\$539,189	\$562,282	\$373,468	\$403,141

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

Functions under the Value Adjustment Board budget include: assisting the public in filing petitions to contest property value assessments, property classification and homestead exemption, and providing petitioners an independent appeal hearing.

The Value Adjustment Board is considered part of the Clerk of the Circuit Court organization. The three positions funded in this budget are included in the total of Clerk-funded positions in the position detail listing.

The FY 04 and FY 05 adopted budgets were funded at the level requested by the Clerk of the Circuit Court and reflect an increase needed to upgrade the VAB system's database due to the vendor discontinuing support of the current database.

The FY 06 adopted and FY 07 planned budgets are funded at a level consistent with the Clerk of the Circuit Court's request received on April 29, 2005.

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

MISSION:

Consider all legal actions within the Circuit, including civil, family law, criminal, juvenile, probate, guardianship and mental health, and conduct all business in a way that will instill public confidence and support the judiciary in the performance of its constitutional duties by providing programmatic, technical, and administrative assistance.

KEY OBJECTIVES:

1. Children's Justice Center: Provide a neutral, child friendly atmosphere to children who are exposed to an adult court system striving for less than 7% no shows for interviews.
2. Mediation and Diversion: Provide high quality professional mediation services at reasonable cost in a cordial and comfortable environment and resolve disputes in a timely and efficient manner.
3. Court Administration: Provide technical and administrative assistance to the judiciary to assure they have the necessary resources to fulfill their constitutional duties, processing 70% of the invoices within 7 days.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Children's Justice Center	1				
<i>Workload/Demand</i>					
# of visitations scheduled		2,600	3,157	3,000	3,000
# of interviews set		400	326	375	375
# of completed visitations		1,720	1,985	1,950	1,950
# of completed interviews		350	285	300	300
<i>Efficiency</i>					
cost per completed visitation		\$76.00	\$69.87	\$74.00	\$74.00
cost per completed interview		\$400.00	\$473.63	\$475.00	\$475.00
<i>Effectiveness</i>					
% of interviews that are no shows		6.0%	12.57%	10.0%	10.0%
% of visitations that are cancelled		35.0%	37.12%	35.0%	35.0%
Mediation and Diversion	2				
<i>Workload/Demand</i>					
# of referrals for mediation made		9,000	7,845	9,000	9,000
# of hearings held		4,000	4,620	4,700	4,700
<i>Efficiency</i>					
# of referrals per FTE		500	435.2	400	400
<i>Effectiveness</i>					
% of cases resolved		60.0%	74.3%	70.0%	70.0%
% of parties/attorneys satisfied w/mediation process		>85.0%	95.3%	90.0%	90.0%
% of parties/attorneys satisfied with mediation agreement		>82.0%	94.8%	90.0%	90.0%
Court Administration	3				
<i>Workload/Demand</i>					
# of help desk calls		12,800	11,806	13,000	13,000
# of court reporter/attorney bills processed		9,375	916	250	150
<i>Efficiency</i>					
# of payments processed per FTE		5,000	1,430	1,500	1,500
<i>Effectiveness</i>					
% of invoices processed within 7 days		60.0%	63.6%	70.0%	75.0%

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$7,462,658	\$2,980,990	\$3,125,849	\$3,324,968
Operating Expenditure/Expense	11,346,815	5,590,465	6,742,091	6,161,271
Capital Equipment	394,813	145,000	1,020,000	130,000
Capital Projects	651,506	0	0	0
Other Uses	42,956	30,000	30,000	30,000
Total	\$19,898,748	\$8,746,455	\$10,917,940	\$9,646,239

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$6,355,244	\$2,238,087	\$3,264,762	\$2,713,453
Countywide Special Purpose Revenue Fund	12,674,374	6,266,668	7,363,062	6,634,513
Intergovernmental Grants	869,130	241,700	290,116	298,273
Total	\$19,898,748	\$8,746,455	\$10,917,940	\$9,646,239

Funded Positions	168	55	56	56
Funded FTE Positions	167.00	55.00	55.50	55.50

The FY 04 adopted budget for the Courts reflected the plan to implement Article V which provided the framework for the transition to State funding of some trial court expenditures that are currently funded by the County. The target date for this transition was July 2004. The budget reserved 25% adjustments of all expenditure lines that became a State responsibility beginning in July 2004. Some of the expenditures that were transferred to the State are court reporting, court-appointed attorneys, hearing masters, legal support and most of the court administration. The County's primary responsibilities will be to provide funding for all the court facilities, security, communication and technology. The Board set aside funding in reserves for the following programs: Drug Court, Domestic Violence, Juvenile Diversion, Children's Justice, Elder Justice, and Community Mediation. Funding was also set aside to provide legal and administrative support for programs and services not funded by the State under Article V. The Guardian Ad Litem program funding and five positions were transferred from the Judicial Branch to a new organization. The budget also included funding for six positions that were currently funded by the State for the Family Diversion Unified Family Court program; this funding was for FY 04 only because the Courts expected this program to be included as a State responsibility in July 2004.

The FY 05 adopted budget incorporated the changes resulting from implementation of final impact of Revision 7 Article V which became effective July 1, 2004. It reflected a net reduction of 112 positions, 76 of which were transferred to the State and 36 positions were deleted due to functions being assigned to other agencies in State government. The following functions: court reporting, court appointed attorneys, hearing masters, legal support and most of court administration were transferred to State funding. The budget provided County funding for facilities, communications, and some court administration functions. The budget also included funding from new court fees approved as a result of Article V for technology, teen court/juvenile diversion, and State court innovations programs. In addition to new fines, supplemental County funding of \$1.8 million is included in the FY 05 budget to support State court innovations programs such as Elder Justice, Domestic Violence, Drug Court, Community Mediation and Children's Justice.

The FY 06 adopted and FY 07 planned budgets reflect funding at the continuation level. Included in the continuation levels is \$200,000 in FY 06 and \$100,000 in FY 07 to pay the cost of court appointed attorneys assigned to cases prior to July 1, 2004 under the new provision of Article V. This obligation is expected to decrease and eventually go away once all the cases have been resolved and bills have been submitted. The continuation level funding reflects a significant increase of \$782,800 in facilities operation budget. This funding is to complete the courthouse complex security project by upgrading and replacing cameras, software alarms, and access within the Annex Building. Funding is also included for equipment to provide for the enterprise conversion from Novelle to Microsoft. This conversion will allow compatibility with the State and County supported software. A substantial portion of the capital equipment is a one-time purchase to upgrade existing computers and servers and will not be needed in FY 07.

GUARDIAN AD LITEM

MISSION:

Represent the best interests of all abused, abandoned, and neglected children in Hillsborough County's Dependency Courts, through both its volunteers and staff guardians, advocating for their safety, their security, and for any services required for their well being.

KEY OBJECTIVES:

1. Increase the number of children whose cases are currently active served by the program by 12.5% in FY 06 and 12.5% in FY 07.
2. Increase the number of volunteers by 15% in FY 06 and 15% in FY 07, or until the capacity is reached.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Guardian Ad Litem Services	1				
<i>Workload/Demand</i>					
# of children receiving services of GAL volunteer or staff advocate		1,300	1,463^	1,646	1,852
# of abused, neglected children currently on waiting list for GAL services		3,000	2,625^	2,297	2,010
<i>Efficiency</i>					
# of children served per FTE		105	119^	134	134
<i>Effectiveness</i>					
% of total entitled children receiving GAL services		29.0%	35.0%^	40.0%	45.0%
% of new court ordered appointments accepted by GAL assignment		50.0%	62.5%^	75.0%	87.5%
Volunteer Program	2				
<i>Workload/Demand</i>					
# of volunteers		323	371^	427	450
# of newly certified volunteers		90	103^	118	136
<i>Efficiency</i>					
% of trainees certified per training class		80.0%	85.5%^	90.0%	95.0%
# of children served by volunteers		800	900^	1,000	1,020
<i>Effectiveness</i>					
# of volunteers supervised by Case Managers		28	32^	36	36
# of prospective trainees enrolled in training classes		80	100^	120	150

GUARDIAN AD LITEM

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$210,397	\$241,977	\$222,479	\$237,054
Operating Expenditure/Expense	171,939	200,082	257,054	257,139
Capital Equipment	1,195	0	0	0
Total	\$383,531	\$442,059	\$479,533	\$494,193

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$383,531	\$442,059	\$479,533	\$494,193
Total	\$383,531	\$442,059	\$479,533	\$494,193

Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

Guardian Ad Litem is a new department created as a result of the implementation of Article V which transfers the program from under the Court Administrator to the Justice Administrative Commission at the State level. The FY 04 adopted budget reflects the transfer of current funding and five positions from the Judicial branch (Administrative Office of the Courts). The current funding represents discretionary funding by the Board of County Commissioners and is used to provide an unbiased voice in advocating what is in the child's best interest in court proceedings for abused and neglected children.

The FY 05 adopted budget was funded at the continuation level.

The FY 06 and FY 07 budgets are funded at the continuation level; however there is an annual increase of \$41,000 in the operating budget for both years as a result of a new lease and the inclusion of \$15,000 in FY 06 to accommodate moving the entire staff to a new location.

CHARTER REVIEW BOARD

MISSION:

Review any and all phases of County government and, upon approval of 2/3 of the members of the Charter Review Board, propose County charter amendments to be voted upon at a general election.

KEY OBJECTIVES:

1. Receive testimony and collect data on recommended changes to the County charter.
 2. Evaluate benefits of recommended charter changes.
 3. Propose County charter amendments to be placed on the ballot at a general election.
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SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
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Workload/Demand

Efficiency

Effectiveness

CHARTER REVIEW BOARD

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$0	\$46,601	\$0	\$0
Operating Expenditure/Expense	0	9,500	0	0
Total	\$0	\$56,101	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$0	\$56,101	\$0	\$0
Total	\$0	\$56,101	\$0	\$0

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The Charter Review Board convenes every five years to conduct a comprehensive study of any or all phases of county government.

The FY 05 adopted budget provided for temporary employment of one staff person and operating expenses to maintain the Charter Review Board Office with required files, supplies, correspondence, and other administrative staff.

The next Board will convene in FY 2010.

CIVIL SERVICE BOARD

MISSION:

Provide effective human resource services and leadership to Hillsborough County citizens, agencies, and employees.

KEY OBJECTIVES:

1. Applicant Recruiting and Screening: Respond to agency requests for qualified job candidates (minimize cost per certified candidate). Release lists of certified job candidates within 15 days of the close of recruitment, 100% of the time. Professionally assist the public and current employees with the job application process.
2. Job Classification and Compensation: Respond to client requests for job classification changes (maximize number of actions per FTE). Review and update 160 formal job descriptions. Conduct a wage and benefit analysis of the relevant labor market and provide an analysis summary and pay plan adjustment recommendation to the BOCC not later than the end of February.
3. Employee Record Maintenance: Maintain employment history files for all classified employees and full-time temporaries in 21 County agencies. Process classified employee change requests (maximize actions per FTE). Carefully review, approve, and forward 98% of employee change actions to CCC Payroll that are received by the published cut-off dates and that comply with rules and policies.
4. Civil Service Board Hearings of Discipline Appeals and Grievances: Respond to employee requests for Civil Service Board hearings of discipline appeals and grievances (maximize number resolved without a full hearing). Resolve 90% of hearing requests within 90 days of receipt.
5. Job Performance Management Administration: Provide prompt and professional job performance management training to all new supervisors of classified employees in 22 County agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Applicant Recruiting & Screening	1				
<i>Workload/Demand</i>					
# of applicants assisted		57,422	53,520	55,000	60,000
<i>Efficiency</i>					
cost per applicant assisted		\$16.30	\$19.22	\$21.00	\$20.00
cost per certified applicant		\$28.03	\$32.69	\$33.00	\$32.00
<i>Effectiveness</i>					
avg number of days from recruit end to list release		7.5	5.5	5.0	5.0
Job Classification & Compensation	2				
<i>Workload/Demand</i>					
# of job descriptions updated		112	n/a	50	100
<i>Efficiency</i>					
# of position actions completed per FTE		278	n/a	150	200
<i>Effectiveness</i>					
# of days before last meeting in Feb. recommended to BOCC		13	n/a	15	15
Employee Record Maintenance	3				
<i>Workload/Demand</i>					
# of employee files maintained		10,329	10,335	10,500	10,600
<i>Efficiency</i>					
# of employee actions processed per FTE		9,590	9,562	13,200	10,000
<i>Effectiveness</i>					
% of on-time actions processed		100%	100%	100%	100%
Hearings of Discipline Appeals & Grievances	4				
<i>Workload/Demand</i>					
# of hearing requests processed		24	30	28	28
<i>Efficiency</i>					
% of requests resolved within 90 days		79.0%	70.0%	75.0%	75.0%
<i>Effectiveness</i>					
% of requests resolved prior to full hearing		80.0%	70.0%	75.0%	75.0%

Continued in "Supplemental Information"

CIVIL SERVICE BOARD

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$1,941,717	\$2,175,810	\$2,301,491	\$2,458,067
Operating Expenditure/Expense	339,915	367,798	465,265	435,507
Capital Equipment	13,515	29,250	10,000	10,000
Total	\$2,295,147	\$2,572,858	\$2,776,756	\$2,903,574

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Blended Component Units Fund	\$2,295,082	\$2,572,858	\$2,776,756	\$2,903,574
Intergovernmental Grants	65	0	0	0
Total	\$2,295,147	\$2,572,858	\$2,776,756	\$2,903,574

Funded Positions	31	31	31	31
Funded FTE Positions	31.00	31.00	31.00	31.00

Chapter 2000-445 of the General Laws of Florida requires that the Civil Service Board receive a minimum funding level that is equal to .65 percent of the payroll of the classified employees for each county appointing authority. These appointing authorities for Hillsborough County are the Board of County Commissioners, the Aviation Authority, the Tampa Sports Authority, the Tampa Port Authority, the Tampa-Hillsborough County Expressway Authority, the Clerk of the Circuit Court, the Sheriff, the Children's Board, the Property Appraiser, the Arts Council, and the Tax Collector.

The FY 04 adopted budget reflected \$43,265 above the minimum funding level of \$2,376,347 to fund temporary staff to support a Pay and Classification Study. FY 04 budget also included \$154,675 in reimbursements from participating authorities. The addition of a Personnel Analyst and Clerk III reduced the Office's continuing need for high levels of temporary and overtime hours to recruit and screen qualified job applicants for the 22 County agencies.

The FY 05 adopted budget reflected a minimum funding level of \$2,572,858 and reimbursements from participating authorities of \$175,102.

The FY 06 adopted and FY 07 planned budgets are funded at the statutory required minimum funding level of \$2,776,756 for FY 06 and an estimated amount of \$2.9 million in FY 07. Included in this funding is an estimate of \$184,828 of reimbursements from participating authorities.

ENVIRONMENTAL PROTECTION COMMISSION

MISSION:

Establish and maintain standards to ensure the improved quality of water, soil, air, and sound consistent with public health and enjoyment and the propagation and protection of wildlife in Hillsborough County as required by Chapter 84-446, Laws of Florida as amended by Chapter 87-495.

KEY OBJECTIVES:

1. Air Management -- Inspect sources, issue permits, monitor air quality, respond to citizen complaints, regulate noise, oversee asbestos removal, enforce rules, conduct air quality planning and provide public information; average 240 inspections per year per inspector.
2. Water Management -- Issue domestic and industrial wastewater permits, conduct source compliance and sampling inspections, investigate citizen complaints, enforce facility compliance, conduct other surface water and ground water protection activities and operate an environmental laboratory that supports the agency; average 297 inspections per year per inspector.
3. Waste Management -- Protect soil, groundwater and surface water quality by maintaining programs for permitting and monitoring waste management facilities, investigating citizens complaints, inspecting and educating small quantity generators (SQG) of hazardous waste, inspecting pollutant storage tank facilities, oversee clean up at petroleum tank facilities and petroleum contaminated sites, and perform corrective enforcement when required; average 320 SQG inspections per inspector per year.
4. Wetlands Management -- Identify, protect, and maintain wetlands; perform wetland delineations; review development plans; review mitigation plans and monitor for compliance; conduct as-built and compliance inspections; respond to citizen inquiries and complaints; review water management plans, phosphate mining and stormwater plans and projects; averaging 340 mitigation inspections per inspector per year.
5. Environmental Resources Management -- Monitor water and sediment quality and benthic organisms in the County's public waterways. Prepare reports summarizing monitoring results, documenting environmental conditions and trends and providing natural resource and watershed management recommendations for the EPC Board. Coordinate and provide technical support for the agency-wide GIS program. Manage the Pollution Recovery Fund, Gardiner Settlement Trust Fund and Artificial Reefs programs. Monitor and review proposed water management plans and rules, and evaluate cumulative environmental impacts of water supply development projects. Respond to citizen complaints and enquiries involving surface water quality issues. Monitor 100% of water quality and benthic monitoring stations per year.
6. Increase ambient air quality in the County to meet the Federal Clean Air Standards by FY 08. (Strategic Plan Goal 7, Objective G.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Air Management	1				
<i>Workload/Demand</i>					
# of permits issued		238	225	235	240
# of compliance inspections conducted per year		1,900	1,975	2,025	2,040
<i>Efficiency</i>					
# of inspections per inspector per year		230	230	238	240
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		95.0%	95.0%	95.0%	95.0%
% of facilities found to be in compliance within one year of initial inspection		99.0%	99.0%	99.0%	99.0%
Water Management	2				
<i>Workload/Demand</i>					
# of permits issued		655	660	680	701
# of compliance inspections conducted per year		1,514*	1,487**	1,400	1,400
<i>Efficiency</i>					
# of inspections per inspector per year		288	289	294	295
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		90.0%	91.0%	95.0%	95.0%
% of facilities found to be in compliance within one year of initial inspection		91.0%	94.0%	95.0%	98.0%

*Spike in inspections due to response to Hurricanes Frances and Jeanne (FTE's increased from 4.75 to 5.25 to handle additional workload.)

**Spike resulted in continued attention given to Mosaic Fertilizer.

Continued in "Supplemental Information"

ENVIRONMENTAL PROTECTION COMMISSION

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$11,486,632	\$12,429,970	\$13,475,112	\$14,311,354
Operating Expenditure/Expense	2,075,801	1,690,186	1,758,182	1,694,650
Capital Equipment	307,159	192,820	258,789	212,634
Grants & Aids	324,950	0	0	0
Total	\$14,194,542	\$14,312,976	\$15,492,083	\$16,218,638

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$7,538,886	\$8,268,540	\$9,965,739	\$10,506,926
Countywide Special Purpose Revenue Fund	2,348,828	1,795,454	1,097,272	1,160,623
Unincorporated Area Special Purpose Fund	116,994	126,227	148,794	157,830
Intergovernmental Grants	4,189,834	4,122,755	4,280,278	4,393,259
Total	\$14,194,542	\$14,312,976	\$15,492,083	\$16,218,638

Funded Positions	169	171	174	173
Funded FTE Positions	169.00	171.00	175.00	173.00

The FY 04 adopted budget included the realignment of an Environmental Specialist II from the Air Section 105-EPA/County grant program to the General Fund to continue the noise program in Hillsborough County. Additional funding was included for three positions: a Software Specialist to coordinate the EPC's GIS operations; an Environmental Scientist; and a Secretary to support the Wetland Division's operations. The Local Air Pollution Control Tag Fee program included a reduction of one Environmental Specialist II in FY 04 due to funding limitations. There is a net reduction of three positions.

The FY 05 adopted budget added one Professional Geologist to develop and implement an Old Landfill Investigation Program. This program allows for the detailed environmental investigations of 162 known historic solid waste disposal sites that exist throughout Hillsborough County. Two positions were deleted due to reductions in grant funding, but three temporary positions that conduct benthic and water quality monitoring elements of the Hillsborough Independent Monitoring Program were converted to limited duration positions. Funding was also included for a Document Management System to improve the EPC's record handling and customer service. During FY 05, a limited duration position was added for the Smart Driver Program grant. This position was not included in the FY 06 budget, but may be utilized through the duration of the grant from FY 05 through FY 08 depending on availability of funds.

The FY 06 adopted budget adds three positions and associated operating costs for wetlands assessment review. These positions are needed to maintain an acceptable turnaround time for issuing permits. Another position is added to help with mitigation compliance and erosion control inspections. Another new position was added to implement the small quantity generator program to assist auto salvage yards with pollution prevention. Funding for all of the Tampa Bay Water Team related positions is transferred to other funding sources, with the cost of 5.7 FTE's to be reimbursed by the Water & Wastewater Utility Enterprise Fund. A position in the County Clean Air Program grant is eliminated due to insufficient grant funding. Funding for overtime in the amount of \$10,000 is added to allow for after-hours response and investigation of open burning and noise complaints. In addition, funding for the placement of seven senior managers of the EPC in the Florida Retirement System's Senior Management Class was added.

The FY 07 planned budget deletes an Accounting Manager position (\$116,758) as part of a 3% efficiency proposal. A position in the petroleum clean-up grant is eliminated due to insufficient grant funding.

LAW LIBRARY BOARD

MISSION:

Collect, maintain, and make available legal research materials in print and electronic format not generally obtainable elsewhere in the County for use by the bench, Bar, students, and the general public.

KEY OBJECTIVES:

1. Provide access to legal research materials.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Provide Access to Legal Research Materials	1				
<i>Workload/Demand</i>					
# of volumes		41,500	42,086	42,500	43,000
# of daily patrons		150	160	163	170
computers to provide access to electronic research		0	1	1	2
self-generated revenues (in dollars)		n/a	\$21,140	\$32,200	\$35,400
<i>Efficiency</i>					
ratio of # of volumes to patrons		277	263	261	253
ratio of # of patrons per day to staff (per day)		37.5	40.0	40.8	42.5
<i>Effectiveness</i>					
patron satisfaction of materials and staff helpfulness		89.6%	98.4%	96.5%	97.5%

LAW LIBRARY BOARD

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$240,165	\$261,768	\$276,277	\$295,529
Operating Expenditure/Expense	181,732	92,323	50,222	45,898
Capital Equipment	99,424	137,063	172,889	158,661
Total	\$521,321	\$491,154	\$499,388	\$500,088

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Blended Component Units Fund	\$521,321	\$491,154	\$499,388	\$500,088
Total	\$521,321	\$491,154	\$499,388	\$500,088

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

The Law Library receives funding from the County Blended Component Units Fund. Through FY 04, this fund contained funding from the Countywide General Fund and is further supported by revenues generated from attorney occupational license fees, court filing fees, library fines, photocopies, and fax sales from the Law Library operations.

The FY 04 adopted budget was funded at the continuation level.

The FY 05 adopted budget reflected funding as restructured under Article V. With the implementation of Article V on July 1, 2004, the County levied court costs of \$65 on anyone who is found guilty in nolo contendere pleas to a felony, misdemeanor or criminal traffic violation. The Law Library will receive 25% of this revenue which is estimated at \$425,000. This new revenue, coupled with existing occupational license fees, will fully support the Law Library. However, the funding for rental of office space and associated insurance is included in Non-Departmental Allotments.

The FY 06 adopted and FY 07 planned budgets realign funding from operating expenditure office supplies to provide to provide increased capital funding for the purchase of books and other publications.

LEGISLATIVE DELEGATION

MISSION:

Serve the 16-member Legislative Delegation, its staff, and the constituency (private and public sectors) by providing district office, constituent, legislative services and economic development services along with management of the central office. [Mandated: M1 (Ch. 73-484, Laws of Florida)]

KEY OBJECTIVES:

1. District Office Services: Services provided to each Senator (with three staff members) and each Representative (with two staff members). Includes staff development and training, the development of training tools, provision of legislative and constituent services, community outreach, and specified telecommunications services;
2. Constituent Services: Direct contact with persons within the private and public sectors in resolving largely state-related issues but frequently including local and federal issues;
3. Legislative Services: Bill research and drafting, bill analyses, current and historical legislative research (including appropriations), management of the local bill and public hearing/workshop processes, identification and tracking of legislation, staffing and management of ad hoc committees, reporting of findings, consultation on development of local bills and communities budget requests and any related matters. Development of Hillsborough Day in Tallahassee, including fundraising, creation and management of the event. This event showcases Hillsborough County to legislative, judicial and executive branches of state government and guests at the Capitol on event day.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
District Office Services	1				
<i>Workload/Demand</i>					
problem resolution		6,116	6,299^	6,488	6,683
training manual updates		5	5^	5	5
distributed e-mail reports to members and staff ¹		104/4,992	110/4,992^	115/4,992	104/4,992
to staff only ²		269/8,608	279/8,608^	289/8,608	269/8,608
<i>Efficiency</i>					
# of members and staff contacted per FTE		6,880	6,880^	6,880	6,880
# of e-mails sent per FTE		187	197^	204	187
<i>Effectiveness</i>					
% of information released on the same day as requested		100%	100%^	100%	100%
Constituent Services	2				
<i>Workload/Demand</i>					
problem resolution		9,558	9,844^	10,139	10,446
distributed e-mail reports (miscellaneous items to constituents)		32/5,965	32/5,965^	32/5,965	332/5,965
<i>Efficiency</i>					
# of constituents reached per FTE		11,015	11,015^	11,015	11,015
# of e-mailed reports sent to constituents per FTE		31	31^	31	31
<i>Effectiveness</i>					
% of information released within 24 hours		99.0%	99.0%^	99.0%	99.0%
Legislative Services	3				
<i>Workload/Demand</i>					
# of Flavors of Hillsborough events		1	1^	1	1
monetary support contributors/community support/estimated attendance of Flavors of Hillsborough		2/30/750	4/30/1,500^	4/30/1,500	4/30/1,000
distributed e-mail reports					
appropriation reports to constituents		14/7,616	14/7,616^	14/7,616	14/7,616
local bill status reports to constituents		10/5,280	10/5,280^	10/5,280	10/5,280
legislative priority reports to constituents		32/5,965	32/5,965^	32/5,965	32/5,965

¹Includes reports listed under "Constituent Services" and other items.

²Includes items other than reports.

Continued in "Supplemental Information"

LEGISLATIVE DELEGATION

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$180,400	\$191,560	\$205,043	\$218,943
Operating Expenditure/Expense	17,169	25,098	24,880	25,164
Total	\$197,569	\$216,658	\$229,923	\$244,107

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$197,569	\$216,658	\$229,923	\$244,107
Total	\$197,569	\$216,658	\$229,923	\$244,107

Funded Positions	2	2	2	2
Funded FTE Positions	2.00	2.00	2.00	2.00

The FY 04 adopted budget reflected continuation level funding with a reduction of \$5,300 in operating expenses representing implemented operating efficiencies.

The FY 05 adopted budget represented continuation level funding.

The FY 06 adopted and FY 07 planned budgets are funded at continuation levels.

METROPOLITAN PLANNING ORGANIZATION

MISSION:

Provide a continuing, cooperative, comprehensive, and balanced transportation plan that preserves and enhances the quality of life for present and future residents of Hillsborough County.

KEY OBJECTIVES:

1. Conduct required long-range transportation planning activities to keep the urbanized area eligible for federal and state funding. Develop and amend as needed the Long-Range Transportation Plan (LRTP) for Hillsborough County. The plan shall have a 20-year planning horizon and be updated every five years. Identify present and future needs for improvement in the transportation network. Estimate the costs of meeting such needs and the reasonably available revenues. Prioritize the needed projects and identify those affordable in the long range. Support more than 100 meetings of the MPO Board and its Technical, Citizens, Policy, Livable Roadways, Intelligent Transportation System, Bicycle/Pedestrian Advisory Committees to set priorities for long range transportation plans. Conduct state and federally mandated regional coordination, including participating in regional teams and assisting to develop regional plans and studies. Support the West Central Florida MPO Chairs' Coordinating Committee (CCC) and Joint Citizens Advisory Committee. Annually update the Unified Planning Work Program (UPWP) documenting federally-funded transportation planning in Hillsborough County.
2. Monitor transportation systems to maintain current data for transportation planning and annually update the program of committed projects. Evaluate the performance and impacts of the transportation system, comprising major roads, sidewalks, bicycle facilities, and public transit services including share-a-van and trip reduction. Annually evaluate candidate improvement projects for federal funding and update the required Transportation Improvement Program (TIP). Forecast population and other socioeconomic data for each of more than 700 traffic analysis zones, and periodically validate the accuracy of the Tampa Bay Regional Travel Demand Forecasting Computer Model to estimate future congestion levels on each road segment. Maintain the MPO's technical capacity and federal and state certifications of the MPO.
3. Provide technical assistance, coordination, and participation in metropolitan planning to local jurisdictions. Prepare a variety of technical studies and community-supported plans to meet federal and state requirements and local requests. Examples include plans and studies for congestion management, intelligent transportation systems, public transportation, non-motorized transportation, transportation disadvantaged services, and corridor-specific needs. Respond to informational inquiries, provide technical assistance to the local jurisdictions and transportation authorities, and advise on local plans and studies as needed or requested. Provide presentations, displays, and informational materials to community stakeholders and local citizens. Record comments, analyze and respond to input.
4. Conduct required planning for the transportation disadvantaged in conformance with Chapter 427 F.S. Monitor and evaluate the quality and quantity of trips provided by the Community Transportation Coordinator to county residents who do not have means to transport themselves too life-sustaining activities. Forecast local needs for such services and annually update the Transportation Disadvantaged Service Plan. Provide a public process for addressing customer grievances. Support meetings of the Transportation Disadvantaged Coordinating Board and its advisory committees.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Conduct Long-Range Transportation Planning Activities Required to Maintain Funding Eligibility	1				
<i>Workload/Demand</i>					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		2	3	2	2
# of regional plans and studies completed under CCC auspices		1	3	2	2
# of public meetings of MPO & Committees		108	114	108	108
<i>Effectiveness</i>					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes	yes	yes
<i>Efficiency</i>					
FTE positions to prepare for and conduct MPO & Committee public meetings ¹		2.01	2.20	2.20	2.20
avg. staff time per public meeting (in hours)		33	34	34	34
FTE positions per completed update of UPWP ¹		.69	.65	.65	.65

¹Reflects hours recorded in Activity Tracking System (ACTS) at 1 FTE=200 working days/year=1,760 working hours/year.

Continued in "Supplemental Information"

METROPOLITAN PLANNING ORGANIZATION

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$1,589,508	\$1,059,386	\$1,098,992	\$1,098,292
Capital Equipment	9,911	11,500	9,300	10,000
Total	\$1,599,419	\$1,070,886	\$1,108,292	\$1,108,292

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Intergovernmental Grants	\$1,599,419	\$1,070,886	\$1,108,292	\$1,108,292
Total	\$1,599,419	\$1,070,886	\$1,108,292	\$1,108,292

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Funding for the Metropolitan Planning Organization is based on the receipt of various state and federal grants. Funding is anticipated from the FHWA Section 112 PL Fund Grant; FTA Section 5303 Grant and the Transportation Disadvantaged Planning Grant. In FY 04, there was an overall dollar match of \$26,463 for \$2,025,855 in grant dollars. During FY 04, an additional \$1.01 million was also received from the U. S. Department of Transportation for a two-year period for Long-Range Transportation Update Data Collection.

In FY 05, \$1,044,423 in federal and State grant revenue is anticipated with a total local match requirement of \$26,463.

The FY 06 adopted and FY 07 planned budgets reflect a modest increase in grant revenues and the required local match.

PLANNING COMMISSION

MISSION:

As the countywide, single local planning agency, conduct comprehensive planning and related activities in partnership with Hillsborough County, Plant City, Tampa, and Temple Terrace, and provide objective analysis of and creative solutions to planning issues in order to enhance the quality of life for present and future residents.

KEY OBJECTIVES:

1. Conduct the Planning Commission-approved comprehensive planning Work Program consistent with Chapter 163, F.S. and Chapter 97-351 Laws of Florida and professional planning standards, processing approximately 110 plan amendments within four jurisdictions and recommending approval of proposed amendments by local government only when the proposal is consistent with the adopted comprehensive plan.
2. Develop community/neighborhood plans in partnership with the BOCC and other local governments including Ruskin, Palm River and Sun City Center per the approved neighborhood/community planning Work Program and the agreed upon schedule, and provide staff support to the Planning and Growth Management Department on community plans on which they are the lead.
3. Conduct the approved Work Program of the Hillsborough County Metropolitan Planning Organization keeping the urbanized area eligible for federal and state transportation funding, and support the Planning Commission Comprehensive Planning Program by updating Transportation Elements as required and reviewing proposed amendments for transportation impacts.
4. Provide administrative support to all meetings of the Hillsborough River Board and Hillsborough River Technical Advisory Council (TAC), providing minutes of meetings held by the subsequent meeting, and conduct the approved river/environmental Work Program.
5. Function as the single LPA for Hillsborough County, Plant City, Tampa, and Temple Terrace providing timely recommendations to elected/appointed bodies with land development powers, providing public access to planning, meeting at least once per month per Chapter 97-351 Laws of Florida, and conducting meetings, workshops, and public hearings in accordance with adopted bylaws and policies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Countywide Comprehensive Planning & Related Activities	1				
<i>Workload/Demand</i>					
# of plan amendments processed		111	73	110-120	110
<i>Efficiency</i>					
% of plan amendment clients counseled who chose to proceed with proposal against staff advice		0.9%	.07%	0%	0%
<i>Effectiveness</i>					
% of amendments recommended by the Planning Commission for adoption by local government that are consistent with adopted comprehensive plans		100%	100%	100%	100%
Community/Neighborhood Planning & Other Requested Studies	2				
<i>Workload/Demand</i>					
# of community/neighborhood plan meetings held		52	74	50-60	50-60
<i>Efficiency</i>					
# of community/neighborhood plans recommended to local government boards that are not adopted		0	0	0	0
<i>Effectiveness</i>					
% of plan recommendations that are not in conflict with the adopted Hillsborough County comprehensive plan		100%	100%	100%	100%

Continued in "Supplemental Information"

PLANNING COMMISSION

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$4,776,239	\$5,241,103	\$5,458,934	\$5,862,914
Operating Expenditure/Expense	742,680	657,216	657,229	659,590
Capital Equipment	60,288	62,100	62,100	62,100
Total	\$5,579,207	\$5,960,419	\$6,178,263	\$6,584,604

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Blended Component Units Fund	\$5,579,207	\$5,960,419	\$6,178,263	\$6,584,604
Total	\$5,579,207	\$5,960,419	\$6,178,263	\$6,584,604

Funded Positions	60	60	60	60
Funded FTE Positions	60.00	60.00	60.00	60.00

The FY 04 adopted budget was funded at continuation levels.

The FY 05 adopted budget was funded at continuation levels.

The FY 06 adopted and FY 07 planned budgets are funded at the continuation level.

SOIL AND WATER CONSERVATION BOARD

MISSION:

Provide technical assistance and conservation planning to residents throughout Hillsborough County to conserve and protect water resources, keep agricultural land productive, and improve wildlife habitat. The District will also develop educational programs and workshops to help residents of Hillsborough County gain a better understanding of local environmental concerns and what can be done to protect and conserve the County's limited natural resources.

KEY OBJECTIVES:

1. Provide technical assistance on soil and water conservation to landowners for permitting procedures and issues related to agriculture surface water management, irrigation water management, wetland delineation, water quality relating to nutrient and pest management, wildlife consideration, and cultural resources. Increase the percentage of informed producers using tensiometers to 15%.
2. Promote/provide at least 4 educational programs such as Land Judging Contest, the Tampa Bay Envirothon, Public Speaking Contest, and Ag-in-the-Classroom and a Poster Contest to educate Hillsborough County students and citizens about soil/water conservation. Provide and receive input at statewide meetings and conferences to stay current on on-site soils issues, water conservation issues, and water quality issues.
3. Provide Hillsborough County and Pinellas County historical aerials (1938, 1948, 1957, 1976, 1991), wetland flood plain and topographical maps for viewing to the public. Soil Surveys of Hillsborough and Pinellas Counties are also available.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Soil and Water Technical and Permitting Services					
<i>Workload/Demand</i>					
# of agriculture assistance		110	115	115	115
# of urban technical assistance		225	434	230	230
# of environmental permitting services		46	48	48	48
# of engineering plans prepared		61	61	61	61
# of tensiometers installed and maintained		65	47	80	80
# of tensiometer site visits		30	21	32	32
<i>Efficiency</i>					
average reduction in irrigation water use		15.0%	10.0%	15.0%	15.0%
average urban technical consumers surveyed		n/a	79.0%	100%	100%
<i>Effectiveness</i>					
% of informed producers using tensiometers		15.0%	20.0%	23.0%	23.0%
% of informed producers using technical and permitting services		35.0%	35.0%	37.0%	37.0%
% of satisfied consumers		n/a	100%	100%	100%
Conservation and Environmental Education					
	2				
<i>Workload/Demand</i>					
# of participants reached		1,400	1,052	1,500	1,500
# of participants at workshops		170	59	200	200
# of educational programs offered		5	5	5	5
<i>Efficiency</i>					
average annual attendance on educational programs		325	195	365	365
average attendance per workshop and/or conference		42	10	20	20
<i>Effectiveness</i>					
% of Hillsborough County students reached		2.0%	2.0%	3.0%	3.0%
Historical Maps and Books					
	3				
<i>Workload/Demand</i>					
# of soil surveys books issued		52	83	83	83
# of aerials reviewed		134	167	167	167
<i>Efficiency</i>					
average of soil surveys issued per month		4	7	7	7
average of historical aerials reviewed per month		11	14	14	14
<i>Effectiveness</i>					
% of satisfied consumers		n/a	100%	100%	100%

SOIL AND WATER CONSERVATION BOARD

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$211,426	\$227,457	\$241,425	\$258,165
Operating Expenditure/Expense	9,225	12,117	12,117	12,117
Capital Equipment	0	0	1,500	0
Total	\$220,651	\$239,574	\$255,042	\$270,282

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$220,651	\$239,574	\$255,042	\$270,282
Total	\$220,651	\$239,574	\$255,042	\$270,282

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

The FY 04 adopted budget was funded at the continuation level.

The FY 05 adopted budget reflected funding at continuation level.

The FY 06 adopted budget includes an additional \$1,500 for mobility equipment which will provide for greater access to the County's purchasing and receiving system, intranet, and e-mail systems. It will also provide an increased level of technical and planning services by remaining abreast of current technology which will be used to inform and educate the citizens of Hillsborough County on how to preserve and conserve our resources.

The FY 07 planned budget is funded at the continuation level.

CAPITAL IMPROVEMENT PROGRAM PROJECTS

MISSION:

Implement the Capital Improvement Program in the most cost efficient, timely manner to provide quality infrastructure to user departments and the residents of Hillsborough County.

KEY OBJECTIVES:

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
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Workload/Demand

Efficiency

Effectiveness

CAPITAL IMPROVEMENT PROGRAM PROJECTS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$2,221,817	\$1,142,314	\$5,205,000	\$2,650,000
Capital Equipment	1,870,848	6,871,000	9,644,722	5,203,000
Capital Projects	126,792,534	230,266,915	299,890,367	244,145,693
Grants & Aids	4,705,145	3,610,000	8,400,000	0
Total	\$135,590,344	\$241,890,229	\$323,140,089	\$251,998,693

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$3,595,516	\$0	(\$1,329)	\$0
Unincorporated Area General Fund	241,559	0	0	0
Countywide Special Purpose Revenue Fund	364,355	1,168,500	312,250	311,980
Unincorporated Area Special Purpose Fund	13,889,048	12,581,300	5,385,000	7,947,000
Intergovernmental Grants	3,093,280	838,450	522,000	842,000
County Transportation Trust Fund	21,322,686	30,052,731	32,578,262	25,971,902
Library Tax District Fund	4,633,339	5,645,000	3,424,000	1,317,000
Infrastructure Surtax Fixed Project Fund	46,873,566	65,147,001	107,275,954	19,958,000
Countywide Capital Projects Fund	0	16,509,421	17,337,329	19,410,000
Unincorp Area Capital Projects Fund	0	4,133,000	7,996,133	0
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	440,967	0	0	0
EPC Facility Acquisition/Rehab Fund	443,383	0	160,000	0
General Oblig Bonds P & R Program Fund	45,339	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	1,988,272	6,389,076	8,046,490	8,914,811
Court Facil Non-Bond Construction Fund	6,400,742	(953,629)	0	0
Court Facil Rev Bonds 99 Construction Fd	3,321,177	0	0	0
Capital Imprv Prog Bonds Series 94/96 Fd	172,640	0	0	0
Cap Impr Commercial Paper Program Fund	1,524,000	0	0	0
Falkenburg Jail Construction Fund	466,581	0	0	0
Solid Waste System Enterprise Fund	887,427	4,018,947	53,560,000	53,840,000
Water & Wastewater Utility Enterprise Fd	19,892,295	95,912,432	86,544,000	113,486,000
Capacity Assess Special Assess Bds 2000	5,994,172	448,000	0	0
Total	\$135,590,344	\$241,890,229	\$323,140,089	\$251,998,693

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

DEBT SERVICE ACCOUNTS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$2,266,790	\$115,201	\$120,174	\$122,367
Debt Service	312,993,015	98,836,602	167,155,506	204,376,754
Total	\$315,259,805	\$98,951,803	\$167,275,680	\$204,499,121

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Cap Imp Non-Adval Rev Bds Ser 98 Fd	\$1,499,300	\$1,505,856	\$1,497,500	\$1,500,000
Fuel Tax Ref Revenue Bonds Debt Svc Fund	2,386,221	2,390,661	2,388,134	2,378,340
General Obligation Bonds P&R Sinking Fd	1,325,655	1,325,802	1,334,656	1,331,030
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,153,468	5,167,379	5,160,403	5,155,913
Crim Justice Facil Rev Bonds Debt Svc Fd	10,002,516	10,015,777	10,003,900	9,998,500
Ct Facil Rev Bds 99&05 Debt Svc Fd	3,648,772	3,097,342	1,079,941	2,540,097
Cap Imprv Prg Rev Bds 94&96 Debt Svc Fd	3,502,421	3,510,698	3,497,712	3,495,007
Cap Improve Nonadval Ref Rev 96A/B Bd Fd	5,388,384	5,392,120	5,393,652	5,389,224
2001 Community Investmnt Tx Rev Bonds	4,532,562	4,527,762	4,538,262	4,532,262
Series 2004 CIT Revenue Bonds	0	6,441,331	6,344,769	6,341,007
2005 TSA Refunding Non-Adval Rev Bds	0	0	594,648	1,306,850
Enviro Sensitive Lands Tax/Bond Fund	65	0	0	0
Cap Impr Commercial Paper Program Fund	104,533,563	9,277,000	79,815,000	112,030,000
2004 Community Investment Tax Rev Bnds	67,358,563	0	0	0
Solid Waste System Enterprise Fund	70,021,445	12,327,509	12,532,606	12,549,369
Water & Wastewater Utility Enterprise Fd	27,920,825	27,971,928	27,558,929	27,569,437
Cap Impr Commercial Paper Program Fund	5,147,423	2,720,000	2,680,000	5,530,000
Recl Water Spcl Assessment Rev Bds 2000	436,714	441,788	438,645	437,637
Capacity Assess Special Assess Bds 2000	2,401,908	2,838,850	2,416,923	2,414,448
Total	\$315,259,805	\$98,951,803	\$167,275,680	\$204,499,121

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Debt Service Accounts is a collection of data associated with the County's debt service accounts including principal and interest on capital leases.

GOVERNMENTAL AGENCIES

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$88,026	\$95,631	\$72,828	\$77,841
Grants & Aids	76,609,131	79,722,375	85,786,534	85,863,710
Total	\$76,697,157	\$79,818,006	\$85,859,362	\$85,941,551

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$9,121,767	\$16,712,294	\$21,139,288	\$23,070,050
Countywide Special Purpose Revenue Fund	210,000	710,000	242,000	242,000
Unincorporated Area Special Purpose Fund	6,542,530	10,000	11,000	11,000
Sales Tax Revenue Fund	52,200,610	55,226,634	59,540,424	60,257,239
County Transportation Trust Fund	8,622,250	7,159,078	5,012,923	2,361,262
Infrastructure Surtax Fixed Project Fund	0	0	(86,273)	0
Total	\$76,697,157	\$79,818,006	\$85,859,362	\$85,941,551

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

This department is set up to provide a mechanism for the recording of payments to other governmental agencies that are not attributed to a specific department. Representative costs include redevelopment tax increment funding, community investment tax distribution to the Sports Authority, school board and municipalities, and distribution of the ninth-cent fuel tax to the cities.

The FY 04 adopted budget included additional funding for Hartline circulator service (\$206,000), Saturday service (\$107,000), and weekly service improvements (\$153,000). Funding for the Hartsaver Bus Passes program was increased by \$20,000 due to fare increases. In addition, the Tampa Sports Authority projected an operating deficit, so their allocation was increased by \$581,787.

The FY 05 adopted budget included funding for four new tax increment financing districts: Channelside, Drew Park, East Tampa, and Ybor II. Funding for the cost of juvenile pre-trial incarceration (\$6.7 million), which will be a reimbursement to the Florida Department of Juvenile Justice, was also added. The Youth Sports Development Program funding was moved from NonProfit Organizations because the Tampa Sports Authority will administer the program. Funding for the property taxes on Raymond James Stadium was removed (\$2.7 million) because the County now owns the stadium.

The FY 06 adopted and FY 07 planned budgets include funding to the Tampa Sports Authority for renovations at Raymond James Stadium. In accordance with the interlocal agreement for the Community Investment Tax, \$2.5 million is allocated in FY 06 and \$750,000 is allocated in FY 07. Funding for the cost of juvenile pre-trial incarceration by \$2.1 million since actual invoices from the Florida Department of Juvenile Justice have been approximately \$700,000 per month and are likely to increase as their cost do. Two one-time FY 06 funding allocations were also made. One of those allocations is \$200,000 for signalization at the Hartline NW Transit Center. The other one-time allocation is \$100,000 for an agreement with our sister county, Hancock, MS. Funding for Youth Sports Development was shifted from the Tampa Sports Authority to the Tampa Bay Sports Commission (a Non-Profit Organization).

A detailed list of appropriations is shown on the following pages.

GOVERNMENTAL AGENCIES

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
GENERAL FUNDS				
Countywide General Fund				
<i><u>Planning & Growth Management</u></i>				
Hartsaver Bus Passes	\$104,993	\$120,000	\$120,000	\$120,000
Van Pool Discounts for County Employees	0	5,000	5,000	5,000
<i><u>Management & Budget</u></i>				
Plant City Tax Increment Financing	398,238	451,603	601,620	679,014
Temple Terrace Tax Increment Financing	0	0	40,978	44,256
Tampa Tax Increment Financing	3,765,604	6,756,885	8,327,634	9,532,135
Florida Department of Juvenile Justice	0	6,700,000	8,800,000	9,240,000
Florida Division of Forestry	7,972	8,500	8,500	8,500
Heath Department	274,771	347,531	323,728	328,741
National Estuary Program	83,974	83,974	83,974	83,974
School Board Racing Commission	446,500	446,500	446,500	446,500
Sister County Program - Hancock County, MS	0	0	100,000	0
Tampa Bay Regional Planning Council	339,797	349,993	360,433	371,186
Tampa Bay Sports Commission	125,000	175,000	0	0
Tampa Sports Authority (Property Taxes)	2,993,131	367,402	541,076	585,336
Tampa Sports Authority (Operating Deficit)	581,787	899,906	1,379,845	1,625,408
TOTAL GENERAL FUNDS	9,121,767	16,712,294	21,139,288	23,070,050
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<i><u>Fire Rescue</u></i>				
Tampa Marine Law Enforcement	210,000	210,000	242,000	242,000
<i><u>Community Liaisons</u></i>				
Driver Education Program	0	500,000	0	0
	210,000	710,000	242,000	242,000
Unincorporated Area Special Purpose Fund				
<i><u>Management & Budget</u></i>				
School Site Impact Fee Commissions	9,680	10,000	11,000	11,000
School Site Impact Fee Distributions	6,532,850	0	0	0
	6,542,530	10,000	11,000	11,000
Sales Tax Revenue Fund				
<i><u>Sports Authority Debt Service</u></i>				
Sports Authority Sports Facility Sales Tax Bonds	2,003,545	2,005,000	2,005,000	2,005,000
Sports Authority 1997B Bonds	742,931	755,366	750,000	750,000
Sports Authority/Arena 1995 Bonds	1,995,461	1,995,841	1,995,000	1,995,000
Ticket Surcharge/Arena Bonds	1,131,319	1,500,000	0	0
CIT Distributions/Tampa Sports Authority	9,577,000	9,564,000	9,564,000	9,564,000

GOVERNMENTAL AGENCIES

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
<u>Management & Budget</u>				
Community Investment Tax - TSA Stadium Renovations	0	0	2,500,000	750,000
Community Investment Tax Distributions/City of Tampa	13,100,612	14,142,902	15,061,719	16,248,655
Community Investment Tax Distrib/City of Temple Terrace	912,420	974,354	1,026,503	1,107,397
Community Investment Tax Distributions/City of Plant City	1,333,012	1,417,243	1,495,400	1,613,245
Community Investment Tax Distributions/School Board	21,404,310	22,871,928	25,142,802	26,223,942
	52,200,610	55,226,634	59,540,424	60,257,239
County Transportation Trust Fund				
<u>Hartline (Planning & Growth Management)</u>				
Hartline Circulator Service	531,000	549,000	0	0
Hartline Sunday Service	310,000	310,000	0	0
Hartline Saturday Service	282,000	285,000	0	0
Hartline Weekly Service	153,000	158,000	0	0
Hartline Event Traffic Management	30,000	32,000	0	0
Hartline - NW Transit Center Signalization	0	0	200,000	0
Road Network Impact Fee Program	123,062	242,524	237,150	157,487
<u>Planning & Growth Management</u>				
Alternative Transportation Program	23,500	23,500	23,500	23,500
<u>Management & Budget</u>				
Prior Year Grant Adjustment to Actual	0	(225,000)	0	0
Gas Tax Distribution - Tampa	1,776,067	1,806,712	1,826,969	1,868,624
Gas Tax Distribution - Temple Terrace	123,213	123,798	123,884	126,708
Gas Tax Distribution - Plant City	180,311	180,794	180,820	184,943
Tampa-Intermodal Port Signage	329,065	0	0	0
FDOT Advance Causeway Blvd Funding	1,000,000	0	0	0
Citrus Park Community Dev District/97 Bonds	3,761,032	3,672,750	2,420,600	0
	8,622,250	7,159,078	5,012,923	2,361,262
Infrastructure Surtax Fixed Project Fund				
<u>Hartline (Planning & Growth Management)</u>				
Hartline Fleet Allocation Adjustment	0	0	(86,273)	0
TOTAL SPECIAL REVENUE FUNDS	67,575,390	63,105,712	64,720,074	62,871,501
TOTAL GOVERNMENTAL AGENCIES	\$76,697,157	\$79,818,006	\$85,859,362	\$85,941,551

MAJOR MAINTENANCE AND REPAIR

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$8,092,781	\$16,498,390	\$6,763,861	\$8,259,262
Capital Projects	60,438	(994,000)	(25,000)	0
Total	\$8,153,219	\$15,504,390	\$6,738,861	\$8,259,262

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$4,016,897	\$0	\$0	\$0
Unincorporated Area General Fund	3,496,131	0	0	0
Countywide Special Purpose Revenue Fund	0	7,639,964	4,867,020	5,158,444
Unincorporated Area Special Purpose Fund	0	7,717,474	1,443,329	2,639,324
Library Tax District Fund	640,191	146,952	428,512	461,494
Total	\$8,153,219	\$15,504,390	\$6,738,861	\$8,259,262

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

This non-departmental organization is established to account for the management of the Small Construction Projects Program. This program is used for the repair, renovation, replacement and maintenance (R3M) of Hillsborough County facilities. Projects administered through the R3M Program are designed to ensure health and safety, prevent further damage to facilities, increase efficiency, or support changes in program requirements. These projects will generally be completed within 12 months and will generally cost under \$150,000.

NON-DEPARTMENTAL ALLOTMENTS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Personal Services	\$2,113,819	\$3,260,000	\$5,070,000	\$5,208,000
Operating Expenditure/Expense	82,572,129	93,920,425	101,194,804	110,804,866
Capital Equipment	0	18,100,000	22,600,000	22,600,000
Capital Outlay	11,300	0	0	0
Grants & Aids	4,966,974	6,295,972	7,081,452	6,240,000
Total	\$89,664,222	\$121,576,397	\$135,946,256	\$144,852,866

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$2,937,523	\$17,342,901	\$20,930,219	\$19,913,744
Unincorporated Area General Fund	3,774,151	12,150,000	17,396,670	17,497,020
Countywide Special Purpose Revenue Fund	3,848,785	4,783,463	3,500,000	3,500,000
Unincorporated Area Special Purpose Fund	150,000	150,000	150,000	150,000
County Transportation Trust Fund	0	0	252,836	252,836
County Self Insurance Fund	78,953,763	87,150,033	93,716,531	103,539,266
Total	\$89,664,222	\$121,576,397	\$135,946,256	\$144,852,866

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

This department is set up to provide a mechanism for the recording and payment of those items which are general government costs and are not distributed to specific departments. Representative costs include claim payment accounts in the county self insurance fund, funds for reappropriation of prior year encumbrances, outside legal services, the year-end audit, and funds for economic development programs.

The FY 04 adopted budget included a \$150,000 allocation to USF for a high-technology incubator, a \$100,000 allocation to the Tampa Chamber of Commerce's Committee of 100 to help facilitate its biotechnology and life sciences corporate recruitment efforts, and \$50,000 to fund a partnership with the Port Authority, City of Tampa, and the Chamber of Commerce for a protocol officer. A \$36,000 increase in the federal lobbyist's contract was approved for tasks related to grant solicitation with the stipulation that performance be evaluated after one year. Insurance premiums for Sheriff's Office facilities were moved to the Sheriff's budget and operating costs for the Commission on the Status of Women were added. Funding for a countywide employee development and training program was added as well as flexible spending accounts administrative fees for parking.

The FY 05 adopted budget included several adjustments due to Article V implementation. The costs of filing fees and contracting with the State Attorney and Public Defender for local ordinance enforcement were added. The cost of document recording was increased. Courts acquittal costs, certain costs associated with the impound lot, and the Law Library's lease were moved to the Countywide General Fund. The final Article V allocation was a reserve for unexpected Article V costs in the amount of \$1.5 million. Finally, two realignments were made. The allocation for performance audits was moved to the Internal Performance Auditor's budget and the Employee Health Insurance Third Party Administrator costs were reclassified to Administrative Costs from Claims Payments.

The FY 06 adopted and FY 07 planned budget includes allocations to USF for the high-technology incubator in the amounts of \$200,000 for operational support and \$200,000 for equipment. Also included is an allocation of \$89,000 for the Tampa Chamber of Commerce's Committee of 100 to help facilitate its biotechnology and life sciences corporate recruitment efforts. Funding for the Employee Suggestion program was increased by \$50,000 to help increase participation. Funding for the Affordable Housing Program was increased for future recommendations of the Affordable Housing Task Force (\$450,000 in FY 06 and \$550,000 in FY 07). An allocation of \$100,000 is provided for the Historic Landmark Resource Program that will help fund the relocation and/or renovation of buildings of historic value. Another allocation of \$100,000 is provided for a Film Closing Fund to provide incentives for television and movie productions in the Tampa area. Funding (\$500,000) for consulting services related to Tampa Bay Water issues was added to the Countywide General Fund and the Tampa Bay Water Issues Fund was closed out. Finally, while many of the Article V implementation issues have been settled, \$200,000 is provided in FY 06 and \$100,000 in FY 07 for unexpected costs.

A detailed list of appropriations is found in the following pages.

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
GENERAL FUNDS				
Countywide General Fund				
<u>Debt Management</u>				
Debt Issuance Costs	\$50,687	\$80,000	\$80,000	\$80,000
Bond Counsel	36,548	40,000	40,000	40,000
Financial Advisor	0	35,000	35,000	35,000
<u>Human Resources</u>				
Employee Training & Development	0	100,000	0	0
Employee Suggestion Program	3,700	100,000	125,000	125,000
Employee Tuition Reimbursement	43,256	50,000	50,000	50,000
Flexible Spending Account Admin Fees	35,711	66,043	65,000	65,000
Health Ins. Subsidy-Disabled (ILOD) Retirees	900	10,800	10,800	10,800
Health Insurance Subsidy-Retired Employees	82,975	90,000	125,000	135,000
<u>Economic Development</u>				
Committee of 100/Bio Technology Project	0	100,000	89,000	89,000
Film Closing Fund	0	0	100,000	100,000
General Fund Industry Promotion (QTI)	373,255	1,200,000	1,200,000	1,200,000
International Protocol Officer Partnership	0	50,000	40,000	40,000
Tampa Bay Partnership	50,000	50,000	50,000	50,000
Tampa Chamber of Commerce	402,401	361,000	361,000	361,000
USF High Tech Incubator	198,021	200,000	200,000	200,000
USF High Tech Incubator - Equipment	0	0	200,000	200,000
USF Office for Technology Entrepreneurship	50,000	50,000	50,000	50,000
<u>Housing & Community Code Enforcement</u>				
Affordable Housing Subsidy	0	100,000	100,000	100,000
<u>Community Liaisons</u>				
JBI Commission for US Dept of Justice Reimb	0	0	34,000	34,000
<u>County Attorney</u>				
Legal Advertising	78,863	80,000	90,000	90,000
Local Ordinance Enforcement - Public Defender	0	92,700	0	0
Local Ordinance Enforcement - State Attorney	0	24,000	0	0
Outside Legal/Attorneys	106,294	541,200	541,200	541,200
<u>County Administrator</u>				
Intergovernmental Representation	254,274	249,412	230,750	230,750
Pay & Classification Study	2,975	0	0	0
Commission on Status of Women	1,325	10,000	10,000	10,000
Facilitator	37,272	100,000	100,000	100,000
<u>Performance Auditor</u>				
Performance Audits	79,967	0	0	0
<u>Communications</u>				
Cable Advisory Committee	1,840	4,000	4,000	4,000
<u>Water Department</u>				
Capacity Fee Payments - Wimauma	0	941,452	941,452	0
Capacity Fee Payments - Lake Grady	26,500	193,520	0	0
Tampa Bay Water Issues	0	0	500,000	500,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
<u>Real Estate</u>				
Impound Lot Rental	3,600	7,200	5,515	10,000
Law Library Building Lease	0	168,103	226,370	230,620
Non-Ad Valorem Assessments	15,013	10,000	35,000	35,000
<u>Management & Budget</u>				
Article V Costs	0	1,500,000	200,000	100,000
Bad Debt Write-off	3,059	2,000	2,000	2,000
Cost Allocation Plan	0	30,000	30,000	30,000
Courts Acquittal Costs	0	5,000	5,000	5,000
Grants Locator Service	29,767	28,350	30,000	31,500
Emergency Acquisition of Equipment	598,215	800,000	800,000	800,000
EPC Air Monitoring Device	0	45,838	0	0
Financial Audit Services	112,664	400,000	400,000	400,000
Impound Lot - Veterinary Svcs & Advertising	0	1,200	1,200	1,200
Local Ordinance Enforcement - Filing Fees	0	37,000	0	0
Management Consultant	33,815	50,000	50,000	50,000
Membership - Florida Assoc. of Counties	96,821	99,048	103,010	107,130
Membership - National Assoc. of Counties	16,870	17,260	17,780	18,315
Membership - National Forum Black Public Admin.	2,025	2,025	2,025	2,025
Membership - Innovations Group	5,250	5,250	5,250	5,250
Membership - Public Technology Inc.	23,500	23,500	0	0
Other Countywide Costs	4,108	10,000	867	954
Prior Year Reappropriations	0	9,000,000	12,500,000	12,500,000
Recording Fees	5,453	62,000	24,000	24,000
Tax Deed Sale Expenses	30,142	60,000	60,000	60,000
Unexpected Cost Adjustments	0	0	1,000,000	1,000,000
Unemployment Benefits	40,457	60,000	60,000	60,000
	2,937,523	17,342,901	20,930,219	19,913,744
Unincorporated Area General Fund				
<u>Housing & Community Code Enforcement</u>				
Affordable Housing Program Costs	838,073	850,000	1,300,000	1,400,000
<u>Planning & Growth Management</u>				
Impact Fee Waiver - No Fee Zones	2,221,411	1,900,000	2,000,000	2,000,000
Historic Landmark Resource Program	0	0	100,000	100,000
<u>Economic Development</u>				
Unincorporated Area Industry Promotion (OTI)	713,983	1,000,000	1,150,000	1,150,000
<u>Court Administrator</u>				
Hearing Masters - Parking Violations	0	0	10,000	10,000
<u>County Attorney</u>				
Local Ordinance Enforcement - Public Defender	0	0	92,000	92,000
Local Ordinance Enforcement - State Attorney	0	0	24,000	24,000
<u>Real Estate</u>				
Viacom Billboard Lease	434	0	11,670	12,020
<u>Human Resources</u>				
Employee Suggestion Program	250	100,000	125,000	125,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
<u>Management & Budget</u>				
CATV Franchise Renewal Consultant	0	0	60,000	60,000
Local Ordinance Enforcement - Filing Fees	0	0	24,000	24,000
Emergency Acquisition of Equipment	0	800,000	800,000	800,000
Unexpected Cost Adjustments	0	0	3,200,000	3,200,000
Equipment - Prior Year Reappropriations	0	7,500,000	8,500,000	8,500,000
	3,774,151	12,150,000	17,396,670	17,497,020
TOTAL GENERAL FUNDS	6,711,674	29,492,901	38,326,889	37,410,764
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Water Resources Team</u>				
Tampa Bay Water Issues	348,785	1,283,463	0	0
<u>Management & Budget</u>				
Tampa General Hospital	3,500,000	3,500,000	3,500,000	3,500,000
	3,848,785	4,783,463	3,500,000	3,500,000
Phosphate Severance Tax Fund				
<u>Management & Budget</u>				
Physical Oceanographic Real-Time Sys (PORTS)	150,000	150,000	150,000	150,000
County Transportation Trust Fund				
<u>Management & Budget</u>				
CIP Indirect Administrative Costs	0	0	252,836	252,836
	3,998,785	4,933,463	3,902,836	3,902,836
TOTAL SPECIAL REVENUE FUNDS	3,998,785	4,933,463	3,902,836	3,902,836
COUNTY SELF INSURANCE FUND				
<u>Human Resources</u>				
Workers Compensation Insurance				
Administrative Costs	606,590	697,095	716,311	734,686
Claim Payments - ALAE and W/C Medical	3,295,307	3,845,000	4,637,250	4,869,113
Insurance Purchases	650,476	750,000	787,500	826,875
Wage Loss Benefits	2,073,647	3,200,000	2,760,000	2,898,000
General Liability Insurance				
Claim Payments	2,121,582	3,000,000	3,815,000	3,920,000
Insurance Purchases	4,996,614	6,450,000	6,450,000	7,150,000
Administrative Costs	238,238	200,000	255,000	280,500
Employee Group Health Insurance				
Claim Payments	60,585,326	63,455,001	68,227,861	76,582,483
Insurance Purchases	313,101	1,050,000	1,050,000	1,050,000
Administrative Costs	4,072,882	4,502,937	5,017,609	5,227,609
TOTAL SELF INSURANCE FUND	78,953,763	87,150,033	93,716,531	103,539,266
 TOTAL NON-DEPARTMENTAL ALLOTMENTS	 \$89,664,222	 \$121,576,397	 \$135,946,256	 \$144,852,866

NONPROFIT ORGANIZATIONS

Appropriations	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Operating Expenditure/Expense	\$933,684	\$874,443	\$874,443	\$874,443
Grants & Aids	19,194,619	20,339,679	22,518,982	23,041,905
Total	\$20,128,303	\$21,214,122	\$23,393,425	\$23,916,348

Budget by Fund	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Countywide General Fund	\$7,966,690	\$8,472,108	\$9,572,403	\$9,764,124
Unincorporated Area General Fund	933,684	874,443	874,443	874,443
Countywide Special Purpose Revenue Fund	720,944	1,100,000	1,100,000	1,100,000
Sales Tax Revenue Fund	9,771,238	9,899,278	11,106,388	11,437,590
Intergovernmental Grants	735,747	868,293	740,191	740,191
Total	\$20,128,303	\$21,214,122	\$23,393,425	\$23,916,348

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Included in this budget is funding for social services competitive organizations, social services non-competitive organizations, cultural services competitive organizations, and cultural services non-competitive organizations. This funding is awarded to non-profit groups on a biennial basis for community functions not covered by departments of county government.

The FY 04 adopted budget represents continuation level funding for non-competitive organizations. Most competitive organizations received continuation level funding or increases ranging from 5% to 10% , depending on average score and requested funding. The Tampa Bay Sports Commission was awarded \$100,000 in FY 04. One-time funding was allocated to the Florida Aquarium (\$175,000) for a barge to transport seawater and MOSI (\$300,000) for operational support. The Black Heritage Festival received additional funding (\$10,000) contingent on not receiving funding from the Arts Council. Tourist Development Tax allocations were made at FY 02 levels due to slow growth in the tourism market.

The FY 05 adopted budget included one-time allocations to the Florida Aquarium (\$150,000) and the Lowry Park Zoo (\$375,000) for capital improvements. Another one-time allocation was added (\$422,837) for costs associated with the restoration of Centro Espanol de West Tampa that have not been paid for by the Urban League. The County will validate construction costs of the restoration project and pay the contractors directly. Finally, funding to the Arts Council was increased to provide 401(a) retirement benefits to its employees.

The FY 06 adopted and FY 07 planned budgets reflect an 9.9% increase in general fund allocations (excluding the one-time FY 05 allocations noted above). Most competitive organizations received continuation level funding or increases ranging from 5% to 10 % , depending on average score and requested funding. In addition, several "new" agencies received funding, including COACH Foundation, Francis House, Greater Palm River Point, MacDonald Training Center, Public Guardian (Aging Solutions), American Victory Ship, Trinity Cafe, YO Program, and St. John Presbyterian Learning Center. Youth Sports Development funding was moved from the Tampa Sports Authority (a Governmental Agency) to the Tampa Bay Sports Commission. Overall Tourist Development Tax allocations were increased by 12%, due to growth in the tourism market in the last few years. Since Community Development Block Grant funds are projected to be lower than in FY 05, most agencies were funded at continuation or lower depending on average score.

Details by agency are shown in the following pages.

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
GENERAL FUND				
Countywide General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Arts Council	\$1,302,801	\$1,260,417	\$1,470,417	\$1,585,417
Bay Area Legal Services	142,800	0	0	0
Catholic Charities - Choose Life Distribution	48,402	58,000	55,000	58,000
County Historical Advisory Board	0	4,760	5,000	5,000
Crisis Center/Transportation/Nurse Examiner	1,670,779	1,543,951	1,847,151	1,909,662
Lowry Park Zoo	125,000	500,000	500,000	500,000
Museum of Science and Industry	575,000	300,000	600,000	600,000
National Conference for Community Justice	10,000	10,000	11,000	11,000
Sickle Cell Association	43,627	40,735	46,237	46,237
Tampa Bay History Center	383,654	350,000	350,000	350,000
Tampa Bay Sports Commission	0	150,000	200,000	200,000
Tampa/Hillsborough Community Relations	0	14,744	14,744	14,744
Tampa/Hillsborough County Youth Council	2,910	2,910	3,750	3,750
Tampa-Hillsborough Urban League	95,902	97,512	97,512	97,512
<u>Competitive</u>				
A Brighter Community	26,446	25,598	23,158	23,158
Aging Solutions (Public Guardian)	0	0	51,340	52,550
Alpha, Inc.	55,198	51,500	54,075	54,075
Bolesta	35,001	31,668	33,251	33,251
Boys and Girls Clubs	128,860	141,750	148,838	148,838
CDC of Tampa	34,500	50,000	47,250	47,250
Centre for Women	82,995	77,000	80,850	80,850
Centro Espanol de West Tampa	0	422,837	0	0
Child Abuse Council, Inc.	73,612	78,100	78,100	78,100
Children's Home Society	6,287	8,684	15,000	15,000
Children's Home, Inc.	137,199	127,239	140,281	140,281
COACH Foundation	0	0	40,000	50,000
Computer Mentors Group	13,805	15,000	21,375	21,375
Crisis Center - Eldernet	27,605	25,725	27,011	27,011
Epilepsy Services of West Central Florida	26,069	24,000	25,000	25,000
Francis House	0	0	20,000	20,000
Greater Palm River Point	0	0	20,000	20,000
Gulf Ridge Boy Scouts	28,200	28,200	26,649	26,649
Hispanic Needs and Services Council	72,147	64,350	64,350	64,350
Life Enrichment Center	17,600	17,600	25,000	25,000
MacDonald Training Center	0	0	20,000	20,000
Mary & Martha House	25,000	25,000	26,250	26,250
Mental Health Care, Inc.	0	175,000	120,000	120,000
Quantum Leap Farm	25,924	27,454	28,827	28,827
Redland Christian Migrants	0	0	112,180	112,180

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Self Reliance	26,000	26,000	27,300	27,300
Seniors in Service	0	0	10,000	10,000
St. John Prebyterian Learning Center	0	0	20,000	20,000
Tampa Bay Academy of Hope	49,589	60,000	63,000	63,000
Tampa Lighthouse for the Blind	35,700	35,700	37,485	37,485
Tampa Metro Area YMCA	34,763	29,375	30,844	30,844
Tampa United Methodist Center	37,948	35,000	35,000	35,000
The Spring of Tampa Bay	120,578	123,200	106,050	106,050
United Cerebral Palsy	23,819	29,700	21,084	21,084
<u>Community Liaisons</u>				
Agency for Community Treatment Services	583,096	597,615	627,496	627,496
DACCO	905,248	905,248	950,510	950,510
Goodwill Industries	446,642	446,646	468,978	468,978
Tampa Crossroads	99,226	123,390	129,560	129,560
<u>Health & Social Services</u>				
Health Department	65,475	0	0	0
The Victory Ship	0	0	20,000	20,000
Trinity Café	0	0	100,000	100,000
Veteran's Council of Hillsborough County	6,950	7,000	7,000	7,000
<u>Economic Development</u>				
Boys and Girls Clubs Summer Program	72,739	75,000	75,000	75,000
CDC of Tampa - YO Program	0	0	200,000	200,000
Economic Development External Organizations	0	20,000	20,000	20,000
Florida Aquarium	150,000	150,000	0	0
Hispanic Business Initiative Fund	48,500	48,500	48,500	48,500
Tampa Bay Black Heritage Festival	10,000	10,000	25,000	25,000
US-Africa Free Enterprise Education	33,094	0	100,000	100,000
	7,966,690	8,472,108	9,572,403	9,764,124
Unincorporated Area General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Tampa Bay Cable Network	414,684	355,443	355,443	355,443
Tampa Educational Cable Consortium	519,000	519,000	519,000	519,000
	933,684	874,443	874,443	874,443
TOTAL GENERAL FUND	8,900,374	9,346,551	10,446,846	10,638,567
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Bay Area Legal Services	720,944	1,100,000	1,100,000	1,100,000
	720,944	1,100,000	1,100,000	1,100,000

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Sales Tax Revenue Fund				
<u>Economic Development</u>				
<u>3% Tourist Development Tax</u>				
Tampa Bay CVB	5,669,293	5,844,000	6,884,000	7,179,000
Tampa Convention Center	1,713,000	1,916,000	2,166,000	2,166,000
Tampa Bay Performing Arts Center	370,000	550,000	550,000	550,000
Plant City Stadium	400,000	400,000	400,000	400,000
Plant City Chamber of Commerce	45,000	60,000	80,000	80,000
Southshore Alliance	11,661	35,000	0	0
Apollo Beach Chamber of Commerce	0	0	20,000	20,000
Ruskin Chamber of Commerce	0	0	20,000	20,000
Ybor City Chamber of Commerce	75,000	100,000	100,000	100,000
Lowry Park Zoo	96,666	100,000	125,000	125,000
Museum of Science and Industry	96,667	100,000	125,000	125,000
Florida Aquarium	96,667	100,000	125,000	125,000
Outback Bowl Association	150,000	200,000	0	0
Outback Pro-Am	0	25,000	25,000	25,000
Tampa Bay Sports Commission	165,210	200,000	250,000	250,000
Arts Council	15,000	20,000	20,000	20,000
Tampa History Center	10,000	15,000	15,000	15,000
Tampa Bay Black Heritage Festival	15,000	15,000	20,000	20,000
Downtown Attractions	0	0	20,000	25,000
County Arts & Cultural Co-op	0	0	50,000	50,000
Tampa's Historic Streetcar, Inc.	0	0	5,000	5,000
Tampa Bay CVB - Overage Payment	817,074	219,278	106,388	137,590
<u>4th Cent Tourist Development Tax</u>				
Tampa Bay CVB	25,000	0	0	0
	9,771,238	9,899,278	11,106,388	11,437,590
Intergovernmental Grants Fund				
<u>Management & Budget</u>				
<u>CDBG Human Services Programs</u>				
Bay Area Legal Services	35,000	35,000	35,000	35,000
Big Brothers Big Sisters	42,837	42,673	42,673	42,673
Boys and Girls Club	25,000	25,000	25,000	25,000
C. E. Mendez Foundation	31,018	31,500	0	0
Catholic Charities - Reach	80,000	80,000	80,000	80,000
Children's Home Society	165,431	150,000	150,000	150,000
Computer Mentors Group	0	0	28,160	28,160
Florida Institute for Community Studies	0	30,000	0	0
Gulf Coast Jewish Families	0	0	30,000	30,000
HARC - Alzheimer Care Staff	85,000	85,000	85,000	85,000
Head Start/Early Head Start Lease	0	79,418	0	0
Helping Hand Nursery	1,966	0	0	0
Hispanic Services Council	23,800	23,800	23,800	23,800
Infants & Young Children	465	24,412	0	0
Mary & Martha House	30,800	30,800	32,340	32,340
Nova SE University	31,358	32,295	32,295	32,295

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Redland Christian Migrants	63,936	60,000	60,000	60,000
Seniors in Service	21,971	24,715	22,243	22,243
Tampa Metro Area YMCA	29,772	25,000	25,000	25,000
The Spring of Tampa Bay	43,835	60,000	40,000	40,000
United Cerebral Palsy	23,558	28,680	28,680	28,680
	<u>735,747</u>	<u>868,293</u>	<u>740,191</u>	<u>740,191</u>
TOTAL SPECIAL REVENUE FUNDS	<u>11,227,929</u>	<u>11,867,571</u>	<u>12,946,579</u>	<u>13,277,781</u>
TOTAL NONPROFIT ORGANIZATIONS	<u>\$20,128,303</u>	<u>\$21,214,122</u>	<u>\$23,393,425</u>	<u>\$23,916,348</u>

NONPROFIT ORGANIZATIONS - MULTI FUNDED AGENCIES

Organization	Funding Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Arts Council	General Fund	1,302,801	1,260,417	\$1,470,417	\$1,585,417
Arts Council	Tourist Tax Fund	15,000	20,000	20,000	20,000
Total		1,317,801	1,280,417	1,490,417	1,605,417
Bay Area Legal Services	General Fund	142,800	0	0	0
Bay Area Legal Services	Court Fees	720,944	1,100,000	1,100,000	1,100,000
Bay Area Legal Services	CDBG Grant	35,000	35,000	35,000	35,000
Total		898,744	1,135,000	1,135,000	1,135,000
Tampa Bay Black Heritage Festival	General Fund	10,000	10,000	25,000	25,000
Tampa Bay Black Heritage Festival	Tourist Tax Fund	15,000	15,000	20,000	20,000
Total		25,000	25,000	45,000	45,000
Boys and Girls Clubs	General Fund	128,860	141,750	148,838	148,838
Boys and Girls Clubs Summer Program	General Fund	72,739	75,000	75,000	75,000
Boys and Girls Club	CDBG Grant	25,000	25,000	25,000	25,000
Total		201,599	216,750	223,838	223,838
Catholic Charities - Reach	CDBG Grant	80,000	80,000	80,000	80,000
Catholic Charities - Choose Life Dist.	General Fund	48,402	58,000	55,000	58,000
Total		128,402	138,000	135,000	138,000
Children's Home Society	CDBG Grant	165,431	150,000	150,000	150,000
Children's Home Society	General Fund	6,287	8,684	15,000	15,000
Total		171,718	158,684	165,000	165,000
Computer Mentors Group	General Fund	13,805	15,000	21,375	21,375
Computer Mentors Group	CDBG Grant	0	0	28,160	28,160
Total		13,805	15,000	49,535	49,535
Crisis Center - Eldernet	General Fund	27,605	25,725	27,011	27,011
Crisis Center	General Fund	1,670,779	1,543,951	1,847,151	1,909,662
Total		1,698,384	1,569,676	1,874,162	1,936,673
Florida Aquarium	General Fund	150,000	150,000	0	0
Florida Aquarium	Tourist Tax Fund	96,667	100,000	125,000	125,000
Total		246,667	250,000	125,000	125,000
Lowry Park Zoo	General Fund	125,000	500,000	500,000	500,000
Lowry Park Zoo	Tourist Tax Fund	96,666	100,000	125,000	125,000
Total		221,666	600,000	625,000	625,000
Mary & Martha House	CDBG Grant	30,800	30,800	32,340	32,340
Mary & Martha House	General Fund	25,000	25,000	26,250	26,250
Total		55,800	55,800	58,590	58,590

NONPROFIT ORGANIZATIONS - MULTI FUNDED AGENCIES

Organization	Funding Source	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Museum of Science and Industry	General Fund	575,000	300,000	600,000	600,000
Museum of Science and Industry	Tourist Tax Fund	96,667	100,000	125,000	125,000
Total		671,667	400,000	725,000	725,000
Redland Christian Migrants	General Fund	0	0	112,180	112,180
Redland Christian Migrants	CDBG Grant	63,936	60,000	60,000	60,000
Total		63,936	60,000	172,180	172,180
Seniors in Service	CDBG Grant	21,971	24,715	22,243	22,243
Seniors in Service	General Fund	0	0	10,000	10,000
Total		21,971	24,715	32,243	32,243
CDC of Tampa	General Fund	34,500	50,000	47,250	47,250
CDC of Tampa - YO Program	General Fund	0	0	200,000	200,000
Total		34,500	50,000	247,250	247,250
Tampa Bay CVB	Tourist Tax Fund	5,669,293	5,844,000	6,884,000	7,179,000
Tampa Bay CVB - 4th Cent	Tourist Tax Fund	25,000	0	0	0
Tampa Bay CVB - Overage Payment	Tourist Tax Fund	817,074	219,278	106,388	137,590
Total		6,511,367	6,063,278	6,990,388	7,316,590
Tampa Bay Sports Commission	General Fund	0	150,000	200,000	200,000
Tampa Bay Sports Commission	Tourist Tax Fund	165,210	200,000	250,000	250,000
Total		165,210	350,000	450,000	450,000
Tampa Metro Area YMCA	CDBG Grant	29,772	25,000	25,000	25,000
Tampa Metro Area YMCA	General Fund	34,763	29,375	30,844	30,844
Total		64,535	54,375	55,844	55,844
The Spring of Tampa Bay	CDBG Grant	43,835	60,000	40,000	40,000
The Spring of Tampa Bay	General Fund	120,578	123,200	106,050	106,050
Total		164,413	183,200	146,050	146,050
United Cerebral Palsy	General Fund	23,819	29,700	21,084	21,084
United Cerebral Palsy	CDBG Grant	23,558	28,680	28,680	28,680
Total		47,377	58,380	49,764	49,764

RESERVES AND REFUNDS

The following table presents a four-year comparison of reserves and refunds. Unlike most four-year schedules in the various documents that comprise the Annual Budget, this table presents adopted budgets for each year. No actuals are presented. Under governmental accounting, reserves are not expended. Instead, when funds are needed, the budget is amended to reduce the budget for a particular reserve and appropriate more funds in the expenditure category where they are needed. That means there are never actual expenditures of reserves.

Reserves are lump sum dollars set aside in a budget for unanticipated needs. These moneys are not distributed or allocated to operating budgets because specific requirements are not known at the time of budget adoption, or because bond documents require their establishment.

Florida Statutes Chapter 129.01(2)(c) and (d) provides for the following reserves:

1. A reserve for contingencies may be provided in a sum not to exceed ten percent of the total of the budget.
2. A reserve for cash balance to be carried forward may be provided for the purpose of paying expenses from October 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available.
3. An appropriation for "outstanding indebtedness" shall be made to provide for the payment of vouchers which have been incurred in and charged against the budget for the current year, but which are expected to be unpaid at the beginning of the ensuing year for which the budget is being prepared.

General contingency reserves may be allocated to fund any lawful need as long as funding source guidelines are met. Specific use reserves are restricted to an individual purpose or program within the funding source. Once it has been determined that the specific need has been satisfied or is no longer necessary, the balance in these types of reserves may be reprogrammed into a general contingency account with the approval of the Board of County Commissioners through the budget amendment process. The reserve for cash balance carry-forward, however, may not be reprogrammed during the year.

Refunds are also included in this component of the budget, and may be expended. However, refunds constitute a small proportion of the budget. They usually include the refund of revenues collected in a prior fiscal year for which accounting records have been closed.

The organization of these reserves and refunds is by fund, so that it is generally clear what the funding source is for each reserve. Many of these reserves are funded from restricted revenues, such as the State Indigent Health Care Sales Tax or proceeds from bond issues or other special financings.

All capital project and grant subfunds are budgeted on an "all-years" basis. As such, each year's budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of reserves, as shown on this schedule, will only reflect the annual increase or decrease in the specific reserve, not the reserve balance.

For more information on any of these reserves or refunds, please contact the Management and Budget Department at (813) 272-5890.

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
GENERAL FUND				
Countywide General Fund				
Refund Prior Year Revenue	\$50,000	\$450,000	\$450,000	\$450,000
Reserve for Contingency (Policy 03.02.05.00)	3,908,974	5,097,956	14,671,665	9,802,205
Reserve Unrealized Fund Balance	5,000,000	7,800,000	8,000,000	7,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	16,241,879	17,529,441	19,076,469	20,865,883
Reserve Investment Fair Market Value Adj.	708,313	0	0	0
Reserve for Indigent Health Care Costs	7,500,000	2,050,000	0	0
Reserve for Aging Services Revenue Stabilization	550,000	0	0	0
Other Designated Reserves				
Reserve for Grant Match	1,050,000	1,100,000	1,000,000	1,000,000
Reserve for Attrition (Policy 03.02.02.25)	392,673	380,382	515,791	557,559
Reserve for Unreimbursed Disaster Expenses	0	0	3,000,000	3,000,000
Other Designated Reserves	0	529,516	0	0
Reserve for Article V	3,872,485	0	0	0
Adjustment to Reserve for Capital Projects	1,500,000	(1,468,421)	1,329	0
Adjustment to Reserve for Major Maintenance & Repair	1,270,000	0	0	0
	42,044,324	33,468,874	46,715,254	42,675,647
Unincorporated Area General Fund				
Refund Prior Year Revenue	25,000	225,000	225,000	225,000
Reserve for Contingency (Policy 03.02.05.00)	3,410,000	4,110,000	11,824,499	9,183,957
Reserve Unrealized Fund Balance	3,000,000	4,000,000	5,000,000	5,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	8,949,693	10,435,699	11,474,481	12,713,275
Reserve Investment Fair Market Value Adj.	230,668	0	0	0
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	483,317	501,815	1,725,141	1,931,894
Reserve for Unreimbursed Disaster Expenses	0	0	930,233	930,233
Reserve for Canal Advisory Task Force Recommendations	0	0	0	500,000
Other Designated Reserves	2,195,454	0	0	0
Reserve For Communication Services Tax/Fire Rescue	3,830,942	0	0	0
Reserve for Capital Projects - Fire Station Construction	0	0	0	0
Adjustment to Reserve for Future Capital Outlay	0	0	(50,000)	0
Adjustment to Reserve for Major Maintenance & Repair	3,683,388	0	0	0
	25,808,462	19,272,514	31,129,354	30,484,359
TOTAL GENERAL FUND	67,852,786	52,741,388	77,844,608	73,160,006

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
County Fine and Forfeiture FS 142.01				
Reserve for Article V	2,694,541	0	0	0
Alcohol & Drug Abuse Contingency FS 939.017	84,809	19,159	93,414	38,114
Drug Abuse Alternative Source Fund R91-0223	108,249	63,258	199,355	180,716
800Mhz Radio Communication System Fund	1,049,398	1,136,893	1,427,594	1,632,141
Florida Contraband Forfeiture Fund FS 932.703/704	1,696,379	1,480,103	1,313,320	1,413,267
Local Government Criminal Justice Trust Fund FS27.3455				
Reserve for Article V	488,289	0	0	0
Legal Aid Program Service Fees Ord. 89-20	81,985	0	0	0
Drug Abuse Trust Fund FS938.21/Ord. 97-16	221,299	268,299	278,134	286,534
Federal Treasury Asset Forfeiture Fund	114,959	126,722	140,500	144,500
Court Facilities Fund Ord. 87-23	1,725,822	1,173,581	439,914	448,369
Mediation/Arbitration Trust Fund Contingency	491,527	827,323	66,660	67,990
Reserve for Article V	235,873	0	0	0
County Civil Mediation Trust Fund	7,250	135,659	9,720	9,915
Reserve for Article V	114,608	0	0	0
Family Mediation Trust Fund	131,700	73,312	16,539	16,869
Civil Traffic Hearing Officer Trust Fund AO 92-11	1,217,944	523,094	43,450	44,320
Reserve for Article V	99,766	0	0	0
Marriage Dissolution--General Master Trust Fund	67,509	204,460	13,150	13,410
Reserve for Article V	218,690	0	0	0
Court Technology Trust Fund Ord. 93-02	229,151	90,316	143,600	146,475
Probate/Guardianship/Trust Fund Contingency	59,201	49,802	4,435	4,520
Reserve for Article V	39,202	0	0	0
Special Master--Animal Control Fee Fund	15,750	12,562	15,795	17,045
Circuit Court Mediation Administrative Fee Fund	30,200	74,832	1,520	1,550
Reserve for Article V	26,700	0	0	0
Special Master--Water Use Restriction Fee Fund	27,200	57,008	44,790	47,890
Family Administrative Fee Fund AO 94-178	132,200	183,477	2,850	2,910
Reserve for Article V	28,451	0	0	0
Child Custody Investigation Fees AO 181	112,077	302,865	2,700	2,750
Reserve for Article V	18,825	0	0	0
Courthouse Annex Tower Contingency	2,850,464	0	0	0
County (Court Ordered) Mediation AO 99-06	59,800	59,469	2,370	2,420
Reserve for Article V	10,000	0	0	0
Children's Advocacy Center Fund AO 99-081	15,117	17,257	17,640	19,140
Public Guardian Trust Fund Ord. 99-24	29,100	26,221	0	0
Reserve for Article V	6,250	0	0	0
Drug Court Program Administration Fund FS 796.07(6)	0	0	70,532	105,415
Teen Court/Juvenile Diversion Fund (Ord 04-33; FS 939.185)	0	12,919	1,662	0
Traffic Surcharge Trust Fund (Ord 04-26; FS 318.18)	0	2,626,152	3,119,395	3,151,373
Crime Prevention/Safe Neighborhoods (FS 775.083)	0	610,000	871,334	1,401,724
Child Support Incentives Fund - SS Act Title IV-D	0	0	22,000	22,000
Emergency Management Fac Plans Review Fund	22,372	25,698	27,739	30,889
Local Air Pollution Control Tag Fee FS 320.03	438,322	374,360	429,253	432,027
Gardinier Settlement DEP/EPC Fund	1,209,207	843,234	476,094	486,094
Pollution Recovery Fund LF 84-446	1,627,583	2,217,954	1,140,276	1,282,532

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
State Revenue Sharing--Revenue Stabilization Res.	12,606,051	3,193,395	6,562,548	6,562,548
911 Emergency Telephone Sys. - Land Line Ord. 86-14/87-25	4,921,781	6,884,201	5,004,110	4,260,005
911 Emergency Telephone Sys. - Wireless FS 365.1743	0	0	579,027	638,751
Fla Boating Improvement Fund FS 328.72 (15)	0	0	2,750	3,020
Museums/Cecile Wagnon Will Fund	82,061	85,561	83,159	85,659
Data Management Services Fund	1,559,659	0	0	0
Tampa Bay Water Issues Additional Support	24,906	107,729	0	0
Animal Ctrl Spay/Neuter Incentive Payment Prog	435,031	483,178	527,534	448,914
Animal Services Contributions Fund	6,300	14,119	4,022	4,286
	41,070,481	28,120,750	27,619,183	28,339,491
Unincorporated Area Special Purpose Fund				
Adjustment to Public Art Program	1,500	1,575	30,200	0
<u>Parks Impact Fees</u>				
Adjustment to Future Capital Outlay	2,057,990	(1,774,935)	600,175	(1,517,825)
<u>Fire Service Impact Fee (all zones)</u>				
Adjustment to Future Capital Outlay	181,750	390,725	683,770	693,770
School Sites Impact Fees	7,410,791	3,545,502	6,289,127	8,519,127
Capital Program Administration (Impact Fees)	45,459	162,348	178,883	0
Adjustment to Environmental Restoration Oper/Proj Fd.Ord. 92-05	251,000	153,500	200,000	200,000
Adjustment to Local Habitat Mitigation Bank Fund	30,000	31,500	25,000	25,000
Building Services Division Fund	6,272,905	5,258,617	7,222,062	5,522,820
Land Excavation Operation/Inspection 8.01.03 LDC	11,426	10,978	30,360	601
Water Conservation Trust Fund Ord. 91-27	659,908	758,250	551,240	524,916
Phosphate Severance Tax Fund FS 211.31	5,204,402	1,742,360	1,907,251	2,059,599
<u>Stormwater Management Fund</u>				
Adjustment to Future Capital Outlay	240,138	(163,292)	50,227	212,498
Adjustment to Other Designated Reserve	0	38,434	0	0
Sun City Utility Operating/Project Fund	445	344	0	0
	22,367,714	10,155,906	17,768,295	16,240,506
TOTAL SPECIAL REV. FUNDS (TAX FUNDS)	63,438,195	38,276,656	45,387,478	44,579,997
OTHER SPECIAL REVENUE FUNDS				
County Blended Component Units Fund				
Law Library Board Sales and Other Services	0	3,331	22,005	21,855
	0	3,331	22,005	21,855
Sales Tax Revenue Fund				
<u>Indigent Health Care & Trauma Center Fund</u>				
General Contingency	11,156,669	14,114,354	31,747,625	41,719,823
Reserve Investment Fair Market Value Adj.	386,049	102,859	0	0
<u>Half Cent Sales Tax/Bonds</u>				
Revenue Stabilization Reserve	12,762,941	8,552,463	14,321,224	14,940,486
Reserve Investment Fair Market Value Adj.	252,955	200,132	58,802	58,802

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
<u>Professional Sports Franchise Facility Sales Tax</u>				
Debt Service Reserve	184,325	167,441	167,907	168,307
Reserve Investment Fair Market Value Adj.	5,670	3,211	1,241	1,241
<u>3% Tourist Development Tax</u>				
General & Other Contingencies	1,972,899	998,797	1,578,867	1,637,834
Reserve Investment Fair Market Value Adj.	61,448	19,397	0	0
Other Restricted Reserves	890,000	948,880	948,880	948,880
<u>1% Additional (4th Cent) Tourist Tax Ord. 90-03</u>				
General Contingency	4,482,551	5,003,248	6,556,312	7,902,226
Reserve Investment Fair Market Value Adj.	100,655	48,334	4,928	4,928
<u>1% Additional (5th Cent) Tourist Tax Ord. 94-13</u>				
General & Other Contingencies	2,360,339	2,685,695	3,654,221	4,391,730
Reserve Investment Fair Market Value Adj.	113,757	39,639	0	0
Reserve for Debt Service	1,680,000	1,680,000	0	0
	36,410,258	34,564,450	59,040,007	71,774,257
Intergovernmental Grants				
Reserve for Public Art	0	0	3,720	8,450
	0	0	3,720	8,450
County Transportation Trust Fund				
<u>Operating Fund</u>				
General & Other Contingencies	500,000	0	0	0
Prior Year Reappropriation	2,500,000	2,500,000	3,000,000	3,000,000
Reserve Investment Fair Market Value Adj.	629,086	150,432	0	0
Adjustment to Project Fund	(2,607,701)	(3,521,485)	(1,737,048)	35,093
Street Lighting Non-Ad Valorem Assessments	2,443,371	3,469,028	3,743,140	3,303,309
Adjustment to Ninth-Cent Fuel Tax Fund	(416,636)	(116,547)	(127,559)	(130,468)
Transportation Impact Fees:				
Adjustment to Future Capital Outlay	3,369,080	(842,298)	2,711,698	3,900,887
Adjustment to Citrus Park Community Dev District	78,568	75,000	0	0
Adjustment to Constitutional Fuel Tax Fund	(1,946,116)	3,700,477	(2,961,000)	0
County Fuel Tax (7th Cent) Fund	525,827	263,858	507,997	507,997
Local Transportation Ninth Cent Fuel Tax Fund	1,411	1,263	1,150	1,150
Adjustment to Ad Valorem Tax Transportation Fund	86,923	0	49,000	50,000
	5,163,813	5,679,728	5,187,378	10,667,968
Library Tax District Fund				
Refund Prior Year Revenue	0	50,000	75,000	75,000
General Contingency	500,000	500,000	500,000	500,000
Prior Year Reappropriation	600,000	600,000	600,000	600,000
Unrealized Fund Balance	600,000	600,000	500,000	500,000
Reserve for Fund Balance Carried Forward	1,150,020	1,150,020	0	0
Reserve Investment Fair Market Value Adj.	306,444	0	0	0

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Other Designated Reserves	9,910,879	7,255,758	14,540,412	20,895,431
Adjustment to Project Fund Ord. 89-32	0	0	(26,182)	(12,850)
Adjustment to Public Art Program	2,000	2,100	26,182	12,850
	13,069,343	10,157,878	16,215,412	22,570,431
Infrastructure Surtax Fixed Project Fund				
FY 97 - FY 03				
Adjustment to Future Capital Outlay	(1,950,000)	(4,067,600)	(1,349,532)	600,000
FY 03 - FY 08				
<i>Financed Project Subfund:</i>				
Adjustment to Future Capital Outlay	1,500,000	1,943,228	500,000	500,000
Adjustment to Other Designated Reserve	1,746,000	1,500,000	500,000	500,000
Reserve for Public Art	0	0	3,000	0
<i>Non-Financed Project Subfund:</i>				
Adjustment to Future Capital Outlay	1,155,381	1,310,868	388,830	500,000
Adjustment to Other Designated Reserve	1,500,000	3,240,000	1,429,867	1,469,853
Adjustment to Debt Service	3,194,000	(1,694,000)	0	0
Reserve for Public Art	0	0	151,170	0
FY 08 - FY 13				
Reserve for Public Art	0	0	65,000	0
	7,145,381	2,232,496	1,688,335	3,569,853
TOTAL OTHER SPECIAL REVENUE FUNDS	61,788,795	52,637,883	82,156,857	108,612,814
DEBT SERVICE FUNDS				
Refund Prior Year Revenue	0	2,500	22,000	22,000
Fund Balance Carried Forward	8,198,841	10,863,223	12,001,017	12,059,893
General & Other Contingencies	1,663,945	2,022,159	1,000,781	950,401
Reserve Investment Fair Market Value Adj.	1,875,211	1,244,324	393,600	393,600
Debt Service Payments	26,867,785	21,166,141	18,880,720	18,880,720
TOTAL DEBT SERVICE FUND	38,605,782	35,298,347	32,298,118	32,306,614
CAPITAL PROJECTS FUNDS				
Adjustment to Countywide Capital Projects Fund	0	0	(1,536,329)	0
Adjustment to Unincorp. Area Capital Projects Fund	0	0	57,206	7,351
Adjustment to Reserve for Future Fire Stations	0	5,123,784	5,812,587	8,998,562
Adjustment to Capital Improvement Series 1998 Fund	159,476	25,000	0	0
Environmentally Sensitive Lands	1,310,192	1,891,405	675,920	262,816
Adjustment to Court Facility Non-Bond Construction	(74,000)	0	0	0
Adjustment to Capital Improvement Series 94/96 Fund	160,000	0	0	0
Adjustment to Capital Improvement Rev. Bonds 94 Const. Fund	80,000	0	0	0
Adjustment to CP Allocated Credit Capacity	11,017,000	1,920,648	(16,607,621)	22,152,660
Adjustment to Falkenburg Jail - Reserve for Future Capital Outlay	532,000	125,000	0	0
TOTAL CAPITAL PROJECTS FUNDS	13,184,668	9,085,837	(11,598,237)	31,421,389
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Operating and Maintenance	9,824,766	10,204,238	10,744,980	11,314,219
Renewal and Replacement	12,597,203	11,271,114	10,634,527	10,634,527

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Landfill Closures	26,979,849	26,295,367	28,059,287	28,680,476
Debt Service Accounts	23,798,098	24,164,418	4,971,393	4,672,226
Rate Stabilization Reserve	2,000,000	2,000,000	2,000,000	2,000,000
General Operating Reserves	12,806,389	9,102,384	14,163,704	15,789,172
	88,006,305	83,037,521	70,573,891	73,090,620
Water & Wastewater Utility Enterprise Fund				
<u>Utility System Operation & Maintenance Acct.</u>				
Reserve for Fund Balance Carried Forward	9,724,051	9,884,908	11,261,845	11,791,696
<u>Utility System Revenue Bonds Debt Svc. Acct.</u>				
Reserve for Fund Balance Carried Forward	3,036,667	3,015,834	3,165,833	3,302,500
Reserve Investment Fair Market Value Adj.	4,717,900	4,137,933	4,005,319	4,005,319
<u>Utility System General Revenue Account</u>				
Refund Prior Year Revenue	661,705	164,830	0	0
General & Other Contingencies	3,154,083	4,462,414	5,077,006	3,094,733
Fund Balance Carried Forward	4,167,450	5,140,186	1,572,687	1,523,337
Reserve Investment Fair Market Value Adj.	5,117,575	1,903,836	0	0
<u>Capacity Fees General Operating Account</u>				
General & Other Contingencies	13,153,090	0	5,965,398	6,338,788
Reserve Investment Fair Market Value Adj.	1,125,060	779,505	669,310	669,310
Other Debt Service Reserve	7,811,648	0	0	0
Refund Prior Year Revenue	100,000	100,000	100,000	100,000
Adjustment to Renewal and Replacement	(2,567,846)	(560,918)	(6,042,313)	(2,485,170)
Adjustment to General Revenue Capacity Expansion Account	(17,321,300)	(1,384,232)	18,303,000	(1,068,000)
Adjustment to Dedicated Water Capacity Fee Project Acct.	0	(1,840,480)	(4,883,000)	0
Adjustment to Dedicated Wastewater Capacity Fee Project Acct.	0	(4,274,000)	(7,312,000)	0
Cone Ranch Special Projects	1,380,491	1,430,375	1,646,408	1,690,408
Water Conservation	1,097,396	1,254,945	0	0
Adjustment to Long-Term System Capital Rehab./Replacement	0	(29,000,000)	(176,000)	(1,424,000)
<u>Revenue Account Rate Stabilization Fund</u>				
Other Designated Reserves	78,134,892	57,371,572	76,654,356	76,654,356
Reclaimed Water Improvement Unit Asmt. Fund	2,113,130	2,598,748	3,214,823	3,830,985
Capacity Assessment Unit Fund Ord. 96-07	126,322	73,051	0	0
Infrastructure Assessment Unit Fund 99-08	27,335	33,612	42,220	49,011
<u>Reclaimed Water Special Assessment Bonds 00</u>				
Adjustment to Reserve for Debt Service	45,948	67,488	0	0
<u>Capacity Assessment Special Assessment Bonds '00</u>				
Adjustment to Reserve Future Capital Outlay	500,000	(448,000)	0	0
Adjustment to Reserve for Debt Service	114,888	(101,506)	149,217	151,692
	116,420,485	54,810,101	113,414,109	108,224,965
TOTAL ENTERPRISE FUNDS	204,426,790	137,847,622	183,988,000	181,315,585

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
INTERNAL SERVICE FUND				
Fleet Services Fund				
General & Other Contingencies	2,798,712	2,130,954	4,153,320	2,409,052
Lease-Back Program Reserve	9,278,021	9,381,890	8,718,344	10,121,906
	<u>12,076,733</u>	<u>11,512,844</u>	<u>12,871,664</u>	<u>12,530,958</u>
County Self-Insurance Fund				
<u>Insurance Program Administration</u>				
General Contingency	300,000	300,000	300,000	300,000
Reserve Investment Fair Market Value Adj.	17,529	11,644	6,915	6,915
<u>Workers' Compensation Insurance</u>				
General Contingency	32,538,723	42,551,298	28,450,639	33,291,978
Long-Term Incurred Claims	4,800,000	9,163,625	14,322,000	14,322,000
Reserve Investment Fair Market Value Adj.	1,068,490	377,239	0	0
<u>General Liability Insurance</u>				
General Contingency	0	6,365,042	8,305,026	7,473,685
Claims Settlement	2,912,831	3,374,046	7,684,000	7,684,000
Reserve Investment Fair Market Value Adj.	362,233	180,789	27,425	27,425
<u>Catastrophic Disaster Insurance</u>				
General Contingency (Policy 03.02.04.00)	29,996,697	30,768,159	35,184,641	36,084,641
Reserve Investment Fair Market Value Adj.	599,829	198,004	0	0
<u>Employee Group Health Insurance</u>				
General Contingency	7,107,019	17,104,964	17,105,598	19,976,420
Incurred but Not Realized (IBNR) Claims	0	0	5,488,322	5,488,322
Reserve Investment Fair Market Value Adj.	458,269	129,815	0	0
	<u>80,161,620</u>	<u>110,524,625</u>	<u>116,874,566</u>	<u>124,655,386</u>
TOTAL INTERNAL SERVICE FUND	<u>92,238,353</u>	<u>122,037,469</u>	<u>129,746,230</u>	<u>137,186,344</u>
GRAND TOTAL	<u>\$541,535,369</u>	<u>\$447,925,202</u>	<u>\$539,823,054</u>	<u>\$608,582,749</u>

Notes:

- 1) Reserves for various capital project funds are shown on an all years budget basis and therefore reflect only the increase or decrease for that year not necessarily the reserve balance ("adjustment to")
- 2) Many reserves include an adjustment for investment fair market value change

INTERFUND TRANSFERS

The following table presents a four-year comparison of interfund transfers. Like most four-year schedules in this document, this table presents actuals for FY 04 and the adopted budgets for FY 05, FY 06 and FY 07.

All interfund transactions that are not loans, reimbursements or quasi-external transactions are classified as transfers. Transfers are of two types: residual equity transfers and operating transfers.

Residual equity transfers are defined as "nonrecurring or non-routine transfers of equity between funds." The GASB's Codification, Section 1800.106, specifically cites the following examples:

- Contributions of capital to proprietary funds.
- The subsequent return to the general fund of capital contributed to proprietary funds.
- Transfers of residual balances of discontinued funds to the general fund or a debt service fund.

All transfers that do not qualify as residual equity transfers are properly classified as operating transfers. Often operating transfers reflect ongoing operating subsidies between funds. For example, the Unincorporated Area General Fund reflects its

annual subsidy to the Transportation Trust Fund as an operating transfer.

The majority of the interfund transfers identified on the following schedule are operating transfers as opposed to residual equity transfers.

The organization of these interfund transfers is by fund, so that it is generally clear where the transfer originates (appropriation) and the destination of the transfer (revenue). Many of the transfers reflect the movement of funds from restricted funds established to account for the proceeds of certain revenues (e.g. Sales Tax Revenue Fund) to an operating or project fund where the County portion of the proceeds are actually expended.

All capital project and grant subfunds are budgeted on an "all-years" basis. As such, each year's budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of interfund transfers, as shown on this schedule, will only reflect the annual increase or decrease in the specific transfer, resulting in instances of a negative transfer in any given year.

For more information on any of these transfers, please contact the Management and Budget Department at (813) 272-5890.

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
GENERAL FUND				
Countywide General Fund				
<i>Revenue:</i>				
From State Revenue Sharing	\$16,832,622	\$12,424,370	\$1,725,798	\$1,725,798
From State Revenue Sharing (one-time)	2,442,800	1,500,000	210,828	0
From Civil Traffic Infractions Hearing Officer	50,000	0	0	0
From Service Fees Legal Aid Program Fund	1,333	0	0	0
From Grants Fund	221,461	0	0	0
From Half-Cent Sales Tax - Capital Projects Subfund	3,565,000	0	0	0
From State Revenue Sharing - Capital Projects Subfund	6,500,000	0	0	0
From Half-Cent Sales Tax	0	3,300,000	5,900,000	6,700,000
From Court Facilities & Traffic Hearing Officer Funds	1,175,000	0	0	0
Total Interfund Transfers	30,788,216	17,224,370	7,836,626	8,425,798
<i>Appropriations:</i>				
Detention Deputy Recruitment/Retention Fund	192,000	0	0	0
State Court Innovations Fund	0	1,917,919	1,394,559	1,458,989
Legal Aid Fund	0	675,000	669,812	669,812
Teen Court/Juvenile Diversion Fund	0	0	754,681	806,223
Court-Related Technology Fund	0	2,911,636	1,920,444	1,003,325
ELAPP Operating Millage (rev. avail. for projects)	5,489,659	5,709,794	8,046,490	8,914,811
ELAPP Administration, Management & Restoration Funds	1,236,013	2,085,768	1,712,197	2,050,180
Fine and Forfeiture Fund (1)	6,349,082	0	0	0
Local Criminal Justice Trust Fund (2)	6,670,013	0	0	0
Planning Commission (3)	4,531,157	5,188,919	5,334,158	5,714,666
Law Library (3)	518,336	0	0	0
Civil Service Board (3)	2,137,038	2,397,756	2,591,928	2,709,505
Aging Services Grants Match	472,659	448,471	453,691	453,691
Public Safety Grants Match - Operating	1,851,941	79,881	91,282	97,602
EPC Grants Match	499,000	499,000	497,280	523,062
Head Start Grants Match	3,009,622	3,127,837	3,037,608	3,067,536
Head Start Grants - County Supplement	0	0	1,296,973	1,927,576
Supervisor of Elections Grants Match	25,402	0	0	0
MPO Grants Match	26,463	26,463	26,335	26,335
Health & Social Services Grants Match	4,008,972	5,301,474	4,175,247	4,400,349
Indigent Health Care Services Fund	5,000,000	6,700,000	0	0
Countywide Construction Fund	0	13,850,000	15,960,490	19,588,760
Countywide Major Maintenance & Repair Fund (1X)	0	4,341,672	0	0
Countywide Major Maintenance & Repair Fund	0	2,784,792	4,867,020	5,158,444
Information & Technology Services Project Fund	0	5,141,955	3,112,334	2,344,004
Transportation Trust Fund - Capital (\$10 million alloc.)	4,450,000	2,000,000	2,000,000	2,000,000
Transportation Trust Fund - Capital	0	0	0	2,400,000
Community Liaisons Grants Match	36,090	43,584	1,624	8,204
Public Art Funding	44,341	1,468,421	0	0
Total Interfund Transfers	46,547,788	66,700,342	57,944,153	65,323,074

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Unincorporated Area General Fund				
<i>Revenue:</i>				
From Half-Cent Sales Tax	56,242,468	61,262,620	70,598,182	70,689,390
From State Revenue Sharing	5,066,000	12,849,808	5,640,684	5,026,676
From Half-Cent Sales Tax - Repair & Renovation Subfund	2,500,000	0	0	0
Total Interfund Transfers	63,808,468	74,112,428	76,238,866	75,716,066
<i>Appropriations:</i>				
Sun City Utility Fund Subsidy	25,815	12,093	0	0
Stormwater Management Project Fund	0	558,000	0	0
Match for Operating/Project Grants	635,000	0	0	0
General Liability Self Insurance Fund	0	0	0	0
Unincorporated Area Construction Fund	0	1,650,000	4,262,000	0
Unincorporated Area Construction Fund - CST	0	2,724,778	8,829,326	9,005,913
Unincorp. Area Major Maintenance & Repair Fund (1X)	0	7,628,837	0	0
Unincorp. Area Major Maintenance & Repair Fund	0	526,937	2,450,329	2,639,324
Catastrophic Disaster Self Insurance Fund	0	0	0	0
Transportation Trust Fund - Operating (\$10 million alloc.)	1,700,000	1,850,000	2,200,000	2,350,000
Transportation Trust Fund - Capital (\$10 million alloc.)	3,350,000	5,650,000	5,300,000	5,150,000
Transportation Trust Fund - Capital (Add'l \$15 million)	0	0	8,535,000	7,600,000
Transportation Trust Fund - Operating (Add'l \$15 million)	0	0	6,465,000	7,400,000
Transportation Trust Fund - O&M Subsidy	12,315,457	15,278,423	10,226,109	11,919,364
Transportation Trust Fund - Capital	1,980,203	150,000	0	0
Land Excavation Operating Fund	107,562	86,904	0	20,023
Public Art Funding	4,800	0	0	0
Total Interfund Transfers	20,118,837	36,115,972	48,267,764	46,084,624

SPECIAL REVENUE FUNDS

Countywide Special Purpose Fund

Revenue:

From Countywide Project Const. Fund - Public Art	0	0	159,490	178,760
<u>From Countywide General Fund:</u>				
Public Art Fund	44,341	0	0	0
Major Maintenance & Repair Fund	0	7,126,464	4,867,020	5,158,444
Detention Deputy Recruitment/Retention	192,000	0	0	0
County Fine & Forfeiture Fund	6,349,082	0	0	0
Local Govt Criminal Justice Trust Fund	6,670,013	0	0	0
State Court Innovations Fund	0	1,917,919	1,394,559	1,458,989
Legal Aid Fund	0	675,000	669,812	669,812
Teen Court/Juvenile Diversion Fund	0	0	754,681	806,223
Court-Related Technology Fund	0	2,911,636	1,920,444	1,003,325
Indigent Health Care Services	5,000,000	6,700,000	0	0
Information & Technology Svcs. Project Fund	0	5,141,955	3,112,334	2,344,004
From Courthouse Annex Tower Fund (Close Fund)	0	2,665,400	0	0
From Indigent Health Care Sales Surtax Fund	87,693,668	86,663,242	90,438,430	93,366,323
From Law Library Board Fund - State Court Innovations	45,224	0	0	0
From Grants Fund - Teen Court	3,776	0	0	0

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
From Half-Cent Sales Tax (Data Mgmt. Svcs. Fund)	6,695,304	0	0	0
From Half-Cent Sales Tax (CW Major Maint. & Repair Fund)	0	1,500,000	0	0
From State Revenue Sharing (Water Resources Team)	175,968	1,635,693	0	0
Total Interfund Transfers	112,869,376	116,937,309	103,316,770	104,985,880

Appropriations:

Countywide General Operating Fund	1,333	0	0	0
Countywide General Fund - Court Fac. & Traffic Hearing Off.	1,175,000	0	0	0
800 MHz Intergovernmental Radio Debt Service	1,170,511	1,115,254	1,149,651	1,140,176
Traffic Surcharge Trust (Close Courthouse Annex Tower Fund)	0	2,665,400	0	0
Courthouse Project Debt Svc Fund	3,100,000	0	0	0
Courthouse Proj. Sinking Fund (Traffic Surcharge Trust Fund)	0	3,209,248	2,335,099	2,537,787
Reimburse General Fund for Court Clerk Services	50,000	0	0	0
Match for Project Grants - Community Liaison Grant	19,482	0	0	0
<u>State Revenue Sharing:</u>				
Countywide General Fund	16,832,622	12,424,370	1,725,798	1,725,798
Countywide General Fund (one-time)	2,442,800	1,500,000	210,828	0
Countywide General Fund - Project Subfund	6,500,000	0	0	0
Unincorporated Area General Fund	5,066,000	12,849,808	5,640,684	5,026,676
Transportation Trust Fund (6-Cent Gas Tax)	0	5,800,000	0	0
Tampa Bay Water Issues	175,968	1,635,693	0	0
Total Interfund Transfers	36,533,716	41,199,773	11,062,060	10,430,437

Unincorporated Area Special Purpose Fund

Revenue:

From Unincorporated Area Construction Fund	0	0	30,200	0
From CIT Series 2004 Project Fund	1,229,681	0	0	0
From Impact Fee Funds for Administration	253,650	241,585	225,910	125,210
From Commercial Paper Note Issuances - Debt	0	0	0	0
From Commercial Paper Note Issuances - Projects	3,150,000	0	0	0
From Half-Cent Sales Tax (Major Maint. & Repair Fund)	0	2,500,000	0	0
<u>From Unincorporated Area General Fund:</u>				
Unincorporated Area General Fund Project Fund	4,800	0	0	0
Unincorp. Area Major Maint. & Repair Fund	0	8,155,774	2,450,329	2,639,324
Land Excavation Operation/Inspection	107,562	86,904	0	20,023
Stormwater Management Project Fund	0	558,000	0	0
Sun City Utility Fund	25,815	12,093	0	0
Total Interfund Transfers	4,771,508	11,554,356	2,706,439	2,784,557

Appropriations:

Unincorporated Area Construction Fund	0	0	1,007,000	0
Match for Project Grants				
Parks	183,400	0	0	0
Stormwater - Operating	32,632	0	0	0
Stormwater - Capital	241,659	186,550	186,550	186,550
Commercial Paper Quarterly Note Issuances	472,691	0	800,000	400,000
Total Interfund Transfers	930,382	186,550	1,993,550	586,550

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Blended Component Units Fund				
<i>Revenue:</i>				
Interfund Transfers				
<u>From Countywide General Fund:</u>				
Civil Service Board	2,137,038	2,397,756	2,591,928	2,709,505
Law Library Board	288,416	0	0	0
Law Library Board (Rent Supplement)	229,920	0	0	0
City/County Planning Commission	4,531,157	5,188,919	5,334,158	5,714,666
Total Interfund Transfers	7,186,531	7,586,675	7,926,086	8,424,171
<i>Appropriations:</i>				
State Court Innovations Fund	45,224	0	0	0
Total Interfund Transfers	45,224	0	0	0
State Health Care Surtax Trust Fund				
<i>Appropriations:</i>				
Indigent Health Care Services Fund	87,693,668	86,663,242	90,438,430	93,366,323
Total Interfund Transfers	87,693,668	86,663,242	90,438,430	93,366,323
Sales Tax Revenue Fund				
<i>Appropriations:</i>				
Data Management Services Fund	6,695,304	0	0	0
<u>Countywide General Fund:</u>				
Countywide General Fund - Operating	0	3,300,000	5,900,000	6,700,000
Countywide General Fund - Project Subfund	3,565,000	0	0	0
<u>Unincorporated Area General Fund:</u>				
Unincorporated Area General Fund - Oper. Subfund	56,242,468	61,262,620	70,598,182	70,689,390
Unincorporated Area General Fund - R3M Subfund	2,500,000	0	0	0
Countywide Major Maintenance & Repair Fund	0	1,500,000	0	0
Unincorp. Area Major Maintenance & Repair Fund	0	2,500,000	0	0
Countywide Capital Projects Fund	0	1,191,000	0	0
Infrastructure Surtax Proj. Fd; FY 03 - 08 (non-financed)	39,289,887	42,517,283	45,780,783	49,388,530
Criminal Justice Facilities Debt Svc Fund	9,176,132	9,825,713	9,599,452	9,569,042
CIP Revenue Refunding Bonds '96 Sinking Fund	2,130,165	2,033,865	2,101,198	2,082,624
MOSI/County Center Debt Svc Fund	4,938,232	4,941,871	5,029,104	5,015,704
Capital Improvement Series 98 Bonds Debt Svc Fd.	1,341,669	1,334,050	1,336,534	1,338,130
TSA Refunding Non-Ad Valorem Bonds Debt Svc. Fd.	0	0	1,265,625	1,268,075
Total Interfund Transfers	125,878,857	130,406,402	141,610,878	146,051,495
Intergovernmental Grants Fund				
<i>Revenue:</i>				
From Countywide General Fund	8,180,149	9,526,710	9,580,040	10,504,355
From Countywide General Fund - FEMA Match	1,750,000	0	0	0
From Unincorporated Area General Fund	500,000	0	0	0
From Unincorporated Area General Fund - FEMA Match	135,000	0	0	0
From Stormwater Management Project Fund	241,003	186,550	186,550	186,550
From Stormwater Management Operating Fund	32,632	0	0	0

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
From ELAPP Site Management & Restoration	15,000	0	0	0
From Park Impact Fee Fund	183,400	0	0	0
From CIT Project Fund (Phase I)	14,900	0	0	0
From Teen Court Fund	19,482	0	0	0
From Utility System Operation & Maint. Fund	0	55,443	0	0
Total Interfund Transfers	11,071,566	9,768,703	9,766,590	10,690,905

Appropriations:

Countywide General Fund	221,461	0	0	0
Teen Court Fund	3,776	0	0	0
ELAPP Site Management & Restoration	678	0	0	0
Total Interfund Transfers	225,915	0	0	0

County Transportation Trust Fund

Revenue:

From Countywide General Fund (Capital)	0	0	0	2,400,000
From Countywide General Fund - Cap. (\$10 million alloc.) *	4,450,000	2,000,000	2,000,000	2,000,000
From Unincorp. Area General Fd - Oper. (\$10 million alloc.) *	1,700,000	1,850,000	2,200,000	2,350,000
From Unincorp. Area General Fd - Cap. (\$10 million alloc.) *	3,350,000	5,650,000	5,300,000	5,150,000
From Unincorp. Area General Fd - Cap. (Add'l \$15 million)	0	0	8,535,000	7,600,000
From Unincorp. Area General Fd - Oper. (Add'l \$15 million)			6,465,000	7,400,000
From Unincorp. Area General Fund (O&M Subsidy)	12,315,457	15,278,423	10,226,109	11,919,364
From Unincorp. Area General Fund (Capital)	1,980,203	150,000	0	0
From State Revenue Sharing	0	5,800,000	0	0
From CIT Project Fund (Phase II)	59,292	0	0	0
Total Interfund Transfers	23,854,952	30,728,423	34,726,109	38,819,364

Appropriations:

Impact Fees/Capital Program Administration Fund	253,650	241,585	225,910	125,210
Fuel Tax Revenue Bonds Debt Svc Fund	2,249,684	2,339,377	2,397,827	2,346,340
Commercial Paper Quarterly Note Issuances	5,935,805	6,133,250	0	0
Total Interfund Transfers	8,439,139	8,714,212	2,623,737	2,471,550

Infrastructure Surtax Fixed Project Fund

Revenue:

From Local Govt. Infrastructure Surtax	39,289,887	42,517,283	45,780,783	49,388,530
From CIT Series 2004 Project Fund	2,807,767	0	0	0
From CP Quarterly Note Issuances	25,030,845	0	25,450,000	17,600,000
From CP Allocated Credit Capacity	0	37,552,481	48,907,621	(31,152,660)
Total Interfund Transfers	67,128,499	80,069,764	120,138,404	35,835,870

Appropriations:

Match for Project Grants	14,242	0	0	0
Match for Transportation Trust Fund Project Grants	59,292	0	0	0
Match for Water/Wastewater Project Grants	105,094	0	0	0

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
CIT Series 2001A & Series 2001B Bonds	4,404,321	4,540,379	4,497,448	4,498,095
CIT Series 2004 Sinking Fund	0	9,062,568	6,295,358	6,317,340
CP Quarterly Note Issuances	328,485	0	1,750,000	2,575,000
Total Interfund Transfers	4,911,434	13,602,947	12,542,806	13,390,435

DEBT SERVICE FUNDS

Revenue:

From Half-Cent Sales Tax	15,644,881	16,281,572	16,150,573	16,106,830
From 800Mhz Intergovt Radio System	1,170,511	1,115,254	1,149,651	1,140,176
From Courthouse Annex Tower Fund	3,100,000	0	0	0
From 4th Cent Tourist Dev. Tax	1,941,317	1,853,927	1,915,715	1,898,670
From Traffic Surcharge Trust Fund	0	3,209,248	2,335,099	2,537,787
From 5th Cent Tourist Dev. Tax	0	0	1,265,625	1,268,075
From County Fuel Tax	2,249,684	2,339,377	2,397,827	2,346,340
From CIT Project Fund (Phase II)	4,404,321	13,602,947	10,792,806	10,815,435
From Cap. Imp. Refunding Rev. Bonds 1996 Const.	2	0	0	0
From Cap. Imp. Rev. Bonds 1994 Const. Fund	1	0	0	0
Total Interfund Transfers	28,510,717	38,402,325	36,007,296	36,113,313

CAPITAL PROJECTS FUNDS

Revenue:

From Countywide General Fund (ELAPP)	6,725,672	7,795,562	9,758,687	10,964,991
From Countywide General Fund (CW Capital Proj. Fund)	0	13,850,000	15,960,490	19,588,760
From Countywide General Fund Capital Proj. Fund (Art)	0	1,468,421	0	0
From Unincorp. Area General Fund (MSTU Cap. Proj. Fund)	0	4,374,778	13,091,326	9,005,913
From Unincorp. Area Major Maint. & Repair Proj. Fund	0	0	1,007,000	0
From Half-Cent Sales Tax	0	1,191,000	0	0
From Grant Funds	678	0	0	0
Capital Improvement Commercial Paper Program Fund:				
From CIT Phase II Financed Project Fund	328,486	0	1,750,000	2,575,000
From Constitutional Gas Tax Fund	5,935,805	6,133,250	0	0
From Stormwater Management Project Fund	472,692	0	0	0
From Park Impact Fee Funds	0	0	800,000	400,000
From CP Quarterly Note Issuances	3,980,000	0	160,000	0
From CP Allocated Credit Capacity	0	(1,426,129)	0	0
Total Interfund Transfers	17,443,333	33,386,882	42,527,503	42,534,664

Appropriations:

Public Art Program Countywide Fund	0	0	159,490	178,760
Public Art Program Unincorporated Area General Fund	0	0	30,200	0
Grant Match - ELAPP	15,000	0	0	0
CIP Refunding Rev. Bonds '96 Sinking Fund	3	0	0	0
Capital Imp. Commercial Paper Program Fund:				
Stormwater Management Project Fund	3,150,000	0	0	0
CIT Phase II Financed Project Fund	25,030,845	37,552,481	67,792,621	(13,552,660)
CIT Phase III Project Fund	0	0	6,565,000	0
Central Energy Plant Phase II Const Fund	3,980,000	0	0	0

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Adopted	FY 06 Adopted	FY 07 Planned
Court Facilities Project Fund	0	(1,426,129)	0	0
EPC Sabal Park Facility Project Fund	0	0	160,000	0
Solid Waste Financed Project Fund	0	0	52,055,000	51,500,000
Water/Wastewater Capacity Assmt Unit Proj Fund	0	0	0	37,425,000
Water/Wastewater Utiluty System Financed Proj. Fund	0	0	32,147,000	34,774,000
2004 Community Investment Tax Rev. Bonds:				
Stormwater Management Project Fund	1,229,681	0	0	0
CIT Phase II Financed Project Fund	2,807,767	0	0	0
Total Interfund Transfers	36,213,296	36,126,352	158,909,311	110,325,100

ENTERPRISE FUNDS

Solid Waste Utility Enterprise Fund

Revenue:

From CP Allocated Credit Capacity	0	0	52,055,000	51,500,000
Total Interfund Transfers	0	0	52,055,000	51,500,000

Water & Wastewater Utility Enterprise Fund

Revenue:

From CIT Project Fund (Phase I)	105,094	0	0	0
From CP Allocated Credit Capacity	0	0	32,147,000	72,199,000
Total Interfund Transfers	105,094	0	32,147,000	72,199,000

Appropriations:

Utility System Operation & Maint. Fund

Grant Match - Byrne Grant CL2507	0	55,443	0	0
Total Interfund Transfers	0	55,443	0	0

Notes:

- (1) Fine & Forfeiture Fund paid for Court related costs and services prior to the enactment of Article V on July 1, 2004.
- (2) Local Criminal Justice Trust Fund paid for other Court costs, Medical Examiner, Public Defender, State Attorney, and Victim Assistance prior to the enactment of Article V on July 1, 2004.
- (3) Due to accounting requirements, agency funding appears outside the General Fund, but the property tax subsidy is reflected in the transfer shown here.



Hillsborough County
Florida

**Adopted
Biennial Budget
For FY 06
And FY 07**

**Capital
Budget**



**Hillsborough County
Florida**



Hillsborough County
Florida

CAPITAL BUDGET

Overview

The FY 06 capital budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2005 and ending September 30, 2006. The FY 07 capital budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2006 and ending September 30, 2007. The capital budgets incorporate anticipated revenues and expenditures included in the first and second years of the Capital Improvement Program (CIP). The County Administrator's adopted FY 06 capital budget for Hillsborough County is \$334.5 million, while the planned FY 07 capital budget is \$261.8 million.

The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants; these one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to be of high cost, requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees, and certain gas taxes are by statute or other legal restriction limited to use on capital improvements.

To provide direction for the capital program, the Hillsborough County Board of County Commissioners has adopted Policy 03.02.02.00 - Policy for Capital Budget and Capital Improvement Program. This policy defines requirements for projects included in the Capital Budget and Capital Improvement Program. Under the policy a capital project is defined as a set of activities which includes one or more of the following:

- Delivery of a distinct capital asset or improvement to an existing capital asset which will become an asset of Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles and applicable state statutes.
- Any contribution by Hillsborough County to other governmental or not-for-profit entities to deliver a capital improvement. In situations where the improvement is not or will not become an asset of the County, it will be included in the Capital Improvement Program as a contribution.
- Any project or equipment funded from the Community Investment Tax (CIT).
- Any engineering study or master plan needed for the delivery of a capital project.
- Any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

In Hillsborough County, capital improvements are classified into eight programs: Fire Services, Government Facilities, Libraries, Parks and Recreation, Solid Waste, Stormwater, Transportation, and Water Services. In addition, the adopted FY 06 and planned FY 07 capital budgets also include funding for the County's ELAPP (Environmental Land Acquisition and Protection Program), the Repair, Renovate, Replace and Maintain program and payments to the Citrus Park Community Development District and to the Fish Hawk developer for road improvements they previously constructed for which they are entitled to reimbursement from transportation impact fees. These activities, while not specifically meeting the criteria above, are tracked through the capital budget to provide for better accountability and control.

As previously noted, capital projects, unlike operating expenses which recur annually, only require one-time allocations for a given project. This funding flexibility allows the County to use financing and one-time revenue sources to accelerate completion of critical projects. Among capital projects being accelerated through the use of these one-time funding sources are the court facilities expansion project, numerous community investment tax funded projects, and various transportation improvements. Significant projects within each program are discussed below; more comprehensive project information can be found in the County's adopted FY 06 – FY 11 Capital Improvement Program. Interested parties can review this and other information at the County's website at www.hillsboroughcounty.org. Select the budget section on the website. The adopted Capital Improvement Program (CIP) is also available at your local regional library.

Note that the adopted FY 06 and planned FY 07 capital budgets differ from the adopted CIP budget as certain adjustments and other expenditures reflected in the adopted capital budgets are not included in the adopted CIP. For example, budgeted funds under \$150,000 for the Major Repair, Replacement, Renovation, and Maintenance program as well as payments to developers previously discussed are not reflected in the CIP.

Another item of note occurred after formal adoption of the FY 06 – FY 07 budget. On October 5, 2005, the BOCC approved the use of additional future Community Investment Tax (CIT) funds for capital project uses. It is too early to determine what impact these added projects will have on the FY 06 and FY 07 capital budgets. This additional CIT funding is discussed further in the adopted FY 06 – FY 11 Capital Improvement Program.

Financial Policies

Among the financial policies adopted by the Board of County Commissioners in FY 98 are several which pertain to the preparation, implementation, monitoring and financing of capital projects. While the County Administrator is responsible for the continued development, monitoring and update of these policies, specific functions are carried out by the Management and

CAPITAL BUDGET

Budget and the Debt Management Departments. These and other policies are reviewed periodically by the County Administrator and the Board of County Commissioners and are detailed in the Financial Policies and Procedures section of this document.

Specific policies applying to the Capital Improvement Program and the Capital Budget are:

- BOCC Policy 03.02.01.00 - Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs
- BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program
- BOCC Policy 03.02.02.05 - Pay-As-You-Go Funding of Capital Projects
- BOCC Policy 03.02.02.06 - Prioritization of Capital Projects
- BOCC Policy 03.02.02.07 - Minimizing the Expense of Financing Capital Projects
- BOCC Policy 03.02.02.08 - Operating Impact of Capital Projects
- BOCC Policy 03.02.02.20 – Budgetary Control
- BOCC Policy 03.02.02.26 - Use of Capital Project Appropriations
- BOCC Policy 03.02.03.00 - Environmental Land Acquisition Program (ELAPP) Fund
- BOCC Policy 03.02.06.00 - Debt Management
- BOCC Policy 03.03.01.00 - Water and Wastewater Financial Policy.
- BOCC Policy 03.03.05.00 - Community Investment Tax Financial Policies.
- BOCC Policy 04.05.00.00 - Capital Funding for Outside Agencies.

Capital Planning

Capital Planning refers to the process of identifying and prioritizing County capital needs for determining which capital projects should be funded in the capital budget as resources become available. Capital Planning for the County takes place on two levels – countywide and within the unincorporated area.

Countywide planning is guided by the Hillsborough County Comprehensive Plan. This plan, prepared by the Hillsborough

County City-County Planning Commission and formally adopted by the Hillsborough County Board of County Commissioners, provides long-term direction for the growth and development of the County. The Comprehensive Plan is organized into different subject areas called elements. Five capital programs relate to one or more of these elements - parks and recreation, solid waste, stormwater, transportation, and water services.

Hillsborough County's plan includes a very specific growth management strategy called the Urban Services Area. This strategy is designed to direct growth into areas where public service needs can be more efficiently served and where existing services are already in place.

Proposed capital projects are reviewed for compliance to the adopted comprehensive plan as part of the budget adoption process.

The public has many opportunities to get involved both during the comprehensive plan development process and during the budget adoption process. Interested parties can view the Comprehensive Plan at the Planning Commission's website located at www.theplanningcommission.org.

Planning for the Hillsborough County Unincorporated Area is performed primarily within the County. Each capital program has different criteria for assessing project needs and priorities, however, a common characteristic of the planning processes is the recognition of the importance of obtaining input from the public and other interested governmental and private agencies. The individual program planning processes provide the guidance necessary for allocating available resources during the capital budget process. A brief description of the various planning processes follows.

Fire Rescue – The Fire Rescue Department maintains a Capital Facilities Master Plan which details new fire station needs required to meet emergency and rescue service requirements within the unincorporated area. The plan is prepared based on national service response time standards established by the National Fire Protection Association and on the relevant goals, objectives and policies incorporated in the County's Comprehensive Plan discussed above.

In developing the plan, the response time standards adopted by the County are applied to an analysis of the needs of Hillsborough County's current and projected populations and population distribution to identify where and when new fire rescue facilities will be needed. The plan is updated every five years.

Libraries – In September 2003, the Library Board delivered a capital facilities master plan to the BOCC. The plan identifies a need to add 286,500 square feet of library space, and a minimum of 789,000 library volumes to the Library System over the 2005 – 2015 period.

CAPITAL BUDGET

In the preparation of the master plan, two key standards for Library System performance, volumes of library material per capita and square feet of library space per capita, were selected. These standards were then applied to an analysis of the needs of Hillsborough County's current population, and projected population increases, resulting in a long-range capital facilities plan for the Tampa-Hillsborough County Public Library System. The master plan will be the primary source for adding new projects to the Library Services Capital Program.

Parks – The strategic vision of the Parks and Recreation Department includes the development of the “PR2000” plan to safeguard the inheritance of the county's future generation.

The PR2000 plan identifies future developments that may affect expected needs and wants and social environments. It identifies the most critical stakeholders and their major interests and expectations, such as safety and security, high quality experience, well maintained facilities and the preservation of our natural and cultural resources. This tool is evaluated against the current environment in order to develop a Capital Improvement Plan that is consistent with the vision of Hillsborough County and the values and expectations of our community.

Solid Waste - The Solid Waste Management Department has an established plan to determine the need to enhance and or change its Capital Improvement Program on an annual basis. This plan calls for information to be gathered from various sources such as staff, stakeholders, public meetings, etc. to identify needs that should be incorporated into the Capital Improvement Program. Management reviews the information and prioritizes each need according to a pre-established ranking system.

The ranking system takes into account mandates by federal and state agencies, health and safety concerns, capacity needs, efficiency, location requirements, population growth and aging infrastructure.

Stormwater – The County maintains a Watershed Master Plan that incorporates identified needs for each of its seventeen watershed basins. The plan is periodically updated as new development and stormwater improvements are completed throughout the County. Under the plan, the entire County (1072 sq. miles) is divided into 17 watersheds (Basins) and further divided into 7,000 sub-basins. The master plan study looks at water quantity, water quality, and the natural watershed system. The plan identifies areas with inadequate conveyance systems or poor water quality, and recommended solutions are identified.

Flood control project evaluations take into consideration the following factors: frequency of flooding, the category of the road subject to flooding (local/arterial/collector road), the number of structures flooded, stormwater asset conditions (groundwater

table, erosion/siltation and structure) and the potential of available matching funds.

Water quality or natural system projects are evaluated based on concerns communicated by the Florida Department of Environmental Protection relating to the sub-watershed segment of “impaired waters/water bodies”, the concern of water quality parameters, and the benefits of a natural system.

Both engineers and environmental scientists from an investigation team, specialized service unit, environmental team and master planning team contribute to this uniform matrix evaluation process.

The County also maintains a separate list of non-watershed related neighborhood stormwater needs. Criteria for neighborhood stormwater projects is similar to criteria for watershed master plan projects, with the exception that environmental issues and the availability of matching funds are not included in the evaluation.

Transportation – Efficient movement of people and goods is important to the public safety, economic viability, and overall quality of life in Hillsborough County. Planning occurs on several levels.

The Hillsborough County Metropolitan Planning Organization (MPO), working with the county and its three incorporated municipalities (City of Tampa, Plant City and Temple Terrace), and with input from county residents, is responsible by state statute for adopting the Long Range Transportation Plan, a blueprint for comprehensive transportation planning throughout the County. The MPO also consolidates the transportation capital improvement programs of various political jurisdictions constructing transportation projects within the county into an annual Transportation Improvement Program (TIP). The Long Range Transportation Plan and the Transportation Improvement Program are used by the County in prioritizing major capacity projects for funding, determining project impact fee eligibility, and in allocating state and federal grant dollars. These plans can be viewed at the Metropolitan Planning Organization's website at www.hillsboroughmpo.org.

As previously indicated, the Hillsborough County City-County Planning Commission is responsible for developing and monitoring compliance with the County's Comprehensive Plan. The Commission also reviews proposed developments of regional impact (DRI) proposals (those development proposals that will have significant impact on existing county roads).

Each municipality is responsible for its own transportation planning, however, major roads that have been determined to have a countywide importance may be designated as county roads, with the county primarily responsible for their maintenance and improvement. Capital needs associated with these roads, as well as all transportation needs in the

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unincorporated area of the county, are evaluated for inclusion in the annual capital budget.

Planning for the transportation program is performed on a sub-program basis. The main sub-programs within the transportation program are roads, intersections, sidewalks and bridges. With the exception of roads, where the county adopts the prioritized list from the Long Range Transportation Plan (LRTP) and adds local road improvements not subject to inclusion in the plan, the County has prepared, and the Hillsborough County Board of County Commissioners has adopted, a master plan for intersections, bridges and sidewalks. While specific criteria used for prioritizing the projects on the plans differs by project type, they encompass public safety, traffic volume, environmental mitigation, and other key factors as well as incorporating input received during public outreach processes integral to the planning process.

Water Services - The Water Department is responsible for providing quality water, wastewater and reclaimed water services to Hillsborough County residents. This includes the operation and maintenance of these facilities including treatment plants, pumping stations, metering devices, and all related transmission piping and above ground appurtenances. The Department is also responsible, when operating the above facilities, for complying with all federal, state and local regulatory and permit requirements.

In FY 00, the Department implemented a new CIP Delivery Process. This process uses a systematic approach to develop and refine the scope, schedule, and budget of existing and newly proposed expansion and renewal and replacement projects. It allows priorities to be determined and makes heavy use of schedules to ultimately deliver quality projects from conception to project completion.

The goal of the CIP Delivery Process is to deliver various department projects in an efficient and economical manner to help accomplish the above mission. The main objectives of the process are to:

- Economically build and maintain existing system assets.
- Deliver projects on schedule and within budget.
- Allow for the annual update of the CIP.
- Allow for adjustments to the approved CIP Program due to changing priorities for those projects not yet in the implementation phase.
- Seamlessly coordinate with the Countywide CIP.
- Permit performance measurement.
- Provide documentation for management and historical trending purposes.

The Board of County Commissioners policy 03.02.02.06 requires that capital projects be prioritized. The Department's Project Prioritization Model (PPM) is a formal method of documenting

and tabulating the results of applying subjective criteria to prioritize the CIP each fiscal year. There are six major categories to score a project against other projects within the Department's CIP, as listed below:

- Compliance.
- Health and Safety.
- Expansion / Renewal and Replacement
- Long Range Planning.
- Community and Environmental Impacts.
- Economic / Financial Considerations.

The resulting score for each existing or new "planning" project is used at the beginning of the budget process to rank all of the projects within the CIP.

Additionally, the Department's Payback Analysis Model (PAM) incorporates several economic factors to estimate the payback period of a given capital project. It determines the payback period by modeling the average monthly revenues generated by the Equivalent Residential Customers (ERC) to be served by the capital project. Generally, the information that is required to be input into the model include:

- Project Name, CIP Number and Type.
- Payback Analysis Period.
- Discount Rate.
- Debt Service or Pay-As-You-Go.
- Expansion Percentage.
- O&M and Fixed Overhead Cost
- Capital Cost by Year
- Outside Funding Sources.
- ERC's served by the Project.
- ERC Connection Schedule.
- Rate and Debt Service Information.

The information above is used to assign a weighted economic criteria number for the project in the earlier referenced Project Prioritization Model (PPM) during each fiscal year budget process

Finally, the CIP Master Program Schedule is used as a planning tool to lay out each of the project schedules, provide the cash flow requirements of the program as a whole, anticipate project resource needs and provide historical data for future trend analysis. In addition the Master Program Schedule is also used at the beginning of each fiscal year to facilitate the efficient distribution of work throughout a six year period.

Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma Document. It is used to put current budget and financial decisions into a longer-term

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context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is particularly useful in showing how capital projects, funded in the biennial budget or planned over the next several years, will impact future operating budgets in terms of maintenance, utility and staffing costs.

Another tool used in financial planning is the County's debt management strategy. Credit ratings assigned by the three international rating agencies, Moody Investors Service, Standard and Poor's Corporation, and Fitch are a key factor influencing interest rates paid on local government's borrowings. Because of the significant impact interest rates have on our overall financial position, Hillsborough County places a great deal of emphasis on its business relationship with the rating agencies. The County conducts formal credit updates each year and notices of any material credit changes are provided to the rating agencies throughout the year.

The County's general credit ratings are Aa2 / AA+ / AA+ on a scale where Aaa / AAA / AAA are the highest ratings. The County's high ratings are an objective indication of sound financial management, recognition that its overall debt profile is characterized by good debt service coverage from pledged revenues and by sound legal provisions ensuring full and timely payment of debt service. On a per capita basis, Hillsborough County's debt is comparable to similarly sized counties.

To address short-term project funding requirements, Hillsborough County uses a Commercial Paper Program. Under this program the Board authorizes short-term borrowings when needed to provide adequate cash flow for active projects. This approach ensures that long-term debt is issued only when needed and is only issued in appropriate amounts. Furthermore, the use of tax exempt short-term debt tends to be the lowest cost financing tool available to local government resulting in substantial savings to the County. Upon completion of projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes.

Finally, the County actively and aggressively monitors market opportunities to refinance its debt to achieve lower debt service costs. When legally and economically feasible, lower interest debt will be issued to pay-off outstanding debt thereby making revenues available to fund County services. Occasionally, the County utilizes low-risk financial hedging techniques such as interest rate swaps to lock-in low interest rates for a future date when debt can be legally or economically refinanced.

Capital Improvement Program Process

The annual Capital Budget and Capital Improvement Program (CIP) update began in January as part of the County's budget kickoff. At this kickoff, the County Administrator and the Management and Budget Department met with program directors and managers to explain the overall process and to

provide pertinent information regarding funding and expenditure issues, budget process changes and general instructions. At this meeting the County Administrator outlined her goals and direction for the new budget.

In January and February, Management and Budget Department staff conducted a series of training sessions to provide capital project management and staff specific direction relating to the capital budget process. As part of this training, those involved in the capital budget process were given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital project budgets, including revising current project estimates and submitting requests to add new capital projects.

Integral to the budget process is the identification and prioritization of unfunded capital needs. The Management and Budget Department maintains a comprehensive list of prioritized unfunded capital needs which is used in identifying new projects to be recommended for funding. This list identifies preliminary project information such as name, location, description or scope, the estimated cost, and any operating cost impact. One of the first steps in the budget process is to provide a current copy of this list to all departments for their review and revision as appropriate. This updated Unfunded Capital Projects Request List is then used to determine which new projects should be added to the new Capital Improvement Program.

Another key step in the budget process is a review of capital project estimates in the current CIP or new projects added during the current fiscal year. This is to ensure that the next CIP will reflect these revised cost estimates. Departments are asked to review and update project information in the County's Project Information Management System (PIMS) as appropriate.

A specific form – the Capital Project Initiation Request Form - is used to document project changes or new project requests. This form is designed to guide the preparer in providing all necessary information including the reason for the project, the proposed project location and scope, project funding requirements by fiscal year, proposed project schedule and completion dates, anticipated operating cost impacts and management approvals.

Using updated information, the Management & Budget Department develops draft documents showing all projects that either have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the recommended budget.

These draft documents are distributed to the departments for another review and the opportunity to correct any erroneous information. Upon completing their review, Management and Budget Department staff meets with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

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Once meetings with the Program Directors are completed, the next step is to meet with the Assistant County Administrators to review and discuss the requested budgets. Any revisions requested by the Assistant County Administrators are incorporated into the documents and communicated to the appropriate departments.

The final step in preparing the recommended Capital Budget and CIP is to meet with the County Administrator for final input. Any final revisions are incorporated into the recommended Budget and Capital Improvement Program documents presented to the Board of County Commissioners during June of each year. The FY 06 – FY 07 recommended budget and Capital Improvement Program documents were presented to the Board on June 8, 2005.


PROJECT TITLE: BELL SHOALS ROAD WIDENING (BLOOMINGDALE TO BOYETTE) **PROJECT NO:** 69112

CIE REQUIREMENT: Y **PROGRAM:** TRANSPORTATION/ROADS

LEVEL OF SERVICE IMPACT: E

Project Description:
Widen Bell Shoals Road from Bloomingdale Avenue to Boyette Road with raised median and traffic operations with directional turn movements and turn lanes. Install intersection signalization at Starwood Street.

Neighborhood Community Area:
Bloomingdale (Central)



Operating Cost Impact:
Annual operating and maintenance costs are estimated to be \$29,000 per year.

Project Completion Date: Sep 2012

Expenditure Plan (in \$000's):	Total Est Cost	Prior Yrs Funding	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Future
Development	625	625	0	0	0	0	0	0	0
Design	2,500	400	2,100	0	0	0	0	0	0
LandROW	8,300	0	1,850	4,300	1,950	0	0	0	0
Construction	17,000	2,600	0	0	1,950	3,000	5,000	4,550	0
Equipment	0	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	0	0	0
Total	\$28,125	\$3,625	\$3,950	\$4,300	\$3,700	\$3,000	\$5,000	\$4,550	\$0

Funding Sources (in \$000's):	Total Est Cost	Prior Yrs Funding	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	Future
As Valorem	24,500	0	3,950	4,300	3,700	3,000	5,000	4,550	0
Financing - CIT Backed	3,625	3,625	0	0	0	0	0	0	0
Total	\$28,125	\$3,625	\$3,950	\$4,300	\$3,700	\$3,000	\$5,000	\$4,550	\$0

Sample Capital Project Detail Page

Explanation of the Capital Project Detail Page

Project Title – Brief name of project

Project No. – Unique identification number assigned for accounting purposes.

CIE Requirement – Indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act.

Level of Service Impact – If the project addresses a CIE element, indicates what impact it has on the level of service (a full explanation of levels of service is provided in the CIP document).

Program – Indicates the capital program to which this project pertains.

Project Description – A description of the project scope

Operating Cost Impact – Indicates the ongoing annual operating and maintenance funding this project will require once completed.

Project Completion Date – The estimated date that the project will be ready for use

Neighborhood Community Area – Specifies in which area of the County the project will occur. A project location map is also provided. This allows the website visitor or CD user to easily search for all projects within a certain area of the County.

Expenditures – A breakdown by year of how the project funds will be spent.

Funding Source(s) – A breakdown by year of where the funding for the project will come from. Many projects have multiple sources of funding.

Throughout the budget development process, the County Administrator and Management and Budget staff conduct various budget related workshops with the Board of County Commissioners to provide them with revenue projection updates and to obtain overall policy guidance.

Once the recommended budget and CIP have been presented to the Board, a series of budget workshops and public meetings are held. Four public hearings to gain public input are conducted after the recommended budget has been presented: two non-mandated meetings – one in June and one in July - and two statutorily required meetings during the month of September. During this period, the Hillsborough County City - County Planning Commission also reviews the recommended CIP to ensure compliance with the County's Comprehensive Plan. The final budget and CIP is formally adopted by the Board of County Commissioners at the fourth public hearing. This year, the BOCC held the non-mandated public hearings on June 9, 2005 and July 21, 2005. The first statutorily required public hearing to adopt the tentative budget and millage rates was held on September 8, 2005, and the public hearing to formally adopt the FY 06 budget and millage rates and approve the FY 07 planned budget was held on September 22, 2005.

Final budget documents reflecting the adopted budget and CIP are then prepared and distributed in both hardcopy and electronic formats. Once the capital budget and CIP are formally adopted, changes to the budget may only be made in

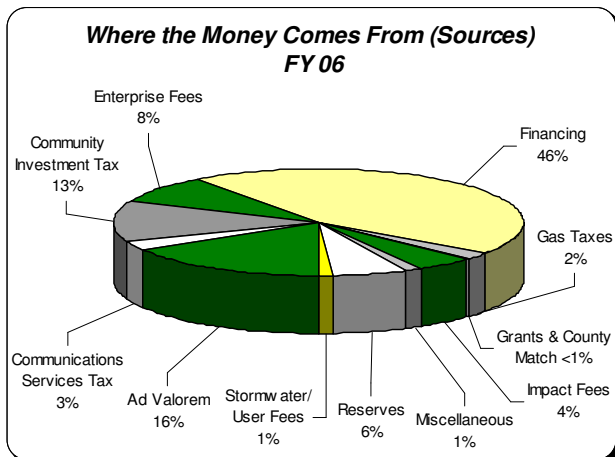
CAPITAL BUDGET

accordance with the budget amendment process defined in BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program which ensures compliance with budget amendment requirements per in Florida State Statute 129.06. The BOCC policy also specifies that the list of projects included in the adopted CIP may only be revised through formal Board resolution.

Funding Sources

Funding for capital projects comes from a variety of sources, but generally falls into one of several categories: ad valorem taxes, the Community Investment Tax, fuel taxes, enterprise fees, special assessments, impact fees, grants or financing.

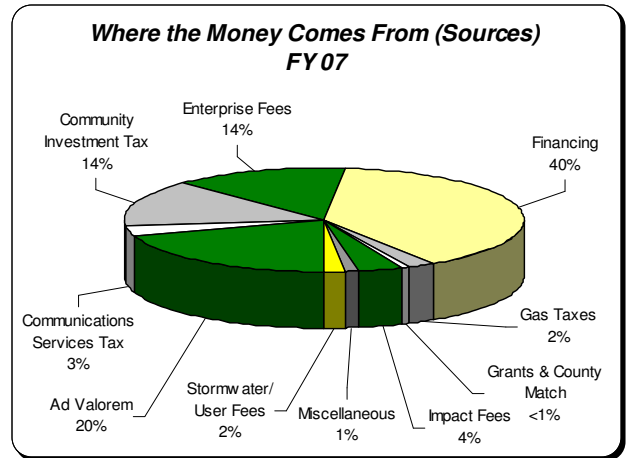
- Ad Valorem (Property) Taxes are taxes levied by the Hillsborough County Board of County Commissioners on property within the County.
- There are three ad valorem taxes imposed by Hillsborough County – the Countywide Property Tax imposed on all property within the County, with use restricted to projects providing countywide benefit; the Unincorporated Area Property Tax, imposed on all property in the unincorporated area of the county with use limited to projects serving the unincorporated area; and the Special Library Property Tax, imposed on all property within the City of Tampa and the unincorporated area of the County with use restricted to library projects. Both Temple Terrace and Plant City maintain their own library systems and are not subject to the Special Library Tax.



- The Communications Services Tax is a 4% tax imposed on local and long distance telephone calls, cable, fax, pagers and beepers, cellular phone services and other related telecommunication services. The Board of County Commissioners originally designated 1% of this tax for the construction of new fire stations. The one percent generates approximately \$5.9 million annually. Starting in FY 06, the Board has increased this amount by an

additional ½ percent, or an additional \$2.9 million, for a total of 1½ percent for the construction of fire stations.

- The Community Investment Tax is a ½ percent sales tax imposed on the price of taxable goods, as defined by state statute, sold within the County. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure, and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax is scheduled to sunset on January 31, 2027.



- Fuel Taxes used to fund capital projects include the Six Cent Local Option Gasoline Tax, the Voted (Ninth Cent) Gasoline Tax, and the Constitutional Fuel Tax. Permitted uses for each of these taxes is defined by statute, and in the case of the Voted Ninth Cent Gasoline Tax, further restricted by County ordinance.

Use of the Six Cent Local Option Gasoline Tax is limited to transportation expenditures for public transportation operations and maintenance; roadway and right-of-way maintenance and equipment and structures used primarily for the storage and maintenance of this equipment; roadway and right-of-way drainage; street lighting; traffic signs, traffic engineering, signalization and pavement markings; bridge maintenance and operation; and debt service and current expenditures for transportation capital projects including construction or reconstruction of roads.

Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

Use of the Constitutional Fuel Tax collected by the state on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration payable from this tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and

CAPITAL BUDGET

maintenance of roads as defined by statute or as matching funds for grants specifically related to these purposes.

- Enterprise fees are charges for services imposed on users of facilities of the two programs funded through enterprise funds - Solid Waste and Water/Wastewater/Reclaimed Water.

By definition, an enterprise fund is a fund that accounts for government services that receive a substantial portion of their income from these charges for services. An annual fee schedule for each enterprise fund is set by Board of County Commissioners, and use of these revenues is restricted to operating, maintaining or building new infrastructure for the respective service for which the fee is being collected.

- Special assessments are charges levied by statute or ordinance for a specific purpose. One example is the stormwater fee, a non-ad valorem special assessment levied on the annual property tax bill which is used to help fund the Stormwater capital program.
- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The county is divided into zones for each type of impact fee.

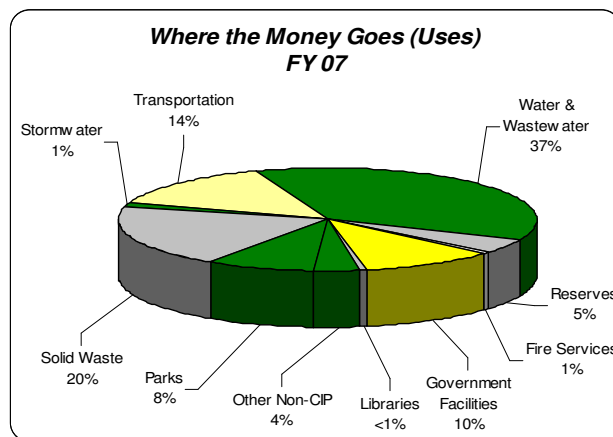
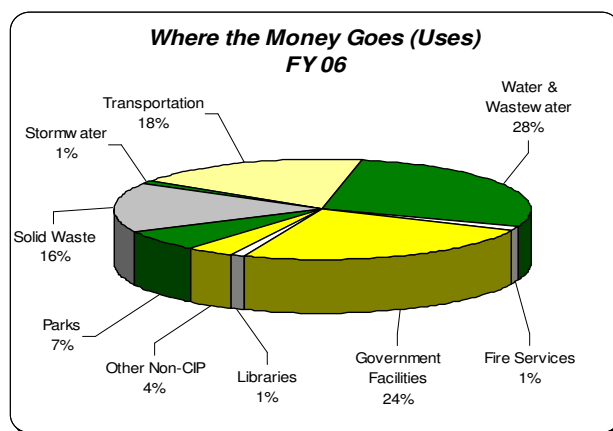
Use of impact fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. There are four types of impact fees: transportation, parks, fire, and schools. Impact fees are governed by the County's Consolidated Impact Fee Assessment Program Ordinance.

- Grants & Shared Revenues can come from various sources including the federal and state governments, other local jurisdictions and agencies, and private donations. Use of grant funds is restricted to the specific purpose defined by the party providing the grant.
- Financing is the last source of funding used. Short-term financing via a commercial paper borrowing program is used to borrow funds when needed in order to accelerate project completion and to keep financing costs down. Upon completion of the projects funded with short-term debt, the debt will be converted to long-term debt.

Uses of Funds

Capital budget expenditures are related to one of the eight capital programs – Fire, Libraries, Government Facilities, Parks and Recreation, Solid Waste, Stormwater, Transportation, and Water Services – or to the Environmental Land Acquisition and Protection Program (ELAPP) or the Repair, Renovate, Replace

and Maintain program. Each of these programs will be discussed in more detail below.



Fire Services

The adopted Fire Services capital budget for FY 06 is \$5 million; the planned capital budget for FY 07 is \$1.6 million. The program is funded through a combination of Impact Fees, the Community Investment Tax, the Communications Services Tax, and Ad Valorem Tax dollars. Three projects are scheduled to be completed during FY 05 - River Oaks and the Tampa Shores fire stations and the Fire Stations Code Compliance Phase II project.



Chapman Fire Station

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The FY 06 capital budget includes additional funding in the amount of \$2.1 million for land acquisition for future construction of the top eight fire stations listed in the Fire Rescue Capital Facilities Master Plan. Completion of the Chapman Road fire station is scheduled for April 2006, while the Northdale and the Country Place fire stations are scheduled for October 2006 completion.

Government Facilities

The adopted Government Facilities capital budget for FY 06 is \$80.6 million; the planned capital budget for FY 07 is \$28.2 million. The budget provides funding to continue the program approved by the Board in September 2004. A total of 20 new projects are added in FY 06. Major projects within this program include the Court Facilities Expansion project, Falkenburg Road Jail Phase VI, Central Energy Plant Phase II, Brandon Regional Service Center; Mosquito Control Facility Relocation, and the East County Courthouse Redevelopment / Regional Service Center.

New projects added in FY 06 include expansion of court related functions space for the State Attorney, Public Defender, Felony Court, Family/Civil Court, and the Main Courthouse. In addition, there are a number of new projects to keep some county facilities in good and safe operating condition. Other new projects include a Children's Services Treatment Center, Children's Services Campus Enhancements, a contribution to the Corporation to Develop Communities in East Tampa for the Urban Enterprise Center project, a contribution to the Florida Aquarium for a new exhibit that will highlight the County's Tropical Fish industry and the world of home aquariums, and a new building at the Westgate Complex for the Children's Board.



Sheriff's Childcare Facility

Fifteen projects are scheduled to be completed in FY 05.

Funding sources for the program include Community Investment Tax, Financing, Ad Valorem Tax proceeds and Grant dollars.

The Falkenburg Road Jail Phase VI project is a \$50.4 million dollar project that will not only provide much needed jail space to

alleviate jail overcrowding (512 bed direct supervision dormitory, 256 bed single confinement housing, 100 bed expansion of the Infirmary and completion of the clinic), but will also expand administrative space; provide a new Master Control System (electronic and video security controls system that includes a central video visitation facility for the entire jail system); a warehouse building, renovations to the inmate property room; prisoner transfer area and the facilities maintenance area; and completion of the inmate programs building. The project is part of a Master Plan approved in 1996 for the expansion of the Falkenburg Road Jail Site which will eventually grow to more than 4,600 beds. Previous jail construction phases were planned with an emphasis on delivering maximum inmate capacity with limited operational infrastructure. Phase VI also includes support structures that are programmed to "catch up" from prior phases and to meet the facility's needs through the eventual built-out.

The Falkenburg Road Jail is operated using a management style referred to as "direct supervision" whereby one deputy works directly inside the inmate living area - referred to as a "pod" - with 64 inmates. The absence of physical barriers found in most traditional jails, e.g. bars and steel doors, allows the deputies to run the entire jail, not just the hallways and control rooms and keeps the construction cost down. Each pod is equipped with toilet and shower areas, washing machines and dryers, a food preparation area, an outdoor exercise area and a medical procedure room - all services are decentralized. Inmate movement is limited to court appearances, infirmary visits, inmate programs and release/transfer from jail, making direct supervision a very secure method of jail operation.

The direct supervision design of the jail allows for the use of commercial, instead of detention grade, fixtures and furnishings, further lowering the construction cost. The construction cost (exclusive of design, contingencies, permitting, etc.) for Phases IV and V was \$13,080 per bed. Direct supervision jails are less costly to build and to operate.

Library Services

The adopted Library Services capital budget for FY 06 is \$3.4 million; the planned capital budget for FY 07 is \$1.3 million. Five new projects are added in FY 06 and one is added in FY 07: Robert W. Saunders Library Expansion Phase I, Seffner Mango replacement, Sulphur Springs Partnership Library, Riverview Additional Land and Parking, University Area Partnership Library and the Turkey Creek Partnership Library. These are the projects the Board asked staff, earlier this year, to consider for addition to the Capital Program. The County's Five-Year Pro Forma (a five year forecast of revenues and expenditures for major funding sources) indicates that anticipated capital and operating costs for these facilities can be covered with anticipated revenues.

CAPITAL BUDGET

Two new libraries are scheduled for completion in FY 05; the South Brandon Library and the Upper Tampa Bay/Westchase Library. The South County Regional Library is scheduled to be completed in June 2006.

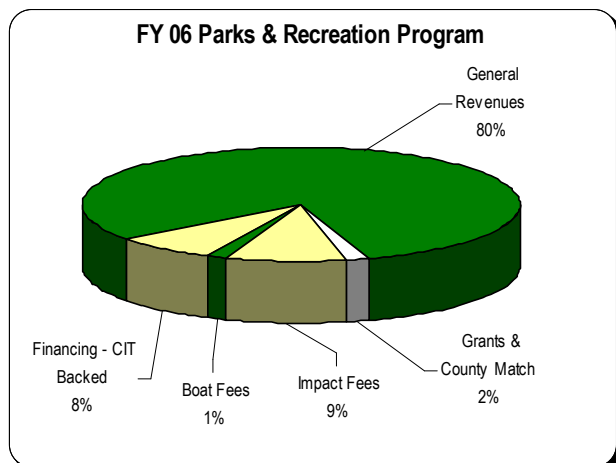


South County Regional Library

The Library Program is funded with a combination of Ad Valorem Tax proceeds, State Grants, and Community Investment Tax proceeds.

Parks and Recreation

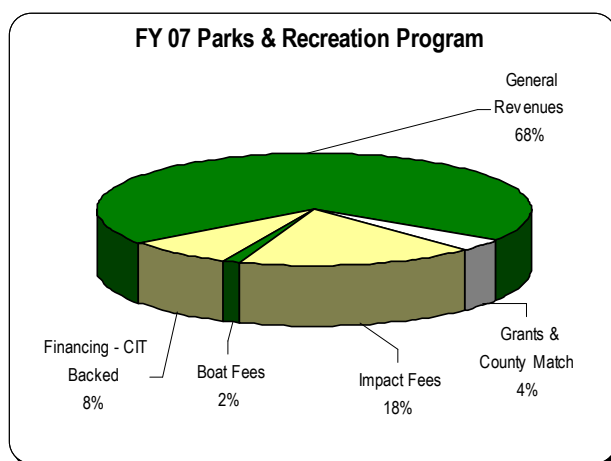
The adopted Parks and Recreation capital budget for FY 06 is \$22.9 million; the planned capital budget for FY 07 is \$23.0 million. The program is funded through a combination of Impact Fees (its major source of funding), Community Investment Tax proceeds, Ad Valorem Tax proceeds, Boat Improvement Fees and Community Development Grant Funds.



The Parks and Recreation Program includes a mix of recreational facilities such as parks, trails, community and recreational Centers, dog parks, and boat ramps. The program includes both local and regional parks. Regional parks serve citizens in both the incorporated and unincorporated area of the County and are normally funded with Countywide Ad Valorem

Taxes. Local parks serve the citizens of the unincorporated area of the County and are normally funded with Impact Fees.

New projects for FY 06 and FY 07 include \$3.1 million for the development of the Progress Village Sports Complex, \$3.0 million for the construction of an all-weather track to be used for local and national events, \$3.4 million for land acquisition and construction of a sport complex in the Branchton Area, \$1.5 million for the construction of the Citrus Park Community Center, \$2.3 million for Cross Creek Park land acquisition, \$4.2 million for the construction of the Cross Creek Sports Complex, \$0.3 million for campground improvements at Flatwoods Park, \$1.2 million contribution to the YMCA for the construction of the



Northdale Swimming Pool, and \$1.5 million for the Seffner Library Park Land Acquisition project. It also includes \$80,000 in Boat Improvement Funds for improvement and construction of various boat ramps, the restoration of Parks facilities totaling \$2.6 million and \$50,000 to determine the feasibility of developing the Logan Gate Park and the Ben Hill Middle School Park.

Environmental Lands Acquisition and Protection Program (ELAPP)

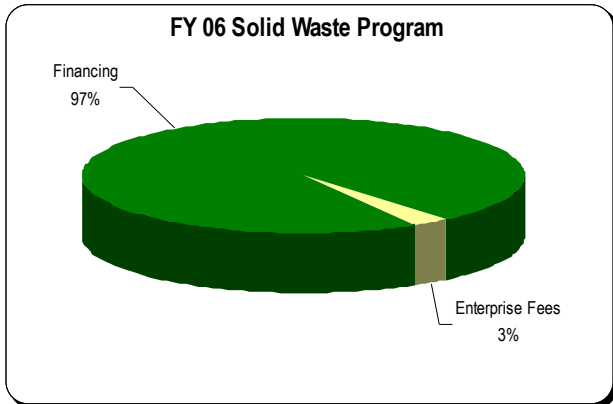
A subset of the Parks Program is the Environmental Lands Acquisition and Protection Program (ELAPP). This program is dedicated to the purchase of land for the protection and preservation of our natural resources. Some of the criteria used when considering whether to protect a property are: whether it is environmentally sensitive; in danger of development; has archaeological significance; or features native plants and animals unique to the area. Funding is secured through an operating and debt service ad valorem millage not exceeding 0.25 mills in any one year period. This property tax, approved by referendum in 1991, is scheduled to expire in 2011. As of September 2004, the program has acquired approximately 41,300 acres at a cost of \$149.2 million since its inception in 1987. Included in the Parks and Recreation capital budget, this program has been allocated \$8.0 million in FY 06 and \$8.9

CAPITAL BUDGET

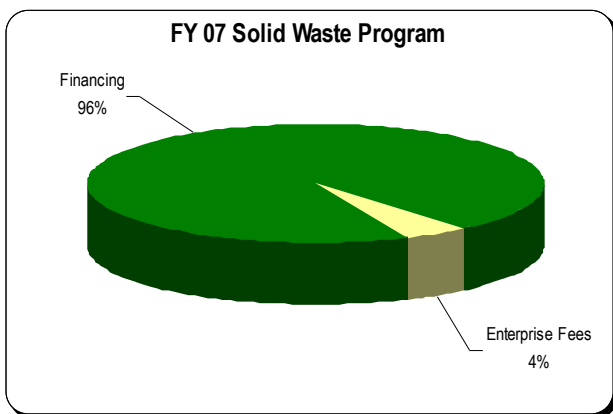
million in FY 07 for the purchase of eligible parcels as they become available.

Solid Waste

The adopted Solid Waste capital budget for FY 06 is \$53.6 million; the planned FY 07 capital budget is \$53.8 million. The program is funded with a combination of enterprise fees and financing.



The program adds 5 new projects, which include the improvement of the Hillsborough Heights Collection Center, the Southeast Landfill Roadway, the expansion of the Hillsborough Heights Maintenance Building, the Northwest Collection Center and the Resource Recovery Facility Entrance. These projects are funded with Solid Waste Enterprise Fees.



Of significance in the FY 06 and FY 07 Solid Waste Capital Improvement Program is the financing of \$103.6 million to expand the Resource Recovery Facility in Central Hillsborough County, the Northwest and South County Transfer Stations, the Southeast Landfill Section 9 and the Leachate Treatment Plant Storage Tank facilities. The decision to finance the expansion of the Resource Recovery Facility in Central Hillsborough County is dependant on final contract negotiations with the service provider. The Resource Recovery Facility expansion is

estimated to cost \$90.4 million and is expected to increase the daily capacity from 1,200 to 1,800 tons per day.

It is projected that in FY 06 the Solid Waste Department will receive and process 1,113,600 tons of solid waste at an average cost of \$75.28 a ton. This is a system-wide cost per ton, which includes projected debt service.

Stormwater

The adopted Stormwater Program consists of 20 capital projects designed to reduce flooding by improving stormwater drainage and reducing pollution resulting from stormwater runoff. The adopted FY 06 capital budget is \$3.8 million; the planned FY 07 capital budget is also \$3.8 million.

In July 1998, the BOCC committed \$93.9 million for an Accelerated Stormwater Program to respond to significant flooding problems resulting from unprecedented heavy rains generated by the El Niño phenomenon in September 1997 - March 1998. This program, funded primarily from Community Investment Tax backed financing, was completed in FY 05. Over 330 stormwater projects, 175 culvert replacements and 17 Watershed Management Plans were completed under the accelerated program.

One major non-routine stormwater project was approved for FY 06 and FY 07 funding - the Duck Pond Stormwater Pond Implementation project. The need for significant improvements was identified in 2004, resulting from heavy rains the County experienced during Hurricane Frances. To address drainage needs in this area, the County entered into an agreement with the City of Tampa to provide stormwater relief in the stricken



Balm Road Wetlands Restoration

area. As part of these improvements, the County will build an additional retention pond and install a second large diameter pipe between two existing ponds. The County will also install a new 24,000 gallon per minute pump station near Duck Pond East. The County and the City of Tampa will jointly pay for a new

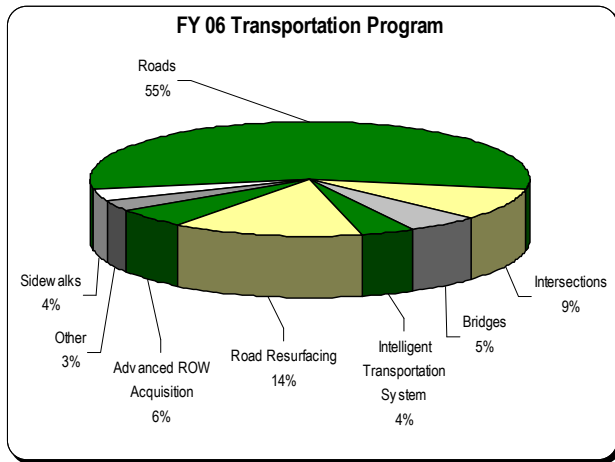
CAPITAL BUDGET

pipe going south along 30th Street that will pump water into Hillsborough River. In addition to significant County funding already committed, the County and the City will seek grant funds to help pay for these improvements. The project is tentatively scheduled to be completed by 2010.

Transportation

The adopted FY 06 transportation capital budget is \$61.1 million; the planned FY 07 capital budget is \$38.3 million. These budgets reflect new or additional funding for 27 road projects; 13 bridge projects; 12 intersection projects; sidewalks and ADA sidewalks; Intelligent Transportation System Studies and Device Deployment; new traffic signals; advanced right-of-way acquisition; improvements for channelization of traffic; road resurfacing; and continued reimbursements to developers. The FY 06 and FY 07 capital budgets reflect various significant events as discussed below.

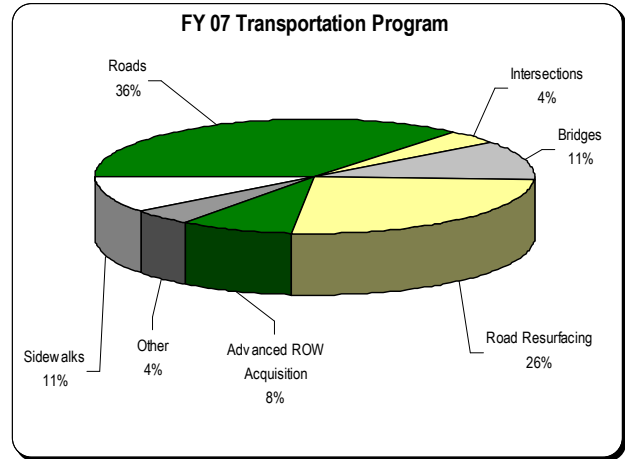
The FY 06 and FY 07 transportation capital budgets reflect completion of repayment of short-term financing used to provide cash needed to keep transportation projects on schedule. Total transportation borrowing under this program was \$24.7 million.



Both the FY 06 and FY 07 capital budgets reflect the Hillsborough County Board of County Commissioners' approval of a new \$15 million annual commitment to transportation over FY 05 funding levels, and is in addition to a previous \$10 million annual commitment from general revenues reflected in prior years. This increased funding will help address ongoing operational, safety and capacity needs. The additional \$15 million is distributed equally between increased operating needs, safety improvements (which can be either capital or operating in nature) in support of the Board's strategic plan, and capital projects.

In addition to a recurring \$15 million increase in transportation funding, the FY 06 and FY 07 capital budgets incorporate new one-time funding from general revenues and Community Investment Tax reserves to facilitate completion of several major road projects, including Boyette Road (Balm Riverview to Donney Moor), Bruce B.

Downs (Palm Springs to Pebble Creek Drive South), Gunn Highway (Ehrlich to South Mobley), Racetrack Road (Douglas to Linebaugh), Racetrack Road (Linebaugh to Countryway), and the 22nd Street Community Main Street project. Other projects approved for funding in FY 06 or FY 07 for planning and / or design include Lutz Lake Fern Road interim improvements (Suncoast Parkway to Dale Mabry), planning for Citrus Park Drive Extension, and widening Bell Shoals (Bloomingdale to Boyette) to a 4 lane divided roadway.



On March 16, 2005, the County entered into an agreement with the state and numerous developers to facilitate widening US 301 from SR 674 to Gibsonton Drive to a 4 lane divided roadway. Under the agreement, the state and developers will be contributing land and cash totaling \$34 million to complete improvements needed to meet concurrency requirements. Although this is a state road, the County has contributed \$5.7 million to facilitate design for this project.

Another significant event continuing to impact the FY 06 and FY 07 capital budgets took place in January 2002, when the Board of County Commissioners approved \$132.0 million of Community Investment Tax backed financing to accelerate critical transportation projects. This funding allowed advancing project schedules for numerous road, intersection, bridge, and community based plan projects, as well as a new traffic management center and an Intelligent Transportation System initiative. Funding for many of these projects continues in FY 06 and FY 07 as indicated in the list of major projects.

The Intelligent Transportation System, when implemented, will provide real time feedback on major roadway traffic conditions. This information will be collected through the planned Traffic Management Center and transmitted to drivers, travelers and other interested parties. Timely information will improve traffic flow by providing travelers information on problem areas resulting from construction, accidents and other causes allowing them to use less congested alternate routes.

Another significant project is the widening of Bruce B. Downs Boulevard from Bearss Avenue to County Line Road. Based on

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completion of the Project Development and Environmental study by the Florida Department of Transportation (FDOT), the Bruce B. Downs project scope was revised from the initial planned widening from 4 to 6 lanes from Bearss Avenue through Regents Park Drive to its current proposed scope of widening to 8 lanes from Bearss Avenue to the Pasco County Line. This increase in scope has resulted in a significant estimated cost increase for right-of-way acquisition and construction, allowing only the first phase of this project, from Palm Springs to Pebble Creek Drive South, to be fully funded. The remaining two segments, from Bearss Avenue to Palm Springs, and from Pebble Creek Drive South to County Line Road at the Pasco County line, are funded for design only. It is currently estimated that an additional \$100 million will be required to complete these two segments. The County has and will continue to seek federal and state funding to help address this need.



Racetrack Road (Before Improvements)

Widening Racetrack Road is another major project in the FY 06 and FY 07 capital budgets. Completing all Racetrack Road projects will cost \$52.4 million, of which \$20.6 is funded in FY 06 and FY 07, and will be funded from a combination of Community Investment Tax cash and Community Investment Tax revenue backed debt. When completed, the stretch from Hillsborough Avenue to South Mobley, or 5.83 miles of roadway, will be widened as described below. In addition to widening the road, the project will also improve roadway drainage, implement Intelligent Transportation System enhancements to improve safety and enhance traffic control, and install sidewalks, bicycle lanes and bus bays.

These improvements will help alleviate traffic backups and resulting safety issues that have resulted from significant development in the area. When completed, these projects will widen Racetrack Road from Hillsborough Avenue to Linebaugh Road from 2 to 6 lanes, from Linebaugh to Nine Eagles Road from 2 to 4 lanes, and Nine Eagles to South Mobley to a 2 lane enhanced road that is expandable to 4 lanes in the future.

The Boyette Road widening project will cost \$25.9 million, of which \$13.7 million is funded in FY 06 and FY 07, to be funded primarily from Community Investment Tax backed debt. These

projects are located in one of the fastest growing areas of the County. Five schools are located along the 2 lane stretch from US 301 to Bell Shoals, resulting in safety concerns for students going to and from school as well as significant traffic delays



Racetrack Road (After Improvements)

during rush hour. The projects will widen approximately 3.5 miles of roadway, improve roadway drainage, implement Intelligent Transportation System enhancements to improve safety and enhance traffic control and install sidewalks, bicycle lanes and bus bays. These improvements will reduce traffic backups and increase pedestrian and vehicle safety. When completed, these projects will widen Boyette Road from US 301 to Balm Riverview to 6 lanes and from Balm Riverview to Bell Shoals to 4 lanes. More information about specific transportation projects is located in the Adopted FY 06 – FY 11 Capital Improvement Program.



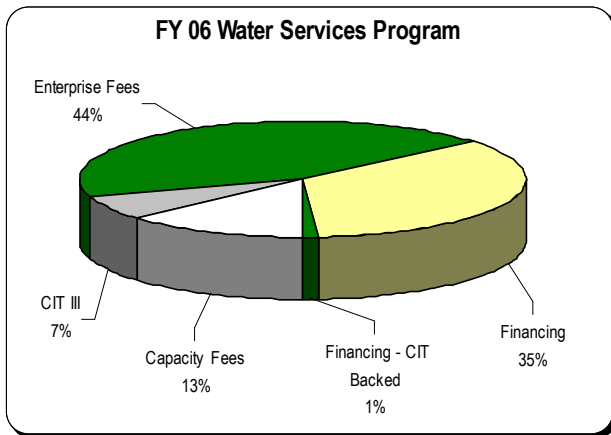
Completed Webb Road Bridge Replacement

Finally, the Board approved \$2.4 million in FY 07 to provide the County's portion of funding for required maintenance on the Friendship Trail Bridge. Maintenance responsibility for the bridge is shared with Pinellas County, and maintenance efforts will be coordinated accordingly.

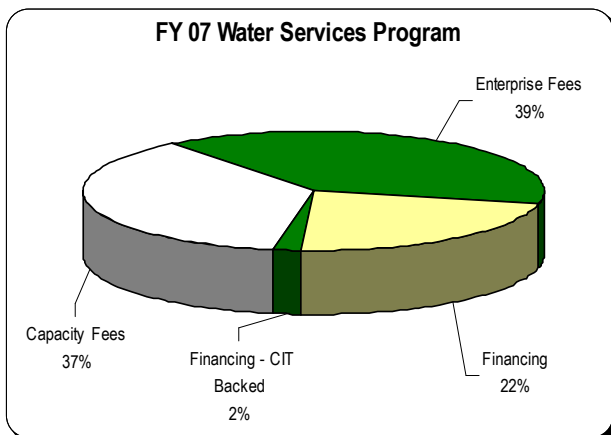
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Water Services

The adopted Water Services capital budget for FY 06 is \$91.8 million; the planned FY 07 capital budget is \$101.9 million. The Water Services Program includes Potable Water, Wastewater and Reclaimed Water projects and is funded with a combination of Enterprise Funds, Community Investment Tax funds, and financing.



The FY 06 and FY 07 budgets include \$13.8 million to expand and replace major pump stations throughout the County, to expand the Valrico Advanced Water Treatment Plant from 6 million gallons per day (mgd) to 12 mgd at a cost of \$28.8 million and the Northwest Treatment Plant from 5 mgd to 10 mgd at a cost of \$32.8 million. The FY 06 budget includes a Joint Project Agreement with the Florida Department of Transportation for extending Water/Wastewater lines at Causeway Boulevard. The project is funded from the Community Investment Tax at a cost of \$6.5 million.



There are 29 projects scheduled to be completed in FY 06 and FY07. This includes the Class A sludge processing facility in Northwest Hillsborough County at cost of \$24.0 million. This project allows for wastewater sludge to be thermally dried and

pelletized to produce a reusable product that will meet class A standards and can be applied anywhere as fertilizer.

The Tampa Bay Water / Hillsborough County South/Central Interconnect project was funded and completed during FY 05.

Automation projects at the wastewater plants and reclaimed water pump stations comprise a significant portion of the program. These projects will provide for more efficient operations and create greater control during emergency situations.

CAPITAL PROJECTS OPERATING IMPACTS

The Capital Improvement Program (CIP) is an integral element of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However in some cases, like the construction of a new jail, the operational impact may be phased in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay or to add new staff, jail and food supplies and operational equipment, thus spreading the increased operating impact over a number of years rather than impacting the budget all at once when the jail is completed.

Debt service payments on issued debt for capital projects is also included in the operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures reduce the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain at a prudent level. While the adopted FY 06 capital budget includes the issuance of short-term commercial paper to advance certain projects, there is no impact on the operating budget from required debt service because these costs are rolled to subsequent notes until the projects are completed, at which time long term debt is issued.

Specific FY 06 and FY 07 operating impacts from capital facilities are as follows:

Fire Services: The Chapman Road Fire Station is scheduled to open during FY 06, and The Country Place and Northdale Fire Stations will open in FY 07. It requires 13 positions and costs approximately \$1.0 million annually to operate a fire station without an advanced life support unit versus 21 positions and a cost of \$1.6 million to operate a fire station with an advance life support unit.

Project (In thousands)	New Positions	FY 06 Oper. Impact	FY 07 Oper. Impact
Chapman Rd. Fire Station	21	\$1,314.8	\$1,644.9

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Project (In thousands)	New Positions	FY 06 Oper. Impact	FY 07 Oper. Impact
Country Place Fire Station	13	317.7	1,000.2
Northdale Fire Station	21	842.9	1,644.9

Government Facilities: One project will incur operating costs in FY 06 and nine will incur operating costs in FY 07 as follows.

Project (In thousands)	New Positions	FY 06 Oper. Impact	FY 07 Oper. Impact
Animal Services Expansion	5	\$0	\$217.0
Coop. Ext. Svcs. Auditorium	0	0	3.9
Court Facilities Expan.	2	228.9	228.9
Falkenburg Rd. Jail VI	69	0	3,455.0
Family / Civil Ct. Expan.	0	0	9.0
Felony Court Expansion	0	0	18.0
New Medical Examiner	0	0	15.6
Regional Svc. Center - Brandon	0	\$0	\$30.2
Town and Country Senior Center	15	0	351.1

Library Services: Two projects will incur operating costs in FY 06 and FY 07: the completion of the South County Regional Library and the renovation of the Bank of America building. The new regional library will add a total of 40 new positions and associated operating costs to the Library's operating budget.

Project (In thousands)	New Positions	FY 06 Oper. Impact	FY 07 Oper. Impact
Renovate Bank of America Bldg.	0	\$44.1	\$44.1
South County Regional Library	40	869.8	1,895.3

Parks and Recreation: Thirty-seven projects are scheduled to be completed in FY 06 and FY 07. Thirteen will require a total of 52 new staff members and will incur total operating costs of \$5.9 million, five will not require any staff but will incur \$342,450 in operating costs and nineteen will have no impact on operating costs.

The annual operating expenditures for an average regional park requires approximately \$500,000 in personnel cost and \$200,000 in other operating and maintenance costs. The annual

operating expenditures for an average local park requires approximately \$185,000 in personnel cost and \$100,000 in other operating and maintenance costs.

Project (In thousands)	New Positions	FY 06 Op. Impact	FY 07 Op. Impact
All Peoples Center	3	\$0.0	\$760.5
Apollo Beach Park Exp.	2	0.0	129.3
Bellamy Playground	2	0.0	54.0
Branchton Land Acq.	0	0.0	77.4
Carrollwood Village Cntr	5	0.0	359.8
Cross Creek Land	0	0.0	58.1
Fish Hawk Sports Complex	9	0	342.1
Flatwoods Park Campground	2	377.6	252.6
Gardenville Community Center	5	741.4	988.5
Heather Lakes Bathroom	0	\$0	\$6.0
Lighting Imp. Rec. Cntr	0	57.0	57.0
Live Oak Sports Complex	3	0.0	463.7
Northdale Community Cntr	5	340.6	305.2
Seffner Library Park Land	0	0	87.0
Summerfield Complex	5	0.0	264.9
Thonotosassa Main St.	1	0	25.4
Upper Tampabay Trail	4	153.5	113.7
William Owens Pass	6	0.0	304.7

Solid Waste: Seven projects are scheduled to be completed in FY 06 and FY 07. These projects will not require additional staff or incur additional operating costs.

Stormwater: New stormwater infrastructure does not normally have explicit additional operating costs beyond additional materials and supplies for maintenance. It is estimated that ongoing maintenance costs for stormwater improvements runs \$2.50 per \$1,000 of project cost. Stormwater infrastructure maintenance requirements include keeping drainage areas free from litter, leaves and debris as well as repairing cracked or broken stormwater pipes, culverts and other infrastructure. It is anticipated that maintenance of new stormwater infrastructure can be absorbed within the adopted FY 06 and FY 07 operating budgets for the Transportation Maintenance Division of Public Works, the unit responsible for maintenance. As more infrastructure is brought online each year, additional staff and equipment will be needed at some future date to maintain infrastructure at desired levels.

Transportation: While new transportation infrastructure generally has no direct operating costs associated with it, there

CAPITAL BUDGET

are ongoing maintenance expenditures needed to keep the roads up to County standards. Ongoing maintenance costs include pothole patching, lane and crosswalk re-striping, sign and traffic signal replacement, and roadside right-of-way mowing and maintenance. It costs approximately \$3,800 annually to maintain each lane mile of roadway. The County is responsible for maintaining over 6,270 lane miles throughout the county. Note that major road resurfacing is budgeted separately under the capital program. It is anticipated that additional transportation infrastructure scheduled for FY 06 or FY 07 completion can be met within the adopted budget. Like stormwater, as more transportation infrastructure continues to be brought online, additional staff and equipment will be needed at some point to maintain infrastructure at desired levels.

Water/Wastewater/Reclaimed Water There are 29 projects scheduled to be completed in FY 06 and FY 07. Thirteen of these projects, while not requiring any staff, will need \$330,900 for operating costs. Fifteen other projects will not require any staff or additional operating costs. The Northwest Class A Sludge Processing Facility will require fourteen new staff members with an operational cost of \$1.9 million.

In FY 06 the average annual customers accounts (ERC's) is estimated to be 180,699 for potable water, 188,714 for wastewater and 15,710 for reclaimed water. The average annual cost per customer account is estimated to be \$229.53 for potable water, \$337.49 for wastewater and \$154.54 for reclaimed water.

Project (In thousands)	New Positions	FY 06 Op. Impact	FY 07 Op. Impact
Utility Relocation Master Project	0	0.0	9.0
Wimauma Water System III	0	0.0	2.3

Major Repair, Replacement, Renovation, and Maintenance Program

During the FY 02 capital budget process, the Board of County Commissioners, concerned about maintaining the condition of County facilities, established the Major Repair, Renovation, Replacement and Maintenance Program. The program focuses on non-routine repairs, renovations, replacement or maintenance of existing facilities rather than construction of new facilities or infrastructure. Projects included in this program are typically under \$150,000, do not add square footage to an existing facility, and can be delivered within a twelve-month period. This program is more flexible than the CIP process, allowing the County to react in a more timely manner to facility related emergencies or non-routine repairs and maintenance needs. The projects can be identified, budgeted and completed within a twelve-month period. To ensure that funding is available to maintain existing facilities, the Board of County Commissioners sets aside a minimum of 1% of anticipated annual revenues in the Countywide General Fund, the Unincorporated Area General Fund, and the Library District Fund. This 1% allocation will provide approximately \$9.3 million in FY 06 and \$8.3 million in FY 07.

The Major Repair, Replacement, Renovation and Maintenance program also funds Phase 1 of the ADA Transition Plan, previously approved by the Board in FY 01, as part of the County's continued commitment to comply with the American Disabilities Act by making all County facilities handicapped accessible.

Projects funded by this program in FY 06 and FY 07 are listed at the end of this section.

Monitoring

The Management and Budget Department conducts regular reviews of capital project status, allocations and expenditures along with related activities. The purposes of these reviews are:

- To ensure compliance with applicable statutes, ordinances, County policies and procedures, and sound accounting and budgeting practices.
- To identify projects with excess appropriations that might be subject to reallocation.

Project (In thousands)	New Positions	FY 06 Op. Impact	FY 07 Op. Impact
Apollo Beach 16" Force Mn	0	\$6.0	\$6.0
Big Bend ASR 10 Inch RWTM	0	0.0	2.0
Dale Mabry & River Oaks WWTP Holding Tank R&R	0	0.0	3.0
Dale Mabry AWTP Process & Telemetry Upgrade	0	0.0	50.0
Falkenburg AWTP Add'l Sludge Holding Tank	0	0.0	3.0
Linebaugh Avenue WTN	0	0.0	2.3
Miller Mac Pump Station	0	0.0	3.3
Northlakes RWPS Imp	0	2.0	2.0
NW Class A Sludge Processing Facility	14	0.0	1,920.0
Northwest Residuals System & TPU	0	40.0	40.0
S/CI RW Sys Control (SCADA)	0	30.0	30.0
Summerfield RW Tank Repair & Pump Station Replacement	0	50.0	50.0

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- To identify projects with total expenditures and encumbrances exceeding the current appropriation that might require additional appropriations.
- To track impact fee revenues and expenditures to ensure that impact fees are being spent in a timely manner as required by ordinance.

Results of these analyses are communicated to appropriate management and staff for follow-up and appropriate corrective action.

To assist in the reviews, Management and Budget generates numerous system generated variance and tracking reports. Among these reports are:

Monthly Community Investment Tax Report

This report shows the budget, expenditures and remaining balance of projects categorized by program and reflects the cash position of the fund. Management uses this report to determine the availability of funds that may be used to fund other needs.

Projects with Substantial Completion Dates Over 90 Days in the Past.

This report identifies open projects that have been coded as substantially complete (defined as completed and ready for use) for at least 90 days in the Project Information Management System. Appropriate management is requested to complete fiscal close out for these projects unless a valid reason, which they must provide, exists for keeping the project open. One example of a valid reason may be that there are outstanding eminent domain issues associated with a project. This review

helps identify allocated funds that might no longer be needed for the intended purpose.

Fiscally Closed Projects with Balances

This report is run periodically to determine if any capital projects coded as fiscally closed in the Project Information Management System have outstanding balances. If any are identified, the appropriate department managing the project is requested to prepare any needed budget amendment to make residual funds available for other projects.

Negative Balance Report

This monthly report identifies any projects that have a negative balance within any funding source. This report is sent to all departments involved with capital projects to alert them of the need for corrective action.

Impact Fee Threshold Report

Used to determine the status of Impact Fee Funds as it relates to spending as required by County Ordinance. It shows revenues by impact fee zone and projects when each zone's balance needs to be spent to meet ordinance restrictions on timeliness of use. Hillsborough County, by ordinance, requires that all impact fee revenues be utilized within 6 years or may be subject to refund.

Unfunded Projects Needs List

This is a prioritized list of capital project needs by program, that is used to determine what projects should be funded next as funds become available.

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
<u>Fire Services:</u>						
92103	Adamsville Fire Station	\$165	\$10	\$0	\$2,296	\$2,471
91151	Chapman Road Fire Station	2,977	85	0	0	3,062
79140	Country Place Fire Station	3,044	502	0	0	3,546
91142	Fire Hydrant Installation	630	160	160	160	1,110
79020	Fire Rescue Equipment Repl. II	4,320	1,440	1,440	1,440	8,640
91153	Land Acquisition - New Fire Stations	2,483	2,068	0	0	4,551
92114	Northdale Fire Station	2,129	741	20	0	2,890
Total Fire Rescue Program		\$15,748	\$5,006	\$1,620	\$3,896	\$26,270

Government Facilities:

77711*	700 Twiggs Exterior Wall Repair	\$0	\$222	\$0	\$0	\$222
79021	Animal Services. Adoption, Admin., and Ops. Expansion	1,370	242	0	0	1,612
79001	Animal Services Investigation Kennel	0	0	78	1,156	1,234
77720*	Children's Services Campus Enhancements	0	275	2,530	0	2,805
77705*	Children's Services Treatment Center	0	193	2,026	0	2,219
77714*	County Center Elevators Cab Interior	0	254	0	0	254
77709*	County Center Exterior Hardscape Replacement	0	70	505	0	575
77716*	County Center Garage Reseal / Repaint	0	361	0	0	361
77715*	County Center Restroom Partitions	0	239	0	0	239
77712*	County Government Interim Disaster Relocation (MOSI)	0	60	510	0	570
70121	Court Facilities Expansion	81,427	5,217	0	0	86,644
79136	E. County Court Redev. / Regional Svc. Center	4,485	150	0	0	4,635
77722*	East Tampa CDC (Corporation to Develop Communities)	0	250	0	0	250
70058	Falkenburg Rd. Jail Phases VI	3,960	44,504	1,979	0	50,443
70061	Falkenburg Rd. Water Dept. Cust. Svc. Warehouse	890	15	12,290	65	13,260
77704*	Family / Civil Court Expansion	0	150	1,957	0	2,107
31935	Fawn Ridge Water Plant Bldg. Improvements	0	176	1,424	0	1,600
77703*	Felony Court Expansion	0	2,410	532	0	2,942
77723*	Florida Aquarium Aquaculture Exhibit	0	200	0	0	200
77710*	Indoor Air Quality Measures	0	500	630	0	1,130
77708*	Main Courthouse Renovation Phase III	0	970	1,900	0	2,870
79026	Main Courthouse Upgrade Phase II	5,519	1,050	0	0	6,569
70059	Mosquito Control Relocation to Vandenburg	2,500	800	0	0	3,300
92206	New Medical Examiner Facility	10,189	5	0	0	10,194
70035	New Roger P. Stewart Complex	6,949	160	0	0	7,109
79030	Performing Arts Center School	750	250	0	0	1,000
77706*	Plant City Headstart Renovation	0	140	127	0	267
77707*	Public Defender Office Expansion	0	390	580	0	970
79135	Regional Svc. Ctr./Townhall-Brandon	4,050	791	0	0	4,841
70062	Rhodine Rd. Water Maint. Fac. Renov. / Expansion	220	780	0	0	1,000
79139	Riverview Terrace Senior Center	185	1,557	11	0	1,753
77713*	Roger P. Stewart Center Chiller Plant	0	585	450	0	1,035
77717*	Roger P. Stewart Center Fire Alarm System Replace	0	35	254	0	289
70063	Sheldon Rd. Water Maint. Fac. Renov. / Expansion	220	780	0	0	1,000

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
77719*	State Attorney Office Expansion	0	1,240	0	0	1,240
79137	Tampa Bay History Center	1,666	15,334	0	0	17,000
79138	Town N' Country Senior Center	1,936	0	400	0	2,336
300013	Water Department Admin Bldg. 925 Twiggs St.	375	-375	0	0	0
77718*	Westgate Complex Addition for Children's Board	0	590	0	0	590
70065	Westgate Headstart Building Replacement	797	70	0	0	867
Total Govt. Facilities Program		\$127,488	\$80,640	\$28,183	\$1,221	\$237,532

Library Facilities:

79002	North Tampa Branch Library Exp.	\$339	\$315	\$20	\$5,085	\$5,759
70079*	Riverview Additional Land and Parking	0	512	27	152	691
70081*	Robert W. Saunders Sr. Public Library - PH I	0	30	5	7,810	7,845
70077*	Seffner - Mango Replacement	0	770	315	4,730	5,815
79124	South County Regional Library (South Shore)	10,879	59	0	0	10,938
70078*	Sulphur Springs Partnership Library	0	70	700	422	1,192
70082*	Turkey Creek Partnership Library	0	0	240	3,735	3,975
70080*	University Area Partnership Library	0	825	10	3,415	4,250
79127	Westgate New Regional Library	6,683	843	0	0	7,526
Total Library Services Program		\$17,901	\$3,424	\$1,317	\$25,349	\$47,991

Parks, Recreation and Environmental

83640	All Weather Running Track at King HS	\$0	\$3,000	\$0	\$0	\$3,000
83638	Apollo Beach Park Expansion	450	450	0	0	900
80180	Bealsville Sports Complex Lighting/Site Work	0	250	0	0	250
80198*	Branchton Area Additional Land Acquisition	0	300	0	0	300
80195*	Branchton Area Park PD&E & Construction	0	205	2,895	0	3,100
89302	Carrollwood Village Community & Rec Ctr Construction	3,980	1,000	0	0	4,980
89318*	Citrus Park Community Center	0	1,500	0	0	1,500
83214	Cockroach Bay Boat Ramp Improvement	0	0	27	196	223
80197*	Cross Creek Park Additional Land Acquisition	1,560	700	0	0	2,260
80005	Cross Creek Park Construction	882	972		0	1,854
80196*	Cross Creek Sports Complex PD&E & Construction	0	85	4,115	0	4,200
83215	E G Simmons Additional Boat Ramp Construction	0	0	320	0	320
80192	E. G. Simmons Park Site Improvements	0	1,025	0	0	1,025
89000	Environmental Land Acquisition & Protection Program	43,747	8,046	8,915	47,531	108,239
82534	Feasibility Study - Ben Hill / Logan Gate Park	0	50	0	0	50
80654	Fish Hawk Community Playground Construction	0	0	682	0	682
80314	Flatwoods Park Campground Improvements	0	275	0	0	275
82533	Gardenville Community Center Restoration	0	42	305	0	347
80193*	Heather Lakes Park Restrooms Construction	0	108	0	0	108
81091	Lake Park Perimeter Fencing	0	200	0	0	200
89311	Lutz/Oscar Cooler Football Practice Field Renovation (CIT-II)	0	0	500	0	500
89312	Mango Park Improvements (CIT II)	0	0	750	0	750
80190	Medard Park Office/Restrooms Replacement	0	320	0	0	320
80159	Miller Road (Valrico) Park Land Acquisition/Construction	1,590	75	0	0	1,665

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
80181	North Brandon Sports Complex Lighting/Site Work	0	454	0	0	454
80165	North Ruskin Park Land Acquisition/Construction	215	0	350	0	565
80194*	Northdale YMCA Swimming Pool	0	1,200	0	0	1,200
80182	Northlakes Sports Complex Lighting/Site Work -	0	303	0	0	303
89317	Northwest Recreational Corridor Phase II	0	0	800	800	1,600
83635	Progress Village Sports Complex Construction	0	330	2,796	3,120	6,246
82534	Rotary All Persons Water Play Area at Clayton Park	0	120	0	0	120
83213	Ruskin Commongood Boat Ramp Improvements	25	53	0	0	78
83216	Salty Sol Fleishman Boat Ramp Parking Extensiona	0	275	0	0	275
80318*	Seffner Library Park Land Acquisition	0	1,500	0	0	1,500
89313	Temple Terrace\By Pass Canal Land Acquisition	0	0	400	0	400
80073	Town & Country Multi-Purpose Court Covers	0	120	0	0	120
89314	Town N' Country\Shimberg Soccer Field Expansion	0	0	200	550	750
Various	Allocated Accounts	522	-66	-35	1,064	1,485
<i>Total Parks</i>		\$52,971	\$22,892	\$23,020	\$53,261	\$152,144

Solid Waste

54045*	Hillsborough Heights Collection Center Improvements	\$0	\$150	\$680	\$0	\$830
54031	Hillsborough Heights Landfill Cover Improvements	0	50	1,660	0	1,710
54043*	Hillsborough Heights Maint.Building/Office Exp/Upgrade	0	400	0	0	400
54028	Leachate Treatment Plant-New Storage Tank	0	3,500	0	0	3,500
54047*	Northwest Collection Center Renovation/Expansion	0	260	0	0	260
54036	Northwest Transfer Station Expansion	760	16,350	500	0	17,610
54027	Resource Recovery Facility Capacity Expansion	1,300	8,700	50,000	56,000	116,000
54044*	Resource Recovery Facility Entrance Expansion - PD&E	0	100	0	0	100
54041	South County Transfer Station Expansion	110	16,000	1,000	0	17,110
54037	Southeast Landfill Capacity Expansion-Sect 9	625	7,505	0	0	8,130
54046*	Southeast Landfill Roadway Improvements	0	345	0	0	345
54040	Southeast Landfill Shredded Tire Storage Construction	0	200	0	0	200
<i>Total Solid Waste</i>		\$2,795	\$53,560	\$53,840	\$56,000	\$166,195

Stormwater

41061	Button Wood Pump Station Project	\$100	\$100	\$100	\$0	\$300
48516	Countywide Watershed Mgmt Masterplan Update	0	250	250	0	500
47338	Culvert Replacement Countywide FY 06	0	750	0	0	750
47339	Culvert Replacement Countywide FY 07	0	0	1,150	0	1,150
40039	Delaney Creek Stormwater Plan Implementation	0	0	300	400	700
47097	Duck Pond Stormwater Plan Implementation	250	400	802	1,473	2,925
41070	Echo View Road Drainage Improvement	39	9	0	0	48
41071	Greenhills Drive Drainage Improvements	39	139	0	0	178
47343	Hillgrove and Stearns Stormwater Improvements	80	299	0	0	379
41072	Hollomans Branch Stormwtr Improvemnts - HBA 1A	250	79	310	64	703
41073	Hollomans Branch Stormwtr Improvemnts - HBA 6C	60	10	10	1,560	1,640
41062	Hope Lane Stormwater Improvements	39	10	96	0	145
41063	Hutchinson Road Outfall Project	39	10	36	0	85

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
41064	Lake George Pump Station	100	90	0	0	190
47349	Livingston and Vicarra Outfall	45	69	0	0	114
48501	Neighborhood System Improvements	1,533	446	782	4,300	7,061
41137	Project Development & Environmental Study/Design	0	500	0	0	500
47344	Sligh Avenue Stormwater Improvements Phase III	35	410	0	0	445
47348	Windhorst Rd W. of Kingsway Stormwater Imp.	234	111	0	0	345
41080	Wolf Branch Culvert Replacements	118	100	0	142	360
<i>Total Stormwater Program</i>		\$2,961	\$3,782	\$3,836	\$7,939	\$18,518

Transportation

Roads

61991	Allocations for Road Projects	\$0	-\$62	\$24	\$0	-\$38
61147	22nd Street Community Main Street Project	\$11,900	\$5,900	\$0	\$0	\$17,800
69112	Bell Shoals Road Widening (Bloomingdale to Boyette)	3,625	3,950	4,300	16,250	28,125
61022	Bicycle Lanes County Rural Roads FY 06	0	700	0	0	700
61023	Bicycle Lanes County Rural Roads FY 07	0	0	700	0	700
69123	Boyette Road Widening Phase II (Balm Riverview - Donneymoor)	5,000	2,050	0	0	7,050
69124	Boyette Road Widening Phase III (Donneymoor - Bell Shoals)	8,693	4,457	0	0	13,150
61055*	Brandon Landscaping Improvements	0	75	0	0	75
61044	Bruce B. Downs Road Widening (Palm Springs-Pebble Crk Dr. S)	21,747	2,000	2,000	3,500	29,247
61134	Citrus Park Drive Extension Project Development & Environmental	300	450	0	0	750
61019	Consolidated Road Median Improvements	736	100	100	400	1,336
69106	Gunn Highway (Ehrlich - South Mobley) Road Widening	11,500	1,150	0	0	12,650
61054*	Hillsborough Avenue Overlay District Improvements	0	400	0	0	400
61047	Lumsden (I-75 to Providence) Eastbound Right Turn Lane	0	1,200	0	0	1,200
61053	Lumsden (Providence - Kings) Landscaping	0	400	0	0	400
61052	Lutz Lake Fern Road Improvements	0	650	700	3,300	4,650
69322	Neighborhood Traffic Calming FY 06 (CIT)	0	800	0	0	800
69323	Neighborhood Traffic Calming FY 07 (CIT)	0	0	800	0	800
61976	Pave Dirt Roads Program FY 06	0	350	0	0	350
61977	Pave Dirt Roads Program FY 07	0	0	350	0	350
69043	Pavement Treatment Program FY 06	0	7,669	0	0	7,669
69044	Pavement Treatment Program FY 07	0	0	8,378	0	8,378
69118	Race Track Road Widening Phase I (Douglas - Linebaugh)	5,000	0	4,200	0	9,200
69119	Race Track Road Widening Phase II (Countryway - South Mobley)	10,100	3,950	0	0	14,050
69120	Race Track Road Widening Phase III (Linebaugh - Countryway)	5,475	3,600	0	0	9,075
61966	Resurfacing Roads With County Forces FY 06	0	500	0	0	500
61967	Resurfacing Roads With County Forces FY 07	0	0	500	0	500
69117	Town N Country Community Plan - Paula and Ambassador Roads	600	2,500	0	0	3,100
<i>Total Roads Program</i>		\$84,676	\$42,789	\$22,052	\$23,450	\$172,967

Bridges

69221	Benjamin Road Over Sweetwater Creek Bridge	\$1,660	\$1,023	\$0	\$0	\$2,683
69200	CIT Funded Bridge Improvements	267	48	0	0	315
62115	Consolidated Bridge & Guardrail Rehab/Repair FY 06	0	800	0	0	800

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
62116	Consolidated Bridge & Guardrail Rehab/Repair FY 07	0	0	750	0	750
69204	CR 672 over Hurrah Creek Bridge	1,892	-1,892	0	0	0
69217	Durant Road Over Branch of Turkey Creek Bridge	426	781	800	0	2,007
69222	Fairway Boulevard Over Flamingo Canal Bridge	800	569	0	0	1,369
69216	Grange Hall Loop over Little Manatee River Bridge	30	-30	0	0	0
62232	Friendship Trail Bridge Repairs - Phase II	0	0	2,400	0	2,400
69207	Knights Griffin Road Over Flint Creek Bridge	1,639	721	0	0	2,360
69201	Lithia Pinecrest (SR 640) Over Alafia S. Prong	2,563	-1,445	0	2,100	3,218
69212	Memorial Highway Over Dick Creek Bridge	1,843	240	0	0	2,083
69203	South CR 39 Over Alafia River Bridge	3,785	203	0	0	3,988
69202	South CR 39 Over Little Manatee River Bridge	2,280	380	0	0	2,660
<i>Total Bridges Program</i>		\$17,185	\$1,398	\$3,950	\$2,100	\$24,633
<i>Intersections</i>						
69345	131st Ave./Holly Rd/Bruce B. Downs Blvd. Intersection	\$1,455	\$280	\$0	\$0	\$1,735
63327	Anderson Road And Waters Avenue Intersection	5,583	752	257	0	6,592
63088	Bell Shoals Road and Garnet Drive	0	355	0	0	355
63087	Bell Shoals Road and Glenhaven Drive	0	256	0	0	256
69319	Benjamin Road and Waters Avenue Intersection	2,727	160	0	0	2,887
63947	Bruce B Downs & Pine/University Sq. Dr Intersection	638	135	0	0	773
69300	CIT Allocations CIP Projects - Intersections	1,191	-1,191	0	0	0
63003	Countywide School Traffic Safety Devices Program	1,252	175	175	700	2,302
63002	Countywide School Traffic Signal, Signs & Markings	800	75	75	300	1,250
63000	Critical Accident Mitigation Intersection Improv.	3,071	221	-1,494	3,400	5,198
69351	Hanley Road & Waters Avenue Intersection	4,036	2,640	2,344	0	9,020
63081	Linebaugh Ave West and Wilsky Road	240	275	0	0	515
69353	Livingston Ave and Newberger Rd Intersection	235	72	0	0	307
<i>Total Intersections Program</i>		\$21,228	\$4,205	\$1,357	\$4,400	\$31,190
<i>Sidewalks</i>						
64033	Sidewalk ADA Retrofit Program FY 06	\$0	\$550	\$0	\$0	\$550
64034	Sidewalk ADA Retrofit Program FY 07	0	0	550	0	550
69505	Sidewalk Retrofit Construction Funding FY 06	0	1,700	0	0	1,700
69506	Sidewalk Retrofit Construction Funding FY 07	0	0	3,200	0	3,200
<i>Total Sidewalks Program</i>		\$0	\$2,250	\$3,750	\$0	\$6,000
<i>Intelligent Transportation Systems and Other</i>						
69109	Intelligent Transportation System Device Depl.	\$9,139	\$2,262	\$0	\$0	\$11,401
69108	Intelligent Transportation System Studies	1,850	50	0	0	1,900
69115	Advanced Right-Of-Way Acquisition	10,206	3,400	3,000	450	17,056
69343	Channelization Of Traffic FY 06 (CIT)	0	240	0	0	240
69344	Channelization Of Traffic FY 07 (CIT)	0	0	240	0	240
61010	Hartline Capital Allocation	2,621	237	157	774	3,789
63073	New Traffic Signals	960	3,960	3,500	3,400	11,820
65005	Railroad Crossing Reconstruction Projects	600	300	300	1,200	2,400
<i>Total Intelligent Transportation Systems & Other</i>		\$25,376	\$10,449	\$7,197	\$5,824	\$48,846

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
<i>Total Transportation Program</i>		\$148,465	\$61,091	\$38,306	\$35,774	\$283,636
<u>Water Services Program</u>						
<i>Potable Water</i>						
31958*	Causeway Blvd JPA with FDOT for W/WW lines Ext.	\$0	\$6,500	\$0	\$0	6,500
31952	Central Hillsborough Water Treatment Facility	6,320	0	12,680	0	19,000
31953*	Dale Mabry Lab Watermain Fire Protection	0	0	60	156	216
31957*	Fire Flow Deficiency Master Project	0	500	2,050	8,200	10,750
39158	Future Acquisition of Water/Wastewater Utility Systems	8,210	1,000	2,100	500	11,810
31158	Linebaugh Avenue 12" Inch WTM	440	1,323	0	0	1,763
31949	Lithia WTP Additional Pumping Capacity & Generator	7,000	750	0	0	7,750
31955	South Central Water Transmission Main Construction	770	2,310	7,920	0	11,000
31945	Utility Relocation - Master Project	1,850	1,000	1,000	2,000	5,850
30116	Water Treatment R&R -Master Project	4,888	0	1,222	2,444	8,554
1000	Allocated account	1,384	-1,051	0	0	333
<i>Total Potable Water</i>		\$30,862	\$12,332	\$27,032	\$13,300	\$83,526
<i>Wastewater</i>						
10786*	Boyette/Balm Riverview Road Master Pump Station	\$0	\$186	\$558	\$1,912	\$2,656
10770	Brandon Lakes Force Main Replacement	0	0	196	504	700
10771*	Chelsea Pump Station Replacement	0	50	150	515	715
10790*	Comanche Ave. Partial Force Main Replacement	0	588	1,512	0	2,100
10138	Countywide Major Wastewater Pump Stations Refurb.	8,000	2,000	2,000	4,000	16,000
10140	Countywide Wastewater Pump Station Replacements	4,250	1,250	1,250	2,500	9,250
10789*	Dale Mabry Odor Control Equipment Replacement	0	245	630	0	875
10784	Falkenburg AWTP UV Disinfection	3,640	9,360	0	0	13,000
10772	Falkenburg Plant Expansion from 9 To 12 Mgd	2,800	1,500	13,400	0	17,700
10768	Low Pressure Sewer System LPSS - Master Project	3,000	1,500	1,500	3,000	9,000
10744	Manhole Inspection & Rehabilitation Program	5,996	1,000	1,000	1,600	9,596
10773	Miller Mac Pump Station Replacement	672	1,728	0	0	2,400
10759	Northwest Class A Sludge Processing Facility	24,000	5,850	0	0	29,850
10769	Northwest Treatment Plant Expansion to 10 MGD	9,200	32,800	0	0	42,000
10745	Regional Wastewater Treatment Plant R&R	6,200	2,000	2,000	4,000	14,200
10788	Rhodine Road / US Hwy 301 Master Repump Station	0	160	480	1,646	2,286
10787*	Rhodine Road/Balm Riverview Rd Parallel Force Main	0	586	1,756	6,022	8,364
10792*	River Oaks AWTP Power Distribution Reconfigure	0	233	599	0	832
10774*	River Oaks Switchgear Replacement	0	524	1,346	0	1,870
10791	South County Filter Feed Station Replacement	0	33	100	342	475
10776	State Road 60 12 Inch Parallel Force Main	1,736	0	4,464	0	6,200
10775	State Road 60 and Falkenburg Road Force Main Improvements	130	335	0	0	465
10747	Sub-Regional Wastewater Treatment Plant R&R Master Project	600	200	100	100	1,000
10794*	Supervisory Control & Acquisition of Data for Pump Stations Phase II	0	0	805	19,338	20,143
10793*	Tanglewood Pump Station Replacement	0	209	536	0	745
10777	Us 41 Symmes Ave Wastewater Force Main	0	389	2,088	0	2,477
19016	Valrico AWTP Expansion From 6 Mgd To 12 Mgd	1,200	6,300	22,500	0	30,000

CAPITAL BUDGET
FY 06 - FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 06 Funding	FY 07 Funding	Future Funding	Total Funding
10778	Valrico AWTP UV Disinfection	3,640	0	9,360	0	13,000
19122	Valrico Hills Franchise Purchase/Wastewater Connection	3,724	284	0	0	4,008
10779*	Van Dyke Plant to NWRWRF Transfer Force Main	0	0	717	9,518	10,235
10780*	Van Dyke Wastewater Transfer Pump Station	0	0	233	3,102	3,335
10750	Wastewater Slip Lining - Master Project	8,200	2,000	2,000	4,000	16,200
10785	Woodberry Force Main Improvements	308	792	0	0	1,100
10781	Woodberry Pump Station Expansion	644	1,656	0	0	2,300
<i>Total Wastewater</i>		\$87,940	\$73,758	\$71,280	\$62,099	\$295,077
<i>Reclaimed Water</i>						
10782*	Carrollwood/Dale Mabry RW Pump Station Replacement	\$0	\$1,204	\$3,096	\$0	\$4,300
10708	Northwest RW Pump Station & Telemetry Improvements	0	0	164	1,336	1,500
10795*	Reclaimed Water Pump Station Refurbishment	0	100	100	400	600
19017	RWTM Ext. To New Developments And RWIU's	600	500	200	0	1,300
10783	Valrico Reclaimed Water Pump Station Replacement	1,176	3,924	0	0	5,100
<i>Total Reclaimed Water</i>		\$1,776	\$5,728	\$3,560	\$1,736	\$12,800
<i>Total Water Services Program</i>		\$120,578	\$91,818	\$101,872	\$77,135	\$391,403
<i>Other Non-CIP</i>						
	Repair, Replace, Renovate and Maintenance	\$0	\$6,739	\$8,259	\$29,968	\$44,966
	Other Non-CIP	0	5,535	1,525	0	7,060
<i>Total Non-CIP</i>		\$0	\$12,274	\$9,784	\$29,968	\$52,026
<i>Total Capital Budget</i>		\$488,907	\$334,487	\$261,778	\$290,543	\$1,375,715

* New Project

CAPITAL BUDGET

Major Repair, Replacement, Renovation and Maintenance Program

FY 06 and FY 07 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 06 Funding</u>	<u>FY 07 Funding</u>	<u>Future Funding</u>	<u>Total FY 06 - FY 11 Funding</u>
Fire Services:				
<i>Unincorporated Area (MSTU):</i>				
Armwood A/C Replacement	\$9,000	\$0	\$0	\$9,000
Armwood Apron & Driveway Replacement	54,000	0	0	54,000
Falkenburg A/C	0	9,000	0	9,000
Fire Marshall Re-Roof	35,780	0	0	35,780
Fire Marshall Floor Coverings	27,500	0	0	27,500
Fire Marshall Office Providence Lighting	3,800	0	0	3,800
Fire Rescue Fire Martial Modular Classroom Reroof	0	10,000	0	10,000
Fire Stations Code Compliance	50,000	50,000	100,000	200,000
Gibsonton Lighting Retrofit	3,200	0	0	3,200
HQ Exterior Masonry Seal	15,000	0	0	15,000
HQ Replace Floor Covering	71,500	0	0	71,500
Lithia A/C Replacement	12,000	0	0	12,000
Lutz Relamp	1,800	0	0	1,800
N. Hillsborough Living Quarters Phase I	140,000	0	0	140,000
N. Hillsborough Living Quarters Phase II	0	130,000	0	130,000
Palm River Apron Replacement	26,000	0	0	26,000
Progress Village Lighting Retro	3,100	0	0	3,100
Progress Village Re-Roof	39,000	0	0	39,000
Riverview Lighting Retrofit	5,000	0	0	5,000
S Brandon A/C Replacement	12,500	0	0	12,500
Shop Heating System 78th St.	25,000	0	0	25,000
Shop Potable Water Line 78th St.	40,000	0	0	40,000
Summerfield FS Slab Replacement	40,000	0	0	40,000
Training Tower Repairs	18,000	0	0	18,000
Training Classroom 78th St. A/C And Water Heater	12,000	0	0	12,000
Training Modular Exterior Siding Replace	25,000	0	0	25,000
Training Modular Lighting Retrofit	1,200	0	0	1,200
Training Tower Re-Roof	0	9,100	0	9,100
Valrico Reseal Parking Lot	2,100	0	0	2,100
West Chase Exterior Paint	8,500	0	0	8,500
Unallocated Funds	428,020	935,576	4,630,578	5,994,174
Total Fire Services	\$1,109,000	\$1,143,676	\$4,730,578	\$6,983,254

Government Facilities:

Countywide (General Fund):

County Buildings ADA	\$60,000	\$400,000	\$0	\$460,000
County Center Bldg. Renewal & Replacement	250,000	250,000	500,000	1,000,000
AG Lutz Exterior Paint	12,000	0	0	12,000
AG Plant City Exterior Paint	14,000	0	0	14,000
AS Animal Services AC Systems 14 Heat Pumps 3 AHU's	190,000	0	0	190,000
AS Animal Services Kennel Wall Surface Repair	38,500	0	0	38,500
CC 407 East St Paint	12,000	0	0	12,000

CAPITAL BUDGET

Major Repair, Replacement, Renovation and Maintenance Program

FY 06 and FY 07 Projects List

Fund / Program / Project Title	FY 06 Funding	FY 07 Funding	Future Funding	Total FY 06 - FY 11 Funding
CC 407 East St Re-Roof	85,000	0	0	85,000
CC 407 East St. Lighting Retrofit	3,500	0	0	3,500
CC Clerk's Data Processing Center Lighting Retrofit	8,500	0	0	8,500
CH 700 Twiggs St Lighting Retrofit	0	12,000	0	12,000
CH 700 Twiggs St Window Gasket Replacement	280,000	0	0	280,000
CH N Annex Tower Restrooms Phase I	95,000	0	0	95,000
CH N Annex Tower Restrooms Phase II	95,000	0	0	95,000
CH N Annex Tower Restrooms Phase III	0	95,000	0	95,000
CH N Annex Tower Restrooms Phase IV	0	95,000	0	95,000
CH N Annex Window Gasket Replacement	275,000	0	0	275,000
CH North Annex Lighting Retrofit	20,000	0	0	20,000
CH Plant City Annex Lighting Retrofit	13,500	0	0	13,500
CH Plant City Annex Paint	35,000	0	0	35,000
CH Plant City Annex Re-Roof	187,200	0	0	187,200
CH Plant City Boiler Replacement	135,000	0	0	135,000
CH Plant City Courthouse Lighting Retrofit	20,000	0	0	20,000
CH Plant City Courthouse Storefront Replacement	55,000	0	0	55,000
CH S Annex Tower Restrooms Phase I	110,000	0	0	110,000
CH S Annex Tower Restrooms Phase II	110,000	0	0	110,000
CH S Annex Tower Restrooms Phase III	0	110,000	0	110,000
CH S Annex Tower Restrooms Phase IV	0	110,000	0	110,000
CH S Annex Engine Rm Chiller Demo & Asbestos Abatement	135,000	0	0	135,000
CH S Annex Lighting Retrofit	22,000	0	0	22,000
CO Coop A/C System	110,000	0	0	110,000
CO Coop Re-Lamp	0	6,500	0	6,500
CS Cafeteria A/C & Ventilation Replacement	85,000	0	0	85,000
CS Cafeteria Interior Renovations	160,000	0	0	160,000
CS Children Svcs Bldg 59 98 Gal W.H.	7,500	0	0	7,500
CS Clinical Services Re-Roof #CSO103 Bldg 51	10,712	0	0	10,712
CS Dorm A/C Units & Duct Work Bldg 53	125,000	0	0	125,000
CS Dorm Re-Roof #CSO109	44,712	0	0	44,712
CS HS Hcc Brandon Exterior Repairs Hs0101	14,000	0	0	14,000
CS HS Hcc Dale Mabry Exterior Repairs HS0201	14,000	0	0	14,000
CS HS Hcc Plant City Exterior Repairs HS0301	14,000	0	0	14,000
CS HS Lapaloma Exterior Repairs HS0401	14,000	0	0	14,000
CS HS Mango Window Replacement	30,000	0	0	30,000
CS HS Mcleod A/C HS0501cs	0	16,500	0	16,500
CS HS McCleod Center Renovation	145,000	0	0	145,000
CS HS Mcleod Re-Lamp	0	1,100	0	1,100
CS HS Sulphur Springs Exterior Renov HS0804	14,000	0	0	14,000
CS HS Sulphur Springs Exterior Renovations HS0801	42,000	0	0	42,000
CS HS Sulphur Springs Exterior Renovations HS0802	15,000	0	0	15,000
CS Sed Canopy Replacement	22,000	0	0	22,000
CS Storage Building Re-Roof #CSO112	9,945	0	0	9,945
CS Storage Building Re-Roof #CSO1 13	22,700	0	0	22,700
FL Car Wash Roof Coating	16,000	0	0	16,000
FL Central Fleet Shop Heating Replacement	55,000	0	0	55,000

CAPITAL BUDGET

Major Repair, Replacement, Renovation and Maintenance Program

FY 06 and FY 07 Projects List

Fund / Program / Project Title	FY 06 Funding	FY 07 Funding	Future Funding	Total FY 06 - FY 11 Funding
FL Unit #5 Lighting Retrofit	5,100	0	0	5,100
FL Unit #5 Paint Interior And Deck Resurface	50,000	0	0	50,000
MOSI E. Wing IAQ Enhancement	100,000	0	0	100,000
MOSI E. Wing - Connect Chillwater Supply to Central Plant	50,000	0	0	50,000
RE Chiller Plant Filtration RE1001	135,000	0	0	135,000
RE Surplus Warehouse A/C	0	22,500	0	22,500
RE County Center Generator Fuel Tank Venting	0	5,000	0	5,000
RE County Center Sallyport Garage Doors	30,000	0	0	30,000
RE EOC Re-Lamp	4,500	0	0	4,500
RE Pierce St. Garage Bird Wire	10,000	0	0	10,000
RE Stewart East A/C Units Replacement	85,000	0	0	85,000
RE Stewart East Gutter Construction	20,160	0	0	20,160
RE Stewart East Re-Roof	0	120,000	0	120,000
RE Stewart North A/C Units Replacement	135,000	0	0	135,000
RE Stewart North Gutter Construction	21,360	0	0	21,360
RE Stewart North Re-Roof	0	137,000	0	137,000
RE Stewart West A/C Units Replacement	85,000	0	0	85,000
RE Stewart West Gutter Construction	15,120	0	0	15,120
RE Stewart West Re-Roof	0	68,000	0	68,000
RE Stewart Window Gasket Replacement	0	98,000	0	98,000
RE Zack St. Garage Elevator Renovation Phase I	125,000	0	0	125,000
RE Zack St. Garage Elevator Renovation Phase II	125,000	0	0	125,000
RE Zack St. Garage Paint	0	50,000	0	50,000
SS NSC Lee Davis Staff Restroom Renovations	65,000	0	0	65,000
SS NSC West Tampa Interior Re-Paint	25,000	0	0	25,000
SS NSC West Tampa Re-Lamp	0	3,500	0	3,500
SS Public Assistance Center 0501 Exterior Paint	8,000	0	0	8,000
SS Veterans Affairs Re-Lamp	0	1,100	0	1,100
Unallocated	28,975	2,369,382	6,988,906	9,387,263
Reserve	512,036	1,187,862	13,624,551	15,324,449
Total Government Facilities	\$4,867,020	\$5,158,444	\$21,113,457	\$31,138,921

Library Services:

Special Library Taxing District:

Brandon Parking Lot Resurfacing/Seal	\$50,000	\$0	\$0	\$50,000
Fendig Re-roof and Ceiling	180,000	0	0	180,000
Germany Fire Pump Re-build	15,000	0	0	15,000
New Tampa Library Condenser Farm Venting	20,000	0	0	20,000
New Tampa Turn Lane from Parking Lot	25,000	0	0	25,000
Port Tampa Seal and Paint	32,500	0	0	32,500
Libraries ADA Renovations	95,000	0	0	95,000
Unallocated	0	305,266	1,337,921	1,643,187
Reserves	11,012	156,228	439,903	607,143
Total Library Services	\$428,512	\$461,494	\$1,777,824	\$2,667,830

Parks:

CAPITAL BUDGET

Major Repair, Replacement, Renovation and Maintenance Program

FY 06 and FY 07 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 06 Funding</u>	<u>FY 07 Funding</u>	<u>Future Funding</u>	<u>Total FY 06 - FY 11 Funding</u>
<u>Countywide (General Fund):</u>				
E.G.Simmons Site Improvements	\$1,025,000	\$0	\$0	\$1,025,000
Lake Park Perimeter Fencing Replacement	200,000	0	0	200,000
Medard Restroom Bldg. Replacement	320,000	0	0	320,000
Total Parks Countywide	\$1,545,000	\$0	\$0	\$1,545,000
<u>Unincorporated Area (MSTU):</u>				
Allocated Fund Major Maint/Repairs Parks	-\$1,016,000	\$1,138,407	\$4,698,710	\$4,821,117
Antioch Bleacher Cover Replacement @ Football	55,000	0	0	55,000
Antioch Drainage Repairs @ Football	75,000	0	0	75,000
Apollo Park Septic System Replacement	150,000	0	0	150,000
Bealsville Sports Complex Lighting/Site Work	250,000	0	0	250,000
Bloom Hills Playground Replacement	42,000	0	0	42,000
Clayton Park Irrigation System Replacement	20,000	0	0	20,000
JC Handley Perimeter Fencing Replacement	35,000	0	0	35,000
Lakewood Playground Replacement	42,000	0	0	42,000
North Brandon Sports Complex Lighting/Site Work	454,000	0	0	454,000
Northlakes Roof Replacement	35,000	0	0	35,000
Northlakes Sports Complex Lighting/Site Work -	303,000	0	0	303,000
Nye Park Roof Replacement	35,000	0	0	35,000
Nye Park Utility Connections Replacement	35,000	0	0	35,000
Palm River Ballfield Lights Replacement	100,000	0	0	100,000
Thonotosassa Football Restroom Replacement	150,000	0	0	150,000
Town & Country Playground Center Renovation-ADA	50,000	0	0	50,000
Town & Country Softball Field Replacement	150,000	0	0	150,000
Stephen J. Wortham Playground	42,000	0	0	42,000
Total Parks Unincorporated	\$1,007,000	\$1,138,407	\$4,698,710	\$6,844,117
Total Parks	\$2,552,000	\$1,138,407	\$4,698,710	\$8,389,117
Public Works:				
<u>Unincorporated Area (MSTU):</u>				
Heavy Vehicle Wash Rack Design & Engineering (EPC Consent Order)	\$125,000	\$0	\$0	\$125,000
Road Unit #1 , Crew Room Exterior Paint	4,500	0	0	4,500
Road Unit #1 Admin A/C Rd0101	0	39,600	0	39,600
Road Unit #1, Central, Heavy Vehicle Wash Rack (EPC Upgrade)	150,000	0	0	150,000
Survey Office Resrooms Renovations	38,000	0	0	38,000
Unallocated Funds	16,829	317,641	1,573,731	1,908,201
Total Public Works	\$334,329	\$357,241	\$1,573,731	\$2,265,301

**Adopted
Biennial Budget
For FY 06
And FY 07**

**Debt
Budget**



**Hillsborough County
Florida**



Hillsborough County
Florida

DEBT SERVICE BUDGET

EXECUTIVE SUMMARY

As of September 30, 2005, total County debt outstanding is \$925,851,120, which includes \$185,725,000 in debt issued by the Tampa Sports Authority and \$240,905,000 in enterprise fund debt. The remainder includes \$43,590,000 in general obligation, limited ad valorem debt, and \$455,631,120 in non-ad valorem revenue supported debt. The non-ad valorem debt includes \$44,545,000 in Tax-Exempt Commercial Paper.

The County's enterprise fund, general obligation and limited tax debt continues to be "self supporting" in that this debt is secured solely by pledges of enterprise revenue and ad valorem taxes which adequately cover debt service on these bonds. Furthermore, many of the non-enterprise, non-ad valorem revenue bonds are supported by revenues specifically earmarked for such purpose. For example, bonds issued for Criminal Justice facilities are repaid with either the State Shared Half-Cent Sales Tax, Community Investment Tax, or Court Fees.

The Tampa Sports Authority's St. Petersburg Times Forum bonds are repaid from the County's 5th cent of the Tourist Development Tax, which can only be used for debt service on professional sports franchise facilities, convention centers, and for tourism marketing costs. The Authority's Stadium bonds are repaid with Community Investment Tax (CIT)¹ revenue, the 4th cent Tourist Tax, and payments from a State of Florida sales tax rebate.

The County has significant debt capacity remaining and is in compliance with its anti-dilution test². However, in as much as all County revenues are being used to pay debt service, or to fund County operations, any use of County revenues to secure and pay additional debt could impact County operations unless additional revenue sources are identified. One exception is the CIT which was originally levied during fiscal year 1997 and may be used only for capital projects. Currently, most of the available CIT revenue funds capital projects on a pay-as-you-go basis. The Board of County Commissioners could bond these revenues without impacting ongoing County operations, except

¹ This tax was approved by referendum, and the proceeds are allocated among the School Board, the County, and the cities of Tampa, Temple Terrace, and Plant City pursuant to an interlocal agreement. The interlocal agreement provides a specific allocation of revenues for debt service and certain other capital expenditures in connection with the stadium.

² An Anti-Dilution test is included in the covenants agreed to by the County in connection with debt secured by the County's covenant to budget and appropriate from legally available non-ad valorem revenues. This test attempts to measure and limit the extent to which the County can use non-ad valorem revenues for debt service on additional bonds or for general government services. The purpose of this test is to ensure that the County does not excessively leverage its non-ad valorem revenues.

to the extent that projects funded with CIT revenues place an additional demand on General Fund revenue to pay for increased operating costs associated with those projects.

The County's general obligation credit ratings of "Aa2" from Moody's Investors Service, "AA+" from Standard & Poor's and "AA+" from Fitch Investors Service³ are strong and represent upgrades by Moody's and Fitch during FY 2003 and Standard & Poor's in FY 2002. In upgrading these ratings, the rating agencies have recognized the County's strong economic growth and financial management. The rating agencies have separately rated other bonds of the County which are secured by specific revenue pledges. Those other ratings are described later in this report.

In addition to these underlying ratings, many of the County's bonds have also been insured by the major bond insurance providers including MBIA, AMBAC, FGIC and FSA. Where insured, the County's bonds have gained the highest rating from all of the rating agencies rating these bonds.

SUMMARY OF FUTURE DEBT ISSUANCE

The County plans to issue debt secured by the Phase II, III and IV Community Investment Tax (CIT) to fund various governmental capital projects. This debt, in multiple series totaling an estimated \$180 million, is expected to be issued over the period of FY06 to FY08 to finance transportation, government facilities, and parks and recreation. Where appropriate, the County will utilize its Commercial Paper Note program to encumber project contracts and provide short-term financing prior to the issuance of long-term debt.

CONCLUSIONS

The County has benefited from strong economic performance in recent years, marked by growth and diversification. Assessed valuation shows steady growth, the debt burden is manageable, and financial operations are sound. The County's overall debt profile is characterized by good debt service coverage from pledged revenues, and by sound legal provisions ensuring full and timely payment of debt service. Wealth indicators have

³ Each of the three major agencies rating the County's debt uses a rating system which relies on alphanumeric indicators. Moody's describes its Aa rated bonds as "judged to be of high quality by all standards." Together with the Aaa group they comprise what are generally known as high grade bonds. They are rated lower than the best bonds because margins of protection may not be as large as in Aaa securities, or the fluctuation of protective elements may be of greater amplitude, or there may be other elements present which make the long-term risk appear somewhat larger than the Aaa securities. The modifier "2" indicates that the issue ranks in the middle of the (Aa) category.

DEBT SERVICE BUDGET

improved in recent years as per capita personal income reached \$29,748 in 2003⁴, based on the most recently available data, nearly equaling the State of Florida measure and roughly 95% of the U.S. level. The unemployment rate for 2003 was low at 4.1% as compared with the statewide rate of 5.1% and the national average of 6.0%.

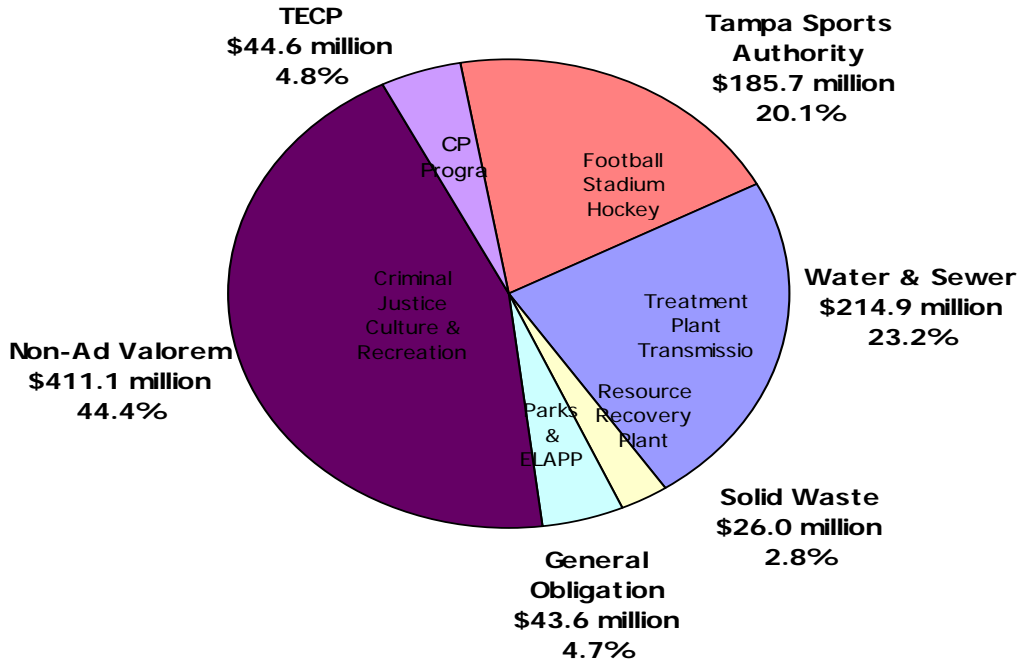
In summary, as confirmed by its credit ratings, the County's financial condition is characterized by strong debt service coverage from pledged revenue, a stable local economy, and strong financial management and consistently sound performance.

The County's debt has been structured in compliance with the County Commission's adopted Debt Policy and with prudent debt management practices recommended by the Government Finance Officers Association. There have been no regulatory actions undertaken by either the Securities and Exchange Commission or Internal Revenue Service in connection with the County's debt, and the County is in compliance with all bond covenants and reporting requirements. Finally, the County has taken advantage of all available market opportunities to refinance its outstanding debt to realize debt service savings.

⁴ Source: Bureau of Economic Analysis, U. S. Department of Commerce.

DEBT SERVICE BUDGET

As of September 30, 2005, the amount of County debt outstanding, including County Supported Tampa Sports Authority debt, is \$925.9 million



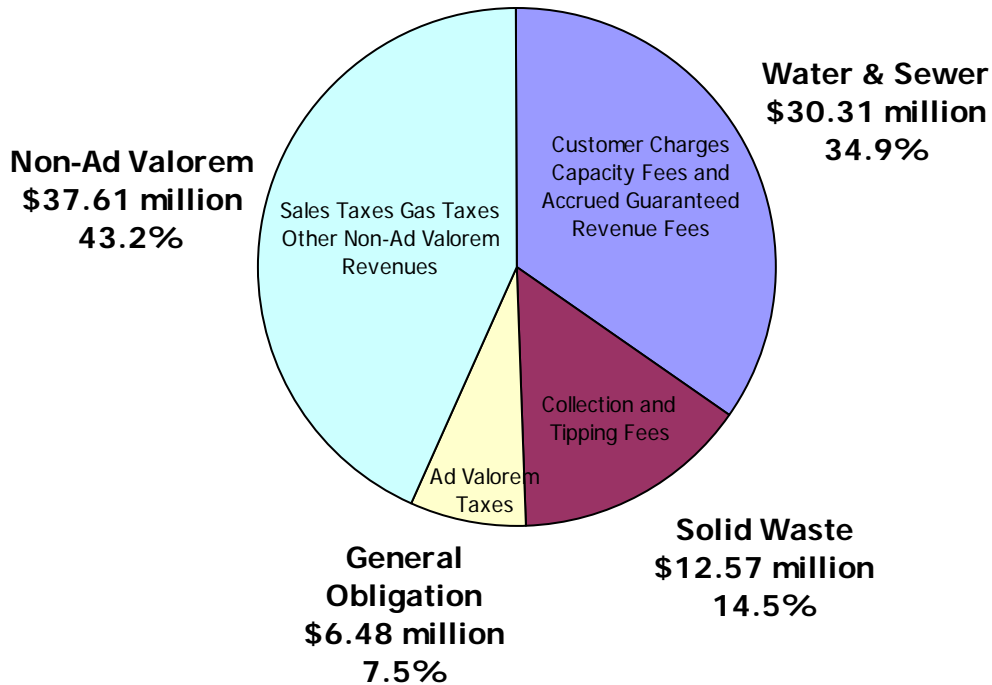
DEBT OUTSTANDING (AS OF 9/30/2005)

	Amount Outstanding
County Issued Debt	
General Obligation Bonds	
ELAP Program	\$26,950,000
Parks Facilities	<u>16,640,000</u>
Subtotal	43,590,000
Non-Ad Valorem Revenue Bonds	
Criminal Justice	83,210,000
Road Improvement	9,790,000
Government Facilities ¹	<u>318,086,120</u>
Subtotal	411,086,120
Tax-Exempt Commercial Paper (TECP)	
	44,545,000
Enterprise Fund Bonds	
Water/Wastewater Utility	214,865,000
Solid Waste/Resource Recovery	<u>26,040,000</u>
Subtotal	<u>240,905,000</u>
Total County Debt²	740,126,120
Other Debt Paid with County Revenue	
TSA—Ice Palace Bonds	27,435,000
TSA—R. James Stadium Bonds	<u>158,290,000</u>
Total Other Debt	185,725,000
Grand Total	\$925,851,120

¹Includes: MOSI, County Center, Legends Field, 800 MHz Radio System, Warehouse, Court Facilities, Jail & Stormwater, Tampa Bay Arena
²Excludes accreted value of Capital Appreciation Bonds.

DEBT SERVICE BUDGET

Debt Service on County-Issued debt outstanding for FY06 is \$86.986 million



Debt Service—FY 2006
(in millions)

Type of Debt	Principal	Interest	Total
General Obligation	\$4.67	\$1.81	\$6.48
Non-Ad Valorem*	\$17.40	\$20.21	\$37.61
Enterprise Fund **	\$31.27	\$11.61	\$42.88
Total	\$53.34	\$33.63	\$86.97

* Includes interest on Tax-exempt Commercial Paper

** Based on Bond Year

Debt Ratios (As of 9/30/05)

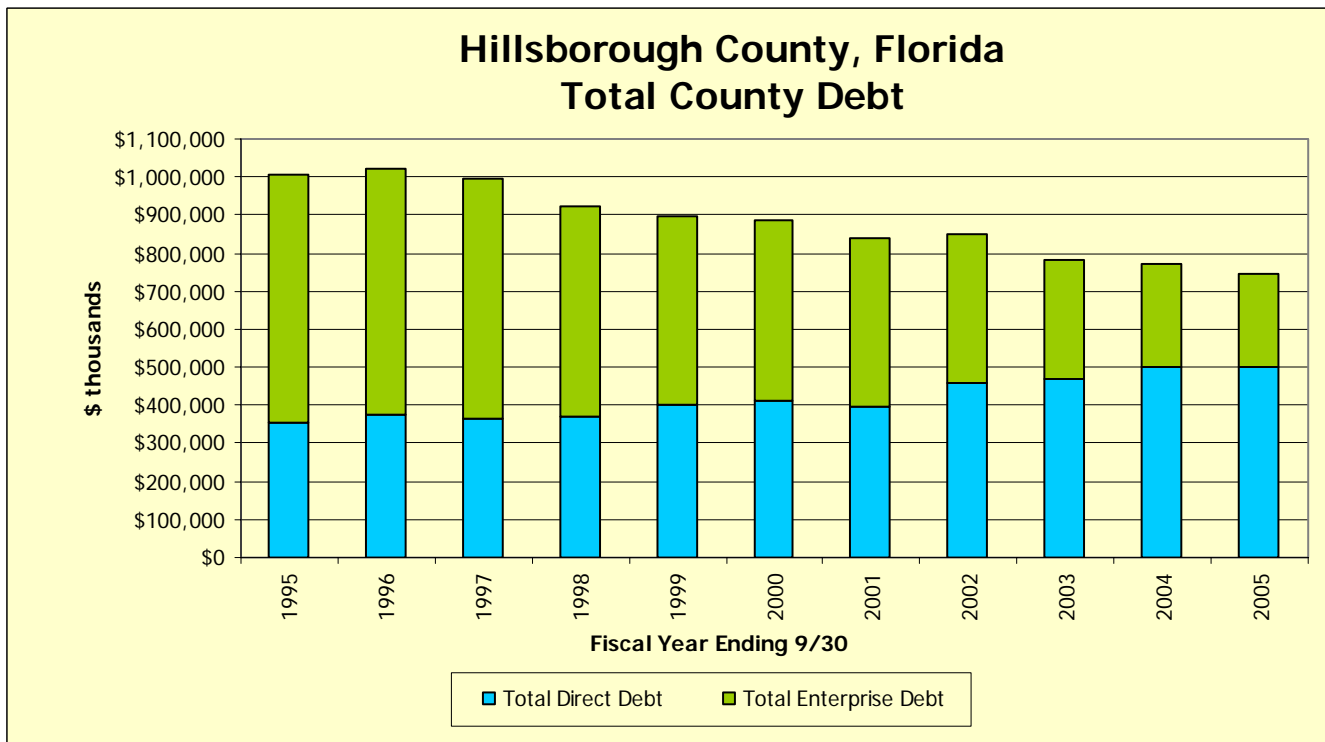
DESCRIPTION	Target	Actual
General Obligation Debt Per Capita (based on 1,115,960 pop.)	<\$137.00	\$39.06
General Obligation as % of Taxable Value (based on \$64.583 billion)	<0.5%	0.07%
Non-Self Supporting Revenue Debt Per Capita (based on 1,115,960 pop.)	<\$870.00	\$408.29
Non-Self Supporting Debt as % of Taxable (based on \$64.583 billion)	<1.0%	0.71%
General Government Direct Debt Per Capita (based on 1,115,960 pop.)	<\$1,020	\$447.35
Direct Debt as a % of Taxable Value (based on \$64.583 billion)	<1.50%	0.77%

TOTAL OUTSTANDING DEBT AND OBLIGATION

As of the fiscal year ending September 30, 2005, the County had total indebtedness of \$925,851,120 (excluding accreted interest on capital appreciation bonds but including certain County Supported Debt issued by the Tampa Sports Authority, as more fully described below).

The County's debt is divided into six categories consisting of:

	Fiscal Year Ended September 30				
	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>
Governmental					
General Obligation	\$17,860,000	\$18,540,000	\$17,840,000	\$17,245,000	\$16,640,000
Limited Ad Valorem	41,520,000	38,175,000	34,520,000	30,820,000	26,950,000
Non-Enterprise/Non-Ad Valorem	301,626,120	354,726,120	339,176,120	415,641,120	411,086,120
Tax-Exempt Commercial Paper ¹	<u>34,318,000</u>	<u>41,393,000</u>	<u>73,398,000</u>	<u>34,270,000</u>	<u>44,545,000</u>
Total Direct Debt	\$395,324,120	\$452,834,120	\$464,934,120	\$497,976,120	\$499,221,120
Enterprise					
Water & Wastewater	\$360,235,000	\$322,970,000	\$251,900,000	\$233,890,000	\$214,865,000
Solid Waste	<u>79,655,000</u>	<u>71,400,000</u>	<u>62,720,000</u>	<u>37,425,000</u>	<u>26,040,000</u>
Total Enterprise	\$439,890,000	\$394,370,000	\$314,620,000	\$271,315,000	\$240,905,000
Total County Debt	<u>\$835,214,120</u>	<u>\$847,204,120</u>	<u>\$779,554,120</u>	<u>\$769,291,120</u>	<u>\$740,126,120</u>
Debt Paid with County Revenues					
Tampa Sports Authority (TSA) ²	\$201,605,000	\$198,275,000	\$194,385,000	\$190,155,000	\$185,725,000

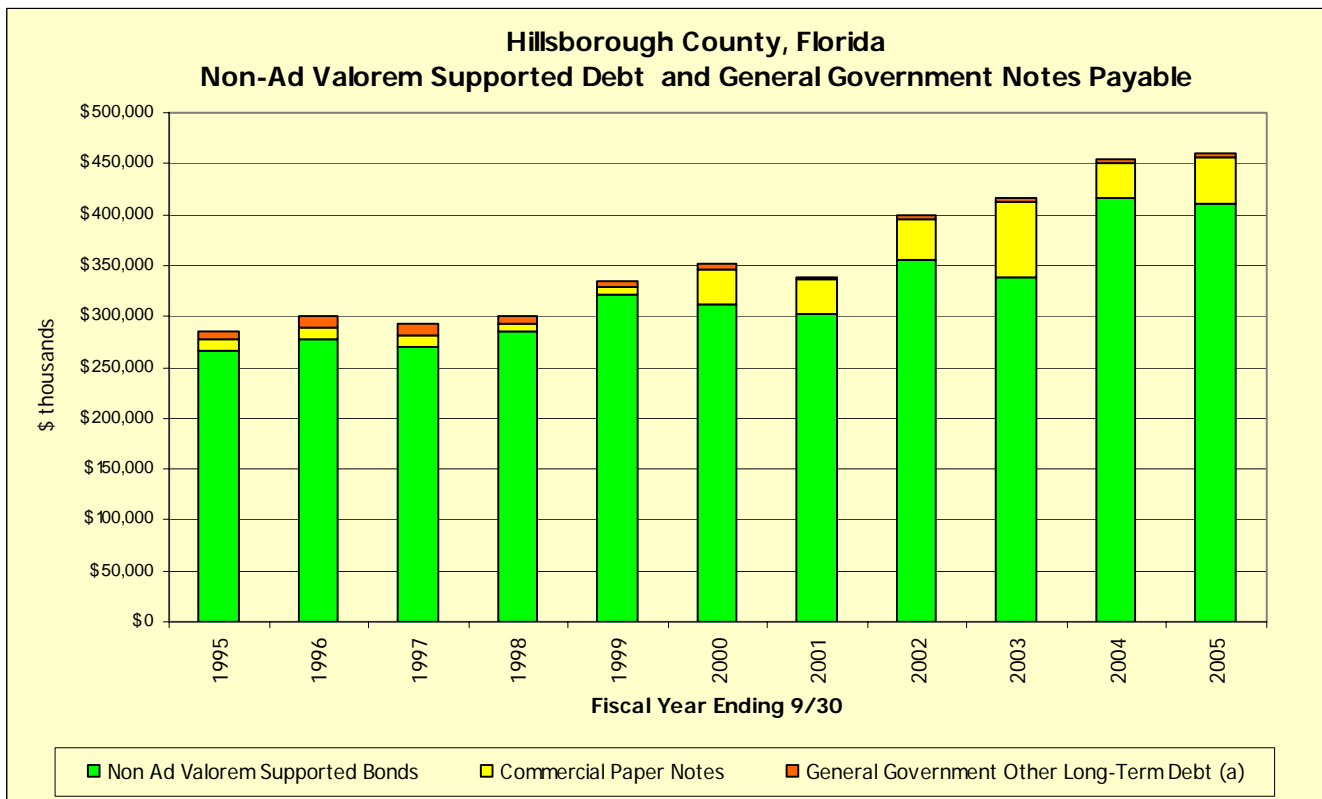
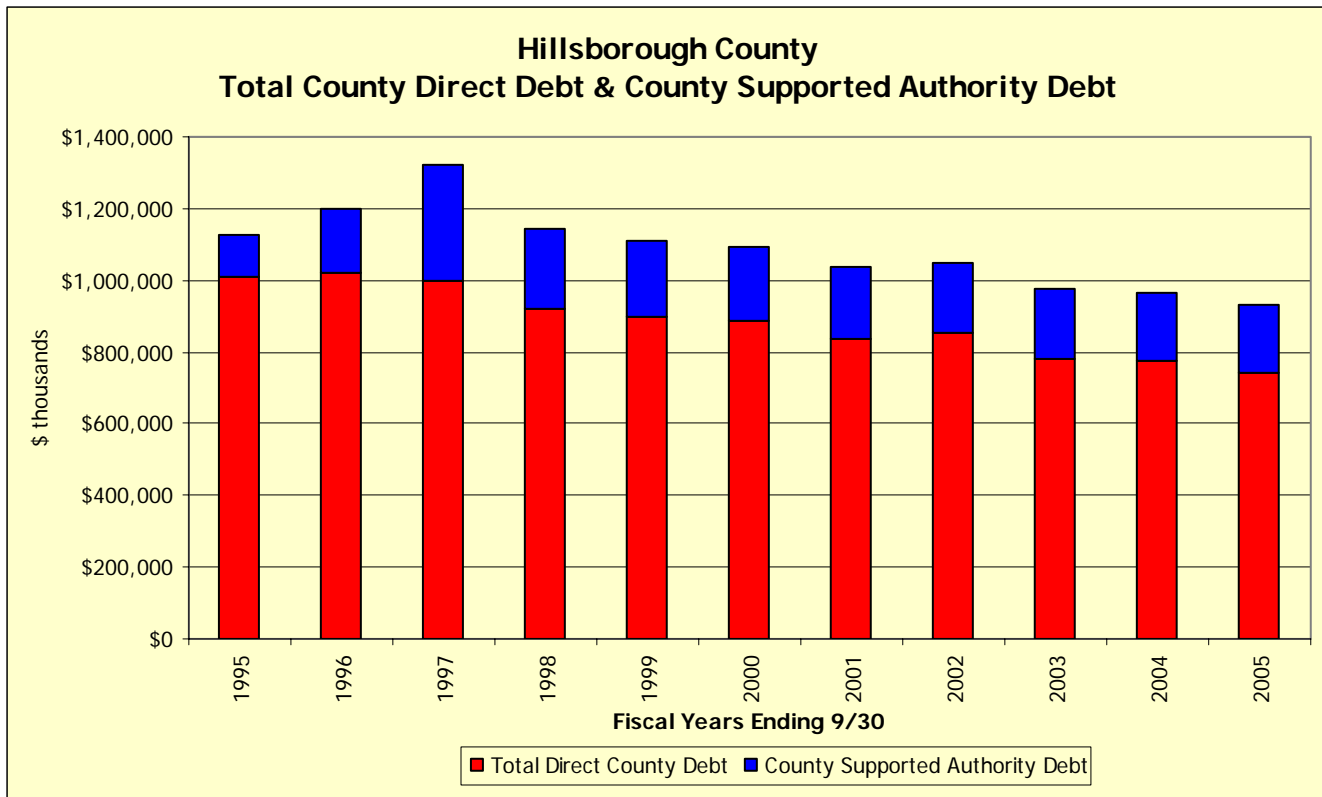


Excludes General Government other long-term debt as reflected in the Audited Statements.

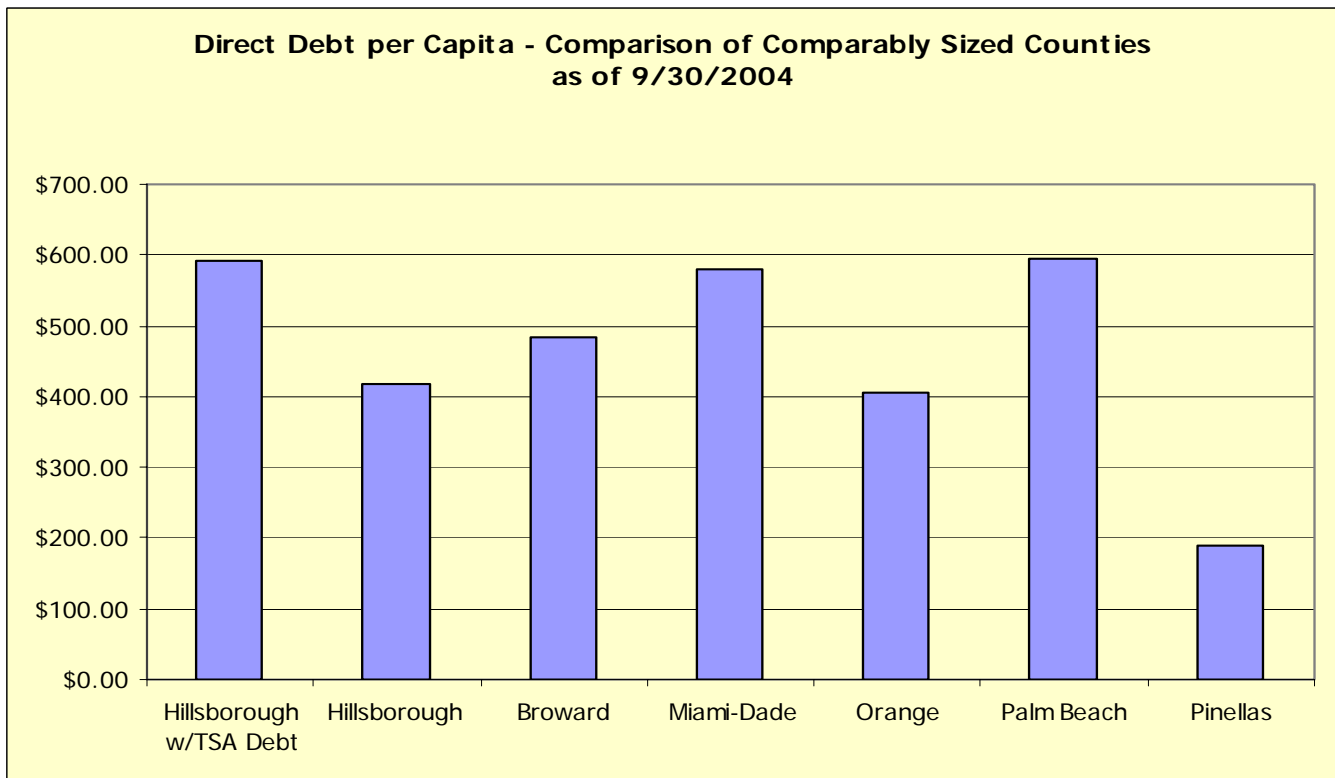
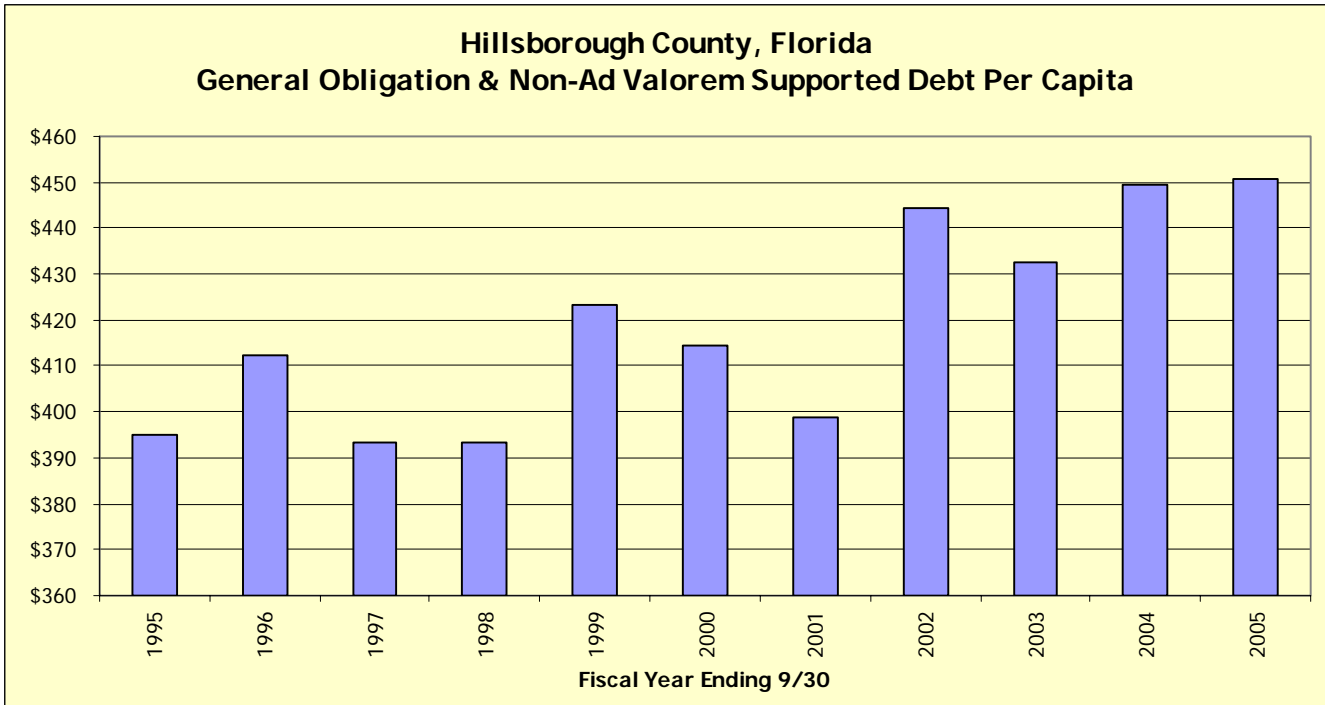
¹ Prior to FY 2000, the outstanding amount of Tax-Exempt Commercial Paper was included in non-ad valorem amount.

² Tampa Sports Authority Debt consist of: (i) the Series 1998 County Interlocal Payments Refunding Revenue Bonds, which refunded the Series 1995 Special Purpose bonds used to finance the Ice Palace project, and (ii) the Series 1997B Tourist Development Tax Revenue Bonds, the Series 1997 Sales Tax Payments Revenue Bonds and the Series 1997 Local Option Sales Tax Revenue Bonds, which in total were issued to finance the community stadium project. The Series 1997 Sales Tax Payments Revenue Bonds and the Series 1997 Local Option Sales Tax Revenue Bonds were refunded by the Tampa Sports Authority in Fiscal Year 2006.

TOTAL OUTSTANDING DEBT AND OBLIGATION



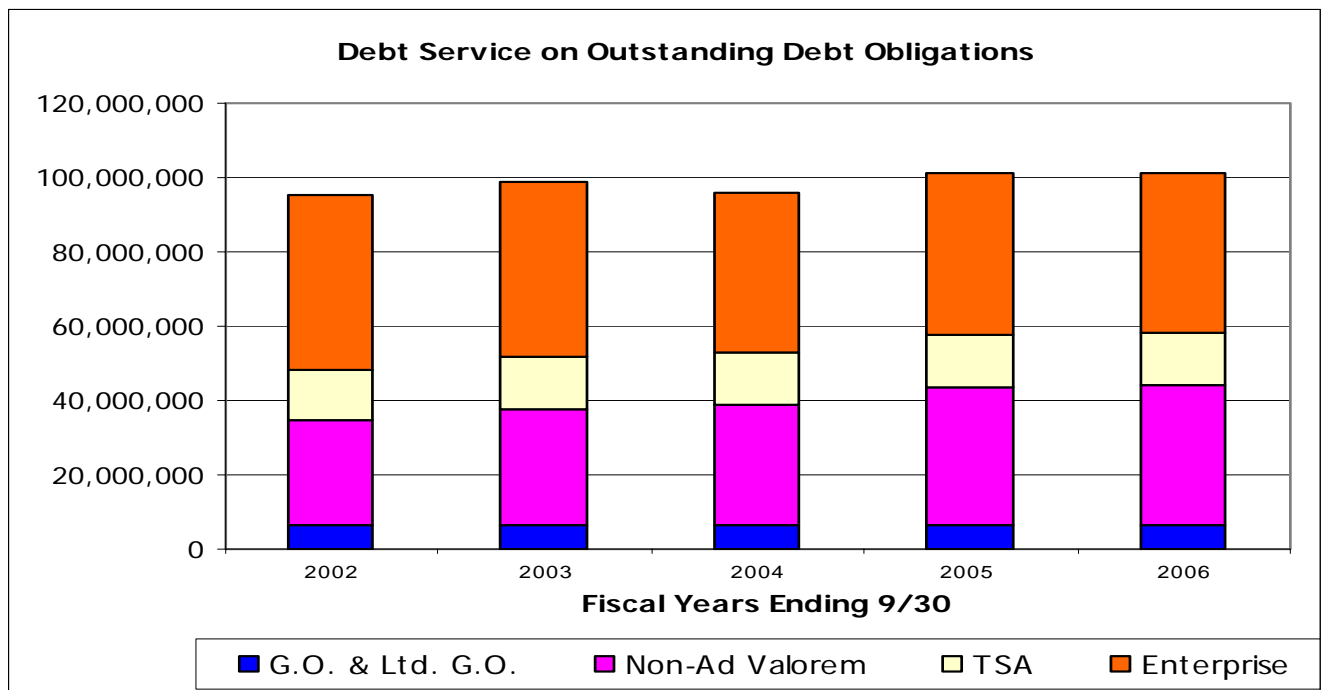
TOTAL OUTSTANDING DEBT AND OBLIGATION



DEBT SERVICE ON OUTSTANDING DEBT OBLIGATIONS

For the fiscal year ending September 30, 2005, total debt service on County-issued debt was \$86,848,792¹. Total debt service including County-supported debt of the Tampa Sports Authority for the fiscal year ending 2005 was \$101,065,953. The following table illustrates debt service obligations for the Fiscal Years Ending September 30, 2002 through 2006.

	Fiscal Year Ended September 30				
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>
Governmental					
General Obligation	\$1,383,336	\$1,378,017	\$1,320,655	\$1,318,755	\$1,326,655
Limited Ad Valorem	5,321,203	5,325,489	5,158,879	5,148,515	5,153,903
Non-Enterprise/Non-Ad Valorem	<u>28,132,821</u>	<u>31,162,014</u>	<u>32,163,104</u>	<u>37,092,606</u>	<u>37,606,139</u>
Subtotal	\$34,837,360	\$37,865,520	\$38,642,638	\$43,559,876	\$44,086,697
Enterprise					
Water & Wastewater ³	\$34,469,183	\$34,334,766	\$30,711,827	\$30,710,272	\$30,308,362
Solid Waste	<u>12,363,523</u>	<u>12,352,340</u>	<u>12,334,715</u>	<u>12,578,644</u>	<u>12,571,813</u>
Subtotal	\$46,832,706	\$46,687,106	\$43,046,542	\$43,288,916	\$42,880,175
Debt Paid with County Revenues					
Tampa Sports Authority ²	<u>\$13,654,249</u>	<u>\$14,086,381</u>	<u>\$14,291,721</u>	<u>\$14,217,161</u>	<u>\$14,189,336</u>
Total Debt Service	\$95,324,315	\$98,639,007	\$95,980,901	\$101,065,953	\$101,156,208



¹ Includes interest on Tax-Exempt Commercial Paper.

² Tampa Sports Authority Debt consists of: (i) the Series 1998 County Interlocal Payments Refunding Revenue Bonds, which refunded the Series 1995 Special Purpose bonds used to finance the Ice Palace project, and (ii) the Series 1997B Tourist Development Tax Revenue Bonds, the Series 1997 Sales Tax Payments Revenue Bonds and the Series 1997 Local Option Sales Tax Revenue Bonds, which in total were issued to finance the community stadium project. The Series 1997 Sales Tax Payments Revenue Bonds and the Series 1997 Local Option Sales Tax Revenue Bonds were refunded in FY 2006.

³ Based on Bond year basis.

DEBT CAPACITY OF SELECTED REVENUES

The Florida Constitution does not limit the amount of ad valorem taxes a county may levy for the payment of bonds authorized by voter referendum. The County is limited by Article VII, Section 9 of the Florida Constitution, however, to a maximum levy of 10 mills per \$1,000 of the assessed value of real estate and tangible personal property for county purposes other than the payment of voted bonds. The only restriction on General Obligation Bonds is voter referendum.

Debt related to rate-based County services, such as Water and Wastewater, does not affect their operations because pledges are made only on net revenues.

Debt capacity is an indicator of the financial condition of the County. The County currently has eleven major non-ad valorem revenues as follows:

- the local government half-cent sales tax,
- the guaranteed entitlement,
- the local option infrastructure surtax for community reinvestment (the "community investment tax or CIT"),
- the voted gas tax (9¢),
- the local option gas tax (6¢),
- the county fuel tax (7¢),
- the constitutional fuel tax,
- the 4th cent tourist development tax, and
- the 5th cent tourist development tax
- Traffic Surcharge Revenues
- the Half-Cent Sales Tax (Indigent Care)

In addition, the County has a mix of several other significant non-ad valorem revenues. However, these revenues on a stand-alone basis are difficult to pledge as security for a bond issue due to the volatility and uncertainties of the revenues on an annual basis. Therefore, the debt capacity analysis primarily provides information on the above referenced major non-ad valorem revenue sources.

Many of the non-ad valorem revenues discussed here are limited as to use. For example, the gas taxes are limited to transportation and road expenditure related costs; the 4th and 5th cent of the tourist development tax is limited to expenditures related to sports facilities and tourism; and the half cent sales tax is limited to indigent care services. The primary, unrestricted direct revenue available as security for a bond issue is the community investment tax. The debt capacity for this revenue based on Fiscal Year 2005 collections exceeds \$300 million.

DESCRIPTION OF TYPES OF DEBT ISSUED BY THE COUNTY

There are several different types of debt incurred by cities and counties in Florida, including general obligation debt, revenue debt and other debt, including long-term leases and government loans. To date, Hillsborough County has used the methods summarized briefly below. For a more detailed discussion see Appendix A.

GENERAL OBLIGATION DEBT

General obligation ("G.O.") bonds of municipalities, counties, school districts and states are backed by a pledge of the full faith and credit of the issuing entity. This pledge generally is supported by a commitment of the issuer to levy and to collect ad valorem taxes, without limitations as to rate or amount, for the payment of principal and interest on its bonds. With the County's excellent "Aa2/AA+/AA+" credit rating G.O. debt offers the lowest interest cost of any form of county debt. Because of the impact on property owners, the issuance of general obligation debt in Florida requires the consent of the voters through a referendum.

The Florida Constitution does not limit the amount of ad valorem taxes a county may levy for the payment of bonds authorized by voter referendum. The County is limited by Article VII, Section 9 of the Florida Constitution, however, to a maximum levy of 10 mills per \$1,000 of the assessed value of real estate and tangible personal property for county purposes other than the payment of voted bonds. The only restriction on General Obligation Bonds is voter referendum.

REVENUE DEBT: BONDS, NOTES AND GOVERNMENTAL LOANS

Most, if not all, state constitutions authorize either explicitly or implicitly the issuance of revenue debt. Revenue debt may be issued without voter referendum because of a public policy called the "special fund doctrine". The essence of revenue debt is that a particular stream of revenue is designated as the sole source of repayment of the debt. This revenue source may be derived from a specific project or enterprise, a loan program or even a special tax. In the event that such a source proves inadequate or default is otherwise threatened, the issuer is under no obligation to repay the debt from its other general governmental funds.

Debt related to rate-based County service, such as Water and Wastewater, does not affect operations because pledges are made only on net system revenues.

FIXED VS. VARIABLE INTEREST RATE DEBT

Of the \$740 million in total County issued debt outstanding at September 30, 2005, \$695 million is financed with fixed interest rates and \$45 million with variable interest rates, i.e., rates that periodically change in accordance with a specified financial market indicator. In terms of exposure to increases in interest rates, the County's debt portfolio is well-protected through predictability in interest cost. In most markets variable rate debt is substantially less expensive than fixed rate debt. However, during certain periods, market conditions may cause the variable rates to increase above fixed rates for short periods of time.

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

General Obligation Bonds are secured by a pledge of the full faith and credit of the County to levy sufficient ad valorem taxes to pay the debt service on the bonds. The County has one series of general obligation bonds and two series of limited obligation bonds outstanding. The \$18,540,000 Series 2002 General Obligation Refunding Bonds (Parks) were issued to refund the Series 1993 and Series 1996 Bonds, each of which was issued in the original par amount of \$10,000,000 to fund the acquisition and development of parks.

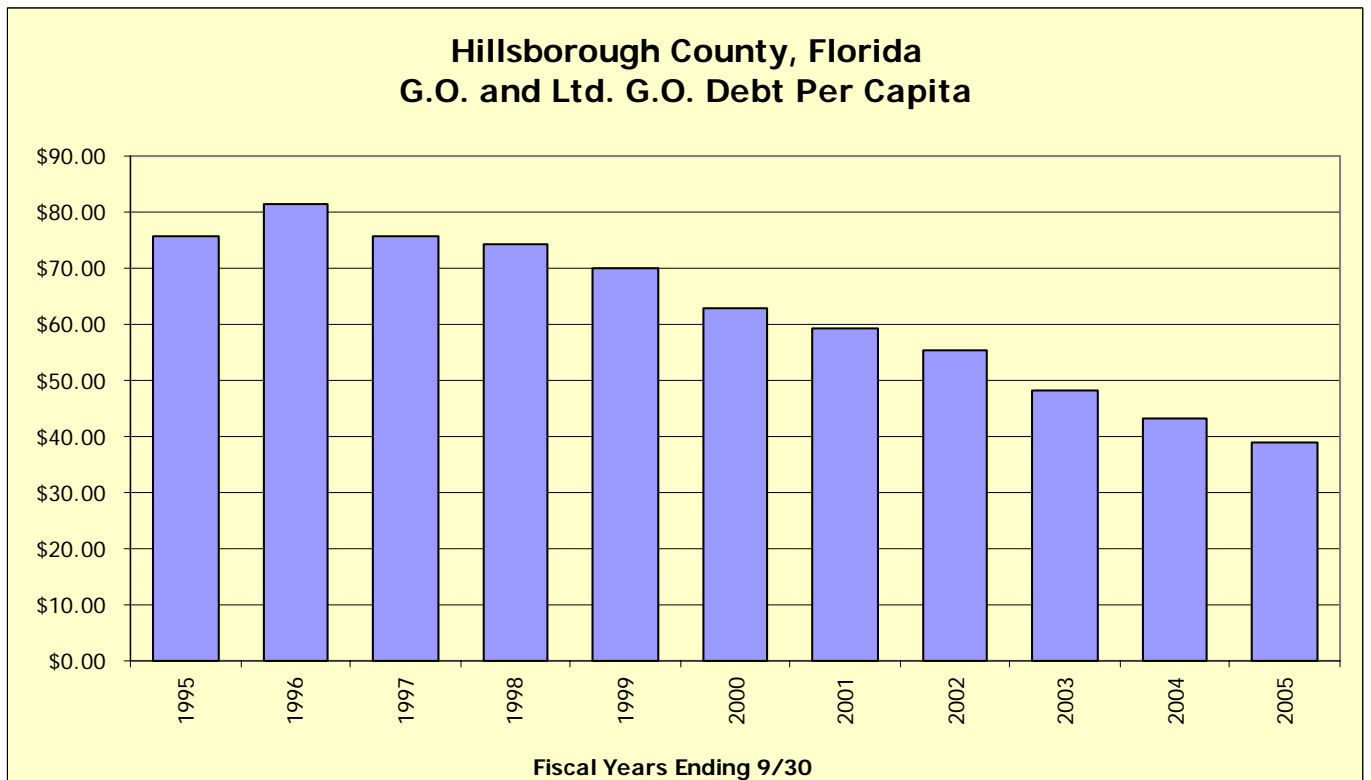
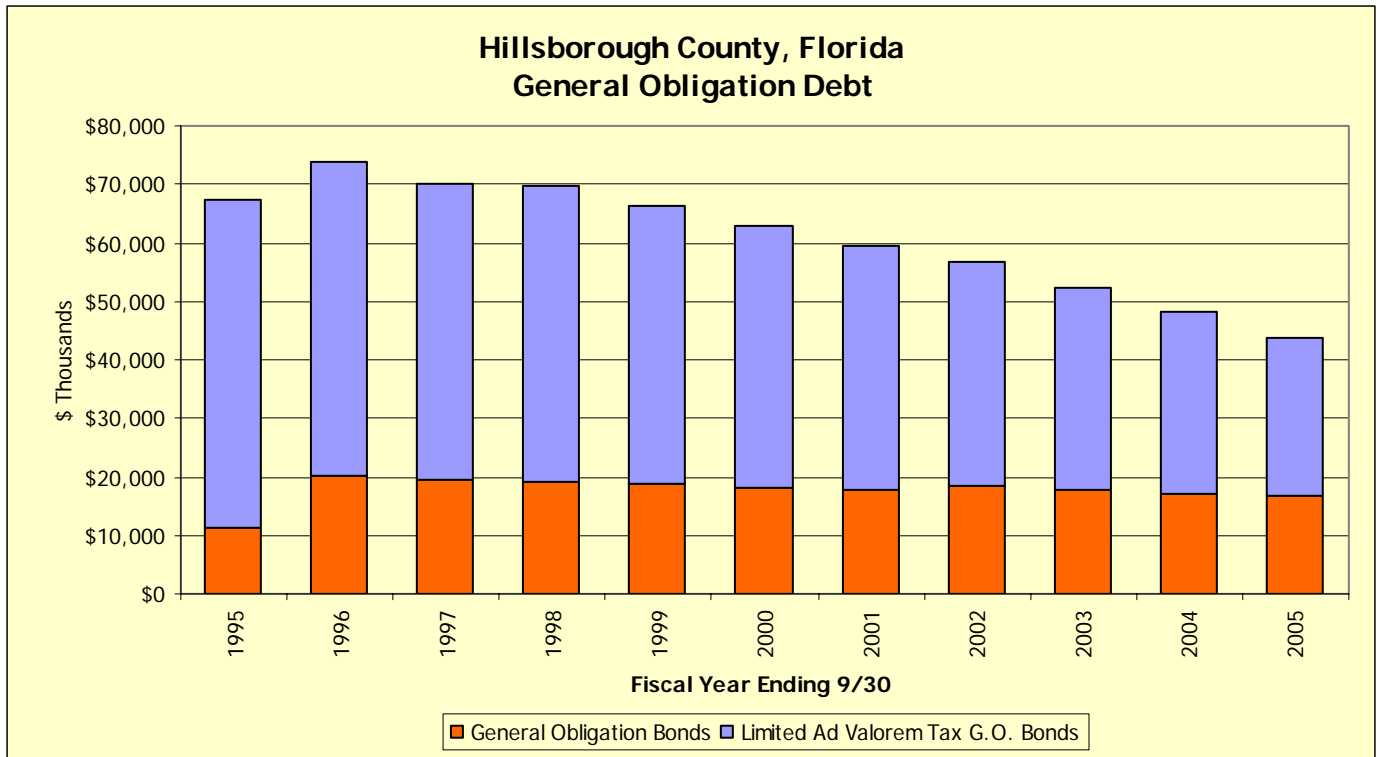
The Series 1998 and Series 2003 Limited Ad Valorem Bonds (ELAPP) are payable from a special ad valorem tax levy. The Series 1998 Bonds advance refunded the Series 1992 Bonds and the Series 2003 Bonds refunded the 1994 Bonds. The final maturity date of the outstanding ELAPP Bonds is 2011.

<u>Amount Outstanding Fiscal Year End 2005</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Ratings: Moody's/ S&P/ Fitch</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
General Obligation Bonds						
<u>\$16,640,000</u>	08/01/02	\$18,540,000 General Obligation Refunding Bonds, Series 2002 (Parks)	Ad Valorem Taxes	Aaa/AAA/AAA ¹	None	07/01/25
\$16,640,000						
Limited Obligation Bonds						
\$19,065,000	07/01/98	\$28,190,000 Limited Ad Valorem Tax Refunding Bonds Series 1998 (ELAPP)	Limited Tax Revenues	Aaa/AAA/AAA ²	MBIA	07/01/11
<u>7,885,000</u>	06/10/03	\$10,105,000 Limited Ad Valorem Tax Refunding Bonds Series 2003 (ELAPP)	Limited Tax Revenues	Aa2/NR/AA-	None	07/01/11
\$26,950,000						

¹ Underlying ratings of Aa2 from Moody's, "AA+" from Standard & Poor's and "AA+" from Fitch

² Underlying ratings of "Aa2" from Moody's, "A" from Standard & Poor's and "AA-" from Fitch.

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS



GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

AGGREGATE DEBT SERVICE SCHEDULE

Fiscal Year	Principal Payment	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
2006	\$4,670,000	\$1,810,558	\$6,480,558	\$38,920,000	68%
2007	4,855,000	1,615,443	6,470,443	34,065,000	60%
2008	5,065,000	1,409,853	6,474,853	29,000,000	51%
2009	5,250,000	1,224,243	6,474,243	23,750,000	42%
2010	5,450,000	1,030,200	6,480,200	18,300,000	32%
2011	5,665,000	819,950	6,484,950	12,635,000	22%
2012	750,000	579,113	1,329,113	11,885,000	21%
2013	780,000	552,113	1,332,113	11,105,000	20%
2014	810,000	522,863	1,332,863	10,295,000	18%
2015	840,000	490,463	1,330,463	9,455,000	17%
2016	880,000	456,863	1,336,863	8,575,000	15%
2017	915,000	420,783	1,335,783	7,660,000	13%
2018	955,000	382,353	1,337,353	6,705,000	12%
2019	995,000	341,288	1,336,288	5,710,000	10%
2020	1,045,000	291,538	1,336,538	4,665,000	8%
2021	1,095,000	239,288	1,334,288	3,570,000	6%
2022	1,155,000	184,538	1,339,538	2,415,000	4%
2023	1,215,000	126,788	1,341,788	1,200,000	2%
2024	585,000	63,000	648,000	615,000	1%
2025	615,000	32,288	647,288	0	0%
	\$43,590,000	\$12,593,518	\$56,183,518		

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

\$18,540,000
**GENERAL OBLIGATION REFUNDING BONDS
UNINCORPORATED AREA PARKS AND RECREATION PROGRAM
SERIES 2002**

PURPOSE

To current and advance refund Series 1993 and Series 1996 bonds respectively originally issued to finance the acquisition, development and improvement of parks in the unincorporated area of Hillsborough County

DATED DATE: august 1, 2002

ISSUE DATE: August 28, 2002

PAYMENT DATES

Semiannual interest payable January 1 and July 1; annual principal payable July 1

REDEMPTION PROVISIONS

Optional Redemption:
Non-callable

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall commence on July 1, 2023 for Bonds maturing on July 1, 2025 following principal amounts on the specified dates:

For Bonds maturing on July 1, 2025:

<u>Date</u>	<u>Amount</u>
July 1, 2023	\$1,215,000
July 1, 2024	585,000
July 1, 2025*	615,000
*Final Maturity	

SECURITY

Payments of principal and interest are made from proceeds of a tax levied on all taxable property within the unincorporated area of the County. These are general obligation bonds, secured by the full faith and credit and taxing powers of the County (with respect to the unincorporated area.) The issuance of these bonds was approved at a referendum election held on October 1, 1992.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / Aa2
Standard & Poor's	AAA / AA+
Fitch	AAA / AA+

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

\$28,190,000

LIMITED AD VALOREM TAX BONDS
ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM
SERIES 1998

PURPOSE

To refund a portion of the County's outstanding Limited Ad Valorem Tax Bonds (Environmentally Sensitive Lands Acquisition and Protection Program) Series 1992. The Series 1992 Bonds were issued to finance the acquisition, management and restoration of environmentally sensitive lands, beaches and beach access, and parks and recreation lands within the boundaries of the County.

DATED DATE: July 1, 1998

ISSUE DATE: August 6, 1998

PAYMENT DATES

Semiannual interest payable January 1 and July 1; annual principal payable July 1

REDEMPTION PROVISIONS

The Series 1998 Bonds are not subject to redemption prior to maturity.

SECURITY

Payments of principal and interest are made from proceeds of a tax not to exceed .25 mill levied on all taxable property within the corporate limits of the County. These are limited tax bonds, the issuance of which was approved at a referendum election held on October 2, 1990.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / A1
Standard & Poor's	AAA / A
Fitch	AAA / AA-

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

\$10,105,000

LIMITED AD VALOREM TAX REFUNDING BONDS
ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM
SERIES 2003

PURPOSE

To refund the County's outstanding Limited Ad Valorem Tax Bonds (Environmentally Sensitive Lands Acquisition and Protection Program), Series 1994. The Series 1994 Bonds were issued to finance the acquisition, management and restoration of environmentally sensitive lands, beaches and beach access, and parks and recreation lands within the boundaries of the County.

DATED DATE: DATE OF DELIVERY- June, 10, 2003

ISSUE DATE: June 10, 2003

PAYMENT DATES

Semiannual interest payable January 1 and July 1; annual principal payable July 1

REDEMPTION PROVISIONS

The Series 2003 Bonds are not subject to redemption at the option of the County prior to their stated dates of maturity.

SECURITY

Payments of principal and interest are made from proceeds of a tax not to exceed .25 mill levied on all taxable property within the corporate limits of the County. These are limited tax bonds, the issuance of which was approved at a referendum election held on October 2, 1990.

<u>Ratings</u>	<u>Underlying</u>
Moody's	Aa2
Fitch	AA-
Standard & Poor's	NR

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

The debt classified as "non-enterprise/non-ad valorem" is supported by a variety of fees, taxes and other revenues of the County excluding enterprise system revenues and ad valorem taxes. The largest portion of non-enterprise/non-ad valorem debt issued directly by the County is the Capital Improvement Program Refunding Revenue Bonds, Series 2003 outstanding as of September 30, 2005 in the amount of \$83,210,000. These bonds refunded the Criminal Justice Refunding Revenue Bonds, Series 1993. The Series 2003 bonds, together with the Series 1996 Capital Improvement Refunding Revenue Bonds, are secured by the local government half-cent sales tax. The \$19,965,000 Fuel Tax Refunding Bonds, outstanding as of September 30, 2005 in the amount of \$9,790,000, are secured by County Fuel Tax Revenues. These bonds refunded the previously outstanding Series 1985 Road Improvement Refunding Revenue Bonds and restructured the pledged revenue to include only gas taxes.

The Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 1996A (Museum of Science and Industry) and Series 1996B (County Center Project) are payable from non-ad valorem revenues of the County and are secured by the County's covenant to budget and appropriate these funds. The \$23,040,000 Series 1998 Capital Improvement Bonds (warehouse and sheriff's facilities project), are similarly payable from non-ad valorem revenues of the County. The tax-exempt commercial paper debt has also been payable from and secured by the County's covenant to budget and appropriate from non-ad valorem revenues. The County borrows through this commercial paper program to provide cost-efficient short-term construction financing for projects until such time as permanent long-term financing is in place.

The \$64,215,000 Community Investment Tax Revenue Bonds Series A & B were issued in FY2002 to fund the phase IV and V-A jail project in the amount of \$49,725,000. Series B Bonds in the amount of \$14,490,000 refunded Commercial Paper loans used for Stormwater projects in the County. These bonds are secured by Community Investment Tax Revenues.

The \$90,000,000 Community Investment Tax Revenue Bonds Series 2004 secured by CIT revenues were issued in FY2004 to refund \$33.15 million of the commercial paper notes originally issued to fund stormwater projects and \$42 million of the commercial paper notes originally issued to fund transportation projects. In addition, \$1.5 million and \$13.65 million were issued to fund new stormwater and transportation projects.

The \$38,305,000 Court Facilities Refunding Revenue Bonds, Series 2005 were issued in August 2005 to refund all of the outstanding Series 1999 Bonds, which were issued originally to finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County and to refund the Courthouse Annex Note and the 700 Twiggs St. Commercial Paper Loan. These bonds are secured by court surcharge revenues, with any shortfalls in this revenue met with Community Investment Tax dollars.

The \$17,920,000 Tampa Bay Arena Refunding Revenue Bonds, Series 2005 were issued in June 2005 to refund a portion of the outstanding Tampa Sports Authority Taxable 1995 Special Purpose Bonds, the County's Surcharge Fund Loan Revenue Series which were issued originally to fund the Tampa Bay Arena Project.

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

Amount Outstanding Fiscal Year End 2005	Dated Date	Issue	Security	Ratings: Moody's/S&P/ Fitch	Bond Insurance	Final Maturity
\$60,420,000	01/01/96	\$76,935,000 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 1996 A&B (County Center & MOSI Projects)	Covenant to Budget & Appropriate Non-Ad Valorem Funds	Aaa/AAA/AAA ¹	MBIA	07/01/22
34,911,120	01/01/96 (Cur. Int.) 02/06/96 (CABS)	\$48,521,119.50 Capital Improvement Program Refunding Revenue Bonds, Series 1996	Half-Cent Sales Tax	Aaa/AAA/AAA ²	FGIC	08/01/24
20,260,000	05/01/98	\$23,040,000 Capital Improvement Non-Ad Valorem Revenue Bonds, Series 1998, (Warehouse and Sheriff's Facilities Project)	Non-Ad Valorem Revenues	Aaa/AAA/AAA ²	FSA	07/01/28
9,790,000	01/01/98	\$19,965,000 Fuel Tax Refunding Bonds Taxable Series 1998	County Fuel Tax Revenue	Aaa/AAA/AAA ²	FGIC	12/01/11
44,545,000	4/00	Tax-Exempt Commercial Paper	Non-Ad Valorem Revenue/CIT	P-1/A-1+/F1+	N/A	N/A
60,020,000	10/1/2001	\$64,215,000 Community Investment Tax Revenue Bonds (Series 2001A = \$49,725,000 and 2001B = \$14,490,000)	CIT Revenue	Aaa/AAA/AAA ³	FGIC	11/1/25
83,210,000	6/18/03	\$93,870,000 Capital Improvement Program Refunding Revenue Bonds, Series 2003	Half-Cent Sales Tax	Aaa/AAA/AAA ⁴	FGIC	08/01/16
86,250,000	8/12/2004	\$90,000,000 Community Investment Tax Revenue Bonds, Series 2004	CIT Revenue	Aaa/AAA/AAA ³	AMBAC	11/1/25
38,305,000	8/23/2005	\$38,305,000 Court Facilities Refunding Revenue Bonds, Series 2005	Court Surcharge Revenue/CIT Revenue	Aaa/AAA/AAA ³	AMBAC	05/01/30
17,920,000	6/08/2005	\$17,920,000 Tampa Bay Arena Refunding Revenue Bonds, Series 2005	Non-Ad Valorem Revenue	Aaa/AAA/AAA ⁴	FGIC	10/01/26
\$455,631,120						

¹ Underlying ratings of "A1" from Moody's, "A-" from Standard & Poor's and "AA-" from Fitch

² Senior Lien Underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's and "AA+" from Fitch.

³ Underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's, and "AA" from Fitch.

⁴ Junior-Lien underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's, and "AA" from Fitch.

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

AGGREGATE DEBT SERVICE SCHEDULE

Fiscal Year	Principal Payment	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
2006	\$17,395,000	\$17,896,048	\$35,291,048	\$393,691,120	95%
2007	19,615,000	17,818,044	37,433,044	374,076,120	90%
2008	20,515,000	16,945,361	37,460,361	353,561,120	85%
2009	20,440,000	16,045,495	36,485,495	333,121,120	80%
2010	21,365,000	15,126,329	36,491,329	311,756,120	75%
2011	22,350,000	14,158,306	36,508,306	289,406,120	69%
2012	22,380,000	13,145,574	35,525,574	267,026,120	64%
2013	23,040,000	12,136,214	35,176,214	243,986,120	59%
2014	24,105,000	11,077,902	35,182,902	219,881,120	53%
2015	25,240,000	9,959,319	35,199,319	194,641,120	47%
2016	25,115,614	13,576,374	38,691,988	169,525,506	41%
2017	15,980,739	12,751,179	28,731,919	153,544,766	37%
2018	16,391,410	12,333,071	28,724,481	137,153,356	33%
2019	16,900,120	11,801,287	28,701,408	120,253,236	29%
2020	16,828,236	8,383,873	25,212,109	103,425,000	25%
2021	16,925,000	4,800,151	21,725,151	86,500,000	21%
2022	17,765,000	3,963,425	21,728,425	68,735,000	17%
2023	13,245,000	3,084,866	16,329,866	55,490,000	13%
2024	13,910,000	2,438,465	16,348,465	41,580,000	10%
2025	14,600,000	1,758,130	16,358,130	26,980,000	6%
2026	13,635,000	962,936	14,597,936	13,345,000	3%
2027	4,805,000	526,161	5,331,161	8,540,000	2%
2028	3,695,000	334,086	4,029,086	4,845,000	1%
2029	2,370,000	161,040	2,531,040	2,475,000	1%
2030	2,475,000	54,450	2,529,450	0	0%
	\$411,086,120	\$221,238,087	\$632,324,207		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$76,935,000
CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE BONDS
MOSI AND COUNTY CENTER PROJECTS
SERIES 1996

PURPOSE

To refund the outstanding Capital Improvement Non-Ad Valorem Revenue Bonds (Museum of Science and Industry Project) Series 1992 and the outstanding Capital Improvement Non-Ad Valorem Revenue Bonds (County Center Project) Second Series 1992.

DATED DATE: January 1, 1996

ISSUE DATE: February 6, 1996

PAYMENT DATES

Semiannual interest payable on July 1 and January 1 and; annual principal payable July 1

REDEMPTION PROVISIONS

Optional Redemption:

The Series 1996 Bonds maturing on or prior to July 1, 2006, are not subject to redemption prior to maturity. Bonds maturing on or after July 1, 2007 shall be subject to redemption, in whole on any date or in part on any interest payment date on or after July 1, 2006, prior to their stated dates of maturity at the option of the County as set forth below:

July 1, 2006 through June 30, 2007 (inclusive) @ 102%
July 1, 2007 through June 30, 2008 (inclusive) @ 101%
July 1, 2008 and thereafter @ 100%

Mandatory Redemption:

1996A Bonds maturing on July 1, 2022, will be subject to mandatory redemption prior to maturity as set forth below:

<u>Year</u>	<u>Amortization Installment</u>
2018	\$1,115,000
2019	1,175,000
2020	1,235,000
2021	1,300,000
2022 *	1,365,000
* Final Maturity	

1996B Bonds maturing on July 1, 2022, will be subject to mandatory redemption prior to maturity as set forth below:

<u>Year</u>	<u>Amortization Installment</u>
2018	\$3,080,000
2019	3,235,000
2020	3,400,000
2021	3,575,000
2022 *	3,760,000
* Final Maturity	

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

SECURITY

The Bonds are payable from legally available non-ad valorem revenues of the County budgeted and appropriated for such payments.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / A1
Standard & Poor's	AAA / A-
Fitch	AAA / AA-

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$48,521,119.50

**CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE BONDS
SERIES 1996**

PURPOSE

To refund the outstanding Capital Improvement Program Revenue Bonds, Series 1994. The Series 1994 Bonds financed 1) the acquisition of an 800 MHz radio communications system to be utilized by the sheriff's department, emergency medical services, fire department and emergency operations centers; 2) the acquisition, construction and equipping of baseball training facilities for the New York Yankees; and, 3) certain other capital improvements of the County.

DATED DATE January 23, 1996

ISSUE DATE: February 6, 1996

PAYMENT DATES

Semiannual interest payable on February 1 and August 1 and; annual principal payable August 1

REDEMPTION PROVISIONS - CURRENT INTEREST BONDS

August 1, 2006 through July 31, 2007 (inclusive) @ 102%
August 1, 2007 through July 31, 2008 (inclusive) @ 101%
August 1, 2008 and thereafter @ 100%

REDEMPTION PROVISIONS - CAPITAL APPRECIATION BONDS

August 1, 2006 through July 31, 2007 (inclusive) @ 105%
August 1, 2007 through July 31, 2008 (inclusive) @ 104%
August 1, 2008 through July 31, 2009 (inclusive) @ 103%
August 1, 2009 through July 31, 2010 (inclusive) @ 102%
August 1, 2010 through July 31, 2011 (inclusive) @ 101%
August 1, 2011 and thereafter @ 100%

SECURITY

The Bonds are payable from proceeds of the Local Half-Cent Sales Tax

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / Aa3
Standard & Poor's	AAA / AA-
Fitch	AAA / AA+

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$44,545,000
COMMERCIAL PAPER NOTES

PURPOSE

The Commercial Paper Program Notes are issued pursuant to Resolution No. R00-62 to provide short-term, low cost borrowing on an as-needed basis for community investment tax, Transportation, Stormwater, Reclaimed Water Improvement Units and other Capital Projects.

PROGRAM START DATE: April 25, 2000

Agents

Bond Counsel:	Holland & Knight LLP., Tampa
Disclosure Counsel	Holland & Knight LLP., Tampa
Issuing and Paying Agent:	US Bank Trust National Association
Letter of Credit Provider:	State Street Bank and Trust Company
Dealer:	Citigroup

SECURITY

The CP Notes are payable solely from and secured by pledge of the Covenant Revenues or pledge of the Community Investment Tax Revenues.

Ratings

Moody's	P-1
Standard & Poor's	A-1+
Fitch	F1+

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$23,040,000
**CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE BONDS
WAREHOUSE AND SHERIFF'S FACILITIES PROJECTS
SERIES 1998**

PURPOSE

To 1) fund the acquisition and construction of a combined warehouse and operations center for various County agencies and two regional substations for the County sheriff's department, and 2) redeem an outstanding Note to the Florida Local Government Finance Commission.

DATED DATE: May 1, 1998

ISSUE DATE: June 10, 1998

PAYMENT DATES

Semiannual interest payable on July 1 and January 1 and; annual principal payable July 1

REDEMPTION PROVISIONS

Optional Redemption:

The Series 1998 Bonds maturing on or prior to July 1, 2008, are not subject to redemption prior to maturity. Bonds maturing on or after July 1, 2009 shall be subject to redemption prior to their stated dates of maturity in whole on any date on or after July 1, 2008, at the option of the County as set forth below:

July 1, 2008 through June 30, 2009 (inclusive) @ 101%
July 1, 2009 and thereafter @ 100%

Mandatory Redemption:

1998 Bonds maturing on July 1, 2022, will be subject to mandatory redemption prior to maturity as set forth below:

<u>Year</u>	<u>Amortization Installment</u>
2019	\$920,000
2020	965,000
2021	1,015,000
2022 *	1,065,000

1998 Bonds maturing on July 1, 2025, will be subject to mandatory redemption prior to maturity as set forth below:

<u>Year</u>	<u>Amortization Installment</u>
2023	\$1,115,000
2024	1,175,000
2025 *	1,230,000

1998 Bonds maturing on July 1, 2028, will be subject to mandatory redemption prior to maturity as set forth below:

<u>Year</u>	<u>Amortization Installment</u>
2026	\$1,295,000
2027	1,355,000
2028 *	1,425,000

* Final Maturity

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

SECURITY

The Bonds are payable from legally available non-ad valorem revenues of the County budgeted and appropriated for such payments.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / A1
Standard & Poor's	AAA / A-
Fitch	AAA / AA-

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$19,965,000
FUEL TAX REFUNDING REVENUE BONDS
TAXABLE SERIES 1998

PURPOSE

To refund the County's Road Improvement Revenue Refunding Bonds, Series 1985

DATED DATE: January 1, 1998

ISSUE DATE: January 27, 1998

PAYMENT DATES

Semiannual principal and interest payable June 1 and December 1

REDEMPTION PROVISIONS

Optional Redemption: The Series 1998 Bonds are not subject to optional redemption.

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall commence on June 1, 2009 for Bonds maturing on December 1, 2011, in the following principal amounts on the specified dates:

<u>Date</u>	<u>Amortization Installment</u>
June 1, 2009	\$600,000
December 1, 2009	575,000
June 1, 2010	635,000
December 1, 2010	615,000
June 1, 2011	675,000
December 1, 2011*	375,000
*Final maturity	

SECURITY

Payments of principal and interest are made from proceeds of the County Fuel Tax (formerly referred to as the "Seventh Cent Gas Tax" and the Local Option Fuel Tax.

<u>Ratings</u>	<u>Insured / underlying</u>
Moody's	Aaa / A1
Standard & Poor's	AAA / A-
Fitch	AAA / AA-

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$49,725,000

**COMMUNITY INVESTMENT TAX REVENUE BONDS
SERIES 2001A (JAIL PROJECT)**

PURPOSE

To finance 1) the acquisition, and construction of capital improvements to the jail facilities of the County; 2) to refund commercial paper notes issued to provide interim financing for the phase IV and V-A jail project; 3) to pay the cost for a surety to satisfy the reserve fund requirement for the bonds; 4) to provide for capitalized interest; and, 5) to pay costs of issuance.

DATED DATE: October 1, 2001

ISSUE DATE: October 30, 2001

PAYMENT DATES:

Semiannual principal and interest payable on May 1 and November 1

Optional Redemption:

The Series 2001A Bonds maturing on or prior to November 1, 2011, are not subject to optional redemption prior to maturity. Bonds maturing on or after May 1, 2012, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after November 1, 2011, or in part on the first business day of any month on or after November 1, 2011 at the redemption prices set forth below.

November 1, 2011 through October 31, 2012 @ 101%
November 1, 2012 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

For the 2000A Term Bond

<u>Date</u>	<u>Amortization Installment</u>
May 1, 2021	\$1,045,000
November 1, 2021	1,045,000
May 1, 2022	1,475,000
November 1, 2022	1,470,000
May 1, 2023	1,540,000
November 1, 2023	1,545,000
May 1, 2024	1,620,000
November 1, 2024	1,615,000
May 1, 2025	1,695,000
November 1, 2025*	1,695,000

*Final maturity

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

SECURITY

The Bonds are payable from proceeds of the Community Investment Tax. The lien and pledge on the CIT Revenues is on a parity with the pledge of and lien on the CIT Revenues in favor of the Court Facilities Bonds.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / Aa3
Standard & Poor's	AAA / AA-
Fitch	AAA / AA

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$14,490,000
COMMUNITY INVESTMENT TAX REVENUE BONDS
SERIES 2001B (STORMWATER PROJECT)

PURPOSE

To finance 1) the acquisition, and construction of capital improvements to the stormwater facilities of the County; 2) to refund commercial paper notes issued to provide interim financing for the stormwater project; 3) to pay the cost for a surety to satisfy the reserve fund requirement for the bonds; 4) to provide for capitalized interest; and, 5) to pay costs of issuance.

DATED DATE: October 1, 2001

ISSUE DATE: October 30, 2001

PAYMENT DATES:

Semiannual principal and interest payable on May 1 and November 1

Optional Redemption:

The Series 2001A Bonds maturing on or prior to November 1, 2011, are not subject to optional redemption prior to maturity. Bonds maturing on or after May 1, 2012, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after November 1, 2011, or in part on the first business day of any month on or after November 1, 2011 at the redemption prices set forth below.

November 1, 2011 through October 31, 2012 @ 101%
November 1, 2012 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

For the 2001B Term Bond

<u>Date</u>	<u>Amortization Installment</u>
November 1, 2021	\$815,000
November 1, 2022	855,000
November 1, 2023	895,000
November 1, 2024	940,000
November 1, 2025*	980,000

*Final maturity

SECURITY

The Bonds are payable from proceeds of the Community Investment Tax. The lien and pledge on the CIT Revenues is on a parity with the pledge of and lien on the CIT Revenues in favor of the Court Facilities Bonds.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / Aa3
Standard & Poor's	AAA / AA-
Fitch	AAA / AA

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$93,870,000
JUNIOR LIEN CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE BONDS
CRIMINAL JUSTICE FACILITIES
SERIES 2003

PURPOSE

To refund the outstanding Capital Improvement Program Refunding Revenue Bonds (Criminal Justice Facilities), Series 1993.

ISSUE DATE: June 30, 2003

DATED DATE: June 18, 2003

PAYMENT DATES

Semiannual interest payable on February 1 and August 1 and; annual principal payable August 1

REDEMPTION PROVISIONS

The Series 2003 Bonds are not subject to redemption prior to their respective maturity dates.

SECURITY

The Bonds are payable from proceeds of the Local Half-Cent Sales Tax. The lien on and pledge of the Sales Tax shall be junior and subordinate in all respects to the lien and pledge in favor of the Capital Improvement Program Revenue Bonds, Series 1996 (the "Senior Lien Bonds").

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / Aa3
Standard & Poor's	AAA / AA-
Fitch	AAA / AA

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$90,000,000
COMMUNITY INVESTMENT TAX REVENUE BONDS
SERIES 2004

PURPOSE

To finance 1) the acquisition, and construction of capital improvements to the stormwater and transportation facilities of the County; 2) to refund commercial paper notes issued to provide interim financing for the stormwater and transportation projects; 3) to pay the cost for a surety to satisfy the reserve fund requirement for the bonds; 4) to provide for capitalized interest; and, 5) to pay costs of issuance.

DATED DATE: August 12, 2004

ISSUE DATE: August 12, 2004

PAYMENT DATES

Semiannual principal and interest payable on May 1 and November 1

Optional Redemption:

The Series 2004 Bonds maturing on or prior to November 1, 2013, are not subject to optional redemption prior to maturity. Bonds maturing on or after November 1, 2013, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after November 1, 2013, or in part on the first business day of any month on or after November 1, 2013 at the redemption prices set forth below.

November 1, 2013 through October 31, 2014 @ 101%
November 1, 2014 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

For the 2004 Term Bond

<u>Date</u>	<u>Amortization Installment</u>
November 1, 2024	\$2,985,000
May 1, 2024	2,985,000
November 1, 2025*	6,375,000
*Final maturity	

SECURITY

The Bonds are payable from proceeds of the Community Investment Tax. The lien and pledge on the CIT Revenues is on a parity with the pledge of and lien on the CIT Revenues in favor of the Court Facilities Bonds.

<u>Ratings</u>	<u>Insured / underlying</u>
Moody's	Aaa / Aa3
Standard & Poor's	AAA / AA-
Fitch	AAA / AA

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$38,305,000
**COURT FACILITIES REFUNDING REVENUE BONDS
SERIES 2005**

PURPOSE

(i) To refund all of the outstanding Series 1999 Bonds, which were issued originally to finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County and to refund the Courthouse Annex Note and the 700 Twiggs St. Commercial Paper Loan, (ii) to pay the cost of a Reserve Product to be held in the Reserve Fund, and (iii) to pay the costs of issuance of the Series 2005 Bonds.

DATED DATE: DATE OF DELIVERY

DATE OF DELIVERY- August 23, 2005

FINAL MATURITY: November 1, 2029

FORM

The Series 2005 Bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on each May 1 and November 1, commencing November 1, 2005.

REDEMPTION PROVISIONS:

The Series 2005 Bonds are subject to mandatory and optional redemption as described herein.

Optional Redemption

The Series 2005 Bonds maturing on or prior to November 1, 2015, are not subject to optional redemption prior to maturity. Bonds maturing on or after November 1, 2016, are subject to redemption at par prior to their stated dates of maturity at the option of the County in whole or in part on any date on or after November 1, 2015 in the manner described next. If the redemption is in part, and the funding source is amount on deposit in the Traffic Surcharge Trust Fund, then the Series 2005 Bonds or portions of the Series 2005 Bonds to be redeemed shall be elected in inverse order of maturity. If the redemption is in part, and the funding source is other than such amount, including but not limited to bond proceeds, then the Series 2005 Bonds or portions of the Series 2005 Bonds to be redeemed shall be elected as determined by the County.

Mandatory Redemption

The Series 2005 Bonds shall be subject to mandatory redemption at par prior to maturity, by lot, in such manner as the Registrar deems appropriate as set forth below.

<u>Date</u>	<u>Amortization Installment</u>
2027 Term Bonds	
November 1, 2026	2,170,000
November 1, 2027*	2,270,000
2029 Term Bonds	
November 1, 2028	2,370,000
November 1, 2029*	2,475,000
* Final Maturity	

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

SECURITY

Payments of principal and interest are made from (i) all earnings and investment income from the Pledged Funds (excluding Rebate Fund) (ii) Community Investment Tax Revenues and (iii) Court Surcharge Revenues and until the earlier of December 1, 2026 or a date it is released pursuant to the Bond Resolution.

Payment of the principal of and interest on the Series 2005 Bonds when due will be insured by a financial guaranty insurance policy issued by Ambac Assurance Corporation (Ambac).

<u>Ratings</u>	<u>Insured</u>	<u>Underlying</u>
Moody's	Aaa	A1
Standard & Poor's	AAA	AA-
Fitch	AAA	A+

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$17,920,000
**TAMPA BAY ARENA REFUNDING REVENUE BONDS
SERIES 2005**

PURPOSE

(i) To refund a portion of the Tampa Sports Authority Taxable 1995 Special Purpose Bonds, Hillsborough County, Florida Surcharge Loan Revenue Series (Tampa Bay Arena Project), (ii) to pay the cost of a Reserve Product to be held in the Reserve Fund, (iii) to pay the cost of terminating a forward interest rate swap agreement and (iv) to pay the costs of issuance of the Series 2005 Bonds.

DATED DATE: DATE OF DELIVERY

DATE OF DELIVERY: June 08, 2005

FINAL MATURITY: October 1, 2026

FORM

The Series 2005 Bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on each April 1 and October 1, commencing October 1, 2005.

REDEMPTION PROVISIONS:

The Series 2005 Bonds are subject to mandatory and optional redemption as described herein.

Optional Redemption

The Series 2005 Bonds maturing on or prior to October 1, 2015, are not subject to optional redemption prior to maturity. Bonds maturing on or after October 1, 2016, are subject to redemption at par prior to their stated dates of maturity at the option of the County in whole or in part on any date on or after October 1, 2015 and if in part, from such maturities as the County shall designate.

Mandatory Redemption

The Series 2005 Bonds maturing on October 1, 2025 are subject to mandatory sinking fund redemption at par prior to maturity, by lot, in such manner as the Registrar deems appropriate, commencing October 1, 2020, and on each October 1 thereafter as set forth below.

<u>Date</u>	<u>Amortization Installment</u>
2025 Term Bonds	
October 1, 2020	\$940,000
October 1, 2021	995,000
October 1, 2022	1,045,000
October 1, 2023	1,095,000
October 1, 2024	1,155,000
October 1, 2025*	1,210,000
* Final Maturity	

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

SECURITY

The Series 2005 Bonds are payable solely from (i) all earnings and investment income from the Pledged Funds (excluding Rebate Fund) (ii) Available Non-Ad Valorem Revenues which are budgeted and appropriated by the County in accordance with the Bond Resolution.

Payment of the principal of and interest on the Series 2005 Bonds when due will be insured by a financial guaranty insurance policy issued by Financial Guaranty Insurance Corporation (FGIC).

<u>Ratings</u>	<u>Insured</u>	<u>Underlying</u>
Moody's	Aaa	Aa3
Standard & Poor's	AAA	AA
Fitch	AAA	AA-

REVENUE BONDS: ENTERPRISE FUNDS

WATER AND WASTEWATER

The Water and Wastewater Bonds are secured solely by a pledge of the revenues of the Water and Wastewater Utility System. Utility System debt is outstanding as of September 30, 2005 in the amount of \$240,905,000.

On November 15, 2000, the County issued its Capacity Assessment Revenue Bonds and its Reclaimed Water Special Assessment Revenue Bonds in the amount of \$29,575,000 and \$4,930,000, respectively. The Series 2000 Bonds funded capital improvements to the system and refunded Commercial Paper Notes issued to finance certain Reclaimed Water Improvement Units. Both series of bonds are secured solely by special assessments and liens on the property comprising the assessment districts.

On April 19, 2001, the County legally defeased the Series 1991A non-callable Capital Appreciation Bonds using \$91.6 million of System cash. The defeasance generated total debt service savings of \$16.2 million.

On May 17, 2001, the County issued \$186.1 million in Junior Lien Refunding Bonds to refund \$212.9 million in outstanding Series 1991A, 1991B and a portion of the outstanding Series 1993 Bonds. The refunding reduced system debt service over the next fifteen years by \$108 million; present value savings totaled \$25.5 million. In connection with the refunding of the Series 1991A and B Bonds, the County terminated an interest rate swap entered into in November 1998. The indicated savings from the refunding includes the termination payment made by the County.

On June 20, 2003, the County issued \$50.44 million in Junior Lien Refunding Bonds to refund the remaining outstanding \$112.56 million of Series 1993 Bonds. An additional \$40 million equity contribution from System revenue was used in the refunding. The County also terminated a forward interest rate swap executed in 2001 to refund Series 1993 Bonds. The refunding reduced debt service by over \$84 million and the present value savings totaled \$6.4 million.

In September 1998, a new regional water authority was created. This authority, Tampa Bay Water (TBW), replaced the previous West Coast Regional Water Supply Authority ("WCRWSA") and issued \$372.25 million in bonds to retire the debt of the WCRWSA. In October, 1999, TBW issued an additional \$372,761,143 of Utility System Revenue Bonds to construct new water supply projects. On August 1, 2001, TBW issued its Series 2001A Bonds in the principal amount of \$309,370,000 to advance refund a portion (\$287,900,000) of its Series 1999 Bonds. On October 1, 2001, TBW issued its Series 2001B Bonds in the amount of \$238,230,000 to construct new water supply projects. In addition, On May 15, 2002, TBW issued its Series 2002 Bonds in the amount of \$108.390 million to purchase the desalination facility and to pay the outstanding short-term interim loans. As of September 30, 2004, TBW has debt outstanding, including accreted interest on capital appreciation bonds, in the amount of \$1,207,548,583. The County's current proportionate obligation to TBW is treated as a current operating and maintenance expense of the County's Water and Waste Water System and is not reflected as a debt of the County.

SOLID WASTE

The Solid Waste and Resource Recovery Revenue Bonds are secured solely by a pledge of the revenues of the Solid Waste System. The original Series 1984A Solid Waste Bonds were also secured by a covenant to budget and appropriate non-ad valorem revenues by the County. This pledge was released when the County refunded the Series 1984A Bonds with the Series 1994 Bonds.

On September 14, 2004, the County issued \$37.425 million of Series 2004 Solid Waste Refunding Bonds to refund the remaining outstanding \$55.6 million of Series 1994 Bonds. The County also terminated a forward interest rate swap executed in 2002 to refund Series 1994 Bonds. The refunding reduced debt service by over \$20 million and the present value savings totaled over \$770,000.

REVENUE BONDS: ENTERPRISE FUNDS

Amount Outstanding Fiscal Year End 2005	Dated Date	Issue	Security	Ratings: Moody's/ S&P/ Fitch	Bond Insurance	Final Maturity
<u>Water and Wastewater Bonds</u>						
\$148,785,000	05/01/01	Junior Lien Refunding Utility Revenue Bonds, Series 2001	Net Revenues/ Capacity Fees/ Property & Casualty Insurance Proceeds	Aaa/AAA/AAA ¹	AMBAC	08/01/15
<u>38,590,000</u>	06/20/03	Junior Lien Refunding Utility Revenue Bonds, Series 2003	Net Revenues/ Capacity Fees/ Property & Casualty Insurance Proceeds	Aaa/AAA/AAA ¹	FGIC	08/01/13
\$187,375,000						

¹ Underlying ratings of "Aa2" from Moody's, AA- from Standard & Poor's, and "AA" from Fitch.

Special Assessment Bonds

\$23,700,000	11/15/00	Capacity Assessment Bonds, Series 2000	Non-Ad Valorem Special Capacity Assessments	Aaa/AAA/NR ¹	FSA	03/01/20
<u>3,790,000</u>	11/15/00	Reclaimed Water Assessment Revenue Bonds, Series 2000	Non-Ad Valorem Special Reclaimed Water Improvement Units Assessment	Aaa/AAA/NR ¹	FSA	03/01/18

\$27,490,000.

¹ Underlying ratings of "A3" from Moody's and "A-" from Standard & Poor's. Fitch did not rate the underlying security.

Solid Waste Revenue Bonds

\$26,040,000	09/14/04	\$37,425,000 Solid Waste & Resource Recovery Refunding Revenue Bonds, Series 2004	Net Revenues of Solid Waste System	Aaa/AAA/AAA ¹	MBIA	12/01/07
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\$26,040,000

¹ Underlying ratings of "A1" from Moody's and "A" from Standard & Poor's and Fitch Ratings.

REVENUE BONDS: ENTERPRISE FUNDS

AGGREGATE DEBT SERVICE SCHEDULE

Fiscal Year	Principal Payment	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
2006	\$29,770,000	\$10,276,033	\$40,046,033	\$183,645,000	60%
2007	31,205,000	8,849,771	40,054,771	152,440,000	49%
2008	21,970,000	7,662,178	29,632,178	130,470,000	42%
2009	20,770,000	6,692,247	27,462,247	109,700,000	36%
2010	21,745,000	5,697,043	27,442,043	87,955,000	29%
2011	22,105,000	4,577,446	26,682,446	65,850,000	21%
2012	23,040,000	3,381,900	26,421,900	42,810,000	14%
2013	22,735,000	2,136,996	24,871,996	20,075,000	7%
2014	9,575,000	1,007,519	10,582,519	10,500,000	3%
2015	10,500,000	475,200	10,975,200	0	0%
2016	0	0	0	0	0%
2017	0	0	0	0	0%
2018	0	0	0	0	0%
2019	0	0	0	0	0%
2020	0	0	0	0	0%
*	\$213,415,000	\$50,756,331	\$264,171,331		

*Does not include the following bonds: (1) Capacity Assessment Special Assessment Revenue Bonds, Series 2000 and (2) Reclaimed Water Special Assessment Revenue Bonds, Series 2000.

REVENUE BONDS: ENTERPRISE FUNDS

**\$186,105,000
JUNIOR LIEN REFUNDING UTILITY REVENUE BONDS
SERIES 2001**

PURPOSE

The Series 2001 Bonds were issued pursuant to Resolution No. R01- 068 to provide funds which, together with other funds of the System, would be sufficient to refund, redeem and pay the Series 1991A and B bonds on a current basis, a portion of Series 1993 bonds on an advance basis, and to pay for the swap assignment costs for the previously entered swap for the Series 1991 bonds.

DATED: May 2, 2001

FINAL MATURITY: August 1, 2015

FORM

The Series 2001 bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on February 1 and August 1 of each year, commencing August 2001.

CALL PROVISIONS

Non-Callable

REFUNDED BONDS, REFUNDED AMOUNTS, AND CALL DATES:

Series 1991A; \$181,145,000; August 1, 2001

Series 1991B; \$13,145,000; August 1, 2001

Series 1993; \$18,570,000; August 1, 2003

<u>Agents:</u>	
Registrar:	Clerk of the Circuit Court, Hillsborough County
Paying Agent:	Clerk of the Circuit Court, Hillsborough County
Escrow Agent	U.S. Bank
Bond Counsel:	Bryant, Miller and Olive, P.A. Tampa
Disclosure Counsel:	Holland & Knight LLP., Tampa
Insurance Provider:	AMBAC Assurance Co.

SECURITY

The Series 2001 Bonds are payable solely from and secured by a lien and pledge of the pledged revenues and are subordinate in all respects to the lien and source and security for payment for such pledged revenues to the Senior Lien Bonds.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / Aa2
Standard & Poor's	AAA / AA
Fitch	AAA / AA

REVENUE BONDS: ENTERPRISE FUNDS

\$50,440,000
**JUNIOR LIEN REFUNDING UTILITY REVENUE BONDS
SERIES 2003**

PURPOSE

The Series 2003 Bonds were issued pursuant to Resolution No. R03-116 to provide funds which, together with other funds of the System, would be sufficient to refund, redeem and pay Series 1993 bonds on a current basis, and to pay for the swap assignment costs for the previously entered swap for Series 1993 bonds.

DATED: June 20, 2003

FINAL MATURITY: August 1, 2013

FORM

The Series 2003 bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on February 1 and August 1 of each year, commencing August 2004.

CALL PROVISIONS

Non-Callable

REFUNDED BONDS, REFUNDED AMOUNTS, AND CALL DATES:

Series 1993; \$112,560,000; August 1, 2003

Agents:	
Registrar:	Clerk of the Circuit Court, Hillsborough County
Paying Agent:	Clerk of the Circuit Court, Hillsborough County
Escrow Agent:	Wachovia Bank
Bond Counsel:	Bryant, Miller and Olive, P.A. Tampa
Disclosure Counsel:	Holland & Knight LLP., Tampa
Insurance Provider:	Financial Guarantee Insurance Company (FGIC).

SECURITY

The Series 2003 Bonds are payable solely from and secured by a lien and pledge of the pledged revenues on a parity with Series 2001 Bonds.

Ratings	Insured / Underlying
Moody's	Aaa / Aa2
Standard & Poor's	AAA / AA
Fitch	AAA / AA

REVENUE BONDS: ENTERPRISE FUNDS

\$29,575,000
CAPACITY ASSESSMENT SPECIAL ASSESSMENT REVENUE BONDS
SERIES 2000

PURPOSE

The Series 2000 Capacity Assessment Special Assessment Revenue Bonds were issued pursuant to Resolution No. R00-238 to provide funds to pay for all or a portion of the cost of acquisition, construction, and renovation of capital improvements to the water and wastewater system of the County.

DATED: November 15, 2000

FINAL MATURITY: March 1, 2020

FORM

The Series 2001 bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on March 1 and September 1 of each year, commencing March 2001.

CALL PROVISIONS

The Series 2000 Bonds maturing on or after March 1, 2011 are subject to redemption prior to maturity, at the option of the County, in whole at any time or in part on any dates at a redemption price, together with accrued interest to the redemption date as follows.

REDEMPTION DATES/PRICE

September 1, 2010 to August 31, 2011 / 101%
September 1, 2011 and thereafter / 100%

Agents:	
Registrar:	Clerk of the Circuit Court, Hillsborough County
Paying Agent:	Clerk of the Circuit Court, Hillsborough County
Bond Counsel:	Holland & Knight LLP., Tampa
Disclosure Counsel:	Squire, Sanders, & Dempsey LLP., Miami
Insurance Provider:	Financial Security Assurance Inc.

SECURITY

The Series 2000 Bonds are payable solely from and secured by a pledge of the Capacity Assessment Pledged Fund. The bonds do not constitute a general indebtedness of the County.

Ratings	Insured/ Underlying
Moody's	Aaa / A3
Standard & Poor's	AAA / A
Fitch	NR / NR

REVENUE BONDS: ENTERPRISE FUNDS

\$4,930,000
RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS
SERIES 2000

PURPOSE

The Series 2000 Reclaimed Water Special Assessment Revenue Bonds were issued pursuant to Resolution No. R00-240 to provide funds to refund outstanding Commercial Paper Notes incurred to finance certain Reclaimed Water Improvement Units.

DATED November 15, 2000

FINAL MATURITY March 1, 2018

FORM

The Series 2001 bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on March 1 and September 1 of each year, commencing March 2001.

REDEMPTION DATES / PRICE

September 1, 2010 to August 31, 2011 / 101%
September 1, 2011 and thereafter / 100%

CALL PROVISIONS

The Series 2000 Bonds maturing on or after March 1, 2011 are subject to redemption prior to maturity, at the option of the County, in whole at any time or in part on any dates at a redemption price, together with accrued interest to the redemption date as follows.

<u>Agents</u>	
Registrar:	Clerk of the Circuit Court, Hillsborough County
Paying Agent:	Clerk of the Circuit Court, Hillsborough County
Bond Counsel:	Holland & Knight LLP., Tampa
Disclosure Counsel:	Squire, Sanders, & Dempsey LLP., Miami
Insurance Provider:	Financial Security Assurance Inc.

SECURITY

The Series 2000 Bonds are payable solely from and secured by a pledge of the Reclaimed Water Pledged Fund. The bonds does not constitute a general indebtedness of the County.

<u>Ratings</u>	<u>Insured/Underlying</u>
Moody's	Aaa/A3
Standard & Poor's	AAA/A
Fitch	NR/NR

REVENUE BONDS: ENTERPRISE FUNDS

\$37,425,000
SOLID WASTE & RESOURCE RECOVERY REFUNDING REVENUE BONDS
SERIES 2004

PURPOSE

The Series 2004 Bonds were issued pursuant to Resolution No. R04-145 and as amended by Resolution No. R04-146 to provide funds which together with other available funds of the System, be sufficient to refund, redeem and pay Series 1994 (\$55.6 million) bonds.

DATED: September 14, 2004

FINAL MATURITY: December 1, 2007

FORM

The Series 2004 bonds were issued as fully registered bonds in denominations of \$5,000 or any integral multiples thereof. The bonds are in book-entry form only and registered in the name of Cede & Co., as nominee of the Depository Trust Company. Interest is payable semi-annually on March 1 and September 1 of each year, commencing March 2005.

REDEMPTION PROVISIONS

The Series 2004 Bonds are not subject to either mandatory or optional redemption prior to their maturity dates.

REFUNDED BONDS, REFUNDED AMOUNTS, AND CALL DATES

Series 1984; \$ 121,810,000; 10/1/1994

<u>Agents</u>	
Registrar:	Wells Fargo Bank
Paying Agent:	Wells Fargo Bank
Escrow Agent:	US Bank
Bond Counsel:	Bryant Miller & Olive P.A., Tampa
Disclosure Counsel:	Holland & Knight LLP., Tampa
Insurance Provider:	MBIA Corporation

SECURITY

The Series 2004 Bonds are payable solely from and secured by a lien and pledge of the solid waste and resource recovery revenues. The Bonds does not constitute General Obligation or indebtedness of the County and are payable only from pledged revenues.

<u>Ratings</u>	<u>Insured/Underlying</u>
Moody's	Aaa/A1
Standard & Poor's	AAA/A
Fitch	AAA/A

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

The Tampa Sports Authority has issued debt to finance a multipurpose arena and a community stadium. A portion of this debt in the amount of \$185,725,000, as of fiscal year end 2005, is primarily secured by certain revenues of the County as described in more detail below.

ARENA BONDS

In order to finance a portion of the cost to construct the St Pete Times Forum (formerly known as the Ice Palace), The Tampa Sports Authority issued its \$27,685,000 Special Purpose Bonds, Series 1995 (the County Supported Bonds) and \$17,020,000 Taxable Surcharge Bonds, Series 1995 (The Surcharge Bonds). The County Supported Bonds were refunded for debt service savings by the Authority's \$30,185,000 Interlocal Payments Bonds, Series 1998 (the 1998 Bonds). The 1998 Bonds are secured by a covenant to budget and appropriate \$2 million of County non-ad valorem revenues. The \$2 million is to come first from revenues received from the County's 5th cent of the Tourist Development Tax, and then from other legally available County non-ad valorem revenues. To date the 5th Cent Tourist Tax alone has been sufficient to pay debt service. The Surcharge Bonds (originally issued by the Authority) were refunded for debt service savings by the County's Arena Refunding Revenue Bonds, Series 2005 (the 2005 Bonds). The 2005 Bonds are secured by a covenant to budget and appropriate County non-ad valorem revenues. The 5th Cent Tourist Development Tax is also the primary payment source for these bonds.

The County expects that the 5th cent Tourist Tax will produce sufficient revenues to pay debt service on the Series 1998 Bonds and the Series 2005 Bonds

STADIUM BONDS

The community stadium bonds issued by the Tampa Sports Authority are primarily secured by certain revenues of the County. The bonds are secured by the Interlocal Agreement for Stadium Financing between the Tampa Sports Authority and the County. Pursuant to this Interlocal Agreement, the County pledged the following revenues to pay debt service on the stadium bonds: the 4th cent Tourist Development Tax to \$11,190,000 of Series 1997B Bonds (\$9,630,000 outstanding as of September 30, 2005); receipts from the community investment tax to the \$148,945,000 of Tampa Sports Authority Local Option Sales Tax Revenue Bonds (\$123,095,000 outstanding as of September 30, 2005); and, \$166,667 of Florida sales tax revenues received monthly from the State of Florida pursuant to Florida Statutes 288.1162 and 212.20(6)(g) 5.a. to \$30,010,000 of Florida Sales Tax Bonds (\$25,565,000 outstanding as of September 30, 2005). The Local Option Sales Tax Revenue Bonds and the Florida Sales Tax Bonds have been refunded in FY 2006 for debt service saving.

OTHER OBLIGATIONS: TAMPA PORT AUTHORITY

In fiscal year 1995, the Tampa Port Authority issued \$80 million in bonds for which the County agreed to provide third party credit support. The County has not been required to provide payments under the agreement. In February 2004, the Port Authority entered into an interest rate swap agreement in order to synthetically forward refund the Series 1995 Bonds. The Authority issued refunding bonds in May, 2005, to refund all of the Series 1995 Bonds and terminate the County's credit support (i.e. the Series 2005 Refunding Bonds are secured solely by the Authority, with no back-up pledge from the County.)

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

Amount Outstanding Fiscal Year End 2005	Dated Date	Issue	Security	Ratings: Moody's/ S&P/ Fitch	Bond Insurance	Final Maturity
<u>Tampa Sports Authority Debt</u>						
\$9,630,000	06/01/97	\$11,190,000 Tampa Sports Authority Tourist Development Tax Revenue Bonds, Series 1997B (Stadium Project)	Tourist Development Tax (4 th Cent) ¹	Aaa/AAA/AAA ²	FSA	01/01/27
25,565,000	06/01/97	\$30,010,000 Tampa Sports Authority Florida Sales Tax Payments Revenue Bonds (Stadium Project), Series 1997	Florida Sales Tax	Aaa/AAA/AAA ³	MBIA	01/01/27
123,095,000	06/01/97	\$148,945,000 Tampa Sports Authority Local Option Sales Tax Revenue Bonds (Stadium Project) Series 1997	Local Option Sales Tax (Community Investment Tax)	Aaa/AAA/AAA ⁴	MBIA	01/01/27
<u>27,435,000</u>	06/01/98	\$30,185,000 Tampa Sports Authority County Interlocal Payments Revenue Refunding Bonds (Ice Palace Project ⁵) Series 1998	Special Tourist Development Tax (5 th Cent) ⁶	Aaa/AAA/AAA ⁷	AMBAC	10/01/28
\$185,725,000.00						

¹ Pursuant to Interlocal Agreement for Stadium Financing between the County and the Tampa Sports Authority, the Bonds are secured by the 4th Cent Tourist Development Tax

² Underlying ratings of "A2" from Moody's, "A-" from Standard & Poor's and "A+" from Fitch.

³ Pursuant to Interlocal Agreement for Stadium Financing, the County is obligated to pay debt service on the Series 1997 Bonds from the \$2 million in sales tax revenues received from the State annually underlying ratings of "A2" from Moody's, "A" from Standard & Poor's and "AA-" from Fitch.

⁴ Underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's, and "AA" from Fitch.

⁵ The Ice Palace has been renamed the St. Pete Times Forum.

⁶ The County and the Authority entered into an agreement dated February 4 1995 where the County agreed to annually covenant to budget and appropriate \$2 million for 30 years to the Authority to pay debt service on these bonds. The \$2 million shall first be paid from the 5th Cent Tourist Development Tax and then from the County's Non-Ad Valorem Revenues.

⁷ Secured by the County's non-ad valorem revenues, which have underlying rating of "A1" from Moody's, "AA-" from Standard & Poor's and "A+" Fitch.

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

AGGREGATE DEBT SERVICE SCHEDULE

Fiscal Year	Principal Payment	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
				\$185,725,000	84.3%
2006	\$4,665,000	\$9,524,336	\$14,189,336	181,060,000	82.2%
2007	4,925,000	9,261,103	14,186,103	176,135,000	79.9%
2008	5,195,000	8,999,026	14,194,026	170,940,000	77.6%
2009	5,455,000	8,738,511	14,193,511	165,485,000	75.1%
2010	5,720,000	8,462,355	14,182,355	159,765,000	72.5%
2011	6,015,000	8,168,613	14,183,613	153,750,000	69.8%
2012	6,315,000	7,858,226	14,173,226	147,435,000	66.9%
2013	6,630,000	7,531,526	14,161,526	140,805,000	63.9%
2014	6,980,000	7,182,375	14,162,375	133,825,000	60.7%
2015	7,335,000	6,810,163	14,145,163	126,490,000	57.4%
2016	7,735,000	6,418,638	14,153,638	118,755,000	53.9%
2017	8,130,000	6,006,250	14,136,250	110,625,000	50.2%
2018	8,560,000	5,572,463	14,132,463	102,065,000	46.3%
2019	8,995,000	5,116,113	14,111,113	93,070,000	42.2%
2020	9,475,000	4,636,144	14,111,144	83,595,000	37.9%
2021	9,960,000	4,130,875	14,090,875	73,635,000	33.4%
2022	10,490,000	3,599,375	14,089,375	63,145,000	28.7%
2023	11,045,000	3,039,700	14,084,700	52,100,000	23.6%
2024	11,625,000	2,450,550	14,075,550	40,475,000	18.4%
2025	12,230,000	1,830,481	14,060,481	28,245,000	12.8%
2026	12,870,000	1,177,925	14,047,925	15,375,000	7.0%
2027	12,540,000	491,450	13,031,450	2,835,000	1.3%
2028	1,875,000	118,875	1,993,875	960,000	0.4%
2029	960,000	24,000	984,000	0	0.0%
	\$185,725,000	\$127,149,069	\$312,874,069		

Note: The above information does not consider refinancings that occurred in November 2005.

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

\$11,190,000
TAMPA SPORTS AUTHORITY
TOURIST DEVELOPMENT TAX REVENUE BONDS
SERIES 1997B

PURPOSE

To partially pay for and/or reimburse the acquisition, construction, and equipping of a professional sports franchise facility located in the City of Tampa, Hillsborough County, Florida, practice facilities and parking facilities required to prepare the Stadium for use as a community stadium.

DATED DATE: June 1, 1997

ISSUE DATE: July 10, 1997

PAYMENT DATES

Semiannual interest payable January 1 and July, principal payable January 1

REDEMPTION PROVISIONS

Optional Redemption:

The Series 1997 Bonds maturing on or prior to January 1, 2007, are not subject to optional redemption prior to maturity. Bonds maturing on or after January 1, 2008, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after January 1, 2007, or in part on the first business day of any month on or after January 1, 2007 at the redemption prices set forth below.

January 1, 2007 through December 31, 2007 (inclusive) @ 101%
January 1, 2008 through December 31, 2008 (inclusive) @ 100.5%
January 1, 2009 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
For the 2017 Term Bond	
January 1, 2014	\$365,000
January 1, 2015	385,000
January 1, 2016	405,000
January 1, 2017*	425,000
For the 2027 Term Bond	
January 1, 2018	450,000
January 1, 2019	470,000
January 1, 2020	495,000
January 1, 2021	520,000
January 1, 2022	550,000
January 1, 2023	580,000
January 1, 2024	610,000
January 1, 2025	640,000
January 1, 2026	675,000
January 1, 2027*	710,000
*Final maturity	

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

SECURITY

Payments of principal and interest made from the Fourth Cent Tourist Development Tax Revenue.

Ratings	Insured / Current
Moody's	Aaa / A2
Standard & Poor's	AAA / A- **
Fitch	AAA / A+

** upgraded from A- to A+

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

\$30,010,000
TAMPA SPORTS AUTHORITY
FLORIDA SALES TAX PAYMENTS REVENUE BONDS
SERIES 1997

PURPOSE

To pay for and/or reimburse the acquisition, construction and equipping of a community stadium in the city of Tampa, Hillsborough County, Florida and parking facilities required to prepare the stadium for use as a community stadium.

DATED DATE: June 1, 1997

ISSUE DATE: July 10, 1997

PAYMENT DATES

Semiannual principal and interest payable January 1 and July 1

REDEMPTION PROVISIONS

Optional Redemption:

The Series 1997 Bonds maturing on or prior to January 1, 2007, are not subject to optional redemption prior to maturity. Bonds maturing on or after January 1, 2008, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after January 1, 2007, or in part on the first business day of any month on or after January 1, 2007 at the redemption prices set forth below.

January 1, 2007 through December 31, 2007 (inclusive) @ 101%
January 1, 2008 through December 31, 2008 (inclusive) @ 100.5%
January 1, 2009 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
For the 2017 Term Bond	
January 1, 2014	\$495,000
July 1, 2014	510,000
January 1, 2015	520,000
July 1, 2015	535,000
January 1, 2016	550,000
July 1, 2016	565,000
January 1, 2017*	580,000
For the 2027 Term Bond	
July 1, 2017	595,000
January 1, 2018	610,000
July 1, 2018	625,000
January 1, 2019	640,000
July 1, 2019	660,000
January 1, 2020	670,000
July 1, 2020	695,000
January 1, 2021	710,000
July 1, 2021	730,000
January 1, 2022	750,000
July 1, 2022	770,000
January 1, 2023	790,000
July 1, 2023	810,000
January 1, 2024	830,000
July 1, 2024	855,000
January 1, 2025	875,000

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

July 1, 2025	900,000
January 1, 2026	925,000
July 1, 2026	945,000
January 1, 2027*	970,000
*Final maturity	

SECURITY

Payments of principal and interest are made from Sales Tax Revenues distributable to the County pursuant to the Sections 288.1162 and 212.20(6) (g)5.a, Florida Statutes, as amended.

<u>Ratings</u>	<u>Insured / Current</u>
Moody's	Aaa / A2
Standard & Poor's	AAA / A
Fitch	AAA / AA-

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

\$148,945,000
TAMPA SPORTS AUTHORITY
LOCAL OPTION SALES TAX REVENUE BOND
SERIES 1997

PURPOSE

To partially pay for and/or reimburse the acquisition, construction, and equipping of a community stadium in the City of Tampa, Hillsborough County, Florida, practice facilities and parking facilities required to prepare the Stadium for use as a community stadium.

DATED DATE: June 1, 1997

ISSUE DATE: July 10, 1997

PAYMENT DATES

Semiannual interest payable January 1 and July 1, principal payable January 1

REDEMPTION PROVISIONS- THE SERIES 1997 BONDS HAVE BEEN REFUNDED IN FY 2006

Optional Redemption:

The Series 1997 Bonds maturing on or prior to January 1, 2007, are not subject to optional redemption prior to maturity. Bonds maturing on or after January 1, 2008, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after January 1, 2007, or in part on the first business day of any month on or after January 1, 2007 at the redemption prices set forth below.

January 1, 2007 through December 31, 2007 (inclusive) @ 101%
January 1, 2008 through December 31, 2008 (inclusive) @ 100.5%
January 1, 2009 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
For the 2017 Term Bond	
January 1, 2014	\$4,670,000
January 1, 2015	4,915,000
January 1, 2016	5,175,000
January 1, 2017*	5,445,000
For the 2027 Term Bond	
January 1, 2018	5,730,000
January 1, 2019	6,030,000
January 1, 2020	6,345,000
January 1, 2021	6,680,000
January 1, 2022	7,030,000
January 1, 2023	7,400,000
January 1, 2024	7,790,000
January 1, 2025	8,200,000
January 1, 2026	8,630,000
January 1, 2027*	9,080,000
*Final maturity	

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

SECURITY

Payments of principal and interest are made from the Local Option Sales Tax Revenues.

<u>Ratings</u>	<u>Insured / Current</u>
Moody's	Aaa / Aa3
Standard & Poor's	AAA / AA-

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

\$30,185,000
**TAMPA SPORTS AUTHORITY
COUNTY INTERLOCAL PAYMENT REFUNDING REVENUE BONDS
SERIES 1998**

PURPOSE

To advance refund Series 1995 Bonds, which were originally issued to provide funds to contribute to the acquisition, construction, installation and equipping of a multi purpose arena (The St. Pete Times Forum, formerly known as the Ice Palace).

DATED DATE: June 1, 1998

ISSUE DATE: June 23, 1998

PAYMENT DATES

Semiannual principal and interest payable October 1 and April 1

REDEMPTION PROVISIONS

Optional Redemption:

The Series 1998 Bonds maturing on or prior to October 1, 2006, are not subject to optional redemption prior to maturity. Bonds maturing on or after April 1, 2007, are subject to redemption prior to their stated dates of maturity at the option of the County in whole on any date on or after October 1, 2006, or in part on the first business day of any month on or after October 1, 2006 at the redemption prices set forth below.

October 1, 2006 through September 30, 2007 (inclusive) @ 101%

October 1, 2007 and thereafter @ 100%

Mandatory Redemption, prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
For the 2018 Term Bond	
April 1, 2013	\$455,000
October 1, 2013	460,000
April 1, 2014	480,000
October 1, 2014	480,000
April 1, 2015	500,000
October 1, 2015	510,000
April 1, 2016	530,000
October 1, 2016	530,000
April 1, 2017	555,000
October 1, 2017	560,000
April 1, 2018	585,000
October 1, 2018*	585,000
For the 2028 Term Bond	
April 1, 2019	610,000
October 1, 2019	620,000
April 1, 2020	645,000
October 1, 2020	645,000
April 1, 2021	675,000
October 1, 2021	680,000
April 1, 2022	710,000
October 1, 2022	715,000
April 1, 2023	750,000
October 1, 2023	750,000
April 1, 2024	790,000
October 1, 2024	785,000
April 1, 2025	830,000
October 1, 2025	825,000
April 1, 2026	870,000
October 1, 2026	870,000
April 1, 2027	910,000
October 1, 2027	915,000
April 1, 2028	960,000
October 1, 2028*	960,000
*Final maturity	

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

SECURITY

The Fifth Cent Tourist Development Tax Revenue, which are secured by a covenant to budget and appropriate non-ad valorem revenues on the part of the County.

<u>Ratings</u>	<u>Insured / Underlying</u>
Moody's	Aaa / A1
Standard & Poor's	AAA / AA-
Fitch	AAA / A+

HILLSBOROUGH COUNTY ANTI-DILUTION TEST

Commercial Paper Note Program
Anti-Dilution Test, Resolution R00-62
Fiscal Year Ended September 30, 2004
(Amounts in Thousands)

Non-Enterprise Fund Non-Ad Valorem Revenues			FY2004			FY2003
Category:						
General fund revenues	\$	589,576		\$	534,786	
Ad valorem taxes		<u>(513,919)</u>			<u>(462,452)</u>	
Net	\$		\$	75,657	\$	72,334
Sheriff law enforcement				4,537		5,587
BOCC sales tax transfers-in				126,001		113,050
Debt service fund revenues		7,830				13,113
Ad valorem taxes		<u>(6,420)</u>				<u>(6,386)</u>
Net				1,410		6,727
Capital Projects revenues		3,027				10,065
Ad valorem taxes		<u>0</u>				<u>0</u>
Net				3,027		10,065
Total Non-Enterprise Fund/ Non Ad Valorem Revenues	\$		\$	<u>210,632</u>	\$	<u>207,763</u>
Ad valorem revenues:						
General fund	\$	513,919		\$	462,452	
Total ad valorem revenues:	\$		\$	513,919	\$	462,452
Essential services expenditures:						
General fund:						
general government		82,478				73,404
public safety		77,946				69,166
Sheriff law enforcement:						
general government		8,316				7,938
public safety		240,168				220,771
BOCC sales tax revenue expenditures:						
general government		46,637				45,286
Debt service fund:						
general government		45				1,062
Capital projects:						
general government		2,822				104
public safety		<u>86</u>				<u>462</u>
Total essential services expenditures				<u>458,498</u>		<u>418,193</u>
Ad valorem revenue surplus	\$		\$	<u>55,421</u>	\$	<u>44,259</u>
Non-Enterprise Fund Non-Ad Valorem Revenue Available for anti-dilution test:	\$		\$	<u>210,632</u>	\$	<u>207,763</u>
Non ad valorem debt - maximum annual debt service: (1)						
2004 CIT Revenue Bonds	\$	6,534		\$	-	
2003 Criminal Justice Refunding Bonds		10,001			10,001	
2001A&B CIT Revenue Bonds (Jail and Stormwater Projects)		4,538			4,538	
2000 Commercial Paper Note Program		4,661 (2)			4,661	
1999 Courthouse Improvement Bonds		3,090			3,090	
1998 Fuel Tax Bonds		2,379			2,379	
1998 Arena Refunding Bonds		2,000			2,000	
1998 Warehouse Bonds		1,499			1,499	
1997 CIT Revenue Bonds		13,932			13,932	
1997 State of Florida Bonds		2,000			2,000	
1997 Tourist Development Bonds		749			749	
1996A&B MOSI/County Center Refunding Bonds		5,388			5,388	
1996 CIP Refunding Bonds		3,491			3,491	
1995 Surcharge Loan Bonds		<u>1,500</u>			<u>1,500</u>	
Total maximum annual debt service	\$		\$	<u>61,762</u>	\$	<u>55,228</u>
Actual Coverage				3.41038179		3.76191425
Required Coverage				1.5		1.5

(1) This test requires inclusion of debt service on Non-Ad Valorem obligations, which are defined as those obligations payable solely from a covenant to budget and to appropriate from non ad valorem revenues, but only if the County reasonably expects to use such revenues to pay debt service.

(2) Resolution number R00-62, page 42, section 4.10.

Sources: FY 2004 CAFR (Draft) and Official Statement debt service schedules.

GOVERNMENTAL ACTIVITIES DEBT RATIO COMPARISON

	Hillsborough County	Hillsborough County (Excluding Tampa Sports Authority Debt)	Broward County
Population	1,115,960	1,115,960	1,756,660
Taxable Assessed Property Value (000s)	\$64,582,761	\$64,582,761	\$103,684,664
GO Debt	\$48,065,000	\$48,065,000	\$492,140
GO Debt Per Capita	\$43.07	\$43.07	\$0.28
Go Debt as % of Taxable Value	0.07%	0.07%	0.00%
Non-Self Supporting Revenue Debt	\$640,066,120	\$449,911,120	\$365,817,000
Non-Self Supporting Revenue Debt Per Capita	\$573.56	\$403.16	\$208.25
Non-Self Supporting Revenue Debt as % of Taxable Value	0.99%	0.70%	0.35%
Direct Debt	\$688,131,120	\$497,976,120	\$366,309,140
Direct Debt Per Capita	\$616.63	\$446.23	\$208.53
Direct Debt as % of Taxable Value	1.07%	0.77%	0.35%

NOTE: The comparison is as of September 30, 2004. Source of information for other counties: CAFRs

GOVERNMENTAL ACTIVITIES DEBT RATIO COMPARISON

	Miami-Dade County	Orange County	Palm Beach County	Pinellas County
Population	2,372,000	1,013,937	1,242,270	939,864
Taxable Assessed Property Value (000s)	\$127,196,133	\$62,133,137	\$110,961,829	\$49,635,103
GO Debt	\$225,581,000	\$2,350,000	\$275,905,000	-
GO Debt Per Capita	\$95.10	\$2.32	\$222.10	-
Go Debt as % of Taxable Value	0.18%	0.00%	0.25%	0.00%
Non-Self Supporting Revenue Debt	\$1,181,511,000	\$527,298,721	\$509,296,000	\$150,445,000
Non-Self Supporting Revenue Debt Per Capita	\$498.11	\$520.05	\$409.97	\$160.07
Non-Self Supporting Revenue Debt as % of Taxable Value	0.93%	0.85%	0.46%	0.30%
Direct Debt	\$1,407,092,000	\$529,648,721	\$785,201,000	\$150,445,000
Direct Debt Per Capita	\$593.21	\$522.37	\$632.07	\$160.07
Direct Debt as % of Taxable Value	1.11%	0.85%	0.71%	0.30%

RATING DEFINITIONS

INVESTMENT GRADE BOND RATINGS

Fitch investment grade bond ratings provide a guide to investors in determining the credit risk associated with a particular security. The ratings represent Fitch's assessment of the issuer's ability to meet the obligations of a specific debt issue or class of debt in a timely manner.

The rating takes into consideration special features of the issue, its relationship to other obligations of the issuer, the current and prospective financial condition and operating performance of the issuer and any guarantor, as well as the economic and political environments that might affect the issuer's future financial strength and credit quality.

Fitch ratings do not reflect any credit enhancement that may be provided by insurance policies or financial guaranties unless otherwise indicated.

Bonds that have the same rating are of similar but not necessarily identical credit quality since the rating categories do not fully reflect small differences in the degree of credit risk.

Fitch ratings are not recommendations to buy, sell or hold any security. Ratings do not comment on the adequacy of market price, the suitability of any security for a particular investor, or the tax-exempt nature or taxability of payments made in respect of any security.

Fitch ratings are based on information obtained from issuers, other obligors, underwriters, their experts, and other sources Fitch believes to be reliable. Fitch does not audit or verify the truth or accuracy of such information. Ratings may be changed, suspended or withdrawn as a result of changes in, or the unavailability of, information or for other reasons.

	<u>Investment Grade Bond Ratings</u>
AAA	Bonds considered to be investment grade and of the highest credit quality. The obligor has an exceptionally strong ability to pay interest and repay principal, which is unlikely to be affected by reasonably foreseeable events.
AA	The obligor's ability to pay interest and repay principal is very strong, although not quite as strong as bonds rated 'AAA'. Because bonds rated in the 'AAA' and 'AA' categories are not significantly vulnerable to foreseeable future developments, short-term debt of these issuers is generally rated "F-1+".
A	Bonds considered to be investment grade and of high credit quality. The obligor's ability to pay interest and repay principal is considered to be strong, but may be more vulnerable to adverse changes in economic conditions and circumstances than bonds with higher ratings. The obligor's ability to pay interest and repay principal is considered to be adequate. Adverse changes in economic conditions and circumstances, however, are more likely to have adverse impact on these bonds and therefore, impair timely payment. The likelihood that the ratings of these bonds will fall below investment grade is higher than for bonds with lighter ratings.
BBB	Plus and minus signs are used with a rating symbol to indicate the relative position of a credit within the rating category. Plus and minus signs, however, are not used in the 'AAA' category.
+/-	
NR	Indicates that Fitch does not rate the specific issue.
Conditional	A conditional rating is premised on the successful completion of a project or the occurrence of a specific event.
Suspended	A rating is suspended when Fitch deems the amount of information available from the issuer to be inadequate for rating purposes.
Withdrawn	A rating will be withdrawn when an issue matures or is called or refinanced, and, at Fitch's discretion, which an issuer fails to furnish proper and timely information.
Fitch Alert	Ratings are placed on FitchAlert to notify investors of an occurrence that is likely to result in a rating change and the likely direction of such change. These are designated as Positive, indicating a potential upgrade, Negative, for potential downgrade or Evolving, where ratings may be raised or lowered. FitchAlert is relatively short-term and should be resolved within 12 months.
Ratings Outlook	An outlook is used to describe the most likely direction of any rating change over the intermediate term. It is described as Positive or Negative. The absence of a designation indicates a stable outlook.

RATING DEFINITIONS

Moody's Investors Service - Rating Definitions

Debt Ratings - U.S. Tax-Exempt Municipals

There are nine basic rating categories for long-term obligations. They range from Aaa (highest quality) to C (lowest quality). Moody's applies numerical modifiers 1, 2, and 3 in each generic rating classification from Aa to Caa. The Modifier 1 indicates that the issue ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates that the issue ranks in the lower end of its generic category. Advance refunded issues that are secured by escrowed funds held in cash, held in trust, reinvested in direct non-callable United States government obligations or non-callable obligations unconditionally guaranteed by the U.S. government are identified with a # (hatchmark) symbol, eg. # Aaa.

Aaa Bonds that are rated Aaa are judged to be of the best quality. They carry the smallest degree of investment risk and are generally referred to as "gilt edge." Interest payments are protected by a large or by an exceptionally stable margin and principal is secure. While the various protective elements are likely to change, such changes as can be visualized are most unlikely to impair the fundamentally strong position of such issues.

Aa Bonds that are rated Aa are judged to be of high quality by all standards. Together with the Aaa group they comprise what are generally known as high grade bonds. They are rated lower than the best bonds because margins of protection may not be as large as in Aaa securities or fluctuation of protective elements may be of greater amplitude or there may be other elements present that make the long-term risks appear somewhat larger than in Aaa securities.

A Bonds that are rated A possess many favorable investment attributes and are to be considered as upper medium grade obligations. Factors giving security to principal and interest are considered adequate, but elements may be present that suggest a susceptibility to impairment some time in the future.

Baa Bonds that are rated Baa are considered as medium grade obligations, i.e., they are neither highly protected nor poorly secured. Interest payments and principal security appear adequate for the present but certain protective elements may be lacking or may be characteristically unreliable over any great length of time. Such bonds lack outstanding investment characteristics and in fact have speculative characteristics as well.

Ba Bonds that are rated Ba are judged to have speculative elements; their future cannot be considered as well assured. Often the protection of interest and principal payments may be very moderate, and thereby not well safeguarded during both good and bad times over the future. Uncertainty of position characterizes bonds in this class.

B Bonds that are rated B generally lack characteristics of the desirable investment. Assurance of interest and principal payments or maintenance of other terms of the contract over any long period of time may be small.

Caa Bonds that are rated Caa are of poor standing. Such issues may be in default or there may be present elements of danger with respect to principal or interest.

Ca Bonds that are rated Ca represent obligations that are speculative in a high degree. Such issues are often in default or have other marked shortcomings.

C Bonds that are rated C are the lowest rated class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.

Con. (...) Bonds for which the security depends upon the completion of some act or the fulfillment of some condition are rated conditionally. These are bonds secured by: (a) earnings of projects under construction, (b) earnings of projects unseasoned in operating experience, (c) rentals that begin when facilities are completed, or (d) payments to which some other limiting condition attaches. Parenthetical rating denotes probable credit stature upon completion of construction or elimination of basis of condition.

Note: Moody's applies numerical modifiers 1, 2, and 3 in each generic rating classification from Aa through Caa. The modifier 1 indicates that the counterparty is in the higher end of its letter-rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates that the counterparty is in the lower end of the letter-rating category.

Standard & Poor's Ratings Services: Issue Credit Ratings

A Standard & Poor's issue credit rating is a current opinion of the creditworthiness of an obligor with respect to a specific financial obligation, a specific class of financial obligations, or a specific financial program (including ratings on medium term note programs and commercial paper programs). It takes into consideration the creditworthiness of guarantors, insurers, or other forms of credit enhancement on the obligation and takes into account the currency in which the obligation is denominated. The issue credit rating is not a recommendation to purchase, sell, or hold a financial obligation, inasmuch as it does not comment as to market price or suitability for a particular investor.

Issue credit ratings are based on current information furnished by the obligors or obtained by Standard & Poor's from other sources it considers reliable. Standard & Poor's does not perform an audit in connection with any credit rating and may, on occasion, rely on unaudited financial information. Credit ratings may be changed, suspended, or withdrawn as a result of

RATING DEFINITIONS

changes in, or unavailability of, such information, or based on other circumstances.

Issue credit ratings can be either long-term or short-term. Short-term ratings are generally assigned to those obligations considered short-term in the relevant market. In the U.S., for example, that means obligations with an original maturity of no more than 365 days - including commercial paper. Short-term ratings are also used to indicate the creditworthiness of an obligor with respect to put features on long-term obligations. The result is a dual rating, in which the short-term rating addresses the put feature, in addition to the usual long-term rating. Medium-term notes are assigned long-term ratings.

Long-term issue credit ratings

Issue credit ratings are based, in varying degrees, on the following considerations:

1. Likelihood of payment - capacity and willingness of the obligor to meet its financial commitment on an obligation in accordance with the terms of the obligation;
2. Nature of and provisions of the obligation;
3. Protection afforded by, and relative position of, the obligation in the event of bankruptcy, reorganization, or other arrangement under the laws of bankruptcy and other laws affecting creditors' rights.

The issue rating definitions are expressed in terms of default risk. As such, they pertain to senior obligations of an entity. Junior obligations are typically rated lower than senior obligations, to reflect the lower priority in bankruptcy, as noted above. (Such differentiation applies when an entity has both senior and subordinated obligations, secured and unsecured obligations, or operating company and holding company obligations.) Accordingly, in the case of junior debt, the rating may not conform exactly with the category definition.

AAA

An obligation rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.

AA

An obligation rated 'AA' differs from the highest rated obligations only in small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.

A

An obligation rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

BBB

An obligation rated 'BBB' exhibits adequate protection parameters. However, adverse economic conditions or changing

circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

Obligations rated 'BB', 'B', 'CCC', 'CC', and 'C' are regarded as having significant speculative characteristics. 'BB' indicates the least degree of speculation and 'C' the highest. While such obligations will likely have some quality and protective characteristics, these may be outweighed by large uncertainties or major exposures to adverse conditions.

BB

An obligation rated 'BB' is less vulnerable to nonpayment than other speculative issues. However, it faces major ongoing uncertainties or exposure to adverse business, financial, or economic conditions which could lead to the obligor's inadequate capacity to meet its financial commitment on the obligation.

B

An obligation rated 'B' is more vulnerable to nonpayment than obligations rated 'BB', but the obligor currently has the capacity to meet its financial commitment on the obligation. Adverse business, financial, or economic conditions will likely impair the obligor's capacity or willingness to meet its financial commitment on the obligation.

CCC

An obligation rated 'CCC' is currently vulnerable to nonpayment, and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation. In the event of adverse business, financial, or economic conditions, the obligor is not likely to have the capacity to meet its financial commitment on the obligation.

CC

An obligation rated 'CC' is currently highly vulnerable to nonpayment.

C

A subordinated debt or preferred stock obligation rated 'C' is CURRENTLY HIGHLY VULNERABLE to nonpayment. The 'C' rating may be used to cover a situation where a bankruptcy petition has been filed or similar action taken, but payments on this obligation are being continued. A 'C' also will be assigned to a preferred stock issue in arrears on dividends or sinking fund payments, but that is currently paying.

D

An obligation rated 'D' is in payment default. The 'D' rating category is used when payments on an obligation are not made on the date due even if the applicable grace period has not expired, unless Standard & Poor's believes that such payments will be made during such grace period. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of a similar action if payments on an obligation are jeopardized.

RATING DEFINITIONS

Plus (+) or minus(-): The ratings from 'AA' to 'CCC' may be modified by the addition of a plus or minus sign to show relative standing within the major rating categories.

r

This symbol is attached to the ratings of instruments with significant noncredit risks. It highlights risks to principal or volatility of expected returns which are not addressed in the credit rating. Examples include: obligations linked or indexed to equities, currencies, or commodities; obligations exposed to severe prepayment risk – such as interest-only or principal-only mortgage securities; and obligations with unusually risky interest terms, such as inverse floaters.

N.R.

This indicates that no rating has been requested, that there is insufficient information on which to base a rating, or that Standard & Poor's does not rate a particular obligation as a matter of policy.

Short-term Issue Credit Ratings

A-1

A short-term obligation rated 'A-1' is rated in the highest category by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is strong. Within this category, certain obligations are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitment on these obligations is extremely strong.

A-2

A short-term obligation rated 'A-2' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligations in higher rating categories. However, the obligor's capacity to meet its financial commitment on the obligation is satisfactory.

A-3

A short-term obligation rated 'A-3' exhibits adequate protection parameters. However, adverse economic conditions or changing

circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitment on the obligation.

B

A short-term obligation rated 'B' is regarded as having significant speculative characteristics. The obligor currently has the capacity to meet its financial commitment on the obligation; however, it faces major ongoing uncertainties which could lead to the obligor's inadequate capacity to meet its financial commitment on the obligation.

C

A short-term obligation rated 'C' is currently vulnerable to nonpayment and is dependent upon favorable business, financial, and economic conditions for the obligor to meet its financial commitment on the obligation.

D

A short-term obligation rated 'D' is in payment default. The 'D' rating category is used when payments on an obligation are not made on the date due even if the applicable grace period has not expired, unless Standard & Poor's believes that such payments will be made during such grace period. The 'D' rating also will be used upon the filing of a bankruptcy petition or the taking of a similar action if payments on an obligation are jeopardized.

Local Currency and Foreign Currency Risks

Country risk considerations are a standard part of Standard & Poor's analysis for credit ratings on any issuer or issue. Currency of repayment is a key factor in this analysis. An obligor's capacity to repay foreign currency obligations may be lower than its capacity to repay obligations in its local currency due to the sovereign government's own relatively lower capacity to repay external versus domestic debt. These sovereign risk considerations are incorporated in the debt ratings assigned to specific issues. Foreign currency issuer ratings are also distinguished from local currency issuer ratings to identify those instances where sovereign risks make them different for the same issuer.



Hillsborough County
Florida

**Adopted
Biennial Budget
For FY 06
And FY 07**

**Supplemental
Information**



**Hillsborough County
Florida**



Hillsborough County
Florida

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS

This section provides a listing of full-time equivalent positions by department, pay grade, position classification, and the number of positions in each classification. Also provided are salary schedules for regular classified positions, Fire Rescue positions, executive manager positions, constitutional officer pay ranges as mandated by the State of Florida, and the Administrative Office of the Courts.

As a result of the collective bargaining agreement reached between the International Association of fire Fighters (IAFF) and the Board of County Commissioners, affected employees formerly paid under

Salary Schedules D, E, G, and H began the new Step Pay Plan effective October 3, 2004. The previous pay grade minimums and maximums are now reflected as beginning with Step 1 as the minimum and ending with the last Step for the pay grade as the maximum.

In addition to the schedules mentioned above, the following are special pay grade designations and explanations used in this section.

CO	Constitutional Officers' pay.
CTR	Contract-related pay (e.g., the County Administrator, County Attorney, and the Director of the Planning Commission).
MKT	Market-based compensation which is not controlled by Civil Service or tied specifically to the Human Resources Exempt-Pay Plan (e.g., Board/Commission unclassified positions, Assistant County Attorneys).
NCP	Positions that are tied to a pay plan other than that of Hillsborough County (e.g., Cooperative Extension Agents that are paid in accordance with the State of Florida pay plan).
SP	Special pay plans not identified in other categories to include, but not limited to, special library page positions.
TBD	(To Be Designated) Positions which had not been assigned a Manager pay grade at the time of this printing but will be determined pending results of the ongoing compensation study.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE A (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2004		Effective December 1, 2005	
	Minimum	Maximum	Minimum	Maximum
AA	\$14,913.60	\$22,360.00	\$15,433.60	23,150.40
AB	17,035.20	25,563.20	17,638.40	26,436.80
AC	18,678.40	28,038.40	19,323.20	28,995.20
AD	19,718.40	29,577.60	20,404.80	30,617.60
AE	20,862.40	31,304.00	21,590.40	32,385.60
AF	22,089.60	33,155.20	22,755.20	34,132.80
AG	23,483.20	35,214.40	24,148.80	36,212.80
AH	24,939.20	37,419.20	25,688.00	38,521.60
AI	26,499.20	39,769.60	27,164.80	40,747.20
AJ	28,163.20	42,224.00	28,870.40	43,305.60
AK	29,993.60	45,011.20	30,742.40	46,113.60
AL	32,073.60	48,089.60	32,884.80	49,316.80
AM	34,112.00	51,168.00	34,964.80	52,457.60
AN	36,337.60	54,516.80	37,252.80	55,868.80
AO	38,792.00	58,177.60	39,769.60	59,633.60
AP	41,017.60	61,526.40	42,036.80	63,065.60
AQ	44,012.80	66,019.20	45,115.20	67,662.40
AR	47,403.20	71,115.20	48,588.80	72,883.20
AS	50,856.00	76,273.60	52,124.80	78,187.20
AT	54,350.40	81,515.20	55,702.40	83,553.60
AU	58,156.80	87,235.20	59,612.80	89,419.20
AV	62,296.00	93,454.00	63,544.00	95,305.60
AW	66,518.40	99,798.40	67,849.60	101,774.40
AX	71,385.60	107,078.40	72,820.80	109,220.80
AY	76,398.40	114,587.20	77,916.80	116,896.00

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE C (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2003		Effective December 1, 2004	
	Minimum	Maximum	Minimum	Maximum
CA	\$14,414.40	\$21,611.20	\$14,414.40	\$21,611.20
CB	16,452.80	24,689.60	16,452.80	24,689.60
CC	18,054.40	27,081.60	18,054.40	27,081.60
CD	19,052.80	28,579.20	19,052.80	28,579.20
CE	20,176.00	30,243.20	20,176.00	30,243.20
CF	21,340.80	32,032.00	21,340.80	32,032.00
CG	22,672.00	34,028.80	22,672.00	34,028.80
CH	24,086.40	36,150.40	24,086.40	36,150.40
CI	25,604.80	38,417.60	25,604.80	38,417.60
CJ	27,206.40	40,809.60	27,206.40	40,809.60
CK	28,995.20	43,472.00	28,995.20	43,472.00
CL	30,992.00	46,508.80	30,992.00	48,131.20
CM	33,051.20	49,566.40	33,051.20	51,313.60

Note: This pay schedule is based upon a collective bargaining agreement between the American Federation of State, County and Municipal Employees (AFSCME) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

**SALARY SCHEDULE D
FIRE RESCUE - IAFF - SUPPRESSION
2,496 HOURS ANNUALLY**

Pay Grade	Effective October 3, 2004		Effective April 3, 2005			
	Minimum	Maximum				
DJ	\$28,005.12	\$29,427.84	Step 1	\$28,005.12	Step 2	\$29,427.84
DK	34,369.92	50,144.64	Step 1	34,369.92	Step 12	50,144.64
DL	40,809.60	57,532.80	Step 1	40,809.60	Step 11	57,532.80
DN	51,916.80	70,761.60	Step 1	51,916.80	Step 10	70,761.60
DR	37,864.32	53,639.04	Step 1	38,363.52	Step 12	54,138.24
DT	44,304.00	61,027.20	Step 1	44,803.20	Step 11	61,526.40
DU	51,966.72	66,144.00	Step 1	52,465.92	Step 8	66,643.20

**SALARY SCHEDULE E
FIRE RESCUE - IAFF - SUPPRESSION
2,080.00 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2003		Effective October 3, 2004			
	Minimum	Maximum				
EK	\$45,676.80	\$65,998.40	Step 1	\$51,916.80	Step 10	\$70,761.60

**SALARY SCHEDULE G
FIRE RESCUE - IAFF - SUPERVISORY
2,080.00 HOURS ANNUALLY**

Pay Grade	Effective October 3, 2003		Effective October 3, 2004			
	Minimum	Maximum				
GN	\$52,499.20	\$69,555.20	Step 1	\$55,411.20	Step 8	\$70,491.20
GO	54,454.40	72,092.80	Step 1	59,550.40	Step 9	78,436.80

**SALARY SCHEDULE H
FIRE RESCUE - IAFF - SUPERVISORY
2,496.00 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2003		Effective October 3, 2004			
	Minimum	Maximum				
HQ	\$56,976.38	\$75,437.57	Step 1	\$59,554.56	Step 9	\$78,424.32

Note: The pay schedules on this page are based upon a collective bargaining agreement between the International Association of Fire Fighters (IAFF) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

**SALARY SCHEDULE K
FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC
2,819.20 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2003		Effective October 3, 2004	
	Minimum	Minimum	Minimum	Maximum
KM	\$26,697.82	\$51,901.47	\$26,697.82	\$55,594.62
KN	32,195.26	61,514.94	32,195.26	65,884.70

**SALARY SCHEDULE L
FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC
2,377.00 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2003		Effective October 3, 2004	
	Minimum	Maximum	Minimum	Maximum
LI	\$28,262.53	\$43,285.17	\$30,282.98	\$46,375.27
LK	31,994.42	47,991.63	34,276.34	51,414.51
LM	36,486.95	54,718.54	39,077.88	58,616.82

**SALARY SCHEDULE M
FIRE RESCUE - EMPACCT - NON SUPERVISORY OTHER
2,080.00 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2003		Effective October 3, 2004	
	Minimum	Maximum	Minimum	Maximum
MC	\$17,950.40	\$26,956.80	\$19,219.20	\$28,870.40
ME	19,926.40	32,302.40	21,340.80	34,611.20
MG	22,193.60	35,984.00	23,774.40	38,542.40
MI	24,731.10	40,102.40	26,499.20	42,952.00

Note: Salary Schedules K, L, and M are based upon a collective bargaining agreement between Emergency Medical Personnel and Critical Care Technician Association (EMPACCT) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

**SALARY SCHEDULE S
SHERIFF – CERTIFIED UNION
2,184.00 HOURS ANNUALLY**

Pay Grade	Effective August 18, 2004		Effective October 1, 2004	
	Minimum	Maximum	Minimum	Maximum
SI	\$26,208.00	n/a	\$n/a	\$
SK	30,444.96	45,645.60	n/a	n/a
SL	32,541.60	48,834.24	33,677.28	50,537.76
SM	n/a	n/a	n/a	n/a
SN	37,062.48	55,582.80	38,154.48	57,526.56
SO	39,595.92	59,382.96	40,731.60	61,457.76
SP	41,627.04	62,418.72	43,068.48	64,602.72
SQ	47,851.44	66,983.28	n/a	n/a
SR	48,222.72	72,334.00	n/a	n/a
SS	55,386.24	77,553.84	n/a	n/a
ST	55,146.00	82,708.08	n/a	n/a
SV	67,704.00	94,785.60	n/a	n/a

**SALARY SCHEDULE V
SHERIFF – CERTIFIED
2,184.00 HOURS ANNUALLY**

Pay Grade	Effective December 1, 2005	
	Minimum	Maximum
VI	\$25,584.00	\$n/a
VK	30,742.40	46,134.40
VP	44,138.64	66,218.88
VR	51,018.24	76,745.76
VS	58,618.56	82,271.28
VT	58,487.52	87,731.28
VU	62,593.44	93,890.16
VV	71,831.76	100,573.20

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE

Pay Grade	Effective October 1, 2003		Effective August 1, 2005	
	Minimum	Maximum	Minimum	Maximum
01	N/A	N/A	\$16,266.84	\$30,093.60
04	N/A	N/A	18,265.68	33,791.52
05	N/A	N/A	18,999.96	35,149.92
06	\$19,002.84	\$33,255.00	N/A	N/A
07	19,780.92	35,730.84	21,101.04	38,594.16
09	21,455.16	38,719.32	22,743.84	41,717.52
10	22,355.64	39,122.40	23,700.84	43,470.84
11	23,301.00	42,035.64	24,684.36	45,290.40
12	24,293.88	42,514.32	N/A	N/A
13	25,120.80	43,961.40	26,135.76	48,351.12
14	26,215.20	49,931.04	27,274.32	50,457.48
15	29,711.88	52,041.36	28,470.12	52,669.68
16	27,874.32	52,456.68	29,725.56	56,492.28
17	30,435.00	54,783.00	31,043.76	57,430.92
18	31,168.68	55,636.20	32,427.96	59,991.72
19	31,771.32	60,747.60	33,881.40	62,680.56
20	34,032.24	60,747.60	35,407.20	65,503.32
21	35,572.44	62,251.80	37,015.92	68,479.44
22	37,189.68	65,081.76	37,933.44	66,383.52
23	39,665.28	69,414.24	40,458.60	74,848.44
24	40,702.08	88,214.52	42,346.56	78,341.16
25	42,690.60	76,202.76	44,415.36	82,168.44
26	44,825.28	78,444.12	46,636.32	82,277.24
27	47,066.40	82,366.32	48,967.80	90,590.40
28	49,419.84	88,214.52	51,416.52	95,120.52
29	52,928.52	92,624.88	53,987.16	99,876.24
30	54,485.28	95,349.24	N/A	N/A
31	58,353.72	102,119.04	59,520.84	110,113.56
32	N/A	N/A	62,496.96	115,619.40
33	63,073.56	110,378.88	65,621.76	121,400.28
35	70,929.48	124,126.56	72,348.12	133,844.04
36	74,475.72	130,332.48	75,965.28	140,535.72
37	78,199.68	139,849.44	79,763.76	147,562.92
39	84,524.52	116,643.84	N/A	N/A
50	41,312.88	72,297.60	42,139.20	77,957.52
51	45,216.36	79,128.60	46,120.80	85,323.48
60	N/A	N/A	44,229.24	81,824.04
61	N/A	N/A	52,025.04	96,246.36
62	N/A	N/A	57,870.96	107,061.24
64	N/A	N/A	47,914.80	88,642.44
65	N/A	N/A	56,052.00	99,876.24
66	N/A	N/A	64,190.00	110,113.56
99	19,780.92	121,692.72	N/A	N/A

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE
(Continued)

Pay Grade	Effective October 1, 2003		Effective August 1, 2005	
	Minimum	Maximum	Minimum	Maximum
101	N/A	N/A	38,929.92	64,234.32
102	40,074.96	64,119.96	40,876.56	67,446.36
103	N/A	N/A	42,920.40	70,818.72
104	N/A	N/A	45,773.16	75,525.72
105	46,391.76	74,226.84	47,319.60	78,077.40
106	N/A	N/A	49,685.76	81,981.48
107	51,147.00	81,835.20	52,170.00	86,080.56
108	N/A	N/A	54,778.68	90,384.84
110	59,209.20	94,734.72	60,393.48	99,649.20
111	62,169.48	99,471.12	63,412.92	104,631.36
112	N/A	N/A	66,583.56	109,862.88
113	68,541.96	109,667.16	69,912.84	115,356.24
114	N/A	N/A	73,408.44	121,123.92
200	N/A	N/A	44,415.36	94,477.56

OTHER SALARY SCHEDULES

Pay Grade	MANAGEMENT PAY RANGES			
	Effective October 1, 2004		Effective October 2, 2005	
	Minimum	Minimum	Minimum	Maximum
A1	n/a	n/a	\$116,750	\$175,157
A	\$101,712	\$152,589	104,250	156,395
B	90,834	136,219	93,101	139,630
C	81,078	121,638	83,096	124,675
D	72,405	108,618	74,214	111,342
E	64,646	96,970	66,269	99,403
F	57,741	86,570	59,176	88,733
G	51,542	77,293	52,832	79,227
H	46,010	69,014	47,154	70,741
I	41,080	61,630	42,099	63,170

Pay Grade	INFORMATION & TECHNOLOGY SERVICES MANAGER PAY RANGES			
	Effective October 1, 2004		Effective October 2, 2005	
	Minimum	Minimum	Minimum	Maximum
X1	\$82,160	\$139,672	\$84,219	\$143,166
X2	67,371	114,504	69,056	117,374
X3	55,224	93,850	56,597	96,200
X4	45,261	76,939	46,384	78,853

Pay Grade	MEDICAL POSITION PAY RANGES			
	Effective October 1, 2004		Effective October 2, 2005	
	Minimum	Minimum	Minimum	Maximum
M1	\$175,635	\$219,523	\$180,024	\$225,015
M2	157,664	196,997	161,616	201,927
M3	133,037	166,296	136,365	170,456

Note: All Management, ITS, and Medical pay ranges are increased by 2.50% effective October 2, 2005.

STATE MANDATED COUNTY CONSTITUTIONAL OFFICER SALARIES*

Office	Final FY 05 Salary	Final FY 06 Salary
Clerk of Circuit Court	\$139,624	\$145,862
County Commissioners	85,383	88,919
County Commission Chairman	93,921	97,811
Property Appraiser	139,624	145,862
Sheriff	147,593	154,161
Supervisor of Elections	121,610	127,102
Tax Collector	139,624	145,862

*These figures do not include the \$2,000 supplement for certification.

The County Commission Chairman receives an additional 10% above the statutorily set rate which is reflected above

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
BOARD OF CO COMMISSIONERS ORGANIZATION					
BOARD OF COUNTY COMMISSIONERS					
CO	County Commissioners	7.00	7.00	7.00	7.00
XI	Senior Commission Assistant	14.00	14.00	14.00	14.00
	Subtotal	21.00	21.00	21.00	21.00
 COUNTY INTERNAL PERFORMANCE AUDITOR					
XA	County Internal Performance Auditor	1.00	1.00	1.00	1.00
XD	Senior Performance Auditor	0.00	0.00	1.00	1.00
XI	Executive Assistant	1.00	1.00	2.00	2.00
	Subtotal	2.00	2.00	4.00	4.00
	TOTAL BD OF CO COMM ORGANIZATION	23.00	23.00	25.00	25.00
 COUNTY ATTORNEY ORGANIZATION					
COUNTY ATTORNEY					
AO	Accountant II	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	0.00	0.00
MKT	Administrative Assistant, County Attorney	1.00	1.00	1.00	1.00
MKT	Assistant County Attorney I	1.00	2.00	4.00	4.00
MKT	Assistant County Attorney II	2.00	1.00	2.00	2.00
MKT	Assistant County Attorney III	9.00	6.00	9.00	9.00
MKT	Assistant County Attorney IV	10.00	9.00	6.00	6.00
MKT	Chief Assistant County Attorney	4.00	4.00	0.00	0.00
MKT	Chief Administrative Manager	0.00	0.00	1.00	1.00
AG	Clerk III	1.00	1.00	3.00	3.00
AI	Clerk IV	0.00	1.00	1.00	1.00
MKT	County Attorney	1.00	1.00	1.00	1.00
MKT	County Attorney Administrative Assistant	1.00	0.00	0.00	0.00
MKT	Deputy County Attorney	0.00	0.00	1.00	1.00
AI	Executive Secretary	1.00	0.00	1.00	1.00
MKT	General Counsel, County Attorney	1.00	1.00	0.00	0.00
AE	Law Clerk (temp)	0.00	0.00	0.78	0.78
MKT	Legal Office Administrator	1.00	1.00	1.00	1.00
AL	Legal Secretary	19.00	20.00	15.00	15.00
MKT	Managing Attorney	0.00	0.00	8.00	8.00
MKT	Manager, Automated Systems/Services III	1.00	1.00	1.00	1.00
AM	Paralegal Specialist	7.00	6.00	4.00	4.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00
AE	Secretary (temp)	0.00	0.00	0.37	0.37
AO	Senior Administrative Assistant	6.00	6.00	10.00	10.00
MKT	Senior Assistant County Attorney	14.00	18.00	9.00	9.00
AO	Senior Paralegal Specialist	3.00	4.00	6.00	6.00
	TOTAL COUNTY ATTORNEY ORGANIZATION	86.00	86.00	87.15	87.15

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COUNTY ADMINISTRATOR ORGANIZATION					
ADMINISTRATIVE SERVICES SECTION					
AI	Clerk IV	1.00	1.00	0.00	0.00
XE	Director, Administrative Services	1.00	1.00	0.00	0.00
AI	Executive Secretary	2.00	2.00	0.00	0.00
AF	Public Relations/Information Specialist I	1.00	1.00	0.00	0.00
AO	Senior Manager	1.00	1.00	0.00	0.00
AG	Senior Secretary	1.00	1.00	0.00	0.00
	Subtotal	7.00	7.00	0.00	0.00
AGING SERVICES					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	1.00
AE	Accounting Clerk I	2.00	2.00	2.00	2.00
AG	Accounting Clerk II	4.00	4.00	4.00	4.00
AI	Accounting Clerk III	1.00	1.00	1.00	1.00
AG	Activity Specialist	0.00	0.00	0.00	0.00
AM	Administrative Assistant	2.00	2.00	2.00	2.00
AB	Adult Day Care Aide	16.50	16.51	16.50	22.50
AM	Adult Day Care Supervisor	6.00	6.00	6.00	7.00
AO	Aging Services Project Coordinator	3.00	4.00	4.00	4.00
AL	Aging Services Specialist	1.00	1.00	1.00	1.00
AR	Budget Analyst	0.00	0.00	0.00	0.00
AK	Center Coordinator	12.25	12.01	11.50	11.50
AC	Clerk I	5.62	6.00	6.00	6.00
AG	Clerk III	1.00	1.00	1.00	1.00
AM	Community Service Program Coordinator I	0.00	1.00	1.00	1.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CB	Custodian	4.50	4.50	4.50	5.50
AI	Data Entry Supervisor	1.00	1.00	1.00	1.00
XC	Director, Aging Services	1.00	1.00	1.00	1.00
AK	Employment & Training Specialist	0.00	1.00	0.00	0.00
AI	Executive Secretary	3.00	3.00	3.00	3.00
AA	Food Service Aid	13.50	13.50	13.19	13.19
AQ	General Manager I	2.00	2.00	2.00	2.00
AS	General Manager III	1.00	0.00	0.00	0.00
AU	General Manager III	0.00	1.00	1.00	1.00
AD	Homemaker Leader	2.00	2.00	2.00	2.00
AA	Homemaker/Respite Aide	25.00	26.26	17.26	17.26
AQ	Human Services Supervisor	5.00	5.00	5.00	5.00
AM	Job Developer	1.00	1.00	0.00	0.00
AE	Lead Data Entry Operator	3.00	3.00	3.00	3.00
AI	Licensed Practical Nurse	7.00	7.01	7.00	8.00
AP	Management Systems Analyst II	0.00	0.00	0.00	0.00
XF	Manager, Community Care for the Elderly Program	1.00	1.00	1.00	1.00
XG	Manager, Homemaker Services	1.00	1.00	1.00	1.00
XF	Manager, Nutrition/Activity	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
AGING SERVICES (continued)					
XG	Manager, RSVP Program	1.00	1.00	1.00	1.00
XF	Manager, Senior Adult Day Care Program	1.00	1.00	1.00	1.00
AM	Nutrition Services Coordinator	6.00	5.00	5.00	5.00
99	Part-time Service Worker	0.00	22.95	23.01	23.01
AC	Personal Care Aide	16.76	16.76	16.75	20.75
AS	Principal Management Systems Analyst	1.00	1.00	1.00	1.00
AF	Pub Relations/Information Specialist I	1.00	0.00	1.00	1.00
AO	Registered Nurse	1.00	1.00	0.00	0.00
AE	Secretary	1.00	1.00	1.00	1.00
XF	Section Manager/Fiscal Section	1.00	1.00	1.00	1.00
AG	Senior Citizens Activity Specialist	1.00	1.00	1.00	1.00
AC	Senior Food Service Aide	1.00	1.00	1.00	1.00
AO	Senior Manager	1.00	0.00	1.00	1.00
AK	Senior Personnel Assistant	1.00	0.00	1.00	1.00
AE	Senior Receptionist	1.00	1.00	1.00	1.00
AM	Senior Recreational Therapist	2.00	2.00	2.00	3.00
AG	Senior Secretary	2.50	3.00	3.00	3.00
AO	Senior Social Worker	19.00	18.00	18.00	19.00
AM	Social Worker	17.00	18.03	18.00	18.00
AE	Storekeeper II	1.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AO	Training Specialist	1.00	0.00	0.00	0.00
	Subtotal	207.63	230.53	220.71	235.71
ANIMAL SERVICES					
AG	Accounting Clerk II	3.00	3.00	3.76	3.76
AK	Accounting Clerk Supervisor	1.00	1.00	0.00	0.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AJ	Animal Abuse Investigator	8.00	9.00	9.00	9.00
CC	Animal Care Assistant	17.00	19.00	19.35	20.35
AL	Animal Care Supervisor	4.00	4.00	4.00	4.00
AL	Animal Control Coordinator	4.00	4.00	4.00	4.00
CH	Animal Control Officer	24.00	25.00	25.66	25.66
AG	Animal Foster Care Coordinator	0.00	0.00	1.00	1.00
AE	Clerk II	8.00	6.00	6.00	9.00
AI	Clerk IV	0.00	0.00	1.00	1.00
AP	Community Relations Coordinator	0.00	0.00	1.00	1.00
AD	Data Entry Operator	3.00	3.00	3.00	3.00
AI	Data Entry Supervisor	1.00	1.00	1.00	1.00
XC	Director, Animal Services	1.00	1.00	1.00	1.00
AE	Lead Data Entry Operator	1.00	1.00	1.00	1.00
AM	Manager	1.00	1.00	1.00	1.00
XH	Manager, Administration and Information	1.00	1.00	1.00	1.00
XH	Manager, Customer Service	1.00	1.00	1.00	1.00
XF	Manager, Field Operations	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
ANIMAL SERVICES (continued)					
XG	Manager, Shelter Operations	1.00	1.00	1.00	1.00
AM	Public Relations Info Specialist	0.00	1.00	0.00	0.00
AE	Secretary	4.00	4.00	3.00	3.00
CG	Senior Animal Care Assistant	9.00	9.00	9.00	10.00
XE	Veterinarian	2.00	2.00	2.23	2.23
AK	Veterinary Technician	6.00	6.00	6.00	6.00
AM	Veterinary Technician Supervisor	1.00	1.00	1.00	1.00
	Subtotal	103.00	106.00	108.00	113.00
CHILDREN'S SERVICES					
AO	Accountant II	0.00	1.00	1.00	1.00
AR	Accountant III	1.00	1.00	1.00	1.00
AE	Accounting Clerk I	0.50	0.50	0.50	0.50
AG	Accounting Clerk II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	2.00	2.00	2.00	2.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AS	Assessment/Counsel Specialist	1.00	1.00	1.00	1.00
AK	Child Care Licensing Inspector	13.00	14.00	14.00	15.00
AI	Child Care Specialist	35.00	35.00	34.00	34.00
AM	Child Care Supervisor	11.00	11.00	11.00	11.00
AK	Clerical Supervisor	1.00	1.00	1.00	1.00
AE	Clerk II	2.00	2.00	2.00	2.00
AO	Community Services Program Coordinator II	2.00	1.00	1.00	1.00
CB	Custodian	10.00	10.00	7.00	7.00
XB	Director, Children's Services	1.00	1.00	1.00	1.00
XD	Director, Head Start Division	1.00	1.00	1.00	1.00
AI	Executive Secretary	3.00	4.00	4.00	4.00
AQ	General Manager I	3.00	4.00	4.00	4.00
AS	General Manager II	1.00	1.00	1.00	1.00
AU	General Manager III	1.00	1.00	1.00	1.00
AM	Head Start Center Coordinator	19.00	19.00	19.00	19.00
AO	Head Start Education Manager	9.00	8.00	8.00	8.00
AM	Head Start Services Specialist	6.00	6.00	6.00	6.00
AK	Head Start Teacher	47.00	48.00	48.00	48.00
AG	Head Start Teacher Assistant	85.00	85.00	85.00	85.00
AQ	Human Services Supervisor	2.00	2.00	2.00	2.00
AP	Management Systems Analyst II	2.00	2.00	2.00	2.00
AM	Manager	2.00	2.00	2.00	2.00
XE	Manager, Child & Family Counseling	1.00	1.00	1.00	1.00
XE	Manager, Children Services Center	1.00	1.00	1.00	1.00
XE	Manager, Clinical Services	1.00	1.00	1.00	1.00
XF	Manager, Center Operations	1.00	1.00	1.00	1.00
XG	Manager, Family Services	1.00	1.00	1.00	1.00
XG	Manager, Health/Disability	1.00	1.00	1.00	1.00
XF	Manager, S.E.D. Treatment Program	1.00	1.00	1.00	1.00
XF	Manager Support Services	0.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CHILDREN'S SERVICES (continued)					
AC	Minibus Driver	12.00	12.00	12.00	12.00
CI	Multi-Trades Worker II	6.00	6.00	4.00	4.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
AK	PC Specialist	1.00	1.00	1.00	1.00
AI	Personnel Assistant	1.00	0.00	0.00	0.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AS	Principal Management Systems Analyst	1.00	1.00	1.00	1.00
AC	Receptionist	3.00	3.00	3.00	3.00
AO	Registered Nurse	2.00	2.00	2.00	2.00
99	Relief Substitute - Temporary Full Time	0.00	0.00	8.31	8.31
99	Relief Substitute - Temporary Part Time	0.00	0.00	3.07	3.07
AE	Secretary	1.60	0.60	0.60	0.60
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
AM	Senior Child Care Licensing Inspector	2.00	2.00	2.00	2.00
AK	Senior Child Care Specialist	36.50	36.00	36.00	36.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AE	Senior Minibus Driver	2.00	2.00	2.00	2.00
AG	Senior Secretary	14.00	15.00	15.00	15.00
AI	Senior Social Worker	0.00	0.00	0.00	0.00
AO	Senior Social Worker	17.00	18.00	18.00	18.00
AR	Senior Treatment Counselor	5.00	5.00	4.00	4.00
AI	Social Services Specialist	9.00	8.00	8.00	8.00
CC	Storekeeper I	1.00	1.00	1.00	1.00
AN	Supervisor of Buildings and Grounds	1.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AO	Treatment Counselor I	24.78	23.75	23.00	23.00
AP	Treatment Counselor II	10.00	10.00	11.00	11.00
	Subtotal	425.38	425.85	430.48	431.48
COMMUNICATIONS DEPARTMENT					
AM	Broadcast Engineer	3.00	3.00	3.00	3.00
XG	Cable Franchise Administrator	0.00	0.00	1.00	0.00
AC	Clerk I	0.00	0.00	2.00	2.00
AE	Clerk II	0.00	0.00	2.00	2.00
AI	Clerk IV	0.00	0.00	2.00	2.00
AP	Community Relations Coordinator	0.00	1.00	2.50	2.50
AM	Community Services Program Coordinator I	0.50	0.50	0.00	0.00
XC	Director, Communications Department	1.00	1.00	1.00	1.00
AI	Executive Secretary	2.00	2.00	3.00	3.00
AS	General Manager II	1.00	1.00	1.00	1.00
AK	Graphic Artist	0.00	0.00	0.00	0.00
AC	Mail Clerk	2.00	1.00	1.00	1.00
AM	Manager	1.00	2.00	0.00	0.00
XG	Manager, Citizens Action Center	1.00	1.00	0.00	0.00
XH	Manager, Citizen Board Support	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COMMUNICATIONS DEPARTMENT (continued)					
XG	Manager, Community Relations	1.00	1.00	1.00	1.00
XI	Manager, Printing Services	1.00	1.00	1.00	1.00
XG	Manager, Technical Support	1.00	1.00	1.00	1.00
XE	Manager, Television Station	1.00	1.00	1.00	1.00
AG	Printer II	1.00	1.00	1.00	1.00
99	Production Assistant	0.00	0.00	0.58	0.58
AM	Public Relations/Information Representative	4.00	3.00	2.00	2.00
AF	Public Relations/Information Specialist I	0.00	0.00	1.00	1.00
AH	Public Relations/Information Specialist II	10.00	11.00	0.00	0.00
AR	Real-Time Captioner	2.50	2.50	2.50	2.50
AE	Secretary	1.00	2.00	1.00	1.00
AK	Senior Executive Secretary	2.00	2.00	1.00	1.00
AJ	Senior Public Relations/Information Specialist	2.00	2.00	1.00	1.00
AQ	Senior Television Producer/Director	3.00	5.00	5.00	5.00
AO	Television Producer/Director	2.00	0.00	1.00	1.00
AN	Television Production Specialist	1.00	1.00	1.00	1.00
AK	Television Program Specialist	4.00	4.00	4.00	4.00
99	Videographer	0.00	0.00	0.87	0.87
	Subtotal	49.00	51.00	45.45	44.45
COMMUNITY LIAISON SECTION					
XF	ADA Coordinator	0.75	0.75	1.00	1.00
XF	Asian-American Affairs Liaison	0.50	0.75	0.75	0.75
AQ	Community Service Program Manager	1.00	1.00	1.00	1.00
XF	Criminal Justice Specialist	1.00	1.00	1.00	1.00
AS	General Manager II	1.00	1.00	1.00	1.00
AM	Manager	1.00	1.00	0.00	0.00
AM	Management Systems Analyst	0.00	0.00	1.00	1.00
XF	Manager, African-American Affairs	1.00	1.00	1.00	1.00
XF	Manager, Hispanic Affairs	1.00	1.00	1.00	1.00
AM	Public Relations/Information Representative	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	2.00	1.00	1.00	1.00
AK	Senior Personnel Assistant	0.00	1.00	1.00	1.00
	Subtotal	9.25	9.50	10.75	10.75
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XG	Chief Investigator	1.00	1.00	1.00	1.00
XF	Chief Investigator, Professional Responsibility	0.00	1.00	1.00	1.00
AK	Consumer Protection Investigator	8.00	11.00	11.00	11.00
XD	Consumer Protection Administrator	1.00	1.00	1.00	1.00
XD	EEO Program Manager	0.00	1.00	1.00	1.00
AO	Personnel Research Specialist	0.00	1.00	0.00	0.00
AE	Secretary	1.00	2.00	2.00	2.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY (continued)					
AO	Sr. Equal Opportunity Specialist	0.00	0.00	1.00	1.00
AO	Sr. Special Investigator	0.00	0.00	1.00	1.00
	Subtotal	12.00	19.00	20.00	20.00
COOPERATIVE EXTENSION					
AM	Accountant I	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
XH	Coordinator, Florida Yards & Neighborhood Program	1.00	1.00	1.00	1.00
XG	County Forester	1.00	1.00	1.00	1.00
XC	Director, Cooperative Extension	1.00	1.00	1.00	1.00
XG	Extension Agent, 4H	2.00	2.00	2.00	2.00
XG	Extension Agent, 4H EFNEP	1.00	1.00	1.00	1.00
XG	Extension Agent, EFNEP Adult	1.00	1.00	1.00	1.00
XG	Extension Agent, Family Relations	1.00	1.00	1.00	1.00
XG	Extension Agent, Home Environment	1.00	1.00	1.00	1.00
XG	Extension Agent, Natural Resources	1.00	1.00	1.00	1.00
XG	Extension Agent, Nutrition/Health	1.00	1.00	1.00	1.00
XG	Extension Agent, Ornamental Horticulture	1.00	1.00	1.00	1.00
XG	Extension Agent, Public Policy	1.00	1.00	0.00	0.00
XG	Extension Agent, Vegetables	1.00	1.00	2.00	2.00
AQ	General Manager I	0.00	1.00	1.00	1.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	1.00
AI	Ornamental Horticultural Assistant	1.00	1.00	1.00	1.00
99	Part Time Program Asst.	0.00	0.00	3.06	3.06
AC	Receptionist	1.00	1.00	1.00	1.00
AG	Senior Secretary	6.00	6.00	6.00	6.00
AQ	Senior TV Producer/Director	1.00	1.00	1.00	1.00
	Subtotal	26.00	26.00	29.06	29.06
COUNTY ADMINISTRATOR					
AM	Administrative Assistant	4.00	4.00	5.00	5.00
99	Clerk I	0.00	0.00	0.42	0.42
AI	Clerk IV	0.00	0.00	1.00	1.00
XA	Assistant County Administrator Community Services	1.00	1.00	1.00	1.00
XA	Assistant County Administrator Human Services	1.00	1.00	1.00	1.00
XA	Assistant County Administrator Management Services	1.00	1.00	1.00	1.00
MKT	County Administrator	1.00	1.00	1.00	1.00
XA	Deputy County Administrator	1.00	1.00	1.00	1.00
XI	Executive Assistant to the County Administrator	1.00	1.00	1.00	1.00
AM	Community Services Coordinator I	0.00	0.00	1.50	1.50
XE	Director Administrative Services	0.00	0.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	2.00	2.00
XE	Intergovernmental Affairs Manager	0.00	0.00	2.00	2.00
AM	Manager	0.00	0.00	2.00	2.00
XG	Manager Citizens Action Center	0.00	0.00	1.00	1.00
AS	Principal Management Systems Analyst	0.00	0.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COUNTY ADMINISTRATOR (Continued)					
AF	Public Relations Information Specialist I	0.00	0.00	1.00	1.00
AH	Public Relations Information Specialist II	0.00	0.00	10.00	10.00
XC	Public Affairs Officer	0.00	0.00	1.00	1.00
XD	Quality Services Officer	0.00	0.00	1.00	1.00
AO	Software Specialist I	0.00	0.00	1.00	1.00
AJ	Senior Public Relations Information Specialist	0.00	0.00	3.00	4.00
AG	Senior Secretary	0.00	0.00	1.00	1.00
	Subtotal	10.00	10.00	40.92	41.92
DEBT MANAGEMENT					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XB	Director, Debt Management	1.00	1.00	1.00	1.00
XE	Manager, Debt Finance	3.00	3.00	3.00	3.00
XE	Strategic Financial Planning Specialist	1.00	1.00	1.00	1.00
	Subtotal	6.00	6.00	6.00	6.00
ECONOMIC DEVELOPMENT DEPARTMENT					
AM	Accountant I	2.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XE	Agriculture Liaison/TDC AD	1.00	1.00	0.00	0.00
XE	Business/Industry Development Administrator	0.00	0.00	1.00	1.00
AM	Buyer	1.00	0.00	0.00	0.00
AC	Clerk I	0.00	0.00	1.13	1.13
AE	Clerk II	1.50	0.50	0.50	0.50
AM	Clerk III	0.00	0.00	1.00	1.00
AI	Clerk IV	1.50	1.50	1.50	1.50
AM	Comm Planner I	0.50	0.00	0.00	0.00
AM	Community Services Program Coordinator I	0.00	0.50	1.80	1.80
AQ	Community Services Program Manager	1.00	0.00	0.00	0.00
AQ	Contracts Manager	2.00	1.00	2.00	2.00
XC	Director, Economic Development Department	1.00	1.00	1.00	1.00
XD	Director, Employment and Training Division	1.00	1.00	1.00	1.00
AL	Employment & Training Systems Coordinator	1.00	0.00	0.00	0.00
AN	Engineer Specialist I	0.00	0.00	1.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AI	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	1.00	0.00	0.00	0.00
AO	Job Development Team Leader	1.00	0.00	0.00	0.00
AM	Management System Analyst I	0.00	0.00	0.50	0.50
AP	Management System Analyst II	1.00	1.00	0.00	0.00
XG	Manager, Agriculture Industry Development Program	1.00	1.00	1.00	1.00
XF	Manager, Corporate Business Development	1.00	1.00	1.00	1.00
XH	Manager, ETD Fiscal and Administration	1.00	0.00	0.00	0.00
XH	Manager, ETD Program Development	1.00	0.00	0.00	0.00
XF	Manager, Minority Business Enterprise	1.00	1.00	1.00	1.00
XG	Manager, Small Business Development	1.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
ECONOMIC DEVELOPMENT DEPARTMENT (Continued)					
AO	Senior Equal Opportunity Specialist	1.00	1.00	0.00	0.00
AN	Senior Job Developer	1.00	0.00	0.00	0.00
AN	Youth Employment Coordinator	1.00	0.00	0.00	0.00
	Subtotal	28.50	16.50	19.43	19.43
EQUAL OPPORTUNITY ADMINISTRATOR					
XE	Equal Opportunity Administrator	1.00	1.00	1.00	1.00
AK	Equal Opportunity Specialist	1.00	1.00	1.00	1.00
AO	Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
	Subtotal	4.00	4.00	4.00	4.00
FIRE RESCUE DEPARTMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	1.00	1.00	1.00
MI	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XE	Administration Chief	1.00	1.00	1.00	1.00
HQ	Battalion Chief	9.00	10.00	10.00	10.00
AI	Billing Claims Supervisor	1.00	1.00	1.00	1.00
GN	Chief, Fire Equipment Mechanic	1.00	1.00	1.00	1.00
XD	Chief, Operations	1.00	1.00	1.00	1.00
XE	Chief, Rescue Division	1.00	1.00	1.00	1.00
XE	Chief, Education/Employment Development	1.00	1.00	1.00	1.00
XE	Chief, Volunteer Services	1.00	1.00	1.00	1.00
XF	Chief, Quality Management	1.00	1.00	1.00	1.00
XF	Chief, Research/Planning	1.00	1.00	1.00	1.00
MC	Clerk I	1.00	1.00	1.00	1.00
ME	Clerk II	1.00	1.00	1.00	1.00
MG	Clerk III	1.00	1.00	1.00	1.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
DN	Company Fire Captain	111.00	114.00	126.00	126.00
GO	Deputy Fire Marshall	1.00	1.00	2.00	2.00
XH	Manager Facilities and Supply	1.00	1.00	1.00	1.00
XB	Director, Fire Rescue	1.00	1.00	1.00	1.00
DL	Driver/Engineer	129.00	133.00	146.00	146.00
CG	Equipment Mechanic I	1.00	0.00	0.00	0.00
CH	Equipment Mechanic I	0.00	1.00	1.00	1.00
CI	Equipment Mechanic II	2.00	0.00	0.00	0.00
CJ	Equipment Mechanic II	0.00	2.00	2.00	2.00
CK	Equipment Mechanic III	3.00	0.00	0.00	0.00
CL	Equipment Mechanic III	0.00	3.00	3.00	3.00
AI	Executive Secretary	2.00	2.00	2.00	2.00
DK	Fire Fighter	118.00	98.00	87.00	87.00
EK	Fire Inspector	13.00	15.00	14.00	14.00
DN	Fire Inspector	5.00	3.00	13.00	19.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
FIRE RESCUE DEPARTMENT (continued)					
XE	Fire Marshall	1.00	1.00	1.00	1.00
DR	Fire Medic I	180.00	191.00	331.00	331.00
DT	Fire Medic III	34.00	32.00	46.00	46.00
DU	Fire Medic IV	17.00	15.00	14.00	14.00
DJ	Fire Medic Trainee	42.00	69.00	0.00	10.00
EK	Fire Rescue Training Officer Fire	5.00	5.00	5.00	5.00
KM	Paramedic	9.00	8.00	8.00	8.00
AI	Personnel Assistant	1.00	1.00	1.00	1.00
XE	Personnel Project Chief	1.00	1.00	4.00	4.00
HQ	Rescue Battalion Chief	9.00	8.00	8.00	8.00
KN	Rescue Lieutenant	25.00	21.00	18.00	18.00
AE	Secretary	1.00	1.00	2.00	2.00
AK	Senior Executive Secretary	3.00	3.00	3.00	3.00
AQ	Senior Management System Analyst	0.00	0.00	1.00	1.00
AE	Senior Receptionist	1.00	1.00	1.00	1.00
CE	Storekeeper II	3.00	3.00	3.00	3.00
CC	Trades Helper	1.00	1.00	1.00	1.00
AM	Training Technician	1.00	1.00	1.00	1.00
	Subtotal	747.00	763.00	873.00	889.00
FLEET MANAGEMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AK	Clerical Supervisor	1.00	1.00	1.00	1.00
AI	Clerk III	0.00	0.00	0.00	0.00
AI	Clerk IV	2.00	2.00	2.00	2.00
AG	Control Clerk	1.00	1.00	1.00	1.00
XC	Director, Fleet Management	1.00	1.00	1.00	1.00
CK	Equipment Fabrication Specialist	3.00	3.00	3.00	3.00
AM	Equipment Fabrication Supervisor	1.00	1.00	1.00	1.00
CG	Equipment Mechanic I	0.00	0.00	0.00	0.00
CJ	Equipment Mechanic II	14.00	16.00	15.00	15.00
CL	Equipment Mechanic III	7.00	4.00	5.00	5.00
CG	Equipment Operator III	1.00	1.00	1.00	1.00
AO	Fleet Equipment Repair Supervisor	4.00	5.00	5.00	5.00
XG	Fleet Maintenance Operation Manager	1.00	1.00	1.00	1.00
CK	Fleet Mechanic II	7.00	4.00	2.00	2.00
XG	Manager, Equipment Training	0.00	1.00	1.00	1.00
XH	Manager, Fire Shop I	1.00	0.00	0.00	0.00
XF	Manager, Fleet Financial Services	1.00	1.00	1.00	1.00
XH	Manager, Fleet Management Services	1.00	1.00	1.00	1.00
CG	Multi-Trades Worker I	1.00	1.00	0.00	0.00
AQ	Principal Buyer	1.00	1.00	1.00	1.00
AP	Procurement Analyst	1.00	1.00	1.00	1.00
AP	Senior Buyer	0.00	0.00	0.00	0.00
AO	Senior Equipment Repair Supervisor	0.00	0.00	0.00	0.00
CM	Senior Fleet Mechanic	3.00	7.00	11.00	11.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
FLEET MANAGEMENT (Continued)					
AO	Senior Manager	0.00	0.00	1.00	1.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
CK	Senior Service Writer	2.00	2.00	2.00	2.00
CI	Service Writer	2.00	2.00	2.00	2.00
CE	Storekeeper II	5.00	0.00	0.00	0.00
CG	Storekeeper III	1.00	0.00	0.00	0.00
AO	Systems Coordinator	0.00	1.00	1.00	1.00
CC	Trades Helper	2.00	1.00	2.00	2.00
AO	Training Specialist	1.00	0.00	0.00	0.00
AM	Warehouse/Supply Manager	1.00	0.00	0.00	0.00
	Subtotal	68.00	61.00	64.00	64.00
HEALTH & SOCIAL SERVICES					
AM	Accountant I	3.00	3.00	2.00	2.00
AO	Accountant II	4.00	4.00	4.00	4.00
AR	Accountant III	3.00	3.00	3.00	3.00
AG	Accounting Clerk II	1.50	1.50	0.00	0.00
AI	Accounting Clerk III	11.00	9.00	8.00	8.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XE	Administrator, Program Services	0.00	1.00	1.00	1.00
AM	Budget Intern	0.00	0.00	1.00	1.00
99	Clerk I - Temporary Full Time	0.00	0.00	0.42	0.42
AE	Clerk II	15.00	14.00	11.00	11.00
AG	Clerk III	7.00	5.00	5.00	5.00
AP	Community Relations Coordinator	1.00	1.00	0.00	0.00
AM	Community Services Program Coordinator I	3.00	3.00	1.00	1.00
AO	Community Services Program Coordinator II	8.00	7.00	9.00	9.00
AQ	Community Services Program Manager	1.00	2.00	1.00	1.00
AK	Contracts Management Specialist	1.00	1.00	1.00	1.00
AQ	Contracts Manager	4.00	3.00	3.00	3.00
CB	Custodian	4.00	4.00	4.00	4.00
AI	Data Entry Supervisor	1.00	1.00	1.00	1.00
XD	Director, Health & Financial Services Division	0.00	1.00	1.00	1.00
XB	Director, Health & Social Services	1.00	1.00	1.00	1.00
XD	Director, Managed Care Division	1.00	0.00	0.00	0.00
XD	Director, Social Services Division	1.00	1.00	1.00	1.00
AA	Driver/Custodian	1.00	0.00	1.00	1.00
AI	Executive Secretary	4.00	5.00	4.00	4.00
AQ	General Manager I	2.00	1.00	1.00	1.00
AS	General Manager II	4.00	4.00	4.00	4.00
XE	HIPAA Privacy Officer	1.00	1.00	0.00	0.00
AQ	Healthcare Services Review Nurse	9.00	5.00	5.00	5.00
AG	Housing Assistant Specialist	0.00	1.00	1.00	1.00
AM	Housing Counselor	0.00	6.00	6.00	6.00
AQ	Human Services Supervisor	17.00	17.00	14.00	14.00
AM	Job Developer	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
HEALTH & SOCIAL SERVICES (continued)					
XG	Manager, Client Assistance--East	1.00	1.00	0.00	0.00
XG	Manager, Client Assistance--West	1.00	0.00	0.00	0.00
XF	Manager, Contracts & Accounting Services	0.00	1.00	1.00	1.00
XF	Manager, Gnt/Reg Sv/Cr	1.00	0.00	0.00	0.00
XG	Manager, Lee Davis Neighborhood Service Center	1.00	1.00	1.00	1.00
XF	Manager, Managed Care & Network Services	1.00	0.00	0.00	0.00
XG	Manager, Plant City Neighborhood Service Center	1.00	1.00	1.00	1.00
XG	Manager, Ruskin Neighborhood Service Center	1.00	1.00	1.00	1.00
XG	Manager, Social Work Services	1.00	0.00	0.00	0.00
XF	Manager, Special Transportation	1.00	1.00	1.00	1.00
XI	Manager, Summer Food Program	1.00	1.00	1.00	1.00
XG	Manager, University Neighborhood Service Center	1.00	1.00	1.00	1.00
XH	Manager, Veterans' Affairs	1.00	1.00	1.00	1.00
XG	Manager, West Tampa Neighborhood Service Center	1.00	1.00	1.00	1.00
XE	Operations Manager	0.00	1.00	1.00	1.00
AE	Paratransit Dispatcher	2.00	2.00	2.00	2.00
AD	Paratransit Minibus Operator	52.00	53.00	57.00	57.00
AS	Principal Management Systems Analyst	1.00	1.00	1.00	1.00
AH	Public Relations/Information Specialist II	1.00	1.00	1.00	1.00
AC	Receptionist	6.00	7.00	7.00	7.00
XG	Ryan White Program Manager	0.00	1.00	1.00	1.00
AE	Secretary	12.75	14.00	13.00	13.00
AK	Senior Executive Secretary	1.00	2.00	2.00	2.00
AO	Senior Housing Counselor	0.00	2.00	2.00	2.00
AO	Senior Manager	6.00	2.00	2.00	2.00
AG	Senior Secretary	9.00	10.00	8.00	8.00
AK	Senior Social Services Specialist	29.00	22.00	22.00	22.00
AO	Senior Social Worker	63.00	55.00	56.00	56.00
AI	Senior Transportation Route Scheduler	1.00	1.00	1.00	1.00
AM	Social Worker	8.00	8.00	9.00	9.00
99	Summer Youth Program Monitor - Temporary Full Time	0.00	0.00	0.71	0.71
99	Summer Youth Area Monitor - Temporary Part Time	0.00	0.00	2.60	2.60
AO	Systems Coordinator	4.00	4.00	4.00	4.00
AM	Training Technician	0.00	1.00	1.00	1.00
AI	Transportation Coordinator	4.00	4.00	4.00	4.00
AG	Transportation Route Scheduler	3.00	2.00	2.00	2.00
XG	Trauma Coordinator	1.00	1.00	1.00	1.00
AK	Veterans Service Officer	3.00	3.00	4.00	4.00
	Subtotal	330.25	314.50	309.73	309.73
HIPAA COMPLIANCE OFFICE					
XE	HIPAA Compliance Officer	0.00	0.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	1.00	1.00
	Subtotal	0.00	0.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
HOUSING AND COMMUNITY CODE ENFORCEMENT					
AM	Accountant I	1.00	0.00	0.00	0.00
AO	Accountant II	0.00	1.00	1.00	1.00
AI	Accounting Clerk III	3.00	3.00	3.00	3.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AK	Community Codes Investigator I	13.00	15.00	26.00	38.00
AM	Community Codes Investigator II	16.00	15.00	15.00	15.00
AP	Community Codes Investigator III	2.00	2.00	2.00	2.00
AP	Community Relations Coordinator	0.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	3.00	3.00	3.00	3.00
AO	Community Services Program Coordinator II	1.00	1.00	1.00	1.00
AO	Construction Inspector	3.00	3.00	3.00	3.00
AQ	Contracts Manager	0.00	1.00	1.00	1.00
AE	Clerk II	0.00	0.00	2.00	2.00
AI	Clerk IV	1.00	1.00	1.00	1.00
XC	Director, Housing & Code Enforcement	1.00	1.00	1.00	1.00
AM	Environmental Specialist II	0.00	0.00	1.00	1.00
AU	Executive Planner	0.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	0.00	0.00
AQ	General Manager I	4.00	3.00	3.00	3.00
AS	General Manager II	2.00	0.00	0.00	0.00
AX	General Manager IV	1.00	1.00	0.00	0.00
AG	Housing Assistant Specialist	2.00	2.00	2.00	2.00
AM	Housing Counselor	1.00	1.00	3.00	3.00
XG	Manager Affordable Housing	0.00	0.00	1.00	1.00
XF	Manager, Contracts Unit	0.00	1.00	1.00	1.00
XF	Manager, Financial Services/Grants	1.00	1.00	1.00	1.00
XE	Manager, Code Enforcement & Inspection Services	0.00	1.00	1.00	1.00
AS	Principal Planner	1.00	0.00	0.00	0.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AO	Senior Housing Counselor	1.00	1.00	1.00	1.00
AO	Senior Manager	1.00	2.00	2.00	2.00
AQ	Senior Planner	1.00	1.00	1.00	1.00
AG	Senior Secretary	7.00	7.00	9.00	11.00
	Subtotal	68.00	71.00	89.00	103.00
HUMAN RESOURCES					
AR	Accountant III	1.00	0.00	0.00	0.00
AM	Administrative Assistant	2.00	2.00	2.00	2.00
XD	Equal Employment Opportunity Attorney	1.00	0.00	0.00	0.00
AQ	Chief Personnel Analyst	1.00	1.00	1.00	1.00
AI	Claims Service Representative I	1.00	1.00	1.00	1.00
AK	Claims Service Representative II	2.00	2.00	1.00	1.00
XB	Director, Human Resources	1.00	1.00	1.00	1.00
XD	Director, Insurance/Claims Div.	1.00	1.00	1.00	1.00
XD	Division Director Employee Services	0.00	0.00	1.00	1.00
XD	Employee/Labor Relations Division Director	0.00	0.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
HUMAN RESOURCES (continued)					
XF	Employee Relations Manager	0.00	0.00	1.00	1.00
XG	Employee Relations Manager	1.00	1.00	0.00	0.00
XG	Executive Recruitment/Compensation Manager	1.00	1.00	1.00	1.00
AI	Executive Secretary	3.00	2.00	0.00	0.00
XE	Fiscal Operations Manager	1.00	1.00	0.00	0.00
AS	General Manager II	1.00	1.00	2.00	2.00
AU	General Manager III	0.00	1.00	1.00	1.00
XE	HIPAA Coordinator	1.00	1.00	0.00	0.00
XF	HRIS Manager	1.00	1.00	1.00	1.00
XF	Labor Relations Manager	1.00	1.00	1.00	1.00
AM	Manager	0.00	0.00	1.00	1.00
XF	Manager, Departmental Support Section	1.00	1.00	0.00	0.00
XF	Manager Financial/Administration	1.00	1.00	1.00	1.00
XD	Manager, Personnel Section	1.00	1.00	0.00	0.00
AR	Manager, Special Projects	1.00	1.00	1.00	1.00
AM	Personnel Analyst	4.00	3.00	2.00	2.00
AI	Personnel Assistant	2.00	2.00	1.00	1.00
AG	Personnel Clerk	3.00	3.00	3.00	3.00
AK	Safety/Loss Ctr Coordinator	3.00	3.00	3.00	3.00
XH	Safety Manager	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	0.00	0.00	1.00	1.00
AO	Senior Personnel Analyst	9.00	9.00	13.00	13.00
AK	Senior Personnel Assistant	3.00	4.00	4.00	4.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
XG	Strategic Planning Manager	1.00	1.00	1.00	1.00
XF	Training & Development Manager	1.00	1.00	1.00	1.00
AM	Training Technician	0.00	0.00	1.00	1.00
	Subtotal	52.00	50.00	51.00	51.00
INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	0.00	0.00
AG	Clerk III	2.00	2.00	2.00	2.00
AQ	Computer Operations Shift Supervisor	1.00	1.00	1.00	1.00
AK	Computer Programmer	1.00	1.00	1.00	1.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
X1	Director, Information & Technology Services	1.00	1.00	1.00	1.00
X2	Distributed Process Manager	1.00	1.00	1.00	1.00
XF	Financial Manager	1.00	1.00	1.00	1.00
X2	Manager, Graphic Information System	1.00	1.00	1.00	1.00
X4	Manager, Hardware Services	1.00	1.00	1.00	1.00
X2	Manager, Planning and Technical Assessment	1.00	1.00	1.00	1.00
X3	Manager, Technical Support	1.00	1.00	1.00	1.00
X2	Manager, Telecommunications	1.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT (continued)					
X2	Network Administration Manager	1.00	1.00	1.00	1.00
X2	Operational Service Manager	1.00	1.00	1.00	1.00
AS	Principal Management System Analyst	1.00	1.00	1.00	1.00
AQ	Programmer/Analyst	10.00	10.00	10.00	10.00
AV	Project Manager	3.00	3.00	3.00	4.00
AK	Senior Computer Operator	4.00	4.00	4.00	4.00
AO	Senior Computer Programmer	3.00	3.00	3.00	3.00
AQ	Senior Data Processing Telecommunications Technician	5.00	5.00	5.00	5.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AO	Senior Manager	0.00	0.00	1.00	1.00
AU	Senior Software Specialist	6.00	10.00	10.00	10.00
AU	Senior Systems Analyst	3.00	3.00	3.00	3.00
AO	Software Specialist I	12.00	11.00	10.00	10.00
AS	Software Specialist II	15.00	15.00	19.00	21.00
AS	Systems Analyst	12.00	12.00	12.00	12.00
AM	Telecommunication Coordinator	1.00	1.00	1.00	1.00
AR	Webmaster	2.00	2.00	2.00	2.00
	Subtotal	97.00	100.00	103.00	106.00
LIBRARY SERVICES					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	1.00	1.00
AS	Chief Librarian	8.00	8.00	9.00	9.00
AE	Clerk II	3.00	3.00	0.00	0.00
AI	Clerk IV	1.00	1.00	1.00	1.00
XB	Director, Library Services	1.00	1.00	1.00	1.00
CC	Equipment Operator I	3.00	3.00	3.00	3.00
CE	Equipment Operator II	2.00	3.00	4.00	4.00
AI	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	1.00	2.00	2.00	2.00
AE	Lead Data Entry Operator	1.00	1.00	1.00	1.00
AM	Librarian	44.00	49.00	51.00	51.00
AA	Library Aide	2.00	3.00	3.00	3.00
AD	Library Assistant	61.00	64.00	71.00	75.00
99	Library Page	36.66	38.91	43.71	43.71
AK	Library Services Specialist	2.00	2.00	2.00	2.00
AM	Library Services Specialist Supervisor	3.00	2.00	2.00	2.00
AI	Library Technical Assistant	8.00	12.00	18.00	20.00
AI	Mail Room Supervisor	1.00	1.00	1.00	1.00
XE	Manager, Administration & Reference Services	0.00	1.00	1.00	1.00
XE	Manager, Automated Systems/Services	1.00	1.00	0.00	0.00
XE	Manager, Operations and Technology	0.00	0.00	1.00	1.00
XF	Manager, Services Development and Evaluation	1.00	1.00	0.00	0.00
XE	Manager, Staff/Administrative Support	1.00	1.00	1.00	1.00
XE	Manager, Public Services Center	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
LIBRARY SERVICES (continued)					
AK	Personal Computer Specialist	1.00	2.00	2.00	2.00
AG	Personnel Clerk	1.00	1.00	3.00	3.00
AM	Public Relations/Information Rep	0.00	1.00	1.00	1.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00
AQ	Principal Librarian	27.00	24.00	24.00	24.00
AK	Principal Library Assistant	8.00	8.00	10.00	10.00
AK	Senior Executive Secretary	0.00	1.00	1.00	1.00
AO	Senior Librarian	32.00	35.00	40.00	40.00
AG	Senior Library Assistant	37.00	39.00	42.00	42.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
AO	Software Specialist I	3.00	3.00	3.00	3.00
CE	Storekeeper II	1.00	1.00	1.00	1.00
99	Unclassified Part-Time Librarian	8.93	9.87	11.28	11.28
99	Unclassified Part-Time Library Assistant	14.10	17.66	19.91	19.91
	Subtotal	322.69	347.44	381.90	387.90
MANAGEMENT AND BUDGET DEPARTMENT					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AO	Budget Analyst I	2.00	4.00	4.00	4.00
AP	Budget Analyst II	2.00	0.00	1.00	1.00
AM	Budget Intern	1.50	2.50	1.29	1.29
XF	Budget Manager, Capital Team	1.00	1.00	1.00	1.00
XF	Budget Manager, Operating Team	1.00	1.00	1.00	1.00
AS	Budget Services Coordinator	0.00	2.00	2.00	2.00
XG	Capital Policy Manager	1.00	1.00	1.00	1.00
XE	Capital Programs Administrator	1.00	1.00	1.00	1.00
AQ	Contracts Manager	2.00	2.00	2.00	2.00
XB	Director, Management and Budget	1.00	1.00	1.00	1.00
XE	Economist	1.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	0.00	0.00
AS	General Manager II	1.00	1.00	1.00	1.00
AU	General Manager III	1.00	1.00	1.00	1.00
AM	Management Systems Analyst I	0.50	0.00	0.00	0.00
XD	Manager, Budget Programs	1.00	1.00	1.00	1.00
XG	Manager, Contract Unit	1.00	1.00	1.00	1.00
XF	Manager, Management Analysis	1.00	1.00	0.00	0.00
XG	Manager, Performance Measurement	0.00	1.00	1.00	1.00
XF	Manager, Systems and Revenue	1.00	1.00	1.00	1.00
XG	Research Manager	1.00	1.00	1.00	1.00
AR	Senior Budget Analyst	6.00	5.00	4.00	4.00
AK	Senior Executive Secretary	3.00	3.00	3.00	3.00
XG	Senior Management and Budget Analyst	1.00	0.00	0.00	0.00
	Subtotal	32.00	33.50	31.29	31.29

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
MEDICAL EXAMINER					
XO/M3	Associate Medical Examiner	3.00	3.00	4.00	4.00
AK	Autopsy Technician	4.00	4.00	5.48	5.48
XD	Chief Forensic Toxicologist	1.00	1.00	1.00	1.00
XM/M1	Chief Medical Examiner	1.00	1.00	1.00	1.00
AG	Clerk III	1.00	1.00	1.00	1.00
AK	Forensic Investigator I	6.00	8.00	8.00	8.00
AN	Forensic Investigator II	1.00	1.00	1.00	1.00
AP	Forensic Toxicologist I	1.00	1.00	1.00	1.00
AS	Forensic Toxicologist II	0.00	0.00	0.00	1.00
AQ	General Manager I	0.00	0.00	1.00	1.00
AQ	Human Services Supervisor	1.00	1.00	0.00	0.00
AI	Laboratory Technician	2.00	2.00	2.00	2.00
XE	Manager of Operations	1.00	1.00	1.00	1.00
AL	Senior Autopsy Technician	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AO	Senior Forensic Investigator	1.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	2.00	3.00	3.00
AK	Social Services Investigator	4.00	2.00	2.00	2.00
	Subtotal	31.00	31.00	34.48	35.48
NEIGHBORHOOD RELATIONS					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AO	Community Services Program Coordinator II	3.00	3.00	3.00	3.00
AQ	Community Services Program Manager	0.00	0.00	0.00	0.00
XE	Neighborhood Relations Officer	1.00	1.00	1.00	1.00
	Subtotal	5.00	5.00	5.00	5.00
OFFICE OF PUBLIC AFFAIRS					
AM	Administrative Assistant	1.00	1.00	0.00	0.00
XE	Intergovernmental Affairs Manager	1.00	0.00	0.00	0.00
XF	Intergovernmental Affairs Manager	0.00	1.00	0.00	0.00
XB	Public Affairs Officer	1.00	0.00	0.00	0.00
XC	Public Affairs Officer	0.00	1.00	0.00	0.00
	Subtotal	3.00	3.00	0.00	0.00
OFFICE OF QUALITY SERVICES					
AM	Administrative Assistant	1.00	1.00	0.00	0.00
AM	Management System Analyst I	1.00	1.00	0.00	0.00
XF	Quality Service Administrator	1.00	0.00	0.00	0.00
XD	Quality Services Officer	1.00	1.00	0.00	0.00
AO	Training Specialist	1.00	1.00	0.00	0.00
	Subtotal	5.00	4.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PARKS, RECREATION AND CONSERVATION					
AO	Accountant II	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	1.00	2.00	2.00
99	Art Camp Teacher	0.00	0.00	4.70	4.70
AC	Clerk I	1.00	1.00	1.00	1.00
AE	Clerk II	2.00	2.00	1.00	1.00
AG	Clerk III	2.00	2.00	2.00	2.00
CE	Construction Equipment Operator I	2.00	2.00	2.00	2.00
CI	Construction Equipment Operator III	2.00	2.00	2.00	2.00
CB	Custodian	45.00	46.00	46.00	46.00
99	Custodian	0.00	0.00	1.90	1.90
AE	Custodial Area Supervisor	0.00	0.00	1.00	1.00
AG	Customer Svc Rep	0.00	0.00	1.00	1.00
XB	Director, Parks & Recreation	1.00	1.00	1.00	1.00
CM	Electrician III	1.00	1.00	1.00	1.00
AN	Engineering Specialist I	0.00	0.00	1.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AP	Engineering Specialist II	0.00	0.00	1.00	1.00
AP	Engineer II	1.00	1.00	0.00	0.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AK	Environmental Specialist I	6.00	6.00	6.00	6.00
AM	Environmental Specialist II	3.00	3.00	4.00	5.00
AO	Environmental Specialist III	0.00	0.00	1.00	1.00
AQ	Environmental Supervisor	1.00	1.00	1.00	1.00
AD	Environmental Technician I	1.00	1.00	2.00	2.00
99	Environmental Technician I	0.00	0.00	0.95	0.95
AG	Environmental Technician II	5.00	5.00	7.00	7.00
CC	Equipment Operator I	16.00	14.00	15.00	19.00
CE	Equipment Operator II	27.00	27.00	28.00	32.00
AM	General Crew Leader	3.00	4.00	4.00	4.00
AQ	General Manager I	2.00	2.00	4.00	4.00
AS	General Manager II	2.00	3.00	3.00	3.00
AU	General Manager III	0.00	0.00	2.00	2.00
CC	Head Custodian	6.00	6.00	6.00	7.00
CE	Landscape Gardener	2.00	2.00	2.00	2.00
NEW	Lifeguard	0.00	0.00	2.00	2.00
99	Lifeguard	0.00	0.00	7.80	7.80
AM	Manager	1.00	1.00	1.00	1.00
XE	Manager, Athletic Services	1.00	1.00	1.00	1.00
XF	Manager, Fiscal Control	1.00	1.00	1.00	1.00
XE	Manager, Recreation Services South	1.00	1.00	1.00	1.00
XE	Manager, Regional Parks Services	1.00	1.00	1.00	2.00
XE	Manager, Resource Development	1.00	1.00	1.00	1.00
XF	Manager, Therapeutic Recreation	1.00	1.00	1.00	1.00
AR	Manager, Special Projects	0.00	0.00	1.00	1.00
CG	Multi-Trades Worker I	15.00	15.00	15.00	15.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PARKS, RECREATION AND CONSERVATION (continued)					
CI	Multi-Trades Worker II	21.00	21.00	21.00	26.00
CK	Multi-Trades Worker III	7.00	7.00	7.00	7.00
99	Official	0.00	0.00	6.66	6.66
CG	Painter II	1.00	1.00	1.00	1.00
AK	Park Manager	11.00	11.00	13.00	13.00
CD	Park Ranger I - Permanent Full Time	19.00	19.00	24.00	24.00
99	Park Ranger I - Permanent Part Time	0.00	0.00	1.20	1.20
99	Park Ranger I - Temporary Full Time	0.00	0.00	2.62	2.62
CG	Park Ranger II	55.00	55.00	67.00	68.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AS	Principal Planner	1.00	1.00	1.00	1.00
XE	Project Director, Parks Improvement Program	1.00	1.00	1.00	1.00
AP	Procurement Analyst	1.00	1.00	1.00	1.00
AC	Receptionist	1.00	0.00	0.00	0.00
AQ	Recreation Area Supervisor	9.00	10.00	10.00	11.00
99	Recreation Leader Aide	0.00	0.00	1.90	1.90
AD	Recreation Leader I - Permanent Full Time	51.00	51.00	49.00	49.00
99	Recreation Leader I - Permanent Part Time	0.00	0.00	30.88	30.88
99	Recreation Leader I - Temporary Full Time	0.00	0.00	21.54	21.54
AG	Recreation Leader II	60.00	63.00	65.00	65.00
AK	Recreation Specialist	29.00	29.00	30.00	31.00
AK	Recreation Therapist	3.00	4.00	6.00	6.00
99	Recreation Therapist Aide	0.00	0.00	14.73	14.73
AG	Recreation Therapist Assistant	1.00	1.00	0.00	0.00
CK	Refrigeration/Air Conditioning Mechanic III	2.00	2.00	2.00	2.00
AE	Secretary	0.00	1.00	2.00	2.00
AU	Senior Architect	1.00	1.00	1.00	1.00
AK	Senior Crew Leader	3.00	4.00	4.00	4.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	3.00	3.00	3.00	3.00
AQ	Senior Graduate Architect	1.00	1.00	1.00	1.00
CB	Senior Groundskeeper	10.00	10.00	10.00	10.00
AO	Senior Manager	5.00	5.00	4.00	4.00
AM	Senior Park Manager	9.00	9.00	10.00	10.00
CI	Senior Park Ranger	5.00	5.00	6.00	7.00
AK	Senior Personnel Assistant	1.00	1.00	5.00	5.00
AI	Senior Recreation Leader	24.00	26.00	25.00	25.00
AM	Senior Recreation Specialist	17.00	17.00	22.00	23.00
AM	Senior Recreation Therapist	2.00	2.00	2.00	2.00
AE	Senior Receptionist	0.00	1.00	1.00	1.00
AG	Senior Secretary	1.00	1.00	2.00	4.00
AO	Systems Coordinator	0.00	0.00	1.00	1.00
CC	Trades Helper	9.00	9.00	9.00	9.00
AO	Trades/Maintenance Superintendent	3.00	3.00	0.00	0.00
	Subtotal	528.00	538.00	678.86	701.86

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PLANNING & GROWTH MANAGEMENT					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	8.00	3.00	2.00	2.00
AI	Accounting Clerk III	2.00	1.00	1.00	1.00
AM	Administrative Assistant	3.00	4.00	4.00	4.00
XD	Administrative Services Division Director	1.00	1.00	1.00	1.00
AR	Chief Inspector	6.00	6.00	6.00	6.00
AG	Cashier I	0.00	7.00	8.00	8.00
AI	Cashier II	0.00	2.00	2.00	2.00
AC	Clerk I	2.00	2.00	2.00	2.00
AE	Clerk II	2.00	3.00	5.00	5.00
99	Clerk II	0.00	0.00	1.41	1.41
AG	Clerk III	4.00	4.00	5.00	5.00
AI	Clerk IV	2.00	2.00	2.00	2.00
AK	Community Codes Investigator I	2.00	2.00	2.00	2.00
AM	Community Codes Investigator II	1.00	1.00	1.00	1.00
AP	Community Codes Investigator III	1.00	0.00	0.00	0.00
AM	Community Planner I	4.00	3.00	3.00	3.00
AN	Community Planner II	5.00	5.00	5.00	5.00
AO	Community Services Program Coordinator II	1.00	1.00	0.00	0.00
AH	Construction Permit Clerk	17.00	17.00	0.00	0.00
AH	Construction Permit Technician I	0.00	0.00	23.00	23.00
99	Construction Permit Technician I	0.00	0.00	1.26	1.26
AJ	Construction Permit Specialist	2.00	2.00	0.00	0.00
AJ	Construction Permit Technician II	0.00	0.00	4.00	4.00
AQ	Contracts Manager	0.00	0.00	1.00	1.00
XD	Director, Development Services Division	1.00	1.00	1.00	1.00
XB	Director, Planning & Growth Management	1.00	1.00	1.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AP	Engineer II	7.00	7.00	0.00	0.00
AN	Engineering Specialist I	0.00	0.00	1.00	1.00
AP	Engineering Specialist II	0.00	0.00	7.00	7.00
CK	Engineering Technician III	2.00	2.00	2.00	2.00
AL	Environmental Enforcement Specialist I	3.00	2.00	3.00	3.00
AT	Environmental Manager	1.00	1.00	0.00	0.00
AL	Environmental Scientist I	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AK	Environmental Specialist I	0.00	1.00	1.00	1.00
AT	Environmental Manager	0.00	0.00	1.00	1.00
AU	Executive Planner	4.00	4.00	4.00	4.00
AI	Executive Secretary	7.00	9.00	8.00	8.00
AN	Forestry Examiner	2.00	2.00	2.00	2.00
AQ	General Manager I	2.00	2.00	2.00	2.00
AS	General Manager II	1.00	2.00	2.00	2.00
AU	General Manager III	1.00	1.00	2.00	2.00
AM	GIS Analyst	2.00	2.00	2.00	2.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PLANNING & GROWTH MANAGEMENT (continued)					
XF	Impact Fee Program Manager	1.00	1.00	1.00	1.00
AK	Inspector I	1.00	0.00	0.00	0.00
AM	Inspector I	39.00	39.00	51.00	51.00
99	Inspector I	0.00	0.00	1.14	1.14
AO	Inspector II	7.00	15.00	18.00	18.00
AQ	Inspector III	16.00	14.00	14.00	14.00
AU	Land Use Ombudsman	1.00	1.00	1.00	1.00
AN	Landscaping Examiner	1.00	1.00	2.00	2.00
AM	Manager	5.00	5.00	6.00	6.00
XE	Manager, Apollo Beach Office - Bldg SOP	1.00	1.00	0.00	0.00
XE	Manager, Community Planning	0.00	0.00	1.00	1.00
XE	Manager, Construction Services	1.00	1.00	1.00	1.00
XE	Manager, Development Services Center	1.00	1.00	0.00	0.00
XE	Manager, Engineering Review/Inspection	1.00	1.00	0.00	0.00
XE	Manager, Hazard Mitigation Program	1.00	1.00	1.00	1.00
XE	Manager, Permit Intake & Processing	0.00	0.00	1.00	1.00
XE	Manager, Plans/Policy	1.00	1.00	0.00	0.00
XE	Manager, Plant City Satellite Building Permits Office	1.00	1.00	1.00	1.00
XE	Manager, Satellite Building Permits Office	1.00	1.00	0.00	0.00
XE	Manager, Satellite Building Permits Office Northwest	0.00	0.00	1.00	1.00
XE	Manager, Satellite Building Permits Office South Count	0.00	0.00	1.00	1.00
XE	Manager, Site Plan/Subdivision Review	0.00	0.00	1.00	1.00
XE	Manager, Transportation Planning Section	0.00	0.00	1.00	1.00
XE	Manager, Transportation Review Section	1.00	1.00	1.00	1.00
AK	Personal Computer Specialist	1.00	1.00	1.00	1.00
AI	Personnel Assistant	0.00	1.00	1.00	1.00
AG	Personnel Clerk	1.00	1.00	0.00	0.00
AI	Planning Technician	5.00	0.00	0.00	0.00
XD	Planning/Zoning Services Division Director	1.00	1.00	1.00	1.00
AI	Planning & Zoning Technician I	0.00	4.00	5.00	5.00
99	Planning & Zoning Technician I	0.00	0.00	0.81	0.81
AK	Planning & Zoning Technician II	0.00	9.00	9.00	9.00
AO	Plans Examiner	4.00	7.00	7.00	7.00
AS	Principal Planner	8.00	9.00	9.00	9.00
99	Principal Planner	0.00	0.00	0.38	0.38
AR	Professional Engineer I	0.00	2.00	2.00	2.00
AT	Professional Engineer II	1.00	2.00	3.00	3.00
AC	Receptionist	3.00	4.00	3.00	3.00
AE	Secretary	1.00	0.00	0.00	0.00
AK	Senior Construction Permit Specialist	1.00	1.00	0.00	0.00
AS	Senior Engineer	4.00	3.00	0.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	3.00	3.00
AN	Senior Engineering Technician	11.00	9.00	13.00	13.00
AK	Senior Executive Secretary	2.00	1.00	1.00	1.00
AQ	Senior Forestry Examiner	1.00	1.00	1.00	1.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PLANNING & GROWTH MANAGEMENT (continued)					
AO	Senior Manager	0.00	1.00	2.00	2.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AQ	Senior Planner	13.00	14.00	13.00	13.00
AM	Senior Planning & Zoning Technician	0.00	8.00	8.00	8.00
AQ	Senior Plans Examiner	3.00	4.00	4.00	4.00
AX	Senior Professional Engineer	1.00	2.00	1.00	1.00
AE	Senior Receptionist	2.00	2.00	2.00	2.00
AG	Senior Secretary	4.00	3.00	4.00	4.00
AM	Senior Zoning Technician	8.00	0.00	0.00	0.00
AO	Systems Coordinator	2.00	2.00	2.00	2.00
XE	Transportation Demand Manager	1.00	1.00	0.00	0.00
XD	Transportation Division Director	1.00	1.00	1.00	1.00
AI	Zoning Technician I	2.00	0.00	0.00	0.00
AK	Zoning Technician II	8.00	0.00	0.00	0.00
	Subtotal	274.00	290.00	327.00	327.00
PUBLIC SAFETY					
AM	Administrative Assistant	2.00	3.00	2.00	2.00
AM	Chief Security Officer	3.00	0.00	0.00	0.00
AG	Clerk III	3.00	4.00	3.00	3.00
AI	Clerk IV	0.00	0.00	1.00	1.00
LM	Communications Supervisor	4.00	4.00	4.00	4.00
AK	Community Codes Investigator I	0.00	1.00	0.00	0.00
AM	Community Planner I	1.00	1.00	1.00	1.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AO	Community Services Program Coordinator II	3.00	4.00	4.00	4.00
LI	Digital Comm Dispatcher	20.00	20.00	20.00	20.00
99	Digital Comm Dispatcher	0.00	0.00	0.30	0.30
XC	Director, Public Safety	1.00	1.00	1.00	1.00
CM	Electronics Technician III	1.00	1.00	1.00	1.00
AO	Emergency Communications Supervisor	1.00	1.00	1.00	1.00
AI	Executive Secretary	3.00	2.00	3.00	3.00
AK	GIS/Mapping Technician II	1.00	1.00	1.00	1.00
AK	Land Technician II	3.00	4.00	5.00	5.00
XE	Manager, 9-1-1 Emergency Operations	1.00	1.00	1.00	1.00
XE	Manager, Emergency Dispatch Operations	1.00	1.00	1.00	1.00
XE	Manager, Emergency Management	1.00	1.00	1.00	1.00
XF	Manager, Security Services	1.00	1.00	1.00	1.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	1.00
AI	Planning Technician	1.00	0.00	0.00	0.00
AM	Public Safety Lieutenant	0.00	3.00	3.00	3.00
AI	Public Safety Officer	0.00	65.00	65.00	65.00
AK	Public Safety Sergeant	0.00	9.00	9.00	9.00
AI	Security Officer	65.00	0.00	0.00	0.00
LK	Senior Digital Communications Dispatcher	4.00	4.00	4.00	4.00
AM	Senior Land Technician	0.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC SAFETY (continued)					
AO	Senior Manager	5.00	5.00	5.00	5.00
AQ	Senior Planner	1.00	1.00	1.00	1.00
AG	Senior Secretary	1.00	0.00	0.00	0.00
AK	Senior Security Officer	9.00	0.00	0.00	0.00
	Subtotal	138.00	141.00	141.30	141.30
PUBLIC WORKS DEPARTMENT					
AM	Accountant I	4.00	4.00	4.00	4.00
AO	Accountant II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	3.00	3.00	3.00	3.00
AM	Administrative Assistant	1.00	1.00	2.00	2.00
CG	Advanced Transportation Worker	0.00	0.00	63.00	63.00
AK	Asset Coordinator	0.00	0.00	16.00	16.00
CE	Automotive Equipment Service Specialist	5.00	5.00	0.00	0.00
AP	Budget Analyst II	1.00	1.00	0.00	0.00
AP	Chief Aircraft Pilot	1.00	1.00	1.00	1.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00
AK	Clerical Supervisor	1.00	0.00	1.00	1.00
AC	Clerk I	1.00	1.00	1.00	1.00
AE	Clerk II	12.00	11.00	5.35	5.35
AG	Clerk III	9.00	9.00	12.00	12.00
AI	Clerk IV	0.00	0.00	6.00	6.00
CE	Construction Equipment Operator I	5.00	4.00	0.00	0.00
CG	Construction Equipment Operator II	26.00	27.00	1.00	1.00
CI	Construction Equipment Operator III	34.00	35.00	3.00	3.00
AK	Contracts Management Specialist	2.00	2.00	3.00	3.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CG	Crew Leader I	20.00	19.00	4.00	4.00
CI	Crew Leader II	21.00	21.00	2.00	2.00
XC	Director, Engineering Division	1.00	1.00	1.00	1.00
XB	Director, Public Works Department	1.00	1.00	1.00	1.00
XC	Director, Roadway Maintenance Division	1.00	1.00	0.00	0.00
XC	Director, Transportation Maintenance Division	0.00	0.00	1.00	1.00
AM	Electrician III	0.00	0.00	1.00	1.00
CI	Electronics Technician I	5.00	5.00	5.00	5.00
CK	Electronics Technician II	3.00	3.00	3.00	3.00
CM	Electronics Technician III	6.00	6.00	5.00	5.00
AO	Electronics Technician Supervisor	1.00	1.00	1.00	1.00
AN	Engineer I	12.00	13.00	0.00	0.00
AP	Engineer II	19.00	20.00	0.00	0.00
AN	Engineering Specialist I	0.00	0.00	13.00	13.00
AP	Engineering Specialist II	0.00	0.00	20.00	20.00
CE	Engineering Technician I	4.00	3.00	3.00	3.00
CH	Engineering Technician II	12.00	12.00	4.00	4.00
CK	Engineering Technician III	24.00	24.00	19.00	19.00
AT	Environmental Manager	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
AL	Environmental Scientist I	1.00	0.00	0.00	0.00
AO	Environmental Scientist II	2.00	3.00	2.00	2.00
AM	Environmental Specialist II	3.00	3.00	3.00	3.00
AD	Environmental Technician I	5.00	4.00	4.00	4.00
AD	Environmental Technician II	3.00	0.00	0.00	0.00
AG	Environmental Technician II	1.00	4.00	4.00	4.00
CG	Equipment Mechanic I	1.00	0.00	0.00	0.00
CC	Equipment Operator I	36.00	33.00	0.00	0.00
CE	Equipment Operator II	41.00	43.00	1.00	1.00
CG	Equipment Operator III	6.00	5.00	0.00	0.00
CG	Equipment Technician I	0.00	1.00	1.00	1.00
AI	Executive Secretary	4.00	5.00	4.00	4.00
AM	General Crew Leader	4.00	4.00	15.00	15.00
AQ	General Manager I	5.00	6.00	8.00	8.00
AS	General Manager II	4.00	6.00	6.00	6.00
AU	General Manager III	7.00	8.00	10.00	10.00
AX	General Manager IV	2.00	2.00	1.00	1.00
AM	GIS Analyst	0.00	1.00	3.00	3.00
AH	GIS Mapping Technician I	0.00	3.00	3.00	3.00
AK	GIS Mapping Technician II	0.00	0.00	1.00	1.00
AO	Helicopter Pilot	1.00	0.00	1.00	1.00
CF	Inspector/Spray Equipment Operator	13.00	13.00	12.00	12.00
CA	Laborer	56.00	53.00	6.00	6.00
CG	Laborer	0.00	1.00	0.00	0.00
CE	Landscape Gardener	4.00	3.00	3.00	3.00
AE	Lead Data Entry Operator	1.00	1.00	2.94	2.94
XE	Liaison Project Manager	1.00	1.00	1.00	1.00
AM	Maintenance Repair Supervisor	1.00	1.00	0.00	0.00
AM	Manager	2.00	2.00	8.00	8.00
XF	Manager, Central Service Unit	1.00	1.00	1.00	1.00
XF	Manager, Countywide Construction Unit	1.00	1.00	1.00	1.00
XE	Manager, Design/Engineering Support	1.00	1.00	1.00	1.00
XF	Manager, East Service Unit	1.00	1.00	1.00	1.00
XF	Manager, Fiscal Control and Administration	1.00	1.00	1.00	1.00
XE	Manager, Highway Design Services	1.00	1.00	1.00	1.00
XF	Manager, Mosquito/Aquatic Weed Control	1.00	1.00	1.00	1.00
XF	Manager, North Service Unit	1.00	1.00	1.00	1.00
XD	Manager, Projects Management	1.00	1.00	1.00	1.00
XE	Manager, Road Maintenance/Administrative Services	0.00	0.00	0.00	0.00
XF	Manager, South Service Unit	1.00	1.00	1.00	1.00
XD	Manager, Stormwater Management	1.00	1.00	1.00	1.00
AX	Manager, Traffic Engineering	0.00	1.00	2.00	2.00
XF	Manager, Traffic Engineering	1.00	1.00	0.00	0.00
CE	Mason I	1.00	1.00	0.00	0.00
CG	Mason II	2.00	2.00	0.00	0.00
CI	Mason III	1.00	1.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
CJ	Mosquito Control Inspector	2.00	2.00	2.00	2.00
CG	Multi-Trades Worker I	8.00	8.00	0.00	0.00
CI	Multi-Trades Worker II	11.00	12.00	0.00	0.00
CK	Multi-Trades Worker III	4.00	6.00	0.00	0.00
AI	Personnel Assistant	1.00	1.00	0.00	0.00
AI	Planning Technician	1.00	1.00	0.00	0.00
CI	Plant Maintenance Mechanic I	0.00	2.00	2.00	2.00
CI	Pant Maintenance Mechanic II	0.00	0.00	1.00	1.00
AS	Principal Management Systems Analyst	0.00	1.00	3.00	3.00
AT	Professional Engineer II	10.00	9.00	9.00	9.00
AC	Receptionist	4.00	4.00	2.00	2.00
AE	Secretary	3.00	3.00	1.00	1.00
AM	Senior Asset Coordinator	0.00	0.00	5.00	5.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AK	Senior Crew Leader	13.00	14.00	31.00	31.00
AS	Senior Engineering Specialist	0.00	0.00	24.00	24.00
AS	Senior Engineer	25.00	26.00	0.00	0.00
AN	Senior Engineering Technician	10.00	11.00	11.00	11.00
AI	Senior Environmental Technician	4.00	4.00	4.00	4.00
AK	Senior Executive Secretary	6.00	7.00	6.00	6.00
CB	Senior Groundskeeper	2.00	2.00	1.00	1.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00
AQ	Senior Management Systems Analyst	1.00	1.00	1.00	1.00
AO	Senior Manager	4.00	5.00	5.00	5.00
CK	Senior Manager	1.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	0.00	0.00	2.00	2.00
AX	Senior Professional Engineer	17.00	16.00	17.00	17.00
AG	Senior Secretary	7.00	6.00	5.00	5.00
CI	Senior Transportation Worker	0.00	0.00	73.00	73.00
XH	Special Program Manager	0.00	1.00	0.00	0.00
AM	Spray Operations Supervisor	1.00	2.00	0.00	0.00
CB	Spray Equipment Operator	0.00	0.00	1.73	1.73
CC	Storekeeper I	2.00	3.00	0.00	0.00
CE	Storekeeper II	1.00	1.00	0.00	0.00
CG	Storekeeper III	6.00	6.00	5.00	5.00
AI	Storeroom Manager	0.00	0.00	1.00	1.00
AM	Systems Coordinator	0.00	1.00	0.00	0.00
AO	Systems Coordinator	2.00	0.00	0.00	0.00
CC	Trades Helper	24.00	24.00	0.00	0.00
AL	Traffic Signal/Marking Supervisor	2.00	2.00	2.00	2.00
CF	Traffic Signal/Marking Technician I	11.00	10.00	10.00	10.00
CI	Traffic Signal/Marking Technician II	5.00	5.00	5.00	5.00
AH	Training Coordinator	0.00	1.00	0.00	0.00
AM	Training Technician	1.00	0.00	1.00	1.00
AR	Transportation operations Support	0.00	0.00	4.00	4.00
CE	Transportation Worker	0.00	0.00	99.00	99.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
CE	Tree Trimmer	1.00	1.00	1.00	1.00
CC	Vehicle Service Attendant	3.00	3.00	1.00	1.00
AM	Warehouse/Supply Manager	0.00	0.00	5.00	5.00
99	Work Release	0.00	0.00	29.08	29.08
	Subtotal	653.00	663.00	693.10	693.10
PURCHASING DEPARTMENT					
AI	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AM	Buyer	1.00	1.00	1.00	1.00
AE	Clerk II	1.00	1.00	1.00	1.00
AQ	Contracts Manager	9.00	9.00	0.00	0.00
XB	Director, Purchasing	1.00	1.00	1.00	1.00
AS	Executive Buyer	4.00	4.00	4.00	4.00
AI	Executive Secretary	4.00	5.00	6.00	6.00
AM	Manager	1.00	1.00	1.00	1.00
AM	Management Systems Analyst I	1.00	1.00	1.00	1.00
XF	Manager, Contracts Administration	1.00	1.00	1.00	1.00
XF	Manager, Contracts Management	1.00	1.00	1.00	1.00
XF	Manager, Quality Management	1.00	1.00	1.00	1.00
AQ	Principal Buyer	1.00	1.00	10.00	10.00
AP	Procurement Analyst	3.00	3.00	3.00	3.00
AC	Receptionist	1.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
	Subtotal	34.00	34.00	35.00	35.00
REAL ESTATE DEPARTMENT					
AM	Accountant I	2.00	1.00	1.00	1.00
AO	Accountant II	0.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AP	Budget Analyst II	1.00	1.00	1.00	1.00
CG	Carpenter I	1.00	0.00	1.00	1.00
CI	Carpenter II	4.00	5.00	4.00	4.00
CK	Carpenter III	2.00	2.00	2.00	2.00
AO	Chief Land Technician	0.00	0.00	4.00	4.00
AC	Clerk I	4.00	4.00	3.00	3.00
99	Clerk III	0.00	0.00	0.84	0.84
AG	Clerk III	4.00	4.00	5.00	5.00
AI	Clerk IV	2.00	2.00	2.00	2.00
AO	Community Service Program Coordinator II	1.00	1.00	1.00	1.00
AO	Construction Inspector	4.00	4.00	5.00	5.00
AK	Contracts Management Specialist	2.00	2.00	2.00	2.00
AQ	Contracts Manager	3.00	1.00	1.00	1.00
XD	County Surveyor	1.00	1.00	1.00	1.00
AG	Custodial Inspector	3.00	3.00	3.00	3.00
CB	Custodian	16.00	17.00	17.00	17.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
REAL ESTATE DEPARTMENT (continued)					
99	Custodian	0.00	0.00	0.75	0.75
XD	Director, Facilities Management Division	1.00	1.00	1.00	1.00
XB	Director, Real Estate	1.00	1.00	1.00	1.00
CG	Electrician I	4.00	4.00	4.00	4.00
CI	Electrician II	10.00	10.00	10.00	10.00
CM	Electrician III	3.00	3.00	3.00	3.00
AP	Engineer II	1.00	1.00	0.00	0.00
CE	Engineering Technician I	4.00	4.00	4.00	4.00
99	Engineering Technician I	0.00	0.00	0.48	0.48
CH	Engineering Technician II	13.00	12.00	12.00	10.00
CK	Engineering Technician III	10.00	10.00	9.00	9.00
AP	Engineering Specialist II	0.00	0.00	1.00	1.00
AI	Executive Secretary	4.00	4.00	3.00	3.00
AQ	General Manager II	0.00	1.00	0.00	0.00
AS	General Manager II	5.00	6.00	8.00	8.00
AX	General Manager IV	0.00	0.00	1.00	1.00
AM	GIS Analyst	3.00	3.00	3.00	3.00
AH	GIS Mapping Technician I	2.00	2.00	2.00	2.00
AK	GIS Mapping Technician II	2.00	2.00	3.00	3.00
AM	Head Custodian	0.00	2.00	2.00	2.00
CB	Head Custodian	0.00	1.00	0.00	0.00
CC	Head Custodian	4.00	3.00	4.00	4.00
CJ	Heating/Ventilating/Air Conditioning Engineer	2.00	2.00	2.00	2.00
AL	Indoor Air Quality Specialist	1.00	1.00	1.00	1.00
AM	Land Agent I	2.00	3.00	2.00	2.00
AO	Land Agent II	10.00	10.00	10.50	10.50
CE	Landscape Gardener	1.00	1.00	1.00	1.00
AH	Land Technician I	1.00	1.00	0.00	0.00
AK	Land Technician II	3.00	3.00	2.00	2.00
CI	Locksmith	2.00	2.00	2.00	2.00
AM	Manager	1.00	1.00	1.00	1.00
XD	Manager, Architectural Design	1.00	1.00	1.00	1.00
XE	Manager, Environmental Land Acquisition	1.00	1.00	1.00	1.00
XG	Manager, Facilities Customer Services	1.00	1.00	1.00	1.00
XG	Manager, Facilities Support	1.00	1.00	1.00	1.00
XF	Manager, Facility Planning & Development	1.00	1.00	1.00	1.00
XE	Manager, Fiscal Services	1.00	1.00	1.00	1.00
XE	Manager, GIS Mapping	1.00	1.00	1.00	1.00
XF	Manager, Mapping Services	1.00	1.00	1.00	1.00
XH	Manager, Parking/Administration	1.00	1.00	1.00	1.00
XE	Manager, Property Management	1.00	1.00	1.00	1.00
XF	Manager, Property Section	1.00	1.00	1.00	1.00
XE	Manager, Right-of-Way Mapping	1.00	1.00	1.00	1.00
XE	Manager, Survey Field Office	1.00	1.00	1.00	1.00
XF	Manager, Technical Services	1.00	1.00	1.00	1.00
CG	Multi-Trades Worker I	5.00	4.00	5.00	5.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
REAL ESTATE DEPARTMENT (continued)					
CI	Multi-Trades Worker II	10.00	11.00	10.00	10.00
CK	Multi-Trades Worker III	3.00	3.00	3.00	3.00
CG	Painter II	5.00	5.00	5.00	5.00
CI	Painter III	2.00	2.00	2.00	2.00
AK	Parking Facility Supervisor	1.00	1.00	1.00	1.00
AO	Photogrammetrist	1.00	1.00	1.00	1.00
AL	Print Shop Manager	1.00	1.00	1.00	1.00
AQ	Professional Land Surveyor/Mapper I	3.00	2.00	2.00	2.00
AS	Professional Land Surveyor/Mapper II	3.00	4.00	4.00	4.00
XE	Project Manager for Community Stadium	1.00	1.00	1.00	1.00
CI	Refrigeration/Air Conditioning Mechanic I	1.00	1.00	1.00	1.00
CJ	Refrigeration/Air Conditioning Mechanic II	2.00	2.00	3.00	3.00
CK	Refrigeration/Air Conditioning Mechanic III	4.00	4.00	6.00	6.00
AE	Secretary	2.00	2.00	2.00	2.00
AU	Senior Architect	4.00	4.00	4.00	4.00
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	1.00	1.00
AN	Senior Engineering Technician	10.00	10.00	8.00	8.00
AK	Senior Executive Secretary	1.00	1.00	2.00	2.00
AQ	Senior Graduate Architect	4.00	4.00	3.00	3.00
CD	Senior Head Custodian	1.00	1.00	1.00	1.00
CL	Senior Heating/Ventilating/Air Conditioning Engineer	5.00	4.00	3.00	3.00
AN	Senior Indoor Air Quality Specialist	1.00	1.00	1.00	1.00
AQ	Senior Land Agent	2.00	2.00	2.00	2.00
AM	Senior Land Technician	5.00	5.00	3.00	3.00
AO	Senior Manager	2.00	2.00	2.00	2.00
AV	Senior Professional Land Surveyor/Mapping	2.00	2.00	2.00	1.00
AQ	Senior Real Estate Appraiser	1.00	1.00	1.00	1.00
AG	Senior Secretary	3.00	3.00	3.00	3.00
CC	Storekeeper I	1.00	1.00	1.00	1.00
CE	Storekeeper II	1.00	2.00	2.00	2.00
AM	Supervisor, Custodian Operations	2.00	0.00	0.00	0.00
CC	Trades Helper	3.00	3.00	3.00	3.00
AO	Trades/Maintenance Superintendent	4.00	4.00	4.00	4.00
AI	Work Control Officer	1.00	1.00	1.00	1.00
	Subtotal	254.00	255.00	258.57	255.57
SECTION 8 US HOUSING ACT; WEED AND SEED					
AM	Community Services Program Coordinator I	1.00	0.00	0.00	0.00
AI	Exec Secretary	1.00	0.00	0.00	0.00
AG	Housing Asst Spec	1.00	0.00	0.00	0.00
AM	Housing Counselor	6.00	0.00	0.00	0.00
XE	Operations Mgr	1.00	0.00	0.00	0.00
AC	Receptionist	1.00	0.00	0.00	0.00
AE	Secretary	2.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
SECTION 8 US HOUSING ACT; WEED AND SEED (cont.)					
AO	Senior Housing Counselor	3.00	0.00	0.00	0.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AG	Senior Secretary	3.00	0.00	0.00	0.00
	Subtotal	20.00	0.00	0.00	0.00
SOLID WASTE MANAGEMENT					
AR	Accountant III	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	11.00	11.00	11.00	11.00
AI	Accounting Clerk III	3.00	3.00	3.00	3.00
AK	Community Codes Investigator I	4.00	4.00	3.00	3.00
AP	Community Codes Investigator III	0.00	0.00	1.00	1.00
CE	Community Collection Center Attendant	9.00	8.00	9.00	9.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	0.00	0.00	0.00	0.00
CG	Construction Equipment Operator II	9.00	10.00	11.00	11.00
CI	Construction Equipment Operator III	2.00	2.00	2.00	2.00
XB	Director, Solid Waste Management	1.00	1.00	1.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AN	Engineering Specialist I	0.00	0.00	1.00	1.00
CK	Engineering Technician III	1.00	1.00	1.00	1.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AK	Environmental Specialist I	4.00	4.00	4.00	4.00
AM	Environmental Specialist II	2.00	2.00	2.00	2.00
AQ	Environmental Supervisor	1.00	1.00	1.00	1.00
AG	Environmental Technician II	4.00	4.00	4.00	4.00
CE	Equipment Operator II	4.00	5.00	4.00	4.00
CG	Equipment Operator III	30.00	29.00	36.00	38.00
AK	Franchise Activity Coordinator	3.00	3.00	3.00	3.00
AM	General Crew Leader	5.00	5.00	5.00	5.00
AO	Hydrologist	1.00	1.00	1.00	1.00
CA	Laborer	16.00	16.00	16.00	16.00
XH	Manager, Customer Service	1.00	1.00	1.00	1.00
XF	Manager, Fiscal Administration	1.00	1.00	1.00	1.00
XE	Manager, Landfill Section	1.00	1.00	1.00	1.00
XE	Manager, Management Services	1.00	1.00	1.00	1.00
XH	Manager, Projects Management	1.00	0.00	0.00	0.00
XH	Manager, Solid Waste #1	1.00	1.00	1.00	1.00
XH	Manager, Solid Waste #2	1.00	1.00	1.00	1.00
XH	Manager, Solid Waste #3	1.00	1.00	1.00	1.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
CL	PC Plant Operator II	1.00	1.00	1.00	1.00
CI	Plant Maintenance Mechanic II	1.00	1.00	1.00	1.00
AS	Principal Planner	1.00	1.00	1.00	1.00
AI	Senior Customer Service Rep.	4.00	4.00	4.00	4.00
AK	Senior Crew Leader	2.00	2.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
SOLID WASTE MANAGEMENT (continued)					
AS	Senior Engineering Specialist	0.00	0.00	1.00	1.00
AN	Senior Engineering Technician	2.00	2.00	2.00	2.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AK	Senior Executive Secretary	3.00	3.00	3.00	3.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AO	Waste Reduction Specialist	3.00	3.00	3.00	3.00
CM	Wastewater Plant Operator III	1.00	1.00	1.00	1.00
	Subtotal	143.00	142.00	150.00	152.00
WATER DEPARTMENT					
AM	Accountant I	7.00	8.00	10.00	10.00
AO	Accountant II	2.00	2.00	4.00	4.00
AR	Accountant III	2.00	2.00	2.00	2.00
AU	Accounting Manager	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	6.00	6.00	5.00	5.00
AI	Accounting Clerk III	7.00	7.00	8.00	8.00
WATER DEPARTMENT (continued)					
AK	Accounting Clerk Supervisor	1.00	1.00	1.00	1.00
AM	Administrative Assistant	0.00	0.00	2.00	2.00
AO	Budget Analyst I	1.00	1.00	0.00	0.00
AP	Budget Analyst II	1.00	1.00	1.00	1.00
AR	Chief Environmental Scientist	3.00	3.00	3.00	3.00
AK	Clerical Supervisor	2.00	2.00	2.00	2.00
AE	Clerk II	6.00	6.00	6.00	7.00
AG	Clerk III	23.00	23.00	23.00	23.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
CI	Construction Equipment Operator III	1.00	0.00	0.00	0.00
AQ	Contracts Manager	3.00	3.00	3.00	3.00
AG	Control Clerk	1.00	1.00	1.00	1.00
CI	Crew Leader II	0.00	0.00	0.00	0.00
AG	Customer Service Representative	5.00	0.00	0.46	0.46
XB	Director, Water Department	1.00	1.00	1.00	1.00
AA	Driver/Custodian	2.00	0.00	0.00	0.00
CI	Electrician II	8.00	10.00	10.00	10.00
CM	Electrician III	8.00	8.00	8.00	8.00
CK	Electronics Technician II	1.00	1.00	1.00	2.00
CM	Electronics Technician III	9.00	9.00	9.00	9.00
AN	Engineer I	2.00	2.00	0.00	0.00
AP	Engineer II	12.00	13.00	0.00	0.00
AN	Engineering Specialist I	0.00	0.00	1.00	1.00
AP	Engineering Specialist II	0.00	0.00	11.00	11.00
CH	Engineering Technician II	2.00	7.00	11.00	11.00
CK	Engineering Technician III	3.00	6.00	7.00	7.00
AT	Environmental Manager	3.00	3.00	3.00	3.00
AL	Environmental Scientist I	4.00	4.00	3.00	3.00
AO	Environmental Scientist II	3.00	4.00	4.00	4.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
WATER DEPARTMENT (continued)					
AK	Environmental Specialist I	4.00	4.00	4.00	4.00
AM	Environmental Specialist II	9.00	6.00	7.00	8.00
AO	Environmental Specialist III	1.00	1.00	1.00	1.00
AQ	Environmental Supervisor	0.00	2.00	2.00	2.00
AG	Environmental Technician II	1.00	1.00	1.00	1.00
AS	Executive Buyer	0.00	0.00	1.00	1.00
AI	Executive Secretary	4.00	3.00	3.00	3.00
AI	Field Collector	7.00	7.00	7.00	8.00
AG	Field Service Representative	6.00	6.00	6.00	6.00
AQ	General Manager I	3.00	4.00	6.00	6.00
AS	General Manager II	7.00	9.00	16.00	16.00
AU	General Manager III	3.00	4.00	4.00	4.00
AM	GIS Analyst	1.00	1.00	1.00	1.00
AK	GIS/Mapping Technician II	3.00	3.00	2.00	2.00
AE	Lead Data Entry Operator	2.00	3.00	3.00	3.00
CL	Maintenance Repair Leader	1.00	1.00	1.00	1.00
AP	Management Systems Analyst II	1.00	0.00	0.00	0.00
AM	Manager	12.00	13.00	14.00	14.00
XE	Manager, Administrative Support	1.00	1.00	1.00	1.00
XF	Manager, Customer Accounting	1.00	1.00	1.00	1.00
XD	Manager, Engineering/Environmental Services	1.00	1.00	1.00	1.00
XE	Manager, Line Maintenance	1.00	1.00	1.00	1.00
XE	Manager, Wastewater Section	1.00	1.00	1.00	1.00
XE	Manager, Water Section	1.00	1.00	1.00	1.00
XD	Manager, Water Resource Project Management	0.00	0.00	1.00	1.00
CE	Meter Reader	5.00	5.00	5.00	5.00
CI	Multi-Trades Worker II	5.00	5.00	5.00	5.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
CL	PC Plant Operator II	32.00	32.00	33.00	33.00
CG	Plant Maintenance Mechanic I	1.00	1.00	2.00	2.00
CI	Plant Maintenance Mechanic II	33.00	34.00	38.00	38.00
CK	Plant Maintenance Mechanic III	14.00	13.00	11.00	11.00
CG	Plant Operator Trainee	4.00	2.00	0.00	0.00
AQ	Principal Buyer	0.00	0.00	1.00	1.00
AS	Principal Management Systems Analyst	1.00	0.00	1.00	1.00
AT	Professional Engineer II	6.00	7.00	9.00	9.00
AK	Property Control Supervisor	1.00	1.00	1.00	1.00
CF	Reclaimed/Potable Water Distribution Specialist I	5.00	6.00	5.00	5.00
CH	Reclaimed/Potable Water Distribution Specialist II	4.00	4.00	4.00	4.00
CK	Reclaimed/Potable Water Distribution Specialist III	2.00	2.00	2.00	2.00
CK	Refrigeration/Air Conditioning Mechanic III	1.00	1.00	1.00	1.00
AE	Secretary	3.00	4.00	2.00	2.00
XF	Section Manager - Financial Management	1.00	1.00	1.00	1.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AI	Senior Control Clerk	2.00	2.00	2.00	2.00
AK	Senior Crew Leader	16.00	16.00	16.00	16.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
WATER DEPARTMENT (continued)					
AI	Senior Customer Service Representative	15.00	21.00	22.00	22.00
AS	Senior Engineer	24.00	20.00	0.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	22.00	22.00
AN	Senior Engineering Technician	4.00	8.00	12.00	12.00
AI	Senior Environmental Technician	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	1.00	0.00	0.00
AK	Senior Field Collector	4.00	5.00	5.00	5.00
AH	Senior Field Service Representative	2.00	2.00	2.00	2.00
AO	Senior Manager	8.00	8.00	11.00	11.00
AQ	Senior Management Systems Analyst	1.00	2.00	1.00	1.00
CH	Senior Meter Reader	8.00	9.00	9.00	9.00
AK	Senior Personnel Assistant	2.00	2.00	2.00	2.00
AX	Senior Professional Engineer	4.00	4.00	5.00	5.00
AE	Senior Receptionist	1.00	1.00	1.00	1.00
AG	Senior Secretary	4.00	4.00	4.00	4.00
CI	Senior Utilities Maintenance Worker	20.00	21.00	23.00	23.00
AM	Senior Water Conservation Inspector	1.00	1.00	1.00	1.00
CE	Storekeeper II	2.00	2.00	2.00	2.00
CG	Storekeeper III	2.00	2.00	2.00	2.00
AI	Storeroom Manager	3.00	3.00	3.00	3.00
AO	Supervisor, Plant Production Operations	9.00	9.00	9.00	9.00
AO	Systems Coordinator	1.00	2.00	2.00	2.00
CC	Trades Helper	2.00	2.00	2.00	2.00
AM	Training Technician	1.00	1.00	1.00	1.00
CG	Utilities Maintenance Worker	77.00	68.00	69.00	71.00
CM	Utilities Maintenance Specialist	1.00	1.00	0.00	0.00
AN	Utilities Maintenance Supervisor	19.00	19.00	22.00	24.00
AQ	Utilities Manager	7.00	7.00	0.00	0.00
XD	Utility System Comptroller	1.00	1.00	1.00	1.00
CI	Wastewater Plant Operator I	7.00	9.00	9.00	14.00
CM	Wastewater Plant Operator III	3.00	8.00	8.00	8.00
AI	Water Conservation Inspector	3.00	3.00	3.00	3.00
XE	Water Supply Programming Manager	1.00	1.00	1.00	1.00
XE	Water Resource Team Administrator	0.00	0.00	1.00	1.00
CI	Water Plant Operator I	6.00	6.00	8.00	8.00
CL	Water Plant Operator II	10.00	11.00	11.00	13.00
CM	Water Plant Operator III	7.00	2.00	3.00	3.00
	Subtotal	601.00	614.00	647.46	662.46
WATER RESOURCE TEAM					
AM	Administrative Assistant	1.00	1.00	0.00	0.00
XD	Project Manager	1.00	1.00	0.00	0.00
XB	Water Resource Team Administrator	1.00	1.00	0.00	0.00
	Subtotal	3.00	3.00	0.00	0.00
	TOTAL CO ADMIN ORGANIZATION	5,296.70	5,374.82	5,810.49	5,908.49

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CLERK OF THE CIRCUIT COURT--BOCC FUNDED (Including Value Adjustment Board)					
Subtotal		260.00	121.00	122.00	122.00
PUBLIC DEFENDER					
99	Special Assistant Public Defender	10.00	0.00	0.00	0.00
Subtotal		10.00	0.00	0.00	0.00
PROPERTY APPRAISER					
Subtotal		155.00	155.00	155.00	155.00
SUPERVISOR OF ELECTIONS					
99	Administrative Assistant	2.00	1.00	1.00	1.00
AE	Clerk II	7.00	7.00	7.00	7.00
AG	Clerk III	4.00	5.00	5.00	5.00
AI	Clerk IV/Senior Voting Services Specialist	3.00	3.00	3.00	3.00
99	Community Relations Coordinator	1.00	1.00	1.00	1.00
99	Director Operations & Support	0.00	1.00	1.00	1.00
99	Chief of Staff	1.00	0.00	1.00	0.00
99	Elections Service Center Manager	1.00	1.00	2.00	2.00
99	Elections Service Control Manager	0.00	0.00	0.00	1.00
AK	GIS Mapping Technician II	1.00	1.00	1.00	1.00
AM	Manager	2.00	2.00	2.00	2.00
MKT	Manager, Candidate Services/Outreach	1.00	1.00	1.00	1.00
AI	Office Assistant III	0.00	0.00	1.00	1.00
AH	Public Relations Information Specialist II	0.00	0.00	1.00	1.00
AE	Storekeeper II	1.00	1.00	1.00	1.00
AG	Storekeeper III	1.00	1.00	1.00	1.00
OO	Supervisor of Elections	1.00	1.00	1.00	1.00
MKT	Systems Administrator	1.00	1.00	1.00	1.00
AS	Systems Analyst	1.00	1.00	1.00	1.00
AM	Warehouse/Supply Manager	1.00	1.00	1.00	1.00
Subtotal		29.00	29.00	33.00	33.00
HILLSBOROUGH COUNTY SHERIFF					
Subtotal		3,176.75	3,259.75	3,341.75	3,445.75
STATE ATTORNEY PART II (VICTIM ASSISTANCE)					
AG	Court Clerk I	6.00	6.00	6.00	6.00
AI	Court Clerk II	5.00	5.00	5.00	5.00
AK	Court Clerk III	1.00	1.00	1.00	1.00
MKT	Director, Victim Assistance	1.00	1.00	1.00	1.00
MKT	Domestic Violence Therapist	0.50	0.50	0.50	0.50
AI	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	2.00	1.00	1.00	1.00
AS	General Manager II	0.00	1.00	1.00	1.00
AN	Intake Counselor	17.00	16.00	16.00	16.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
STATE ATTORNEY PART II (VICTIM ASSISTANCE) (cont.)					
AM	Manager	1.00	1.00	1.00	1.00
AE	Secretary	0.00	0.00	0.00	0.00
AO	Senior Manager	0.00	0.00	0.00	0.00
AO	Senior Social Worker	0.00	1.00	1.00	1.00
	Subtotal	34.50	34.50	34.50	34.50
TAX COLLECTOR					
	Subtotal	305.00	305.00	305.00	305.00
TOTAL ELECTED OFFICIALS ORGANIZATION		3,970.25	3,904.25	3,991.25	4,095.25
JUDICIAL ORGANIZATION					
JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS					
14	Accountant I	0.00	1.00	1.00	1.00
10	Administrative Aide	5.00	2.00	2.00	2.00
14	Administrative Assistant I	4.00	2.00	2.00	2.00
16	Administrative Assistant II	5.00	0.00	0.00	0.00
20	Administrative Assistant III	2.00	2.00	2.00	2.00
14	Administrative Secretary I	1.00	0.00	0.00	0.00
18	Case Coordinator II	1.00	0.00	0.00	0.00
37	Chief Deputy Court Administrator	1.00	1.00	1.00	1.00
33	Circuit Court Counsel	1.00	1.00	1.00	1.00
13	Communications Specialist	4.00	1.00	1.00	1.00
19	Court Counselor	10.00	9.00	10.00	10.00
18	Court Interpreter	5.00	0.00	0.00	0.00
28	Court Operations Consultant	4.00	0.00	0.00	0.00
24	Court Operations Coordinator	2.00	2.00	2.00	2.00
21	Court Program Manager	0.00	1.00	1.00	1.00
30	Court Program Manager	7.00	1.00	0.00	0.00
16	Court Program Specialist I	16.00	5.00	4.00	4.00
20	Court Program Specialist II	6.00	0.00	0.00	0.00
24	Court Reporter	14.00	0.00	0.00	0.00
19	Customer Service Agent	2.00	2.00	1.00	1.00
21	Custodial Area Supervisor	0.00	1.00	2.00	2.00
26	Director, Facilities Management	1.00	1.00	1.00	1.00
33	Director, Fiscal Affairs	1.00	1.00	1.00	1.00
28	Director, Mediation	1.00	0.00	0.00	0.00
111	Distributed System Network Coordinator	1.00	1.00	0.00	0.00
19	Drug Court Specialist I	2.00	2.00	2.00	2.00
21	Drug Court Specialist II	4.00	4.00	4.00	4.00
25	Family Mediator	1.00	0.00	0.00	0.00
13	Field Collector	3.00	3.00	3.00	3.00
11	Fiscal Assistant I	1.00	0.00	0.00	0.00
13	Fiscal Assistant II	1.00	0.00	0.00	0.00
39	General Master	7.00	0.00	0.00	0.00
12	General Master Assistant	5.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS (cont.)					
16	Help Desk Agent	2.00	0.00	0.00	0.00
16	Indigence Examiner	1.00	0.00	0.00	0.00
13	Indigence Specialist	7.75	1.00	1.00	1.00
28	Manager Court Reporting	1.00	0.00	0.00	0.00
9	Multi-Trades Worker I	1.00	1.00	1.00	1.00
13	Multi-Trades Worker II	0.00	0.00	0.00	0.00
24	Personnel Management Analyst	1.00	1.00	1.00	1.00
11	Personnel Secretary	1.00	0.00	0.00	0.00
18	Personnel Specialist	1.00	0.00	0.00	0.00
16	Personnel Technician	1.00	0.00	0.00	0.00
11	Program Assistant	1.00	1.00	1.00	1.00
9	Public Information Specialist I	1.00	0.00	0.00	0.00
13	Public Information Specialist II	0.00	2.00	2.00	2.00
10	Purchasing Assistant	1.00	0.00	0.00	0.00
9	Secretary Specialist	5.00	1.00	0.00	0.00
22	Senior Administrative Assistant	1.00	0.00	0.00	0.00
20	Senior Court Interpreter	1.00	0.00	0.00	0.00
31	Senior Court Operation Consult.	3.00	0.00	0.00	0.00
27	Senior Court Program Manager	1.00	1.00	1.00	1.00
22	Senior Court Program Specialist	0.75	0.00	0.00	0.00
25	Senior Fiscal Analyst	1.00	0.00	0.00	0.00
113	Senior Information Systems Consultant	3.00	0.00	0.00	0.00
20	Senior Program Assistant	2.00	0.00	0.00	0.00
22	Senior Purchasing Specialist	1.00	0.00	0.00	0.00
11	Senior Secretary	2.00	1.00	2.00	2.00
25	Senior Staff Attorney	1.00	0.00	0.00	0.00
51	Senior Trial Court Staff Attorney	2.50	0.00	0.50	0.50
33	Trial Court Staff Attorney	0.00	0.00	1.00	1.00
10	User Support Analyst	3.00	3.00	4.00	4.00
13	Witness Assistant	2.00	0.00	0.00	0.00
	TOTAL JUDICIAL ORGANIZATION	167.00	55.00	55.50	55.50
GUARDIAN AD LITEM					
16	Case Coord I	2.00	2.00	2.00	2.00
18	Case Coord II	1.00	1.00	1.00	1.00
09	Secretary Specialist	1.00	1.00	1.00	1.00
11	Senior Secretary	1.00	1.00	1.00	1.00
	TOTAL GUARDIAN AD LITEM	5.00	5.00	5.00	5.00
BOARDS/COMMISSIONS/AGENCIES ORGANIZATION					
CITY-COUNTY PLANNING COMMISSION					
AO	Accountant II	1.00	1.00	0.00	0.00
AR	Accountant III	0.00	0.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CITY-COUNTY PLANNING COMMISSION (cont.)					
99	Assistant Executive Director PC	1.00	1.00	1.00	1.00
AE	Clerk II	1.00	1.00	1.00	1.00
AM	Community Planner I	1.00	2.00	1.00	1.00
AN	Community Planner II	3.00	2.00	3.00	3.00
99	Executive Director, MPO	1.00	1.00	1.00	1.00
99	Executive Director, Planning Commission	1.00	1.00	1.00	1.00
AU	Executive Planner	2.00	2.00	2.00	2.00
AI	Executive Secretary	1.00	1.00	1.00	1.00
AM	GIS Analyst	2.00	2.00	2.00	2.00
AK	Graphics Artist	1.00	1.00	1.00	1.00
AM	Librarian	1.00	1.00	0.00	0.00
99	Manager, Administrative Services	1.00	1.00	1.00	1.00
99	Manager, Administrative Services PC	0.00	0.00	1.00	1.00
AS	Manager, Transportation Review Section	0.00	0.00	0.00	0.00
AK	Personal Computer Specialist	2.00	2.00	2.00	2.00
AI	Planning Technician	2.00	0.00	0.00	0.00
AK	Planning & Zoning Technician II	0.00	2.00	2.00	2.00
AS	Principal Planner	12.00	13.00	13.00	13.00
AQ	Programmer/Analyst	1.00	1.00	1.00	1.00
99	Senior Administrative Assistant, PC	1.00	1.00	0.00	0.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AO	Senior Librarian	0.00	0.00	1.00	1.00
AQ	Senior Planner	11.00	10.00	10.00	10.00
99	Senior Planning Manager	1.00	1.00	1.00	1.00
AE	Senior Receptionist	1.00	1.00	1.00	1.00
AU	Senior System Analyst	1.00	1.00	1.00	1.00
AS	Software Specialist II	1.00	1.00	1.00	1.00
99	Team Leader Automation	1.00	1.00	1.00	1.00
99	Team Leader Countywide Planning	2.00	2.00	2.00	2.00
99	Team Leader Public Participation	1.00	1.00	1.00	1.00
99	Team Leader Research/Economic Development	1.00	1.00	1.00	1.00
99	Team Leader Town Planning	1.00	1.00	1.00	1.00
99	Team Leader Trans Planning Modeling/Program	1.00	1.00	1.00	1.00
99	Team Leader Trans Png/Spl Program	1.00	1.00	1.00	1.00
	Subtotal	60.00	60.00	60.00	60.00
CIVIL SERVICE BOARD					
99	Chief, Administration	1.00	1.00	1.00	1.00
AQ	Chief Personnel Analyst	2.00	2.00	2.00	2.00
AG	Clerk III	2.00	2.00	1.00	1.00
AI	Clerk IV	1.00	1.00	1.00	1.00
99	Director, Civil Service Board	1.00	1.00	1.00	1.00
AI	Executive Secretary	2.00	2.00	1.00	1.00
AS	General Manager II	3.00	3.00	0.00	0.00
AU	General Manager III	1.00	1.00	0.00	0.00
AX	General Manager IV	0.00	0.00	3.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CIVIL SERVICE BOARD (cont.)					
AM	Manager	2.00	2.00	2.00	2.00
AM	Personnel Analyst	3.00	3.00	1.00	1.00
AQ	Programmer/Analyst	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	0.00	0.00	1.00	1.00
AQ	Personnel Research Manager	1.00	1.00	1.00	1.00
AO	Personnel Research Specialist	0.00	0.00	2.00	2.00
AO	Senior Manager	1.00	1.00	1.00	1.00
AK	Senior Personnel Assistant	10.00	10.00	11.00	11.00
AO	Senior Personnel Analyst	0.00	0.00	1.00	1.00
AO	Software Specialist I	1.00	1.00	0.00	0.00
	Subtotal	31.00	31.00	31.00	31.00
ENVIRONMENTAL PROTECTION COMMISSION					
AM	Accountant I	0.00	1.00	1.00	1.00
AR	Accountant III	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	0.00	0.00	0.00
AU	Accounting Manager	1.00	1.00	1.00	0.00
99	Administrative Aide to the Executive Director, EPC	1.00	1.00	1.00	0.00
99	Attorney	1.00	1.00	1.00	1.00
99	Chief Counsel	2.00	2.00	2.00	2.00
AR	Chief Environmental Scientist	0.00	0.00	1.00	1.00
AC	Clerk I	0.00	1.00	1.00	1.00
AE	Clerk II	1.00	0.00	0.00	0.00
AG	Clerk III	1.00	2.00	2.00	2.00
AI	Clerk IV	3.00	2.00	2.00	2.00
AP	Community Relations Coordinator	0.00	1.00	1.00	1.00
AB	Custodian	1.00	1.00	1.00	1.00
99	Director, Air Programs	1.00	1.00	1.00	1.00
99	Director, Ecosystems Management	1.00	1.00	1.00	1.00
99	Director, Finance/Administration	1.00	1.00	1.00	1.00
99	Director, Waste Mgmt. Program	1.00	1.00	1.00	1.00
99	Director, Water Program	1.00	1.00	1.00	1.00
99	Director, Wetlands Management Division	1.00	1.00	1.00	1.00
AI	Electronics Technician I	1.00	1.00	2.00	2.00
AK	Electronics Technician II	3.00	3.00	3.00	3.00
AM	Electronics Technician III	1.00	1.00	1.00	1.00
AO	Electronic Technician Supervisor	1.00	1.00	1.00	1.00
AN	Engineer I	7.00	6.00	0.00	0.00
AN	Engineering Specialist I	0.00	0.00	6.00	6.00
AP	Engineer II	9.00	9.00	0.00	0.00
AP	Engineering Specialist II	0.00	0.00	9.00	9.00
AH	Engineering Technician II	1.00	1.00	1.00	1.00
AK	Engineering Technician III	1.00	1.00	1.00	1.00
AD	Environmental Technician I	0.00	0.00	1.00	1.00
AL	Environmental Enforcement Specialist I	2.00	2.00	2.00	2.00
AM	Environmental Enforcement Specialist II	0.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
AT	Environmental Manager	0.00	1.00	1.00	1.00
AS	Environmental Research Coordinator	0.00	1.00	1.00	1.00
AL	Environmental Scientist I	12.00	14.00	16.00	16.00
AO	Environmental Scientist II	18.00	18.00	18.00	18.00
AK	Environmental Specialist I	7.00	5.00	6.00	6.00
AM	Environmental Specialist II	21.00	20.00	19.00	19.00
AO	Environmental Specialist III	3.00	3.00	2.00	2.00
AQ	Environmental Supervisor	8.00	9.00	6.00	6.00
99	Executive Director	1.00	1.00	1.00	1.00
AI	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	5.00	5.00	6.00	6.00
AS	General Manager II	1.00	1.00	2.00	2.00
AU	General Manager III	3.00	3.00	6.00	6.00
AX	General Manager IV	6.00	6.00	6.00	6.00
AC	Head Custodian	2.00	2.00	1.00	1.00
AO	Hydrologist	2.00	2.00	2.00	2.00
99	Interagency Coordinator, EPC	0.00	1.00	1.00	1.00
AR	Professional Engineer I	8.00	8.00	7.00	7.00
AT	Professional Engineer II	3.00	3.00	3.00	3.00
AQ	Professional Geologist	4.00	5.00	4.00	4.00
AV	Project Manager	0.00	0.00	1.00	1.00
AE	Secretary	1.00	0.00	0.00	0.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AQ	Senior Data Processing Telecommunications Technician	0.00	1.00	1.00	1.00
AS	Senior Engineer	2.00	2.00	0.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	2.00	2.00
AO	Senior Environmental Enforcement Specialist	2.00	2.00	2.00	2.00
AK	Senior Executive Secretary	4.00	4.00	4.00	4.00
AX	Senior Professional Engineer	1.00	0.00	0.00	0.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
AO	Software Specialist I	1.00	0.00	0.00	0.00
AS	Software Specialist II	3.00	3.00	2.00	2.00
AS	Systems Analyst	1.00	1.00	1.00	1.00
AO	Waste Reduction Specialist	1.00	1.00	1.00	1.00
AR	Webmaster	1.00	1.00	1.00	1.00
	Subtotal	169.00	171.00	175.00	173.00
LEGISLATIVE DELEGATION					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
99	Director, Legislative Delegation	1.00	1.00	1.00	1.00
	Subtotal	2.00	2.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
LAW LIBRARY BOARD					
99	Director, Law Library	1.00	1.00	1.00	1.00
AM	Paralegal Specialist	1.00	1.00	1.00	1.00
AO	Senior Librarian	1.00	1.00	1.00	1.00
AG	Senior Library Assistant	1.00	1.00	1.00	1.00
	Subtotal	4.00	4.00	4.00	4.00
SOIL & WATER CONSERVATION BOARD					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AP	Engineer II	1.00	1.00	1.00	1.00
AM	Environmental Specialist II	1.00	1.00	1.00	1.00
	Subtotal	3.00	3.00	3.00	3.00
	TOTAL BOARDS/COMMISSIONS/AGENCIES	269.00	271.00	275.00	273.00
	GRAND TOTAL	9,816.95	9,719.07	10,249.39	10,449.39

AGING SERVICES DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Senior Centers	1B				
<i>Workload/Demand</i>					
day care clients served		656	640	675	750
hours of facility-based respite, adult day care		266,447	271,884	275,000	275,000
senior center visits		31,951	30,757	35,000	38,000
<i>Efficiency</i>					
difference in cost between home and community-based care and nursing home care		\$48,500	\$52,700	\$57,200	\$62,000
<i>Effectiveness</i>					
% of clients satisfied with Senior Center services		97.8%	96.0%	98.0%	98.0%
Nutrition (1C)	1C				
<i>Workload/Demand</i>					
# of clients served		5,562	5,097	4,500	4,500
# of home delivered meals delivered (includes breakfast)		1,585,559	1,618,467	1,000,000	1,000,000
# of congregate meals served		<u>303,175</u>	<u>297,175</u>	<u>300,000</u>	<u>300,000</u>
total meals provided		1,888,734	1,915,642	1,300,000	1,300,000
<i>Efficiency</i>					
cost per lunch meal provided		\$4.88	\$5.22	\$5.48	\$5.75
<i>Effectiveness</i>					
% of clients satisfied with meals		93.6%	94.2%	95.0%	95.0%
Case Management (1D)					
<i>Workload/Demand</i>					
# of clients served		4,494	4,705	5,000	5,200
# of case management hours		26,521	25,639	30,200	32,150
<i>Efficiency</i>					
difference in cost between home & community-based care and nursing home care		\$48,500	\$52,700	\$57,200	\$62,000
<i>Effectiveness</i>					
% of clients remaining in the community		95.4%	95.9%	94.0%	93.0%
Quality Assurance/Improvement	2				
<i>Workload/Demand</i>					
# of Adult Protective Services (APS) clients		220	228	230	240
# of Gatekeeper referrals		67	30	75	75
# of total staff trained		275	304	316	316
# of total hours training		9,939	11,725	12,000	12,000
<i>Efficiency</i>					
% of APS clients served within 72 hours		100%	99.8%	100%	100%
% of staff meeting Department's training standard		80.6%	89.0%	90.0%	95.0%
<i>Effectiveness</i>					
% of clients satisfied with in-home services		100%	96.7%	98.0%	98.0%
# of process improvement initiatives implemented/cost saving suggestions implemented		16	22	15	15

ANIMAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Enforcement/Protection (continued)					
<i>Effectiveness</i>					
avg. response time (from call to arrival) for cruelty and/or neglect*		6.61 hrs	5.40 hrs	6.85 hrs	6.97 hrs
ratio of A.C.O's to human population (population/26 officers)		1:42,394	1:43,195	1:43,977	1:44,738
avg. # of phone calls received per day (8 a.m. - 5 p.m., Mon-Fri)		372	388	402	423
total of 12 monthly summary reports/# of working days in year					
*Response time based on calls received and completed within 24 hours.					
Sheltering Animals	3,6,9				
<i>Workload/Demand</i>					
# of animals brought in by citizens for impoundment*		14,860	15,562	17,059	17,059
# of animals impounded by Animal Control Officers		18,925	20,529	21,726	21,726
total animals impounded*		33,785	36,091	38,785	38,785
# of companion animals adopted*		2,636	2,937	2,650	2,650
# of animals returned to their owners*		1,824	1,827	2,000	2,000
# of animals humanely euthanized*		27,968	29,872	32,000	32,000
Shelter customers (shelter visitors sign-in log)		56,665	51,739	60,000	60,000
<i>Efficiency</i>					
# of impounded animals per FTE (chameleon report/26 shelter employees)		1,299	1,388	1,492	1,492
# of visitors per FTE (shelter visitor's sign-in log/4 customer service employees)		14,166	12,935	15,000	15,000
<i>Effectiveness</i>					
% of recommended shelter staffing levels (1,000**/chameleon report/26 shelter employees)(**FACA standards)		77.0%	72.0%	67.0%	67.0%
Veterinary Care for Sheltered Animals	1,3,4,6				
<i>Workload/Demand</i>					
adoption screening (hand count)		5,768	6,096	6,100	6,100
adoption treatments (chameleon report)		1,861	1,710	1,900	1,900
foster screening (hand count)		1,388	1,321	1,400	1,400
investigation cases (hand count)		949	1,053	950	950
care of sick/injured (chameleon report)		7,573	8,161	8,200	8,200
surgeries (hand count)		2,177	2,167	1,900	1,400
rabies/microchip (chameleon report)		400	259	300	300
<i>Efficiency</i>					
# of adoption screenings per FTE (hand count/2 veterinary employees)		2,884	3,048	3,050	3,050
# of adoption treatments per FTE (hand count/1 veterinary employee)		1,861	1,710	1,900	1,900

(FACA Standards 1:15 - 18,000)

*Chameleon Report

(continued)

ANIMAL SERVICES DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Veterinary Care for Sheltered Animals (continued)					
<i>Efficiency</i>					
# of foster screenings per FTE (hand count/1 veterinary employee)		1,388	1,321	1,400	1,400
# of investigation cases per FTE (hand count/1 veterinary employee)		949	1,053	950	950
# of care of sick/injured per FTE (hand count/1 veterinary employee)		7,573	8,161	8,200	8,200
# of surgeries per FTE (hand count/2 veterinary employees)		1,089	1,084	950	700
# of rabies/microchip per FTE (hand count/1 veterinary employee)		400	130	150	150
<i>Effectiveness</i>					
% of sterile adoptions* (total adoptions*-intact adoptions*/total adoptions)		96.8%	98.2%	95.0%	95.0%
Rabies Tags and Licenses	3				
<i>Workload/Demand</i>					
# of tags issued (total of monthly tag accounting reports)		149,096	159,735	155,500	158,611
<i>Efficiency</i>					
# of tags processed by staff (total of monthly tag accounting reports)/11 employees		13,554	14,521	14,136	14,419
<i>Effectiveness</i>					
% of goal in total tags sold (total tags sold/FY 04 Baseline + 2%)		103.0%	105.0%	102.0%	102.0%
Pet Overpopulation Program	7				
<i>Workload/Demand</i>					
# of spay and neuter vouchers issued		2,825	3,704	3,195	3,195
# of spay and neuter vouchers redeemed		1,857	2,261	2,100	2,100
# of registered pets (# of tags issued - "other" tags issued)		145,608	155,455	151,862	154,900
<i>Efficiency</i>					
# of vouchers issued per FTE		5,650	7,408	6,390	6,390
avg. cost per voucher (voucher reimbursement costs only)		\$64.69	\$64.92	\$64.69	\$64.69
# of registered intact animals (# of intact animal tags sold)		29,538	30,948	29,309	29,121
<i>Effectiveness</i>					
% of sterile registered animals (# of sterile tags issued/# of registered pets)		79.7%	80.1%	80.7%	81.2%

*=Chameleon Report

*=Dogs and Cats Only

CHILDREN'S SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Clinical Services-Parenting Training	6				
<i>Workload/Demand</i>					
# of parents participating		546	463	500	500
<i>Efficiency</i>					
cost per parent per class		\$51	\$67	\$64	\$64
<i>Effectiveness</i>					
parents responding with positive changes		94.7%	96.0%	95.0%	95.0%
Head Start/Early Head Start	7				
<i>Workload/Demand</i>					
Head Start funded enrollment		2,956	2,956	2,956	2,956
# of children with disabilities enrolled		343	308	300	300
<i>Efficiency</i>					
cost per child per year--Head Start		\$8,812	\$9,276.32	\$9,000	\$9,100
County cost per hour per child for Head Start		\$4.07	\$4.18	\$4.20	\$4.21
cost per hour for Early Head Start		\$5.86	\$6.04	\$6.00	\$6.10
cost per hour for School Board operated Head Start		\$5.27	\$6.18	\$5.41	\$5.42
<i>Effectiveness</i>					
daily attendance/% of enrollment		85.5%	88.0%	85.0%	85.0%
% of compliant with "PRISM" standards		100%	100%	100%	100%
% of parents responding with positive changes		99.37%	95.0%	95.0%	95.0%
Child Care Licensing	8				
<i>Workload/Demand</i>					
# of inspections of child care facilities		5,124	5,267	5,291	5,291
# of investigations of complaints against facilities		602	665	600	600
<i>Efficiency</i>					
average # of inspections annually per inspector		427	405	395	395
<i>Effectiveness</i>					
% of facilities reporting satisfactory service		93.0%	98.6%	95.0%	95.0%
In-Home Respite Care for Developmentally Disabled Children	9				
<i>Workload/Demand</i>					
units of service provided (hours of care)		441.25	11,418	33,552	33,552
<i>Efficiency</i>					
cost per unit		\$105.20	\$18.70	\$17.65	\$17.65
<i>Effectiveness</i>					
% of clients responding positively in a satisfaction survey		85.0%	93.3%	93.0%	93.0%

CIVIL SERVICE BOARD
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Job Performance Management	5				
<i>Workload/Demand</i>					
# of new supervisors trained		156	195	170	175
<i>Efficiency</i>					
cost per trainee		\$6.56	\$5.90	\$5.50	\$5.50
<i>Effectiveness</i>					
average trainee rating		4.6/5	4.4/5	4.2/5	4.4/5

COMMUNICATIONS DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Printing Services	5				
<i>Workload/Demand</i>					
# of impressions-copy center/convenience copiers		29,813,546	30,000,000^	30,300,000	30,500,000
<i>Efficiency</i>					
cost per impression/industry standard		\$.0240/\$.047	\$.0240/\$.047^	\$.0239/\$.047	\$.0239/\$.047
<i>Effectiveness</i>					
% of impressions produced at or below industry standards		100%	100%^	100%	100%
Strategic Initiatives	6				
<i>Workload/Demand</i>					
# of messages sent to county households per year		n/a	n/a	1,620,000	1,1782,000
<i>Effectiveness</i>					
# of messages reaching county households per year		n/a	n/a	85.0%	87.0%

COMMUNITY LIAISON SECTION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Asian-American Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate including coordination and assistance with inter-county, state and international groups		550	567^	570	575
# of Heritage events		1	1^	1	1
# of workshops/seminars/presentations planned and conducted		3	3^	5	5
# of media outreach/contacts		5	5^	5	5
# of HTV shows planned and conducted		1	1^	1	1
# of public information pamphlets/media items		5	5^	5	5
# of interdepartmental coordination efforts		5	5^	6	7
# of queries received and handled		200	210^	280	300
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	95.0%^	95.0%	95.0%
% efforts with satisfactory arbitration/resolution		99.0%	99.0%^	98.0%	98.0%
Hispanic Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		102	105^	106	108
# of Heritage events		1	1^	1	1
# of workshops/seminars/presentations planned and conducted		15	17^	16	16
# of media outreach/contacts		14	15^	30	30
# of HTV shows planned and conducted		12	12^	12	12
# of public information pamphlets/media items		10	10^	12	12
# of interdepartmental coordination efforts		28	28^	30	30
# of queries received and handled		2,200	2,300^	2,300	2,300
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	96.0%^	90.0%	90.0%
% efforts with satisfactory arbitration/resolution		98.0%	98.0%^	90.0%	90.0%

(continued)

COMMUNITY LIAISON SECTION
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Criminal Justice Liaison	1,3				
<i>Workload/Demand</i>					
external assignments with imposed deadlines		new	20^	25	25
numbers of units of service (UOS)		46,637	54,224^	136,016	136,016
# of community meetings/programs/events as County advocate		484	400^	175	175
amount of criminal justice funds managed		\$4.5 million	\$5.6 million^	\$11.0 million	\$11.0 million
<i>Efficiency</i>					
use external meetings to develop collaborative strategies		new	8^	10	10
external assignment completion deadline		new	98.0%^	95.0%	95.0%
non county in-kind match earned		new	\$640,235^	\$4.2 million	\$4.2 million
number of UOS delivered		46,637	46,090^	115,613	115,613
<i>Effectiveness</i>					
% of customer satisfaction surveys that are rated as good or excellent		n/a	90.0%^	90.0%	90.0%
% of UOS delivered:UOS contracted		new	85.0%^	85.0%	85.0%
collaborate to reduce crime rate to the lowest of the seven largest urban counties		n/a	4 th ^	4th	4th

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Professional Responsibility Investigations	4				
<i>Workload/Demand</i>					
# of EEO/discrimination investigations opened		n/a	77	77	80
# of ethics/integrity investigations opened		n/a	78	78	80
# of investigations reviewed for or referred to other departments		n/a	9	5	5
<i>Efficiency</i>					
# of investigations per Investigator		n/a	38.8	39	39
# of employees per Investigator		n/a	1,375	1,375	1,375
<i>Effectiveness</i>					
avg. time to make initial investigative report (in days)		n/a	3	3	3
avg. length of investigation (in days)		n/a	29	31	31
% of investigations that allegations are founded		n/a	35.6%	35.0%	35.0%
Employee Training	5				
<i>Workload/Demand</i>					
# of training sessions conducted on professional responsibility		n/a	22	12	12
# of Newline, COIN, or other media events		n/a	11	12	12
<i>Efficiency</i>					
avg. cost per training session		n/a	\$265.00	\$270.00	\$280.40
<i>Effectiveness</i>					
avg. # of attendees per training session		n/a	51	25	25
% of participants rating training good, excellent, or outstanding		n/a	91.0%	90.0%	90.0%
Hotline and Internal Complaints	6				
<i>Workload/Demand</i>					
# of Hotline calls received		n/a	13	15	15
# of other calls received		n/a	1,066	1,122	1,234
# of emails as internal complaints or inquiries		n/a	11	15	15
<i>Efficiency</i>					
# of calls or other contacts per Investigator		n/a	316	347	378
<i>Effectiveness</i>					
avg. time to respond to employee or citizen "Hotline" contact (in hours)		n/a	3	1.8	2
Professional Responsibility program cost per capita		n/a	\$.24	\$.25	\$.26

COUNTY ADMINISTRATOR
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
<i>Efficiency</i>					
develop and recommend operating, enterprise, debt service, and capital expenses budgets for FY 06 & FY 07 by June 8th		n/a	n/a	yes	yes
% Cty Administrator budget compared to overall cty budget		.0885%	.0885%	.0885%	.0885%
ratio of staff in Cty Administrator's office per 1,000 county employees		1:316	1:316	1:158	1:158
% of administrative directives and BOCC policies updated when needed	7	n/a	95.0%	96.0%	98.0%
% of administrative assignments completed on schedule		67.0%	75.0%	80.0%	85.0%
% of BOCC agendas presented at least 3 days in advance of meeting		98.0%	100%	100%	100%
% of scheduled meetings held with employees	3	100%	100%	100%	100%
% of short- and long-term goals completed on time or on schedule		n/a	80.0%	100%	100%
% of county employees categorized as minority compared to community workforce population categorized as minority		.047%	.050%	.053%	.057%
Governing Magazine or independent rating of mgmt of the county	9	C-	n/a	B+	B
% reduction in employee disputes, grievances & lawsuits	3	n/a	0.0%	10.0%	20.0%
% of customers that rate the quality of Cty services as 'good' or 'excellent'	8	n/a	85.0%	90.0%	95.0%
Citizen Action Center	11				
<i>Workload/Demand</i>					
# of service, information/referral & after hours emergency operations		145,238	197,596	203,600	209,800
<i>Efficiency</i>					
cost per citizen contact		\$4.89	\$4.71	\$4.78	\$4.89
<i>Effectiveness</i>					
% of citizens responded to within 24 hours		99.0%	99.0%	99.0%	99.0%
Develop BOCC State and Federal Legislative Programs	12				
<i>Workload/Demand</i>					
# of legislative issues examined/# of issues selected		150/50	160/55	170/60	180/65
<i>Efficiency</i>					
# of contacts solicited and processed per FTE		50	60	70	80
<i>Effectiveness</i>					
date state program adopted		10/06/04	10/31/05	10/31/06	10/31/07
date federal program adopted		10/06/04	12/31/05	12/31/06	12/31/07
County Legislative Representation	13				
<i>Workload/Demand</i>					
# of meetings collaborating on legislation		275	285	290	300
# of reports on legislation		30	40	50	60
# of legislative services contracts managed		4	4	2	2
<i>Efficiency</i>					
# of legislative bills reviewed and distributed		5,560	5,610	5,660	5,710
# of contacts/responses per FTE		1,174/649	1,291/714	1,490/824	1,639/905
# of legislative assignments per FTE		65	61	71	81
(continued)					

COUNTY ADMINISTRATOR

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
County Legislative Representation (continued)					
<i>Effectiveness</i>					
% of legislation distributed within 36 hours		100%	100%	100%	100%
# of reports prepared and % submitted by due date		30/99.0%	40/99.0%	50/99.0%	53/99.0%
County Intergovernmental Representation/Administration					
	14				
<i>Workload/Demand</i>					
# of assignments/referrals		36	46	56	66
<i>Efficiency</i>					
# of assignments completed per FTE		36	46	56	66
# assignments/% responded to by task date		20/56.0%	46/95.0%	56/95.0%	66/95.0%
Strategic Initiatives					
Cross-Organizational Improvement Initiatives					
<i>Workload/Demand</i>					
# of programmatic initiatives	15	n/a	10	10	10
<i>Efficiency</i>					
average time spent per initiative (in months)	15	n/a	11 months	10 months	9 months
<i>Effectiveness</i>					
% of participants rating the process to be 'effective' to 'very effective'	15	n/a	92.0%	94.0%	97.0%
Best Practices, Benchmarking, and Customer Feedback					
<i>Workload/Demand</i>					
# of services evaluated	16	n/a	n/a	6	8
<i>Efficiency</i>					
average time to evaluate service (in months)	16	n/a	n/a	3 months	3 months
<i>Effectiveness</i>					
# of services considered for improvement by the County Administrator	16	n/a	n/a	4	6
Manage Targeted Initiatives to Improve Efficiency and Effectiveness					
<i>Workload/Demand</i>					
# of efficiency and effectiveness improvements managed	17	n/a	3	4	6
<i>Efficiency</i>					
average time to manage efficiency and effectiveness improvements (in months)	17	n/a	n/a	6 months	6 months
<i>Effectiveness</i>					
customer satisfaction with the value of county services (% rating 7-10 on a 10 point scale)	9	n/a	n/a	2.0%	2.0%
% of participants rating the initiative process to be 'effective' to 'very effective'	17	n/a	92.0%	94.0%	97.0%
customers' satisfaction with public safety (% rating 7-10 on a 10 point scale)	18	n/a	n/a	2.0%	2.0%
% customers rating staff as courteous and responsive (4 or 5 on a 5 point scale)	19	n/a	n/a	90.0%	91.0%
Governing magazine rating of Hillsborough County management	20	C (FY 02)	n/a	n/a	B+

DEBT MANAGEMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Financial Advisory Services	2				
<i>Workload/Demand</i>					
# of new financial and credit analyses		15	15	15	20
# of financings of authorities and other agencies reviewed and evaluated		15	17	5	5
# design/oversight of strategic plans of Enterprise Funds		2	2	3	3
# of miscellaneous financial advisory services		30	35	45	45
<i>Efficiency</i>					
cost (Char. 10, 30 & 60) per combined Financial Advisory Workload Units		\$11,500	\$11,188	\$11,895	\$11,612
<i>Effectiveness</i>					
% consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time		100%	100%	100%	100%
Municipal Securities Market Compliance & Disclosure	3				
<i>Workload/Demand</i>					
prepare Secondary Market Disclosure Report		1	1	1	1
<i>Efficiency</i>					
cost (Char. 10) per unit		\$1,688	\$1,643	\$1,523	\$1,577
<i>Effectiveness</i>					
% completion of Secondary Market Disclosure Reports in a timely manner		100%	100%	100%	100%
# of regulatory actions against the County		0	0	0	0
Financial & Credit Evaluations of Conduit Bond Issues	4				
<i>Workload/Demand</i>					
# of CDD applications evaluated		10	12	10	10
# of conduit bond transactions evaluated		2	1	1	1
<i>Efficiency</i>					
cost (Char. 10) per unit		\$844	\$881	\$915	\$947
<i>Effectiveness</i>					
# of defaulted conduit bond issues		0	0	0	0
Combined Services Efficiency Measure					
<i>Efficiency</i>					
total department cost per combined # of all Workload/Demand units		\$6,366	\$6,176	\$6,797	\$6,948

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Corporate Business Development	2, 7-11				
<i>Workload/Demand</i>					
# of corporate projects/contacts		46	49	50	50
<i>Efficiency</i>					
avg. number of new jobs per project		278	198	200	200
<i>Effectiveness</i>					
# of corporate prospects making a commitment		10	14	15	15
% of total job growth that can be attributed to corporate development activity		19.0%	25.0%	25.0%	25.0%
% of corporate prospects making a commitment		22.0%	28.0%	30.0%	30.0%
Small Business Development	3,7-10				
<i>Workload/Demand</i>					
# of small business clientele contact services		14,177	19,503	15,000	16,000
# of workshops conducted for start-up businesses		156	179	160	165
# of workshops conducted for existing businesses		31	29	40	45
# of workshops conducted for low to moderate income areas that meet HUD criteria		26	55	25	25
# of on-site business surveys		40	172	100	125
<i>Efficiency</i>					
avg. # of workshop attendees per month		163	159	165	165
avg. # of phone calls, walk-ins, e-mails, & outreach per month		788	1,225	825	850
<i>Effectiveness</i>					
% of SBIC requests responded to in 3 days		90.0%	94.0%	93.0%	93.0%
% of client satisfaction with services of SBIC (score of 1 to 5, highest)		97.0%	98.0%	98.0%	98.0%
% of customer satisfaction with workshop (score of 1 to 5, highest)		85.0%	98.0%	90.0%	90.0%
MBE/SBE Program	4				
<i>Workload/Demand</i>					
# of MBE bid reviews completed		310	382	390	398
# of MBE certifications/SBE registrations processed		465	382*	390	398
<i>Efficiency</i>					
# of bid reviews per FTE		155	191	195	199
<i>Effectiveness</i>					
% of construction projects which met the DM/DWBE goal		88.0%	72.0%	78.0%	84.0%
% of time for certification/registrations processed/approved		97.0%	97.0%	98.0%	98.0%
total \$ of MBE/SBE contracts		\$5,495,137	\$6,186,312	\$6,340,969	\$6,499,494
Agriculture Industry Development	5				
<i>Workload/Demand</i>					
# of agriculture projects facilitated		70	51	55	60
# of contacts/meetings		1,671/105	2,040/110	1,100/90	1,100/90
<i>Efficiency</i>					
ratio of resolutions to projects		58:70	43:51	44:55	48:60
<i>Effectiveness</i>					
# of agriculture projects resolved		58	43	44	48
% of agriculture inquiries responded to in 24 hours		95.0%	95.0%	90.0%	90.0%

(continued)

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Tourist Development	6				
<i>Workload/Demand</i>					
# of tourism/TDC technical assistance (TA) consults		149	245	150	150
# of TDC contracts administered		19	17	20	20
<i>Efficiency</i>					
average # of tourism TA consults per month		12	21	12	12
<i>Effectiveness</i>					
% increase in tourism/TDC TA consults		5.0%	27.0%	5.0%	5.0%
% of contracts monitored 4 times per year		100%	100%	100%	100%
% of tourism requests responded to within 3 days		90.0%	98.0%	80.0%	80.0%

*Certification & registration of DM/DWBE & SBE firms are for a two-year period.

ENVIRONMENTAL PROTECTION COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Waste Management	3				
<i>Workload/Demand</i>					
# of permits issued		15	16	16	17
# of SQG inspections conducted per year		1,557	1,853	2,300	2,300
<i>Efficiency</i>					
# of SQG inspections conducted per inspector per year		337	336	320	320
<i>Effectiveness</i>					
% of facilities found to be in compliance		82.5%	47.0%	50.0%	50.0%
% of facilities found to be in compliance within one year of initial inspection		100%	100%	100%	100%
Wetland Management	4				
<i>Workload/Demand</i>					
# of land development permits processed		5,936	5,967	6,384	6,830
# of mitigation compliance cases per year		332	342	366	373
<i>Efficiency</i>					
# of land development permits processed per inspector		989	995	798	853
# of mitigation compliance cases per inspector per year		332	342	183	186
<i>Effectiveness</i>					
% of permits processed meeting timeline requirement		75.0%	59.0%	91.0%	89.0%
% of facilities initially found to be in mitigation compliance		95.0%	90.0%	95.6%	93.8%
% of facilities found to be in mitigation compliance within one year of initial inspection		95.0%	95.0%	95.0%	95.0%
Environmental Resources Management	5				
<i>Workload/Demand</i>					
# of water quality stations monitored per month		97	131	160	160
# of benthic sampling units processed per year		1,374	1,638	2,300	2,300
# of citizen complaints received regarding water quality issues		70	41	65	65
# of water supply project site inspections/evaluations per year		54	92	82	82
# of active PRF and GSTF projects managed per year		51	45	45	45
# of artificial reef construction/monitoring events		70	30	30	30
# of requests for monitoring data from external users		34	40	40	40
<i>Efficiency</i>					
# of water quality stations monitored per Environmental Scientist/Technician per month		48	44	40	40
# of benthic sampling units processed per Env'l Scn/Tech per year		229	218	250	250
# of citizen complaints regarding water quality issues responded to per .20 FTE per year		70	41	65	65
# of water supply project site inspections evaluated per FTE per year		16	26	24	24
# of active PRF and GSTF projects managed per year per FTE		34	30	30	30

(continued)

ENVIRONMENTAL PROTECTION COMMISSION**Additional Services/Measures**

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Environmental Resources Management (continued)					
<i>Effectiveness</i>					
% of water quality monitoring stations sampled per year		99.8%	99.9%	99.9%	99.9%
% of benthic monitoring stations sampled per year		99.0%	99.9%	100%	100%
% of citizen complaints regarding water quality issues responded to within 7 days		75.0%	86.0%	80.0%	80.0%
% of water supply project site inspections reinspected within 24 months		50.0%	63.6%	65.0%	75.0%

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Training Program	5				
<i>Workload/Demand</i>					
# of personnel: career/volunteer		734/160	790/160	894/165	986/175
<i>Efficiency</i>					
# of training hours:					
career (average of 50 hours per person)		28,393	34,500	43,359	49,300
volunteer (average of 45 hours per person)		6,351	6,400	6,600	7,000
<i>Effectiveness</i>					
% of training hours goal achieved per person (career-50 hours/volunteer-45 hours)		77.4%/88.2%	87.3%/88.8%	97.0%/88.8%	100%/88.8%
Fire Prevention Inspection Program	6				
<i>Workload/Demand</i>					
# of structures needing annual inspection ²		20,238	41,000	43,050	45,200
# of annual inspections performed		10,781	11,100	12,915	14,916
# of annual new construction inspections performed		3,830	3,906	3,984	4,064
# of annual failed re-inspections ³		4,161	4,078	3,996	3,916
# of annual school inspections performed		1,208	1,232	1,257	1,282
# of educational programs conducted/citizens contacted ⁴		1,200/300,000	1,224/306,000	1,248/312,000	1,273/318,000
# of Plans reviewed ⁵		2,039	2,080	2,121	2,164
# of structure fires annually in HC		1,230	1,244	1,281	1,319
<i>Efficiency</i>					
average fee per inspection		83.54	83.54	83.54	83.54
average workload (inspections) per Inspector		1,817	1,847	2,014	2,198
total fees collected for inspections		\$900,080	\$927,294	\$955,112	\$983,766
total fees collected for Plans Review		\$344,275	\$351,520	\$358,449	\$365,716
# of false alarms responded to annually/annual revenue		4,364/\$9,800	4,234/\$9,506	407/\$9,221	3,184/\$8,944
<i>Effectiveness</i>					
% of commercial occupancies inspected		51.0%	27.0%	30.0%	33.0%
# of fires investigated/cases closed/arrests		528/247/34	544/256/46	560/263/47	577/271/49
# of fire fatalities/injuries		6/32	5/30	4/28	3/25

²All types of structures that require ongoing inspection, including commercial/industrial, public structures, apartment complexes, nursing homes/hospitals, and day care facilities. In 2005, the number of inspections required were corrected to represent the true workload in HC, as the previously recorded data did not reflect the number of commercial and residential apartment complexes with HC.

³Inspections requiring an HCFR Inspector to return to correct deficiencies found at the first or subsequent inspection.

⁴Community Relations programs include fire safety, child fire-setter, drowning prevention, and related programs to reduce the need for Fire Rescue service.

⁵Examination of construction documents to include pre-engineered fire sprinkler and fire alarm systems for new and existing code compliance.

FLEET MANAGEMENT DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
<i>Parts Management</i>	10				
Workload/Demand					
annual parts expense		\$1,887,980	\$2,084,451	\$2,178,000	\$2,178,000
Efficiency					
cost as a % of total parts cost		29.2%	13.8%	13.4%	13.7%
Effectiveness					
parts on-demand availability		39.9%	84.5%	80.0%	80.0%
inventory turnaround time (times turned per year)		2.0	n/a	n/a	n/a
<i>Fleet Contracts Management</i>	11				
Workload/Demand					
# of contracts managed		60	28	25	25
Efficiency					
average fleet processing time (in days)		30	10	30	30
Effectiveness					
% of operating expenses on contract		97.2%	99.0%	97.2%	97.2%
<i>Equipment Acquisition</i>	12				
Workload/Demand					
annual capital purchases		\$13,995,758	\$16,235,302	\$15,000,000	\$15,000,000
Efficiency					
time to complete FY orders		6 months	6 months	6 months	6 months
Effectiveness					
% of customer satisfaction		95.0%	95.0%	95.0%	95.0%

HEALTH AND SOCIAL SERVICES DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Client Assistance	2,3,4,12,				
<i>Workload/Demand</i>	15,16				
total # of unduplicated households screened for GA		12,499	12,147	12,500	12,500
total # of unduplicated households qualified/receiving GA		10,737	11,912	12,250	12,250
total # of families housed through Section 8 program		1,850	1,826	1,993	1,993
<i>Efficiency</i>					
average annual cost of GA per household		\$443	\$428	\$428	\$428
# of authorizations processed per FTE		320	303	326	326
average # of cases per social worker		203	303	240	240
<i>Effectiveness</i>					
% of applicant households that received GA		75.9%	85.7%	80.8%	80.8%
Sunshine Line	5,6,16				
<i>Workload/Demand</i>					
# of specialized transport trips (door-to-door)		174,767	156,096	163,901	172,097
<i>Efficiency</i>					
average paratransit cost per trip		\$21.01	\$26.40	\$31.93	\$32.62
average total cost per trip (includes bus) ¹		\$4.19	\$4.89	\$5.23	\$6.86
<i>Effectiveness</i>					
% of transportation (door-to-door) trips on time		84.4%	87.1%	85.0%	85.0%
Ryan White Program	10,16				
<i>Workload/Demand</i>					
# of clients served ²		6,336	4,771	5,009	5,259
<i>Efficiency</i>					
dollars per client served		\$1,599	\$1,740	\$1,653	\$1,578
<i>Effectiveness</i>					
% providers compliant with contracts		92.7%	98.6%	99.0%	99.0%
Homeless Case Management	8,16				
<i>Workload/Demand</i>					
# of homeless applicants screened for services (unduplicated)		2,489	2,472	2,500	2,500
# of homeless applicants accepted for services		771	906	682	682
<i>Efficiency</i>					
average annual dollars per homeless person assisted		\$1,237	\$826	\$826	\$826
<i>Effectiveness</i>					
% of homeless stabilized and transitioned into housing		80.9%	80.0%	80.0%	80.0%

¹Sunshine Line--Average total cost per trip (including bus pass) increased from FY 05 projected \$4.91 to FY 06 projected \$6.54. This is due to no Medicaid bus passes being issued after March 2005 by Hillsborough County. Medicaid has contracted this service out to the low bidder. Issuing bus passes lowers the overall cost per trip. One bus pass equates to approximately 29 trips at an approximately average cost of \$27.32 per bus pass.

²Ryan White Program--An update to the unique identifier to track clients has given the Department the ability to count unduplicated clients instead of the number of clients. In addition, the Department can more accurately reflect the cost of clients served based on the unduplicated count of clients.

(continued)

HEALTH AND SOCIAL SERVICES DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Summer Food Program for Children	9,16				
<i>Workload/Demand</i>					
# of lunches and snacks served to eligible children		665,280	732,353	732,353	732,353
<i>Efficiency</i>					
average cost per lunch		\$2.15	\$2.20	\$2.25	\$2.30
<i>Effectiveness</i>					
% increase of lunches and snacks over prior year		(10.6%)	10.08%	0.0%	0.0%
Veterans Services	11				
<i>Workload/Demand</i>					
# of veterans, dependents, survivors assisted		31,793	31,545	33,500	33,500
<i>Efficiency</i>					
cost to County per client assisted		\$10.75	\$11.22	\$12.00	\$12.00
<i>Effectiveness</i>					
% of customer satisfaction		89.0%	91.6%	92.0%	93.0%
federal VA benefits to Hillsborough County citizens		\$16.3 million	\$17.9 million	\$18.2 million	\$19.3 million
Trauma Care	14				
<i>Workload/Demand</i>					
# of trauma cases reviewed or investigated		394	267	325	325
# of Trauma Audit Committee meetings		6	8	7	7
# of autopsies of institutional non-natural deaths reviewed		340	408	380	380
<i>Efficiency</i>					
average attendance at Trauma Audit meetings		29	19	22	22
<i>Effectiveness</i>					
reduce/maintain undertriage to 10% or less		n/a	5.2%	10.0%	10.0%
Section 8 Housing³	12				
<i>Workload/Demand</i>					
# of applicants on the waiting list		1,277	1,073	1,073	1,073
# of rental vouchers processed (applications granted)		1,968	1,826	1,738	1,738
<i>Efficiency</i>					
avg. number of days for enrollment period (apply to qualify)		44	40	40	40
# of Section 8 applicant cases per FTE		345	325	325	325
<i>Effectiveness</i>					
% of applicants on waiting list housed each year		7.0%	1.1%	1.1%	1.1%

³The Section 8 Housing Program is being reviewed as part of the affordable housing study and implementation of recommendations could change the workload, efficiency and effectiveness projections for the Program.

HOUSING AND COMMUNITY CODE ENFORCEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Housing Rehabilitation	5				
<i>Workload/Demand</i>					
# of applications issued		n/a	n/a	400	400
# of owner-occupied units rehabilitated		150	112	200	200
<i>Efficiency</i>					
# of applications reviewed per FTE		n/a	n/a	70	70
<i>Effectiveness</i>					
% applicants assisted		n/a	n/a	50.0%	50.0%
% clients below 80% of median household income assisted		90.0%	96.5%	90.0%	90.0%
Single Family Affordable Housing	6				
<i>Workload/Demand</i>					
# of applications reviewed		n/a	n/a	8	8
# of single family units constructed		250	239	100	100
<i>Efficiency</i>					
ratio of public to private funding for affordable housing		1:18	1:22	1:18	1:18
<i>Effectiveness</i>					
% of applicants assisted		n/a	n/a	25.0%	25.0%
% of clients below 80% of area median income assisted		45.0%	72.7%	45.0%	45.0%
Multi-Family Affordable Housing	7				
<i>Workload/Demand</i>					
# of applications reviewed		n/a	n/a	8	8
# of multifamily units constructed		250	228	100	100
<i>Efficiency</i>					
ratio of public to private funding for affordable housing		1:18	1:43	1:18	1:18
<i>Effectiveness</i>					
% of clients below 50% of area median household income assisted		95.0%	44.4%	95.0%	95.0%
Rental Inspection Program	8				
<i>Workload/Demand</i>					
# of rental units to be inspected, interior		n/a	6,573	8,000	8,000
# of rental units to be inspected, exterior		n/a	67,278	65,000	65,000
<i>Efficiency</i>					
# inspections per FTE		n/a	2,467	3,000	3,000
<i>Effectiveness</i>					
% rental units inspected		n/a	63.0%	70.0%	70.0%
Burglar Alarm Enforcement	9				
<i>Workload/Demand</i>					
# of false alarms reported		n/a	37,785	45,625	45,625
<i>Efficiency</i>					
# of false alarm notices processed per FTE		n/a	18,893	22,812	22,812
<i>Effectiveness</i>					
% of notices sent to property owners within one day		n/a	89.8%	95.0%	95.0%

(continued)

HOUSING AND COMMUNITY CODE ENFORCEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Contract Management	10				
<i>Workload/Demand</i>					
# of monitoring visits		n/a	n/a	60	60
# of monitoring reports issued		n/a	n/a	60	60
# of Davis-Bacon interviews conducted		n/a	n/a	15	15
<i>Efficiency</i>					
# of compliance letter follow-ups per contract		n/a	n/a	6	6
# of Davis Bacon compliances per contract		n/a	n/a	20	20
<i>Effectiveness</i>					
% of monitoring reports issued within 30 days of visit		n/a	n/a	95.0%	95.0%
% of Davis-Bacon payroll compliances issued		n/a	n/a	95.0%	95.0%

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Employee Benefits Program (continued)	1				
<i>Workload/Demand</i>					
# of tuition reimbursement applications		62	107	68	71
total amount of tuition reimbursement		\$42,696	\$47,669	\$47,073	\$49,426
# of short-term/long-term disability encounters		497	1,080	1,000	1,000
# of short-term/long-term disability applications received		n/a	875	900	900
<i>Efficiency</i>					
# of benefit forms processed per FTE		3,691.4	4,164	4,200	4,200
# of hours processing per benefit form		.25	.25	.25	.25
avg. attendance per benefits brief		19.6	18.9	17.4	16.6
avg. time per benefit briefing		3.5	3.5	3.5	3.5
# of hours per retirement session		2	2	2	2
avg. attendance per retirement seminar		202	221.5	245	269.5
avg. distribution per tuition reimbursement		\$749.05	\$759.85	\$771.69	\$768.67
<i>Effectiveness</i>					
% of employees informed on benefits		100%	100%	100%	100%
% of benefit forms processed error free		n/a	98.0%	98.0%	98.0%
% of customer satisfaction with FRS briefings		n/a	90.0%	90.0%	90.0%
% of employees using tuition reimbursement		1.0%	1.0%	1.2%	1.2%
% of employees applying for STD/LTD		5.2%	5.2%	5.2%	5.2%
Training and Organizational Development	2				
<i>Workload/Demand</i>					
# of employees trained		n/a	4,223	4,193	5,032
# of training classes		n/a	193	284	337
# of training hours		n/a	23,907	34,661	43,819
<i>Efficiency</i>					
# of hours of HR training per employee		n/a	5.66	7.61	7.30
<i>Effectiveness</i>					
% of training requests filed within 90 days		n/a	70.0%	70.0%	70.0%
% of customer satisfaction from training classes		n/a	92.0%	92.0%	94.0%
Executive Recruitment	3				
<i>Workload/Demand</i>					
# of executive recruitments		28	49	25	29
# of resumes received and reviewed with response		3,541,	2,228	2,000	2,500
# of notices sent informing applicants that positions were filled		3,450,	2,175	1,951	2,438
# of informal requests for employment information		193	250	213	215
<i>Efficiency</i>					
# of resumes received per advertised position		91	46	80	87
<i>Effectiveness</i>					
% of recruitments retained for at least 6 months		100%	100%	100%	100%
% of recruitments retained for at least 24 months		100%	99.0%	100%	100%

(continued)

HUMAN RESOURCES DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Records Management	4				
<i>Workload/Demand</i>					
# of employment/credit verifications		1,680	1,766	1,800	1,800
# of public record requests		84	90	100	110
<i>Efficiency</i>					
# of emp/credit verifications processed per day (251 workdays)		6.69	7.03	7.29	7.49
# of hours per public records requests		4	4	4	4
<i>Effectiveness</i>					
% of emp/credit verifications processed the first day		50.0%	75.0%	75.0%	75.0%
% of public records requests processed the first day		99.0%	99.0%	99.0%	99.0%
Employee Relations	5				
<i>Workload/Demand</i>					
# of cases investigated		80	66	60	60
# of pre-disciplinary hearings		32	72	45	45
# of employee concerns received		n/a	1,714	710	710
# of investigative interviews		n/a	206	180	180
# of due process hearings		n/a	10	7	7
# of cases closed		39	13	30	22
# of disciplinary actions reviewed (counseling/reprimands)		236	203	200	200
# of fitness duty (FFD) requests received		n/a	93	100	100
# of family and medical leave act requests approved		391	370	390	390
# of reasonable accommodation hearings		n/a	0	5	5
<i>Efficiency</i>					
# of cases investigated per FTE		20	17	15	15
avg. number of days to close of investigation		120-200 days	60-90 days	60-90 days	60-90 days
<i>Effectiveness</i>					
avg. number of days to close of investigation		120-200 days	60-90 days	60-90 days	60-90 days
% of investigations closed within 90 days		38.0%	70.0%	70.0%	70.0%
% of pre-disciplinary hearings decisions upheld by Civil Svc.		TBD	TBD	TBD	TBD
% of employee concerns mediated within 90 days		n/a	TBD	TBD	TBD
Employee Processing	6				
<i>Workload/Demand</i>					
# of new hires processed		993	989	855	855
# of hours for new hire processing		n/a	2,712	2,717	2,717
# of random drug tests		218	411	400	400
# of hours for random drug test processing		n/a	192	200	200
<i>Efficiency</i>					
# of processing hours per new hire		n/a	2.74	3.18	3.18
# of processing hours per random drug test		n/a	.47	.50	.50
<i>Effectiveness</i>					
% of new hires processed within 3 days of start date		n/a	100%	100%	100%

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Wellness Program	7				
<i>Workload/Demand</i>					
# of wellness programs		11	15	16	17
# of wellness sessions/screenings		20	45	55	60
# of attendees for sessions/screenings		792	1,104	1,200	1,300
# of individuals receiving wellness counseling		n/a	n/a	340	357
# of hours of individual wellness counseling		n/a	n/a	46	49
# of wellness center		n/a	n/a	n/a	n/a
<i>Efficiency</i>					
# of wellness programs per month		.9	1.25	1.33	1.42
# of attendees per month		66	74	75	76
# of counseling hours per individual		n/a	n/a	.14 hours	.14 hours
<i>Effectiveness</i>					
% of customer satisfaction with programs		92.0%	92.0%	92.0%	92.0%
% of employees attending wellness programs		12.0%	12.0%	12.6%	13.0%
Labor Relations	8				
<i>Workload/Demand</i>					
# of bargaining unit employees		2,050	2,150	2,125	2,125
# of union contracts		4	4	4	4
# of employee labor encounters		n/a	31	70	70
# of grievances reaching HR level		10	6	17	17
<i>Efficiency</i>					
% of encounters that reached grievance status		n/a	19.3%	24.2%	24.2%
# of grievances that go to arbitration		5	0	4	4
avg. time for negotiations (in hours)		n/a	200	225	225
<i>Effectiveness</i>					
% of bargaining unit employees that were encountered		n/a	1.4%	3.3%	3.3%
% of success rate in handling encounters		n/a	80.6%	75.8%	75.8%
% of success rate in handling grievances		n/a	100%	76.5%	76.5%
Risk Management-Claims Management	9				
<i>Workload/Demand</i>					
# of hours of safety training		16,316	14,778	15,517	17,844
# of safety training participants		n/a	2,896	2,954	3,013
# of workers compensation medical claims		602	596	588	588
# of workers compensation lost time claims		87	55	85	85
property values insured (in billions of \$)		\$1.29	\$1.47	\$1.29	\$1.29
avg. number of lost days per claim		n/a	36	36	36
<i>Efficiency</i>					
# of safety training hours per participant		2.9	2.5	2.9	3.6
premium per \$1,000,000		\$2,195	\$2,304	\$2,531	\$2,784
<i>Effectiveness</i>					
% of all regular employees trained in safety		62.0%	42.9%	80.0%	85.0%
customer satisfaction with safety		90.0%	88.4%	94.0%	94.0%
coverage per total asset value		15.5%	15.5%	15.5%	15.5%

(continued)

HUMAN RESOURCES DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
HRIS	10				
<i>Workload/Demand</i>					
# of help calls		n/a	547	825	908
# of employees trained		n/a	334	334	334
# of training classes		n/a	74	90	90
# of training hours		n/a	725	725	725
<i>Efficiency</i>					
avg. number of days for resolution of help calls		n/a	3.78	3	2
# of hours of HRIS training per employee		n/a	2.17 hrs.	2.17 hrs	2.17 hrs
% of customer satisfaction with HRIS training		n/a	n/a	80.0%	90.0%
<i>Effectiveness</i>					
% of customer satisfaction with support help		n/a	n/a	85.0%	90.0%
Strategic Plan Goal 4, Objective A	11				
<i>Workload/Demand</i>					
# of unclassified job advertisements		n/a	n/a	12	TBD
# of diverse unclassified applicants hired		n/a	4	TBD	TBD
# of unclassified job interviews attended by HR staff		n/a	12	12	TBD
# of unclassified job descriptions reviewed		n/a	n/a	12	TBD
# of outreach efforts undertaken by community liaisons in support of this strategic goal		n/a	n/a	96	TBD
# of hiring packets reviewed by HR staffing		n/a	n/a	800	825
<i>Efficiency</i>					
# of minority journals, magazines, websites, newspapers, radio & television, etc. contacted per job advertisement		n/a	n/a	TBD	TBD
<i>Effectiveness</i>					
# of job advertisements placed in minority journals, magazines, websites, newspapers, radio & television, etc.		n/a	n/a	TBD	TBD
% of diverse unclassified applicants hired		n/a	33.0%	TBD	TBD
% of diverse unclassified employees retained after 1 year		n/a	n/a	TBD	TBD
% of categories where variation is within 10% by department					
Strategic Plan Goal 4, Objective B	12				
<i>Workload/Demand</i>					
# of seminars conducted on Alternate Dispute Resolution (ADR)		n/a	n/a	18	26
# of participants attending ADR seminars		n/a	n/a	450	650
<i>Efficiency</i>					
% of employee concerns informally mediated using ADR		n/a	n/a	TBD	TBD
% of employee concerns formally mediated using ADR		n/a	n/a	TBD	TBD
<i>Effectiveness</i>					
% of relevant HR staff trained in ADR		n/a	n/a	65.0%	75.0%
% of employee concerns resolved using ADR		n/a	n/a	TBD	TBD

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Strategic Plan Goal 4, Objective A	13				
<i>Workload/Demand</i>					
avg. tenure of County Administrator employees		n/a	10.66	10.87	11.09
# of regular County Administrator employees		n/a	5,686	5,970	6,269
# of regular HR employees		n/a	48	50	53
# of employees that separated (voluntarily or involuntarily)		n/a	508	533	560
# of employees that retired		n/a	115	121	127
% of employees that retired		n/a	2.02%	2.02%	2.02%
projected # of retirees within the next three years		n/a	n/a	TBD	TBD
% of retirees separating within the next three years		n/a	n/a	TBD	TBD
# of regular new hires		n/a	591	621	652
# of promotions (including reclasses)		n/a	561	589	619
% of employees with promotions (including reclasses)		n/a	9.87%	9.87%	9.87%
# of total training hours for HR		n/a	39,410	42,539	47,496
# of total participants for all HR		n/a	7,453	7,595	7,741
# of in-service training classes for Personnel Coordinators (PC)		n/a	n/a	4	TBD
% of HR staff certification		n/a	22.92%	24.0%	24.76%
% of new ID badges issued		n/a	n/a	621	652
# of articles in HR Connections supporting these initiatives		n/a	n/a	26	30
# of policies reviewed for legal sufficiency & customer relevancy		n/a	n/a	29	TBD
# of policies revised for legal sufficiency & customer relevancy		n/a	n/a	29	TBD
# of new policies implemented as legally sufficient and with customer relevancy		n/a	n/a	6	TBD
# of productivity awards submitted		n/a	n/a	224	235
# of productivity awards awarded		n/a	n/a	TBD	TBD
# of productivity awards implemented		n/a	n/a	TBD	TBD
<i>Efficiency</i>					
% turnover rate (total # that severed employment) (voluntary or involuntary)		n/a	8.93%	8.93%	8.93%
cost per unclassified applicant interviewed		n/a	n/a	TBD	TBD
% of HR employees to County Administrator employees		n/a	.84%	.84%	.84%
<i>Effectiveness</i>					
% of new hires that went on extended probation		n/a	n/a	TBD	TBD
% of new hires that are still employed after 1 year of employment		n/a	n/a	TBD	TBD
avg. HR total training hours per participant		n/a	5.29	5.60	6.14

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Information Distribution and Data Management Services	7,8				
<i>Workload/Demand</i>					
# of mini-computer systems managed		14	14	15	15
<i>Efficiency</i>					
cost per mini-computer account		\$280	\$330	\$255	\$245
<i>Effectiveness</i>					
% of system uptime during business hours		99.98%	99.75%	99.95%	99.95%
% of cases resolved by mini-computer staff within 3 days		91.75%	88.51%	95.0%	95.0%

LEGISLATIVE DELEGATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Legislative Services (continued)					
<i>Efficiency</i>					
cost per contact		\$3.61	\$3.61	\$3.81	\$4.03
<i>Effectiveness</i>					
respond timely, within 24 hours		100%	100%	100%	100%

LIBRARY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Programming					
<i>Workload/Demand</i>					
# of program participants	5	184,976	193,199	197,063	204,946
# of program sessions	5	5,338	6,365	6,492	6,752
# of hours of program sessions	5	6,989	8,489	8,659	9,005
# of storytime participants (new measure)	5,7	n/a	32,418	33,066	34,389
# of storytime sessions	5,7	1,159	1,368	1,395	1,451
# of hours of storytime sessions	5,7	1,412	917	935	972
# of hours of program sessions offered after 5 pm and on weekends	5	922	1,017	1,037	1,078
<i>Efficiency</i>					
average attendance per program session	5	34.7	30.4	30.4	30.4
average attendance per storytime session (new measure)	5,7	n/a	23.7	23.7	23.7
<i>Effectiveness</i>					
% of customer satisfaction with children's programming (new measure)	5,7	75.0%	96.0%	97.0%	98.0%
% of children's program sessions offered after 5 pm and on weekends (new measure)	5,7	7.0%	5.0%	6.0%	7.0%
% of increase in number of program sessions offered (new measure)	5	n/a	16.0%	2.0%	4.0%

MANAGEMENT AND BUDGET DEPARTMENT**Additional Services/Measures**

	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
SERVICES/MEASURES:					
Budget Services and Management Services					
<i>Workload/Demand</i>					
# of agenda items processed	3	974	1,329	>1,300	>1,300
<i>Effectiveness</i>					
Florida Department of Revenue approval of budget process	1	approval	approval	approval	approval
% of "meets" or "exceeds" customer responses on budgeting (raw score vs. maximum score)	4	70.4%	>99.0%	>85.0%	>85.0%
receipt of GFOA Distinguished Budget Presentation Award for biennial budget (submitted in even numbered fiscal years)	2	n/a	4.3/5	3.5/5	3.5/5
% of agenda items processed within 1 business day	3	99.2%	>94.5%	>95.0%	>95.0%
Contract Management					
<i>Workload/Demand</i>					
# of contracts	5	60	63	67	67
# of contract payments processed	5	533	517	587	587
<i>Effectiveness</i>					
% of payments processed within 15 working days	5	99.1%	>99.8%	>95.0%	>95.0%
% of "meets" or "exceeds" customer responses on contract management (raw score vs. maximum score)	5	90.7%	n/a	>90.0%	n/a
		n/a	n/a	3.5/5	3.5/5

METROPOLITAN PLANNING ORGANIZATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Monitor Transportation Systems & Annually Update Program of Committed Projects	2				
<i>Workload/Demand</i>					
# of major road network segments		2,380	2,380	2,380	2,400
# major road network segments with deficient congestion levels		490	490	495	500
# of major road network segments with sidewalks 100% missing		367	367	367	367
# of traffic analysis forecast zones in trip demand modes		738	738	738	750
<i>Efficiency</i>					
FTE positions per completed Transportation Improvement Program ¹		.56	.52	.56	.56
<i>Effectiveness</i>					
Maintain technical capacity & state/federal certification of MPO		yes	yes	yes	yes
Provide Technical Assistance, Coordination and Participation in Metropolitan Planning to Local Jurisdictions	3				
<i>Workload/Demand</i>					
# of local congestion management system and intelligent transportation system plans and studies completed		1	2	1	1
# of pedestrian, bicycle, and livable roadways plans and studies completed		1	2	2	2
# public transit & travel demand mgmt plans & studies completed		1	1	1	1
# of corridor and sub-area plans and studies completed		1	1	1	1
# of staff-supported public forums and events in the community		73 ²	58	20	20
# of newsletters distributed		13,000 ²	14,500	12,000	12,000
# of informational inquiries and public comments processed		1,322 ²	600	600	600
<i>Efficiency</i>					
response time to informational inquiries (days per inquiry)		<1 day	<1 day	<1 day	<1 day
<i>Effectiveness</i>					
avg. # of participants at staff-supported public forums & events		46 ²	101	25	25
Conduct Required Planning for the Transportation Disadvantaged	4				
<i>Workload/Demand</i>					
# of transportation disadvantaged plans and studies completed		2	2	2	2
# of transportation disadvantaged residents		85,522	87,797	90,130	92,544
<i>Efficiency</i>					
FTE positions per completed transportation disadvantaged plan or study ¹		.08	.33	.33	.33
<i>Effectiveness</i>					
local planning agency grant submittal approved by Florida Commission for the Transportation Disadvantaged		yes	yes	yes	yes

¹Reflects hours recorded in Activity Tracking System (ACTS) at 1 FTE=220 working days/year=1,760 working hours/year.

²The MPO operates on a previously three-year, now five-year cycle to update the comprehensive Long Range Transportation Plan. Intensive public outreach efforts and processing of feedback occurs at key points in the cycle.

NEIGHBORHOOD RELATIONS**Additional Services/Measures**

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Neighborhoods Conference	5				
<i>Workload/Demand</i>					
# attending		396	506	525	546
<i>Efficiency</i>					
% increase in attendance		n/a	27.78%	4.0%	4.0%
<i>Effectiveness</i>					
% customer service survey responses excellent & good		87.0%	98.77%	95.0%	95.0%

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Therapeutic Programming	3				
<i>Workload/Demand</i>					
# of programmed therapeutic areas		5	5	6	7
# of therapeutic program visits		23,354	24,244	25,500	26,500
# of recreation clients served-Blaze		280	300	350	370
therapeutic programs, # of clients served		2,618	2,681	2,750	2,850
<i>Efficiency</i>					
% of customers satisfied and will return		99.0%	90.0%	91.0%	92.0%
<i>Effectiveness</i>					
% of therapeutic programs at capacity		100%	90.0%	91.0%	92.0%
Athletic Programming	3				
<i>Workload/Demand</i>					
adult softball teams		700	750	945	970
adult kickball teams		0	0	6	12
youth basketball participants (winter)		1,350	1,303	1,450	1,575
youth basketball participants (summer)		500	300	350	570
leaguerett participants (spring)		1,000	897	1,000	1,100
leaguerett participants (fall)		500	595	625	550
independent youth sports organizations		0	92	93	96
youth sports participants		n/a	40,012	41,000	42,000
youth sports coaches certified		n/a	2,194	2,400	2,400
<i>Efficiency</i>					
avg number of players/games per team:					
adult softball		15/10	15/10	15/10	15/10
youth basketball		10/10	10/10	10/10	10/10
leaguerett softball		12/24	12/24	12/25	12/25
<i>Effectiveness</i>					
% of customers satisfied (adult sports)	6	90.0%	92.0%	92.0%	92.0%
% of customers satisfied (youth sports)		n/a	93.0%	93.0%	93.0%
Regional Parks Programming & Maintenance	4				
<i>Workload/Demand</i>					
# of regional park visits		2,991,286	3,412,563	3,500,000	3,500,000
# of greenways and trails visits		303,013	311,805	320,000	325,000
<i>Efficiency</i>					
regional parks (per visit cost)		\$2.19	\$1.98	\$2.04	\$2.12
greenways and trails (per visit cost)		\$1.86	\$1.99	\$2.03	\$2.08
<i>Effectiveness</i>					
% of regional park customers satisfied		95.0%	91.0%	92.0%	93.0%
% of greenways & trails customers satisfied		100%	95.0%	96.0%	96.0%
Management of Environmental Lands	5				
<i>Workload/Demand</i>					
ELAPP (# of sites/acreage)		46/38,943	48/42,385	50/43,000	52/44,000
# of Task Force projects		4	6	8	10
# of prescribed burns per year		42	41	45	45
acreage of prescribed burns		2,130	2,718	3,000	3,000

(continued)

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Management of Environmental Lands (continued)	5				
<i>Efficiency</i>					
% of burn acreage which met public safety and management goals		97.0%	98.0%	95.0%	95.0%
<i>Effectiveness</i>					
% of exotic plant removal per site		9.0%	11.0%	15.0%	15.0%

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Transportation Planning	2				
<i>Workload/Demand</i>					
# of development plans reviewed for transportation impacts intersection developer contributions	8	867 0	1,114 10	1,400 25	1,400 35
<i>Efficiency</i>					
% of cases appealed based on transportation analyses		0%	0%	0%	0%
<i>Effectiveness</i>					
% of transport. reviews completed within mandated timeframes		100%	100%	100%	100%
Zoning Services	3				
<i>Workload/Demand</i>					
# of rezonings & variances processed w/in mandated timeframes		479	480	500	500
<i>Efficiency</i>					
% of rezoning & variances processed w/in mandated timeframes		100%	100%	100%	100%
<i>Effectiveness</i>					
# of zoning hearing cases appealed		2	2	0	0
Hazard Mitigation Planning	4				
<i>Workload/Demand</i>					
# of reviews for Elevation Certificates, LOMA/LOMR, Building Board cases		5,000^	7,500^	7,500	7,500
<i>Efficiency</i>					
# of reviews which were appealed/challenged		10	10	10	10
<i>Effectiveness</i>					
% of Building Board cases upheld		100%	100%	100%	100%
Inspection/Code Enforcement	6				
<i>Workload/Demand</i>					
# of structural permits issued		109,889	163,955	125,000	125,000
<i>Efficiency</i>					
# of inspections per day per employee		25	22	23	23
<i>Effectiveness</i>					
% of inspection requests completed within 24 hours		93.0%	92.0%	94.0%	95.0%
Permitting/Plans Review	5				
<i>Workload/Demand</i>					
# of new subdivision and commercial plans reviewed		539	540	540	540
<i>Efficiency</i>					
average turnaround time (subdivision/commercial)		15 days	15 days	15 days	15 days
<i>Effectiveness</i>					
% of subdivision & commercial site plan reviews within Land Development Code timeframes		93.0%	94.0%	100%	100%
Impact Fees	7				
<i>Workload/Demand</i>					
# of impact fee inquiries		850	850^	850	850
# of new Impact Fee Offset Accounts		40	40^	40	40
<i>Efficiency</i>					
% of offset accounts established correctly		100%	100%^	100%	100%
<i>Effectiveness</i>					
% of impact fee account transactions recorded correctly		99.0%	99.0%^	99.0%	99.0%

(continued)

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Strategic Plan Initiatives					
Customer Satisfaction	10				
maintain a customer satisfaction rating of 90%		90.0%	90.0%^	90.0%	90.0%
Quality of Life Survey	11				
completed survey and report for BOCC presentation		n/a	n/a	1	1
BOCC Improvement Measures	11				
quality of life dimensions and measures		n/a	5 dimensions & measures	survey & test measures	completed
Stormwater Flooding	12				
# of impacted reviews by new guidelines		n/a	n/a	195	195
PD Zoning	13				
% of PD projects in compliance with zoning conditions		n/a	n/a	100%	100%
Balanced Land Use Pattern	14				
# of Comprehensive Plan policy amendments		n/a	10	10	completed
Wellhead Protection	15				
# of well sites protected		n/a	250^	500	750
Community Planning	16				
# of community based plans completed		n/a	2	2	2
River Overlay Districts	17				
water resource protection river overlay projects		n/a	project plan & scope	overlay districts	completed LDC amendments
Timing of Development	18				
# of Comprehensive Plan policy amendments		n/a	10^	10	completed
Online Access	19				
# of online access user accounts		n/a	35^	85	125

PLANNING COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Countywide Long-Range Transportation Planning and Related Activities	3				
<i>Workload/Demand</i>					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		2	3	2	2
# of regional plans and studies completed under CCC auspices		1	3	2	2
# of public meetings of MPO & Committees		108	114	108	108
<i>Efficiency</i>					
FTE positions to prepare for and conduct MPO & Committee public meetings		2.01	2.20	2.20	2.20
avg. staff time per public meeting (in hours)		33	34	34	34
FTE positions per completed update of UPWP		.69	.65	.65	.65
<i>Effectiveness</i>					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes	yes	yes
Hillsborough River Planning	4				
<i>Workload/Demand</i>					
# of River Board/TAC meetings held		13	14	15	15
<i>Efficiency</i>					
% of River Board/TAC meetings where a quorum was present to conduct official business		100%	100%	100%	100%
<i>Effectiveness</i>					
% of time River Board/TAC minutes are prepared in time for review at the subsequent meeting		100%	100%	100%	100%
Single LPA for Hillsborough County & Jurisdictions Therein	5				
<i>Workload/Demand</i>					
# of regular monthly meetings of the Planning Commission		11	11	12	12
<i>Efficiency</i>					
% of Planning Commission regular monthly meetings where a quorum was present to conduct official business		100%	100%	100%	100%
<i>Effectiveness</i>					
% of resolutions adopted consistent with the requirements of adopted bylaws & policies		100%	100%	100%	100%

PUBLIC SAFETY DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Security Functions	4				
<i>Workload/Demand</i>					
# of people screened entering courthouse		3,497,433	2,880,632	3,000,000	4,000,000
<i>Efficiency</i>					
# of people screened per FTE		48,575	38,927	38,961	51,948
<i>Effectiveness</i>					
# of prohibited items prevented from entering courthouse		32,533	33,726	34,000	35,000
Marine Safety	5				
<i>Workload/Demand</i>					
# of markers planned for installation		150	52	118	0
# of markers planned for maintenance		0	6	195	123
# of derelict vessels planned for removal		4	0	0	0
<i>Efficiency</i>					
# of markers installed		135	76	118	0
# of markers maintained		0	121	195	123
<i>Effectiveness</i>					
% of markers installed vs. planned		90.0%	146%	100%	N/A
% of markers maintained vs. planned		100%	2,017%	100%	100%

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Roadway Maintenance (continued)	4				
<i>Efficiency</i>					
cost per mile ditch/canals maintained/repared		n/a	n/a	\$2,512	\$2512
cost per bridge maintained for vegetation and drainage flow		n/a	n/a	\$656	\$656
cost per roadside acre mowed		n/a	n/a	\$31	\$31
cost per mile to remove and replace sidewalks		n/a	n/a	\$79,777	\$79,777
cost per mile to clean stormwater pipes		n/a	n/a	\$8,342	\$8,342
cost per stormwater pond cleaned/maintained		n/a	n/a	\$1,252	\$1,252
cost per mile of roadway-trees trimmed to standard		n/a	n/a	\$2,785	\$2,785
cost per lane mile of roadway swept		n/a	n/a	\$34	\$34
<i>Effectiveness</i>					
% of road shoulder maintenance/repair svc. requests completed within 180 days		n/a	n/a	50	50
% of pothole svc. requests completed within 24 hours		n/a	n/a	95	95
% of ditch/canal maintenance svc. requests completed within 180 days		n/a	n/a	50	50
% of bridge vegetation maintenance svc. requests completed within 180 days		n/a	n/a	90	90
% of roadside mowing svc. requests completed within 180 days		n/a	n/a	100	100
% of sidewalk repair svc. requests completed within 180 days		n/a	n/a	50	50
% of stormwater svc. requests completed within 180 days		n/a	n/a	50	50
% of stormwater pond svc. requests completed within 180 days		n/a	n/a	50	50
% of tree trimming svc. requests completed within 180 days		n/a	n/a	50	50
% of street sweeping svc. requests completed within 180 days		n/a	n/a	100	100
% increase in new bike lanes		n/a	n/a	0.4	1.75
Traffic Signal, Sign and Markings Maintenance	2				
<i>Workload/Demand</i>					
# of emergency repairs on signals and signs		2,122	2,286	2,300	2,350
# of new signs per year		13,474	12,691	12,700	12,750
<i>Efficiency</i>					
# of signal maintenance calls per FTE		240	229	240	245
<i>Effectiveness</i>					
avg. response time to signal outage		1 hour	1 hour	1 hour	1 hour
Traffic Engineering and Safety Management					
<i>Workload/Demand</i>					
RTC Program locations approved		89	40	52	65
NTC Program locations approved		2	2	4	4
# red light cameras installed (needs law change)		n/a	0	0	0
# of citizen requests		11,153	8,528	8,600	8,700
# of administrative referrals		237	293	300	300
<i>Efficiency</i>					
% of citizen requests and referrals completed on time		97.0%	97.0%	97.0%	97.0%
<i>Effectiveness</i>					
vehicle crash rate (all crashes/100M VMT)		n/a	n/a	170	167
pedestrian crash rate (fatalities/100K pop.)		n/a	n/a	3.2	3.1
satisfactory response time to citizen requests		95.0%	95.0%	95.0%	95.0%
(continued)					

PUBLIC WORKS DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Street Lighting District Administration	2				
<i>Workload/Demand</i>					
# of requests for district/intersection lighting		140	137	150	150
<i>Efficiency</i>					
# of requests fulfilled		140	137	150	150
<i>Effectiveness</i>					
customer satisfaction		100%	100%	100%	100%
Mosquito Control	5				
<i>Workload/Demand</i>					
# of acres treated: aerial larvicide		6,930	8,221	6,930	6,930
# of acres treated: ground larvicide		267	1,491.12	267	267
# of acres treated: ground adulticide		191,134	644,922.04	52,364	52,364
# of acres treated: aerial adulticide		52,364	56.320	1.9	1.9
<i>Efficiency</i>					
cost per acre for mosquito aerial treatment		\$2.52	\$.70	n/a	n/a
cost per acre for mosquito ground treatment		.23\$	\$.24	n/a	n/a
cost per acre aerial larvicide treated		n/a	\$10.48	\$11.09	\$11.09
cost per acre aerial adulticide treated		n/a	\$.66	\$1.38	\$1.38
cost per acre ground larvicide treated		n/a	\$2.95	\$74.21	\$74.21
cost per acre ground adulticide treated		n/a	\$.12	\$.22	\$.22
<i>Effectiveness</i>					
% of work on time per schedule		75.0%	98.0%	n/a	n/a
avg. # of CDC traps per zip code		n/a	0.92	500	500
Aquatic Weed Control	5				
<i>Workload/Demand</i>					
aquatic acres (all modes)		1,043	1,106	1,040	1,040
# of acres treated		n/a	498.52	n/a	n/a
<i>Efficiency</i>					
cost per acre		\$220	\$232.93	\$221	\$221
<i>Effectiveness</i>					
% of work on time per schedule		85.0%	unavailable	n/a	n/a
% of svc. requests for aquatic area treatment completed within 180 days		n/a	n/a	50.0%	50.0%
Stormwater Management and Wetlands Maintenance/Mitigation	3,6				
<i>Workload/Demand</i>					
# of wetland acres maintained		251.5	266.5	285	330
# of ponds adopted		23	20	20	20
# of stormwater pump stations maintained		25	29	33	38
<i>Efficiency</i>					
wetland acres maintained per FTE		20.9	22.1	19	22
# of stormwater pump station callouts per FTE		105	35	55	60
<i>Effectiveness</i>					
% of exotic plants		<3.0%	<3.0%	<3.0%	<3.0%
% of wetland permit compliance		100%	100%	100%	100%

PURCHASING DEPARTMENT**Additional Services/Measures**

	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
SERVICES/MEASURES:					
Purchasing Card Program (continued)	4				
<i>Efficiency</i>					
avg cost per PCard transaction		\$2.43	\$2.73^	\$2.94	\$3.09
<i>Effectiveness</i>					
% reduction in DPO turnaround time (8.0 hours) to PCard at 15 minutes at point of purchase		91.0%	89.0%^	89.0%	89.0%
Customer Survey	7				
<i>Efficiency</i>					
cost per survey		n/a	TBD	TBD	TBD
<i>Effectiveness</i>					
% of satisfied customers		n/a	90.0%^	90.0%	90.0%

REAL ESTATE DEPARTMENT
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Survey Mapping	5				
<i>Workload/Demand</i>					
# of survey projects completed		447	448	529	529
# of aerial and other printing requests		7,304	4,547	5,000	5,000
# of plat replies to PGM (initial, resubmittals, as-built inspections)		741	730	745	745
<i>Efficiency</i>					
avg. revenue generated per print room request		\$13.84	\$20.26	11.67	\$11.67
# of plat reviews per FTE		203.4	200	200	200
<i>Effectiveness</i>					
% of 5 or 10 day plat review deadlines met		100%	100%	100%	100%
R-O-W Inventory	5				
<i>Workload/Demand</i>					
# of sections to identify for R-O-W inventory		254	126	168	141
<i>Efficiency</i>					
average cost per section		\$7,097	\$7,154.25	\$7,310	\$6,800
<i>Effectiveness</i>					
% of targeted mapped sections inventoried		95.0%	64.9%	98.0%	100%
Geographical Information Systems (GIS)	5				
<i>Workload/Demand</i>					
# of GIS projects		267	236	288	302
<i>Efficiency</i>					
average hours per GIS project		13.5	18.33	13.5	13.5
<i>Effectiveness</i>					
% of GIS projects (analytical services) delivered within budgeted hours (95% target)		n/a	95.0%	95.0%	95.0%
Building Maintenance/Repair	1,2				
<i>Workload/Demand</i>					
# of maintenance-related service orders issued		14,019	15,142	14,728	15,096
# of square feet inspected doing building assessments		178,910	1,100,905	800,000	800,000
# of projects completed within 12 months (R3M)		133	120	145	145
<i>Efficiency</i>					
# of construction inspections per FTE		343	315	300	300
ratio of operating cost per square foot for Cty Class A building vs. commercial Class A building for downtown area		\$5.07:\$8.10	\$8.62:\$9.08	\$9.05:\$9.54	\$9.50:\$10.01
<i>Effectiveness</i>					
% of projects completed within 12 months (R3M)		83.6%	84.2%	90.0%	90.0%
cost of County Center utilities square foot cost to commercial buildings in downtown area (\$2.28 sq ft)		\$2.25:\$2.28	\$1.99:\$2.28	\$1.68:\$2.43	\$1.69:\$2.50

(continued)

REAL ESTATE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Architect Services	2				
<i>Workload/Demand</i>					
# of CIP/non-CIP projects supported:					
# of CIP		85	83	90	90
# of non-CIP		58	106	60	60
# of art projects completed		11	7	12	12
<i>Efficiency</i>					
% of construction cost within 5% of award		100%	100%	95.0%	95.0%
<i>Effectiveness</i>					
% of projects completed within 30 days of approved CIP schedule (4 projects) (FY 05 - completed 9 projects)		100%	77.77%	95.0%	95.0%

SECTION 8 U.S. HOUSING ACT; WEED AND SEED

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
GED Instructional Learning (continued)	1				
<i>Effectiveness</i>					
% of GED enrollees that are ready to take GED exam		60%	n/a	n/a	n/a
% of students from ATOSS that re-enter public school		90%	n/a	n/a	n/a
% attendance and retention at on-site classroom during duration of ATOSS assignment		90%	n/a	n/a	n/a
% of community based activities that are newly solicited		5%	n/a	n/a	n/a
% of new enrollment in community-based activities		25%	n/a	n/a	n/a
% of new enrollment in social services		10%	n/a	n/a	n/a

Note: In FY 05, this department and its functions have been moved to the Health and Social Services Department.

WATER RESOURCE SERVICES

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Reduce Downtime Caused by Electrical Outages	5				
<i>Workload/Demand</i>					
electrical outages downtime (in hours)		17,740	86.7	100	100
<i>Efficiency</i>					
mitigated outages (in hours)		1,167	52.7	65	70
<i>Effectiveness</i>					
ratio of mitigation		6.6%	60.8%	65.0%	70.0%
% change in mitigation (reduction significant when compared to experience during the FY 04 hurricane season)		n/a	913.0%	6.9%	7.7%

WATER RESOURCES TEAM

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Communications and Public Involvement	4				
<i>Workload/Demand</i>					
# of WRT public meetings/workshops held		5	6	3	4
# of water supply related items on BOCC agenda		42	43	45	45
# of public meetings (TBW and Town Hall)		4	5	4	4
<i>Efficiency</i>					
% of WRT agenda items where consultants used at meeting		12.0%	14.0%	7.0%	9.0%
<i>Effectiveness</i>					
% of TBW projects where outreach program conducted		100%	100%	100%	100%
Monitor Water Resource Related Issues	5				
<i>Workload/Demand</i>					
# of issues affecting the County		59	59	60	60
# of various agencies Board and TAC meetings attended		82	76	72	72
<i>Efficiency</i>					
% of issues requiring consultant assistance		30.0%	29.0%	28.0%	27.0%
avg. consulting hours per issue		64	62	60	58
<i>Effectiveness</i>					
%of issues influenced by WRT participation		20.0%	17.0%	20.0%	20.0%

GLOSSARY OF KEY TERMS

AD VALOREM TAX is a tax levied in proportion (usually expressed in mills) to the assessed value of the property on which it is levied. This tax is also called PROPERTY TAX.

ADOPTED BUDGET is the financial plan for the fiscal year beginning October 1. Florida Statutes require the Board of County Commissioners to approve this budget at the second of two public hearings.

ALL YEARS BUDGETING is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

ALLOTMENTS BY LEGISLATIVE ACTS is a department set up to provide a mechanism for the recording and payment of items which are general government costs and are not distributed to specific departments.

AMENDED OR REVISED BUDGET is the current year adopted budget adjusted to reflect all budget amendments approved by the Board of County Commissioners through the date indicated.

APPROPRIATION is the legal authorization of funds granted by a legislative body such as Hillsborough County's Board of County Commissioners to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to a time period within which it may be expended. It is the act of appropriation that funds a budget.

ASSESSED VALUE is a value set upon real estate or other personal property by a government as a basis for levying taxes. The assessed value in Hillsborough County is set by the Property Appraiser.

BEGINNING FUND BALANCE is the Ending Fund Balance of the previous period. (See **ENDING FUND BALANCE** definition.)

BOCC is an acronym for the Board of County Commissioners. See the definition for **BOARD OF COUNTY COMMISSIONERS**.

BOARD OF COUNTY COMMISSIONERS is the seven-member legislative body of Hillsborough County's general purpose government. This board is governed by State law and the County Charter.

BOND is written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

CAU is an acronym for Capacity Assessment Unit. See the definition for **CAPACITY ASSESSMENT UNIT**.

CAPACITY ASSESSMENT UNIT (CAU) is a "financing tool" that allows property owners to pay water and wastewater system connection charges over a 20 year period.

CAPITAL BUDGET is the financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the six year Capital Improvements Program (CIP), and any anticipated unspent budget appropriation balances from the previous fiscal year. It is adopted by the Board of County Commissioners as a part of the annual County budget.

CAPITAL IMPROVEMENT PROGRAM (CIP) is the financial plan of approved capital projects, their timing and cost over a six-year period. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of Hillsborough County, as well as projects that although not owned by the county, will be part of a joint project agreement.

CAPITAL OUTLAY or **CAPITAL EQUIPMENT** is an item such as office furniture, fleet equipment, data processing equipment and other operating equipment with a unit cost of \$750 or more.

CAPITAL PROJECT is any improvement or acquisition of major facilities with a useful life of at least five years such as roads, bridges, buildings, or land.

CIP is an acronym for the **CAPITAL IMPROVEMENT PROGRAM**. See the definition for **CAPITAL IMPROVEMENT PROGRAM**.

CONTINUATION BUDGET is a level of funding which enables an organization to provide the same amount of services in the following fiscal year as the organization provides in the current fiscal year. A continuation level budget does not necessarily provide funding for growth in demand of services.

DEBT SERVICE is the dollars required to repay funds borrowed by means of an issuance of bonds or a bank loan. The components of the debt service payment typically include an amount to retire a portion of the

GLOSSARY OF KEY TERMS

principal amount borrowed (i.e., amortization), as well as interest on the remaining outstanding unpaid principal balance.

DECISION UNITS are groups of inputs which make a measurable contribution to the achievement of an established department purpose--a purpose often dictated by law and/or defined by objectives and measured by service levels or units of output. Decision units are segregated by funding source. Decision units build departmental budgets. They are rank ordered in a hierarchical format.

DEMAND is a type of measurement category. Demand represents the external factors that demonstrate the needs for the service(s) or program(s), i.e., population, service area, complaints, and waiting lists.

DEPARTMENT is, for budgeting purposes, any distinct government organizational entity receiving direct funding approved by the Board of County Commissioners.

EFFECTIVENESS is a type of measure category sometimes referred to as quality indicators. Effectiveness measures examine the degree to which services are responsive to the needs and desires of the customers (both external and internal). These measures tell how well the job is being performed, how well the intent is being fulfilled. Effectiveness encompasses both quality and quantity. Demand and the response to demand are often linked in these measures. These are the most difficult measures to collect and use, because the organization must develop a method of retrieving the information from outside those served.

EFFICIENCY is a type of measurement category sometimes called productivity. This is often measured in terms of unit costs over time. Sometimes timeliness of responses or reduction in previous delays is used to indicate efficiency. Efficiency refers to the ratio of the quantity of service (tons, gallons, hospital care days, etc.) to the cost in dollars or labor, required to produce the service. An efficiency measure can be either an output or input ratio (e.g., the number of trees trimmed per crew per day) or an input/output ratio (e.g., the dollar cost per permit application processed).

ELAPP is the acronym for Environmentally Sensitive Lands Acquisition and Protection Program. See the definition for **ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM**.

ENDING FUND BALANCE is funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues

received during the year, less expenses equals ending fund balance.

ENTERPRISE FUND is a fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM is a program established by Hillsborough County Ordinance Number 90-19 for the acquisition, preservation, protection, management and restoration of environmentally sensitive lands in Hillsborough County. Under Resolution Number 92-0131, the BOCC is authorized to issue limited ad valorem tax bonds and levy up to 0.25 mills for payment of these bonds.

FTE is the acronym for Full-Time Equivalent. See the definition for **FULL-TIME EQUIVALENT**.

FULL-TIME EQUIVALENT is one position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or 2 employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one full-time equivalent.

FUND is an accounting entity used to record cash and other financial resources as well as an offsetting amount of liabilities and other uses. The resources and uses are segregated from other resources and uses for the purpose of carrying on specific activities or attaining specific objectives in accordance with special regulations, restrictions, or limitations.

FUNDED POSITIONS is a term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

FUNDING SOURCES is a term referring to the type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, licenses, permits, and grants and non-revenues such as fund balance and interfund transfers.

FY (FISCAL YEAR) 06 ADOPTED BUDGET refers to the budget for the period beginning October 1, 2005 and ending September 30, 2006.

FY (FISCAL YEAR) 07 PLANNED BUDGET refers to a planned budget period beginning October 1, 2006 and ending September 30, 2007 that is subject to ap-

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propriation after an abbreviated budget process that complies with Statutory requirements.

GAAP is an acronym for Generally Accepted Accounting Principles.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 34 is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. Compliance with GASB Statement 34 is necessary for the preparation of financial statements in accordance with Generally Accepted Accounting Principles. A significant provision of this new standard includes the preparation of government-wide financial statements that summarize the information of the government as a whole using the accrual basis of accounting (in addition to the continuing-requirements for fund financial statements using the modified accrual basis of accounting). The County has selected the "modified approach" for the accounting of these assets. Under the "modified approach," the County records infrastructure assets at estimated original cost, but does not record depreciation against these assets. Instead of recording depreciation, the County is committed to incur the maintenance expenses necessary to preserve its infrastructure assets at specified levels of condition. Infrastructure assets such as streets, bridges, and sidewalks are also to be included in the government-wide financial statements. There are also expanded disclosure requirements.

GENERAL REVENUE FUND (GENERAL FUND) is a fund that accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes, and other revenues provide services or benefits to all residents of Hillsborough County.

GRANTS AND AIDS includes all grants, subsidies, and contributions from other government agencies or private organizations.

IMPACT FEES are a type of charge for services imposed on new construction in order to support specific new demands on a given service, e.g., transportation, schools, parks and fire protection.

INFRASTRUCTURE is a permanent installation such as a building, road, or water transmission system that provides public services.

LIBRARY TAXING DISTRICT is a special taxing district encompassing the City of Tampa and the unincorporated areas of the county. It provides library services for county residents. These services are financed pri-

marily by an ad valorem tax levied on all taxable property located in the district and accounted for in the Special Library Tax District Fund.

MANDATE is a requirement imposed by a legal act of the federal, state, or local government.

MEASURE is a term referring to any one of four different types of measure: a count, a ratio, a percentage, and a dollar amount. Before developing any measure, it is necessary to identify something that can be counted. In order to identify what is to be counted, the event being assessed must be determined, i.e., days spent in the hospital, certificates of occupancy issued, gallons of water treated, etc.

MILL is a monetary measure equating to 0.001 of a dollar. When referring to the **AD VALOREM TAX** it means that a 1-mill tax is one dollar of tax on \$1,000 of taxable value.

MILLAGE RATE is the rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

MINIMUM SERVICE LEVEL (MSL) is a term which defines the base outputs which are either legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. MSL is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

MISCELLANEOUS (FUNDING SOURCE) is revenue other than those received from standard sources such as taxes, licenses and permits, grants and user fees.

MISSION STATEMENT is a broad statement of purpose derived from an organization's and/or community's values and goals.

MOSI is an acronym for the facility and organization known in Hillsborough County as the Museum of Science and Industry.

MSTU is an acronym for Municipal Services Taxing Unit. See the definition for the **MUNICIPAL SERVICES TAXING UNIT**.

MUNICIPAL SERVICES TAXING UNIT is the taxing district encompassing the unincorporated area of the county. It provides services typically provided by a municipality (e.g., Sheriff's patrol, paramedic services, fire protection, parks and recreation, code enforcement and road network maintenance) to the residents and

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businesses in the unincorporated area. The services are financed primarily by an ad valorem tax levied on all taxable property located in the unincorporated area.

NON-AD VALOREM ASSESSMENT is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a **NON-AD VALOREM ASSESSMENT**. Instead, the cost of the facility or the service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a **SPECIAL ASSESSMENT**. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill like **AD VALOREM TAXES**.

OBJECTIVE is a statement specifying achievements to be attained within a prescribed time frame. An objective is exchanged/superseded by another objective at the expiration of the time frame. An objective is directly connected to how the resources of an organization will be used. An objective statement begins with an action verb and includes the quantified statement of the results expected as an outcome of the action, such as *PROVIDE* (the action verb) *WITH EXISTING MANPOWER, 24-HOUR SECURITY COVERAGE FOR FIVE SOUTH COUNTY GOVERNMENT BUILDINGS AT DAILY COST NOT TO EXCEED \$15.60* (quantified results) *DURING THE APPLICABLE FISCAL YEAR* (explicit timeframe).

OPERATING BUDGET is the budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to-day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service payments (principal and interest), budgeted reserves, transfers between funds, and the capital projects program budget. It does include the Internal Service and Trust funds.

PERSONAL SERVICES characterizes expenses for salaries, wages, and related employee benefits provided for all persons employed by the County whether on a full-time, part-time, or temporary basis. Employee benefits include employer contributions to a retirement system, social security, insurance, sick leave, and similar direct benefits as well as other costs such as Workers' Compensation and Unemployment Insurance.

PROJECT DEVELOPMENT AND ENVIRONMENTAL STUDY (PD&E) is the preliminary study to determine the best alternatives related to location, facility layout,

materials of construction, design parameters, zoning requirements, right-of-way requirements, permitting issues, cost and schedule for completion. Additionally utility relocations, transportation needs, social and economic impacts, environmental impacts, economic factors and public acceptance are considered. The study results in a clear and complete project scope of work, schedule and budget such that a project can be properly prioritized and inserted into the County's CIP process.

PROJECTED EXPENSE is the estimated expense through the end of the current fiscal year for a respective budget line item.

PROPERTY TAX is another term for **AD VALOREM TAX**. See **AD VALOREM TAX**.

RECLAIMED WATER IMPROVEMENT UNIT is a type of **MUNICIPAL SERVICE BENEFIT UNIT** established by Hillsborough County in selected areas of the unincorporated area. The purpose of a unit of this type is to levy non-ad valorem assessments on properties benefiting from the installation of pipes carrying reclaimed water. The non-ad valorem assessments pay for costs associated with the installation of these pipes. There are multiple units of this type.

REPLACEMENT EQUIPMENT is equipment requested by a department for replacing like or similar equipment to be retired because of unserviceability.

RESERVE FOR INVESTMENT FAIR MARKET VALUE CHANGE represents the increase or decrease in the unrealized value of the investments held by any subfund. While the change in the fair market value of any investment is reflected as a revenue (like interest) in the budget, it is important to note that until such time that the investments are sold, this revenue is unrealized and therefore there is no cash to support this revenue. As such, as part of the annual reappropriation process, entries reserving the inception-to-date "Investment Fair Value Change" are recorded at the subfund level. If the Investment Fair Value Change represents a positive gain, the unrealized revenue will result in a higher fund balance, but since there is no cash it is important that this portion of fund balance be included in a restricted reserve to prevent it from being "spent" or appropriated.

RESERVES AND REFUNDS refers to a budget category for funds required to meet both anticipated and unanticipated needs; the balance of anticipated earmarked revenues not required for operation in the budget year; estimated reimbursements to organizations, state, or federal governments for revenues re-

GLOSSARY OF KEY TERMS

ceived and not spent, and those required to be set aside by bond covenants.

RESTRICTED REVENUES are funds collected for limited or specific expenditure purposes. These funds are earmarked for specific purposes by requirements within the resource origin, such as: regulations found in bond covenants; grant contracts; local ordinances; donations for a specific purpose; state statute; and federal law or administrative guidelines.

REVENUES are funds received from the County by external sources; income. Revenues are to be differentiated from funding sources which include fund balance, interfund transfers, reimbursements, etc.

ROLLED-BACK RATE is that millage rate which, when applied to the total amount of taxable value of property (excluding new construction), produces the same amount of tax dollars as the previous year. Calculation of the "rolled-back rate" is governed by Florida Statutes.

RWIU is an acronym for Reclaimed Water Improvement Unit. See the definition for **RECLAIMED WATER IMPROVEMENT UNIT**.

SINKING FUND is an account, sometimes called a debt service fund, into which the issuer makes periodic deposits to assure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from it are determined by the terms of the bond contract.

SPECIAL ASSESSMENT is another name for **NON-AD VALOREM ASSESSMENT**.

TAXABLE VALUE is the assessed value of property minus any authorized exemptions (i.e., agricultural, homestead exemption). This value is used to determine the amount of ad valorem tax to be levied. The **TAXABLE VALUE** is calculated by the Property Appraiser's Office in compliance with State law.

TE FLGFC is an acronym for Tax Exempt Florida Local Government Finance Commission and for the long term financing packages arranged through the Com-

mission. This Commission is a legal entity formed through interlocal agreement among several Florida governments. This Commission enables public agencies to benefit from the economies of scale associated with large commercial paper financings.

TRANSFERS is a term referring to monies moved from one budgetary fund or subfund to another. Because of legal or other restrictions, monies collected in one fund may need to be expended in other funds. A transfer is accomplished through Transfers-In (a source of funds) for the recipient fund and an equal Transfer-Out (a use of funds) for the donor fund. When this movement occurs between different funds, it is known as an Interfund Transfer. When it occurs between the restricted and unrestricted portions of the same fund, it is known as an Intrafund Transfer.

UNRESTRICTED REVENUES is a term referring to those revenues that can be used for any lawful expenditures supporting a wide variety of functions, or objectives.

USER FEES are charges for specific governmental services. These fees cover the cost of providing that service to the user (e.g., building permits, animal licenses, park fees).

WORKLOAD is a type of measure category. Workload data provides a comparison of how output corresponds to the demand (e.g., people served, transactions processed in certain geographic locations, complaints addressed).

ZERO-BASE BUDGETING (ZBB) is a method of detailed budget analysis and justification that combines elements of management by objectives and program evaluation. It is a vehicle to link management and planning to the budget process. ZBB starts with an examination of an agency's basic programs and services by the lowest management level, and continues up the organization as funding packages are prioritized at each level in accordance with available resources and desired outcomes. ZBB is a tool for objectively directing the allocation of funds among activities and programs. Its basis is the consideration of the efficiency and effectiveness of activities and programs.

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