



**Hillsborough County  
Florida**

**Adopted  
Biennial Budget  
For  
FY 04 and FY 05**



# Adopted Biennial Budget For FY 04 and FY 05



## Board of County Commissioners

Thomas Scott, Chairman  
Jim Norman, Vice-Chairman  
Kathy Castor  
Pat Frank  
Ken Hagan  
Jan Platt  
Ronda Storms

Patricia G. Bean, County Administrator

Eric R. Johnson, Director, Management and Budget Department

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Available on the Internet at  
[www.hillsboroughcounty.org/mbd/pub.html](http://www.hillsboroughcounty.org/mbd/pub.html)  
Printed December 2003

## HILLSBOROUGH COUNTY 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 of County Commissioners 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.

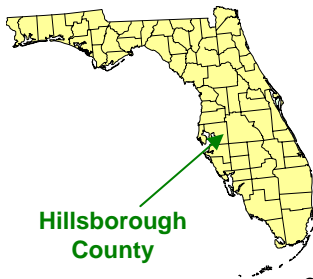
-- **Adopted by the Board of County Commissioners on April 21, 1999**

## Board of County Commissioners



Back row left to right: Jim Norman (Vice-Chair) (Countywide-District 5), Ken Hagan (District 2); Thomas Scott, Chairman (District 3)  
Front row left to right: Kathy Castor (District 1), Pat Frank (Countywide-District 7), Ronda Storms (District 4), Jan K. Platt (Countywide-District 6)

## 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, 2003 was 1,083,520 of which 708,310 or 65% 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 mimick-

ing the architecture of the Tampa Bay Hotel was built, occupying a square block in downtown Tampa. This is the courthouse depicted on the front cover of this book and on today's County seal. The current courthouse was built in 1952 and a new county government administration building, called 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 MacDill Air Force Base. 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 fifth in the state. It is the nation's top producer of winter strawberries and tropical fish.

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 attractions in Hillsborough County such as the Florida Aquarium; the County's Museum of Science and Industry; the Lowry Park Zoo; the 2000 World Champion New York Yankees spring training facility; and the St. Petersburg Times Forum in downtown

## DESCRIPTION OF HILLSBOROUGH COUNTY

Tampa for the National Hockey League team, the Tampa Bay Lightning. The county is also the home of the 2003 Superbowl Champions, the Tampa Bay Buccaneers playing in the Raymond James Stadium

### **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.

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, mosquito control 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, Community Services, and Human Services. The Office of Quality Services and the Office of Public Affairs are two additional offices reporting 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, 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 the 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.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Hillsborough County  
Florida**

**Special Performance Measures Recognition**

For the Biennium Beginning  
**October 1, 2001**

*Terrence A. Chew*  
President

*Jeffrey R. Egan*  
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 Performance Measures Recognition for its biennial budget for the fiscal years beginning October 1, 2001.

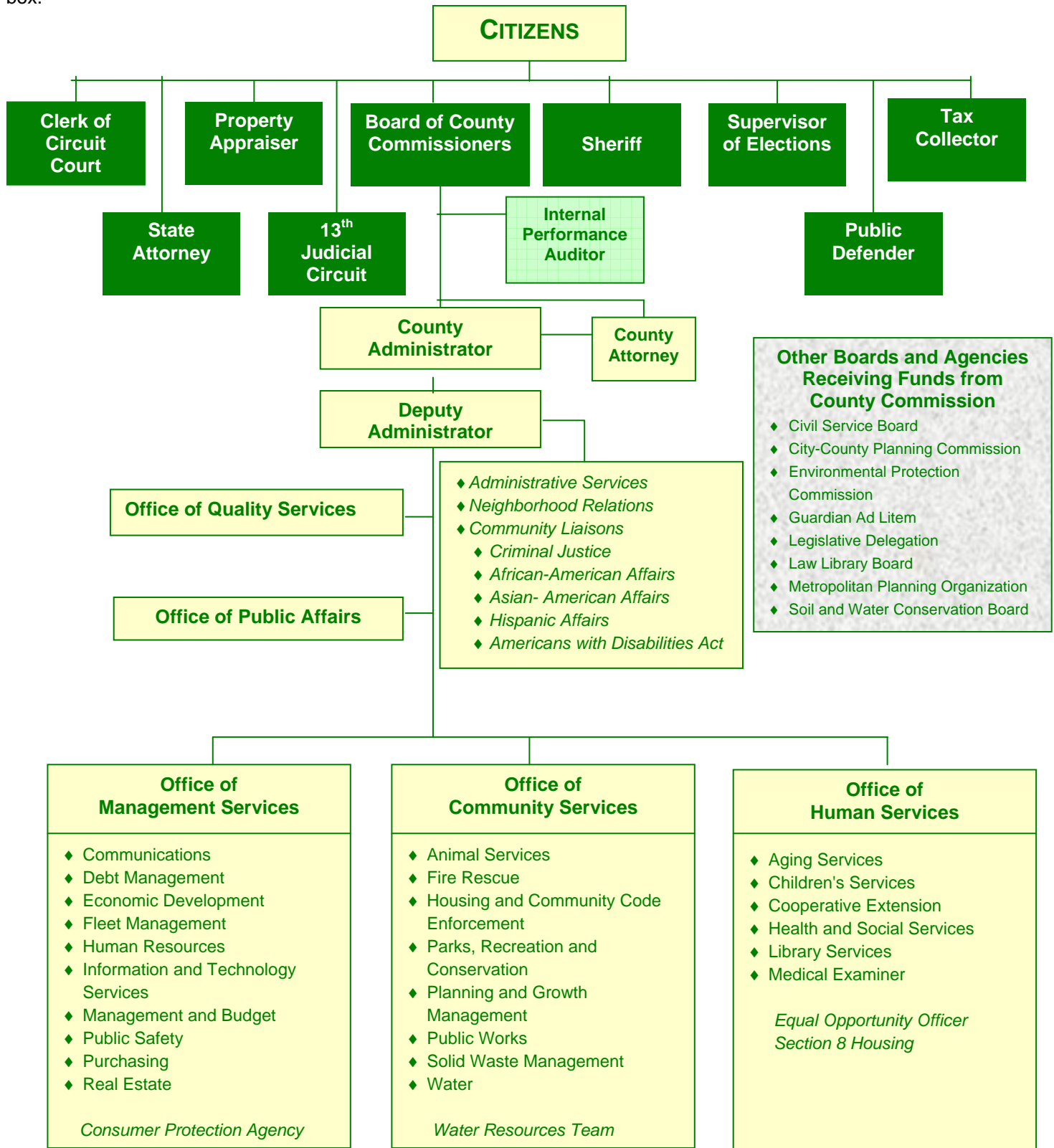
In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.

The award is valid for a period of two years only. We believe the biennial budget for FY 04 and FY 05 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.



# 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 directly under the Board of County Commissioners are in light yellow boxes. There are a number of boards and commissions funded through the Board of County Commissioners but they are not otherwise accountable to the Board. These are shown in the gray textured box.





The photo used on the cover is an adaptation of a 1935 photograph taken from the top of the Bay View Hotel. It depicts the Hillsborough County Courthouse once located on the northeast corner of Franklin and what is known as East Kennedy Boulevard. Built in 1892 at a cost of \$60,000, it was demolished in 1952. It was designed by the same architect who designed the Tampa Bay Hotel, known as the University of Tampa. The structure is commemorated in the design of the gazebo now located in Courthouse Square. The photo is from the Burgert Brothers collection housed at the John F. Germany Library.

This courthouse is also the model for the seal used by the Board of County Commissioners.

The Management and Budget Department wishes to thank the Library Services Department for allowing use of the photo for this budget document. The original photo was manipulated using Adobe Photoshop Elements©.

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**Adopted  
Biennial Budget  
for  
FY 04 and FY 05**

**Executive  
Summary**



**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 04 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 05 budget. Then, in the year 2004, the planned FY 05 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 2003. The Board then adopts a budget for FY 05 according to procedures outlined by State statute.

This book contains the **Adopted Biennial Budget for FY 04 and FY 05**. 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 performance measures. The second page of an individual organiza-

tion'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 capital program for FY 04 and FY 05. It contains a narrative describing the biennial capital budget highlights as well as summaries showing projects to be started in FY 04 and FY 05.

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.

There is also a second book, called the **Capital Improvement Program FY 04 - FY 09**, which presents the planned capital improvement program through FY 09. This book includes detailed information about each project in the capital budget and the capital improvement program for the next six years.

Persons interested in reviewing any materials comprising the **Adopted Biennial Budget for FY 04 and FY 05** and the **Capital Improvement Program FY 04 - FY 09** 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](http://www.hillsboroughcounty.org).





**December 5, 2003**

### **Members of the Board of County Commissioners:**

It is my pleasure as your County Administrator to present to you the biennial or two-year budget of \$3.0 billion for FY 04 and \$3.0 billion for FY 05. This budget includes property tax millage rate reductions for the ninth and tenth years in a row.

The budget reflects the results of a budget process that began in January with a series of budget workshops that culminated in two public hearings in September. On September 18<sup>th</sup> you adopted a budget for the fiscal year beginning October 1, 2003 and ending September 30, 2004 – FY 04. At that time, the biennial process included approval of a planned budget for the period October 1, 2004 through September 30, 2005 – FY 05. This reflects the fifth time the Board of County Commissioners (BOCC) adopted a biennial budget covering two separate fiscal years. The biennial budget process is an innovative means of providing important and consistent policy direction, minimizing the annual replication of a labor-intensive budget preparation process, while allowing critical issues to be re-addressed as necessary in the “off year” of the process.

At the same time, we integrate the biennial budget process with a six-year capital improvement program (CIP) of which the first two years reflect the capital budget component of this biennial budget. The combination of a two-year budget and a six-year capital plan allows members of our community to look at a broad picture of how resources will be allocated to meet community needs.

### **The Budget for FY 04 and FY 05**

The Budget totals \$3.0 billion for FY 04 and \$3.0 billion for FY 05. The total budget amount can be somewhat deceiving since nearly a quarter of the budget each year reflects counting the movement of funds between accounts (i.e., “transfers”). The budget increases by \$189.3 million or 6.8 percent for FY 04 and by only \$12.7 million or less than one-half of one percent for FY 05. The operating budget, which generally reflects the day-to-day cost of providing services, reflects a \$117.4 million increase for FY 04, and a \$34.5 million increase for FY 05.

A more appropriate year-to-year comparison may be made at an organizational level where underlying factors are more readily apparent. The Sheriff’s budget, for example, will increase \$23.7 million in FY 04 or 9.9 percent due to a combination of cost increases, a BOCC commitment to a staffing standard for law enforcement officers and the planned opening of new correctional facilities. In FY 05, the growth is slower: a \$17.9 million or 6.8 percent increase.

### **The Process**

Earlier this year, the BOCC held four monthly budget workshops, beginning in January. Those workshops allowed an opportunity to consider the upcoming biennial budget process within the context of our five-year Pro Forma projections for major operating funds, with consideration of State of Florida legislative proposals that could shift costs to county governments or reduce revenues, and with an understanding of the nature and scope of unfunded capital requests.

Starting the budget process within the context of budget projections allows us to recognize the challenges we will face – not only in preparing a balanced budget for the next one-to-two years, but with an understanding of how existing commitments in the CIP will impact future operating budgets. For example, a fire station may have been fully funded in a prior budget cycle and have no financial impact on the current budget, but require \$1.5 million in new resources in a future year for annual operation.

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

**A Balanced Budget** – As your designated budget officer, the County Administrator presents you a balanced budget. The budget prepared for your review and delivered in June was balanced in each of the numerous funds that constitute this budget and for each of the two years. That Recommended Budget was prepared consistent with BOCC policies, priorities and direction. The Recommended Budget however, is a working document and you scheduled a series of workshops and four public hearings to allow the budget to be further refined to meet your priorities and to allow the public opportunities to address their concerns and priorities before final decisions were made. Two of those public hearings were specifically scheduled to allow public input prior to any tentative decision on maximum tax rates, which you set at a workshop on July 31st.

**Developing a Budget Within the Context of Multi-year Forecasts** – Our five-year “Pro Forma” projections reflected some slowing of revenue growth to reflect uncertainty in the economy mixed with continued strong residential construction activity. Expenditures reflected BOCC commitments to staffing standards in certain areas, an expectation that compensation costs will continue to grow based on comparisons with public and private employers and based on State retirement contribution rates rising to reflect actuarial sound funding, and recognition that certain funded capital projects will have significant operating costs when they are completed. Our forecasts did not account for potential shifting of costs by – or reduction in revenues from – the State of Florida. Overall, our Countywide General Fund appeared to be in balance for the next five years but the Unincorporated Area General Fund (which provides municipal-type services to unincorporated area residents and businesses) appeared to have a small but measurable deficit based on the cost of staffing new parks, fire stations, and our staffing standard for law enforcement. It is important to note that the Pro Forma, with limited exceptions, provides a projection of what we refer to as a “continuation level” budget. That is defined to update costs for existing staffing lev-

els and existing contracts, services and commodities, but not to add staff to maintain service delivery ratios or to serve additional clients. A growing population and slow growth in grant revenues may strain our ability to function at such a level. The Pro Forma provides useful context upon which we can build a budget for the upcoming biennial period.

**Budget Development** – As we collected information to prepare a balanced budget for BOCC consideration, we monitored the State budget process, obtained early estimates of tax base growth from the Property Appraiser's Office, and projected the budgets for Constitutional Officers who deliver official budget requests much later in the process than other organizations. As we would later find out, each of these factors led us to believe our financial situation was graver than it turned out to be. The State inflicted measurable, but limited impacts on our budget. The early suggestions that our ad valorem (property) tax base would grow by only 4 to 5 percent turned out to be far below the official estimates provided at the end of June. Both the Sheriff and the Clerk requested funding slightly below our projections. While the Supervisor of Elections request exceeded our projections in FY 04, the largest impact is a one-time expenditure for additional voting equipment that can be funded with one-time revenue.

In the final analysis, we weathered both the impacts of what, until very recently, appeared to be a slow economic recovery as well as the shifting of a portion of the State's financial burden much better than we feared. As a result, we are in a much stronger financial position than the majority of local governments across the country.

There were certain opportunities that facilitated funding decisions reflected in this budget. One was the opportunity to address some of our greatest non-recurring needs. The key to doing so was by ensuring that we used non-recurring (i.e., one-time) funds to fund non-recurring needs.



## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Prior to the economic downturn we accumulated reserves in two State-shared revenues as actual annual collections exceeded budget. As these revenues grew, we increased subsequent budgets, but the excess revenue collections that had been received accumulated in reserves. One revenue is referred to as State Revenue Sharing. While it historically was based largely on intangibles tax revenue, it is now primarily based on State sales taxes. The second revenue is referred to as the Half Cent Sales Tax. That source, shared by the State of Florida with both cities and counties, is based on a percentage of State sales taxes collected within each county. We previously tapped State Revenue Sharing to provide the \$12 million "war chest" for our Water Resources Team as a means of ensuring that we could afford careful examination as Tampa Bay Water – the provider of our community's potable water – located new sources within Hillsborough County. The Half Cent Sales Tax has been committed, in part, to debt service on County bonds.

As we entered the downturn, funds were retained as "revenue stabilization" reserves because we recognized that State-shared revenues could be impacted dramatically by either of two events:

- ◆ First, a sharp slowdown in consumer activity that would shrink revenues tied so directly to consumer purchases. In the aftermath of the September 11<sup>th</sup> terrorist attacks, one of the first things we did was step up the detailed level at which we monitored both of these revenues.
- ◆ Second, the potential for the State to change the allocation formula in response to the State's own budgetary crisis. North Carolina is an example of a State that did exactly that to local governments in order to solve a State crisis by taking back revenue previously distributed to local governments. Article V implementation, which I discuss later, may still impact one or both of these revenues as the mechanism by which the State adjusts revenues to offset the costs absorbed by the

State in response to Florida voters' approval of Constitutional Revision 7.

Now that the economy has entered a growing recovery, we are in a position to define a less conservative reserve level for each of these sources and release the balance to address high priorities for non-recurring funding. We targeted drawing down reserves in each case to a level equal to about 10 percent of annual projected collections. That is twice the offset typically required by Florida Statutes, but it recognizes the greater potential volatility of these revenues.

### **A Commitment to Meeting Board of County Commissioners Policies and Priorities**

In several areas, this budget supports key policies and priorities previously identified by the BOCC:

**Law Enforcement** – The Board is committed to law enforcement through the retention of a standard of 1.7 sworn law enforcement officers for each 1,000 unincorporated area residents. As our unincorporated population continues to grow, this standard justifies a steady stream of additional Sheriff's deputies. Over the next two years, the Sheriff will add a total of 50 deputies including 5 school resource officers.

**Fire Protection** – A Tampa Shores Station will open in February 2005. This continues a BOCC commitment to the opening of additional fire stations to address unincorporated population growth and to prevent a deterioration of response times. The budget also adds a rescue unit to the River Oaks Station and takes over staffing for a water tanker that volunteers are unable to continue staffing. In addition, we are implementing technology that should improve our ability to dispatch units through global positioning system (GPS) equipment that tracks the location of our vehicles. The latter is largely a non-recurring cost. The staffing increases present recurring costs.

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

The BOCC also took a bold move towards funding future needs by raising the Communications Services Tax rate from 2 percent on communications services to 4 percent. The revenue from one percent of the tax was set aside in reserves in FY 04 and FY 05 for future expansion of fire protection. The higher tax rate will be levied in unincorporated Hillsborough County beginning January 1, 2004. Even at the higher rate, the County will levy a lower rate than all three municipalities within the County, and a rate lower than other charter counties.

**Sign Enforcement** – The budget takes a significant step towards enforcing land use regulations related to signs in the unincorporated area. This has been a community concern and involves both permitted signs that may not meet regulations and unpermitted signs. To initiate adequate resources to have a noticeable impact, we added staffing in the Planning and Growth Management Department to provide follow-up on permitted signs to ensure regulations are met. We also added staffing in the Housing and Community Code Enforcement Department to address illegal signs posted in public right-of-way.

**Implementing the Town 'N Country Plan** – A notable proposal that came out of our community-based planning activities was the prospect of replacing the Westgate Library rather than continue our plans to expand the existing facility. When we examined the long-term financial viability of our library system earlier this year, we determined that the library system, with its separate millage rate and other revenues could absorb additional one-time costs but was approaching the limit in regard to an ability to absorb recurring costs. That worked well with the proposal to replace the Westgate Library since we already had planned to operate a 25,000 square foot facility with the associated recurring costs. This budget funds the replacement of the existing facility with a new facility. The added cost of \$3.2 million is affordable and future operating costs may actually be slightly less due to the efficiency of a new facility over the expansion of an existing facility.

Other aspects of the Plan are also addressed: Transportation funding of \$3.8 million was included in transportation projects funding approved by the BOCC in FY 02, and a \$2.0 million Senior Center was also previously funded. To address needed parks improvements, \$0.5 million is budgeted in FY 04 and an additional \$0.5 million is budgeted in FY 05 for Westgate Park improvements.

**Parks and Recreation Facilities Maintenance, Development and Operation** – Several commitments are reflected in the budget to address BOCC policies and priorities. First, BOCC policy is to maintain existing assets as a priority over new construction. The BOCC has committed one percent of revenues in the Countywide General Fund and in the Unincorporated Area General Fund to fund repair and maintenance projects. A backlog in needed maintenance of parks and recreation facilities requires a higher level of commitment in the near term to bring these facilities to a condition that can be maintained by the ongoing commitment of operating revenues. To address this backlog, the budget uses excess State-shared revenues that accumulated prior to the economic slowdown. We adjusted reserves for revenue stabilization (to reserve 10 percent of projected annual revenue) to provide reasonable safeguards against future revenue fluctuations and, as a result, freed up excess reserves to fund these non-recurring maintenance needs. This approach to stepping up maintenance efforts is not new: We used a similar approach over a several-year period to upgrade the condition of our motor vehicle and heavy equipment fleet. The result of our investment in our fleet was a reduction in downtime and lower ongoing maintenance costs – opening up opportunities for County departments to operate more efficiently and effectively. Our investment in improving the average condition of our parks and recreational facilities should be similar; improved availability of facilities and lower ongoing maintenance costs. Included in these investments is a specific investment to upgrade the condition of lighting systems at athletic facilities.

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

In addition, we are using the same one-time source (excess State-shared funds) to fund one-time needs for two trails projects: Upper Tampa Bay Trail Phase IV and the Northdale/Lake Park Greenway Trail. The Upper Tampa Bay Trail needed \$2.8 million for land acquisition by FY 05 to be eligible for federal TEA-21 (transportation) funding for design and construction. The Trail will be qualified for up to \$6.5 million in federal funding. The Northdale/Lake Park Greenway Trail needed about \$0.3 million for construction.

Plant City requested the County continue to contribute funding for Phase I of the Ellis Methvin Park. The City bases its request on usage by unincorporated area residents. The County previously assisted with the cost of land for the Park. The County will provide \$0.7 million – split between FY 04 and FY 05.

The budget provides ongoing staffing for new County facilities funded from our Countywide and Unincorporated Area General Funds, as appropriate. In FY 04, funding is provided to staff the Gardenville Community Center and for maintenance staff for several newly opened parks. In FY 05, funding is provided to staff the gymnasium at the All Peoples Life Center, as well as the Westchase Park, the Carrollwood Meadows Park, and an addition to the Northdale Park.

The budget also adds staff at four athletic complexes: two existing facilities and two new facilities. This continues the BOCC's commitment to developing higher maintenance standards for selected athletic facilities.

**Monitoring Tampa Bay Water Projects** – The BOCC committed to closely monitor new water supply projects in our community through the funding of a Water Resources Team. This interorganizational group had been originally intended to sunset at the end of FY 01, but funding was continued through FY 03 to address our ongoing concern over the projects Tampa Bay Water intends to build in our community. The number of outstanding issues to be resolved including new proposals for projects re-

quires us to continue this essential program. Sufficient funds will be carried forward to meet staffing costs but an added \$2.8 million was infused into this program to provide sufficient funding for the use of consultants at an estimated cost of \$1.4 million per year.

**Consumer Protection** – Recognizing the value of protecting County residents against consumer fraud, we will double our consumer protection staff over the next two years. That amounts to eight new staff in this public safety function.

**Expanded Transportation Capital Program** – The BOCC increased its annual commitment to transportation during the last biennial budget period by \$10 million per year and authorized an added \$132 million in projects financed with the Community Investment Tax, a local option sales tax for infrastructure. To address the expanded commitment, this budget shifts staff previously committed to the accelerated stormwater capital program to transportation projects. The stormwater program is winding down so five staff in the County Attorney's Office, seven staff in the Public Works Department, and four staff in the Real Estate Department will make the transition to transportation. The ongoing funding of these positions is contingent on recovering the full direct cost of each position through monthly reimbursements from the transportation projects on which they work. Should there be inadequate work to justify the continued need for any of these positions or should the appropriate department not manage the reimbursement process adequately, we will not be able to retain these positions.

We adjusted our existing transportation program through a plan to split the funding with the City of Tampa for the widening of a 1.33-mile segment of Cross Creek Boulevard. Each government will contribute \$1.8 million. We also initiated funding over the next five years (FY 04 through FY 08) for project development and environmental study of the extension of Citrus Park Drive.

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

**Grant Funding** – In Children's Services, funding from a transitional living grant will allow us to open two shelter group homes for homeless teenage girls.

Slower growth in grant revenues has made it more difficult to maintain services where the County provides limited matching funds. Much as the HealthCare program has undergone a streamlining of administrative costs, we intend to phase down administrative costs in the Head Start and Early Head Start programs, cutting 50 positions. Existing vacancies were cut and employees in other positions targeted for elimination are being placed in other County positions as they become vacant. Hillsborough County has been highly successful in avoiding layoffs during past periods of slow revenue growth. As long as the number of positions being cut is small, we should be able to avoid layoffs.

The BOCC approved a pilot program intended to stabilize service delivery in a grant-funded program over the course of a fiscal year. The innovative program created an "overdraft" reserve for Aging Services grant-funded programs. The reserve is intended to allow services to the elderly to remain in place for the balance of a year even if grant revenues fall short of budget – as long as the shortfall fits within a pre-determined limit of \$0.5 million. In the absence of such protection, the County could be forced to adjust services during a grant year simply on the suggestion that funding might be less than anticipated. This pilot program will be assessed in the next budget cycle to determine if it has been successful and should be continued and, if successful, whether it should be expanded to cover other grant-funded programs.

**Commitment to Our Seniors** – Due to insufficient grant funding to absorb cost increases, the Countywide General Fund picked up added costs in order to avoid reducing clients in Aging Services' Community Care for the Elderly (CCE) program. Funding was also added to serve Adult Protective Service clients, for which the County serves as the Lead Agency.

In an effort to expand in-home services to 200 of the highest priority individuals on a waiting list of over 1,200 seniors, the BOCC committed \$1.2 million per year to expand services. At an annual average cost of nearly \$5,800 per client, the program compares favorably with nursing home care these clients would likely need that can cost in excess of \$40,000 per year.

**Commitment to Our Children** – Our commitment to children is also a priority in the changes reflected in this budget. The budget implements a new program to provide services to families of developmentally disabled children, including County-provided respite care. The budget also provides matching funding for the Healthy Start Coalition, contingent on funding from the Children's Board.

To keep pace with growth, we added a child care licensing inspector in FY 04 and a second inspector in FY 05. The budget also provides County vehicles for use by child care inspectors. It was inequitable that other programs have historically provided County vehicles to inspectors while this program required employees to regularly drive their own vehicles. This is largely a one-time cost. On-going costs for maintenance and vehicle replacement charges will be partly offset by reduced mileage reimbursements.

**Commitment to Our Employees Through Proactive Human Resources Services** – During the past year we found that we need to step up our training programs for County employees, improve our employee communications, and provide an avenue for proper investigation into complaints of inappropriate treatment. In response to a review by the Craig Group and its subsequent recommendations, we have enhanced our funding commitment to each of these areas in the budgets for FY 04 and FY 05. Combined with new leadership in the area of Human Resources, we intend to ensure that Hillsborough County is a preferred employer with a reputation for valuing the diversity of its employees and the diversity of the community we serve.

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

**Library Expansion Program** – The FY 04 and FY 05 budgets reflect the BOCC's commitment to library expansions and renovations. The West Tampa Library expansion and the Lutz Library expansion will both be completed in FY 04, with extension of service hours and staffing. In FY 05, both the South Brandon Library and the Upper Tampa Bay Library will open. The BOCC approved enlarging these new facilities earlier this year from 10,000 square feet to 15,000 square feet.

**Security of New Facilities** – The FY 04 budget provides security services and maintenance and custodial services to the new Edgecomb Building and security services for the Floriland Mall court facility.

**Funding of Constitutional Officers** – In accordance with law, this budget fully funds the requested FY 04 and FY 05 budgets for the Sheriff, the Clerk, and the Supervisor of Elections. The amounts shown in the budget for the Tax Collector reflect commissions to be paid on the taxes collected by that Office. For FY 05, those commissions are projected based on projected tax rates and growth in tax bases. The amounts reflected for the Property Appraiser reflect that portion of the Property Appraiser's budget for which the BOCC is responsible—more than 92 percent of the total budget. With the exception of the Supervisor of Elections, the Constitutional Officers maintain their own accounting systems and provide more summarized information than that requested through the BOCC budget process.

**Other Agencies** – Civil Service Board funding has been provided that is slightly above the statutory minimum, which is based on the payrolls of the government authorities that it serves. Recognizing that Civil Service serves authorities that do not currently receive BOCC funding, we send an invoice to the Port Authority, the Aviation Authority, the Children's Board, Expressway Authority and the Tampa Sports Authority for their proportionate shares of the Civil Service budget. The BOCC approved a pay and classification study covering both classified positions under the Civil Service system

and unclassified (management) positions within County Administration. The study is intended to provide a basis for compensation adjustments in the next biennial budget process (FY 06 and FY 07).

The Planning Commission has been funded at a higher level than the adopted FY 03 budget: funding includes a position added during FY 03 that will be fully reimbursed by MPO grants. The Law Library will receive continued County funding to make up for inadequate court fees. Legislative action to increase these fees was unsuccessful.

The Environmental Protection Commission received an expanded commitment to three programs – open burning regulation, wetlands, and GIS services – funded through user fees approved by the BOCC.

**Other Organizations** – The BOCC committed funding to several other organizations – both public and nonprofit:

- A commitment of \$0.5 million split between FY 04 and FY 05 for the Children's Museum, contingent on matching funds and other provisions.
- A commitment of \$1.0 million for the Performing Arts Center School of Performing Arts: \$0.5 million in FY 04 and the balance split between FY 05 and FY 06.
- A commitment to a University of South Florida high technology incubator program of \$0.5 million split between FY 04 and FY 05.
- A commitment to partner with the Tampa Port Authority and the City of Tampa on funding a protocol officer.
- A commitment to youth sports development programs through the Tampa Sports Commission in an amount of \$0.1 million in FY 04 and \$0.15 million in FY 05.
- Expanded support to Hillsborough Area Regional Transit (HART) for circulator service and weekend service.

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

**Compensation** – This budget follows BOCC policy on maintaining pay comparability with public and private employers at the 50<sup>th</sup> percentile. The FY 04 budget provides compensation adjustments consistent with a Civil Service labor market survey and subject to a maximum annual market adjustment of 3.5 percent for any job class. A similar assumption is made for FY 05 and will be adjusted during the budget update for FY 05 to reflect a survey conducted in early FY 04. We continue to provide employees not subject to collective bargaining the ability to progress through their pay ranges based on merit increases as well. While the adjustments reflected in the biennial budget are consistent with BOCC policy, the previously-described pay and classification study should provide an opportunity for a current and comprehensive assessment of pay rates.

The budget is built on the assumption that employees covered through collective bargaining agreements will have pay increases comparable to rank and file employees.

**Benefits** – The State retained Florida Retirement System contribution rates below those that would be consistent with actuarial levels for a second year. Because of differences in the fiscal years of the State and local governments, we assume rates will rise to actuarial-sound levels on July 1, 2004 – nine months into FY 04. The higher rates have been factored into both the FY 04 budget (pro-rated for three months) and the FY 05 budget. Balancing the budget to these higher rates is sound financial planning. It is particularly important as the BOCC looks at the affordability of future program costs such as those associated with operation of new parks, libraries, and fire stations that are staff-intensive.

The budget was built on new employee health insurance costs for our self-funded program. In FY 04, that resulted in a \$35 per month increase in the County's share of the employee health insurance for those employees with County-provided health insurance, combined with a \$10 per month increase in the cafeteria benefit for all employees. Employees who par-

ticipate in the County-provided health care program would pay \$10 more per month. In FY 05, we assumed the County and employees would split any increase in health insurance cost.

**Modification of Policy on Budget Adjustment for Turnover Savings (BOCC Policy 03.02.02.25)** – Since adoption in 1998, this BOCC Policy has allowed us to set aside a portion (previously, 2 percent) of budgeted personnel costs in our major operating funds. On the recommendation of the Clerk of the Circuit Court, these turnover (attrition) savings are reserved in the event departments are unable to operate within the remaining amount. Based on an examination earlier this year of our experience, only a modest amount of this reserve has been used. Beginning with the FY 04 budget, the BOCC approved a recommendation that we tighten the budget by continuing to adjust departments' budgets for turnover savings as has been the policy, but reserve only a portion of the adjustment based on experience. Specifically, that we adjust personnel budgets in our General Funds down by 2 percent and reserve an amount equal to one-quarter of that adjustment. That should be sufficient to meet the needs of departments that do not always experience turnover savings. As a result we were able to achieve a one-time budget savings that could be used for non-recurring needs of about \$2.5 million.

**Article V Implementation** - Probably the most significant budgetary change for this biennial period will be the implementation of Revision 7 to the Florida Constitution, which requires the State to assume costs for Article V that had been passed to county governments. The implementation is still not clear. Initially, counties regarded the shift of responsibility for Article V as an opportunity for savings that could be used for tax relief and/or meeting local priorities. Since the passage of Revision 7, there have been suggestions that counties would be penalized through the implementation process. Our implementation of the changes will occur on July 1, 2004 – nine months into the first year of our biennial cycle. In this biennial budget, we took steps towards that transition. First, in the

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

various funds that pay for court-related programs, we budgeted court-related revenues for both years. On the uses side, we appropriated funds for nine months of FY 04 and created reserves for the remaining three months of FY 04 and for all of FY 05. That ensures that any revenues that we retain can be allocated to court programs while preventing any potential for excessive spending in programs that might shift to the State on July 1, 2004. If we lose the revenues with implementation, then we can proportionately cut reserves as we lower budgeted revenues. If we retain revenues, we can appropriate the reserves to the relevant programs and continue local funding.

The BOCC took an added step, recognizing that some court-related programs exist because they reflect local priorities and values – e.g., a drug court created to reduce the need to incarcerate people who could be diverted to drug treatment programs at much lower cost to the public. The BOCC set aside more than \$3 million by FY 05 in Countywide General Fund dollars to sustain programs unlikely to be funded with State dollars even though they are currently funded with restricted court revenues and those sources are likely to be assumed by the State. The implication of the BOCC action is that continuation of several programs is certain because adequate local funds have been set aside.

One of the values of biennial budgeting is that the State will finalize its implementation during FY 04 and that will allow us to address Article V issues during the “off year” of our biennial cycle. Most other Florida counties will have Article V implementation issues impinging on other budget issues while we will largely have the FY 05 budget out of the way and be able to focus our attention on this issue.

**Outside Agencies** – We completed the biennial review of public service agency applications—both applications for Community Development Block Grant (CDBG) funding and applications for general revenue. This has been a challenging period because other funding sources have cut back funding to some agen-

cies we fund. For those non-profits that participated in the competitive process, we recommended additional funding for the highest ranked agencies of up to ten percent. The overall increase in spending is not great, but rewarding the high performers sends a message that we do, in fact, have pay-for-performance contracts. As in the past, the evaluation of applications was conducted by committee process using members of the BOCC-appointed Citizens Advisory Committee on both the committee that reviews CDBG funding and the committee that reviews Countywide General Fund funding.

The application process was adopted by the BOCC with the intent of channeling nonprofit agency requests to a defined process. At the same time, we recognize that some agencies will appear during the public hearings on the budget to solicit higher funding levels or to make their case for funding directly to the BOCC. A limited number of supplemental funding requests were approved by the BOCC as we considered public comment on the budget.

**Museum of Science and Industry (MOSI)** – While independently operated, MOSI remains a County asset and responsibility. As the existing structures age, a commitment is needed to maintain our past investments. The budget includes \$1.75 million in excess reserves from Phase I of the Community Investment Tax (CIT) to address needs at MOSI: \$0.75 million for maintenance of the roof over the original structure and \$1 million for repairs, resealing, and re-caulking of the newer structure. Despite cost-cutting measures, MOSI required supplemental funding in FY 04. We doubled our operational support from \$0.3 million to \$0.6 million in FY 04. Our funding support drops back to \$0.3 million in FY 05.

**Jail Construction** – One of the signs of a growing population is the unfortunate need to construct additional jail facilities. Even as Phase V facilities are being completed at the Falkenburg Road Jail with the addition of 27 detention personnel in FY 04, the demand for additional facilities is driving the need to fund

## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Phase VI. Total projected cost for Phase VI including significant administrative facilities currently inadequate at that site, is \$50.5 million. In FY 04, we will use \$4 million in State sales tax reserves to begin design of the new facilities. The balance of the funding, \$44.5 million in FY 06 for construction and \$2 million in FY 07 for equipment will require us to finance the project through an allocation of the Community Investment Tax (CIT). This project will use our remaining capacity within Phase II of the CIT, which commits funds through January 2008. To address this project on top of our prior commitments, the Debt Management Department will manage a program of short term commercial paper to meet our cash requirements for capital projects including the jail and then replace the short term financing as CIT revenue grows to a level that can support long-term debt.

**Mosquito Control Facility Relocation** – The Aviation Authority has advised us that the County's lease for mosquito control facilities at Tampa International Airport will not be extended past FY 07. We have identified Vandenburg Airport as a relocation site and have committed \$2.5 million for land and construction of a secure site.

**Property Tax Rate Cuts** – This budget provides modest millage rate reductions for all County taxpayers in both FY 04 and FY 05 – the ninth and tenth consecutive tax rate reductions. We continue to recognize the importance of controlling our reliance in the Countywide General Fund on property tax revenues through a series of annual reductions in the tax rate and the message it sends taxpayers that we don't simply allow revenues to rise with assessments without consideration of the tax rates applied to those assessed values. By FY 05, we will have a decade of property tax savings amounting to nearly a one-mill reduction. More importantly, even if there is no further reduction in the millage rate after FY 05, savings that will have accumulated from the reductions will continue to build over the next decade – for a total savings between FY 96 and FY 15 of over \$815 million. For the owner of a \$100,000 home, the compa-

table savings over the same period will be \$1,432. For the owner of a \$200,000 home, the savings will amount to more than twice as much – \$3,209 – because the \$25,000 homestead exemption is the same regardless of the assessed value of a home.

### A Stake in the Future of Our Community

**A Commitment to Revenue Diversity in Funding Future Needs** – The BOCC addressed two issues in setting the Communications Services Tax rate at a comparatively modest 4 percent rate from an unusually low 2 percent level that previously existed.

First, the use of the additional revenue addresses revenue diversification by reducing our relative reliance on ad valorem (property) tax revenue to pay for Unincorporated Area services. Revenue diversification insulates County programs against the potential volatility of funding if we relied too heavily on one source. This diversification was one of 59 recommended budget practices identified by the National Council on State and Local Budgeting – many of which we previously adopted in order to strengthen our budgeting process.

Second, the BOCC has facilitated an opportunity to address funding needs for the services the County provides to Unincorporated Area residents. As indicated earlier, the County's Pro Forma forecasts a deficit of revenue to meet future funding needs – particularly as we address the cost of operating new fire stations and parks. The BOCC split the additional revenue from the higher tax rate into two shares: one was "earmarked" for future consideration in expanding fire protection while the second share was made available for any Unincorporated Area service. By FY 05, when we will have a full year's receipts from the higher rate, each share will amount to about \$6 million per year. All of the FY 04 and FY 05 shares for fire protection (\$3.8 million and \$6.0 million, respectively) are reserved for future allocation. The majority of the second share has also been reserved for future allocation: more than \$2.1 million in FY



## COUNTY ADMINISTRATOR'S BUDGET MESSAGE

04 and more than \$5.0 million in FY 05. The second share presents an opportunity to address the future deficits foretold by the Pro Forma forecast.

***A Strategy of Planning for the Future*** – We took an important step earlier this year with the adoption of a strategic plan for Hillsborough County. That initial plan was completed too late to be incorporated into the biennial budget process for FY 04 and FY 05. That plan does, however, become a foundation on which we will refine our strategic planning processes. Departments are using that framework to develop their own plans – linked to the Countywide plan where appropriate but providing supplemental measurable strategies and objectives that can reflect the broad spectrum of services and clients we serve. As we continue our development of strategic plans, we will have the opportunity to effectively link those plans to the biennial budget development process for FY 06 and FY 07. They will also lead to further refinement of existing performance measures and identification of opportunities for process improvement. Ultimately, we will be armed with objectives and measures that will allow us to more concretely assess our workload, efficiencies, and effectiveness in serving our community – leading to better decisions on how scarce resources should be allocated to our highest needs.

### Conclusion

This budget reflects strategies consistent with BOCC direction on priorities and policies. Strong fiscal policy adopted by the BOCC accounts for how well we weathered the economic slowdown.

We are positioned to control our own destiny -- retaining or expanding services at a time when many governments at both the State and local level have faced financial crises. At the same time, we are sensitive to our impact on taxpayers in the revenues that we collect and mindful that many in our community are still waiting to be aided by the economic recovery. The strategies we have used avoid budget gimmicks that defer obligations to future periods. To the contrary, we have carefully compared recurring revenues with recurring expenditures and set aside funds to address future needs. We recognize the impact new facilities will have on operating budgets so that we can assure our ability to meet those funding obligations – for jails, parks, fire stations, and libraries – as new facilities are completed. Our capital budget commits heavily to maintenance of existing assets as a priority and our reserve policies are conservative – recognizing the importance of being prepared for unexpected events where our community will expect the County to assume a leadership role in serving our residents and businesses.

I look forward to continuing our service to the citizens of Hillsborough County with the commitments reflected in this biennial budget.

Respectfully Submitted,



Patricia G. Bean  
County Administrator



## SUMMARY INFORMATION ON THE BUDGET

### 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 1997, 1999, 2000 and 2002 the BOCC adopted biennial fiscal plans and this year the BOCC will adopt a fifth biennial fiscal plan reflecting budgets for both FY 04 and FY 05.

The budget process used next year to update the FY 05 Planned Budget will include a review of revenue projections, recalculation of fund balances based on more current data and consideration of issues not known then that may impact the FY 05 budget. The update process does not include resubmittal of funding requests not approved in the biennial budget for FY 04 and FY 05, 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 op-

erating 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).

**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.

**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 yearend 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 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 de-

## SUMMARY INFORMATION ON THE BUDGET

partment 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 \$40 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 9<sup>th</sup> cent gas tax revenue that the County receives from the State and then disburses, in part, to municipalities.

This component also includes several million dollars annually in 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 County and Pasco County.

**Equipment** - This reflects costs of fleet, data processing and other equipment such as playground and recreation equipment. A major factor in the FY 04 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 generally 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, which presents detail on FY 04 and FY 05 projects. The entire six-year capital improvement program (CIP) can be reviewed in the volume containing the **Adopted Capital Improvement Program for FY 04 – FY 09**.

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.<sup>1</sup>

“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 projects 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.

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<sup>1</sup> 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 yearend 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.

## SUMMARY INFORMATION ON THE BUDGET

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. An additional \$3 million per year is being allocated in FY 04 and FY 05 for Parks and Recreation facilities maintenance.

### 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 counterbalancing 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.

## 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 compar-

## SUMMARY INFORMATION ON THE BUDGET

ing 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 important, 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 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's long range plans for quality programs and 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](http://www.gfoa.org) or by calling (312) 977-9700.<sup>2</sup>

<sup>2</sup> 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

## 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, or 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 outstanding encumbrances.<sup>3</sup> 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).<sup>4</sup>

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 budget to GAAP. 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. The CAFR excludes the transfer of funds, 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 yearend are shown as other non-revenue sources” to the General Fund.

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 Cateen Fund used by the Sheriff and a fee-based budget maintained by the Clerk which use funds that do not pass through the BOCC budget. The Property Appraiser

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.

<sup>3</sup> 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.

<sup>4</sup> Additional disclosure of GAAP accounting may be found in the “Notes to the Financial Statements” provided in the County’s *Comprehensive Annual Financial Report*.

## SUMMARY INFORMATION ON THE BUDGET

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 Court) 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) with a presentation of 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 – 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 redefine 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 payouts when employees leave by keeping a position vacant long enough to offset the cost.



## BUDGET SOURCES AND USES OF FUNDS

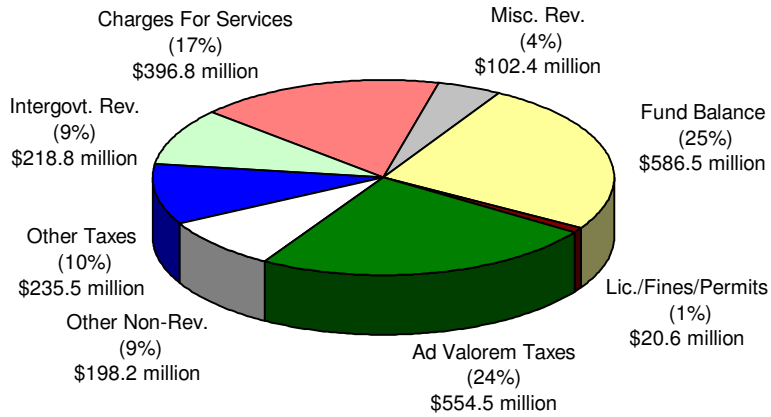
SOURCES	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Fund Balance Begin Of Year	\$557.2	\$567.5	\$586.5	\$569.0
Revenue:				
Ad Valorem Taxes	459.8	509.2	554.5	589.9
Other Taxes	211.1	220.0	235.5	251.4
Licenses And Permits	12.8	15.2	17.1	17.4
Intergovernmental Revenue	210.0	211.9	218.8	226.2
Charges For Services	360.5	366.1	396.8	407.9
Fines And Forfeits	5.1	2.4	3.6	3.6
Misc. Revenue (includes interest)	<u>131.6</u>	<u>95.7</u>	<u>102.4</u>	<u>105.6</u>
Total Revenue	1,390.9	1,420.5	1,528.5	1,602.0
Transfers	626.3	687.8	695.1	724.2
Other Non-Revenues	212.4	139.2	198.2	128.8
Less 5% Required By Law	<u>0.0</u>	<u>(44.2)</u>	<u>(48.0)</u>	<u>(51.0)</u>
<b>TOTAL AVAILABLE</b>	<b>\$2,786.8</b>	<b>\$2,770.9</b>	<b>\$2,960.2</b>	<b>\$2,972.9</b>
<b>USES</b>				
Operating Budget:				
Compensation	\$477.8	\$532.8	\$587.7	\$622.8
Operating Expenses	586.0	638.7	694.8	695.9
Equipment	<u>54.4</u>	<u>50.4</u>	<u>56.8</u>	<u>55.1</u>
Total Operating Budget	1,118.3	1,221.9	1,339.3	1,373.8
Capital Budget (net of reserves)	185.5	167.5	210.5	186.6
Debt Service	179.3	169.3	173.8	129.3
Transfers	626.3	687.8	695.1	724.2
Reserves and Refunds:				
Operating	0.6	439.8	511.1	488.2
Capital	0.0	<u>(3.5)</u>	<u>(25.4)</u>	0.9
Debt	<u>0.0</u>	<u>88.0</u>	<u>55.8</u>	<u>70.0</u>
Total Reserves and Refunds	0.6	524.3	541.5	559.0
<b>TOTAL USES</b>	<b>\$2,109.9</b>	<b>\$2,770.9</b>	<b>\$2,960.2</b>	<b>\$2,972.9</b>

*Detail may not add to totals because of rounding.  
Amounts expressed in millions of dollars, rounded to the nearest one hundred thousand.*

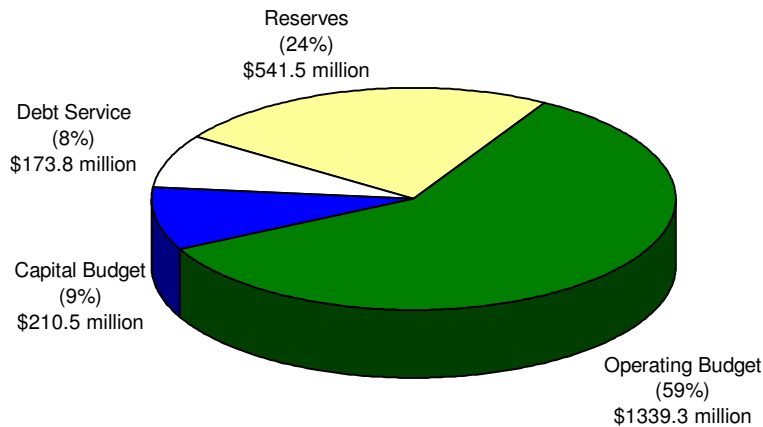
*Note: In FY 00 the County implemented an all years budget process for capital projects. This means that beginning in FY 00 the current year's budget will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted. Prior year funding will 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 04 - ALL FUNDS



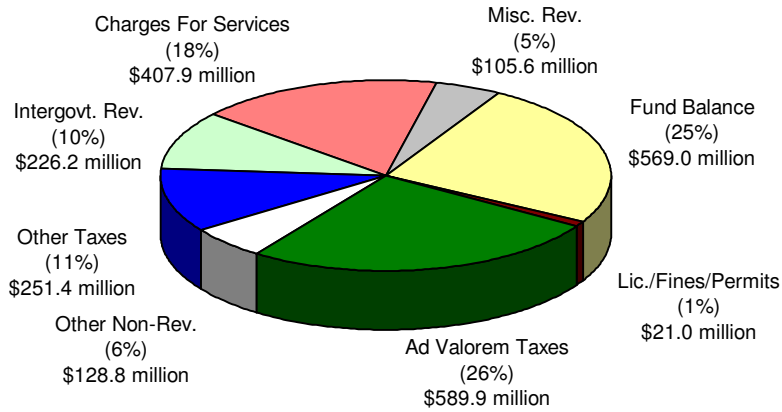
### WHERE THE MONEY GOES (USES) FY 04 - ALL FUNDS



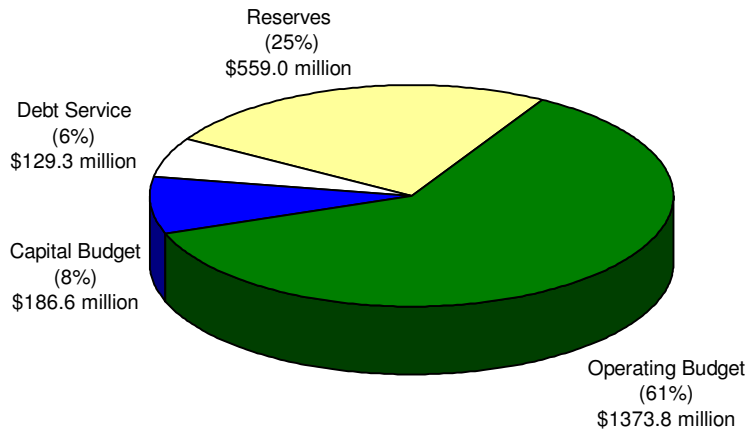
*Note: Sources and Uses shown above exclude \$695.1 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. 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 05 - ALL FUNDS



### WHERE THE MONEY GOES (USES) FY 05 - ALL FUNDS



*Note: Sources and Uses shown above exclude \$724.2 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 04 & FY 05 BUDGET SUMMARY

Fiscal Year	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>PROPERTY TAX RATES (In Mills)</b>				
Countywide <sup>(1)</sup>	7.5622	7.3122	7.2922	7.2722
Library District <sup>(2)</sup>	0.6423	0.6423	0.6423	0.6423
General Purpose MSTU <sup>(3)</sup>	5.1205	5.1121	5.1076	5.1060
<b>VALUE OF 1 MILL (In Millions of \$) <sup>(4)</sup></b>				
Countywide	\$42.8	\$46.5	\$50.6	\$53.9
Library District	40.6	44.3	48.3	51.4
Unincorporated	25.1	27.3	30.0	32.1
<b>BUDGET SUMMARY (In Millions of \$)</b>				
Operating	\$1,118.3	\$1,221.9	\$1,339.3	\$1,373.8
Capital (net of reserves) <sup>(5)</sup>	185.5	167.5	210.5	186.6
Debt Service	179.3	169.3	173.8	129.3
Reserves & Refunds <sup>(5)</sup>	0.6	524.3	541.5	559.0
<b>MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)</b>				
Board of County Commissioners	\$1.7	\$1.8	\$2.3	\$2.5
County Administrator	614.5	672.6	749.3	778.0
County Attorney	6.8	7.7	8.4	9.1
Elected Officials	288.8	308.9	336.3	343.0
Judicial	17.0	19.1	17.9	6.2
Guardian Ad Litem	0.0	0.0	0.5	0.4
Boards, Commissions & Agencies	20.8	21.8	24.4	25.5
Non-Departmental	<u>168.6</u>	<u>190.1</u>	<u>200.3</u>	<u>209.1</u>
	\$1,118.3	\$1,221.9	\$1,339.3	\$1,373.8
<b>CAPITAL BUDGET (In Millions of \$)</b>				
Fire	3.6	6.3	2.4	4.0
Governments Facilities	65.2	13.0	22.3	27.3
Libraries	1.7	3.7	11.5	7.2
Parks	7.8	22.4	27.2	12.9
Solid Waste	9.3	2.6	2.5	2.0
Stormwater	16.4	14.4	4.1	4.2
Transportation	36.9	76.6	83.0	52.5
Water/Wastewater & Reclaimed Water	38.5	23.7	51.2	68.0
Other Non-CIP	<u>6.2</u>	<u>4.8</u>	<u>6.3</u>	<u>8.4</u>
	\$185.5	\$167.5	\$210.5	\$186.6

*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).*

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

*Includes millage levies for debt service.*

<sup>(2)</sup> Includes properties within the City of Tampa and the unincorporated areas of the County.

<sup>(3)</sup> Unincorporated area - includes Parks General Obligation millage.

<sup>(4)</sup> Based on Property Appraiser taxable assessed values as of July 1 for FY 02, FY 03 and FY 04. FY 05 is an estimate.

<sup>(5)</sup> 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>BOARD OF COUNTY COMMISSIONERS</b>				
Board of County Commissioners	\$1,711,848	\$1,844,237	\$2,007,622	\$2,179,644
County Internal Performance Auditor	0	0	255,009	275,974
<b>TOTAL BOARD OF COUNTY COMMISSIONERS</b>	<b>1,711,848</b>	<b>1,844,237</b>	<b>2,262,631</b>	<b>2,455,618</b>
<b>COUNTY ATTORNEY</b>	<b>6,837,320</b>	<b>7,660,650</b>	<b>8,406,196</b>	<b>9,117,092</b>
<b>COUNTY ADMINISTRATOR</b>				
Administrative Services Section	350,704	412,320	443,272	465,502
Aging Services	12,202,335	14,396,209	17,694,978	18,285,347
Animal Services	5,432,561	6,041,796	6,901,600	7,275,000
Children's Services	34,400,788	36,344,123	39,076,077	40,860,740
Communications Department	4,297,036	4,367,220	4,625,157	4,858,925
Community Liaison Section	3,095,900	3,368,924	2,983,918	3,021,011
Consumer Protection Agency	505,018	526,641	779,801	1,030,428
Cooperative Extension	1,304,083	1,480,174	1,591,051	1,664,860
County Administrator	1,242,522	1,338,971	1,491,475	1,616,680
Debt Management	605,282	668,526	744,434	795,641
Economic Development	3,245,981	3,567,197	2,254,562	1,740,184
Equal Opportunity Administrator	251,181	234,719	413,104	386,994
Fire Rescue	56,614,968	64,857,866	69,514,548	74,708,571
Fleet Management	22,025,353	21,447,537	21,737,100	21,317,308
Health & Social Services	125,846,948	122,023,730	125,834,500	127,820,704
Housing & Community Code Enforcement	25,957,141	25,370,022	17,818,991	18,039,689
Human Resources	3,023,906	4,283,528	5,340,556	5,589,276
Information & Technology Services	15,321,226	19,021,273	19,212,513	20,682,681
Library Services	22,387,563	24,906,129	28,383,344	31,855,260
Management & Budget	1,838,659	2,292,254	2,767,092	3,070,045
Medical Examiner	2,584,559	3,791,046	4,076,032	4,266,538
Neighborhood Relations	362,176	451,123	635,748	652,118
Office of Public Affairs	153,879	322,967	340,106	364,533
Office of Quality Services	535,442	384,325	418,764	449,304
Parks, Recreation & Conservation	32,602,904	38,639,044	41,488,315	45,910,065
Planning & Growth Management	19,301,476	22,951,966	26,443,973	28,827,108
Public Safety	8,406,319	11,019,897	12,200,222	12,970,154
Public Works	57,823,865	63,220,518	69,777,474	73,165,351
Purchasing Department	1,899,418	2,201,761	2,316,714	2,519,398
Real Estate	20,168,855	24,863,606	29,849,979	30,543,155
Section 8 US Housing Act; Weed & Seed	0	0	13,554,759	13,557,041
Solid Waste Management	53,350,383	59,258,435	64,354,674	65,122,311
Water Department	79,233,562	88,479,196	114,242,538	114,517,639
Water Resources Team	321,644	531,745	432,504	461,750
<b>TOTAL COUNTY ADMINISTRATOR</b>	<b>616,693,637</b>	<b>673,064,788</b>	<b>749,739,875</b>	<b>778,411,311</b>

## DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>ELECTED OFFICIALS</b>				
BOCC Judicial Services Cost	4,175,366	4,320,611	3,449,927	136,314
Clerk of the Circuit Court	24,853,839	26,589,813	26,114,519	20,517,969
Hillsborough County Sheriff	224,388,918	240,583,364	264,334,442	282,238,872
Property Appraiser	9,592,703	9,855,675	10,419,729	11,066,580
Public Defender	1,286,483	1,473,558	1,603,571	686,463
State Attorney Part I	1,149,183	1,276,304	1,046,950	377,450
State Attorney Part II (Victim Assistance)	1,811,524	2,063,409	2,231,122	2,427,620
Supervisor of Elections	5,109,969	3,947,295	6,588,056	3,757,071
Tax Collector	16,175,714	18,513,844	19,958,014	21,228,499
Value Adjustment Board	291,121	287,639	539,176	567,870
<b>TOTAL ELECTED OFFICIALS</b>	<b>288,834,820</b>	<b>308,911,512</b>	<b>336,285,506</b>	<b>343,004,708</b>
<b>JUDICIAL BRANCH (ADMIN OFC OF COURTS)</b>	<b>17,056,433</b>	<b>19,084,233</b>	<b>17,858,028</b>	<b>6,154,491</b>
<b>GUARDIAN AD LITEM</b>	<b>0</b>	<b>0</b>	<b>463,077</b>	<b>448,229</b>
<b>BOARDS, COMMISSIONS &amp; AGENCIES</b>				
Charter Review Board	0	0	0	57,012
City-County Planning Commission	4,810,293	5,342,085	5,760,203	6,228,343
Civil Service Board	1,865,950	2,211,191	2,919,612	2,592,915
Environmental Protection Commission	12,031,327	12,381,538	13,598,304	14,481,791
Law Library Board	476,911	576,850	591,622	624,389
Legislative Delegation	167,809	188,265	204,192	220,661
Metropolitan Planning Organization	1,232,857	851,683	1,070,886	1,070,886
Soil & Water Conservation Board	206,972	206,351	222,596	241,929
<b>TOTAL BOARDS, COMMISSIONS</b>	<b>20,792,119</b>	<b>21,757,963</b>	<b>24,367,415</b>	<b>25,517,926</b>
<b>NON-DEPARTMENTAL</b>				
Capital Improvement Program Projects*	175,279,606	157,745,613	196,878,028	173,527,241
Debt Service Accounts	181,394,182	169,629,176	173,910,868	129,403,667
Governmental Agencies	68,679,974	69,505,207	72,428,730	74,496,142
Major Maintenance & Repair Program	3,174,989	4,346,443	7,572,332	7,997,616
Non-Departmental Allotments	84,153,286	105,854,594	114,015,505	120,150,496
Nonprofit Organizations	18,467,935	19,346,007	19,402,201	19,008,435
<b>TOTAL NON-DEPARTMENTAL</b>	<b>531,149,972</b>	<b>526,427,040</b>	<b>584,207,664</b>	<b>524,583,597</b>
<b>TRANSFERS, RESERVES &amp; REFUNDS</b>				
Reserves and Refunds	576,495	524,307,293	541,535,369	559,042,592
Intrafund Transfers	293,775,523	290,971,122	331,270,170	340,902,060
Interfund Transfers	332,487,437	396,850,138	363,826,414	383,248,730
<b>TOTAL TRANSFERS, RESERVES &amp; REFUNDS</b>	<b>626,839,455</b>	<b>1,212,128,553</b>	<b>1,236,631,953</b>	<b>1,283,193,382</b>
<b>TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS</b>	<b>\$2,109,915,604</b>	<b>\$2,770,878,976</b>	<b>\$2,960,222,345</b>	<b>\$2,972,886,354</b>

\*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.

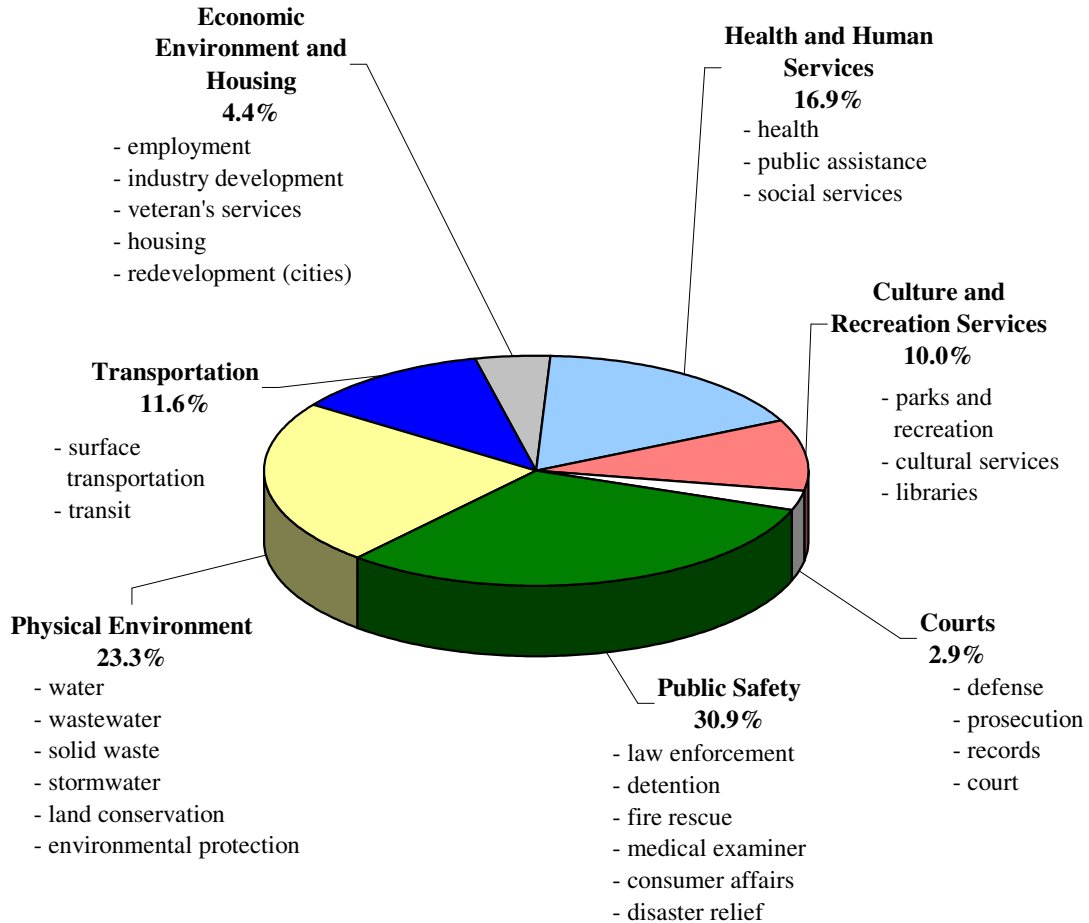
The presentation in these charts is not intended to suggest that changes cannot be made in administrative (general government) areas of the budget, but such changes may impact the delivery of numerous direct services in other program areas. For example, a reduction in the allocation of funding to financial 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 11.6% allocation to transportation in the **All Funds – FY 04** chart by one percentage point to 12.6% would require an added \$12.1 million increase in transportation funding. A \$12.1 million shift to transportation in the **Unincorporated Area General Fund** would require a 5.3 percentage point shift in priorities from one or more other program areas to transportation, since each percentage point shift in that fund equals about \$2.3 million.

**BUDGET BY PROGRAM  
ALL FUNDS**

**Allocation of County Funds by Citizen Program:  
All Funds - FY 04**

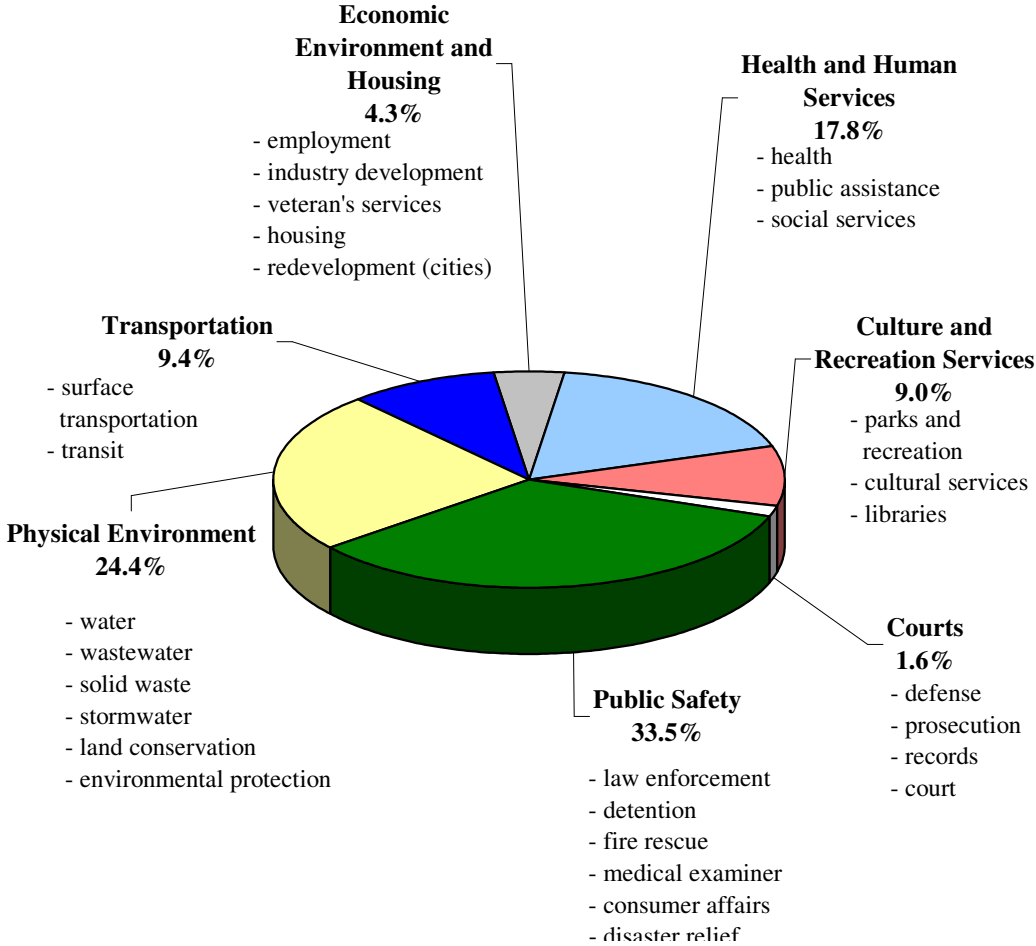


**Each 1% equals \$12.1 million.  
Total funding equals \$1,211.8 million.**

*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 05**

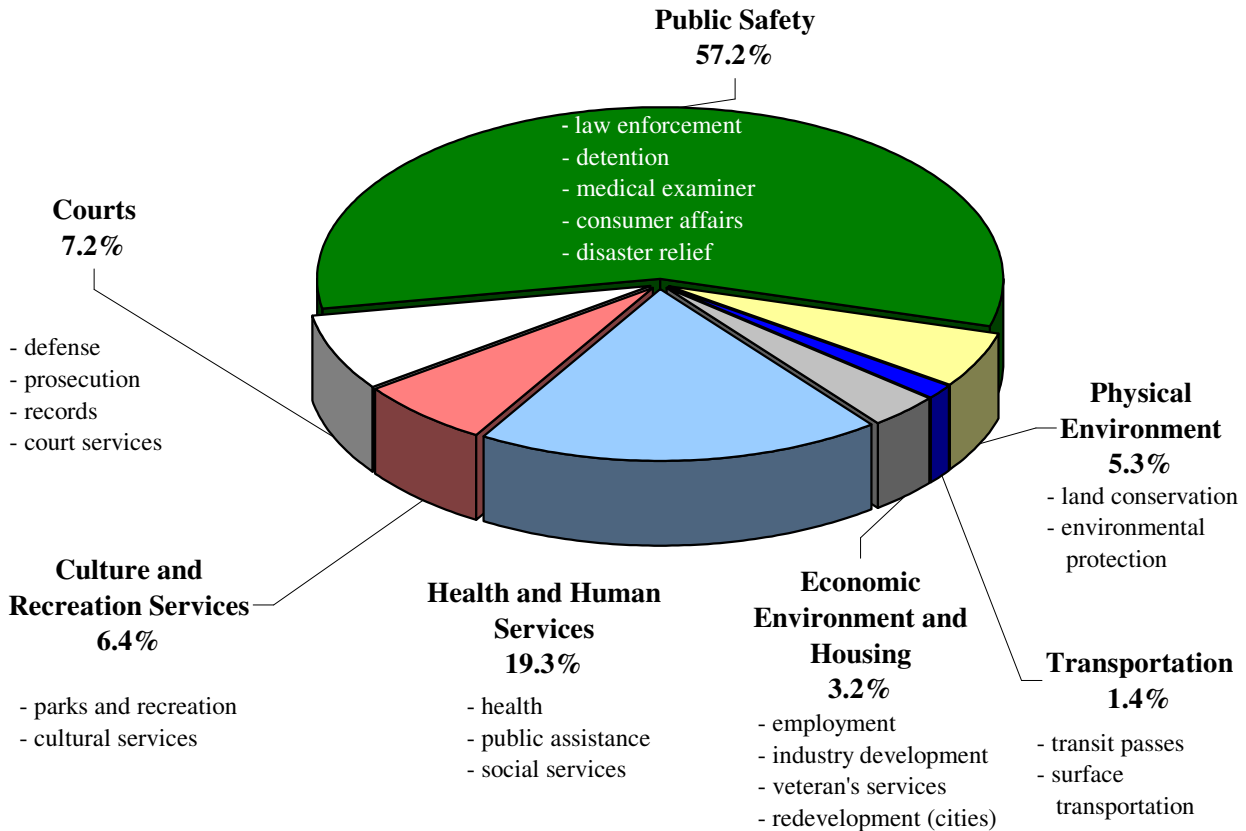


**Each 1% equals \$12.1 million.  
Total funding equals \$1,213.2 million.**

*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 04**

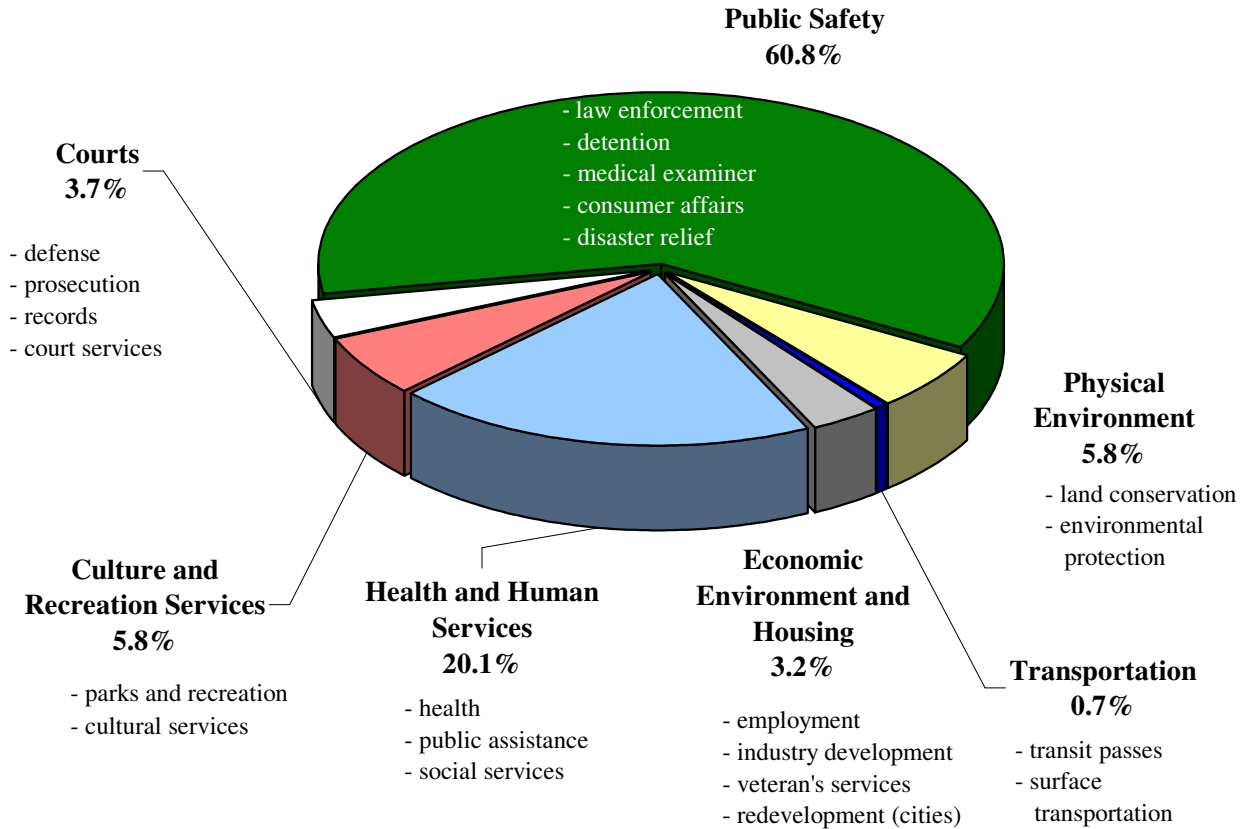


**Each 1% equals \$3.3 million.  
Total funding equals \$332.7 million.**

*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 05**

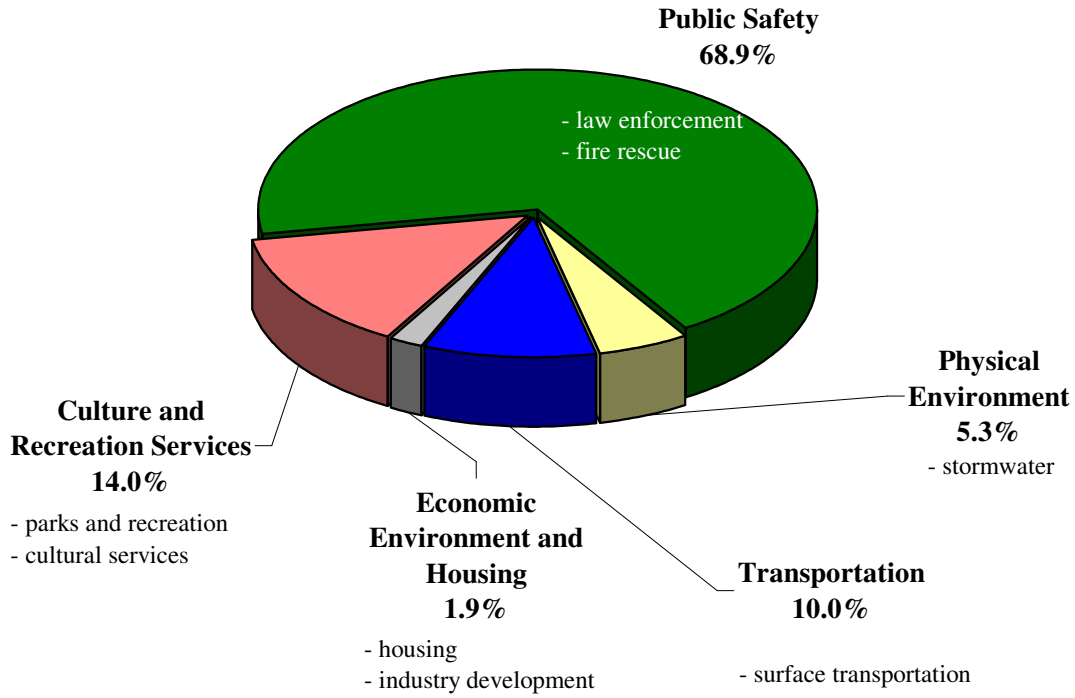


**Each 1% equals \$3.3 million.  
Total funding equals \$331.6 million.**

*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 04**

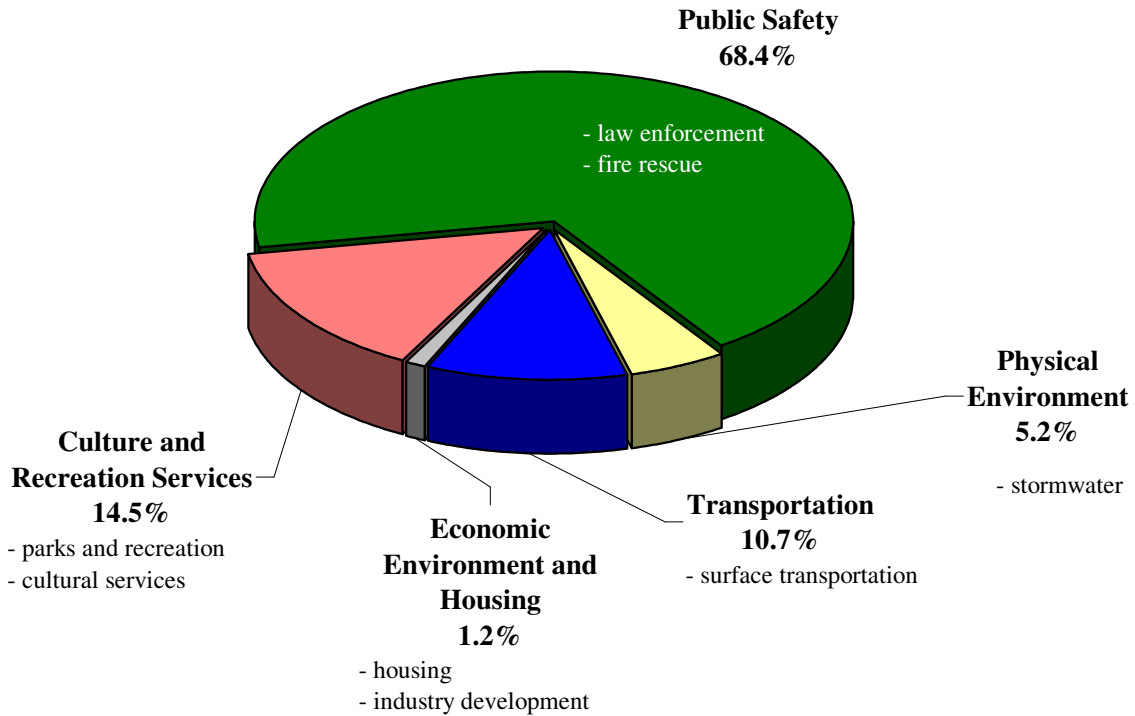


**Each 1% equals \$2.3 million.  
Total funding equals \$229.2 million.**

*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 05**



**Each 1% equals \$2.4 million.  
Total funding equals \$244.1 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**

<b>Program</b>	<b>FY 02 Adopted</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Public Safety</b>				
Law Enforcement	126,832,335	139,518,709	153,958,178	165,275,308
Fire Rescue	65,827,886	71,268,607	72,434,048	79,096,355
Detention/Corrections	112,832,456	104,675,289	116,877,828	119,053,605
Public Safety Protective Inspections	11,322,634	12,251,604	15,076,983	16,722,291
Emergency & Disaster Relief Services	6,541,575	8,122,672	8,374,876	8,881,310
Ambulance & Rescue	98,638	0	0	0
Medical Examiner	2,720,958	4,268,046	4,076,032	13,389,538
Consumer Affairs	503,737	526,641	779,801	1,030,428
Other Public Safety	2,003,192	2,695,193	2,622,885	2,744,902
Subtotal	328,683,411	343,326,761	374,200,631	406,193,737
<b>Physical Environment</b>				
Physical Environment/Solid Waste	66,819,661	61,860,864	66,839,674	67,137,311
Water/Sewer Combination Services	101,795,454	115,225,841	167,640,141	184,802,589
Conservation & Resource Management	14,925,908	28,818,697	30,706,048	25,898,921
Flood Control	26,944,754	25,883,880	16,882,879	17,714,613
Other Physical Environment	787,902	324,466	327,777	339,550
Subtotal	211,273,679	232,113,748	282,396,519	295,892,984
<b>Transportation</b>				
Road & Street Facilities	100,680,575	125,104,659	134,817,133	111,993,868
Transport Transit Systems	742,960	1,017,960	1,673,524	1,701,524
Other Transportation	0	3,500,000	3,510,000	10,000
Subtotal	101,423,535	129,622,619	140,000,657	113,705,392
<b>Economic Environment</b>				
Economic Employment Opportunity	2,307,748	2,163,706	622,001	0
Industry Development	19,229,187	19,625,636	19,168,965	19,972,482
Veterans Services	314,296	327,035	349,926	378,598
Housing & Urban Development	25,838,323	23,641,281	30,878,141	30,719,775
Other Economic Environment	1,548,500	2,248,500	2,803,500	1,028,500
Subtotal	49,238,054	48,006,158	53,822,533	52,099,355
<b>Human Services</b>				
Health	115,723,512	111,154,204	115,391,768	117,636,199
Human Services Public Assistance	7,966,195	11,420,511	9,896,824	10,203,781
Other Human Services	65,203,071	75,934,126	79,967,850	88,253,503
Subtotal	188,892,778	198,508,841	205,256,442	216,093,483
<b>Culture/Recreation</b>				
Libraries	24,842,868	28,877,129	40,221,154	39,288,260
Parks & Recreation	37,641,819	46,360,294	58,945,402	53,262,699
Cultural Services	641,391	2,946,458	9,084,946	2,808,941
Special Recreation Facilities	9,402,987	9,321,211	9,906,017	10,042,973
Other Culture/Recreation	706,222	978,500	2,986,203	4,016,203
Subtotal	73,235,287	88,483,592	121,143,722	109,419,076
<b>Courts</b>				
Court-Related Services	31,171,800	34,765,949	34,933,224	19,766,639
Subtotal	31,171,800	34,765,949	34,933,224	19,766,639
<b>Total Citizen Programs</b>	<b>\$983,918,544</b>	<b>\$1,074,827,668</b>	<b>\$1,211,753,728</b>	<b>\$1,213,170,666</b>



**BUDGET BY PROGRAM  
ALL FUNDS**

Program	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>General Government Services</b>				
Legislative	\$1,886,581	\$1,988,133	\$2,448,323	\$2,644,721
Executive	4,079,847	3,916,333	4,636,409	4,868,000
Financial & Administrative	132,448,621	147,952,905	149,523,667	150,361,932
Legal Counsel	7,542,067	8,281,850	9,027,396	9,738,292
Comprehensive Planning	15,057,771	17,014,001	18,316,114	19,649,268
General Government Debt Service	117,824,360	120,234,070	125,498,719	83,491,091
Other General Government	130,879,558	135,140,357	153,973,887	159,856,426
Subtotal	409,718,805	434,527,649	463,424,515	430,609,730
<b>Nonexpenditure Disbursements</b>				
Transfers	601,367,139	687,821,260	695,096,584	724,150,790
Reserves & Refunds	491,865,036	524,307,293	541,535,369	559,042,592
Subtotal	1,093,232,175	1,212,128,553	1,236,631,953	1,283,193,382
<b>Other Nonoperating Costs</b>				
Other Nonoperating	9,550,000	12,542,500	15,681,982	13,778,067
Other Uses/Debt Service	37,426,206	36,852,606	32,730,167	32,134,509
Subtotal	46,976,206	49,395,106	48,412,149	45,912,576
<b>Grand Total</b>	<b>\$2,533,845,730</b>	<b>\$2,770,878,976</b>	<b>\$2,960,222,345</b>	<b>\$2,972,886,354</b>

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 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Public Safety</b>				
Law Enforcement	57,776,139	62,561,569	67,822,699	76,245,725
Fire Rescue	8,500	8,500	8,500	8,500
Detention/Corrections	93,535,456	103,250,340	117,209,828	119,553,605
Public Safety Protective Inspections	937,635	40,000	0	0
Emergency & Disaster Relief Services	1,102,344	1,185,448	1,355,748	1,464,396
Medical Examiner	2,166,087	2,907,767	3,128,616	3,297,166
Consumer Affairs	503,737	526,641	779,801	1,030,428
Subtotal	156,029,898	170,480,265	190,305,192	201,599,820
<b>Physical Environment</b>				
Water/Sewer Combination Services	47,600	47,600	544,000	544,000
Conservation & Resource Management	13,490,801	15,011,161	17,187,935	18,676,710
Subtotal	13,538,401	15,058,761	17,731,935	19,220,710
<b>Transportation</b>				
Road & Street Facilities	20,006,814	10,917,439	4,626,000	2,151,000
Transport Transit Systems	105,000	105,000	125,000	125,000
Subtotal	20,111,814	11,022,439	4,751,000	2,276,000
<b>Economic Environment</b>				
Economic Employment Opportunity	2,307,748	2,163,706	622,001	0
Industry Development	8,223,949	8,592,694	9,243,924	10,000,816
Veterans Services	314,296	327,035	349,926	378,598
Other Economic Environment	198,500	198,500	353,500	178,500
Subtotal	11,044,493	11,281,935	10,569,351	10,557,914
<b>Human Services</b>				
Health	13,136,032	15,668,392	20,103,875	19,482,963
Human Services Public Assistance	6,439,024	8,768,340	8,108,761	8,415,718
Other Human Services	28,303,327	29,182,193	35,947,754	38,708,261
Subtotal	47,878,383	53,618,925	64,160,390	66,606,942
<b>Culture/Recreation</b>				
Parks & Recreation	11,381,659	11,596,740	15,698,827	13,932,824
Cultural Services	641,391	650,366	1,884,946	1,258,941
Special Recreation Facilities	3,500,000	3,252,371	3,669,591	3,807,504
Other Culture/Recreation	9,500	9,500	111,760	161,760
Subtotal	15,532,550	15,508,977	21,365,124	19,161,029
<b>Courts</b>				
Court-Related Services	22,745,272	23,756,149	23,792,581	12,193,762
Subtotal	22,745,272	23,756,149	23,792,581	12,193,762
<b>Total Citizen Programs</b>	<b>\$286,880,811</b>	<b>\$300,727,451</b>	<b>\$332,675,573</b>	<b>\$331,616,177</b>

**BUDGET BY PROGRAM  
COUNTYWIDE GENERAL FUND**

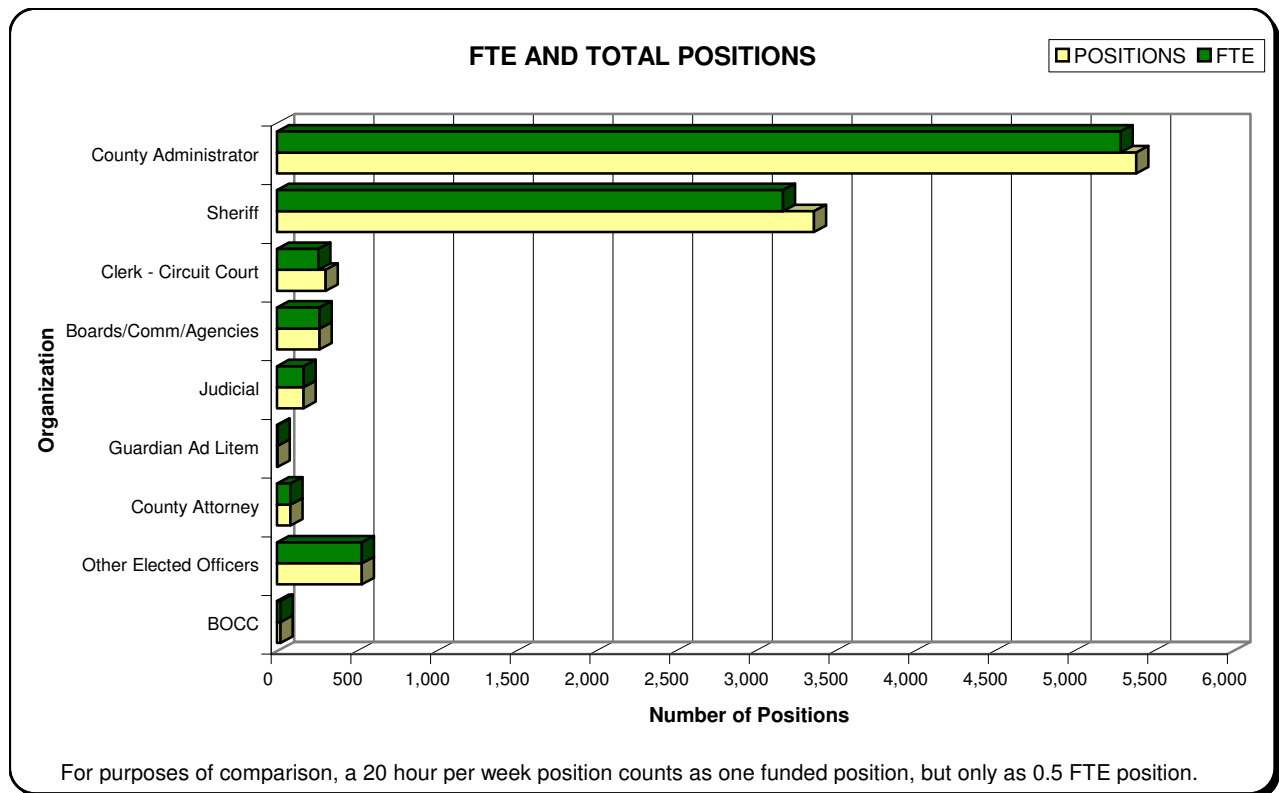
Program	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>General Government Services</b>				
Legislative	\$1,886,581	\$1,988,133	\$2,448,323	\$2,644,721
Executive	3,741,656	3,764,696	4,270,658	4,476,811
Financial & Administrative	59,279,282	76,291,830	71,770,088	69,132,948
Legal Counsel	7,105,390	7,806,254	8,524,955	9,194,345
Comprehensive Planning	5,275,094	5,084,491	5,464,208	5,995,359
Other General Government	39,328,263	30,284,259	38,153,245	36,763,669
Subtotal	116,616,266	125,219,663	130,631,477	128,207,853
<b>Nonexpenditure Disbursements</b>				
Intrafund Transfers	4,764,500	9,255,458	10,643,172	10,397,375
Reserves & Refunds	20,427,527	35,817,405	44,560,249	58,732,978
Subtotal	25,192,027	45,072,863	55,203,421	69,130,353
<b>Grand Total</b>	<b>\$428,689,104</b>	<b>\$471,019,977</b>	<b>\$518,510,471</b>	<b>\$528,954,383</b>

**BUDGET BY PROGRAM**  
**UNINCORPORATED AREA GENERAL FUND**

Program	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Public Safety</b>				
Law Enforcement	67,165,952	75,310,652	83,135,697	86,269,169
Fire Rescue	60,877,923	60,771,107	70,012,548	75,448,855
Public Safety Protective Inspections	208,625	214,009	627,515	827,567
Emergency & Disaster Relief Services	1,309,220	1,537,687	1,701,743	1,813,210
Other Public Safety	1,818,192	2,510,193	2,377,885	2,499,302
Subtotal	131,379,912	140,343,648	157,855,388	166,858,103
<b>Physical Environment</b>				
Water/Sewer Combination Services	25,200	26,740	34,247	12,194
Conservation & Resource Management	0	0	59,546	64,403
Flood Control	10,561,260	10,767,716	11,903,957	12,502,726
Other Physical Environment	546,762	50,135	103,868	136,876
Subtotal	11,133,222	10,844,591	12,101,618	12,716,199
<b>Transportation</b>				
Road & Street Facilities	15,843,828	18,425,836	22,835,266	26,202,986
Subtotal	15,843,828	18,425,836	22,835,266	26,202,986
<b>Economic Environment</b>				
Industry Development	1,100,000	1,100,000	1,000,000	1,000,000
Housing & Urban Development	408,351	356,623	920,758	986,510
Other Economic Environment	1,350,000	2,050,000	2,450,000	850,000
Subtotal	2,858,351	3,506,623	4,370,758	2,836,510
<b>Culture/Recreation</b>				
Parks & Recreation	23,250,522	25,010,259	31,133,677	34,587,549
Other Culture/Recreation	696,722	478,092	874,443	874,443
Subtotal	23,947,244	25,488,351	32,008,120	35,461,992
<b>Total Citizen Programs</b>	<b>\$185,162,557</b>	<b>\$198,609,049</b>	<b>\$229,171,150</b>	<b>\$244,075,790</b>
<b>General Government Services</b>				
Financial & Administrative	9,715,240	11,339,455	11,699,710	12,035,492
Comprehensive Planning	8,262,329	9,828,852	10,439,721	11,232,491
Other General Government	6,190,331	8,579,240	9,402,604	8,758,661
Subtotal	24,167,900	29,747,547	31,542,035	32,026,644
<b>Nonexpenditure Disbursements</b>				
Intrafund Transfers	6,979,000	4,902,673	5,975,520	5,545,810
Reserves & Refunds	15,387,997	17,222,330	25,808,462	30,078,145
Subtotal	22,366,997	22,125,003	31,783,982	35,623,955
<b>Grand Total</b>	<b>\$231,697,454</b>	<b>\$250,481,599</b>	<b>\$292,497,167</b>	<b>\$311,726,389</b>

## SUMMARY OF FUNDED FULL-TIME EQUIVALENT POSITIONS AND FUNDED POSITIONS

Organization	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned	Changes FY 03 to FY 04
<b>County Administrator - Funded FTE</b>	<b>5,052.72</b>	<b>5,219.14</b>	<b>5,296.70</b>	<b>5,356.40</b>	<b>77.56</b>
Funded Positions	5,148.00	5,313.00	5,394.00	5,459.00	<b>81.00</b>
<b>Sheriff - Funded FTE</b>	<b>2,947.00</b>	<b>3,045.00</b>	<b>3,176.75</b>	<b>3,203.75</b>	<b>131.75</b>
Funded Positions	3,198.00	3,293.00	3,371.00	3,398.00	<b>78.00</b>
<b>Clerk of the Circuit Court - Funded FTE</b>	<b>304.00</b>	<b>305.00</b>	<b>260.00</b>	<b>119.00</b>	<b>(45.00)</b>
Funded Positions	304.00	305.00	307.00	119.00	<b>2.00</b>
<b>Boards, Commissions, and Agencies - Funded</b>	<b>263.00</b>	<b>267.00</b>	<b>269.00</b>	<b>268.00</b>	<b>2.00</b>
Funded Positions	263.00	267.00	269.00	268.00	<b>2.00</b>
<b>Judicial - Funded FTE</b>	<b>159.00</b>	<b>162.00</b>	<b>167.00</b>	<b>44.85</b>	<b>5.00</b>
Funded Positions	159.00	162.00	168.00	47.00	<b>6.00</b>
<b>Guardian Ad Litem - Funded FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
Funded Positions	0.00	0.00	5.00	5.00	<b>5.00</b>
<b>County Attorney - Funded FTE</b>	<b>86.00</b>	<b>86.00</b>	<b>86.00</b>	<b>86.00</b>	<b>0.00</b>
Funded Positions	86.00	86.00	86.00	86.00	<b>0.00</b>
<b>Other Elected Officers - Funded FTE</b>	<b>533.00</b>	<b>536.00</b>	<b>533.50</b>	<b>533.50</b>	<b>(2.50)</b>
Funded Positions	533.00	536.00	534.00	534.00	<b>(2.00)</b>
<b>Board of County Commissioners - Funded FTE</b>	<b>21.00</b>	<b>21.00</b>	<b>23.00</b>	<b>23.00</b>	<b>2.00</b>
Funded Positions	21.00	21.00	23.00	23.00	<b>2.00</b>
<b>Total Funded FTE's</b>	<b>9,365.72</b>	<b>9,641.14</b>	<b>9,816.95</b>	<b>9,639.50</b>	<b>175.81</b>
Total Funded Positions	9,712.00	9,983.00	10,157.00	9,939.00	174.00



## CAPITAL PROJECTS BUDGET SOURCES & USES OF FUNDS

(in Millions of \$)

<b>SOURCES <sup>(1)</sup></b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Revenues:				
Ad Valorem Taxes	\$30.0	\$10.6	\$43.8	\$31.2
Community Investment Tax	36.0	34.4	34.6	37.0
Enterprise Fees	38.1	20.9	5.6	51.3
Gasoline Taxes	18.1	10.1	5.8	6.3
Grants & Shared Revenues	8.9	2.7	11.6	1.1
Impact Fees	18.3	11.1	15.9	16.1
Miscellaneous Revenues <sup>(2)</sup>	23.6	7.9	3.0	3.5
User Fees	4.4	0.0	4.7	4.4
Total Revenue	<b>177.4</b>	<b>97.6</b>	<b>125.0</b>	<b>150.9</b>
Other Non Revenue-Financing	69.2	66.4	60.1	36.6
<b>TOTAL SOURCES</b>	<b>\$246.6</b>	<b>\$164.0</b>	<b>\$185.1</b>	<b>\$187.5</b>

<b>USES <sup>(1)</sup></b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Fire	3.6	6.3	2.4	4.0
Governments Facilities	65.2	13.0	22.3	27.3
Libraries	1.7	3.7	11.5	7.2
Parks	7.8	22.4	27.2	12.9
Solid Waste	9.3	2.6	2.5	2.0
Stormwater	16.4	14.4	4.1	4.2
Transportation	36.9	76.6	83.0	52.5
Water/Wastewater & Reclaimed Water	38.5	23.7	51.2	68.0
Other Non-CIP <sup>(3)</sup>	6.2	4.8	6.3	8.4
Total Capital Budget	185.5	167.5	210.5	186.6
Reserves <sup>(4)</sup>	0.0	(3.5)	(25.4)	0.9
<b>TOTAL USES (Including Reserves)</b>	<b>\$185.5</b>	<b>\$164.0</b>	<b>\$185.1</b>	<b>\$187.5</b>

(1) 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. Estimated beginning fund balance for FY 00 is \$210.8 million.

(2) Includes court fees, boat improvement fees, proceeds from sale of property, interest earnings, and other miscellaneous revenues.

(3) Other Non-CIP expenditures are Capital Budget Expenditures not related to the Capital Improvement Program, such as capital equipment, leasehold improvements and some land acquisitions.

(4) A negative reserve reflects a drawdown of reserves to meet capital projects funding requirements.

## DEBT SERVICE BUDGET SUMMARY

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

	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>DEBT SERVICE BUDGET</b>				
Principal Payments <sup>1</sup>	\$40.2	\$42.8	45.0	\$47.8
Interest Payments <sup>1</sup>	41.2	41.7	36.7	33.0
<b>TOTAL COUNTY DEBT SERVICE</b> <i>(Principal and Interest Only)</i>	<b>\$81.3</b>	<b>\$84.6</b>	<b>\$81.7</b>	<b>\$80.8</b>
Debt Administration Expenses <sup>2</sup>	0.4	1.0	0.9	0.2
Capitalized Interest <sup>3</sup>	0.0	0.0	0.0	0.0
Principal Payment Defeased Debt <sup>4</sup>	97.6	83.7	91.2	48.2
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	0.0	0.0	0.0	0.0
<b>TOTAL DEBT SERVICE FUND</b> <i>(As shown in Budget Summary)</i>	<b>\$179.3</b>	<b>\$169.3</b>	<b>\$173.8</b>	<b>\$129.3</b>
<b>TOTAL COUNTY DEBT OUTSTANDING</b> <i>(As of Fiscal Year End)</i>	<b>\$848.6</b>	<b>\$815.2</b>	<b>\$746.2</b>	<b>\$703.4</b>
<b>COUNTY DEBT OUTSTANDING BY TYPE:</b> <i>(As of Fiscal Year End)</i>				
General Obligation Debt	\$56.7	\$53.2	\$48.1	\$43.6
Self-Supporting Debt	394.4	367.8	287.5	258.8
Non Self-Supporting Debt	397.5	394.2	410.6	400.9

<sup>1</sup> Amounts shown do not include County contributions to the Tampa Sports Authority for debt service on the Ice Palace and Stadium Bonds.

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

<sup>3</sup> Interest paid with funds set aside from bond proceeds.

<sup>4</sup> 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 of key economic indicators including jobs, employment levels, population, income, construction, and sales.

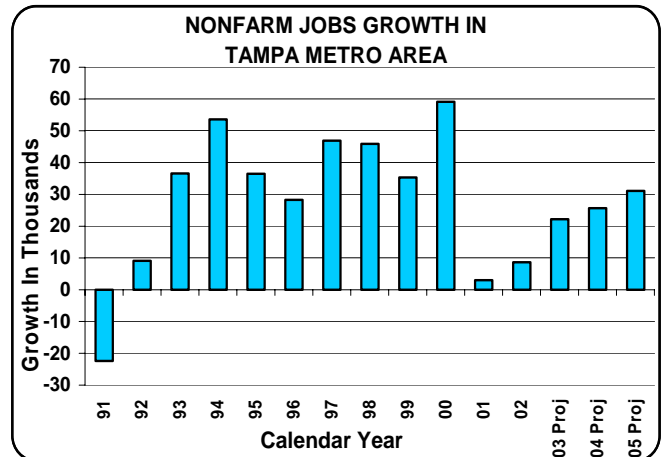
Weak economic recovery in 2002 and early 2003 disappointed most observers. The last half of 2003 is shaping up as a much happier experience. The US recession that began in March 2001 ended in November 2001 according to The National Bureau of Economic Research (NBER), the official arbiter of business cycle dates. After assuring itself that weak economic activity in 2002 and early 2003 was indeed a weak and jobless recovery and not a continuation of the 2001 recession, NBER announced the recession's end on July 17, 2003. These NBER announcements are typically delayed until well after a recession's end. After turning negative for much of 2001 real GDP advanced 2.5% in 2002.

Throughout 2002 business investment remained very weak and only showed modest improvements in late 2002. The surprise strength in the US economy, despite weak confidence, has been consumer spending and housing. While jobs were lost in the recession and weak recovery in 2002 and 2003 brought little improvement in job markets, unemployment rates did not rise to the levels of previous recessions. This stagnant but relatively stable job market coupled with historically low interest rates supported retail sales in the US and propelled housing markets to record high levels.

Uncertainties in early 2003, primarily uneasiness about what would or would not happen in Iraq, were a heavy break on business investment, job growth and consumer confidence. Growth slowed to a tepid 1.4% in the first quarter of 2003 as a result. The quick end to the war in Iraq removed much uncertainty regarding the economy. Businesses appear to have refocused on future profits, investments and employment. Real GDP rose 3.3% for the second quarter. Advance estimates for the third quarter of 2003 show GDP rose an astonishing 7.2%, the fastest increase since 1984. IT investment, consumption and exports led the way. This good news, coupled with stronger jobs data in October, has led analysts to tout the recovery as sustainable. Forecasters are increasing their estimates of growth in 2004 to above 4%, a rate not seen since 1999.

In Florida and Hillsborough the recession primarily manifested itself in a rapid deceleration in taxable sales and job growth. The Tampa metro area gained a nation-leading 59,000 jobs in 2000, but gained only

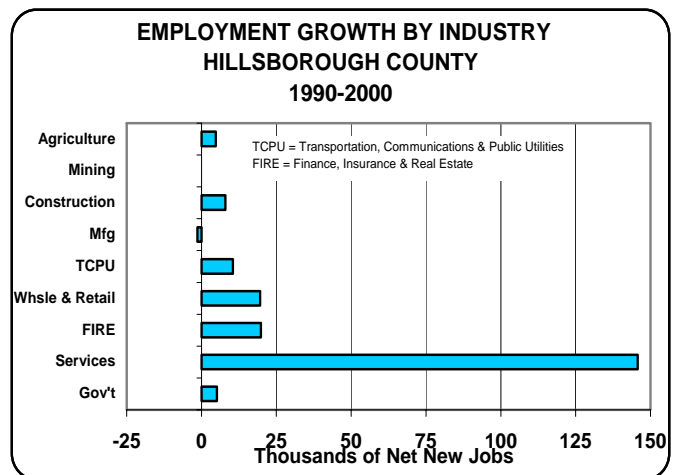
3,000 in 2001, followed by an 8,600 gain in 2002. Metro Tampa's 2002 job growth of 0.7% still exceeded Florida growth of 0.5% and a national loss of 1.1%. Job growth remained weak through early 2003 with employers waiting for the Iraq situation to clear before



Source: Florida Agency for Workforce Innovation and Fishkind & Associates, Inc.

hiring. The jobs picture has improved since then, with Florida gaining 96,500 jobs, a 1.3% increase, in the 12 months to September 2003. Metro Tampa gained 16,200 jobs, a 1.3% increase, over the same period. National jobs were still down 0.2% in September.

Job growth in Hillsborough, and, indeed, Florida and the nation, has been heavily concentrated in services industries. During 1990-2000 service industries in Hillsborough added nearly 146,000 jobs, accounting for two-thirds of the total 212,000 jobs gained for all



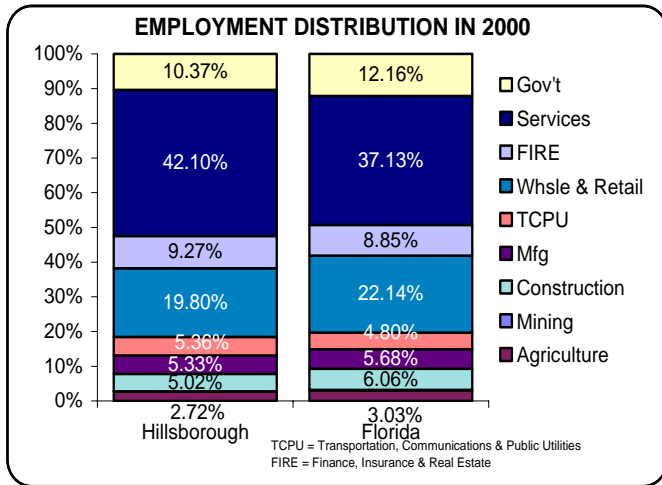
Source: Bureau of Economic Analysis (BEA), Regional Economic Information System (REIS)

industries. In 2000 services industry jobs accounted



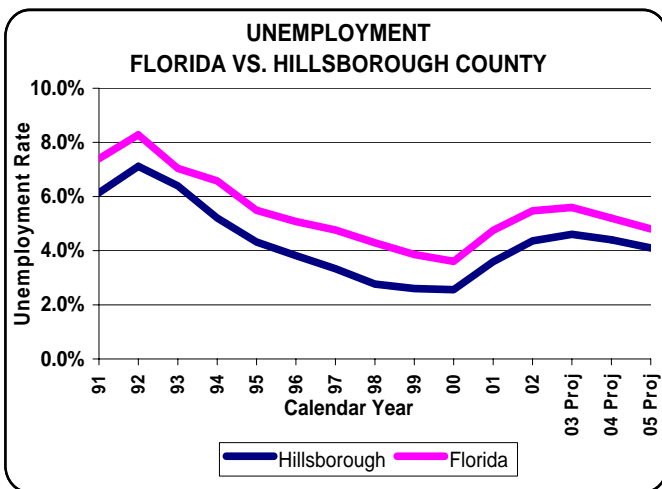
## ECONOMIC INDICATORS

for over a third of all existing jobs in both the County and the State. Wholesale and retail trade accounted for another one-fifth of all jobs in the County and the State. Business services, which includes advertising, computer services and personnel services, experienced particularly strong growth.



Source: Bureau of Economic Analysis (BEA),  
Regional Economic Information System (REIS)

Reflecting strong job growth and tight labor markets in the late 1990s, the average annual unemployment rate in the County fell from 7.1% in 1992 to 2.6% in 2000, well below the State's 3.6% rate. A slowing economy and rising job cuts pushed Hillsborough's rate to 4.4% in 2002, still below Florida's 2002 rate of 5.5%. As of September 2003 Hillsborough's unemployment rate

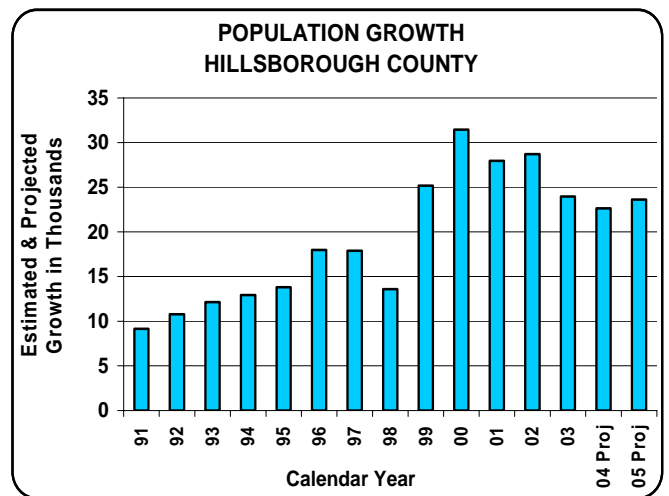


Sources: Florida Agency for Workforce Innovation and Fishkind & Associates, Inc.

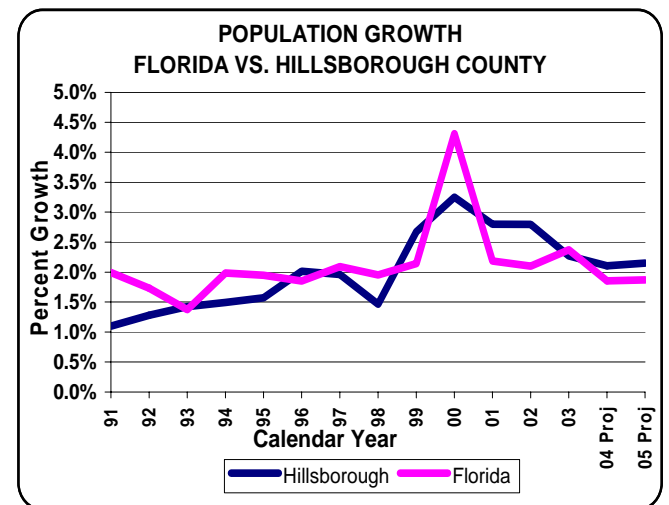
remained relatively high at 4.3% (Florida, 5.4%). In its 2003 long-term economic forecast, Fishkind and

Associates forecast recovering job growth in 2003 and 2004. Unemployment rates are forecast to fall slowly. Strong growth in late 2003 may be a sign of even faster job growth than forecast.

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 27,000 persons annually during 1995-2002, should remain above 20,000 before gradually declining to about 16,000 annually after 2005 according to the University of Florida's Bureau of Business and Economic Research.



Source: Bureau of Economic and Business Research (BEBR)

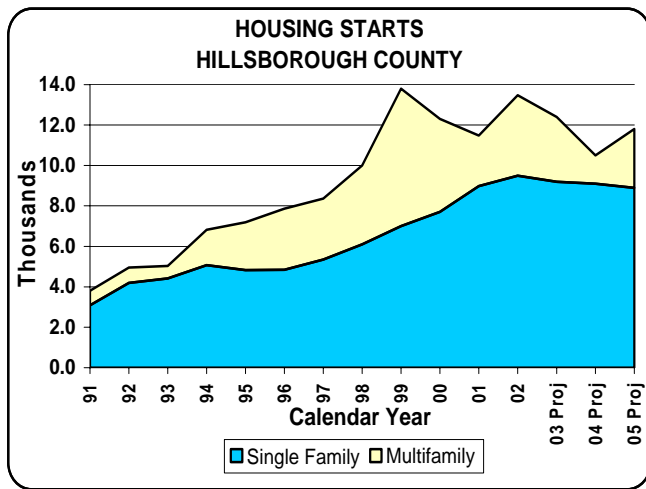


Source: Bureau of Economic and Business Research (BEBR)

Population growth is, in turn, a primary factor driving housing markets and retail and wholesale sales as well as job growth. Hillsborough single family housing starts rose strongly in the mid-90s after overbuilding and slower population growth precipitated the dramatic

## ECONOMIC INDICATORS

decline in construction markets in the late 1980s. Reflecting continuing strength in housing, single family starts are projected at around 9,000 annually during 2003 through 2005, still above the previous 1983 peak of 8,160. Multifamily housing, having experienced severe overbuilding in the late 1980s was slower to recover. Hillsborough multifamily housing starts are expected to level off at about 2,000 to 3,000 annually, up from only 617 in 1993 yet still below the 1985 peak of 9,442.

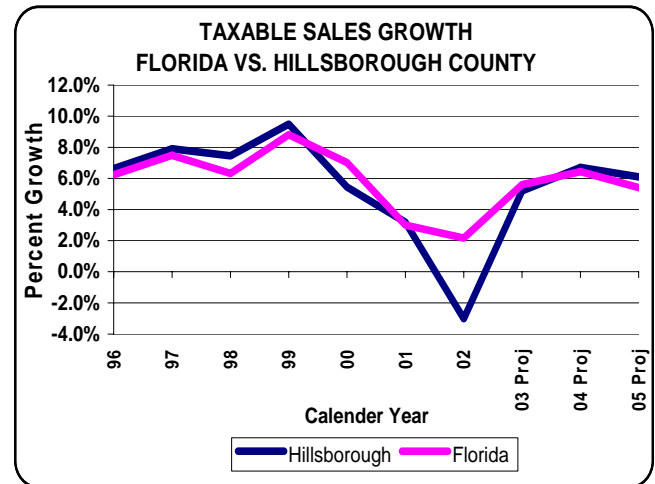


Source: Fishkind & Associates, Inc.

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. Single family housing permits rose 13.2% in 2002 to a record high of 9,275. Single family permits in the second quarter of 2003 were the highest since 1983. Multifamily activity has been poor to mixed since 2000. High multifamily vacancy rates discouraged new building. As the economy continues to improve interest rates will rise and cool housing markets.

Commercial markets turned the corner in the late 1990s after absorbing excess space built during the 1980s construction boom. Most new commercial construction, however, remains outside Tampa's central business district. Commercial construction cooled as new space built in 1999 and 2000 exceeded absorption. Nonetheless, real estate markets in general do not currently show the perilous overbuilding that contributed to a deeper recession in Florida in the early 1990s than would otherwise have occurred. Industrial and office market vacancy rates slightly improved in late 2002 but rose again amid the economic weakness of early 2003. In the second quarter 2003 commercial permitting activity fell 25.6%, a reflection of those high vacancy rates.

Taxable sales rise and fall as the economy, particularly employment, rises and falls. Sales also tend to rise with population, tourism, and income growth. After weak sales growth during the early 90s recession, recovery came as job growth accelerated in 1993. 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.

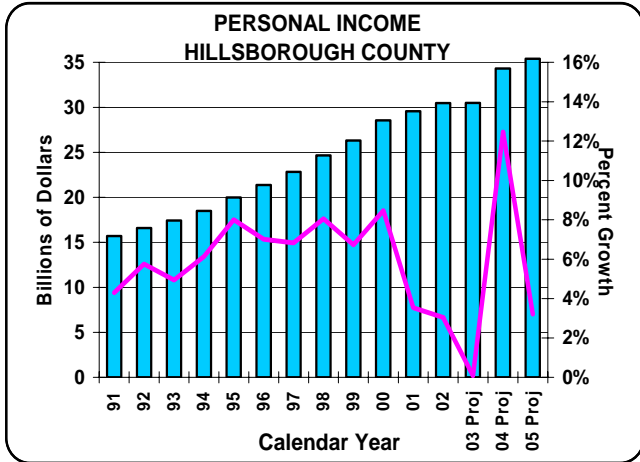


Sources: Florida Department of Revenue and Bureau of Economic and Business Research (BEBR)

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. Florida taxable sales rose 2.2% in 2002. BEBR projects improved taxable sales for 2003. Taxable sales are projected to rise more than 5% in 2003 for both Hillsborough and Florida. In June 2003 Hillsborough year-to-date taxable sales were up 3.3% over the same period in 2002. More than 6% gains are forecast for 2004. Consumer confidence has, indeed, gained ground following the Iraq war.

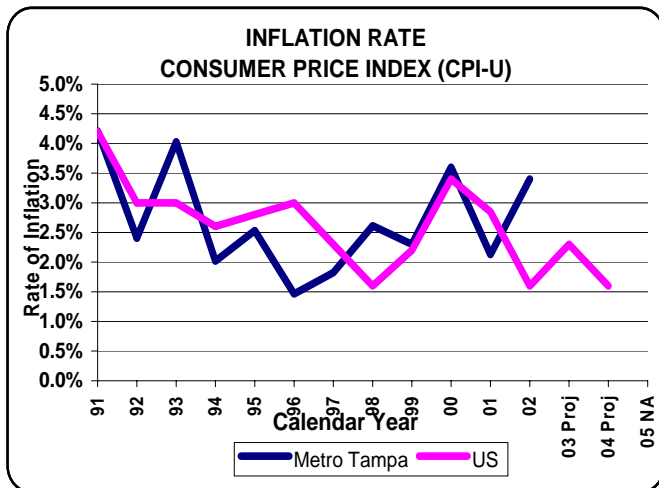
With the absence of direct and comprehensive measures of a local area's economic output, total personal income is a good surrogate measure. Hillsborough County's 2001 total personal income stood at \$29.6 billion, an 8.5% increase over 2000. Income growth exceeded the Tampa Bay region's 2001 inflation rate of 2.1% as well as the national rate of 2.8%. Total personal income growth in 2002 was likely constrained by weak labor markets. Fishkind & Associates project 2004 growth of 12.5% and 2005 growth of 3.2% as the economy gains strength.

## ECONOMIC INDICATORS



Sources: BEA, Regional Economic Information System (REIS), and Fishkind & Associates, Inc.

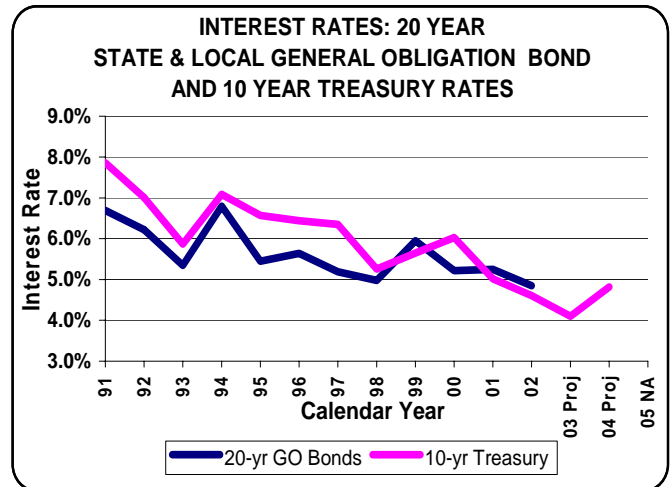
National consensus forecasts of real gross domestic product (GDP), inflation and interest rates from the



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

N/A: Not Available

National Association for Business Economics (NABE) reflect an acceleration of growth in the last half of 2003. GDP growth is forecast to remain at or above 3.5% during late 2003 and all of 2004. Inflation is forecast to rise in 2003 as the economy regains steam but still remains subdued. Interest rates are forecasted to rise modestly in 2004 as the Federal Reserve may switch its emphasis from fighting



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

N/A: Not Available

recession to fighting any return of inflation. While concerns regarding job growth and consumers' staying power remain, most analysts are observing a firming of consumer and business confidence in late 2003 and a return to long-term trend growth of 3.5% or better for 2004.

## MILLAGE COMPARISON

	FY 02 ADOPTED		FY 03 ADOPTED	
	MILLAGE	LEVY	MILLAGE	LEVY
<b>COUNTYWIDE</b>				
OPERATING				
General Revenue Fund	7.3122	\$312,655,433	7.0622	\$328,234,511
Environ. Sensitive Lands	0.1227	5,246,413	0.1360	6,320,961
<b>TOTAL OPERATING</b>	7.4349	317,901,846	7.1982	334,555,472
DEBT SERVICE				
Environ. Sensitive Lands	0.1273	5,455,004	0.1140	5,313,982
<b>TOTAL DEBT</b>	0.1273	5,455,004	0.1140	5,313,982
<b>TOTAL OPERATING &amp; DEBT</b>	7.5622	323,356,850	7.3122	339,869,454
<b>NON COUNTYWIDE</b>				
OPERATING				
General Purpose MSTU	5.0621	126,786,064	5.0621	138,434,671
Library Services	0.6423	26,094,119	0.6423	28,446,054
<b>TOTAL OPERATING</b>	5.7044	152,880,183	5.7044	166,880,725
DEBT SERVICE				
Parks & Recreation Bonds	0.0584	1,462,695	0.0500	1,367,364
<b>TOTAL OPERATING &amp; DEBT</b>	5.7628	154,342,878	5.7544	168,248,089
<b>TOTAL BOCC</b>	<b>13.3250</b>	<b>\$477,699,728</b>	<b>13.0666</b>	<b>\$508,117,543</b>

<b>TAXABLE PROPERTY VALUES</b>		
	FY 02	FY 03
<b>COUNTYWIDE</b>		
Value of Existing Property	\$41,182,380,113	\$44,676,183,083
Value of New Construction	1,575,672,535	1,801,474,167
<b>Total Taxable Value</b>	\$42,758,052,648	\$46,477,657,250
<b>ELAPP Debt Service</b>		
Value of Existing Property	\$41,275,887,843	\$44,812,399,115
Value of New Construction	1,575,672,535	1,801,474,167
<b>Total Taxable Value</b>	\$42,851,560,378	\$46,613,873,282
<b>UNINCORPORATED(MSTU)</b>		
Value of Existing Property	\$24,018,461,131	\$26,270,885,737
Value of New Construction	1,027,678,612	1,076,395,212
<b>Total Taxable Value</b>	\$25,046,139,743	\$27,347,280,949
<b>SPECIAL LIBRARY DISTRICT</b>		
Value of Existing Property	\$39,105,071,950	\$42,557,580,953
Value of New Construction	1,520,989,586	1,730,218,500
<b>Total Taxable Value</b>	\$40,626,061,536	\$44,287,799,453

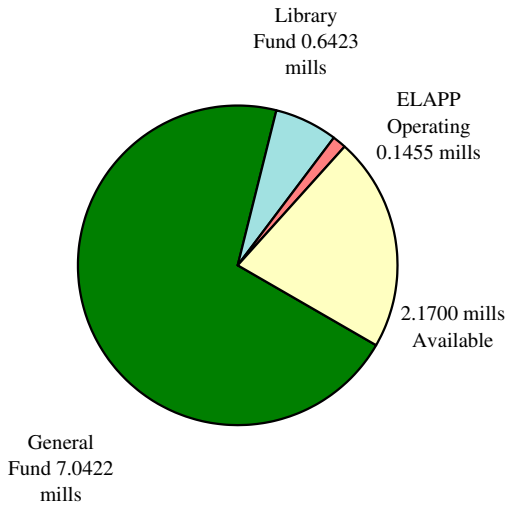
## MILLAGE COMPARISON

	FY 04 ADOPTED		FY 05 PLANNED	
	MILLAGE	LEVY	MILLAGE	LEVY
<b>COUNTYWIDE</b>				
OPERATING				
General Revenue Fund	7.0422	\$356,498,962	7.0222	\$378,522,021
Environ. Sensitive Lands	0.1455	7,365,681	0.1506	8,117,886
<b>TOTAL OPERATING</b>	7.1877	363,864,643	7.1728	386,639,907
DEBT SERVICE				
Environ. Sensitive Lands	0.1045	5,306,490	0.0994	5,374,592
<b>TOTAL DEBT</b>	0.1045	5,306,490	0.0994	5,374,592
<b>TOTAL OPERATING &amp; DEBT</b>	7.2922	369,171,133	7.2722	392,014,499
<b>NON COUNTYWIDE</b>				
OPERATING				
General Purpose MSTU	5.0621	151,833,162	5.0621	162,370,383
Library Services	0.6423	31,029,842	0.6423	33,040,575
<b>TOTAL OPERATING</b>	5.7044	182,863,004	5.7044	195,410,958
DEBT SERVICE				
Parks & Recreation Bonds	0.0455	1,364,732	0.0439	1,408,123
<b>TOTAL OPERATING &amp; DEBT</b>	5.7499	184,227,736	5.7483	196,819,081
<b>TOTAL BOCC</b>	<b>13.0421</b>	<b>\$553,398,869</b>	<b>13.0205</b>	<b>\$588,833,580</b>

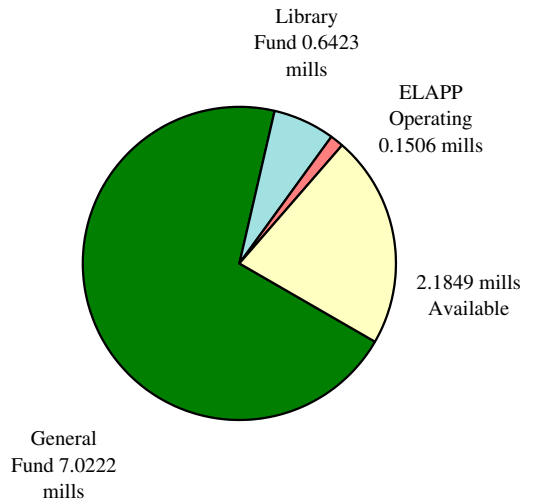
<b>TAXABLE PROPERTY VALUES</b>		
	FY 04	FY 05
<b>COUNTYWIDE</b>		
Value of Existing Property	\$49,108,644,020	\$52,290,884,152
Value of New Construction	1,514,593,187	1,612,738,826
<b>Total Taxable Value</b>	\$50,623,237,207	\$53,903,622,978
<b>ELAPP DEBT SERVICE</b>		
Value of Existing Property	\$49,265,212,913	\$52,457,598,710
Value of New Construction	1,514,593,187	1,612,738,826
<b>Total Taxable Value</b>	\$50,779,806,100	\$54,070,337,535
<b>UNINCORPORATED(MSTU)</b>		
Value of Existing Property	\$28,908,133,719	\$30,914,358,199
Value of New Construction	1,085,971,808	1,161,338,251
<b>Total Taxable Value</b>	\$29,994,105,527	\$32,075,696,451
<b>SPECIAL LIBRARY DISTRICT</b>		
Value of Existing Property	\$46,824,246,677	\$49,858,457,862
Value of New Construction	1,486,264,929	1,582,574,896
<b>Total Taxable Value</b>	\$48,310,511,606	\$51,441,032,758

# MILLAGE COMPARISON

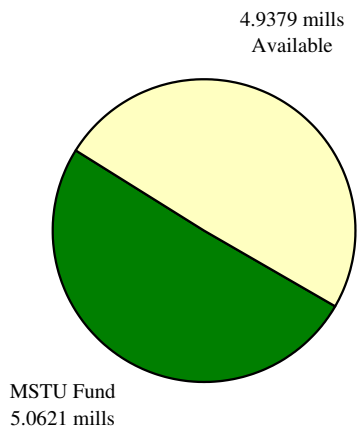
**Hillsborough County's  
Use of the Countywide  
10-mill Cap - FY 04**



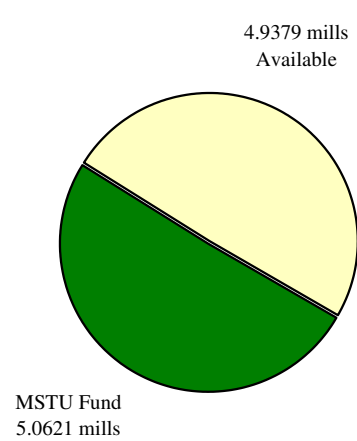
**Hillsborough County's  
Use of the Countywide  
10-mill Cap - FY 05**



**Hillsborough County's  
Use of the Unincorporated Area  
10-mill Cap - FY 04**



**Hillsborough County's  
Use of the Unincorporated Area  
10-mill Cap - FY 05**



**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 99	FY 00	FY 01	FY 02	FY 03	FY 04 Adopted	FY 05 Planned
<b>TAXES LEVIED COUNTYWIDE</b>							
BOCC - General Fund	\$581.25	\$569.76	\$565.02	\$557.62	\$539.87	\$539.08	\$537.96
BOCC - General Obligation Debt	11.80	13.91	11.15	9.55	8.55	7.84	7.46
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)*	714.83	680.33	653.63	643.95	644.63	636.00	636.00
Children's Board *	31.28	31.28	31.28	31.28	37.50	37.50	37.50
Port Authority*	23.25	23.25	22.13	21.75	21.75	21.75	21.75
<b>TOTAL COUNTYWIDE TAXES</b>	<b>\$1,394.05</b>	<b>\$1,350.17</b>	<b>\$1,314.84</b>	<b>\$1,295.79</b>	<b>\$1,283.94</b>	<b>\$1,273.82</b>	<b>\$1,272.32</b>
<b>TAXES LEVIED WITHIN SPECIFIC AREAS</b>							
Library District	\$48.17	\$48.17	\$48.17	\$48.17	\$48.17	\$48.17	\$48.17
Municipal Services Taxing Unit (MSTU) **	379.66	379.66	379.66	379.66	379.66	379.66	379.66
MSTU Parks General Obligation Debt **	6.07	6.37	5.51	4.38	3.75	3.41	3.29
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
<b>TOTAL TAXES WITHIN SPECIFIC AREAS</b>	<b>\$492.77</b>	<b>\$493.07</b>	<b>\$492.21</b>	<b>\$491.09</b>	<b>\$490.46</b>	<b>\$490.12</b>	<b>\$490.00</b>
<b>TOTAL AD VALOREM TAXES</b>	<b>\$1,886.82</b>	<b>\$1,843.24</b>	<b>\$1,807.05</b>	<b>\$1,786.88</b>	<b>\$1,774.40</b>	<b>\$1,763.93</b>	<b>\$1,762.31</b>
\$ change from preceding year:	(\$44.21)	(\$43.58)	(\$36.19)	(\$20.18)	(\$12.48)	(\$10.46)	(\$1.62)
% change from preceding year:	(2.3%)	(2.3%)	(2.0%)	(1.1%)	(0.7%)	(0.6%)	(0.1%)

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 04 adopted countywide millage rate of 7.1877 per thousand dollars of taxable value, the countywide property tax for this property would be:

*\$75 X 7.1877 Mills = \$539*

### 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 RATE***<sup>1</sup>

**Property Taxes Collected in the Previous Year for the General Revenue Fund, MSTU, and Library District = \$498,490,896**

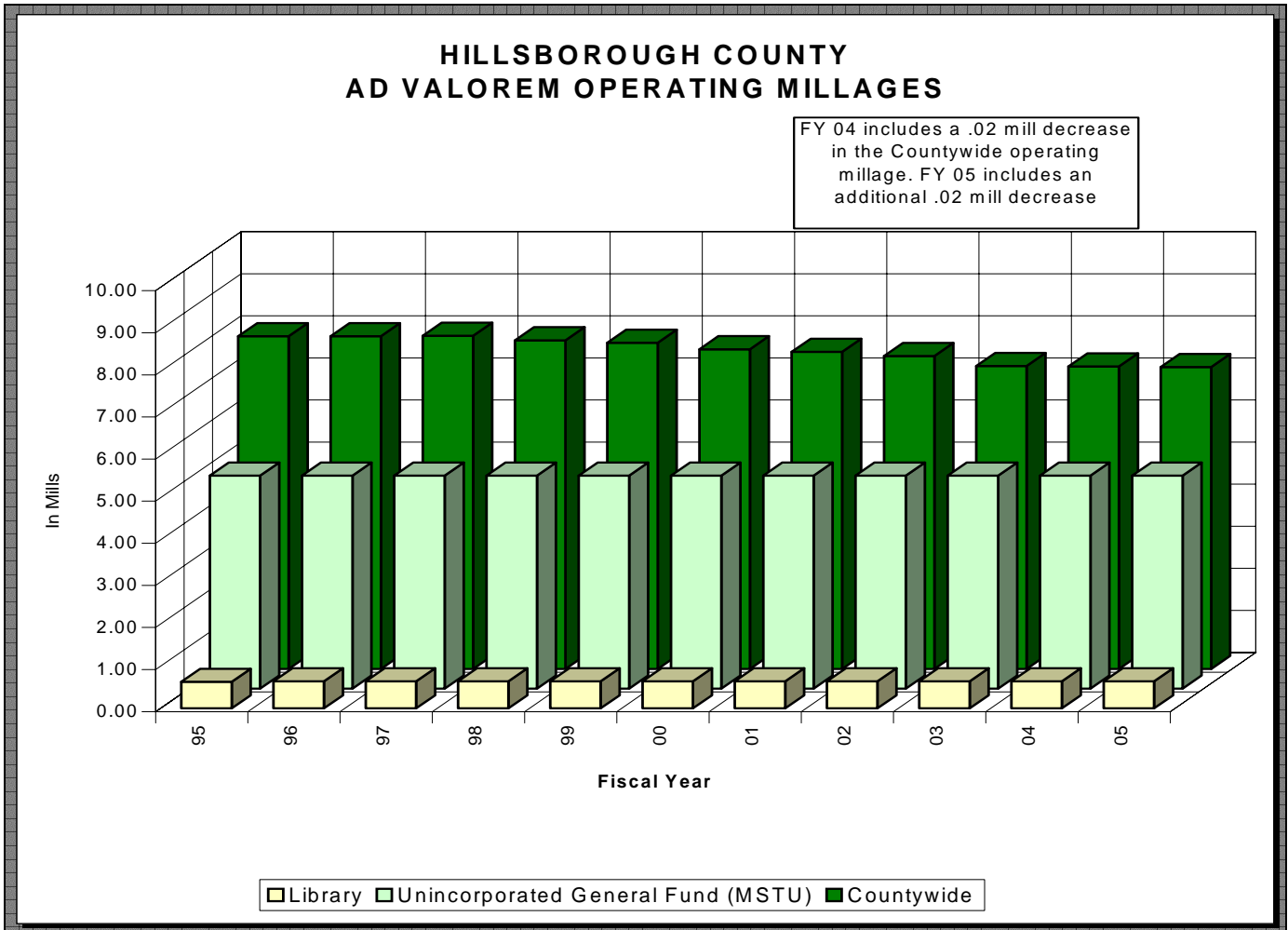
**Divided by**

**The Taxable Value of Countywide Property Less New Construction in the Current Year = \$49,108,644,020**

**Equals the Aggregate Rolled-Back Rate of  
10.1508 Mills or \$10.15 per \$1,000 of Taxable Value**

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

**The Calculated Proposed Aggregate Millage Rate for Fiscal Year 04 is 10.7999 Mills, or 6.395% Over the Aggregate Rolled-Back Rate.**



<sup>1</sup> 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

## 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 FY 04 and FY 05 revenues reflect the tentative 2002 economic recovery that followed the 2001 recession and the consensus among economic forecasters that points to strong growth in late 2003. Indeed, third quarter 2003 growth of 8.2% is the highest since 1984. The economy, buoyed by consumer and housing markets, experienced a more rapid recovery in early 2002 than many had anticipated. Subsequent corporate scandals, continuing weakness in business investment, and uncertainty regarding the Iraq situation lead to more disappointing results in late 2002 and early 2003. The quick end to the war in Iraq has removed much uncertainty and allowing businesses to refocus on future profits, investments and jobs. Consumers who did not fully retreat from retail markets but remained cautious have shown increased confidence since the war. County revenue growth, which slowed as a result of the overall slowdown in the economy, should benefit

from this coming improvement in economic growth. Taxable sales growth in Hillsborough County slowed significantly during FY 01 and FY 02. Taxable sales fell in calendar year 2002. A bright spot in the economy has been the record Hillsborough single family permit activity and home sales in 2001, 2002 and early 2003. This strength reflects nationally resilient housing markets that have been supported by historically low interest rates.

Property tax, sales tax, revenue sharing and fuel tax revenue estimates were formulated in spring of 2003 and were based upon time series forecasting techniques, trend analysis, state forecasts, and expert judgment. Management and Budget utilized 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 recovering revenue growth for FY 04 and 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 expectations for FY 03. The state forecast updates issued in March 2003 also indicated improving revenue performance. These new state revenue forecasts and Management and Budget forecasts indicate that actual FY 03 revenues, with the notable exception of the especially hard-hit Tourist Development Tax, will be close to budgeted amounts. Sales tax revenues and tourist tax revenues, however, remain particularly sensitive to changes in economic conditions and consumer attitudes. Forecasted economic improvement will likely mean a brightening picture for consumer confidence.

While concerns regarding job growth and consumers' staying power remain, the quick war in Iraq has been followed by a firming of consumer and business confidence in late 2003. Most analysts expect a return to long-term trend growth of at least 3.5% for 2004. As the situation develops Hillsborough County will carefully analyze its 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

## MAJOR COUNTY REVENUES

the largest percentage of all revenue – about 36%.

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.

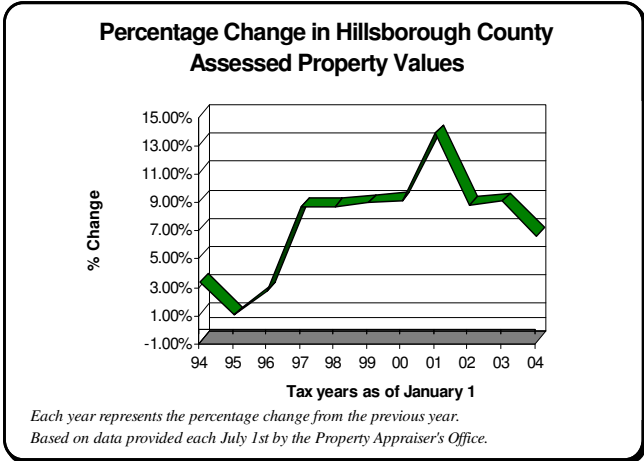
In addition to the Board of County Commissioners of Hillsborough County, other jurisdictions in the county have authority to levy their own property taxes. Entities such as the cities of Tampa, Temple Terrace, and Plant City, the Hillsborough County School Board, the Hillsborough Area Regional Transit 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 1995-2001. Countywide taxable values increased 8.1% for FY 98, 8.7% for FY 99, 8.7% for FY 00, 9.2% for FY 01, and 13.0% for FY 02. These rapid growth rates reflect strong economic growth in the late 1990s but were also elevated by the one-time addition of the stadium to the taxable roll and the reconsideration of some exemptions. The growth rate for FY 03 dropped to 8.0%, yet still outperformed its 10-year average annual growth of 6.8%.

Property tax revenue growth in FY 04 and FY 05 reflects the mixed economy of 2001 through 2003 when commercial real estate fared poorly but record low interest rates propelled the single family housing market to record levels. New housing permits fell 19.5% in 2000, only to rebound 14.6% in 2001 and another 13.2% in 2002. Multi-family permitting rose a modest 4.25% in 2002. Commercial permitting remained very weak registering a 44.8% drop. 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 1<sup>st</sup>. 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. FY 03 property tax revenue slowed from the rapid pace of the late 90s but did not collapse as housing markets, buoyed by very low interest rates, performed very well in the recent recession. FY 02 property tax revenue benefited from changes in assessment procedures that elevated growth for that year only. This did not boost FY 03 growth.

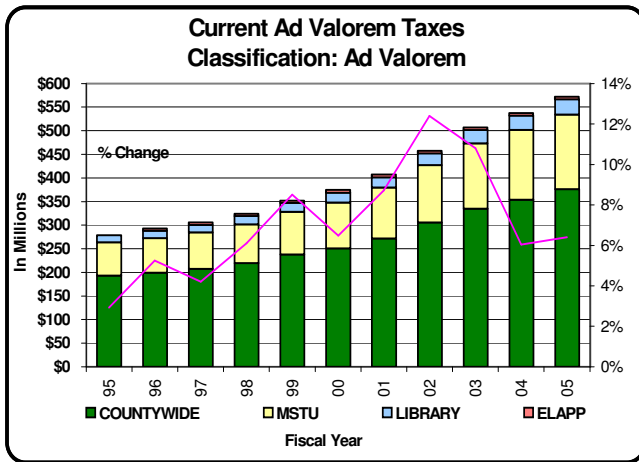


## MAJOR COUNTY REVENUES

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. For the first time, ARIMA modeling has been introduced to the forecasting of taxable property values and is used in conjunction with trend analysis and expert knowledge. ARIMA forecasts have been used in the Pro Forma budget for FY 04 and FY 05. Countywide taxable values were forecasted to rise 7.25% in FY 04 and 6.48% in FY 05. Unincorporated taxable values were forecasted to rise 7.71% and 6.94% respectively. Higher interest rates are likely to accompany stronger economic growth and cool down housing markets for FY 05. These estimates are replaced with actual data from the Property Appraiser's Office, as they become available. Authoritative preliminary estimates indicated the ARIMA forecasts were accurate, if not marginally low.

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 1995. Strong growth in taxable value since FY 96 has allowed the County to reduce total BOCC millage every year since FY 96 while maintaining ad valorem revenues needed to fund County needs.



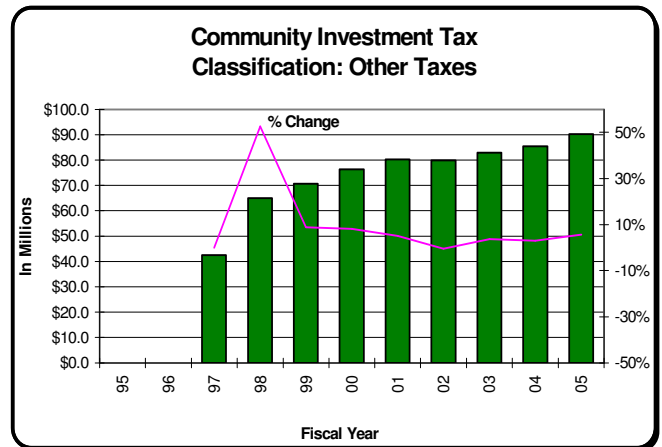
### OTHER TAXES

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 provide 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 has improved in FY

## MAJOR COUNTY REVENUES

03. Better economic conditions in late 2003 (early FY 04) should provide an additional boost. FY 05 should see a return to near long-term CIT revenue growth expectations. Combining ARIMA forecasts, expert judgment and slightly more optimistic state forecasts lead Management and Budget staff to a consensus forecast of 4.7% growth for FY 04 and 5.6% for FY 05.

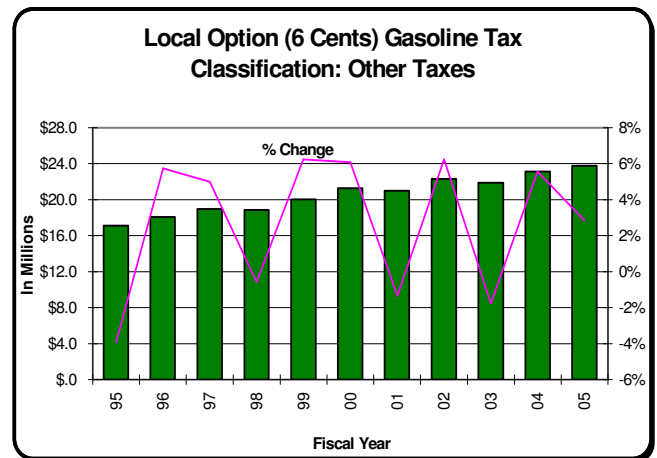
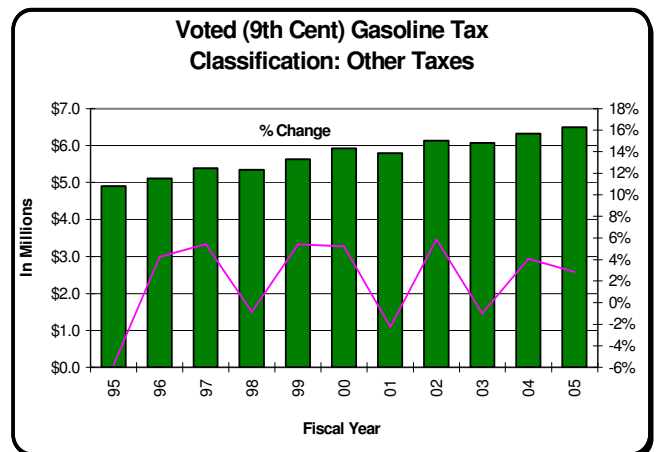
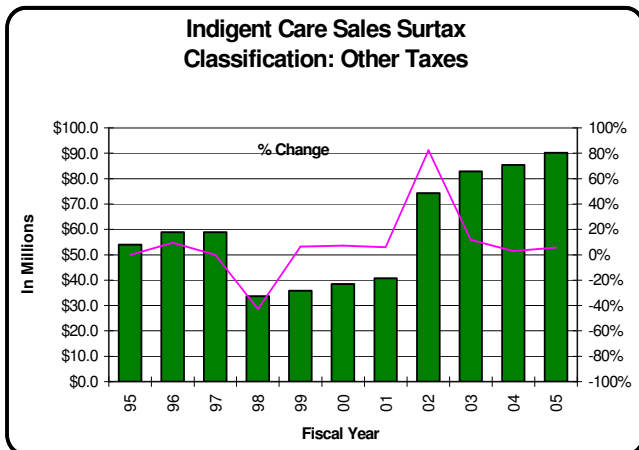
**Indigent Care and Trauma Center Sales Surtax -** The *Indigent Care and Trauma Center Sales Surtax* funds Hillsborough County's acclaimed Indigent Health Care Program. This surtax was first imposed for a two-year period in FY 85 at a rate of 0.25 percent. In FY 92, the Board of County Commissioners 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.

The chart for this tax reflects revenues since FY 95. 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. FY 04 and FY 05 forecasts for the Indigent Care Surtax match the CIT.

**Gasoline Taxes -** The Taxes revenue classification includes two gasoline taxes, the Voted (9<sup>th</sup> 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.

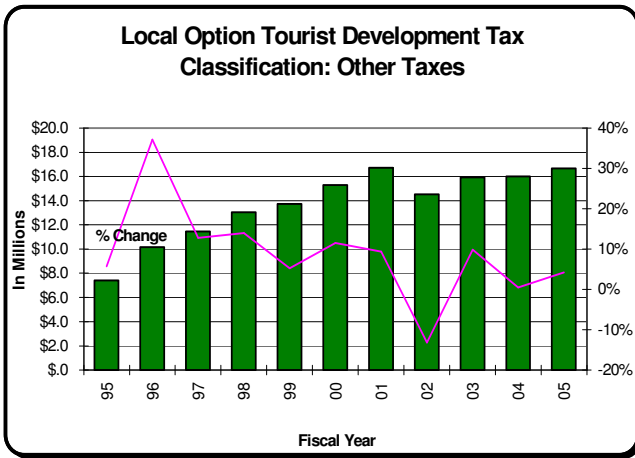


Gas taxes are an important source of funds for road network improvement, maintenance, and road resurfacing. Like most gasoline taxes, and as shown in the respective charts, gasoline tax revenues have

## MAJOR COUNTY REVENUES

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. FY 03 through FY 05 gas tax revenue growth should continue to reflect long-run trends; however, any shock to world oil markets could cause an upward spike in gasoline prices which could translate to lower gas sales and gas tax revenue.

**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%.



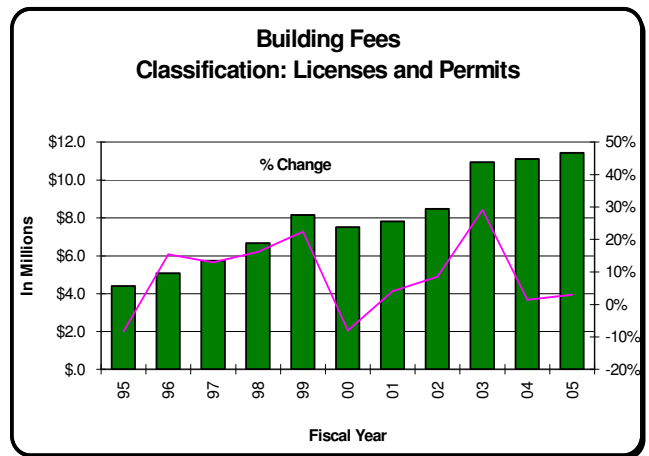
Tourist tax revenues rose steadily from FY 93 – FY 01. FY 02 revenues fell substantially in the aftermath of September 11. FY 03 projections expected that this negative effect would dissipate with time. FY 03 has seen some improvement but lags budgeted figures. Reflecting still weak tourist markets that have not fully recovered from terrorist and war fears and input from the Economic Development Department only modest growth of 3.77% is forecast in FY 04 followed by a more rapid 4.2% in FY 05.

### 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 revenue estimates include fee increases for residential housing permits and building trades subpermits. This is the first time these fees have been increased since 1989. After a one-time increase of nearly 30% in this revenue, FY 04 revenue is forecast to grow 1.5%, followed by 3.0% growth in FY 05



### INTERGOVERNMENTAL REVENUES

The County receives 14% of its revenue from intergovernmental sources including federal and state grants.

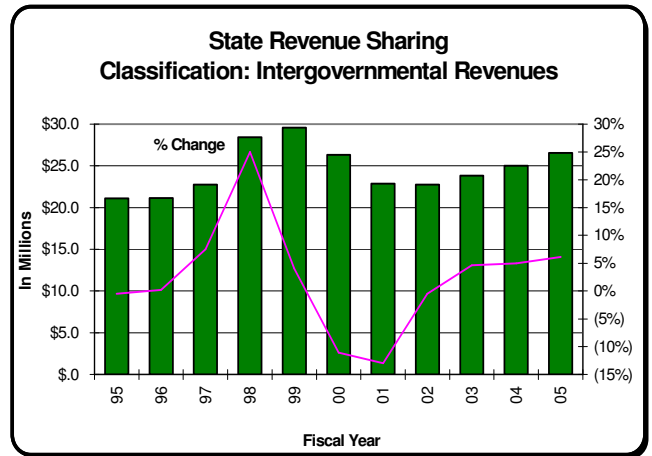
**Grants** - Major grants received by the county include funding for head start, children and elderly food

## MAJOR COUNTY REVENUES

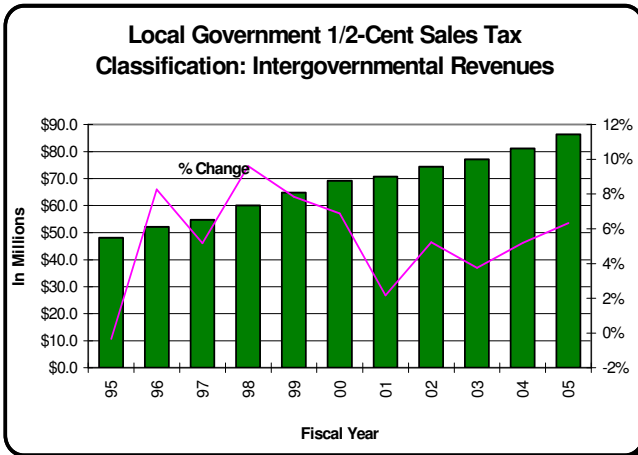
programs, anti-drug abuse programs, environmental issues, jail construction, and Housing and Urban Development grants for community development and housing rental.

**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 and FY 02. FY 01 half-cent revenue grew only 2.2%. FY 02 revenues grow 5.2% reflecting the half-cent's reliance on a more stable state-wide base. Hillsborough sales fell in 2002 compared to a modest statewide rise. Since county surtaxes rely only on in-county sales surtax performance has lagged the broader based half-cent sales tax. FY 03 half-cent projections are closer to budgeted expectations of modest growth. Better economic conditions in late 2003 should provide an additional boost for FY 04. ARIMA forecasts and slightly higher state forecasts lead to a consensus forecast of 5.15% growth in FY 04 and a further rise of 6.33% for FY 05.

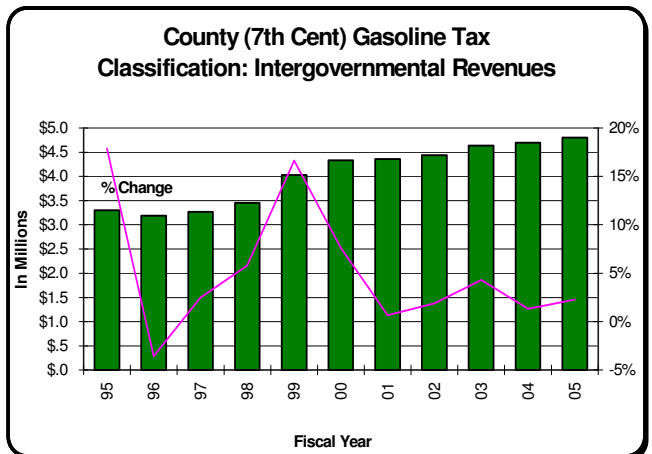
approved by the Florida Legislature in 1999. In May 2000 the Legislature passed an additional change to State Revenue Sharing. As of July 1, 2000 counties will still receive the one-cent cigarette tax but will no longer receive any portion of the intangibles tax. In place of the intangibles revenue the Legislature authorized 2.25% of state sales tax revenue be included in State Revenue Sharing. This change further reduced state revenue proceeds, but will likely produce a more stable revenue source over the long term. This change will cause State Revenue Sharing to grow in a similar manner to the Half-Cent Sales Tax.



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 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

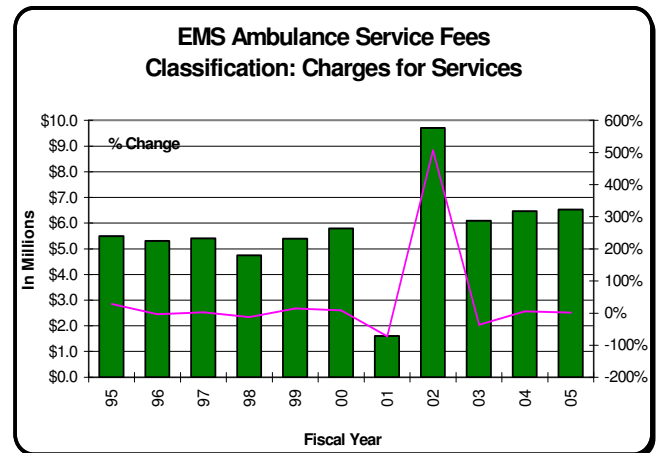
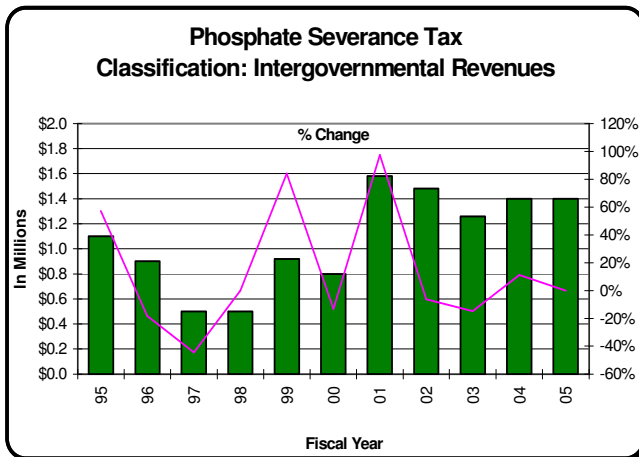


## MAJOR COUNTY REVENUES

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 95, with the exception of a slight drop in FY 96. Growth accelerated in the late 1990s, as did growth in most revenues. FY 04 and FY 05 revenue projections for the Constitutional Gas Tax and County Gasoline Tax reflect long-run trend rates of steady, slow increase.

**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, and clearly illustrates a decline in FY 97. 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%.

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.



### CHARGES FOR SERVICES

*Charges for Services* comprise almost 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,

**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. Beginning in FY 04 the rate is \$80.68.

Residents are also assessed a solid waste disposal assessment on the ad valorem tax bill. These assessment fees replace the tipping fee previously

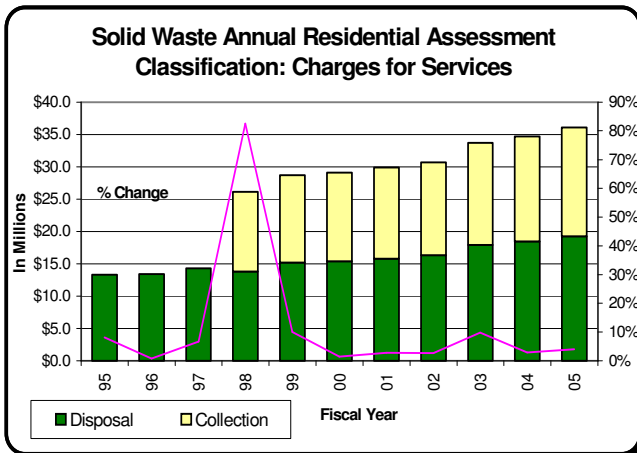


## MAJOR COUNTY REVENUES

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.

During FY 01, Solid Waste Residential Assessments were reclassified from Miscellaneous Revenues to Charges for Services.

Overall, solid waste funding sources for FY 04 and FY 05 are expected to rise slightly, mainly due to increased volume of tonnage processed related to growth in the system.



Although not shown in a chart, the County's revenue from water and wastewater services is a major component of this category. Revenues are projected by the rate model developed by County staff. The model is largely driven by declining projected rates of customer growth and, as a result, revenue growth (absent any rate changes).

### FINES AND FORFEITURES

*Fines and Forfeitures* comprise only 0.2% of County revenues, and consist mainly of court and library fines. These are expected to continue to be a stable, albeit minor, source of revenue.

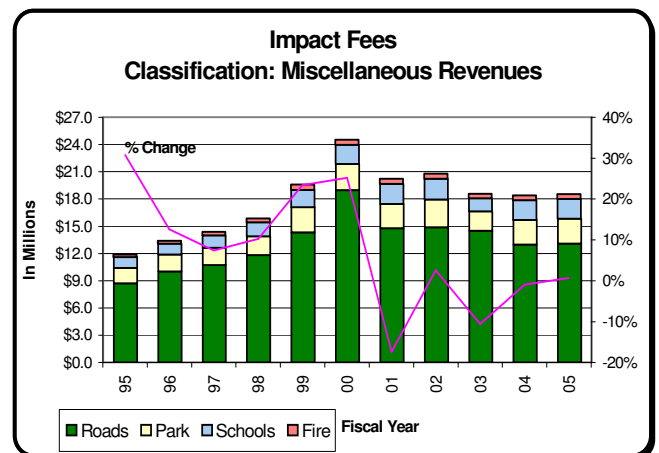
### MISCELLANEOUS REVENUES

*Miscellaneous Revenues* account for approximately 7% 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.

**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 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, since credits for contributions may be used in place of paying fees.

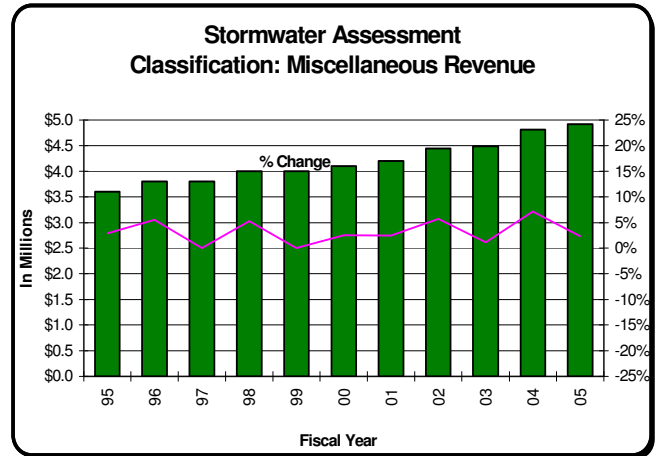


## MAJOR COUNTY REVENUES

**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 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.

Overall revenues are estimated to increase slightly due to ongoing unincorporated area development.



## 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 circulation 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. Every appropriation shall lapse at the close of the fiscal year. 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 04 budget for Hillsborough County consists of four distinct phases.***

***The Planning Phase*** began October 1, 2002 with in-house review of the FY 02 and FY 03 two-year budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The FY 02 and FY 03 biennial (two-year) budget received GFOA's *Distinguished Budget Presentation Award*, including *Special Performance Measures Recognition*. The planning phase continued with preparation of budget instructions, examples, and training materials.

***The Preparation Phase*** for all BOCC funded organizations began with a budget "kick-off" meeting with the County Administrator on January 7, 2003. Concurrent with the budget "kick-off", instructions and forms were electronically distributed to all organizations. For the FY 04 and FY 05 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 level of service". 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 ex-

panded 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 04 and FY 05, departments were also allowed to submit "desired decision units" reflecting service or activity levels above the continuation level.

In addition to the decision units and summaries, each organization receiving either direct or indirect funding from the General Funds, were required to submit a proposal for a 3% reduction to their continuation level budget. The proposal would explain the impact on each program/service that would result from a 3% reduction, including the impact on the number of clients served, response times, hours of operation, etc.

The deadline for BOCC departments and agencies to submit their budget packages to the Management and Budget Department was March 3rd. Although Florida Statutes allow most Constitutional Officers to submit their budgets on June 1<sup>st</sup>, the County Administrator asked them to make their submissions earlier to accommodate an accelerated schedule. Most 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, Department Director and budget staff to review and discuss the departmental budget submittals. These sessions began in March 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 at the request of the Board so that they may be more involved in the budget process and provide input into the prioritization of issues that lead to the development of the recommended budget.

***The Public Adoption Phase*** began with the formal presentation of the County Administrator's Recommended Budget on June 4, 2003. The BOCC review of the budget and the public process of review, change, and formal adoption lasted through late Sep-

## THE PROCESS OF ADOPTING THE BUDGET

tember. This phase included seven workshops with the BOCC and four public hearings of which two are 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 involves setting the proposed millage rates for FY 04. The proposed millage rates for FY 04 were set at a budget reconciliation workshop on July 31<sup>st</sup>. The proposed millage rates approved at the July 31<sup>st</sup> 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 noti-

fication 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 4<sup>th</sup>. After hearing public testimony at the hearing, the BOCC adopted tentative millage rates and a tentative FY 04 budget.

The fourth and final milestone in this phase was the adoption of the FY 04 budget, setting the final millage rates, and adopting the FY 04 through FY 09 Capital Improvement Program (CIP). These actions were taken at the second public hearing held on September 18<sup>th</sup>. 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 7 – Budget “kick-off” meeting; Electronic Distribution of Budget Instructions and Forms**
- **February 10 – Personnel Worksheets due from all organizations**
- **February 17 – Revenue Worksheets due from all organizations**
- **March 3 - Budget Submissions Due**
- **June 1 - Budget Submissions Due From Sheriff, Clerk, Property Appraiser, and Supervisor of Elections**

#### *Review*

- **January 29 - BOCC Workshop; Discussion of the budget process, analysis of the state budget impact, review of last year’s pro forma forecasts, and a discussion of potential issues for future budget workshops.**
- **February 26 – BOCC Workshop; Presentation of Countywide General Fund and Unincorporated Area General Fund Five-Year Pro Formas, discussion of the administration of the impact fee program, and an update on the impact of the state budget.**
- **March 12 – BOCC Workshop; Review of BOCC goals/strategic plan, presentation of Library District Fund Pro Forma, informational report on a residential rental housing inspection program, update on the impact of the state budget and other legislative issues.**
- **April 23 – BOCC Workshop; Discussion of unfunded capital projects and an update on Article V.**

## THE PROCESS OF ADOPTING THE BUDGET

- **March – 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.**
- Public Adoption*
- **June 6 - County Administrator presents the Budget at a regular BOCC meeting.**
  - **June 11 - BOCC Budget Workshop** – Reviewed the budget calendar and process with the Board. Presented and discussed the recommended budgets for Water, Solid Waste, BOCC, and County Attorney.
  - **June 12 – BOCC Budget Workshop** - Presented and discussed the recommended budgets for Administrative Services, Communications, Community Liaisons, Consumer Protection, County Administrator, Debt Management, Neighborhood Relations, Public Affairs, Quality Services, Health & Social Services, Aging Services, Animal Services, Children’s Services, Cooperative Extension, Economic Development, Equal Opportunity, Fleet Management, Human Resources, Information & Technology Services, Management & Budget, Purchasing, and Real Estate.
  - **June 12 - Public Hearing to Accept Public Input on the Operating and Capital Improvement Budgets**
  - **June 17 – BOCC Budget Workshop** – Discussion of pay plan issues with the Board, Updated the Board on the Impact of Article V and presented and discussed the recommended budgets for Community Improvement, Fire Rescue, Library Services, Medical Examiner, Public Safety and Water Resources Team.
  - **June 26 - Public Hearing to Accept Public Input on the Operating and Capital Improvement Budgets**
  - **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 04 and FY 05 Budget filed with the Clerk in accordance with Florida Statutes**
  - **July 17 – BOCC Budget Workshop** - Reviewed 2003 Civil Service Board’s Labor Market Report, Updated the Board on the Impact of Article V and presented and discussed the recommended budgets for Clerk of the Circuit Court, Property Appraiser, Public Defender, State Attorney, Victim Assistance, Supervisor of Elections, Tax Collector, Courts, Parks, Recreation & Conservation, Planning & Growth Management, Public Works, Internal Performance Auditor, Charter review Board, Planning Commission, MPO, Civil Service Board EPC, Law Library, Legislative Delegation, Soil & Water Conservation Board, and Sheriff.
  - **July 24 – BOCC Budget Workshop** – Reviewed the Capital Budget and CIP, the funding of new projects with the Community Investment Tax (CIT), and unfunded stormwater projects. Reviewed specific funding requests from the Children’s Museum, Junior Achievement Enterprise Village, Tampa Bay Performing Arts Center and the City of Plant City (Parks & Recreation).
  - **July 29 – BOCC Budget Workshop** - Reviewed HARTline funding request; the recommended budgets for Other Government Agencies, Non-Departmental Allotments, and Non-Profit Organizations; Reviewed specific funding requests from the Commission on the Status of Women, Tampa Sports Commission, Lowry Park Zoo, and the USF Economic Development Partnership; reviewed the budget for the Tampa Sports Authority.
  - **July 31 - BOCC Budget Workshop to Reconcile Changes to the Budget and Set Proposed TRIM Millage Rates**
  - **September 4 - First State-Required Public Hearing to Adopt Tentative Millage Rates and Tentative Budget**
  - **September 18 - Second State-Required Public Hearing to Adopt Final Millage Rates and the FY 04 Operating and Capital Budgets**

## PROCEDURES FOR AMENDING THE BUDGET

For a full discussion of the County's budget process, see **The Process for 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.
- 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.
- 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 affecting that 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 signed by the department director and then forwarded for review through the organization. The following order is suggested for review and signature, unless otherwise noted:

- Department Director
- Management and Budget Department.
- County Attorney's Office
- Assistant County Administrator (required for departments under the County Administrator).

All budget amendments are submitted to Administrative Services for final coordination and preparation of the BOCC's agenda. A copy is forwarded by the Management and Budget Department 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, and other matters considered appropriate for good financial management. Changes or corrections recommended by Management and Budget are discussed with the initiating department and are accomplished either in Management and Budget or by the originating office, as appropriate.

Upon approval by the BOCC, 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 incorporation into the County's financial record keeping system. 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

Hillsborough County's Office of Management Services – which reports to 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. Management Services is also responsible for developing long-range financial planning strategies, including reserve policies and forecasting. These functions are performed by 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 that regulate 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 vouches 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.



## FINANCIAL POLICIES AND PROCEDURES

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:** Inter-fund 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 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, chargebacks, and card account number security.
- Pursuant to Chapter 215.322(5) of the Florida Statutes, individual credit card, charge card, or

## FINANCIAL POLICIES AND PROCEDURES

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 biennial 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

## FINANCIAL POLICIES AND PROCEDURES

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,
  - 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

## FINANCIAL POLICIES AND PROCEDURES

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.

(Exception: This policy does not apply to organizations receiving funds through a contract or inter-local 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).

## FINANCIAL POLICIES AND PROCEDURES

**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.

## FINANCIAL POLICIES AND PROCEDURES

### 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.

**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 impact 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 es-

## FINANCIAL POLICIES AND PROCEDURES

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 service 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.

## FINANCIAL POLICIES AND PROCEDURES

### 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, under 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



## FINANCIAL POLICIES AND PROCEDURES

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.

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.

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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.

**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.

### 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

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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:

- 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, twenty-five percent (25%) of 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.

This policy will apply to only the Countywide General Fund and Unincorporated Area General Fund and does not apply to the budgets of Constitutional Officers. Organizations with fewer than 25 positions will be exempt from the provisions of this policy.

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**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.

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

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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.

**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 supermajority 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 or acquisition of infrastructure and other assets for the purpose of meeting 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 rating and to preserve and enhance the quality of life, safety and welfare of its citizens; (d) that such Debt Obligations shall not be issued or debt proceeds used to finance current operations of County government except as provided for herein; and, (e) to issue or guarantee Debt Obligation on behalf of independent authorities and agencies of the County for the purpose of constructing facilities or 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 against a pledge of specific revenue source or sources the proceeds of which are used to fund a capital project providing a public benefit.]

**Purpose:** The purpose of this policy is to establish parameters and guidance for the issuance, management, monitoring, assessment and evaluation

## FINANCIAL POLICIES AND PROCEDURES

tion of all Debt Obligations (defined above) 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 Utilities 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 Utilities 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, and any capital expansion related to service of existing customers.

In addition, the funds to expand the utilities system to service new customers shall be obtained through connection fees provided, however, that any utilities funds may be used to meet cash flow requirements with a return to those funds used from connection fees. Connection fees shall be accounted for as set forth in appropriate county ordinances and bond covenants. Also, these fees and all other utility fees shall be reviewed on an annual basis to determine their appropriateness as to the cost of providing service and expansion of the utility system to service new growth.

**Purpose:** The purpose of this policy is to insure that the Hillsborough County Water and Wastewater Utilities Department utilizes a financial program using acceptable and sound procedures consistent with standard criteria for operating utilities and that the Utilities Department shall be an enterprise fund existing solely on its own revenues and that such funds are utilized only for the use of the Utilities Department.

**Responsibility:** The Department of Water and Wastewater Utilities 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 re-

view 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 sufficient 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.

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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 stipulation 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.

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**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 ENDING FUND BALANCE

In reviewing Hillsborough County's adopted budget for FY 04 and planned budget for FY 05, the reader will notice that County 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, 2004 and September 30, 2005 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 \$541.5 million in FY 04 and \$559.0 million in FY 05.

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 calculated as follows:

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). The third column reflects estimated expenditures and other uses, excluding reserves. The final column, which reflects a somewhat conservative projection of fund balance as of September 30, 2004 and September 30, 2005, is column one plus column two, less column three. The total for all funds is \$589.6 million in FY 04 and \$610.0 million in FY 05.

## FY 04 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/ SOURCES <sup>1</sup>	EXPEND/ USES <sup>2</sup>	ENDING FUND BAL <sup>3</sup>
<b>General Fund</b>				
Countywide General Fund	\$62,128,851	\$477,561,779	\$476,466,147	\$63,224,483
Unincorporated Area General Fund	35,300,650	266,757,703	266,688,705	35,369,648
Subtotal	97,429,501	744,319,482	743,154,852	98,594,131
<b>Special Revenue Funds</b>				
Countywide Special Purpose Fund	45,504,493	171,322,390	174,826,980	41,999,903
Unincorporated Area Special Purpose Fund	16,454,887	28,428,783	21,982,106	22,901,564
County Blended Component Units Fund	0	9,271,437	9,271,437	0
Local Housing Assistance Program Fund	181,694	6,138,478	6,320,172	0
State of Florida Health Care Surtax Trust Fund	14,624,762	85,661,122	84,460,110	15,825,774
Sales Tax Revenue Fund	33,845,139	183,964,497	188,925,602	28,884,034
Intergovernmental Grants	0	93,507,871	93,507,871	0
County Transportation Trust Fund	13,986,930	109,652,447	115,277,999	8,361,378
Library Tax District Fund	18,866,721	39,485,291	43,561,445	14,790,567
Infrastructure Surtax Fixed Project Fund	0	107,583,378	100,437,997	7,145,381
Subtotal	143,464,626	835,015,694	838,571,719	139,908,601
<b>Debt Service Funds</b>				
Cap Imp Non-Adval Rev Bds Ser 98 Fund	347,448	1,536,315	1,509,425	374,338
Fuel Tax Ref Revenue Bonds Debt Svc Fund	1,236,672	2,342,504	2,383,427	1,195,749
General Obligation Bonds P & R Sinking Fund	147,600	1,402,232	1,389,233	160,599
ELAPP Limited Ad Valorem Tax Bonds	1,122,599	5,492,490	5,355,797	1,259,292
Criminal Justice Facility Revenue Bonds	17,971,820	9,863,985	10,011,650	17,824,155
Court Facil Rev Bonds 99 Debt Svc Fund	5,689,208	7,022,470	7,536,779	5,174,899
Cap Improve Prg Rev Bonds 94 Debt Svc Fund	4,067,643	3,530,101	3,518,377	4,079,367
Cap Improve Nonadval Ref Rev 96A/B Bd Fund	6,720,336	5,468,804	5,412,324	6,776,816
2001 Community Investment Tax Rev Bonds	2,101,889	4,533,477	4,532,562	2,102,804
Subtotal	39,405,215	41,192,378	41,649,574	38,948,019
<b>Capital Projects Funds</b>				
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	0	135,000	(24,476)	159,476
EPC Facility Acquistion/Rehab Fund	0	1,270,000	1,270,000	0
Enviro Sensitive Lands Tax/Bond Fund	6,201,022	17,704,824	22,595,654	1,310,192
Court Facil Non-Bond Construction Fund	0	(5,215,000)	(5,141,000)	(74,000)
Capital Imprv Prog Bonds Series 94/96 Fd	0	240,000	0	240,000
Capital Improvement Commercial Paper Prog Fd	0	141,776,429	130,759,429	11,017,000
Falkenburg Jail Construction Fund	0	700,000	168,000	532,000
Subtotal	6,201,022	156,611,253	149,627,607	13,184,668

## FY 04 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/ SOURCES <sup>1</sup>	EXPEND/ USES <sup>2</sup>	ENDING FUND BAL <sup>3</sup>
<b>Enterprise Funds</b>				
Solid Waste System Enterprise Fund	91,176,271	159,213,360	160,606,529	89,783,102
Water & Wastewater Utility Enterprise Fund	121,201,470	363,870,528	368,968,085	116,103,913
Capital Improvement Commercial Paper Prog Fd	0	5,186,000	5,186,000	0
Recl Water Spcl Assessment Rev Bds 2000	0	524,686	453,960	70,726
Capacity Assess Special Assess Bds 2000	0	3,255,342	2,508,704	746,638
Subtotal	212,377,741	532,049,916	537,723,278	206,704,379
<b>Internal Service Fund</b>				
Fleet Services Fund	12,781,540	21,032,293	21,737,100	12,076,733
County Self Insured Fund	74,862,949	91,521,517	86,222,846	80,161,620
Subtotal	87,644,489	112,553,810	107,959,946	92,238,353
<b>Total</b>	<b>\$586,522,594</b>	<b>\$2,421,742,533</b>	<b>\$2,418,686,976</b>	<b>\$589,578,151</b>

1. Includes all revenues and other sources except fund balance. Does not net out 5% of anticipated revenue in unrestricted funds.

2. Estimated expenditures and other uses.

3. Equals: beginning fund balance plus revenues and other sources, less expenditures and other uses.

Note: Drawdowns in the Capital Projects funds and Enterprise Funds reflect anticipated construction of capital projects.

## FY 05 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/ SOURCES <sup>1</sup>	EXPEND/ USES <sup>2</sup>	ENDING FUND BAL <sup>3</sup>
<b>General Fund</b>				
Countywide General Fund	\$58,478,642	\$492,823,500	\$480,769,703	\$70,532,439
Unincorporated Area General Fund	34,550,133	287,556,856	281,648,244	40,458,745
Subtotal	93,028,775	780,380,356	762,417,947	110,991,184
<b>Special Revenue Funds</b>				
Countywide Special Purpose Fund	36,126,824	178,111,274	163,338,079	50,900,019
Unincorporated Area Special Purpose Fund	21,314,500	28,959,554	22,944,354	27,329,700
County Blended Component Units Fund	0	9,445,647	9,445,647	0
Local Housing Assistance Program Fund	0	6,328,171	6,328,171	0
State of Florida Health Care Surtax Trust Fund	15,010,405	90,463,113	87,210,722	18,262,796
Sales Tax Revenue Fund	28,955,529	194,495,085	195,210,459	28,240,155
Intergovernmental Grants	0	95,865,391	95,865,391	0
County Transportation Trust Fund	11,334,459	132,678,227	134,209,759	9,802,927
Library Tax District Fund	14,761,070	41,408,114	42,273,176	13,896,008
Infrastructure Surtax Fixed Project Fund	0	80,324,188	74,817,807	5,506,381
Subtotal	127,502,787	858,078,764	831,643,565	153,937,986
<b>Debt Service Funds</b>				
Cap Imp Non-Adval Rev Bds Ser 98 Fund	374,338	1,508,956	1,509,356	373,938
Fuel Tax Ref Revenue Bonds Debt Svc Fund	1,195,749	2,389,386	2,389,661	1,195,474
General Obligation Bonds P & R Sinking Fund	104,839	1,446,873	1,388,497	163,215
ELAPP Limited Ad Valorem Tax Bonds	1,045,043	5,568,092	5,346,308	1,266,827
Criminal Justice Facility Revenue Bonds	17,824,155	10,015,443	10,015,777	17,823,821
Court Facil Rev Bonds 99 Debt Svc Fund	5,174,899	6,344,780	6,147,872	5,371,807
Cap Improve Prg Rev Bonds 94 Debt Svc Fund	4,079,267	3,521,190	3,521,190	4,079,267
Cap Improve Nonadval Ref Rev 96A/B Bd Fund	6,776,816	5,415,764	5,414,864	6,777,716
2001 Community Investment Tax Rev Bonds	1,900,304	4,743,178	4,527,762	2,115,720
Subtotal	38,475,410	40,953,662	40,261,287	39,167,785
<b>Capital Projects Funds</b>				
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	0	25,000	0	25,000
Enviro Sensitive Lands Tax/Bond Fund	1,864,011	14,135,354	14,140,241	1,859,124
Court Facil Non-Bond Construction Fund	0	(953,629)	(953,629)	0
Capital Imprv Prog Bonds Series 94/96 Fd	0	170,000	0	170,000
Capital Improvement Commercial Paper Prog Fd	0	84,547,000	83,117,871	1,429,129
Falkenburg Jail Construction Fund	0	125,000	0	125,000
Subtotal	1,864,011	98,048,725	96,304,483	3,608,253

## FY 05 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/ SOURCES <sup>1</sup>	EXPEND/ USES <sup>2</sup>	ENDING FUND BAL <sup>3</sup>
<b>Enterprise Funds</b>				
Solid Waste System Enterprise Fund	85,535,850	163,622,839	161,333,490	87,825,199
Water & Wastewater Utility Enterprise Fund	130,620,424	385,945,600	400,846,721	115,719,303
Capital Improvement Commercial Paper Prog Fd	0	2,720,000	2,720,000	0
Recl Water Spcl Assessment Rev Bds 2000	0	524,686	454,289	70,397
Capacity Assess Special Assess Bds 2000	0	2,754,488	2,507,850	246,638
Subtotal	216,156,274	555,567,613	567,862,350	203,861,537
<b>Internal Service Fund</b>				
Fleet Services Fund	11,716,075	21,772,887	21,317,308	12,171,654
County Self Insured Fund	80,211,620	100,107,924	94,036,822	86,282,722
Subtotal	91,927,695	121,880,811	115,354,130	98,454,376
<b>Total</b>	<b>\$568,954,952</b>	<b>\$2,454,909,931</b>	<b>\$2,413,843,762</b>	<b>\$610,021,121</b>

1. Includes all revenues and other sources except fund balance. Does not net out 5% of anticipated revenue in unrestricted funds.

2. Estimated expenditures and other uses.

3. Equals: beginning fund balance plus revenues and other sources, less expenditures and other uses.

Note: Drawdowns in the Capital Projects funds and Enterprise Funds reflect anticipated construction of capital projects.



**Adopted  
Biennial Budget  
for  
FY 04 and FY 05**

**Operations  
And  
Funding  
Guide**



**Hillsborough County  
Florida**





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## 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 02 actuals, FY 03 and FY 04 adopted, and FY 05 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 and FY 05:

<b>All Fund Types:</b>	FY 04	\$2,960,222,345	FY 05	\$2,972,886,354
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<b>Governmental Funds:</b>	FY 04	\$2,017,873,978	FY 05	\$1,989,802,915
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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:

<b>A. General Fund:</b>	FY 04	\$811,007,638	FY 05	\$840,680,772
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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>B. Special Revenue Funds:</b>	FY 04	\$963,798,709	FY 05	\$970,128,584
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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.

<b>C. Debt Service Funds:</b>	FY 04	\$80,255,356	FY 05	\$79,080,823
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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.

<b>D. Capital Projects Funds:</b>	FY 04	\$162,812,275	FY 05	\$99,912,736
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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).

<b>Proprietary Fund Types:</b>	FY 04	\$942,348,367	FY 05	\$983,083,439
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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:

<b>A. Enterprise Funds:</b>	FY 04	\$742,150,068	FY 05	\$769,274,933
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Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements.

<b>B. Internal Service Funds:</b>	FY 04	\$200,198,299	FY 05	\$213,808,506
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Internal service funds are used to accumulate and allocate costs internally among the County's other functions.

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

## BUDGET SUMMARY BY FUND

FUND TITLE	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>General Fund</b>				
Countywide General Fund	\$396,566,146	\$471,019,977	\$518,510,471	\$528,954,383
Unincorporated Area General Fund	204,505,476	250,481,599	292,497,167	311,726,389
Subtotal	601,071,622	721,501,576	811,007,638	840,680,772
<b>Special Revenue Funds</b>				
Countywide Special Purpose Revenue Fund	164,736,924	209,473,255	215,897,461	213,231,481
Unincorporated Area Special Purpose Fund	29,035,166	48,188,312	44,349,820	49,734,117
County Blended Component Units Fund	13,642,104	8,130,126	9,271,437	9,445,647
Local Housing Assistance Program Fund	6,967,345	5,807,089	6,320,172	6,328,171
State Of FI Healthcare Surtax Trust Fund	92,751,896	101,291,479	96,002,828	100,950,362
Sales Tax Revenue Fund	166,675,655	203,208,856	213,793,142	219,179,667
Intergovernmental Grants	95,783,033	91,498,711	93,507,871	95,865,391
County Transportation Trust Fund	110,246,582	138,237,634	120,441,812	140,726,027
Library Tax District Fund	25,036,028	47,544,559	56,630,788	54,343,533
Infrastructure Surtax Fixed Project Fund	14,042,475	93,851,551	107,583,378	80,324,188
Subtotal	718,917,208	947,231,572	963,798,709	970,128,584
<b>Debt Service Funds</b>				
Cap Imp Non-Adval Rev Bds Ser 98 Fd	1,498,000	2,075,050	1,883,763	1,883,294
Fuel Tax Ref Revenue Bonds Debt Svc Fund	2,378,854	3,565,263	3,579,176	3,585,135
General Obligation Bonds P&R Sinking Fd	20,379,564	1,554,934	1,480,220	1,479,868
EILAPP Limited Adval Tax Bonds Dbt Svc Fd	5,507,439	6,524,945	6,342,464	6,336,730
Crim Justice Facil Rev Bonds Debt Svc Fd	10,618,848	23,060,678	27,835,805	27,839,598
Court Facil Rev Bonds 99 Debt Service Fd	6,163,521	11,096,556	12,711,678	11,519,679
Cap Improve Prg Rev Bonds 94 Debt Svc Fd	3,493,915	7,588,339	7,597,744	7,600,457
Cap Improve Nonadval Ref Rev 96A/B Bd Fd	5,390,348	12,161,399	12,189,140	12,192,580
2001 Community Investmnt Tx Rev Bonds	1,430,333	5,582,138	6,635,366	6,643,482
Subtotal	56,860,822	73,209,302	80,255,356	79,080,823

## BUDGET SUMMARY BY FUND

FUND TITLE	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Capital Projects Funds</b>				
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	56,107	0	135,000	25,000
EPC Facility Acquisition/Rehab Fund	4,729,156	0	1,270,000	0
General Oblig Bonds P & R Program Fund	228,582	0	0	0
County Center Acquisition Project Fund	1,000	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	5,785,692	32,789,006	23,905,846	15,999,365
Court Facil Non-Bond Construction Fund	6,134,439	750,000	(5,215,000)	(953,629)
Court Facil Rev Bonds 99 Construction Fd	26,124,374	400,000	0	0
Capital Imprv Prog Bonds Series 94/96 Fd	306,484	240,000	240,000	170,000
Cap Impr Commercial Paper Program Fund	80,575,514	115,640,995	141,776,429	84,547,000
Falkenburg Jail Construction Fund	33,661,228	1,592,949	700,000	125,000
Community Investment Tax Revenue Bonds	14,477,650	0	0	0
Subtotal	172,080,226	151,412,950	162,812,275	99,912,736
<b>Enterprise Funds</b>				
Solid Waste System Enterprise Fund	158,941,153	227,785,177	248,612,834	247,260,207
Water & Wastewater Utility Enterprise Fd	298,313,293	470,046,465	484,727,734	516,172,080
Utility System RWIU/FLGFC #2 Fund	( 57)	0	0	0
Cap Impr Commercial Paper Program Fund	5,061,486	2,575,000	5,186,000	2,720,000
Recl Water Spcl Assessment Rev Bds 2000	446,424	504,285	499,908	499,908
Capacity Assess Special Assess Bds 2000	10,755,315	3,353,490	3,123,592	2,622,738
Subtotal	473,517,614	704,264,417	742,150,068	769,274,933
<b>Internal Service Fund</b>				
Fleet Services Fund	22,289,751	35,807,920	33,813,833	33,488,962
County Self Insurance Fund	65,178,361	137,451,239	166,384,466	180,319,544
Subtotal	87,468,112	173,259,159	200,198,299	213,808,506
<b>Total</b>	<b>\$2,109,915,604</b>	<b>\$2,770,878,976</b>	<b>\$2,960,222,345</b>	<b>\$2,972,886,354</b>

## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>GENERAL REVENUE FUND</b>				
<b>Countywide General Fund</b>				
Personal Services	\$64,091,056	\$79,255,129	\$87,497,181	\$92,860,440
Operating Expenditure/Expense	23,644,655	35,118,229	41,113,760	41,971,493
Capital Equipment	11,020,508	13,084,736	11,203,656	11,783,204
Capital Projects	3,238,835	(122,843)	9,480,360	2,243,000
Grants & Aids	23,247,331	24,453,560	28,007,347	27,065,113
Reserves & Refunds	17,862	35,817,405	42,044,324	48,184,680
Transfers	67,710,347	63,944,263	60,043,918	59,062,162
Budgeted Transfers to Constitutional Officers	203,595,552	219,469,498	239,119,925	245,784,291
Subtotal	396,566,146	471,019,977	518,510,471	528,954,383
<b>Unincorporated Area General Fund</b>				
Personal Services	78,888,389	89,767,516	97,953,654	108,404,678
Operating Expenditure/Expense	26,923,006	36,293,153	41,166,078	40,068,198
Capital Equipment	1,688,093	7,392,967	9,881,217	8,366,938
Capital Projects	1,594,128	(3,330,673)	430,000	1,188,600
Grants & Aids	1,056,568	1,094,700	1,439,700	1,439,700
Reserves & Refunds	4,184	17,222,330	25,808,462	30,078,145
Transfers	22,753,489	22,748,624	28,334,009	31,243,902
Budgeted Transf To Constitution Officers	71,597,619	79,292,982	87,484,047	90,936,228
Subtotal	204,505,476	250,481,599	292,497,167	311,726,389
Total General Revenue Fund	601,071,622	721,501,576	811,007,638	840,680,772
<b>SPECIAL REVENUE FUNDS</b>				
<b>Countywide Special Purpose Revenue Fund</b>				
Personal Services	23,478,012	25,979,647	26,832,377	25,350,955
Operating Expenditure/Expense	24,251,549	25,986,229	26,059,908	18,357,580
Capital Equipment	2,220,743	1,746,322	1,190,014	1,410,393
Capital Projects	212,083	449,000	582,500	311,750
Grants & Aids	86,303,850	78,270,114	82,476,979	83,476,019
Reserves & Refunds	0	42,731,465	41,070,481	49,893,402
Transfers	23,965,736	31,292,997	35,173,989	33,719,952
Budgeted Transfers to Constitutional Officers	4,304,951	3,017,481	2,511,213	711,430
Subtotal	164,736,924	209,473,255	215,897,461	213,231,481
<b>Unincorporated Area Special Purpose Fund</b>				
Personal Services	7,166,729	8,722,211	10,568,834	11,504,038
Operating Expenditure/Expense	3,223,568	3,555,401	5,288,131	5,856,514
Capital Equipment	196,806	629,461	112,669	78,200
Capital Projects	15,462,589	16,004,939	4,915,755	4,330,000
Grants & Aids	1,789,025	150,000	460,000	150,000
Reserves & Refunds	7,411	14,201,237	22,367,714	26,789,763
Transfers	1,103,569	4,828,583	537,677	923,372
Budgeted Transfers to Constitutional Officers	85,469	96,480	99,040	102,230
Subtotal	29,035,166	48,188,312	44,349,820	49,734,117

## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Blended Component Units Fund</b>				
Personal Services	11,707,996	6,634,660	7,381,066	8,052,767
Operating Expenditure/Expense	1,570,666	1,263,366	1,665,450	1,164,467
Capital Equipment	322,190	232,100	224,921	228,413
Capital Projects	1,360	0	0	0
Reserves & Refunds	39,892	0	0	0
Subtotal	13,642,104	8,130,126	9,271,437	9,445,647
<b>Local Housing Assistance Program Fund</b>				
Personal Services	191,025	269,213	200,461	218,870
Operating Expenditure/Expense	23,824	32,876	260,278	249,868
Capital Equipment	0	5,000	0	0
Grants & Aids	6,621,143	5,192,911	5,580,388	5,390,695
Transfers	131,353	307,089	279,045	468,738
Subtotal	6,967,345	5,807,089	6,320,172	6,328,171
<b>State of FI Healthcare Surtax Trust Fund</b>				
Reserves & Refunds	0	0	11,542,718	13,739,640
Transfers	92,751,896	101,291,479	84,460,110	87,210,722
Subtotal	92,751,896	101,291,479	96,002,828	100,950,362
<b>Sales Tax Revenue Fund</b>				
Personal Services	37,945	41,042	45,381	49,582
Operating Expenditure/Expense	148,887	9,660	9,660	9,660
Grants & Aids	58,516,976	61,584,211	61,165,690	63,338,394
Reserves & Refunds	0	26,267,988	24,867,540	23,969,208
Transfers	107,826,798	115,109,260	127,511,470	131,610,042
Budgeted Transfers to Constitutional Officers	145,049	196,695	193,401	202,781
Subtotal	166,675,655	203,208,856	213,793,142	219,179,667
<b>Intergovernmental Grants</b>				
Personal Services	25,760,219	30,193,162	30,265,032	32,658,087
Operating Expenditure/Expense	25,384,717	21,911,353	22,868,760	22,161,791
Capital Equipment	2,886,885	154,470	821,300	1,694,608
Capital Projects	4,155,231	600,000	838,450	838,450
Grants & Aids	30,472,319	33,739,793	36,558,855	36,405,306
Reserves & Refunds	1,026,804	3,704,017	921,876	873,551
Transfers	6,096,858	1,195,916	1,233,598	1,233,598
Subtotal	95,783,033	91,498,711	93,507,871	95,865,391
<b>County Transportation Trust Fund</b>				
Personal Services	24,151,815	27,034,157	30,462,788	33,115,054
Operating Expenditure/Expense	23,301,799	26,845,263	27,387,184	27,645,738
Capital Equipment	111,112	63,700	237,000	182,000
Capital Projects	26,657,649	27,312,192	19,614,614	17,543,565
Grants & Aids	7,643,301	8,075,162	9,033,534	8,124,542
Reserves & Refunds	82,608	9,638,448	5,163,813	6,516,268
Transfers	28,184,773	39,127,432	28,394,850	47,440,541
Budgeted Transfers to Constitutional Officers	113,525	141,280	148,029	158,319
Subtotal	110,246,582	138,237,634	120,441,812	140,726,027

## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Library Tax District Fund</b>				
Personal Services	12,959,197	14,301,767	15,622,412	17,704,791
Operating Expenditure/Expense	4,566,026	5,633,997	7,679,025	8,703,322
Capital Equipment	4,270,129	6,945,592	6,516,374	6,647,914
Capital Projects	1,685,019	1,339,000	2,760,110	2,828,000
Grants & Aids	564,759	614,028	704,233	704,233
Reserves & Refunds	32,950	16,988,560	13,069,343	12,070,357
Transfers	213,805	901,000	9,388,810	4,733,000
Budgeted Transfers to Constitutional Officers	744,143	820,615	890,481	951,916
Subtotal	25,036,028	47,544,559	56,630,788	54,343,533
<b>Infrastructure Surtax Fixed Project Fund</b>				
Operating Expenditure/Expense	72,614	(15,488)	4,000	13,500
Capital Equipment	2,806,243	5,062,653	6,143,000	3,251,000
Capital Projects	9,610,994	67,122,655	89,004,520	64,610,129
Grants & Aids	1,349,386	2,787,000	813,000	2,260,000
Reserves & Refunds	0	6,186,780	7,145,381	5,506,381
Transfers	203,238	12,707,951	4,473,477	4,683,178
Subtotal	14,042,475	93,851,551	107,583,378	80,324,188
Total Special Revenue Funds	718,917,208	947,231,572	963,798,709	970,128,584
<b>DEBT SERVICE FUNDS</b>				
<b>Cap Imp Non-Adval Rev Bds Ser 98 Fd</b>				
Operating Expenditure/Expense	2,500	2,500	12,625	13,256
Debt Service	1,495,500	1,698,350	1,496,800	1,496,100
Reserves & Refunds	0	374,200	374,338	373,938
Subtotal	1,498,000	2,075,050	1,883,763	1,883,294
<b>Fuel Tax Ref Revenue Bonds Debt Svc Fund</b>				
Debt Service	2,378,854	2,382,501	2,383,427	2,389,661
Reserves & Refunds	0	1,182,762	1,195,749	1,195,474
Subtotal	2,378,854	3,565,263	3,579,176	3,585,135
<b>General Obligation Bonds P&amp;R Sinking Fd</b>				
Operating Expenditure/Expense	221,021	5,000	17,404	18,275
Debt Service	20,104,131	1,402,266	1,321,426	1,319,565
Reserves & Refunds	0	91,820	90,987	91,371
Budgeted Transfers to Constitutional Officers	54,412	55,848	50,403	50,657
Subtotal	20,379,564	1,554,934	1,480,220	1,479,868
<b>ELAPP Limited Adval Tax Bonds Dbt Svc Fd</b>				
Operating Expenditure/Expense	7,500	9,000	26,514	27,840
Debt Service	5,324,519	5,357,489	5,159,777	5,149,459
Reserves & Refunds	0	969,731	986,667	990,422
Budgeted Transfers to Constitutional Officers	175,420	188,725	169,506	169,009
Subtotal	5,507,439	6,524,945	6,342,464	6,336,730

## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Crim Justice Facil Rev Bonds Debt Svc Fd</b>				
Operating Expenditure/Expense	189,954	4,000	14,359	15,077
Debt Service	10,428,894	10,449,607	9,997,291	10,000,700
Reserves & Refunds	0	12,607,071	17,824,155	17,823,821
Subtotal	10,618,848	23,060,678	27,835,805	27,839,598
<b>Court Facil Rev Bonds 99 Debt Service Fd</b>				
Operating Expenditure/Expense	2,837	5,000	13,532	14,209
Debt Service	3,086,195	3,086,877	3,785,777	3,083,133
Reserves & Refunds	0	4,948,584	5,174,899	5,371,807
Transfers	3,074,489	3,056,095	3,737,470	3,050,530
Subtotal	6,163,521	11,096,556	12,711,678	11,519,679
<b>Cap Improve Prg Rev Bonds 94 Debt Svc Fd</b>				
Operating Expenditure/Expense	3,250	3,250	14,084	14,788
Debt Service	3,490,665	3,499,760	3,504,293	3,506,402
Reserves & Refunds	0	4,085,329	4,079,367	4,079,267
Subtotal	3,493,915	7,588,339	7,597,744	7,600,457
<b>Cap Improve Nonadval Ref Rev 96A/B Bd Fd</b>				
Operating Expenditure/Expense	2,500	3,500	13,257	13,920
Debt Service	5,387,848	5,394,520	5,399,067	5,400,944
Reserves & Refunds	0	6,763,379	6,776,816	6,777,716
Subtotal	5,390,348	12,161,399	12,189,140	12,192,580
<b>2001 Community Investment Tax Rev Funds</b>				
Debt Service	1,430,333	3,504,862	4,532,562	4,527,762
Reserves & Refunds	0	2,077,276	2,102,804	2,115,720
Subtotal	1,430,333	5,582,138	6,635,366	6,643,482
Total Debt Service Funds	56,860,822	73,209,302	80,255,356	79,080,823
<b>CAPITAL PROJECTS FUNDS</b>				
<b>Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd</b>				
Operating Expenditure/Expense	0	0	(24,476)	0
Capital Projects	56,107	0	0	0
Reserves & Refunds	0	0	159,476	25,000
Subtotal	56,107	0	135,000	25,000
<b>EPC Facility Acquisition/Rehab Fund</b>				
Operating Expenditure/Expense	0	0	( 51,000)	0
Capital Equipment	0	0	( 145,000)	0
Capital Projects	4,729,156	0	1,466,000	0
Subtotal	4,729,156	0	1,270,000	0
<b>General Oblig Bonds P &amp; R Program Fund</b>				
Operating Expenditure/Expense	0	0	0	0
Capital Projects	228,582	(3,819)	0	0
Reserves & Refunds	0	3,819	0	0
Subtotal	228,582	0	0	0



## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Center Acquisition Project Fund</b>				
Transfers	1,000	0	0	0
Subtotal	1,000	0	0	0
<b>Enviro Sensitive Lands Tax/Bond Fund</b>				
Personal Services	738,446	917,984	1,045,152	1,134,066
Operating Expenditure/Expense	342,394	436,411	631,119	626,998
Capital Equipment	59,700	0	0	0
Capital Projects	1,668,541	13,656,746	10,770,679	6,497,076
Reserves & Refunds	0	5,643,526	1,310,192	1,859,124
Transfers	2,976,611	12,134,339	10,148,704	5,882,101
Subtotal	5,785,692	32,789,006	23,905,846	15,999,365
<b>Court Facil Non-Bond Construction Fund</b>				
Capital Projects	6,134,439	1,055,637	(5,141,000)	(953,629)
Reserves & Refunds	0	(305,637)	(74,000)	0
Subtotal	6,134,439	750,000	(5,215,000)	(953,629)
<b>Court Facil Rev Bonds 99 Construction Fd</b>				
Operating Expenditure/Expense	500	0	0	0
Capital Equipment	0	( 605,637)	0	0
Capital Projects	26,123,874	1,160,000	0	0
Transfers	0	(154,363)	0	0
Subtotal	26,124,374	400,000	0	0
<b>Capital Imprv Prog Bonds Series 94/96 Fd</b>				
Capital Projects	306,484	0	0	0
Reserves & Refunds	0	240,000	240,000	170,000
Subtotal	306,484	240,000	240,000	170,000
<b>Cap Impr Commercial Paper Program Fund</b>				
Operating Expenditure/Expense	58,715	250,000	0	0
Debt Service	58,817,095	83,175,588	87,831,000	46,500,000
Reserves & Refunds	0	(34,135,380)	11,017,000	1,429,129
Transfers	20,199,704	66,350,787	42,928,429	36,617,871
Budgeted Transfers to Constitutional Officers	1,500,000	0	0	0
Subtotal	80,575,514	115,640,995	141,776,429	84,547,000
<b>Falkenburg Jail Construction Fund</b>				
Operating Expenditure/Expense	1,006,587	( 200,000)	0	0
Capital Equipment	391,946	(1,828,050)	0	0
Capital Projects	27,092,227	3,452,999	168,000	0
Debt Service	3,010,157	0	0	0
Reserves & Refunds	0	168,000	532,000	125,000
Transfers	2,160,311	0	0	0
Subtotal	33,661,228	1,592,949	700,000	125,000

## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Community investment Tax Rev Bonds</b>				
Operating Expenditure/Expense	272,152	0	0	0
Debt Service	13,269,289	0	0	0
Transfers	936,209	0	0	0
Subtotal	14,477,650	0	0	0
Total Capital Projects Funds	172,080,226	151,412,950	162,812,275	99,912,736
<b>ENTERPRISE FUNDS</b>				
<b>Solid Waste System Enterprise Fund</b>				
Personal Services	6,315,703	6,874,946	8,128,000	8,727,299
Operating Expenditure/Expense	45,461,555	50,887,989	52,588,906	54,438,021
Capital Equipment	1,604,502	1,493,000	3,651,300	1,971,200
Capital Projects	9,369,502	2,614,429	2,485,000	2,015,000
Debt Service	12,152,815	12,352,340	12,334,715	12,313,300
Reserves & Refunds	0	77,866,559	88,006,305	85,926,717
Transfers	84,037,076	75,695,914	81,418,608	81,868,670
Subtotal	158,941,153	227,785,177	248,612,834	247,260,207
<b>Water &amp; Wastewater Utility Enterprise Fd</b>				
Personal Services	26,711,595	29,220,874	34,975,280	38,279,192
Operating Expenditure/Expense	54,932,777	62,607,205	78,996,977	78,108,539
Capital Equipment	2,013,213	766,078	4,824,225	2,068,280
Capital Projects	22,140,053	15,580,070	46,046,900	60,932,800
Debt Service	31,135,521	31,596,598	27,975,238	27,962,928
Reserves & Refunds	464,430	175,498,671	115,759,649	115,325,359
Transfers	160,915,704	154,776,969	176,149,465	193,494,982
Subtotal	298,313,293	470,046,465	484,727,734	516,172,080
<b>Utility System RWIU/FLGFC #2 Fund</b>				
Capital Projects	(57)	0	0	0
Subtotal	(57)	0	0	0
<b>Cap Imp Commercial Paper Program Fund</b>				
Debt Service	5,030,578	2,575,000	5,186,000	2,720,000
Transfers	30,908	0	0	0
Subtotal	5,061,486	2,575,000	5,186,000	2,720,000
<b>Recl Water Spcl Assessment Rev Bds 2000</b>				
Operating Expenditure/Expense	20,327	10,000	9,505	9,505
Debt Service	426,097	428,033	444,455	444,784
Reserves & Refunds	0	66,252	45,948	45,619
Subtotal	446,424	504,285	499,908	499,908
<b>Capacity Assess Special Assess Bds 2000</b>				
Operating Expenditure/Expense	46,691	50,000	69,000	69,000
Capital Projects	8,386,104	0	0	0
Debt Service	2,322,520	2,416,635	2,439,704	2,438,850
Reserves & Refunds	0	886,855	614,888	114,888
Subtotal	10,755,315	3,353,490	3,123,592	2,622,738
Total Enterprise Funds	473,517,614	704,264,417	742,150,068	769,274,933

## FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>INTERNAL SERVICE FUND</b>				
<b>Fleet Services Fund</b>				
Personal Services	3,293,805	3,556,902	3,967,686	4,322,935
Operating Expenditure/Expense	5,962,373	6,820,135	7,512,570	7,532,963
Capital Equipment	12,742,824	11,070,500	10,256,844	9,461,410
Capital Projects	26,351	0	0	0
Reserves & Refunds	0	14,360,383	12,076,733	12,171,654
Transfers	264,398	0	0	0
Subtotal	22,289,751	35,807,920	33,813,833	33,488,962
<b>County Self Insurance Fund</b>				
Personal Services	3,445,945	4,100,288	4,406,995	4,817,008
Operating Expenditure/Expense	61,047,620	71,297,859	80,930,696	88,312,385
Capital Equipment	0	0	2,200	0
Capital Projects	0	0	0	0
Reserves & Refunds	0	61,291,386	80,161,620	86,282,722
Transfers	684,796	761,706	882,955	907,429
Subtotal	65,178,361	137,451,239	166,384,466	180,319,544
Total Internal Service Funds	87,468,112	173,259,159	200,198,299	213,808,506
<b>Total</b>	<b>\$2,109,915,604</b>	<b>\$2,770,878,976</b>	<b>\$2,960,222,345</b>	<b>\$2,972,886,354</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Current Ad Valorem Taxes	\$305,048,025	\$334,555,472	\$363,864,642	\$386,639,907
Delinq Ad Valorem Taxes	798,299	750,000	750,000	750,000
Licenses And Permits	3,708,882	3,707,409	3,865,251	3,871,054
Intergovernmental Revenue	3,496,391	3,136,881	3,500,373	3,514,273
Charges For Services	36,688,983	39,469,045	43,746,765	43,767,378
Fines And Forfeits	651,733	501,675	629,575	633,275
Miscellaneous Revenues	9,710,253	8,062,397	7,246,579	7,779,286
Gross Revenue	360,102,566	390,182,879	423,603,185	446,955,173
Interfund Transfers	19,598,936	22,489,284	29,390,422	21,545,952
Intrafund Transfers	6,554,413	9,255,458	10,643,172	10,397,375
Other	18,194,234	10,298,000	13,925,000	13,925,000
Less 5% Required By Law	0	( 19,505,644)	( 21,180,159)	( 22,347,759)
Fund Balance Begin of Year	57,689,560	58,300,000	62,128,851	58,478,642
	102,037,143	80,837,098	94,907,286	81,999,210
<b>Total</b>	<b>\$462,139,709</b>	<b>\$471,019,977</b>	<b>\$518,510,471</b>	<b>\$528,954,383</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Board of County Commissioners</b>				
Board of County Commissioners	\$1,711,848	\$1,844,237	\$2,007,622	\$2,179,644
County Internal Performance Auditor	0	0	255,009	275,974
	1,711,848	1,844,237	2,262,631	2,455,618
<b>County Attorney</b>				
County Attorney	6,433,333	7,185,054	7,903,755	8,573,145

## COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator</b>				
Administrative Services Section	350,704	412,320	443,272	465,502
Aging Services Department	5,956,572	7,052,566	9,813,556	10,403,925
Animal Services Department	5,313,737	5,850,029	6,699,946	7,071,475
Children's Services Department	8,676,745	10,320,934	11,994,600	12,997,939
Communications Department	1,254,750	1,461,415	1,597,439	1,753,866
Community Liaison Section	496,456	583,095	645,923	702,681
Consumer Protection Agency	505,018	526,641	779,801	1,030,428
Cooperative Extension Department	1,203,695	1,378,674	1,486,047	1,556,356
County Administrator	1,242,522	1,338,971	1,491,475	1,616,680
Debt Management Department	605,282	668,526	744,434	795,641
Economic Development Department	3,191,143	3,491,495	2,134,875	1,612,384
Equal Opportunity Administrator	142,966	150,156	173,276	189,261
Health and Social Services Department	9,874,319	11,795,779	13,658,774	13,137,534
Human Resources Department	1,857,544	2,912,869	3,626,734	3,845,246
Information & Technology Services Dept	0	5,710,458	4,381,672	5,141,955
Management & Budget Department	1,838,659	2,292,254	2,767,092	3,070,045
Neighborhood Relations	362,176	451,123	585,748	602,118
Office of Quality Services	535,442	384,325	418,764	449,304
Office of Public Affairs	153,879	322,967	340,106	364,533
Parks, Recreation and Conservation Department	10,053,166	11,319,740	12,084,191	13,196,888
Public Safety Department	3,557,133	3,994,881	5,080,710	5,436,287
Public Works Department	2,105,876	2,313,394	2,568,488	2,891,605
Purchasing Department	1,899,418	2,201,761	2,316,714	2,519,398
Real Estate Department	15,010,130	15,598,312	19,945,934	21,080,164
Water Department	6,112	47,600	44,000	44,000
	76,193,444	92,580,285	105,823,571	111,975,215

## COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
BOCC Judicial Services Cost	1,527,503	1,652,457	1,346,530	136,314
Clerk of Circuit Court	24,853,839	26,589,813	26,114,519	20,517,969
Hillsborough County Sheriff	152,883,909	164,547,099	180,495,455	195,258,273
Property Appraiser	8,074,331	8,248,280	8,698,694	9,214,254
Supervisor of Elections	3,580,007	3,947,295	6,588,056	3,757,071
Tax Collector	12,788,778	14,633,630	15,779,839	16,778,854
Value Adjustment Board	291,121	287,639	539,176	567,870
	<u>203,999,488</u>	<u>219,906,213</u>	<u>239,562,269</u>	<u>246,230,605</u>
<b>Judicial</b>				
Judicial Branch (Admin Office of Courts)	6,338,059	6,956,860	6,225,217	3,168,648
<b>Guardian Ad Litem</b>				
	0	0	463,077	448,229
<b>Boards, Commissions &amp; Agencies</b>				
Charter Review Board	0	0	0	57,012
Environmental Protection Commission	0	6,755,978	7,646,214	8,343,221
Legislative Delegation	167,809	188,265	204,192	220,661
Soil & Water Conservation Board	206,972	206,351	222,596	241,929
	<u>374,781</u>	<u>7,150,594</u>	<u>8,073,002</u>	<u>8,862,823</u>
<b>Non-Departmental Organizations</b>				
Capital Improvement Program Projects	2,045,812	34,084	9,615,000	2,600,000
Major Maintenance & Repair Program	1,972,324	3,268,000	3,941,500	4,455,420
Governmental Agencies	9,672,442	9,892,301	10,879,506	11,683,206
Non-Departmental Allotments	12,958,592	15,289,138	13,983,236	13,958,933
Nonprofit Organizations	7,137,814	7,151,543	7,689,465	7,295,699
	<u>33,786,984</u>	<u>35,635,066</u>	<u>46,108,707</u>	<u>39,993,258</u>
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	6,554,413	9,255,458	10,643,172	10,397,375
Interfund Transfers	61,155,934	54,688,805	49,400,746	48,664,787
Reserves & Refunds	17,862	35,817,405	42,044,324	48,184,680
	<u>67,728,209</u>	<u>99,761,668</u>	<u>102,088,242</u>	<u>107,246,842</u>
<b>Total</b>	<b><u>\$396,566,146</u></b>	<b><u>\$471,019,977</u></b>	<b><u>\$518,510,471</u></b>	<b><u>\$528,954,383</u></b>

## 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, fire rescue, law enforcement, stormwater, parks and recreation, planning and growth management, survey/mapping, code enforcement, HTV 22, 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Current Ad Valorem Taxes	\$121,911,502	\$138,434,671	\$151,833,162	\$162,370,283
Delinq Ad Valorem Taxes	287,153	225,000	250,000	250,000
Communications Services Tax	9,404,584	9,277,687	19,154,710	24,065,978
Other Taxes	4,646,005	73,525	83,409	83,409
Intergovernmental Revenue	533,116	568,500	586,500	586,500
Charges For Services	18,770,614	15,246,660	15,961,235	16,361,993
Fines And Forfeits	715,737	372,000	489,250	489,250
Miscellaneous Revenues	2,907,660	2,717,281	2,865,449	3,404,588
Gross Revenue	159,176,371	166,915,324	191,223,715	207,612,001
Interfund Transfers	47,541,879	58,998,368	63,808,468	68,649,045
Intrafund Transfers	6,979,000	4,902,673	5,975,520	5,545,810
Other	2,945,952	1,911,000	5,750,000	5,750,000
Less 5% Required By Law	0	( 8,345,766)	( 9,561,186)	( 10,380,600)
Fund Balance Begin of Year	21,290,826	26,100,000	35,300,650	34,550,133
	78,757,657	83,566,275	101,273,452	104,114,388
<b>Total</b>	<b>\$237,934,028</b>	<b>\$250,481,599</b>	<b>\$292,497,167</b>	<b>\$311,726,389</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Communications Department	\$2,801,005	\$2,662,562	\$2,787,656	\$2,847,419
Housing and Community Code Enforcement	2,022,471	2,940,927	3,580,508	3,936,349
Fire Rescue Department	56,055,226	64,657,866	69,514,548	74,708,571
Real Estate Department	2,980,604	6,115,800	6,533,627	5,883,633
Parks, Recreation and Conservation Department	20,253,401	24,483,065	27,652,696	30,885,796
Planning & Growth Management Department	8,121,821	9,830,966	10,489,866	11,286,545
Public Safety Department	1,057,365	1,537,687	1,701,743	1,813,210
Public Works Department	10,911,970	10,990,913	11,858,280	12,455,921
Sect 8 Us Housing Act; Weed & Seed	0	0	152,865	171,146
Water Department	34,994	73,525	82,285	79,285
	104,238,857	123,293,311	134,354,074	144,067,875

**UNINCORPORATED AREA GENERAL FUND**

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
Hillsborough County Sheriff	68,010,329	75,305,016	83,135,697	86,269,169
Property Appraiser	1,195,195	1,274,646	1,372,420	1,484,599
Tax Collector	2,392,095	2,713,320	2,975,930	3,182,460
	<u>71,597,619</u>	<u>79,292,982</u>	<u>87,484,047</u>	<u>90,936,228</u>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	1,559,461	( 4,146,727)	950,000	1,516,600
Major Maintenance & Repair Program	1,198,613	796,443	3,342,132	3,259,196
Non-Departmental Allotments	2,278,810	10,755,636	11,350,000	9,750,000
Nonprofit Organizations	874,443	519,000	874,443	874,443
	<u>5,911,327</u>	<u>7,924,352</u>	<u>16,516,575</u>	<u>15,400,239</u>
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	6,979,000	4,902,673	5,975,520	5,545,810
Interfund Transfers	15,774,489	17,845,951	22,358,489	25,698,092
Reserves & Refunds	4,184	17,222,330	25,808,462	30,078,145
	<u>22,757,673</u>	<u>39,970,954</u>	<u>54,142,471</u>	<u>61,322,047</u>
<b>Total</b>	<b><u>\$204,505,476</u></b>	<b><u>\$250,481,599</u></b>	<b><u>\$292,497,167</u></b>	<b><u>\$311,726,389</u></b>



## 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 filing 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, the Animal Services spay/neuter program, and data management services. 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Licenses And Permits	\$482,781	\$457,000	\$465,000	\$465,000
Intergovernmental Revenue	25,372,317	26,273,672	27,499,006	29,077,538
Charges For Services	21,748,305	21,463,042	23,780,570	24,414,579
Fines And Forfeits	3,132,717	1,055,000	1,720,000	1,720,000
Miscellaneous Revenues	5,125,732	3,901,407	3,210,157	2,644,395
Gross Revenue	55,861,852	53,150,121	56,674,733	58,321,512
Interfund Transfers	110,305,697	108,646,519	114,531,657	119,673,762
Other	662,087	10,000	116,000	116,000
Less 5% Required By Law	0	( 881,560)	( 929,422)	( 1,006,617)
Fund Balance Begin of Year	50,410,748	48,548,175	45,504,493	36,126,824
	161,378,532	156,323,134	159,222,728	154,909,969
<b>Total</b>	<b>\$217,240,384</b>	<b>\$209,473,255</b>	<b>\$215,897,461</b>	<b>\$213,231,481</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Attorney</b>				
County Attorney	180,192	214,013	241,146	261,070
<b>County Administrator</b>				
Animal Services Department	118,824	191,767	201,654	203,525
Community Liaison Section	450,003	180,000	248,504	222,362
Communications Department	3,617	0	0	0
Health and Social Services Department	92,528,045	83,904,292	87,449,117	88,349,729
Information & Technology Svcs Department	15,321,226	13,310,815	14,830,841	15,540,726
Medical Examiner Department	2,584,559	3,791,046	4,076,032	4,266,538
Parks, Recreation and Conservation Department	73,846	0	0	0
Public Safety Department	3,359,501	5,177,811	5,101,057	5,379,970
Public Works Department	0	2,300	2,500	2,500
Water Resource Team	321,644	531,745	432,504	461,750
	114,761,265	107,089,776	112,342,209	114,427,100

**COUNTYWIDE SPECIAL PURPOSE REVENUE FUND**

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
BOCC Judicial Services Cost	2,647,863	2,668,154	2,103,397	0
Public Defender	1,286,483	1,473,558	1,603,571	686,463
Sate Attorney (Part I)	1,132,517	1,276,304	1,046,950	377,450
Hillsborough County Sheriff	1,994,680	731,249	703,290	711,430
State Attorney (Part II)	1,811,524	2,063,409	2,231,122	2,427,620
	8,873,067	8,212,674	7,688,330	4,202,963
<b>Judicial</b>				
Judicial Branch (Admin Office of Courts)	9,122,724	10,910,639	10,979,879	2,485,468
<b>Boards, Commissions &amp; Agencies</b>				
Environmental Protection Commission	1,648,068	1,436,859	1,625,227	1,713,576
<b>Non-Departmental Organizations</b>				
Capital Improvement Program Projects	713,734	728,000	560,000	311,750
Governmental Agencies	124,500	124,500	210,000	210,000
Non-Departmental Allotments	4,405,293	5,632,332	4,906,200	4,906,200
Nonprofit Organizations	942,345	1,100,000	1,100,000	1,100,000
	6,185,872	7,584,832	6,776,200	6,527,950
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	23,965,736	31,292,997	35,173,989	33,719,952
Reserves & Refunds	0	42,731,465	41,070,481	49,893,402
	23,965,736	74,024,462	76,244,470	83,613,354
<b>Total</b>	<b>\$164,736,924</b>	<b>\$209,473,255</b>	<b>\$215,897,461</b>	<b>\$213,231,481</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Licenses And Permits	\$8,617,693	\$11,070,000	\$12,726,200	\$13,076,300
Intergovernmental Revenue	1,476,300	1,260,000	1,400,000	1,400,000
Charges For Services	1,376,931	2,301,811	1,522,487	1,543,159
Fines And Forfeits	377,990	222,566	279,545	281,591
Miscellaneous Revenues	11,910,907	9,471,018	11,348,997	11,510,406
Gross Revenue	23,759,821	24,325,395	27,277,229	27,811,456
Interfund Transfers	12,497,491	13,717,836	380,427	391,276
Intrafund Transfers	30,624	322,033	751,127	736,822
Other	30,502	12,500	20,000	20,000
Less 5% Required By Law	0	( 447,980)	( 533,850)	( 539,937)
Fund Balance Begin of Year	9,301,753	10,258,528	16,454,887	21,314,500
	21,860,370	23,862,917	17,072,591	21,922,661
<b>Total</b>	<b>\$45,620,191</b>	<b>\$48,188,312</b>	<b>\$44,349,820</b>	<b>\$49,734,117</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Cooperative Extension Department	\$26,631	\$50,000	\$50,004	\$50,004
Fire Rescue Department	114,280	0	0	0
Neighborhood Relations	0	0	50,000	50,000
Parks, Recreation and Conservation Department	178,290	214,065	247,227	263,204
Planning & Growth Management	9,935,309	11,855,456	14,779,885	16,262,635
Public Works Department	122,128	269,333	653,067	638,787
Water Department	147,020	53,162	61,802	36,311
	10,523,658	12,442,016	15,841,985	17,300,941
<b>Elected Officials</b>				
Tax Collector	85,469	96,480	99,040	102,230
<b>Boards, Commissions &amp; Agencies</b>				
Environmental Protection Commission	7,712	106,057	117,649	127,811
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	15,807,842	16,353,939	5,225,755	4,330,000
Governmental Agencies	1,308,872	10,000	10,000	10,000
Non-Departmental Allotments	190,633	150,000	150,000	150,000
	17,307,347	16,513,939	5,385,755	4,490,000

**UNINCORPORATED AREA SPECIAL PURPOSE FUND**

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	1,072,945	4,506,550	(\$213,450)	186,550
Intrafund Transfers	30,624	322,033	751,127	736,822
Reserves & Refunds	7,411	14,201,237	22,367,714	26,789,763
	<u>1,110,980</u>	<u>19,029,820</u>	<u>22,905,391</u>	<u>27,713,135</u>
<b>Total</b>	<b>\$29,035,166</b>	<b>\$48,188,312</b>	<b>\$44,349,820</b>	<b>\$49,734,117</b>

## 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, the Hillsborough County Environmental Protection Commission 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. Beginning in FY 03 the Environmental Protection Commission is being accounted for in the Countywide General Fund consistent with current accounting standards.

Revenues by Source	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Charges For Services	\$31,228	\$743,838	\$852,641	\$809,569
Fines And Forfeits	0	120	0	0
Miscellaneous Revenues	66,786	31,500	0	0
Gross Revenue	98,014	775,458	852,641	809,569
Interfund Transfers	13,504,202	7,354,668	8,418,796	8,636,078
Intrafund Transfers	39,892	0	0	0
Fund Balance Begin of Year	2	0	0	0
	13,544,096	7,354,668	8,418,796	8,636,078
<b>Total</b>	<b>\$13,642,110</b>	<b>\$8,130,126</b>	<b>\$9,271,437</b>	<b>\$9,445,647</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Boards, Commissions &amp; Agencies</b>				
City-County Planning Commission	\$4,810,293	\$5,342,085	\$5,760,203	\$6,228,343
Civil Service Board	1,865,950	2,211,191	2,919,612	2,592,915
Environmental Protection Commission	6,449,058	0	0	0
Law Library	476,911	576,850	591,622	624,389
	13,602,212	8,130,126	9,271,437	9,445,647
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	39,892	0	0	0
<b>Total</b>	<b>\$13,642,104</b>	<b>\$8,130,126</b>	<b>\$9,271,437</b>	<b>\$9,445,647</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Intergovernmental Revenue	\$7,777,590	\$5,500,000	\$5,859,433	\$5,859,433
Charges For Services	584,808	0	0	0
Miscellaneous Revenues	1,097,606	0	0	0
Gross Revenue	9,460,004	5,500,000	5,859,433	5,859,433
Intrafund Transfers	131,353	307,089	279,045	468,738
Fund Balance Begin of Year	177,158	0	181,694	0
	308,511	307,089	460,739	468,738
<b>Total</b>	<b>\$9,768,515</b>	<b>\$5,807,089</b>	<b>\$6,320,172</b>	<b>\$6,328,171</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Housing and Community Code Enforcement	\$6,835,992	\$5,500,000	\$6,041,127	\$5,859,433
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	131,353	307,089	279,045	468,738
Reserves & Refunds	0	0	0	0
	131,353	307,089	279,045	468,738
<b>Total</b>	<b>\$6,967,345</b>	<b>\$5,807,089</b>	<b>\$6,320,172</b>	<b>\$6,328,171</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Discretionary Sales Surtax	\$74,258,805	\$82,889,844	\$85,161,122	\$89,913,113
Miscellaneous Revenues	1,051,623	1,100,000	500,000	550,000
Gross Revenue	75,310,428	83,989,844	85,661,122	90,463,113
Less 5% Required By Law	0	( 4,199,493)	( 4,283,056)	( 4,523,156)
Fund Balance Begin of Year	33,421,270	21,501,128	14,624,762	15,010,405
	33,421,270	17,301,635	10,341,706	10,487,249
<b>Total</b>	<b>\$108,731,698</b>	<b>\$101,291,479</b>	<b>\$96,002,828</b>	<b>\$100,950,362</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	\$92,751,896	\$82,882,335	\$84,460,110	\$87,210,722
Reserves & Refunds	0	18,409,144	11,542,718	13,739,640
	92,751,896	101,291,479	96,002,828	100,950,362
<b>Total</b>	<b>\$92,751,896</b>	<b>\$101,291,479</b>	<b>\$96,002,828</b>	<b>\$100,950,362</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Tourist Development Tax	\$14,505,766	\$15,925,500	\$16,000,000	\$16,666,666
Discretionary Sales Surtax	79,858,938	83,889,844	85,161,122	89,913,113
Intergovernmental Revenue	76,394,202	79,238,002	82,079,875	87,148,931
Miscellaneous Revenues	2,858,841	764,966	723,500	766,375
Gross Revenue	173,617,747	179,818,312	183,964,497	194,495,085
Interfund Transfers	1,000	0	0	0
Less 5% Required By Law	0	( 3,881,900)	( 4,016,494)	( 4,270,947)
Fund Balance Begin of Year	21,860,736	27,272,444	33,845,139	28,955,529
	21,861,736	23,390,544	29,828,645	24,684,582
<b>Total</b>	<b>\$195,479,483</b>	<b>\$203,208,856</b>	<b>\$213,793,142</b>	<b>\$219,179,667</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Economic Development	\$54,838	\$50,702	\$55,041	\$59,242
<b>Elected Officials</b>				
Tax Collector	145,049	196,695	193,401	202,781
<b>Non-Departmental Organizations</b>				
Governmental Agencies	49,749,530	51,726,971	52,295,690	54,468,394
Nonprofit Organizations	8,899,440	9,857,240	8,870,000	8,870,000
	58,648,970	61,584,211	61,165,690	63,338,394
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	107,826,798	115,109,260	127,511,470	131,610,042
Reserves & Refunds	0	26,267,988	24,867,540	23,969,208
	107,826,798	141,377,248	152,379,010	155,579,250
<b>Total</b>	<b>\$166,675,655</b>	<b>\$203,208,856</b>	<b>\$213,793,142</b>	<b>\$219,179,667</b>



## 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, job training, public assistance, housing, and capital projects.

Revenues by Source	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Intergovernmental Revenue	\$75,421,608	\$75,983,553	\$79,438,744	\$80,358,169
Charges For Services	3,079,056	3,035,218	3,339,873	3,340,460
Fines And Forfeits	660	0	1,025	1,025
Miscellaneous Revenues	150,732	273,887	310,937	310,937
Gross Revenue	78,652,056	79,292,658	83,090,579	84,010,591
Interfund Transfers	9,931,483	9,392,710	8,261,818	9,747,651
Intrafund Transfers	3,564,756	1,195,916	1,233,598	1,233,598
Other	1,026,800	1,347,559	921,876	873,551
Fund Balance Begin of Year	460,272	269,868	0	0
	14,983,311	12,206,053	10,417,292	11,854,800
<b>Total</b>	<b>\$93,635,367</b>	<b>\$91,498,711</b>	<b>\$93,507,871</b>	<b>\$95,865,391</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Aging Services Department	\$6,245,763	\$7,343,643	\$7,881,422	\$7,881,422
Children's Services Department	25,724,043	26,023,189	27,081,477	27,862,801
Communications Department	36,204	0	0	0
Housing & Community Code Enforcement	17,098,678	16,929,095	8,197,356	8,243,907
Community Liaison Section	1,556,384	2,282,102	2,089,491	2,095,968
Cooperative Extension Department	73,757	51,500	55,000	58,500
Economic Development Department	0	25,000	64,646	68,558
Equal Opportunity Administrator	108,215	84,563	239,828	197,733
Fire Rescue Department	445,462	200,000	0	0
Health and Social Services Department	23,444,584	26,323,659	24,726,609	26,333,441
Parks, Recreation and Conservation Department	139,638	375,000	0	0
Planning & Growth Management Department	101,825	0	0	0
Public Safety Department	432,320	309,518	316,712	340,687
Public Works Department	574,938	629,783	495,274	495,274
Real Estate Department	279,423	0	0	0
Sect 8 Us Housing Act; Weed & Seed	0	0	13,401,894	13,385,895
Water Department	0	0	84,789	92,420
	76,261,234	80,577,052	84,634,498	87,056,606

## INTERGOVERNMENTAL GRANTS FUND

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
Supervisor Of Elections	1,529,962	0	0	0
State Attorney (Part I)	16,666	0	0	0
	<u>1,546,628</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>Judicial</b>				
Judicial Branch (Admin Office of Courts)	1,595,650	1,216,734	652,932	500,375
<b>Boards, Commissions &amp; Agencies</b>				
Environmental Protection Commission	3,926,489	4,082,644	4,209,214	4,297,183
Metropolitan Planning Organization	1,232,857	851,683	1,070,886	1,070,886
	<u>5,159,346</u>	<u>4,934,327</u>	<u>5,280,100</u>	<u>5,368,069</u>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	3,516,669	500,000	838,450	838,450
Non-Departmental Allotments	992,755	0	0	0
Nonprofit Organizations	613,893	718,224	868,293	868,293
	<u>5,123,317</u>	<u>1,218,224</u>	<u>1,706,743</u>	<u>1,706,743</u>
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	2,532,102	0	0	0
Intrafund Transfers	3,564,756	1,195,916	1,233,598	1,233,598
Reserves & Refunds	0	2,356,458	0	0
	<u>6,096,858</u>	<u>3,552,374</u>	<u>1,233,598</u>	<u>1,233,598</u>
<b>Total</b>	<b><u>\$95,783,033</u></b>	<b><u>\$91,498,711</u></b>	<b><u>\$93,507,871</u></b>	<b><u>\$95,865,391</u></b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Taxes	\$28,442,254	\$27,989,751	\$29,913,278	\$30,765,379
Intergovernmental Revenue	15,305,301	17,325,143	16,059,023	16,028,286
Charges For Services	2,961,777	1,443,909	1,988,182	1,945,166
Miscellaneous Revenues	25,918,672	23,076,300	22,816,898	23,765,925
Gross Revenue	72,628,004	69,835,103	70,777,381	72,504,756
Interfund Transfers	30,322,814	31,736,650	9,524,621	27,560,466
Intrafund Transfers	24,584,461	27,661,930	30,661,696	32,583,005
Other	40,515	0	30,000	30,000
Less 5% Required By Law	0	( 3,058,310)	( 3,197,565)	( 3,286,659)
Fund Balance Begin of Year	16,936,278	12,062,261	12,645,679	11,334,459
	71,884,068	68,402,531	49,664,431	68,221,271
<b>Total</b>	<b>\$144,512,072</b>	<b>\$138,237,634</b>	<b>\$120,441,812</b>	<b>\$140,726,027</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Attorney</b>				
County Attorney	\$223,795	\$261,583	\$261,295	\$282,877
<b>County Administrator</b>				
Communications Department	201,460	243,243	240,062	257,640
Community Liaison Section	593,057	323,727	0	0
Parks, Recreation and Conservation Department	761,735	990,017	0	0
Planning & Growth Management Department	586,259	660,771	705,446	767,555
Public Works Department	44,108,953	49,014,795	54,199,865	56,681,264
Real Estate Department	1,582,806	2,772,711	2,840,304	3,014,456
	47,834,270	54,005,264	57,985,677	60,720,915
<b>Elected Officials</b>				
Tax Collector	113,525	141,280	148,029	158,319
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	26,757,367	27,312,192	19,454,614	17,482,565
Governmental Agencies	7,050,244	7,751,435	9,033,534	8,124,542
	33,807,611	35,063,627	28,488,148	25,607,107

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**COUNTY TRANSPORTATION TRUST FUND**

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	3,600,312	11,465,502	(2,266,846)	14,857,536
Intrafund Transfers	24,584,461	27,661,930	30,661,696	32,583,005
Reserves & Refunds	82,608	9,638,448	5,163,813	6,516,268
	<u>28,267,381</u>	<u>48,765,880</u>	<u>33,558,663</u>	<u>53,956,809</u>
<b>Total</b>	<b>\$110,246,582</b>	<b>\$138,237,634</b>	<b>\$120,441,812</b>	<b>\$140,726,027</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Current Ad Valorem Taxes	\$25,049,139	\$28,446,054	\$31,029,842	\$33,040,575
Delinq Ad Valorem Taxes	63,513	50,000	50,000	50,000
Intergovernmental Revenue	2,211,493	2,131,564	1,867,729	1,867,729
Charges For Services	110,446	87,370	90,810	91,610
Fines And Forfeits	269,100	217,550	391,500	413,500
Miscellaneous Revenues	1,455,439	926,500	996,600	1,051,700
Gross Revenue	29,159,130	31,859,038	34,426,481	36,515,114
Interfund Transfers	61,751	3,070,000	( 4,490,000)	0
Intrafund Transfers	213,807	901,000	9,388,810	4,733,000
Other	211,904	200,745	160,000	160,000
Less 5% Required By Law	0	( 1,586,224)	( 1,721,224)	( 1,825,651)
Fund Balance Begin of Year	7,616,277	13,100,000	18,866,721	14,761,070
	8,103,739	15,685,521	22,204,307	17,828,419
<b>Total</b>	<b>\$37,262,869</b>	<b>\$47,544,559</b>	<b>\$56,630,788</b>	<b>\$54,343,533</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Library Services Department	\$22,387,563	\$24,906,129	\$28,383,344	\$31,855,260
<b>Elected Officials</b>				
Property Appraiser	244,930	263,072	282,296	304,321
Tax Collector	499,213	557,543	608,185	647,595
	744,143	820,615	890,481	951,916
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	1,686,465	3,689,000	4,610,110	4,450,000
Major Maintenance & Repair Program	4,052	282,000	288,700	283,000
	1,690,517	3,971,000	4,898,810	4,733,000
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	213,805	901,000	9,388,810	4,733,000
Reserves & Refunds	0	16,945,815	13,069,343	12,070,357
	213,805	17,846,815	22,458,153	16,803,357
<b>Total</b>	<b>\$25,036,028</b>	<b>\$47,544,559</b>	<b>\$56,630,788</b>	<b>\$54,343,533</b>

## 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.

<b>Revenues by Source</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues	\$2,905,520	\$1,000,000	\$550,000	\$600,000
Gross Revenue	2,905,520	1,000,000	550,000	600,000
Interfund Transfers	38,191,911	92,851,551	107,033,378	79,724,188
<b>Total</b>	<b>\$41,097,431</b>	<b>\$93,851,551</b>	<b>\$107,583,378</b>	<b>\$80,324,188</b>

<b>Appropriations by Organization</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	\$13,064,851	\$74,956,820	\$95,964,520	\$70,134,629
Governmental Agencies	774,386	0	0	0
	13,839,237	74,956,820	95,964,520	70,134,629
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	203,238	12,707,951	4,473,477	4,683,178
Reserves & Refunds	0	6,186,780	7,145,381	5,506,381
	203,238	18,894,731	11,618,858	10,189,559
<b>Total</b>	<b>\$14,042,475</b>	<b>\$93,851,551</b>	<b>\$107,583,378</b>	<b>\$80,324,188</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues	\$227,659	\$240,999	\$227,531	\$228,731
Gross Revenue	227,659	240,999	227,531	228,731
Interfund Transfers	1,269,603	1,446,538	1,308,784	1,280,225
Fund Balance Begin of Year	377,907	387,513	347,448	374,338
	1,647,510	1,834,051	1,656,232	1,654,563
<b>Total</b>	<b>\$1,875,169</b>	<b>\$2,075,050</b>	<b>\$1,883,763</b>	<b>\$1,883,294</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$1,498,000	\$1,700,850	\$1,509,425	\$1,509,356
<b>Non-Expenditure Accounts</b>				
Reserves & Revenues	0	374,200	374,338	373,938
<b>Total</b>	<b>\$1,498,000</b>	<b>\$2,075,050</b>	<b>\$1,883,763</b>	<b>\$1,883,294</b>

**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.

<b>Revenues by Source</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues	\$86,029	\$33,000	\$83,000	\$85,500
Gross Revenue	86,029	33,000	83,000	85,500
Interfund Transfers	2,735,385	2,332,406	2,259,504	2,303,886
Fund Balance Begin of Year	795,058	1,199,857	1,236,672	1,195,749
	3,530,443	3,532,263	3,496,176	3,499,635
<b>Total</b>	<b>\$3,616,472</b>	<b>\$3,565,263</b>	<b>\$3,579,176</b>	<b>\$3,585,135</b>

<b>Appropriations by Organization</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$2,378,854	\$2,382,501	\$2,383,427	\$2,389,661
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	1,182,762	1,195,749	1,195,474
<b>Total</b>	<b>\$2,378,854</b>	<b>\$3,565,263</b>	<b>\$3,579,176</b>	<b>\$3,585,135</b>



## 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 the Series 1993 and the Series 1996 Parks Bonds. Each series of bonds was issued in the principal amount of \$10,000,000 to fund the acquisition of land and construction of parks facilities in the unincorporated area. The County is obligated to levy millage in an amount sufficient to pay annual debt service. This millage is not included in the calculation of the constitutional 10 mill limitation on the annual millage levy. The maturity date of the 1993 bonds is July 1, 2023; the 1996 bonds mature in 2026.

Revenues by Source	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Current Ad Valorem Taxes	\$1,406,458	\$1,367,364	\$1,364,732	\$1,408,123
Delinquent Ad Valorem Taxes	3,611	1,000	1,500	1,500
Miscellaneous Revenues	27,933	25,000	26,000	27,250
Gross Revenue	1,438,002	1,393,364	1,392,232	1,436,873
Other	18,951,896	0	10,000	10,000
Fund Balance Begin of Year	252,260	231,238	147,600	104,839
Less 5% Required By Law	0	( 69,668)	( 69,612)	( 71,844)
	19,204,156	161,570	87,988	42,995
<b>Total</b>	<b>\$20,642,158</b>	<b>\$1,554,934</b>	<b>\$1,480,220</b>	<b>\$1,479,868</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
Property Appraiser	\$15,942	\$14,691	\$13,556	\$12,638
Tax Collector	38,470	41,157	36,847	38,019
	54,412	55,848	50,403	50,657
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	20,325,152	1,407,266	1,338,830	1,337,840
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	91,820	90,987	91,371
<b>Total</b>	<b>\$20,379,564</b>	<b>\$1,554,934</b>	<b>\$1,480,220</b>	<b>\$1,479,868</b>

## ELAPP LIMITED AD VALOREM TAX BONDS DEBT SERVICE FUND

This debt service fund accounts for the collection of ad valorem tax revenue required for the payment of principal and interest 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 (.25) of one mill. Bonds were issued in 1992 in the original 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 maturity date of the 1994 and 1998 bonds is July 1, 2011. The 1992 bonds were fully defeased in 2002.

Revenues by Source	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Current Ad Valorem Taxes	\$5,237,065	\$5,313,982	\$5,306,490	\$5,374,592
Delinq Ad Valorem Taxes	15,816	10,000	10,000	10,000
Miscellaneous Revenues	122,465	160,000	136,000	143,500
Gross Revenue	5,375,346	5,483,982	5,452,490	5,528,092
Other	40,563	0	40,000	40,000
Less 5% Required By Law	0	( 274,199)	( 272,625)	( 276,405)
Fund Balance Begin of Year	1,512,367	1,315,162	1,122,599	1,045,043
	1,552,930	1,040,963	889,974	808,638
<b>Total</b>	<b>\$6,928,276</b>	<b>\$6,524,945</b>	<b>\$6,342,464</b>	<b>\$6,336,730</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
Property Appraiser	\$62,305	\$54,986	\$52,763	\$50,768
Tax Collector	113,115	133,739	116,743	118,241
	175,420	188,725	169,506	169,009
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	5,332,019	5,366,489	5,186,291	5,177,299
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	969,731	986,667	990,422
<b>Total</b>	<b>\$5,507,439</b>	<b>\$6,524,945</b>	<b>\$6,342,464</b>	<b>\$6,336,730</b>

**CRIMINAL JUSTICE FACILITIES REVENUE BONDS DEBT SERVICE FUND**  
**(Capital Improvement Program Refunding Revenue Bonds, Series 1993)**

This debt service fund accounts for the payment of interest and principal on a \$139,415,000 borrowing dated August 1, 1993 issued to refund the outstanding Series 1986 Criminal Justice Bonds issued to fund construction of criminal justice facilities and to fund the relocation of County departments from the Jail East Site. These are secured by a pledge of the Local Government Half-Cent Sales Tax. The final maturity on the refunding bonds is August 1, 2016.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$6,006,361	\$650,000	\$650,000	\$682,500
	Gross Revenue	6,006,361	650,000	650,000	682,500
Interfund Transfers		9,765,030	9,700,846	9,213,985	9,332,943
Fund Balance Begin of Year		12,626,155	12,709,832	17,971,820	17,824,155
		22,391,185	22,410,678	27,185,805	27,157,098
	<b>Total</b>	<b>\$28,397,546</b>	<b>\$23,060,678</b>	<b>\$27,835,805</b>	<b>\$27,839,598</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>					
Debt Service Accounts		\$10,618,848	\$10,453,607	\$10,011,650	\$10,015,777
<b>Non-Expenditure Accounts</b>					
Reserves & Refunds		0	12,607,071	17,824,155	17,823,821
	<b>Total</b>	<b>\$10,618,848</b>	<b>\$23,060,678</b>	<b>\$27,835,805</b>	<b>\$27,839,598</b>

## COURT FACILITIES REVENUE BONDS 1999 DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on a \$46,430,000 borrowing dated July 1999 issued to finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County. The debt is secured by Court Surcharge Revenues and the Community Investment Tax. Final maturity of the bonds is May 2030.

Revenue by Source	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues	\$666,862	\$50,000	\$185,000	\$194,250
Gross Revenue	666,862	50,000	185,000	194,250
Interfund Transfers	3,100,000	3,100,000	3,100,000	3,100,000
Intrafund Transfers	3,074,489	3,056,095	3,737,470	3,050,530
Fund Balance Begin of Year	4,808,847	4,890,461	5,689,208	5,174,899
	10,983,336	11,046,556	12,526,678	11,325,429
<b>Total</b>	<b>\$11,650,198</b>	<b>\$11,096,556</b>	<b>\$12,711,678</b>	<b>\$11,519,679</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$3,089,032	\$3,091,877	\$3,799,309	\$3,097,342
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	3,074,489	3,056,095	3,737,470	3,050,530
Reserves & Refunds	0	4,948,584	5,174,899	5,371,807
	3,074,489	8,004,679	8,912,369	8,422,337
<b>Total</b>	<b>\$6,163,521</b>	<b>\$11,096,556</b>	<b>\$12,711,678</b>	<b>\$11,519,679</b>

## CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS 1994 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Charges For Services	\$94,003	\$60,000	\$80,000	\$80,000
Miscellaneous Revenues	139,070	141,500	147,500	150,750
Gross Revenues	233,073	201,500	227,500	230,750
Interfund Transfers	3,303,369	3,267,350	3,302,601	3,290,440
Fund Balance Begin of Year	4,083,870	4,119,489	4,067,643	4,079,267
	7,387,239	7,386,839	7,370,244	7,369,707
<b>Total</b>	<b>\$7,620,312</b>	<b>\$7,588,339</b>	<b>\$7,597,744</b>	<b>\$7,600,457</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$3,493,915	\$3,503,010	\$3,518,377	\$3,521,190
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	4,085,329	4,079,367	4,079,267
<b>Total</b>	<b>\$3,493,915</b>	<b>\$7,588,339</b>	<b>\$7,597,744</b>	<b>\$7,600,457</b>

## 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.

<b>Revenues by Source</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues	\$459,072	\$350,000	\$350,000	\$367,500
Gross Revenues	459,072	350,000	350,000	367,500
Interfund Transfers	5,048,578	4,922,893	5,118,804	5,048,264
Fund Balance Begin of Year	6,758,572	6,888,506	6,720,336	6,776,816
	11,807,150	11,811,399	11,839,140	11,825,080
<b>Total</b>	<b>\$12,266,222</b>	<b>\$12,161,399</b>	<b>\$12,189,140</b>	<b>\$12,192,580</b>

<b>Appropriations by Organization</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$5,390,348	\$5,398,020	\$5,412,324	\$5,414,864
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	6,763,379	6,776,816	6,777,716
<b>Total</b>	<b>\$5,390,348</b>	<b>\$12,161,399</b>	<b>\$12,189,140</b>	<b>\$12,192,580</b>

## 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.

<b>Revenues by Source</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues	\$49,803	\$60,000	\$60,000	\$60,000
Gross Revenue	49,803	60,000	60,000	60,000
Interfund Transfers	3,096,520	3,815,951	4,473,477	4,683,178
Fund Balance Begin of Year	0	1,706,187	2,101,889	1,900,304
	3,096,520	5,522,138	6,575,366	6,583,482
<b>Total</b>	<b>\$3,146,323</b>	<b>\$5,582,138</b>	<b>\$6,635,366</b>	<b>\$6,643,482</b>

<b>Appropriations by Organization</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	\$1,430,333	\$3,504,862	\$4,532,562	\$4,527,762
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	2,077,276	2,102,804	2,115,720
<b>Total</b>	<b>\$1,430,333</b>	<b>\$5,582,138</b>	<b>\$6,635,366</b>	<b>\$6,643,482</b>

**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.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$77,085	\$0	\$135,000	\$25,000
	Gross Revenue	77,085	0	135,000	25,000
	<b>Total</b>	<b>\$77,085</b>	<b>\$0</b>	<b>\$135,000</b>	<b>\$25,000</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>					
Capital Improvement Projects Program		\$56,107	\$0	\$0	\$0
Debt Service Accounts		0	0	( 24,476)	0
		56,107	0	( 24,476)	0
<b>Non-Expenditure Accounts</b>					
Reserves & Refunds		0	0	159,476	25,000
	<b>Total</b>	<b>\$56,107</b>	<b>\$0</b>	<b>\$135,000</b>	<b>\$25,000</b>



## MOSI OMNIPHASE EXPANSION PROJECT CONSTRUCTION FUND

This capital project fund accounts for funds designated for the construction of the Museum of Science and Industry's Omniphase Theater.

<b>Revenues by Source</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues				
Gross Revenue	\$10,674	\$0	\$0	\$0
<b>Total</b>	<b>\$10,674</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Appropriations by Organization</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
None				
	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$6,801	\$0	\$30,000	\$0
	Gross Revenue	6,801	0	30,000	0
Interfund Transfers		5,700,000	0	1,240,000	0
	Subtotal	5,700,000	0	1,240,000	0
	<b>Total</b>	<b>\$5,706,801</b>	<b>\$0</b>	<b>\$1,270,000</b>	<b>\$0</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>					
	Capital Improvement Program Projects	\$4,729,156	\$0	\$1,270,000	\$0
	<b>Total</b>	<b>\$4,729,156</b>	<b>\$0</b>	<b>\$1,270,000</b>	<b>\$0</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues	\$20,126	\$0	\$0	\$0
Gross Revenue	20,126	0	0	0
<b>Total</b>	<b>\$20,126</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental</b>				
Capital Improvement Projects Program	\$228,582	(\$3,819)	\$0	\$0
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	3,819	0	0
<b>Total</b>	<b>\$228,582</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**COUNTY CENTER ACQUISITION PROJECT FUND**

This capital project fund accounts for funds designated for the acquisition and furnishing of the County Center building.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$1,000	\$0	\$0	\$0
	Gross Revenue	1,000	0	0	0
	<b>Total</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Expenditure Accounts</b>					
	Interfund Transfers	\$1,000	\$0	\$0	\$0
	<b>Total</b>	<b>\$1,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Charges For Services	\$58,827	\$103,000	\$0	\$0
Miscellaneous Revenues	5,830,639	1,838,000	830,448	845,748
Gross Revenue	5,889,466	1,941,000	830,448	845,748
Interfund Transfers	4,776,060	5,711,619	6,725,672	7,407,505
Intrafund Transfers	2,669,848	12,134,339	10,148,704	5,882,101
Fund Balance Begin of Year	11,489,699	13,002,048	6,201,022	1,864,011
	18,935,607	30,848,006	23,075,398	15,153,617
<b>Total</b>	<b>\$24,825,073</b>	<b>\$32,789,006</b>	<b>\$23,905,846</b>	<b>\$15,999,365</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Parks, Recreation and Conservation Department	\$1,142,828	\$1,257,157	\$1,504,201	\$1,564,177
Real Estate Department	153,149	197,238	287,070	304,887
	1,295,977	1,454,395	1,791,271	1,869,064
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	1,513,104	13,556,746	10,655,679	6,389,076
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	2,669,848	12,134,339	10,148,704	5,882,101
Interfund Transfers	306,763	0	0	0
Reserves & Refunds	0	5,643,526	1,310,192	1,859,124
	2,976,611	17,777,865	11,458,896	7,741,225
<b>Total</b>	<b>\$5,785,692</b>	<b>\$32,789,006</b>	<b>\$23,905,846</b>	<b>\$15,999,365</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues		\$1,302,670	\$750,000	\$450,000	\$472,500
	Gross Revenue	1,302,670	750,000	450,000	472,500
Interfund Transfers		395,000	0	(5,665,000)	(1,426,129)
	<b>Total</b>	<b>\$1,697,670</b>	<b>\$750,000</b>	<b>(\$5,215,000)</b>	<b>(\$953,629)</b>

Appropriations by Organization		FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>					
Capital Improvement Projects Program		\$6,134,439	\$1,055,637	(\$5,141,000)	(\$953,629)
<b>Non-Expenditure Accounts</b>					
Reserves & Refunds		0	( 305,637)	( 74,000)	0
	<b>Total</b>	<b>\$6,134,439</b>	<b>\$750,000</b>	<b>(\$5,215,000)</b>	<b>(\$953,629)</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues	\$988,117	\$400,000	\$0	\$0
Gross Revenues	988,117	400,000	0	0
<b>Total</b>	<b>\$988,117</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	\$26,124,374	\$554,363	\$0	\$0
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	( 154,363)	0	0
<b>Total</b>	<b>\$26,124,374</b>	<b>\$400,000</b>	<b>\$0</b>	<b>\$0</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues	\$337,674	\$240,000	\$240,000	\$170,000
Gross Revenues	337,674	240,000	240,000	170,000
<b>Total</b>	<b>\$337,674</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$170,000</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	\$306,484	\$0	\$0	\$0
<b>Non-Expenditure Accounts</b>				
Reserves & Refunds	0	240,000	240,000	170,000
<b>Total</b>	<b>\$306,484</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$170,000</b>



## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues	\$221,265	\$0	\$0	\$0
Gross Revenue	221,265	0	0	0
Interfund Transfers	1,005,233	13,150,000	( 5,180,000)	12,300,000
Other	80,925,000	102,490,995	146,956,429	72,247,000
	81,930,233	115,640,995	141,776,429	84,547,000
<b>Total</b>	<b>\$82,151,498</b>	<b>\$115,640,995</b>	<b>\$141,776,429</b>	<b>\$84,547,000</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Elected Officials</b>				
Hillsborough County Sheriff	\$1,500,000	\$0	\$0	\$0
<b>Non-Departmental Organizations</b>				
Debt Service Accounts	58,875,810	83,425,588	87,831,000	46,500,000
<b>Non-Expenditure Accounts</b>				
Interfund Transfers	20,199,704	66,350,787	42,928,429	36,617,871
Reserves & Refunds	0	( 34,135,380)	11,017,000	1,429,129
	20,199,704	32,215,407	53,945,429	38,047,000
<b>Total</b>	<b>\$80,575,514</b>	<b>\$115,640,995</b>	<b>\$141,776,429</b>	<b>\$84,547,000</b>

## 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.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$1,222,667	\$806,000	\$700,000	\$125,000
	Gross Revenue	1,222,667	806,000	700,000	125,000
Interfund Transfers		0	786,949	0	0
Other		49,725,000	0	0	0
		49,725,000	786,949	0	0
	<b>Total</b>	<b>\$50,947,667</b>	<b>\$1,592,949</b>	<b>\$700,000</b>	<b>\$125,000</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>					
Capital Improvement Program Projects		\$27,534,717	\$1,424,949	\$168,000	\$0
Debt Service Accounts		3,966,200	0	0	0
		31,500,917	1,424,949	168,000	0
<b>Non-Expenditure Accounts</b>					
Interfund Transfers		2,160,311	0	0	0
Reserves & Refunds		0	168,000	532,000	125,000
		2,160,311	168,000	532,000	125,000
	<b>Total</b>	<b>\$33,661,228</b>	<b>\$1,592,949</b>	<b>\$700,000</b>	<b>\$125,000</b>

## 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.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$76,966	\$0	\$0	\$0
	Gross Revenue	76,966	0	0	0
Other		14,490,000	0	0	0
	Subtotal	14,490,000	0	0	0
	<b>Total</b>	<b>\$14,566,966</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>					
	Debt Service Accounts	\$13,541,441	\$0	\$0	\$0
<b>Non-Expenditure Accounts</b>					
	Interfund Transfers	936,209	0	0	0
	<b>Total</b>	<b>\$14,477,650</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Intergovernmental Revenue	\$0	\$148,208	\$118,686	\$0
Charges For Services	66,114,911	68,899,535	73,943,328	77,359,360
Fines And Forfeits	25	0	0	0
Miscellaneous Revenues	6,025,914	4,619,487	3,732,738	4,394,809
Gross Revenue	72,140,850	73,667,230	77,794,752	81,754,169
Intrafund Transfers	84,037,076	75,695,914	81,418,608	81,868,670
Other	1,325,741	0	0	0
Less 5% Required by Law	0	( 1,708,271)	( 1,776,797)	( 1,898,482)
Fund Balance Begin of Year	90,476,105	80,130,304	91,176,271	85,535,850
	175,838,922	154,117,947	170,818,082	165,506,038
<b>Total</b>	<b>\$247,979,772</b>	<b>\$227,785,177</b>	<b>\$248,612,834</b>	<b>\$247,260,207</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Solid Waste Management Department	\$53,350,383	\$59,258,435	\$64,354,674	\$65,122,311
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	9,343,217	2,602,429	2,485,000	2,015,000
Debt Service Accounts	12,210,477	12,361,840	12,348,247	12,327,509
	21,553,694	14,964,269	14,833,247	14,342,509
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	84,037,076	75,695,914	81,418,608	81,868,670
Reserves & Refunds	0	77,866,559	88,006,305	85,926,717
	84,037,076	153,562,473	169,424,913	167,795,387
<b>Total</b>	<b>\$158,941,153</b>	<b>\$227,785,177</b>	<b>\$248,612,834</b>	<b>\$247,260,207</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Intergovernmental Revenue	\$1,112,660	\$0	\$0	\$0
Charges For Services	142,617,963	139,570,753	152,904,628	157,085,861
Fines And Forfeits	0	48,602	49,596	50,589
Miscellaneous Revenues	30,291,159	24,725,909	33,673,721	35,290,050
Gross Revenue	174,021,782	164,345,264	186,627,945	192,426,500
Interfund Transfers	11,314	358,000	1,069,000	0
Intrafund Transfers	160,915,704	154,776,969	176,149,465	193,494,982
Other	4,635,842	24,118	24,118	24,118
Less 5% Required by Law	0	( 214,413)	( 344,264)	( 393,944)
Fund Balance Begin of Year	136,617,968	150,756,527	121,201,470	130,620,424
	302,180,828	305,701,201	298,099,789	323,745,580
<b>Total</b>	<b>\$476,202,610</b>	<b>\$470,046,465</b>	<b>\$484,727,734</b>	<b>\$516,172,080</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Planning & Growth Management Department	\$556,262	\$604,773	\$468,776	\$510,373
Real Estate Department	162,743	179,545	243,044	260,015
Water Department	78,987,785	88,254,909	113,900,662	114,196,623
	79,706,790	89,039,227	114,612,482	114,967,011
<b>Non-Departmental Organizations</b>				
Capital Improvement Projects Program	25,771,178	19,128,000	50,221,900	64,412,800
Debt Service Accounts	31,455,191	31,603,598	27,984,238	27,971,928
	57,226,369	50,731,598	78,206,138	92,384,728
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	160,915,704	154,776,969	176,149,465	193,494,982
Reserves & Refunds	464,430	175,498,671	115,759,649	115,325,359
	161,380,134	330,275,640	291,909,114	308,820,341
<b>Total</b>	<b>\$298,313,293</b>	<b>\$470,046,465</b>	<b>\$484,727,734</b>	<b>\$516,172,080</b>

**UTILITY SYSTEM RWIU/FLGFC #2 FUND**

This fund accounts for the receipts and expenditures of the Tax-Exempt Commercial Paper (TECP) interim financing for the advanced funding of the Reclaimed Water Improvement Units (RWIU) Avila System.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$1	\$0	\$0	\$0
	Gross Revenue	1	0	0	0
	<b>Total</b>	<b>\$1</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>Non-Departmental Organizations</b>					
Capital Improvement Projects Program		(\$57)	\$0	\$0	\$0
		( 57)	0	0	0
	<b>Total</b>	<b>(\$57)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues		\$577	\$0	\$0	\$0
	Gross Revenue	577	0	0	0
Interfund Transfers		30,908	0	0	0
Other		5,003,000	2,575,000	5,186,000	2,720,000
	Subtotal	5,033,908	2,575,000	5,186,000	2,720,000
	<b>Total</b>	<b>\$5,034,485</b>	<b>\$2,575,000</b>	<b>\$5,186,000</b>	<b>\$2,720,000</b>

Appropriations by Organization		FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Non-Departmental Organizations</b>					
Debt Service Accounts		\$5,030,578	\$2,575,000	\$5,186,000	\$2,720,000
<b>Non-Expenditure Accounts</b>					
Interfund Transfers		30,908	0	0	0
	<b>Total</b>	<b>\$5,061,486</b>	<b>\$2,575,000</b>	<b>\$5,186,000</b>	<b>\$2,720,000</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Miscellaneous Revenues		\$537,774	\$504,285	\$524,686	\$524,686
	Gross Revenue	537,774	504,285	524,686	524,686
Interfund Transfers		0	0	( 24,778)	( 24,778)
		0	0	( 24,778)	( 24,778)
	<b>Total</b>	<b>\$537,774</b>	<b>\$504,285</b>	<b>\$499,908</b>	<b>\$499,908</b>

Appropriations by Organization		FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>					
Water Department		\$10,960	\$0	\$0	\$0
<b>Non-Departmental Organizations</b>					
Debt Service Accounts		435,464	438,033	453,960	454,289
<b>Non-Expenditure Accounts</b>					
Reserves & Refunds		0	66,252	45,948	45,619
	<b>Total</b>	<b>\$446,424</b>	<b>\$504,285</b>	<b>\$499,908</b>	<b>\$499,908</b>



## 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.

<b>Revenues by Source</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Miscellaneous Revenues		\$4,313,909	\$3,353,490	\$3,255,342	\$2,754,488
	Gross Revenue	4,313,909	3,353,490	3,255,342	2,754,488
Interfund Transfers		0	0	( 131,750)	( 131,750)
	Subtotal	0	0	( 131,750)	( 131,750)
	<b>Total</b>	<b>\$4,313,909</b>	<b>\$3,353,490</b>	<b>\$3,123,592</b>	<b>\$2,622,738</b>

<b>Appropriations by Organization</b>		<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>County Administrator</b>					
Water Department		\$46,691	\$50,000	\$69,000	\$69,000
<b>Non-Departmental Organizations</b>					
Capital Improvement Projects Program		8,386,104	0	0	0
Debt Service Accounts		2,322,520	2,416,635	2,439,704	2,438,850
		10,708,624	2,416,635	2,439,704	2,438,850
<b>Non-Expenditure Accounts</b>					
Reserves & Refunds		0	886,855	614,888	114,888
	<b>Total</b>	<b>\$10,755,315</b>	<b>\$3,353,490</b>	<b>\$3,123,592</b>	<b>\$2,622,738</b>

## 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Charges For Services	\$17,411,731	\$18,371,012	\$19,115,022	\$19,817,952
Miscellaneous Revenues	2,070,754	1,077,500	1,917,271	1,954,935
Gross Revenue	19,482,485	19,448,512	21,032,293	21,772,887
Interfund Transfers	770,052	0	0	0
Intrafund Transfers	264,398	0	0	0
Fund Balance Begin of Year	19,419,137	16,359,408	12,781,540	11,716,075
	20,453,587	16,359,408	12,781,540	11,716,075
<b>Total</b>	<b>\$39,936,072</b>	<b>\$35,807,920</b>	<b>\$33,813,833</b>	<b>\$33,488,962</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator Organization</b>				
Fleet Management Department	\$22,025,353	\$21,447,537	\$21,737,100	\$21,317,308
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	264,398	0	0	0
Reserves & Refunds	0	14,360,383	12,076,733	12,171,654
	264,398	14,360,383	12,076,733	12,171,654
<b>Total</b>	<b>\$22,289,751</b>	<b>\$35,807,920</b>	<b>\$33,813,833</b>	<b>\$33,488,962</b>

## 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 have been 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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Intergovernmental Revenue	\$864,165	\$350,000	\$350,000	\$350,000
Charges For Services	48,818,611	55,296,005	59,438,432	61,272,796
Miscellaneous Revenues	5,279,273	4,326,000	4,460,534	4,736,723
Gross Revenue	54,962,049	59,972,005	64,248,966	66,359,519
Interfund Transfers	9,554,136	0	0	0
Intrafund Transfers	684,796	761,706	882,955	907,429
Other	14,157,483	20,299,280	26,389,596	32,840,976
Fund Balance Begin of Year	48,856,517	56,418,248	74,862,949	80,211,620
	73,252,932	77,479,234	102,135,500	113,960,025
<b>Total</b>	<b>\$128,214,981</b>	<b>\$137,451,239</b>	<b>\$166,384,466</b>	<b>\$180,319,544</b>

Appropriations by Organization	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Administrator</b>				
Human Resources Department	\$1,166,362	\$1,370,659	\$1,713,822	\$1,744,030
<b>Non-Departmental Organizations</b>				
Non-Departmental Allotments	63,327,203	74,027,488	83,626,069	91,385,363
<b>Non-Expenditure Accounts</b>				
Intrafund Transfers	684,796	761,706	882,955	907,429
Reserves & Refunds	0	61,291,386	80,161,620	86,282,722
	684,796	62,053,092	81,044,575	87,190,151
<b>Total</b>	<b>\$65,178,361</b>	<b>\$137,451,239</b>	<b>\$166,384,466</b>	<b>\$180,319,544</b>

## BUDGET BY SUBFUND\*

	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>01 GENERAL FUND</b>				
<b>001 COUNTYWIDE GENERAL FUND</b>				
001 Countywide General Operating Fd	\$391,402,567	\$461,694,519	\$497,802,299	\$518,557,008
002 Capital Project Fund*	3,191,255	347,000	11,115,000	1,100,000
003 Major Maintenance & Repair Project Fund*	1,972,324	3,268,000	5,211,500	4,155,420
004 ITS Project Fund*	0	5,710,458	4,381,672	5,141,955
	396,566,146	471,019,977	518,510,471	528,954,383
<b>003 UNINCORPORATED GENERAL FUND</b>				
001 Unincorp Area General Operating Fd	201,699,802	249,685,156	284,021,647	303,680,579
002 Unincorp Area General Project Fd*	1,632,014	0	950,000	1,516,600
003 Major Maintenance & Repair Project Fund*	1,173,660	796,443	7,525,520	6,529,210
	204,505,476	250,481,599	292,497,167	311,726,389
<b>Total General Fund</b>	<b>601,071,622</b>	<b>721,501,576</b>	<b>811,007,638</b>	<b>840,680,772</b>

### 10 SPECIAL REVENUE FUNDS

#### 002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

602 Public Art Prog Countywide Fund Ord89-32*	109,499	10,000	10,000	10,500
702 Crim Just Education/Training Fd FS943.14	740,000	1,282,393	808,310	1,021,125
703 Crim Just Training Trust Fd R95-077	350,000	562,772	125,712	125,789
705 County Boat Registration Fee Fd Ord90-13	243,993	989,045	1,059,494	988,143
706 Detention Deputy Recruitmnt/Retention Fd*	8,800	1,024,000	530,000	531,500
707 Teen Court Fund FS938.17/Ord 97-15	39,706	446,148	528,500	552,323
709 Federal USMS/Dept Just Asset Forfeit Fd	38,000	815,652	1,338,217	1,454,685
710 County Fine & Forfeiture Fund FS142.01	8,452,095	9,141,671	11,158,215	11,520,470
712 Cty Lcl Alcohol/Drug Trust Fd FS 938.13	93,200	179,702	188,809	127,159
713 Drug Abuse Alternate Source Fd R91-0223	67,124	176,272	212,753	131,149
714 800MHz Intrgv Radio Comm Sys Fd FS318.21	1,115,880	2,194,011	2,219,909	2,205,398
715 Fla Contraband Forfeit Fd FS932.703/704	380,750	1,450,020	1,849,669	2,001,723
716 Lcl Govt Crim Just Trust Fd FS27.3455	6,973,110	8,790,191	9,514,513	9,747,822
717 Service Fees Legal Aid Prog Fd Ord89-20	942,334	1,245,000	1,181,985	1,185,660
718 Drug Abuse Tr Fd FS938.21/Ord 97-16	289,679	324,832	261,299	331,799
719 Federal Treasury Asset Forfeiture Fund	0	103,968	114,959	118,523
720 Court Improvement Fd Ord 82-07 & 86-17*	59,453	22,500	4,500	4,450
721 Court Facilities Fund Ord87-23	1,631,128	3,888,209	3,850,997	3,338,804
722 Mediation-Arbitration Trust Fund	996,951	1,434,823	1,435,000	1,261,250
723 County Civil Mediation Trust Fund	382,373	519,950	465,500	493,925
724 Family Mediation Trust Fund	0	69,953	131,700	152,410
725 Civil Traf Inf Hearing Off Tr Fd AO92-11	212,953	1,564,283	1,671,000	1,597,250
726 General Master (Disso Marriage) Trust Fd	413,624	999,959	942,871	732,199
727 Court Technology Trust Fund Ord93-02	89,462	383,750	476,000	367,600
728 Probate Guardianship & Trust Trust Fund	104,211	241,304	216,000	195,100
729 Special Master Animal Control Fee Fund	0	13,100	15,750	16,275
730 Cir Ct Mediation Administrative Fee Fund	3,380	115,300	137,000	115,750
731 Spcl Master Water Use Restrict Fee Fund	0	29,688	38,700	33,260
732 Family Administrative Fee Fnd S-2000-073	11,652	221,291	246,000	164,450
733 Child Custody Investigation Fee AO181 Fd	10,295	148,500	187,377	189,045

**BUDGET BY SUBFUND\***

	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>	<b>FY 05</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Planned</b>
<b>002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND (CONT'D)</b>				
734 Courthouse Annex Tower Fund	3,100,000	5,206,723	5,950,464	6,504,773
735 Cnty Ct Court-Ordered Mediation AO99-06	0	104,700	99,800	79,490
736 Children'S Advocacy Centr Fnd S-1999-081	0	13,350	15,117	17,439
737 Public Guardian Trust Fund Ord 99-24	22,277	43,700	54,100	50,840
904 Emer Mgmt Facility Plans Review Fund	0	20,031	22,372	23,725
905 Lcl Air Poll Ctrl Tag Fee Tr Fd FS320.03	729,444	850,676	1,266,296	1,376,822
907 Indigent Health Care Svcs FS212.055 Fund	96,028,056	87,404,292	90,949,117	91,849,729
908 Gardinier Settlement DEP/EPC Fund	220,757	1,444,376	1,209,207	1,251,207
909 Pollution Recovery Fund Lf84-446	177,845	1,545,041	1,750,944	1,984,583
911 State Revenue Sharing Fund	19,036,146	44,613,758	43,447,473	39,416,998
915 911 Emer Telephone Sys Ord86-14/Ord87-25	3,348,966	10,853,081	10,013,838	10,412,578
925 Fl Boating Improv Prog Fd-FS328.72(15)*	872,734	228,000	310,000	311,750
969 Jt County-City Cecile Wagon Will Fund	73,846	81,298	82,061	85,211
971 Animal Cont Spay/Neuter Inc Pymt Prog	117,068	448,500	635,535	620,781
972 Animal Services Contributions Fund	1,756	9,814	7,450	1,250
993 Data Management Services Fund	15,321,226	14,663,993	16,390,500	15,701,193
994 Tampa Bay Water Issues Addl Support Fd	1,927,151	3,553,635	2,772,448	2,827,576
	<b>164,736,924</b>	<b>209,473,255</b>	<b>215,897,461</b>	<b>213,231,481</b>
<b>004 UNINCORPORATED AREA SPECIAL PURPOSE FUND</b>				
602 Public Art Program MSTU Fd Ord89-32*	0	200	1,500	1,575
620 Parks Impact Fee (Nw Zone) Fund*	700,695	826,500	975,000	981,000
621 Parks Impact Fee (Ne Zone) Fund*	290,957	285,000	437,100	439,100
622 Parks Impact Fee (Cent Zone) Fund*	874,700	1,021,250	1,270,000	1,276,500
623 Parks Impact Fee (S Zone) Fund*	309,471	204,820	253,750	255,750
626 School Site Ded Prog Nw Imp Assess Tr Fd	0	6,356	6,807	7,107
628 School Site Ded Prog Cent Imp Asses Trfd	30,244	93	0	0
630 Fire Service Impact Fee (Nw Zone) Fund*	2,570	190,000	223,250	226,338
631 Fire Service Impact (Ne Zone) Fund*	115,218	91,200	95,000	96,425
632 Fire Service Impact Fee (Cent Zone) Fund*	23,672	218,500	237,500	240,350
633 Fire Service Impact Fee (S Zone) Fund*	700	66,500	85,500	86,450
636 School Site Impact Fee Fund	1,278,628	4,147,740	7,448,184	9,593,734
641 Impact Fees Administration	207,286	410,816	411,210	425,194
892 Environmental Restoration Project Fund*	0	925,513	301,000	303,500
893 Local Habitat Mitigation Bank Fund*	0	609,421	30,000	31,500
900 Building Services Division (Pgm) Fund	9,498,246	15,524,510	20,240,463	21,790,964
908 Land Excavatr Opr/Inspect Sec.8.01.03Ldc	46,951	151,000	177,865	189,532
913 Water Conservation Trust Fund Ord91-27*	35,068	503,147	720,734	866,801
922 Tax Dist On Severance Phos Rock FS211.31	566,872	4,869,962	5,999,415	7,423,925
924 Stormwater Mgmt Proj Fd Ord 89-27*	14,747,823	17,828,350	4,731,050	4,833,650
925 Stormwater Mgmt Operating Fd Ord 89-27	0	269,333	653,067	638,787
988 Sun City Utility Operating/Project Fund	49,016	38,101	51,425	25,935
990 Oak Utility Operating/Project Fund	257,049	0	0	0
	<b>29,035,166</b>	<b>48,188,312</b>	<b>44,349,820</b>	<b>49,734,117</b>

**BUDGET BY SUBFUND\***

	<b>FY 02</b>	<b>FY 03</b>	<b>FY 04</b>	<b>FY 05</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Adopted</b>	<b>Planned</b>
<b>006 COUNTY BLENDED COMPONENT UNITS FUND</b>				
001 Civil Service Board Fund	1,865,950	2,211,191	2,919,612	2,592,915
002 Law Library Board Fd-Ord 01-16,Sec7	466,768	536,230	555,972	588,989
004 Environmental Protection Commission	6,449,058	0	0	0
006 City County Planning Commission Fund	4,810,293	5,342,085	5,760,203	6,228,343
903 Law Library Sales/Svcs Ord 01-16,Sec8	50,035	40,620	35,650	35,400
	<b>13,642,104</b>	<b>8,130,126</b>	<b>9,271,437</b>	<b>9,445,647</b>
<b>008 LOCAL HOUSING ASSISTANCE PROGRAM</b>				
001 Operating Fund	216,522	307,089	460,739	468,738
200 S.H.I.P. Program*	6,750,823	5,500,000	5,859,433	5,859,433
	<b>6,967,345</b>	<b>5,807,089</b>	<b>6,320,172</b>	<b>6,328,171</b>
<b>009 STATE OF FL HEALTHCARE SURTAX TRUST FUND</b>				
001 Indigent Health Care & Trauma Center Fd	92,751,896	101,291,479	96,002,828	100,950,362
	<b>92,751,896</b>	<b>101,291,479</b>	<b>96,002,828</b>	<b>100,950,362</b>
<b>010 SALES TAX REVENUE FUND</b>				
010 Half-Cent Sales Tax/Bonds Revenue Fund	69,862,580	91,336,568	99,482,266	98,251,869
020 Prof Sports Franchise Facil Sales Tax Fd	2,004,000	2,181,702	2,193,995	2,197,870
030 3% Tourist Dev Tax Trust Fund	9,041,307	11,680,003	11,965,429	13,039,347
040 1% Addl (4Th Ct) Tourist Tax Fd Ord90-03	2,776,977	6,621,231	7,306,453	8,077,039
050 1% Addl (5Th Ct) Tourist Tax Fd Ord94-13	3,058,181	7,499,508	7,683,877	7,700,429
090 Lcl Govt Infrastructure Surtax Fund	79,932,610	83,889,844	85,161,122	89,913,113
	<b>166,675,655</b>	<b>203,208,856</b>	<b>213,793,142</b>	<b>219,179,667</b>
<b>012 INTERGOVERNMENTAL GRANTS</b>				
001 Operating Fund	260,654	500,000	0	0
100 Operating Grants Fund*	85,709,830	83,606,711	86,083,570	88,441,090
200 Project Grants Fund*	9,812,549	7,392,000	7,424,301	7,424,301
	<b>95,783,033</b>	<b>91,498,711</b>	<b>93,507,871</b>	<b>95,865,391</b>
<b>013 COUNTY TRANSPORTATION TRUST FUND</b>				
001 Operating Fund	42,584,739	52,864,263	56,087,455	58,824,592
002 Proj Fund (1St Local Option 6Ct Fuel Tx)*	26,123,722	29,743,745	20,951,508	22,927,697
005 Street Lighting Non-Ad Val Assessment Fd	5,757,024	9,032,388	9,448,208	9,834,529
100 Operating Grants Fund*	593,057	323,727	0	0
200 Project Grants Fund*	208,973	4,000,000	805,000	0
937 Rd Network Imp Prog Imp Asses Zone 8*	429,680	0	0	0
938 Rd Network Imp Prog Imp Asses Zone 9*	335,179	0	0	0
940 Ninth-Cent Fuel Tax Fund*	3,776,421	4,179,167	4,494,939	4,625,194
970 Road Network Impact Fee (Zone 01) Fund*	81,355	23,750	(109,882)	14,700
971 Road Network Impact Fee (Zone 02) Fund*	185,644	188,366	158,650	159,458
972 Road Network Impact Fee (Zone 03) Fund*	534,803	152,816	84,550	85,215
973 Road Network Impact Fee (Zone 04) Fund*	1,974,875	2,231,103	2,256,250	2,283,562
974 Road Network Impact Fee (Zone 05) Fund*	32,974	95,434	106,400	107,445
975 Road Network Impact Fee (Zone 06) Fund*	162,663	91,271	143,925	143,996
976 Road Network Impact Fee (Zone 07) Fund*	2,228,360	2,704,015	2,954,500	2,959,725
977 Road Network Impact Fee (Zone 08) Fund*	285,896	1,430,786	1,068,750	1,084,188
978 Road Network Impact Fee (Zone 09) Fund*	888,859	680,052	978,500	994,270
979 Road Network Impact Fee (Zone 10) Fund*	292,909	1,977,148	1,577,000	1,584,600
980 Citrus Pk Cmnty Dev Dist Pledged Rev Fd*	4,162,305	4,995,447	4,579,000	4,579,950

**BUDGET BY SUBFUND\***

	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>013 COUNTY TRANSPORTATION TRUST FUND (CONT'D)</b>				
989 Constitutional Fuel Tax Fund*	8,711,559	10,946,574	(6,826,116)	10,569,106
990 County Fuel Tax (7Th Cent) Fund	4,765,669	6,508,725	5,454,344	5,515,427
991 Local Transp Ninth Cent Fuel Tax Fund	6,129,916	6,068,857	6,448,628	6,632,373
992 Ad Valorem Tax Transp Fund*	0	0	9,780,203	7,800,000
	<b>110,246,582</b>	<b>138,237,634</b>	<b>120,441,812</b>	<b>140,726,027</b>
<b>014 LIBRARY TAX DISTRICT FUND</b>				
001 Library Tax Dist Operating Fund	23,319,399	43,396,250	51,729,978	49,608,433
002 Library Tax District Project Fund*	1,416,189	3,689,000	4,610,110	4,450,000
003 Major Maintenance & Repair Project Fund*	4,052	282,000	288,700	283,000
100 Operating Grants Fund*	131,307	174,309	0	0
200 Project Grants Fund*	165,081	0	0	0
602 Public Art Prog Library Dist Fd Ord89-32*	0	3,000	2,000	2,100
	<b>25,036,028</b>	<b>47,544,559</b>	<b>56,630,788</b>	<b>54,343,533</b>
<b>030 INFRASTRUCTURE SURTAX FIXED PROJECT FUND</b>				
002 Project Fund (Entitlement One 1997-2003)*	11,797,552	13,243,904	500,000	500,000
003 Financed Proj Subfund (PH II 2003-2008)*	2,244,923	80,607,647	67,981,520	38,144,000
004 Non-Financed Proj Subfd(PH II 2003-2008)*	0	0	39,101,858	41,680,188
	<b>14,042,475</b>	<b>93,851,551</b>	<b>107,583,378</b>	<b>80,324,188</b>
<b>Total Special Revenue Funds</b>	<b>718,917,208</b>	<b>947,231,572</b>	<b>963,798,709</b>	<b>970,128,584</b>
<b>20 DEBT SERVICE FUNDS</b>				
<b>011 CAP IMP NON-ADVAL REV BDS SER 98 FD</b>				
000 Sinking Fund Cap Imp 98 Rev Bds	1,498,000	2,075,050	1,883,763	1,883,294
<b>013 FUEL TAX REF REVENUE BONDS DEBT SVC FUND</b>				
001 Taxable Series 1998 Sinking Fund	2,378,854	3,565,263	3,579,176	3,585,135
<b>024 GENERAL OBLIGATION BONDS P&amp;R SINKING FUND</b>				
000 Parks G.O. Bonds '93/'96/'02 Bonds	20,379,564	1,554,934	1,480,220	1,479,868
<b>029 ELAPP LIMITED ADVAL TAX BONDS DBT SVC FD</b>				
000 ELAPP Ltd Adval Tx Bds Sinking Fd	5,507,439	6,524,945	6,342,464	6,336,730
<b>036 CRIM JUSTICE FACIL REV BONDS DEBT SVC FD</b>				
000 Crim Just Facil Rev Bds Sinking Fund	10,618,848	12,631,784	17,406,911	17,410,704
001 Crim Just Facil Rev Bds Reserve Acct	0	10,428,894	10,428,894	10,428,894
<b>037 COURT FACIL REV BONDS 99 DEBT SERVICE FD</b>				
001 Courthouse Project Revenue Fund Acct	3,074,489	3,854,539	3,956,982	3,361,512
002 Courthouse Project Sinking Fund Acct	3,089,032	4,412,901	5,128,842	4,427,313
003 Courthouse Proj Invested Sinking Fd Acct	0	2,829,116	3,625,854	3,730,854
<b>038 CAP IMPROVE PRG REV BONDS 94 DEBT SVC FD</b>				
004 CIP Ref Rev Bds Series 96 Sinking Fund	3,493,915	4,097,089	4,106,494	4,109,207
005 CIP Ref Rev Bds Series 96 Reserve Fund	0	3,491,250	3,491,250	3,491,250
<b>039 CAP IMPROVE NONADVAL REF REV 96A/B BD FD</b>				
001 MOSI/Cnty Ctr Ref Rev Bds 96A/B Debt Svc	5,390,348	6,773,179	6,800,920	6,804,360
002 MOSI/Cnty Ctr Ref Rev Bds 96A/B Reserve	0	5,388,220	5,388,220	5,388,220
<b>049 2001 COMMUNITY INVESTMNT TX REV BONDS</b>				
001 CIT Series 2001A And Series 2001B	1,430,333	5,582,138	6,635,366	6,643,482
<b>Total Debt Service Funds</b>	<b>56,860,822</b>	<b>73,209,302</b>	<b>80,255,356</b>	<b>79,080,823</b>

**BUDGET BY SUBFUND\***

	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>30 CAPITAL PROJECTS FUNDS</b>				
<b>011 CAP IMP NON-ADVAL TAX REV BDS SER 98 FD</b>				
002 Cap Imp Non-Adv Tx Rev Bds 98 Proj Fd*	56,107	0	135,000	25,000
<b>016 EPC FACILITY ACQUISITION/REHAB FUND</b>				
002 EPC Sabal Park Facility Project Fund*	4,729,156	0	1,270,000	0
<b>024 GENERAL OBLIG BONDS P &amp; R PROGRAM FUND</b>				
003 P&R Unincorporated Area Series 1996 Bds*	228,582	0	0	0
<b>026 COUNTY CENTER ACQUISITION PROJECT FUND</b>				
002 County Ctr Non-Ad Val Rev Bds Const Fund*	1,000	0	0	0
<b>029 ENVIRO SENSITIVE LANDS TAX/BOND FUND</b>				
000 Site Acquisition & Administration Acct	2,822,997	17,865,065	11,590,711	7,890,857
001 ELAPP Site Management & Restoration Acct	1,157,828	1,367,195	1,659,456	1,719,432
002 ELAPP Projects (Non-Bond) Fund*	2,129,305	13,551,746	10,655,679	6,389,076
005 Limited Ad Val Tax Bonds (1992) Proj Fd*	(6,000)	0	0	0
006 Limited Ad Val Tax Bonds (1994) Proj Fd*	(318,438)	5,000	0	0
<b>034 COURT FACIL NON-BOND CONSTRUCTION FUND</b>				
002 Court Facil Imprvmt Non-Bond Proj Fund*	6,134,439	750,000	(5,215,000)	(953,629)
<b>035 COURT FACIL REV BONDS 99 CONSTRUCTION FD</b>				
002 Court Facil Imprvmt Bond Proj Fund*	26,124,374	400,000	0	0
<b>038 CAPITAL IMPRV PROG BONDS SERIES 94/96 FD</b>				
002 Cap Imp Refunding Rev Bds 1996 Const Fd*	56,484	140,000	160,000	130,000
003 Cap Imp Revenue Bds 1994 Const Fund*	250,000	100,000	80,000	40,000
<b>044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND</b>				
001 CP Quarterly Note Issuances*	80,575,514	105,833,588	89,071,000	46,500,000
002 CP Allocated Credit Capacity*	0	9,807,407	52,705,429	38,047,000
<b>048 FALKENBURG JAIL CONSTRUCTION FUND</b>				
002 Jail Expansn Capital Proj (Series 2001A)*	33,661,228	1,592,949	700,000	125,000
<b>049 COMMUNITY INVESTMENT TAX REVENUE BONDS</b>				
001 CIT Series 2001B*	14,477,650	0	0	0
<b>Total Capital Projects Fund</b>	<b>172,080,226</b>	<b>151,412,950</b>	<b>162,812,275</b>	<b>99,912,736</b>
<b>40 ENTERPRISE FUNDS</b>				
<b>032 SOLID WASTE SYSTEM ENTERPRISE FUND</b>				
001 SW & RR System Operating/Maintenance Fd	50,216,001	64,373,334	68,924,416	71,658,159
003 SW & RR System Revenue Fund	71,061,425	74,134,337	80,823,284	81,350,323
004 SW & RR System Renewal/Replacement Fund	1,592,757	12,265,720	13,574,527	12,090,227
005 SW & RR System Capital Improvement Fund*	9,343,081	2,740,622	2,485,000	2,015,000
011 Recycling Task Force(Cog) Account	820	0	0	0
017 SW/RR Sys (Fin Assur) NW Closed Lf Fund	73,000	730,000	657,000	584,000
019 SW/RR Sys (Fin Assur/Gasb) Lf Closure Fd	0	24,343,771	26,395,849	25,784,367
024 SW/RR Sys Closed L/F Maintenance Fund	1,443,361	1,738,996	2,155,838	2,172,190
027 SW & RR System Debt Service Fund	12,210,477	22,904,489	23,565,707	24,069,969
028 SW & RR System Debt Svc Reserve Fund	0	12,580,637	12,580,638	12,580,638
029 SW & RR System General Purpose Fund	12,878,000	9,705,063	15,116,014	12,630,934
041 Taylor Road Landfill Superfund Site Fund	23,985	120,000	76,675	40,500
042 Tay Rd Lf Superfund Site Supplemental Fd	23,831	0	0	0



**BUDGET BY SUBFUND\***

	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>032 SOLID WASTE SYSTEM ENTERPRISE FUND (CONT'D)</b>				
043 Lf Closure Fd-Phase Ii (Cell 7) Gasb	0	0	139,200	283,900
049 SW & RR System Rate Stabilization Fd	0	2,000,000	2,000,000	2,000,000
100 Operating Grants Fund*	58,598	148,208	118,686	0
200 Project Grants Fund*	15,817	0	0	0
	<u>158,941,153</u>	<u>227,785,177</u>	<u>248,612,834</u>	<u>247,260,207</u>
<b>040 WATER &amp; WASTEWATER UTILITY ENTERPRISE FD</b>				
001 Utility Sys Operating & Maintenance Acct	77,885,281	95,397,140	121,484,218	122,778,343
002 Utility Sys Rev Bds Debt Service Acct	31,455,191	42,933,719	35,738,805	35,878,162
003 Utility Sys General Revenue Acct	154,257,558	160,563,072	179,760,936	181,064,923
004 2001 Bnds Dsr/Orig 1985 Bnd Prcnds Dsr	0	9,164,853	0	0
005 Util Sys Capacity Fees Gen Oper Acct	2,136,876	50,117,428	25,756,489	38,315,008
007 Utility Sys Renewal & Replacement Acct*	9,952,236	8,797,460	19,578,254	24,144,852
010 Utility Sys Gen Rev Cap Exp Acct*	9,847,281	3,697,498	12,000,000	23,000,000
011 Dedicated Water Cap Fees Project Acct*	14,603	1,163,000	0	0
012 Dedicated Wastewater Cap Fees Proj Acct*	2,254	5,040,000	0	0
013 Recl Water Capital Charge Fund R96-072*	3,508,552	0	0	0
015 Utility Project Bds 87 Construction Acct*	3	0	0	0
017 2001 Bnds Dsr/Orig 1987 Bnd Prcnds Dsr	0	10,334,487	0	0
022 Utility Project Bds 88 Construction Acct*	292,017	0	0	0
031 Series 2001 Debt Service Reserve Fund	0	520,850	0	0
033 Util Sys Refunding Bds 93 Reserve Acct	0	948,485	0	0
041 Cone Ranch Special Projects Fund	8,601	1,225,638	1,530,592	1,598,445
042 Utility Sys Water Conservation Fund	95,368	1,252,737	1,347,396	1,384,665
046 Revenue Account Rate Stabilization Fund	0	73,134,892	78,134,892	78,134,892
050 Reclaimed Water Impvmt Unit Assessmnt Fd	2,011	1,461,752	2,124,390	2,821,736
051 Reclaimed Water Impvmt Unit Project Fd*	2,528,608	358,000	1,069,000	0
052 Capacity Assessment Unit Fund Ord 96-07	2,269,069	3,913,652	6,175,295	7,017,256
054 Infrastructure Assessment Unit Fd 99-08	73	21,802	27,467	33,798
100 Operating Grants Fund*	1,957,840	0	0	0
200 Project Grants Fund*	2,099,871	0	0	0
	<u>298,313,293</u>	<u>470,046,465</u>	<u>484,727,734</u>	<u>516,172,080</u>
<b>042 UTILITY SYSTEM RWIU/FLGFC #2 FUND</b>				
003 RWIU Cmcl Paper Fairway Village*	(57)	0	0	0
	<u>(57)</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND</b>				
001 CP Quarterly Note Issuances*	5,061,486	2,575,000	5,186,000	2,720,000
	<u>5,061,486</u>	<u>2,575,000</u>	<u>5,186,000</u>	<u>2,720,000</u>
<b>046 RECL WATER SPCL ASSESSMENT REV BDS 2000</b>				
001 Proj Constr Fd Rw Spcl Assmnt 2000 Bds*	0	2,000	0	0
002 Rev/Sinking Fd Rw Spcl Assmnt 00 Rev Bds*	446,424	502,285	499,908	499,908
	<u>446,424</u>	<u>504,285</u>	<u>499,908</u>	<u>499,908</u>

**BUDGET BY SUBFUND\***

	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
<b>047 CAPACITY ASSESS SPECIAL ASSESS BDS 2000</b>				
001 Cau Spcl Assmnt Bds 2000 Project Fd	8,386,104	630,000	500,000	0
002 Rev/Sinking Fd Cau Spcl Assmnt 2000 Bds	2,369,211	2,723,490	2,623,592	2,622,738
	<u>10,755,315</u>	<u>3,353,490</u>	<u>3,123,592</u>	<u>2,622,738</u>
<b>Total Enterprise Funds</b>	<b><u>473,517,614</u></b>	<b><u>704,264,417</u></b>	<b><u>742,150,068</u></b>	<b><u>769,274,933</u></b>
<b>50 INTERNAL SERVICE FUND</b>				
<b>066 FLEET SERVICES FUND</b>				
001 Operating Fund	9,327,952	13,852,358	14,556,668	14,663,553
002 Project Fund*	50,000	0	0	0
003 Lease Back Program Fund	5,762,529	21,955,562	19,257,165	18,825,409
004 Equipment Acquisition Contribution Fund	7,149,270	0	0	0
	<u>22,289,751</u>	<u>35,807,920</u>	<u>33,813,833</u>	<u>33,488,962</u>
<b>067 COUNTY SELF INSURANCE FUND</b>				
000 Insurance Program Administration Fund	715,932	1,112,808	1,183,423	1,249,925
001 Workers Compensation Insurance Fund	6,543,833	39,596,186	47,193,381	52,017,341
002 General Liability Insurance Fund	4,923,538	8,258,978	12,528,246	13,748,556
003 Catastrophic Disaster Insurance Fund	0	23,853,450	30,596,526	31,916,526
004 Employee Group Health Insurance Fund	52,995,058	64,629,817	74,882,890	81,387,196
	<u>65,178,361</u>	<u>137,451,239</u>	<u>166,384,466</u>	<u>180,319,544</u>
<b>Total Internal Service Funds</b>	<b><u>87,468,112</u></b>	<b><u>173,259,159</u></b>	<b><u>200,198,299</u></b>	<b><u>213,808,506</u></b>
<b>Grand Total</b>	<b><u>\$2,109,915,604</u></b>	<b><u>\$2,770,878,976</u></b>	<b><u>\$2,960,222,345</u></b>	<b><u>\$2,972,886,354</u></b>

\* 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.

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## 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.

### MATRIX OF COUNTY SERVICES

Hillsborough County is a general-purpose government which performs many tasks and a wide range of services to provide 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. It is important to note that in many instances a service may be mandated but incorporate some essential and discretionary units. In addition, when a service is identified as discretionary it does not mean that citizens, elected officials, or County Administration consider it to be unnecessary or unimportant. The "discretionary" classification only means that it does not meet the health, safety, or welfare criteria needed to be defined as an essential service.

No classification of local government services can be established without some subjective evaluation. Hillsborough County's Mission, Vision and Values statement, and the following criteria have been established as a means of reducing subjectivity in this process.

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.

**Mandated**--Includes two categories of mandates:

1. M1--Reflects services required as a result of federal, state legislation, and/or Hillsborough County Charter.
2. M2--Reflects services required as a result of County ordinance.

It is presumed that the M2 category of mandates reflects services that can be changed at the discretion of the Board--after proper public notice and public hearing--while the M1 category cannot.

**Essential (E)**--Includes services that meet the health, safety, or welfare need of the public which can, or cannot, be provided elsewhere and are not unnecessarily duplicative. Includes selective services directly tied to protection of property, disaster recovery, and the ability to provide residents with "quality of life." Also includes internal services, without which the delivery of essential services would be seriously hindered.

**Discretionary (D)**--Includes many services that exist due to local preference, including services that overlap services provided by other governmental units. Includes administrative support functions that improve the efficiency and/or effectiveness of mandated and essential services. Also includes some federally funded and state-funded services which the County provides largely as a result of the availability of grant revenue.

**To Be Determined (TBD)**--Includes those services for which the statutory authority is under review.

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Administrative Services</b>		
AD01	Administrative Support	D
<b>Aging Services</b>		
AG01	In-Home Care	M1
AG02	Senior Centers	M1
AG03	Transportation	M1
AG04	Nutrition	M1
AG05	Retired Senior Volunteer Services	D
AG06	Working Seniors Services	D
AG07	Case Management	M1
<b>Animal Services</b>		
AN01	Enforcement/Protection	M1/M2
AN02	Sheltering Animals	M1
AN03	Rabies Tags and Licensing	M2
AN04	Responsible Pet Ownership Education	D
AN05	Animal Adoption	M2
AN06	Pet Overpopulation	M2
<b>Board of County Commissioners</b>		
BC01	Set Policy and Directives/Implementation of Comprehensive Plan	M1
BC02	Performance Auditor	M1
<b>Children's Services</b>		
CS01	Head Start	M1
CS02	Early Head Start	M1
CS03	Residential Services for Children in Need Services	M1
CS04	Clinical Services - Parenting Training	M1
CS05	Emergency Shelter Residential Care	E
CS06	Severely Emotionally Disturbed Children (Residential)	E
CS07	Severely Emotionally Disturbed Children (Day Treatment)	E
CS08	Child and Family Counseling Program	M1
CS09	Child Care Licensing	M2
<b>Circuit and County Courts</b>		
JB01	Conduct arraignments, hearings, and trials	M1
JB02	Divert cases from the judiciary	D
JB03	Coordinate court appearances, conferences, and depositions	E
JB04	Assign guardian ad litem to represent minors	D
<b>Civil Service Board</b>		
CV01	Applicant Recruiting and Screening	M1
CV02	Job Classification and Compensation	M1
CV03	Employee Record Maintenance	M1
CV04	Job Performance Management	M1
CV05	Hearings of Discipline Appeals and Grievances	M1

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
	<b>Clerk of Circuit Court</b>	
CC01	County Recorder	TBD
CC02	Internal Auditing	TBD
CC03	Recordkeeping for Circuit and County Courts	TBD
CC04	Financial Services	TBD
CC05	Recordkeeping for BOCC	TBD
	<b>Communications</b>	
CM01	Public Information	M1
CM02	Community Relations	D
CM03	Hillsborough Television	D
CM04	Public Art	M2
CM05	Citizen Boards Support	M2
CM06	Printing Services	D
CM07	Citizen Action Center	D
	<b>Community Improvement</b>	
CI01	Code Enforcement/Compliance Inspections	M2
CI02	Single Family Housing Rehabilitation	M2
CI03	Section 8 Rental and Utility Assistance	M2
CI04	Down Payment and Other Assistance - First Time Homebuyers	M2
CI05	Operation "Clean-up"	D
	<b>Community Liaisons</b>	
CL01	African-American Affairs Liaison	D
CL02	Asian-American Affairs Liaison	D
CL03	Hispanic Affairs Liaison	D
CL04	Americans with Disabilities Act Liaison	D
CL05	Criminal Justice Liaison	D
	<b>Consumer Protection Agency</b>	
CF01	Investigation of Consumer Complaints	D
CF02	Mediation/Prosecution of Consumer Complaints	D
CF03	Public Education	D
	<b>Cooperative Extension</b>	
CX01	4-H and Youth Programs	D
CX02	Agricultural Programs	D
CX03	Horticulture	D
CX04	Family and Consumer Sciences	D
	<b>County Administrator</b>	
CA01	Strategic Operations Affecting Quality of Life	M1
	<b>County Attorney</b>	
AT01	General Legal Services & Counsel	M1, M2
AT02	Litigation	M1
AT03	Eminent Domain	E

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Debt Management</b>		
DM01	Manage County Debt Obligations	E
DM02	Financial Advisory Services	D
DM03	Municipal Securities Market Compliance & Disclosure	M1
DM04	Financial & Credit Evaluations of Conduit Bond Issues	D
<b>Economic Development</b>		
ED01	Corporate Business Development	D
ED02	Small Business Information Center	D
ED03	MBE/SBE Program	D
ED04	Agriculture Industry Development	D
ED05	Tourist Development	M2
ED06	Employment & Training/Workforce Board	D
<b>Environmental Protection Commission</b>		
EP01	Air Management	M1
EP02	Water/Wastewater Management	M1
EP03	Waste Management	M1
EP04	Wetlands Management	M1
<b>Equal Opportunity Administration</b>		
EQ01	Investigation of Complaints/Citizen Requests for Assistance	M2
<b>Fire Rescue</b>		
FR01	Fire Suppression	E
FR02	Fire Inspection	M1
FR03	Arson Investigation	M2
FR04	Paramedic services (advanced life support)	M1
FR05	Fire Prevention	D
FR06	Plans Review	M2
FR07	Billing and Collection	D
FR08	Fire Training (County employees and volunteers)	E
FR09	Fleet Maintenance	E
<b>Fleet Management</b>		
FM01	Fuel Services	D
FM02	Equipment Repair & Maintenance Services	M1, E
FM03	Parts Management	M1, E
FM04	Motor Pool Services	D
FM05	Equipment Acquisition	E

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Health and Social Services</b>		
HS01	Indigent Health Care	M1
HS02	HIV Services - Ryan White	E
HS03	Homeless Case Management	M1
HS04	Summer Food Program for Children	M1
HS05	Veterans Services	D
HS06	Transportation for the Transportation Disadvantaged	M1
HS07	Client Assistance - Financial Aid for Indigents	M1
HS08	Baker Act Mental Health Program	M1
HS09	Trauma Care	D
<b>Human Resources</b>		
HR01	Employee Benefits Program Administration	E
HR02	Employee Development/Training Program	D
HR03	Exempt Employee Recruitment	E
HR04	Employee Relations	E
HR05	Labor Negotiations	M1
HR06	Employee Safety and Loss Control Programs	E
HR07	Citizen Volunteer Program	D
HR08	Workers Compensation Investigation/Administration	E
HR09	Liability and Insured Property Program Development/Administration	E
<b>Information and Technology Services</b>		
IT01	Communications Services	E
IT02	Desktop Services	E
IT03	Geographic Information Systems (GIS)	E
IT04	Business Solutions/Services	D
IT05	Information Distribution and Data Management Services	E
<b>Law Library Board</b>		
LL01	Provide Access to Legal Research Materials	M2
<b>Legislative Delegation</b>		
LD01	Constituent Services	M1
LD02	District Offices Support Services	M1
LD03	Legislative Services	M1
<b>Library Services</b>		
LS01	Member Services	M1
LS02	Circulation Services	D
LS03	Information & Reference Services	D
LS04	Programming	D

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Management and Budget</b>		
MB01	Multi-Year Financial Planning/Economic Analysis	E
MB02	Capital Budget Services	M1
MB03	Operating Budget Services	M1, D
MB04	Budget Systems and Revenue Analysis	E
MB05	Outside Agency Contract Management	D
MB06	Management Analysis/Performance Measurement	D
MB07	Oversight of Cable Educational Consortium/Public Access Contract	D
MB08	Cable Franchise Administration	E
MB09	Capital Program Administration	D
<b>Medical Examiner</b>		
ME01	Cause of Death Determination	M1, E
ME02	Indigent Burial	M1
<b>Metropolitan Planning Organization</b>		
MP01	Long-Range Transportation Planning	M1
MP02	Develop, Monitor and Evaluate Transportation Systems	M1
MP03	Technical Assistance to Local Governments	D
MP04	Conduct Required Transportation Plans, Programs and Studies	M1
<b>Neighborhood Relations</b>		
NR01	Technical Assistance & Neighborhood Liaison	D
NR02	Neighborhood Mini-Grant Program	D
NR03	Community-based Planning	D
NR04	Recognition Programs	D
NR05	Database Management	D
<b>Office of Public Affairs</b>		
PA01	Develop State Legislative Program	E
PA02	Develop Federal Legislative Program	E
PA03	County Legislative Representation	D
PA04	County Intergovernmental Representation	D
<b>Office of Quality Services</b>		
QS01	Performance Improvement Program	D
QS02	Targeted Process Improvements	D
<b>Parks and Recreation</b>		
PR01	Management of Environmental Lands (ELAPP)	M2
PR02	Landscaping Maintenance on Roadway Medians	E
PR03	Park Construction (In-house and Contractual)	D
PR04	Neighborhood, district, and regional park maintenance	E
PR05	Neighborhood, district, and regional park programs	M2
PR06	Organized Youth Athletic Programs	D
PR07	Organized Adult Athletic Programs	D
PR08	After-school Recreation Programs	E
PR09	Summer Enrichment Program	E
PR10	Therapeutic Programs	E



## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Planning and Growth Management</b>		
PG01	Building Inspection	M1
PG02	Building Permit Issuance	M2
PG03	Building Plans Review	M3
PG04	Zoning Administration	M2
PG05	Development Project Inspection	M2
PG06	Land Use Counseling	D
PG07	Phosphate/Land Excavation	M2
PG08	Comprehensive Plan Implementation/Concurrency Management	M1
PG09	Transportation Planning	M1
PG10	Greenways and Trails Roadways Planning	D
PG11	Community-based Planning	E
PG12	Impact Fee Program Administration	D
PG13	Emergency Management Planning	D
<b>Planning Commission</b>		
PC01	Countywide Comprehensive Planning	M1
PC02	Community/Neighborhood Planning	M1
PC03	Countywide Long-range Transportation Planning	M1
PC04	Hillsborough River Planning	M1
PC05	Local Planning Agency (LPA) Administration	M1
<b>Property Appraiser</b>		
PP01	Real and Tangible Property Assessment	M1
PP02	Exemptions Administration	M1
PP03	TRIM Notice Administration	M1
<b>Public Defender</b>		
PD01	Legal Representation to Indigent Clients	M1
<b>Public Safety</b>		
PS01	Fire/Medical Emergency Dispatch Services	M1
PS02	Countywide 9-1-1 Database and Street/Address Management	M2
PS03	Countywide 9-1-1 Network Administration	M1
PS04	Emergency Management	M1
PS05	Marine Public Safety	E
PS06	County Facilities Security Services	E

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Public Works</b>		
PW01	Roadway Maintenance (sidewalks, intersections, resurfacing)	E
PW02	Right-of-Way/Median Maintenance (mowing and herbicide)	E
PW03	Traffic Signal, Sign and Markings Maintenance	E
PW04	Traffic Engineering and Safety Management	M1
PW05	Street Lighting District Administration	M2
PW06	Transportation Project Design and Construction	E
PW07	CIP Project Management	E
PW08	Stormwater Design and Management	M1
PW09	Wetlands Maintenance/Mitigation	M1
PW10	Mosquito Control	E
PW11	Aquatic Weed Control	E
PW12	Infrastructure Inventory and Assessment	M1, D
<b>Purchasing</b>		
PH01	Centralized Procurement - Informal (between \$2,500 and \$25,000)	E
PH02	Centralized Procurement - Formal (exceeding \$25,000)	E
PH03	Management of Automated Purchasing Activities	D
PH04	Purchase Card Program	D
PH05	Manage Consultant Automated Performance System (CAPES)	D
PH06	Surplus Property Disposition	D
<b>Real Estate</b>		
RE01	Real Estate Acquisition/Disposal	E
RE02	Environmental Land Acquisition (ELAPP)	M2
RE03	Eminent Domain	E
RE04	Property Management	E
RE05	Lease Negotiations and Management	E
RE06	Parking Management	E
RE07	Technical Support	E
RE08	Records Storage and Retrieval	D
RE09	Survey and Mapping	E
RE10	Right-of-Way Inventory	D
RE11	Building Maintenance & Repair	E
RE12	GIS Services	E
RE13	Architectural Services & Project Management	E
RE14	Building Renovation Project Management (R3M)	E

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
	<b>Sheriff</b>	
SH01	Law Enforcement	M1
SH02	Criminal Investigations	M1
SH03	Major Crimes	M1
SH04	Youth and Family	M1
SH05	Detention	M1
SH06	Booking & Releasing	M1
SH07	Classification & Records	M1
SH08	Falkenburg Road Jail	M1
SH09	Morgan Street Jail	M1
SH10	Work Release Center	M1
SH11	Transportation	M1
SH12	Support Services	M1
SH13	Training	M1
SH14	Communications	M1
SH15	Human Resources	M1
SH16	Judicial Services	M1
SH17	Court Process	M1
SH18	Court Services	M1
SH19	Support Services	M1
SH20	Fleet Maintenance	M1
SH21	Property Control	M1
SH22	Communications Maintenance	M1
SH23	Technical Support	M1
SH24	Inspectional Services	M1
SH25	Fiscal	M1
SH26	Professional Standards	M1
SH27	Community Relations	M1
SH28	Information Services	M1
SH29	Planning and Research	M1
SH30	Special Operations	M1
SH31	Canine	M1
SH32	Aviation	M1
SH33	Warrants	M1
SH34	Tactical	M1
SH35	Environmental Enforcement	M1
SH36	Special Investigations	M1
SH37	Vice	M1
SH38	Major Violators	M1
SH39	Narcotics	M1
SH40	Criminal Intelligence	M1
SH41	Legal Services	M1
SH42	Data Operations	M1
	<b>Soil Conservation Board</b>	
SC01	Soil & Water Technical and Permitting Assistance	D
SC02	Conservation and Environmental Education	E

## MATRIX OF SERVICES

NUMBER	DEPARTMENT, OFFICE, AGENCY, BOARD	CLASS
<b>Solid Waste Management</b>		
SW01	Solid Waste Collection	
SW02	Customer Services	E
SW03	Franchise Collection	E
SW04	Recycling	E
SW05	Field Services	E
SW06	Transfer Facilities Operation	E
SW07	Community Collection Centers	E
SW08	Household Chemical Collection	M2
SW09	Keep America Beautiful Program	D
SW10	Operation "Clean-up"	D
SW11	Solid Waste Disposal	
SW12	Resource Recovery Operation	E
SW13	Landfill Operation	M2
SW14	Closed Landfill Maintenance	M1
SW15	Yard/Wood Waste Processing	D
SW16	Tire Processing	D
<b>State Attorney</b>		
SA01	Initiate Criminal Legal Actions on Behalf of the State	M1
SV01	Victim Assistance	
SV02	Notification of Hearings Service to Victims	TBD
SV03	Domestic Crime Assistance	TBD
SV04	On-site Emergency Service (counseling, etc.) to Violent Crime Victims	TBD
SV05	Sexual Battery Medical Screening	TBD
SV06	Worthless Check Diversion Program	TBD
<b>Supervisor of Elections</b>		
SE01	Voter Registration	M1
SE02	Administer Elections	M1
<b>Tax Collector</b>		
TC01	Bill and Collect Property Taxes and Assessments	M1
TC02	License Issuance (occupational, hunting and fishing licenses)	M1, M2
TC03	Motor Vehicle Registration/Title	M1
TC04	Collect Tourist Development Tax	M2
<b>Water Department</b>		
WA01	Potable Water Treatment & Delivery	M1
WA02	Wastewater Treatment & Disposal	M1
WA03	Reclaimed Water Disposal	M1
WA04	Support Services	
WA05	Customer Service	M1
WA06	Engineering	M1
WA07	Fiscal Services	M1
WA08	Water Conservation	M1

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## MATRIX OF SERVICES

<u>NUMBER</u>	<u>DEPARTMENT, OFFICE, AGENCY, BOARD</u>	<u>CLASS</u>
	<b>Water Resource Team</b>	
WT01	Evaluation of New and Existing Water Supply Projects	D
WT02	Communications and Public Involvement	D
WT03	Exercising of County's Arbitration Rights	D
WT04	Monitoring Wellfield Reductions	D

## 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. Earn the trust and confidence of County residents by responding to their needs, treating them honestly and fairly, and by communicating with them openly and candidly.
2. Provide for the health and well being of residents from all segments of the community.
3. Protect and preserve the environment.
4. Continue to implement the Comprehensive Plan and continue refinements to improve neighborhoods and quality of development.
5. Support steady growth of diverse and desirable business and industry compatible with our environment.
6. Actively pursue equal opportunity and affirmative action for employees, residents, and business partners.
7. Promote positive intergovernmental relations with other local and State governmental agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Trust and Confidence</b>	1,2,3				
<i>Workload/Demand</i>					
# of Board meetings and workshops		47	46	54	54
# of commissioners' referrals		3,252	2,493	3,350	3,400
# of zoning and EPC meetings		31	31	32	32
<i>Efficiency</i>					
% of administrative referrals/administrative assignments completed on time		93%	80%	96%	97%
<i>Effectiveness</i>					
% of administrative referrals transferred to another department		3.75%	5%	2%	2%
% of County citizen survey cards returned rating government services as good or acceptable		97%	97.5%	98%	98%
<b>Comprehensive Plan and Neighborhood Improvement</b>	4				
<i>Workload/Demand</i>					
# of neighborhood associations registered with ONR		715	726	750	775
# of community based plans		6	8	10	12
<i>Efficiency</i>					
population covered by community based plans		333,341	333,341	348,490	373,957
<i>Effectiveness</i>					
% of unincorporated population covered by community based plans		47%	47%	48%	48%
<b>Support Steady Growth of Diverse and Desirable Businesses</b>	5				
<i>Workload/Demand</i>					
# of corporate projects/contacts		31	42	50	50
<i>Efficiency</i>					
% of corporate prospects making a commitment		26%	14%	40%	40%
<i>Effectiveness</i>					
average number of new jobs per project		191	290	150	150
<b>Equal Opportunity and Affirmative Action</b>	6				
<i>Workload/Demand</i>					
# of MBE bid reviews completed		268	532	310	325
# of MBE certifications/SBE registrations processed		445	518	465	490
<i>Efficiency</i>					
% of bid reviews per FTE		117	139	140	145
<i>Effectiveness</i>					
% of construction projects which met the DM/DWBE goal		80%	84%	88%	90%
% of firms for certification/registrations processed/approved		97%	98%	97%	98%

**BOARD OF COUNTY COMMISSIONERS**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$1,651,981	\$1,733,623	\$1,905,835	\$2,076,049
Operating Expenditure/Expense	59,867	110,614	101,787	103,595
<b>Total</b>	<b>\$1,711,848</b>	<b>\$1,844,237</b>	<b>\$2,007,622</b>	<b>\$2,179,644</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$1,711,848	\$1,844,237	\$2,007,622	\$2,179,644
<b>Total</b>	<b>\$1,711,848</b>	<b>\$1,844,237</b>	<b>\$2,007,622</b>	<b>\$2,179,644</b>

<b>Funded Positions</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>21</b>
<b>Funded FTE Positions</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

The FY 02 adopted budget included a slight increase in operating costs for office supplies, postage, certificates, and data processing supplies. In addition, the Board took specific action to reduce the budgets for telecommunications (\$4,000) and travel (\$4,000).

The FY 03 adopted budget was funded at the continuation level.

The FY 04 and FY 05 adopted and planned budgets are funded at the continuation level.

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## 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.

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**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.
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<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
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**SERVICE**

*Workload/Demand*

*Efficiency*

*Effectiveness*



## COUNTY INTERNAL PERFORMANCE AUDITOR

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$0	\$0	\$227,559	\$248,524
Operating Expenditure/Expense	0	0	27,450	27,450
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$255,009</b>	<b>\$275,974</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$0	\$0	\$255,009	\$275,974
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$255,009</b>	<b>\$275,974</b>

<b>Funded Positions</b>	N/A	N/A	2	2
<b>Funded FTE Positions</b>	N/A	N/A	2.00	2.00

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 will report directly to the BOCC. The Internal Performance Auditor will advise and assist the BOCC in conducting continuing studies of the operation of County programs and services, and serve 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.

## COUNTY ATTORNEY

**MISSION:**

Seek to incorporate the best traits of the private and public sectors by providing the highest quality legal advice and service at an affordable rate through a team of lawyers and support staff who are intimately familiar with Hillsborough County as an organization. The office thrives on eminently qualified professional and support staff who are dedicated to public service, motivated by the challenges of the work, and stimulated by the creative office environment.

**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, with an overall litigation success rate of at least 80% in favor of the County.
3. Initiate and defend eminent domain litigation on behalf of the BOCC, minimizing the use and costs of outside counsel.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Provide General Counsel</b>	1				
<i>Workload/Demand</i>					
# of BOCC mtgs., Councils, public hearings, town meetings, Boards, and other public meetings		1,582	1,846	1,800	1,800
# of BOCC agenda items		2,340	2,335	2,500	2,500
# of new legal issues per year		2,444	2,140	2,500	2,500
# of resolutions and ordinances prepared/reviewed		215	267	260	260
# of contracts and agreements prepared/reviewed		224	690	600	600
# of BOCC inquiries/legal opinions rendered		369	615	600	600
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$72/\$180	\$80/\$180	\$80/\$180	\$80/\$180
outside attorney's fees (in dollars)		\$324,673	\$15,629	\$50,000	\$50,000
<i>Effectiveness</i>					
# of attorney's with local government bar certification		13	16	17	17
% customer satisfaction (per survey)		85%	n/a	85%	85%
collections for judgements, liens/guardianships, etc.		\$2,661,365	\$2,350,353	\$1,900,000	\$1,900,000
<b>Prosecution and Defense of Lawsuits</b>	2				
<i>Workload/Demand</i>					
# of cases filed against Hillsborough County		42	42	45	45
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$72/\$180	\$80/\$180	\$80/\$180	\$80/\$180
<i>Effectiveness</i>					
% of cases handled in-house		95%	99%	99%	99%
% of cases resolved by pre-trial negotiation and settlement		95%	95%	95%	95%
<b>Eminent Domain</b>	3				
<i>Workload/Demand</i>					
# active eminent domain parcels		603	142	175	175
<i>Efficiency</i>					
% of successful Orders of Taking		100%	100%	100%	100%
<i>Effectiveness</i>					
outside attorney's fees (in dollars)		175,627	24,420	25,000	25,000
# of new cases assigned to outside counsel		0	0	0	0

**COUNTY ATTORNEY**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$6,328,757	\$7,092,676	\$7,827,902	\$8,534,761
Operating Expenditure/Expense	500,026	564,736	578,294	582,331
Capital Equipment	8,537	3,238	0	0
<b>Total</b>	<b>\$6,837,320</b>	<b>\$7,660,650</b>	<b>\$8,406,196</b>	<b>\$9,117,092</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$6,433,333	\$7,185,054	\$7,903,755	\$8,573,145
Countywide Special Purpose Revenue Fund	180,192	214,013	241,146	261,070
County Transportation Trust Fund	223,795	261,583	261,295	282,877
<b>Total</b>	<b>\$6,837,320</b>	<b>\$7,660,650</b>	<b>\$8,406,196</b>	<b>\$9,117,092</b>

<b>Funded Positions</b>	<b>86</b>	<b>86</b>	<b>86</b>	<b>86</b>
<b>Funded FTE Positions</b>	<b>86.00</b>	<b>86.00</b>	<b>86.00</b>	<b>86.00</b>

The FY 02 adopted budget reflected increased funding to provide senior retirement benefits to the senior-level management staff and allow for the new minimum entry level salary for attorneys of \$50,000. One clerical position was realigned from the Tampa Bay Water Issue Fund to the Countywide General Fund to provide support for the exclusive pursuit of collection measures.

The FY 03 adopted budget included funding for six positions that were originally set aside in reserves. It also included increased funding, supported by revenues, to provide legal services to the Tax Collector.

The FY 04 adopted and FY 05 planned budgets are funded at the continuation level. It realigns charge-back funding for five positions from working on eminent domain issues for stormwater to eminent domain for the transportation program.

## 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.
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.
3. Administer the Delegated Authority of items to the County Administrator Tracking System by entering necessary data, scanning official documents, obtaining County Administrator's signature, and processing documents for the official records of the Clerk of Circuit Court.
4. Provide effective oversight of the County's travel program and policy, act as liaison between County government and the County's travel agency of record, in resolving disputes or policy issues.
5. Provide quality professional support to the County Administrator, the BOCC, Public Affairs Office, and the Community Liaisons Section through effective budget preparation, oversight, report preparation, and handling of special projects.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Administrative &amp; Clerical Support to County Administrator</b>	1,3,4				
<i>Workload/Demand</i>					
# of administrative referrals and administrative assignments		2,210/55	2,961/362	2,600/65	2,800/70
# of administrative directives and BOCC policies updated when needed		18/10	12/17	15/10	15/10
# of automobile allowances processed		52	50	50	50
# of training sessions on ACTS		148	20	50	50
# of delegated authority of items		94	90	90	90
<i>Efficiency</i>					
cost per administrative referral		\$34.42	\$37.77	\$37.95	\$39.85
<i>Effectiveness</i>					
% of administrative referrals transferred from one department to another		3.75%	5%	2.5%	2%
% of AR responses provided prior to due date		85%	79%	92%	95%
% of administrative assignments assigned within 1 day		97%	90%	98%	98%
<b>Administrative Support to BOCC</b>	2,5				
<i>Workload/Demand</i>					
# of agendas/agenda items		22/2,340	23/2,169	24/2,700	24/2,700
# of BOCC workshops and public hearings		37	60	48	48
<i>Efficiency</i>					
cost per regular meeting agenda preparation		\$4,554	\$4,949	\$4,878	\$5,049
<i>Effectiveness</i>					
% of agendas distributed by 8:00 a.m. Friday before Wednesday meeting		99%	99%	99%	99%
% of agenda materials presented error-free		97%	983	98%	99%
<b>Oversight of the County's Travel Program</b>					
effective budget preparation, oversight, report preparation, and handling of special projects		---	5	---	---

**ADMINISTRATIVE SERVICES SECTION**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$314,781	\$358,034	\$391,439	\$426,663
Operating Expenditure/Expense	17,923	54,286	46,338	38,839
Capital Equipment	18,000	0	5,495	0
<b>Total</b>	<b>\$350,704</b>	<b>\$412,320</b>	<b>\$443,272</b>	<b>\$465,502</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$350,704	\$412,320	\$443,272	\$465,502
<b>Total</b>	<b>\$350,704</b>	<b>\$412,320</b>	<b>\$443,272</b>	<b>\$465,502</b>

<b>Funded Positions</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
<b>Funded FTE Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

The FY 02 adopted budget reflected funding at the continuation level with the inclusion of funding for a new filing system and an automated agenda workflow system.

The FY 03 adopted budget reflected funding at the continuation level.

The FY 04 adopted and FY 05 planned budgets include additional funding for a binding machine and a multimedia projector to enhance the quality and product of agenda materials and presentations. Funding in the amount of \$5,000 per year is included for software updates to the agenda workflow system.

## 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.
  - A. In-Home Care--Serve frail, functionally impaired elderly that are at the greatest risk of nursing home placement. Risk Factors include: living alone, frailty, income below federal poverty guidelines, advanced age, etc.
  - 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 23 nutrition sites assuring compliance with fire, health and licensing guidelines, and ADA requirements, while focusing on the health and safety of our clients.
  - C. Nutrition--Provide noon and breakfast 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 our new nutrition recipients.
  - D. Case Management--Provide case management services to link clients with community resources meeting their needs. Additionally, successfully link 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.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>In-Home Care</b>	1A				
<i>Workload/Demand</i>					
clients served		1,302	2,235	1,435	1,435
hours of service		144,723	209,058	250,000	250,000
<i>Efficiency</i>					
difference in cost between home and community-based care and nursing home care		35,000	37,000	38,000	40,000
<i>Effectiveness</i>					
Hillsborough County senior citizens vs. clients served by the Aging Services Department:					
living alone		27%/45%	27%/45%	27%/45%	27%/45%
frail		6%/55%	6%/55%	6%/55%	6%/55%
poverty level		15%/58%	15%/58%	15%/58%	15%/58%
80+ years old		29%/50%	29%/50%	29%/50%	29%/50%
<b>Senior Centers</b>	1B				
<i>Workload/Demand</i>					
clients served		604	644	650	650
hours of facility-based care		227,762	259,466	265,000	265,000
senior center visits		n/a	68,229	70,000	70,000
<i>Efficiency</i>					
difference in cost between home and community-based care and nursing home care		35,000	37,000	38,000	40,000
<i>Effectiveness</i>					
% of favorable facility assessments for licensing		100%	100%	100%	100%

Continued in "Supplemental Information"

## AGING SERVICES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$7,815,877	\$9,120,901	\$10,057,341	\$10,936,473
Operating Expenditure/Expense	2,982,680	3,260,833	5,551,201	5,329,519
Capital Equipment	6,874	0	4,500	4,500
Grants & Aids	1,326,614	1,947,393	2,014,854	1,947,773
Other Uses	70,290	67,082	67,082	67,082
<b>Total</b>	<b>\$12,202,335</b>	<b>\$14,396,209</b>	<b>\$17,694,978</b>	<b>\$18,285,347</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$5,956,572	\$7,052,566	\$9,813,556	\$10,403,925
Intergovernmental Grants	6,245,763	7,343,643	7,881,422	7,881,422
<b>Total</b>	<b>\$12,202,335</b>	<b>\$14,396,209</b>	<b>\$17,694,978</b>	<b>\$18,285,347</b>

<b>Funded Positions</b>	<b>227</b>	<b>227</b>	<b>230</b>	<b>230</b>
<b>Funded FTE Positions</b>	<b>204.23</b>	<b>204.23</b>	<b>207.63</b>	<b>207.63</b>

The FY 02 adopted budget included increased operational funding for telephone upgrades, relocation of the New Orleans Senior Center, and other technology upgrades. The FY 02 budget reflected all additional county support for the Retired Senior Volunteer and Working Seniors programs, Senior Adult Day Care program, Nutrition program, and Community Care for the Elderly program being realigned to the Countywide General Fund. In FY 02 and FY 03, six positions were added to increase the Brandon and Westshore Senior Centers' client capacity to 100% and meet the client/staff ratio requirements. The increase in staff allowed an additional 70 clients to attend the centers. Also in each year, an increase of \$570,681 in funding was included to provide services for an additional 194 clients and reduce the client waiting list. The additional services to be provided were home-delivered meals, homemaker, respite, and personal care. As a result of efficiency measures and departmental reorganization, three Center Coordinator positions were eliminated and various operating expenditures reduced in the Working Seniors, Community Care for the Elderly, and Retired Senior Volunteer programs without any service impact. The FY 03 adopted budget included increased funding to cover the rental and build-out cost (\$133,625) associated with the relocation of the New Orleans Adult Day Care Center to an interim site, pending the completion of construction of a new facility in FY 05. In FY 03, the ITS Health Insurance Portability and Accountability Act (HIPAA) project fund provided funding for Aging Services HIPAA requirements which included security upgrade in physical files, hardware and software tools to insure meeting the HIPAA mandate.

The FY 04 adopted and FY 05 planned budgets include increased funding for a vendor rate increase for in-home services that grants could not support. The increase in funding will enable services to continue at the current level. Funding is also included for the cost of serving seniors who are returned for services by DCF, Adult Protective Services Unit. The County is 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 and FY 05 budgets also include funding to cover the cost of serving the high priority clients on the department's waiting list, which is approximately 200 clients. Three Social Worker positions are added to handle the clients from the high-priority waiting list. The FY 04 adopted budget includes 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 both the FY 04 and FY 05 CCE budgets, 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 and FY 05 will be absorbed within a current Information and Technology Services project.

## 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 rebate program; 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; 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 hour on reports of animal bites, law enforcement requests, and sick and/or injured animals; and provide response to reports of animal cruelty and neglect within 1-1/2 hours.
2. 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).
3. Increase rabies tag and licensing registration of pet dogs, cats, and ferrets by 3% each year over the next 5 years.
4. Promote responsible animal ownership through multifaceted education programs reaching 45,000 persons each year.
5. Manage an effective adoption program through the pre-adoption sterilization of 95% of all dog and cat adoption animals.
6. Increase amount of sterile pet dogs and cats by .5% per year over a five-year period to reduce pet overpopulation.
7. Provide planning for Emergency Support Function #17: Animal Protection, disaster recovery (per F.S. 252).
8. Maintain good or excellent customer service ratings in 95% of visits by citizens to the shelter.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Enforcement/Protection</b>	1				
<i>Workload/Demand</i>					
# of enforcement responses completed by officers (chameleon report - hand count of mail-outs)		30,364	33,328	31,500	31,500
# of enforcement responses completed by mail (hand count of completed mail-outs)		3,081	2,430	3,500	3,500
total requests for enforcement (chameleon report)		33,445	35,758	35,000	35,000
<i>Efficiency</i>					
# of responses answered per enforcement officer (chameleon report - hand count of mail-outs/26 officers)		1,168	1,282	1,212	1,212
<i>Effectiveness</i>					
avg. response time (from call to arrival) for animal bites (chameleon report)		1.35 hrs	1.46 hrs	1.5 hrs	1.5 hrs
avg. response time (from call to arrival) for sick and/or injured animals (chameleon report)		1.10 hrs	1.16 hrs	1.5 hrs	1.5 hrs
avg. response time (from call to arrival) for vicious animals (imminent danger) and emergency law enforcement response (chameleon report)		1.35 hrs	1 hr	2.0 hrs	2.0 hrs
avg. response time (from call to arrival) for cruelty and/or neglect (chameleon report)		1.83 hrs	2.03 hrs	2.3 hrs	2.3 hrs
avg. # of phone calls received per day (8 a.m. - 5 p.m., Mon-Fri)		329	342	360	360
total of 12 monthly summary reports/# of working days in year					
<b>Sheltering Animals</b>	2,8				
<i>Workload/Demand</i>					
total animals impounded (chameleon report/26 shelter employees)		29,427	31,638	28,900	28,900
*Beginning FY 03, includes visitors releasing an animal (shelter visitors sign in log)		32,016	47,230	42,000	42,000

**Note:** Some FY 03 Actual Data has not been finalized at this time.

Continued in "Supplemental Information"



## ANIMAL SERVICES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$4,001,605	\$4,487,167	\$5,049,506	\$5,535,347
Operating Expenditure/Expense	1,426,080	1,554,629	1,741,748	1,739,653
Capital Equipment	4,876	0	110,346	0
<b>Total</b>	<b>\$5,432,561</b>	<b>\$6,041,796</b>	<b>\$6,901,600</b>	<b>\$7,275,000</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$5,313,737	\$5,850,029	\$6,699,946	\$7,071,475
Countywide Special Purpose Revenue Fund	118,824	191,767	201,654	203,525
<b>Total</b>	<b>\$5,432,561</b>	<b>\$6,041,796</b>	<b>\$6,901,600</b>	<b>\$7,275,000</b>

<b>Funded Positions</b>	<b>98</b>	<b>98</b>	<b>103</b>	<b>104</b>
<b>Funded FTE Positions</b>	<b>98.00</b>	<b>98.00</b>	<b>103.00</b>	<b>104.00</b>

The FY 02 adopted budget was funded at the continuation level.

The FY 03 adopted budget included additional funding to cover the increased cost of pre-exposure rabies vaccinations and a new endpoint test administered to evaluate employees' immunity to rabies. Employees receive three pre-exposure vaccinations to build up their immunity against rabies. Endpoint testing represents an accurate method of evaluating the effectiveness of the pre-exposure rabies vaccinations.

The FY 04 adopted and FY 05 planned budgets include 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 and FY 05 planned budgets to cover the cost of three investigators, operating expenses, and associated vehicles to carry out and enforce the ordinance change. Also included in both years is funding to continue an Adoption Foster Program which previously was implemented as a pilot program in August 2002 when the need was determined to save hundreds of puppies and kittens that could eventually be placed in permanent homes. The foster adoption program adds two positions, an Animal Care Supervisor and a Veterinary Technician.

## 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 04.
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 04 with 80% of the children discharged demonstrating improved behavior.
3. Provide individual, group, and family outpatient counseling services for up to 85 severely emotionally disturbed (SED) youth enrolled in the Dorothy Thomas Exceptional Center during FY 04 with 75% demonstrating improved behavior.
4. Provide outpatient intake screening and counseling services for up to 3,500 Children-in-Need-of-Services (CINS) and Families-in-Need-of-Services (FINS) by September 30, 2004.
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 a week basis for FY 04.
6. Provide parenting education classes for up to 500 Hillsborough County residents by September 30, 2004.
7. Comply with the Federal Revised Head Start/Early Head Start Performance Standards as measured by the "Prism" instrument by August 1, 2004.
8. Complete at least 5,000 inspections annually of childcare facilities.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Emergency Shelter Care Program</b>	1				
<i>Workload/Demand</i>					
avg. daily population		38	39	40	40
<i>Efficiency</i>					
avg. cost per client per day-Emergency Shelter Care Program		\$194	\$203	\$213	\$221
<i>Effectiveness</i>					
% of clients responding with positive comments		98%	98%	97%	97%
<b>Severely Emotionally Disturbed Program</b>	2,3				
<i>Workload/Demand</i>					
avg. daily population-residential		22	23	23	23
<i>Efficiency</i>					
avg. cost per client per day (SED residential/day care program)		\$246/\$22	\$263/\$23	\$263/\$23	\$263/\$23
<i>Effectiveness</i>					
% of children discharged with improved behavior (residential)		16/17-94%	15/16-94%	16/17-94%	16/17-94%
% of children discharged with improved behavior (day care)		22/29-76%	22/25-92%	22/29-76%	22/29-76%
<b>Child and Family Counseling Program</b>	4,5				
<i>Workload/Demand</i>					
# intake screenings, non-residential counseling sessions, and residential intakes per year		3,636	3,544	3,500	3,500
<i>Efficiency</i>					
avg. cost per family per year		\$949	\$900	\$925	\$925
<i>Effectiveness</i>					
% of children at home after 6 months	6	86%	84%	86%	86%
<b>Clinical Services-Parenting Training</b>					
<i>Workload/Demand</i>					
# of parents participating		496	417	500	500
<i>Efficiency</i>					
cost per parent per class		\$55	\$50.90	\$59	\$61
<i>Effectiveness</i>					
parents responding with positive changes		92%	95%	95%	95%

Continued in "Supplemental Information"

## CHILDREN'S SERVICES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$17,740,944	\$21,799,445	\$22,569,182	\$24,475,290
Operating Expenditure/Expense	15,786,296	14,431,006	15,988,573	16,050,087
Capital Equipment	295,184	15,937	179,997	15,363
Capital Projects	399,411	0	0	0
Grants & Aids	156,218	75,000	310,000	310,000
Other Uses	22,735	22,735	28,325	10,000
<b>Total</b>	<b>\$34,400,788</b>	<b>\$36,344,123</b>	<b>\$39,076,077</b>	<b>\$40,860,740</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$8,676,745	\$10,320,934	\$11,994,600	\$12,997,939
Intergovernmental Grants	25,724,043	26,023,189	27,081,477	27,862,801
<b>Total</b>	<b>\$34,400,788</b>	<b>\$36,344,123</b>	<b>\$39,076,077</b>	<b>\$40,860,740</b>

<b>Funded Positions</b>	<b>420.00</b>	<b>469</b>	<b>427</b>	<b>425</b>
<b>Funded FTE Positions</b>	<b>418.00</b>	<b>468.50</b>	<b>425.38</b>	<b>424.00</b>

The FY 02 adopted budget added 55 grant-funded positions for expansion in the Early Head Start and Head Start programs. It also included funding to operate the Children Services Athletic Center. One Counselor position was eliminated in the Severely Emotionally Disturbed Youth Day Treatment program as an efficiency measure. Two grant-funded positions in the Children's Services Division were deleted due to loss of grant funding. During FY 02, eight positions (6.5 FTE's) were deleted due to a reduction in state funding from the Florida Network of Youth and Family Services, Inc. Also in FY 02, 19 FTE positions were added as a result of Head Start grant expansion (17) and State funding from the U. S. Department of Health and Human Services for the Youth Development Life Skills Program (2).

The FY 03 adopted budget added 18 new grant-funded positions in Head Start and Early Head Start Expansion programs. The new positions were budgeted for 5 months only. The budget also included a reorganizational change of the Child Care Licensing program from being under the Health and Social Services Department's responsibility to under the responsibility of the Children's Services Department. This change transferred 19 positions from Health and Social Services to Children's Services. Increased grant funds in the Child Care Licensing grant enabled two part-time positions increased to full time.

The FY 04 adopted and FY 05 planned budgets include funding to upgrade the telecommunications bandwidth required to enable the department to fully utilize the available computer technology, including transmission of video (PCTV) feeds of BOCC meetings. Also included in the FY 04 budget is funding for 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 05 planned budget includes funding for one additional Child Care Licensing Inspector and one additional vehicle, along with funding for ongoing vehicle operating cost. Also included in the FY 04 and FY 05 budgets is funding in the amount of \$500,000 (FY 04) and \$750,000 (FY 05) for the implementation of a new Respite Care Program for Families of Developmentally Disabled Children, designed to provide short periods of time to the caregivers of non-medically complex developmentally disabled children to give the caregivers time to handle other family/personal activities. The new program adds one Senior Social Worker position that will manage and administer the program with other current staff positions. The FY 04 and FY 05 budgets include the transfer of one Sr. 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 Head Start positions due to lower than anticipated Federal Head Start grant funding, which will eliminate non-filled administrative positions and non-center based positions, and vacant new center positions that have been frozen during FY 03. No reduction in the number of children served is anticipated and existing employees will be placed as opportunities arise to avoid a Reduction in Force (RIF) action. A workshop is scheduled in January 2004 to discuss the role of Children's Services programs, services and needs, including the Head Start program. The FY 05 planned budget includes the deletion of three (2.38 FTE's) grant positions due to the ending of a three-year Youth Development and Skills grant and a Child Care Licensing grant funding insufficient to cover the cost of current staff.

## 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, a liaison for Public Art, and community relations for construction projects.

### KEY OBJECTIVES:

1. Public Information: Assist BOCC, County Administrator, and departments in meeting Sunshine Law and public notice requirements and in developing communication/public awareness plans, maintaining effective media relationships and demonstrating effectiveness as a credible news source. Communicate effectively with the public through a broad range of methods, including community meetings, printed materials, advertising, speakers' bureau, direct mail, television, radio, the internet, and other means. Provide employees with information regarding matters of employee interest.
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.
3. Citizen Action Center: 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, responding to citizens within 24 hours 99% of the time. Coordinate and schedule activities for the Conference Center meeting rooms, County Center lobby, mall areas, Courthouse Square, and coordinate BOCC awards and special duties for the BOCC and County Administrator.
4. Community Relations: Provide 24-hour assistance to citizens concerning County projects, citizen advocacy, information, resolution, and sign posting for rezoning.
5. 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, and Master Sign Plan Committee.
6. Printing Services: Provide printing services, including copier management, specialty printing, and publication.
7. Public Art: Administer the Public Art Program, assist the Public Art Committee in obtaining art for County buildings, and provide community liaison services.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Public Information</b>	1				
<i>Workload/Demand</i>					
# of informative materials (news releases, booklets, pamphlets, newsletters, advertising)		1,720	1,612	1,650	1,650
<i>Efficiency</i>					
cost per copy of directory services		\$0.44	\$0.42	\$0.44	\$0.45
<i>Effectiveness</i>					
% of news releases completed on time		99%	99%	99%	99%
<b>Hillsborough Television</b>	2				
<i>Workload/Demand</i>					
# of new programs produced		237	236	240	240
<i>Efficiency</i>					
% of programming completed on time		78%	92%	82%	84%
<i>Effectiveness</i>					
% of survey respondents saying HTV22 provides a valuable community service		n/a	85%	89%	90%
<b>Citizen Action Center</b>	3				
<i>Workload/Demand</i>					
# of information/referral/service after hours		118,875	112,196	120,500	120,500
<i>Efficiency</i>					
cost per citizen contact		\$4.90	\$5.67	\$5.75	\$5.75
<i>Effectiveness</i>					
% of citizens responded to within 24 hours		99%	99%	99%	99%

Continued in "Supplemental Information"

## COMMUNICATIONS DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$2,745,664	\$2,845,040	\$3,153,397	\$3,467,829
Operating Expenditure/Expense	937,437	1,195,180	1,240,194	1,240,727
Capital Equipment	609,119	327,000	231,566	150,369
Other Uses	4,816	0	0	0
<b>Total</b>	<b>\$4,297,036</b>	<b>\$4,367,220</b>	<b>\$4,625,157</b>	<b>\$4,858,925</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,254,750	\$1,461,415	\$1,597,439	\$1,753,866
Unincorporated Area General Fund	2,801,005	2,662,562	2,787,656	2,847,419
Countywide Special Purpose Revenue Fund	3,617	0	0	0
Intergovernmental Grants	36,204	0	0	0
County Transportation Trust Fund	201,460	243,243	240,062	257,640
<b>Total</b>	<b>\$4,297,036</b>	<b>\$4,367,220</b>	<b>\$4,625,157</b>	<b>\$4,858,925</b>

<b>Funded Positions</b>	<b>48</b>	<b>48</b>	<b>50</b>	<b>51</b>
<b>Funded FTE Positions</b>	<b>47.48</b>	<b>47.00</b>	<b>49.00</b>	<b>50.00</b>

The FY 02 adopted budget reflected a reduction of one position (an Accounting Clerk II) and the reduction to part-time of one Real-Time Captioner (.5 FTE's). The approved funding level provided 852 hours of real-time closed captioning of public meetings and gave the department the flexibility to outsource the service as needed. In addition, the travel and training budgets were reduced while funding was provided for the redesign of the Citizen Action Center's phone system.

The FY 03 adopted budget included increased funding to cover the full cost of rent for Public Art and Citizen's Board Support sections of the department which were relocated to the Barrister Building. The Kids Behavioral Helpline grant was cut by the State thus reducing the Community Services Program Coordinator I position to part-time (20 hours per week) funded by the Countywide General Fund. During FY 03, the Public Art Program and one position were transferred from the Communications Department to the Architectural Services Section of the Real Estate Department.

The FY 04 adopted budget includes an increase in funding to reestablish a yearly Community Investment Tax report for citizens. Funding is also included to develop and implement a specific public information program on county services and the addition of two positions 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 planned budget includes one information specialist position to staff the new South County Regional Service Center scheduled to open in 2005. The position will provide consistent and accurate information for citizens needing assistance in the many services provided by Hillsborough County government.

## COMMUNITY LIAISON SECTION

**MISSION:**

Serve as liaisons between the County Administrator and the African-American, Hispanic, Asian-American, criminal justice, 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 staffs the Public Safety Coordinating Council, the Juvenile Justice Council, and monitors other public safety and criminal justice issues.

**KEY OBJECTIVES:**

1. Advocate African-American, Hispanic, and Asian-American community concerns and improve communication with these communities, increasing their awareness of the available services.
2. Assist County departments in service delivery to these communities.
3. Create programs to share Asian, Hispanic, and African-American heritage, and on disability awareness issues.
4. Meet with County residents of these communities individually in reference to issues/problems.
5. Represent County Administration at community functions and on various boards and councils.
6. Assist visiting foreign officials and dignitaries.
7. Assist community with issues related to facilities, development, standards, employment and other ADA requirements.
8. Represent the County with the agencies in areas of public safety, juvenile and criminal justice issues for the purpose of making policy recommendations to the County Administrator and the BOCC to ensure the interests of the County are communicated.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Public Awareness-Community Liaisons</b>	2				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		1,257	1,317	1,300	1,300
# of workshops/seminars/presentations planned and conducted		41	43	41	41
# of public information pamphlets, newsletters, fact sheets		3,300	3,500	3,500	3,500
# of media outreach/contacts		36	40	40	40
# of HTV shows planned and conducted		24	16	16	16
# of federal/state grants applied for		7	9	7	7
# of contracts monitored and managed		35	32	30	30
# of site visits		20	20	24	24
# of disability awareness activities		1	1	1	1
# interdepartmental coordination, Transition Plan efforts		92	100	100	100
# of queries received and handled		500	500	500	500
<i>Efficiency</i>					
cost per public information program		1,300	1,200	1,200	1,200
# of contracts managed per FTE		11.7	8	7.5	7.5
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95%	95%	95%	95%
% satisfactory arbitration		90%	90%	90%	90%
% of compliance issues arbitrated or resolved		95%	95%	95%	98%
% of payments processed within 10 days with 95% accuracy		95%	95%	95%	95%

## COMMUNITY LIAISON SECTION

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$559,699	\$651,140	\$774,322	\$845,145
Operating Expenditure/Expense	48,650	105,721	160,259	159,529
Capital Equipment	0	0	3,000	0
Grants & Aids	2,142,096	2,252,450	1,705,886	1,675,886
Other Uses	345,455	359,613	340,451	340,451
<b>Total</b>	<b>\$3,095,900</b>	<b>\$3,368,924</b>	<b>\$2,983,918</b>	<b>\$3,021,011</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$496,456	\$583,095	\$645,923	\$702,681
Countywide Special Purpose Revenue Fund	450,003	180,000	248,504	222,362
Intergovernmental Grants	1,556,384	2,282,102	2,089,491	2,095,968
County Transportation Trust Fund	593,057	323,727	0	0
<b>Total</b>	<b>\$3,095,900</b>	<b>\$3,368,924</b>	<b>\$2,983,918</b>	<b>\$3,021,011</b>

<b>Funded Positions</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b>Funded FTE Positions</b>	<b>7.25</b>	<b>8.25</b>	<b>9.25</b>	<b>9.25</b>

The FY 02 adopted budget reflected funding at continuation levels with the inclusion of additional hours for the ADA Liaison.

The FY 03 adopted budget included additional funding for the Byrne Grant program, and the Don't Drink and Drive (3D) program. The Local Law Enforcement Block Grant expenditures were transferred from the Sheriff, State Attorney, and Judicial Branch's operating budgets to Community Liaison's operating budget to provide for more efficient monitoring and grant reporting. One administrative position was transferred from Human Resources to provide administrative support to the Liaisons.

The FY 04 adopted budget represents 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 planned budget represents funding at the continuation level.

## CONSUMER PROTECTION AGENCY

### MISSION:

Enforce consumer protection laws through investigation and mediation; conduct consumer education programs; and present cases to the Consumer Protection Board and the State Attorney for review and/or prosecution.

### KEY OBJECTIVES:

1. Initiate investigations and/or cases leading to criminal or civil adjudication.
2. Mediate, arbitrate, and resolve non-criminal consumer complaints.
3. Plan, produce, and participate in consumer awareness/education training utilizing seminars, media exposure, and conferences.
4. Advise and respond to incoming telephonic, electronic, and walk-in citizen complaints against businesses.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Investigation and Prosecution of Consumer Complaints</b>	1,2				
<i>Workload/Demand</i>					
# of complaints investigated		1,177	1,219	1,450	1,600
# of complaints referred outside		239	178	220	260
# of cases opened by the Consumer Protection Agency		946	1,219	1,450	1,600
# of criminal cases forwarded to State Attorney for prosecution		12	24	14	16
<i>Efficiency</i>					
# of complaints filed/initiated/reviewed per investigator		294	244	250	280
# of cases per investigator		246	251	250	280
avg. # of citizens per investigator		214,049	216,000	218,000	220,000
<i>Effectiveness</i>					
avg. time to make initial written response to filed complaint (in days)		8.5	4.3	10.6	11.0
% of submitted criminal cases prosecuted by State Attorney		100%	100%	100%	100%
amount of actual dollars returned to consumer following investigation		\$255,479	\$374,064	\$400,000	\$425,000
% of resolutions to cases through mediation		71%	67%	72%	72%
<b>Respond to Consumer Complaint Inquiries</b>	4				
<i>Workload/Demand</i>					
# of service requests and/or advisements on consumer questions		66,795	57,120	62,000	65,000
<i>Efficiency</i>					
# of service requests and/or advisements per investigator		16,699	7,140	7,200	7,200
<i>Effectiveness</i>					
avg. time to respond to consumer inquiries (hours)		3.3	2.60	4.8	4.8
<b>Public Education</b>					
<i>Workload/Demand</i>					
# of public meetings and media spots	3,4	35	74	60	72
# of pamphlets distributed (public awareness)		20,653	21,426	20,000	18,000
# of visitors to webpage		45,031	7,320	7,200	7,400
<i>Efficiency</i>					
avg. cost per public meeting		\$49.27	\$119.58.00	\$120.00	\$120.00
avg. cost per pamphlet		\$0.02	\$0.02	\$0.02	\$0.02
<i>Effectiveness</i>					
avg. # of attendees per meeting		31	186	44	48
program cost per capita		\$0.49	\$0.51	\$0.52	\$0.52



## CONSUMER PROTECTION AGENCY

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$374,717	\$439,609	\$674,442	\$911,612
Operating Expenditure/Expense	127,080	87,032	101,759	114,016
Capital Equipment	3,221	0	3,600	4,800
<b>Total</b>	<b>\$505,018</b>	<b>\$526,641</b>	<b>\$779,801</b>	<b>\$1,030,428</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$505,018	\$526,641	\$779,801	\$1,030,428
<b>Total</b>	<b>\$505,018</b>	<b>\$526,641</b>	<b>\$779,801</b>	<b>\$1,030,428</b>

<b>Funded Positions</b>	<b>8</b>	<b>8</b>	<b>12</b>	<b>16</b>
<b>Funded FTE Positions</b>	<b>8.00</b>	<b>8.00</b>	<b>12.00</b>	<b>16.00</b>

The FY 02 adopted budget reflected a reduction of two positions (Investigator and Clerk II).

The FY 03 adopted budget included continuation level funding consistent with the agency's request.

The FY 04 adopted and FY 05 planned budgets include 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 are added to accomplish these items.

In the FY 05 planned budget, additional funding is 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 is increased by three additional investigators and one secretary to accomplish these items.

## 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 & Consumer Sciences, Family & 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 leadership and development of educational programs through 4-H to Hillsborough County residents (ages 9-19) through 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 yard maintenance workers information/education on Best Management Practices for composting, water conservation and environmental landscape management. Program participants will increase landscape water conservation by 4% annually.
4. Family and Consumer Sciences programs in nutrition, home environment and human development will help County residents make decisions that improve their lives. Clients will report improved knowledge annually.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>4-H and Youth Programs</b>	1				
<i>Workload/Demand</i>					
# of 4-H trained volunteers		1,792	1,845	1,900	1,957
<i>Efficiency</i>					
4-H total # of participants/staff FTE		14,891	17,870	18,406	18,958
<i>Effectiveness</i>					
% (duplicated) of 4H eligible participants		80.4%	82%	83.6%	85.3%
<b>Agriculture Programs</b>	2				
<i>Workload/Demand</i>					
# of publications distributed		13,487	13,891	14,307	14,736
<i>Efficiency</i>					
total # of participants/staff FTE		5,065	5,216	5,372	5,533
<i>Effectiveness</i>					
Hillsborough County Farm-Gate Ag product \$ value		\$626,986,000	\$637,570,000	\$656,127,000	\$675,683,000
<b>Urban Horticulture Programs</b>	3				
<i>Workload/Demand</i>					
# Master Gardener/Compost/Horticulture volunteers coordinated		149	154	160	165
<i>Efficiency</i>					
total # of participants/staff FTE		15,020	15,470	15,934	16,412
<i>Effectiveness</i>					
% of responses to client requests within one day		85%	87%	89%	91%
% of Waterwise Workshop attendees adopting conserving techniques		95%	95.5%	96%	96.5%
<b>Family &amp; Consumer Sciences (F&amp;CS) Programs</b>	4				
<i>Workload/Demand</i>					
# of educational publications prepared and distributed		317,708	324,062	330,543	337,153
<i>Efficiency</i>					
total # of participants/staff FTE		45,505	46,415	47,343	48,289
<i>Effectiveness</i>					
# expanded nutrition clients making positive nutritional changes		857	874	891	908

## COOPERATIVE EXTENSION DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$1,036,449	\$1,216,980	\$1,261,914	\$1,364,865
Operating Expenditure/Expense	242,759	263,194	307,915	299,995
Capital Outlay	24,875	0	21,222	0
<b>Total</b>	<b>\$1,304,083</b>	<b>\$1,480,174</b>	<b>\$1,591,051</b>	<b>\$1,664,860</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,203,695	\$1,378,674	\$1,486,047	\$1,556,356
Unincorporated Area Special Purpose Fund	26,631	50,000	50,004	50,004
Intergovernmental Grants	73,757	51,500	55,000	58,500
<b>Total</b>	<b>\$1,304,083</b>	<b>\$1,480,174</b>	<b>\$1,591,051</b>	<b>\$1,664,860</b>

<b>Funded Positions</b>	<b>26</b>	<b>26</b>	<b>26</b>	<b>26</b>
<b>Funded FTE Positions</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>

The FY 02 adopted budget was funded at the continuation level; it also transferred all programs historically funded in the Unincorporated Area General Fund (Ornamental Horticulture Assistant and the production of educational videos) to the Countywide General Fund.

The FY 03 adopted budget included a slight reduction in operating expenditures as a result of the installation of efficiency lighting and computerized climate control devices. This budget also included the Florida Yard and Neighbors Irrigation Program which was funded from the Water Conservation Trust Fund. This program provided coordinated environmental education that promotes responsible actions by teaching xeriscape and environmental landscape management principles to homeowners. Funding was also included to cover a portion of the cost, that the State had previously covered, of the Vegetable Extension Agent position until June 30, 2003. The position provided research based information on growth, care, insect, and disease aspects of the strawberry, vegetable, and blueberry production segments of Hillsborough County agriculture.

The FY 04 adopted and FY 05 planned budgets are 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.

## COUNTY ADMINISTRATOR

**MISSION:**

Direct the implementation of Board of County Commissioners' (BOCC) policies to the operating units of County government as prescribed by the County Charter and Administrative Code.

**KEY OBJECTIVES:**

1. By September 30, 2004 implement BOCC goals, objectives, policies, and procedures in conformance with the County Charter and Administrative Code. Goal 4 I
2. By June 30, 2004 develop recommended operating, enterprise, debt service, and capital budgets for County government for FY 04 and FY-05.
3. Practice open communications with employees via effective problem resolution and promotion of equal opportunity and affirmative action. Goal 4 II
4. Provide regular communications through briefings, meetings with Board members, management, and supervisory personnel. Goal 4 II
5. Continue to enhance working relationships with other governmental agencies and the general public. Goal 2 IB

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Implementation of BOCC Goals, Directives, and Policies</b>	1				
<i>Workload/Demand</i>					
# of short and long term goals and objectives		17/40	8/28	8/8	8/1
# of administrative directives and BOCC policies issued		28	29	25	25
# of administrative referrals and administrative assignments		2,210/55	2,961/362	2,600/60	2,800/60
<i>Efficiency</i>					
% of administrative directives and BOCC policies updated when needed		95%	96%	96%	96%
% of administrative referral responses by due date		90%	70%	90%	90%
% of administrative assignments completed on schedule		95%	89%	97%	98%
<i>Effectiveness</i>					
% of administrative directives and BOCC policies (new and revised) distributed and placed on COIN within 5 days of approval		100%	100%	100%	100%
% of administrative referrals without additional follow up requested by BOCC		97%	97%	97%	97%
% of short and long term goals completed on time		95%	95%	95%	95%
<b>Open Communications</b>					
<i>Workload/Demand</i>					
	1,3,4				
# of BOCC briefings on meeting agendas		36	23	40	40
# of regular BOCC meetings/items		22/2,340	23/2,169	24/2,700	24/2,700
# of BOCC workshops		25	30	30	30
# of public hearings		12	13	10	10
# of management meetings/functions/retreats		22	13	25	25
# of Employee Communications Council meetings		6	6	6	6
<i>Efficiency</i>					
% of BOCC agendas presented at least 3 days in advance of meeting		99%	99%	99%	99%
% of scheduled meetings with management staff		97%	97%	97%	97%
% of scheduled meetings held with employees		100%	100%	100%	100%
<i>Effectiveness</i>					
% of administrative referrals without additional follow up requested by BOCC		97%	97%	97%	97%
% of BOCC meeting recaps provided to BOCC and departments within 2 days		96%	96%	96%	96%

Continued in "Supplemental Information"

**COUNTY ADMINISTRATOR**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$1,167,761	\$1,238,654	\$1,404,962	\$1,529,829
Operating Expenditure/Expense	74,761	100,317	86,513	86,851
<b>Total</b>	<b>\$1,242,522</b>	<b>\$1,338,971</b>	<b>\$1,491,475</b>	<b>\$1,616,680</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$1,242,522	\$1,338,971	\$1,491,475	\$1,616,680
<b>Total</b>	<b>\$1,242,522</b>	<b>\$1,338,971</b>	<b>\$1,491,475</b>	<b>\$1,616,680</b>

<b>Funded Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Funded FTE Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

The FY 02 and FY 03 adopted budgets were funded at continuation levels.

The FY 04 adopted and FY 05 planned budgets are funded at the continuation level.

## 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; (C) advise in the preparation and updating of strategic business plans for the Enterprise Systems; and (D) design and provide oversight of financial management reporting and rate setting systems for Internal Service Funds.
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 of applicants, and the transaction structure for Industrial Development Bonds, 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Manage County Debt Obligations</b>	1				
<i>Workload/Demand</i>					
# of evaluations of funding needs with respect to financing recommendations		20	15	30	35
# of new financings and refundings completed		17	13	25	30
% of time managing County debt rating agency semiannual updates		50%	29%	100%	100%
		2	2	2	2
<i>Efficiency</i>					
cost of Debt Management per Debt Obligation (Also, see combined efficiency measure, bottom of continuation page.)		\$17,247	\$16,654	\$18,000	\$18,500
<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%)		1.60%	0.80%	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%)		77% to 104%	45% to 60%	77% to 104%	77% to 104%

**Continued in "Supplemental Information"**

**DEBT MANAGEMENT DEPARTMENT**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$577,786	\$627,813	\$689,360	\$752,682
Operating Expenditure/Expense	26,530	39,713	51,574	41,959
Capital Equipment	966	1,000	3,500	1,000
<b>Total</b>	<b>\$605,282</b>	<b>\$668,526</b>	<b>\$744,434</b>	<b>\$795,641</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$605,282	\$668,526	\$744,434	\$795,641
<b>Total</b>	<b>\$605,282</b>	<b>\$668,526</b>	<b>\$744,434</b>	<b>\$795,641</b>

<b>Funded Positions</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>
<b>Funded FTE Positions</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

The FY 02 adopted budget was funded at the continuation level; however, Non-Departmental Allotments was decreased by \$42,000 in FY 02 reflecting decreased reliance on contracted financial advisory services due to enhanced in-house debt management capability.

The FY 03 adopted budget was funded at continuation level.

The FY 04 adopted and FY 05 planned budgets are funded at continuation levels.

## 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.
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, and access for financing to small businesses and entrepreneurs, responding within three days to requests.
4. Provide assistance to disadvantaged minority/disadvantaged women and small businesses 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, increasing the number of contact/meetings with the industry by 13%.
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.
7. In partnership with the Workforce Board, conduct oversight with respect to local programs of youth activities and local employment and training activities for adults and the one-stop delivery system in the County, serving 1,200 residents through County Workforce Program.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Business/Industry Development</b>	1				
<i>Workload/Demand</i>					
# of chamber/business association contacts		12	20	24	35
# of technical assistance to general business		10	31	35	48
# of Enterprise Zone requests for info/applications assisted		n/a	29/0	30/5	45/10
# of regional workshops organized/panel speaker		2	4	4	5
<i>Efficiency</i>					
# of technical assistance/facilitation between business and gov't.		3	25	10	12
# of targeted business growth leads distributed		20	117	100	100
<i>Effectiveness</i>					
# of business expansion leads closed		0	1	10	10
% of requests responded to in 3 days		90%	99%	90%	90%
<b>Corporate Business Development</b>	2				
<i>Workload/Demand</i>					
# of corporate projects/contacts		31	42	50	50
<i>Efficiency</i>					
avg. number of new jobs per project		191	290	150	150
<i>Effectiveness</i>					
# of corporate prospects making a commitment		8	6	25	25
% of total job growth that can be attributed to corporate development activity		39%	25%	25%	25%
% of corporate prospects making a commitment		26%	14%	40%	40%
<b>Small Business Information Center</b>	3				
<i>Workload/Demand</i>					
# of small business clients served		10,407	15,026	11,000	11,500
<i>Efficiency</i>					
# of workshops facilitated and # of attendees per month		16/220	215/236	18/280	18/280
<i>Effectiveness</i>					
% of initial SBIC requests converted to referrals (TA)		20%	27%	20%	20%
% of SBIC requests responded to in 3 days		90%	97%	90%	90%

Continued in "Supplemental Information"



## ECONOMIC DEVELOPMENT DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$2,914,885	\$3,083,438	\$1,954,431	\$1,471,801
Operating Expenditure/Expense	328,453	483,759	300,131	268,383
Capital Equipment	2,643	0	0	0
<b>Total</b>	<b>\$3,245,981</b>	<b>\$3,567,197</b>	<b>\$2,254,562</b>	<b>\$1,740,184</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$3,191,143	\$3,491,495	\$2,134,875	\$1,612,384
Sales Tax Revenue Fund	54,838	50,702	55,041	59,242
Intergovernmental Grants	0	25,000	64,646	68,558
<b>Total</b>	<b>\$3,245,981</b>	<b>\$3,567,197</b>	<b>\$2,254,562</b>	<b>\$1,740,184</b>

<b>Funded Positions</b>	<b>50</b>	<b>46</b>	<b>29</b>	<b>17</b>
<b>Funded FTE Positions</b>	<b>50.00</b>	<b>45.50</b>	<b>28.50</b>	<b>16.50</b>

The FY 02 adopted budget reflected an increase of \$100,000 for a pilot Welfare to Work Transportation Program. There was also some increased operational funding for travel and small business workshops at the Small Business Information Center. The Economic Development Department manages all economic incentive programs which are funded in Non-Departmental Allotments. Funding for the Tampa Chamber of Commerce's International Economic Development Program was reduced by \$19,000. The Qualified Target Industries Program was expanded to allow both impact fee relief and QTI funding if the company meets a threshold of 150% of the median salary and 50 new jobs.

The FY 03 adopted budget reflected an increase of .50 FTE positions (Clerk IV) funded by Community Development Block Grant (CDBG) funds to conduct Small Business Assistance Workshops in CDBG target areas, followed by one-on-one technical assistance sessions with workshop participants. As a result of the Hillsborough County Workforce Board Collateral Administrative Service Agreement the budget reflected a decrease of five positions. Operating expenditures were increased by \$120,000 to accommodate the lease for rental space at Bay Plaza. Funding for the FY 03 membership in the Tampa Bay Partnership (\$50,000) was being moved from reserves and appropriated in Non-Departmental Allotments. During FY 03, the federal Workforce Investment Act of 1998 and the state Workforce Innovation Act of 2000 radically changed the previous roles and methods of delivering employment services in Hillsborough County. Contracts were initiated to begin the transition of a County operated program to a non-profit operated program. As a result, the Operations contract was terminated on June 30, 2003 which included a reduction of 19 positions.

The FY 04 adopted budget includes a reduction of 12 positions covered by the administrative and fiscal contract with the Hillsborough County Workforce Board, Inc. The transition of Employment and Training Services from the County to the private sector will be complete on June 30, 2004 when the Administrative and Fiscal contract terminates. The final contract, the Chief Elected Official Agreement, which defines the on-going relationship between the County and the Workforce Board, will continue in place. In FY 04, the operating budget includes \$20,000 to hire an outside vendor to complete another Hillsborough County Agriculture Economic Impact Study. The FY 04 adopted and FY 05 planned budgets include \$50,000 for an Economic Development High Technology Incubator to improve the County's strategy to encourage the creation of quality job opportunities for residents in the high-technology industry. This budget also includes 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 is 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.

## 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 accommodation filed under the Human Rights Ordinance within 180 days.
2. Respond to citizen's requests for assistance and service within 24 hours.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Investigation of Complaints</b>	1				
<i>Workload/Demand</i>					
# of complaints filed		34	26	50	60
# of housing complaints filed		15	11	25	30
# of complaints resolved		26	14	45	55
<i>Efficiency</i>					
<i>Effectiveness</i>					
average time for complaint resolution		195 days	190 days	180 days	180 days
<b>Citizens Requests for Assistance</b>	2				
<i>Workload/Demand</i>					
# of calls received		2,189	3,000	3,500	4,000
# of referrals		250	694	375	380
<i>Efficiency</i>					
# of calls per investigator		899	1,000	1,200	1,700
<i>Effectiveness</i>					
% of requests addressed within 24 hours		95%	99%	99%	99%

## EQUAL OPPORTUNITY ADMINISTRATOR

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$218,157	\$231,970	\$258,043	\$281,434
Operating Expenditure/Expense	23,635	2,749	155,061	105,560
Capital Equipment	9,389	0	0	0
<b>Total</b>	<b>\$251,181</b>	<b>\$234,719</b>	<b>\$413,104</b>	<b>\$386,994</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$142,966	\$150,156	\$173,276	\$189,261
Intergovernmental Grants	108,215	84,563	239,828	197,733
<b>Total</b>	<b>\$251,181</b>	<b>\$234,719</b>	<b>\$413,104</b>	<b>\$386,994</b>

<b>Funded Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Funded FTE Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

The FY 02 adopted budget was funded at the continuation level.

The FY 03 adopted budget was funded at the continuation level consistent with the organization's request.

The FY 04 adopted and FY 05 planned budgets are funded at continuation levels. Community Development Block Grant (CDBG) funds have been obtained for a Fair Housing Auditing project that will enable fair housing audits to be conducted. These audits will confirm if multi-family structures, built after March 13, 1991, provide accessibility to persons with disabilities and families with children and to determine if they are subjected to housing discrimination.

## 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. Provide emergency response in the County's urban areas within five (5) minutes, 80% of the time, and ten (10) minutes in rural areas, 90% of the time from our 36 fire stations and ALS substations.
2. Provide Advanced Life Support (ALS) transport unit response within eight (8) minutes, 80% of the time countywide.
3. Maintain an active/experienced volunteer firefighter force 90% of whom have in excess of one year service.
4. Provide professional certified training to 680 career response personnel (paramedics, firefighters, and cross trained) and 200 volunteer firefighters at an average of 50 hours per career person and 45 hours per volunteer firefighter, per year.
5. Provide 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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Emergency Response Times</b>	1				
<i>Workload/Demand</i>					
# of emergency calls		62,728	63,664	65,262	66,567
<i>Efficiency</i>					
average response time in urban area		6.58 min	7.00 min	6.75 min	6.25 min
average response time in rural area		8.71 min	8.75 min	8.90 min	9.00 min
<i>Effectiveness</i>					
% of urban response time within 5 minutes		29.6%	30.0%	32.0%	35.0%
% of rural response time within 10 minutes		72.4%	72.6%	72.8%	73.0%
<b>Advanced Life Support Unit Response Times</b>	2				
<i>Workload/Demand</i>					
# of responses		38,066	39,593	41,181	42,832
# of transports		23,622	24,712	25,852	27,044
<i>Efficiency</i>					
average response time countywide		8.62 min	8.74 min	8.45 min	8.20 min
<i>Effectiveness</i>					
% of response time within 8 minutes		48.0%	48.0%	50.0%	52.0%
<b>Volunteer Firefighter Program</b>	3				
<i>Workload/Demand</i>					
average # of active volunteers		200	175	175	175
<i>Efficiency</i>					
average # having excess of one year service		150	125	125	125
<i>Effectiveness</i>					
% of volunteer retention		75%	71%	71%	71%
<b>Training Program</b>	4				
<i>Workload/Demand</i>					
# of personnel: career/volunteer		640/200	710/175	750/175	790/175
<i>Efficiency</i>					
# of training hours:					
career (average of 50 hours per person)		33,744	36,172	38,200	40,500
volunteer (average of 45 hours per person)		1,749	1,769	2,100	2,600
<i>Effectiveness</i>					
% of training hours goal achieved per person (career-50 hours/volunteer-45 hours)		99.2%/19.1%	102%/22%	102%/26%	102%/33%

Continued in "Supplemental Information"

## FIRE RESCUE DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$45,105,875	\$51,794,181	\$55,791,189	\$61,664,822
Operating Expenditure/Expense	11,086,822	12,632,695	12,599,474	12,987,542
Capital Equipment	305,971	195,990	1,123,885	56,207
Capital Projects	0	125,000	0	0
Grants & Aids	116,300	110,000	0	0
<b>Total</b>	<b>\$56,614,968</b>	<b>\$64,857,866</b>	<b>\$69,514,548</b>	<b>\$74,708,571</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Unincorporated Area General Fund	\$56,055,226	\$64,657,866	\$69,514,548	\$74,708,571
Unincorporated Area Special Purpose Fund	114,280	0	0	0
Intergovernmental Grants	445,462	200,000	0	0
<b>Total</b>	<b>\$56,614,968</b>	<b>\$64,857,866</b>	<b>\$69,514,548</b>	<b>\$74,708,571</b>

<b>Funded Positions</b>	<b>664</b>	<b>738</b>	<b>748</b>	<b>760</b>
<b>Funded FTE Positions</b>	<b>663.00</b>	<b>737.00</b>	<b>747.00</b>	<b>759.00</b>

In the FY 02 adopted budget, two Fire Inspectors, one Fire Investigator, and two part-time fire rescue training officers were added to support an increased workload and awareness in the Fire Prevention and Inspection services. An increase in operating funds provided for the administration of hepatitis A vaccine and skin test screening for tuberculosis, wildland firefighting gear, and headset equipment to be used on fire apparatus to improve communications and reduce exposure to noise. The FY 02 adopted budget also included increased support to the volunteer stations of \$25,000 per station. During FY 02, a negotiated and ratified agreement with the IAFF 2294 Union changed the established workweek, for overtime calculation, from 28 days to 21 days. This created a day off ("R-Day") every three weeks rather than every six weeks, requiring the addition of 42 Fire Medics to maintain a minimum staffing level without incurring overtime.

The FY 03 adopted budget provides for the continued replacement of self-contained breathing apparatus (SCBA) and personal accountability safety system (PASS) devices. There are funds (\$50,000) to initiate a program to bring the County into compliance for the storage of ALS drugs and fluids in a temperature controlled environment on fire apparatus and ambulances. There are 19 positions added to staff the Providence Road Fire Station/ALS unit beginning in March of 2003 and one additional Fire Investigator. There is funding for a temporary fire station, staffed with 12 additional positions at River Oaks in anticipation of the permanent station opening in October 2004.

The FY 04 adopted budget funds 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 provides \$213,363 and 3 driver/engineer positions to cover Tanker 25 in the Springhead area, previously staffed by volunteer firefighters and adds 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.

The FY 05 planned budget adds 12 positions (scheduled to start in December 2005) and \$929,501 to staff the Tampa Shores Fire Station in Town 'N Country, scheduled to open in February 2005.

## 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 1,680 labor hours per year per mechanic providing for 81% of labor hours billed.
3. Perform approximately 3,716 preventive maintenance quick lubes with 80% completed within 30 minutes.
4. Maintain an average turn-around time (out of service) of 5 days per repair.
5. Maintain costs per labor hour at less than the industry average current charge of \$69 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 75% ASE certification for mechanics in their areas of specialization.
10. Provide more than \$2 million in parts achieving an inventory turn of 2 times and maintaining stock purchases at 40% of total parts purchases.
11. Manage 60 fleet related contracts ensuring 95% of purchases are covered under contract and maintaining an internal processing time of 30 days.
12. Purchase over \$12 million in fleet related capital equipment maintaining a reduced ordering timeframe of 6 months.

SERVICES/MEASURE	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Fuel Services</b>	1				
<i>Workload/Demand</i>					
# (gallons) of small quantity fuel deliveries		315,718	352,006	320,000	320,000
# (gallons) of contracted large fuel deliveries		1,734,451	1,873,686	1,735,000	1,735,000
<i>Efficiency</i>					
cost per gallon for small qty fuel deliveries		35 cents/gal	36 cents/gal	35 cents/gal	35 cents/gal
<i>Effectiveness</i>					
% of time fuel is available		100%	100%	100%	100%
<b>Equipment Repair &amp; Maintenance Services</b>	2-9				
<i>Workload/Demand</i>					
annual labor hours per mechanic		1,676	1,543	1,680	1,680
qty. of preventive maintenance quick lubes		3,716	3,673	3,716	3,716
<i>Efficiency</i>					
% of labor billed		81%	74%	81%	81%
average cost per labor hour		\$56.83	\$57.09	\$62.47	\$64.80
equipment to mechanic ratio		132/1	133/1	132/1	132/1
<i>Effectiveness</i>					
% of repeat work		2%	1%	2%	2%
% of quick lubes under 40 minutes		80%	85%	80%	80%
customer satisfaction		90%	99%	95%	95%
% of ASE Certified Mechanics		38%	37%	34%	75%
average turnaround time (in days):					
automotive/light truck		2.73	2.95	2.73	2.73
heavy truck		3.97	4.18	3.97	3.97
heavy equipment		6.21	7.45	6.21	6.21
small engine		9.36	15.00	9.36	9.36

Continued in "Supplemental Information"

## FLEET MANAGEMENT DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$3,293,805	\$3,556,902	\$3,967,686	\$4,322,935
Operating Expenditure/Expense	5,962,373	6,820,135	7,512,570	7,532,963
Capital Equipment	12,769,175	11,070,500	10,256,844	9,461,410
<b>Total</b>	<b>\$22,025,353</b>	<b>\$21,447,537</b>	<b>\$21,737,100</b>	<b>\$21,317,308</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Fleet Services Fund	\$22,025,353	\$21,447,537	\$21,737,100	\$21,317,308
<b>Total</b>	<b>\$22,025,353</b>	<b>\$21,447,537</b>	<b>\$21,737,100</b>	<b>\$21,317,308</b>

<b>Funded Positions</b>	<b>67</b>	<b>67</b>	<b>68</b>	<b>68</b>
<b>Funded FTE Positions</b>	<b>67.00</b>	<b>67.00</b>	<b>68.00</b>	<b>68.00</b>

In an effort to operate this department as efficiently and effectively as possible, the FY 02 adopted budget reflected a reduction of 12 positions. The reductions were the direct result of the County's equipment replacement program. During the last four years, the equipment lease-back program has enabled the replacement of over 50% of the vehicles and equipment considered past their "useful lives." This has significantly reduced vehicle repairs and the amount of labor hours required to maintain the County's fleet. With the trend of replacing high maintenance outdated equipment continuing, Fleet has estimated a reduction of more than 10,000 labor hours during FY 02. In addition to the salary reduction, the department also reduced operating costs. During FY 02, the Department certified that the user charges funded within the departmental operating budget were sufficient to fully fund the County's Fleet Replacement Program and that industry replacement standards had been met.

Beginning in FY 02, most eligible vehicles and fleet related equipment under the BOCC (approximately 2,502 pieces) were placed into the County's "lease-back" program. Of the 2,502 pieces, 2,258 or 90.2% are now within suggested life cycle guidelines. Equipment purchased with restricted funds such as grants and enterprise revenues are excluded from the vehicle replacement program.

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 and FY 05 planned budgets provide 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.

## 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 grants and operating funds for Ryan White, Community Service Block Grants, Veterans Assistance, and Transportation programs.

### KEY OBJECTIVES:

1. Implement BOCC approved short- and long-term strategies for Hillsborough Health Care Plan (HCHCP) and keep the cost of health care within the approved budget.
2. Revise the General Assistance (GA) program to assure that over 12,700 households receive assistance within the dollars available in the approved budget, manage existing grant programs to assure all grant funds are spent in accordance with the terms of the grant and complete appropriate audits for grantees in line with federal guidelines.
3. Establish an average caseload of 220 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.
4. Meet or exceed the standard 86% on time delivery performance for Sunshine Line transportation service.
5. Increase the number of door-to-door trips provided to transportation disadvantaged persons by at least 5% annually.
6. Actively seek grant and other funding sources to offset the need for more Health Care Trust Fund and ad valorem funding for Department programs (tied to County Strategic Plan objective).
7. Provide services to at least 570 homeless applicants (a family or single individual) annually.
8. Coordinate the provision of at least 763,900 Summer Food services (lunches and snacks) to eligible children.
9. Provide stewardship over the Ryan White Program in order to 1) ensure high quality of services at a reasonable cost for those individuals affected by HIV, and 2) ensure that the federal, state, and County guidelines are followed.
10. Assist at least 30,000 veterans/dependents/survivors annually in obtaining veteran's benefits.
11. Increase community outreach by increasing on-site visits to nursing homes, assisted living facilities, and private residences.
12. Deploy a quality reporting strategy to facilitate management accessibility to information across business lines and systems.
13. Conduct analysis for replacement by 2005 of the core information system deployed in 1993 currently at the end of its developmental life cycle. The system hardware will no longer be supported after 2006.
14. Investigate and provide feedback within 90 days on 90% of the trauma inquiries; conduct confidential Trauma Audit Committee meetings on trauma services at least 6 times per year.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Indigent Health Care</b>	1				
<i>Workload/Demand</i>					
individuals served by Health Care Trust Fund dollars		42,409	n/a	n/a	n/a
total unduplicated members served by Health Care Trust Fund		27,776	25,124	27,000	27,000
average monthly members in Health Care Plan		16,200	14,627	15,000	15,000
<i>Efficiency</i>					
average length of stay in hospital (in days)		5.0	5.2	5.0	5.0
<i>Effectiveness</i>					
% of client satisfaction with primary care medical services		85%	97%	97%	97%
% of administrative expenditures to Health Care budget		12.94%	10.5%	11.60%	10.50%
<b>Client Assistance</b>	2,3				
<i>Workload/Demand</i>					
total # of households screened for GA		12,831	12,300	14,134	14,134
total # of households provided GA		10,974	12,503	12,721	12,721
<i>Efficiency</i>					
average annual cost of GA per household		\$352	\$455	\$352	\$352
# of authorizations processed per FTE		321	438	320	320
average # of cases per social worker		156	203	220	240
<i>Effectiveness</i>					
% of applicants receiving GA		86%	90%	90%	90%

**Continued in "Supplemental Information"**



## HEALTH AND SOCIAL SERVICES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$18,131,352	\$19,163,520	\$19,431,467	\$21,077,064
Operating Expenditure/Expense	7,427,965	7,793,940	7,827,181	7,301,111
Capital Equipment	566,598	120,352	810,000	1,690,000
Grants & Aids	99,304,348	94,562,345	97,384,834	97,371,511
Other Uses	416,685	383,573	381,018	381,018
<b>Total</b>	<b>\$125,846,948</b>	<b>\$122,023,730</b>	<b>\$125,834,500</b>	<b>\$127,820,704</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$9,874,319	\$11,795,779	\$13,658,774	\$13,137,534
Countywide Special Purpose Revenue Fund	92,528,045	83,904,292	87,449,117	88,349,729
Intergovernmental Grants	23,444,584	26,323,659	24,726,609	26,333,441
<b>Total</b>	<b>\$125,846,948</b>	<b>\$122,023,730</b>	<b>\$125,834,500</b>	<b>\$127,820,704</b>

<b>Funded Positions</b>	<b>385</b>	<b>348</b>	<b>331</b>	<b>330</b>
<b>Funded FTE Positions</b>	<b>383.25</b>	<b>347.15</b>	<b>330.25</b>	<b>329.25</b>

The FY 03 adopted budget incorporated many of the short- and long-term financial strategies for maintaining the financial condition of the HealthCare Program that were approved by the BOCC at workshops in January 2002. Changes included a revised allocation for administrative and case management staff between the Indigent Healthcare Fund (IHCF) and the General Fund; reductions in program administration by eliminating seven split-funded positions; transferring one position to Human Resources and one position to Public Safety; shifting funding for the Indigent Inmate HealthCare Program to the General Fund (\$3.2 million); reductions in eligibility for the Catastrophic benefit (\$1 million); and changes in provider payments on overlay services (\$800,000). In the adopted budget, the costs of staff previously charged to the IHCF were transferred to grants for the Community Access Program and the Temporary Assistance for Needy Families (TANF) program. In addition, the amount of General Fund support for the IHCF was increased by \$2.3 million to offset reduced sales tax collections and \$2,647,200 for increased Medicaid costs. The FY 03 adopted budget also included a reorganization of the Child Care Licensing Program and the Indigent Burial Program from the responsibility of Health and Social Services (HSS) to the Children's Services Department and Medical Examiner respectively. Twenty positions (19.00 FTE's) were transferred from HSS to Children's Services, six positions (6.00 FTE's) were transferred to the Medical Examiner, and one position and the responsibility for the Trauma Unit were transferred from the Public Safety Department to HSS. The adopted FY 03 budget also included increases in grant funds for the Summer Food Program. During FY 03, the Information and Technology Services (ITS) Department project budget for HIPAA provided funding for HSS's HIPAA remediation and compliance needs which included facility and access to information safeguards, an effective system-wide document management strategy and information system, and usage and disclosure tracking mechanisms.

The FY 04 adopted and FY 05 planned budgets continue to incorporate the BOCC approved short- and long-term financial strategies for maintaining the integrity of the IHCF. Changes include further reductions in program administration by eliminating 18 split-funded positions, transferring: one position to Children's Services; one position to the Management and Budget Department; transfers of positions from IHCF to the TANF grant; adding four grant positions (4.00 FTE's) due to an increase in grant funds; and transferring two positions (HIPAA Privacy Officer and Senior Secretary), which were previously split funded, to the General Fund for the HIPAA compliance unit as required by HIPAA. In the FY 05 planned budget, one additional position will be eliminated to further reduce administrative costs. Additional long-term financial strategies included in both budgets are required transfers from the Countywide General Fund to the IHCF of \$4 million in FY 04 and \$3.75 million in FY 05 with a one-time payment of \$1 million in FY 04 to cover additional Medicaid costs. Included in the Sunshine Line transportation budget in FY 04 and FY 05 is \$320,000 to cover an expected reduction in Medicaid transportation funds. Both years' budgets also include funding for operating expenses and grants and aids to cover grant funding shortfalls in the HUD Emergency Shelter grant, Ryan White Title II program and Ryan White General Revenue grants, and in addition the deletion of one position in the Ryan White grant. Also, funding for a client management software replacement system, requested by HSS, has been included in the FY 04 and FY 05 ITS budgets. Funding is included in the amount of \$280,000 in FY 04 and FY 05 for the Healthy Start Program which is a teen pregnancy initiative program administered by the Healthy Start Coalition of Hillsborough County. The Children's Board has committed to match the County in funding each year.

## HOUSING AND COMMUNITY CODE ENFORCEMENT

### MISSION:

Provide residents with an opportunity to have a safe, decent, and sanitary housing environment in acceptable and aesthetically pleasing community by enforcing the County's Land Development Codes and Minimum Housing Standards Ordinances, demolishing unsafe structures, and making housing affordable.

### KEY OBJECTIVES:

1. Respond to administrative referrals within 3 working days 95% of the time by September 30, 2004.
2. Respond to code enforcement complaints within 15 working days from receipt 95% of the time by September 30, 2004.
3. Provide rental assistance to 1,850 low-income families annually to obtain safe, affordable rental housing by September 30, 2004.
4. Provide 375 low and moderate income first-time home buyers annually with down payment and closing cost assistance to purchase affordable homes that meet the County's minimum Housing Quality Standards by September 30, 2004.
5. Rehab 150 single family owner-occupied housing units annually in order to provide these families with a safe living housing unit by September 30, 2004.
6. Provide financial assistance for the construction of 250 single family affordable housing units by September 30, 2004.
7. Provide financial assistance for the construction of 250 multi-family affordable housing units by September 30, 2004.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Administrative Services</b>	1				
<i>Workload/Demand</i>					
# of administrative referrals		108	203	250	250
<b>Code Enforcement Inspections</b>	2				
<i>Workload/Demand</i>					
# of inspections performed		30,000	30,276	31,500	31,500
<i>Efficiency</i>					
reduce 15 day response time to code enforcement complaints		---	---	10 days	10 days
<i>Effectiveness</i>					
% of cases heard by the Code Enforcement Board		---	---	2%	2%
% of complaints responded to within 72 hours		100%	95%	95%	95%
% of cases resolved within the same fiscal year		---	---	70%	70%
<b>Section 8</b>	3				
<i>Workload/Demand</i>					
# of very low income families housed		---	---	1,850	1,850
<i>Effectiveness</i>					
% of lease-ups maintained		93%	93%	93%	93%
<b>Down Payment &amp; Other Assistance, First Time Home Buyers</b>	4				
<i>Workload/Demand</i>					
# of first time home buyer applications approved		801	935	375	375
<i>Efficiency</i>					
% of clients assisted by the first time home buyers program		46%	49%	44%	44%
<i>Effectiveness</i>					
ratio of public to private funding for first time home buyers		1:15	1:15	1:15	1:15
<b>Housing Rehabilitated</b>	5				
<i>Workload/Demand</i>					
# of owner-occupied units rehabilitated		125	137	150	150
<i>Effectiveness</i>					
% of clients below 80% of median household income assisted		80%	85%	90%	90%

Continued in "Supplemental Information"

## HOUSING AND COMMUNITY CODE ENFORCEMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$3,995,396	\$4,587,285	\$4,096,844	\$4,562,865
Operating Expenditure/Expense	1,086,178	1,819,685	1,964,114	2,030,142
Capital Equipment	188,584	54,500	99,650	48,600
Capital Projects	182,085	100,000	0	0
Grants & Aids	20,504,898	18,808,552	11,658,383	11,398,082
<b>Total</b>	<b>\$25,957,141</b>	<b>\$25,370,022</b>	<b>\$17,818,991</b>	<b>\$18,039,689</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Unincorporated Area General Fund	\$2,022,471	\$2,940,927	\$3,580,508	\$3,936,349
Local Housing Assistance Program Fund	6,835,992	5,500,000	6,041,127	5,859,433
Intergovernmental Grants	17,098,678	16,929,095	8,197,356	8,243,907
<b>Total</b>	<b>\$25,957,141</b>	<b>\$25,370,022</b>	<b>\$17,818,991</b>	<b>\$18,039,689</b>

<b>Funded Positions</b>	<b>80</b>	<b>84</b>	<b>68</b>	<b>70</b>
<b>Funded FTE Positions</b>	<b>80.00</b>	<b>84.00</b>	<b>68.00</b>	<b>70.00</b>

The FY 02 adopted budget added one Community Codes Investigator. The BOCC established a standard ratio for Community Codes Investigators of 1 per 28,000 population. The FY 02 adopted budget added a Community Services Program Coordinator I and a Community Services Program Manager which are fully funded by the Community Development Block Grant. Also included was funding for an "Operation Clean-up" pilot program. The program was funded for one year and operated in conjunction with the Solid Waste Management and Parks, Recreation and Conservation departments. The program provided a one year ditch, thoroughfare, alley and vacant lot clean up in designated unincorporated area neighborhoods. Funding was also included to convert to a new code case tracking software program for improving case management.

The FY 03 adopted budget added three Community Codes Investigators. Two of these positions were added to provide increased effectiveness of inspections for minimum housing codes, zoning and sign regulations. One Community Codes Investigator was added for the "Operation Clean-Up" program. The program was funded for one year and operated in conjunction with the Solid Waste Management and Parks, Recreation and Conservation departments. The program provided for clean up in designated unincorporated area neighborhoods. Based upon projected unincorporated Hillsborough County population, the standard ratio for Community Codes Investigators was met by these additional positions. A Community Service Program Coordinator II position was transferred to Planning and Growth Management. The FY 03 adopted budget also added two other positions: one Community Services Program Coordinator I for the Weed and Seed Program (Palm River Safe Haven) and one Senior Secretary for grant reporting. These two positions were fully funded by grants. During FY 03, two positions were transferred to the Water Department to oversee CDBG grant-funded projects.

The FY 04 adopted budget reflects 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 adds 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. It is anticipated that this program will be 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 includes two community code investigators for the development and enforcement of the County's sign ordinance. Community Improvement will coordinate with Planning and Growth Management to develop and maintain a proactive program to enforce the Land Development Code regulating signs in Hillsborough County.

Two Community Codes Investigator I positions are included in the FY 05 planned budget for the residential rental inspection program.

## HUMAN RESOURCES DEPARTMENT

### MISSION:

Provide organizational development and leadership to support and enhance the organization's overall continuous improvement efforts, as well as attract and retain highly qualified and diverse employees while providing for their growth, safety, development, health, and welfare through consultation, advocacy, technical support, and innovative, effective and efficient employee programs.

### KEY OBJECTIVES:

1. Process 100% of new personnel on their first workday, including: information on County benefits and significant County policies, instruction on completing required employment forms, and ensuring the County is in compliance with federal, state, and local laws.
2. Provide employee development programs, training at least 75% of the County staff with a 25/1 trainee/instructor ratio within the next two years.
3. Manage the exempt position recruitment program with the objective of filling vacant exempt positions within 90 days of the vacancy notice.
4. Provide guidance to departments concerning the due process, disciplinary actions, labor, benefits and EEO/AAP to comply with applicable laws and County policies. Investigate and respond to complaints of alleged misconduct or discriminatory actions by County employees in accordance with established guidelines and to ensure that the employee is treated fairly throughout the process as measured by percentage of cases upheld or overturned by the Civil Service Board.
5. Negotiate/administer labor agreements to maintain general uniformity of wages/benefits for collective bargaining employees.
6. Reduce losses through incentives and active support to departmental Safety Action Teams, minimize the cost of insurance by active management of insurance coverage, and minimize the cost of claims settlements through timely claims management.
7. Coordinate and administer citizen's volunteer programs that provide cost savings to the County.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Employee Benefits Program</b>	1				
<i>Workload/Demand</i>					
# of new hires/employment processed		1,400	1,381	1,450	1,500
<i>Efficiency</i>					
cost of new hires/hour		\$37.00	\$40.94	\$43.00	\$45.00
<i>Effectiveness</i>					
% of new hires processed on first workday		99%	99%	99%	99%
<b>Employee Development Program</b>	2				
<i>Workload/Demand</i>					
# of employees trained		3,855	3,417	5,200	5,700
<i>Efficiency</i>					
# of trainees per class		26/1	20/1	20/1	20/1
<i>Effectiveness</i>					
% of County staff trained		68%	64%	85%	85%
<b>Exempt Employee Recruitment</b>	3				
<i>Workload/Demand</i>					
# of resumes reviewed		2,100	3,572	2,250	2,300
<i>Efficiency</i>					
# of resumes processed per week		80	145	85	85
<i>Effectiveness</i>					
average # of days to hire		120	120	90	90
<b>Employee Relations</b>	4				
<i>Workload/Demand</i>					
# of pre-disciplinary and due process contacts/hearings		250	275	290	290
<i>Efficiency</i>					
average # of hours per contact/hearing		1.5	1.75	1.5	1.5
<i>Effectiveness</i>					
% of hearing decisions upheld by Civil Service		100%	100%	100%	100%
% of disciplinary hearings investigated within 90 days		99%	99%	99%	99%

Continued in "Supplemental Information"

## HUMAN RESOURCES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$2,529,575	\$3,113,383	\$3,590,780	\$3,918,374
Operating Expenditure/Expense	492,150	1,170,145	1,741,576	1,670,902
Capital Equipment	2,181	0	8,200	0
<b>Total</b>	<b>\$3,023,906</b>	<b>\$4,283,528</b>	<b>\$5,340,556</b>	<b>\$5,589,276</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,857,544	\$2,912,869	\$3,626,734	\$3,845,246
County Self Insurance Fund	1,166,362	1,370,659	1,713,822	1,744,030
<b>Total</b>	<b>\$3,023,906</b>	<b>\$4,283,528</b>	<b>\$5,340,556</b>	<b>\$5,589,276</b>

<b>Funded Positions</b>	<b>45</b>	<b>50</b>	<b>52</b>	<b>52</b>
<b>Funded FTE Positions</b>	<b>45.00</b>	<b>50.00</b>	<b>52.00</b>	<b>52.00</b>

The FY 02 budget reduced funding for outside consultants for labor negotiations by bringing the function in-house. In addition, an Accounting Clerk position in the Insurance and Claims Management Division was eliminated. During FY 02, four positions and resources were transferred from other departments to Human Resources to improve administration and control over training and HIPPA records/reporting requirements. Also, the implementation of the new Human Resources Management Information System (HRIS) required additional resources. Also during FY 02, the BOCC authorized the addition of a countywide Wellness Program including staff (one) and resources for program implementation.

The FY 03 budget allocates additional funding for a countywide customer service training program for all employees.

The FY 04 adopted and FY 05 planned budgets add two 2 positions for Equal Employment Opportunity complaint investigations. They also include 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. 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.

## 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 58% of Telecom cases within three days.
2. Record, manage, and resolve automation related problems through a centralized service point with three day problem resolution rate of 85%.
3. Increase ratio of users to Help Desk Analyst to 686.
4. Increase ratio of users to Network Administrators to 600.
5. Increase the number of County GIS users to 390.
6. Maintain ratio of unplanned projects to planned projects at 33.
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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Communications Services</b>	1				
<i>Workload/Demand</i>					
total # of telecom cases		1,513	1,669	1,594	1,594
<i>Efficiency</i>					
ratio of telecom cases per FTE		18	20	14	14
<i>Effectiveness</i>					
% of cases resolved by telecom staff within 3 days		61%	60.25%	58%	58%
<b>Desktop</b>	2-4				
<i>Workload/Demand</i>					
# of County web visitors		1,891,561	2,509,665	2,522,207	2,837,530
# of Help Desk contacts received (e-mails, phone, COIN)		26,108	28,129	35,052	35,712
<i>Efficiency</i>					
ratio of users to Help Desk FTE		540	478.58	657	686
ratio of users to network administrators		282	279	483	483
<i>Effectiveness</i>					
% of cases resolved by network staff within 3 days		80%	80.92%	85%	85%
% of cases resolved by Help Desk staff within 3 days		98%	97.75%	98%	98%
<b>Geographic Information Systems (GIS)</b>	5				
<i>Workload/Demand</i>					
# of County users		250	304	352	387
# of applications and integration requests researched		394	199	190	210
<i>Efficiency</i>					
cost per GIS account		\$230	\$230	\$280	\$330
<i>Effectiveness</i>					
% of customer satisfaction w/responsiveness		97%	93%	98%	98%
<b>Business Solutions/Services</b>	6				
<i>Workload/Demand</i>					
# of strategic automation plan projects		44	46	60	60
# of unplanned projects (non-SAP)		44	38	30	30
<i>Efficiency</i>					
cost per hour of new project development		\$85	\$85	\$99	\$113
<i>Effectiveness</i>					
ratio of unplanned projects to planned		50%	45%	33%	33%

Continued in "Supplemental Information"

## INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$5,636,942	\$6,632,766	\$7,527,533	\$8,220,206
Operating Expenditure/Expense	7,724,249	9,239,529	9,075,772	8,941,487
Capital Equipment	1,932,137	3,148,978	2,609,208	3,520,988
Capital Projects	27,898	0	0	0
<b>Total</b>	<b>\$15,321,226</b>	<b>\$19,021,273</b>	<b>\$19,212,513</b>	<b>\$20,682,681</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$0	\$5,710,458	\$4,381,672	\$5,141,955
Countywide Special Purpose Revenue Fund	15,321,226	13,310,815	14,830,841	15,540,726
<b>Total</b>	<b>\$15,321,226</b>	<b>\$19,021,273</b>	<b>\$19,212,513</b>	<b>\$20,682,681</b>

<b>Funded Positions</b>	<b>87</b>	<b>95</b>	<b>97</b>	<b>97</b>
<b>Funded FTE Positions</b>	<b>87.00</b>	<b>95.00</b>	<b>97.00</b>	<b>97.00</b>

The FY 02 adopted budget included funding for server replacements and upgrades; the upgrade of two minicomputers; an increase for a Microsoft enterprise agreement for perpetual licensing; and funds to increase the speed of internet access. Funding is provided to replace outdated autodiscovery software with an inventory software to build a comprehensive Asset Management program of the County's hardware and software programs. To prepare the County for non-emergency radio communication using the 800MHz system, a provision for training on 800MHz trunked radio systems is in FY 02 and the purchase and installation of an 800MHz system administration console is in FY 03. There are funds in FY 02 and FY 03 for the ITS portion of a Document Management System (DMS) for Planning and Growth Management and increased funding for the PIMS and HRIS Phase I projects. Operating efficiencies have been identified in the use of temporary assistance and hardware repairs amounting to savings of \$196,882 in FY 02 and \$165,084 in FY 03.

While continuing the initiatives begun in FY 02, the FY 03 adopted budget funds four positions to administer the security requirements of HRIS, PIMS, SQL Database/Storage and Document Management Systems; two positions (an administrator and report designer) to provide dedicated support to the new HRIS System and implement workflow processing; three positions and capital funding to implement the Voice Over Internet Protocol (VOIP) telephony system within several departments; and transfer one trainer position with operating funds to the Human Resources Department. The FY 03 adopted budget includes \$446,220 to hire a contractor that will establish, manage, and administer a countywide electronic government portal. To provide better management of major information and technology projects, the FY 03 adopted budget transferred the funding from the Countywide Special Purpose Revenue Fund to the Countywide General Fund. This includes \$400,000 for PIMS; \$62,500 for DMS; \$450,000 for server replacement and upgrades; \$675,000 for mini-computer replacements; \$622,958 for VOIP telephony system; \$2.5 million to initiate Phase II of the HRIS project; and \$1.0 million to bring the County in compliance with the Health Insurance Portability and Accountability Act (HIPAA).

The FY 04 adopted budget for ITS operations funds two positions, a Software Specialist II (LAN Administrator) and a Senior Software Specialist, to meet the current level of service and project-related workload of the Network Administration section. FY 04 and FY 05 budgets include funding for hardware equipment. This includes \$25,500 for an ArcIMS server for expansion of web-based GIS applications and \$114,609 for LAN/WAN test equipment in FY 04 and \$95,410 in FY 05. In FY 05 there is funding of \$252,000 to increase data storage capability by tape library backup for the County Center and Sable Park.

The Information and Technology Project Fund includes additional funding for continuing projects, PIMS, server replacement and upgrades, mini-computer replacement and upgrades, VOIP telephony system, HRIS and HIPAA, totaling \$1,633,833 in FY 04 and \$2,155,143 in FY 05. New project initiation includes the replacement of the Health and Social Services Client Assistance System (CLASS), \$1,600,000 and \$2,040,000 in FY 04 and FY 05, respectively; progressive replacement program for the 800 MHz radios, \$714,360 in FY 04 and FY 05; GIS Oracle migration, \$257,479 in FY 04; Storage Area Network Expansion, \$176,000 in FY 04 and \$151,000 in FY 05; and provision of IP video conferencing capability for the South Regional Service Center, \$81,452 in FY 05.

## 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 8% over each of the next three years through the expansion of existing libraries and the opening of two new libraries.
2. Increase the % of registered borrowers at a minimum of 69% of the total county population over the next three years.
3. Maintain or improve the % of customers whose questions were answered clearly.
4. Increase the average attendance at library programs or events by 2% over each of the next three years.
5. Increase the total number of items in languages other than English by 40% over the next three years.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Member Services</b>	1,2				
<i>Workload/Demand</i>					
# of registered borrowers		732,458	716,620	713,765	729,105
# of library visits		3,479,918	3,301,480	3,549,864	3,585,363
# of annual systemwide service hours		69,602	68,876	69,602	75,022
<i>Efficiency</i>					
# of library visits per capita		3.29	3.13	3.23	3.19
# of holdings per capita		2.16	2.50	2.08	2.10
<i>Effectiveness</i>					
% of population registered		69%	68%	69%	69%
% of customer satisfaction (new measure)		n/a	93.2%	n/a	n/a
<b>Circulation</b>	1,5				
<i>Workload/Demand</i>					
# of items circulated		5,665,252	5,904,615	6,607,949	7,136,584
<i>Efficiency</i>					
circulation per borrower		7.73	8.24	9.26	9.79
circulation per capita		5.37	5.59	6.02	6.36
<i>Effectiveness</i>					
circulation per FTE		37,768	39,364	41,299	40,988
% of customers who found what they were looking for		74%	79.5%	76%	77%
<b>Information &amp; Reference</b>	3				
<i>Workload/Demand</i>					
# of questions		2,849,920	3,095,633	2,907,203	2,936,275
# of uses of web resources		1,054,227	3,756,285	3,906,536	4,062,798
<i>Efficiency</i>					
% of questions per capita		2.69	2.93	2.65	2.62
<i>Effectiveness</i>					
% of customers whose questions were answered clearly		78%	90.8%	80%	81%
<b>Programming</b>	4				
<i>Workload/Demand</i>					
# of program participants		176,357	182,196	179,902	181,701
# of programs offered		5,050	5,429	5,151	5,203
<i>Efficiency</i>					
average youth attendance at library programs		35	31	37	38
<i>Effectiveness</i>					
% of customer satisfaction with children's programming (new measure)		n/a	n/a	n/a	n/a



## LIBRARY SERVICES DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$12,959,197	\$14,301,767	\$15,622,412	\$17,704,791
Operating Expenditure/Expense	4,560,528	5,351,997	7,390,325	8,420,322
Capital Equipment	4,270,129	4,595,592	4,666,374	5,025,914
Grants & Aids	564,759	614,028	704,233	704,233
Other Uses	32,950	42,745	0	0
<b>Total</b>	<b>\$22,387,563</b>	<b>\$24,906,129</b>	<b>\$28,383,344</b>	<b>\$31,855,260</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Library Tax District Fund	\$22,387,563	\$24,906,129	\$28,383,344	\$31,855,260
<b>Total</b>	<b>\$22,387,563</b>	<b>\$24,906,129</b>	<b>\$28,383,344</b>	<b>\$31,855,260</b>

<b>Funded Positions</b>	<b>382</b>	<b>384</b>	<b>390</b>	<b>418</b>
<b>Funded FTE Positions</b>	<b>316.81</b>	<b>318.81</b>	<b>322.69</b>	<b>343.27</b>

The FY 02 adopted budget was funded at the continuation level, including funding for the replacement of the library's current integrated online computer and cash collection system. During FY 02, two grant-funded positions were added for the Electronic Library--Community Training and Outreach Program for the period October 1, 2001 through September 30, 2002. The positions will be eliminated at the end of the fiscal year.

The FY 03 adopted budget included the addition of two grant-funded positions for the Community Computer Training Program which was supported by the Library Services and Technology Act grant. This program provided training to the public, staff, and volunteers on the use of the electronic resources available in computer labs at nine targeted libraries. This budget also provided funding, supported by this same grant, for a portable laptop computer lab to facilitate information technology education at the Temple Terrace Public Library. Finally, the FY 03 budget included \$60,400 in additional funding to cover an electric service rate increase that was effective January 1, 2002.

The FY 04 adopted and FY 05 planned budgets reflect continued library service expansion with the renovation and expansion of the West Tampa Library and the Lutz Library scheduled for completion in FY 04. The West Tampa Library expansion adds two positions (Library Technical Assistant and Library Assistant), and will provide an additional eight hours of service weekly. A children's area, expanded shelving capacity, a computer lab, and new books and materials are also included in the expansion. The Lutz Library expansion adds four (1.88 FTE's) positions and will also increase 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. Also in FY 04 and FY 05, funding is 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 planned budget includes funding for two new 15,000 square foot libraries, South Brandon Library and Upper Tampa Bay Library, scheduled for opening in December 2004. Each library adds 14 (10.29 FTE's) positions for a total of 28 (20.58 FTE's) positions which are necessary for the operation of these facilities. The new libraries will provide customer focused amenities such as public meeting rooms, separate children's centers, and computer training labs, along with the new books and materials.

## MANAGEMENT AND BUDGET DEPARTMENT

### MISSION:

Develop and use sound financial and management practices and "best practices" in budgeting to effectively allocate and use scarce resources to address the Board of County Commissioners' priorities today, while providing responsible planning to meet future priorities. Provide budgetary information in readily usable form to meet a diverse selection of stakeholders' needs.

### KEY OBJECTIVES:

1. Satisfy all statutory requirements of the State of Florida, as evaluated by the Florida Department of Revenue in its annual review of budget process materials.
2. Develop monthly, quarterly, and annual financial reporting tools in compliance with Board policies and in accordance with "best practices" in budgeting to satisfy the needs of diverse "stakeholders" including bond rating agencies. Receive peer review of the biennial budget document's satisfaction of the needs of stakeholders through the GFOA Distinguished Budget Presentation Award program.
3. 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 which at least 85% of customers (contract agencies) rate their contract manager's service as "good" or "excellent."
4. Review 800 or more budget amendments and other Board of County Commissioners (BOCC) agenda items consistent with administrative directives so that at least 95% are processed by the close of the next business day after being reviewed by an analyst and approved by a manager.
5. Assist more than 50 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 85% of customers rate their analyst's service as "good" or "excellent."
6. Provide specialized management analysis services to County departments and agencies while obtaining customer satisfaction surveys in which at least 85% of customers rate their analyst's service as "good" or "excellent." Provide oversight to 700 or more capital projects managed through the Project Information Management System (PIMS).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Budget Services</b>	1,2,4,5				
<i>Workload/Demand</i>					
# of agenda items processed		793	936	950	950
# of departments/agencies		51	53	53	53
# of capital projects		784	954	850	850
# of financial summaries to BOCC (November through August)		10	10	10	10
# of grant application reports to BOCC (monthly)		12	12	12	12
<i>Efficiency</i>					
# of agenda item reviews per analyst/manager		93.3	110.1	100	100
<i>Effectiveness</i>					
Florida Department of Revenue approval of budget process		approved	approved	approval	approval
% of "good" to "excellent" customer service responses on analysts		91.4%	n/a	>85%	>85%
receipt of GFOA Distinguished Budget Presentation Award for biennial budget (submitted in even years)		yes	n/a	anticipated	n/a
% of agenda items processed within 1 business day		99.2%	100%	>95%	>95%
<b>Contract Management</b>	3	(=787/793)			
<i>Workload/Demand</i>					
# of contracts		54	53	61	61
# of contract payments processed		483	461	500	500
<i>Efficiency</i>					
# of contracts per analyst/manager		18.0	17.7	20.3	20.3
# of payments processed per analyst/manager		161.0	153.6	166.7	166.7
<i>Effectiveness</i>					
% of payments processed within 15 working days		99.4%	98.1%	>95%	>95%
% of "good" to "excellent" customer service responses on contract managers		94.4%	n/a	>85%	>85%

**Continued in "Supplemental Information"**

## MANAGEMENT AND BUDGET DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$1,742,619	\$2,149,293	\$2,609,835	\$2,914,901
Operating Expenditure/Expense	86,085	131,761	135,202	138,702
Capital Equipment	9,955	11,200	22,055	16,442
<b>Total</b>	<b>\$1,838,659</b>	<b>\$2,292,254</b>	<b>\$2,767,092</b>	<b>\$3,070,045</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,838,659	\$2,292,254	\$2,767,092	\$3,070,045
<b>Total</b>	<b>\$1,838,659</b>	<b>\$2,292,254</b>	<b>\$2,767,092</b>	<b>\$3,070,045</b>

<b>Funded Positions</b>	<b>28</b>	<b>29</b>	<b>34</b>	<b>34</b>
<b>Funded FTE Positions</b>	<b>27.50</b>	<b>28.50</b>	<b>32.00</b>	<b>33.50</b>

The FY 02 adopted budget reflected an efficiency savings through the reduction of a Senior Secretary position. During FY 02 a Senior Management Systems Analyst position was transferred to Human Resources for continued administration and support of HRIS.

In the FY 03 adopted budget, two positions (a Capital Policy Manager and a Capital Program Administrator) were transferred from the Office of Quality Services along with responsibility for oversight and monitoring for the County's capital improvement program. Other than this shift in personnel, the FY 03 adopted budget was funded at the continuation level. During FY 03, two positions were transferred to Management and Budget, a Senior Budget Analyst from Health and Social Services and a General Manager III from the Water Department.

The FY 04 adopted and FY 05 planned budgets added three positions. A General Manager II is 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.

## 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Cause of Death Determination</b>	1-4				
<i>Workload/Demand</i>					
# of autopsies		1,295	1,325	1,300	1,325
# of investigations of bodies to be cremated		3,687	3,769	3,650	3,700
# of investigations of bodies to be removed from the State		747	807	750	775
<i>Efficiency</i>					
# of autopsies per medical examiner		259 (1,295/812)	265 (1,325/5)	217 (1,300/6)	221 (1,325/6)
avg. (total non-indigent expenditures/# of autopsies)		\$1,975	\$2,350*	\$2,599	\$2,640
# of inquiries, per medical examiner/# of bodies to be cremated		737 (3,687/5)	754 (3,769/5)	730 (3,650/5)	617 (3,700/6)
# of inquiries, per investigator, of bodies to be removed from the State		93 (747/8)	81 (807/10)	93 (750/8)	96 (775/8)
<i>Effectiveness</i>					
ratio of total autopsies/violent death autopsies		1.59 (1,295/812)	1.63	1.60	1.60
avg. # of days from autopsy to signed report		32.9	39.0	40.0	40.0
avg. # of days to complete toxicology testing		19.6	20.8	20.0	20.0
<b>Disposition of Unclaimed/Indigent Bodies</b>					
<i>Workload/Demand</i>					
# of cremations provided		268	291	285	300
# of burials provided		116	92	130	140
<i>Efficiency</i>					
avg. cost per cremation		\$297	\$301	\$300	\$310
avg. cost per burial		\$1,345	\$1,226	\$1,375	\$1,400
avg. cost per body disposed		\$612	\$523	\$637	\$657
<i>Effectiveness</i>					
% of unclaimed/indigent bodies cremated		70%	76%	67%	67%

\*Over 50% of the increase results from the addition of indirect administration costs to the department budget.

## MEDICAL EXAMINER DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$1,931,681	\$2,417,226	\$2,596,949	\$2,827,347
Operating Expenditure/Expense	620,157	1,373,820	1,429,434	1,439,191
Capital Equipment	32,721	0	49,649	0
<b>Total</b>	<b>\$2,584,559</b>	<b>\$3,791,046</b>	<b>\$4,076,032</b>	<b>\$4,266,538</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide Special Purpose Revenue Fund	\$2,584,559	\$3,791,046	\$4,076,032	\$4,266,538
<b>Total</b>	<b>\$2,584,559</b>	<b>\$3,791,046</b>	<b>\$4,076,032</b>	<b>\$4,266,538</b>

<b>Funded Positions</b>	<b>25</b>	<b>31</b>	<b>31</b>	<b>31</b>
<b>Funded FTE Positions</b>	<b>25.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>

The FY 02 adopted budget included one Autopsy Technician position, three Forensic Investigator positions, and funding to contract with the University of South Florida for an additional Assistant Medical Examiner. This should bring the current workload for the Medical Examiner Department in line with the recommendation of the National Association for Medical Examiners of 250 autopsies per year per examiner. The three investigator positions will permit the Investigation Section to be manned 24 hours per day and have trained death investigators to respond to the death scene and conduct competent investigations. A \$30,000 reduction in overtime was included to offset the cost of the investigator positions.

The FY 03 adopted budget was funded at the continuation level consistent with the Department's request and also included a reorganizational change of the Indigent Burial Program from being under the responsibility of the Health and Social Services Department to being under the Medical Examiner's responsibility. Six Indigent Burial positions were transferred from Health and Social Services to the Medical Examiner's Department to facilitate the reorganization. In FY 03, emergency equipment funding was provided for replacement equipment requested by the department and included the replacement of Tox Lab isolation and purification instruments, Ion Trap Mass Spectrometer, and hydrogen generator, all of which are utilized for cause of death determination.

The FY 04 adopted budget includes funding for the purchase of three vehicles and related operational cost to be utilized by Medical Examiner Investigators for scene response. The FY 05 planned budget also includes funding for vehicle operational costs.

## 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 neighborhood associations to receive technical assistance and County services.
2. Award available mini-grant funds to neighborhood associations.
3. Conduct outreach services for two new Community Based Plans in the unincorporated County.
4. Maintain database of neighborhood associations for contact.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Technical Assistance &amp; Liaison</b>	1				
<i>Workload/Demand</i>					
# of TA/service responses by staff		65	701	125	125
<i>Efficiency</i>					
# of requests handled per FTE		35	140	40	40
<i>Effectiveness</i>					
% responded to within 2 days		90%	90%	90%	90%
<b>Mini-Grants</b>	2				
<i>Workload/Demand</i>					
# of applications funded		55	61	50	50
<i>Efficiency</i>					
% of funds awarded		90%	100%	100%	100%
<i>Effectiveness</i>					
% customer satisfaction by surveys		90%	n/a	95%	95%
<b>Community Based Planning</b>	3				
<i>Workload/Demand</i>					
# of new plans outreached		1	2	2	2
<i>Efficiency</i>					
# of citizens recruited		100	484	200	200
<i>Effectiveness</i>					
% customers satisfied with outreach methods		75%	n/a	90%	90%
<b>Database Maintenance</b>	4				
<i>Workload/Demand</i>					
# of associations registered		650	776	725	750
<i>Efficiency</i>					
# of associations per coordinator		216	258	241	250
<i>Effectiveness</i>					
# of new associations entered		50	69	18	25

## NEIGHBORHOOD RELATIONS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$245,951	\$324,641	\$359,206	\$392,244
Operating Expenditure/Expense	116,225	126,482	255,530	256,874
Capital Equipment	0	0	18,012	0
Grants & Aids	0	0	3,000	3,000
<b>Total</b>	<b>\$362,176</b>	<b>\$451,123</b>	<b>\$635,748</b>	<b>\$652,118</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$362,176	\$451,123	\$585,748	\$602,118
Unincorporated Area Special Purpose Fund	0	0	50,000	50,000
<b>Total</b>	<b>\$362,176</b>	<b>\$451,123</b>	<b>\$635,748</b>	<b>\$652,118</b>

<b>Funded Positions</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Funded FTE Positions</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

The FY 02 adopted budget reflected a reduction of two positions, a Senior Secretary and a Community Services Program Coordinator II. This reduction in positions impacted the number of neighborhood meetings attended, the number of mini-grants awarded and monitored, and the number of quarterly newsletters printed and distributed.

The FY 03 adopted budget included funding for one Community Services Program Coordinator II position that provided the outreach and facilitation for the community based planning initiative.

The FY 04 adopted budget provides increased funding for capital equipment that gives the staff GIS capability to create and update neighborhood maps. It also provides funding of \$23,520 for a local County Neighborhood Conference. The budget includes \$50,000 funding from the Environmental Restoration Project Fund for the new Neighborhood Tree Mini-Grant Program. This grant encourages 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 continues its collaborative effort between the County, the Duckwall Foundation, and the Children's Board. Funding for this grant consists 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 planned budget represents funding at continuation 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 and the Council of Governments.

**KEY OBJECTIVES:**

1. Develop the County's 2004 State and Federal Legislative Program for adoption by the Board: State--by 10/03; Federal-- by 12/03.
2. Represent 56 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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Develop BOCC State and Federal Legislative Programs</b>	1				
<i>Workload/Demand</i>					
# of legislative issues examined/# of issues selected		123/98	135/41	150/50	160/55
<i>Efficiency</i>					
# of contacts solicited and processed per FTE		41	45	50	60
<i>Effectiveness</i>					
date state program adopted		10/02/02	10/02/03	10/31/04	10/31/05
date federal program adopted		12/04/02	12/04/03	12/31/04	12/31/05
<b>County Legislative Representation</b>	2				
<i>Workload/Demand</i>					
# of meetings collaborating on legislation		201	221	275	285
# of reports on legislation		20	20	30	40
# of legislative services contracts managed		2	4	4	4
<i>Efficiency</i>					
# of legislative bills reviewed and distributed		5,000	6,485	6,000	6,000
# of contacts/responses per FTE		1,698/663	1,912/805	1,800/750	1,850/800
# of legislative assignments per FTE		n/a	60	65	70
<i>Effectiveness</i>					
% of legislation distributed within 36 hours		100%	100%	100%	100%
# of reports prepared and % submitted by due date		20/99%	20/100%	30/99%	40/99%
<b>County Intergovernmental Representation/Administration</b>	3				
<i>Workload/Demand</i>					
# of assignments/referrals		n/a	51	56	61
<i>Efficiency</i>					
# of assignments completed per FTE		n/a	51	56	61
<i>Effectiveness</i>					
% of successful outcomes		n/a	100%	100%	100%
# of assignments/% responded to by task completion date		n/a	51/90%	56/93%	61/95%



**OFFICE OF PUBLIC AFFAIRS**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$119,532	\$260,171	\$278,594	\$302,926
Operating Expenditure/Expense	34,347	62,796	61,512	61,607
<b>Total</b>	<b>\$153,879</b>	<b>\$322,967</b>	<b>\$340,106</b>	<b>\$364,533</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$153,879	\$322,967	\$340,106	\$364,533
<b>Total</b>	<b>\$153,879</b>	<b>\$322,967</b>	<b>\$340,106</b>	<b>\$364,533</b>

<b>Funded Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Funded FTE Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

The FY 02 adopted budget reflected funding at the continuation level except for the reduction in operating costs of \$8,000. Although not budgeted in the department, Public Affairs has responsibility for the state lobbyist contract which was reduced by 20% in FY 02. The state lobbyist contract is budgeted in Non-Departmental Allotments.

The FY 03 adopted budget was funded at the continuation level. Additional funding of \$25,000 was included in the Non-Departmental Allotments budget for lobbying services to secure more federal or State funding for homeland security.

The FY 04 adopted budget represents funding at continuation level. 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. There was also an additional \$9,600 for temporary clerical staff and an intern position.

The FY 05 planned budget represents funding at continuation levels.

## OFFICE OF QUALITY SERVICES

**MISSION:**

Administer the Performance Excellence Program to achieve higher levels of performance within the County Administrator's departments according to the Florida Sterling Council's Management System.

**KEY OBJECTIVES:**

1. Provide countywide understanding of the Performance Excellence Program through orientations with an 85% to 90% "understand" to "fully understand" rating from the participants.
2. Provide consulting support for targeted process improvements with internal clients satisfaction rates of 85% "meet or exceed expectations."
3. Conduct Florida Sterling Council assessments.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Performance Excellence Program</b>	1				
<i>Workload/Demand</i>					
# of orientation sessions		n/a	34	40	95
<i>Efficiency</i>					
# of attendees per orientation session		n/a	8	12	12
<i>Effectiveness</i>					
% participant rating "understand to fully understand"		n/a	90%	92%	95%
<b>Process Improvements</b>	2				
<i>Workload/Demand</i>					
# of targeted improvement projects supported		n/a	35	40	50
<i>Efficiency</i>					
# of process improvement action plans developed		n/a	85%	60%	70%
<i>Effectiveness</i>					
% "met or exceeded expectations" rating for consulting support		n/a	85%	90%	95%
<b>Sterling Program Assessment</b>	3				
<i>Workload/Demand</i>					
# of Sterling assessments conducted		n/a	n/a	2	1
<i>Efficiency</i>					
# of Sterling assessments completed on time		n/a	n/a	2	1
<i>Effectiveness</i>					
total score achieved by Sterling Council evaluation		n/a	n/a	500	600

**OFFICE OF QUALITY SERVICES**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$509,946	\$358,502	\$382,580	\$417,375
Operating Expenditure/Expense	25,496	25,823	36,184	31,929
<b>Total</b>	<b>\$535,442</b>	<b>\$384,325</b>	<b>\$418,764</b>	<b>\$449,304</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$535,442	\$384,325	\$418,764	\$449,304
<b>Total</b>	<b>\$535,442</b>	<b>\$384,325</b>	<b>\$418,764</b>	<b>\$449,304</b>

<b>Funded Positions</b>	<b>7</b>	<b>5</b>	<b>5</b>	<b>5</b>
<b>Funded FTE Positions</b>	<b>7.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

The FY 02 adopted budget was funded at continuation level. The Office of Quality Services managed the performance audit for the Purchasing Department during the fiscal year. Funds for performance audits were budget in Non-Departmental Allotments.

In the FY 03 adopted budget, two positions (a Capital Policy Manager and a Capital Program Administrator) were transferred from Quality Services to the Management and Budget Department along with responsibility for oversight and monitoring for the County's capital improvement program. Funding was included in Non-Departmental Allotments for performance audits of the Communications, Management and Budget, Debt Management, and Information and Technology Departments.

The FY 04 adopted and FY 05 planned budgets are funded at continuation levels.

## PARKS, RECREATION AND CONSERVATION DEPARTMENT

**MISSION:**

To provide leisure opportunities and environmental stewardship which enhance the physical and social well-being of those we serve.

**KEY OBJECTIVES:**

1. Building and Grounds Maintenance: Provide over 510,000 sq. ft. of building maintenance. Our goal is to provide building maintenance at a cost of less than \$7.50 per sq. ft. with a 90% satisfaction rating.
2. Recreational Programming: Provide morning, afternoon, and evening leisure programming at 42 recreational areas at 100% or more of capacity and with 99% customer satisfaction as determined by customer survey.
3. Athletic Programming: Provide administration, facilities, officiating and all associated duties to offer 8,400 softball games for 935 teams. Provide Therapeutic Recreational Programs to an average of 1,350 clients per event.
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 40,000 acres at 50 sites. Also administers the Invasive Plant Task Force which creates public and private partnerships to control invasive pest plants on county-owned land.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Building and Grounds Maintenance</b>	1				
<i>Workload/Demand</i>					
# of building sq. ft. maintained (excludes picnic shelters)		389,442	495,813	510,213	510,213
# of roadway miles		77	85	*	*
<i>Efficiency</i>					
roadway landscaping maintenance cost per center-line mile		\$11,077	\$10,414	*	*
<i>Effectiveness</i>					
% of buildings maintained satisfactorily		90%	90%	90%	90%
<b>Recreational Programming</b>	2				
<i>Workload/Demand</i>					
# of programmed recreation areas		39	40	42	44
<i>Efficiency</i>					
% of customers that would return		99.0%	99.8%	99.0%	99.0%
<i>Effectiveness</i>					
% recreation programs at capacity		72%	89%	100%	100%
<b>Athletic Programming</b>	3				
<i>Workload/Demand</i>					
# of softball games/teams		8,250/925	8,250/925	8,400/935	8,550/945
<i>Efficiency</i>					
average clients served per event		1,242	1,242	1,300	1,300
<i>Effectiveness</i>					
% customers satisfied		89%	91%	92%	92%
<b>Regional Parks Programming &amp; Maintenance</b>	4				
<i>Workload/Demand</i>					
# of regional park visits		3,321,683	2,988,394	3,300,000	3,300,000
<i>Efficiency</i>					
regional parks (per visit cost)		\$1.73	\$2.18	\$1.85	\$1.85
<i>Effectiveness</i>					
% of customers satisfied		92%	95%	95%	95%
<b>*Median maintenance transferred to Public Works Department.</b>					

Continued in "Supplemental Information"

## PARKS, RECREATION AND CONSERVATION DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$22,720,739	\$25,270,571	\$27,766,464	\$31,124,593
Operating Expenditure/Expense	8,788,395	11,779,944	12,471,045	13,619,048
Capital Equipment	391,368	413,829	409,746	341,724
Capital Projects	218,773	150,000	196,360	180,000
Grants & Aids	483,629	649,700	644,700	644,700
Other Uses	0	375,000	0	0
<b>Total</b>	<b>\$32,602,904</b>	<b>\$38,639,044</b>	<b>\$41,488,315</b>	<b>\$45,910,065</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$10,053,166	\$11,319,740	\$12,084,191	\$13,196,888
Unincorporated Area General Fund	20,253,401	24,483,065	27,652,696	30,885,796
Countywide Special Purpose Revenue Fund	73,846	0	0	0
Unincorporated Area Special Purpose Fund	178,290	214,065	247,227	263,204
Intergovernmental Grants	139,638	375,000	0	0
County Transportation Trust Fund	761,735	990,017	0	0
Enviro Sensitive Lands Tax/Bond Fund	1,142,828	1,257,157	1,504,201	1,564,177
<b>Total</b>	<b>\$32,602,904</b>	<b>\$38,639,044</b>	<b>\$41,488,315</b>	<b>\$45,910,065</b>

<b>Funded Positions</b>	<b>498</b>	<b>522</b>	<b>528</b>	<b>555</b>
<b>Funded FTE Positions</b>	<b>497.20</b>	<b>521.20</b>	<b>528.00</b>	<b>555.00</b>

The FY 02 adopted budget added 11 new positions. Six positions were for the operation and maintenance of new or expanded parks and facilities. These include Lake Rodgers Park, Harney Boat Ramp, Upper Tampa Bay Trail (Phase 3), Town 'N Country Trail and a recreation center at Gill Field. Operational funding was added for two Dog Parks and recreation centers at Morgan Woods, Mango, Ruskin, and Jackson Springs. Three positions were for youth sports complex upgrades at Skyway Park and another position was an events/sports coordinator for disabled youth. The final position was to coordinate formation and operation of a new Task Force for the control and eradication of not-native invasive plants. In addition, an "Operation Clean-Up" was funded in conjunction with the Solid Waste Management and Community Improvement departments to provide ditch, thoroughfare, alley and vacant lot cleaning in unincorporated area neighborhoods. The FY 03 adopted budget added an additional 24 positions. Nineteen positions were for the operation and maintenance of new or expanded parks and facilities. These included Upper Tampa Bay Trail (Phase 2), Old Fort King Trail and recreation centers at Miller Road, Carrollwood, Bellamy, and Country Place. The other 5 positions were for youth sports complex upgrades at Ed Radice and Vance Vogel Parks. Funding was also provided for the operation and maintenance of Friendship Trail, continuation of Operation Clean-up at a reduced level, and lighting at Buckhorn and Heather Lakes Parks. The FY 03 adopted budget also increased funding for the ELAPP maintenance program and the cooperative swim program. Due to rate increases, the budget for utility costs was also increased.

The FY 04 adopted budget adds an additional 17 positions. Five of the positions are for operation of the new Gardenville Community Center. Two positions are to facilitate expanded public access to ELAPP properties. Five positions are to provide proper maintenance of the expanding parks system. The final four positions are for expanded maintenance at the Shimberg Athletic Complex. A position and the responsibility for trails planning were 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. The responsibility and 11 positions for the median maintenance function were transferred to the Public Works Department. Continuation funding for "Operation Clean-Up" is also included. The FY 04 adopted budget also includes funding for a gazebo and other amenities for the Thonotosassa Town Square Project. The FY 05 planned budget adds an additional 27 positions. Seventeen positions are for the operation of new and expanded parks and recreations centers at All People's, Westchase, Northdale, and Carrollwood Meadows. The final ten positions are for new and expanded athletic complexes at William Owens Pass, Live Oak, and Fishhawk.

## 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.
2. Transportation Planning: Analyze the transportation impacts of development request, 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.
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.
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.
5. Permitting Services: Provide reliable services in the counseling of customers and the expeditious processing of requests for conditional uses, waivers, appeals, interpretations, exceptions, and vested rights determinations.
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.
7. Impact Fees: Administer the assessment and collection of impact fees in a fair and legally equitable manner.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Community Planning</b>	1				
<i>Workload/Demand</i>					
# of studies/plans/reports for planning strategies		48	49	50	53
# of community planning and design projects		7	7	8	8
<i>Efficiency</i>					
# of studies/plans/reports per FTE		3.50	3.50	3.50	3.75
<i>Effectiveness</i>					
% of studies/plans/reports completed by the assigned date		95%	95%	95%	95%
<b>Transportation Planning</b>	2				
<i>Workload/Demand</i>					
# of development plans reviewed for transportation impacts		1,361	1,364	1,400	1,400
<i>Efficiency</i>					
% of cases appealed based on transportation analyses		0%	0%	0%	0%
<i>Effectiveness</i>					
% of transportation reviews completed within mandated timeframes		100%	100%	100%	100%
<b>Zoning</b>	3				
<i>Workload/Demand</i>					
# of rezonings and variances processed within mandated timeframes		360	371	360	360
<i>Efficiency</i>					
% of rezoning and variances processed within mandated timeframes		100%	100%	100%	100%
<i>Effectiveness</i>					
# of zoning hearing cases appealed		0	0	0	0

Continued in "Supplemental Information"

## PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$13,773,416	\$15,991,398	\$18,368,304	\$20,019,314
Operating Expenditure/Expense	5,454,926	6,669,751	7,952,880	8,739,594
Capital Equipment	73,134	290,817	122,789	68,200
<b>Total</b>	<b>\$19,301,476</b>	<b>\$22,951,966</b>	<b>\$26,443,973</b>	<b>\$28,827,108</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Unincorporated Area General Fund	\$8,121,821	\$9,830,966	\$10,489,866	\$11,286,545
Unincorporated Area Special Purpose Fund	9,935,309	11,855,456	14,779,885	16,262,635
Intergovernmental Grants	101,825	0	0	0
County Transportation Trust Fund	586,259	660,771	705,446	767,555
Water & Wastewater Utility Enterprise Fd	556,262	604,773	468,776	510,373
<b>Total</b>	<b>\$19,301,476</b>	<b>\$22,951,966</b>	<b>\$26,443,973</b>	<b>\$28,827,108</b>

<b>Funded Positions</b>	<b>247</b>	<b>266</b>	<b>274</b>	<b>274</b>
<b>Funded FTE Positions</b>	<b>247.00</b>	<b>266.00</b>	<b>274.00</b>	<b>274.00</b>

The adopted FY 02 budget included new funding for an interactive neighborhood planning website, funding for a transportation impact fee geography study, a position for a land use ombudsman, and a position and funds for automation of zoning records. It reduced the amount for community planning consultants by \$160,000 in FY 02 and \$200,000 in FY 03 and deleted a position for community planning. It also deleted an administrative support position. It shifted personal services and operating costs for 14 positions (2 emergency management positions, an administrative position, and 11 subdivision review positions) from the Building Services Fund to the Unincorporated Area General Fund and 3 reviewers and 5 inspectors from the Unincorporated Area General Fund to the Water Fund.

The FY 03 adopted budget included funds for hardware supporting the use of the electronic agenda system at land use meetings and funds to convert archived paper records to an electronic records management system. It also funded a position to support Emergency Planning and the fourth phase of the LIMS/Permit Plus System. Funding for the No-Fee Impact Fee Zone Program was increased by \$700,000. Operating costs in the Building Services Division, to include temporary personnel and overtime, were added back to the Building Fund as a result of funding from a fee increase implemented in FY 02. The FY 03 adopted budget for Building Services also included the addition of 12 building inspector positions in order to lower the number of inspections performed by each inspector on a daily basis to 18 and the addition of 5 new positions to improve permit processing. An additional position was added to support an accelerated schedule for community-based planning. During FY 03, the Board approved two additional positions to support the Impact Fee Program--an Accountant and an Engineer.

The FY 04 adopted budget transfers a position and the responsibility for trails planning to the Parks, Recreation and Conservation Department. It funds another position to maintain the electronic records management system and funds software and equipment to establish a digital zoning atlas. Funding for the No-Fee Impact Fee Zone Program (funded in Non-Departmental Allotments) was increased to \$1.67 million for the program's phase-out. It also transfers funding for two existing engineering positions from the Water Fund to the Unincorporated Area General Fund. In the Building Services Fund, funds are allocated to migrate the LIMS/Permit Plus system to the Oracle database software; install new interactive voice response system software and hardware; and to continue the LIMS/Permit Plus Phase IV upgrade. Finally, FY 04 funds 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 planned budget re-allocates funds in the Unincorporated Area General Fund and the Building Services Fund to convert archived paper records to an electronic records management system. In the Building Services Fund, the FY 05 planned budget funds the relocation of the residential permitting operation and hazard mitigation planning from downtown Tampa to a more accessible location in the unincorporated county.

## 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 235,000 requests for service within 4 to 7 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.
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.
5. Maintain the county uniform waterway marker system, and manage the County derelict vessel removal grant program.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Fire/Medical Emergency Dispatch Services</b>	1				
<i>Workload/Demand</i>					
# of fire, medical, & miscellaneous calls received		209,184	203,245	247,444	252,392
% of calls requiring pre-arrival medical instructions		79%	80%	80%	80%
<i>Efficiency</i>					
# of calls per FTE		7,470	7,258	8,837	9,000
<i>Effectiveness</i>					
average 9-1-1 answer time (in seconds)		6	5	5	4
<b>Emergency Management Readiness</b>	2				
<i>Workload/Demand</i>					
# of exercises		9	14	7	8
<i>Efficiency</i>					
cost of the exercise programs per participant		\$136	\$131	\$140	\$141
<i>Effectiveness</i>					
# of individuals participating		2,204	3,026	2,500	2,700
<b>9-1-1 Network</b>	3				
<i>Workload/Demand</i>					
# of 9-1-1 calls		885,709	862,037	880,000	885,000
# of new addresses issued		12,886	12,399	14,000	14,500
<i>Efficiency</i>					
# of calls overflowing to another agency/1,000 calls (goal is less than 5.0)		2.37	1.11	2.30	2.30
# of new addresses issued per FTE		1,838	1,771	2,010	2,071
<i>Effectiveness</i>					
% of address accuracy in 9-1-1 database (goal 98%)		99.97%	99.97%	99.97%	99.97%
% of calls answered in busiest hour (goal 95%)		97.6%	97.0%	97.0%	97.0%
<b>Security Functions</b>	4				
<i>Workload/Demand</i>					
# of people screened entering courthouse		3,508,969	3,700,000	3,800,000	3,900,000
<i>Efficiency</i>					
# of people screened per FTE		58,483	61,831	52,055	53,425
<i>Effectiveness</i>					
% of prohibited items confiscated		99.99%	99.99%	99.99%	99.99%
# of prohibited items prevented from entering courthouse		34,548	33,677	38,000	39,000

Continued in "Supplemental Information"



## PUBLIC SAFETY DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$5,191,008	\$6,014,190	\$7,129,654	\$7,747,992
Operating Expenditure/Expense	2,764,036	4,280,773	4,258,167	4,411,491
Capital Equipment	161,398	38,500	77,000	38,500
Grants & Aids	289,877	686,434	735,401	772,171
<b>Total</b>	<b>\$8,406,319</b>	<b>\$11,019,897</b>	<b>\$12,200,222</b>	<b>\$12,970,154</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$3,557,133	\$3,994,881	\$5,080,710	\$5,436,287
Unincorporated Area General Fund	1,057,365	1,537,687	1,701,743	1,813,210
Unincorporated Area Special Purpose Fund	3,359,501	5,177,811	5,101,057	5,379,970
Intergovernmental Grants	432,320	309,518	316,712	340,687
<b>Total</b>	<b>\$8,406,319</b>	<b>\$11,019,897</b>	<b>\$12,200,222</b>	<b>\$12,970,154</b>

<b>Funded Positions</b>	<b>117</b>	<b>120</b>	<b>138</b>	<b>138</b>
<b>Funded FTE Positions</b>	<b>117.00</b>	<b>120.00</b>	<b>138.00</b>	<b>138.00</b>

The FY 02 adopted budget added four radio dispatchers to provide support for the answering and triaging demand of 9-1-1 emergency operations. The positions were fully funded by an increase in 9-1-1 user fees from \$.39 a month to \$.50 a month within the local telephone exchange. The department's operating efficiency included the elimination of one Secretary position. During FY 02, two Public Safety Officers were added for enhanced security at the County Center. In addition, one Community Service Program Coordinator II was added for coordination of marine safety. An Administrative Assistant position was transferred from Health and Social Services to Public Safety.

The FY 03 adopted budget included the reorganization of the Trauma Unit transferring it from Public Safety to Health and Social Services. One Trauma Coordinator was included in the transfer. During FY 03, a new telephone system (\$70,000) and computer system (\$72,748) were purchased for the Emergency Operations Center using emergency equipment funds.

The FY 04 adopted budget adds 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 has been included in the CIP budget. In addition, three Public Safety Officers and one Public Safety Sergeant is added to provide security for the new Floriland Mall Court Facility. An Emergency Communications Supervisor is added to the 9-1-1 Emergency Dispatch Center to assist in the supervision of the twenty-four hour staff workforce.

The FY 05 planned budget reflects funding at continuation levels.

## 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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>CIP Project Management</b>	1,3				
<i>Workload/Demand</i>					
# of CIP projects managed		365	317	192	173
<i>Efficiency</i>					
contain construction contract costs within 5% of award for all projects > \$1 million		1%	5%	5%	5%
<i>Effectiveness</i>					
meet substantial completion within 60 days 80% of the time		88%	95%	80%	80%
avoid litigation in 98% of construction contracts		98.4%	100%	98%	98%
<b>Roadway Maintenance</b>	4				
<i>Workload/Demand</i>					
# of miles of shoulders stabilized		115	72	115	115
# of hand patching jobs (potholes & edges)		17,136	20,188	19,000	19,000
<i>Efficiency</i>					
average # of miles per FTE		10.68	10.41	12.50	12.50
<i>Effectiveness</i>					
% of shoulder miles stabilized		1.86%	1.17%	2.00%	2.00%
average time for hand patching after citizen complaint		n/a	24 hours	24 hours	24 hours
<b>Traffic Signal, Sign and Markings Maintenance</b>	2				
<i>Workload/Demand</i>					
# of maintenance checks on signals and signs		1,922	2,009	898	943
# of new signs per year		8,992	11,143	9,130	9,275
<i>Efficiency</i>					
# of signal maintenance calls per FTE		196	199	223	247
<i>Effectiveness</i>					
average response time to signal outage		1 hour	1 hour	1 hour	1 hour
<b>Traffic Engineering and Safety Management</b>	2				
<i>Workload/Demand</i>					
# of citizen requests		6,123	11,957	7,025	7,250
# of administrative referrals		197	235	243	263
<i>Efficiency</i>					
# of citizen requests and referrals completed on time		31.9	97	97	97
<i>Effectiveness</i>					
satisfactory response to citizen requests		95%	95%	95%	95%

Continued in "Supplemental Information"

## PUBLIC WORKS DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$29,896,038	\$33,088,012	\$37,338,942	\$40,426,167
Operating Expenditure/Expense	26,949,103	30,068,806	31,916,782	32,352,284
Capital Equipment	927,885	63,700	361,750	186,900
Capital Projects	50,839	0	160,000	200,000
<b>Total</b>	<b>\$57,823,865</b>	<b>\$63,220,518</b>	<b>\$69,777,474</b>	<b>\$73,165,351</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$2,105,876	\$2,313,394	\$2,568,488	\$2,891,605
Unincorporated Area General Fund	10,911,970	10,990,913	11,858,280	12,455,921
Countywide Special Purpose Revenue Fund	0	2,300	2,500	2,500
Unincorporated Area Special Purpose Fund	122,128	269,333	653,067	638,787
Intergovernmental Grants	574,938	629,783	495,274	495,274
County Transportation Trust Fund	44,108,953	49,014,795	54,199,865	56,681,264
<b>Total</b>	<b>\$57,823,865</b>	<b>\$63,220,518</b>	<b>\$69,777,474</b>	<b>\$73,165,351</b>

<b>Funded Positions</b>	<b>640</b>	<b>639</b>	<b>653</b>	<b>651</b>
<b>Funded FTE Positions</b>	<b>640.00</b>	<b>639.00</b>	<b>653.00</b>	<b>651.00</b>

The FY 02 adopted budget included \$1.75 million for continued enhanced transportation maintenance programs such as street lighting, traffic signs, pavement striping, and detectors. The budget also reflected efficiency reductions of two limited duration positions (an Environmental Scientist II and a Professional Engineer I) for the advanced stormwater projects, reductions in overtime, contractual services, inventory and delay in mobile radio purchases. All of these efficiency measures were the result of improved inventory and maintenance management systems. During FY 02, a Laborer position was transferred to Human Resources to provide services for the Health Insurance Portability Privacy Act.

The FY 03 adopted budget included the second year of funding (\$1.75 million: street lighting-\$100,000; lighted street name signs-\$400,000; traffic signs and pavement striping-\$800,000; and detectors-\$450,000). The Adopt-A-Pond and NPDES Discharge Monitoring programs were transferred from the stormwater management project fund to the stormwater management operating fund. Due to increased demand, funding for the Residential Traffic Calming Program has been increased by \$120,000 with a corresponding decrease in the Traffic Signs and Pavement Striping Program. Funding increased by \$91,281 for the Aquatic Vegetation Control Grant from the Department of Environmental Protection.

The FY 04 adopted budget includes \$2.5 million for continued transportation maintenance programs such as street lighting, lighted street name signs, traffic signs and pavement striping, detectors, transportation disadvantaged programs, traffic calming, pedestrian and bike safety. Additional operating funding is included for the Mosquito Control program mandatory helicopter maintenance, lease payments for grounds areas on Tampa International Airport, National Pollutant Discharge Elimination System (NPDES) discharge monitoring program permit requirement, and for the purchase of a vehicle and equipment for Adopt-A-Pond to carry out pond cleanups. The budget includes 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 includes a net reduction of six limited-duration positions for the accelerated stormwater program which provided support to the capital improvement program by reimbursement through CIP chargebacks. Two positions (an Engineering Technician I and Senior Engineer) are 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 planned budget includes \$2.65 million for the continued transportation maintenance programs and a reduction of two positions no longer required for the completion of the Accelerated Stormwater Program.

## 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 21 days.
2. Manage central procurement for an average turnaround time for formal bids/requests for proposals (exceeding \$25,000): commodities/term (85 average days, services (120 average days), and construction (129 average days).
3. Manage automated purchasing activity and process an average of 2,300 regular and blanket purchase orders per year.
4. Manage and train on the Purchasing Card program offering a monthly training class for all departments and quarterly user meetings.
5. Manage surplus property disposition through traditional and online auctioning service on a monthly basis.
6. Manage the CAPES program and process an average of 100 evaluations per year.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Central Procurement-Informal (Between \$2,500 and \$25,000)</b>	1				
<i>Workload/Demand</i>					
# of informal procurements		n/a	n/a	n/a	n/a
<i>Efficiency</i>					
cost per informal procurement per FTE		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
average turnaround time for informal procurement		n/a	n/a	n/a	n/a
<b>Central Procurement Formal (Exceeding \$25,000)</b>	2				
<i>Workload/Demand</i>					
# of BOCC awards		143	186	152	152
# of County Administrator awards		122	127	131	131
# of construction procurements		60	75	65	65
# of service procurements		45	55	55	55
# of commodity procurements		86	94	90	90
# of term contract procurements		62	89	65	65
# of renewals		64	59	60	60
# of staff site visits		69	125	75	75
<i>Efficiency</i>					
cost per formal procurements per FTE		n/a	\$3,203	\$4,197	\$4,462
<i>Effectiveness</i>					
avg. turnaround on construction procurement (in days)		129	122	129	120
avg. turnaround on service procurement (in days)		126	123	120	115
avg. turnaround on commodities procurement (in days)		82	61	82	80
avg. turnaround on term procurement (in days)		86	63	80	80

Continued in "Supplemental Information"

## PURCHASING DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$1,828,005	\$2,106,931	\$2,221,884	\$2,424,568
Operating Expenditure/Expense	71,413	94,830	94,830	94,830
<b>Total</b>	<b>\$1,899,418</b>	<b>\$2,201,761</b>	<b>\$2,316,714</b>	<b>\$2,519,398</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,899,418	\$2,201,761	\$2,316,714	\$2,519,398
<b>Total</b>	<b>\$1,899,418</b>	<b>\$2,201,761</b>	<b>\$2,316,714</b>	<b>\$2,519,398</b>

<b>Funded Positions</b>	<b>34</b>	<b>34</b>	<b>34</b>	<b>34</b>
<b>Funded FTE Positions</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>

Three positions were deleted in the FY 02 adopted budget. Two of these positions supported the Accelerated Stormwater Program while the other position was in the Customer Service and Support area.

The FY 03 adopted budget added increased funding for training and an upgrade of the Department's telephone voice mail system.

The FY 04 adopted and FY 05 planned budget represent funding at continuation levels.

## 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. 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).
2. Provide professional property management as landlord and as tenant, keeping average cost per square foot of office space as tenant below \$13.50.
3. 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 plat review deadlines (5 or 10 day) 100% of the time.
4. Effectively maintain 291 County facilities with 4,061,473 square feet; maintain utility cost for County Center below average cost of commercial buildings in the downtown area.
5. 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.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Real Estate Acquisition</b>	1				
<i>Workload/Demand</i>					
# of CIP projects/parcels completed		40/52	40/85	40/85	40/85
# of acres acquired for ELAPP		1,450	1,500	1,500	1,500
<i>Efficiency</i>					
ELAPP purchase as a % of highest appraised value		92%	95%	95%	95%
<i>Effectiveness</i>					
% of parcels closed prior to litigation		67%	60%	60%	60%
<b>Property Management</b>	2				
<i>Workload/Demand</i>					
# of leased/licensed properties managed		205	210	205	205
<i>Efficiency</i>					
average cost per sq. ft. of office space as tenant		\$11.71	\$12.06	\$12.50	\$12.75
<i>Effectiveness</i>					
revenue generated from leased/licensed property (includes parking revenue)		\$2.35 million	\$1.56 million	\$2.09 million	\$2.1 million
<b>Technical Support</b>	1				
<i>Workload/Demand</i>					
# of technical reviews for capital projects		153	160	170	170
<i>Efficiency</i>					
# of public information per FTE		1,688	1,635	1,700	1,700
<i>Effectiveness</i>					
% of BOCC approval of staff recommendations on vacating petitions		95%	100%	98%	98%
<b>Survey Mapping</b>	3				
<i>Workload/Demand</i>					
# of survey and mapping requests		356	347	405	405
# of print room print requests		24,280	20,135	23,000	24,000
# of plat reviews/resubmittals		595	635	590	590
<i>Efficiency</i>					
average revenue generated per print room request		\$4.00	\$5.55	\$6.00	\$6.00
<i>Effectiveness</i>					
# of plat reviews per FTE		198	196	196	198

Continued in "Supplemental Information"

## REAL ESTATE DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$11,049,136	\$12,951,136	\$14,578,839	\$15,932,119
Operating Expenditure/Expense	7,810,382	11,864,800	15,150,880	14,546,829
Capital Equipment	78,523	47,670	120,260	64,207
Capital Projects	1,230,814	0	0	0
<b>Total</b>	<b>\$20,168,855</b>	<b>\$24,863,606</b>	<b>\$29,849,979</b>	<b>\$30,543,155</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$15,010,130	\$15,598,312	\$19,945,934	\$21,080,164
Unincorporated Area General Fund	2,980,604	6,115,800	6,533,627	5,883,633
Intergovernmental Grants	279,423	0	0	0
County Transportation Trust Fund	1,582,806	2,772,711	2,840,304	3,014,456
Enviro Sensitive Lands Tax/Bond Fund	153,149	197,238	287,070	304,887
Water & Wastewater Utility Enterprise Fd	162,743	179,545	243,044	260,015
<b>Total</b>	<b>\$20,168,855</b>	<b>\$24,863,606</b>	<b>\$29,849,979</b>	<b>\$30,543,155</b>

<b>Funded Positions</b>	<b>237</b>	<b>244</b>	<b>254</b>	<b>256</b>
<b>Funded FTE Positions</b>	<b>237.00</b>	<b>244.00</b>	<b>254.00</b>	<b>256.00</b>

The FY 02 adopted budget added seven limited duration positions to support the right-of-way inventory project within the Survey Division; two positions were added to the Architecture Service Section to enhance project management and construction inspection support for projects in the Capital Improvement Program and one custodian to provide direct support to the libraries. Funding for an interim parking expansion of 200 spaces for county employees was added until a new county parking garage is constructed and additional funding was included to evaluate the feasibility of using the Cuban Club as a history center or other County need. Operating efficiency savings reduced personal services and operating expenses by \$302,350. The FY 03 adopted budget adds an additional position to Architecture Services for project management and construction inspection support for projects in the Capital Improvement Program and six positions to provide maintenance services for eight additional buildings (Central Chiller Plant, Providence Fire Station, Sun City Fire Station, South County Service Center, West Tampa Library Expansion, new Courts Buildings, Brandon Library, South County Library) scheduled to come on line from completed facility expansion projects. Funds cover the operating expenses associated with the new downtown chiller plant and to provide for the maintenance and space planning requirements of the new Sabal Park (four) building complex that was approved for purchase by the BOCC during FY 02. Funding in the amount of \$70,000 is included in the FY 03 adopted budget to provide contract surveyor services to temporarily supplement the work of County surveyors in the area of plat review compliance. Operating efficiencies will further reduce expenses by \$158,282 in FY 03. During FY 03 the Public Arts Program, with one position, was transferred from the Communications Department to Real Estate Architectural Services.

The FY 04 adopted budget continues funding four positions that were limited duration to support the Accelerated Stormwater Program and now permanently provide land acquisition and technical support to the capital improvement program by reimbursement through CIP chargebacks to the General Fund. There is also funding of \$72,000 to continue the interim parking expansion of 200 spaces for County employees and increase another 100 spaces through FY 05. In FY 04 there are three additional custodial personnel funded for the daily housekeeping chores in the new Edgecomb building; one Clerk and operating funds to manage and maintain the new parking garage; and two Custodial Inspectors, a Landscape Gardener and Locksmith to support the expansion of facilities in the County. In FY 05 there is funding in the second half of the year for a Land Agent I (center manager) and a Custodian to be hired and trained to staff the South County Regional Service Center scheduled to open in October 2005.

In the County Surveying Division there is \$225,000 in FY 04 to fund high resolution photogrammetric mapping (aerials) of the County to be used for purposes of historical record and project planning by various departments and agencies. In FY 04 there is \$74,000 for Strategic Automation Plan projects for mapping system upgrades and equipment and \$40,207 in FY 05. This includes a mapping server upgrade, electronic document/image management system, high end document scanner and conversion of the microfilm library to digital format. FY 04 includes an addition of one Land Agent in Technical Services to support the Water Department's capital improvement program and other projects generated by the Water Department, including identification and sale of Water Department surplus land.

## 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Section 8 Housing</b>	1				
<i>Workload/Demand</i>					
# of applicants on the waiting list		n/a	n/a	2,376	2,000
# of rental vouchers processed (applicants granted)		n/a	n/a	1,850	1,993
# of families applied for Family Self-Sufficiency Program (FSS)		n/a	n/a	100	100
# of families accepted into the FSS Program		n/a	n/a	25	50
# of informational brochures distributed for outreach		n/a	n/a	500	600
# of presentations at community forums for outreach		n/a	n/a	5	5
# of housing units available		n/a	n/a	1,965	2,193
# of new inquiries for service		n/a	n/a	3,500	4,000
<i>Efficiency</i>					
average # of days for enrollment period(apply to qualify)		n/a	n/a	45	40
# of Section 8 applications per FTE		n/a	n/a	308	225
average # of months applicants wait to get housing		n/a	n/a	21	19
<i>Effectiveness</i>					
% of new households enrolled and maintained active status (Section 8)		n/a	n/a	8.5%	8.5%
% of constituents informed of program services		n/a	n/a	8.9%	8.9%
% of applicants on waiting list housed each year		n/a	n/a	7%	9%
<b>Weed and Seed Program-GED Instructional Learning</b>	1,2				
<i>Workload/Demand</i>					
# of individuals enrolled in GED classes		n/a	n/a	240	250
# of GED students		n/a	n/a	10	12
# of students in the ATOSS Program		n/a	n/a	300	315
# of community based activities offered		n/a	n/a	6	8
# of new communicated based activities enlisted		n/a	n/a	2	2
# of social services offered in targeted districts		n/a	n/a	3	4
# of enrollees in social services		n/a	n/a	415	425
<i>Efficiency</i>					
avg. # of visitors per day to the center		n/a	n/a	20	25

Continued in "Supplemental Information"



**SECTION 8 U.S. HOUSING ACT; WEED AND SEED**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Grants & Aids	\$0	\$0	\$13,554,759	\$13,557,041
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,554,759</b>	<b>\$13,557,041</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Unincorporated Area General Fund	\$0	\$0	\$152,865	\$171,146
Intergovernmental Grants	0	0	13,401,894	13,385,895
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$13,554,759</b>	<b>\$13,557,041</b>

<b>Funded Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>20</b>	<b>20</b>
<b>Funded FTE Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>20.00</b>	<b>20.00</b>

The FY 04 adopted budget includes 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 are 18 positions in the Section 8 Housing Program of which 2 positions are funded from the Unincorporated Area General Fund and 16 are funded from the Section 8 HUD grant. There are 2 grant-funded positions in Weed and Seed. The Section 8 Rental Housing Program is funded through the 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 is funded by the U. S. Department of Justice to "weed" out crime and "seed" social services in designated areas in Hillsborough County.

## 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Waste Collection</b>	1				
<i>Workload/Demand</i>					
total tons collected (residential)		363,973	394,042	319,400	330,696
# of residential customers receiving collection svc.		195,016	201,641	206,220	213,340
tons of solid waste transferred		292,545	313,509	301,387	305,908
tons of recycled solid waste collected (residential)		29,188	28,723	28,723	28,436
<i>Efficiency</i>					
cost per ton of solid waste collected (residential)		\$54.38	\$52.91	\$54.29	\$55.50
<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		0.67	0.71	0.72	0.74
tons of recyclables collected per residential unit		0.15	0.15	0.14	0.13
<b>Waste Disposal</b>	2				
<i>Workload/Demand</i>					
tons of solid waste landfilled		448,854	486,514	445,342	463,746
tons of solid waste incinerated		359,001	363,355	420,000	420,000
tons of yard/wood waste processed		130,878	150,699	149,338	158,299
<i>Efficiency</i>					
costs per ton of solid waste landfilled		\$15.05	\$20.72	\$20.49	\$20.75
costs per ton of solid waste incinerated		\$41.00	\$41.35	\$41.40	\$42.23
costs per ton of yard/wood waste processed		\$13.29	\$12.69	\$14.98	\$15.19
<i>Effectiveness</i>					
Resource Recovery Boiler Availability Factor		91.5%	90.7%	91.5%	91.5%

## SOLID WASTE MANAGEMENT DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$6,315,703	\$6,874,946	\$8,128,000	\$8,727,299
Operating Expenditure/Expense	45,404,157	50,890,489	52,575,374	54,423,812
Capital Equipment	1,604,502	1,493,000	3,651,300	1,971,200
Capital Projects	26,021	0	0	0
<b>Total</b>	<b>\$53,350,383</b>	<b>\$59,258,435</b>	<b>\$64,354,674</b>	<b>\$65,122,311</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Solid Waste System Enterprise Fund	\$53,350,383	\$59,258,435	\$64,354,674	\$65,122,311
<b>Total</b>	<b>\$53,350,383</b>	<b>\$59,258,435</b>	<b>\$64,354,674</b>	<b>\$65,122,311</b>

<b>Funded Positions</b>	<b>137</b>	<b>137</b>	<b>143</b>	<b>143</b>
<b>Funded FTE Positions</b>	<b>137.00</b>	<b>137.00</b>	<b>143.00</b>	<b>143.00</b>

Remediation funding was included for the Ruskin Landfill in the FY 02 adopted budget. The FY 02 adopted budget also included funding for an "Operation Clean-Up" pilot program. The program was funded for one year and operated in conjunction with the Community Improvement and Parks and Recreation departments. It provided a one year ditch, thoroughfare, alley and vacant lot clean up in designated unincorporated area neighborhoods. The FY 02 adopted budget also added one Litter Control Coordinator and funding for an enhanced Litter Control Program. The Department's operating efficiencies included elimination of a Clerk II position, usage of chipped tires instead of sand in the landfill capacity expansion construction, paint recycling program, and reduction of repairs to the landfill gas management system due to an improved preventative maintenance program.

The FY 03 adopted budget included funding for the "Operation Clean-Up" program. The program was operated in conjunction with the Community Improvement and Parks and Recreation departments. The program provided clean up in designated unincorporated area neighborhoods. Additional funding was provided for computers and internet connection at the Solid Waste southwest sites. During FY 03 a Wastewater Plant Operator III and a Plant Maintenance Mechanic II were added to operate the Leachate Treatment Facility with in-house staff.

The FY 04 adopted budget adds four positions: Senior Engineer, Environmental Specialist I, Solid Waste Coordinator, and Special Projects Manager. These positions are added to oversee landfill capacity expansions, sampling requirements, franchise collection, and 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" is included in the FY 04 adopted budget.

The FY 05 planned budget is funded at continuation level.

## WATER DEPARTMENT

**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 within the service area efficiently and effectively, while complying with regulatory requirements 100% of the time.
2. Treat and dispose all wastewater received from customers within the service area efficiently and effectively, while achieving at least 98% compliance with regulatory requirements.
3. Distribute reclaimed water to customers within the service area efficiently and effectively, including an increase of 5% in delivered reclaimed water as a percentage of effluent produced by wastewater treatment facilities..

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Water Program</b>	1				
<i>Workload/Demand</i>					
billable usage (stated in thousands of gallons)		13,885,246	13,159,126	14,663,628	15,037,002
<i>Efficiency</i>					
costs per thousand gallons for providing potable water (net of TBW)		\$1.98	\$2.32	\$2.17	\$2.19
<i>Effectiveness</i>					
% of compliance with regulatory requirements for water quality standards		100%	100%	100%	100%
<b>Wastewater Program</b>	2				
<i>Workload/Demand</i>					
billable flow (stated in thousands of gallons)		10,024,276	10,244,558	10,757,131	11,062,977
<i>Efficiency</i>					
costs per thousand gallons for collecting and treating wastewater		\$5.85	\$6.32	\$6.05	\$6.03
<i>Effectiveness</i>					
wastewater at least 98% in compliance with regulatory requirements		99.5%	99.0%	99.0%	99.0%
<b>Reclaimed Water Program</b>	3				
<i>Workload/Demand</i>					
gallons of reclaimed water distributed to customers (stated in thousands of gallons)		4,765,075	4,338,015	6,755,856	7,289,332
<i>Efficiency</i>					
costs of distributing reclaimed water		\$0.54	\$0.65	\$0.51	\$0.50
<i>Effectiveness</i>					
percentage increase in reclaimed water delivered		7.4%	-9.0%	7.7%	3.0%

## WATER DEPARTMENT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$26,051,832	\$28,527,426	\$34,421,155	\$37,673,078
Operating Expenditure/Expense	51,155,838	59,085,750	75,499,158	74,706,281
Capital Equipment	1,997,421	763,950	4,272,225	2,068,280
Capital Projects	28,471	102,070	50,000	70,000
<b>Total</b>	<b>\$79,233,562</b>	<b>\$88,479,196</b>	<b>\$114,242,538</b>	<b>\$114,517,639</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$6,112	\$47,600	\$44,000	\$44,000
Unincorporated Area General Fund	34,994	73,525	82,285	79,285
Unincorporated Area Special Purpose Fund	147,020	53,162	61,802	36,311
Intergovernmental Grants	0	0	84,789	92,420
Water & Wastewater Utility Enterprise Fd	78,987,785	88,254,909	113,900,662	114,196,623
Recl Water Spcl Assessment Rev Bds 2000	10,960	0	0	0
Capacity Assess Special Assess Bds 2000	46,691	50,000	69,000	69,000
<b>Total</b>	<b>\$79,233,562</b>	<b>\$88,479,196</b>	<b>\$114,242,538</b>	<b>\$114,517,639</b>

<b>Funded Positions</b>	<b>546</b>	<b>551</b>	<b>601</b>	<b>606</b>
<b>Funded FTE Positions</b>	<b>546.00</b>	<b>551.00</b>	<b>601.00</b>	<b>606.00</b>

The FY 02 adopted budget added 15 positions. Funding was also provided for MUPS and GIS maintenance as well as updates and integration of an asset management system. The department's operating efficiencies included the elimination of two Storekeeper I positions, elimination of 8,058 square feet of warehouse rental space, and discontinued usage of the Utility Business System Advisor. In addition, the maintenance and testing of fire hydrants was performed in-house in concert with the water operations flushing program, thereby eliminating the usage of outside contractors. During FY 02, one position was transferred to Human Resources.

The FY 03 adopted budget included the addition of six positions. These positions provided for expanded water and wastewater planning, analysis, and treatment to meet required State and federal standards with specific emphasis on the Tampa/Hillsborough Interconnect project, Aquifer Storage and Recovery project, and the expansion of the Falkenburg and Valrico Advanced Water Treatment Plants (AWTP). Also included in the FY 03 adopted budget is the operating cost of new wastewater pumping stations and increased funding for purchased water from Tampa Bay Water. During FY 03 seven positions and related expenditures were added to implement new treatment protocols at the Northwest Hillsborough Water Treatment Plant. Twelve additional positions were added during FY 03 to operate three utility systems (Seaboard, Hershel Heights, and Valrico Hills) purchased from Florida Water Systems. During FY 03 one position was eliminated and one position was transferred to Management and Budget. In addition, two positions were transferred from the Water Department from Housing and Community Code Enforcement. These positions are partially funded from the CDBG grant (50%).

The FY 04 adopted budget adds thirty one positions. These positions provide 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 is 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 is \$7,076,250 for a comprehensive asset management system and an upgrade to the utility billing system.

The FY 05 planned budget adds five additional positions for processing customer accounts and providing customer service.

Note: There are currently 20 water and wastewater plant operator trainees to meet the shortage of certified plant operators. The trainees are given two years to meet certification requirements and then move into an operator position. A certified plant operator 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 the required wellfield reductions are achieved according to mandated timelines.
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.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Evaluation of New and Existing Water Supply Projects</b>	1				
<i>Workload/Demand</i>					
# of projects evaluated/considered for arbitration or Chapter 120		5	5	7	4
<i>Efficiency</i>					
average consultant hourly rate		\$134	\$134	\$134	\$134
<i>Effectiveness</i>					
% of evaluations completed within 30 days		100%	100%	100%	100%
% of evaluations where deficiencies are found and arbitration initiated		0%	0%	28%	25%
% of arbitration/Chapter 120 recommendations adopted by the BOCC		100%	100%	100%	100%
<b>Exercising of County's Arbitration Rights</b>	2				
<i>Workload/Demand</i>					
# of projects, arbitration, or Chapter 120 Hearings initiated		0	0	2	1
<i>Efficiency</i>					
average outside counsel hourly rate		\$165	\$165	\$165	\$165
<i>Effectiveness</i>					
% of arbitrations/Chapter 120 challenges settled with issues resolved		n/a	n/a	50%	50%
% of evaluations where recommendations made to improve project with no arbitration		100%	100%	72%	75%
<b>Monitoring Wellfield Reductions</b>	3				
<i>Workload/Demand</i>					
# of meetings attended		18	18	18	18
# of permits required/documents reviewed		3	1	2	2
<i>Efficiency</i>					
average consultant hourly rate		\$90	\$90	\$90	\$90
<i>Effectiveness</i>					
% of deadlines met		100%	100%	100%	100%

Continued in "Supplemental Information"

## WATER RESOURCES TEAM

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$251,794	\$288,593	\$319,669	\$348,762
Operating Expenditure/Expense	66,228	243,152	112,835	112,988
Capital Equipment	3,622	0	0	0
<b>Total</b>	<b>\$321,644</b>	<b>\$531,745</b>	<b>\$432,504</b>	<b>\$461,750</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide Special Purpose Revenue Fund	\$321,644	\$531,745	\$432,504	\$461,750
<b>Total</b>	<b>\$321,644</b>	<b>\$531,745</b>	<b>\$432,504</b>	<b>\$461,750</b>

<b>Funded Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Funded FTE Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

The FY 02 adopted budget was funded at continuation levels except for the elimination of an Accountant I position. The Water Resource Team initiative was initially funded for a three-year period. In FY 02, the BOCC agreed to continue the initiative supported by the original funding.

The original funding for the Water Resources Team was \$12,191,000. The remaining funding was projected to cover all program costs through FY 03. The Water Resource Team Initiative included funding for legal and professional services within the Non-Departmental Allotments area of the budget. The FY 03 adopted budget increases these support services by \$600,000 without any new funding.

The FY 04 adopted and FY 05 planned budgets are funded at continuation levels.

## BOCC JUDICIAL SERVICES COSTS

**MISSION:**

Record payments by the County for filing fees, costs for the circuit and county courts, and the cost of witnesses when they have been called by the State Attorney.

**KEY OBJECTIVES:**

1. Make payments and perform accounting functions for judicial service costs.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Judicial Services</b>	1				
<i>Workload/Demand</i>					
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for County Court		\$37,996	\$42,251	\$44,787	\$46,131
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for Circuit Court		\$274,848	\$270,418	\$324,555	\$334,292
payment of jury parking		\$118,940	\$128,994	\$132,344	\$136,314
payment of court costs and filing fees:					
General Fund		\$1,451,033	\$1,453,937	\$1,618,914	\$1,667,481
Fine & Forfeiture Fund		\$2,170,212	\$2,425,011	\$2,410,564	\$2,482,881
<i>Efficiency</i>					
average parking cost per juror		\$8.65	\$9.59	\$8.90	\$8.90
<i>Effectiveness</i>					
% of payments processed error free		97%	98%	99%	100%



## BOCC JUDICIAL SERVICES COSTS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$456,532	\$508,637	\$427,818	\$136,314
Other Uses	3,718,834	3,811,974	3,022,109	0
<b>Total</b>	<b>\$4,175,366</b>	<b>\$4,320,611</b>	<b>\$3,449,927</b>	<b>\$136,314</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,527,503	\$1,652,457	\$1,346,530	\$136,314
Countywide Special Purpose Revenue Fund	2,647,863	2,668,154	2,103,397	0
<b>Total</b>	<b>\$4,175,366</b>	<b>\$4,320,611</b>	<b>\$3,449,927</b>	<b>\$136,314</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	N/A	N/A	N/A	N/A

Functions under the Clerk of the Circuit Court's Judicial Services budget include: payment for jury parking; payment for expert and ordinary witnesses for both Circuit and County Courts; and payment of court costs and filing fees.

The FY 04 adopted and FY 05 planned budgets reflect the anticipated impact of the implementation of Article V in July 2004. New legislation substantially changes 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 responsibility for expert and ordinary witnesses and the payment of court costs and filing fees will be covered by an increase in fees in the Clerk's non-Board budget. The FY 04 adopted budget has been 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 have been removed from the FY 05 planned budget.

## 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. Record all authorized documents into the official record ensuring the original document is returned to its owner within five business days.
2. 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.
3. File all delinquency and dependency petitions within 24 hours of receipt and schedule a court date within 21 days of filing, in accordance with Florida Statutes.
4. Provide assistance to customers seeking injunctions for protection against domestic and repeat violence providing a signed order within 24 hours for each petition filed.
5. Summon prospective jurors to serve the Thirteenth Judicial Circuit Courts five weeks prior to reporting date.
6. Enter all traffic citations received into the Traffic Management Information System within two days to accommodate customer payments and the setting of court dates.
7. Enter all new misdemeanor cases filed into the Comprehensive Court System within five days of receipt.
8. Enter all new felony cases filed into the Comprehensive Court System within 24 hours of receipt.
9. Collect, report, disburse, and invest County funds achieving an unqualified audit opinion.
10. 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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>County Recorder</b>	1				
<i>Workload/Demand</i>					
# of documents processed		451,833	501,419	515,090	530,543
# of pages processed		1,823,864	2,238,780	2,251,465	2,319,009
<i>Efficiency</i>					
# of documents processed per FTE		35,313	38,571	41,618	42,867
# of pages processed per FTE		123,819	180,825	222,415	229,087
<i>Effectiveness</i>					
% of documents mailed back within 5 days		90%	100%	96%	98%
<b>Internal Auditing</b>	2				
<i>Workload/Demand</i>					
# of audit reports issued		4	9	8	9
# of follow-up reports issued		2	2	3	4
<i>Efficiency</i>					
# of audit reports (regular and follow up) per FTE		.60	1.10	1.10	1.10
<i>Effectiveness</i>					
% of recommendations implemented as of official follow-up date		75%	75%	75%	80%
% of follow up audits performed within 6-12 months of the original audit		100%	100%	100%	100%

**Continued in "Supplemental Information"**

## CLERK OF THE CIRCUIT COURT

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Other Uses	\$24,853,839	\$26,589,813	\$26,114,519	\$20,517,969
<b>Total</b>	<b>\$24,853,839</b>	<b>\$26,589,813</b>	<b>\$26,114,519</b>	<b>\$20,517,969</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$24,853,839	\$26,589,813	\$26,114,519	\$20,517,969
<b>Total</b>	<b>\$24,853,839</b>	<b>\$26,589,813</b>	<b>\$26,114,519</b>	<b>\$20,517,969</b>

<b>Funded Positions</b>	<b>301</b>	<b>302</b>	<b>304</b>	<b>116</b>
<b>Funded FTE Positions</b>	<b>301.00</b>	<b>302.00</b>	<b>257.00</b>	<b>116.00</b>

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 02 adopted budget represented continuation level funding with increases primarily related to compensation and benefit adjustments and increased workloads in County Traffic and Misdemeanor--Water Violations. The FY 02 adopted budget included one new position in Clerk to the Board function.

The FY 03 adopted budget included a reduction of three positions in the Clerk to the Board function, one less position in County Criminal Court, four additional positions in Traffic Court, and one additional position at the Brandon satellite office. These position changes resulted in a net increase of one position for FY 03. The FY 03 adopted budget included funding for the operation of an off-site Traffic Department, but did not include any funding for a Collections Department.

The FY 04 adopted and FY 05 planned budgets reflect the anticipated impact of the implementation of Article V in July 2004. New legislation substantially changes 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 has been 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 have been removed from the FY 05 planned budget.

The position counts shown above do not include three positions associated the Value Adjustment Board.

## HILLSBOROUGH COUNTY SHERIFF

**MISSION:**

Serve and safeguard all persons in Hillsborough County and ensure the quality of life for all through effective and efficient delivery of law enforcement, detention, and court services.

**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 index 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 10 days and for non-enforceable processes within 30 days from date of referral.
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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Law Enforcement/Investigations</b>	1,2				
<i>Workload/Demand</i>					
# of calls for service		448,764	165,671	482,578	499,485
# of vehicle stops conducted		128,709	133,709	138,709	143,709
# of reported Part I crimes		36,708	36,800	37,500	37,200
<i>Efficiency</i>					
ratio of law enforcement deputies per thousand residents (includes unincorporated county population and deputies for grants/contracts)		1.66	1.61	1.60	1.58
<i>Effectiveness</i>					
average emergency response time in minutes		8.6	8.5	8.4	8.3
Part I Index Clearance Rate		23.9%	23.0%	23.2%	23.2%
<b>Detention Services</b>	3				
<i>Workload/Demand</i>					
# of inmates booked		63,912	66,788	68,793	72,934
average daily inmate census		3,519	3,691	3,872	4,062
detention operating capacity		3,036	3,354	3,585	3,758
<i>Efficiency</i>					
avg. daily cost per inmate (estimates based on 2001 actual)		\$61.67	\$61.67	\$61.67	\$61.67
<i>Effectiveness</i>					
daily census as a % of operating capacity		116%	110%	108%	108%
<b>Court Services</b>	4,5				
<i>Workload/Demand</i>					
# of court process services		208,749	240,000	264,000	266,640
# of inmates transported for local courts		44,827	46,620	48,413	50,206
# of circuit/county courts secured by bailiffs (excludes magistrate- hearings)		52	52	52	52
<i>Efficiency</i>					
average number of attempts for service per officer per day		29.9	29.9	29.9	29.9
<i>Effectiveness</i>					
% of enforceable processes actually serviced within 10-day period following referral		96%	96%	96%	96%

**Note:** Some data depicted is collected only on a calendar year basis.

## HILLSBOROUGH COUNTY SHERIFF

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$169,009,917	\$189,342,625	\$207,877,405	\$220,291,006
Operating Expenditure/Expense	39,891,750	41,865,312	46,160,450	48,766,169
Capital Equipment	15,115,251	8,991,427	9,996,587	12,881,697
Other Uses	372,000	384,000	300,000	300,000
<b>Total</b>	<b>\$224,388,918</b>	<b>\$240,583,364</b>	<b>\$264,334,442</b>	<b>\$282,238,872</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$152,883,909	\$164,547,099	\$180,495,455	\$195,258,273
Unincorporated Area General Fund	68,010,329	75,305,016	83,135,697	86,269,169
Countywide Special Purpose Revenue Fund	1,994,680	731,249	703,290	711,430
Cap Impr Commercial Paper Program Fund	1,500,000	0	0	0
<b>Total</b>	<b>\$224,388,918</b>	<b>\$240,583,364</b>	<b>\$264,334,442</b>	<b>\$282,238,872</b>

<b>Funded Positions</b>	<b>3,198</b>	<b>3,293</b>	<b>3,371</b>	<b>3,398</b>
<b>Funded FTE Positions</b>	<b>2,947.00</b>	<b>3,045.00</b>	<b>3,176.75</b>	<b>3,203.75</b>

The FY 02 adopted budget for the Sheriff includes 74 new positions: 23 Patrol Officers, 7 School Resource Officers, 4 Bailiffs, 32 Detention Deputies, and 8 civilian support staff. The Bailiffs are required for support 2 new judges added in FY 02.

On April 17, 2002 the BOCC approved accelerating the hiring of 22 new law enforcement deputies scheduled for FY 03. The Port Authority agreement will add 16 new law enforcement positions for FY 03. However, the County will receive direct reimbursement for this from the Port. In addition to the 38 law enforcement deputies, the FY 03 adopted budget includes an additional 57 new positions: 6 Patrol Deputies, 4 Bailiffs, 45 Detention Deputies, and 2 civilian support staff. These changes in personnel reflect a reduction of 4 law enforcement deputies resulting from delayed school construction and an additional 10 law enforcement deputies for Homeland Security planned in FY 03. A second court will be added in January 2003 requiring 4 Bailiffs rather than the original two. The increased detention staff are required to accommodate current jail over-crowding and the operational support of Falkenburg Road Jail expansion. Phase IV and Va of the expansion project are scheduled to open in April 2003 and Phase Vb in September 2003. The new Deputies in FY 02 and FY 03 will allow the department to staff 1.64 and 1.65 sworn Deputies per 1,000 citizens in each year respectively.

During FY 03, the Sheriff approved 15 out-of-cycle positions: 11 law enforcement, 10 of which were homeland security, and four support staff. The FY 04 adopted budget for the Sheriff includes an additional 63 new positions: 23 Patrol Deputies, 5 School Resource Deputies, 27 detention personnel for the current Falkenburg Jail expansion phase, and 8 support personnel.

The FY 05 planned budget includes 27 new positions: 22 Patrol Deputies and 5 support personnel.

In FY 00, the Board established a target ratio of 1.7 deputies per 1,000 citizens. Even with the additional positions, the Sheriff's Office will fall short of this target, 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 will allow the Sheriff to staff 1.60 and 1.58 certified deputies per 1,000 citizens, a reduction in both years.

## 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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<i>Workload/Demand</i>					
TRIM notices mailed	5	414,449	423,420	432,585	441,237
Homestead Exemptions processed	3	240,435	248,493	256,821	263,242
other exemptions processed	4	29,774	30,615	31,480	32,109
<i>Efficiency</i>					
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<i>Effectiveness</i>					
receive State Certification of Tax Rolls	1,2	yes	yes	TBD	TBD

**PROPERTY APPRAISER**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Operating Expenditure/Expense	\$9,592,703	\$9,855,675	\$10,419,729	\$11,066,580
<b>Total</b>	<b>\$9,592,703</b>	<b>\$9,855,675</b>	<b>\$10,419,729</b>	<b>\$11,066,580</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$8,074,331	\$8,248,280	\$8,698,694	\$9,214,254
Unincorporated Area General Fund	1,195,195	1,274,646	1,372,420	1,484,599
Library Tax District Fund	244,930	263,072	282,296	304,321
General Obligation Bonds P&R Sinking Fd	15,942	14,691	13,556	12,638
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	62,305	54,986	52,763	50,768
<b>Total</b>	<b>\$9,592,703</b>	<b>\$9,855,675</b>	<b>\$10,419,729</b>	<b>\$11,066,580</b>

<b>Funded Positions</b>	<b>158</b>	<b>158</b>	<b>155</b>	<b>155</b>
<b>Funded FTE Positions</b>	<b>158.00</b>	<b>158.00</b>	<b>155.00</b>	<b>155.00</b>

The FY 02 adopted budget request reflected a 7.54% increase in Personal Services to provide funds for salary market adjustment, a pay for performance increase recommended by the Hillsborough County Human Resources Department, and an increase in deferred compensation which was not included in the previous budget. With the combination of new technology, good management and efficiency, the number of positions has not been increased. In continued efforts to improve efficiency through technology and automation, the amount of \$646,400 has been included to replace some of the oldest EDP equipment and purchase new equipment for the dissemination and advancement of the Geographic Information System (GIS).

The FY 03 adopted budget reflected continuation level funding and no change to the number of funded positions. The Property Appraiser managed to limit its FY 03 budget increase to 2.73% and continues to increase efficiency through effective use of the latest technology.

The FY 04 adopted budget request reflects 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 is brought about by a combination of technology and automation improvements, along with good management.

The FY 05 planned 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.

## PUBLIC DEFENDER

**MISSION:**

Provide effective legal representation to the criminally accused indigent clients of Hillsborough County.

**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%.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Legal Representation to Indigent Clients</b>	1				
<i>Workload/Demand</i>					
# of appointed cases		60,767	61,307	62,533	63,784
<i>Efficiency</i>					
# of cases per attorney		750	757	772	787
<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		44.69%	25.00%	24.00%	23.00%



## PUBLIC DEFENDER

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$273,302	\$561,242	\$531,903	\$580,697
Operating Expenditure/Expense	980,176	912,316	1,071,668	105,766
Capital Equipment	33,005	0	0	0
<b>Total</b>	<b>\$1,286,483</b>	<b>\$1,473,558</b>	<b>\$1,603,571</b>	<b>\$686,463</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide Special Purpose Revenue Fund	\$1,286,483	\$1,473,558	\$1,603,571	\$686,463
<b>Total</b>	<b>\$1,286,483</b>	<b>\$1,473,558</b>	<b>\$1,603,571</b>	<b>\$686,463</b>

<b>Funded Positions</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>Funded FTE Positions</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

Per Section 24.54(3), Florida Statutes, the Public Defender shall be provided by the County 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 shall also be provided with 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 shall not be less than the standards for space allotment adopted by the Department of Management Services. The counties shall not provide less of these services than were provided in the previous fiscal year.

The FY 02 adopted budget was funded at the continuation level, which was consistent with the Public Defender's request. No capital funds were requested in FY 02. In FY 02, the Public Defender's budget funded the renovation of the 8th floor of 700 Twiggs Street providing 21 additional offices for attorneys and associated support staff.

The FY 03 adopted budget was funded at the continuation level. The Public Defender's request for electronic document storage equipment was not funded.

The FY 04 adopted and FY 05 planned budgets reflect the anticipated impact of the implementation of Article V in July 2004. New legislation substantially changes 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, phone system infrastructure and basic telephone service, and computer network and systems. All other costs for the Public Defender will be the responsibility of the State. The FY 04 and FY 05 budgets continue to fund 10 attorneys, not a County responsibility under Article V, to augment the staffing of the Juvenile Division. The FY 04 adopted budget has been reduced by an amount equal to 25% of those costs that are anticipated to shift to the State, while 100% of these costs have been removed from the FY 05 planned budget. The FY 04 budget includes \$242,003 in one-time funding for the replacement of the phone system.

Two initiatives were approved during the budget process but due to the uncertainty of the Article V issue, the funding for these items was placed in reserve. These initiatives include \$41,076 in FY 04 and \$164,304 in FY 05 for the upgrade to the operating system on all desktop computers, and \$370,00 in FY 05 for a document imaging system.

## 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 101,846 criminal legal actions on behalf of the State in FY 04 and 103,373 in FY 05.
2. Increase 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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Initiate Criminal Legal Caseload on Behalf of the State</b>	1-4				
<i>Workload/Demand</i>					
# of cases managed as mandated by F.S. 27.02		99,839	101,149	101,846	103,373
<i>Efficiency</i>					
automation of the criminal justice system will continue to enhance services provided to Hillsborough County citizens					
# of cases per FTE (number of FTE=108)		924	919	943	957
cost per case		\$11.51	\$12.62	\$12.53	\$12.35
<i>Effectiveness</i>					
dollars reimbursed to County through the cost of prosecutions		\$127,000	\$127,000	\$127,000	\$127,000
% of convictions		90.1%	89.0%	91.0%	91.5%

## STATE ATTORNEY PART I

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$1,062,872	\$1,206,304	\$984,450	\$337,450
Capital Equipment	81,645	70,000	62,500	40,000
Other Uses	4,666	0	0	0
<b>Total</b>	<b>\$1,149,183</b>	<b>\$1,276,304</b>	<b>\$1,046,950</b>	<b>\$377,450</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide Special Purpose Revenue Fund	\$1,132,517	\$1,276,304	\$1,046,950	\$377,450
Intergovernmental Grants	16,666	0	0	0
<b>Total</b>	<b>\$1,149,183</b>	<b>\$1,276,304</b>	<b>\$1,046,950</b>	<b>\$377,450</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	N/A	N/A	N/A	N/A

Per Section 27.34(2) Florida Statutes, the State Attorney shall be provided by the County 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 shall be 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; postindictment 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 shall not be less than the standards for space allotment adopted by the Department of Management Services, nor shall these services and office space be less than were provided in the prior fiscal year.

The FY 04 adopted and FY 05 planned budgets reflect the anticipated impact of the implementation of Article V in July 2004. New legislation substantially changes 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, phone system infrastructure and basic telephone service, and computer network and systems. All other costs for the State Attorney will be the responsibility of the State. The FY 04 adopted budget has been reduced by an amount equal to 25% of those costs that are anticipated to shift to the State, while 100% of these costs have been removed from the FY 05 planned budget.

## 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 generated revenue from check writers' required fees.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Projected FY 03	Projected FY 04	Planned FY 05
<b>Victim Assistance Services</b>	1				
<i>Workload/Demand</i>					
# of violent crime victims seen in the office		3,061	3,183	3,246	3,311
# of crime scene call-outs		54	56	60	65
# of domestic violence victims seen in office		2,059	2,100	2,142	2,184
# of awareness meetings/roll calls attended		39	42	43	44
# of initial interviews conducted for sexual and child abuse offenses		429	438	440	449
# of escorts provided to court hearings, depositions		1,057	1,078	1,100	1,122
# of petitioners of domestic violence injunctions contacted		4,108	4,200	4,250	4,500
<i>Efficiency</i>					
# of crime victims seen in the office per counselor FTE		320	318	324	330
<i>Effectiveness</i>					
# of violent crime victims' initial notifications within 5 days of crime		6,621	6,952	7,299	7,500
# of victims notified of crucial court dates within 72 hours after scheduled (by automated notification system--VINE)		111,366	115,800	118,100	120,462
# of assists and hours spent with petitioners of domestic violence injunctions		280 (329.00)	285 (339.00)	290 (350.00)	300 (370.00)
<b>Worthless Check Diversion Program</b>	2				
<i>Workload/Demand</i>					
# of worthless checks processed		6,095	6,215	6,339	6,465
<i>Efficiency</i>					
% success rate of Diversion Program		84%	80%	80%	80%
<i>Effectiveness</i>					
\$ amount of restitution returned to victims of worthless checks		\$962,115	\$980,000	\$990,000	\$1,000,000
\$ amount of revenue generated to BOCC by check writer fees		\$161,556	\$164,780	\$168,075	\$172,000

**STATE ATTORNEY PART II (VICTIM ASSISTANCE)**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$1,659,713	\$1,893,622	\$2,052,790	\$2,240,560
Operating Expenditure/Expense	151,811	169,787	178,332	187,060
<b>Total</b>	<b>\$1,811,524</b>	<b>\$2,063,409</b>	<b>\$2,231,122</b>	<b>\$2,427,620</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide Special Purpose Revenue Fund	\$1,811,524	\$2,063,409	\$2,231,122	\$2,427,620
<b>Total</b>	<b>\$1,811,524</b>	<b>\$2,063,409</b>	<b>\$2,231,122</b>	<b>\$2,427,620</b>

<b>Funded Positions</b>	<b>35</b>	<b>35</b>	<b>35</b>	<b>35</b>
<b>Funded FTE Positions</b>	<b>35.00</b>	<b>35.00</b>	<b>34.50</b>	<b>34.50</b>

The FY 02 adopted budget was funded at the continuation level.

The FY 03 adopted budget was funded at the continuation level.

The FY 04 adopted and FY 05 planned budgets are funded at the continuation level with the domestic violence therapist position working 20 hours per week.

## 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 presidential year elections to serve 539,000 registered voters for the Presidential Preference Primary; 537,000 registered voters for the First and Second Primary; and 566 registered voters for the General Elections.
2. Locate, retain and provide the support necessary to sustain 388 suitable and accessible polling places (10% increase) for four countywide elections.
3. Recruit 1,500 new poll workers and train a total of 4,000 top quality poll workers for each of the four countywide 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%.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Administer Elections/Voter Registration</b>	1-5				
<i>Workload/Demand</i>					
# of precincts supported		353	353	388	388
# of poll workers recruited		2,020	500	1,300	500
# of poll workers trained		5,463	4,592	7,030	3,606
# of registered voters		532,359	541,564	539,000	566,000
<i>Efficiency</i>					
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<i>Effectiveness</i>					
# of voters deleted from registration rolls		23,519	24,000	24,500	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		14,524	61,264	61,900	71,000
% of absentee ballots mailed within one day after receipt of request		100%	100%	100%	100%
# of final confirmations mailed		35,502	27,000	36,000	30,000
% of final confirmations mailed within one month of notification		100%	100%	100%	100%

## SUPERVISOR OF ELECTIONS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$5,109,969	\$3,947,295	\$6,588,056	\$3,757,071
<b>Total</b>	<b>\$5,109,969</b>	<b>\$3,947,295</b>	<b>\$6,588,056</b>	<b>\$3,757,071</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$3,580,007	\$3,947,295	\$6,588,056	\$3,757,071
Intergovernmental Grants	1,529,962	0	0	0
<b>Total</b>	<b>\$5,109,969</b>	<b>\$3,947,295</b>	<b>\$6,588,056</b>	<b>\$3,757,071</b>

<b>Funded Positions</b>	<b>28</b>	<b>28</b>	<b>29</b>	<b>29</b>
<b>Funded FTE Positions</b>	<b>28.00</b>	<b>28.00</b>	<b>29.00</b>	<b>29.00</b>

The FY 02 adopted budget reflected the resources necessary to meet the demands of a gubernatorial election year. The office conducted two countywide elections using a new touch screen voting system. One of these elections was accomplished in FY 02 and the other was conducted during the first two months of FY 03. There were three primary factors contributing to the FY 02 and FY 03 budget increase. First, reapportionment/redistricting actions by federal, state, and local governments in response to the 2000 Census which required new precincts and numerous precinct boundary/polling place changes prior to the 2002 elections (\$402,226). Second, implementation and support of a new electronic voting system prior to the 2002 elections costs approximately \$206,103. Third, two City of Tampa municipal elections are programmed during FY 03 (\$354,000). The City of Tampa reimbursed the County for conducting the two elections. Two additional clerical positions were included in the FY 02 adopted budget to process an increased number of voter registrations and accomplish the additional workload generated by state-mandated requirements. In addition, a new Storekeeper III position was included in the FY 02 adopted budget to help maintain, configure, and distribute the touch screen voting systems. The FY 02 adopted budget also included a pay increase for poll workers in order to enhance recruitment and retention of top quality workers.

The FY 03 adopted budget included an additional \$400,000 over the continuation level funding for the rental of 400 voting machines required to handle the increased volume associated with the November 2002 general election.

The FY 04 adopted budget projects funding requirements to conduct two countywide elections in what is sure to be a closely scrutinized and widely publicized presidential election year. It identifies 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 is 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 request for FY 04 also includes 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 budget request also includes 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 planned budget request represents continuation level funding based on the FY 04 budget request assuming only one countywide election.

## 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 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 80% of counter wait =<15 minutes and an overall customer satisfaction rating of 95%. 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Property Tax/Other Taxes and Licenses</b>	1				
<i>Workload/Demand</i>					
# of property parcels for tax roll		438,135	450,504	464,500	478,500
# of ad valorem transactions		408,780	417,323	433,500	446,500
property taxes collected (in millions)		\$1,063.369	\$1,113.010	\$1,128.128	\$1,161.972
other collections (in millions)		\$108.539	\$128.006	\$115.149	\$118.603
# of other transactions		83,656	90,835	88,750	91,413
<i>Efficiency</i>					
ad valorem transactions per FTE		8,346	8,915	9,671	9,961
<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)		98%	95%	95%	95%
<b>Motor Vehicle</b>	2				
<i>Workload/Demand</i>					
# of motor vehicle title/registration/Driver License transactions		1,755,204	1,788,732	1,862,100	1,918,000
motor vehicle collections (in millions)		\$85.297	\$93.150	\$90.491	\$93.206
<i>Efficiency</i>					
motor vehicle transactions per FTE		8,909	9,079	9,404	9,686
<i>Effectiveness</i>					
% voids to motor vehicle registrations and titles issued		2.7%	3%	3.0%	3.0%
% of time customer waits for service =<15 minutes		82%	80%	80%	80%
% customer satisfaction (per survey cards)		98%	95%	95%	95%
<b>Department Totals (Overall)</b>					
total collections for agency (in millions)		\$1,257.205	\$1,334.166	\$1,333.768	\$1,373.781
# of audit exceptions on annual independent audit		0	0	0	0
excess fees returned to agencies (in millions)		\$9.680	\$9.986	\$10.269	\$10.577
total transactions processed		2,247,640	2,296,890	2,384,350	2,455,913



## TAX COLLECTOR

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$16,175,714	\$18,513,844	\$19,958,014	\$21,228,499
<b>Total</b>	<b>\$16,175,714</b>	<b>\$18,513,844</b>	<b>\$19,958,014</b>	<b>\$21,228,499</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$12,788,778	\$14,633,630	\$15,779,839	\$16,778,854
Unincorporated Area General Fund	2,392,095	2,713,320	2,975,930	3,182,460
Unincorporated Area Special Purpose Fund	85,469	96,480	99,040	102,230
Sales Tax Revenue Fund	145,049	196,695	193,401	202,781
County Transportation Trust Fund	113,525	141,280	148,029	158,319
Library Tax District Fund	499,213	557,543	608,185	647,595
General Obligation Bonds P&R Sinking Fd	38,470	41,157	36,847	38,019
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	113,115	133,739	116,743	118,241
<b>Total</b>	<b>\$16,175,714</b>	<b>\$18,513,844</b>	<b>\$19,958,014</b>	<b>\$21,228,499</b>

<b>*Funded Positions</b>	<b>302</b>	<b>305</b>	<b>305</b>	<b>305</b>
<b>*Funded FTE Positions</b>	<b>302.00</b>	<b>305.00</b>	<b>305.00</b>	<b>305.00</b>

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.

Funded positions for FY 03 increased by three positions to 305. These three positions included a Director of Finance and two additional Customer Service Representatives for our current Property Tax Department.

The FY 04 adopted and FY 05 planned budgets reflect no change in the Tax Collector's 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 are approximately \$7.8 million in FY 04 and \$8.1 million in FY 05.

\*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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Value Adjustment</b>	1				
<i>Workload/Demand</i>					
# of petitions filed		3,752	3,900	4,000	4,120
# of hearings held		871	1,400	1,500	1,545
<i>Efficiency</i>					
# of petitions filed per FTE		938	975	1,000	1,030
# of hearings held per FTE		217.75	350	375	387
<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		2,730	2,750	2,775	2,858

## VALUE ADJUSTMENT BOARD

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$14	\$0	\$0	\$0
Other Uses	291,107	287,639	539,176	567,870
<b>Total</b>	<b>\$291,121</b>	<b>\$287,639</b>	<b>\$539,176</b>	<b>\$567,870</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$291,121	\$287,639	\$539,176	\$567,870
<b>Total</b>	<b>\$291,121</b>	<b>\$287,639</b>	<b>\$539,176</b>	<b>\$567,870</b>

<b>Funded Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Funded FTE Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

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 adopted and FY 05 planned budgets are 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 vendor discontinuing support of the current database.

## 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Children's Justice Center</b>	1				
<i>Workload/Demand</i>					
# of visitations scheduled		2,781	2,635	2,600	2,750
# of interviews set		334	415	400	400
# of completed visitations		1,769	1,815	1,720	1,750
# of completed interviews		302	389	350	350
<i>Efficiency</i>					
cost per completed visitation		\$72.64	\$71.62	\$76.00	\$75.50
cost per completed interview		\$445.38	\$347.04	\$400.00	\$400.00
<i>Effectiveness</i>					
% of interviews that are no shows		3.9%	3.6%	6%	6%
% of visitations that are cancelled		36.4%	33.3%	35%	35%
<b>Mediation and Diversion</b>	2				
<i>Workload/Demand</i>					
# of referrals for mediation made		12,567	12,106	9,000	0
# of hearings held		5,636	6,031	4,000	0
<i>Efficiency</i>					
# of referrals per FTE		739	753	500	500
<i>Effectiveness</i>					
% of cases resolved		55%	53.9%	60%	60%
% of parties/attorneys satisfied w/mediation process		91.5%	n/a	>85%	>85%
% of parties/attorneys satisfied with medication agreement		85.4%	n/a	>82%	>82%
<b>Court Administration</b>	3				
<i>Workload/Demand</i>					
# of help desk calls		11,412	12,639	12,800	12,800
# of court reporter/attorney bills processed		10,112	11,300	9,375	0
<i>Efficiency</i>					
# of payments processed per FTE		5,948	6,647	5,000	3,000
<i>Effectiveness</i>					
% of invoices processed within 7 days		39%	43%	60%	70%

## JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$7,396,799	\$8,847,651	\$8,009,641	\$2,548,393
Operating Expenditure/Expense	9,347,619	10,078,026	9,559,055	3,331,098
Capital Equipment	87,736	19,000	184,332	200,000
Capital Projects	95,456	0	0	0
Other Uses	128,823	139,556	105,000	75,000
<b>Total</b>	<b>\$17,056,433</b>	<b>\$19,084,233</b>	<b>\$17,858,028</b>	<b>\$6,154,491</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$6,338,059	\$6,956,860	\$6,225,217	\$3,168,648
Countywide Special Purpose Revenue Fund	9,122,724	10,910,639	10,979,879	2,485,468
Intergovernmental Grants	1,595,650	1,216,734	652,932	500,375
<b>Total</b>	<b>\$17,056,433</b>	<b>\$19,084,233</b>	<b>\$17,858,028</b>	<b>\$6,154,491</b>

<b>Funded Positions</b>	<b>159</b>	<b>162</b>	<b>168</b>	<b>47</b>
<b>Funded FTE Positions</b>	<b>159.00</b>	<b>162.00</b>	<b>167.00</b>	<b>44.85</b>

The FY 02 adopted budget reflected anticipated reductions in state Article V funding. This reduction was supplemented by increased Countywide General funding and increased Court funding. During FY 02, two Traffic Hearing Officer positions were added to expedite the processing of traffic cases.

The FY 03 adopted budget added a net of one position resulting from increased grant funding for Sexual Abuse Intervention and Child Advocacy Supervised Visitation Programs. However, there was a reduction of funding for the Victims of Crime Act (VOCA) funding. Additional funding was included for the special appointed public defenders for their services in representing defendants in capital cases. This additional funding, in the amount of \$131,000 provided for an increase in the hourly rate paid from \$60 per hour to \$90 per hour. During FY 03, one position was added for the Byrne grant and six positions were added to the Courts to address the increase in court appeals. Two positions were deleted due to the loss of grant funding for the Child Support Hearing Officer Program.

The FY 04 adopted budget for the Courts reflects the plan to implement Article V which provides 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 is July 2004. The budget reserves 25% adjustments of all expenditure lines that will become a State responsibility beginning in July 2004. Some of the expenditures that will be 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 has set aside funding in reserves for the following programs: Drug Court, Domestic Violence, Juvenile Diversion, Children's Justice, Elder Justice, and Community Mediation. Funding is 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 are transferred from the Judicial Branch to a new organization. The budget also includes funding for six positions that are currently funded by the State for the Family Diversion Unified Family Court program; this funding is for FY 04 only because the Courts expect this program to be included as a State responsibility in July 2004. The FY 05 planned budget funding is for the programs that the County is responsible for paying under Article V. Set aside in reserves, pending the final impact of Revision 7 implementation, is 100% funding for State-obligated programs and discretionary programs.

## 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 04 and 12.5% in FY 05.
2. Increase the number of volunteers by 15% in FY 04 and 15% in FY 05.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Guardian Ad Litem Services</b>	1				
<i>Workload/Demand</i>					
# of children receiving services of GAL volunteer or staff advocate		759	1,317	1,481	1,666
# of abused, neglected children currently on waiting list for GAL services		3,741	3,183	3,019	2,834
<i>Efficiency</i>					
# of children served per FTE		108	94	105	119
<i>Effectiveness</i>					
% of total entitled children receiving GAL services		16.8%	29.2%	32%	37%
% of new court ordered appointments accepted by GAL assignment		n/a	70.8%	68%	63%
<b>Volunteer Program</b>	2				
<i>Workload/Demand</i>					
# of volunteers		287	345	396	455
# of newly certified volunteers		n/a	128	138	158
<i>Efficiency</i>					
% of trainees certified per training class		n/a	66%	75%	75%
# of children served by volunteers		759	908	1,030	1,198
<i>Effectiveness</i>					
# of volunteers supervised by Case Managers		55	24.6	28	32
# of prospective trainees enrolled in training classes		n/a	181	184	210

**GUARDIAN AD LITEM**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$0	\$0	\$227,171	\$248,147
Operating Expenditure/Expense	0	0	225,906	200,082
Capital Equipment	0	0	10,000	0
	0	0	0	0
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$463,077</b>	<b>\$448,229</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$0	\$0	\$463,077	\$448,229
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$463,077</b>	<b>\$448,229</b>

<b>Funded Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>5</b>	<b>5</b>
<b>Funded FTE Positions</b>	<b>N/A</b>	<b>N/A</b>	<b>5.00</b>	<b>5.00</b>

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 planned budget is funded at the continuation level.

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## 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.

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**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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<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
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*Workload/Demand*

*Efficiency*

*Effectiveness*



## CHARTER REVIEW BOARD

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$0	\$0	\$0	\$47,512
Operating Expenditure/Expense	0	0	0	9,500
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$57,012</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$0	\$0	\$0	\$57,012
<b>Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$57,012</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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 Board convened from February 9, 2000 through February 1, 2001. The next Board will convene in FY 05.

The FY 05 planned budget provides 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.

## CITY-COUNTY 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 50 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 and Riverview, per the approved neighborhood/community planning Work Program and the agreed upon schedule, and provide staff support to the South Shore Advisory Committee such that community plan recommendations made are not in conflict with the adopted comprehensive plan.
3. Conduct the approved Work Program of the Hillsborough County MPO and provide excellent service in responding to over 400 citizen comments and inquiries and managing an effective transportation planning process that is capable of responding to technical inquiries from the public/elected officials within three days.
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.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Countywide Comprehensive Planning &amp; Related Activities</b>	1				
<i>Workload/Demand</i>					
# of plan amendments processed		63	72	50-60	50-60
<i>Efficiency</i>					
% of plan amendment clients counseled who chose to proceed with proposal against staff advice		0%	4%	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%
<b>Community/Neighborhood Planning &amp; Other Requested Studies</b>	2				
<i>Workload/Demand</i>					
# of community/neighborhood plan meetings held		47	62	40-50	40-50
<i>Efficiency</i>					
# of community/neighborhood plans recommended to local government boards that are not adopted		0	0	0	0
<i>Effectiveness</i>					
% of South Shore Advisory Committee plan recommendations that are not in conflict with the adopted Hillsborough County comprehensive plan		95%	100%	95%	95%

Continued in "Supplemental Information"

**CITY-COUNTY PLANNING COMMISSION**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$4,239,320	\$4,617,643	\$5,044,249	\$5,509,027
Operating Expenditure/Expense	505,870	662,342	653,854	657,216
Capital Equipment	65,103	62,100	62,100	62,100
<b>Total</b>	<b>\$4,810,293</b>	<b>\$5,342,085</b>	<b>\$5,760,203</b>	<b>\$6,228,343</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
County Blended Component Units Fund	\$4,810,293	\$5,342,085	\$5,760,203	\$6,228,343
<b>Total</b>	<b>\$4,810,293</b>	<b>\$5,342,085</b>	<b>\$5,760,203</b>	<b>\$6,228,343</b>

<b>Funded Positions</b>	<b>58</b>	<b>59</b>	<b>60</b>	<b>60</b>
<b>Funded FTE Positions</b>	<b>58.00</b>	<b>59.00</b>	<b>60.00</b>	<b>60.00</b>

The FY 02 adopted budget is funded at the continuation level to include 58 positions.

The FY 03 adopted budget includes additional funding in the amount of \$148,614 to support a joint participation of the Planning Commission and the Planning and Growth Management Department for a modified accelerated community-based planning schedule. For FY 03, the five-year Work Program (FY 03 - FY 07), the Planning Commission will be the lead agency for the Keystone-Odesa North Mobley and the Lutz Activity Centers Overlay, and the South Hillsborough Areawide Systems Plan Transportation Corridor and Community Plan #1. This funding authorizes the Planning Commission one Principal Planner and the funds for consultant services to facilitate and provide technical assistance in the community planning process. During FY 03 the Planning Commission received approval to establish a fully reimbursable Principal Planner position (reimbursable by an interlocal agreement through Metropolitan Planning Organization (MPO) grants to provide support for environmental and regional responsibilities for the MPO. This will allow participation in a new process, "Efficient Transportation Decision Making," to identify and address potential environmental impacts of transportation projects with State and federal permitting and resource agencies.

The FY 04 adopted and FY 05 planned budgets are funded at continuation levels.

## 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 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 February 24, 2003.
3. Employee Record Maintenance: Maintain employment history files for all classified employees and full-time temporaries in 22 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 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Applicant Recruiting &amp; Screening</b>	1				
<i>Workload/Demand</i>					
# of applicants assisted		49,854	48,550	58,595	62,697
<i>Efficiency</i>					
cost per applicant assisted		\$14.33	\$14.68	\$15.08	\$15.01
cost per certified applicant		\$26.76	\$24.95	\$27.42	\$27.31
<i>Effectiveness</i>					
avg number of days from recruit end to list release		9.2	8.9	9.0	9.0
<b>Job Classification &amp; Compensation</b>	2				
<i>Workload/Demand</i>					
# of job descriptions updated		119	155	136	136
<i>Efficiency</i>					
# of position actions completed per FTE		232	169.2	250	250
<i>Effectiveness</i>					
# of days before Feb. 24 recommended to BOCC		8	32	16	16
<b>Employee Record Maintenance</b>	3				
<i>Workload/Demand</i>					
# of employee files maintained		10,624	10,662	10,704	10,756
<i>Efficiency</i>					
# of employee actions processed per FTE		11,845	7,424	10,693	10,745
<i>Effectiveness</i>					
% of on-time actions processed		100%	100%	100%	100%
<b>Hearings of Discipline Appeals &amp; Grievances</b>	4				
<i>Workload/Demand</i>					
# of hearing requests processed		15	24	10	10
<i>Efficiency</i>					
% of requests resolved within 90 days		85%	79%	80%	80%
<i>Effectiveness</i>					
% of requests resolved prior to full hearing		90%	83%	80%	80%

Continued in "Supplemental Information"

## CIVIL SERVICE BOARD

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$1,629,885	\$1,780,178	\$2,082,325	\$2,265,800
Operating Expenditure/Expense	206,665	401,013	807,287	297,865
Capital Outlay	29,400	30,000	30,000	29,250
<b>Total</b>	<b>\$1,865,950</b>	<b>\$2,211,191</b>	<b>\$2,919,612</b>	<b>\$2,592,915</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
County Blended Component Units Fund	\$1,865,950	\$2,211,191	\$2,919,612	\$2,592,915
<b>Total</b>	<b>\$1,865,950</b>	<b>\$2,211,191</b>	<b>\$2,919,612</b>	<b>\$2,592,915</b>

<b>Funded Positions</b>	<b>28</b>	<b>29</b>	<b>31</b>	<b>31</b>
<b>Funded FTE Positions</b>	<b>28.00</b>	<b>29.00</b>	<b>31.00</b>	<b>31.00</b>

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 02 adopted budget was set at the minimum funding level of \$2,045,167.

The FY 03 adopted budget reflected the minimum funding level of \$2,211,191 which included \$127,938 in reimbursements from the Aviation Authority, the Tampa Sports Authority, the Tampa Port Authority, the Expressway Authority, and the Children's Board. This included the addition of one Clerk III position to provide assistance in the employee records/employee actions office. This position assists in retrieving employee records for HRIS data entry verification, processing personnel actions, filing employee records, and preparing records for public inspection.

The FY 04 adopted budget reflects \$543,265 above the minimum funding level of \$2,376,347 to fund a Pay and Classification Study and temporary staff to support the study. FY 04 also includes \$154,675 in reimbursements from participating authorities (FY 05 includes \$164,729). The addition of a Personnel Analyst and Clerk III will reduce 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.

## 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.
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.
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.
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.
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 resource management. Manage the Pollution Recovery Fund, Gardiner Settlement Trust Fund and Artificial Reefs programs. Evaluate cumulative environmental impacts of water supply development projects, in full coordination with Water Team staff. Respond to citizen complaints and enquiries involving surface water quality issues. During FY 04-FY 05, initiate habitat restoration and GIS programs.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Air Management</b>	1				
<i>Workload/Demand</i>					
# of compliance inspections conducted per year		1,727	1,800	1,850	1,900
<i>Efficiency</i>					
# of inspections per inspector per year		203	225	230	230
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		90%	95%	95%	95%
% of facilities found to be in compliance within one year of initial inspection		98%	99%	99%	99%
<b>Water Management</b>	2				
<i>Workload/Demand</i>					
# of compliance inspections conducted per year		1,290	1,231	1,325	1,340
<i>Efficiency</i>					
# of inspections per inspector per year		272	259	279	282
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		83%	93%	93%	93%
% of facilities found to be in compliance within one year of initial inspection		93%	95%	95%	95%
<b>Waste Management</b>	3				
<i>Workload/Demand</i>					
# of SQG inspections conducted per year		2,002	2,002	2,064	2,064
<i>Efficiency</i>					
# of SQG inspections conducted per inspector per year		329	308	318	318
<i>Effectiveness</i>					
% of facilities found to be in compliance		38%	40%	40%	50%
% of facilities found to be in compliance within on year of initial inspection		99%	99%	100%	100%

Continued in "Supplemental Information"

## ENVIRONMENTAL PROTECTION COMMISSION

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$9,854,757	\$10,920,892	\$11,754,907	\$12,771,699
Operating Expenditure/Expense	1,624,707	1,335,322	1,635,903	1,543,049
Capital Equipment	466,663	125,324	207,494	167,043
Grants & Aids	85,200	0	0	0
<b>Total</b>	<b>\$12,031,327</b>	<b>\$12,381,538</b>	<b>\$13,598,304</b>	<b>\$14,481,791</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$0	\$6,755,978	\$7,646,214	\$8,343,221
Countywide Special Purpose Revenue Fund	1,648,068	1,436,859	1,625,227	1,713,576
Unincorporated Area Special Purpose Fund	7,712	106,057	117,649	127,811
County Blended Component Units Fund	6,449,058	0	0	0
Intergovernmental Grants	3,926,489	4,082,644	4,209,214	4,297,183
<b>Total</b>	<b>\$12,031,327</b>	<b>\$12,381,538</b>	<b>\$13,598,304</b>	<b>\$14,481,791</b>

<b>Funded Positions</b>	<b>168</b>	<b>170</b>	<b>169</b>	<b>168</b>
<b>Funded FTE Positions</b>	<b>168.00</b>	<b>170.00</b>	<b>169.00</b>	<b>168.00</b>

The FY 02 adopted budget included the transfer of the Local Air Pollution Control Tag Fee program from the County Blended Component Units Fund to the Countywide Special Purpose Revenue Fund. To balance the fund to anticipated revenues, two positions were transferred to the Intergovernmental Grants fund amounting to \$141,674 in FY 02 and \$149,523 in FY 03. In addition, to accommodate the County administration's recommendation to reduce the EPC County Blended Component Units Fund by \$200,000: one position was eliminated in FY 02; one position transferred to the Intergovernmental Grants fund; and one half FTE transferred to the Pollution Recovery fund. Operating and capital funds totaling \$182,671 in FY 02 and \$173,072 in FY 03 were added to upgrade and replace computers and laboratory equipment. During FY 02, a limited duration Environmental Specialist II was added to inspect stormwater discharges in support of the County's National Pollution Discharge Elimination System Program. The added position will provide data to the County, coordinate and implement activities such as compliance, enforcement and pollution prevention of stormwater discharges. In addition, two positions were added using the Phosphate Severance Tax Fund approved by the BOCC during FY 02. These positions will be dedicated to the review of phosphate mining unit development plans.

The FY 03 adopted budget transferred the Environmental Protection Commission's general operations from the County Blended Components Unit Fund to the Countywide General Fund in keeping with the current accounting rules. Overall, the EPC is funded at the continuation level with the exception of a net reduction of one position within the EPC grants due to a reduction in grant funding. This is consistent with the request of the EPC.

The FY 04 adopted budget includes the transfer of an Environmental Specialist II from the air Section 105-EPA/County grant program to the EPC's general operations to continue the noise program in Hillsborough County. The BOCC approved the additions of a Software Specialist to coordinate the EPC's GIS operations, \$83,676; an Environmental Scientist and Secretary to support the Wetland Division's operations, \$90,859. In FY 05 an Environmental Specialist is transferred from the Tag Fee Program to continue the County's Open Burning Program. A Document Management System is funded in FY 05 to improve the EPC's record handling and customer service, \$112,000. These additions to the Countywide General Fund are expected to be covered by additional revenues generated by fee increases in FY 04. The Local Air Pollution Control Tag Fee program includes a reduction of one Environmental Specialist II in FY 04 and one in FY 05 due to funding limitations. There is a net reduction of three positions (includes one transfer to general operations) in FY 04 and an additional reduction of one position in FY 05 within the EPC grants due to a reduction in grant funding.

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## LAW LIBRARY BOARD

**MISSION:**

Collect, maintain, and make available legal research material not generally obtainable elsewhere in the County for use by the bench, Bar, students, and the general public.

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**KEY OBJECTIVES:**

1. Provide access to legal research materials.
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<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Provide Access to Legal Research Materials</b>	1				
<i>Workload/Demand</i>					
# of volumes		40,000	41,000	42,000	42,500
# of daily patrons		200	180	160	150
self-generated revenues (in dollars)		\$39,280	\$37,600	\$35,650	\$35,400
<i>Efficiency</i>					
ratio of # of volumes to patrons		200	228	263	283
ratio of # of patrons per day to staff (per day)		50	45	40	38
<i>Effectiveness</i>					
patron satisfaction of materials and staff helpfulness		90%	92%	94%	96%



## LAW LIBRARY BOARD

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$217,176	\$236,839	\$254,492	\$277,940
Operating Expenditure/Expense	167,292	200,011	204,309	209,386
Capital Equipment	92,443	140,000	132,821	137,063
<b>Total</b>	<b>\$476,911</b>	<b>\$576,850</b>	<b>\$591,622</b>	<b>\$624,389</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
County Blended Component Units Fund	\$476,911	\$576,850	\$591,622	\$624,389
<b>Total</b>	<b>\$476,911</b>	<b>\$576,850</b>	<b>\$591,622</b>	<b>\$624,389</b>

<b>Funded Positions</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Funded FTE Positions</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

The Law Library receives funding from the County Blended Component Units Fund. This fund contains 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 00 through FY 03 budgets are funded at continuation levels with the exception that beginning in FY 01, funding was added for rental of an interim location (501 East Kennedy) until the Law Library returns to the County Courthouse. In FY 02 and FY 03, funding for the purchase of library books was reduced by \$40,000 and \$56,000 respectively due to a decrease in projected revenues. During FY 02, the Law Library received supplemental funding from the Board in the amount of \$46,893 to maintain the current level of law book and publication subscriptions. The FY 03 adopted budget includes additional funding in the amount of \$3,455 to cover the increase in rent (\$144,500 to \$147,955) for their temporary location and supplemental funding in the amount of \$82,438 for the purchase of law books.

The FY 04 adopted and FY 05 planned budgets are funded at the continuation level.

## LEGISLATIVE DELEGATION

**MISSION:**

Serve the 16-member Legislative Delegation, its staff, and the constituency (private and public sectors) by providing district office, constituent, and legislative services along with management of the central office. [Mandated: M1 (Ch. 73-484, Laws of Florida)]

**KEY OBJECTIVES:**

1. Provide and manage:

District Office Services: Services provided to each Senator (with three staff members) and each Representative (with two staff members), and includes staff development and training (including the development of training tools), provision of legislative and constituent services, community outreach, and specified telecommunications services;

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;

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, reporting findings, and any related matters; and

Administrative Services: Management of the central Delegation office, including day-to-day operations, personnel management, and website content development and management in a timely, efficient, professional, and appropriate manner.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>District Office, Legislative, Constituent, and Administrative Services</b>	1				
<i>Workload/Demand</i>					
district office services		5,255	6,988	5,620	5,620
constituent services		10,062	11,082	11,121	11,121
legislative services		100	100	100	100
administrative services		<u>770</u>	<u>908</u>	<u>842</u>	<u>842</u>
total service demand		16,187	19,078	17,683	17,683
<i>Efficiency</i>					
cost per call		\$10.37	\$9.49	\$12.08	\$12.77
<i>Effectiveness</i>					
response in a timely, efficient, professional, and appropriate manner (normally, less than 24 hours except for long-term projects)		100%	100%	100%	100%

**LEGISLATIVE DELEGATION**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$149,007	\$157,867	\$179,094	\$195,563
Operating Expenditure/Expense	18,802	30,398	25,098	25,098
<b>Total</b>	<b>\$167,809</b>	<b>\$188,265</b>	<b>\$204,192</b>	<b>\$220,661</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$167,809	\$188,265	\$204,192	\$220,661
<b>Total</b>	<b>\$167,809</b>	<b>\$188,265</b>	<b>\$204,192</b>	<b>\$220,661</b>

<b>Funded Positions</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Funded FTE Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

The FY 02 adopted budget reflects a targeted funding level which consists of \$175,000, reduced further by a 2% attrition reserve and a one time reduction in Florida Retirement System rates.

The FY 03 adopted budget represents continuation level funding over FY 02.

The FY 04 adopted and FY 05 planned budgets reflect continuation levels with a reduction of \$5,300 in operating expenses each year representing implemented operating efficiencies.

## 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. Continue to develop and maintain the Long-Range Transportation Plan (LRTP) for Hillsborough County. The plan shall have a 20 year planning horizon and be updated every three years. It shall include a proactive public participation program and keep the urbanized area eligible for federal and state funding.
2. Continue to develop and maintain mandated transportation management systems and process more than 500 public inquiries and comments per year. On an ongoing basis evaluate the performance and impacts of the transportation system comprising more than 1,300 miles of major roads and over 700 traffic analysis zones in Hillsborough County. Every three years validate the accuracy of the Tampa Bay Regional Travel Demand Forecasting Computer Model.
3. Provide technical assistance to the local jurisdictions and educate the public about the transportation planning process so that the community will be continuously engaged in developing the transportation system's future plans and priorities. Support more than 100 meetings of the MPO Board and its Technical, Citizens, Policy, Livable Roadways, Intelligent Transportation System, Bicycle/Pedestrian Advisory Committees, and the Transportation Disadvantaged Coordinating Board.
4. Conduct required transportation plans and studies. Advance transportation priorities by developing and maintaining the Transportation Improvement Program (TIP), Congestion Management System (CMS), Unified Planning Work Program (UPWP) and other transportation technical studies required by federal and state agencies or requested by local jurisdictions.

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Long-Range Transportation Planning</b>	1				
<i>Workload/Demand</i>					
# of adopted LRTP's		1	not required	not required	1
# of amendments to the LRTP		0	1	1	0
<i>Efficiency</i>					
		---	---		
<i>Effectiveness</i>					
LRTP completed by assigned date		yes	n/a	n/a	---
amendment(s) to the LRTP completed by assigned date		n/a	yes	yes	n/a
achieve state/federal certification of MPO		yes	yes	yes	yes
<b>Develop, Monitor, &amp; Evaluate Transportation Systems and Respond to Public Input</b>	2				
<i>Workload/Demand</i>					
# of major road centerline miles		1,303	1,424	1,307	1,309
# of traffic analysis zones		718	738	775	775
# of public comments and citizens inquiries processed		710	524	1,200	800
<i>Efficiency</i>					
avg. response time for inquiries		<1 day	<1 day	<1 day	<1 day
<i>Effectiveness</i>					
validated Tampa Bay Reg. Demand Forecast. Computer Model		not required	yes	not required	not required
<b>Technical Assistance to Local Governments</b>	3				
<i>Workload/Demand</i>					
# of staff supported public meetings		102	86	110	110
# of advertised public hearings		4	4	4	4
# of staff supported public forums		8	19	60	20
<i>Efficiency</i>					
avg. staff time to prepare for follow up from meetings to hearings		46 hrs.	34 hrs	44 hrs.	43 hrs
<i>Effectiveness</i>					
% of staff recommendations approved by the MPO and its Committees		100%	92%	95%	95%

**Continued in "Supplemental Information"**

## METROPOLITAN PLANNING ORGANIZATION

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$1,220,714	\$841,383	\$1,058,086	\$1,059,386
Capital Equipment	12,143	10,300	12,800	11,500
<b>Total</b>	<b>\$1,232,857</b>	<b>\$851,683</b>	<b>\$1,070,886</b>	<b>\$1,070,886</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Intergovernmental Grants	\$1,232,857	\$851,683	\$1,070,886	\$1,070,886
<b>Total</b>	<b>\$1,232,857</b>	<b>\$851,683</b>	<b>\$1,070,886</b>	<b>\$1,070,886</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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 02, there was an overall dollar match of \$18,696 for \$1,214,161 in grant dollars. In FY 03, \$832,987 in federal and State grant revenue is anticipated with a total local match requirement of \$18,696.

Grant funds in the amount of \$1,044,423 are anticipated with a local match of \$26,463 in both FY 04 and FY 05.

## 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 to educate 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.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Soil and Water Technical and Permitting Services</b>	1				
<i>Workload/Demand</i>					
# of agriculture assistance		735	89	739	739
# of non-agricultural assistance		360	221	372	378
# of environmental permitting services		40	44	46	48
# of engineering plans prepared		56	50	61	61
# of tensiometers installed and maintained		70	57	72	72
# of tensiometer site visits		25	16	30	32
<i>Efficiency</i>					
average reduction in irrigation water use		15%	13%	15%	15%
<i>Effectiveness</i>					
% of informed producers using tensiometers		10%	13%	15%	20%
% of informed producers using technical and permitting services		35%	35%	35%	35%
<b>Conservation and Environmental Education</b>	2				
<i>Workload/Demand</i>					
# of students reached		1,330	1,085	1,400	1,440
# of attendees at workshops		10	153	17	25
# of educational programs offered		5	5	5	5
<i>Efficiency</i>					
average annual attendance on educational programs		250	359	325	355
average attendance per workshop and/or conference		32	38	42	42
<i>Effectiveness</i>					
% of Hillsborough County students reached		1.50%	1.50%	2%	2%

**SOIL AND WATER CONSERVATION BOARD**

<b>Appropriations</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Personal Services	\$183,278	\$194,234	\$210,479	\$229,812
Operating Expenditure/Expense	7,022	12,117	12,117	12,117
Capital Equipment	16,672	0	0	0
<b>Total</b>	<b>\$206,972</b>	<b>\$206,351</b>	<b>\$222,596</b>	<b>\$241,929</b>

<b>Budget by Fund</b>	<b>FY 02 Actual</b>	<b>FY 03 Adopted</b>	<b>FY 04 Adopted</b>	<b>FY 05 Planned</b>
Countywide General Fund	\$206,972	\$206,351	\$222,596	\$241,929
<b>Total</b>	<b>\$206,972</b>	<b>\$206,351</b>	<b>\$222,596</b>	<b>\$241,929</b>

<b>Funded Positions</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Funded FTE Positions</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

The FY 02 adopted budget was funded at the continuation level except for funding to replace a vehicle that was previously provided by the federal government but reassigned to another location.

The FY 03 adopted budget reflects continuation level funding consistent with the request of the Soil and Water Conservation Board.

The FY 04 adopted and FY 05 planned budgets are funded at the continuation level.

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## 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.

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**KEY OBJECTIVES:**

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<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
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*Workload/Demand*

*Efficiency*

*Effectiveness*



## CAPITAL IMPROVEMENT PROGRAM PROJECTS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$4,504,756	\$3,665,936	\$3,978,000	\$3,613,500
Capital Equipment	3,520,699	5,856,052	8,398,000	6,662,000
Capital Projects	165,822,826	145,357,625	182,179,028	160,141,741
Grants & Aids	1,397,991	2,866,000	2,323,000	3,110,000
Other Uses	33,334	0	0	0
<b>Total</b>	<b>\$175,279,606</b>	<b>\$157,745,613</b>	<b>\$196,878,028</b>	<b>\$173,527,241</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$2,045,812	\$34,084	\$9,615,000	\$2,600,000
Unincorporated Area General Fund	1,559,461	( 4,146,727)	950,000	1,516,600
Countywide Special Purpose Revenue Fund	713,734	728,000	560,000	311,750
Unincorporated Area Special Purpose Fund	15,807,842	16,353,939	5,225,755	4,330,000
Intergovernmental Grants	3,516,669	500,000	838,450	838,450
County Transportation Trust Fund	26,757,367	27,312,192	19,454,614	17,482,565
Library Tax District Fund	1,686,465	3,689,000	4,610,110	4,450,000
Infrastructure Surtax Fixed Project Fund	13,064,851	74,956,820	95,964,520	70,134,629
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	56,107	0	0	0
EPC Facility Acquisition/Rehab Fund	4,729,156	0	1,270,000	0
General Oblig Bonds P & R Program Fund	228,582	( 3,819)	0	0
Enviro Sensitive Lands Tax/Bond Fund	1,513,104	13,556,746	10,655,679	6,389,076
Court Facil Non-Bond Construction Fund	6,134,439	1,055,637	( 5,141,000)	( 953,629)
Court Facil Rev Bonds 99 Construction Fd	26,124,374	554,363	0	0
Capital Imprv Prog Bonds Series 94/96 Fd	306,484	0	0	0
Falkenburg Jail Construction Fund	27,534,717	1,424,949	168,000	0
Solid Waste System Enterprise Fund	9,343,217	2,602,429	2,485,000	2,015,000
Water & Wastewater Utility Enterprise Fd	25,771,178	19,128,000	50,221,900	64,412,800
Utility System RWIU/FLGFC #2 Fund	( 57)	0	0	0
Capacity Assess Special Assess Bds 2000	8,386,104	0	0	0
<b>Total</b>	<b>\$175,279,606</b>	<b>\$157,745,613</b>	<b>\$196,878,028</b>	<b>\$173,527,241</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	N/A	N/A	N/A	N/A

## DEBT SERVICE ACCOUNTS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$2,103,171	\$308,750	\$119,336	\$150,079
Debt Service	179,291,011	169,320,426	173,791,532	129,253,588
<b>Total</b>	<b>\$181,394,182</b>	<b>\$169,629,176</b>	<b>\$173,910,868</b>	<b>\$129,403,667</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Cap Imp Non-Adval Rev Bds Ser 98 Fd	\$1,498,000	\$1,700,850	\$1,509,425	\$1,509,356
Fuel Tax Ref Revenue Bonds Debt Svc Fund	2,378,854	2,382,501	2,383,427	2,389,661
General Obligation Bonds P&R Sinking Fd	20,325,152	1,407,266	1,338,830	1,337,840
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,332,019	5,366,489	5,186,291	5,177,299
Crim Justice Facil Rev Bonds Debt Svc Fd	10,618,848	10,453,607	10,011,650	10,015,777
Court Facil Rev Bonds 99 Debt Service Fd	3,089,032	3,091,877	3,799,309	3,097,342
Cap Improve Prg Rev Bonds 94 Debt Svc Fd	3,493,915	3,503,010	3,518,377	3,521,190
Cap Improve Nonadval Ref Rev 96A/B Bd Fd	5,390,348	5,398,020	5,412,324	5,414,864
2001 Community Investmnt Tx Rev Bonds	1,430,333	3,504,862	4,532,562	4,527,762
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	0	0	( 24,476)	0
Cap Impr Commercial Paper Program Fund	58,875,810	83,425,588	87,831,000	46,500,000
Falkenburg Jail Construction Fund	3,966,200	0	0	0
Community Investment Tax Revenue Bonds	13,541,441	0	0	0
Solid Waste System Enterprise Fund	12,210,477	12,361,840	12,348,247	12,327,509
Water & Wastewater Utility Enterprise Fd	31,455,191	31,603,598	27,984,238	27,971,928
Cap Impr Commercialpaper Program Fund	5,030,578	2,575,000	5,186,000	2,720,000
Recl Water Spcl Assessment Rev Bds 2000	435,464	438,033	453,960	454,289
Capacity Assess Special Assess Bds 2000	2,322,520	2,416,635	2,439,704	2,438,850
<b>Total</b>	<b>\$181,394,182</b>	<b>\$169,629,176</b>	<b>\$173,910,868</b>	<b>\$129,403,667</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$166,899	\$41,810	\$88,910	\$95,631
Grants & Aids	68,513,075	69,463,397	72,339,820	74,400,511
<b>Total</b>	<b>\$68,679,974</b>	<b>\$69,505,207</b>	<b>\$72,428,730</b>	<b>\$74,496,142</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$9,672,442	\$9,892,301	\$10,879,506	\$11,683,206
Countywide Special Purpose Revenue Fund	124,500	124,500	210,000	210,000
Unincorporated Area Special Purpose Fund	1,308,872	10,000	10,000	10,000
Sales Tax Revenue Fund	49,749,530	51,726,971	52,295,690	54,468,394
County Transportation Trust Fund	7,050,244	7,751,435	9,033,534	8,124,542
Infrastructure Surtax Fixed Project Fund	774,386	0	0	0
<b>Total</b>	<b>\$68,679,974</b>	<b>\$69,505,207</b>	<b>\$72,428,730</b>	<b>\$74,496,142</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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 02 adopted budget included a \$25,000 increase in the Hartsaver Bus Passes program to provide for a 75% discount rather than 50%. Funding for the Hartline operating deficit was discontinued and the money transferred to priority road projects.

The FY 03 adopted budget included additional funding for Hartline circulator service (\$100,000) and Hartline Saturday service (\$175,000).

The FY 04 adopted and FY 05 planned budgets include 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 the recent fare increases. In addition, the Tampa Sports Authority is projecting an operating deficit, so their allocation was increased by \$581,787 in FY 04 and \$719,700 in FY 05.

A detailed list of appropriations is shown on the following pages.

## GOVERNMENTAL AGENCIES

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>GENERAL FUNDS</b>				
<b>Countywide General Fund</b>				
<b><u>Planning &amp; Growth Management</u></b>				
Hartsaver Bus Passes	\$81,601	\$100,000	\$120,000	\$120,000
Van Pool Discounts for County Employees	5,000	5,000	5,000	5,000
<b><u>Management &amp; Budget</u></b>				
City Urban Development - Plant City Tax Increment Financing	344,208	361,734	398,238	458,983
City Urban Development - Tampa Tax Increment Financing	5,116,600	5,303,776	5,467,035	6,055,221
Florida Division of Forestry	0	8,500	8,500	8,500
Florida National Guard	0	12,000	0	0
Heath Department (moved from Non-Profit Organizations)	26,033	31,810	340,810	347,531
National Estuary Program (moved from Non-Departmental Allc	0	0	83,974	83,974
Public Transportation Commission	80,000	40,000	0	0
School Board Racing Commission	446,500	446,500	446,500	446,500
Tampa Bay Regional Planning Council	321,663	330,610	339,858	349,993
Tampa Sports Authority (Property Taxes on Stadium)	3,250,837	3,252,371	3,087,804	3,087,804
Tampa Sports Authority (Operating Deficit)	0	0	581,787	719,700
<b>TOTAL GENERAL FUNDS</b>	<b>9,672,442</b>	<b>9,892,301</b>	<b>10,879,506</b>	<b>11,683,206</b>
<b>SPECIAL REVENUE FUNDS</b>				
<b>Countywide Special Purpose Revenue Fund</b>				
<b><u>Public Safety</u></b>				
Tampa Marine Law Enforcement	124,500	124,500	210,000	210,000
<b>Unincorporated Area Special Purpose Fund</b>				
<b><u>Planning &amp; Growth Management</u></b>				
School Impact Fee Payments to School Board	1,300,000	0	0	0
<b><u>Management &amp; Budget</u></b>				
School Site Impact Fee Commissions	8,872	10,000	10,000	10,000
	<b>1,308,872</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Sales Tax Revenue Fund</b>				
<b><u>Sports Authority Debt Service</u></b>				
Sports Authority Sports Facility Sales Tax Bonds	2,004,000	2,004,000	2,004,000	2,004,000
Sports Authority 1997B Bonds	740,660	741,338	741,325	740,628
Sports Authority/Arena 1995 Bonds	1,662,239	1,823,502	1,991,101	1,990,841
Ticket Surcharge/Arena Bonds	1,366,932	1,500,000	1,500,000	1,500,000
CIT Distributions/Tampa Sports Authority	9,540,000	9,498,754	9,494,736	9,473,231
<b><u>Management &amp; Budget</u></b>				
Community Investment Tax Distributions/City of Tampa	12,365,568	12,975,385	13,039,390	13,899,193
Community Investment Tax Distributions/City of Temple Terrac	862,050	892,091	908,081	967,959
Community Investment Tax Distributions/City of Plant City	1,224,928	1,319,440	1,326,777	1,414,263
Community Investment Tax Distributions/School Board	19,983,153	20,972,461	21,290,280	22,478,279
	<b>49,749,530</b>	<b>51,726,971</b>	<b>52,295,690</b>	<b>54,468,394</b>

**GOVERNMENTAL AGENCIES**

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Transportation Trust Fund</b>				
<b><u>Hartline (Planning &amp; Growth Management)</u></b>				
Hartline Operations Subsidy	428,525	0	0	0
Hartline Circulator Service	225,000	325,000	531,000	549,000
Hartline Sunday Service	310,000	310,000	310,000	310,000
Hartline Saturday Service	0	175,000	282,000	285,000
Hartline Weekly Service	0	0	153,000	158,000
Hartline Event Traffic Management	0	0	30,000	32,000
Road Network Impact Fee Program	0	102,960	242,524	242,524
<b><u>Planning &amp; Growth Management</u></b>				
Alternative Transportation Program	23,500	23,500	23,500	23,500
<b><u>Management &amp; Budget</u></b>				
Gas Tax Distribution - Tampa	1,749,055	1,674,245	1,752,740	1,802,693
Gas Tax Distribution - Temple Terrace	120,327	114,445	121,594	125,060
Gas Tax Distribution - Plant City	172,142	170,272	177,944	183,015
FDOT - Advanced Causeway Blvd Funding	0	0	1,000,000	0
Citrus Park Community Dev District/97 Bonds	4,021,695	4,856,013	4,409,232	4,413,750
	<b>7,050,244</b>	<b>7,751,435</b>	<b>9,033,534</b>	<b>8,124,542</b>
<b>Infrastructure Surtax Fixed Project Fund</b>				
<b><u>Hartline (Planning &amp; Growth Management)</u></b>				
Hartline Fleet Allocation	774,386	0	0	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>59,007,532</b>	<b>59,612,906</b>	<b>61,549,224</b>	<b>62,812,936</b>
<b>TOTAL GOVERNMENTAL AGENCIES</b>	<b>\$68,679,974</b>	<b>\$69,505,207</b>	<b>\$72,428,730</b>	<b>\$74,496,142</b>

## MAJOR MAINTENANCE AND REPAIR

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$2,655,068	\$4,346,443	\$6,758,332	\$7,704,616
Capital Projects	519,921	0	814,000	293,000
<b>Total</b>	<b>\$3,174,989</b>	<b>\$4,346,443</b>	<b>\$7,572,332</b>	<b>\$7,997,616</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$1,972,324	\$3,268,000	\$3,941,500	\$4,455,420
Unincorporated Area General Fund	1,198,613	796,443	3,342,132	3,259,196
Library Tax District Fund	4,052	282,000	288,700	283,000
<b>Total</b>	<b>\$3,174,989</b>	<b>\$4,346,443</b>	<b>\$7,572,332</b>	<b>\$7,997,616</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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 \$100,000.

## NON-DEPARTMENTAL ALLOTMENTS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$2,443,996	\$2,960,000	\$3,260,000	\$3,560,000
Operating Expenditure/Expense	65,911,100	79,495,421	88,494,505	94,329,496
Capital Equipment	10,712,029	18,300,000	16,600,000	16,600,000
Grants & Aids	5,086,161	5,099,173	5,661,000	5,661,000
<b>Total</b>	<b>\$84,153,286</b>	<b>\$105,854,594</b>	<b>\$114,015,505</b>	<b>\$120,150,496</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$12,958,592	\$15,289,138	\$13,983,236	\$13,958,933
Unincorporated Area General Fund	2,278,810	10,755,636	11,350,000	9,750,000
Countywide Special Purpose Revenue Fund	4,405,293	5,632,332	4,906,200	4,906,200
Unincorporated Area Special Purpose Fund	190,633	150,000	150,000	150,000
Intergovernmental Grants	992,755	0	0	0
County Self Insurance Fund	63,327,203	74,027,488	83,626,069	91,385,363
<b>Total</b>	<b>\$84,153,286</b>	<b>\$105,854,594</b>	<b>\$114,015,505</b>	<b>\$120,150,496</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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, year-end audit, and funds for economic development programs.

The FY 02 adopted budget included a reduction in funding for debt financing costs and the state lobbying contract. In addition, \$33,800 was saved by moving labor attorney services in house. Funding of \$12 million was provided for new voting equipment, but a one-time state grant of \$1.2 million offset some of this cost. Funding for the Tampa Chamber of Commerce's International Economic Development Program was reduced by \$19,000. Performance audit funding for the County Attorney, Management and Budget Department, Debt Management Department, Economic Development Department, and Communications Department was also included. The Qualified Target Industries Program was expanded to allow both impact fee relief and QTI funding if the company meets a threshold of 150% of the median salary and 50 new jobs.

The FY 03 adopted budget increased funding for federal lobbying services by \$25,000.

The FY 04 adopted and FY 05 planned budgets include 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 1 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 countywide employee development and training program was added as well as flexible spending accounts administrative fees for parking.

A detailed list of appropriations is found in the following pages.





## NON-DEPARTMENTAL ALLOTMENTS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Personal Services	\$2,443,996	\$2,960,000	\$3,260,000	\$3,560,000
Operating Expenditure/Expense	65,911,100	79,495,421	88,494,505	94,329,496
Capital Equipment	10,712,029	18,300,000	16,600,000	16,600,000
Grants & Aids	5,086,161	5,099,173	5,661,000	5,661,000
<b>Total</b>	<b>\$84,153,286</b>	<b>\$105,854,594</b>	<b>\$114,015,505</b>	<b>\$120,150,496</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$12,958,592	\$15,289,138	\$13,983,236	\$13,958,933
Unincorporated Area General Fund	2,278,810	10,755,636	11,350,000	9,750,000
Countywide Special Purpose Revenue Fund	4,405,293	5,632,332	4,906,200	4,906,200
Unincorporated Area Special Purpose Fund	190,633	150,000	150,000	150,000
Intergovernmental Grants	992,755	0	0	0
County Self Insurance Fund	63,327,203	74,027,488	83,626,069	91,385,363
<b>Total</b>	<b>\$84,153,286</b>	<b>\$105,854,594</b>	<b>\$114,015,505</b>	<b>\$120,150,496</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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, year-end audit, and funds for economic development programs.

The FY 02 adopted budget included a reduction in funding for debt financing costs and the state lobbying contract. In addition, \$33,800 was saved by moving labor attorney services in house. Funding of \$12 million was provided for new voting equipment, but a one-time state grant of \$1.2 million offset some of this cost. Funding for the Tampa Chamber of Commerce's International Economic Development Program was reduced by \$19,000. Performance audit funding for the County Attorney, Management and Budget Department, Debt Management Department, Economic Development Department, and Communications Department was also included. The Qualified Target Industries Program was expanded to allow both impact fee relief and QTI funding if the company meets a threshold of 150% of the median salary and 50 new jobs.

The FY 03 adopted budget increased funding for federal lobbying services by \$25,000.

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A detailed list of appropriations is found in the following pages.

## NON-DEPARTMENTAL ALLOTMENTS

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>GENERAL FUNDS</b>				
<b>Countywide General Fund</b>				
<b><u>Debt Management</u></b>				
Debt Issuance Costs	\$71,654	\$83,000	\$80,000	\$80,000
Bond Counsel	25,109	40,000	40,000	40,000
Financial Advisor	8,192	40,000	40,000	35,000
<b><u>Human Resources</u></b>				
Employee Training & Development	148,464	0	100,000	100,000
Employee Suggestion Program	4,700	100,000	100,000	100,000
Employee Tuition Reimbursement	25,946	50,000	50,000	50,000
Flexible Spending Account Admin Fees	0	0	62,757	66,043
Health Ins. Subsidy-Disabled (ILOD) Retirees	3,930	10,800	10,800	10,800
Health Insurance Subsidy-Retired Employees	32,755	250,000	80,000	90,000
<b><u>Economic Development</u></b>				
Committee of 100/Bio Technology Project	0	0	100,000	100,000
General Fund Industry Promotion (QTI)	290,774	1,200,000	1,200,000	1,200,000
International Protocol Officer Partnership	0	0	50,000	50,000
Tampa Bay Partnership	50,000	50,000	50,000	50,000
Tampa Chamber of Commerce	383,182	361,000	361,000	361,000
USF High Tech Incubator	0	0	200,000	200,000
USF Office for Technology Entrepreneurship	50,000	50,000	50,000	50,000
<b><u>Community Improvement</u></b>				
Affordable Housing Subsidy	0	100,000	100,000	100,000
<b><u>County Attorney</u></b>				
Legal Advertising	40,759	80,000	80,000	80,000
Outside Legal/Attorneys	59,319	541,200	541,200	541,200
<b><u>Public Affairs</u></b>				
Intergovernmental Representation	134,054	169,412	285,412	249,412
Commission on Status of Women	0	0	10,000	10,000
<b><u>Performance Auditor</u></b>				
Performance Audits	3,229	135,000	135,000	135,000
<b><u>Administrative Services</u></b>				
AAA Contract	6,402	0	0	0
BOCC Facilitator	30,867	20,000	50,000	50,000
<b><u>Water Department</u></b>				
Capacity Fee Payments - Non-Profits	28,418	0	0	0
Capacity Fee Payments - Wimauma	0	0	306,480	306,480
Capacity Fee Payments - Lake Grady	0	0	193,520	193,520

## NON-DEPARTMENTAL ALLOTMENTS

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b><u>Management &amp; Budget</u></b>				
Bad Debt Write-off	141	2,000	2,000	2,000
Cost Allocation Plan	34,965	30,000	30,000	30,000
Grants Locator Service	27,000	0	28,000	28,000
Election Voting Equipment	10,656,161	0	0	0
Emergency Acquisition of Equipment	57,663	1,300,000	800,000	800,000
Financial Audit Services	215,715	500,000	500,000	500,000
Impound Lot Rental	3,600	3,600	3,600	3,600
Management Consultant	0	50,000	50,000	50,000
Miscellaneous Expense	15,716	10,000	10,000	10,000
Membership - Florida Assoc. of Counties	92,700	95,296	96,821	99,726
Membership - National Assoc. of Counties	15,964	16,600	16,871	17,377
Membership - National Forum Black Public Admin.	2,025	2,025	2,025	2,025
Membership - Innovations Group	5,000	5,000	5,250	5,250
Membership - Public Technology Inc.	15,000	23,500	23,500	23,500
National Estuary Program (moved to GT)	83,974	88,173	0	0
Non-Ad Valorem Assessments	6,886	5,000	7,000	7,000
Non-Departmental Utilities	9,648	15,000	0	0
Prior Year Reappropriations	0	9,500,000	8,000,000	8,000,000
Recording Fees	9,311	12,000	12,000	12,000
Sheriff's Office Property Insurance	240,896	250,532	0	0
Tax Deed Sale Expenses	52,183	40,000	60,000	60,000
Unemployment Benefits	16,290	60,000	60,000	60,000
	<b>12,958,592</b>	<b>15,289,138</b>	<b>13,983,236</b>	<b>13,958,933</b>
<b>Unincorporated Area General Fund</b>				
<b><u>Community Improvement</u></b>				
Affordable Housing Program Costs	849,954	850,000	850,000	850,000
<b><u>Planning &amp; Growth Management</u></b>				
Impact Fee Waiver - No Fee Zones	1,219,916	1,200,000	1,600,000	0
<b><u>Economic Development</u></b>				
Unincorporated Area Industry Promotion (QTI)	203,216	1,100,000	1,000,000	1,000,000
<b><u>Human Resources</u></b>				
Employee Suggestion Program	305	100,000	100,000	100,000
<b><u>Management &amp; Budget</u></b>				
Sheriff's Office Property Insurance	5,419	5,636	0	0
Emergency Acquisition of Equipment	0	800,000	800,000	800,000
Equipment - Prior Year Reappropriations	0	6,700,000	7,000,000	7,000,000
	<b>2,278,810</b>	<b>10,755,636</b>	<b>11,350,000</b>	<b>9,750,000</b>
<b>TOTAL GENERAL FUNDS</b>	<b>15,237,402</b>	<b>26,044,774</b>	<b>25,333,236</b>	<b>23,708,933</b>

## NON-DEPARTMENTAL ALLOTMENTS

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>SPECIAL REVENUE FUNDS</b>				
<b>Countywide Special Purpose Revenue Fund</b>				
<i><u>Water Resources Team</u></i>				
Tampa Bay Water Issues	905,293	2,126,132	1,400,000	1,400,000
<i><u>Management &amp; Budget</u></i>				
Courts Acquittal Costs	0	5,000	5,000	5,000
Impound Lot - Veterinary Svcs & Advertising	0	1,200	1,200	1,200
Tampa General Hospital	3,500,000	3,500,000	3,500,000	3,500,000
	<b>4,405,293</b>	<b>5,632,332</b>	<b>4,906,200</b>	<b>4,906,200</b>
<b>Phosphate Severance Tax Fund</b>				
<i><u>Management &amp; Budget</u></i>				
Physical Oceanographic Real-Time Sys (PORTS)	190,633	150,000	150,000	150,000
<b>Intergovernmental Grants Fund</b>				
FEMA Assistance	992,755	0	0	0
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>5,588,681</b>	<b>5,782,332</b>	<b>5,056,200</b>	<b>5,056,200</b>
<b>COUNTY SELF INSURANCE FUND</b>				
<i><u>Human Resources</u></i>				
<b>Workers Compensation Insurance</b>				
Administrative Costs	487,754	653,044	697,095	697,095
Claim Payments - ALAE and W/C Medical	2,461,319	3,200,000	3,635,000	3,845,000
Insurance Purchases	757,892	650,000	700,000	750,000
Wage Loss Benefits	2,412,218	2,900,000	3,200,000	3,500,000
<b>General Liability Insurance</b>				
Claim Payments	1,639,044	2,400,000	2,800,000	3,000,000
Insurance Purchases	2,877,411	3,300,000	5,900,000	6,450,000
Administrative Costs	132,564	200,000	200,000	200,000
<b>Employee Group Health Insurance</b>				
Claim Payments	51,085,288	58,629,944	64,492,938	70,942,232
Insurance Purchases	529,264	1,050,000	1,050,000	1,050,000
Administrative Costs	944,449	1,044,500	951,036	951,036
<b>TOTAL SELF INSURANCE FUND</b>	<b>63,327,203</b>	<b>74,027,488</b>	<b>83,626,069</b>	<b>91,385,363</b>
<b>TOTAL NON-DEPARTMENTAL ALLOTMENTS</b>	<b>\$84,153,286</b>	<b>\$105,854,594</b>	<b>\$114,015,505</b>	<b>\$120,150,496</b>

## NONPROFIT ORGANIZATIONS

Appropriations	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Operating Expenditure/Expense	\$874,443	\$519,000	\$874,443	\$874,443
Grants & Aids	17,593,492	18,827,007	18,527,758	18,133,992
<b>Total</b>	<b>\$18,467,935</b>	<b>\$19,346,007</b>	<b>\$19,402,201</b>	<b>\$19,008,435</b>

Budget by Fund	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Countywide General Fund	\$7,137,814	\$7,151,543	\$7,689,465	\$7,295,699
Unincorporated Area General Fund	874,443	519,000	874,443	874,443
Countywide Special Purpose Revenue Fund	942,345	1,100,000	1,100,000	1,100,000
Sales Tax Revenue Fund	8,899,440	9,857,240	8,870,000	8,870,000
Intergovernmental Grants	613,893	718,224	868,293	868,293
<b>Total</b>	<b>\$18,467,935</b>	<b>\$19,346,007</b>	<b>\$19,402,201</b>	<b>\$19,008,435</b>

<b>Funded Positions</b>	N/A	N/A	N/A	N/A
<b>Funded FTE Positions</b>	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 02 adopted budget included continuation funding for the Jail Offender's programs run by ACTS and DACCO. However, the funding was moved from the Indigent Health Care Services Fund to the Countywide General Fund. Planned Parenthood's Teen Theatre program was funded for FY 02 only. Speak-Up Tampa Bay, the provider of Public Assess Television, received continuation funding for the first six months of FY 02. Funding for the remainder of FY 02 was placed in a special reserve and later appropriated.

The FY 03 adopted budget did not include funding for Speak Up Tampa Bay. Funding for the Crisis Center was increased by \$87,953 in the FY 03 adopted budget to facilitate employee pay increases comparable to County employees. In addition, funding of \$57,722 was provided to the U. S. Africa Free Enterprise Foundation to conduct the HORN of Africa Conference.

The FY 04 adopted and FY 05 planned budgets represent 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 and \$150,000 in FY 05 for a youth Sports Development Program. 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 in both years (\$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.

Details by agency are shown in the following pages.

## NONPROFIT ORGANIZATIONS

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>GENERAL FUND</b>				
<b>Countywide General Fund</b>				
<b><u>Management &amp; Budget</u></b>				
Academy of Hope	\$0	\$0	\$50,000	\$60,000
AdvanceAbility Solutions (United Cerebral Palsy)	17,950	27,000	29,700	29,700
Alpha, Inc.	48,564	50,000	51,500	51,500
Arts Council	1,074,475	1,106,700	1,196,751	1,209,845
Bolesta	25,889	50,000	31,668	31,668
Boys and Girls Clubs	135,000	135,000	141,750	141,750
Brighter Community	24,576	29,400	25,598	25,598
Catholic Charities - Choose Life Distribution	26,223	30,000	50,000	55,000
Centre for Women	70,000	70,000	77,000	77,000
Child Abuse Council, Inc.	68,883	71,000	78,100	78,100
Children's Home Society/New Beginning	10,985	7,985	8,684	8,684
Children's Home, Inc.	104,373	121,180	127,239	127,239
Computer Mentors	0	0	15,000	15,000
Corporation to Develop Communities	15,000	15,000	50,000	50,000
County Historical Advisory Board	3,340	3,000	4,760	4,760
Crisis Center - Eldernet	22,620	24,500	25,725	25,725
Crisis Center/Transportation/Nurse Examiner	1,597,193	1,543,591	1,543,951	1,543,951
Epilepsy Services of West Central Florida	23,173	24,000	24,000	24,000
Gulf Ridge Boy Scouts	28,200	28,200	28,200	28,200
Hispanic Needs and Services Council	58,500	58,500	64,350	64,350
Lowry Park Zoo	125,000	125,000	125,000	125,000
Mary and Martha House, Inc.	25,000	25,000	25,000	25,000
Museum of Science & Industry Foundation	300,000	300,000	600,000	300,000
National Conference for Community Justice	20,000	10,000	10,000	10,000
North Tampa Life Enrichment Center	16,000	16,000	17,600	17,600
Planned Parenthood	15,000	0	0	0
Quantum Leap	0	0	25,924	27,454
Self Reliance	26,000	26,000	26,000	26,000
Sickle Cell Association	35,568	38,800	40,735	40,735
SUPPORT, Inc.	8,485	0	0	0
Tampa Bay History Center	348,388	350,000	350,000	350,000
Tampa Crossroads	123,389	123,389	123,390	123,390
Tampa Lighthouse for the Blind	25,835	34,000	35,700	35,700
Tampa Metro YMCA/Outreach/USF	18,716	32,000	29,375	29,375
Tampa Sports Commission	0	0	100,000	150,000
Tampa United Methodist Center	32,194	35,000	35,000	35,000
Tampa/Hillsborough Community Relations	14,744	14,744	14,744	14,744
Tampa/Hillsborough County Youth Council	2,910	2,910	2,910	2,910
Tampa-Hillsborough Urban League	21,027	24,735	95,902	97,512
The Spring, Inc.	106,617	112,000	123,200	123,200

## NONPROFIT ORGANIZATIONS

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b><u>Community Liaisons</u></b>				
Agency for Community Treatment Services	645,439	603,648	597,615	597,615
DACCO	975,469	885,796	858,228	858,228
Drug Court Expansion	47,486	47,486	47,020	47,020
Goodwill Industries	394,064	446,642	446,646	446,646
<b><u>Health &amp; Social Services</u></b>				
Public Health Unit (Moved to Governmental Agencies)	261,900	261,900	0	0
Veteran's Council	6,500	6,500	7,000	7,000
<b><u>Economic Development</u></b>				
American Association for Retired Persons	8,715	8,715	0	0
Black Heritage Festival	0	0	10,000	10,000
Boys and Girls Clubs Summer Program	75,000	75,000	75,000	75,000
Economic Development External Organizations	32,666	20,000	20,000	20,000
Florida Aquarium	0	0	175,000	0
Hispanic Business Initiative Fund	48,500	48,500	48,500	48,500
Tampa/Hillsborough International Affairs Cncl	0	30,000	0	0
US/Africa Free Enterprise Education Foundation	22,258	52,722	0	0
	<b>7,137,814</b>	<b>7,151,543</b>	<b>7,689,465</b>	<b>7,295,699</b>
<b>Unincorporated Area General Fund</b>				
<b><u>Management &amp; Budget</u></b>				
Public Access Television	355,443	0	355,443	355,443
Tampa Educational Cable Consortium	519,000	519,000	519,000	519,000
	<b>874,443</b>	<b>519,000</b>	<b>874,443</b>	<b>874,443</b>
<b>TOTAL GENERAL FUND</b>	<b>8,012,257</b>	<b>7,670,543</b>	<b>8,563,908</b>	<b>8,170,142</b>
 <b>SPECIAL REVENUE FUNDS</b>				
<b>Countywide Special Purpose Revenue Fund</b>				
<b><u>Management &amp; Budget</u></b>				
<b><u>Service Fees Legal Aid Program Fund</u></b>				
Bay Area Legal Services	942,334	1,100,000	1,100,000	1,100,000
<b><u>Health &amp; Social Services</u></b>				
<b><u>Indigent Health Care Services Fund</u></b>				
ACTS - Jail Offenders Rehabilitation	11	0	0	0
	<b>942,345</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>
 <b>Sales Tax Revenue Fund</b>				
<b><u>Economic Development</u></b>				
<b><u>3% Tourist Development Tax</u></b>				
Tampa/Hillsborough Convention/Visitor Assoc	5,619,525	5,733,180	5,562,000	5,562,000
Tampa Convention Center	1,611,062	2,115,060	1,713,000	1,713,000
Performing Arts Center	418,900	550,000	370,000	370,000
Plant City Stadium	400,000	400,000	400,000	400,000
Apollo Beach Chamber of Commerce	15,918	19,000	0	0
Florida Aquarium	83,781	100,000	96,667	96,667
Greater Brandon Chamber of Commerce	0	50,000	0	0

## NONPROFIT ORGANIZATIONS

Description	FY 02 Actuals	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Plant City Chamber of Commerce	50,269	60,000	45,000	45,000
<b><u>Economic Development</u></b>				
<b><u>3% Tourist Development Tax (continued)</u></b>				
Ruskin Chamber of Commerce	18,432	22,000	0	0
Southshore Alliance	0	0	35,000	35,000
Ybor City Chamber of Commerce	75,402	90,000	75,000	75,000
Lowry Park Zoo	66,050	100,000	96,666	96,666
Museum of Science and Industry	83,781	100,000	96,667	96,667
Outback Bowl Association	167,560	200,000	150,000	150,000
Arts Council of Hillsborough County	15,081	18,000	15,000	15,000
Tampa Bay Sports Commission	209,449	250,000	190,000	190,000
Tampa History Center	12,567	15,000	10,000	10,000
Tampa Museum of Art	25,000	0	0	0
Westshore Alliance	9,907	15,000	0	0
Tampa's Black Heritage Festival	16,756	20,000	15,000	15,000
	<b>8,899,440</b>	<b>9,857,240</b>	<b>8,870,000</b>	<b>8,870,000</b>
<b>Intergovernmental Grants Fund</b>				
<b><u>Management &amp; Budget</u></b>				
<b><u>CDBG Human Services Programs</u></b>				
AdvanceAbility Solutions (United Cerebral Palsy)	24,912	33,940	28,680	28,680
Bay Area Legal Services	27,560	27,560	35,000	35,000
Big Brothers Big Sisters/Adopt-A-Cop	43,770	44,173	42,673	42,673
Bolesta	5,861	14,500	0	0
Boys and Girls Club of Tampa Bay	39,787	39,787	25,000	25,000
C. E. Mendez Foundation	28,524	31,500	31,500	31,500
Catholic Charities	64,828	69,750	80,000	80,000
Children's Home Society	131,167	131,167	150,000	150,000
Florida Institute for Community Studies	0	0	30,000	30,000
Head Start/Early Head Start Lease	0	0	79,418	79,418
HARC - Alzheimer Care Staff	0	0	85,000	85,000
Helping Hand Nursery	32,965	22,458	0	0
Hispanic Services Council	20,955	44,570	23,800	23,800
Infants & Young Children - Rural Outreach	0	0	24,412	24,412
Mary & Martha House	20,000	20,000	30,800	30,800
Nova SE University	28,259	28,259	32,295	32,295
Redland Christian Migrants	60,314	69,302	60,000	60,000
Senior Services	13,554	12,314	24,715	24,715
Tampa Metro Area YMCA	18,767	64,279	25,000	25,000
The Spring of Tampa Bay	52,670	64,665	60,000	60,000
	<b>613,893</b>	<b>718,224</b>	<b>868,293</b>	<b>868,293</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>10,455,678</b>	<b>11,675,464</b>	<b>10,838,293</b>	<b>10,838,293</b>
<b>TOTAL NONPROFIT ORGANIZATIONS</b>	<b>\$18,467,935</b>	<b>\$19,346,007</b>	<b>\$19,402,201</b>	<b>\$19,008,435</b>



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## 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 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>GENERAL FUND</b>				
<b>Countywide General Fund</b>				
Refund Prior Year Revenue	\$50,000	\$50,000	\$50,000	\$50,000
Reserve for Future Capital Outlay	( 229,648)	312,916	0	0
Reserve for Contingency (Policy 03.02.05.00)	2,269,814	3,155,851	3,908,974	3,500,000
Reserve Unrealized Fund Balance	3,000,000	5,000,000	5,000,000	5,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	13,333,132	14,484,833	16,241,879	16,241,879
Reserve Investment Fair Market Value Adj.	0	1,198,407	708,313	708,313
Reserve for Indigent Health Care Costs	0	10,000,000	7,500,000	5,000,000
Reserve for Aging Services Revenue Stabilization	0	0	550,000	550,000
Other Designated Reserves				
Reserve for Grant Match	0	0	1,050,000	1,100,000
Reserve for Attrition (Policy 03.02.02.25)	1,455,809	1,615,398	392,673	413,964
Reserve for Potential 7/1/02 FRS Rate Increase	548,420	0	0	0
Reserve for Article V Clerk of Circuit Court			2,092,359	9,601,015
Reserve for Article V BOCC Judicial Costs			404,728	1,667,481
Reserve for Article V Courts Administration			709,304	3,112,654
Reserve for Article V Flagged Item Bay Area Legal			275,000	1,100,000
Reserve for Article V Flagged Item Courts Administration			350,018	1,405,070
Reserve for Article V Flagged Item Public Defender			41,076	534,304
Reserve for Capital Projects	0	0	1,500,000	( 1,500,000)
Reserve for Major Maintenance & Repair	0	0	1,270,000	( 300,000)
	<b>20,427,527</b>	<b>35,817,405</b>	<b>42,044,324</b>	<b>48,184,680</b>
<b>Unincorporated Area General Fund</b>				
Refund Prior Year Revenue	25,000	25,000	25,000	25,000
Reserve for Future Capital Outlay	0	40,497	0	0
Reserve for Contingency (Policy 03.02.05.00)	3,525,738	3,500,000	3,410,000	3,468,000
Reserve Unrealized Fund Balance	2,000,000	3,000,000	3,000,000	3,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	7,630,429	8,392,001	8,949,693	8,949,693
Reserve Investment Fair Market Value Adj.	0	432,844	230,668	230,668
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	1,636,523	1,831,988	483,317	535,252
Speak-up Tampa Bay Contract	177,722	0	0	0
Reserve for Potential 7/1/02 FRS Rate Increase	392,585	0	0	0
Other Designated Reserves (Communication Services Tax)	0	0	2,195,454	5,083,024
Reserve For Communication Services Tax/Fire Rescue	0	0	3,830,942	6,016,494
Reserve for Major Maintenance & Repair	0	0	3,683,388	2,770,014
	<b>15,387,997</b>	<b>17,222,330</b>	<b>25,808,462</b>	<b>30,078,145</b>
<b>TOTAL GENERAL FUND</b>	<b>35,815,524</b>	<b>53,039,735</b>	<b>67,852,786</b>	<b>78,262,825</b>

## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>SPECIAL REVENUE FUNDS</b>				
<b>(COUNTYWIDE &amp; UNINCORPORATED)</b>				
<b>Countywide Special Purpose Fund</b>				
Public Art Program--Countywide Ord. 89-32	10,000	10,000	10,000	10,500
Criminal Justice Education/Training FS 943.14	840,000	1,192,393	718,310	931,125
Criminal Justice Training R95-077	500,000	562,772	125,712	125,789
County Boat Registration Fee Fund Ord. 90-13	411,115	750,995	677,994	606,643
Detention Deputy Recruitment/Retention Fund	24,000	524,000	280,000	531,500
Teen Court Contingency Fund FS 938.17-19	216,219	374,584	446,690	465,683
Federal USMS/Dept of Justice Asset Forfeiture Fd.	700,000	815,652	1,338,217	1,454,685
County Fine and Forfeiture FS 142.01	388,161	0	0	0
Reserve for Article V BOCC Judicial Costs	0	0	676,509	2,863,304
Reserve for Article V Courts Administration Costs	0	0	1,837,575	7,593,028
Reserve for Article V Flagged Item Courts Administration	0	0	180,457	757,938
Alcohol & Drug Abuse Contingency FS 939.017	95,000	129,702	84,809	24,159
Drug Abuse Alternative Source Fund R91-0223	84,500	161,272	108,249	51,787
800Mhz Radio Communication System Fund	793,257	1,090,298	1,049,398	1,038,995
Florida Contraband Forfeiture Fund FS 932.703/704	1,122,888	1,303,271	1,696,379	1,840,293
Local Government Criminal Justice Trust Fund FS27.3455				
Reserve for Article V Courts Administration Costs	0	0	22,851	98,995
Reserve for Article V Public Defender Costs	0	0	241,534	994,516
Reserve for Article V State Attorney Costs	0	0	223,904	896,240
Legal Aid Program Service Fees Ord. 89-20	42,000	145,000	81,985	85,660
Drug Abuse Trust Fund FS938.21/Ord. 97-16	90,000	209,832	221,299	291,799
Federal Treasury Asset Forfeiture Fund	87,000	103,968	114,959	118,523
Court Improvement Fund Ord. 82-07; AO 82-15	22,500	22,500	0	0
Reserve for Article V Courts Administration Costs	0	0	0	4,450
Court Facilities Fund Ord. 87-23	1,681,794	1,987,526	1,725,822	1,169,065
Mediation/Arbitration Trust Fund Contingency	407,728	609,882	491,527	274,327
Reserve for Article V Courts Administration Costs	0	0	235,873	986,923
County Civil Mediation Trust Fund	133,657	16,706	7,250	7,494
Reserve for Article V Courts Administration Costs	0	0	24,808	127,232
Reserve for Article V Flagged Item Courts Administration	0	0	89,800	359,199
Family Mediation Trust Fund	11,700	69,953	131,700	152,410
Civil Traffic Hearing Officer Trust Fund AO 92-11	999,227	1,228,573	1,217,944	1,117,304
Reserve for Article V Courts Administration Costs	0	0	99,766	429,946
Marriage Dissolution--General Master Trust Fund	354,819	530,519	67,509	230,538
Reserve for Article V Courts Administration Costs	0	0	218,690	501,661
Court Technology Trust Fund Ord. 93-02	205,945	286,278	229,151	137,084
Probate/Guardianship/Trust Fund Contingency	18,441	80,310	59,201	23,899
Reserve for Article V Courts Administration Costs	0	0	39,202	171,201
Special Master--Animal Control Fee Fund	12,250	13,100	15,750	16,275
Special Master--Water Use Restriction Fee Fund	14,600	28,188	27,200	21,760

## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
Circuit Court Mediation Administrative Fee Fund	73,300	8,500	30,200	8,950
Reserve for Article V Courts Administration Costs	0	0	26,700	106,800
Family Administrative Fee Fund AO 94-178	111,200	107,491	132,200	50,650
Reserve for Article V Courts Administration Costs	0	0	28,451	113,800
Child Custody Investigation Fees AO 181	93,700	98,200	112,077	113,745
Reserve for Article V Courts Administration Costs	0	0	18,825	75,300
Courthouse Annex Tower Contingency	935,216	2,106,723	2,850,464	3,404,773
County (Court Ordered) Mediation AO 99-06	12,200	74,700	59,800	29,490
Reserve for Article V Courts Administration Costs	0	0	10,000	50,000
Children's Advocacy Center Fund AO 99-081	11,850	13,350	15,117	17,439
Public Guardian Trust Fund Ord. 99-24	4,200	18,700	29,100	25,840
Reserve for Article V Courts Administration Costs	0	0	6,250	25,000
Emergency Management Fac Plans Review Fund	17,665	20,031	22,372	23,725
Local Air Pollution Control Tag Fee FS 320.03	44,817	73,622	438,322	500,679
Gardinier Settlement DEP/EPC Fund	1,238,920	1,444,376	1,209,207	1,251,207
Pollution Recovery Fund LF 84-446	1,186,036	1,436,743	1,627,583	1,851,906
State Revenue Sharing--Revenue Stabilization Res.	17,565,738	17,574,474	12,606,051	10,026,376
911 Emergency Telephone Sys. Fund Ord. 86-14	4,071,020	5,676,020	4,921,781	5,041,608
Museums/Cecile Wagnon Will Fund	67,105	81,298	82,061	85,211
Data Management Services Fund	0	1,353,178	1,559,659	160,467
Tampa Bay Water Issues Additional Support	2,666,481	130,238	24,906	0
Animal Ctrl Spay/Neuter Incentive Payment Prog	274,809	257,233	435,031	418,406
Animal Services Contributions Fund	0	9,314	6,300	100
	<b>37,641,058</b>	<b>42,731,465</b>	<b>41,070,481</b>	<b>49,893,402</b>
<b>Unincorporated Area Special Purpose Fund</b>				
Public Art Program	200	200	1,500	1,575
<u>Parks Impact Fees</u>				
Future Capital Outlay	1,876,750	622,092	2,057,990	2,897,490
<u>School Sites (Impact Fees)</u>				
Future Capital Outlay	2,427,208	4,144,189	7,410,791	9,556,641
<u>Fire Service Impact Fee (all zones)</u>				
Future Capital Outlay	( 519,300)	219,400	181,750	510,063
Capital Program Administration (Impact Fees)	138,291	259,179	45,459	34,005
Environmental Restoration Oper/Proj Fd.Ord. 92-05	116,000	925,513	251,000	253,500
Local Habitat Mitigation Bank Fund	52,500	609,421	30,000	31,500
Building Services Division Fund	2,132,888	4,160,263	6,272,905	6,396,366
Land Excavation Operation/Inspection 8.01.03 LDC	0	26,669	11,426	11,426
Water Conservation Trust Fund Ord. 91-27	342,117	437,335	659,908	805,976
Phosphate Severance Tax Fund FS 211.31	2,945,717	4,184,599	5,204,402	6,584,168

## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<u>Stormwater Management Fund</u>				
Future Capital Outlay	( 1,058,539)	( 1,513,344)	240,138	( 293,392)
Other Designated Reserve	( 217,960)	125,000	0	0
Debt Service	( 528,445)	( 30)	0	0
Sun City Utility Operating/Project Fund	0	751	445	445
Oak Utility Operating/Project Fund	98,508	0	0	0
	<b>7,805,935</b>	<b>14,201,237</b>	<b>22,367,714</b>	<b>26,789,763</b>
<b>TOTAL SPECIAL REV. FUNDS (TAX FUNDS)</b>	<b>45,446,993</b>	<b>56,932,702</b>	<b>63,438,195</b>	<b>76,683,165</b>

### OTHER SPECIAL REVENUE FUNDS

#### Sales Tax Revenue Fund

##### Indigent Health Care & Trauma Center Fund

General Contingency	18,122,528	18,066,529	11,156,669	13,353,591
Reserve Investment Fair Market Value Adj.	0	342,615	386,049	386,049

##### Half Cent Sales Tax/Bonds

Revenue Stabilization Reserve	14,257,388	16,332,276	12,762,941	10,004,912
Reserve Investment Fair Market Value Adj.	0	112,163	252,955	252,955

##### Professional Sports Franchise Facil Sales Tax

Debt Service Reserve	170,600	174,259	184,325	188,200
Reserve Investment Fair Market Value Adj.	0	3,443	5,670	5,670

##### 3% Tourist Development Tax

General & Other Contingencies	1,663,815	712,332	1,972,899	3,036,988
Reserve Investment Fair Market Value Adj.	0	41,712	61,448	61,448
Other Restricted Reserves	900,000	900,000	890,000	890,000

##### 1% Additional (4th Cent) Tourist Tax Ord. 90-03

General Contingency	3,426,219	3,789,104	4,482,551	5,259,348
Reserve Investment Fair Market Value Adj.	0	66,032	100,655	100,655

##### 1% Additional (5th Cent) Tourist Tax Ord. 94-13

General & Other Contingencies	2,715,382	2,395,413	2,360,339	2,375,275
Reserve Investment Fair Market Value Adj.	0	61,254	113,757	113,757
Reserve for Debt Service	0	1,680,000	1,680,000	1,680,000

##### Local Gov't Infrastructure Surtax Fund

General Contingency	16,652	0	0	0
	<b>41,272,584</b>	<b>44,677,132</b>	<b>36,410,258</b>	<b>37,708,848</b>

#### Intergovernmental Grants

General/Miscellaneous Grant Contingencies	500,000	500,000	0	0
Children's Services Grants (Head Start)	3,618,015	1,856,458	0	0
HUD Section 8 Housing Assistance	0	0	0	0
	<b>4,118,015</b>	<b>2,356,458</b>	<b>0</b>	<b>0</b>

## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Transportation Trust Fund</b>				
<i>Operating Fund</i>				
Future Capital Outlay	365,000	0	0	0
General & Other Contingencies	1,203,115	1,436,271	500,000	500,000
Prior Year Reappropriation	1,300,000	3,100,000	2,500,000	2,500,000
Unrealized Fund Balance	1,400,000	0	0	0
Reserve Investment Fair Market Value Adj.	0	332,296	629,086	629,086
Project Fund	444,363	321,920	( 2,607,701)	( 2,492,977)
Street Lighting Non-Ad Valorem Assessments	1,509,328	2,371,767	2,443,371	2,793,301
Ninth-Cent Fuel Tax Fund	0	( 71,467)	( 416,636)	( 75,837)
Transportation Impact Fees:				
Future Capital Outlay	( 868,165)	504,842	3,369,080	5,390,651
Citrus Park Community Dev District	40,000	41,514	78,568	75,000
Constitutional Fuel Tax Fund	2,160,511	906,219	( 1,946,116)	( 3,080,894)
County Fuel Tax (7th Cent) Fund	1,772,874	694,358	525,827	276,527
Local Transportation Ninth Cent Fuel Tax Fund	0	728	1,411	1,411
Ad Valorem Tax Transportation Fund	0	0	86,923	0
	<b>9,327,026</b>	<b>9,638,448</b>	<b>5,163,813</b>	<b>6,516,268</b>
<b>Special Library Tax District</b>				
Future Capital Outlay	208,189	217,037	0	0
General Contingency	500,000	500,000	500,000	500,000
Prior Year Reappropriation	600,000	600,000	600,000	600,000
Unrealized Fund Balance	400,000	400,000	600,000	600,000
Reserve for Fund Balance Carried Forward	987,200	1,125,950	1,150,020	1,150,020
Reserve Investment Fair Market Value Adj.	0	194,323	306,444	331,444
Other Designated Reserves:				
Reserve for Taxes on RJ Stadium	143,400	143,400	0	0
Other Restricted Reserves	8,176,373	13,762,105	9,910,879	8,886,793
Project Fund Ord. 89-32	0	0	0	0
Public Art Program	3,000	3,000	2,000	2,100
	<b>11,018,162</b>	<b>16,945,815</b>	<b>13,069,343</b>	<b>12,070,357</b>
<b>Infrastructure Surtax Fixed Project Fund</b>				
<b>FY 97 - FY 03</b>				
Future Capital Outlay	118,579	2,317,564	( 1,950,000)	( 4,054,000)
<b>FY 03 - FY 08</b>				
<i>Financed Project Subfund:</i>				
Future Capital Outlay	0	739,216	1,500,000	1,500,000
Other Designated Reserve	0	3,130,000	1,746,000	987,000
<i>Non-Financed Project Subfund:</i>				
Future Capital Outlay	0	0	1,155,381	2,383,381
Other Designated Reserve	0	0	1,500,000	1,500,000
Reserve for Debt Service	0	0	3,194,000	3,190,000
	<b>118,579</b>	<b>6,186,780</b>	<b>7,145,381</b>	<b>5,506,381</b>
<b>TOTAL OTHER SPECIAL REVENUE FUNDS</b>	<b>65,854,366</b>	<b>79,804,633</b>	<b>61,788,795</b>	<b>61,801,854</b>

## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>DEBT SERVICE FUNDS</b>				
Fund Balance Carried Forward	6,112,136	8,191,935	8,198,841	8,211,986
General & Other Contingencies	4,488,370	1,808,386	1,663,945	1,864,554
Reserve Investment Fair Market Value Adj.	0	1,506,046	1,875,211	1,875,211
Debt Service Payments	19,308,364	21,593,785	26,867,785	26,867,785
<b>TOTAL DEBT SERVICE FUND</b>	<b>29,908,870</b>	<b>33,100,152</b>	<b>38,605,782</b>	<b>38,819,536</b>
<b>CAPITAL PROJECTS FUNDS</b>				
<b>Capital Projects Funds</b>				
Capital Improvement Series 1998 Fund	85,000	0	159,476	25,000
Parks & Recreation G.O. Bonds	0	3,819	0	0
Environmentally Sensitive Lands	15,124,353	5,643,526	1,310,192	1,859,124
Court Facility Non-Bond Construction	750,000	( 305,637)	( 74,000)	0
Court Facility Improvement Bond Construction	1,270,000	( 154,363)	0	0
Capital Improvement Series 94/96 Fund	140,000	140,000	160,000	130,000
Capital Improvement Rev. Bonds 94 Const. Fund	100,000	100,000	80,000	40,000
CP Allocated Credit Capacity	0	( 34,135,380)	11,017,000	1,429,129
Falkenburg Jail - Reserve for Future Capital Outlay	0	168,000	532,000	125,000
<b>TOTAL CAPITAL PROJECTS FUNDS</b>	<b>17,469,353</b>	<b>( 28,540,035)</b>	<b>13,184,668</b>	<b>3,608,253</b>
<b>ENTERPRISE FUNDS</b>				
<b>Solid Waste System Revenue Fund</b>				
Operating and Maintenance	8,753,470	8,615,103	9,824,766	10,204,238
Renewal and Replacement	9,443,200	12,459,823	12,597,203	12,597,203
Landfill Closures	22,985,107	25,000,771	26,979,849	26,295,367
Debt Service Accounts	21,360,637	23,123,286	23,798,098	24,323,098
Rate Stabilization Reserve	2,000,000	2,000,000	2,000,000	2,000,000
General Operating Reserves	6,002,154	6,667,576	12,806,389	10,506,811
	<b>70,544,568</b>	<b>77,866,559</b>	<b>88,006,305</b>	<b>85,926,717</b>
<b>Utility System Revenue Bonds Fund</b>				
<u>Utility System Operation &amp; Maintenance Acct.</u>				
Reserve for Fund Balance Carried Forward	7,137,562	7,381,517	9,724,051	9,862,028
<u>Utility System Revenue Bonds Debt Svc. Acct.</u>				
Reserve for Fund Balance Carried Forward	2,755,000	2,892,500	3,036,667	3,188,334
Reserve Investment Fair Market Value Adj.	0	4,337,621	4,717,900	4,717,900
Reserve for Debt Service	0	4,100,000	0	0
<u>Utility System General Revenue Account</u>				
Refund Prior Year Revenue	325,000	0	661,705	164,830
General & Other Contingencies	19,368,791	2,303,537	3,154,083	2,690,725
Fund Balance Carried Forward	6,091,078	11,892,280	4,167,450	4,226,583
Reserve Investment Fair Market Value Adj.	0	3,216,451	5,117,575	5,117,575

## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Utility System Revenue Bonds Fund (cont'd)</b>				
<u>Utility System 2001 Bonds Reserve Acct. (Orig 1985)</u>				
General & Other Contingencies	9,164,853	9,164,853	0	0
<u>Capacity Fees General Operating Account</u>				
General & Other Contingencies	12,052,571	8,332,891	13,153,090	12,431,124
Reserve Investment Fair Market Value Adj.	0	743,555	1,125,060	1,125,060
Other Debt Service Reserve	22,608,034	33,147,760	7,811,648	21,258,560
Refund Prior Year Revenue	100,000	100,000	100,000	100,000
Renewal and Replacement	( 1,291,952)	( 2,918,040)	( 2,567,846)	( 11,429,348)
General Revenue Capacity Expansion Account	13,667,906	2,812,498	( 17,321,300)	( 7,331,600)
Utility Project 1987 Bonds Construction Account	( 540,000)	( 525,000)	0	0
Utility System 2001 Bonds Reserve Acct. (Orig 1987)	10,334,487	10,334,487	0	0
Series 2001 Debt Service Reserve Fund	520,850	520,850	0	0
Utility System 1993 Refunding Bonds Reserve	948,485	948,485	0	0
Cone Ranch Special Projects	981,045	1,075,537	1,380,491	1,448,344
Water Conservation	849,913	994,792	1,097,396	1,134,665
<u>Revenue Account Rate Stabilization Fund</u>				
Other Designated Reserves	47,611,515	73,134,892	78,134,892	63,634,892
Reclaimed Water Improvement Unit Asmt. Fund	916,182	1,455,929	2,113,130	2,808,156
Capacity Assessment Unit Fund Ord. 96-07	0	29,597	126,322	143,874
Infrastructure Assessment Unit Fund 99-08	15,038	21,679	27,335	33,657
Reclaimed Water Spcl Assmnt Bonds 2000 - Const.	0	2,000	0	0
Reclaimed Water Spcl Assmnt Bonds 2000 - Sinking	16,667	64,252	45,948	45,619
<u>Capacity Assessment Special Assessment Bonds '00</u>				
Reserve Future Capital Outlay	( 1,962,000)	630,000	500,000	0
Reserve for Debt Service	1,000,000	256,855	114,888	114,888
	<b>152,671,025</b>	<b>176,451,778</b>	<b>116,420,485</b>	<b>115,485,866</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>223,215,593</b>	<b>254,318,337</b>	<b>204,426,790</b>	<b>201,412,583</b>
<b>INTERNAL SERVICE FUND</b>				
<b>Fleet Services Fund</b>				
General & Other Contingencies	2,910,901	3,404,821	2,798,712	2,727,155
Lease-Back Program Reserve	8,911,286	10,955,562	9,278,021	9,444,499
Equipment Acquisition Contribution Fund	3,407,745	0	0	0
	<b>15,229,932</b>	<b>14,360,383</b>	<b>12,076,733</b>	<b>12,171,654</b>
<b>County Self-Insurance Fund</b>				
<u>Insurance Program Administration</u>				
General Contingency	300,000	300,000	300,000	300,000
Reserve Investment Fair Market Value Adj.	0	13,081	17,529	17,529
<u>Workers' Compensation Insurance</u>				
General Contingency	19,998,613	26,014,908	32,538,723	36,787,998
Long-Term Incurred Claims	5,000,000	5,000,000	4,800,000	4,800,000
Reserve Investment Fair Market Value Adj.	0	697,630	1,068,490	1,068,490



## RESERVES AND REFUNDS

Description	FY 02 Adopted	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Self-Insurance Fund (cont'd)</b>				
<u>General Liability Insurance</u>				
General Contingency	1,000,000	0	0	0
Claims Settlement	2,190,126	1,866,026	2,912,831	3,373,352
Reserve Investment Fair Market Value Adj.	0	187,550	362,233	362,233
<u>Catastrophic Disaster Insurance</u>				
General Contingency (Policy 03.02.04.00)	10,010,839	18,040,938	29,996,697	31,316,697
Other Restricted Reserves (Policy 03.02.04.00)	5,519,000	5,519,000	0	0
Reserve Investment Fair Market Value Adj.	0	293,512	599,829	599,829
<u>Employee Group Health Insurance</u>				
General Contingency	14,905,827	3,036,265	7,107,019	7,198,325
Reserve Investment Fair Market Value Adj.	0	322,476	458,269	458,269
	<b>58,924,405</b>	<b>61,291,386</b>	<b>80,161,620</b>	<b>86,282,722</b>
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>74,154,337</b>	<b>75,651,769</b>	<b>92,238,353</b>	<b>98,454,376</b>
<b>GRAND TOTAL</b>	<b>\$491,865,036</b>	<b>\$524,307,293</b>	<b>\$541,535,369</b>	<b>\$559,042,592</b>

**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.
- 2) Many reserves include an adjustment for investment fair market value change

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## 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 02, the adopted budget for FY 03, the adopted budget for FY 04, and the planned budget for FY 05.

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 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>GENERAL FUND</b>				
<b>Countywide General Fund</b>				
<i>Revenue:</i>				
From State Revenue Sharing	\$17,033,094	\$19,939,284	\$16,832,622	\$19,995,952
From State Revenue Sharing (one-time)	0	2,500,000	2,442,800	1,500,000
From Civil Traffic Infractions Hearing Officer	50,000	50,000	50,000	50,000
From Grants Fund	2,515,842	0	0	0
From Half-Cent Sales Tax - Capital Projects Subfund	0	0	3,565,000	0
From State Revenue Sharing - Capital Projects Subfund	0	0	6,500,000	0
<b>Total Interfund Transfers</b>	<b>19,598,936</b>	<b>22,489,284</b>	<b>29,390,422</b>	<b>21,545,952</b>
<i>Appropriations:</i>				
Detention Deputy Recruitment/Retention Fund	500,000	1,000,000	500,000	500,000
ELAPP Operating Millage (rev. avail. for projects)	4,759,799	4,664,336	5,249,963	5,867,101
Fine and Forfeiture Fund (1)	3,893,700	7,256,671	8,967,215	9,329,470
Local Criminal Justice Trust Fund (2)	5,029,591	6,762,248	7,275,851	7,493,560
EPC (3)	6,388,440	0	0	0
Planning Commission (3)	4,810,291	4,735,185	5,097,887	5,618,903
Law Library (3)	439,561	536,230	555,972	588,989
Civil Service Board (3)	1,865,910	2,083,253	2,764,937	2,428,186
Grants Match Reserve	0	230,132	0	0
Aging Services Grants Match	372,923	400,635	447,095	447,095
Courts Grants Match	48,066	57,089	0	0
Public Safety Grants Match - Operating	85,452	77,792	80,384	96,353
EPC Grants Match	450,538	489,195	499,000	499,000
Head Start Grants Match	3,111,883	3,364,707	3,034,814	3,136,732
MPO Grants Match	18,696	18,696	26,463	26,463
Health & Social Services Grants Match	4,141,382	4,520,722	3,938,384	5,301,474
Indigent Health Care Services Fund	670,000	2,300,000	5,000,000	3,750,000
Catastrophic Disaster Self Insurance Fund	6,369,424	0	0	0
Transportation Trust Fund - (O&M Subsidy)	2,000,000	2,000,000	0	0
Transportation Trust Fund - Capital	5,179,814	1,167,439	0	0
Transportation Trust Fund - Capital (\$10 million alloc.)	7,750,000	7,750,000	4,450,000	2,000,000
General Liability Self Insurance Fund	3,184,712	0	0	0
ELAPP Site Management & Restoration Fund	0	1,047,283	1,475,709	1,540,404
Community Liaisons Grants Match	21,281	27,192	37,072	41,057
Library District Operating Fund	61,751	0	0	0
ITS Data Management Fund	0	4,200,000	0	0
Public Art Funding	2,720	0	0	0
<b>Total Interfund Transfers</b>	<b>61,155,934</b>	<b>54,688,805</b>	<b>49,400,746</b>	<b>48,664,787</b>

## INTERFUND TRANSFERS

Description	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Unincorporated Area General Fund</b>				
<b>Revenue:</b>				
From Half-Cent Sales Tax	46,141,397	51,226,368	56,242,468	61,057,045
From Half-Cent Sales Tax (one-time revenue)	0	3,172,000	0	0
From Oak Utility Operating/Project Fund	167,482	0	0	0
From State Revenue Sharing	1,233,000	4,600,000	5,066,000	5,092,000
From Half-Cent Sales Tax - Repair & Renovation Subfund	0	0	2,500,000	2,500,000
<b>Total Interfund Transfers</b>	<b>47,541,879</b>	<b>58,998,368</b>	<b>61,308,468</b>	<b>66,149,045</b>

**Appropriations:**

Sun City Utility Fund Subsidy	27,699	26,740	34,247	12,194
Match for Operating/Project Grants	306,190	0	0	0
Transportation Trust Fund - Operating (\$10 million alloc.)	1,567,853	1,750,000	1,700,000	1,850,000
Transportation Trust Fund - Capital (\$10 million alloc.)	0	0	3,350,000	5,650,000
Transportation Trust Fund - O&M Subsidy	11,594,533	16,069,211	15,201,509	17,910,466
Transportation Trust Fund - Capital	2,230,614	0	1,980,203	150,000
Land Excavation Operating Fund	0	0	92,530	125,432
Public Art Funding	47,600	0	0	0
<b>Total Interfund Transfers</b>	<b>15,726,889</b>	<b>17,845,951</b>	<b>22,358,489</b>	<b>25,698,092</b>

**SPECIAL REVENUE FUNDS**

**Countywide Special Purpose Fund**

**Revenue:**

From Countywide General Fund Project Fund	2,720	0	0	0
From Countywide General Fund				
Detention Deputy Recruitment/Retention	500,000	1,000,000	500,000	500,000
County Fine & Forfeiture Fund	3,893,700	7,256,671	8,967,215	9,329,470
Local Govt Criminal Justice Trust Fund	5,029,591	6,762,248	7,275,851	7,493,560
Indigent Health Care Services	670,000	2,300,000	5,000,000	3,750,000
Data Management Services Fund	0	4,200,000	0	0
From Indigent Health Care Sales Surtax	89,051,896	82,882,335	84,460,110	87,210,722
From Half-Cent Sales Tax (Data Mgmt. Svcs. Fund)	7,457,790	4,245,265	8,328,481	8,587,340
From State Revenue Sharing (Water Resources Team)	0	0	0	2,802,670
<b>Total Interfund Transfers</b>	<b>106,605,697</b>	<b>108,646,519</b>	<b>114,531,657</b>	<b>119,673,762</b>

**Appropriations:**

800 MHz Intergovernmental Radio Debt Service	1,115,880	1,103,713	1,170,511	1,166,403
Courthouse Project Debt Svc Fund	3,100,000	3,100,000	3,100,000	3,100,000
Reimburse General Fund for Court Clerk Services	50,000	50,000	50,000	50,000
Commercial Paper Program Fund	395,000	0	0	0
Match for Project Grants - Boating Improvement	268,710	0	0	0
Match for Project Grants - Community Liaison Grant	0	0	12,056	12,927

## INTERFUND TRANSFERS

Description	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<u>State Revenue Sharing</u>				
Countwide General Fund	17,033,094	19,939,284	16,832,622	19,995,952
Countwide General Fund (one-time)	0	2,500,000	2,442,800	1,500,000
Countwide General Fund - Project Subfund	0	0	6,500,000	0
Unincorporated Area General Fund	1,233,000	4,600,000	5,066,000	5,092,000
Tampa Bay Water Issues	0	0	0	2,802,670
Fleet Management Services Fund	770,052	0	0	0
<b>Total Interfund Transfers</b>	<b>23,965,736</b>	<b>31,292,997</b>	<b>35,173,989</b>	<b>33,719,952</b>

### Unincorporated Area Special Purpose Fund

#### Revenue:

From Unincorporated General Fund Project Fund	47,600	0	0	0
From Impact Fee Funds for Administration	157,488	283,096	253,650	253,650
From Commercial Paper Note Issuances - Projects	12,264,704	13,408,000	0	0
From Unincorporated Area General Fund				
Land Excavation Operation/Inspection	0	0	92,530	125,432
Sun City Utility Fund	27,699	26,740	34,247	12,194
<b>Total Interfund Transfers</b>	<b>12,497,491</b>	<b>13,717,836</b>	<b>380,427</b>	<b>391,276</b>

#### Appropriations:

Match for Project Grants	163,903	0	0	0
Public Works Grants Match	443,766	206,550	186,550	186,550
Commercial Paper Program Fund	297,794	4,300,000	-400,000	0
To Unincorporated General Fund for Oak Utility	167,482	0	0	0
<b>Total Interfund Transfers</b>	<b>1,072,945</b>	<b>4,506,550</b>	<b>-213,450</b>	<b>186,550</b>

### Blended Component Units Fund

#### Revenue:

##### Interfund Transfers

From Countywide General Fund				
Civil Service Board	1,865,910	2,083,253	2,764,937	2,428,186
Law Library Board	295,152	388,275	309,325	315,513
Law Library Board (Rent Supplement)	144,409	147,955	246,647	273,476
Environmental Protection Commission	6,388,440	0	0	0
City/County Planning Commission	4,810,291	4,735,185	5,097,887	5,618,903
<b>Total Interfund Transfers</b>	<b>13,504,202</b>	<b>7,354,668</b>	<b>8,418,796</b>	<b>8,636,078</b>

### State Health Care Surtax Trust Fund

#### Appropriations:

Indigent Health Care Services Fund	89,051,896	82,882,335	84,471,421	87,222,944
<b>Total Interfund Transfers</b>	<b>89,051,896</b>	<b>82,882,335</b>	<b>84,471,421</b>	<b>87,222,944</b>

## INTERFUND TRANSFERS

Description	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>Sales Tax Revenue Fund</b>				
<i>Revenue:</i>				
From County Center Rev Bonds Const Fund	1,000	0	0	0
<b>Total Interfund Transfers</b>	<b>1,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<i>Appropriations:</i>				
Data Management Services Fund	7,457,790	4,245,265	8,328,481	8,587,340
Countwide General Fund - Project Subfund	0	0	3,565,000	0
Unincorporated Area General Fund:				
Unincorporated Area General Fund - Oper. Subfund	46,141,397	51,226,368	56,242,468	61,057,045
Unincorporated Area General Fund (one-time)	0	3,172,000	0	0
Unincorporated Area General Fund - R3M Subfund	0	0	2,500,000	2,500,000
Infrastructure Surtax Proj. Fd; FY 97 - 03	35,956,911	12,743,904	0	0
Infrastructure Surtax Proj. Fd; FY 03 - 08 (financed)	0	25,487,809	0	0
Infrastructure Surtax Proj. Fd; FY 03 - 08 (non-financed)	0	0	39,101,858	41,680,188
Criminal Justice Facilities Debt Svc Fund	9,765,030	9,700,846	9,213,985	9,332,943
CIP Revenue Refunding Bonds '96 Sinking Fund	180,182	178,219	188,848	188,185
CIP Revenue Refunding Bonds '96 Sinking Fund	2,007,307	1,985,418	1,943,242	1,935,852
MOSI/County Center Debt Svc Fund	5,048,578	4,922,893	5,118,804	5,048,264
Capital Improvement Series 98 Bonds Debt Svc Fd.	1,269,603	1,446,538	1,308,784	1,280,225
<b>Total Interfund Transfers</b>	<b>107,826,798</b>	<b>115,109,260</b>	<b>127,511,470</b>	<b>131,610,042</b>
<b>Intergovernmental Grants Fund</b>				
<i>Revenue:</i>				
From Countywide General Fund	8,250,223	9,186,160	8,063,212	9,548,174
From Unincorporated Area General Fund	306,190	0	0	0
From Stormwater Management Project Fund	443,768	206,550	186,550	186,550
From ELAPP Site Management & Restoration	15,000	0	0	0
From ELAPP Limited Ad Valorem Tax Bonds 1994	291,763	0	0	0
From Park Impact Fee Fund	163,903	0	0	0
From Fla Boating Improvement Program Fund	268,710	0	0	0
From CIT Project Fund (Phase I)	191,926	0	0	0
Teen Court Fund	0	0	12,056	12,927
<b>Total Interfund Transfers</b>	<b>9,931,483</b>	<b>9,392,710</b>	<b>8,261,818</b>	<b>9,747,651</b>
<i>Appropriations:</i>				
Countywide General Fund	2,515,841	0	0	0
ELAPP Site Management & Restoration	16,261	0	0	0
<b>Total Interfund Transfers</b>	<b>2,532,102</b>	<b>0</b>	<b>0</b>	<b>0</b>

## INTERFUND TRANSFERS

Description	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>County Transportation Trust Fund</b>				
<i>Revenue:</i>				
From Countywide General Fund (O&M Subsidy)	2,000,000	2,000,000	0	0
From Countywide General Fund (Capital)	5,179,814	1,167,439	0	0
From Countywide General Fund - Cap. (\$10 million alloc.) *	7,750,000	7,750,000	4,450,000	2,000,000
From Unincorp. Area General Fd - Oper. (\$10 million alloc.)	1,567,853	1,750,000	1,700,000	1,850,000
From Unincorp. Area General Fd - Cap. (\$10 million alloc.)	0	0	3,350,000	5,650,000
From Unincorp. Area General Fund (O&M Subsidy)	11,594,533	16,069,211	15,201,509	17,910,466
From Unincorp. Area General Fund (Capital)	2,230,614	0	1,980,203	150,000
From CIT Project Fund (Phase II)	0	2,000,000	0	0
From CP Quarterly Note Issuances	0	9,000,000	-9,000,000	0
From Commercial Paper Allocated Credit Capacity	0	-8,000,000	-8,157,091	0
<b>Total Interfund Transfers</b>	<b>30,322,814</b>	<b>31,736,650</b>	<b>9,524,621</b>	<b>27,560,466</b>
<i>Appropriations:</i>				
Public Safety Grants Match - Project	0	0	0	0
Impact Fees/Capital Program Administration Fund	157,488	283,096	253,650	253,650
Fuel Tax Revenue Bonds Debt Svc Fund	2,735,385	2,332,406	2,259,504	2,303,886
Commercial Paper Quarterly Note Issuances	707,439	8,850,000	-4,780,000	12,300,000
<b>Total Interfund Transfers</b>	<b>3,600,312</b>	<b>11,465,502</b>	<b>-2,266,846</b>	<b>14,857,536</b>
<b>Library Tax District Fund</b>				
<i>Revenue:</i>				
From Countywide General Fund	61,751	0	0	0
From CP Allocated Credit Capacity	0	3,070,000	-4,490,000	0
<b>Total Interfund Transfers</b>	<b>61,751</b>	<b>3,070,000</b>	<b>-4,490,000</b>	<b>0</b>
<b>Infrastructure Surtax Fixed Project Fund</b>				
<i>Revenue:</i>				
From Local Govt. Infrastructure Surtax	35,956,911	38,231,713	39,101,858	41,680,188
From CP Allocated Credit Capacity	2,235,000	54,619,838	67,931,520	38,044,000
<b>Total Interfund Transfers</b>	<b>38,191,911</b>	<b>92,851,551</b>	<b>107,033,378</b>	<b>79,724,188</b>
<i>Appropriations:</i>				
Court Facilities Project Fund	0	6,892,000	0	0
Match for Project Grants	191,925	0	0	0
Match for Projects Grants	0	2,000,000	0	0
Match for Water/Wastewater Project Grants	11,313	0	0	0
2001 CIT Revenue Bonds	0	3,815,951	4,473,477	4,683,178
<b>Total Interfund Transfers</b>	<b>203,238</b>	<b>12,707,951</b>	<b>4,473,477</b>	<b>4,683,178</b>

\* Excludes \$500,000 allocation to Transportation Disadvantaged

## INTERFUND TRANSFERS

Description	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>DEBT SERVICE FUNDS</b>				
<i>Revenue:</i>				
From Countywide General Fund	0	0	0	0
From Half-Cent Sales Tax	16,263,393	16,248,496	15,830,421	15,849,617
From 800Mhz Intergovt Radio System	1,115,880	1,103,713	1,170,511	1,166,403
From Courthouse Annex Tower Fund	3,100,000	3,100,000	3,100,000	3,100,000
From 4th Cent Tourist Dev. Tax	2,007,307	1,985,418	1,943,242	1,935,852
From County Fuel Tax	2,735,385	2,332,406	2,259,504	2,303,886
From CIT Project Fund (Phase II)	0	3,815,951	4,473,477	4,683,178
From Falkenburg Jail Proj. Fund (Series 2001A)	2,160,311	0	0	0
From CIT Project Fund (Series 2001B)	936,209	0	0	0
<b>Total Interfund Transfers</b>	<b>28,318,485</b>	<b>28,585,984</b>	<b>28,777,155</b>	<b>29,038,936</b>
<b>CAPITAL PROJECTS FUNDS</b>				
<i>Revenue:</i>				
From Countywide General Fund	4,759,799	5,711,619	6,725,672	7,407,505
From Court Facilities Fund	395,000	0	0	0
From Grant Funds	16,261	0	0	0
From Stormwater Management Project Fund	297,794	4,300,000	-400,000	0
From Constitutional Gas Tax Fund	707,439	8,850,000	-4,780,000	12,300,000
From CIT Project Fund (Phase II)	0	6,892,000	0	0
From CP Quarterly Note Issuances	5,700,000	0	1,240,000	0
From CP Allocated Credit Capacity	0	-6,105,051	-5,665,000	-1,426,129
<b>Total Interfund Transfers</b>	<b>11,876,293</b>	<b>19,648,568</b>	<b>-2,879,328</b>	<b>18,281,376</b>
<i>Appropriations:</i>				
Half-Cent Sales Tax Fund	1,000	0	0	0
CIT Revenue Bonds - Series 2001 A & B	3,096,520	0	0	0
ELAPP Grant Match	306,763	0	0	0
Commercial Paper Qtrly Note Iss. - Transportation	0	9,000,000	-9,000,000	0
Commercial Paper Qtrly Note Iss. - Stormwater	12,264,704	13,408,000	0	0
Commercial Paper Qtrly Note Iss. - CIT II	2,235,000	0	9,000,000	0
Commercial Paper Qtrly Note Iss. - EPC Sabal Park Fac.	5,700,000	0	1,240,000	0
Comm. Paper Alloc. Cr. Capacity - Transportation	0	-8,000,000	-8,157,091	0
Comm. Paper Alloc. Cr. Capacity - Stormwater	0	0	0	0
Comm. Paper Alloc. Cr. Capacity - Jail	0	786,949	0	0
Comm. Paper Alloc. Cr. Capacity - Library	0	3,070,000	-4,490,000	0
Comm. Paper Alloc. Cr. Capacity - CIT I	0	0	0	0
Comm. Paper Alloc. Cr. Capacity - CIT II	0	54,619,838	58,931,520	38,044,000
Court Facilities Project Fund	0	-6,892,000	-5,665,000	-1,426,129
Reclaimed Water Improvement Unit Project Fund	0	358,000	1,069,000	0
<b>Total Interfund Transfers</b>	<b>23,603,987</b>	<b>66,350,787</b>	<b>42,928,429</b>	<b>36,617,871</b>



## INTERFUND TRANSFERS

Description	FY 02 Actual	FY 03 Adopted	FY 04 Adopted	FY 05 Planned
<b>ENTERPRISE FUNDS</b>				
<b>Water &amp; Wastewater Utility Enterprise Fund</b>				
<i>Revenue:</i>				
From CIT Project Fund (Phase I)	11,314	0	0	0
From CP Allocated Credit Capacity	0	358,000	1,069,000	0
<b>Total Interfund Transfers</b>	<b>11,314</b>	<b>358,000</b>	<b>1,069,000</b>	<b>0</b>
<b>INTERNAL SERVICE FUNDS</b>				
<b>Fleet Services Fund</b>				
<i>Revenue:</i>				
From State Revenue Sharing Fund	770,052	0	0	0
<b>Total Interfund Transfers</b>	<b>770,052</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>County Self Insurance Fund</b>				
<i>Revenue:</i>				
From Countywide General Fund	9,554,136	0	0	0
<b>Total Interfund Transfers</b>	<b>\$9,554,136</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

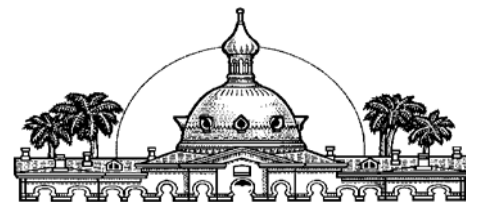
**Notes:**

- (1) Fine & Forfeiture Fund pays for Court related costs and services.
- (2) Local Criminal Justice Trust Fund pays for other Court costs, Medical Examiner, Public Defender, State Attorney, and Victim Assistance.
- (3) Due to accounting requirements, agency funding appears outside the General Fund, but the property tax subsidy is reflected in the transfer shown here.



**Adopted  
Biennial Budget  
for  
FY 04 and FY 05**

**Capital  
Budget**



**Hillsborough County  
Florida**



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## CAPITAL BUDGET

### Overview

The capital budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1<sup>st</sup> and ending September 30<sup>th</sup>. It incorporates anticipated revenues and expenditures included in the first year of the Capital Improvement Program (CIP). The adopted FY 04 capital budget for the Hillsborough County Board of County Commissioners is \$185.0 million; while the planned FY 05 capital budget is \$187.5 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 in nature, 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 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.
- Any project, including 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 specific programs: Fire Services, Government Facilities, Library Services, Parks and Recreation, Solid Waste, Stormwater, Transportation, and Water/Wastewater/ Reclaimed Water. In addition, the adopted FY 04 and planned FY 05 capital budgets also include funding for the County's ELAPP (Environmental Land Acquisition and Protection Program), R<sup>3</sup>M (Repair, Renovate, Replace and Maintain) programs and payments to the Citrus Park Community Development District and to the Fish Hawk developer for road improvements they previously constructed for which we are obligated to reimburse the developers from transportation impact fees. These activities, while not specifically meeting the criteria above, are tracked through the capital budget to provide for better control and accountability.

As noted before, 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 04 – FY 09 Capital Improvement Program. Interested parties can review this and other information at the County's website at [www.hillsboroughcounty.org](http://www.hillsboroughcounty.org). Select the budget section on the website. The adopted Capital Improvement Program is also available in hardcopy at your local regional library.

Note that the capital budget differs from the total FY 04 and FY 05 budgets per the adopted FY 04 – FY 09 Capital Improvement Program (CIP) as certain adjustments and other expenditures reflected in the capital budgets are not included in the adopted CIP. For example, budgeted funds for the R<sup>3</sup>M program and payments to developers previously discussed are not reflected in the CIP.

### Financial Policies

Among financial policies adopted by the Board of County Commissioners in FY 98, several pertain to the preparation, implementation, monitoring, and financing

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## CAPITAL BUDGET

of capital projects. While the Office of Management Services is responsible for the continued development, monitoring and update of these policies, specific functions are carried out by the Management and 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 that apply 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 03.02.02.26 - 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 Improvement Program Process**

The annual Capital Budget and Capital Improvement Process (CIP) update begins in January as part of the Countywide budget kickoff. At this kickoff, the County Administrator and the Management and Budget

Department meet 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 outlines his goals and direction for the new budget.

Later in January, Management and Budget staff conducts 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 are provided 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.

Also key during the budget process is to ensure that capital project estimates in the current CIP or new projects added during the current fiscal year that will carry over to the next CIP reflect current estimates. Departments are asked to review and update project information within 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. The 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

# CAPITAL BUDGET

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. The program directors then sign the documents to indicate their agreement.

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.


**PROJECT TITLE:** LUMSDEN ROAD WIDENING (PROVIDENCE TO PAULS DRIVE) **PROJECT NO:** 59113

**CIE REQUIREMENT:** Y **PROGRAM:** TRANSPORTATION/ROADS

**LEVEL OF SERVICE IMPACT:** E

**Project Description:** Widen Lumsden Road from Providence Road to Pauls Drive from four to six lanes. Project length is 0.945 miles.

**Neighborhood Community Area:** Brandon (Central)



**Operating Cost Impact:** Annual operating and maintenance costs are estimated to be \$8,000 per year.

**Project Completion Date:** Jul 2004

Expenditure Plan (in \$000's):									
	Total Est Cost	Prior Yrs Funding	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	Future
Development	200	154	46	0	0	0	0	0	0
Design	600	600	0	0	0	0	0	0	0
Land/ROW	0	0	0	0	0	0	0	0	0
Construction	1,700	1,746	-46	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Funding Sources (in \$000's):									
	Total Est Cost	Prior Yrs Funding	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	Future
Financing - CIT Backed	2,500	2,500	0	0	0	0	0	0	0
<b>Total</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**Sample Capital Project Detail Page from the Capital Improvement Program Document**

## Explanation of the Capital Project Detail Page

**Project Title** – Brief name of project

**Project No.** – Unique identification number assigned for accounting purposes.

**CIE Requirement** – 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, what impact does it have on the level of service (a full explanation of levels of service is provided in the CIP document).

**Program** – To which capital program this project pertains.

**Project Description** – A discussion of the project scope

**Operating Cost Impact** – What 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 field 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.

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.

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.

## CAPITAL BUDGET

Once the recommended budget and CIP has been presented to the Board, a series of budget workshops and public meetings are held. Three public hearings to gain public input are conducted after the recommended budget has been presented: one non-mandated meeting in July and the two required by statute during the month of September. The final budget and CIP is formally adopted by the Board of County Commissioners at the third public hearing.

Final budget documents reflecting the adopted budget and CIP are then prepared and distributed, both via hardcopy and electronic format. Once the capital budget and CIP are formally adopted, changes to the budget must be in 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 defined 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.

### 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 context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds. It 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 and utility costs as well as 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 we pay 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 two formal credit updates each year and notices of material changes are provided to rating agencies throughout the year.

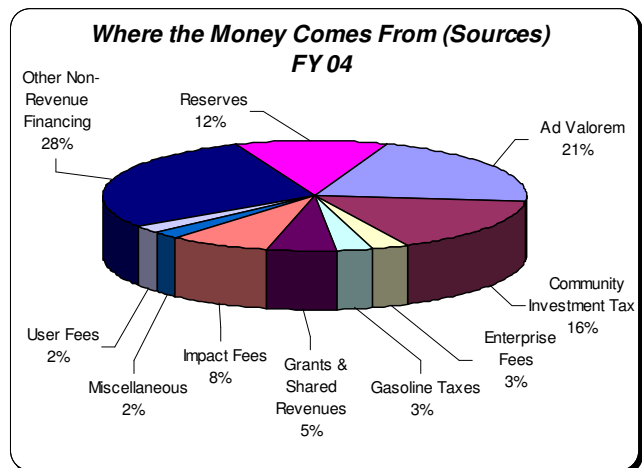
The County's general credit ratings are Aa2 / AA+ / AA on a scale where Aaa / AAA / AAA are the highest ratings. The County's high ratings are an objective indication of sound financial management, recognition that its overall debt profile is characterized by good debt service coverage from pledged revenues, 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 debt is issued only when needed and is only issued in appropriate amounts. Further, use of tax exempt short-term debt is the lowest-cost financing tool available to local government resulting in substantial savings to the County. Upon completion of projects, the County issues long-term debt at favorable interest rates to pay off outstanding short-term notes.

Additional information about the County's Debt Service Budget is included in a separate section of this document.

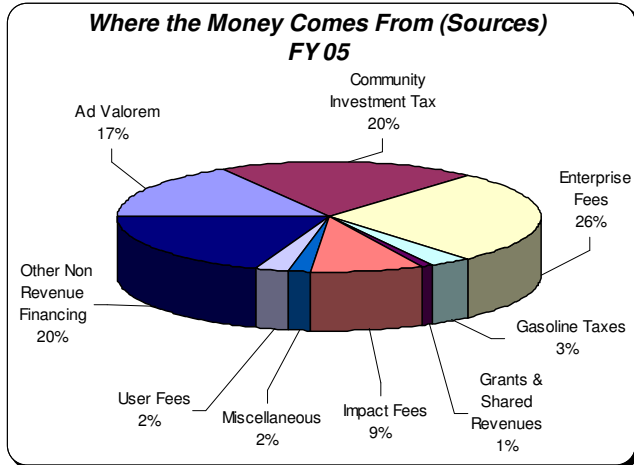
### Funding Sources

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, impact fees, grants or financing.





## CAPITAL BUDGET



- 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 Community Investment Tax is a ½ cent 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 to promote the health, safety and welfare of Hillsborough County residents.
- 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 road resurfacing programs.

Use of the Constitutional Fuel Tax collected by the state on behalf of the County is restricted to first be used to meet debt service, if any, of debt assumed by the State Board of Administration payable from the tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and 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.
- Impact fees are fees imposed on new construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. For each type of impact fee, the County is divided into zones.

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.

## CAPITAL BUDGET

- Financing is the last source of funding used in FY 04 and FY 05. It accounts for approximately 24% of the total funding. Short-term financing is used to borrow funds when needed, to advance projects and to keep financing costs down. Upon completion of the projects long-term debt is issued.

### Uses of Funds

Capital expenditures are related to one of the eight capital programs, the ELAPP program, or the R<sup>3</sup>M (Repair, Renovate, Replace and Maintain) program, each of which will be discussed in more detail below.

Station. One project is scheduled to be completed in FY 05, Tampa Shores Fire Station.



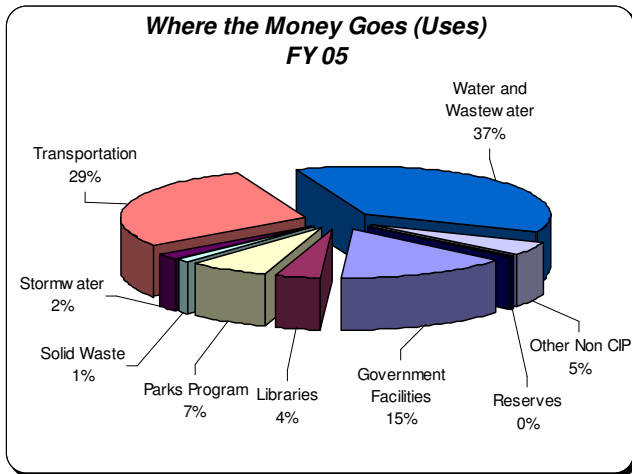
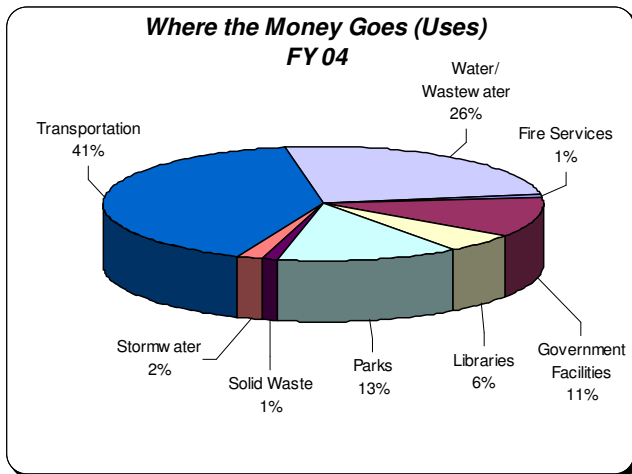
**New Sun City Fire Station (Under Construction)**

One new project added in FY 04 is to begin looking for land for relocation of the Ruskin Fire Station. Relocation of the existing facility is necessary because it is located in the 100-year flood elevation, does not meet Federal Emergency Management Agency (FEMA) requirements for flood elevation, and the current site is too small to allow build-up to the required elevation. Also, the existing building has developed cracks which indicate possible unstable subsurface. In addition, staff will continue to work on the Chapman Road, Country Place, River Oaks and Tampa Shores fire stations.

In an effort to improve emergency response time, the Board of County Commissioners earmarked 1% of a 2% Communications Tax increase approved in September for Fire Rescue. It is estimated that the 1% will generate approximately \$6 million annually for the construction of new fire stations identified in the Fire Rescue Master Plan.

### Government Facilities

The adopted Government Facilities capital budget for FY 04 is \$22.3 million; the adopted capital budget for FY 05 is \$27.3. The budgets provide funding to continue the program approved by the Board in September 2001. In addition, six new projects are added in FY 04. Major projects within this program include the Court Expansion project (one phase of this project, the Edgecomb Civil Family Court Facility is scheduled for completion around October 2003), Falkenburg Road Jail Phase V (scheduled for completion in October 2004), South County Regional Service Center, Brandon Regional Service Center, and the East County Courthouse Redevelopment / Regional Service Center. New projects added in FY 04 include an expansion of Animal Services Administrative Operations and Adoption areas,



### Fire Services

The adopted Fire Services capital budget for FY 04 totals \$2.4 million, and \$3.6 million for FY 05. The program is funded through a combination of Impact Fees, Community Investment Tax Phases I and II, and Ad Valorem Tax dollars. Two projects are scheduled to be completed during FY 04, Cork-Knights Fire Station Renovation and repairs to the Ruskin Fire

## CAPITAL BUDGET

Falkenburg Road Jail Phase VI, Mosquito Control Relocation to Vandenburg Airport area, two projects to take care of major repairs and maintenance needs at the Museum of Science and Industry (MOSI), and a capital contribution to the Tampa Bay Performing Arts Center.



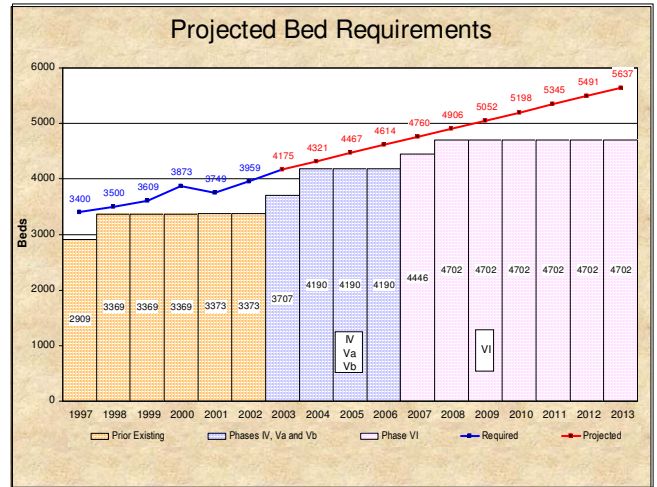
**New Pierce St Parking Garage (Artist's Concept)**

Funding sources for the program in FY 04 and FY 05 include Community Investment Tax Phases I and II, Financing, Ad Valorem, and Grant dollars.

Probably the most significant project added to the program in FY 04 is the design and construction of the Falkenburg Road Jail Phase VI. This is a \$50.5 million dollar project that will not only provide much needed jail space to alleviate jail overcrowding (256-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 Jail System continues to experience an unprecedented population growth of 12.2% since January 2003, resulting in approximately 1,000 inmates above its operating capacity, according to a Public Safety Coordinating Council (PSCC) report given to the Board in June 2003. Every year the Jail Population Committee (a subcommittee of the Public Safety Coordinating Council) meets twice to review jail population data and trends. From this process, a population forecast is developed and recommended to the Public Safety Coordinating Council. On March 21, 2003 the PSCC accepted the 2003 Jail Population Projection Committee recommendations and provided

a report to the Board of County Commissioners in June 2003.



The Falkenburg Rd. Jail Phase VI 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 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 vs. “detention grade” fixtures and furnishings, further lowering 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.

# CAPITAL BUDGET

## Library Services

The adopted Library Services budget for FY 04 totals \$11.5 million; the adopted capital budget for FY 05 is \$7.1 million. The budgets provide funding to continue the program approved by the Board in FY 01. Staff will continue to work on three new libraries and renovations to two other libraries.



**Upper Tampa Bay Library (Artist's Concept)**

The three libraries will be located in South Brandon, South County and in the Upper Tampa Bay area. Two projects are scheduled for completion in FY 04. Also, additional funding has been allocated in FY 04 and FY 05 to replace the Westgate Library. Three projects are scheduled for completion in FY 04, Library ADA Renovations, Main Library Elevators Replacement and Fascia Repairs, and the renovations at the West Tampa Library. The Library program is funded with Ad Valorem Taxes, and the Community Investment Tax.

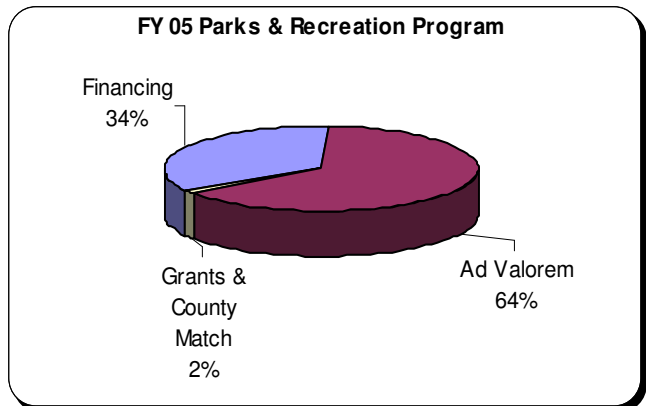
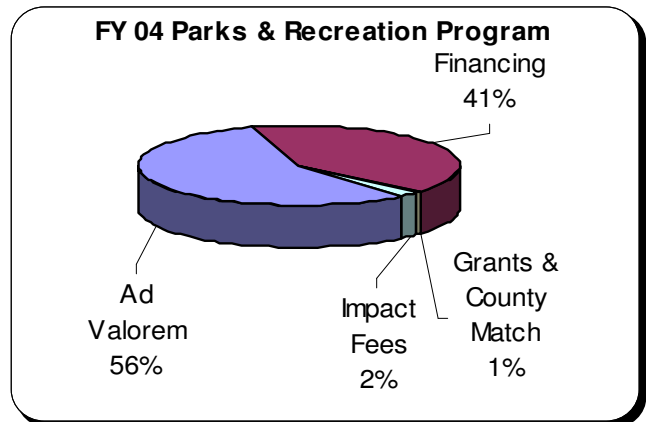
During FY 04 the Board will be reviewing the Library Capital Facilities Master Plan. This plan identifies a need to add 286,000 square feet of library space, and a minimum of 789,000 library volumes to the Library System between FY 05 and FY 15. The Board will be challenged to identify specific sites for future facilities and secure funding to acquire them as soon as practical, to minimize impact of land and construction costs of those future facilities, while maintaining the countywide millage under the 10 mills cap.

## Parks and Recreation

The Parks and Recreation Program include 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.

The Parks and Recreation Program has a total funding of \$26.5 million in FY 04 and \$12.6 million in FY 05 using mixed funding of Impact Fees (its major source of funding), Community Investment Tax, Ad Valorem Tax, Boat Improvement Fees and Community Development Grant Funds.



New projects for FY 04 and FY 05 include a contribution of \$350,000 each fiscal year to the City of Plant City for the construction of the Plant City Ellis Methvin Park. Based on the direction of the Board, staff will work together with the Plant City Director of Parks and Recreation to help develop specifications for the bid phase of the project. County staff will also develop an inter-local agreement regarding the County's oversight responsibilities of this project. In FY02 Hillsborough County contributed \$575,000 towards the purchase of land for this 46 acres park. The FY 04 budget also includes funding of \$2.8 million for the acquisition of land for the Upper Tampa Bay Trail Phase IV project. Located in Northwest Hillsborough County, this project is a multi-use paved trail for recreation and non-motorized transportation. At build-out, it is envisioned that this project will

## CAPITAL BUDGET

connect to the 42-mile Suncoast Trail, creating a 57-mile paved trail system from Old Memorial Highway in Hillsborough County to U.S. 98 in Hernando County. The construction cost of this project is estimated to be \$10.1 million with an expected grant from the Federal Government of \$6.6 million starting in FY 06. Completion of this final segment is anticipated in 2010.



**Ed Radice Sports Complex**

Both the Plant City Ellis Methvin Park project and the Upper Tampa Bay Trail Phase IV projects are funded with ad valorem taxes.

The William Owens Pass Park Improvement Project and the Summerfield Soccer/Football Complex Construction project are funded at \$2.0 million each in FY 05 using Community Investment Tax backed financing. These two projects will support soccer and football activities in the Southern and Eastern areas of Hillsborough County.

### **ELAPP**

Included in the Parks Program is the Environmental Land Acquisition & Protection Program (ELAPP) which 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 by levying an operating and debt service tax at a rate not exceeding of 0.25 mills in any one year period for up to 20 years from when it was first levied in 1987. As of August 2003, the program has acquired approximately 38,500 acres at a cost of \$129.4 million since its inception in 1987. This program has been allocated \$10.7 million in FY 04 and \$6.4 million in FY 05 for the purchase of eligible land parcels as they become available.

### **Solid Waste**

This Program has a total funding of \$2.5 million in FY 04 and \$2.0 million in FY 05. The program is funded with a combination enterprise fees and financing.



**Resource Recovery Facility**

There's a major push in FY 04 to expand, repair and replace various transfer stations, landfills and administration buildings. These projects are all funded using Solid Waste Enterprise Fees.

Significant additions to the FY 04 and FY 05 Solid Waste Capital Improvement Program are the expansion of the Northwest and South County Transfer Stations. The Solid Waste Management Department (SWMD) has reviewed the current transfer stations operations and projected future tonnage generations in the areas serviced by these transfer stations and has determined that these transfer stations need to be expanded to increase efficiency and to manage future tonnage generations.

The cost of these two projects is estimated to be \$14.4 million. Development and design costs of \$250 thousand are being funded in FY04 and FY05 using Solid Waste Enterprise funds. Construction costs of \$14.1 million will be financed starting in FY06. The projected completion dates for the Northwest Transfer Station Expansion and the South County Transfer Station are July, 2007 and July, 2008 respectively.

Funding of \$1.2 million will also take place in FY 05 to replace the gas collection system at the Hillsborough Heights Landfill in Eastern Hillsborough County to improve efficiency and insure compliance with the FDEP and EPC closed landfill regulations. This project is funded with enterprise fees and is scheduled to be completed March, 2005.

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## CAPITAL BUDGET

### Stormwater

The Stormwater Program consists of capital projects designed to reduce flooding by improving stormwater drainage and reducing pollution resulting from stormwater runoff. The adopted FY 04 stormwater capital budget is \$4.1 million; the planned FY 05 capital budget is \$4.2 million.

On July 24, 2003, at the FY 04 – FY 09 Capital Improvement Program Workshop, the Hillsborough County Board of County Commissioners (BOCC) approved two significant Stormwater Program related actions. First, the BOCC authorized staff to initiate a series of public meetings to gather public input on a potential increase of the annual stormwater fee assessment. This assessment, discussed in detail under the revenues discussion contained in the Executive Summary section of this document, has not been revised since it was first implemented in 1989. Based on current revenues generated by this fee, it will take approximately 40 years to complete all unfunded stormwater needs currently identified.

The second significant action taken by the BOCC allows staff to utilize approximately \$4 million in unused debt capacity from the \$93.9 million previously authorized by the Board in 1998 for the Accelerated Stormwater Program to add 20 new stormwater projects.



**Delaney Creek Stormwater Flood Reduction**

In July 1998, responding to significant flooding problems resulting from unprecedented heavy rains generated by the El Niño phenomenon in September 1997 - March 1998, the BOCC committed \$93.9 million for an Accelerated Stormwater Program. This program, funded primarily from short-term commercial paper and Community Investment Tax backed financing, was originally scheduled to conclude in FY 03. With the Board's approval of the extension, it is

now anticipated that funding for all projects under this program will be completed by the end of FY 04. The stormwater program is now scheduled to return to a pay-as-you-go basis relying solely on stormwater fee revenues for new projects starting in FY 05.

When the Accelerated Stormwater Program is finished in FY 04, 333 stormwater projects, 175 culvert replacements, and 17 Watershed Management Plans will have been completed.

Non-routine projects with FY 04 and/or FY 05 funding include the Humphrey Street project and the Windhorst Road West of Kingsway project.

The Humphrey Street stormwater improvement project is intended to alleviate flooding that impacts students walking to and from a special school located at Habana Avenue. Funding for this project will come from Stormwater Fee revenue.

This project is needed because runoff from storms accumulates at the corner of Humphrey Street and Habana Avenue, forcing students to walk through and school buses to drive through this water. When completed, this project will improve existing drainage by improving drainage inlets to provide an adequate collection throat and will replace existing drainage pipe with new pipe of greater capacity that will discharge into the Twin Lake Outfall canal.

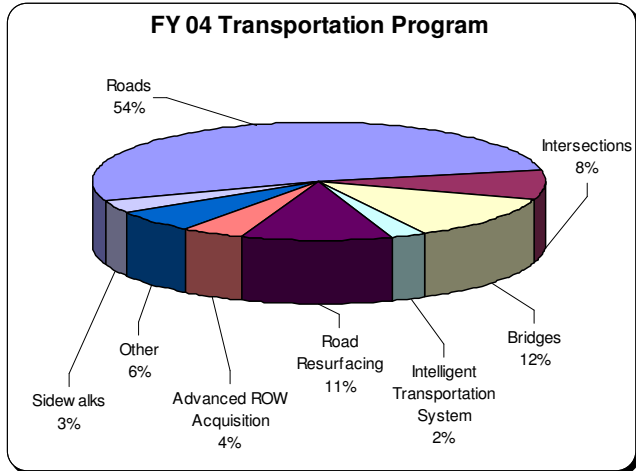
The Windhorst Road stormwater improvement project, also funded from the Stormwater Fee, will alleviate flooding along this road that results due to surrounding areas having a higher elevation. In heavy rains, motorists are forced to drive through substantial standing water, resulting in a safety hazard and undue wear and tear on vehicles.

This project will reduce flooding through the construction of a collection and disposal system that will convey stormwater runoff to a nearby underground exfiltration system.

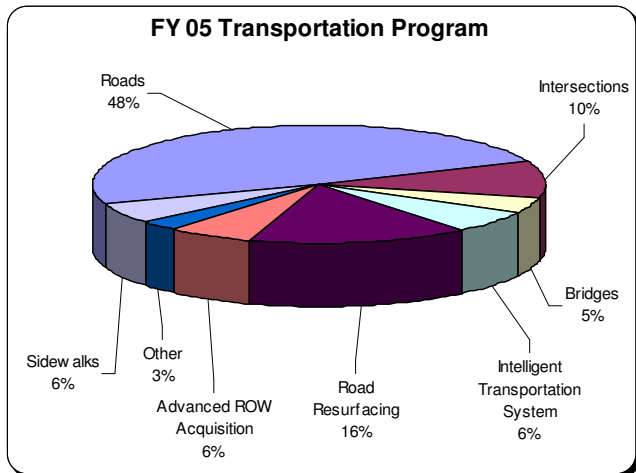
### Transportation

The adopted FY 04 transportation capital budget is \$79.2 million and includes new or additional funding for fourteen road projects, fifteen bridge projects, eighteen intersection projects, road resurfacing, sidewalks and ADA sidewalks, Intelligent Transportation System Studies, Device Deployment and Traffic Management Center, new traffic signals, advanced right-of-way acquisition, improvements for channelization of traffic, and reimbursements to developers for roads constructed on the county's behalf.

## CAPITAL BUDGET



The planned FY 05 transportation capital budget is \$51.6 million, and reflects new or additional funding for eight road projects, three bridge projects, five 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, and continued reimbursements to developers.



Note that the FY 05 decrease in funding from FY 04 levels reflects acceleration of funding for transportation projects in FY 03 and FY 04 using CIT backed financing. Major transportation projects include:

In recognition of long term transportation needs, the Hillsborough County Board of County Commissioners is conducting a series of monthly transportation related workshops during the summer and fall of 2003 which will include input not only from staff but also from the three municipalities, HARTline, FDOT, the Planning Commission, Metropolitan Planning Organization, and other appropriate non-County agencies. This series of workshops, known as the "transportation summit," will

conclude in November 2003. The goal of the summit is to better understand the comprehensive long term transportation needs within Hillsborough County and to explore possible methods to meet these needs.

Another significant event impacting the FY 04 and FY 05 capital budgets occurred on January 30, 2002, when the Board of County Commissioners approved \$132.0 million of Community Investment Tax backed financing to accelerate critical transportation projects. As discussed in detail as part of the adopted FY 03 capital budget, 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 Intelligent Transportation System project. Funding for these projects will continue in FY 04 and FY 05 as indicated in the list of major projects.

In its second year of planning, the Intelligent Transportation System, when completed, 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.

The FY 04 Transportation Program reflects the beginning of repayment of short-term borrowing used to provide cash needed to keep transportation projects on schedule. As of April 2003, outstanding borrowings were \$18.6 million; no new borrowings are anticipated. Non-routine transportation projects with FY 04 and/or FY 05 funding include the widening of Racetrack Road from Hillsborough Avenue to South Mobley and the widening of Boyette Road from US 301 to Bell Shoals.



**Racetrack Road Before Improvements**

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The Racetrack Road widening project will cost \$36 million and be funded from a combination of \$21 million in Community Investment Tax cash and \$15 million in Community Investment Tax revenue backed debt. The project will widen 5.83 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.



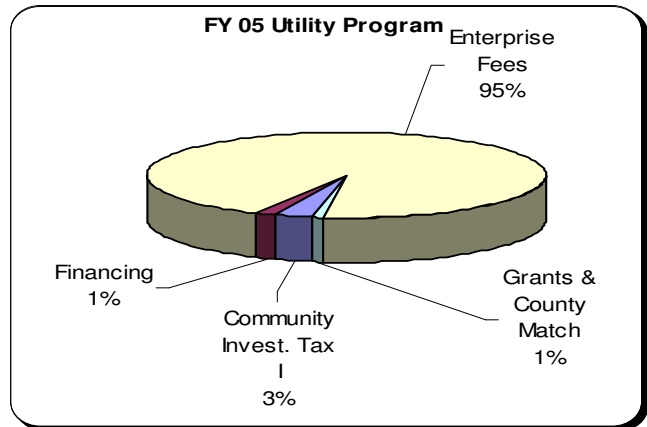
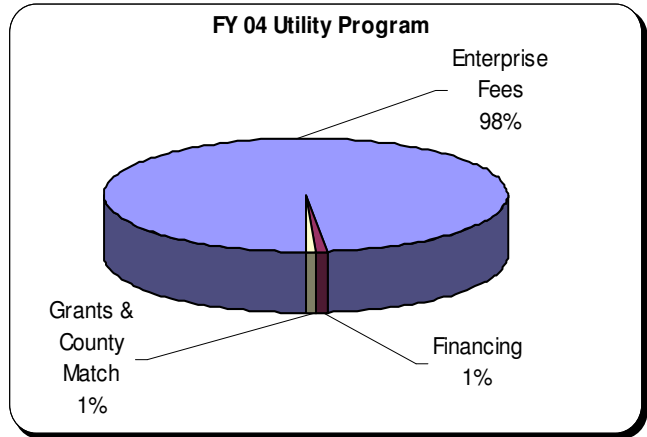
**Racetrack Road After Improvements (Concept)**

These improvements will help alleviate traffic backups and resulting safety issues that have resulted from significant development in the area. When completed, this project will widen Racetrack Road from Hillsborough Avenue to Linebaugh Road from 4 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 \$23.6 million and will be funded primarily from Community Investment Tax backed debt. This project is 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 during rush hour. The project 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, this project 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 Capital Improvement Program volume of the budget.

### Water/Wastewater/Reclaimed Water

The Utility Program includes a mix of Potable Water, Wastewater and Reclaimed Water Projects and is funded with a combination of Enterprise Funds, Community Investment Tax funds, Financing, and Bond proceeds This Program has a total funding of \$55.3 million in FY 04 and \$68.0 million in 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.

A new master plan has been completed to determine how to handle the wastewater sludge produced from the seven Wastewater Treatment Plants over the next 20 years. This plan identified several projects that needed to be completed to achieve compliance with upcoming regulations and produce an environmentally friendly product with minimal impact to surrounding residences. The construction of the Class A sludge processing facility in Northwest Hillsborough County is



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**Valrico AWTP Expansion**

the most important project that will be constructed to meet these objectives. Wastewater sludges will be thermally dried in the new facility and pelletized to produce a reusable product that will meet class A standards and can be applied anywhere as a fertilizer. Although current regulations do not require all wastewater sludges to meet this level of treatment, the Water Department wanted to be proactive in complying with future requirements. Additionally, the operations will be inside of a building which will nearly eliminate any odors or noises associated with the processing from neighboring areas. This project is being funded with enterprise fees, is estimated to cost \$24.0 million and is expected to be completed in June, 2007.

### **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 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 absorbed 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 operating impact over a number of years rather than hitting all at once when the jail is completed.

Debt service payments on any debt issued 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 restricts 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 low and at a prudent level. While the adopted FY 04 capital budget includes the issuance of short-term notes to advance certain projects, there is no impact on the operating budget from any required debt service because these costs are rolled into subsequent notes until the projects are completed, at which time long term debt is issued.

Specific FY 04 and FY 05 operating impacts from capital facilities are as follows:

**Fire Services:** No new or replacement fire stations are scheduled to open in FY 04. One fire station is scheduled to open during FY 05 – a new facility in the Town n' Country area (River Oaks fire station) on Sheldon Road south of Linebaugh Ave. However, a temporary facility will be operational in FY 04 which will require the hiring of 12 firefighters/medics, the cost of operating and maintaining the facility and a new fire engine. It costs approximately \$1.5 million annually to staff and operate this facility. Typically it costs \$.9 million annually, including, 12 positions to operate a fire station that does not have an advanced life support unit versus \$1.5 million, including 19 positions if it has an advance life support unit.

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
River Oaks Fire Station	19	\$1,511.5	\$1,461.7

**Government Facilities:** No facilities will be opening in FY 04. There are two projects scheduled for completion in FY 05 that have an impact on the operating budget; the N.W. Hillsborough Customer Services Center and the South County Regional Service Center. The opening of the South County Regional Service Center will require new staffing and operating costs as shown below.

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
N.W. Hills. Customer Svc Center	0	\$0	\$80.0
S. County Regional Service Center	3	103.9	121.0

**Library Services:** Two projects with operational impacts will be completed during FY 04; the Lutz Library Expansion and the West Tampa Library Renovation. The West Tampa Library Renovation

## CAPITAL BUDGET

project will add two new positions to the Library's operating budget.

Two projects are scheduled to open in FY 05; the South Brandon Regional Library and the Upper Tampa Bay / Westchase Library. These projects will add a total of 14 new positions and operating costs to the Library's operating budget.

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
Lutz Library Expansion	2	\$55.9	\$113.4
West Tampa Library	2	140.8	146.8
South Brandon Library	14	784.1	784.1
UTBay / Westchase Lib.	14	784.1	784.1

**Parks and Recreation:** Twenty-two projects are scheduled to be completed in FY 04 and FY 05. Eleven of these projects will require a total of 43 new staff members costing \$2,551,823. Completion of 10 other projects, while not requiring additional staff, will need an additional \$284,281 annually for increased operating costs.

The annual operating expenditures for a regional park requires approximately \$500,000 in personnel cost and \$200,000 in other operating and maintenance costs. The annual operating expenditures for a local park requires approximately \$185,000 in personnel cost and \$100,000 in other operating and maintenance costs.

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
Bellamy Playground	2	0	85.5
Bethune Courts	0	0	6.2
Carrollwood Meadows	5	0	99.4
Carrollwood Village	5	0	350.0
Country Place Park	7	0	174.7
Fish Hawk Sports n	3	0	430.0
Gardenville Center	5	0	494.2
Lighting Improvements	0	57.0	22.0
Live Oak Sports	3	0	430.0
Miller Road Park Land	5	0	91.7
Northdale Com Cntr	5	0	350.0
Old Fort King Trail	2	0	140.3
Pinecrest Elementary	0	19.0	19.0

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
Progress Village Park	0	.6	.6
Progress Village Pk Lnd	0	0	40.0
Schultz Waterfront Park	0	0	6.0
Sun City Heritage Ramp	0	.2	3.0
T N' C Greenway Land	0	42.7	42.7
UTB Trail Construction	0	25.2	100.7
UTB Trail Const. Ph II	4	0	63.0
UTB Trail Const. Ph III	0	29.4	39.2
Westchase Park	2	0	251.4

**Solid Waste:** Ten projects are scheduled to be completed in FY 04 and FY 05. Completion of these projects, while not requiring additional staff, will need an additional \$60,000 annually for increased operating costs. It is projected that in FY 04 we will received and process 948,896 tons of solid waste at a cost of \$83.06 a ton.

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
Leachate Effluent Stat.	0	\$60.0	\$60.0

**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 04 and planned FY 05 operating budgets for the Transportation Maintenance Division of Public Works, the unit responsible for performing required maintenance. Note that as more infrastructures are 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 has no direct operating costs associated with it, there 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

## CAPITAL BUDGET

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 04 and FY 05 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 future date to maintain infrastructure at desired levels.

**Water/Wastewater/Reclaimed Water** There are 12 projects scheduled to be completed in FY 04 and FY 05. Ten of these projects will have a total operating cost impact of \$492.950. No new staff will be required for the operation of these projects. In FY 04 the projected cost of providing potable water is projected to be at \$2.17 per thousand gallons, wastewater collection and treatment at \$6.05 per thousand gallons and reclaimed water distribution at 0.51 per thousand gallons.

Project (In thousands)	New Positions	FY 04 Oper. Impact	FY 05 Oper. Impact
Dale Mabry RW Imp.	0	2.0	2.0
Durant Rd RWTM	0	0	1.0
Fox Run/ The Greens	0	0	.3
Lithia Pinecrest RW	0	0	106.0
Miler Woods RWIU	0	0	1.0
Miller Rd WW Booster	0	63.6	190.7
River Oaks Tel Syst.	0	0	40.0
Lake Grady Water Sys	0	0	5.6
New Fire Hydrant Proj.	0	0	.8
USEP Project	0	0	80.0

### **R<sup>3</sup>M Program**

During the FY 02 capital budget process, the Board of County Commissioners, concerned about maintaining the condition of County facilities, established the Repairs, Replacements, Renovations and Non-Routine Maintenance Program (R<sup>3</sup>M). The R<sup>3</sup>M Program focuses on non-routine repairs, replacement, and/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. The R<sup>3</sup>M program is more flexible than the CIP process, allowing the County to react in a timelier 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 adequate 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 provides approximately \$6.2 million annually for the program.

In addition to the ongoing 1% commitment, funding in FY 04 and FY 05 includes an additional one-time allocation from Sales Tax and State Revenue Sharing of \$12.3 million to help address an existing Parks and Recreation facility maintenance backlog in both the incorporated and unincorporated areas of the County. A major initiative costing an average of \$1.0 million a year for the next 4 years will begin to address the need to replace existing lighting systems at most County parks.

The R<sup>3</sup>M 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 04 and FY 05 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 purpose 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.
- To identify projects with total expenditures and encumbrances that exceed 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.

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## CAPITAL BUDGET

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

Shows the budget, expenditures and remaining balance of projects within each 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 180 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 180 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 04 and FY 05 Funding for Capital Projects (in thousands)**

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<b><u>Fire Services:</u></b>						
92103	Adamsville Fire Station	\$50	\$5	\$110	\$1,588	\$1,753
91136	Armdale Fire Station #10	0	50	345	0	395
91151	Chapman Road Fire Station	2,142	208	29	0	2,379
79140	Country Place Fire Station	530	365	1,045	656	2,596
91000	Fire Station Code Compliance - Various	550	50	50	0	650
91142	Fire Hydrant Installation	310	160	160	480	1,110
79020	Fire Rescue Equipment Replacement Ph. II	1,440	1,440	1,440	4,320	8,640
91145	North Hillsborough Fire Station #14	150	45	345	0	540
92114	Northdale Fire Station	620	445	20	1,520	2,605
91152	River Oaks Fire Station	2,117	-398	29	0	1,748
91146	Ruskin Fire Station # 17	475	-336	0	0	139
79141	Ruskin Fire Station Land Acquisition	0	336	0	0	336
91150	Tampa Shores Fire Station	2,117	17	29	0	2,163
		<b>\$11,948</b>	<b>\$2,387</b>	<b>\$3,602</b>	<b>\$8,564</b>	<b>\$26,501</b>

**Government Facilities:**

79021	Animal Svcs. Adoption, Admin., Ops. Exp.	\$0	\$120	\$1,080	\$0	\$1,200
79134	Cooperative Extension Services	37	408	30	0	475
70644	County Center Replace Cooling Tower	0	300	0	0	300
70121	Court Facilities Expansion	75,294	663	3,850	5,212	85,019
79136	E. County Court Redev. / Regional Svc. Ctr.	2,635	220	1,630	150	4,635
90406	Falkenburg Rd. Jail Phase V	21,800	168	0	0	21,968
70058	Falkenburg Rd. Jail Phase VI	0	4,000	0	46,483	50,483
79130	Lowry Park Zoo	0	0	1,000	3,000	4,000
79026	Main Courthouse Phase II	100	1,550	0	0	1,650
79027	Main Courthouse - Phase III	620	380	0	0	1,000
79028	Main Courthouse - Phase IV	520	305	0	0	825
79055	MOSI E. Wing North & Central Roof Repairs	0	100	650	0	750
89315	MOSI Expansion Children's Science Center	3,000	7,000	0	0	10,000
79054	MOSI W. Wing Concrete Repairs / Reseal	0	100	900	0	1,000
70059	Mosquito Control Relocation to Vandenburg	0	2,500	0	0	2,500
92206	New Medical Examiner Facility	727	0	9,123	0	9,850
70035	New Roger P. Stewart Complex	6,495	470	0	0	6,965
79030	Performing Arts Center School	0	500	0	0	500
79135	Regional Service Center/Townhall - Brandon	620	225	3,205	150	4,200
79139	Riverview Terrace Senior Center	185	0	1,354	11	1,550
70056	Sabal Park ITS Connectivity	0	800	0	0	800
70655	Sheriff's Office Child Care Facility	1,450	250	0	0	1,700
79137	Tampa Bay History Center	450	0	1,220	15,330	17,000
79131	Temple Terrace Community Center0	0	0	500	0	500
79138	Town N' Country Senior Center	565	1,374	11	0	1,950
79022	Ybor City EPC Building Renovation	0	0	60	666	726
		<b>\$114,498</b>	<b>\$21,433</b>	<b>\$24,613</b>	<b>\$71,002</b>	<b>\$231,546</b>

**CAPITAL BUDGET**  
**FY 04 and FY 05 Funding for Capital Projects (in thousands)**

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<b><u>Library Services:</u></b>						
79128	Lutz Library Expansion	\$1,047	\$275	\$0	\$0	\$1,322
71109	Main Library Sprinkler System	15	0	55	474	544
79002	North Tampa Branch Library	0	89	0	712	801
71111	South Brandon Library	3,188	1,325	0	0	4,513
79124	South County Regional Library	975	5,853	3,310	0	10,138
71110	Upper Tampa Bay Library	3,898	1,325	0	0	5,223
79120	Westgate New Regional Library	245	2,682	3,785	0	6,712
		<b>\$9,368</b>	<b>\$11,549</b>	<b>7,150</b>	<b>\$1,186</b>	<b>\$29,253</b>

**Parks and Recreation:**

89301	All Peoples Center Multi-purpose -Phase 1	550	4,450	0	0	5,000
80163	Bethune Multi-Purpose Courts Const/Upgrade	0	113	0	0	113
89302	Carrollwood Village Community & Rec Center	2,320	1,680	0	0	4,000
80005	Cross Creek Park Construction	482	400	0	0	882
89000	Environmental Land Acqui.& Protection Prgm	19,095	10,656	6,389	28,895	65,035
89107	Fish Hawk Sports Complex Const (CIT I)	4,000	0	136	136	4,136
89108	Live Oak Sports Complex Construction (CITI)	4,000	0	136	136	4,136
89303	Northdale Community Center Addition (CIT-II)	250	1,620	0	0	1,870
89001	Northdale -Lake Park Greenway Trail Constr	350	515	295	0	1,160
89317	North Mobley Park	0	400	600	0	1,000
89316	Plant City Ellis Methvin Park Ph 1	0	350	350	0	700
82531	Progress Village Park Land Acquisition	0	208	208	0	416
89304	Public Access ELAPP Improv- Various Sites	0	270	0	0	270
89306	Summerfield Soccer/Football Complex Const.	0	0	2000	0	2,000
89096	Upper Tampabay Trail Construction -Phase	5,236	2,551	0	0	7,787
89002	Upper Tampabay Trail Const-Phase IV	700	2,830	0	6,550	10,080
86109	Westgate Park Impr/Play Area Relocation	0	500	500	0	1,000
89307	William Owens Pass Park Improvements	0	0	2,000	0	2,000
		<b>\$36,983</b>	<b>\$26,543</b>	<b>\$12,342</b>	<b>\$35,445</b>	<b>\$111,585</b>

**Solid Waste:**

54029	Alderman Ford Community Collection Center	0	200	0	0	200
54030	Hillsborough Heights Landfill Gas System	0	100	1,240	0	1,340
54024	Landfill Capacity Expansion- Sections 7 & 8	8,835	760	0	0	9,595
54023	Leachate Treatment Alternate Tech Analysis	520	300	0	0	820
54032	NW County Transf Station Storage Bldg Const	0	100	0	0	100
54033	NW County Transfer Station Scale Const	0	200	0	0	200

**CAPITAL BUDGET**  
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<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
54034	NW County Transfer Station Tipping FI Repair	0	250	0	0	250
54036	Northwest Transfer Station Expansion	0	50	150	7,000	7,200
54035	NW Transfer Station Unloading Area Const	0	75	0	0	75
54041	South County Transfer Station Expansion	0	50	0	7,150	7,200
54042	S/C Transfer Station Scale Replacement	0	150	0	0	150
54039	Southeast Landfill Admin Building Addition	0	250	0	0	250
54037	Southeast Landfill Capacity Expansion-Sect 9	0	-	625	7,505	8,130
		<b>\$9,355</b>	<b>\$2,485</b>	<b>\$2,015</b>	<b>\$21,655</b>	<b>\$35,510</b>

**Stormwater:**

41066	20 <sup>th</sup> St (127 <sup>th</sup> Ave to 139 <sup>th</sup> Ave) Improvements	\$0	\$0	\$113	\$473	\$586
41067	120 <sup>th</sup> Ave Stormwater Improvements	0	39	137	0	176
41068	122 <sup>nd</sup> Ave Stormwater Structures	0	82	9	0	91
47362	136 <sup>th</sup> Ave and 22 <sup>nd</sup> St Improvements	0	210	0	0	210
47360	Blind Pond Road Drainage Improvements	0	35	0	0	35
40040	Brooker Creek Plan Implementation	0	0	11	141	152
47152	Button Wood Pump Station	0	0	100	200	300
47364	Cactus Circle and Hudson PI Drainage Imp	0	148	0	0	148
41069	Craft Road Ditch Culvert Replacement	0	60	261	1,177	1,498
47336	Culvert Replacement Countywide FY 04	0	920	0	0	920
47337	Culvert Replacement Countywide FY 05	0	0	750	0	750
47124	Cypress Creek Plan Implementation	0	0	120	450	570
47359	East Camellia and Windhorst Stormwater Imp	0	175	0	0	175
41070	Echo View Road Drainage Improvements	0	0	39	9	48
47357	Elliot Street Stormwater Improvements	0	175	0	0	175
47350	Floral Drive Structure Rehabilitation	0	25	225	0	250
41071	Greenhill Drive Drainage AR-2	0	0	39	139	178
41081	Gulf City Road Improvements 1B-1	0	0	60	72	132
47343	Hillgrove & Stearns Stormwater Improvements	0	25	0	299	324
41072	Hollomans Branch HBA 1A Stormwater Imp	0	60	190	453	703
41073	Hollomans Branch HBA 6C Stormwater Imp	0	0	60	1,580	1,640
41062	Hope Lane Stormwater Improvements	0	0	39	106	145
41082	Humphrey Street Stormwater Improvements	0	28	0	0	28
41063	Hutchinson Road Outfall	0	0	39	46	85
47345	Indian Hills Subdivision Weir Replacement	0	72	0	0	72
47354	Kanawha Road Drainage Improvements	0	35	0	31	66
47358	Kelly Road Stormwater Improvements	0	85	0	0	85
47356	Kingsway & Ballpark Stormwater Imp	0	260	0	0	260
47363	Knight Street Stormwater Improvements	0	55	0	0	55
47346	Lake Carroll Storm Drain Rehabilitation - A	0	54	0	0	54
47347	Lake Carroll Storm Drain Rehabilitation - B	0	99	0	0	99
47351	Lake Carroll Storm Drain Rehabilitation I-A	0	49	0	0	49
47352	Lake Carroll Storm Drain Rehabilitation I-B	0	56	0	0	56
47353	Lake Carroll Storm Drain Rehabilitation I-C	0	99	0	0	99

**CAPITAL BUDGET**  
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41074	Lake Cedar West Stormwater Treatment	0	0	191	18	209
41075	Lake Forest Outlet Structure	0	0	69	0	69
41076	Lake Flynn Outlet	0	105	11	0	116
41064	Lake George Pump Station	0	0	100	90	190
47349	Livingston and Vicarra Outfall	0	45	0	69	114
41077	Miller Mac Road Stormwater Improvements	0	60	182	0	242
48501	Neighborhood System Improvements	1,533	0	472	3,522	5,527
47342	North Blvd and Ralkell Rd Stormwater Imp	0	296	0	0	296
47368	Ola Ave & 131 <sup>st</sup> Ave Stormwater Imp	0	45	0	139	184
47361	Overhill Drive Drainage Improvements	0	145	0	0	145
47367	Paddock Ave Outfall to Lake Dorothea Drain.	0	67	0	0	67
47365	Pemberton Creek Pipe and Weir Replacement	0	47	0	0	47
47119	Silver/Twin Lake Stormwater Plan Implemen	0	11	200	300	511
47344	Sligh Avenue Stormwater Phase III	0	35	0	410	445
47335	Stormwater Pumping Stations FY 04	0	50	0	0	50
47336	Stormwater Pumping Stations FY 05	0	0	50	0	50
47355	Temple Park Pipe Rehabilitation Phase II-A	0	25	300	0	325
41078	Town n Country Drainage Imp Phase V	0	0	67	454	521
41079	Wildcat Creek/Sun City Improvements 5A-1	0	189	90	228	507
41065	Willow Shores Drainage Imp Phase II	0	0	100	136	236
47348	Windhorst Rd W. of Kingsway Stormwater Imp	0	93	0	111	204
47366	Winhorst Rd West of Taylor Dr Stormwater	0	58	58	0	116
41080	Wolf Branch Culvert Replacements	0	0	118	242	360
		<b>\$1,533</b>	<b>\$4,117</b>	<b>\$4,200</b>	<b>\$10,911</b>	<b>\$20,761</b>

**Transportation - Roads:**

61147	22nd Street Community Main Street Project	\$620	\$1,920	\$2,921	\$75	\$5,536
61297	40th Street Road Widening	1,000	1,600	0	0	2,600
69112	Bell Shoals Road Widening	1,025	2,600	0	0	3,625
61018	Bicycle Lanes County Rural Roads FY 04	0	700	0	0	700
61020	Bicycle Lanes County Rural Roads FY 05	0	0	700	0	700
69104	Boyette Road Road Widening	13,000	10,629	0	0	23,629
69105	Brandon Main St – Pauls Dr (SR 60 – Feeder)	1,645	0	4,166	0	5,811
61043	Bruce B. Downs Phase II Road Widening	0	2,000	2,000	14,600	18,600
61046	Causeway Blvd Advance to FDOT	2,000	1,000	0	0	3,000
61134	Citrus Park Drive Extension PD&E	0	150	150	450	750
61019	Consolidated Road Median Improvements	736	100	100	400	1,336
61031	CR 672 Shoulder Improvements	6,079	584	806	0	7,469
61141	Cross Creek Road Widening	0	1,830	0	0	1,830
69106	Gunn Highway Road Widening	10,850	650	0	0	11,500
69320	Neighborhood Traffic Calming FY 04 (CIT)	0	800	0	0	800
69321	Neighborhood Traffic Calming FY 05 (CIT)	0	0	800	0	800
69111	Parsons Avenue/John Moore Road Widening	700	800	0	0	1,500
61974	Pave Dirt Roads Program FY 04	0	550	0	0	550
61975	Pave Dirt Roads Program FY 05	0	0	250	0	250



**CAPITAL BUDGET**  
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69041	Pavement Treatment Program FY 04	0	8,362	0	0	8,362
69042	Pavement Treatment Program FY 05	0	0	7,501	0	7,501
69110	Race Track Road Widening	11,026	14,474	10,500	0	36,000
61964	Resurfacing Roads With County Forces FY 04	0	500	0	0	500
61965	Resurfacing Roads With County Forces FY 05	0	0	500	0	500
69117	Town N Country Community Plan-Paula/Amb	100	500	700	2,500	3,800
		<b>\$48,770</b>	<b>\$47,219</b>	<b>\$30,703</b>	<b>\$17,575</b>	<b>\$144,267</b>

**Transportation - Bridges:**

69221	Benjamin Road Over Sweetwater Creek	\$220	\$120	\$560	0	\$900
69220	Carruthers Road Over Turkey Creek Bridge	681	(20)	0	0	661
69200	CIT Funded Bridge Improvements	0	800	0	0	800
62113	Consolidated Bridge & Guardrail Rehab FY 04	0	1,050	0	0	1,050
62114	Consolidated Bridge & Guardrail Rehab FY 05	0	0	1,050	0	1,050
69205	CR 579 Over Little Manatee River / South Frk	342	912	0	0	1,254
69206	CR 579 Over Little Manatee River Bridge	360	731	0	0	1,091
69204	CR 672 Over Hurrah Creek Bridge	924	12	0	0	936
69217	Durant Road Over Branch Of Turkey Creek	345	636	0	0	981
69215	East Bay Road Over Bullfrog Creek Bridge	486	834	0	0	1,320
69218	East Keysville Rd Over West Branch	736	63	0	0	799
69209	East Sligh Ave Over Abandoned CSX ROW	775	500	0	0	1,275
69222	Fairway Boulevard Over Flamingo Canal	220	120	560	0	900
69216	Grange Hall Loop Over Little Manatee River	1,059	918	0	0	1,977
69207	Knights Griffin Road Over Flint Creek Bridge	970	(20)	0	0	950
69201	Lithia Pinecrest Over Alafia River / S. Prong	422	1,618	0	0	2,040
69212	Memorial Highway Over Dick Creek Bridge	1,872	(672)	0	0	1,200
69203	South CR 39 Over Alafia River Bridge	3,093	(39)	0	0	3,054
69202	South CR 39 Over Little Manatee River Bridge	370	683	0	0	1,053
69214	Symmes Road Over Bullfrog Creek Bridge	500	758	0	0	1,258
69211	Webb Rd Over Sweetwater Creek/Channel G	549	702	0	0	1,251
		<b>\$13,925</b>	<b>\$9,706</b>	<b>\$2,170</b>	<b>\$0</b>	<b>\$25,800</b>

**Transportation - Intersections:**

69345	131st Avenue/Holly Road/Bruce B. Downs	\$531	\$575	\$0	\$0	\$1,106
63038	78th Street and Madison Avenue Intersection	1,076	145	0	0	1,221
63060	78th Street and Palm River Road Intersection	408	97	0	0	505
63327	Anderson Road and Waters Avenue	2,357	242	0	0	2,599
69319	Benjamin Road and Waters Avenue	2,179	548	0	0	2,727
63946	Big Bend Road and US 301 Intersection	145	97	400	0	642
69349	Big Bend Road and US 41 Intersection	211	225	0	0	436
63947	Bruce B Downs Blvd/Pine Dr/University Sq. Dr	205	1,200	0	0	1,405
63003	School Traffic Safety Devices Program	702	275	275	700	1,952
63002	School Traffic Signal, Signs & Marking	650	75	75	300	1,100
63000	Critical Accident Mitigation	1,096	(265)	1,558	7,060	9,449
63078	Cross Creek and Kinnan Intersection	0	320	0	0	320

**CAPITAL BUDGET**  
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63072	Durant/Dover/Little Road Intersection	100	370	0	0	470
63066	Fletcher and 42nd Street Intersection	161	805	0	0	966
63948	Fletcher Avenue and Magnolia Drive	240	350	0	0	590
63323	Habana and Sligh Avenue Intersection	511	19	0	0	530
69351	Hanley Road & Waters Avenue Intersection	430	1,117	2,489	2,199	6,235
69317	Hesperides Street and Sligh Avenue	201	18	0	0	219
63037	Madison Ave and US 41 Intersection PD&E	1,467	135	0	0	1,602
		<b>\$12,670</b>	<b>\$6,348</b>	<b>\$4,797</b>	<b>\$10,259</b>	<b>\$34,074</b>

**Transportation – ITS/Sidewalks/Other:**

69109	Intelligent Transportation System Studies	\$1,350	\$250	\$250	\$50	\$1,900
69108	Intelligent Transportation Device Deployment	5,250	1,700	2,650	1,800	11,400
64037	CDBG Funded Sidewalks	0	155	155	0	310
64031	Sidewalk ADA Retrofit FY 04	0	550	0	0	550
64032	Sidewalk ADA Retrofit FY 05	0	0	550	0	550
69503	Sidewalk Construction FY 04	0	2,000	0	0	2,000
69504	Sidewalk Construction FY 05	0	0	2000	0	2,000
69107	Traffic Management Center	4,000	3,500	0	0	7,500
69115	Advanced Right-of-Way Acquisition	1,706	3,500	3,000	6,000	14,206
69341	Channelization of Traffic FY 04	0	240	0	0	240
69342	Channelization of Traffic FY 05	0	0	240	0	240
61010	HARTline Capital Allocation	2,136	243	243	972	3,594
65007	Median Irrigation Lines	0	10	10	0	20
63073	New Traffic Signals	0	480	480	1,440	2,400
61146	PD&E and Design of Transportation Projects	400	50	0	0	450
65005	Railroad Crossing Reconstruction	0	300	300	1,200	1,800
		<b>\$14,842</b>	<b>\$12,978</b>	<b>\$9,878</b>	<b>\$11,462</b>	<b>\$49,160</b>

**Water:**

31012	Bahia Beach Water Transmission Main	59	76	405	0	540
31939	Cameila Drive Water Main Replacement	0	200	0	0	200
31951	Central Gibsonton Water Project (CDBG)	0	300	475	0	775
31940	Fawn Ridge Chlorine Generation System	0	64	340	1,216	1,620
31935	Fawn Ridge Water Plant Building Improvement	0	0	176	1,424	1,600
31943	Fawn Ridge/Lake Park Variable Freq Drive	0	328	982	0	1,310
31958	Future Acquisition of W/WW Franchises	4,718	509	1,000	3,600	9,827
31158	Linebaugh Avenue 12" Inch Wtm	0	0	440	1,323	1,763
31938	Lithia Variable Frequency Drive Replacement	0	258	772	0	1,030
31949	Lithia WTP Addnl Pumping Capty & Generator	0	1,750	0	5,250	7,000
30112	Rhodine Road Maintenance Fac Pavement	133	399	0	0	532
30103	Rhodine Road Maintenance Fac Re-Roofing	78	235	0	0	313
31936	River Crest Water Main Replacement	381	0	0	0	381
31941	Sanford Street Water Main Replacement	0	145	0	0	145
31160	South John Moore Road WM Improvement	0	93	282	0	375

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31937	Southeast Gibsonton Water Project (CDBG)	399	175	0	0	574
31945	Utility Relocation Master Project	0	1,000	1,000	4,000	6,000
31950	Utility Service Extension Program	300	300	0	0	600
31946	Water Line, Hydrant/Valve Inventory Prgm	0	2,500	2,500	0	5,000
31161	Water Main R&R- Fare Account	0	0	0	24,829	24,829
30116	Water Treatment R&R -Master Project	2,444	1,222	1,222	4,888	9,776
31942	Westwood Lane & Circle WM Replacement	0	275	0	0	275
39112	Wimauma Water System Phase III	525	0	1,625	0	2,150
		<b>\$8,656</b>	<b>\$9,829</b>	<b>\$11,219</b>	<b>\$21,701</b>	<b>\$51,405</b>

**Wastewater:**

10741	19th Ave. 12" Force Main/TECO Easement)	0	436	1,856	0	2,292
10742	Apollo Beach 16" Force Main	1,091	4,653	0	0	5,744
10757	Berkley Prep Force/Gravity Main Ph1	0	65	195	0	260
10127	Boyette 20" Forcemain TECO To Fishhawk	1,531	4,594	0	0	6,125
10138	Countywide Major WW Pump Stat Refurbish	4,000	2,000	2,000	8,000	16,000
10140	Countywide WW Pump Station Replacements	2,000	1,000	1,250	5,000	9,250
10756*	Dale Mabry & River Oaks WWTP Sludge Tank	0	209	1,691	0	1,900
10743	Dale Mabry 12" Force Main	0	103	131	703	937
10755*	Dale Mabry AWTP Process & Tel Upgrade	0	233	702	0	935
10761*	Falkenburg AWTP Addtnl Sludge Holding Tank	0	488	1,462	0	1,950
10754	Kings Point Force Main Replacement	0	200	0	0	200
10768	Low Pressure Sewer System Master Project	0	1,500	1,500	6,000	9,000
10744	Manhole Inspection & Rehabilitation Program	3,746	1,250	1,000	3,600	9,596
10759	Northwest Class A Sludge Processing Facility	0	6,000	18,000	0	24,000
10111	NW Residuals Syst And Process Telemetry	44	360	0	0	404
10739	NW Sludge Holding Tanks Recoating/Relining	138	225	0	0	363
10745	Regional WW Treat Plant R&R Master Project	2,700	1,500	900	3,600	8,700
10765	South County AWTP Dewatering Equip R&R	0	140	418	0	558
10747	Sub-Regional WW Treat Plant R&R Project	300	100	100	100	600
15411	Summerfield WW Booster Pump Station	1,553	1,100	0	0	2,653
10767	Valrico AWTP Additional Sludge Holding Tank	0	187	1,513	0	1,700
19016	Valrico AWTP Exp From 6 MGD To 12 MGD	0	0	1,200	28,800	30,000
10766	Valrico AWTP Sludge Dewatering	0	825	2,475	0	3,299
10758	Wastewater Line, Assment & Inventory Prgm	0	5,000	5,000	0	10,000
10750	Wastewater Slip Lining Master Project	4,200	2,000	2,000	8,000	16,200
		<b>\$21,303</b>	<b>\$34,168</b>	<b>\$43,392</b>	<b>\$63,803</b>	<b>\$162,667</b>

**CAPITAL BUDGET**  
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<b><u>Reclaimed Water:</u></b>						
10762	Big Bend Asr 10 Inch RWTM	0	139	786	0	925
10702	Bloomingsdale Ave RWTM -	253	0	759	0	1,012
19654	Culbreath Oaks RWIU	39	115	0	0	154
10704	Durant Rd Loop RWTM	75	225	0	0	300
19660	Fox Run/ The Greens RWIU	272	816	0	0	1,088
10727	Lithia Pinecrest RW Storage & Pumping Ph -II	1,125	3,375	0	0	4,500
10728	Lithia Pinecrest RWTM Ph-III	488	0	1,462	0	1,950
10740	Lutz Lake Fern RWTM	0	0	102	304	406
19655	Miler Woods RWIU	47	138	0	0	185
19715	Northwest Aquifer Stg/Rcy Wells Ph II	3,201	0	400	0	2,976
10730	Northwest Aquifer Stg/Rcy Wells Ph III	0	0	515	1,501	2,016
19661	Northwest RW System Control Improvements	73	1,747	0	0	1,820
19012	Ragg Road RWTM Interconnect	210	100	0	0	310
10760	Reclaimed Water Line Inventory Program	0	1,000	1,000	0	2,000
19017	RWTM Ext. & RWIU's-Master Project	200	200	200	200	800
10710	S/C Aquifer Stg/Rcy Wells Ph I (Alafia Area)	724	162	1,960	0	2,846
10712	South Central RW (Big Bend)	0	0	1,000	1,000	2,000
10711	South Central RW ASR Alafia Phase II	0	0	1,000	1,000	2,000
19115	S/C RW ASR Facility Big Bend Test Wells	1,531	1,069	0	0	2,600
10134	South Central RW Sys Control (SCADA)	281	844	0	0	1,125
10764	South County RW Pump Station Replacement	0	635	1,745	0	2,380
19716	South Mobley RWTM To Gunn Hwy	317	0	126	178	621
10763	Van Dyke RW Tank And Pumping Improv.	0	788	2,362	0	3,150
		<b>\$8,835</b>	<b>\$11,353</b>	<b>\$13,417</b>	<b>\$4,183</b>	<b>\$ 37,788</b>

Legend: WW=Wastewater  
RW= Reclaimed Water  
RWIU= Reclaimed Water Improvement Unit  
RWTM= Reclaimed Water Transmission Main  
WTM= Water Transmission Main

R&R= Renewal and Replacement  
WWPS= Wastewater Pump Station  
WWTP= Wastewater Transmission Pipe  
S/C= South Central  
ASR= Aquifer Storage Recovery

**CAPITAL BUDGET**

**REPAIRS, REPLACEMENTS, RENOVATIONS AND NON-ROUTINE MAINTENANCE PROGRAM  
FY 04 – FY 05 PROJECT LIST**

<u>Fund / Program / Project Title</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total FY 04-09 Funding</u>
<b><u>Countywide:</u></b>				
<b><u>Government Facilities:</u></b>				
Aging Services Ruskin Drive Thru At East Entrance	\$75,000		\$0	\$75,000
Aging Services Senior Center Kingsway Paving	80,000		0	80,000
Aging Services Senior Cntr Lutz Re-Seal/Stripe Parking Area	5,000		0	5,000
Aging Services Wimauma (Old Cannery) Buildout	75,000		0	75,000
Aging Services Wimauma (Old Cannery) Re-Roof	20,000		0	20,000
Animal Services Parking Lot Re-Seal/Stripe & New Lot In Back	94,500		0	94,500
Animal Services Replace Heat Pumps With Chill Water Sys	75,000		0	75,000
Children Services Bldg #49 Complete Renovation	0	145,000	0	145,000
Children Services Bldg #54 Patio Repairs & Renovations	50,000		0	50,000
Children Services Cafeteria Air Handling Unit Replacement	3,000		0	3,000
Children Services Chapel Renovation	0	140,000	0	140,000
Children Services Haven Poe Parking Lot	8,000		0	8,000
Children Services Parking Lot Construction	40,000		0	40,000
Children Services Parking Lot Re-Seal	20,000		0	20,000
Children Services Recreation Center & Dog Kennel Parking	40,000		0	40,000
Children Services Roadway Paving	100,000		0	100,000
Children Services Shelter Dorm Renovation #3	135,000		0	135,000
Children Services Shelter Dorm Renovation #5	135,000		0	135,000
Clerk's Warehouse Falkenburg Rd. Lighting Retro	40,000		0	40,000
Clerk's MIS Facility Curbs And A/C	0	50,000	0	50,000
Clerk's MIS Facility Re-Roof	0	175,000	0	175,000
Clerk's Warehouse Falkenburg Reseal/Stripe (Bldg. A)	50,000		0	50,000
Cooperative Extension Drainfield Replacement	5,000		0	5,000
County Buildings ADA	504,000	293,000	460,000	1,257,000
County Center Bldg. Renewal & Replacements	250,000	250,000	500,000	1,000,000
Replace Cooling Towers on County Center	300,000		0	300,000
County Center Restroom Renovations Throughout	95,000		0	95,000
EOC Parking Lot Re-Seal/Stripe	5,000		0	5,000
Fleet Unit #3 Building Renovation	0	100,000	0	100,000
Fleet Unit #4 Paving	80,000		0	80,000
Fleet Unit #5 Parking Lot Re-Seal/Stripe	7,000		0	7,000
Fleet Unit #5 Re-Roof	0	90,000	0	90,000
Headstart HCC Brandon Re-Roof	20,000		0	20,000
Headstart HCC Dale Mabry Re-Roof	20,000		0	20,000
Headstart HCC Plant City Parking Lot Re-Seal/Stripe	5,000		0	5,000
Headstart La Paloma Parking Lot Re-Seal/Stripe	5,000		0	5,000
Headstart La Paloma Re-Roof	20,000		0	20,000
Headstart Mosi Parking Lot Renovation	15,000		0	15,000
Headstart Sulpher Springs Parking Lot Re-Seal/Stripe	5,000		0	5,000
Headstart Sulpher Springs Trailer Parking Lot Re-Seal/Stripe	5,000		0	5,000
Headstart Westgate Re-Roof	20,000		0	20,000
Lee Davis NCS Parking Lot Re-Seal/Stripe	15,000		0	15,000
Lee Davis NCS Replace Partition 2nd Floor	10,000		0	10,000

**CAPITAL BUDGET**

**REPAIRS, REPLACEMENTS, RENOVATIONS AND NON-ROUTINE MAINTENANCE PROGRAM  
FY 04 – FY 05 PROJECT LIST**

<u>Fund / Program / Project Title</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total FY 04-09 Funding</u>
Medical Examiner Office Full Spectrum Lighting	15,000		0	15,000
Mosi East Wing - Center Roof Replacement	200,000		0	200,000
Mosi East Wing - Structural Concrete Stabilization	50,000		0	50,000
Mosi West Wing- Concrete Repair/Recaulk Study	50,000		0	50,000
Plant City Courthouse Parking Lot Re-Surface	75,000		0	75,000
Plant City Courthouse Restroom Renovation	30,000		0	30,000
Plant City DCF Buildout	45,000		0	45,000
Plant City DCF Parking Lot Re-Seal/Stripe & Misc. Patching	15,000		0	15,000
Red 78th St Warehouse Dumpster Pads And Paving	75,000		0	75,000
Red Facilities Back-Flow Preventers	40,000		0	40,000
Red Old Ed Powers Fire Station Re-Roof	88,000		0	88,000
Stewart Building Exterior Re-Seal & Painting	50,000		0	50,000
Stewart Building Lighting Retrofit	55,000		0	55,000
Stewart Building Mansard, Drains & Metal Roof Repairs/Replacement	40,000		0	40,000
Stewart Building Parking Lot Re-Paving & Striping	130,000		0	130,000
Unallocated	24,274	1,972,000	12,978,293	14,974,567
<b>Total Government Facilities</b>	<b>\$3,413,774</b>	<b>\$3,215,000</b>	<b>\$13,938,293</b>	<b>\$20,567,067</b>

**Parks:**

Trout Creek Crossing Renovation	34,000		0	34,000
Lithia Springs Retaining Wall Repairs	35,000		0	35,000
Aldermans Ford Parking & Sidewalk Repairs	100,000		0	100,000
Flatwoods Site Work & Renovations	100,000		0	100,000
Unallocated Funds	31,000	300,000	970,000	1,301,000
<b>Total Parks</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$970,000</b>	<b>\$1,570,000</b>

**Unincorporated Area (MSTU):**

**Fire Services:**

Armdale Fire Station #33 Garage Re-Roof	8,000		0	8,000
Armdale Fire Station (#10) Renovate Living Area	\$50,000	\$345,000	0	395,000
Falkenburg Fire Station #33 Parking Lot Re-Surface	15,000		0	15,000
Falkenburg Fire Station #33 Stormwater Repairs & Parking Lot	80,000		0	80,000
Fire Marshal 78th St Air Handling Unit	5,000		0	5,000
Fire Rescue Maint. Shop 78th St Re-Pave All Asphalt Areas	25,000		0	25,000
Fire Stations Code Compliance	50,000	50,000	0	100,000
Fire Stations Lighting Retrofit (FEMAR)	73,000		0	73,000
Gibson Fire Station #12 Drainfield Replacement	5,000		0	5,000
Seffner Mango Fire Station #18 Slab Under Tanker Shed	60,000		0	60,000
Springhead Fire Station #25 Construct Parking Lot	75,000		0	75,000
W. Hillsborough Fire Station #31 Parking Lot Re-Pave	20,000		0	20,000
Unallocated Funds	32,000	345,284	1,637,824	2,015,108
<b>Total Fire Services</b>	<b>\$498,000</b>	<b>\$740,284</b>	<b>\$1,637,824</b>	<b>\$2,876,108</b>

**CAPITAL BUDGET**

**REPAIRS, REPLACEMENTS, RENOVATIONS AND NON-ROUTINE MAINTENANCE PROGRAM  
FY 04 – FY 05 PROJECT LIST**

<u>Fund / Program / Project Title</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total FY 04-09 Funding</u>
<b><u>Parks:</u></b>				
Alexander Park Tennis /Basketball Light Replacement	25,000		0	25,000
Antioch Park Light Replacement field 1	45,000		0	45,000
Apollo Beach Fire Alarm Replacement	8,000		0	8,000
Balm Park Fire Alarm Replacement	8,000		0	8,000
Beacon Meadows ADA Parking & Sidewalks	20,000		0	20,000
Bealsville Fire Alarm Replacement	8,000		0	8,000
Bealsville Play Equip Replacement	45,000		0	45,000
Bellamy HVAC Replacement	3,300		0	3,300
Bellamy Play Safety Surfacing Replacement	25,000		0	25,000
Bethune Park Fire Alarm Replacement	8,000		0	8,000
Bloomingtondale E. Fencing Replacement	35,000		0	35,000
Bloomingtondale E. Court Repl/Resurface	17,000		0	17,000
Brandon Park Tennis /Basketball Light Replacement	10,000		0	10,000
Brandon Park Bleacher & Dugout Cover Replacement	3,000		0	3,000
Brandon Park Bleacher Replacement	3,000		0	3,000
Brandon Park ADA Parking & Sidewalks	71,000		0	71,000
Brandon Park Fencing Replacement	5,000		0	5,000
Cacciatore Play Equipment Replacement	9,000		0	9,000
Church Park Septic Tank Replace	5,000		0	5,000
Citrus Park Bleacher & Dugout Cover Replacement	5,000		0	5,000
Citrus Park Bleacher Replacement	20,000		0	20,000
Citrus Park Light Replacement fields 1,2,3	100,000		0	100,000
Citrus Park Light Replacement field 4 & batting cages	100,000		0	100,000
Citrus Park Fencing Replacement	10,000		0	10,000
Citrus Park Drainage system repairs & Renovation	50,000		0	50,000
Citrus Park Site work Renovation	40,000		0	40,000
Country Run Play Equipment Replacement	43,000		0	43,000
Davis Park Play Equip Replacement	9,000		0	9,000
Davis Park ADA Playground Accessibility	2,285		0	2,285
Earl Simmons Bldg. Repairs	25,000		0	25,000
Earl Simmons ADA Playground Accessibility	2,285		0	2,285
Gardenville ADA Playground Accessibility	2,285		0	2,285
Gardenville Play Equip Replacement	9,000		0	9,000
J. B. Gibson ADA Parking & Sidewalks	14,000		0	14,000
J. C. Handley Tennis /Basketball Light Replacement South	40,000		0	40,000
J. C. Hanley Septic Tank Replace	10,000		0	10,000
Jackson Springs Bldg. Repairs	60,000		0	60,000
Jackson Springs Fire Alarm Replacement	8,000		0	8,000
Jackson Springs HVAC Replacement	3,300		0	3,300
Jackson Springs Roofing Replacement	7,500		0	7,500
JC Handley Light Replacement fields 1,2,3	100,000		0	100,000
JC Handley Light Replacement - Football Field & Svc	100,000		0	100,000
Kenly Bldg. Repairs	50,000		0	50,000

**CAPITAL BUDGET**

**REPAIRS, REPLACEMENTS, RENOVATIONS AND NON-ROUTINE MAINTENANCE PROGRAM  
FY 04 – FY 05 PROJECT LIST**

<u>Fund / Program / Project Title</u>	<u>FY 04 Funding</u>	<u>FY 05 Funding</u>	<u>Future Funding</u>	<u>Total FY 04-09 Funding</u>
Kenly Fire Alarm Replacement	8,000		0	8,000
Kenly Rec. Roofing Replacement	7,500		0	7,500
Keysville Play Equip Replacement	12,000		0	12,000
Mango Parking Lot Resurfacing	25,000		0	25,000
N. Brandon Park ADA Parking & Sidewalks	5,000		0	5,000
Northlakes ADA Playground Accessibility	2,285		0	2,285
Northlakes Fencing Replacement	35,000		0	35,000
Northlakes Fire Alarm Replacement	8,000		0	8,000
Northlakes Park Bleacher & Dugout Cover Replacement	50,000		0	50,000
Northlakes Park Bleacher Replacement	5,000		0	5,000
Northlakes Park Light Replacement Batting Cages	60,000		0	60,000
Northlakes Park Light Replacement fields 1,2,3	100,000		0	100,000
Northlakes Park Light Replacement fields 4,5,6,7	100,000		0	100,000
Northlakes Park Parking Lot Resurfacing	75,000		0	75,000
Northlakes Park Site work Renovation	5,000		0	5,000
Northlakes Roofing Replacement	60,000		0	60,000
Nye Park Fire Alarm Replacement	8,000		0	8,000
Oscar Cooler Light Replacement fields 1 & 2	60,000		0	60,000
Oscar Cooler Tennis /Basketball Light Replacement	25,000		0	25,000
Palm River Fire Alarm Replacement	8,000		0	8,000
Progress Village Court Repl/Resurface	12,000		0	12,000
Progress Village Fencing Replacement	5,000		0	5,000
Progress Village Fire Alarm Replacement	8,000		0	8,000
Progress Village Site Work Renovation	30,000		0	30,000
Riverview Center ADA Playground Accessibility	22,000		0	22,000
Riverview Drainage system repairs & Renovation	5,000		0	5,000
Roy Haynes Play Equipment Replacement	23,000		0	23,000
S. Perrone Play Safety Surfacing Replacement	25,000		0	25,000
Saladino ADA Playground Accessibility	2,285		0	2,285
Shimberg ADA Parking & Sidewalks ADA	80,000		0	80,000
Shimberg Fencing Replacement	29,000		0	29,000
Shimberg HVAC Replacement	3,300		0	3,300
Shimberg Park Bleacher & Dugout Cover Replacement	14,000		0	14,000
Shimberg Park Bleacher Replacement	17,000		0	17,000
Shimberg Park Light Replacement fields 1 & 2	100,000		0	100,000
Shimberg Park Replace Electric svc	35,000		0	35,000
Shimberg Parking Lot Resurfacing	5,000		0	5,000
Shimberg Site work Renovation	5,000		0	5,000
Southpointe ADA Playground Accessibility	5,000		0	5,000
Sterling Heights ADA Playground Accessibility	2,285		0	2,285
Sterling Heights Bldg. Repairs	15,000		0	15,000
Sun City Herritage Fencing Replacement	30,000		0	30,000
Sun City Herritage Site Work Renovation	20,000		0	20,000
Thonotosassa ADA Playground Accessibility	2,285		0	2,285
Univ Area Comm. Center Play Safety Surfacing Replacement	25,000		0	25,000
Vance Vogel Bleacher & Dugout Cover Replacement	3,000		0	3,000
Vance Vogel Park Bleacher Replacement	30,000		0	30,000



**CAPITAL BUDGET**

**REPAIRS, REPLACEMENTS, RENOVATIONS AND NON-ROUTINE MAINTENANCE PROGRAM  
FY 04 – FY 05 PROJECT LIST**

<b><u>Fund / Program / Project Title</u></b>	<b><u>FY 04 Funding</u></b>	<b><u>FY 05 Funding</u></b>	<b><u>Future Funding</u></b>	<b><u>Total FY 04-09 Funding</u></b>
Westgate Park Playground Relocation	500,000	500,000	0	1,000,000
Woodbridge Park Mod. Unit Replace	10,000		0	10,000
Lighting Systems Replacement (R <sup>3</sup> M) --Unallocated		1,000,000	2,400,000	3,400,000
Allocated Fund Major Maint/Repairs Parks	305,965	1,200,000	8,630,000	10,135,965
Allocated Funds ADA Transition Plan	10,005	456,000	0	466,005
<b>Total Parks Allocation</b>	<b>\$3,201,865</b>	<b>\$3,156,000</b>	<b>\$11,030,000</b>	<b>\$17,387,865</b>

**Public Works:**

PW East Service Unit Install Emergency Generator	\$75,000		0	\$75,000
PW East Service Unit Oil Shed Renovation & New Roof	45,000		0	45,000
PW East Service Unit Plumbing Repairs	5,000		0	5,000
PW East Service Unit Re-Roof 2 Sheds	20,000		0	20,000
PW East Service Unit Training Room Build-Out	30,000		0	30,000
Unallocated Funds	67,267	257,912	1,464,888	1,790,067
<b>Total Public Works</b>	<b>\$242,267</b>	<b>\$257,912</b>	<b>\$1,464,888</b>	<b>\$1,965,067</b>

**Library District:**

Libraries ADA Renovations	\$177,000	\$52,000	95,000	\$324,000
Main Library Sprinkler System	0	55,000	474,000	529,000
Unallocated	28,508	15,292	294,200	338,000
<b>Total Library District</b>	<b>\$205,508</b>	<b>\$122,292</b>	<b>\$1,690,432</b>	<b>\$1,191,000</b>



**Adopted  
Biennial Budget  
for  
FY 04 and FY 05**

**Debt**



**Hillsborough County  
Florida**



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## DEBT SERVICE BUDGET

### EXECUTIVE SUMMARY

As of September 30, 2003 total County debt outstanding is \$973,939,120, including \$194,385,000 in debt issued by the Tampa Sports Authority and \$314,600,000 in enterprise fund debt. The remainder includes \$52,360,000 in general obligation, limited ad valorem debt, and \$412,574,120 in non-ad valorem revenue supported debt. The non-ad valorem debt includes \$73,398,000 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 5<sup>th</sup> 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)<sup>1</sup> revenue, the 4<sup>th</sup> 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 test<sup>2</sup>. However, in as much as all County revenues are being

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<sup>1</sup> 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.

<sup>2</sup> 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.

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 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 Service<sup>3</sup> 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 Community Investment Tax (CIT) to fund various governmental capital projects. These Bonds, in multiple series totaling an estimated \$270 million, are

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<sup>3</sup> 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.

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## DEBT SERVICE BUDGET

expected to be issued over the period of FY04 to FY08 to finance transportation, government facilities, parks and recreation, and Museum of Science and Industry projects. 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 improved in recent years as per capita personal income reached \$28,784 in 2001<sup>4</sup>, 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

2002 was low at 4.3% as compared with the statewide rate of 5.4% and the national average of 5.8%.

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.

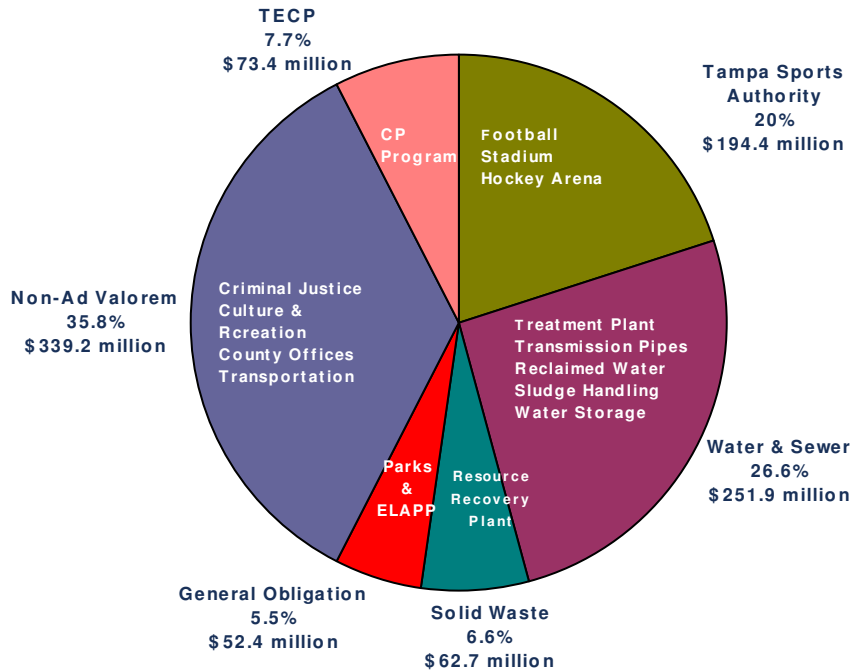
The County's debt has been structured in compliance with the County Commission's adopted Debt Policy and with prudent debt management practices recommended by the Government Finance Officers Association. There have been no regulatory actions undertaken by either the Securities and Exchange Commission 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.

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<sup>4</sup> Source: Bureau of Economic Analysis, U. S. Department of Commerce.

## DEBT SERVICE BUDGET

**As of September 30, 2003, the amount of County debt outstanding, including County Supported Tampa Sports Authority debt, is \$973.9 million.**



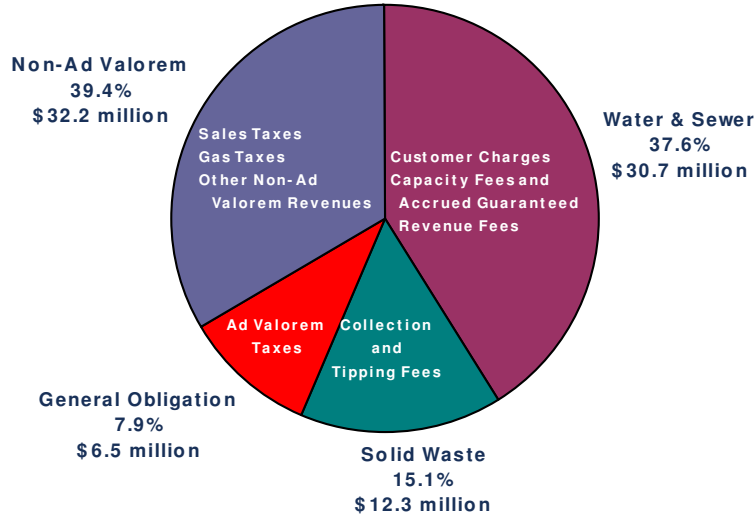
### Debt Outstanding (As of 9/30/03)

	<b>Amount Outstanding</b>
<b>County Issued Debt</b>	
<b>General Obligation Bonds</b>	
ELAP Program	\$34,520,000
Parks Facilities	17,840,000
Subtotal	52,360,000
<b>Non-Ad Valorem Revenue Bonds</b>	
Criminal Justice	93,870,000
Road Improvement	13,120,000
Government Facilities <sup>1</sup>	232,186,120
Subtotal	339,176,120
<b>Tax-Exempt Commercial Paper (TECP)</b>	73,398,000
<b>Enterprise Fund Bonds</b>	
Water/Wastewater Utility	251,900,000
Solid Waste/Resource Recovery	62,720,000
Subtotal	314,620,000
<b>Total County Debt<sup>2</sup></b>	<b>779,554,120</b>
<b>Other Debt Paid with County Revenue</b>	
<b>TSA—Ice Palace Bonds</b>	\$28,675,000
<b>TSA—R. James Stadium Bonds</b>	165,710,000
<b>Total Other Debt</b>	<b>\$194,385,000</b>

<sup>1</sup>Includes: MOSI, County Center, Legends Field, 800 MHz Radio System, Warehouse, Court Facilities, Jail & Stormwater  
<sup>2</sup>Excludes accreted value of Capital Appreciation Bonds.

## DEBT SERVICE BUDGET

**Debt Service on County-Issued debt outstanding for  
FY04 is \$81.689 million.**



### Debt Service—FY 2004

(in millions)

Type of Debt	Principal	Interest	Total
General Obligation	\$4.295	\$2.185	\$6.480
Non-Ad Valorem*	13.535	18.628	32.163
Enterprise Fund	27.140	15.907	43.047
<b>Total</b>	<b>\$44.970</b>	<b>\$36.719</b>	<b>\$81.689</b>

\*Includes interest on Tax-exempt Commercial Paper

### Debt Ratios (As of 9/30/03)

DESCRIPTION	Target	Actual
General Obligation Debt Per Capita (based 1,083,520 pop.)	<\$150.00	\$48.32
General Obligation as % of Taxable Value (based on \$46.205 billion)	<0.5%	0.11%
Non-Self Supporting Revenue Debt Per Capita (based 1,083,520 pop.)	<\$870.00	\$380.77
Non-Self Supporting Debt as % of Taxable Value (based on \$46.205 billion)	<1.0%	0.89%
General Government Direct Debt Per Capita (based 1,083,520 pop.)	<\$1,020	\$429.10
Direct Debt as a % of Taxable Assessed Value (based on \$46.205 billion)	<1.50%	1.01%

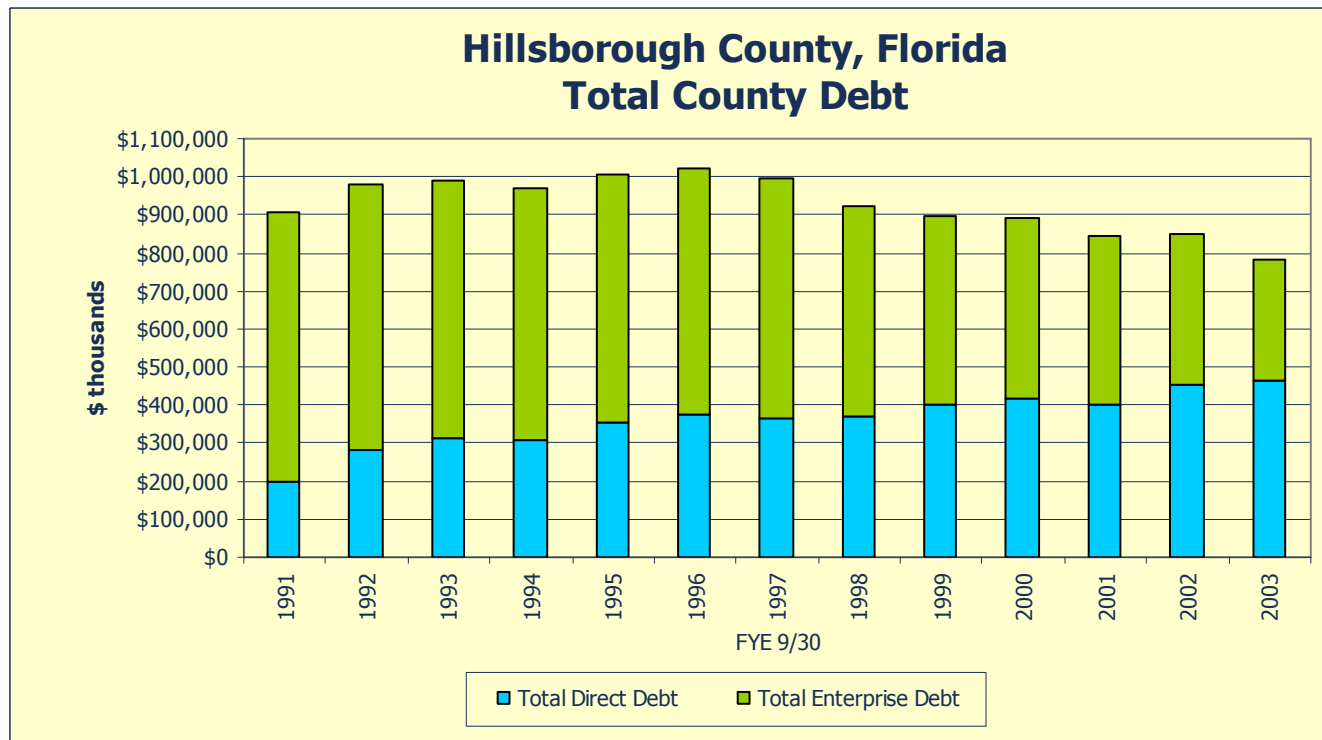


## TOTAL OUTSTANDING DEBT AND OBLIGATIONS

As of the fiscal year ending September 30, 2003 the County had total indebtedness of \$973,939,120 (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>1999</u>	<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>
<b>Governmental</b>					
General Obligation	\$18,640,000	\$18,260,000	\$17,860,000	\$18,540,000	\$17,840,000
Limited Ad Valorem	47,710,000	44,695,000	41,520,000	38,175,000	34,520,000
Non-Enterprise/Non-Ad Valorem	329,516,120	312,346,120	301,626,120	354,726,120	339,176,120
Tax-Exempt Commercial Paper <sup>1</sup>	<u>0</u>	<u>34,698,000</u>	<u>34,318,000</u>	<u>41,393,000</u>	<u>73,398,000</u>
<b>Total Direct Debt</b>	<b>\$395,866,120</b>	<b>\$409,799,120</b>	<b>\$395,324,120</b>	<b>\$452,834,120</b>	<b>\$464,934,120</b>
<b>Enterprise</b>					
Water & Wastewater	\$400,360,127	\$385,146,676	\$360,235,000	\$322,970,000	\$251,900,000
Solid Waste	<u>95,010,000</u>	<u>87,520,000</u>	<u>79,655,000</u>	<u>71,400,000</u>	<u>62,720,000</u>
<b>Total Enterprise</b>	<b>\$495,370,127</b>	<b>\$472,666,676</b>	<b>\$439,890,000</b>	<b>\$394,370,000</b>	<b>\$314,620,000</b>
<b>Total County Debt</b>	<b><u>\$891,236,247</u></b>	<b><u>\$882,465,796</u></b>	<b><u>\$835,214,120</u></b>	<b><u>\$847,204,120</u></b>	<b><u>\$779,554,120</u></b>
<b>County Supported Debt</b>					
Tampa Sports Authority (TSA) <sup>2</sup>	\$215,295,000	\$207,920,000	\$201,605,000	\$198,275,000	\$194,385,000

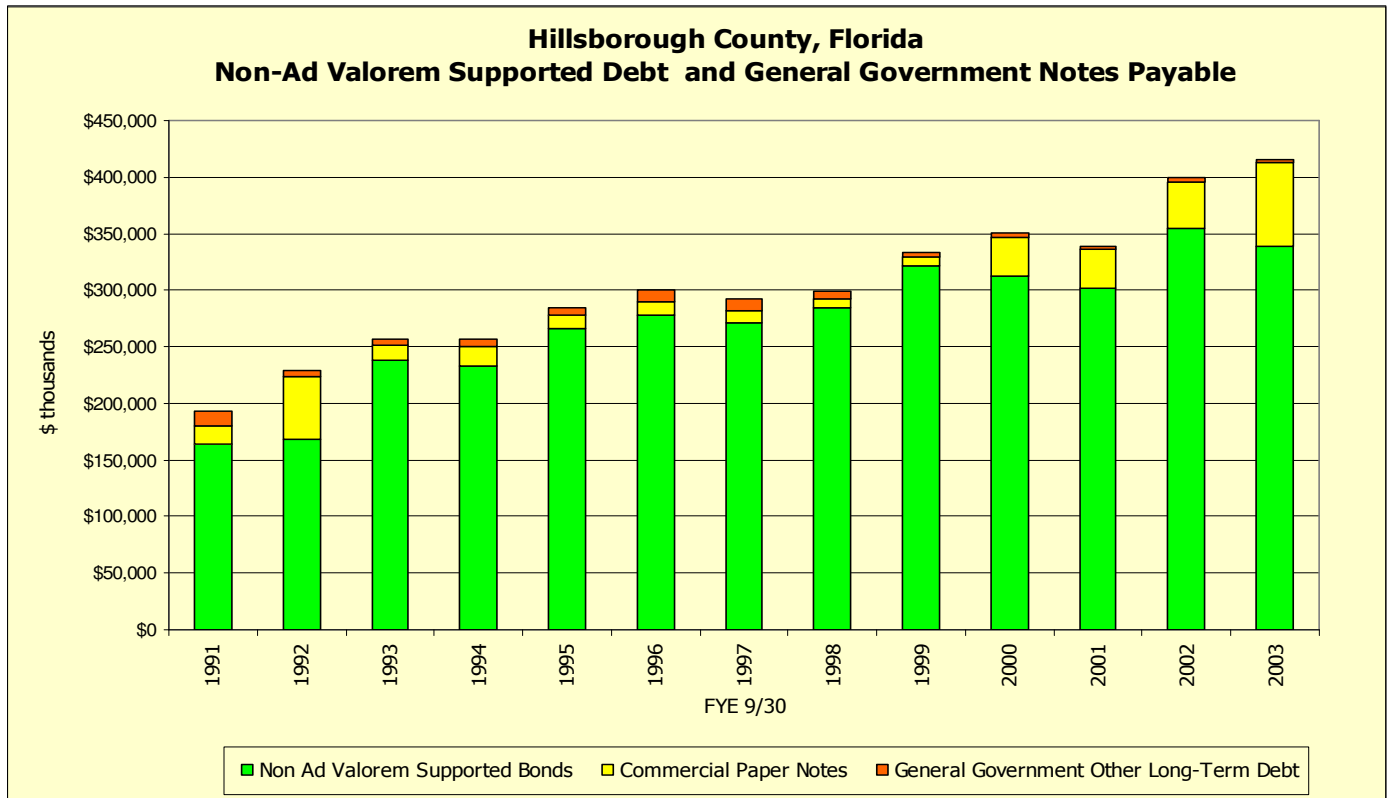
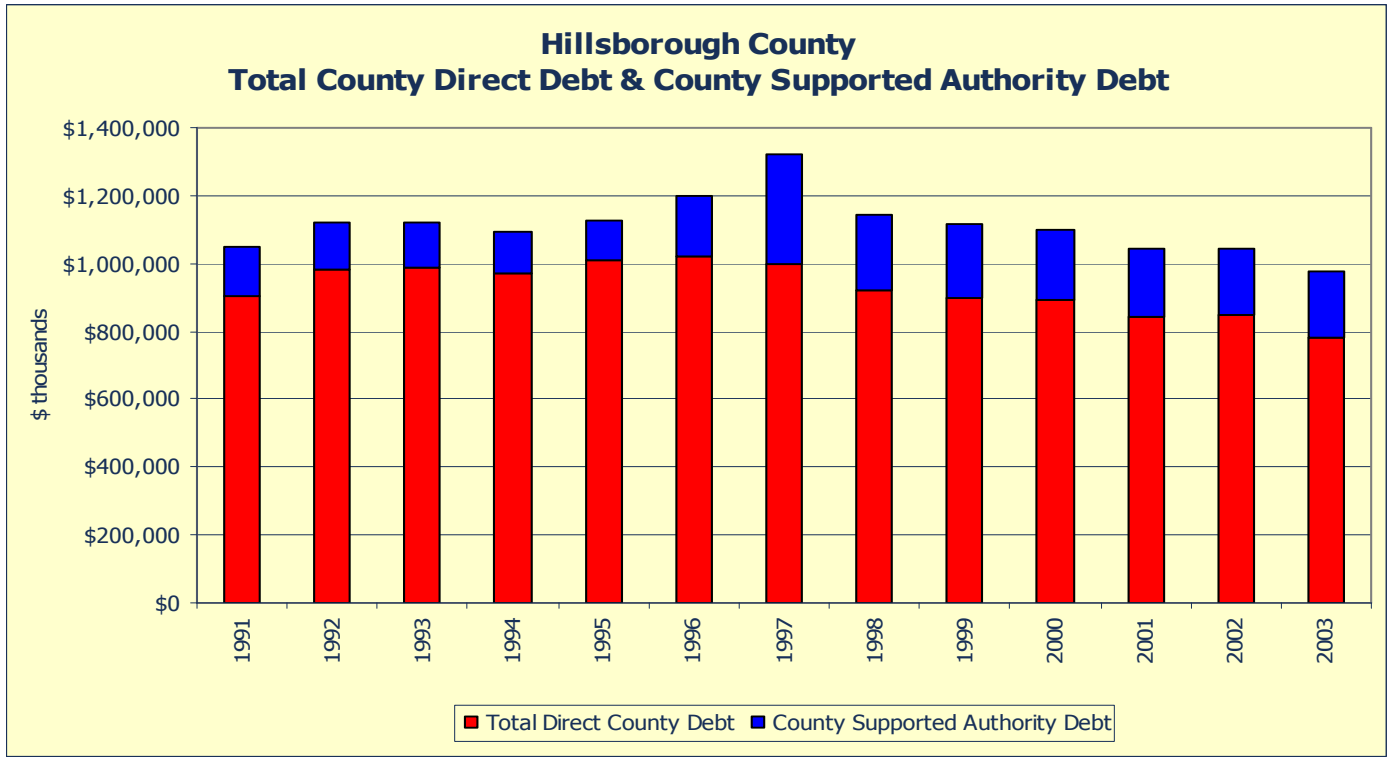


Excludes General Government other long-term debt as reflected in the Audited Statements.

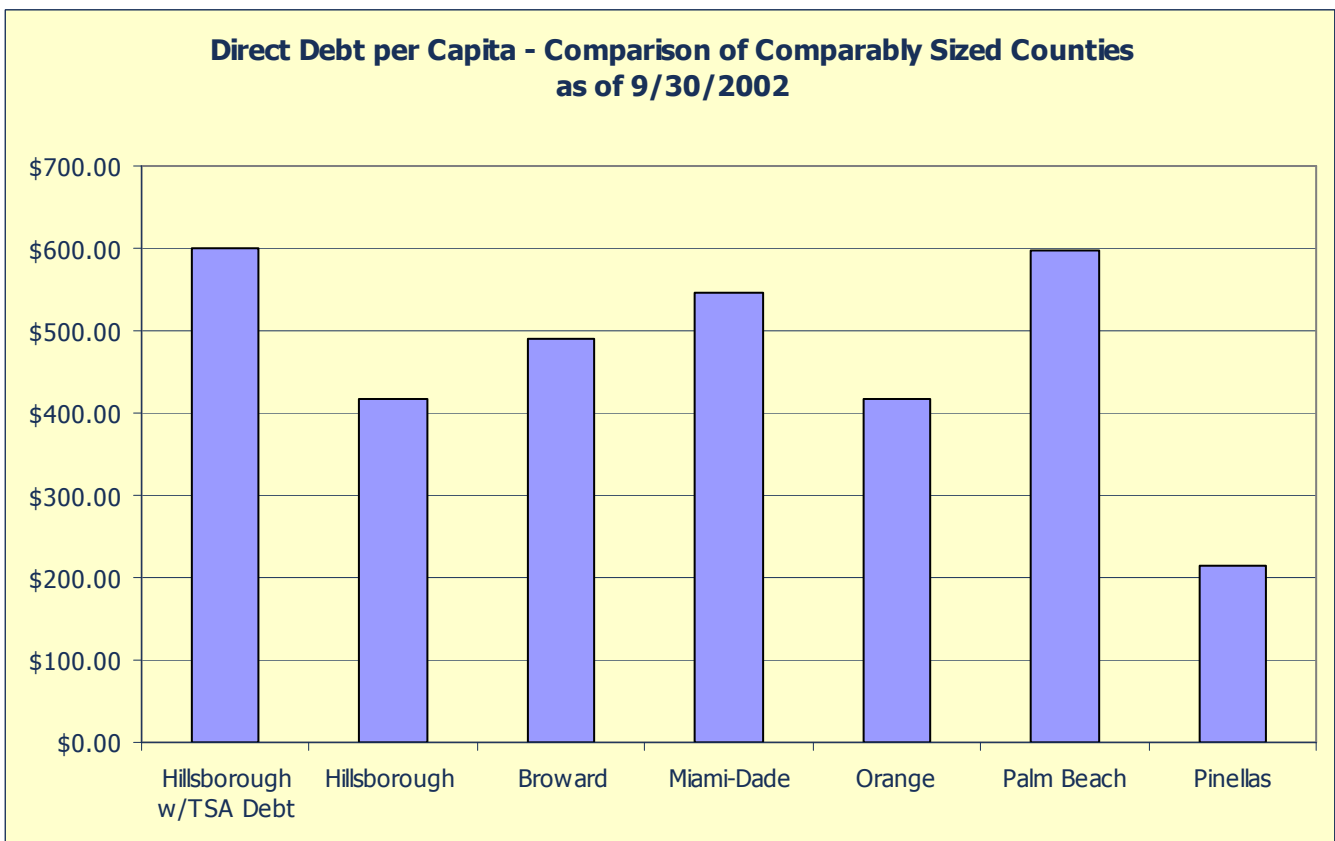
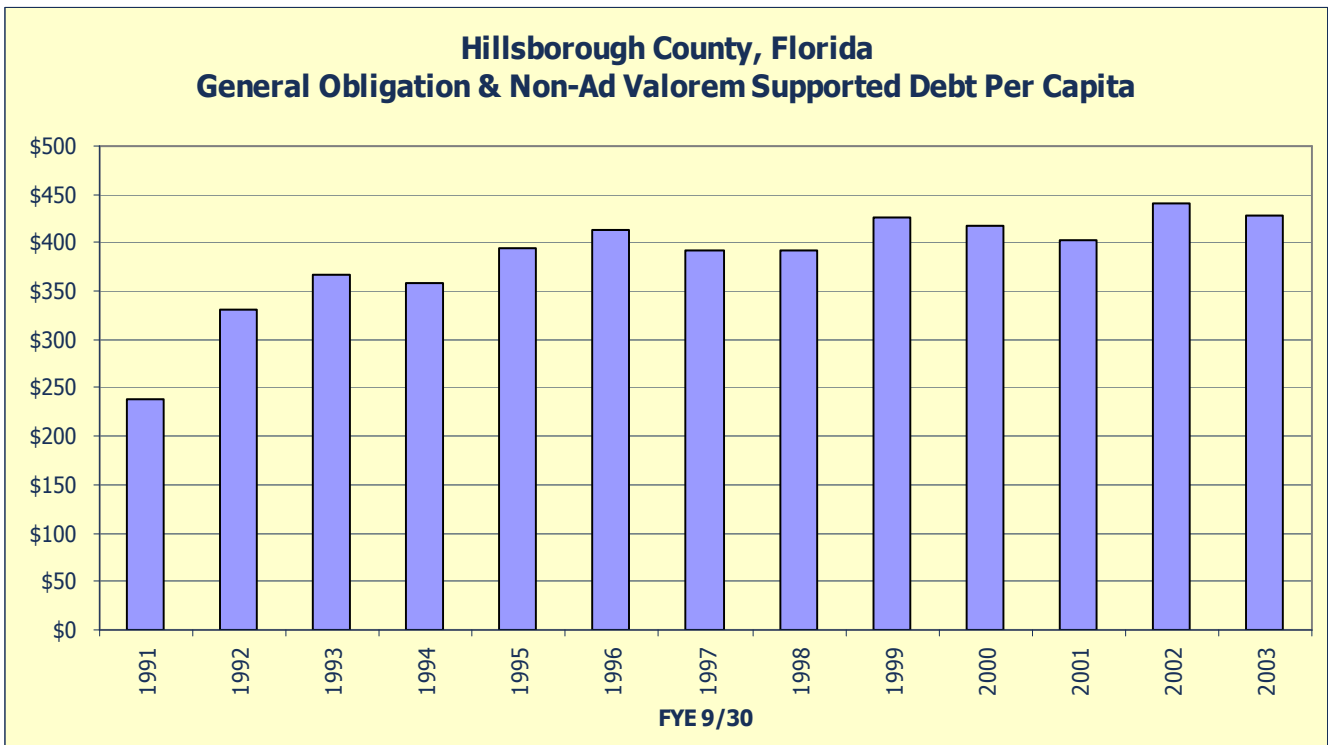
<sup>1</sup> Prior to FY 2000, the outstanding amount of Tax-Exempt Commercial Paper was included in non-ad valorem amount.

<sup>2</sup> 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.

## TOTAL OUTSTANDING DEBT AND OBLIGATIONS



## TOTAL OUTSTANDING DEBT AND OBLIGATIONS

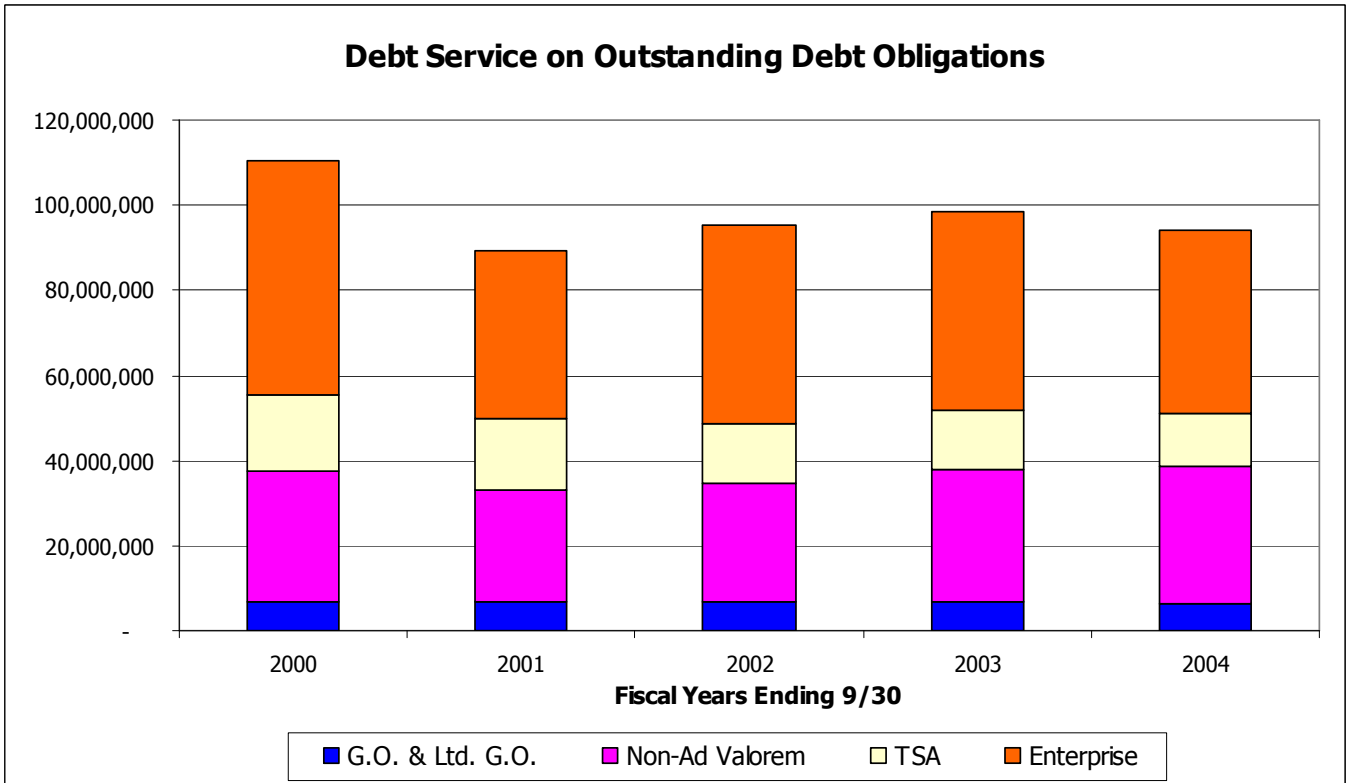


## DEBT SERVICE ON OUTSTANDING DEBT OBLIGATIONS

For the fiscal year ending September 30, 2004, total debt service on County-issued debt is \$81,688,779<sup>1</sup>. Total debt service including County-supported debt of the Tampa Sports Authority for the fiscal year ending 2004 is

\$95,980,901. The following table illustrates debt service obligations for the Fiscal Years Ending September 30, 2000 through 2004:

	Fiscal Year Ended September 30				
	2000	2001	2002	2003	2004
<b>Governmental</b>					
General Obligation	\$1,389,236	\$1,391,746	\$1,383,336	\$1,378,017	\$1,320,655
Limited Ad Valorem	5,322,617	5,323,957	5,321,203	5,325,489	5,158,879
Non-Enterprise/Non-Ad Valorem	<u>30,577,220</u>	<u>26,259,334</u>	<u>28,132,821</u>	<u>31,162,014</u>	<u>32,163,104</u>
<b>Subtotal</b>	<b>\$37,289,073</b>	<b>\$32,975,037</b>	<b>\$34,837,360</b>	<b>\$37,865,520</b>	<b>\$38,642,638</b>
<b>Enterprise</b>					
Water & Wastewater	\$42,852,718	\$27,225,499	\$34,469,183	\$34,334,766	\$30,711,827
Solid Waste	<u>12,202,476</u>	<u>12,184,026</u>	<u>12,363,523</u>	<u>12,352,340</u>	<u>12,334,715</u>
<b>Subtotal</b>	<b>\$55,055,194</b>	<b>\$39,409,525</b>	<b>\$46,832,706</b>	<b>\$46,687,106</b>	<b>\$43,046,542</b>
<b>County Supported Debt</b>					
Tampa Sports Authority <sup>2</sup>	<u>18,192,159</u>	<u>16,844,673</u>	<u>13,654,249</u>	<u>14,086,381</u>	<u>14,291,721</u>
<b>Total Debt Service</b>	<b>\$110,536,426</b>	<b>\$89,229,235</b>	<b>\$95,324,315</b>	<b>\$98,639,007</b>	<b>\$95,980,901</b>



<sup>1</sup> Includes interest on Tax-Exempt Commercial Paper.

<sup>2</sup> 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.

## 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 voters' 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.

Attached as Appendix B are calculations of the Debt Capacity of County Non-Ad-Valorem Revenue in relation to current outstanding general fund debt of the County. These calculations serve three major purposes. First, they enable the County to determine its ability to pledge the revenues for additional projects. Secondly, they are used to determine the general debt capacity of the non-ad valorem revenues of the County taking into consideration the constraints of the anti-dilution test required by the County's outstanding bond issues and interlocal agreements. And finally, debt capacity is an indicator of the financial condition of the County.

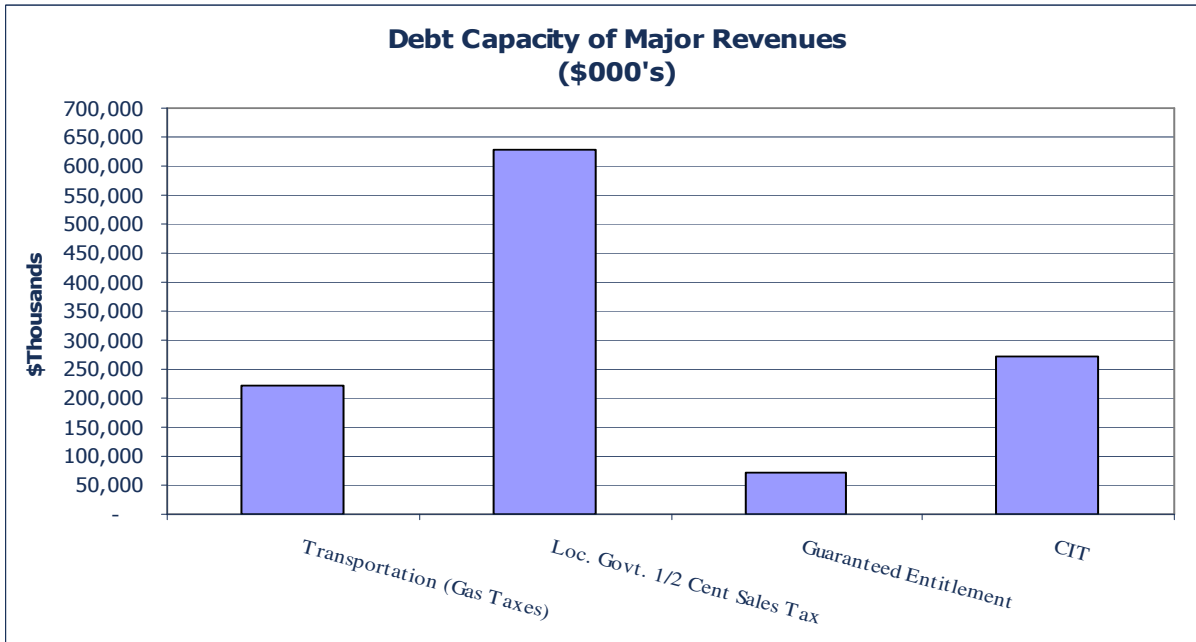
The County currently has eleven major non-ad valorem revenues as follows:

- 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
- Court 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 4<sup>th</sup> and 5<sup>th</sup> 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 revenues available as security for a bond issue are the local government half-cent sales tax, the guaranteed entitlement, transportation gas taxes and the community investment tax.



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## 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 general government 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 \$779 million in total County issued debt outstanding at September 30, 2003, \$706 million is financed with fixed interest rates and \$73 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 outstanding general obligation debt consists of two series of bonds, the Series 1993 and Series 1996 Bonds. Each series was originally issued in the amount of \$10,000,000, and the proceeds were used to fund the acquisition and development of parks. The

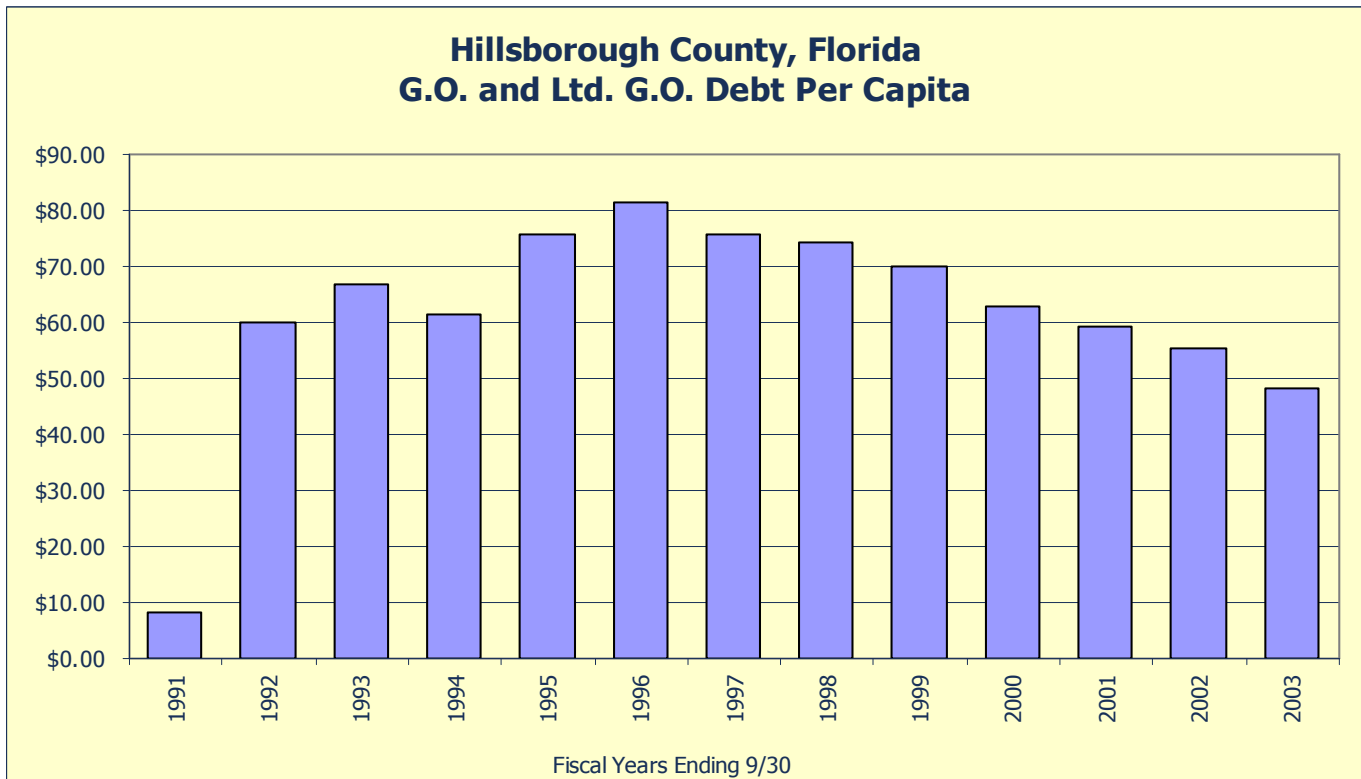
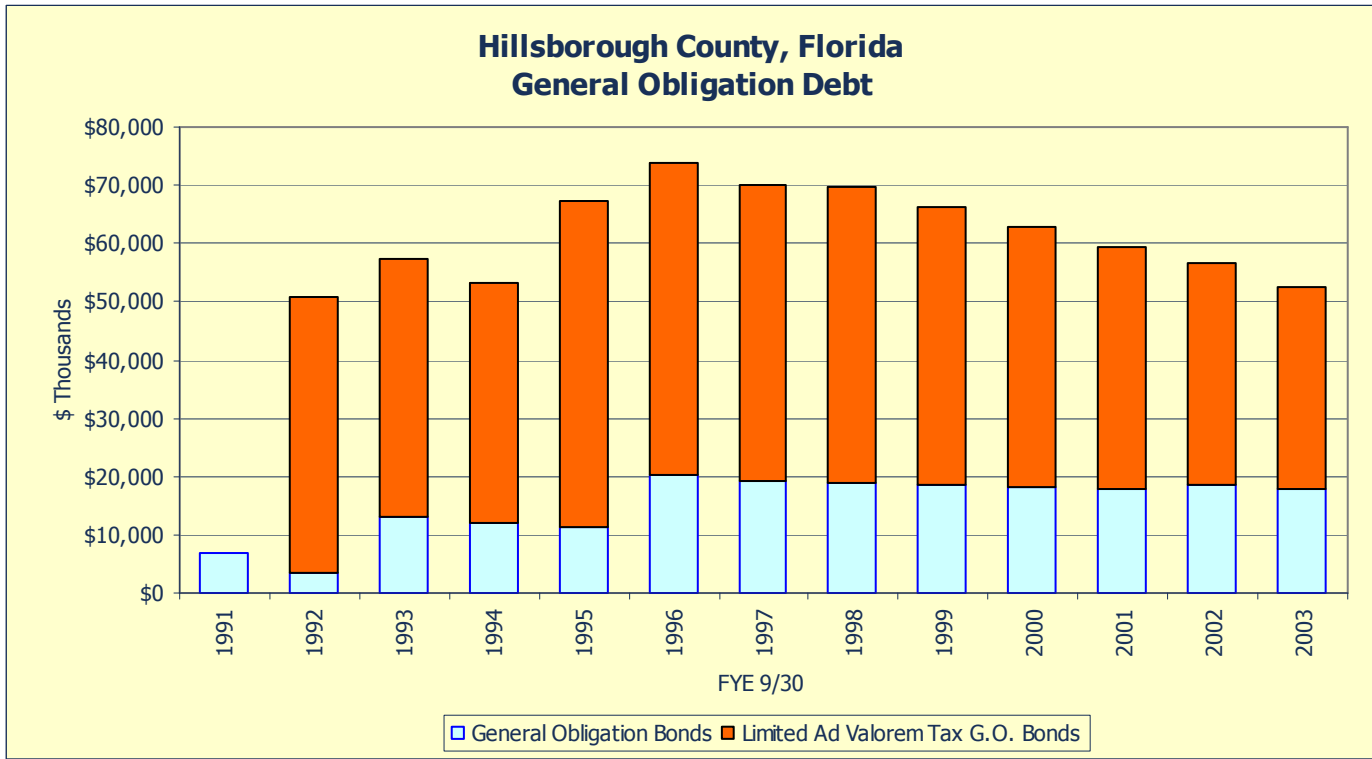
Limited Ad Valorem Bonds (Series 1998) are payable only by a special ad valorem tax levy not to exceed 0.25 mil. The Series 1998 Bonds advance refunded Series 1992 and Series 2003 Bonds maturing on or after July 1, 2003. Series 1994 Bonds were refunded in May 2003 for debt service savings. The par amount of the Series 2003 Bonds is \$10,105,000 and the final maturity remains the same.

<b>Amount Outstanding Fiscal Year End 2003</b>	<b>Dated Date</b>	<b>Issue</b>	<b>Security</b>	<b>Ratings: Moody's/ S&amp;P/ Fitch</b>	<b>Bond Insurance</b>	<b>Final Maturity</b>
<b>General Obligation Bonds</b>						
<u>\$17,840,000</u>	08/01/02	\$18,540,000 General Obligation Refunding Bonds, Series 2002 (Parks)	Ad Valorem Taxes	Aaa/AAA/AAA <sup>1</sup>	None	07/01/25
<b>\$17,840,000</b>						
<b>Limited Obligation Bonds</b>						
\$24,415,000	07/01/98	\$28,190,000 Limited Ad Valorem Tax Refunding Bonds Series 1998 (ELAPP)	Limited Tax Revenues	Aaa/AAA/AAA <sup>2</sup>	MBIA	07/01/11
<u>10,105,000</u>	05/22/03	\$10,105,000 Limited Ad Valorem Tax Bonds Series 2003 (ELAPP)	Limited Tax Revenues	Aa2/NR/AA	None	07/01/11
<b>\$34,520,000</b>						

<sup>1</sup> Underlying ratings of Aa2 from Moody's, "AA+" from Standard & Poor's and "AA+" from Fitch

<sup>2</sup> Underlying ratings of "Aa2" from Moody's, "A" from Standard & Poor's and "AA-" from Fitch.

## GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS





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## GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

### AGGREGATE DEBT SERVICE SCHEDULE

Fiscal Year	Principal Payment	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
2004	\$4,295,000	\$2,184,533	\$6,479,533	\$48,065,000	85%
2005	4,475,000	1,992,270	6,467,270	43,590,000	77%
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	1,324,313	11,885,000	21%
2013	780,000	552,113	1,329,113	11,105,000	20%
2014	810,000	522,863	1,332,113	10,295,000	18%
2015	840,000	490,463	1,332,863	9,455,000	17%
2016	880,000	456,863	1,330,463	8,575,000	15%
2017	915,000	420,783	1,336,863	7,660,000	13%
2018	955,000	382,353	1,335,783	6,705,000	12%
2019	995,000	341,288	1,337,353	5,710,000	10%
2020	1,045,000	291,538	1,336,288	4,665,000	8%
2021	1,095,000	239,288	1,336,538	3,570,000	6%
2022	1,155,000	184,538	1,334,288	2,415,000	4%
2023	1,215,000	126,788	1,339,538	1,200,000	2%
2024	585,000	63,000	1,341,788	615,000	1%
2025	615,000	32,288	648,000	0	0%
	<b>52,360,000</b>	<b>16,770,320</b>	<b>69,807,345</b>		

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## GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

### GENERAL OBLIGATION REFUNDING BONDS UNINCORPORATED AREA PARKS AND RECREATION PROGRAM SERIES 2002 \$18,540,000

#### 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 DATES AND PRICES

##### Optional Redemption Dates:

Non-callable

##### Mandatory Redemption Dates:

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:

Date	Amount
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.

Ratings	Insured/Underlying
Moody's	Aaa / Aa2
Standard & Poor's	AAA / AA+
Fitch	AAA / AA+

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## GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

### LIMITED AD VALOREM TAX BONDS ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM SERIES 1998 \$28,190,000

**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 DATES AND PRICES:**

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.

Ratings	Insured/Underlying
Moody's	Aaa/A1
Standard & Poor's	AAA/A
Fitch	AAA/AA-

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## GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

### LIMITED AD VALOREM TAX REFUNDING BONDS ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM SERIES 2003 \$10,105,000

#### 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: MAY 22, 2003**

**ISSUE DATE: JUNE 10, 2003**

#### PAYMENT DATES

Semiannual interest payable January 1 and July 1; annual principal payable July 1.

#### REDEMPTION DATES AND PRICES:

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.

<b>Ratings</b>	<b>Underlying</b>
Moody's	Aa2
Fitch	AA-
Standard & Poor's	NR

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## 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, 2003 in the amount of \$93,870,000. 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, 2003 in the amount of \$13,120,000, 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 \$46,430,000 Court Facilities Revenue Bonds were issued in FY 1999 to fund the renovation of and additions to the court facilities of the County. Proceeds also refunded the Annex Tower Note and the 700 Twiggs Commercial Paper Loan. These bonds are secured by court surcharge revenues, with any shortfalls in this revenue met with Community Investment Tax dollars.

The \$64,215,000 Community Investment Tax Revenue Bonds Series A & B were issued in FY 2002 to fund the Phase IV and Va 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.

## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

Amount Outstanding Fiscal Year End 2003	Dated Date	Issue	Security	Ratings: Moody's/ S&P/ Fitch	Bond Insurance	Final Maturity
\$64,675,000	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 <sup>1</sup>	MBIA	07/01/22
38,816,120	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 <sup>2</sup>	FGIC	08/01/24
21,200,000	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 <sup>2</sup>	FSA	07/01/28
13,120,000	01/01/98	\$19,965,000 Fuel Tax Refunding Bonds Taxable Series 1998	County Fuel Tax Revenue	Aaa/AAA/AAA <sup>2</sup>	FGIC	12/01/11
43,940,000	07/1/99	\$46,430,000 Court Facilities Revenue Bonds, Series 1999	Court Surcharge Revenue/CIT Revenue	Aaa/AAA/AAA <sup>3</sup>	AMBAC	05/01/30
73,398,000	4/00	Tax-Exempt Commercial Paper	Non-Ad Valorem Revenues/CIT	P-1/A-1+/F1+	N/A	N/A
63,555,000	10/1/2001	\$64,215,000 Community Investment Tax Revenue Bonds (Series 2002A = \$49,725,000 and 2002B = \$14,490,000)	CIT Revenue	Aaa/AAA/AAA <sup>3</sup>	FGIC	11/1/25
93,870,000	6/18/03	\$93,870,000 Capital Improvement Program Refunding Revenue Bonds, Series 2003	Half-Cent Sales Tax	Aaa/AAA/AAA <sup>4</sup>	FGIC	08/01/16
<hr/>						
<b>\$412,574,120</b>						

<sup>1</sup> Underlying ratings of "A1" from Moody's, "A-" from Standard & Poor's and "AA-" from Fitch

<sup>2</sup> Senior Lien Underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's and "AA+" from Fitch.

<sup>3</sup> Underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's, and "AA" from Fitch.

<sup>4</sup> 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	Coupon Rate	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
	\$2,225,000	4.750%	\$8,636,608	\$0	\$336,951,120	90%
2004	11,310,000	4.750%	8,185,968	30,357,577	325,641,120	87%
	2,330,000	4.750%	7,860,493	0	323,311,120	87%
2005	12,365,000	4.750%	7,805,093	30,360,586	310,946,120	83%
	2,450,000	4.750%	7,447,406	0	308,496,120	83%
2006	13,080,000	4.750%	7,387,993	30,365,399	295,416,120	79%
	2,565,000	4.750%	7,129,831	0	292,851,120	79%
2007	13,580,000	5.000%	7,067,524	30,342,355	279,271,120	75%
	2,710,000	5.000%	6,732,977	0	276,561,120	74%
2008	14,245,000	5.000%	6,666,352	30,354,329	262,316,120	70%
	2,330,000	5.000%	6,315,397	0	259,986,120	70%
2009	14,460,000	5.000%	6,260,797	29,366,194	245,526,120	66%
	2,430,000	5.000%	5,901,909	0	243,096,120	65%
2010	15,175,000	5.000%	5,844,934	29,351,844	227,921,120	61%
	2,545,000	5.000%	5,467,934	0	225,376,120	60%
2011	15,935,000	5.000%	5,408,134	29,356,069	209,441,120	56%
	2,015,000	5.000%	5,000,622	0	207,051,120	56%
2012	16,380,000	5.000%	4,968,672	28,364,294	191,046,120	51%
	2,105,000	5.000%	4,562,652	0	188,941,120	51%
2013	16,805,000	5.000%	4,517,502	27,990,154	172,136,120	46%
	2,195,000	5.000%	4,102,031	0	169,941,120	46%
2014	17,630,000	5.125%	4,053,959	27,980,991	152,311,120	41%
	2,290,000	5.125%	3,616,739	0	150,021,120	40%
2015	18,505,000	5.200%	3,564,741	27,976,480	131,516,120	35%
	2,395,000	5.200%	3,105,151	0	128,008,150	34%
2016	17,047,970	5.250%	5,421,883	27,970,004	111,020,506	30%
	2,515,000	5.250%	2,653,371	0	107,520,714	29%
2017	7,792,644	5.300%	5,026,346	17,987,361	99,849,766	27%
	2,630,000	5.300%	2,426,703	0	96,350,085	26%
2018	8,059,791	5.300%	4,863,674	17,980,168	88,453,356	24%
	2,755,000	5.300%	2,184,621	0	84,921,898	23%
2019	8,360,948	5.300%	4,671,455	17,972,024	76,758,236	21%
	2,895,000	5.300%	1,929,253	0	73,170,000	20%
2020	8,679,682	5.400%	4,473,423	17,977,358	65,360,000	18%
	3,040,000	5.400%	1,659,893	0	62,320,000	17%
2021	9,031,728	5.400%	4,247,974	17,979,595	54,110,000	15%
	3,190,000	5.400%	1,376,332	0	50,920,000	14%
2022	9,411,458	5.400%	4,005,959	17,983,749	42,285,000	11%
	3,345,000	5.400%	1,078,243	0	38,940,000	10%
2023	4,408,662	5.400%	3,746,822	12,578,726	35,265,000	9%
	3,520,000	5.400%	903,494	0	31,745,000	9%
2024	4,563,236	5.400%	3,608,148	12,594,878	27,875,000	7%
	3,690,000	5.400%	719,509	0	24,185,000	6%

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**REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM**

**AGGREGATE DEBT SERVICE SCHEDULE**

<b>Fiscal Year</b>	<b>Principal Payment</b>	<b>Coupon Rate</b>	<b>Interest Payment</b>	<b>Fiscal Debt Service</b>	<b>Outstanding Debt</b>	<b>Percent Outstanding</b>
2025	4,060,000	5.400%	628,183	9,097,691	20,125,000	5%
	1,200,000	5.400%	463,000	0	16,250,000	4%
2026	5,170,000	5.400%	494,131	7,327,131	13,755,000	4%
	1,265,000	5.400%	365,825	0	12,490,000	3%
2027	2,620,000	5.400%	331,670	4,582,495	9,870,000	3%
	1,335,000	5.400%	263,640	0	8,535,000	2%
2028	2,760,000	5.400%	227,595	4,586,235	5,775,000	2%
	1,405,000	5.400%	155,925	0	4,370,000	1%
2029	1,405,000	5.400%	117,990	3,083,915	2,965,000	1%
	1,485,000	5.400%	80,055	0	1,480,000	0%
2030	1,480,000	5.400%	39,960	3,085,015	0	0%
339,176,120			205,776,494	544,952,613		



**REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM**

**CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE BONDS  
MOSI AND COUNTY CENTER PROJECTS  
SERIES 1996  
\$76,935,000**

**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 August 1.

**REDEMPTION DATES AND PRICES:**

**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 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	1,135,000
2021	1,300,000
2022	1,365,000

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

**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-

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## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

### CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE BONDS SERIES 1996 \$48,521,119.50

#### 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 DATES AND PRICES - 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 DATES AND PRICES - 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

Ratings	Insured/Underlying
Moody's	Aaa/Aa3
Standard & Poor's	AAA/AA-
Fitch	AAA/AA+

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## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

### CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE BONDS WAREHOUSE AND SHERIFF'S FACILITIES PROJECTS SERIES 1998 \$23,040,000

**PURPOSE**

To 1) fund the acquisition and construction of a combined warehouse and operational 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 August 1.

**REDEMPTION DATES AND PRICES:****Optional Redemption Dates:**

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 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 Dates:**

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

**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/Current</u>
Moody's	Aaa/A1
Standard & Poor's	AAA/A-
Fitch	AAA/AA-

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**REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM**

**FUEL TAX REFUNDING REVENUE BONDS  
TAXABLE SERIES 1998  
\$19,965,000**

**PURPOSE**

To refund the County's Road Improvement Revenue Refunding Bonds, Series 1985

**ISSUE DATE: JANUARY 27, 1998**

**DATED DATE: JANUARY 1, 1998**

**PAYMENT DATES**

Semiannual principal and interest payable June 1 and December 1.

**REDEMPTION DATES AND PRICES:**

**Optional Redemption Dates:**

The Series 1998 Bonds are not subject to optional redemption.

**Mandatory Redemption Dates:**

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>Amount</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-

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## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

### COURT FACILITIES REVENUE BONDS SERIES 1999 \$46,430,000

#### PURPOSE

To finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County and to refund on a current basis the Courthouse Annex Note and the 700 Twiggs St. Commercial Paper Loan.

**DATED DATE: JULY 1, 1999**

**ISSUE DATE: JULY 15, 1999**

#### PAYMENT DATES

Semiannual principal and interest payable November 1 and May 1.

#### REDEMPTION DATES AND PRICES:

##### Optional Redemption Dates:

The Series 1999 Bonds maturing on or prior to November 1, 2007, are not subject to optional redemption prior to maturity. Bonds maturing on or after May 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 November 1, 2007, or in part on the first business day of any month on or after November 1, 2007 at the redemption prices set forth below.

November 1, 2007 through October 31, 2008 (inclusive) @ 101%

November 1, 2008 and thereafter @ 0%

##### Mandatory Redemption Dates:

Prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2019 Term Bond</b>	
May 1, 2019	\$825,000
November 1, 2019*	870,000
<b>For the 2024 Term Bond</b>	
May 1, 2020	870,000
November 1, 2020	920,000
May 1, 2021	915,000
November 1, 2021	970,000
May 1, 2022	970,000
November 1, 2022	1,020,000
May 1, 2023	1,020,000
November 1, 2023	1,080,000
May 1, 2024	1,075,000
November 1, 2024*	1,135,000
<b>For the 2030 Term Bond</b>	
May 1, 2025	1,135,000
November 1, 2025	1,200,000
May 1, 2026	1,200,000
November 1, 2026	1,265,000
May 1, 2027	1,265,000
November 1, 2027	1,335,000
May 1, 2028	1,335,000
November 1, 2028	1,405,000
May 1, 2029	1,405,000
November 1, 2029	1,485,000
May 1, 2030*	1,480,000
*Final maturity	

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## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

### SECURITY

Payments of principal and interest are made from Community Investment Tax Revenue and Court Surcharge Revenue.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/Aa3
Standard & Poor's	AAA/AA-
Fitch	AAA/AA

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## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

### COMMERCIAL PAPER NOTES \$73,398,000

#### 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**

<b>Agents</b>	
Bond Counsel:	Holland & Knight LLP., Tampa
Disclosure Counsel	Squire, Sanders, & Dempsey LLP., Miami
Issuing and Paying Agent:	US Bank Trust National Association
Letter of Credit Provider:	State Street Bank and Trust Company
Dealer:	Salomon Smith Barney Inc.

#### SECURITY

The CP Notes are payable solely from and secured by pledge of the Covenant Revenues or pledge of the Community Investment Tax Revenues.

<b>Ratings</b>	
Moody's	P-1
Standard & Poor's	A-1+
Fitch	F1+

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**REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM**

**COMMUNITY INVESTMENT TAX REVENUE BONDS  
SERIES 2001A (JAIL PROJECT)  
\$49,725,000**

**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 Jail Project Phase IV and Va; 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 Dates:**

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 Dates:**

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	

**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



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## REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

### COMMUNITY INVESTMENT TAX REVENUE BONDS SERIES 2001B (STORMWATER PROJECT) \$14,490,000

#### 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 Dates:

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 Dates:

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>
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/Current</u>
Moody's	Aaa/Aa3
Standard & Poor's	AAA/AA-
Fitch	AAA/AA

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**REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM**

**JUNIOR LIEN CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE BONDS  
CRIMINAL JUSTICE FACILITIES  
SERIES 2003  
\$93,870,000**

**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 DATES AND PRICES:**

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").

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/Aa3
Standard & Poor's	AAA/AA-
Fitch	AAA/AA

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## 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, 2003 in the amount of \$251,900,000.

On November 15, 2000, the County issued its Capacity Assessment Revenue Bonds and its Reclaimed Water Special Assessments 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, 2003, TBW has debt outstanding, including accreted interest on capital appreciation bonds, in the amount of \$983,097,681. 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. As of September 30, 2003, these bonds are outstanding in the amount of \$62,720,000.

The County has entered into a forward swap agreement on February 27, 2002 in the amount of \$43.980 million with an option to refund the Series 1994 bonds. The premium value of the swap agreement is \$1.2 million.

## REVENUE BONDS: ENTERPRISE FUNDS

<u>Amount Outstanding Fiscal Year End 2003</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Ratings: Moody's/ S&amp;P/ Fitch</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<b><u>Water and Wastewater Bonds</u></b>						
\$178,805,000	05/01/01	Junior Lien Refunding Utility Revenue Bonds, Series 2001	Net Revenues/ Capacity Fees/ Property & Casualty Insurance Proceeds	Aaa/AAA/AAA <sup>1</sup>	AMBAC	08/01/15
<u>50,440,000</u>	06/20/03	Junior Lien Refunding Utility Revenue Bonds, Series 2003	Net Revenues/ Capacity Fees/ Property & Casualty Insurance Proceeds	Aaa/AAA/AAA <sup>1</sup>	FGIC	08/01/13
<b>\$221,610,000</b>						

<sup>1</sup>Underlying ratings of "Aa2" from Moody's, AA-" from Standard & Poor's, and "AA" from Fitch.

### **Special Assessment Bonds**

\$26,040,000	11/15/00	Capacity Assessment Bonds, Series 2000	Non-Ad Valorem Special Capacity Assessments	Aaa/AAA/NR <sup>1</sup>	FSA	03/01/20
<u>4,250,000</u>	11/15/00	Reclaimed Water Assessment Revenue Bonds, Series 2000	Non-Ad Valorem Special Reclaimed Water Improvement Units Assessment	Aaa/AAA/NR <sup>1</sup>	FSA	03/01/18

**\$30,290,000**

<sup>1</sup>Underlying ratings of "A3" from Moody's and "A-" from Standard & Poor's. Fitch did not rate the underlying security.

### **Solid Waste Revenue Bonds**

\$62,720,000	06/01/94	\$121,810,000 Solid Waste & Resource Recovery Refunding Revenue Bonds, Series 1994	Net Revenues of Solid Waste System	Aaa/AAA/NR <sup>1</sup>	MBIA	10/01/08
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<sup>1</sup>Underlying ratings of "A2" from Moody's and "A" from Standard & Poor's.

## REVENUE BONDS: ENTERPRISE FUNDS

### AGGREGATE DEBT SERVICE SCHEDULE

Fiscal Year	Principal Payment	Interest Payment	Interest Payment	Fiscal Debt Service	Outstanding Debt	Percent Outstanding
2004	\$27,140,000	\$10,891,340	\$22,039,644	\$49,179,644	\$287,480,000	73%
2005	28,635,000	10,131,044	20,537,420	49,172,420	258,845,000	66%
2006	29,730,000	9,188,486	18,667,268	48,397,268	229,115,000	58%
2007	31,240,000	8,182,111	16,675,748	47,915,748	197,875,000	50%
2008	32,720,000	7,245,595	14,825,341	47,545,341	165,155,000	42%
2009	34,385,000	6,161,506	12,682,138	47,067,138	130,770,000	33%
2010	23,545,000	5,405,741	10,832,620	34,377,620	107,225,000	27%
2011	23,990,000	4,531,476	9,085,505	33,075,505	83,235,000	21%
2012	25,020,000	3,547,488	7,119,350	32,139,350	58,215,000	15%
2013	24,810,000	2,505,738	5,037,100	29,847,100	33,405,000	9%
2014	11,755,000	858,200	1,743,275	13,498,275	21,650,000	6%
2015	12,695,000	541,083	1,109,290	13,804,290	8,955,000	2%
2016	2,310,000	199,622	427,834	2,737,834	6,645,000	2%
2017	2,265,000	141,706	311,984	2,576,984	4,380,000	1%
2018	1,660,000	85,844	198,081	1,858,081	2,720,000	1%
2019	375,000	64,959	134,659	509,659	2,345,000	1%
2020	2,345,000	60,091	125,050	2,405,091	0	0%
	314,620,000	141,487,348	141,552,307	456,107,348		

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**REVENUE BONDS: ENTERPRISE FUNDS**

**JUNIOR LIEN REFUNDING UTILITY REVENUE BONDS  
SERIES 2001  
\$186,105,000**

**PURPOSE**

The Series 2001 Bonds were issued pursuant to Resolution No. R01- 068 to provide funds which together with other funds of the System, be sufficient to refund, redeem and pay Series 1991A and B bonds on a current basis, portion of Series 1993 bonds on an advance basis, and to pay for the swap assignment costs for the previously entered swap for 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

<b><u>Agents</u></b>	
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.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/Aa2
Standard & Poor's	AAA/AA
Fitch	AAA/AA

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## REVENUE BONDS: ENTERPRISE FUNDS

### JUNIOR LIEN REFUNDING UTILITY REVENUE BONDS SERIES 2003 \$50,440,000

#### PURPOSE

The Series 2003 Bonds were issued pursuant to Resolution No. R03-116 to provide funds which together with other funds of the System, 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

<u>Agents</u>	
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.

<b>Ratings</b>	<b>Insured</b>
Moody's	Aaa
Standard & Poor's	AAA
Fitch	AAA

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## REVENUE BONDS: ENTERPRISE FUNDS

### CAPACITY ASSESSMENT SPECIAL ASSESSMENT REVENUE BONDS SERIES 2000 \$29,575,000

**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/PRICES:**

September 1, 2010 to August 31, 2011 / 101%  
September 1, 2011 and thereafter / 100%

<b>Agents</b>	
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.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/A3
Standard & Poor's	AAA/A
Fitch	NR/NR



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## REVENUE BONDS: ENTERPRISE FUNDS

### RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS SERIES 2000 \$4,930,000

**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/PRICES:**

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.

**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 Reclaimed Water Pledged Fund. The bonds does not constitute a general indebtedness of the County.

Ratings	Insured/Underlying
Moody's	Aaa/A3
Standard & Poor's	AAA/A
Fitch	NR/NR

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## REVENUE BONDS: ENTERPRISE FUNDS

### SOLID WASTE & RESOURCE RECOVERY REFUNDING REVENUE BONDS SERIES 1994 \$121,810,000

**PURPOSE**

The Series 1994 Bonds were issued pursuant to Resolution No. R84-11 and as amended by Resolution No. 94-8 to provide funds which together with other available funds of the System, be sufficient to refund, redeem and pay Series 1984(\$12.390 million) bonds.

**DATED: JUNE 1, 1994****FINAL MATURITY: 2008****FORM**

The Series 1994 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 April 1 and October 1 of each year, commencing October 1994.

**REDEMPTION DATES/PRICE:**

October 1, 2004 to September 30, 2005/101%  
October 1, 2005 and thereafter/100%

**CALL PROVISIONS**

The Series 1994 Bonds maturing on or after October 1,2005 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.

**REFUNDED BONDS, REFUNDED AMOUNTS, AND CALL DATES:**

Series 1984; \$ 121,810,000; 10/1/1994

<b><u>Agents</u></b>	
Registrar:	First Union National Bank
Paying Agent:	First Union National Bank
Escrow Agent:	Bank of New York, Jacksonville, Florida
Bond Counsel:	Holland & Knight LLP., Tampa
Disclosure Counsel:	Moyle, Flanigan, Katz, Fitzgerald & Sheehan P.A., West Palm Beach
Insurance Provider:	MBIA Corporation

**SECURITY**

The Series 1994 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.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/A2
Standard & Poor's	AAA/A
Fitch	NR/NR

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## 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 \$194,385,000, as of fiscal year end 2003, is primarily secured by certain revenues of the County as described in more detail below.

### ARENA BONDS

Two series of bonds issued by the Tampa Sports Authority to finance the arena are secured by an Interlocal Agreement between the Tampa Sports Authority and Hillsborough County; however, only one of these series is primarily secured by revenues of the County – the \$30,185,000 Tampa Sports Authority, County Interlocal Payments Refunding Revenue Bonds (Ice Palace Project), Series 1998 (the “Interlocal Agreement Revenue Series Bonds”). These bonds refunded all of the original issue of \$27,685,000 Tampa Sports Authority, 1995 Special Purpose Bonds. Pursuant to the Interlocal Agreement, the County covenanted to budget and appropriate \$2,000,000 annually to pay debt service on this series of bonds. The \$2,000,000 is to come first from revenues received from the 5<sup>th</sup> cent of the Tourist Development Tax, and then from other legally available non-ad valorem revenues. To date the 5<sup>th</sup> Cent Tourist Tax alone has been sufficient to pay debt service.

The Interlocal Agreement also provided security for a second series of bonds, the \$17,020,000 Tampa Sports Authority, Taxable 1995 Special Purpose Bonds, Hillsborough County, Florida, Surcharge Loan Revenue Series (Tampa Bay Arena Project) (the “Taxable Special Purpose Bonds”). These bonds are primarily secured by a surcharge of \$0.50 on general admission tickets, excluding season tickets and Luxury Suite Tickets and 10% of net luxury suite rentals. These bonds also have a secondary pledge of legally available non-ad valorem revenues budgeted and appropriated by the County. On February 4, 2002, the County entered into a forward interest rate swaption effectively refunding the Series 1995 bonds. Refunding bonds will be issued on or about April 1, 2005 or the first optional call date on the Series 1995 bonds.

The County anticipates that the 5<sup>th</sup> cent Tourist Tax will produce sufficient revenues to pay the Interlocal Agreement Revenue Series Bonds and pay that portion of debt service on the Taxable Special Purpose Bonds not covered by ticket surcharges.

### 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 4<sup>th</sup> cent Tourist Development Tax to \$11,190,000 of Series 1997B Bonds (\$10,090,000 outstanding as of September 30, 2003); receipts from the community investment tax to the \$148,945,000 of Tampa Sports Authority Local Option Sales Tax Revenue Bonds (\$128,795,000 outstanding as of September 30, 2003); 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 (\$26,825,000 outstanding as of September 30, 2003).

### 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. To date, the County has not been required to provide payments under the agreement. Based on the Port's continued financial improvement since 1995, the County does not expect any payments in the foreseeable future. The Port's overall debt service coverage for FY 2003 and FY 2002 was 1.19 and 1.16, respectively.

## REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

### AGGREGATE DEBT SERVICE SCHEDULE

Amount Outstanding Fiscal Year End 2003	Dated Date	Issue	Security	Ratings: Moody's/ S&P/ Fitch	Bond Insurance	Final Maturity
<b>Tampa Sports Authority Debt</b>						
\$10,090,000	06/01/97	\$11,190,000 Tampa Sports Authority Tourist Development Tax Revenue Bonds, Series 1997B (Stadium Project)	Tourist Development Tax (4 <sup>th</sup> Cent) <sup>1</sup>	Aaa/ AAA/ AAA <sup>2</sup>	FSA	01/01/27
26,825,000	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 <sup>3</sup>	MBIA	01/01/27
128,795,000	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 <sup>4</sup>	MBIA	01/01/27
<u>28,675,000</u>	06/01/98	\$30,185,000 Tampa Sports Authority County Interlocal Payments Revenue Refunding Bonds (Ice Palace Project <sup>5</sup> ) Series 1998	Special Tourist Development Tax (5 <sup>th</sup> Cent) <sup>6</sup>	Aaa/ AAA/ AAA <sup>7</sup>	AMBAC	10/01/28
<b>\$194,385,000</b>						

<sup>1</sup> Pursuant to Interlocal Agreement for Stadium Financing between the County and the Tampa Sports Authority, the Bonds are secured by the 4<sup>th</sup> Cent Tourist Development Tax

<sup>2</sup> Underlying ratings of "A2 from Moody's, A- from Standard & Poor's and A+" from Fitch.

<sup>3</sup> 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.

<sup>4</sup> Underlying ratings of "Aa3" from Moody's, "AA-" from Standard & Poor's, and "AA" from Fitch.

<sup>5</sup> The Ice Palace has been renamed the St. Pete Times Forum.

<sup>6</sup> 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 5<sup>th</sup> Cent Tourist Development Tax and then from the County's Non-Ad Valorem Revenues.

<sup>7</sup> Secured by the County's non-ad valorem revenues, which have underlying rating of "A1" from Moody's, "AA-" from Standard & Poor's and "AA-" from Fitch.

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## REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

### TAMPA SPORTS AUTHORITY TOURIST DEVELOPMENT TAX REVENUE BONDS SERIES 1997B \$11,190,000

**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 DATES AND PRICES:****Optional Redemption Dates:**

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 Dates:**

Prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2017 Term Bond</b>	
January 1, 2014	\$365,000
January 1, 2015	385,000
January 1, 2016	405,000
January 1, 2017*	425,000
<b>For the 2027 Term Bond</b>	
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	

**SECURITY**

Payments of principal and interest made from the Fourth Cent Tourist Development Tax Revenue.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/A2
Standard & Poor's	AAA/A-
Fitch	AAA/A+

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## REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

**TAMPA SPORTS AUTHORITY  
FLORIDA SALES TAX PAYMENTS REVENUE BONDS  
SERIES 1997  
\$30,010,000**

**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 DATES AND PRICES**

**Optional Redemption Dates:**

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 Dates:**

Prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2017 Term Bond</b>	
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

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## REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2027 Term Bond</b>	
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
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.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/A2
Standard & Poor's	AAA/A
Fitch	AAA/AA-

## REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

### TAMPA SPORTS AUTHORITY LOCAL OPTION SALES TAX REVENUE BOND SERIES 1997 \$148,945,000

**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 DATES AND PRICES**

**Optional Redemption Dates:**

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 Dates:**

Prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2017 Term Bond</b>	
January 1, 2014	\$4,670,000
January 1, 2015	4,915,000
January 1, 2016	5,175,000
January 1, 2017*	5,445,000
<b>For the 2027 Term Bond</b>	
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	

**SECURITY**

Payments of principal and interest are made from the Local Option Sales Tax Revenues.

<b>Ratings</b>	<b>Insured/Current</b>
Moody's	Aaa/Aa3
Standard & Poor's	AAA/AA-
Fitch	AAA/AA



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## REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

### TAMPA SPORTS AUTHORITY COUNTY INTERLOCAL PAYMENT REFUNDING REVENUE BONDS SERIES 1998 \$30,185,000

#### 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 DATES AND PRICES

##### Optional Redemption Dates:

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 Dates:

Prior to maturity, as may be deemed appropriate by the Registrar, shall be as follows:

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2018 Term Bond</b>	
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

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**REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES**

<u>Date</u>	<u>Amortization Installment</u>
<b>For the 2028 Term Bond</b>	
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	

**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.

<b>Ratings</b>	<b>Insured/Underlying</b>
Moody's	Aaa/A1
Standard & Poor's	AAA/AA-
Fitch	AAA/A+

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## DESCRIPTION OF TYPES OF DEBT ISSUED BY THE COUNTY

### REVENUE DEBT: BONDS, NOTES AND GOVERNMENTAL LOANS

The issuance of revenue debt is usually subject to fewer, less severe restrictions than general obligation debt. This is because the purpose of such restrictions is to minimize the loss of popular control over the public purse (i.e., to protect future taxpayers against heavy tax burdens they must bear without their consent). Since the County cannot be compelled to levy taxes or fees, other than those specific taxes or fees pledged to revenue debt, future tax-payers are not burdened with the debt service associated with revenue debt. Therefore, the same level of restrictions is not necessary. Nevertheless, in the case where a revenue source such as a sales tax or franchise fee flows to the General Fund to offset operating expenses, the utilization of such revenues as a security pledge for bond indebtedness will have a direct impact on General Fund revenues. Thus, in order to maintain the same level of general services, the issuer may need to identify other supplemental revenues or reduce operating costs.

**Self-Supporting Revenue Debt.** The source of funds supporting an issuance of self-supporting revenue debt is usually the receipts from the operation of a facility or enterprise (e.g. a solid waste resource recovery facility or utility system) built with bond proceeds. As such revenues are received, they immediately become subject to the pledge established by the indenture or resolution that such revenues are received by the issuer to: (i) be held in trust for the benefit of the bond or noteholder; and, (ii) be applied solely as specified in the indenture or resolution. In accordance with this quasifiduciary relationship, it is provided that, upon receipt of the revenues, they are to be deposited into a Trust Fund which is usually deemed the "Revenue Fund".

As stated earlier, repayment of revenue debt is dependent upon a particular source of funds, not upon any general governmental commitment to provide the amount needed for payment. Therefore, it is essential that the funds flowing from such a revenue source be allocated exclusively for such payment, for building required reserves, and for operating the project or program which generated funds. Surplus funds may be applied for other uses. Such exclusive allocation is achieved by means of: (1) formally pledging all funds flowing from the source as security for the bonds or notes; (2) specifying the manner of its application,

including restrictions on the alternative application of any surplus; and, (3) covenanting not to apply any such funds except as so specified. Most bond or note resolutions include a requirement that the issuer (such as the County's Water/Wastewater Utility System) charge rates high enough to produce system revenues sufficient to pay not only operating expenses and debt service, but also to provide an adequate margin to protect bond or noteholders should there be an unforeseen revenue shortfall. Most such margins are in the range of 25% to 40% of annual debt service, depending primarily on the strength of the revenue source.

**Commercial Paper.** Commercial Paper (CP) takes the form of short-term, unsecured promissory notes issued by organizations of recognized credit quality. While corporations usually issue CP on an unsecured basis, legal differences normally require that municipal issuers secure CP with a specific pledge. CP is issuable in virtually any amount at any time on very short notice. The dollar amount of each maturity is usually tailored to the needs of the issuer on the date the notes are brought to market. Virtually all CP is supported by a credit facility from a commercial bank (e.g. letter-of-credit). The funds available under this credit facility are generally sufficient to pay the outstanding principal of and interest on the CP. Bank-support facilities can take various forms.

Credit ratings by at least one of the major rating agencies (Moody's, Standard & Poor's and Fitch) are essential to enable a CP issuer to reach a broad range of investors, obtain competitive interest rates and be able to issue CP in amounts consistent with its overall program. The best or "prime" ratings are P-1 by Moody's, A-1+ by Standard and Poor's and F-1+ by Fitch, which are the ratings of the County's CP.

CP has many advantages when used in a suitable borrowing situation. On average, relative to other short-term financing options, the short average maturity of CP results in significant interest rate savings. The effect of this lower average interest rate would be a decrease in the overall borrowing costs of the County. Principal amounts and maturities ranging from 1 to 270 days can be tailored to meet the County's changing financial needs in amounts up to the Board authorized limit established by the CP resolution. Finally, CP has the lowest issuance costs of any long- or short-term, public or private placement financing alternative.

## DEBT CAPACITY CALCULATIONS

**Table 1**  
**Hillsborough County**  
**Debt Capacity Analysis**  
**Non-Enterprise Debt Secured by Major Revenues**  
**(Amounts in 000's)**  
**General Governmental Use**

Description	Local Government Half Cent Sales Tax (1,9)	Guaranteed Entitlement (2)	County Share Community Investment Tax (CIT) (1,4)
FYE 9/30/03 Revenues (3)	76,436	6,752	37,737
<u>Existing Debt (Maximum Annual Debt Service)</u>			
\$48,521,119.50 Capital Improvement Program Refunding Revenue Bonds, Series 1996	3,490		
\$46,430,000 Court Facility Revenues Bonds Series 1999			3,090
Series 2001 A & B CIT Revenue Bonds			4,537
\$93,870,000 Capital Improvement Program Refunding Revenue Bonds Series 2003 (Criminal Justice)	10,001		
<b>Total Maximum Annual Debt Service</b>	<b>13,491</b>	---	<b>7,627</b>
Revenue Reserved to pay maximum Annual Debt Service on Existing Debt with Coverage (5)	18,213		10,296
Available Revenues (6)	58,223	6,752	27,441
Estimated Unused Revenue Debt Capacity (7,8)	\$626,811	\$72,695	\$272,656

- (1) Assumes a 1.35 X Coverage Requirement.
- (2) Assumes a 1.10 X Coverage Requirement.
- (3) Source: Hillsborough County Budget Department
- (4) The County's share of such revenues is determined by Florida Statutes 218.62 to be 70.4% of the remainder after the following deductions: 25% of total revenues are paid to the Hillsborough County School District and a maximum of \$13,600,000 is paid to the Tampa Sports Authority, all as set forth in the Interlocal Agreement for Distribution of Community Investment Tax dated July 17, 1996 between the County, the School District, and the Cities of Tampa, Temple Terrace and Plant City.
- (5) Determined by totaling maximum annual debt service for existing debt and multiplying such total by the coverage requirement.
- (6) Revenues for fiscal year ended September 30, 2003 less Revenue Reserved to Pay Maximum Annual Debt Service with Coverage.
- (7) Assumes AAA/AAA rated, 30 year debt with average interest rate of 5.5%. Estimated Unused Revenue Debt Capacity is determined by dividing Available Revenues by the applicable coverage factor, and then calculating the amount of debt which can be supported by those revenues assuming the 5.5% average interest rate and a 30 year amortization of debt for Half-Cent Sales Tax and for Guaranteed Entitlement and 25 years for CIT.
- (8) Capacity exceeds amount available to fund projects by amount necessary to pay financing costs and fund reserve accounts.
- (9) Local government half-cent sales tax revenues are used to pay debt service on other debt including bonds secured by the County's covenant to budget and appropriate from non-ad valorem revenues, such as the Capital Non-Ad Valorem Refunding Revenue Bonds, Series 1996A (Museum of Science and Industry Project) and 1996B (County Center Project).

## DEBT CAPACITY CALCULATIONS

**Table 2**  
**Hillsborough County**  
**Debt Capacity Analysis**  
**Non-Enterprise Fund Debt**  
**(Amounts in 000's)**  
**Road/Transportation Related Use**

Description	Voted Gas Tax (9th Cent) (1)	Local Option Gas Tax (6th Cent) (2)	County Fuel Tax (7th Cent)	Constitutional Fuel Tax (3)	
				20%	80%
FYE 9/30/03 Revenues (4)	6,358	23,316	4,598	2,092	8,367
Existing Debt (Maximum Annual Debt Service)					
\$19,965,000 Fuel Tax Refunding Revenue Bonds Series 1998 (6)			2,379		
Total Maximum Annual Debt Annual Debt Service			2,379		
Revenue Reserved to pay maximum Annual Debt Service on Existing Debt Coverage (7)			3,569		
Available Revenues	6,358	23,316	1,030	2,092	8,367
Estimated Unused Revenue Debt Capacity (9,10)	n/a	\$212,640	\$9,389	n/a	n/a

- (1) The funds are used for operational expenses only and therefore, not used for the calculation of debt capacity.
- (2) For Transportation related expenses, including reduction of bonded indebtedness.
- (3) For acquisition, construction and maintenance of roads.
- (4) Source: Hillsborough County Budget Department
- (5) The State of Florida refunded all of the outstanding Bonds for which the Constitutional Gas Fuel Tax was pledged and the refunding resulted in the release of the secondary pledge of the County's 80% portion of the Constitutional Gas Tax Revenues.
- (6) The County refunded the Series 1985 Road Improvement Revenue Refunding Bonds. The refunding resulted in the release of a pledge on the Beverage License Fees, Mobile Home Fees, and professional Occupational License Fees. However the pledge of the Seventh Cent Gas Tax (currently known as the County Fuel tax) and the Local Option Gas Tax is continued.
- (7) Determined by collective maximum annual debt service for existing debt and multiplying such total by the coverage requirement.
- (8) Revenues for fiscal year ended September 30, 2003 less Revenue Reserved to Pay Maximum Annual Debt Service with Coverage.
- (9) Capacity exceeds amount available to fund projects by amount necessary to pay financing costs and fund reserve accounts.
- (10) Assumes Aaa/AAA rated, 25 year issue with average interest rate of 5.3% and 1.5X coverage requirement. Estimated Unused Revenue Debt Capacity is determined by dividing Available Revenues by the applicable coverage factor, and then calculating the amount of debt which can be supported by those revenues assuming the 5.3% average interest rate and a 25 year amortization of debt.

## DEBT CAPACITY CALCULATIONS

**Table 3  
Hillsborough County  
Debt Capacity Analysis  
Non-Enterprise Fund Debt  
(Amounts in 000's)  
Restricted Revenues**

Description	Tourist Development Tax (4th Cent) (1)	Tourist Development Tax (5th Cent) (2)
FYE 9/30/03 Revenues (3)	3,059	3,059
<b>Existing Debt (Maximum Annual Debt Service)</b>		
Capital Improvement Program Refunding Revenue Bonds (Legends Field Portion), Series 1996 (1)	2,095	
\$11,190,000 Tampa Sports Authority Tourist Development Tax Refunding Revenue Bonds Series 1997B (4)	749	
Interlocal Payments Refunding Revenue Bonds (Ice Palace Project) Series 1998 (5)		1,992
<b>Total Maximum Annual Debt Service</b>	<b>2,844</b>	<b>1,992</b>
Revenue Reserved to pay maximum Annual Debt Service on Existing Debt with Coverage (6)	4,266	2,988
Available Revenues (7)	(1,207)	71
Estimated Unused Debt Capacity (8)	\$0	\$688

- (1) These revenues are also used to pay debt service on that portion of the Series 1996 Capital Improvement Program Refunding Revenue Bonds originally used to finance Legends Field, the spring training facility for the New York Yankees
- (2) In addition to the debt shown here, the County has agreed to annually covenant to budget and appropriate \$1,500,000 less Ticket Surcharge Revenues for 30 years to pay debt service on the \$17,020,000 Taxable Sports Authority Hillsborough County Surcharge Loan revenues (Tampa Bay Arena Project), Series 1995 Bond
- (3) Source: Hillsborough County Budget Department
- (4) Pursuant to an interlocal agreement between the County and Tampa Sports Authority, the 4th Cent Tax revenues are pledged to pay debt service on the Series 1997B Stadium Bonds.
- (5) The Series 1998 Bond refunded the Tampa Sports Authority's \$27,685,000 1995 Special Purpose Bonds, Hillsborough County, Florida Interlocal Agreement Revenue Series (Tampa Bay Arena Project)
- (6) Determined by collective maximum annual debt service for existing debt and multiplying such total by the coverage requirement of 1.5%
- (7) Revenues for fiscal year ended September 30, 2003 less Revenues Reserved to Pay Maximum Annual Debt Service Coverage.
- (8) Assumes Aaa/AAA rated, 30 year debt with average interest rate of 5.5%. Estimated Unused Revenue Debt Capacity is determined by dividing Available Revenues by the applicable coverage factor, and then calculating the amount of debt which can be supported by those revenues assuming the 5.5% average interest rate and a 30 year amortization of debt.

## ANTI-DILUTION TEST CALCULATION

Anti-Dilution Test  
Resolution R00-62  
Commercial Paper Notes Program  
Fiscal Year Ended September 30, 2002  
(Amounts in Thousands)

	FY 2002		FY 2001	
<b>Non-Enterprise Fund Non-Ad Valorem Revenues</b>				
General Fund revenues	519,340		462,017	
Ad valorem taxes	<u>(442,095)</u>		<u>(390,054)</u>	
Net	<u>77,245</u>	77,245	<u>71,963</u>	71,963
<b>Sheriff law enforcement</b>		5,645		4,834
<b>BOCC sales tax transfers-in</b>		107,972		108,527
<b>Debt service fund revenues</b>				
Ad valorem taxes	9,267		10,504	
Net	<u>(6,663)</u>		<u>(6,934)</u>	
	<u>2,604</u>	2,604	<u>3,570</u>	3,570
<b>Capital projects revenues</b>	9,750		6,982	
Ad valorem taxes	<u>0</u>		<u>0</u>	
Net	<u>9,750</u>	9,750	<u>6,982</u>	6,982
<b>Total Non-Enterprise Fund/Non Ad valorem Revenues</b>		<u>203,216</u>		<u>195,876</u>
<b>Ad valorem revenues:</b>				
General fund	<u>442,095</u>		<u>390,054</u>	
<b>Total ad valorem revenues:</b>	442,095	442,095	390,054	390,054
<b>Essential services expenditures:</b>				
General fund:				
general government	61,990		59,547	
public safety	61,617		57,872	
Sheriff law enforcement:				
general government	6,894		6,123	
public safety	200,366		193,736	
BOCC sales tax revenue expenditures				
general government	43,976		44,147	
Debt service fund				
general government	430		167	
Capital projects				
general government	1,287		54	
public safety	<u>51</u>		<u>0</u>	
<b>Total essential services expenditures</b>	<u>376,611</u>	(376,611)	<u>361,646</u>	(361,646)
<b>Ad valorem revenue surplus</b>		<u>65,484</u>		<u>28,408</u>

## ANTI-DILUTION TEST CALCULATION

**Anti-Dilution Test**  
**Resolution R00-62**  
**Commercial Paper Notes Program**  
**Fiscal Year Ended September 30, 2002**  
**(Amounts in Thousands)**

	FY 2002	FY 2001
<b>Non-Enterprise Fund Non-Ad Valorem Revenues Available for anti -dilution test:</b>	<b>203,216</b>	<b>195,876</b>
<b>Non-ad valorem debt-maximum annual debt service<sup>1</sup></b>		
2001 A&B CIT Revenue Bonds (Jail & Stormwater Projects)	4,538	0
2000 Commercial Paper Note Program <sup>2</sup>	2,360	2,360
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
1996 A&B MOSI/County Center Refunding Bonds	5,388	5,388
1996 CIP Refunding Bonds	3,491	3,491
1995 Surcharge Loan Bonds	1,500	1,500
1993 Criminal Justice Refunding Bonds	10,429	10,429
<b>Total maximum annual debt service</b>	<b><u>53,355</u></b>	<b><u>48,817</u></b>
	<b>53,355</b>	<b>48,817</b>
<b>Actual Coverage</b>	<b>3.81</b>	<b>4.01</b>
<b>Required Coverage</b>	<b>1.50</b>	<b>1.50</b>

<sup>1</sup>This test requires inclusion of debt service on Non-Ad Valorem obligations which are defined to include 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.

<sup>2</sup>Resolution number R00-62, page 42, section 4.10.

Sources: FY 2002 CAFR and debt service schedules from Official Statements.



**COMPARISON OF OUTSTANDING BONDED DEBT AND DEBT RATIOS  
WITH OTHER FLORIDA COUNTIES OF COMPARABLE SIZE**

**Governmental Activities Debt Ratio Comparison**

	<u>Hillsborough County</u>	<u>Hillsborough County (Excluding Tampa Sports Authority Debt)</u>	<u>Broward County</u>	<u>Miami-Dade County</u>	<u>Orange County</u>	<u>Palm Beach County</u>	<u>Pinellas County</u>
Population	1,083,520	1,083,520	1,690,021	2,313,000	955,865	1,183,197	933,994
Taxable Assessed Property Value (000s)	\$46,204,981	\$46,204,981	\$83,221,357	\$103,883,487	\$56,072,740	\$88,084,565	\$42,410,833
GO Debt	\$56,715,000	\$56,715,000	\$368,200,000	\$270,986,000	\$4,505,000	\$253,845,000	\$---
GO Debt Per Capita	\$52.34	\$52.34	\$217.87	\$117.16	\$4.71	\$214.51	\$---
GO Debt as % of Taxable Value	0.12	0.12%	0.44%	0.26%	0.01%	0.29%	0.00%
Non-Self Supporting Revenue Debt	\$594,394,120	\$396,119,120	\$458,738,000	\$995,324,613	\$395,282,971	\$454,619,000	\$200,780,000
Non Self Supporting Revenue Debt Per Capita	\$548.58	\$365.59	\$271.44	\$430.32	\$413.53	\$384.23	\$214.97
Non Self Supporting Revenue Debt as % of Taxable Value	1.29%	0.86%	0.55%	0.96%	0.70%	0.52%	0.47%
Direct Debt	\$651,109,120	\$452,834,120	\$826,938,000	\$1,266,310,613	\$399,787,971	\$708,464,000	\$200,780,000
Direct Debt Per Capita	\$600.92	\$417.93	\$489.31	\$547.48	\$418.25	\$598.77	\$214.97
Direct Debt as % of Taxable Value	1.41%	0.98%	0.99%	1.22%	0.71%	0.80%	0.47%

**NOTE: The comparison is as of September 30, 2002. Source of information for other counties: CAFR's.**

**HISTORICAL NON-AD VALOREM REVENUES AND DEBT SERVICE  
FISCAL YEAR ENDED SEPTEMBER 30, 1998 THROUGH SEPTEMBER 30, 2003**

YEAR ENDED 9/30	1998	1999	2000	2001	2002	2003
<b><u>Major Revenue Sources</u></b>						
Guaranteed Entitlement	6,752	6,752	6,752	6,752	6,752	6,752
Half-Cent Sales Tax	60,032	64,748	69,203	70,714	74,394	76,436
Beverage License Fees	283	290	307	329	332	319
Mobile Home Fees	462	455	276	599	420	400
Clerk of Circuit Court Fees	1,203	1,037	1,035	1,182	1,480	1,527
Professional and Occupational License Fees	1,310	1,612	1,471	1,506	1,587	1,631
County Fuel Tax	3,451	4,025	4,330	4,359	4,440	4,598
4th Cent Tourist Tax	2,607	2,742	3,056	3,342	2,901	3,059
5th Cent Tourist Tax	2,606	2,742	3,056	3,342	2,901	3,059
Florida State Sales Tax Contribution	2,000	2,000	2,000	2,000	2,000	2,000
County Share Community investment Tax	27,027	28,048	30,818	36,070	35,957	37,737
Court Surcharge Revenues	2,626	3,095	3,095	3,428	3,535	3,726
St. Pete Times Forum Ticket Surcharge Revenues	273	775	380	294	284	376
Legends Field Ticket Surcharge Revenues	138	147	142	178	177	171
\$12.50 Traffic Surcharge	792	923	1,032	1,117	1,114	1,080
<b>Total</b>	<b>111,562</b>	<b>119,391</b>	<b>127,286</b>	<b>135,319</b>	<b>138,366</b>	<b>142,871</b>
<b><u>Non-Ad Valorem Maximum Annual Debt Service</u></b>						
1993 Courthouse Annex Loan	508	0	0	0	0	0
1985 Road Improvement Ref Revenue Bonds	0	0	0	0	0	0
1987 Gulf Breeze Loan	1,928	0	0	0	0	0
1993 Criminal Justice Bonds	10,429	10,429	10,429	10,429	10,429	0
1995 TSA Special Purpose Bonds (Forum Project)	1,500	1,500	1,500	1,500	1,500	1,500
1996 CIP Refunding Revenue Bonds	3,491	3,491	3,491	3,491	3,491	3,491
1996 CIP Non-Ad Valorem Refunding Bonds (Series A&B)	5,388	5,388	5,388	5,388	5,388	5,388
1997 4th Cent Tourist Tax Ref Rev Bds (Stadium Project)	749	749	749	749	749	749
1997 Florida Sales Tax Bonds (Stadium Project)	1,998	1,998	1,998	1,998	1,998	1,998
1998 TSA Interlocal Payments Ref Rev Bds (Forum Project)	2,000	2,000	2,000	2,000	2,000	2,000
1998 Capital improvement Non-Ad Valorem Bonds	1,499	1,499	1,499	1,499	1,499	1,499
1998 Fuel Tax Refunding Rev Bonds	2,379	2,379	2,379	2,379	2,379	2,379
1999 Court Facilities Revenue Bonds		3,090	3,090	3,090	3,090	3,090
2000 CIP Commercial Paper Program			2,515	2,360	2,360	2,515
FLGFC Loans (CP Pool Program)	400	120	0	0	0	0
2001 CIT Revenue Bonds (Series A&B)					4,538	4,538
2003 Criminal Justice Bonds						10,001
<b>Total</b>	<b>32,269</b>	<b>32,643</b>	<b>35,038</b>	<b>34,883</b>	<b>39,421</b>	<b>39,148</b>
<b>Debt Service Coverage</b>	<b>3.46</b>	<b>3.66</b>	<b>3.63</b>	<b>3.88</b>	<b>3.51</b>	<b>3.65</b>

## 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.

<b>Investment Grade Bond Ratings</b>	
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.
BBB	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.
+/-	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.
FitchAlert	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.

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## INVESTMENT GRADE BOND RATINGS

### 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.<P>

**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.

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## INVESTMENT GRADE BOND RATINGS

### 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 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

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## INVESTMENT GRADE BOND RATINGS

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.

**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.

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## INVESTMENT GRADE BOND RATINGS

### **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.





**Adopted  
Budget  
For FY 04  
And FY 05**

**Supplemental  
Information**



**Hillsborough County  
Florida**



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## 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.

In addition to the schedules mentioned above, the following are special pay grade designations and explanations used in this section.

<b>CO</b>	Constitutional Officers' pay.
<b>CTR</b>	Contract-related pay (e.g., the County Administrator, County Attorney, and the Director of the Planning Commission).
<b>MKT</b>	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).
<b>NCP</b>	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).
<b>SP</b>	Special pay plans not identified in other categories to include, but not limited to, special library page positions.
<b>TBD</b>	(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.

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## HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

### SALARY SCHEDULE A (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2002		Effective December 1, 2003	
	Minimum	Maximum	Minimum	Maximum
AA	\$13,936.00	\$20,883.20	\$14,414.40	\$21,611.20
AB	15,912.00	23,857.60	16,452.80	24,689.60
AC	17,430.40	26,166.40	18,054.40	27,081.60
AD	18,408.00	27,601.60	19,052.80	28,579.20
AE	19,489.60	29,224.00	20,176.00	30,243.20
AF	20,633.60	30,950.40	21,340.80	32,032.00
AG	21,923.20	32,864.00	22,672.00	34,028.80
AH	23,275.20	34,923.20	24,086.40	36,150.40
AI	24,752.00	37,107.20	25,604.80	38,417.60
AJ	26,291.20	39,436.80	27,206.40	40,809.60
AK	27,996.80	42,016.00	28,995.20	43,472.00
AL	29,952.00	44,928.00	30,992.00	46,508.80
AM	31,928.00	47,902.40	33,051.20	49,566.40
AN	34,091.20	51,147.20	35,297.60	52,936.00
AO	36,420.80	54,641.60	37,710.40	56,555.20
AP	38,292.80	57,428.80	39,644.80	59,466.40
AQ	41,100.80	61,651.20	42,536.00	63,793.60
AR	44,387.20	66,560.00	45,926.40	68,889.60
AS	47,569.60	71,364.80	49,233.60	73,860.80
AT	50,731.20	76,107.20	52,520.00	78,769.60
AU	54,288.00	81,452.80	56,201.60	84,281.60
AV	58,156.80	87,235.20	60,195.20	90,272.00
AW	62,108.80	93,142.40	64,272.00	96,428.80
AX	66,643.20	99,964.80	68,972.80	103,459.20
AY	71,323.20	106,974.40	73,819.20	110,718.40

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## HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

### SALARY SCHEDULE C (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2002		Effective December 1, 2003	
	Minimum	Maximum	Minimum	Maximum
CA	\$13,936.00	\$20,883.20	\$14,414.40	\$21,611.20
CB	15,912.00	23,857.60	16,452.80	24,689.60
CC	17,430.40	26,166.40	18,054.40	27,081.60
CD	18,408.00	27,601.60	19,052.80	28,579.20
CE	19,489.60	29,24.00	20,176.00	30,243.20
CF	20,633.60	30,950.40	21,340.80	32,032.00
CG	21,923.20	32,864.00	22,672.00	34,028.80
CH	23,275.20	34,923.20	24,086.40	36,150.40
CI	24,752.00	37,107.20	25,604.80	38,417.60
CJ	26,291.20	39,436.80	27,206.40	40,809.60
CK	27,966.80	42,016.00	28,995.20	43,472.00
CL	29,952.00	44,928.00	30,992.00	46,508.80
CM	31,928.00	47,902.40	33,051.20	49,566.40

**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.

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**HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES**

**SALARY SCHEDULE D  
FIRE RESCUE - IAFF - SUPPRESSION  
2,611.20 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2002		Effective October 6, 2003	
	Minimum	Maximum	Minimum	Maximum
DJ	\$25,145.86	\$46,531.58	\$25,145.86	\$46,531.58
DK	26,425.34	48,437.76	30,211.58	48,437.76
DL	33,945.60	56,271.36	28,828.54	56,271.36
DN	41,779.20	69,040.13	47,784.96	69,040.13
DR	37,097.04	52,093.44	38,384.64	53,895.17
DT	40,186.37	56,793.60	40,186.37	56,793.60
DU	42,144.77	63,608.83	45,147.65	63,608.83

**SALARY SCHEDULE E  
FIRE RESCUE - IAFF - SUPPRESSION  
2,080.00 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2002		Effective October 6, 2003	
	Minimum	Maximum	Minimum	Maximum
EK	\$39,936.00	\$65,998.40	\$45,676.80	\$65,998.40

**SALARY SCHEDULE G  
FIRE RESCUE - IAFF - SUPERVISORY  
2,080.00 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2002		Effective October 6, 2003	
	Minimum	Maximum	Minimum	Maximum
GN	\$45,905.60	\$69,555.20	\$52,499.20	\$69,555.20
GO	47,611.20	72,092.80	54,454.40	72,092.80

**SALARY SCHEDULE H  
FIRE RESCUE - IAFF - SUPERVISORY  
2,611.20 HOURS ANNUALLY**

Pay Grade	Effective October 6, 2002		Effective October 6, 2003	
	Minimum	Maximum	Minimum	Maximum
HQ	\$49,821.70	\$75,437.57	\$56,976.38	\$75,437.57

**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.

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**HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES**

**SALARY SCHEDULE K  
FIRE RESCUE - EMPACCT – NON SUPERVISORY-PARAMEDIC  
2,819.20 HOURS ANNUALLY**

Pay Grade	Effective September 8, 2002		Effective October 6, 2003	
	Minimum	Minimum	Minimum	Maximum
KM	\$26,697.82	\$26,697.82	\$26,697.82	\$51,901.47
KN	32,195.26	32,195.26	32,195.26	61,514.94

**SALARY SCHEDULE L  
FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC  
2,377.00 HOURS ANNUALLY**

Pay Grade	Effective October 1, 2001		Effective October 6, 2003	
	Minimum	Maximum	Minimum	Maximum
LJ	\$26,384.70	\$40,409.00	\$28,262.53	\$43,285.17
LK	29,878.89	44,806.45	31,994.42	47,991.63
LM	34,062.41	51,081.73	36,486.95	54,718.54

**SALARY SCHEDULE M  
FIRE RESCUE - EMPACCT – NON SUPERVISORY OTHER  
2,080.00 HOURS ANNUALLY**

Pay Grade	Effective October 1, 2001		Effective October 6, 2003	
	Minimum	Maximum	Minimum	Maximum
MC	\$16,764.80	\$25,168.00	\$17,950.40	\$26,956.80
ME	18,595.20	30,160.00	19,926.40	32,302.40
MG	20,716.80	33,592.00	22,193.60	35,984.00
MI	23,088.00	37,440.00	24,731.10	40,102.40

**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. In addition, the agreement provides that the pay of employees who are covered by Schedule M will follow the Hillsborough County General Schedule "A" for corresponding pay grades.

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## HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

### SALARY SCHEDULE S SHERIFF - CERTIFIED 2,184.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2002		Effective December 1, 2003	
	Minimum	Maximum	Minimum	Maximum
SK	\$29,396.64	\$44,116.80	\$30,444.96	\$45,645.60
SL	31,449.60	47,174.40	32,541.60	48,834.24
SM	33,524.40	50,297.52	34,703.76	52,044.72
SN	35,795.76	53,704.56	37,062.48	55,582.80
SO	38,241.84	57,373.68	39,595.92	59,382.96
SP	40,207.44	60,300.24	41,627.04	62,418.72
SQ	46,235.28	64,733.76	47,851.44	66,983.28
SR	46,606.56	69,888.00	48,222.72	72,334.08
SS	53,529.84	74,933.04	55,386.24	77,553.84
ST	53,267.76	79,912.56	55,146.00	82,708.08
SV	65,432.64	91,596.96	67,704.00	94,785.60

**Note:** Salary Schedule S is derived from Hillsborough County General Schedule "A" for corresponding pay grades with 5% added for the additional compensable elements in the job context.



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**ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE**

Pay Grade	Effective October 1, 2002		Effective October 1, 2003	
	Minimum	Maximum	Minimum	Maximum
06	\$19,002.84	\$33,255.00	\$19,002.84	\$33,255.00
07	19,780.92	35,038.44	19,780.92	35,038.44
09	21,455.16	37,968.36	21,455.16	37,968.36
10	22,355.64	39,122.40	22,355.64	39,122.40
11	23,301.00	41,220.00	23,301.00	41,220.00
12	24,293.88	42,514.32	24,293.88	42,514.32
13	25,120.80	43,961.40	25,120.80	43,961.40
14	26,215.20	48,687.36	26,215.20	48,687.36
15	28,864.56	50,756.16	28,864.56	50,756.16
16	27,874.32	51,428.04	28,571.16	51,428.04
17	29,838.24	53,708.88	29,838.24	53,708.88
18	31,168.68	54,545.16	31,168.68	51,545.16
19	31,771.32	56,989.80	32,565.60	56,989.68
20	34,032.24	59,566.60	34,032.24	59,556.60
21	35,572.44	62,251.80	35,572.44	62,251.80
22	37,189.68	65,081.76	37,189.68	65,081.76
23	38,887.56	68,053.20	38,887.56	68,053.20
24	40,702.08	71,228.64	40,702.08	71,228.64
25	42,690.60	74,708.64	42,690.60	74,708.64
26	44,825.28	78,444.12	44,825.28	78,444.12
27	47,066.40	82,366.32	47,066.40	82,366.32
28	49,419.84	86,484.72	49,419.84	86,484.72
29	51,890.76	90,808.80	51,890.76	90,808.80
30	54,485.28	95,349.24	54,485.28	95,349.24
31	57,209.52	100,116.72	57,209.52	100,116.72
33	63,073.56	110,378.88	63,073.56	110,378.88
35	69,538.68	121,692.72	69,538.68	121,692.72
36	73,015.44	127,776.96	73,015.44	127,776.96
37	76,666.32	134,166.12	76,666.32	134,166.12
39	84,524.52	116,643.84	84,524.52	116,643.84
50	40,502.88	70,880.04	40,502.88	70,880.04
51	44,329.80	77,577.12	44,329.80	77,577.12
99	N/A	N/A	19,780.92	121,692.72
102	39,289.20	62,862.72	39,289.20	62,862.72
105	45,482.16	72,771.48	45,482.16	72,771.48
107	50,144.16	80,230.68	50,144.16	80,230.68
110	58,048.20	92,877.12	58,048.20	92,877.12
111	N/A	N/A	60,950.52	97,520.88
113	67,197.96	107,516.76	67,197.96	107,516.76

## OTHER SALARY SCHEDULES

### MANAGEMENT PAY RANGES

Pay Grade	Effective October 1, 2002		Effective October 1, 2003	
	Minimum	Minimum	Minimum	Maximum
A	\$94,952.00	\$94,952.00	\$98,280	\$147,430
B	84,780.80	84,780.80	87,755	131,622
C	75,691.20	75,691.20	78,333	117,520
D	67,579.20	67,579.20	69,950	104,963
E	60,340.80	60,340.80	62,462	93,683
F	53,892.80	53,892.80	55,786	83,637
G	48,110.40	48,110.40	49,795	74,672
H	42,952.00	42,952.00	44,450	66,685
I	38,334.40	38,334.40	39,686	59,550

### INFORMATION & TECHNOLOGY SERVICES MANAGER PAY RANGES

Pay Grade	Effective October 1, 2002		Effective October 1, 2003	
	Minimum	Minimum	Minimum	Maximum
X1	\$76,690	\$76,690	\$79,373	\$134,950
X2	62,878	62,878	65,083	110,635
X3	51,542	51,542	53,352	90,667
X4	42,245	42,245	43,722	74,339

### MEDICAL POSITION PAY RANGES

Pay Grade	Effective October 1, 2000		Effective October 1, 2002	
	Minimum	Maximum	Minimum	Maximum
M1	\$158,400	\$198,000	\$169,686	\$212,098
M2	142,200	177,700	152,339	190,341
M3	120,000	150,000	128,544	160,680

### STATE MANDATED COUNTY CONSTITUTIONAL OFFICER SALARIES\*

Office	Final FY 03 Salary	Final FY 04 Salary
Clerk of Circuit Court	\$134,238	\$137,351
County Commissioners	82,562	84,213
County Commission Chairman	90,818	92,634
Property Appraiser	134,238	137,351
Sheriff	141,943	145,211
Supervisor of Elections	116,819	119,584
Tax Collector	134,238	137,584

\*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 02	FY 03	FY 04	FY 05
<b>BOARD OF CO COMMISSIONERS ORGANIZATION</b>					
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
	<b>Subtotal</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>
COUNTY INTERNAL PERFORMANCE AUDITOR					
XA	County Internal Performance Auditor	0.00	0.00	1.00	1.00
XI	Executive Assistant	0.00	0.00	1.00	1.00
	<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>	<b>2.00</b>
	<b>TOTAL BD OF CO COMM ORGANIZATION</b>	<b>21.00</b>	<b>21.00</b>	<b>23.00</b>	<b>23.00</b>
<b>COUNTY ATTORNEY ORGANIZATION</b>					
<b>COUNTY ATTORNEY</b>					
AO	Accountant II	1.00	1.00	1.00	1.00
MKT	Administrative Aide	0.00	0.00	0.00	0.00
AM	Administrative Assistant	7.00	1.00	1.00	1.00
CA	Administrative Assistant, County Attorney	0.00	1.00	1.00	0.00
MKT	Assistant County Attorney I	10.00	4.00	1.00	1.00
MKT	Assistant County Attorney II	1.00	2.00	2.00	2.00
MKT	Assistant County Attorney III	8.00	11.00	9.00	9.00
MKT	Assistant County Attorney IV	4.00	6.00	10.00	10.00
MKT	Automated Systems and Services Manager	0.00	0.00	0.00	0.00
MKT	Chief Assistant County Attorney	4.00	4.00	4.00	4.00
AG	Clerk III	1.00	1.00	1.00	1.00
AI	Clerk IV	1.00	1.00	0.00	1.00
MKT	County Attorney	1.00	1.00	1.00	1.00
MKT	County Attorney Administrative Assistant	2.00	0.00	1.00	1.00
AI	Executive Secretary	0.00	1.00	1.00	1.00
99	General Counsel, County Attorney	0.00	0.00	1.00	1.00
CA	Legal Office Administrator	1.00	1.00	1.00	1.00
AL	Legal Secretary	0.00	20.00	19.00	19.00
CA	Manager, Automated Systems/Services III	1.00	1.00	1.00	1.00
AM	Paralegal Specialist	7.00	7.00	7.00	7.00
AF	Public Relations/Information Specialist I	0.00	1.00	1.00	1.00
AE	Secretary	1.00	0.00	0.00	0.00
AM	Senior Administrative Assistant	0.00	1.00	6.00	6.00
AO	Senior Administrative Assistant	0.00	5.00	0.00	0.00
CA	Senior Assistant County Attorney	13.00	14.00	14.00	14.00
AK	Senior Executive Secretary	20.00	0.00	0.00	0.00
AO	Senior Paralegal Specialist	2.00	2.00	3.00	3.00
AE	Senior Receptionist	1.00	0.00	0.00	0.00
	<b>TOTAL COUNTY ATTORNEY ORGANIZATION</b>	<b>86.00</b>	<b>86.00</b>	<b>86.00</b>	<b>86.00</b>

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
<b>COUNTY ADMINISTRATOR ORGANIZATION</b>					
ADMINISTRATIVE SERVICES SECTION					
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AG	Clerk III	1.00	0.00	0.00	0.00
AI	Clerk IV	0.00	1.00	1.00	1.00
XE	Director, Administrative Services	1.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	2.00	2.00	2.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00
AO	Senior Manager	0.00	1.00	1.00	1.00
AG	Senior Secretary	3.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
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	3.00	3.00	2.00	2.00
AG	Accounting Clerk II	3.00	4.00	4.00	4.00
AI	Accounting Clerk III	2.00	0.00	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	16.50	16.50	16.50
AM	Adult Day Care Supervisor	6.00	6.00	6.00	6.00
AO	Aging Services Project Coordinator	3.00	3.00	3.00	3.00
AL	Aging Services Specialist	1.00	1.00	1.00	1.00
AR	Budget Analyst	1.00	0.00	0.00	0.00
AK	Center Coordinator	11.75	11.75	12.25	12.25
AC	Clerk I	5.63	5.63	5.62	5.62
AG	Clerk III	1.00	1.00	1.00	1.00
AQ	Contracts Manager	0.00	1.00	1.00	1.00
CB	Custodian	4.50	4.50	4.50	4.50
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	1.00	1.00	0.00	0.00
AI	Executive Secretary	3.00	3.00	3.00	3.00
AA	Food Service Aid	14.60	14.60	13.50	13.50
AQ	General Manager I	2.00	2.00	2.00	2.00
AS	General Manager III	0.00	0.00	1.00	1.00
AD	Homemaker Leader	3.00	2.00	2.00	2.00
AA	Homemaker/Respite Aide	27.00	28.00	25.00	25.00
AQ	Human Services Supervisor	5.00	5.00	5.00	5.00
AM	Job Developer	1.00	1.00	1.00	1.00
AE	Lead Data Entry Operator	3.00	3.00	3.00	3.00
AI	Licensed Practical Nurse	7.00	6.99	7.00	7.00
AP	Management Systems Analyst II	1.00	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

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS  
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
XF	Manager, Nutrition/Activity	1.00	1.00	1.00	1.00
XG	Manager, RSVP Program	1.00	1.00	1.00	1.00
22	Manager, SCNAP Program	0.00	0.00	0.00	0.00
XF	Manager, Senior Adult Day Care Program	1.00	1.00	1.00	1.00
EMH	Manager, Working Seniors Program	0.00	0.00	0.00	0.00
AM	Nutrition Services Coordinator	6.00	6.00	6.00	6.00
AC	Personal Care Aide	16.75	16.75	16.76	16.76
AS	Principal Management Systems Analyst	0.00	1.00	1.00	1.00
AF	Pub Relations/Information Specialist I	0.00	0.00	1.00	1.00
AC	Receptionist	0.00	0.00	0.00	0.00
AO	Registered Nurse	1.00	1.00	1.00	1.00
AE	Secretary	1.00	1.00	1.00	1.00
XF	Section Manager/Fiscal Section	0.00	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	0.00	0.00	1.00	1.00
AK	Senior Personnel Assistant	0.00	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	2.00
AG	Senior Secretary	2.50	2.50	2.50	2.50
AO	Senior Social Worker	27.00	27.00	19.00	19.00
AM	Social Worker	6.00	6.01	17.00	17.00
CE	Storekeeper II	1.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AO	Training Specialist	0.00	0.00	1.00	1.00
	<b>Subtotal</b>	<b>204.23</b>	<b>204.23</b>	<b>207.63</b>	<b>207.63</b>
<b>ANIMAL SERVICES</b>					
AG	Accounting Clerk II	3.00	3.00	3.00	3.00
AK	Accounting Clerk Supervisor	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AJ	Animal Abuse Investigator	6.00	5.00	8.00	8.00
CC	Animal Care Assistant	17.00	17.00	17.00	17.00
AL	Animal Care Supervisor	3.00	3.00	4.00	4.00
AL	Animal Control Coordinator	4.00	4.00	4.00	4.00
CH	Animal Control Officer	23.00	24.00	24.00	24.00
AC	Clerk I	0.00	0.00	0.00	0.00
AE	Clerk II	8.00	8.00	8.00	8.00
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 02	FY 03	FY 04	FY 05
XG	Manager, Shelter Operations	1.00	1.00	1.00	1.00
AM	Public Relations Info Specialist	0.00	0.00	0.00	1.00
AE	Secretary	4.00	4.00	4.00	4.00
CG	Senior Animal Care Assistant	9.00	9.00	9.00	9.00
AD	Service Dispatcher	0.00	0.00	0.00	0.00
XE	Veterinarian	0.00	1.00	2.00	2.00
XF	Veterinarian	2.00	1.00	0.00	0.00
AK	Veterinary Technician	5.00	5.00	6.00	6.00
AM	Veterinary Technician Supervisor	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>98.00</b>	<b>98.00</b>	<b>103.00</b>	<b>104.00</b>
 CHILDREN'S SERVICES					
AM	Accountant I	1.00	1.00	0.00	0.00
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	2.00	3.00	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	0.00	12.00	13.00	14.00
AI	Child Care Specialist	37.00	35.00	35.00	34.00
AM	Child Care Supervisor	11.00	11.00	11.00	11.00
AK	Clerical Supervisor	0.00	1.00	1.00	1.00
AE	Clerk II	2.00	2.00	2.00	2.00
AG	Clerk III	0.00	1.00	0.00	0.00
AO	Community Services Program Coordinator II	2.00	2.00	2.00	2.00
AB	Custodian	1.00	0.00	0.00	0.00
AC	Custodian	0.00	2.00	0.00	0.00
CB	Custodian	8.00	9.00	10.00	10.00
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	2.00	3.00	3.00	3.00
AQ	General Manager I	0.00	2.00	3.00	3.00
AS	General Manager II	0.00	1.00	1.00	1.00
AU	General Manager III	0.00	1.00	1.00	1.00
AA	Groundskeeper	0.00	0.00	0.00	0.00
AM	Head Start Center Coordinator	20.00	22.00	19.00	19.00
AO	Head Start Center Coordinator	0.00	1.00	0.00	0.00
AO	Head Start Education Manager	11.00	10.00	9.00	9.00
AK	Head Start Home Visitor	3.00	0.00	0.00	0.00
AK	Head Start Services Specialist	0.00	1.00	0.00	0.00
AM	Head Start Services Specialist	4.00	9.00	6.00	6.00
AK	Head Start Teacher	41.00	46.00	47.00	47.00
AO	Head Start Teacher	0.00	3.00	0.00	0.00
AG	Head Start Teacher Assistant	81.00	91.00	85.00	85.00
AQ	Human Services Supervisor	3.00	3.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
CE	Landscape Gardener	1.00	1.00	0.00	0.00
AI	Licensed Practical Nurse	1.00	1.00	0.00	0.00
AM	Management Systems Analyst I	1.00	1.00	0.00	0.00
AP	Management Systems Analyst II	2.00	2.00	2.00	2.00
AM	Manager	3.00	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	0.00	0.00
EMF	Manager, Head Start/Early Head Start Support Services	1.00	0.00	0.00	0.00
AC	Minibus Driver	13.00	13.00	12.00	12.00
CG	Multi-Trades Worker I	0.00	0.00	0.00	0.00
CI	Multi-Trades Worker II	6.00	6.00	6.00	6.00
CK	Multi-Trades Worker III	0.00	1.00	1.00	1.00
AK	PC Specialist	0.00	0.00	1.00	1.00
AI	Personnel Assistant	0.00	1.00	1.00	1.00
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	2.00	3.00	3.00	3.00
AO	Registered Nurse	3.00	3.00	2.00	2.00
AE	Secretary	2.00	5.00	1.60	1.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AM	Senior Child Care Licensing Inspector	0.00	2.00	2.00	2.00
AK	Senior Child Care Specialist	34.00	33.00	36.50	36.50
CD	Senior Head Custodian	1.00	1.00	0.00	0.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AO	Senior Manager	3.00	2.00	1.00	1.00
AE	Senior Minibus Driver	2.00	3.00	2.00	2.00
AG	Senior Secretary	19.00	18.00	14.00	14.00
AK	Senior Social Services Specialist	2.00	3.00	0.00	0.00
AI	Senior Social Worker	0.00	1.00	0.00	0.00
AO	Senior Social Worker	16.00	19.00	17.00	17.00
AR	Senior Treatment Counselor	5.00	5.00	5.00	5.00
AI	Social Services Specialist	10.00	10.00	9.00	9.00
AM	Social Worker	2.00	1.00	0.00	0.00
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	Support Services Section Manager	0.00	0.00	0.00	0.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
CC	Trades Helper	1.00	1.00	0.00	0.00
AO	Training Specialist	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 02	FY 03	FY 04	FY 05
AO	Treatment Counselor I	29.50	27.00	24.78	24.00
AP	Treatment Counselor II	8.00	9.00	10.00	10.00
	<b>Subtotal</b>	<b>418.00</b>	<b>468.50</b>	<b>425.38</b>	<b>424.00</b>
 COMMUNICATIONS DEPARTMENT					
AM	Broadcast Engineer	3.00	3.00	3.00	3.00
AJ	Community Center Coordinator	0.00	0.00	0.00	0.00
AM	Community Services Program Coordinator I	0.98	0.50	0.50	0.50
AO	Community Services Program Coordinator II	1.00	1.00	0.00	0.00
XC	Director, Communications Department	1.00	1.00	1.00	1.00
AK	Engineering Technician III	0.00	0.00	0.00	0.00
AI	Executive Secretary	2.00	2.00	2.00	2.00
AS	General Manager II	1.00	1.00	1.00	1.00
AK	Graphic Artist	1.00	0.00	0.00	0.00
AC	Mail Clerk	2.00	2.00	2.00	2.00
AM	Manager	1.00	1.00	1.00	1.00
XG	Manager, Citizens Action Center	1.00	1.00	1.00	1.00
XH	Manager, Citizen Board Support	1.00	1.00	1.00	1.00
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
AM	Public Relations/Information Representative	3.00	4.00	4.00	4.00
AH	Public Relations/Information Specialist II	9.00	8.00	10.00	10.00
AR	Real-Time Captioner	2.50	2.50	2.50	2.50
AE	Secretary	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	2.00	2.00	2.00	2.00
AJ	Senior Public Relations/Information Specialist	2.00	2.00	2.00	3.00
AQ	Senior Television Producer/Director	0.00	3.00	3.00	3.00
AO	Television Producer/Director	5.00	2.00	2.00	2.00
AN	Television Production Specialist	0.00	1.00	1.00	1.00
AK	Television Program Specialist	3.00	3.00	4.00	4.00
	<b>Subtotal</b>	<b>47.48</b>	<b>47.00</b>	<b>49.00</b>	<b>50.00</b>
 COMMUNITY LIAISON SECTION					
XF	Americans with Disabilities Act Liaison	0.75	0.75	0.75	0.75
XF	Asian-American Affairs Liaison	0.50	0.50	0.50	0.50
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	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
AK	Senior Executive Secretary	1.00	2.00	2.00	2.00
	<b>Subtotal</b>	<b>7.25</b>	<b>8.25</b>	<b>9.25</b>	<b>9.25</b>



**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
<b>CONSUMER PROTECTION AGENCY</b>					
AM	Administratiave Assistant	0.00	0.00	1.00	1.00
XG	Chief Investigator	1.00	1.00	1.00	1.00
AE	Clerk II	1.00	0.00	0.00	0.00
AK	Consumer Affairs Investigator	3.00	5.00	8.00	11.00
XD	Consumer Protection Administrator	1.00	1.00	1.00	1.00
AM	Manager	1.00	0.00	0.00	0.00
AE	Secretary	1.00	1.00	1.00	2.00
	<b>Subtotal</b>	<b>8.00</b>	<b>8.00</b>	<b>12.00</b>	<b>16.00</b>
<b>COOPERATIVE EXTENSION</b>					
AM	Accountant I	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
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	1.00	1.00
XG	Extension Agent, Vegetables	1.00	1.00	1.00	1.00
CC	Head Custodian	0.00	0.00	0.00	0.00
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
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
	<b>Subtotal</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>	<b>26.00</b>
<b>COUNTY ADMINISTRATOR</b>					
AM	Administrative Assistant	4.00	4.00	4.00	4.00
XA	Assistant County Administrator	3.00	0.00	0.00	0.00
XA	Assistant County Administrator Community Services	0.00	1.00	1.00	1.00
XA	Assistant County Administrator Human Services	0.00	1.00	1.00	1.00
XA	Assistant County Administrator Management Services	0.00	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
	<b>Subtotal</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
<b>DEBT MANAGEMENT</b>					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XB	Director, Debt Management	1.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	0.00	0.00
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
	<b>Subtotal</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>
<b>ECONOMIC DEVELOPMENT DEPARTMENT</b>					
AM	Accountant I	1.00	1.00	2.00	2.00
AG	Accounting Clerk II	0.00	0.00	0.00	0.00
AM	Administrative Assistant	2.00	1.00	1.00	1.00
XE	Agriculture Liaison/TDC AD	1.00	1.00	1.00	1.00
AM	Buyer	1.00	1.00	1.00	0.00
AE	Clerk II	1.00	1.00	1.50	0.50
AI	Clerk IV	1.00	1.50	1.50	1.50
AM	Comm Planner 1	0.00	0.00	0.50	0.50
AP	Community Relations Coordinator	1.00	0.00	0.00	0.00
AQ	Community Services Program Manager	1.00	1.00	1.00	0.00
AK	Contracts Management Specialist	0.00	0.00	0.00	0.00
AQ	Contracts Manager	3.00	2.00	2.00	1.00
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
AK	Employment & Training Specialist	1.00	1.00	0.00	0.00
AL	Employment & Training Systems Coordinator	1.00	1.00	1.00	0.00
AN	Engineer I	0.00	1.00	1.00	0.00
AK	Equal Opportunity Specialist	1.00	0.00	0.00	0.00
AI	Executive Secretary	3.00	2.00	1.00	1.00
AQ	General Manager I	2.00	2.00	1.00	0.00
AS	General Manager II	0.00	0.00	0.00	0.00
AM	Job Developer	7.00	7.00	0.00	0.00
AO	Job Development Team Leader	5.00	5.00	1.00	0.00
AM	Management System Analyst I	1.00	0.00	0.00	0.00
AP	Management System Analyst II	0.00	1.00	1.00	1.00
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	1.00	1.00	0.00
XH	Manager, ETD Program Development	1.00	1.00	1.00	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
XF	Manager, Work Force Development	1.00	0.00	0.00	0.00
XE	Operations Manager	1.00	1.00	0.00	0.00
AE	Secretary	1.00	1.00	0.00	0.00
AO	Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
AN	Senior Job Developer	3.00	3.00	1.00	0.00
AQ	Senior Management System Analyst	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 02	FY 03	FY 04	FY 05
AU	Senior Systems Analyst	0.00	0.00	0.00	0.00
AN	Youth Employment Coordinator	1.00	1.00	1.00	0.00
	<b>Subtotal</b>	<b>50.00</b>	<b>45.50</b>	<b>28.50</b>	<b>16.50</b>
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
	<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
FIRE RESCUE DEPARTMENT					
AM	Accountant I	1.00	1.00	0.00	0.00
AO	Accountant II	0.00	0.00	1.00	1.00
AI	Accounting Clerk III	0.00	1.00	1.00	1.00
MI	Accounting Clerk III	1.00	1.00	1.00	1.00
XE	Administration Chief	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
HQ	Battalion Chief	11.00	11.00	9.00	9.00
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	0.00	0.00	1.00	1.00
XF	Chief, Research/Planning	0.00	0.00	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	105.00	111.00	111.00	114.00
GO	Deputy Fire Marshall	1.00	1.00	1.00	1.00
XH	Director, EMS	1.00	1.00	1.00	1.00
XB	Director, Fire Rescue	1.00	1.00	1.00	1.00
DL	Driver/Engineer	120.00	126.00	129.00	132.00
CG	Equipment Mechanic I	1.00	1.00	1.00	1.00
CI	Equipment Mechanic II	3.00	3.00	2.00	2.00
CK	Equipment Mechanic III	2.00	2.00	3.00	3.00
AI	Executive Secretary	4.00	2.00	2.00	2.00
DK	Fire Fighter	136.00	127.00	118.00	118.00
EK/GK	Fire Inspector	13.00	13.00	13.00	13.00
DN	Fire Inspector	4.00	5.00	5.00	5.00
XE	Fire Marshall	1.00	1.00	1.00	1.00
DR	Fire Medic I	112.00	183.00	180.00	186.00
DT	Fire Medic III	21.00	30.00	34.00	34.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
DU	Fire Medic IV	17.00	17.00	17.00	17.00
DJ	Fire Medic Trainee	26.00	26.00	42.00	42.00
EK	Fire Rescue Training Officer Fire	0.00	5.00	5.00	5.00
EL	Fire Rescue Training Officer Fire	3.00	1.00	0.00	0.00
KM	Paramedic	13.00	9.00	9.00	9.00
AI	Personnel Assistant	1.00	1.00	1.00	1.00
XE	Personnel Project Chief	1.00	1.00	1.00	1.00
MC	Receptionist	1.00	0.00	0.00	0.00
HQ	Rescue Battalion Chief	9.00	9.00	9.00	9.00
DY/KN	Rescue Lieutenant	32.00	26.00	25.00	25.00
IN	Rescue Training Officer	3.00	0.00	0.00	0.00
AE	Secretary	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	2.00	3.00	3.00	3.00
AE	Senior Receptionist	0.00	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	0.00	0.00	1.00	1.00
	<b>Subtotal</b>	<b>663.00</b>	<b>737.00</b>	<b>747.00</b>	<b>759.00</b>
<b>FLEET MANAGEMENT</b>					
AO	Accountant II	1.00	1.00	1.00	1.00
CE	Automotive Equipment Service Specialist	0.00	0.00	0.00	0.00
AK	Clerical Supervisor	1.00	1.00	1.00	1.00
AE	Clerk II	0.00	0.00	0.00	0.00
AI	Clerk III	0.00	1.00	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
CI	Equipment Fabrication Specialist	3.00	3.00	3.00	3.00
AK	Equipment Fabrication Supervisor	1.00	1.00	1.00	1.00
CG	Equipment Mechanic I	2.00	1.00	0.00	0.00
CI	Equipment Mechanic II	20.00	21.00	14.00	14.00
CK	Equipment Mechanic III	10.00	10.00	7.00	7.00
CG	Equipment Operator III	0.00	0.00	1.00	1.00
AO	Equipment Repair Supervisor	2.00	2.00	4.00	4.00
XG	Fleet Maintenance Operation Manager	1.00	1.00	1.00	1.00
CK	Fleet Mechanic II	0.00	0.00	7.00	7.00
AE	Lead Data Entry Operator	1.00	0.00	0.00	0.00
XH	Manager, Fire Shop I	1.00	1.00	1.00	1.00
XF	Manager, Fleet Financial Services	1.00	1.00	1.00	1.00
TBD	Manager, Fleet Maintenance ReCoordinators	0.00	0.00	0.00	0.00
XH	Manager, Fleet Management Services	1.00	1.00	1.00	1.00
CG	Multi-Trades Worker I	1.00	1.00	1.00	1.00
AQ	Principal Buyer	0.00	1.00	1.00	1.00
AP	Procurement Analyst	0.00	0.00	1.00	1.00
AC	Receptionist	0.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AP	Senior Buyer	2.00	1.00	0.00	0.00
AO	Senior Equipment Repair Supervisor	1.00	1.00	0.00	0.00
CM	Senior Fleet Mechanic	0.00	0.00	3.00	3.00
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	5.00	5.00	5.00
CG	Storekeeper III	1.00	1.00	1.00	1.00
AI	Storeroom Manager	1.00	1.00	0.00	0.00
CC	Trades Helper	2.00	2.00	2.00	2.00
AO	Training Specialist	0.00	0.00	1.00	1.00
CB	Vehicle Service Attendant	0.00	0.00	0.00	0.00
Am	Warehouse/Supply Manager	0.00	0.00	1.00	1.00
CD	Wheel and Tire Specialist	0.00	0.00	0.00	0.00
	<b>Subtotal</b>	<b>67.00</b>	<b>67.00</b>	<b>68.00</b>	<b>68.00</b>
HEALTH & SOCIAL SERVICES					
AM	Accountant I	4.00	3.00	3.00	3.00
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	3.00	2.00	1.50	1.50
AI	Accounting Clerk III	14.00	13.00	11.00	11.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AR	Budget Analyst	2.00	0.00	0.00	0.00
AK	Child Care License Inspector	11.00	0.00	0.00	0.00
AE	Clerk II	15.00	14.00	15.00	15.00
AG	Clerk III	5.00	5.00	7.00	7.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	4.00	4.00	3.00	3.00
AO	Community Services Program Coordinator II	8.00	8.00	8.00	8.00
AQ	Community Services Program Manager	1.00	1.00	1.00	1.00
AK	Consumer Affairs Investigator	0.00	0.00	0.00	0.00
AK	Contracts Management Specialist	1.00	1.00	1.00	1.00
AQ	Contracts Manager	4.00	4.00	4.00	3.00
CB	Custodian	4.00	4.00	4.00	4.00
AI	Data Entry Supervisor	1.00	1.00	1.00	1.00
XB	Director, Health & Social Services	1.00	1.00	1.00	1.00
XD	Director, Managed Care Division	1.00	1.00	1.00	1.00
EMD	Director, Division of Healthcare	0.00	0.00	0.00	0.00
XD	Director, Social Services Division	1.00	1.00	1.00	1.00
AA	Driver/Custodian	0.50	0.50	1.00	1.00
AI	Executive Secretary	8.00	5.00	4.00	4.00
AQ	General Manager I	3.00	3.00	2.00	2.00
AS	General Manager II	6.00	5.00	4.00	4.00
XE	HIPAA Privacy Officer	0.00	0.00	1.00	1.00
AQ	Healthcare Services Review Nurse	6.00	9.00	9.00	9.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AQ	Human Services Supervisor	21.00	19.99	17.00	17.00
AM	Job Developer	2.00	2.00	1.00	1.00
AC	Mail Clerk	0.00	0.00	0.00	0.00
AM	Manager	0.00	0.00	0.00	0.00
EMF	Manager, PGM/Contract Services	0.00	0.00	0.00	0.00
XF	Manager, Claims & ReCoordinators	1.00	1.00	0.00	0.00
XG	Manager, Client Assistance--East	1.00	1.00	1.00	1.00
XG	Manager, Client Assistance--West	1.00	1.00	1.00	1.00
23	Manager, Consumer Affairs	0.00	0.00	0.00	0.00
XE	Manager, Financial Services	1.00	1.00	0.00	0.00
XF	Manager, Gnt/Reg Sv/Cr	1.00	1.00	1.00	1.00
XG	Manager, Lee Davis Neighborhood Service Center	1.00	1.00	1.00	1.00
XF	Manager, Managed Care & Network Services	1.00	1.00	1.00	1.00
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	1.00	1.00	1.00
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
MKT	Medical Director	1.00	1.00	0.00	0.00
AC	Minibus Driver	0.00	0.00	0.00	0.00
AE	Paratransit Dispatcher	2.00	2.00	2.00	2.00
AD	Paratransit Minibus Operator	50.00	52.00	52.00	52.00
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	7.00	6.00	6.00	6.00
AO	Registered Nurse	0.00	0.00	0.00	0.00
AE	Secretary	19.75	14.75	12.75	12.75
AR	Senior Budget Analyst	0.00	2.00	0.00	0.00
AM	Senior Child Care License Inspector	2.00	0.00	0.00	0.00
AK	Senior Executive Secretary	2.00	2.00	1.00	1.00
AD	Senior Mail Clerk	1.00	1.00	0.00	0.00
AO	Senior Manager	3.00	2.00	6.00	6.00
AE	Senior Minibus Driver	0.00	0.00	0.00	0.00
AG	Senior Secretary	11.00	10.00	9.00	9.00
AK	Senior Social Services Specialist	25.00	21.00	29.00	29.00
AO	Senior Social Worker	69.00	68.94	63.00	63.00
AI	Senior Transportation Route Scheduler	1.00	1.00	1.00	1.00
AD	Service Dispatcher	0.00	0.00	0.00	0.00
AK	Social Services Investigator	4.00	0.00	0.00	0.00
AI	Social Services Specialist	8.00	4.00	0.00	0.00
AM	Social Worker	13.00	11.97	8.00	8.00
AO	Systems Coordinator	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 02	FY 03	FY 04	FY 05
AI	Transportation Coordinator	3.00	3.00	4.00	4.00
AG	Transportation Route Scheduler	3.00	3.00	3.00	3.00
XG	Trauma Coordinator	0.00	1.00	1.00	1.00
AK	Veterans Service Officer	3.00	3.00	3.00	3.00
	<b>Subtotal</b>	<b>383.25</b>	<b>347.15</b>	<b>330.25</b>	<b>329.25</b>
<b>HOUSING AND COMMUNITY CODE ENFORCEMENT</b>					
AM	Accountant I	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	2.00	2.00	3.00	3.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AK	Community Codes Investigator I	8.00	11.00	13.00	15.00
AM	Community Codes Investigator II	15.00	15.00	16.00	16.00
AP	Community Codes Investigator III	2.00	2.00	2.00	2.00
AM	Community Services Program Coordinator I	2.00	3.00	3.00	3.00
AO	Community Services Program Coordinator II	2.00	2.00	1.00	1.00
AQ	Community Services Program Manager	1.00	0.00	0.00	0.00
AO	Construction Inspector	4.00	3.00	3.00	3.00
AQ	Contracts Manager	1.00	0.00	0.00	0.00
AI	Clerk IV	0.00	0.00	1.00	1.00
AD	Data Entry Operator	1.00	0.00	0.00	0.00
XC	Director, Community Improvement	1.00	1.00	1.00	1.00
AI	Executive Secretary	2.00	2.00	0.00	0.00
AQ	General Manager I	4.00	4.00	4.00	4.00
AS	General Manager II	1.00	2.00	2.00	2.00
AX	General Manager IV	0.00	1.00	1.00	1.00
AG	Housing Assistant Specialist	5.00	3.00	2.00	2.00
AM	Housing Counselor	5.00	7.00	1.00	1.00
XF	Manager, Financial Services/Grants	1.00	1.00	1.00	1.00
XE	Operations Manager	1.00	1.00	0.00	0.00
AS	Principal Planner	1.00	1.00	1.00	1.00
AC	Receptionist	1.00	1.00	0.00	0.00
AE	Secretary	2.00	2.00	0.00	0.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AN	Senior Engineering Technician	1.00	1.00	0.00	0.00
AK	Senior Executive Secretary	0.00	0.00	1.00	1.00
AO	Senior Housing Counselor	5.00	4.00	1.00	1.00
AO	Senior Manager	0.00	1.00	1.00	1.00
AQ	Senior Planner	1.00	1.00	1.00	1.00
AG	Senior Secretary	7.00	9.00	7.00	7.00
AG	Word Processing Operator	1.00	1.00	0.00	0.00
	<b>Subtotal</b>	<b>80.00</b>	<b>84.00</b>	<b>68.00</b>	<b>70.00</b>
<b>HUMAN RESOURCES</b>					
AR	Accountant III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	2.00	3.00	2.00	2.00
XD	Equal Employment Opportunity Attorney	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 02	FY 03	FY 04	FY 05
XF	Benefits Specialist	1.00	1.00	0.00	0.00
AQ	Chief Personnel Analyst	2.00	2.00	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	2.00	2.00
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
XF	Equal Employment Opportunity/Executive Hiring Specialist	1.00	1.00	0.00	0.00
XG	Employee Relations Manager	0.00	0.00	1.00	1.00
XG	Executive Recruitment/Compensation Manager	0.00	0.00	1.00	1.00
AI	Executive Secretary	1.00	2.00	3.00	3.00
XE	Fiscal Operations Manager	1.00	1.00	1.00	1.00
AS	General Manager II	0.00	0.00	1.00	1.00
XF	HRIS Manager	0.00	0.00	1.00	1.00
XF	Labor Relations Manager	1.00	1.00	1.00	1.00
AP	Management Systems Analyst II	0.00	1.00	0.00	0.00
XF	Manager, Departmental Support Section	1.00	1.00	1.00	1.00
XF	Manager Financial/Administration	1.00	1.00	1.00	1.00
XD	Manager, Personnel Section	1.00	1.00	1.00	1.00
XF	Manager, Programs	1.00	0.00	0.00	0.00
AR	Manager, Special Projects	0.00	1.00	1.00	1.00
X3	Network Administration Manager	0.00	1.00	0.00	0.00
AM	Nutrition Services Coordinator	0.00	1.00	0.00	0.00
AM	Personnel Analyst	8.00	4.00	4.00	4.00
AI	Personnel Assistant	2.00	2.00	2.00	2.00
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	1.00	0.00	0.00	0.00
AO	Senior Personnel Analyst	5.00	7.00	9.00	9.00
AK	Senior Personnel Assistant	1.00	4.00	3.00	3.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
XG	Strategic Planning Manager	0.00	0.00	1.00	1.00
XF	Training & Development Manager	1.00	1.00	1.00	1.00
XE	HIPAA Coordinator	0.00	0.00	1.00	1.00
	<b>Subtotal</b>	<b>45.00</b>	<b>50.00</b>	<b>52.00</b>	<b>52.00</b>
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	0.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	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
AQ	Computer Operator Shift Supervisor	1.00	1.00	1.00	1.00
AK	Computer Programmer	1.00	1.00	1.00	1.00
AQ	Contracts Manager	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 02	FY 03	FY 04	FY 05
X1	Director, Information & Technology Services	1.00	1.00	1.00	1.00
X2	Distributed Processing Manager	1.00	1.00	1.00	1.00
XF	Financial Manager	0.00	0.00	1.00	1.00
X3	Manager, Client Services	1.00	1.00	0.00	0.00
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, Minicomputer Services	1.00	0.00	0.00	0.00
X2	Manager, Planning and Technical Assessment	1.00	1.00	1.00	1.00
AR	Manager, Special Projects	1.00	0.00	0.00	0.00
X3	Manager, Technical Support	0.00	0.00	1.00	1.00
X3	Manager, Telecommunications	1.00	1.00	0.00	0.00
X2	Manager, Telecommunications	0.00	0.00	1.00	1.00
X3	Network Administration Manager	1.00	1.00	0.00	0.00
X2	Network Administration Manager	0.00	0.00	1.00	1.00
X2	Operational Service Manager	1.00	1.00	1.00	1.00
AK	Personal Computer Specialist	2.00	1.00	0.00	0.00
AS	Principal Management System Analyst	1.00	1.00	1.00	1.00
AQ	Programmer/Analyst	9.00	10.00	10.00	10.00
AV	Project Manager	0.00	0.00	3.00	3.00
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	4.00	5.00	5.00	5.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AQ	Senior Management System Analyst	1.00	1.00	0.00	0.00
AU	Senior Software Specialist	5.00	5.00	6.00	6.00
AU	Senior Systems Analyst	4.00	5.00	3.00	3.00
AO	Software Specialist I	10.00	11.00	12.00	12.00
AS	Software Specialist II	11.00	13.00	15.00	15.00
AS	Systems Analyst	11.00	14.00	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
	<b>Subtotal</b>	<b>87.00</b>	<b>95.00</b>	<b>97.00</b>	<b>97.00</b>
 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	1.00	1.00	1.00
AS	Chief Librarian	6.00	6.00	8.00	8.00
AE	Clerk II	2.00	3.00	3.00	3.00
AI	Clerk IV	1.00	1.00	1.00	1.00
AP	Community Relations Coordinator	1.00	0.00	0.00	0.00
AD	Data Entry Operator	0.00	0.00	0.00	0.00
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	2.00	2.00	2.00
AI	Executive Secretary	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 02	FY 03	FY 04	FY 05
AQ	General Manager I	0.00	1.00	1.00	1.00
AE	Lead Data Entry Operator	1.00	1.00	1.00	1.00
AM	Librarian	46.00	46.00	44.00	48.00
AA	Library Aide	2.00	2.00	2.00	2.00
AD	Library Assistant	66.00	64.00	61.00	65.00
99	Library Page	41.36	39.95	36.66	40.42
AK	Library Services Specialist	2.00	2.00	2.00	2.00
AM	Library Services Specialist Supervisor	3.00	3.00	3.00	3.00
AI	Library Technical Assistant	0.00	2.00	8.00	10.00
AI	Mail Room Supervisor	1.00	1.00	1.00	1.00
XE	Manager, Automated Systems/Services	0.00	1.00	1.00	1.00
XE	Manager, Operations and Technology	1.00	0.00	0.00	0.00
23	Manager, Collection Support Services	0.00	0.00	0.00	0.00
XF	Manager, Department Support Section	1.00	0.00	0.00	0.00
XF	Manager, Services Development and Evaluation	0.00	1.00	1.00	1.00
XE	Manager, Staff/Administrative Support	1.00	1.00	1.00	1.00
XE	Manager, Public Service/Central	1.00	1.00	1.00	1.00
AK	Personal Computer Specialist	1.00	1.00	1.00	1.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AF	Public Relations/Information Specialist	1.00	1.00	1.00	1.00
AQ	Principal Librarian	26.00	27.00	27.00	27.00
AK	Principal Library Assistant	7.00	7.00	8.00	8.00
AO	Senior Librarian	31.00	32.00	32.00	34.00
AG	Senior Library Assistant	40.00	39.00	37.00	39.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	2.00	2.00	2.00
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	7.52	8.46	8.93	8.93
99	Unclassified Part-Time Library Assistant	8.93	9.40	14.10	16.92
	<b>Subtotal</b>	<b>316.81</b>	<b>318.81</b>	<b>322.69</b>	<b>343.27</b>
 MANAGEMENT AND BUDGET DEPARTMENT					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AR	Budget Analyst	3.00	0.00	0.00	0.00
AO	Budget Analyst I	0.00	2.00	2.00	2.00
AP	Budget Analyst II	0.00	2.00	2.00	2.00
AM	Budget Intern	0.00	0.00	1.50	3.00
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
XG	Capital Policy Manager	0.00	1.00	1.00	1.00
XE	Capital Programs Administrator	0.00	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	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 02	FY 03	FY 04	FY 05
AS	General Manager II	0.00	0.00	1.00	1.00
AU	General Manager III	0.00	0.00	1.00	1.00
AM	Management Systems Analyst I	4.50	0.50	0.50	0.50
AP	Management Systems Analyst II	3.00	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, Operational Assistance	1.00	1.00	0.00	0.00
XF	Manager, Management Analysis	0.00	0.00	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	0.00	6.00	6.00	6.00
AK	Senior Executive Secretary	1.00	3.00	3.00	3.00
AP	Senior Fiscal Analyst	1.00	0.00	0.00	0.00
XG	Senior Management and Budget Analyst	1.00	1.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	0.00	0.00
	<b>Subtotal</b>	<b>27.50</b>	<b>28.50</b>	<b>32.00</b>	<b>33.50</b>
MEDICAL EXAMINER					
XO/M3	Associate Medical Examiner	3.00	3.00	3.00	2.00
99	Associate Medical Examiner	0.00	0.00	0.00	1.00
AK	Autopsy Technician	4.00	4.00	4.00	4.00
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	5.00	6.00	6.00	6.00
AN	Forensic Investigator II	2.00	1.00	1.00	1.00
AP	Forensic Toxicologist I	1.00	1.00	1.00	1.00
AQ	Human Services Supervisor	0.00	1.00	1.00	1.00
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	0.00	1.00	2.00	2.00
AK	Social Services Investigator	0.00	4.00	4.00	4.00
AG	Word Processing Operator	1.00	1.00	0.00	0.00
	<b>Subtotal</b>	<b>25.00</b>	<b>31.00</b>	<b>31.00</b>	<b>31.00</b>
NEIGHBORHOOD RELATIONS					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AO	Community Services Program Coordinator II	1.00	2.00	3.00	3.00
AQ	Community Services Program Manager	1.00	1.00	0.00	0.00
XE	Neighborhood Relations Officer	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
<b>OFFICE OF PUBLIC AFFAIRS</b>					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XE	Intergovernmental Affairs Manager	1.00	1.00	1.00	1.00
XB	Public Affairs Officer	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>OFFICE OF QUALITY SERVICES</b>					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
XD	Capital Program Administrator	1.00	0.00	0.00	0.00
XG	Capital Policy Manager	1.00	0.00	0.00	0.00
AM	Management System Analyst I	1.00	1.00	1.00	1.00
XF	Quality Service Administrator	1.00	1.00	1.00	1.00
XD	Quality Services Officer	1.00	1.00	1.00	1.00
AO	Training Specialist	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>7.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>PARKS, RECREATION AND CONSERVATION</b>					
AO	Accountant II	0.00	0.00	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
AC	Clerk I	1.00	1.00	1.00	1.00
AE	Clerk II	2.00	2.00	2.00	2.00
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
CG	Crew Leader I	3.00	3.00	0.00	0.00
CB	Custodian	41.00	44.00	45.00	48.00
XB	Director, Parks & Recreation	1.00	1.00	1.00	1.00
CM	Electrician III	1.00	1.00	1.00	1.00
AN	Engineer I	1.00	1.00	1.00	1.00
AP	Engineer II	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AK	Environmental Specialist I	6.00	5.00	6.00	6.00
AM	Environmental Specialist II	3.00	4.00	3.00	3.00
AQ	Environmental Supervisor	1.00	1.00	1.00	1.00
AD	Environmental Technician I	2.00	1.00	1.00	1.00
AG	Environmental Technician II	3.00	4.00	5.00	5.00
CC	Equipment Operator I	15.00	15.00	16.00	22.00
CE	Equipment Operator II	22.00	23.00	27.00	30.00
AI	Executive Secretary	1.00	0.00	0.00	0.00
AM	General Crew Leader	2.00	2.00	3.00	3.00
AQ	General Manager I	3.00	2.00	2.00	2.00
AS	General Manager II	1.00	2.00	2.00	2.00
CC	Head Custodian	6.00	6.00	6.00	6.00
CE	Landscape Gardener	6.00	6.00	2.00	2.00
AM	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 02	FY 03	FY 04	FY 05
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	1.00
XE	Manager, Resource Development	1.00	1.00	1.00	1.00
XF	Manager, Therapeutic Recreation	1.00	1.00	1.00	1.00
CG	Multi-Trades Worker I	14.00	14.00	15.00	16.00
CI	Multi-Trades Worker II	16.00	18.00	21.00	22.00
CK	Multi-Trades Worker III	7.00	7.00	7.00	7.00
CG	Painter II	1.00	1.00	1.00	1.00
AK	Park Manager	12.00	11.00	11.00	11.00
CD	Park Ranger I	17.60	19.60	19.00	19.00
CG	Park Ranger II	50.60	54.60	55.00	55.00
AI	Personnel Assistant	1.00	0.00	0.00	0.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AS	Principal Planner	0.00	0.00	1.00	1.00
XE	Project Director, Parks Improvement Program	1.00	1.00	1.00	1.00
AP	Procurement Analyst	0.00	0.00	1.00	1.00
AC	Receptionist	1.00	1.00	1.00	1.00
AQ	Recreation Area Supervisor	8.00	8.00	9.00	10.00
AD	Recreation Leader I	50.00	51.00	51.00	54.00
AG	Recreation Leader II	54.00	59.00	60.00	63.00
AK	Recreation Specialist	28.00	30.00	29.00	29.00
AK	Recreation Therapist	3.00	3.00	3.00	4.00
AG	Recreation Therapist Assistant	1.00	1.00	1.00	1.00
CK	Refrigeration/Air Conditioning Mechanic III	2.00	2.00	2.00	2.00
AU	Senior Architect	1.00	1.00	1.00	1.00
AP	Senior Buyer	1.00	1.00	0.00	0.00
AK	Senior Crew Leader	5.00	6.00	3.00	3.00
AS	Senior Engineer	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	2.00	3.00	3.00	3.00
AQ	Senior Graduate Architect	1.00	1.00	1.00	1.00
CB	Senior Groundskeeper	11.00	12.00	10.00	10.00
AO	Senior Manager	5.00	5.00	5.00	5.00
AM	Senior Park Manager	8.00	9.00	9.00	9.00
CI	Senior Park Ranger	3.00	4.00	5.00	5.00
AK	Senior Personnel Assistant	0.00	1.00	1.00	1.00
AI	Senior Recreation Leader	21.00	21.00	24.00	27.00
AM	Senior Recreation Specialist	16.00	17.00	17.00	18.00
AM	Senior Recreation Therapist	2.00	2.00	2.00	2.00
AG	Senior Secretary	1.00	1.00	1.00	2.00
CC	Trades Helper	9.00	9.00	9.00	9.00
AO	Trades/Maintenance Superintendent	3.00	3.00	3.00	3.00
	<b>Subtotal</b>	<b>497.20</b>	<b>521.20</b>	<b>528.00</b>	<b>555.00</b>

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
PLANNING & GROWTH MANAGEMENT					
AM	Accountant I	0.00	0.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	7.00	8.00	8.00	8.00
AI	Accounting Clerk III	2.00	2.00	2.00	2.00
AK	Accounting Clerk Supervisor	0.00	0.00	0.00	0.00
AM	Administrative Assistant	3.00	3.00	3.00	3.00
XD	Administrative Services Division Director	1.00	1.00	1.00	1.00
AR	Chief Inspector	6.00	6.00	6.00	6.00
AC	Clerk I	0.00	2.00	2.00	2.00
AE	Clerk II	2.00	2.00	2.00	2.00
AG	Clerk III	4.00	5.00	4.00	4.00
AI	Clerk IV	1.00	1.00	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	1.00	1.00	1.00
AM	Community Planner I	3.00	4.00	4.00	4.00
AN	Community Planner II	6.00	5.00	5.00	5.00
AO	Community Services Program Coordinator II	0.00	1.00	1.00	1.00
AE	Construction Permit Clerk	0.00	0.00	2.00	2.00
AF	Construction Permit Clerk	15.00	17.00	15.00	15.00
AH	Construction Permit Specialist	2.00	2.00	2.00	2.00
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	1.00	1.00
AP	Engineer II	7.00	7.00	7.00	7.00
CK	Engineering Technician III	3.00	2.00	2.00	2.00
AL	Environmental Enforcement Specialist I	2.00	2.00	3.00	3.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AL	Environmental Scientist I	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AU	Executive Planner	4.00	4.00	4.00	4.00
AI	Executive Secretary	6.00	7.00	7.00	7.00
AN	Forestry Examiner	1.00	1.00	2.00	2.00
AQ	General Manager I	1.00	2.00	2.00	2.00
AS	General Manager II	1.00	1.00	1.00	1.00
AU	General Manager III	0.00	0.00	1.00	1.00
AM	GIS Analyst	3.00	3.00	2.00	2.00
AK	GIS/Mapping Technician II	0.00	0.00	0.00	0.00
AP	Hydrologist	0.00	0.00	0.00	0.00
XF	Impact Fee Program Manager	1.00	1.00	1.00	1.00
AK	Inspector I	34.00	41.00	1.00	1.00
AM	Inspector I	0.00	0.00	39.00	39.00
AO	Inspector II	7.00	9.00	7.00	7.00
AQ	Inspector III	10.00	12.00	16.00	16.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AU	Land Use Ombudsman	0.00	1.00	1.00	1.00
AN	Landscaping Examiner	1.00	1.00	1.00	1.00
AM	Manager	5.00	5.00	5.00	5.00
XE	Manager, Apollo Beach Office - Bldg SPO	1.00	1.00	1.00	1.00
26	Manager, Community Planning	0.00	0.00	0.00	0.00
26	Manager, Community & Infrastructure Planning	0.00	0.00	0.00	0.00
XE	Manager, Construction Services	1.00	1.00	1.00	1.00
25	Manager, Development Management	0.00	0.00	0.00	0.00
XE	Manager, Development Services Center	1.00	1.00	1.00	1.00
XE	Manager, Engineering Review/Inspection	1.00	1.00	1.00	1.00
XE	Manager, Hazard Mitigation Program	1.00	1.00	1.00	1.00
XE	Manager, Plans/Policy	1.00	1.00	1.00	1.00
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	1.00	1.00
23	Manager, Transportation Analysis	0.00	0.00	0.00	0.00
XE	Manager, Transportation Review Section	0.00	1.00	1.00	1.00
AK	Personal Computer Specialist	1.00	1.00	1.00	1.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AI	Planning Technician	3.00	2.00	5.00	5.00
XD	Planning/Zoning Services Division Director	1.00	1.00	1.00	1.00
AO	Plans Examiner	4.00	4.00	4.00	4.00
AS	Principal Planner	9.00	8.00	8.00	8.00
AT	Professional Engineer II	1.00	1.00	1.00	1.00
AC	Receptionist	3.00	3.00	3.00	3.00
AE	Secretary	2.00	1.00	1.00	1.00
AK	Senior Construction Permit Specialist	1.00	1.00	1.00	1.00
AQ	Senior Data Processing Telecommunications Technician	0.00	0.00	0.00	0.00
AS	Senior Engineer	3.00	3.00	4.00	4.00
AN	Senior Engineering Technician	11.00	11.00	11.00	11.00
AK	Senior Executive Secretary	2.00	2.00	2.00	2.00
AQ	Senior Forestry Examiner	1.00	1.00	1.00	1.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AQ	Senior Planner	12.00	14.00	13.00	13.00
AQ	Senior Plans Examiner	3.00	3.00	3.00	3.00
AX	Senior Professional Engineer	1.00	1.00	1.00	1.00
AE	Senior Receptionist	2.00	2.00	2.00	2.00
AG	Senior Secretary	3.00	4.00	4.00	4.00
AM	Senior Zoning Technician	4.00	7.00	8.00	8.00
AO	Systems Coordinator	2.00	1.00	2.00	2.00
XE	Transportation Demand Manager	2.00	1.00	1.00	1.00
XD	Transportation Division Director	1.00	1.00	1.00	1.00
TBD	Transportation Manager	0.00	0.00	0.00	0.00
AG	Word Processing Operator	3.00	2.00	0.00	0.00
AI	Zoning Technician I	1.00	1.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AK	Zoning Technician II	10.00	8.00	8.00	8.00
	<b>Subtotal</b>	<b>247.00</b>	<b>266.00</b>	<b>274.00</b>	<b>274.00</b>
 PUBLIC SAFETY					
AM	Administrative Assistant	1.00	2.00	2.00	2.00
LM	Chief Radio Dispatcher	4.00	4.00	0.00	0.00
AM	Chief Security Officer	3.00	3.00	3.00	3.00
AG	Clerk III	3.00	3.00	3.00	3.00
LM	Communications Supervisor	0.00	0.00	4.00	4.00
AM	Community Planner I	1.00	1.00	1.00	1.00
AN	Community Planner II	2.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AO	Community Services Program Coordinator II	0.00	3.00	3.00	3.00
LI	Digital Comm Dispatcher			20.00	20.00
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	0.00	0.00	1.00	1.00
AI	Executive Secretary	3.00	3.00	3.00	3.00
AK	GIS/Mapping Technician II	1.00	1.00	1.00	1.00
AK	Land Technician II	3.00	3.00	3.00	3.00
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	1.00	1.00	1.00
LJ	Radio Dispatcher	24.00	24.00	0.00	0.00
AI	Security Officer	48.00	50.00	65.00	65.00
LK	Senior Digital Communications Dispatcher	0.00	0.00	4.00	4.00
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	1.00	1.00	1.00
AK	Senior Security Officer	7.00	7.00	9.00	9.00
XG	Trauma Coordinator	1.00	0.00	0.00	0.00
	<b>Subtotal</b>	<b>117.00</b>	<b>120.00</b>	<b>138.00</b>	<b>138.00</b>
 PUBLIC WORKS DEPARTMENT					
AM	Accountant I	4.00	4.00	4.00	4.00
AO	Accountant II	0.00	1.00	1.00	1.00
AG	Accounting Clerk II	1.00	0.00	0.00	0.00
AI	Accounting Clerk III	3.00	3.00	3.00	3.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
CE	Automotive Equipment Service Specialist	5.00	5.00	5.00	5.00
AP	Budget Analyst II	0.00	1.00	1.00	1.00
AP	Chief Aircraft Pilot	1.00	1.00	1.00	1.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00



**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AK	Clerical Supervisor	1.00	1.00	1.00	1.00
AC	Clerk I	1.00	1.00	1.00	1.00
AE	Clerk II	14.00	13.00	12.00	12.00
AG	Clerk III	10.00	10.00	9.00	9.00
CE	Construction Equipment Operator I	5.00	5.00	5.00	5.00
CG	Construction Equipment Operator II	28.00	28.00	26.00	26.00
CG	Construction Equipment Operator III	0.00	1.00	1.00	1.00
CI	Construction Equipment Operator III	34.00	35.00	33.00	33.00
AK	Contracts Management Specialist	1.00	1.00	2.00	2.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CG	Crew Leader I	20.00	17.00	20.00	20.00
CI	Crew Leader II	21.00	22.00	21.00	21.00
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	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	5.00	5.00	6.00	6.00
AO	Electronics Technician Supervisor	1.00	1.00	1.00	1.00
AN	Engineer I	13.00	13.00	12.00	12.00
AP	Engineer II	19.00	18.00	19.00	19.00
CE	Engineering Technician I	4.00	4.00	4.00	4.00
CH	Engineering Technician II	12.00	12.00	12.00	12.00
CK	Engineering Technician III	24.00	24.00	24.00	23.00
AL	Environmental Scientist I	1.00	1.00	1.00	1.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AK	Environmental Specialist I	3.00	0.00	0.00	0.00
AM	Environmental Specialist II	0.00	3.00	3.00	3.00
AD	Environmental Technician I	6.00	5.00	5.00	5.00
AD	Environmental Technician II	0.00	0.00	3.00	3.00
AG	Environmental Technician II	0.00	4.00	1.00	1.00
CG	Equipment Mechanic I	1.00	1.00	1.00	1.00
CC	Equipment Operator I	35.00	35.00	36.00	36.00
CE	Equipment Operator II	41.00	41.00	41.00	41.00
CG	Equipment Operator III	6.00	5.00	5.00	5.00
CI	Equipment Operator III	0.00	0.00	1.00	1.00
AI	Executive Secretary	4.00	4.00	4.00	4.00
AM	General Crew Leader	4.00	4.00	4.00	4.00
AQ	General Manager I	5.00	5.00	5.00	5.00
AS	General Manager II	0.00	1.00	4.00	4.00
AS	General Manager III	0.00	0.00	1.00	1.00
AU	General Manager III	2.00	4.00	6.00	6.00
AX	General Manager IV	2.00	2.00	2.00	2.00
AO	Graduate Architect	0.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS  
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AO	Helicopter Pilot	1.00	1.00	1.00	1.00
CF	Inspector/Spray Equipment Operator	13.00	13.00	13.00	13.00
CA	Laborer	60.00	57.00	56.00	56.00
CE	Landscape Gardener	4.00	0.00	4.00	4.00
AE	Lead Data Entry Operator	1.00	1.00	1.00	1.00
XE	Liaison Project Manager	1.00	1.00	1.00	1.00
AM	Maintenance Repair Supervisor	1.00	1.00	1.00	1.00
AP	Management System Analyst II	0.00	0.00	0.00	0.00
AM	Manager	2.00	2.00	2.00	2.00
26	Manager, Architecture Design Services	0.00	0.00	0.00	0.00
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	1.00	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
XF	Manager, Traffic Engineering	1.00	1.00	1.00	1.00
24	Manager, Vegetation Management/Mitigation	0.00	0.00	0.00	0.00
CE	Mason I	1.00	1.00	1.00	1.00
CG	Mason II	2.00	2.00	2.00	2.00
CI	Mason III	1.00	1.00	1.00	1.00
CJ	Mosquito Control Inspector	2.00	2.00	2.00	2.00
CG	Multi-Trades Worker I	8.00	8.00	8.00	8.00
CI	Multi-Trades Worker II	11.00	11.00	11.00	11.00
CK	Multi-Trades Worker III	4.00	4.00	4.00	4.00
AO	Personal Computer Programmer	0.00	0.00	0.00	0.00
AI	Personnel Assistant	1.00	1.00	1.00	1.00
AI	Planning Technician	1.00	1.00	1.00	1.00
AQ	Professional Surveyor/Mapper I	1.00	0.00	0.00	0.00
AR	Professional Engineer I	1.00	1.00	0.00	0.00
AT	Professional Engineer II	8.00	7.00	10.00	10.00
24	Project Manager, Community Stadium	0.00	0.00	0.00	0.00
AC	Receptionist	4.00	4.00	4.00	4.00
AE	Secretary	3.00	3.00	3.00	3.00
AU	Senior Architect	0.00	0.00	0.00	0.00
AK	Senior Crew Leader	12.00	12.00	13.00	13.00
AS	Senior Engineer	27.00	28.00	25.00	24.00
AN	Senior Engineering Technician	10.00	10.00	10.00	10.00
AI	Senior Environmental Technician	0.00	4.00	4.00	4.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AK	Senior Executive Secretary	4.00	5.00	6.00	6.00
AP	Senior Fiscal Analyst	1.00	0.00	0.00	0.00
AQ	Senior Graduate Architect	0.00	0.00	0.00	0.00
CB	Senior Groundskeeper	0.00	0.00	2.00	2.00
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	4.00	4.00	4.00
CK	Senior Manager	0.00	0.00	1.00	1.00
AX	Senior Professional Engineer	16.00	17.00	17.00	17.00
AG	Senior Secretary	7.00	7.00	7.00	7.00
CB	Spray Equipment Operator	0.00	0.00	0.00	0.00
CD	Spray Equipment Operator (Certified)	0.00	0.00	0.00	0.00
AM	Spray Operations Supervisor	1.00	1.00	1.00	1.00
CC	Storekeeper I	1.00	2.00	2.00	2.00
CE	Storekeeper II	1.00	1.00	1.00	1.00
CG	Storekeeper III	6.00	6.00	6.00	6.00
AO	Systems Coordinator	2.00	2.00	2.00	2.00
CC	Trades Helper	24.00	23.00	24.00	24.00
AO	Trades Maintenance Superintendent	0.00	0.00	0.00	0.00
AL	Traffic Signal/Marking Supervisor	2.00	2.00	2.00	2.00
CF	Traffic Signal/Marking Technician I	12.00	11.00	11.00	11.00
CI	Traffic Signal/Marking Technician II	5.00	5.00	5.00	5.00
AH	Training Coordinator	1.00	1.00	0.00	0.00
AM	Training Technician	0.00	0.00	1.00	1.00
CE	Tree Trimmer	1.00	1.00	1.00	1.00
CB/CC	Vehicle Service Attendant	3.00	3.00	3.00	3.00
	<b>Subtotal</b>	<b>640.00</b>	<b>639.00</b>	<b>653.00</b>	<b>651.00</b>
PURCHASING DEPARTMENT					
AM	Accountant I	1.00	0.00	0.00	0.00
AI	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	0.00	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	9.00	9.00
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	4.00	4.00
AM	Manager	0.00	0.00	1.00	1.00
AM	Management Systems Analyst I	1.00	1.00	1.00	1.00
AP	Management Systems Analyst II	0.00	1.00	0.00	0.00
XG	Manager, Administration/ADPICS	1.00	1.00	0.00	0.00
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	0.00	0.00	1.00	1.00
AQ	Principal Buyer	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 02	FY 03	FY 04	FY 05
AP	Procurement Analyst	0.00	0.00	3.00	3.00
AC	Receptionist	1.00	1.00	1.00	1.00
AP	Senior Buyer	2.00	3.00	0.00	0.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AG	Senior Secretary	3.00	1.00	2.00	2.00
	<b>Subtotal</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>	<b>34.00</b>
REAL ESTATE DEPARTMENT					
AM	Accountant I	2.00	2.00	2.00	2.00
AO	Accountant II	1.00	1.00	0.00	0.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AP	Budget Analyst II	0.00	1.00	1.00	1.00
CG	Carpenter I	1.00	1.00	1.00	1.00
CI	Carpenter II	4.00	4.00	4.00	4.00
CK	Carpenter III	2.00	2.00	2.00	2.00
AC	Clerk I	3.00	3.00	4.00	4.00
AG	Clerk III	4.00	4.00	4.00	4.00
AI	Clerk IV	1.00	1.00	2.00	2.00
AO	Community Service Program Coordinator II	0.00	0.00	1.00	1.00
AO	Construction Inspector	4.00	5.00	4.00	4.00
AK	Contracts Management Specialist	1.00	2.00	2.00	2.00
AQ	Contracts Manager	3.00	3.00	3.00	3.00
XD	County Surveyor	1.00	1.00	1.00	1.00
AG	Custodial Inspector	3.00	3.00	3.00	3.00
CB	Custodian	14.00	14.00	16.00	17.00
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	9.00	10.00	10.00	10.00
CM	Electrician III	2.00	3.00	3.00	3.00
AP	Engineer II	1.00	1.00	1.00	1.00
CE	Engineering Technician I	6.00	6.00	4.00	4.00
CH	Engineering Technician II	16.00	14.00	13.00	13.00
CK	Engineering Technician III	10.00	10.00	10.00	10.00
AI	Executive Secretary	4.00	4.00	4.00	4.00
AM	GIS Analyst	0.00	2.00	3.00	3.00
AM	GIS Mapping Supervisor	1.00	1.00	0.00	0.00
AH	GIS Mapping Technician I	0.00	0.00	2.00	2.00
AK	GIS Mapping Technician II	2.00	2.00	2.00	2.00
AS	General Manager II	3.00	4.00	5.00	5.00
CC	Head Custodian	3.00	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	0.00	1.00	1.00	1.00
AM	Land Agent I	2.00	2.00	2.00	3.00
AO	Land Agent II	10.00	10.00	10.00	10.00
CE	Landscape Gardener	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 02	FY 03	FY 04	FY 05
AH	Land Technician I	1.00	1.00	1.00	1.00
AK	Land Technician II	2.00	2.00	3.00	3.00
CI	Locksmith	1.00	1.00	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 Section	0.00	0.00	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	5.00	5.00	5.00
CI	Multi-Trades Worker II	9.00	10.00	10.00	10.00
CI/CK	Multi-Trades Worker III	2.00	3.00	3.00	3.00
CG/CI	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
AG	Printer II	1.00	0.00	0.00	0.00
AQ	Professional Land Surveyor/Mapper I	4.00	5.00	3.00	3.00
AS	Professional Land Surveyor/Mapper II	2.00	2.00	3.00	3.00
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	1.00	2.00	2.00	2.00
CK	Refrigeration/Air Conditioning Mechanic III	5.00	4.00	4.00	4.00
AE	Secretary	3.00	2.00	2.00	2.00
AU	Senior Architect	4.00	4.00	4.00	4.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AS	Senior Engineer	1.00	1.00	1.00	1.00
AN	Senior Engineering Technician	11.00	10.00	10.00	10.00
AK	Senior Executive Secretary	1.00	1.00	1.00	1.00
AP	Senior Fiscal Analyst	1.00	0.00	0.00	0.00
AQ	Senior Graduate Architect	4.00	4.00	4.00	4.00
CD	Senior Head Custodian	1.00	1.00	1.00	1.00
CL	Senior Heating/Ventilating/Air Conditioning Engineer	6.00	5.00	5.00	5.00
AN	Senior Indoor Air Quality Specialist	0.00	1.00	1.00	1.00
AQ	Senior Land Agent	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 02	FY 03	FY 04	FY 05
AM	Senior Land Technician	5.00	5.00	5.00	5.00
AO	Senior Manager	2.00	2.00	2.00	2.00
AV	Senior Professional Land Surveyor	1.00	1.00	2.00	2.00
AQ	Senior Real Estate Appraiser	1.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	3.00	3.00	3.00
CC	Storekeeper I	1.00	1.00	1.00	1.00
CE	Storekeeper II	1.00	1.00	1.00	1.00
AM	Supervisor, Custodian Operations	0.00	0.00	2.00	2.00
CC	Trades Helper	3.00	3.00	3.00	3.00
AO	Trades/Maintenance Superintendent	5.00	5.00	4.00	4.00
AI	Work Control Officer	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>237.00</b>	<b>244.00</b>	<b>254.00</b>	<b>256.00</b>
 <b>SECTION 8 US HOUSING ACT; WEED AND SEED</b>					
AM	Community Services Program Coordinator I	0.00	0.00	1.00	1.00
AI	Exec Secretary	0.00	0.00	1.00	1.00
AG	Housing Asst Spec	0.00	0.00	1.00	1.00
AM	Housing Counselor	0.00	0.00	6.00	6.00
XE	Operations Mgr	0.00	0.00	1.00	1.00
AC	Receptionist	0.00	0.00	1.00	1.00
AE	Secretary	0.00	0.00	2.00	2.00
AO	Senior Housing Counselor	0.00	0.00	3.00	3.00
AO	Senior Manager	0.00	0.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	3.00	3.00
	<b>Subtotal</b>	<b>0.00</b>	<b>0.00</b>	<b>20.00</b>	<b>20.00</b>
 <b>SOLID WASTE MANAGEMENT</b>					
AO	Accountant II	1.00	0.00	0.00	0.00
AR	Accountant III	0.00	1.00	1.00	1.00
AG	Accounting Clerk II	11.00	12.00	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	4.00	4.00
CE	Community Collection Center Attendant	9.00	9.00	9.00	9.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	1.00	1.00	0.00	0.00
CG	Construction Equipment Operator II	9.00	10.00	9.00	9.00
CI	Construction Equipment Operator III	2.00	2.00	2.00	2.00
AG	Customer Service Representative	1.00	0.00	0.00	0.00
XB	Director, Solid Waste Management	1.00	1.00	1.00	1.00
AN	Engineer I	1.00	1.00	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	3.00	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

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
CE	Equipment Operator II	4.00	4.00	4.00	4.00
CG	Equipment Operator III	30.00	30.00	30.00	30.00
AK	Franchise Activity Coordinator	1.00	1.00	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	0.00	0.00	1.00	1.00
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	0.00	1.00	1.00
CL	PC Plant Operator II	1.00	1.00	1.00	1.00
CI	Plant Maintenance Mechanic II	0.00	0.00	1.00	1.00
AS	Principal Planner	1.00	1.00	1.00	1.00
AQ	Programmer/Analyst	1.00	0.00	0.00	0.00
AI	Senior Customer Service Rep.	3.00	4.00	4.00	4.00
AK	Senior Crew Leader	2.00	2.00	2.00	2.00
AN	Senior Engineering Technician	2.00	2.00	2.00	2.00
AS	Senior Engineer	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	3.00	3.00	3.00	3.00
AO	Systems Coordinator	0.00	1.00	1.00	1.00
AO	Waste Reduction Specialist	2.00	2.00	3.00	3.00
CM	Wastewater Plant Operator III	0.00	0.00	1.00	1.00
	<b>Subtotal</b>	<b>137.00</b>	<b>137.00</b>	<b>143.00</b>	<b>143.00</b>
 WATER DEPARTMENT					
AM	Accountant I	5.00	6.00	7.00	8.00
AO	Accountant II	2.00	2.00	2.00	2.00
AR	Accountant III	1.00	1.00	2.00	2.00
AU	Accounting Manager	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	6.00	6.00	6.00	6.00
AI	Accounting Clerk III	6.00	6.00	7.00	7.00
AK	Accounting Clerk Supervisor	1.00	1.00	1.00	1.00
AO	Budget Analyst I	0.00	2.00	1.00	1.00
AP	Budget Analyst II	0.00	1.00	1.00	1.00
AR	Chief Environmental Scientist	2.00	2.00	3.00	3.00
AK	Clerical Supervisor	2.00	2.00	2.00	2.00
AE	Clerk II	5.00	5.00	6.00	6.00
AG	Clerk III	23.00	23.00	23.00	23.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
CG	Construction Equipment Operator II	7.00	7.00	0.00	0.00
CI	Construction Equipment Operator III	4.00	6.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS  
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
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	9.00	9.00	0.00	0.00
AG	Customer Service Representative	7.00	9.00	5.00	5.00
XB	Director, Water Department	1.00	1.00	1.00	1.00
AA	Driver/Custodian	2.00	2.00	2.00	2.00
CI	Electrician II	10.00	8.00	8.00	8.00
CM	Electrician III	5.00	7.00	8.00	8.00
AK	Electronics Technician II	0.00	1.00	1.00	1.00
CM	Electronics Technician III	9.00	9.00	9.00	9.00
AN	Engineer I	2.00	4.00	2.00	2.00
AP	Engineer II	10.00	9.00	12.00	12.00
CH	Engineering Technician II	2.00	2.00	2.00	2.00
CK	Engineering Technician III	3.00	3.00	3.00	3.00
AT	Environmental Manager	3.00	3.00	3.00	3.00
AL	Environmental Scientist I	3.00	4.00	4.00	4.00
AO	Environmental Scientist II	3.00	3.00	3.00	3.00
AK	Environmental Specialist I	2.00	3.00	4.00	4.00
AM	Environmental Specialist II	5.00	6.00	9.00	9.00
AO	Environmental Specialist III	1.00	1.00	1.00	1.00
AD	Environmental Technician I	1.00	0.00	0.00	0.00
AG	Environmental Technician II	1.00	1.00	1.00	1.00
AI	Executive Secretary	4.00	4.00	4.00	4.00
AI	Field Collector	6.00	6.00	7.00	7.00
AG	Field Service Representative	4.00	4.00	6.00	6.00
AO	Fiscal Analyst	2.00	0.00	0.00	0.00
AQ	General Manager I	3.00	3.00	3.00	3.00
AS	General Manager II	6.00	7.00	7.00	7.00
AU	General Manager III	3.00	3.00	3.00	3.00
AM	GIS Analyst	0.00	0.00	1.00	1.00
AH	GIS Mapping Technician I	0.00	0.00	1.00	1.00
AK	GIS/Mapping Technician II	3.00	3.00	2.00	2.00
AE	Lead Data Entry Operator	2.00	2.00	2.00	3.00
CL	Maintenance Repair Leader	1.00	1.00	1.00	1.00
AP	Management Systems Analyst II	1.00	1.00	1.00	1.00
AM	Manager	14.00	12.00	12.00	12.00
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
CE	Meter Reader	4.00	4.00	5.00	5.00
CI	Multi-Trades Worker II	10.00	9.00	5.00	5.00
CK	Multi-Trades Worker III	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 02	FY 03	FY 04	FY 05
CL	PC Plant Operator II	31.00	31.00	32.00	32.00
CG	Plant Maintenance Mechanic I	1.00	1.00	1.00	1.00
CI	Plant Maintenance Mechanic II	30.00	30.00	33.00	33.00
CK	Plant Maintenance Mechanic III	14.00	14.00	14.00	14.00
CG	Plant Operator Trainee	5.00	0.00	4.00	4.00
AS	Principal Management Systems Analyst	2.00	1.00	1.00	1.00
AT	Professional Engineer II	7.00	6.00	6.00	6.00
AK	Property Control Supervisor	1.00	1.00	1.00	1.00
AH	Public Relation Information Specialist II	2.00	0.00	0.00	0.00
CF	Reclaimed/Potable Water Distribution Specialist I	5.00	4.00	5.00	5.00
CH	Reclaimed/Potable Water Distribution Specialist II	3.00	3.00	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	4.00	4.00	3.00	3.00
XF	Section Manager - Financial Management	1.00	1.00	1.00	1.00
AK	Senior Computer Operator	1.00	1.00	0.00	0.00
AI	Senior Control Clerk	1.00	1.00	2.00	2.00
AK	Senior Crew Leader	13.00	16.00	16.00	16.00
AI	Senior Customer Service Representative	11.00	13.00	15.00	16.00
AS	Senior Engineer	19.00	19.00	24.00	24.00
AN	Senior Engineering Technician	4.00	3.00	4.00	4.00
AI	Senior Environmental Technician	0.00	1.00	1.00	1.00
AK	Senior Executive Secretary	0.00	1.00	1.00	1.00
AK	Senior Field Collector	4.00	4.00	4.00	5.00
AH	Senior Field Service Representative	2.00	2.00	2.00	2.00
AP	Senior Fiscal Analyst	1.00	0.00	0.00	0.00
AO	Senior Manager	7.00	8.00	8.00	8.00
AQ	Senior Management Systems Analyst	0.00	1.00	1.00	1.00
CH	Senior Meter Reader	7.00	7.00	8.00	9.00
AK	Senior Personnel Assistant	2.00	2.00	2.00	2.00
AX	Senior Professional Engineer	3.00	4.00	4.00	4.00
AE	Senior Receptionist	1.00	1.00	1.00	1.00
AG	Senior Secretary	5.00	4.00	4.00	4.00
CI	Senior Utilities Maintenance Worker	0.00	0.00	20.00	20.00
AM	Senior Water Conservation Inspector	0.00	1.00	1.00	1.00
CE	Storekeeper II	4.00	4.00	2.00	2.00
CG	Storekeeper III	0.00	0.00	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	1.00	1.00	1.00
CC	Trades Helper	2.00	2.00	2.00	2.00
AM	Training Technician	0.00	0.00	1.00	1.00
CB	Utilities Maintenance I	1.00	0.00	0.00	0.00
CC	Utilities Maintenance II	27.00	24.00	0.00	0.00
CE	Utilities Maintenance III	36.00	36.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS  
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
CG	Utilities Maintenance Worker	0.00	0.00	77.00	77.00
CM	Utilities Maintenance Specialist	1.00	1.00	1.00	1.00
AN	Utilities Maintenance Supervisor	15.00	15.00	19.00	19.00
AQ	Utilities Manager	7.00	7.00	7.00	7.00
XD	Utility System Comptroller	1.00	1.00	1.00	1.00
CI	Wastewater Plant Operator I	6.00	7.00	7.00	7.00
CM	Wastewater Plant Operator III	7.00	7.00	3.00	3.00
AI	Water Conservation Inspector	2.00	3.00	3.00	3.00
XE	Water Supply Programming Manager	1.00	1.00	1.00	1.00
CI	Water Plant Operator I	5.00	6.00	6.00	6.00
CL	Water Plant Operator II	9.00	9.00	10.00	10.00
CM	Water Plant Operator III	1.00	1.00	7.00	7.00
	<b>Subtotal</b>	<b>546.00</b>	<b>551.00</b>	<b>601.00</b>	<b>606.00</b>
 <b>WATER RESOURCE TEAM</b>					
AG	Accounting Clerk	0.00	0.00	0.00	0.00
AM	Administrative Assistant	1.00	1.00	1.00	1.00
AN	Engineer I	0.00	0.00	0.00	0.00
XD	Project Manager	1.00	1.00	1.00	1.00
XB	Water Resource Team Administrator	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
	<b>TOTAL CO ADMIN ORGANIZATION</b>	<b>5,052.72</b>	<b>5,219.14</b>	<b>5,296.70</b>	<b>5,356.40</b>
 <b>ELECTED OFFICIALS ORGANIZATION</b>					
<b>CLERK OF THE CIRCUIT COURT--BOCC FUNDED</b>					
<i>(Including Value Adjustment Board)</i>					
	<b>Subtotal</b>	<b>304.00</b>	<b>305.00</b>	<b>260.00</b>	<b>119.00</b>
 <b>PUBLIC DEFENDER</b>					
99	Special Assistant Public Defender	10.00	10.00	10.00	10.00
	<b>Subtotal</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
 <b>PROPERTY APPRAISER</b>					
	<b>Subtotal</b>	<b>158.00</b>	<b>158.00</b>	<b>155.00</b>	<b>155.00</b>
 <b>SUPERVISOR OF ELECTIONS</b>					
99	Administrative Assistant	1.00	1.00	2.00	2.00
AE	Clerk II/Voting Services Specialist	9.00	9.00	0.00	0.00
AE	Clerk II	0.00	0.00	7.00	7.00
AG	Clerk III	3.00	3.00	4.00	4.00
AI	Clerk IV/Senior Voting Services Specialist	4.00	4.00	3.00	3.00
99	Community Relations Coordinator	1.00	1.00	1.00	1.00
99	Director Operations & Support	1.00	1.00	0.00	0.00
99	Chief of Staff	0.00	0.00	1.00	1.00
99	Elections Service Center 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 02	FY 03	FY 04	FY 05
AK	GIS Mapping Technician II	0.00	0.00	1.00	1.00
AM	Manager	2.00	2.00	2.00	2.00
AM	Manager, Absentee List Maintenance	0.00	0.00	0.00	0.00
MKT	Manager, Candidate Services/Outreach	0.00	1.00	1.00	1.00
AM	Manager, Voter Services	0.00	0.00	0.00	0.00
99	Perm Unclassified Official/Administrator	1.00	0.00	0.00	0.00
99	Perm Unclassified Professional	1.00	0.00	0.00	0.00
AE	Storekeeper II	1.00	1.00	1.00	1.00
AG	Storekeeper III	1.00	1.00	1.00	1.00
AI	Storeroom Manager	0.00	0.00	0.00	0.00
OO	Supervisor of Elections	1.00	1.00	1.00	1.00
MKT	Systems Administrator	0.00	1.00	1.00	1.00
99	Systems Analyst	0.00	0.00	1.00	1.00
AM	Warehouse/Supply Manager	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>28.00</b>	<b>28.00</b>	<b>29.00</b>	<b>29.00</b>
 <b>HILLSBOROUGH COUNTY SHERIFF</b>					
	<b>Subtotal</b>	<b>2,947.00</b>	<b>3,045.00</b>	<b>3,176.75</b>	<b>3,203.75</b>
 <b>STATE ATTORNEY PART II (VICTIM ASSISTANCE)</b>					
AG	Court Clerk I	6.00	4.00	6.00	6.00
AI	Court Clerk II	3.00	5.00	5.00	5.00
AK	Court Clerk III	2.00	1.00	1.00	1.00
MKT	Director, Victim Assistance	1.00	1.00	1.00	1.00
MKT	Domestic Violence Therapist	1.00	1.00	0.50	0.50
AI	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	2.00	2.00	2.00	2.00
AN	Intake Counselor	15.00	17.00	17.00	17.00
AM	Manager	1.00	1.00	1.00	1.00
AE	Secretary	1.00	1.00	0.00	0.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AG	Word Processing Operator	1.00	1.00	0.00	0.00
	<b>Subtotal</b>	<b>35.00</b>	<b>35.00</b>	<b>34.50</b>	<b>34.50</b>
 <b>TAX COLLECTOR</b>					
	<b>Subtotal</b>	<b>302.00</b>	<b>305.00</b>	<b>305.00</b>	<b>305.00</b>
<b>TOTAL ELECTED OFFICIALS ORGANIZATION</b>		<b>3,784.00</b>	<b>3,886.00</b>	<b>3,970.25</b>	<b>3,856.25</b>
 <b>JUDICIAL ORGANIZATION</b>					
<b>JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS</b>					
10	Administrative Aide	6.00	5.00	5.00	0.00
14	Administrative Assistant I	6.00	5.00	4.00	3.00
16	Administrative Assistant II	4.00	3.00	5.00	1.00
20	Administrative Assistant III	2.00	2.00	2.00	0.00
14	Administrative Secretary I	0.00	1.00	1.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
20	Assistant Program Coordinator	1.00	0.00	0.00	0.00
16	Case Coordinator I	0.00	2.00	0.00	0.00
18	Case Coordinator II	2.00	2.00	1.00	1.00
7	Central Office Assistant	1.00	1.00	0.00	0.00
37	Chief Deputy Court Administrator	1.00	1.00	1.00	0.00
33	Circuit Court Counsel	1.00	1.00	1.00	0.00
13	Communications Specialist	2.00	3.00	4.00	3.00
19	Court Counselor	9.00	10.00	10.00	8.00
18	Court Interpreter	4.00	5.00	5.00	0.00
28	Court Operations Consultant	5.00	3.00	4.00	0.00
24	Court Operations Coordinator	0.00	2.00	2.00	2.00
21	Court Program Manager	7.00	1.00	0.00	0.00
30	Court Program Manager	0.00	6.00	7.00	0.00
16	Court Program Specialist I	14.00	17.00	16.00	4.00
20	Court Program Specialist II	2.00	3.00	6.00	2.00
24	Court Reporter	0.00	0.00	14.00	0.00
14	Criminal Court Reporter	7.00	7.00	0.00	0.00
18	Customer Service Agent	2.00	2.00	2.00	2.00
27	Deputy Court Counsel	1.00	1.00	0.00	0.00
25	Deputy Director, CCTS	1.00	1.00	0.00	0.00
24	Deputy Director, Facilities Management	1.00	0.00	0.00	0.00
25	Deputy Director, Mediation	1.00	0.00	0.00	0.00
26	Director, Facilities Management	1.00	1.00	1.00	1.00
33	Director, Fiscal Affairs	1.00	1.00	1.00	0.00
28	Director, Mediation	1.00	1.00	1.00	0.00
11	Distributed System Network Coordinator	0.00	0.00	1.00	1.00
19	Drug Court Specialist I	2.00	2.00	2.00	0.00
21	Drug Court Specialist II	4.00	4.00	4.00	0.00
25	Family Mediator	0.00	1.00	1.00	0.00
13	Field Collector	0.00	3.00	3.00	3.00
11	Fiscal Assistant I	1.00	1.00	1.00	0.00
13	Fiscal Assistant II	1.00	1.00	1.00	0.00
39	General Master	4.00	5.00	7.00	0.00
12	General Master Assistant	4.00	5.00	5.00	0.00
35	Hearing Officer	1.00	1.00	0.00	0.00
12	Hearing Officer Assistant	1.00	1.00	0.00	0.00
16	Help Desk Agent	4.00	4.00	2.00	2.00
16	Indigence Examiner	0.00	1.00	1.00	0.00
13	Indigence Specialist	8.00	8.00	7.75	2.35
28	Information Systems Consultant II	1.00	1.00	0.00	0.00
28	Manager Court Reporting	0.00	0.00	1.00	0.00
6	Multi-Trades Worker I	1.00	1.00	1.00	1.00
13	Multi-Trades Worker II	3.00	0.00	0.00	0.00
13	Personnel Assistant	1.00	1.00	0.00	0.00
23	Personnel Management Analyst	1.00	1.00	1.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS  
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
11	Personnel Secretary	1.00	1.00	1.00	0.00
18	Personnel Specialist	1.00	1.00	1.00	0.00
16	Personnel Technician	0.00	0.00	1.00	0.00
11	Program Assistant	2.00	2.00	1.00	1.00
25	Program Attorney	1.00	0.00	0.00	0.00
21	Program Specialist I	3.00	0.00	0.00	0.00
9	Public Information Specialist I	2.00	2.00	1.00	0.00
10	Purchasing Assistant	1.00	1.00	1.00	0.50
7	Secretary	1.00	0.00	0.00	0.00
9	Secretary Specialist	4.00	4.00	5.00	0.00
14	Senior Administrative Aide	1.00	0.00	0.00	0.00
22	Senior Administrative Assistant	0.00	1.00	1.00	0.00
22	Senior Court Counselor	1.00	0.00	0.00	0.00
20	Senior Court Interpreter	2.00	1.00	1.00	0.00
31	Senior Court Operation Consult.	2.00	3.00	3.00	0.00
27	Senior Court Program Manager	1.00	1.00	1.00	0.00
22	Senior Court Program Specialist	1.00	2.00	0.75	0.00
25	Senior Fiscal Analyst	1.00	1.00	1.00	0.00
25	Senior HVAC Engineer	0.00	1.00	0.00	0.00
105	Senior Information Systems Analyst	1.00	1.00	0.00	0.00
113	Senior Information Systems Consultant	1.00	1.00	3.00	3.00
20	Senior Program Assistant	1.00	1.00	2.00	0.00
22	Senior Purchasing Specialist	1.00	1.00	1.00	0.00
13	Senior Secretary	2.00	2.00	2.00	1.00
25	Senior Staff Attorney	2.00	0.00	1.00	0.00
51	Senior Trial Court Staff Attorney	0.00	2.00	2.50	0.00
13	Systems Integration Specialist	1.00	1.00	0.00	0.00
19	Technical Assistant	0.00	1.00	0.00	0.00
19	Technology Assistant	2.00	1.00	0.00	0.00
10	User Support Analyst	0.00	0.00	3.00	3.00
13	Witness Assistant	3.00	2.00	2.00	0.00
	<b>TOTAL JUDICIAL ORGANIZATION</b>	<b>159.00</b>	<b>162.00</b>	<b>167.00</b>	<b>44.85</b>
	<b>GUARDIAN AD LITEM</b>				
16	Case Coord I	0.00	0.00	2.00	2.00
18	Case Coord II	0.00	0.00	1.00	1.00
09	Secreatry Specialist	0.00	0.00	1.00	1.00
11	Senior Secretary	0.00	0.00	1.00	1.00
	<b>TOTAL GUARDIAN AD LITEM</b>	<b>0.00</b>	<b>0.00</b>	<b>5.00</b>	<b>5.00</b>
	<b>BOARDS/COMMISSIONS/AGENCIES ORGANIZATION</b>				
	<b>CITY-COUNTY PLANNING COMMISSION</b>				
AO	Accountant II	1.00	1.00	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 02	FY 03	FY 04	FY 05
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	2.00	1.00	1.00	1.00
AN	Community Planner II	4.00	4.00	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	3.00	2.00	2.00	2.00
AI	Executive Secretary	2.00	1.00	1.00	1.00
AM	GIS Analyst	1.00	2.00	2.00	2.00
AK	Graphics Artist	1.00	1.00	1.00	1.00
AM	Librarian	1.00	1.00	1.00	1.00
99	Manager, Administrative Services	1.00	1.00	1.00	1.00
AS	Manager, Transportation Review Section	0.00	1.00	0.00	0.00
AK	Personal Computer Specialist	1.00	1.00	2.00	2.00
AI	Planning Technician	3.00	3.00	2.00	2.00
AS	Principal Planner	9.00	10.00	12.00	12.00
AQ	Programmer/Analyst	1.00	1.00	1.00	1.00
AO	Senior Administrative Assistant	1.00	0.00	0.00	0.00
99	Senior Administrative Assistant, PC	0.00	1.00	1.00	1.00
AK	Senior Executive Secretary	0.00	1.00	1.00	1.00
AQ	Senior Planner	11.00	10.00	11.00	11.00
99	Senior Planning Manager	0.00	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	System Manager	1.00	1.00	0.00	0.00
99	Team Leader Automation	1.00	1.00	1.00	1.00
99	Team Leader Countywide Planning	1.00	1.00	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 Plng/Spl Program	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>58.00</b>	<b>59.00</b>	<b>60.00</b>	<b>60.00</b>
 <b>CIVIL SERVICE BOARD</b>					
99	Chief, Administration	1.00	1.00	1.00	1.00
AQ	Chief Personnel Analyst	1.00	1.00	2.00	2.00
AG	Clerk III	1.00	2.00	2.00	2.00
AI	Clerk IV	0.00	0.00	1.00	1.00
99	Director, Civil Service Board	1.00	1.00	1.00	1.00
AI	Executive Secretary	2.00	2.00	2.00	2.00
AS	General Manager II	3.00	3.00	3.00	3.00
AU	General Manager III	1.00	1.00	1.00	1.00
AM	Manager	2.00	2.00	2.00	2.00
AM	Personnel Analyst	2.00	2.00	3.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS  
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AG	Personnel Clerk	1.00	0.00	0.00	0.00
AQ	Personnel Research Manager	1.00	1.00	1.00	1.00
AO	Senior Manager	1.00	1.00	1.00	1.00
AK	Senior Personnel Assistant	9.00	10.00	10.00	10.00
AO	Senior Personnel Analyst	1.00	1.00	0.00	0.00
AO	Software Specialist I	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>28.00</b>	<b>29.00</b>	<b>31.00</b>	<b>31.00</b>
 <b>ENVIRONMENTAL PROTECTION COMMISSION</b>					
AR	Accountant III	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	1.00	1.00	1.00
AU	Accounting Manager	1.00	1.00	1.00	1.00
99	Administrative Aide to the Executive Director, EPC	1.00	1.00	1.00	1.00
99	Attorney	1.00	1.00	1.00	1.00
99	Chief Counsel	2.00	2.00	2.00	2.00
AE	Clerk II	1.00	1.00	1.00	1.00
AG	Clerk III	1.00	1.00	1.00	1.00
AI	Clerk IV	2.00	3.00	3.00	3.00
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	0.00	0.00	1.00	1.00
AI	Electronics Technician I	2.00	2.00	1.00	1.00
AK	Electronics Technician II	4.00	3.00	3.00	3.00
AM	Electronics Technician III	0.00	1.00	1.00	1.00
AO	Electronic Technician Supervisor	1.00	1.00	1.00	1.00
AN	Engineer I	8.00	7.00	7.00	7.00
AP	Engineer II	9.00	9.00	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
AL	Environmental Enforcement Specialist I	2.00	2.00	2.00	2.00
AT	Environmental Manager	8.00	5.00	0.00	0.00
AL	Environmental Scientist I	11.00	11.00	12.00	12.00
AO	Environmental Scientist II	16.00	16.00	18.00	18.00
AK	Environmental Specialist I	11.00	10.00	7.00	7.00
AM	Environmental Specialist II	21.00	23.00	21.00	20.00
AO	Environmental Specialist III	6.00	6.00	3.00	4.00
AQ	Environmental Supervisor	9.00	9.00	8.00	8.00
99	Executive Director	1.00	1.00	1.00	1.00
AI	Executive Secretary	1.00	2.00	1.00	1.00
AQ	General Manager I	0.00	0.00	5.00	5.00
AS	General Manager II	0.00	1.00	1.00	1.00
AU	General Manager III	1.00	2.00	3.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS**  
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 02	FY 03	FY 04	FY 05
AX	General Manager IV	0.00	2.00	6.00	6.00
AC	Head Custodian	2.00	2.00	2.00	2.00
AO	Hydrologist	2.00	2.00	2.00	2.00
AQ	Programmer/Analyst	1.00	0.00	0.00	0.00
AR	Professional Engineer I	7.00	8.00	8.00	8.00
AT	Professional Engineer II	2.00	3.00	3.00	3.00
AQ	Professional Geologist	4.00	4.00	4.00	4.00
AE	Secretary	0.00	0.00	1.00	1.00
AS	Senior Engineer	3.00	3.00	2.00	2.00
AO	Senior Environmental Enforcement Specialist	4.00	4.00	2.00	2.00
AK	Senior Executive Secretary	3.00	2.00	4.00	4.00
AS	Senior Hydrologist	1.00	0.00	0.00	0.00
AX	Senior Professional Engineer	0.00	1.00	1.00	1.00
AG	Senior Secretary	5.00	3.00	2.00	1.00
AO	Software Specialist I	1.00	1.00	1.00	1.00
AS	Software Specialist II	2.00	2.00	3.00	3.00
AS	Systems Analyst	1.00	1.00	1.00	1.00
AO	Waste Reduction Specialist	0.00	0.00	1.00	1.00
AR	Webmaster	0.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>168.00</b>	<b>170.00</b>	<b>169.00</b>	<b>168.00</b>
 <b>LEGISLATIVE DELEGATION</b>					
AM	Administrative Assistant	1.00	1.00	1.00	1.00
99	Director, Legislative Delegation	1.00	1.00	1.00	1.00
	<b>Subtotal</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
 <b>LAW LIBRARY BOARD</b>					
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
	<b>Subtotal</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
 <b>SOIL &amp; WATER CONSERVATION BOARD</b>					
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
	<b>Subtotal</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
	<b>TOTAL BOARDS/COMMISSIONS/AGENCIES</b>	<b>263.00</b>	<b>267.00</b>	<b>269.00</b>	<b>268.00</b>
	 <b>GRAND TOTAL</b>	 <b>9,365.72</b>	 <b>9,641.14</b>	 <b>9,816.95</b>	 <b>9,639.50</b>



**AGING SERVICES DEPARTMENT**  
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 02	Baseline/ Historical Actual FY 03	Projected FY 04	Planned FY 05
<b>Nutrition (1C)</b>	1				
<i>Workload/Demand</i>					
# of clients served		5,103	5,361	5,300	5,300
# of meals delivered		998,199	1,398,153	1,350,000	1,350,000
# of meals served		<u>316,942</u>	<u>332,179</u>	<u>350,000</u>	<u>350,000</u>
total meals provided		1,315,141	1,730,332	1,700,000	1,700,000
<i>Efficiency</i>					
cost per meal provided		\$4.47	\$4.61	\$4.66	\$4.71
<i>Effectiveness</i>					
% of clients satisfied with meals		95%	95%	95%	95%
<b>Case Management (1D)</b>					
<i>Workload/Demand</i>					
# of clients served		4,782	4,784	5,000	5,250
# of case management hours		32,718	32,601	34,000	34,000
<i>Efficiency</i>					
difference in cost between home & community-based care and nursing home care		\$35,000	\$37,000	\$38,000	\$40,000
<i>Effectiveness</i>					
% of clients remaining in the community		97%	97%	97%	97%
<b>Quality Assurance/Improvement</b>	2				
<i>Workload/Demand</i>					
# of Adult Protective Services (APS) clients		168	185	175	175
# of total staff trained		303	300	300	300
# of total hours training		8,739	8,293	8,500	8,500
<i>Efficiency</i>					
% of APS clients served within 72 hours		93%	100%	100%	100%
% client satisfaction surveys completed within 24 hours of service initiation		100%	100%	100%	100%
% of staff trained		100%	100%	100%	100%
<i>Effectiveness</i>					
% of clients satisfied with services		95%	95%	95%	95%
# of process improvement initiatives implemented/cost saving suggestions implemented		27	10	10	10

**ANIMAL SERVICES DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Sheltering Animals (continued)</b>	2,8				
<i>Efficiency</i>					
# of impounded animals per FTE (chameleon report/26 shelter employees)		1,132	1,217	1,112	1,112
# of visitors per FTE (shelter visitor's sign-in log/4 customer service employees)		10,672	11,808	10,500	10,500
<i>Effectiveness</i>					
% of recommended shelter staffing levels (1,000/chameleon report/26 shelter employees)		88.4%	82.2%	89.9%	89.9%
% of satisfactory or better customer service ratings (total satisfactory or better ratings/total customer service ratings)		98.9%	98.7%	95%	95%
<b>Rabies Tags and Licenses</b>	3				
<i>Workload/Demand</i>					
# of tags issued (total of monthly tag accounting reports)		136,440	146,666	144,749	149,092
<i>Efficiency</i>					
# of tags issued per FTE (total of monthly tag accounting reports)/11 employees		12,404	13,333	13,159	13,554
<i>Effectiveness</i>					
% of goal in total tags sold (total tags sold/FY 02 Baseline + 3%)		99%	104%	100%	100%
<b>Adoption (*=Dogs and Cats Only)</b>	5				
<i>Workload/Demand</i>					
# of companion animals adopted (chameleon report)		2,096	2,618	2,500	2,500
<i>Efficiency</i>					
# of sterilizations per FTE*(total sterile adoptions */2 employees)		918	1,098	1,000	1,100
<i>Effectiveness</i>					
% of sterile adoptions*(total adoptions*-intact adoptions*/total adoptions)		99.7%	97.2%	90%	90%
<b>Pet Overpopulation Program</b>	6				
<i>Workload/Demand</i>					
# of registered pets (# of tags issued - "other" tags issued)		136,440	144,608	142,546	146,619
<i>Efficiency</i>					
# of registered intact animals (# of intact animal tags sold)		35,765	33,724	36,446	36,826
<i>Effectiveness</i>					
% of sterile registered animals (# of sterile tags issued/# of registered pets)		73.4%	76.7%	74.4%	74.9%

Note: Some FY 03 actual data has not been finalized at this time.

**CHILDREN'S SERVICES DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Head Start/Early Head Start</b>	7				
<i>Workload/Demand</i>					
# of Head Start funded enrollees		2,946	2,956	3,000	3,000
# of children with disabilities enrolled		338	328	300	300
<i>Efficiency</i>					
cost per child per year--Head Start		\$5,494	\$6,300	\$6,300	\$6,300
County cost per hour per child for Head Start		\$3.85	\$3.99	\$3.85	\$3.85
cost per hour for Early Head Start		\$5.08	\$5.67	\$5.08	\$5.08
cost per hour for School Board operated Head Start		\$5.05	\$5.17	\$5.05	\$5.05
<i>Effectiveness</i>					
daily attendance/% of enrollment		85%	85%	85%	85%
% of compliance with "PRISM" standards		98%	100%	100%	100%
% of parents responding with positive changes		94%	98%	95%	95%
<b>Child Care Licensing</b>	8				
<i>Workload/Demand</i>					
# of inspections of child care facilities		5,296	5,114	5,400	5,450
# of investigations of complaints against facilities		620	666	600	600
<i>Efficiency</i>					
average # of inspections annually per inspector		481	426	450	455
<i>Effectiveness</i>					
% of facilities reporting satisfactory service		93%	94%	93%	94%

**CITY-COUNTY PLANNING COMMISSION**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Countywide Long-Range Transportation Planning and Related Activities</b>	3				
<i>Workload/Demand</i>					
# of adopted long-range transportation plans		1	not required	not required	1
<i>Efficiency</i>					
# of publications per year		19	17	20	15
<i>Effectiveness</i>					
% of transportation-related customer service surveys returned with excellent rating		90.5%	100%	90%	90%
<b>Hillsborough River Planning</b>	4				
<i>Workload/Demand</i>					
# of River Board/TAC meetings held		15	15	15	15
<i>Efficiency</i>					
% of River Board/TAC meetings where a quorum was present to conduct official business		87%	94%	94%	94%
<i>Effectiveness</i>					
% of time River Board/TAC minutes are prepared in time for review at the subsequent meeting		100%	100%	100%	100%
<b>Single LPA for Hillsborough County &amp; Jurisdictions Therein</b>	5				
<i>Workload/Demand</i>					
# of regular monthly meetings of the Planning Commission		12	12	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%

**CIVIL SERVICE BOARD**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Job Performance Management</b>	5				
<i>Workload/Demand</i>					
# of new supervisors trained		208	132	172	178
<i>Efficiency</i>					
cost per trainee		\$13.81	\$6.75	\$5.94	\$5.86
<i>Effectiveness</i>					
average trainee rating		n/a	4.3	4.3	4.4

**CLERK OF THE CIRCUIT COURT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Record Keeping for Juvenile Department</b>	3				
<i>Workload/Demand</i>					
# of new dependency petitions filed		1,099	1,600	1,700	1,751
# of new delinquency petitions filed		4,652	5,950	6,050	6,232
<i>Efficiency</i>					
# of new petitions filed per FTE		2,875	3,775	3,875	3,991
<i>Effectiveness</i>					
% of new petitions filed within 24 hours		97%	97%	99%	100%
<b>Record Keeping for Family Law Department</b>	4				
<i>Workload/Demand</i>					
# of domestic violence customers assisted		9,513	10,878	11,422	11,765
# of domestic violence petitions filed		6,466	6,597	6,926	7,137
<i>Efficiency</i>					
# of customers assisted per FTE		1,903	2,176	2,285	2,354
# of petitions filed per FTE		1,294	1,320	1,386	1,428
<i>Effectiveness</i>					
% of orders signed by a judge within 24 hours		100%	100%	100%	100%
<b>Record Keeping for Jury Services Department</b>	5				
<i>Workload/Demand</i>					
# of prospective jurors summoned		131,939	129,000	137,000	141,110
# of prospective jurors excused/exempt		51,170	51,110	53,000	54,590
# of jurors reporting to serve on a jury		23,127	23,606	---	25,044
<i>Efficiency</i>					
# of jurors summoned per FTE		32,985	32,250	34,250	35,278
# of jurors reporting to serve per FTE		13,745	13,438	14,867	15,313
<i>Effectiveness</i>					
# of jurors actually served on jury		4,722	4,500	5,000	5,150
% of jurors summoned actually serving on jury		3.6%	3.5%	3.6%	3.7%
<b>Record Keeping for Traffic Department</b>	6				
<i>Workload/Demand</i>					
# of citations filed		211,972	218,331	224,880	231,626
# of customers assisted		198,960	204,928	211,075	217,407
<i>Efficiency</i>					
# of citations filed per FTE		16,306	16,795	17,298	17,817
# of customers assisted per FTE		15,305	15,764	16,237	16,724
avg. time required per customer assisted (in minutes)		7.5	7.0	7.0	6.5
<i>Effectiveness</i>					
% of citations entered within two (2) days		93%	95%	95%	97%
<b>Record Keeping for County Criminal Department</b>	7				
<i>Workload/Demand</i>					
# of new misdemeanor cases filed		39,902	36,650	35,800	35,084
<i>Efficiency</i>					
# of cases filed per FTE		5,700	5,236	5,114	5,012
<i>Effectiveness</i>					
% of cases entered within 5 days		98%	98%	98%	99%

**Continued**

**CLERK OF THE CIRCUIT COURT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Projected FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Record Keeping for Circuit Criminal Department</b>	8				
<i>Workload/Demand</i>					
# of new felony cases filed		21,132	28,000	28,100	28,943
<i>Efficiency</i>					
# of cases filed per FTE		7,044	9,333	9,336	9,616
<i>Effectiveness</i>					
% of cases entered within twenty-four (24) hours		95%	95%	97%	100%
<b>Financial Services</b>	9				
<i>Workload/Demand</i>					
# of cash collection sites supported		161	131	131	131
# of payments processed		291,014	290,000	290,000	284,200
average # of employees paid per pay period		6,852	6,909	7,129	7,343
# of payroll checks processed		178,157	181,720	185,354	190,915
<i>Efficiency</i>					
# of payments processed per FTE		16,220	16,220	16,220	16,220
# of payroll checks processed per FTE		16,196	16,520	16,850	17,356
<i>Effectiveness</i>					
% of payments processed in compliance with Florida Prompt Payment Act		100%	100%	100%	100%
% of payments processed within ten (10) days of receipt		99%	99%	99%	100%
achieve Unqualified Audit Opinion		yes	expected	expected	expected
receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting		yes	expected	expected	expected
<b>Record Keeping for BOCC</b>	10				
<i>Workload/Demand</i>					
# of agenda items processed		2,637	2,950	3,245	3,342
# of meetings attended		155	225	250	258
<i>Efficiency</i>					
# of agenda items per FTE		1,319	1,475	1,623	1,672
# of meetings attended per FTE		38.75	56.25	62.50	65
<i>Effectiveness</i>					
% of agenda items processed within 10 days of receipt		100%	100%	100%	100%
% of minutes produced within 21 days		43%	85%	95%	96%

**COMMUNICATIONS DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Community Relations</b>	4				
<i>Workload/Demand</i>					
# of public meetings, hearings, events		460	468	600	600
<i>Efficiency</i>					
cost for installing/removing rezoning signs		\$87	\$87	\$87	\$87
<i>Effectiveness</i>					
% of citizen conflicts resolved within 24 hrs.		99%	99%	99%	99%
<b>Citizen Boards Support</b>	5				
<i>Workload/Demand</i>					
# of new code enforcement cases		434	530	400	450
<i>Efficiency</i>					
# of code cases appealed		2	2	1	1
<i>Effectiveness</i>					
% of code enforcement processed		100%	100%	100%	100%
<b>Printing Services</b>	6				
<i>Workload/Demand</i>					
# of impressions-copy center/convenience copiers		27,889,112	31,278,117	32,000,000	32,500,000
<i>Efficiency</i>					
cost per impression		\$.0229	\$0.02295	\$0.0230	\$0.0240
<i>Effectiveness</i>					
% of customer satisfaction		97%	99%	99%	99%



**COUNTY ADMINISTRATOR**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Enhance Working Relationships</b>	4				
<i>Workload/Demand</i>					
# of Town Hall meetings		4	4	4	4
# of joint meetings		4	4	4	4
<i>Efficiency</i>					
% of community issues/responses prior to due date		96%	96%	96%	96%
<i>Effectiveness</i>					
% of recommendations accepted as solutions		98%	98%	98%	98%

**DEBT MANAGEMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Financial Advisory Services</b>	2				
<i>Workload/Demand</i>					
# of new financial and credit analyses		12	12	15	20
# of financings of authorities and other agencies reviewed and evaluated		8	12	15	15
# design/oversight of Internal Service Funds financial management reports		4	10	10	12
# design/oversight of strategic plans of Enterprise Funds		2	1	2	2
# of miscellaneous financial advisory services		4	46	30	35
<i>Efficiency</i>					
(See combined efficiency measure below.)					
<i>Effectiveness</i>					
% of workload completed in a timely manner		100%	100%	100%	100%
% consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time		100%	100%	100%	100%
<b>Municipal Securities Market Compliance &amp; Disclosure</b>	3				
<i>Workload/Demand</i>					
prepare Secondary Market Disclosure Report		1	1	1	---
<i>Efficiency</i>					
(See combined efficiency measure below.)					
<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
<b>Financial &amp; Credit Evaluations of Conduit Bond Issues</b>	4				
<i>Workload/Demand</i>					
# of IDB applications evaluated		5	2	0	0
# of CDD applications evaluated		4	7	10	12
# of conduit bond transactions evaluated		0	3	2	2
<i>Efficiency</i>					
(See combined efficiency measure below.)					
<i>Effectiveness</i>					
% of workload completed in timely manner		100%	100%	100%	100%
# of defaulted conduit bond issues		1	0	0	0
<b>Combined Services Efficiency Measure</b>		n/a			
<i>Efficiency</i>					
total department cost per combined # of all Workload/Demand units		\$8,601	\$5,106	\$8,000	\$8,500

**ECONOMIC DEVELOPMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>MBE/SBE Program</b>	4				
<i>Workload/Demand</i>					
# of MBE bid reviews completed		268	532	310	325
# of MBE certifications/SBE registrations processed		445	518	465	490
<i>Efficiency</i>					
# of bid reviews per FTE		117	139	140	145
<i>Effectiveness</i>					
% of construction projects which met the DM/DWBE goal		80%	84%	88%	90%
% of time for certification/registrations processed/approved		97%	98%	97%	98%
<b>Agriculture Industry Development</b>	5				
<i>Workload/Demand</i>					
# of agriculture projects facilitated		55	55	45	45
# of contacts/meetings		750/112	1,470/125	650/90	650/90
<i>Efficiency</i>					
ratio of resolutions to projects		24:32	43:55	25:35	25:35
<i>Effectiveness</i>					
# of agriculture projects resolved		24	43	25	25
% of agriculture inquiries responded to in 24 hours		90%	95%	90%	90%
<b>Tourist Development Council</b>	6				
<i>Workload/Demand</i>					
# of tourism/TDC meetings		60	212	60	60
<i>Efficiency</i>					
average # of staff hours per tourism meeting		10	4	10	10
<i>Effectiveness</i>					
technical assistance to TDC grant recipients/candidates		6	63	12	12
% of contracts monitored 4 times per year		100%	100%	100%	100%
<b>Employment &amp; Training Division/Workforce Board</b>	7				
<i>Workload/Demand</i>					
# of residents served through County Workforce Program		1,200	1,923	0	0
# of residents placed in jobs		285	369	0	0
<i>Efficiency</i>					
case management to client ratio		1:75	1:104	0	0
<i>Effectiveness</i>					
% of applicants who get jobs through County Workforce Program		75%	90.3%	0	0
% of job placement rate of low income residents		67%	75.6%	0	0

**ENVIRONMENTAL PROTECTION COMMISSION**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Wetland Management</b>	4				
<i>Workload/Demand</i>					
# of compliance inspections conducted per year		302	317	332	349
<i>Efficiency</i>					
# of inspections per inspectors per year		302	317	332	349
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		87%	95%	98%	99%
% of facilities found to be in compliance within one year of initial inspection		96%	96%	98%	99%
<b>Environmental Resources Management</b>	5				
<i>Workload/Demand</i>					
water quality stations monitored per month		94	94	94	94
benthic samples collected		369	359	314	284
artificial reef construction/monitoring events		35	35	50	50
# of requests for artificial reefs literature		3,000	3,000	3,000	3,000
# of speaking requests		30	30	30	30
<i>Efficiency</i>					
# of stations monitored per Environmental Scientist/Technician per month		47	47	47	47
<i>Effectiveness</i>					
# of requests for monitoring data from external users		43	31	42	42
% of Tampa Bay monitoring stations meeting chlorophyll and concentration targets for seagrass conservation and restoration		60%	73%	n/a	n/a
% of water quality monitoring stations sampled per month		97%	97%	100%	100%

**FIRE RESCUE DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Fire Prevention Inspection Program</b>	5				
<i>Workload/Demand</i>					
# of inspections		15,836	17,866	18,760	19,698
<i>Efficiency</i>					
amount of fees invoiced		\$768,302	\$794,520	\$834,246	\$875,959
<i>Effectiveness</i>					
% of commercial occupancies inspected		80%	83%	88%	93%

**FLEET MANAGEMENT DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Parts Management</b>	10				
<i>Workload/Demand</i>					
annual parts expense		\$1,821,344	\$1,672,339	\$2,050,000	\$2,050,000
<i>Efficiency</i>					
cost as a % of total parts cost		33%	33%	34%	34%
<i>Effectiveness</i>					
% of stock parts to total parts		36%	39%	40%	40%
inventory turnaround time (times turned per year)		1.8	1.9	2.0	2.0
<b>Fleet Contracts Management</b>	11				
<i>Workload/Demand</i>					
# of contracts managed		60	60	60	60
<i>Efficiency</i>					
average fleet processing time		30 days	30 days	30 days	30 days
<i>Effectiveness</i>					
% of operating expenses on contract		95%	95%	95%	95%
<b>Equipment Acquisition</b>	12				
<i>Workload/Demand</i>					
annual capital purchases		\$14,697,401	\$12,209,342	\$12,000,000	\$12,000,000
<i>Efficiency</i>					
time to complete FY orders		6 months	6 months	6 months	6 months
<i>Effectiveness</i>					
% of customer satisfaction		95%	95%	95%	95%

**HEALTH AND SOCIAL SERVICES DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Sunshine Line</b>	4,5				
<i>Workload/Demand</i>					
# of specialized transport trips (door-to-door)		162,430	1,666,715	183,750	192,900
<i>Efficiency</i>					
average paratransit cost per trip		\$21.65	\$19.09	\$26.20	\$28.82
average total cost per trip (includes bus)		\$2.67	\$3.26	\$2.67	\$2.67
<i>Effectiveness</i>					
% of transportation (door-to-door) trips on time		86%	81.98%	85%	85%
<b>Ryan White Program</b>	9				
<i>Workload/Demand</i>					
# of clients served		8,420	32,623	8,588	8,674
<i>Efficiency</i>					
cost per client served		\$1,177	\$334.43	\$1,189	\$1,200
<i>Effectiveness</i>					
% providers compliant with contracts		98%	90%	98%	98%
<b>Homeless Case Management</b>	7				
<i>Workload/Demand</i>					
# of homeless applicants (client groups) accepted for services		397	582	571	685
<i>Efficiency</i>					
average annual cost per homeless person assisted		\$667	\$901.19	\$708	\$708
<i>Effectiveness</i>					
% of homeless stabilized and transitioned into housing		80%	79%	80%	80%
<b>Summer Food Program for Children</b>	8				
<i>Workload/Demand</i>					
# of lunches and snacks served to eligible children		734,299	612,397	763,963	779,242
<i>Efficiency</i>					
average cost per lunch		\$2.05	\$2.10	\$2.15	\$2.20
<i>Effectiveness</i>					
% increase of lunches over prior year		2%	2%	2%	2%
<b>Veterans Services</b>	10				
<i>Workload/Demand</i>					
# of veterans, dependents, survivors assisted		29,723	31,176	32,000	32,500
<i>Efficiency</i>					
cost to County per client assisted		\$541	\$10.48	\$550	\$565
<i>Effectiveness</i>					
% of customer satisfaction		100%	99%	100%	100%
<b>Trauma Care</b>	14				
<i>Workload/Demand</i>					
# of communications and cases referred for investigation		59	42	70	72
# of Trauma Audit Committee meetings		6	8	7	7
medical service providers served		---	25	---	---
<i>Efficiency</i>					
average attendance at Trauma Audit meetings		29	22	29	30
<i>Effectiveness</i>					
% of inquiries investigated and feedback provided within 90 days		100%	93%	100%	100%

**HOUSING AND COMMUNITY CODE ENFORCEMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Single Family Affordable Housing</b>	5,6				
<i>Workload/Demand</i>					
# of single family units constructed or rehabed		---	---	250	250
<i>Efficiency</i>					
ratio of public to private funding for affordable housing		---	---	1:18	1:18
<i>Effectiveness</i>					
% of clients below 80% of median household income assisted		---	---	45%	45%
<b>Multi-Family Affordable Housing</b>	7				
<i>Workload/Demand</i>					
# of multifamily units constructed or rehabilitated		162	319	250	250
<i>Efficiency</i>					
ratio of public to private funding for affordable housing		---	---	1:18	1:18
<i>Effectiveness</i>					
% of clients below 50% of median household income assisted		---	---	95%	95%



**HUMAN RESOURCES DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Labor Negotiations</b>	5				
<i>Workload/Demand</i>					
# of union employees		1,754	2,005	2,050	2,050
<i>Efficiency</i>					
contracts negotiated per FTE		---	4	---	4
<i>Effectiveness</i>					
# of contracts successfully negotiated		---	4	---	---
<b>Employee Safety &amp; Loss Control Programs Recruitment</b>	6				
<i>Workload/Demand</i>					
# of hours of safety training classes		1,200	1,513	1,500	1,600
# of employees in high hazard work, given training		1,200	1,446	1,400	1,500
<i>Efficiency</i>					
		---	---	---	---
<i>Effectiveness</i>					
# of high hazard jobs evaluated for OSHA training		200	210	200	200
<b>Citizen Volunteer Program</b>					
<i>Workload/Demand</i>					
# of volunteer hours countywide		2,185,014	2,100,000	2,150,000	2,200,000
<i>Efficiency</i>					
savings per volunteer hour		\$16.95	\$17.36	\$17.36	\$17.39
<i>Effectiveness</i>					
value of volunteer hours		\$37,035,987	\$36,456,000	\$37,324,000	\$39,358,000

**INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Information Distribution and Data Management Services</b>	7,8				
<i>Workload/Demand</i>					
# of mini-computer systems managed		14	13.25	15	15
<i>Efficiency</i>					
cost per mini-computer account		\$230	\$230	\$280	\$330
<i>Effectiveness</i>					
% of system uptime during business hours		99.53%	99.99%	99.95%	99.95%
% of cases resolved by Mini-Computer staff within 3 days		79%	86.50%	95%	95%

**MANAGEMENT AND BUDGET DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Management Analysis</b>	2,6				
<i>Workload/Demand</i>					
develop annual pro forma forecasts (BOCC Policy 03.02.02.16)		yes	yes	yes	yes
# of PIMS projects					
# of consulting projects		n/a	35	50	50
<i>Efficiency</i>					
<i>Effectiveness</i>					
% of "good" to "excellent" customer service responses on analysts		n/a	91.7% (22/24)	>85%	>85%

**METROPOLITAN PLANNING ORGANIZATION**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Conduct Required Transportation Plans, Programs, and Studies</b>	4				
<i>Workload/Demand</i>					
# of TIP's adopted		1	1	1	1
# of amendments to the TIP		22	18	22	22
# of UPWP's adopted		1	1	1	1
# of studies managed and completed		5	11	5	8
<i>Efficiency</i>					
% of studies completed by the assigned date		100%	100%	95%	95%
<i>Effectiveness</i>					
% of federal and state acceptance of TIP, UPWP, or other studies		100%	100%	100%	100%

**PARKS, RECREATION AND CONSERVATION DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Management of Environmental Lands</b>	5				
<i>Workload/Demand</i>					
# of ELAPP sites/acreage		46/38,000	50/38,500	52/40,425	54/42,500
# of Task Force projects		0	2	4	5
<i>Efficiency</i>					
acreage of prescription burns		556	750	1,000	1,500
% of invasive pest plant removal per site		n/a	10%	15%	15%
<i>Effectiveness</i>					
% of burn acreage which met public safety & management goals		95%	95%	95%	95%
% of plants removal goal met		n/a	95%	95%	95%

**PLANNING AND GROWTH MANAGEMENT DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Hazard Mitigation Planning</b>	4				
<i>Workload/Demand</i>					
# of reviews for Elevation Certificates, LOMA/LOMR, Building Board cases		1,992	1,512	1,100	1,100
<i>Efficiency</i>					
# of reviews which were appealed/challenged		0	0	0	0
<i>Effectiveness</i>					
% of Building Board cases upheld		100%	100%	100%	100%
<b>Inspection/Code Enforcement</b>	6				
<i>Workload/Demand</i>					
# of structural permits issued		78,860	101,148	90,800	90,800
<i>Efficiency</i>					
# of inspections per day per employee		23	32	21	19
<i>Effectiveness</i>					
% of inspection requests completed within 24 hours		96%	91%	96%	97%
<b>Permitting Services</b>	5				
<i>Workload/Demand</i>					
# of site development and building plans reviewed		22,132	24,142	26,000	26,000
# of natural resources and right-of-way permits, concurrency certificates of capacity issued		4,125	3,931	3,800	3,800
<i>Efficiency</i>					
average turnaround time for plans review (commercial and residential)		7 days	29 days	8 days	8 days
<i>Effectiveness</i>					
% of site and plans reviewed on within permitted timeframes		85%	90%	98%	100%
<b>Impact Fees</b>	7				
<i>Workload/Demand</i>					
# of impact fee inquiries		795	2,284	850	850
# of new Impact Fee Offset Accounts		30	18	40	40
<i>Efficiency</i>					
% of offset accounts established correctly		95%	100%	100%	100%
<i>Effectiveness</i>					
% of impact fee accounts transactions recorded correctly		n/a	99%	99%	99%

**PUBLIC SAFETY DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Marine Safety</b>	5				
<i>Workload/Demand</i>					
# of markers planned for installation		36	72	72	72
# of derelict vessels reported		21	7	6	6
<i>Efficiency</i>					
# of markers installed		36	72	72	72
# of derelict vessels removed		19	7	6	6
<i>Effectiveness</i>					
% of markers installed vs. planned		100%	100%	100%	100%
% of derelict vessels removed vs. reported		90%	100%	100%	100%

**PUBLIC WORKS DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Street Lighting District Administration</b>	2				
<i>Workload/Demand</i>					
# of requests for district/intersection lighting		147	160	178	198
<i>Efficiency</i>					
# of requests fulfilled		147	160	178	198
<i>Effectiveness</i>					
customer satisfaction		100%	100%	100%	100%
<b>Mosquito Control</b>	5				
<i>Workload/Demand</i>					
# of acres treated: aerial larvicide		4,859	4,000	4,000	4,000
# of acres treated: ground larvicide		366	600	600	600
# of acres treated: ground adulticide		493,098	250,000	250,000	250,000
# of acres treated: aerial adulticide		1,267,968	1.4 mil	1.4 mil	\$1.4 mil
<i>Efficiency</i>					
cost per acre for mosquito aerial treatment		\$0.38	\$0.38	\$0.38	\$0.38
cost per acre for mosquito ground treatment		\$0.34	\$0.34	\$0.34	\$0.34
<i>Effectiveness</i>					
% of work on time per schedule		n/a	75%	75%	75%
<b>Aquatic Weed Control</b>	5				
<i>Workload/Demand</i>					
aquatic acres (all modes)		1,106	1,106	1,106	1,106
<i>Efficiency</i>					
cost per acre		\$447	\$450	\$450	\$450
<i>Effectiveness</i>					
% of work on time per schedule		n/a	85%	85%	85%



**PURCHASING DEPARTMENT**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Automated Purchasing Activities</b>	3				
<i>Workload/Demand</i>					
# of regular purchase orders (PO's)		1,847	1,480	1,480	1,480
# of departmental PO's		5,093	6,350	6,400	6,400
# of blanket purchase orders (formal & informal)		492	500	510	520
# of emergency PO's		26	30	30	30
# of sole source PO's		n/a	n/a	n/a	n/a
# of contract change orders		159	160	160	160
# of vendor departments		2	3	2	2
# of protests		26	28	22	20
<i>Efficiency</i>					
% of protests		9%	8.9%	7%	7%
cost per regular PO's per FTE		\$78	\$100	\$100	\$100
<i>Effectiveness</i>					
average time for a PO change order		5 days	3 days	3 days	3 days
<b>Purchase Card Program</b>	4				
<i>Workload/Demand</i>					
# of purchasing cards issued annually		190	99	50	50
# of training sessions annually		24	34	30	30
# of purchase card transactions per year (in thousands)		38	39.5	48	53
# of annual purchases made with purchase cards (in millions)		\$7.5	\$7.9	\$10.0	\$12.0
# of employees trained on Pcard		195	200	50	50
# of declined transactions per month		129	unavailable	89	69
<i>Efficiency</i>					
% reduction of the # of declined transactions per month		n/a	unavailable	15%	15%
<i>Effectiveness</i>					
average time to issue purchase card		2 weeks	4 days	2 weeks	2 weeks
<b>Surplus Property Disposition</b>	5				
<i>Workload/Demand</i>					
# of items disposed monthly		---	46	---	---
<i>Efficiency</i>					
average revenue of surplus items		\$2,300	\$89,940	\$2,400	\$2,400
reduction in time		30	30	14	14
reduction of vehicle labor services		\$7,200	\$7,200	\$5,000	\$2,000
<i>Effectiveness</i>					
average time, storage, and labor saved		n/a	n/a	n/a	n/a
<b>Consultant Automated Performance System (CAPES)</b>	6				
<b>Performance Evaluation</b>					
<i>Workload/Demand</i>					
# of evaluations processed annually		n/a	537	100	100
<i>Efficiency</i>					
% of evaluations completed on time		n/a	9.12%	60%	95%
<i>Effectiveness</i>					
# of firms rated annually		n/a	81	80	90

**REAL ESTATE DEPARTMENT**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>R-O-W Inventory</b>	3				
<i>Workload/Demand</i>					
# of sections to identify for R-O-W inventory		86	234	252	234
<i>Efficiency</i>					
average cost per section		\$8,100	\$6,800	\$7,200	\$8,000
<i>Effectiveness</i>					
% of targeted mapped sections inventoried		90%	107%	95%	95%
<b>Geographical Information Systems (GIS)</b>	3				
<i>Workload/Demand</i>					
# of GIS projects		202	152	218	227
<i>Efficiency</i>					
average cost per GIS project		\$41	\$132	\$45	\$45
<i>Effectiveness</i>					
% of overall customer satisfaction (targeted)		n/a	95%	95%	95%
<b>Building Maintenance/Repair</b>	4,5				
<i>Workload/Demand</i>					
# of maintenance-related work orders issued		12,338	15,384	15,935	16,333
# of building assessments		89	92	70	82
<i>Efficiency</i>					
# of construction inspections per FTE		257	284	260	265
ratio of operating cost per square foot for Cty Class A building vs. commercial Class A building for downtown area		\$6.74/:7.52	\$6.38:\$7.61	\$6.82:\$8.10	\$6.90:\$8.25
<i>Effectiveness</i>					
# of projects completed within 12 months (R3M)		83	100	85	85
cost of County Center utilities square foot cost to commercial buildings in downtown area (\$2.28 sq ft)		\$1.94	\$2.11	\$2.17	\$2.19
<b>Architect Services</b>	5				
<i>Workload/Demand</i>					
# of CIP/non-CIP projects supported:					
# of CIP		58	57	59	60
# of non-CIP		59	70	50	50
# of substantially complete but active		18	38	18	20
<i>Efficiency</i>					
% of construction cost within 5% of award		81%	66%	95%	95%
<i>Effectiveness</i>					
% of projects completed within 30 days of schedule		90%	90%	90%	90%
<b>Public Art</b>	6				
<i>Workload/Demand</i>					
# of art projects completed		13	12	11	12
<i>Efficiency</i>					
% of projects completed within budget		100%	100%	100%	100%
<i>Effectiveness</i>					
% of projects completed within scheduled time		92%	100%	100%	100%

**SECTION 8 U.S. HOUSING ACT; WEED AND SEED**  
**Additional Services/Measures**

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>GED Instructional Learning (continued)</b>	1				
<i>Effectiveness</i>					
% of GED enrollees that are ready to take GED exam		n/a	n/a	60%	63%
% of students from ATOSS that re-enter public school		n/a	n/a	90%	90%
% attendance and retention at on-site classroom during duration of ATOSS assignment		n/a	n/a	90%	90%
% of community based activities that are newly solicited		n/a	n/a	5%	6%
% of new enrollment in community-based activities		n/a	n/a	25%	25%
% of new enrollment in social services		n/a	n/a	10%	12%

**WATER RESOURCES TEAM**  
Additional Services/Measures

<b>SERVICES/MEASURES:</b>	<b>Key Obj Num</b>	<b>Baseline/ Historical Actual FY 02</b>	<b>Baseline/ Historical Actual FY 03</b>	<b>Projected FY 04</b>	<b>Planned FY 05</b>
<b>Communications and Public Involvement</b>	4				
<i>Workload/Demand</i>					
# of WRT public meetings/workshops held		0	0	7	4
# of water supply related items presented to BOCC		30	5	40	40
# of public meetings (TBW and Town Hall)		4	4	6	4
<i>Efficiency</i>					
average # of attendees per WRT public meeting		n/a	n/a	10	10
<i>Effectiveness</i>					
% of TBW projects where outreach program conducted		100%	100%	100%	100%
# of pamphlets distributed		n/a	1,500	200	200

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## GLOSSARY OF KEY TERMS

**ACCRUAL BASIS OF ACCOUNTING** is a method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows. (See the Basis of Budgeting in the SUMMARY INFORMATION ON THE BUDGET section for a discussion of differences between the basis of budgeting used to develop the County's budget and the basis of accounting reflected in the County's CAFR).

**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.

**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 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

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## GLOSSARY OF KEY TERMS

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 are 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 04 ADOPTED BUDGET** refers to the budget for the period beginning October 1, 2003 and ending September 30, 2004.

**FY 05 PLANNED BUDGET** refers to the budget for the period beginning October 1, 2004 and ending September 30, 2005.

**GASB 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). 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.

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## GLOSSARY OF KEY TERMS

**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 primarily 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.

**MODIFIED ACCRUAL BASIS OF ACCOUNTING** is a basis of accounting according to which (a) revenues are recognized in the account period in which they become available and measurable and (b) expenditures are recognized in the accounting period in which the fund liability is incurred, if measurable, except for unmatured interest on general long-term debt and certain similar accrued obligations, which should be recognized when due [NCGA Statement 1]. (See the Basis of Budgeting in the SUMMARY INFORMATION ON THE BUDGET section for a discussion of differences between the basis of budgeting used to develop the County's budget and the basis of accounting reflected in the County's CAFR).

**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 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,

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## GLOSSARY OF KEY TERMS

contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service payments (principle 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.

**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**.

**SPECIAL ASSESSMENT** is another name for a **NON-AD VALOREM ASSESSMENT**.

**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 re-

quired for operation in the budget year; estimated reimbursements to organizations, state, or federal governments for revenues received 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 Commission. 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



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## GLOSSARY OF KEY TERMS

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 de-

mand (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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