



Adopted
Budget
For FY 09



Adopted Budget for FY 09



Board of County Commissioners

Commissioners at the time the budget was approved, September 18, 2008.

Ken Hagan, Chairman

Mark Sharpe, Vice-Chairman

Brian Blair

Rose Ferlita

Al Higginbotham

Jim Norman

Kevin White

Patricia G. Bean
County Administrator

Eric R. Johnson
Director, Management and Budget Department

For more information, please call the Management and Budget Department
(813) 272-5890

Available on the Internet at
www.hillsboroughcounty.org/managementbudget



**2008
Board of County Commissioners**



Commissioners at the Time the Budget Was Adopted, September 18, 2008

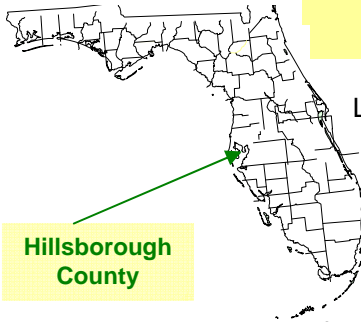
Back row left to right: Brian Blair (Countywide-District 6) (Chaplain), Jim Norman (Countywide-District 5), Kevin White (District 3), and Ken Hagan (District 2) (Chairman),

Center: Rose Ferlita (District 1)

Front row left to right: Al Higginbotham (District 4) and Mark Sharpe (Countywide-District 7) (Vice-chair)

DESCRIPTION OF HILLSBOROUGH COUNTY

Geography and Demographics



Located midway along the west coast of Florida, the county's boundaries embrace 1,051 square miles of land and 24 miles of inland water. 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, 2008 was 1,224,520 of which 815,910 or 66.6% 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 reportedly burned in 1836 during the Second Seminole War. 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 was built duplicating the architecture of the Tampa Bay Hotel and occupying a square block in downtown Tampa. This is the courthouse depicted on today's County seal. The current courthouse was built in 1952 and a new county government administration building, called the Frederick B. Karl County Center, opened in 1994.

County Economy

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

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

Another significant element of the economy is agriculture. In 2007, the county's total agricultural production ranked 3rd in the state and 45th in the United States. Also in 2007, the value of the county's agricultural products was \$845 million with a total economic impact on the county of \$1.4 billion.

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

DESCRIPTION OF HILLSBOROUGH COUNTY

Forum in downtown Tampa. The county is also the site of the 2009 Super Bowl. It has two major sports teams: the Tampa Bay Buccaneers, winner of the 2003 Super Bowl and the 2004 National Hockey League Stanley Cup Champion, the Tampa Bay Lightning.

Governing Hillsborough County - Board of County Commissioners

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

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

Role of the County Administrator

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

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

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

Commissioners Serve on Other Boards

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

Constitutional Officers

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

Other Elected Officials

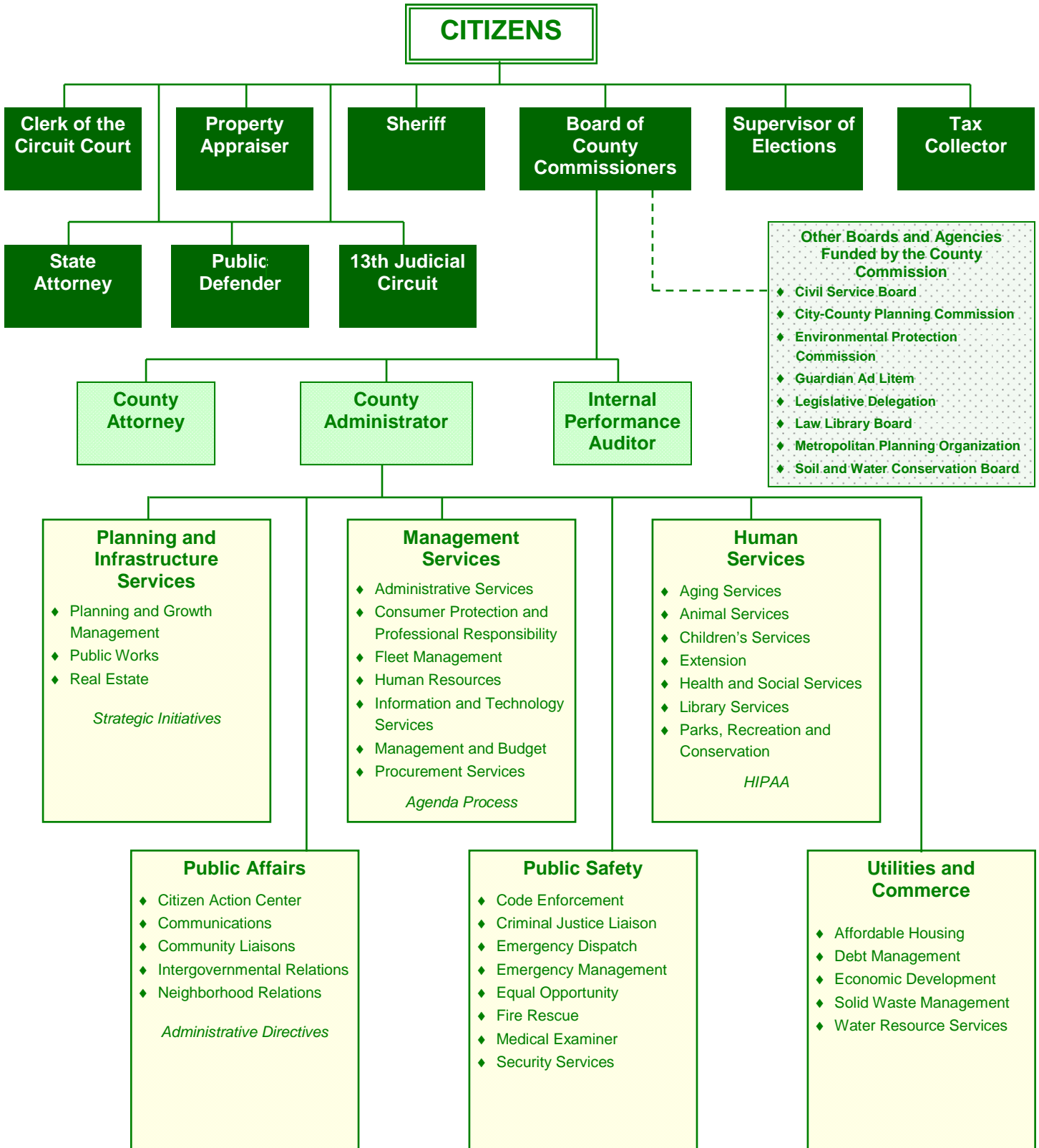
The citizens also elect the State's Attorney and Public Defender. Their budgets are included in this document to the extent of funding by the Board of County Commissioners.

Other Government Agencies

Based on the extent of budgetary authority, authority to tax, the ability to obligate funds to finance any deficits or 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, Metropolitan Planning Organization, Soil and Water Conservation Board, the Legislative Delegation, and the Law Library Board. The budgets of these offices and the Constitutional Officers are included in this document to the extent of funding by the Board of County Commissioners.

HILLSBOROUGH COUNTY ORGANIZATION CHART

This chart shows the organization of County government and the levels of accountability to the electorate. Those directly elected to office by voters are shown in dark boxes. Those reporting directly to the Board of County Commissioners are in light boxes. Those under the County Administrator are in the very light boxes. There are also boards and commissions funded through the Board of County Commissioners, but are not otherwise accountable to the Board. These are in the box connected by the dotted line. The chart reflects administrative changes made by the County Administrator on October 15, 2008.



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 on April 21, 1999

Hillsborough County, as an organization, values the following:

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

Adopted by the Board on April 21, 1999

HILLSBOROUGH COUNTY STRATEGIC PLAN

GOAL ONE

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

Objectives:

- A. Reduce over-reliance on property taxes as a general revenue by relying more on the non-tax portion of total General Fund revenue from 16% (adopted FY 04 budget) to 18% (adopted FY 11 budget).
- B. Improve protection of stabilization reserves in the General Fund by establishing specific criteria by FY 08 that will determine when such reserves may be used and how quickly they would be subsequently replaced.
- C. To maintain general obligation and sales tax credit ratings of at least "Aa/AA/AA".
- D. Conduct a self-assessment by FY 08 resulting in a financial management rating of at least "A-" using current Governing Magazine criteria for "Money."

Board Initiated Strategy

- Resist unfunded mandates

GOAL TWO

To improve the economic well-being of our citizens

Objectives:

- A. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5 % and equal to at least 95% of the national average, by FY 09.
- B. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census.
- C. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and National averages.
- D. Support economic development initiatives that maintain annual employment growth rates equal to or greater than the State and National averages, by FY 09.
- E. To assist at least 100 families having average housing expense ratios of 35% or less annually.
- F. Maintain a rating at, or above, the median housing affordability index for the 7- County Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida.
- G. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above.

GOAL THREE

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

Objectives:

- A. To become the best county in the U.S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U.S., and through assessments by independent experts such as the Governing Magazine survey.
- B. Attain, by FY 10, a customer satisfaction rating on the value of County services of 80% on the value of County services compared to their costs.
- C. Maintain a customer satisfaction rating of 90%, as measured by a rating of 4 or 5 on a scale of 1 to 5.

GOAL FOUR

To build a high performance diverse professional organization

Objectives:

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

GOAL FIVE

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

Objectives:

Public Safety:

- A. Achieve a customer satisfaction rating of 90% regarding the deputies serving customers' neighborhoods by the end of FY 08.
- B. In partnership with local utilities and through facility upgrades, reduce the downtime caused by electrical outages at County water and sewer treatment and pumping facilities by increasing the percentage of mitigation from 14% experienced in FY 04 to 20% by FY 10.
- C. In partnership with local law enforcement agencies, the per capita rate of violent crime in Hillsborough County will be the lowest of any large urban county in the state of Florida by FY 15.
- D. In partnership with law enforcement agencies, the per capita rate of property crime in Hillsborough County will be the lowest of any large urban county in the state of Florida by FY 15.
- E. In partnership with law enforcement agencies, the per capita crime ranking for Hillsborough County will be the lowest of any large urban county in the state of Florida by FY 15.
- F. By FY 15, improve the response time of Advanced Life Support personnel to arrive within 7 minutes, 86% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year.
- G. By FY 15, improve the response time of Advanced Life Support transport vehicles to arrive within 9 minutes, 86% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year.
- H. By FY 15, improve fire response time in the urban area to be within 6 minutes, 76% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 3.5% per year.
- I. By FY 15, improve fire response time in the designated suburban area to be within 7 minutes, 80% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year.
- J. By FY 15, improve the fire response time within the rural area to be within 10 minutes, 76% of the time throughout unincorporated Hillsborough County.

Arts and Entertainment:

- K. Maintain a 90% or higher customer satisfaction level with public library youth programming using point of service surveys in FY 08.
- L. By FY 11, increase the return on investment for County-funded cultural tourism events by 5% in dollar terms over the FY 08 baseline as measured by the event survey data collected for Tampa Bay & Company.

Visually Pleasing:

- M. By FY11, achieve an above average rating from 75% of those answering the County's countywide customer service satisfaction survey's question on cultural opportunities in the county.

HILLSBOROUGH COUNTY STRATEGIC PLAN

- N. Improve the physical appearance of the community as measured by compliance with the County's sign and landscaping codes. That is, by the year 2009, reduce the incidence of variances granted to these codes by 10%.
- O. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 09.
- P. Increase the percentage of code violations resolved within a 6-month period to attain a 90% resolution rate by FY 10.
- Q. Reduce the County's reliance on PD zoning by revising the land development code as required by 2010.

Healthy Community:

- R. To increase the Quality of Life for seniors by 15% by the end of FY 10 as indicated by 5 baseline benchmark measures from the 2007 Aging Master Plan.

Sports and Recreation:

- S. For athletic and recreation programs offered by Parks, Recreation and Conservation Department of Hillsborough County, as measured by the department's customer survey, maintain 85% customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 09.
- T. Increase youth participation in public library activities within the Community Development Black Grant areas by 10% in FY 08 over the FY 07 youth participation of 5,741.

Board-Initiated Strategies for Sports and Recreation:

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

Other Board Initiated Strategies:

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

GOAL SIX

To improve transportation in Hillsborough County

Objectives:

- A. Decrease the rate of preventable intersection crashes per million entering vehicles (MEV) by 5% by FY 10.
- B. Increase the number of intersections being upgraded to accommodate growth by 50% by FY 08.
- C. Reduce the preventable pedestrian accident rate per 100,000 population. (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.)
- D. Implement a countywide "Senior Zone" Program. Conduct project development studies, prepare construction plans and install traffic control devices for at least two "Senior Zones" per year along county roadways that have adjacent assisted living facilities to reduce travel speeds and enhance traffic safety at each location and expand the program based upon BOCC approved program funding.
- E. Improve the Level of Service (LOS) for county roads such that by 2017 at least 90% of the regulated county roads assessed for LOS have an LOS of "D" or better.

Board Initiated Strategies:

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

GOAL SEVEN

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

Objectives:

- A. Maintain the average per capita potable water use at 107 gallons per day in a wet weather year, 120 gallons per capita in an average rainfall year, and 130 gallons per capita per day in a dry weather year.
- B. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08.
- C. Monitor and support actions taken by the Southwest Florida Water Management District (SWFWMD) and/or Tampa Bay Water to protect natural water resources in the county from adverse impacts due to excessive ground and surface water withdrawals by meeting adopted SWFWMD minimum flow levels by FY 10.
- D. Ensure Tampa Bay Water can deliver to Hillsborough County a water supply capacity is at least 6% greater than Hillsborough County's demands by FY 08 on a twelve month average basis.
- E. Provide expanded protection from contamination through the permitting requirements for all the 740 potable water supply wellheads in the County by FY 08.
- F. Hillsborough County will pursue the acquisition of environmentally sensitive and significant resources by leveraging ELAPP funding with 40% non-county funding on an average gross annual basis.
- G. In partnership with the Environmental Protection Commission, increase ambient air quality in the County to meet the Federal Clean Air Standards by FY 08.
- H. Sustain the reuse of 45% of the reclaimed water supply to offset increased demands for potable water through FY 10.
- I. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 2005.

GOAL EIGHT

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

Objectives:

- A. Improve quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life survey, beginning in FY 05.
- B. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 08.
- C. Improve the physical appearance of the community as measured by compliance with the County's sign and landscaping codes. That is, by the year 2009, reduce the incidence of variances granted to these codes by 10%.
- D. Ensure projects that are zoned Planned Development (PD), which are submitted for permitting after December 2005, fully comply with the Planned Development (PD) zoning that was approved by the Board of County Commissioners.

Board Initiated Strategies

- Need to promote redevelopment strategies, including cities

As revised by the Board of County Commissioners March 6, 2008

ACKNOWLEDGEMENTS

**Hillsborough County Management and Budget Department
Eric Johnson, Director
26th Floor County Center
PO Box 1110
Tampa, FL 33601**

813.272.5890

Staff

John Almand	Pamela Jessie
Cheryl Arends	Mary Mahoney
Kevin Brickey	Anthony Marcano
Robin Brown	Mark Martinet
Juan Cabrera	Rose Matadial
Jack Carlisle	Carrie McQuay
Albert Coleman	Nikki Morton
Steve Concepcion	Richard Rubenstein
Bruce Dangremond	Jose Sanchez
Thomas Fesler	Nancy Schroeder
Yolanda Gadson	Lynne Tierney
	Charnetta Troupe

Cover and Divider Designs: Kerry Collia, Hillsborough County Communications Department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Hillsborough County
Florida**

For the Biennium Beginning

October 1, 2007

President

Executive Director

The **Government Finance Officers Association of the United States and Canada** (GFOA) presented an award of **Distinguished Budget Presentation** to Hillsborough County for its biennial budget for the fiscal years beginning October 1, 2007.

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.

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Executive Summary



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 08 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 09 budget. Then, in the year 2008, the planned FY 09 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 2007. The Board then adopts a budget for FY 09 according to procedures outlined by State statute.

This book contains the **Adopted Budget for FY 09**. It has five sections: *Executive Summary*; *Operations and Funding Guide*; *Capital Budget*; *Debt* 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 developing 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.

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 individ-

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

The third section, the *Capital Budget*, contains information about the County's adopted capital program for FY 09. It contains a narrative describing the capital budget highlights as well as summaries showing projects to be started in FY 09.

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

The fifth section, *Supplemental Information*, contains additional performance measures for organizations and departments, a glossary and an index of departments.

A second book, called the **Adopted Capital Improvement Program FY 09 - FY 13**, presents the capital improvement program through FY 13. This book includes detailed information about each project in the capital budget and the capital improvement program for the next five years.

Persons interested in reviewing any materials comprising the **Adopted Budget for FY 09** and the **Adopted Capital Improvement Program FY 09 - FY 13** 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.

Members of the Board of County Commissioners:

I am pleased to present to you the Adopted Budget for Fiscal Year 2009 (FY 09), which totals \$4.03 billion, down slightly – 0.4% or \$15 million – from the Adopted FY 08 Budget of \$4.05 billion. This represents the update of the seventh biennial budget for the Board of County Commissioners (Board). Under a biennial process, the Board developed detailed budgets for two separate years. On September 20, 2007, the Board adopted the FY 08 budget and approved a planned budget for FY 09. The FY 08 budget reflected \$56 million in cuts to balance to a level of revenue dictated by actions of the Florida Legislature. The intent of a biennial budget process is to focus implementation of major policy decisions in the first year or “on-year” of the two year cycle and demonstrate their sustainability in a balanced second year’s budget. The update to the planned budget for FY 09 was intended to address only those issues that required updating. Typically, that would be updated revenues and adjustments to grant-funded programs that operate on an annual cycle.



This year, the update was much more significant in the areas of the budget most reliant on property tax revenues. Approval of Amendment 1 by Florida voters on January 29th generated an estimated \$58.6 million loss of revenue. The revenue loss was compounded by two other factors: First, a slowing economy lowered receipts from the sales taxes the State of Florida shares with local governments. Second, a portion of the property tax base declined in value as housing markets adjusted after recent years’ growth. Overall, we faced cuts in our major operating funds amounting to as much as \$117 million. Considering the important programs funded from general revenues, the need to make such significant cuts after last year’s cuts was a daunting challenge. As you took my recommendations and refined them to reflect your priorities, we found that the citizens of Hillsborough County did not anticipate the implications these factors could have on our ability to retain services – much less address the demand we constantly face to deliver more service.

Using a zero base budget process, we allowed departments and agencies to revisit the priorities they established within their budget submissions last year. In doing that, we allowed them to recognize the severity of the potential cuts and to use their direct knowledge of how services are provided to identify where cuts could be made with the least impact on core services. I also encouraged everyone to take another look at identifying efficiencies – budget cuts that have no measurable impact on the levels of services we provide to our customers.

The recommended budget was based on early estimates of the property tax base using information provided by the Property Appraiser’s staff but not reflecting even the first of two official estimates. We rebalanced the budget to the estimate provided by July 1 which you were required to use in adopting the FY 09 budget. We updated information on revenues and expenditures as we proceeded towards the public hearings in September at which you adopted the budget.

Five Key Strategies for Shrinking the Budget Deficit

Key strategies were employed in reducing what initially seemed to be an insurmountable deficit resulting from the combined impacts of tax reform (Amendment 1), a slowing economy, and a market correction in housing values.

Our first strategy began last year in the biennial budget process. We slowed the growth in the budget to create a \$30 million buffer in the Planned Budget for FY 09 between revenues and expenditures in our major operating funds. A second strategy focused on making the administrative burden for programs equitable. That meant taking an aggressive approach to having the cost of administrative services (referred under federal guidelines as “indirect costs”) paid by the appropriate funding sources. Our third strategy was to stop subsidizing purchase of environmental lands with operating revenues from the Countywide millage levy. That Board practice had occurred over the past 9 years and had been one of the fastest growing uses of our operating revenue. The fourth strategy was to identify programs that could be funded with non-recurring revenue rather than compete for increasingly limited recurring revenue. Finally, our fifth strategy was to take an even stronger position limiting “reappropriation” of funds requested for a fiscal year but not spent. This last strategy will take strong management and some creative solutions when funding must cross fiscal years.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Employing these strategies, we reduced what began as an estimated \$117 million FY 09 deficit in our main operating funds by \$66.9 million, to \$50.1 million. While this still constituted a substantial amount, it was a more workable deficit to address given some significant limits on how and where we can cut programs. Subsequently, the total deficit fell by \$8.9 million as we updated revenues and costs, to \$108.1 million, leaving us \$41.2 million to address.

Strategy 1: Slowing Budgetary Growth to Create a \$30 Million Surplus in the Planned Budget for FY 09

Slowing the growth of the budget from FY 08 to FY 09 allowed us to identify recurring revenue that would not be needed in FY 09, based on assumptions underlying the biennial budget adopted in September 2007. That excess revenue showed up in the Planned Budget as a "reserve for budget reduction" in both the Countywide General Fund - \$10 million – and the Unincorporated Area General Fund -- \$20 million. Eliminating those reserves became the first strategy for balancing the FY 09 budget after Florida voters approved Amendment 1.

Strategy 2: Updating Recovery of Administrative/Overhead Costs

The County has historically used a cost allocation plan to recover administrative costs (e.g., accounting, legal services, procurement, office space, security) from programs funded with non-countywide revenues. The technique had its genesis in federal guidelines that dictate how grants may be charged for overhead but it is an important tool for showing the true cost of programs by equitably allocating costs. These indirect cost charges prevent countywide tax dollars from subsidizing non-countywide programs.



We aggressively updated the allocations based on data for prior years in order to reflect current costs rather than costs that may have been two to three years old. Through this process, we were able to recoup an added \$9.7 million in overhead costs for the Countywide General Fund. About one-half of the revenue came from programs not supported by property taxes – primarily the County's growing solid waste and water/wastewater businesses – while the remaining impact shifted cost from the Countywide General Fund to the Unincorporated Area General Fund.¹ The net impact was \$4.6 million in deficit reduction.

Strategy 3: Ending a Practice of Supplementing ELAPP Bonds with Countywide Operating Revenue

Beginning in FY 00, we had committed an increasing portion of our Countywide millage rate to supplementing funding for the Environmental Land Acquisition and Protection Program – even when tax reform last year forced substantial millage cuts in FY 08. Over that nine year period, about \$70 million in general revenue within the County's 10-mill cap for countywide operations was set aside for ELAPP plus the interest earned on those funds. The result was that we significantly exceeded the \$100 million goal for ELAPP funding when that \$70 million is added to \$63 million in ELAPP bonds that were issued based on voter approval of an October 2, 1990 referendum. A portion of that revenue was used for staff and other costs of managing the land acquired through the program.

ELAPP funding in FY 09 is continued for the staffing required to monitor and manage ELAPP properties – a cost of about \$2.2 million plus additional one-time funding for restoration of ELAPP sites. Funding for land acquisition that would have amounted to \$11.7 million in FY 09 has been cut. That is one of the largest single factors in balancing the FY 09 budget to a lower level of revenues. In the absence of this action, as many as 200 additional County positions would need to have been eliminated because we would have needed to continue cutting into existing services we provide to County residents and businesses beyond the cuts reflected in this budget.

With this approach, additional funding for land acquisition required another voter referendum. Existing funding for maintenance costs including staffing can be shifted to the Countywide General Fund along with the revenue that currently pays for it. That means there is an ongoing commitment to maintenance and operation of ELAPP sites. The maintenance and operation costs for ELAPP sites will compete with other Countywide programs for funding – just like operation of the County's regional parks were funded with General Obligation bond debt but currently operated and

¹ Overhead costs limit spending on direct services, so budget cuts in administrative areas were valuable in reducing the need for cuts in direct services.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

maintained by competing for Countywide General Fund revenue. Bond proceeds cannot be used for operation and maintenance despite confusion that has continued on that issue since the 1990 referendum. Staff will have to identify ongoing costs with each project proposed to be funded with ELAPP bonds, should a referendum be successful.

Strategy 4: Using Non-Recurring Funding to Cut Recurring Funding Commitments

One of the initiatives reflected in this budget was to identify programs that were previously budgeted as annual expenditures but which had no staffing or other fixed annual costs embedded within them -- and which tended to be spent only when opportunities arose on an infrequent basis. Two such programs were our economic incentives and our use of general revenue to supplement grants funds for affordable housing. Clearly these have been priorities to the Board, but they did not need annual appropriations if there were funds available when opportunities arose.

We set up capital improvement projects for both programs in FY 09. The initial funding in both programs from non-recurring sources was equal to two-to-three times recent annual appropriations.

We then eliminated the corresponding annual programs that required recurring funding. As appropriate, the Board can appropriate additional future non-recurring funding to supplement these initial amounts and prevent the sunset of the programs. In the mean time, the savings in recurring funding were used to offset some of the permanent loss of revenue associated with Amendment 1. We assigned a total of \$18.5 million in non-recurring funds carried forward from FY 07 and FY 08 to economic development initiatives and freed up \$7 million in recurring funding. In affordable housing, we allocated \$6 million in non-recurring funds and freed up \$2.1 million in recurring funding.

The non-recurring funding used in this strategy came from multiple sources, two of which included excess refunds of unexpended funds by the Sheriff in FY 07 and savings within FY 08 from a tightly managed reappropriations process. Programs funded with non-recurring revenue will either phase down over time or require occasional future contributions of non-recurring funding. Unlike day-to-day operations with regular payroll costs, the programs targeted for funding with non-recurring funding can be suspended easily when funds are depleted and restarted if subsequently funded.

Strategy 5: Managing Appropriations – Past budgets set significant amounts aside for “reappropriation” of funding approved in a particular year but not expended by yearend even though a commitment may remain. Earlier this year, the Board directed me to tighten the process. I cut out \$11.5 million in funding for reappropriations in the County's major operating funds – the Countywide General Fund and the Unincorporated Area General Fund and we will manage without that costly annual appropriation.²

Tackling the Remaining Budget Deficit

Funding Considerations Underlying the Recommended Budget – No simple across-the-board percentage cut was assigned to organizations funded by the County's two impacted operating funds. Where possible, we followed the advice of technical experts in each program area and recommended cuts in their lowest priority programs after first considering any opportunities for efficiencies that would avoid service reductions. A zero base organization budget, properly developed, ensures that lowest priorities are cut first and core services are retained. Service impacts should be disclosed so that the consequences of cuts are known. As with any such process, some organizations rose to the challenge better than others.



In considering where to recommend cuts, we looked at what cuts had been made previously to a department or agency, where there would be cross-organizational impacts, and where we could avoid a concentration of impact in one geographic area of the County. We attempted to avoid relying on fee increases – recognizing that prior policy direction is needed before we build a budget on a fee increase or new fee. The Board subsequently approved increased recreation fees for afterschool and summer programs in order to restore cuts that otherwise would have been required. The fee increases were made with strong support from parents who value the services we provide and who wanted to ensure the County continued to be the provider – rather than rely on competing programs provided by non-profits or the School Board. The fee increase facilitated not only retaining our

² Of course, the County maintains contingency reserves that are more than sufficient to cover potential needs.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

programs but also will allow us to increase participation in field trips that have been limited in the past to those who paid for them.

We ensured we were in compliance with Board policy limiting spending – BOCC Policy 03.05.07.00. We did not consider an operating millage increase even though we had the statutory authority this year to increase the millage to sustain revenue. We were ultimately able to lower our library district millage, our Countywide operating millage, and our unincorporated area “MSTU” operating millage and hold our debt millage rates unchanged.

We did not target vacant positions but clearly a number of the position cuts reflected positions that had been held vacant and are in program areas where the lower level of staffing can be sustained for an extended period. Vacant positions allowed us to trim some programs while avoiding layoffs by shifting employees in impacted programs to vacant similar positions in other programs. We recognize that while employees may be particularly focused on how many positions are eliminated in this budget, our customers are more interested in what services will be reduced. Long term vacancies pre-dating tax reform were reviewed and many were eliminated – even in areas unrelated to tax reform.

Deferral of New Facilities – As we addressed last year in response to the first phase of tax reform, Hillsborough



County cannot commit to building new parks, libraries and fire stations unless we can afford the ongoing operating costs for those facilities. Even if we can find temporary funding for the first year of operations, we cannot count on permanent funding when there is no evidence that the Florida Legislature is done imposing tax reform on local governments or with a recession likely to shrink revenues. Our capital improvement program focuses on replacement facilities where they are needed because the primary impact is the non-recurring cost of construction. We have some ability to move forward carefully with libraries because the annual operating cost is not as challenging an impact as for parks and for fire stations. Transportation improvements do not have the same immediate impact on maintenance and, in some cases, can reduce

current maintenance requirements. These are largely unaffected.

Streamlining the Organization and Administrative Costs – I pledged to employees that cuts would occur at all levels of the organization – not just in front line positions. This budget includes cuts at the management level, with total savings of more than \$1.4 million. Most prominently, I cut the Deputy County Administrator position and an Assistant County Administrator, and reorganized my Executive Team. It was not an easy decision but it was essential to restructure the organization around a leaner management.

Management level positions were eliminated in County Administration, Human Resources, Debt Management, Planning and Growth Management, Health and Social Services, Real Estate, Extension, and Parks, Recreation and Conservation.

Efficiencies – County staff continued to identify opportunities to lower costs while retaining service levels. We also looked at opportunities to replace the use of general revenues with restricted revenues that are available. Even as the budget for FY 09 was adopted, we were continuing to work on streamlining our fleet to reduce our cost of operations. Those savings will begin to accrue during FY 09 and have a full annual impact on the FY 10 and future budgets.



New efficiencies amount to more than \$5.4 million in FY 09. These savings add to the \$17 million I identified in my first biennial budget (FY 06 and FY 07) and more than \$8 million identified in the biennial budget for FY 08 and FY 09.

Overall Contribution from Cuts in County Administrator Departments – Considering all forms of budget reductions – efficiencies, program reductions, and elimination of long-term vacancies – the County Administrator's departments' budgets in the two main operating funds were cut by a total of \$16.1 million. A listing of those and other listed cuts is provided in an accompanying table. Further explanation is provided in departmental pages in the Operations and Funding Guide section of the budget document.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Sheriff's Budget – The Sheriff cut nearly \$6.9 million from the Planned FY 09 budget. Slower population growth allowed fewer new law enforcement deputies in FY 09 than planned – 25 rather than 63. While the FY 09 budget reflects the continued phase-in of deputies hired during FY 08, the FY 09 hires will occur in the fourth quarter of the year – deferring most of the cost of those new positions to FY 10. That may present budget challenges to us in the next biennial budget for FY 10 and FY 11.

The Sheriff continues to manage inmate housing without having to staff all facilities at Falkenburg Road. When those added facilities open, the costs will be substantial.

Supervisor of Elections Budget – The Supervisor of Elections cut \$0.4 million from the Planned FY 09 budget. We have no detail on priorities in addition to having little underlying detail on where the funds will be used in relation to how funds have been spent in the past. The Supervisor of Elections budget fluctuates sharply from one year to the next due to factors largely driven by outside events – the timing of primaries and elections and State-generated requirements to replace technology. That makes comparisons challenging.

Tax Collector Commissions – Commissions are paid proportionate to property tax revenue and they declined with the reduction in property tax revenue, saving \$3.5 million from what had been planned in FY 09.

Other Factors in the Budget – Overall, the cuts from the Planned FY 09 Budget within the County Administrator and Constitutional Officers' budgets

account for \$26.9 million of the \$41.2 million left to address after using the five strategies outlined earlier. The remaining cuts are accounted for by a variety of smaller factors including reducing annual (recurring) funding for capital projects (\$7.4 million), lower tax increment payments to municipalities (\$1.3 million), reductions for Board-funded agencies such as the Planning Commission and the Environmental Protection Commission (\$1.2 million), and County Attorney's Office savings (\$0.4 million) and non-profit agencies (\$0.2 million). Other factors accounted for the remaining savings – such as eliminating the need for a lease for the Public Defender and eliminating funding for a dirt road program (combined savings of \$0.7 million).



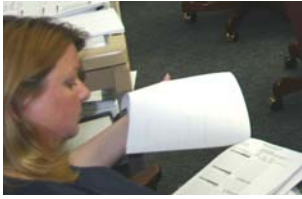
Balancing the FY 09 Budget

(in millions)

Potential FY 09 Deficit	\$108.1
Less: Deficit Reduction Strategies	
Strategy 1: Slow budget growth in the biennial budget	(30.0)
Strategy 2: Updating recovery of administrative/overhead costs	(4.6)
Strategy 3: Ending supplement to ELAPP bond proceeds	(11.7)
Strategy 4: Using non-recurring funding to cut recurring commitments	(9.1)
Strategy 5: Managing appropriations	(11.5)
County Administration cuts/savings	(16.1)
Sheriff and Supervisor of Elections cuts/savings	(7.3)
Reduced Tax Collector commissions	(3.5)
Reduction of recurring funding of capital projects	(7.4)
Reduced tax increment financing payments to municipalities	(1.3)
Environmental Protection Commission, Planning Commission cuts	(1.2)
County Attorney cuts/savings	(0.4)
Non-profit agency cuts	(0.2)
Other cuts/savings net of revenues and other adjustments	<u>(3.8)</u>
	\$0.0

Other Issues Embedded Within the Recommended Budget

Shifting the Burden for Special Projects – In prioritizing our use of available funding, we have the opportunity in some program areas to facilitate services without bearing the expense – particularly for programs that are unique to specific locations. One such area is the paving of dirt roads. The budget ceases County funding of the paving of dirt roads with the intent that the County establishes a financing mechanism for residents who request the County facilitate paving of dirt roads. We anticipate this can be handled through the use of municipal special benefit unit (MSBU) assessments. Other programs offer similar opportunities to make improvement available, but not have the County bear the cost: residential traffic calming, senior zones, railroad quiet zones, etc.



Pay Adjustments – The updated budget reduces the employee market equity adjustment for FY 09 by more than one-third from 3.5 percent to 2.25 percent for employees within County Administrator departments. The market equity adjustment is intended to retain relative comparability with public and private employers. The lower rate will not do that. An annual *Florida Trend* survey of CEOs at the time we prepared budget recommendations indicated higher pay increases by private sector employers, and inflation was running at nearly 4 percent. Civil Service market surveys showed us falling behind in comparisons with public sector employers. There will again be no merit-based pay increases in FY 09. We increased the cafeteria benefit for employees to assist them in covering higher health insurance premiums. Constitutional Officers and other agencies have developed different strategies for controlling costs in their organizations so pay and benefits will vary between organizations funded by the Board. As one example, the Sheriff has withdrawn from the self-insured employee health care program operated by the Human Resources Department for County Administration and other agencies including some not funded by the Board.

The County continues to fund an annual required contribution tied to our implementation of the Governmental Accounting Standards Board Statement No. 45 – Accounting and Financial Reporting by Employers for Postemployment Benefits Other Than Pensions.

Reserves – We avoided drawing down reserves to support operations. Using non-recurring sources to fund recurring (on-going) needs would violate BOCC Policy 03.02.02.19 regarding a balanced budget consistent with long term fiscal health. In our major operating funds, reserves meet Standard and Poor's recommended reserve level for a AAA-rated county. Our catastrophic reserve, which is part of that recommended reserve level, reached the intended 8 percent target for the first time in FY 08. Even at that level, a catastrophic event such as a hurricane would likely still require short term borrowing to supplement available reserves and interim payments from FEMA since a variety of County revenues would be disrupted. The Board set aside \$18 million in funds carried forward from FY 08 in the General Fund above planned reserve levels. Those added funds have been earmarked for a potential taxpayer refund, should the Florida Legislature relax existing restrictions on such activity when the Legislature meets in 2009.



Use of Communications Services Tax for Fire Rescue Equipment – The Board clarified limitations on how the portion of the Communications Services Tax (CST) reserved for fire rescue costs may be spent. The Board approved using CST reserves to prevent FY 09 cuts that had otherwise been anticipated in Fire Rescue services. Use of such funds in the next biennial budget process would require further Board action.

Funding of Criminal Conflict and Civil Regional Counsel – Sufficient funding is available to address a budget request received for this program should current litigation by Florida counties over this mandate fail.

Reduction in Force Process

We were largely successful in avoiding significant layoffs again this year. Once the Recommended Budget for FY 09 was delivered, we initiated a reduction in force process. Many positions cut in the FY 09 budget were already vacant, based on a limited hiring freeze that had been in effect throughout FY 08. Most employees in positions that were cut were placed in other vacant positions including some employees who chose voluntary demotions.

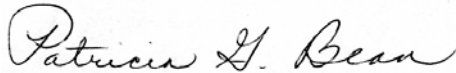
Conclusion

Consistent with Goal One of your Strategic Plan, this budget continues our commitment to “ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices.”

The task before us this year was without precedent in the more than thirty years I have served in local government. The impacts of tax reform are likely to be permanent and will shape all future budgets. While we face additional financial challenges in the next year or two, our economy will rebound and, with that, our ability to look at how to serve a community that continues to grow, although not at the same pace as recent years. That holds hope for future expansion of fire services, parks, and libraries that are currently constrained – but constantly requested.

I continue to believe it is the responsible action to curb spending through efficiencies and through selective cuts in lower priority activities and programs rather than take interim actions that simply defer the need to act. That is what we have accomplished with this budget. Florida jurisdictions that deferred last year's impacts of tax reform simply compounded their difficulty in addressing their FY 09 budgets. Tax reform may have more phases to come. At the same time, we face the consequences of a weak economy and the potential impacts of State budget cuts. We stand prepared to meet those challenges as we begin shortly the process of preparing your next biennial budget for FY 10 and FY 11.

Respectfully Submitted,



Patricia G. Bean
County Administrator

HILLSBOROUGH COUNTY BUDGET REDUCTION PLAN

Reductions From FY 09 Planned Budget to FY 09 Adopted Budget

	FY 09	Positions	Full Time Equivalents
EFFICIENCIES (Savings in existing budget w/o service impacts)			
Animal Services - contract rabies registration licensing	\$177,022	8	7.50
Children's Services - reduce IT equipment and supplies	43,000	-	0.00
Children's Services - reduce dental contracts	31,000	-	0.00
Children's Services - eliminate personnel clerk position	22,094	1	0.40
Code Enforcement - eliminate contracts manager position	70,089	1	1.00
Code Enforcement - rent reduction	125,000	-	0.00
Communications - rent reduction	35,750	-	0.00
Communications - advertising for public meetings	15,837	-	0.00
County Attorney - staff and operating cost reductions	402,757	2	3.00
Economic Development - SBIC workshop calendars	12,000	-	0.00
Emergency Management - Chief of Planning reduced hours	18,263	-	0.00
Emergency Management - elimination of administrative position	62,643	1	1.00
Emergency Management - elimination of comm.services position	40,235	1	0.50
Extension - polycom usage	1,170	-	0.00
Extension - reduce travel expenses	1,000	-	0.00
Fire Rescue - transfer funding for uniforms and equipment to CST	822,639	-	0.00
Guardian Ad Litem - court reporter transcripts/services	6,000	-	0.00
HSS - reduce child protection funding	35,000	-	0.00
HSS - reorganize Sunshine Line dispatch operations	93,424	3	3.00
HSS - eliminate Sunshine Line reservations supervisor position	65,978	1	1.00
HSS - expand use of one-day bus passes	225,000	-	0.00
HSS - reduce Summer Food Program positions	151,452	2	1.17
HSS - shift Neighborhood Ser. Ctr. operations to health care fund	147,081	-	0.00
HSS - eliminate regional service center manager position	78,978	1	0.84
HSS - reduce Florida Healthy Kids match funding for non-residents	113,168	-	0.00
HSS - reduce financial assistance program position	35,721	1	0.35
HIPAA Compliance Office - reduce consulting contract	51,360	-	0.00
Human Resources - shift funding for positions to insurance fund	133,162	-	0.00
Human Resources - management restructuring	217,017	2	2.00
Human Resources - eliminate personnel clerk position	43,139	1	1.00
Human Resources - eliminate sr. personnel analyst position	63,227	1	1.00
ITS - reduce Technology Improvement Program	443,087	2	2.00
Library Services - reduction in document retention	29,822	1	0.37
Library Services - reorganization of book selection	229,686	3	3.00
Library Services - centralized shipping of print materials	38,185	-	0.00
Library Services - eliminate reciprocal borrowing	92,767	3	2.47
Management and Budget - eliminate administrative specialist position	54,537	1	1.00

HILLSBOROUGH COUNTY BUDGET REDUCTION PLAN

Reductions From FY 09 Planned Budget to FY 09 Adopted Budget

	FY 09	Positions	Full Time Equivalents
Management and Budget - eliminate budget analyst position	63,228	1	1.00
Parks, Rec and Conservation - relocate athletic office	118,637	4	2.44
Parks, Rec and Conservation - relocate of administrative office	12,000	-	0.00
Parks, Rec and Conservation - reduce parks planning and design	342,973	3	3.00
Public Works - National Pollution Discharge Elimination System permit	337,065	-	0.00
Real Estate - reduce parking administration and temporaries	148,796	9	3.09
Real Estate - reduce survey support and facilities	219,387	3	3.00
Total Efficiencies	\$5,470,376	56	45.13

Organization-Wide and Non-Departmental Reductions

Eliminate funding for reappropriations	11,458,000	-	0.00
Reduce employee suggestion program	75,000	-	0.00
Reduce employee tuition reimbursement	10,000	-	0.00
Economic development incentives	6,972,775	-	0.00
Affordable housing programs	2,100,000	-	0.00
Cut non-profit agency funding	160,435	-	0.00
Eliminate funding for Commission on the Status of Women	5,000	-	0.00
Reduce Tampa Bay Partnership 20%	10,000	-	0.00
Reduce Office for Technology Entrepreneurship 20%	10,000	-	0.00
Reduce funding for federal intergovernmental representation - not needed	40,000	-	0.00
Reduce funding for Tampa Bay Water issues 33%	100,000	-	0.00
Reduce funding for tax deed title searches	20,000	-	0.00
Reduce funding for tax notice mailing costs	20,000	-	0.00
Reduce funding for historic landmark resource program 50%	50,000	-	0.00
Eliminate funding for Public Defender building lease cost	350,000	-	0.00
Eliminate long-term vacant positions	595,958	11	10.65
New methodology for allocation of indirect costs	4,552,296	-	0.00
Eliminate ELAPP operating millage supporting capital acquisition	11,738,872	-	0.00
Reduce ELAPP reserves for restoration project	685,000	-	0.00
Reduce countywide construction recurring commitment	500,000	-	0.00
Reduce unincorporated area construction recurring commitment	6,900,000	-	0.00
Reduce transportation trust fund unallocated strategic plan contribution	2,000,000	-	0.00
Unfund dirt road program	350,000	-	0.00
Automatic reduction of Tax Collector commissions	3,531,826	-	0.00
Reduce Tax Increment Financing payments	1,321,445	-	0.00

HILLSBOROUGH COUNTY BUDGET REDUCTION PLAN

Reductions From FY 09 Planned Budget to FY 09 Adopted Budget

	FY 09	Positions	Full Time Equivalents
Animal Services			
Eliminate temporary positions	50,120	5	1.27
Eliminate dead animal removal	66,010	1	1.00
Reduce animal owner surrender service	32,892	1	1.00
Children's Services			
Reduce respite care services	203,810	1	1.00
Eliminate a maintenance supervisor position	70,057	1	1.00
Reduce clinical services	89,126	1	1.00
Reduce emergency shelter care	62,982	1	1.00
Reduce child and family counseling	95,892	1	1.00
Reduce administration	59,033	2	2.00
Reduce Head Start operating expenses	100,000	-	0.00
Code Enforcement			
Reduce section 8 Inspections	165,551	3	3.00
Reduce code enforcement services - 10%	326,907	5	5.00
Communications			
Reduce copier/copying services	60,910	1	1.00
Reduce HTV audio visual support	112,798	2	2.00
Eliminate five Town Hall meetins	48,000	-	0.00
Reduce on-location video shoots by 50%	47,267	1	0.00
Reduce production planning by 70%	113,588	1	1.00
Reduce pulic information programming by 50%	173,777	2	2.00
Eliminate value spots promoting County services	38,000	-	0.00
Reduce other operational costs	120,060	1	1.00
Constitutional Officers			
Reduction in Supervisor of Elections funding	416,015	-	0.00
Reduction in Sheriff's Office funding	6,871,114	40	40.00
Consumer Protection & Professional Responsibility			
Eliminate a Secretary position	33,204	1	1.00
County Administrator			
Eliminate the Deputy County Administrator position	247,690	1	1.00
Eliminate ACA for Development and Infrastructure position	194,859	1	1.00
Eliminate Senior Administrative Specialist position	84,092	1	1.00
Debt Management			
Eliminate a Manager, Debt Finance position	134,724	1	1.00

HILLSBOROUGH COUNTY BUDGET REDUCTION PLAN

Reductions From FY 09 Planned Budget to FY 09 Adopted Budget

	FY 09	Positions	Full Time Equivalents
Economic Development			
Reduce economic policy and land use policy inputs	10,000	-	0.00
Reduce evaluation of project impacts and cost benefit analysis	10,000	-	0.00
Reduce Hillsborough grown promotion program	7,000	-	0.00
Small Business Information Center - business disaster	26,250	-	0.00
Equal Opportunity Administrator			
Shift 50% of one salary to grant funding	64,824	-	0.00
Emergency Management			
Eliminate EOC Mass Casualty Medical Director contract	36,000	-	0.00
Extension			
Eliminate a small farms agent position	52,871	1	1.00
Fire Rescue			
Defer Central Brandon Fire Station (See Note A)	869,193		
Eliminate diversity program (See Note B)	451,672	10	10.00
Health and Social Services			
Shift a portion of financial assistance position to Section 8 grant	40,435	-	0.00
Shift a portion of veterans services officer position to combat grant	22,692	-	0.00
Reduce financial assistance program	26,605	1	0.35
Human Resources			
Eliminate employee functions and awards programs	61,000	-	0.00
Reduce training - computer skills classes	60,000	-	0.00
Reduce training - organizational development	75,000	-	0.00
Information and Technology Services			
Reduce technical support for telecommunications	148,897	2	2.00
Reduce technology improvement program	200,000	-	0.00
Reduce centralized IT equipment and receiving services	57,067	1	1.00
Library Services			
Reduce grants to municipalities to 2001 level	182,800	-	0.00
Medical Examiner			
Eliminate night scene investigations	114,655	2	2.00
Other Agencies			
Reduce Environmental Protection Commission	821,999	6	6.00
Reduce Guardian Ad Litem	48,765	1	1.00
Reduce Planning Commission	398,313	3	3.00
Parks, Recreation and Conservation			
Reduce ELAPP management support	185,439	3	3.00
Shift funding for marine safety position	45,475	-	0.00
Shift funding for horticulture program	100,000	-	0.00

HILLSBOROUGH COUNTY BUDGET REDUCTION PLAN

Reductions From FY 09 Planned Budget to FY 09 Adopted Budget

	FY 09	Positions	Full Time Equivalents
Planning and Growth Management			
Reduce zoning administration and customer service	301,280	5	5.00
Reduce zoning administration and special projects	616,753	8	8.00
Eliminate a site intake manager position	142,060	1	1.00
Procurement Services			
Reduce Procurement Services by 3%	70,954	1	1.00
Public Works			
Eliminate oral rabies vaccination program	20,725	-	0.00
Reduce contracted pond mowing	79,567	-	0.00
Reduce contracted street sweeping	166,250	-	0.00
Reduce stormwater asset maintenance	59,831	-	0.00
Reduce preventative maintenance support and debris removal	166,299	1	1.00
Reduce sample collection and maintenance of traffic	326,765	3	3.00
Reduce stormwater capital plan reviews	110,974	1	1.00
Reduce stormwater maintenance equipment	10,000	-	0.00
Reduce traffic engineering plans review	70,000	1	1.00
Reduce traffic channelization program development	233,045	1	1.00
Reduce countywide construction semi-skilled labor	385,333	6	6.00
Reduce roadside mowing for high profile roads	256,870	-	0.00
Reduce administrative support - temporary employees	132,513	4	1.56
Reduce maintenance of tree removal equipment	54,784	-	0.00
Reduce schedule maintenance of traffic	270,354	4	4.00
Reduce projects management temporary administrative support	76,664	2	0.79
Reduce residential traffic calming program support	64,562	1	1.00
Reduce contract landscape maintenance of State roads	54,245	-	0.00
Eliminate strategic initiative for pedestrian and bicycle safety	75,000	-	0.00
Eliminate ad valorem enhancement for residential traffic calming	300,000	-	0.00
Reduce countywide senior safety zones	80,000	-	0.00
Eliminate CIT II limited duration project support for sidewalks	153,670	1	1.00
Eliminate funding to reduce pedestrian crash rate	500,000	-	0.00
Real Estate			
Reduce survey support	175,820	4	4.00
Total Organization-Wide and Non-Departmental Reductions	\$78,116,731	216.00	195.75
Eliminate reserve for budget reduction	30,000,000	-	0.00
TOTAL EFFICIENCIES AND REDUCTIONS	\$108,116,731	216	195.75

Note A - The FY 09 planned budget included 21 new positions to staff the proposed Central Brandon fire station. This project has been deferred and the proposed positions have been removed from the FY 09 adopted budget.

Note B - The Fire Rescue diversity program was discontinued in FY 08.

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 1996, 1998, 2000, 2002, 2004, 2006, and 2008 the BOCC adopted biennial fiscal plans, and this year the BOCC will adopt a seventh update to the second year of a fiscal plan reflecting the budget for FY 09.

The budget process used this year to update the FY 09 Planned Budget included a review of revenue projections, recalculation of fund balances based on more current data, and consideration of issues not known when the FY 09 Planned Budget was developed. Additionally, organizations were provided the opportunity to resubmit their continuation level budgets to reflect new service levels after budget reductions. While this is not usually part of the second year update process, further budget reductions were likely, and county administration believed that decision making processes would be more efficient with updated continuation level budget data.

USES OF FUNDS

The Operating Budget

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

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

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

Board Policy 03.02.02.13 provides that pay ranges for all employees be targeted to maintain the 50th percentile in comparison to pay for public and private employers. On June 7, 2004, Hillsborough County contracted with MGT of America, Inc. to conduct a compensation and classification study. The study covered over 11,000 positions from 21 independent agencies throughout the county. The primary purpose of the study was to better align classes of positions within the County based upon job worth and to ensure that classes were properly aligned with market conditions. On September 7, 2005, the Board of County Commissioners adopted and accepted MGT of America, Inc.'s study. The MGT of America, Inc. study resulted in a 28% reduction in pay raises from 7% to 5% in FY 06 and FY 07, reflecting a combination of market equity

SUMMARY INFORMATION ON THE BUDGET

and merit pay. The FY 08 adopted budget further reduced pay raises to 3.5% based on Legislative actions limiting the County's ad valorem tax collections and eliminated any merit pay increase. The adopted FY 09 budget further reduces pay increases to a 2.25% market equity adjustment.

In the area of staffing, the Board adopted service standards for two programmatic areas. On June 28, 2005, the BOCC established a service standard for Code Enforcement Officers that maintains a ratio of one Officer for every 18,000 persons in the unincorporated area of the County. Then, in law enforcement for the unincorporated area, the Board set a target ratio of 1.7 sworn deputies per 1,000 citizens. This service standard was established in FY 00. FY 08 budget reductions and further reductions adopted for FY 09 cease to achieve the code enforcement standard.

Finally, the Board of County Commissioners has contracts with four collective bargaining units. The following represent general information on each:

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

Contract start: October 1, 2007

Contract end: September 30, 2010

Positions represented: 1,243

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

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

Contract start: October 1, 2007

Contract end: September 30, 2010

Positions represented: 50

Departments covered: Fire Rescue, Emergency Dispatch.

International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT

Contract start: October 1, 2007

Contract end: September 30, 2009

Positions represented: 784

Departments covered: Fire Rescue.

International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT

Contract start: October 1, 2007

Contract end: September 30, 2009

Positions represented: 20

Department covered: Fire Rescue.

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

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

A factor in the increasing budget for operating expenses over the past few years has been the rental payment program for fleet in most departments funded with general revenues (excluding enterprise operations and grant programs). When a fleet vehicle is replaced in these departments, the Fleet Maintenance Department retains ownership of the new vehicle and the department begins paying the internal service fund an annual charge needed to replace the vehicle based on its calculated service life and projected salvage value, coupled with the projected replacement cost. The internal service fund will be able to automatically replace vehicles using accumulated rental payments. The County has modernized its fleet, taken unnecessary stand-by vehicles out of service, established minimum annual mileage standards and cut its maintenance costs.

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 close to \$50 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

SUMMARY INFORMATION ON THE BUDGET

revenue that the County receives but must pass on to the City of Tampa, the City of Temple Terrace, and the City of Plant City to finance their redevelopment projects. A third example is the distribution of the 9th cent gas tax revenue that the County receives from the State and then disburses, in part, to municipalities.

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

Equipment - This reflects costs of fleet, data processing and other equipment such as playground and recreation equipment.

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 presenting details on FY 09 projects. The entire five-year capital improvement program (CIP) can be reviewed in the volume containing the **Adopted Capital Improvement Program for FY 09 – FY 13**.

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

¹ All years budgeting is a technique frequently used to account for funds that may carry over from one fiscal year to the next for a defined purpose such as a capital project or a grant program. It has not been applied to other areas of the budget where unspent funds will

"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.

Other key points about the capital budget are:

✓ 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 five-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.

revert to fund balance at year end and will be available to appropriate in the next fiscal year to meet operational needs or reserve requirements. The use of this technique results in a smaller budget than would otherwise be the case.

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✓ The budget has historically funded 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 has maximized the revenue available to that program as the millage levied to pay debt service on existing ELAPP bonds gradually declined. This approach was changed in the FY 08 budget, and the ELAPP operating millage was reduced proportional to other millage reductions mandated by the Legislature. In FY 09, the portion of the ELAPP operating millage that has historically been used for capital acquisitions was eliminated.

✓ 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.

Debt Service

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

Transfers

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

Reserves

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

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

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

THE PURPOSE OF BUDGET DOCUMENTS AND THE BUDGET PROCESS

Users of budget documents reflect a fairly wide spectrum of types and interests. Users include financial analysts who may invest in the long-term securities issued by the County from time-to-time or who may review County finances in order to rate such bond issues, and residents and business owners within the community who desire a better understanding of the services county government provides and what various taxes and fees are collected to pay for those services. Other users include researchers interested in comparing the structure of Hillsborough County's organization and finances against those of other jurisdictions; senior and mid-level County managers interested in confirming the resources allocated to their organizations (both dollars and staffing) and the expectations for their organizations in terms of mission, objectives and measures. Other interested parties include; 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 cri-

SUMMARY INFORMATION ON THE BUDGET

teria intended to meet these needs through the budget documents it prepares, including the **Taxpayers' Guide**, which won a GFOA Award for Excellence in 1993 and which served as a model for a variety of governments throughout North America. More importantly, however, is the ability of Hillsborough County to satisfy questions that might not otherwise be answered because not every user will take the time to call, write, or e-mail County staff. Poor communication through budget materials can lead to suspicions that could undermine a critical referendum, influence an election, reduce cooperation, or delay an action.

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

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

The Basis of Budgeting

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

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

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cash accounting, modified accrual accounting, and accrual accounting.

Hillsborough County uses the GAAP basis of accounting. Governmental funds reflect a modified accrual basis of accounting. Revenues are recorded when they become both measurable and available to pay liabilities of the current period. Expenditures are recorded when a liability is incurred with certain limitations. Proprietary funds use an accrual basis of accounting that is more similar to that used by private businesses. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. At the end of each year, all budget appropriations lapse along with outstanding encumbrances.³

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

Several key differences should be disclosed to assist in reconciling between the basis of budgeting used to develop Hillsborough County's budget documents and the basis of accounting that is reflected in the County's CAFR prepared by the Clerk of Circuit Court as the County's Chief Financial Officer. The primary differences include the budgets for the Sheriff's Law Enforcement Fund, the Property Appraiser's Property Assessment Fund, and the Clerk of Circuit Court's Court System and Accounting Fund, which are prepared on a basis of budgeting that differs from GAAP. These budgets reflect transfers of funds from the General Fund and other BOCC funds. The CAFR excludes these transfers, but does present the account structure for the funds maintained by these Constitutional Officers in their independent accounting systems. The budget, therefore, shows the collection of the tax revenues used to fund Constitutional Officers and the General Fund reflects the transfer of funds for those budgets. Any unspent funds at year end are shown as "other non-revenue sources" in the General Fund. The

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

following table depicts FY 07 revenues and other financing sources and expenditures and other financing uses associated with those funds that are not included in the County's budget document.

Funds included in CAFR but not in Budget		
(in thousands)		
	Revenues	Expenditures
Sheriff's Law Enforcement Fund	\$359,837	\$359,837
Sheriff's Special Use Rev. Fund	3,393	3,393
Sheriff's Jail Inmate Canteen Fund	4,671	5,136
Sheriff's Child Prot. Invest. Fund	14,916	14,959
Property Appraiser's Property Assessment Fund	13,929	13,929
Supervisor of Elections' Elections Fund	7,291	7,291
Clerk of the Circuit Court's Court System & Accounting Fund	73,503	73,503
Clerk of the Circuit Court's Public records Modernization Fund	5,142	6,009

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 Can-

SUMMARY INFORMATION ON THE BUDGET

teen Fund used by the Sheriff and a fee-based budget maintained by the Clerk which uses funds that do not pass through the BOCC budget. The Property Appraiser and Tax Collector receive revenues directly from other taxing authorities and disperse unspent funds at year end according to their source. Other elected officials (State Attorney, Public Defender, and 13th Judicial Circuit) receive significant funding from the state of Florida. Those state funds are not reflected in the County budget or in the CAFR.

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

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

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

Under GASB Statement 34, the CAFR reflects both the adopted budget and the final revised budget which includes amendments that occur after the completion of the fiscal year as final transactions are posted to the

fiscal year on a modified accrual or accrual accounting basis. These final amendments reflect proper recording of financial activity rather than a change in management plan. Budget documents, therefore, typically disclose historical actuals – both actual revenues and other sources, and actual expenditures and other uses – rather than revised budgets that may not truly reflect the management plan.

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

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

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

FY 09 BUDGET SUMMARY

Fiscal Year	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	7.0097	6.5867	5.8050	5.8043
Library District ⁽²⁾	0.6923	0.6923	0.6083	0.5583
General Purpose MSTU ⁽³⁾	5.1980	5.0240	4.4014	4.4004
VALUE OF 1 MILL (In Millions of \$) ⁽⁴⁾				
Countywide	\$64.6	\$78.6	\$87.8	\$83.7
Library District	61.8	75.4	84.2	80.2
Unincorporated	39.4	48.4	54.5	50.9
BUDGET SUMMARY (In Millions of \$)				
Operating	\$1,478.7	\$1,587.8	\$1,729.2	\$1,723.8
Capital (net of reserves) ⁽⁵⁾	216.5	343.5	362.6	355.6
Debt Service	242.9	201.6	127.2	120.7
Reserves & Refunds ⁽⁵⁾	0.9	1.1	849.1	772.7
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$2.4	\$2.5	\$2.7	\$2.8
County Administrator	816.3	870.0	955.2	972.6
County Attorney	8.9	9.5	9.7	9.5
Elected Officials	393.8	426.2	445.6	451.8
Judicial	10.8	9.3	10.6	11.3
Guardian Ad Litem	0.5	0.6	0.6	0.6
Boards, Commissions & Agencies	27.1	28.6	27.8	27.1
Non-Departmental	<u>219.1</u>	<u>241.1</u>	<u>276.9</u>	<u>248.1</u>
	\$1,478.7	\$1,587.8	\$1,729.2	\$1,723.8
CAPITAL BUDGET (In Millions of \$)				
Fire	7.9	1.1	13.2	4.3
Governments Facilities	32.9	69.1	53.7	55.9
Libraries	9.9	4.1	14.9	5.2
Parks	36.2	31.3	17.2	18.3
Solid Waste	5.8	44.7	10.6	8.7
Stormwater	5.8	9.5	19.6	17.0
Transportation	55.8	90.0	160.0	150.6
Water/Wastewater & Reclaimed Water	48.3	76.8	57.7	85.7
Other Non-CIP	<u>13.9</u>	<u>16.8</u>	<u>15.7</u>	<u>10.0</u>
	\$216.5	\$343.5	\$362.6	\$355.6

Detail may not add to totals because of rounding.

Note: The County uses an all years budget process for capital projects (see glossary for definition of all years budget process).

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

Includes millage levies for debt service.

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

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

⁽⁴⁾ Based on Property Appraiser taxable assessed values as of July 1.

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

BUDGET SOURCES AND USES OF FUNDS

SOURCES	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Fund Balance Begin Of Year	\$617.2	\$756.4	\$804.6	\$908.3
Revenue:				
Ad Valorem Taxes	674.1	783.0	803.2	756.5
Other Taxes	291.2	291.6	301.8	284.2
Licenses And Permits	19.8	15.1	18.6	13.9
Intergovernmental Revenue	258.3	248.5	243.0	235.8
Charges For Services	493.5	499.3	531.6	554.2
Fines And Forfeits	7.4	6.0	5.9	5.4
Miscellaneous Revenue (including interest)	<u>170.5</u>	<u>201.6</u>	<u>157.6</u>	<u>143.2</u>
Total Revenue	1,914.8	2,045.2	2,061.7	1,993.0
Transfers	806.4	858.5	978.5	1,059.2
Other Non-Revenues	304.2	354.2	268.4	142.8
Less 5% Required By Law	<u>0.0</u>	<u>0.0</u>	<u>(66.5)</u>	<u>(71.3)</u>
TOTAL AVAILABLE	\$3,642.6	\$4,014.2	\$4,046.7	\$4,032.0
USES				
Operating Budget:				
Compensation	\$620.9	\$692.1	\$736.9	\$760.9
Operating Expenses	833.7	845.9	925.4	917.2
Equipment	<u>26.6</u>	<u>49.8</u>	<u>66.9</u>	<u>45.8</u>
Total Operating Budget	1,481.2	1,587.8	1,729.2	1,723.8
Capital Budget (net of reserves)	212.8	343.5	362.6	355.6
Debt Service	242.9	201.6	127.2	120.7
Transfers	806.4	858.5	978.5	1,059.2
Reserves and Refunds:				
Operating	2.2	1.1	755.8	703.6
Capital	0.0	0.0	31.0	22.3
Debt	<u>0.0</u>	<u>0.0</u>	<u>62.3</u>	<u>46.8</u>
Total Reserves and Refunds	2.2	1.1	849.1	772.7
TOTAL USES	\$2,745.5	\$2,992.4	\$4,046.7	\$4,032.0

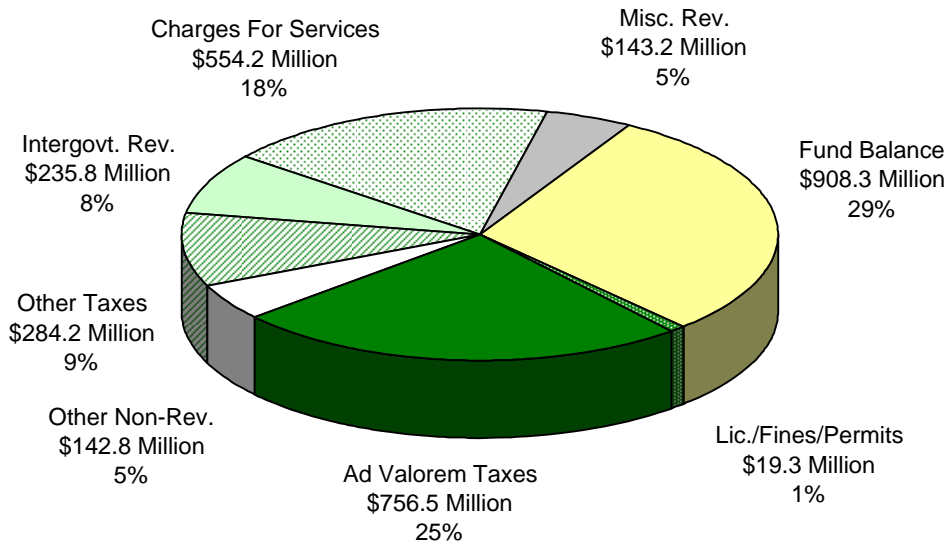
Detail may not add to totals because of rounding.

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

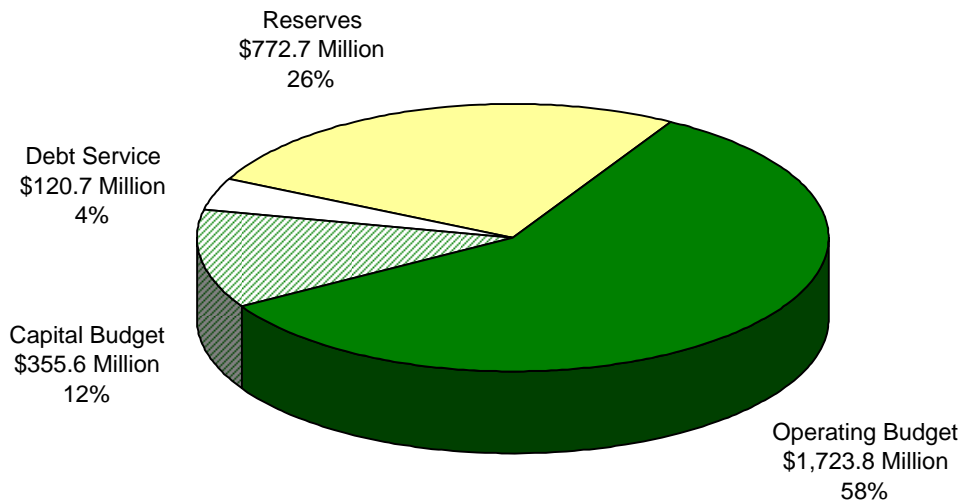
Note: The County uses an all years budget process for capital projects. This means that the current year's budget will only reflect will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted. Prior year funding will remain with the 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 09 - ALL FUNDS



WHERE THE MONEY GOES (USES) FY 09 - ALL FUNDS



Note: Sources and Uses shown above exclude \$1,059.2 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.

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$2,000,267	\$2,104,780	\$2,260,511	\$2,293,377
County Internal Performance Auditor	372,529	412,589	475,081	491,806
TOTAL BOARD OF COUNTY COMMISSIONERS	2,372,796	2,517,369	2,735,592	2,785,183
COUNTY ATTORNEY	8,929,341	9,511,394	9,702,400	9,524,589
COUNTY ADMINISTRATOR				
Affordable Housing Office	0	3,629,584	15,452,187	15,773,023
Aging Services	18,398,155	20,638,730	19,560,774	19,904,733
Animal Services	7,591,539	8,025,456	8,640,733	8,526,890
Children's Services	38,676,532	42,416,259	43,258,948	43,842,295
Code Enforcement	0	7,770,981	6,823,659	6,733,807
Communications Department	3,722,689	3,951,552	4,195,590	3,494,843
Community Liaison Section	2,979,574	2,790,384	2,884,838	1,449,313
Consumer Protection & Professional Responsibility	1,438,141	1,522,116	1,515,854	1,505,576
County Administrator	3,290,797	3,683,115	3,758,954	4,291,893
Debt Management	826,059	847,429	899,499	791,106
Economic Development	2,003,329	2,284,800	2,353,358	2,276,291
Emergency Dispatch Center	0	2,191,441	2,697,014	2,738,441
Emergency Management	0	1,414,463	1,500,662	1,278,280
Equal Opportunity Administrator	291,936	307,982	300,982	313,127
Extension (Formerly Cooperative Extension)	1,591,745	1,736,450	1,813,536	1,787,563
Fire Rescue	100,445,454	103,440,596	112,237,259	116,225,359
Fleet Management	23,142,990	23,791,508	26,387,864	30,951,459
Health & Social Services	135,938,918	132,926,346	167,175,278	176,719,711
Housing & Community Code Enforcement	22,368,618	23,047,037	0	0
HIPAA Compliance Office	430,442	251,106	326,244	277,883
Human Resources	4,311,245	4,623,318	5,513,051	4,853,184
Information & Technology Services	19,808,921	25,498,970	29,054,241	29,018,024
Library Services	32,804,392	35,438,610	39,215,388	40,097,322
Management & Budget	2,522,415	2,468,738	2,811,644	2,770,262
Medical Examiner	4,049,543	4,585,355	4,867,969	5,073,451
Neighborhood Relations	606,577	653,013	694,617	0
Parks, Recreation & Conservation	45,920,294	48,712,304	51,803,570	53,959,962
Planning & Growth Management	33,302,939	33,115,857	31,862,434	28,892,298
Public Safety	13,202,630	252,346	0	0
Public Works	76,859,523	83,559,657	84,854,095	83,844,610
Procurement Services	2,585,794	2,613,902	2,699,554	2,719,205
Real Estate	28,667,190	29,389,728	33,868,476	32,478,290
Security Services Agency	0	4,093,501	4,578,303	4,888,113
Solid Waste Management	66,125,211	69,789,692	82,019,983	87,911,880
Water Resource Services	122,304,820	138,493,453	159,548,308	157,254,478
Water Resources Team	85,737	59,227	0	0
TOTAL COUNTY ADMINISTRATOR	816,294,149	870,015,006	955,174,866	972,642,672

DEPARTMENT BUDGET SUMMARY COMPARISON

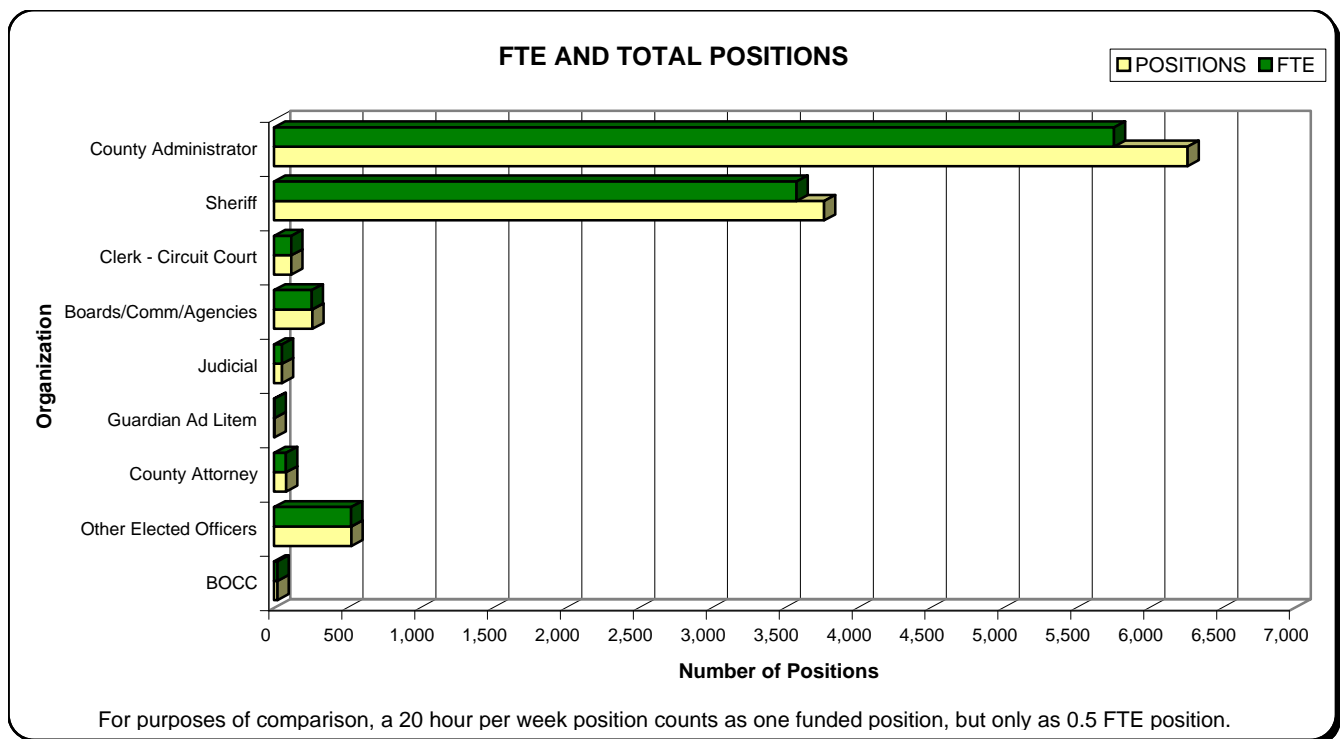
	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
ELECTED OFFICIALS				
BOCC Judicial Services Cost	167,812	0	0	0
Clerk of the Circuit Court	21,710,616	25,466,359	20,745,007	19,868,557
Property Appraiser	11,788,352	11,781,825	11,887,105	12,048,544
Public Defender	756,958	846,878	960,629	1,114,895
Sheriff's Office	324,757,910	350,282,113	361,261,651	377,642,165
State Attorney Part I	677,421	755,863	1,942,386	1,307,474
State Attorney Part II (Victim Assistance)	2,354,514	2,470,314	2,546,579	2,575,746
Supervisor of Elections	7,940,853	7,282,962	15,305,442	6,699,071
Tax Collector	23,228,758	26,940,268	30,556,356	30,096,177
Value Adjustment Board	371,894	402,244	402,483	461,377
TOTAL ELECTED OFFICIALS	393,755,088	426,228,826	445,607,638	451,814,006
JUDICIAL BRANCH (ADMIN OFC OF COURTS)	10,776,749	9,295,108	10,628,501	11,274,954
GUARDIAN AD LITEM	469,237	571,060	637,619	602,284
BOARDS, COMMISSIONS & AGENCIES				
Charter Review Board	3,096	0	0	0
Civil Service Board	2,514,548	2,851,293	3,193,686	3,353,371
Environmental Protection Commission	16,206,904	16,355,816	16,019,888	15,350,840
Law Library Board	435,049	456,643	486,025	482,233
Legislative Delegation	218,159	273,303	244,837	237,034
Metropolitan Planning Organization	1,306,551	2,117,683	1,596,810	1,635,198
Planning Commission	6,128,752	6,301,873	6,059,762	5,781,424
Soil & Water Conservation Board	244,409	225,507	238,022	251,785
TOTAL BOARDS, COMMISSIONS	27,057,468	28,582,118	27,839,030	27,091,885
NON-DEPARTMENTAL				
Capital Improvement Program Projects ¹	201,997,266	335,356,671	346,656,953	345,410,198
Debt Service Accounts ²	246,050,589	205,864,132	131,238,271	121,217,793
Governmental Agencies	92,142,942	94,050,682	87,954,958	85,890,212
Major Maintenance & Repair Program	7,488,790	6,147,684	13,420,295	8,678,168
Non-Departmental Allotments	107,243,040	119,968,563	163,725,162	139,116,213
Nonprofit Organizations	23,617,669	24,731,755	23,795,927	24,063,581
TOTAL NON-DEPARTMENTAL	678,540,296	786,119,487	766,791,566	724,376,165
TRANSFERS, RESERVES & REFUNDS				
Reserves and Refunds	895,877	1,124,509	849,101,065	772,695,410
Intrafund Transfers	403,615,838	394,828,191	396,614,844	535,228,991
Interfund Transfers	402,794,476	463,622,897	581,898,257	523,922,525
TOTAL TRANSFERS, RESERVES & REFUNDS	807,306,191	859,575,597	1,827,614,166	1,831,846,926
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	\$2,745,501,315	\$2,992,415,965	\$4,046,731,378	\$4,031,958,664

(1) Excludes funding for Capital Projects under the specific control of various operating departments.

(2) This category includes all costs charged to the Debt Service Department, not only costs associated with interest and principal payments, and includes consulting fees and other operating costs not classified under the Florida Uniform Accounting System as Debt Service.

SUMMARY OF FUNDED FULL-TIME EQUIVALENT POSITIONS AND FUNDED POSITIONS

Organization	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted	Changes FY 08 to FY 09
County Administrator - Funded FTE	5,809.04	5,926.59	5,761.11	5,677.77	-83.34
Funded Positions	6,432.00	6,603.00	6,267.00	6,258.00	-9.00
Sheriff - Funded FTE	3,341.75	3,488.40	3,583.50	3,609.50	26.00
Funded Positions	3,555.00	3,708.00	3,774.00	3,800.00	26.00
Clerk of the Circuit Court - Funded FTE	122.00	121.00	119.00	115.00	-4.00
Funded Positions	122.00	121.00	119.00	115.00	-4.00
Boards, Commissions, and Agencies - Funded FTE	275.00	279.00	259.00	244.20	-14.80
Funded Positions	275.00	279.00	263.00	248.00	-15.00
Judicial - Funded FTE	55.50	55.50	54.50	58.50	4.00
Funded Positions	56.00	56.00	55.00	59.00	4.00
Guardian Ad Litem - Funded FTE	5.00	5.00	5.00	4.00	-1.00
Funded Positions	5.00	5.00	5.00	4.00	-1.00
County Attorney - Funded FTE	87.15	87.15	82.88	79.88	-3.00
Funded Positions	94.00	94.00	84.00	82.00	-2.00
Other Elected Officers - Funded FTE	535.50	541.50	530.00	524.00	-6.00
Funded Positions	536.00	542.00	531.00	525.00	-6.00
Board of County Commissioners - Funded FTE	25.00	25.00	25.00	25.00	0.00
Funded Positions	25.00	25.00	25.00	25.00	0.00
Total Funded FTE's	10,255.94	10,529.14	10,419.99	10,337.85	-82.14
Total Funded Positions	11,100.00	11,433.00	11,123.00	11,116.00	-7.00



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.

The first chart provides an overview across all funding sources. While it portrays 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 relies 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 12.8% allocation to transportation in the **All Funds – FY 09** chart by one percentage point to 13.8% would require an added \$16.6 million increase in transportation funding. A \$16.6 million shift to transportation in the **Unincorporated Area General Fund** would require a 5.9 percentage point shift in priorities from one or more other program areas to transportation because each percentage point shift in that fund equals about \$2.8 million.

**BUDGET BY PROGRAM
ALL FUNDS**

Program	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Public Safety				
Law Enforcement	184,650,566	204,835,961	210,010,603	221,244,027
Fire Rescue	98,873,563	117,563,772	125,816,046	121,603,025
Detention/Corrections	176,401,741	179,961,286	183,527,726	158,280,779
Public Safety Protective Inspections	22,671,104	22,939,562	24,814,251	21,822,531
Emergency & Disaster Relief Services	10,414,188	1,770,440	4,027,592	4,259,487
Medical Examiner	3,560,171	4,171,252	4,611,937	4,543,319
Consumer Affairs	1,102,586	1,165,285	1,107,969	1,162,404
Other Public Safety	4,125,535	13,476,693	9,391,990	9,900,532
Subtotal	501,799,454	545,884,251	563,308,114	542,816,104
Physical Environment				
Physical Environment/Solid Waste	122,206,280	75,489,497	92,647,763	96,578,914
Water/Sewer Combination Services	224,861,169	318,665,381	226,237,759	243,713,619
Conservation & Resource Management	30,573,578	34,371,661	34,962,516	22,397,076
Flood Control	21,082,607	23,264,780	32,110,227	27,697,901
Other Physical Environment	315,498	330,660	367,701	327,801
Subtotal	399,039,132	452,121,979	386,325,966	390,715,311
Transportation				
Road & Street Facilities	128,006,226	161,253,522	212,799,562	211,841,777
Transport Transit Systems	475,877	1,025,811	483,271	379,924
Other Transportation	252,836	1,312,836	2,321,149	0
Subtotal	128,734,939	163,592,169	215,603,982	212,221,701
Economic Environment				
Industry Development	25,447,267	36,192,398	38,862,149	52,854,605
Veterans Services	1,414,800	1,431,991	1,404,144	2,139,530
Housing & Urban Development	31,022,128	33,264,731	32,103,629	31,883,971
Other Economic Environment	3,513,500	9,382,496	6,085,125	7,898,625
Subtotal	61,397,695	80,271,616	78,455,047	94,776,731
Human Services				
Health	122,106,395	124,752,288	141,416,917	148,030,187
Mental Health	2,191,129	2,459,842	2,444,426	2,831,822
Human Services Public Assistance	9,837,676	10,386,701	10,240,039	9,989,503
Other Human Services	84,031,592	90,504,694	99,307,653	85,035,253
Subtotal	218,166,792	228,103,525	253,409,035	245,886,765
Culture/Recreation				
Libraries	37,625,068	40,568,069	54,650,013	45,748,871
Parks & Recreation	59,787,438	71,500,329	57,538,511	69,662,311
Cultural Services	1,656,804	1,687,980	2,517,862	1,222,242
Special Recreation Facilities	6,670,921	6,832,680	4,086,185	6,951,811
Other Culture/Recreation	16,823,110	1,378,947	2,667,949	794,932
Subtotal	122,563,341	121,968,005	121,460,520	124,380,167
Courts				
Court-Related Services	42,333,060	37,936,990	34,934,577	44,963,959
Subtotal	42,333,060	37,936,990	34,934,577	44,963,959
Total Citizen Programs	\$1,474,034,413	\$1,629,878,535	\$1,653,497,241	\$1,655,760,738

**BUDGET BY PROGRAM
ALL FUNDS**

Program	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
General Government Services				
Legislative	\$2,862,067	\$2,920,962	\$2,897,126	\$2,939,332
Executive	5,988,706	6,277,646	6,079,977	5,919,558
Financial & Administrative	172,874,458	179,504,245	186,309,677	152,759,924
Legal Counsel	9,633,945	10,354,475	10,192,400	10,014,589
Comprehensive Planning	21,559,635	23,337,386	21,027,680	21,272,209
General Government Debt Service	121,648,577	127,509,483	90,837,389	81,738,533
Other General Government	176,617,057	194,676,069	207,930,767	230,293,699
Subtotal	511,184,445	544,580,266	525,275,016	504,937,844
Nonexpenditure Disbursements				
Transfers	879,098,709	894,226,077	978,513,101	1,059,151,516
Reserves & Refunds	539,823,054	692,198,694	849,101,065	772,695,410
Subtotal	1,418,921,763	1,586,424,771	1,827,614,166	1,831,846,926
Other Nonoperating Costs				
Other Nonoperating	16,694,030	60,772,337	40,344,955	39,413,156
Other Uses/Debt Service	28,933,073	120,000	0	0
Subtotal	45,627,103	60,892,337	40,344,955	39,413,156
Grand Total	\$3,449,767,724	\$3,821,775,909	\$4,046,731,378	\$4,031,958,664

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 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Public Safety				
Law Enforcement	\$87,517,827	\$97,198,873	\$100,066,105	\$108,158,461
Fire Rescue	8,500	8,500	8,500	28,609
Detention/Corrections	122,441,731	145,356,987	152,327,378	156,443,640
Public Safety Protective Inspections	1,266,264	1,373,026	1,395,044	1,221,750
Emergency & Disaster Relief Services	1,435,427	1,336,767	1,382,602	1,223,453
Medical Examiner	3,555,171	4,171,252	4,274,777	4,543,319
Consumer Affairs	1,102,586	1,165,285	1,107,969	1,162,404
Subtotal	217,327,506	250,610,690	260,562,375	272,781,636
Physical Environment				
Water/Sewer Combination Services	1,441,452	884,606	300,000	200,000
Conservation & Resource Management	12,658,821	13,237,941	12,713,151	15,393,680
Subtotal	14,100,273	14,122,547	13,013,151	15,593,680
Transportation				
Transport Transit Systems	125,000	179,000	179,000	176,000
Subtotal	125,000	179,000	179,000	176,000
Economic Environment				
Industry Development	12,920,931	20,654,367	21,198,364	19,370,062
Veterans Services	414,800	431,991	404,144	2,139,530
Other Economic Environment	213,500	213,500	285,125	98,625
Subtotal	13,549,231	21,299,858	21,887,633	21,608,217
Human Services				
Health	22,347,037	10,745,376	11,131,459	11,639,028
Mental Health	2,065,990	2,332,657	1,274,136	1,151,968
Human Services Public Assistance	9,007,806	9,267,456	9,068,188	8,761,887
Other Human Services	33,257,687	35,626,796	37,166,359	36,536,728
Subtotal	66,678,520	57,972,285	58,640,142	58,089,611
Culture/Recreation				
Parks & Recreation	14,445,920	15,616,003	16,368,094	16,761,846
Cultural Services	1,406,804	1,676,287	1,692,362	1,222,242
Special Recreation Facilities	1,920,921	2,072,680	2,091,848	1,956,471
Other Culture/Recreation	314,167	304,504	494,607	497,932
Subtotal	18,087,812	19,669,474	20,646,911	20,438,491
Courts				
Court-Related Services	20,757,157	21,247,908	22,514,721	12,548,582
Subtotal	20,757,157	21,247,908	22,514,721	12,548,582
Total Citizen Programs	\$350,625,499	\$385,101,762	\$397,443,933	\$401,236,217
General Government Services				
Legislative	\$2,862,067	\$2,920,962	\$2,897,126	\$2,939,332
Executive	5,577,989	5,839,858	5,711,673	5,530,585
Financial & Administrative	39,631,794	36,904,301	38,893,311	28,076,151
Legal Counsel	9,633,945	10,354,475	10,192,400	10,163,653
Comprehensive Planning	360,433	364,095	374,616	359,858
Other General Government	87,992,756	98,422,621	98,633,487	91,875,335
Subtotal	146,058,984	154,806,312	156,702,613	138,944,914

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

Program	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Nonexpenditure Disbursements				
Transfers Within BOCC ⁽¹⁾	57,944,153	77,091,685	60,766,953	75,330,663
Reserves & Refunds	46,715,254	69,888,848	76,611,502	89,044,050
Subtotal	104,659,407	146,980,533	137,378,455	164,374,713
Grand Total	\$601,343,890	\$686,888,607	\$691,525,001	\$704,555,844

(1) - A detailed schedule of transfers is contained in the Operations and Funding Guide section of this document..

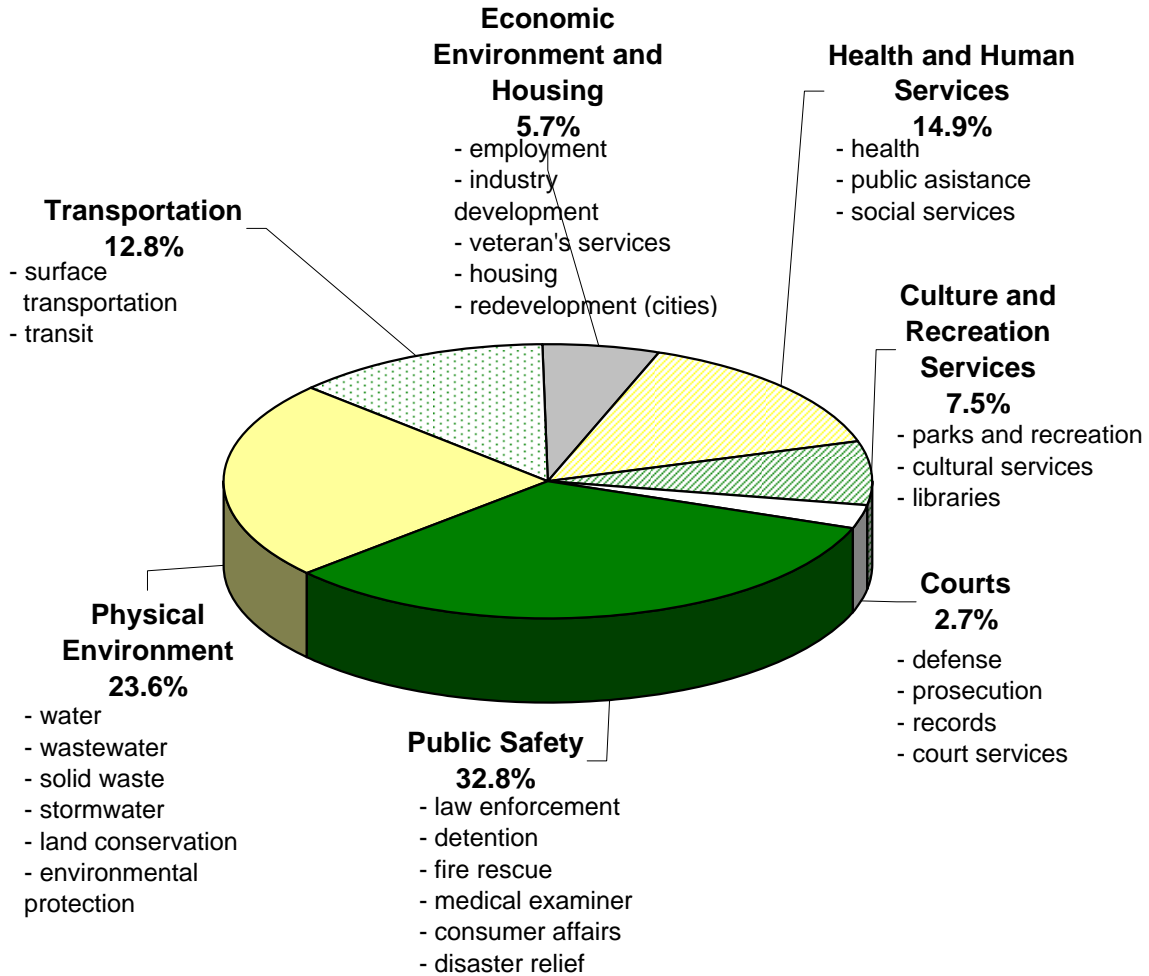
**BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND**

Program	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Public Safety				
Law Enforcement	94,991,242	105,886,034	107,648,916	111,606,872
Fire Rescue	92,272,382	111,361,596	109,920,149	115,583,125
Public Safety Protective Inspections	782,618	694,496	5,419,707	5,951,660
Emergency & Disaster Relief Services	1,887,251	233,626	1,956,930	311,207
Other Public Safety	4,125,535	7,057,653	2,270,500	2,243,559
Subtotal	194,059,028	225,233,405	227,216,202	235,696,423
Physical Environment				
Water/Sewer Combination Services	92,000	96,100	98,000	53,000
Conservation & Resource Management	125,744	137,053	76,924	500
Flood Control	15,921,414	16,712,865	11,328,243	9,498,082
Other Physical Environment	33,287	33,786	12,753	13,135
Subtotal	16,172,445	16,979,804	11,515,920	9,564,717
Economic Environment				
Industry Development	1,150,000	3,650,000	3,490,000	0
Veterans Services	1,000,000	1,000,000	1,000,000	0
Housing & Urban Development	609,275	1,139,771	189,098	376,792
Other Economic Environment	3,300,000	9,168,996	5,800,000	1,800,000
Subtotal	6,059,275	14,958,767	10,479,098	2,176,792
Culture/Recreation				
Parks & Recreation	30,733,411	32,974,372	32,972,549	33,425,384
Other Culture/Recreation	974,443	974,443	350,000	50,000
Subtotal	31,707,854	33,948,815	33,322,549	33,475,384
Courts				
Court-Related Services	10,000	10,000	3,000	3,000
Subtotal	10,000	10,000	3,000	3,000
Total Citizen Programs	\$248,008,602	\$291,130,791	\$282,536,769	\$280,916,316
General Government Services				
Executive	65,064	72,691	0	0
Financial & Administrative	12,248,067	3,857,875	6,959,604	2,782,850
Comprehensive Planning	12,959,205	14,079,210	12,144,216	12,611,779
Other General Government	13,772,111	14,638,328	16,059,298	17,459,631
Subtotal	39,044,447	32,648,104	35,163,118	32,854,260
Nonexpenditure Disbursements				
Transfers Within BOCC ⁽¹⁾	48,267,764	52,632,560	68,916,520	74,274,502
Reserves & Refunds	31,129,354	55,695,171	66,529,990	73,709,855
Subtotal	79,397,118	108,327,731	135,446,510	147,984,357
Grand Total	\$366,450,167	\$432,106,626	\$453,146,397	\$461,754,933

(1) - A detailed schedule of transfers is contained in the Operations and Funding Guide section of this document..

**BUDGET BY PROGRAM
ALL FUNDS**

**Allocation of County Funds by Citizen Program:
All Funds - FY 09**

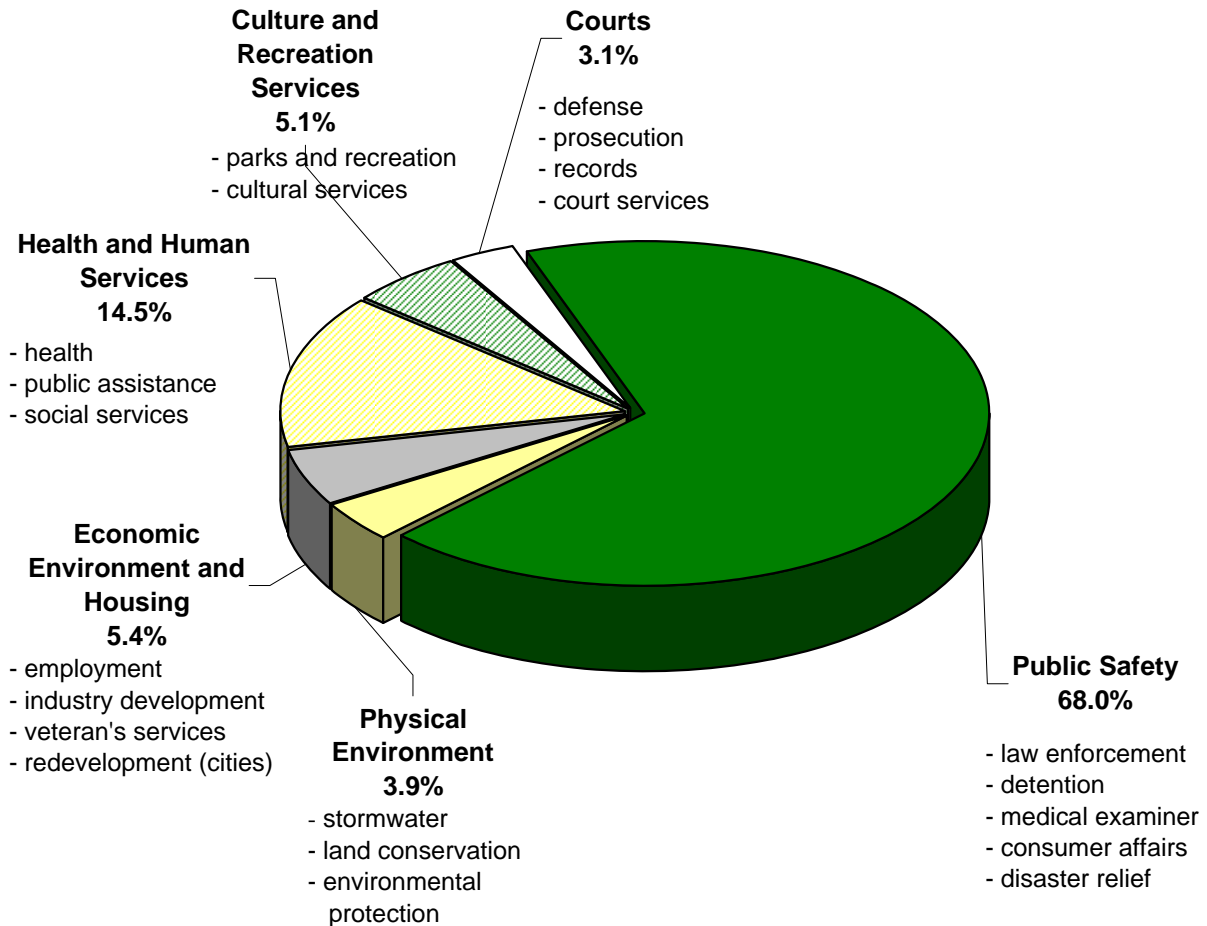


**Each 1% equals \$16.6 million
Total funding equals \$1.656 billion**

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 09**

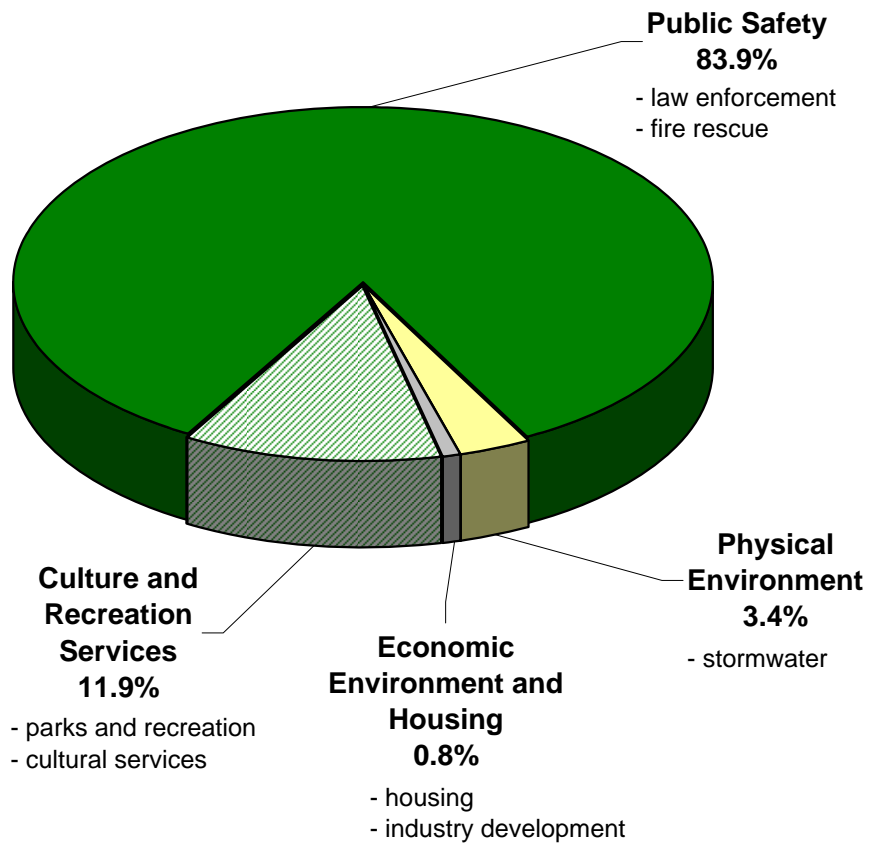


**Each 1% equals \$4.0 million
Total funding equals \$401.2 million**

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 09**



**Each 1% equals \$2.8 million
Total funding equals \$280.9 million**

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

CAPITAL PROJECTS BUDGET SOURCES & USES OF FUNDS

(in Millions of \$)

SOURCES ⁽¹⁾	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Revenues:				
Ad Valorem Taxes	\$68.7	\$74.0	\$84.5	\$89.3
Communications Services Tax	8.8	8.9	3.6	4.7
Community Investment Tax	28.4	39.5	35.5	17.4
Contributions	3.5	6.7	0.0	0.0
Enterprise Fees	72.9	87.8	58.0	34.9
Gasoline Taxes	17.0	17.1	6.3	6.0
Grants & Shared Revenues	7.9	9.5	0.4	3.6
Impact Fees	16.2	9.7	11.7	6.8
Miscellaneous Revenues ⁽²⁾	9.7	25.7	13.4	7.5
User Fees	5.2	4.5	4.6	4.7
Total Revenue	238.3	283.3	218.0	174.9
Other Non Revenue-Financing	9.4	188.0	175.6	203.0
TOTAL SOURCES	\$247.7	\$471.4	\$393.7	\$377.9

USES ⁽¹⁾	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Fire	\$7.9	\$1.1	\$13.2	\$4.3
Government Facilities	32.9	69.1	53.7	55.9
Libraries	9.9	4.1	14.9	5.2
Parks	36.2	31.3	17.2	18.3
Solid Waste	5.8	44.7	10.6	8.7
Stormwater	5.8	9.5	19.6	17.0
Transportation	55.8	90.0	160.0	150.6
Water & Wastewater	48.3	76.8	57.7	85.7
Other Non-CIP ⁽³⁾	13.9	16.8	15.7	10.0
Total Capital Budget	216.5	343.5	362.6	355.6
Reserves ⁽⁴⁾	0.0	0.0	31.0	22.3
TOTAL USES (Including Reserves)	\$216.5	\$343.5	\$393.7	\$377.9

(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.

(2) Includes 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, some land acquisitions, and the County's Major Repair, Replacement, Renovation and Maintenance Program.

(4) Reflects net changes to reserve accounts.

DEBT SERVICE BUDGET SUMMARY

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

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
DEBT SERVICE BUDGET				
Principal Payments ¹	\$48.9	\$49.8	\$54.8	\$65.8
Interest Payments ¹	<u>32.6</u>	<u>36.7</u>	<u>49.5</u>	<u>47.5</u>
TOTAL COUNTY DEBT SERVICE	\$81.4	\$86.5	\$104.3	\$113.4
<i>(Principal and Interest Only)</i>				
Debt Administration Expenses ²	1.2	0.6	1.2	1.3
Capitalized Interest ³	0.0	5.9	0.0	0.0
Principal Payment Defeased Debt ⁴	160.3	108.6	21.7	6.0
Redemption of Debt	0.0	0.0	0.0	0.0
Redemption of Short Term Loans	0.0	0.0	0.0	0.0
Interfund Short Term Loans	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL DEBT SERVICE FUND	\$242.9	\$201.6	\$127.2	\$120.7
<i>(As shown in Budget Summary)</i>				
COUNTY DEBT OUTSTANDING BY TYPE:				
<i>(As of Fiscal Year End)</i>				
General Obligation Debt	\$38.9	\$34.1	\$29.0	\$23.8
Self-Supporting Debt	183.6	307.6	464.8	356.8
Non Self-Supporting Debt	<u>430.6</u>	<u>486.9</u>	<u>604.1</u>	<u>742.2</u>
TOTAL COUNTY DEBT OUTSTANDING	\$653.1	\$828.6	\$1,097.9	\$1,122.7
<i>(As of Fiscal Year End)</i>				

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

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

³ Interest paid with funds set aside from bond proceeds.

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

COUNTY REVENUES BY SOURCE

		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted	% Total FY 09
Taxes						
Ad Valorem Taxes	D	\$674,093,953	\$783,043,109	\$803,191,202	\$756,453,342	38.0%
Community Investment Tax	D	107,126,448	104,914,647	108,203,434	98,825,524	5.0%
Indigent Healthcare Surtax	D	107,057,180	104,881,571	108,203,434	98,825,524	5.0%
Local Option Six-Cents Fuel Tax	D	25,630,347	25,633,941	26,373,245	25,172,000	1.3%
Communications Services Tax	D	23,579,615	27,236,349	28,520,675	28,320,747	1.4%
Tourist Development Tax	D	20,690,941	21,840,869	23,205,600	24,409,970	1.2%
Ninth-Cent Gas Tax	D	7,023,536	6,988,861	7,194,698	6,959,677	0.4%
Other Taxes ²		67,033	65,969	65,800	1,652,733	0.1%
Total Taxes		965,269,053	1,074,605,316	1,104,958,088	1,040,619,517	52.2%
Licenses & Permits						
Building Permits	D	14,570,672	9,913,824	14,275,728	10,669,092	0.5%
Other Licenses & Permits		5,209,070	5,190,752	4,289,001	3,223,108	0.2%
Total Licenses & Permits		19,779,742	15,104,576	18,564,729	13,892,200	0.7%
Intergovernmental Revenue						
<u>State Shared Revenues</u>						
Local Government Half-Cent Sales Tax	D	94,754,257	90,713,566	94,086,752	85,951,428	4.3%
State Revenue Sharing	D	29,047,590	28,388,483	28,704,795	26,835,498	1.4%
Constitutional Fuel Tax	D	11,292,248	11,462,958	11,910,430	11,258,496	0.6%
State Housing Initiatives Partnership	D	7,467,585	1,159,738	7,522,000	7,522,000	0.4%
Shared State Restricted Revenue		5,435,940	5,760,605	5,653,214	9,584,148	0.5%
County Fuel Tax	D	5,039,038	5,004,806	5,125,184	4,887,288	0.3%
Shared State General Revenues		4,317,414	4,797,044	4,117,884	4,142,151	0.2%
Other Intergovernmental Revenues		2,305	1,054	2,500	3,500	0.0%
Subtotal		157,356,377	147,288,254	157,122,759	150,184,509	7.5%
<u>Intergovernmental Grants</u>						
Head Start/Early Head Start Grant	D	21,242,756	21,702,109	22,063,891	22,063,891	1.1%
Section 8 Housing Grant	D	11,744,720	11,031,963	12,121,088	12,126,088	0.6%
Ryan White Emergency Relief Grant	D	5,169,854	10,788,429	10,710,531	10,853,930	0.5%
Federal Human Services Grants		12,508,924	8,738,562	8,415,397	9,451,907	0.5%
Community Development Block Grant		4,104,548	4,136,392	6,115,565	5,920,344	0.3%
State Health & Human Svcs Grants		5,465,464	5,998,358	5,776,114	8,709,804	0.4%
Federal Health Grants		4,438,787	4,246,085	3,909,209	3,900,771	0.2%
Fed Economic Environment Grants		13,959,840	11,246,588	3,502,506	3,058,158	0.2%
State Physical Environment Grants		2,972,927	3,501,743	3,326,809	2,879,951	0.1%
Other State Grants		5,523,255	4,501,101	5,793,163	2,938,267	0.2%
Other Federal Grants		11,494,113	13,906,328	3,568,712	2,806,026	0.1%
Local Grants		2,335,117	1,435,774	595,416	876,045	0.0%
Subtotal		100,960,305	101,233,432	85,898,401	85,585,182	4.3%
Total Intergovernmental Revenue		258,316,682	248,521,686	243,021,160	235,769,691	11.8%
Charges for Services						
<u>Water/Wastewater Utility Fees</u>						
Water/Wastewater Usage Fees	D	114,165,462	117,465,407	118,879,152	116,880,677	5.9%
Water/Wastewater Base Fees	D	48,218,048	49,998,197	51,445,633	51,797,796	2.6%
Accrued Guaranteed Revenue Fees		16,055,898	11,062,932	9,027,140	5,780,860	0.3%
Customer Monthly Billing Charge	D	6,873,335	6,970,040	7,207,582	7,079,993	0.4%
Other Water/Wastewater Utility Fees		2,504,272	2,507,425	2,791,444	2,237,190	0.1%
Subtotal		187,817,015	188,004,001	189,350,951	183,776,516	9.2%

COUNTY REVENUES BY SOURCE

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted	% Total FY 09
<u><i>Solid Waste Fees</i></u>					
Solid Waste Residential Assessments D	38,518,072	40,118,759	48,151,962	53,880,021	2.7%
Solid Waste Tipping Fees	26,653,255	26,934,047	32,745,314	32,715,959	1.6%
Solid Waste Recycling Revenue	16,525,877	17,095,250	15,692,600	18,176,273	0.9%
Subtotal	81,697,204	84,148,056	96,589,876	104,772,253	5.3%
<u><i>Other User Fees</i></u>					
Ambulance Fees D	9,550,531	9,502,886	11,357,092	10,796,866	0.5%
Court Costs & Surcharges D	12,191,838	11,027,360	11,347,786	9,093,534	0.5%
Planning & Growth Management Fees	7,880,876	5,866,116	7,001,367	6,097,806	0.3%
Sheriff's Office Fees D	6,427,746	7,127,837	6,232,550	6,744,893	0.3%
Public Safety Fees	6,359,312	6,013,863	5,742,156	2,682,324	0.1%
Environment & Physical Resource Fees	4,194,848	4,081,486	4,043,024	3,536,550	0.2%
Transportation Fees	4,892,049	4,920,998	4,477,806	3,616,759	0.2%
Human Services & Recreation Fees	3,723,709	4,014,882	3,486,864	7,274,261	0.4%
Economic Environment Fees	6,056,762	1,076,709	1,137,177	1,115,177	0.1%
Other User Fees	2,350,260	1,726,890	2,668,873	2,465,887	0.1%
Subtotal	63,627,931	55,359,027	57,494,695	53,424,057	2.7%
<u><i>Internal Charges</i></u>					
Internal Service Charges - Insurance	75,374,443	85,406,607	90,876,900	98,960,710	5.0%
Indirect Administrative Costs	34,651,388	35,054,129	37,749,100	47,487,770	2.4%
Internal Service Charges - Fleet	25,117,211	25,597,142	30,486,642	33,310,049	1.7%
Employee Health Insurance Premiums	21,043,977	21,460,821	22,557,128	25,399,327	1.3%
Insurance & Technology Reimbursements	4,176,019	4,282,338	6,501,200	7,032,932	0.4%
Subtotal	160,363,038	171,801,037	188,170,970	212,190,788	10.7%
Charges for Services Total	493,505,188	499,312,121	531,606,492	554,163,614	27.8%
Fines & Forfeits	7,380,396	6,004,784	5,937,639	5,402,303	0.3%
Miscellaneous Revenue					
<u><i>Special Assessments & Impact Fees</i></u>					
Water/Wastewater Special Assessments	13,719,152	16,154,095	19,088,707	21,147,751	1.1%
Stormwater Special Assessments D	5,218,351	5,361,988	5,389,000	5,475,000	0.3%
Streetlighting Special Assessments	7,251,723	7,475,306	7,954,024	8,122,287	0.4%
Transportation Impact Fees D	13,685,045	7,830,425	9,226,305	5,688,951	0.3%
Water/Wastewater Impact Fees	10,833,225	9,176,293	9,695,915	5,763,737	0.3%
Other Impact Fees D	6,119,660	6,228,441	5,105,999	8,926,714	0.5%
Subtotal	56,827,156	52,226,548	56,459,950	55,124,440	2.8%
Interest D	67,062,978	96,994,625	77,870,966	67,395,146	3.4%
Other Miscellaneous Revenues	46,639,311	52,414,436	23,236,176	20,648,272	1.0%
Miscellaneous Revenue Total	170,529,445	201,635,609	157,567,092	143,167,858	7.2%
Total Revenue - All Types	\$1,914,780,506	\$2,045,184,092	\$2,061,655,200	\$1,993,015,183	100.0%

Notes:

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

(2) Starting in FY 09, Florida Uniform Accounting System changes reclassified several revenues. Lawyer and certain occupational license revenues were reclassified as taxes, and certain 911 emergency fees were reclassified from charges for services to intergovernmental revenue.

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 ad valorem (property) taxes, 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 associated demands, increases or decreases in real disposable income (which measures residents' after-tax buying power adjusted for inflation), taxable property values, and inflation. State legislative action may also significantly impact revenues as evidenced by the legislatively mandated roll-back of property taxes for FY 08 and beyond. 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 experienced judgment of current and future conditions, operating departments, agencies, and Constitutional Officers provide estimates of revenue from program related fees (charges for services), state and federal grants, licenses and permits, fines, and assessments. The Florida Department of Revenue provides estimates of revenues from the Local Government Half-Cent Sales Tax, Indigent Care Surtax, Community Investment Surtax, various State-collected gasoline taxes, and the State Revenue Sharing program (based on a cigarette tax and sales tax). Ad valorem tax revenue, the remaining major revenue source, is estimated from taxable property values provided by the Property Appraiser by July 1st of each year in conjunction with applicable millage rates.

Projections of year-end FY 08 and FY 09 revenues reflect the weak performance of the U.S. and Florida economies in the face of the depth of decline in housing and financial markets and the consequent impact on the financial system and consumer spending. The financial troubles that began in the sub-prime mortgage market and caused steep declines in housing prices and sales during 2007 and 2008 have intensified into a general financial crisis. Loss of confidence among investors, banks and consumers has resulted in a freezing of credit markets. These credit markets are vital to the daily operations of banks and businesses. The current lack of confidence and the aversion to lending is taking a toll on the economy. Job losses have accelerated. Consumer spending has suffered. Most analysts expect the US economy will, if it has not already, enter recession. High oil and gasoline prices have dropped amid the financial crisis and falling demand, and offer some better news for consumers.

Intensified credit market problems during September and October have led forecasters to lower their outlooks for 2008 and 2009. While policymakers have aggressively responded to the financial troubles and the resulting economic weakness, many analysts

believe the US economy has slipped into recession with Gross Domestic Product (GDP) forecasted to fall during the next 2 or 3 quarters. Modest growth is expected to return in the last half of 2009 as housing markets improve. Economy.com forecasts 1.6% annual growth for 2008 and 1.0% for 2009.

Property tax, sales tax, revenue sharing and fuel tax revenue estimates for year-end FY 08 and FY 09 were continuously updated during spring and summer 2008 and were based on trend analysis, state forecasts, and expert judgment. Combining state forecasts and other forecasts based on trend analysis and expert judgment rooted in past and present experience, a consensus was reached that sales tax and fuel tax revenues would not meet budgeted expectations for FY 08. The State of Florida has also experienced revenue shortfalls in its current fiscal year. Taxable sales statewide fell in 2007 and are behind year ago results in late 2008 resulting in lower expectations for sales tax revenues and state revenue sharing distributions. State forecasts in 2008 indicated successively weaker revenue expectations. These factors are included in our revenue estimates for FY 09.

Housing and consumer markets are expected to further decline in the last half of 2008 before improving in mid- to late 2009. Recovery will likely be gradual through 2009 as home prices are forecast to continue falling in early 2009. FY 09 is likely to see low growth in sales and fuel based revenues. Hillsborough County will carefully monitor the impact of economic conditions 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 source of revenue for local governments, large and small. For Hillsborough County, these taxes comprise the single largest percentage of all revenue – about 38.0% in FY 09.

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. One example of a Countywide tax funded program is services to the elderly provided by our Aging Services Department. Hillsborough County also levies the *Municipal Services Taxing Unit (MSTU) Property Tax* to fund municipal-type services provided only 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.

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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 their own ad valorem taxes. Each of these tax levies is listed on a consolidated tax bill sent to individual taxpayers each November.

In addition to the tax levies already mentioned, the County levies 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.

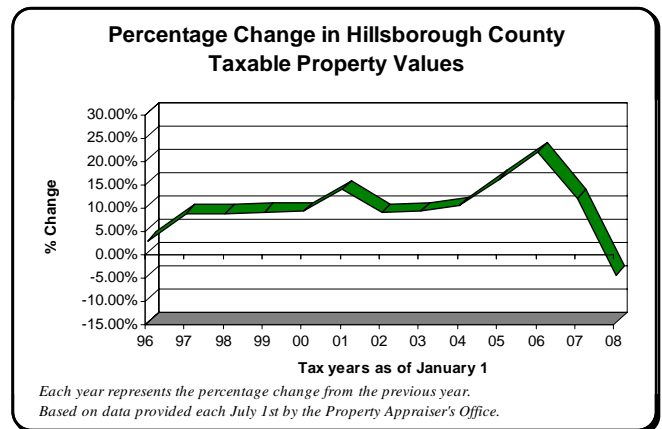
Property tax revenues depend upon the *assessed* value of real and personal property, less any exemptions. The Hillsborough County Property Appraiser, a separately elected constitutional officer, is responsible for assessing property values throughout the County. Growth in this tax base increases County ad valorem tax revenues without requiring any increase in the tax rate (also called the millage rate). Taxable values tend to fluctuate over time. Historically, due mainly to slower appreciation of existing property and to 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 then accelerated through FY 07, ranging from 8% to 22% annually. After rising 22.8% in FY 07, growth slowed to 11.7% for FY 08. A constitutional amendment approved by voters in January 2008 introduced additional exemptions which, when coupled with a declining real estate market experienced since 2006, resulted in a decrease of 4.7% in FY 09 countywide taxable value from FY 08 levels.

Greater Tampa Association of Realtors (GTAR) data show that existing home sales in Hillsborough fell nearly 34% in 2007 and were 54% below the peak year of 2005. Sales appear to be near bottom with August sales only 3.9% below August 2007. GTAR's average home price peaked in July 2006 and has fallen 30.4% through August 2008. Average days on market rose from about 36 in late 2005 to 125 in May before falling to 111 in August. Data from the National Association of Realtors for the second quarter of 2008 show that the median sales price of existing single family homes in the US fell 7.6% during the year. The Tampa Metro Area

posted an 18.1% drop. The current drop in home prices should increase affordability for future home buyers.

Hillsborough City-County Planning Commission data for the second quarter of 2008 show a 40.1% decline in Hillsborough County single family housing permits issued. This is a leading indicator of fewer future home starts. Fewer home starts will help to clear the backlog of unsold homes.

Construction markets tend to lag interest rate changes and general changes in economic conditions. Annual property tax rolls are based on land and structure values as of January 1st. Ad valorem revenue growth would, therefore, respond in the following years to higher interest rates or deteriorating economic conditions that slow construction permitting in a current year.



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. Key forecasting tools for taxable property values are state forecasts, trend analysis, and expert knowledge. After reviewing these forecasts, Management and Budget made the determination to use the state forecast in the Pro Forma budget for FY 09 through FY 13. Each annual forecast is replaced with actual data from the Property Appraiser's Office as they became available. While poor housing markets played a role in declining taxable value, much of the 4.7% drop for FY 09 is due to a constitutional change that increased homestead exemptions and allows homestead portability. These changes are the second phase of tax reform enacted by the Florida Legislature in 2007.

The first phase of tax reform was enacted by the Florida Legislature in June 2007. Most cities and counties were required to reduce their FY 08 operating millages to below the rolled-back rate. The rolled-back rate is the millage rate that generates the same revenue (less tax increment financing district payments) from existing property this year as was levied last year. Existing property is statutorily defined as total taxable value less the value of new construction, the dedicated portion of tax increment financing districts and any increase above 115% of tangible personal property. If the

MAJOR COUNTY REVENUES

value of existing property increased over the last year then the rolled-back millage rate for this year will decline (a lower millage rate is required to generate the same tax revenue at higher taxable values). Affected taxing authorities (including the Hillsborough County Board of County Commissioners) will apply this new millage to existing property and to any new property, thus gaining the benefit of additional revenue only from the new property. The Legislature's roll-back legislation also required, for FY 08 only, a further reduction of 3% to 9% from the rolled-back rate.

Under the statutory formula, Hillsborough County took a 5% reduction from the rolled-back rate. For budget purposes, this meant a 5% revenue reduction, or \$40.1 million, from actual property taxes levied for FY 07 from existing property, and a total of \$109 million reduction when compared to what would have been status quo levies applying FY 07 adopted operating millage rates to the FY 08 taxable values. Some of this reduction was offset by \$30.6 million of new revenue generated from new construction that took place during 2006. The net result for the FY 08 Countywide General Fund was an \$8 million or 1.6% reduction compared to the adopted FY 07 levy. The Unincorporated General Fund net reduction was \$2.9 million or 1.2%. The Library Tax District net reduction was \$1 million or 1.8%. The three fund total reduction was \$11.9 million compared to adopted FY 07 operating levies.

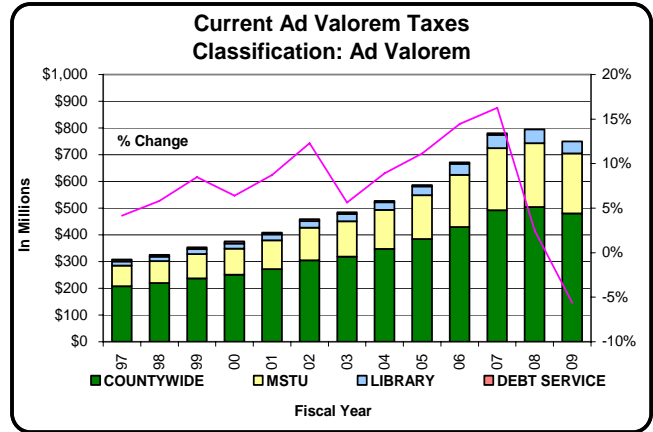
The roll-back statute requires rolling back millage rates for FY 09 and then allows an upward adjustment equal to the rate of growth in Florida Per Capita Personal Income. The growth factor is provided annually by the State; the FY 09 growth factor is 4.15%. For FY 09, however, rather than implementing the allowable increase in operating millages, the County opted to lower its operating millages from FY 08 levels.

An additional factor affecting FY 09 property tax revenue is the second phase of tax reform. The Florida Legislature, in an October 2007 special session, placed a constitutional amendment (Amendment One) on the January 2008 ballot that doubled the current \$25,000 homestead exemption for homes with an assessed value over \$50,000 (this additional \$25,000 exemption would not apply to millages levied by a school board), enacts a \$25,000 tangible personal property tax exemption, provides for portability of Save Our Homes benefits currently accrued to homestead owners, and enacts a 10% assessment cap on non-homestead property. Voters approved the amendment. The additional homestead exemption and portability reduced FY 09 countywide taxable values by \$6.4 billion.

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, actual ad valorem tax revenues may differ from initial budget estimates.

The chart *Current Ad Valorem Taxes* shows the changes in the County's ad valorem tax revenues for the Countywide, MSTU, Library District and Environmentally Sensitive Lands ad valorem

taxes since 1997. Strong growth in taxable value from FY 97 to FY 07 allowed the County to reduce total BOCC millage each year during that period while maintaining ad valorem revenues needed to fund County needs. Millage rates were reduced again for FY 08 due to the mandated millage rollback. In FY 09, despite a 4.7% lower tax base, the Hillsborough County Board of County Commissioners demonstrated their continued commitment to taxpayer relief by decreasing the total BOCC millage by 0.0517 mills from FY 08 levels, from 10.8147 mills to 10.7630 mills.



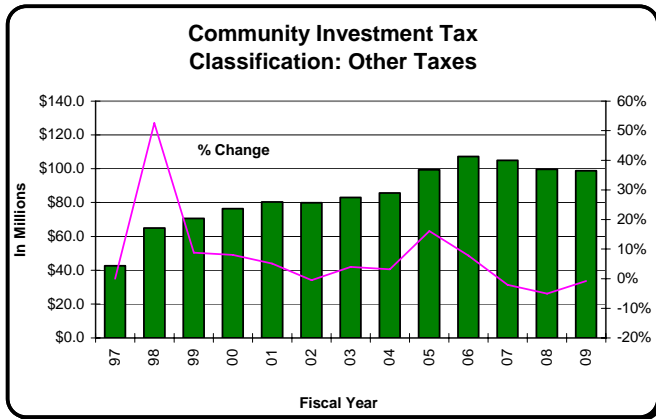
Other Taxes

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 14.2% 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 about \$4.6 billion in revenue based on an average annual long-term growth rate of 6%. Under interlocal agreements, 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.

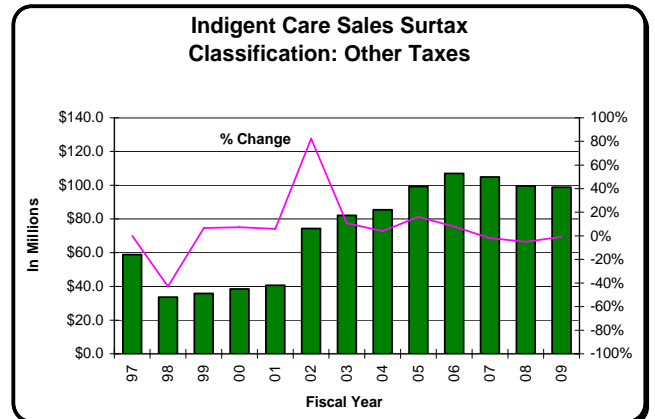
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Management and Budget staff prepares short and long term projections of sales surtax revenues based on trend analysis, state forecasts, and current economic conditions. Reflecting strong economic growth and consumer spending, CIT revenues rose 8.8% in FY 99 and 8.1% in FY 00. FY 01 CIT revenues grew about 5.0%. FY 02 revenues fell 0.25% reflecting falling retail sales due to recession in 2001 and slow tourism activity following 9/11. Revenue growth improved in FY 04 to 4.7% and, with boosts from post-hurricane spending and low interest rates jumped to 14.6% in FY 05. Weak housing markets and slower economic growth in late 2006 contributed to slower revenue growth of 8.2% for FY 06. This downward trend continued in FY 07 when CIT revenues fell 2.1%. Combining trend forecasts, expert judgment of the Management and Budget Department staff and Florida Department of Revenue forecasts, Management and Budget staff forecast a FY 08 reduction of 5.0% from FY 07, followed by an additional 1% reduction for FY 09.

Indigent Care and Trauma Center Sales Surtax - The *Indigent Care and Trauma Center Sales Surtax* funds Hillsborough County's nationally 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.

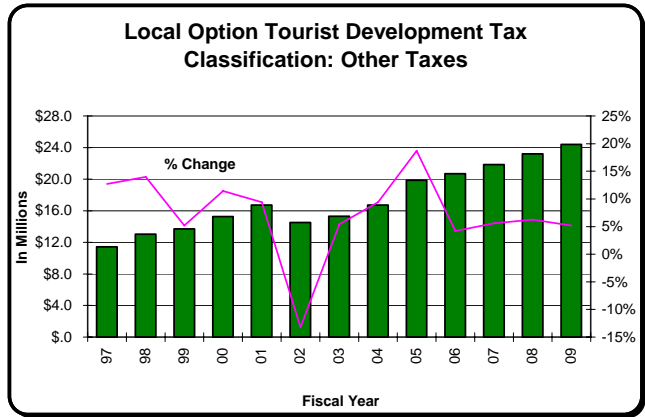
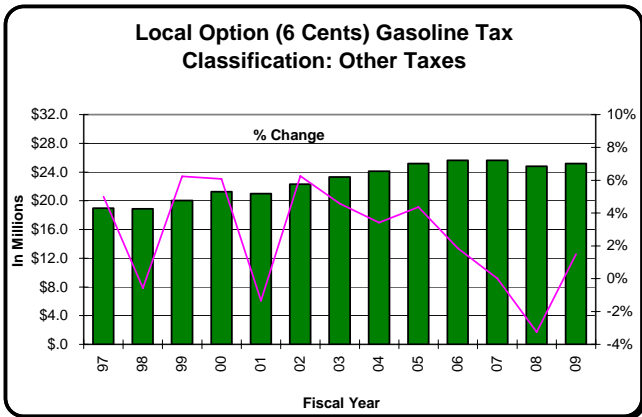
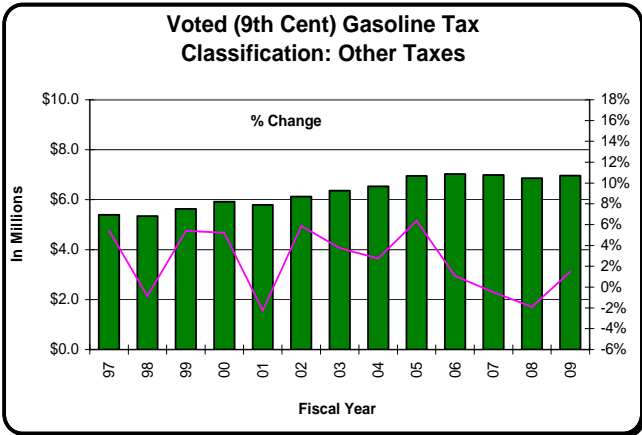


The 2003 Legislature extended the authority for this surtax on a continuing basis (removed the sunset provision) with a requirement that a biennial audit be delivered to the local governing body and to the chair of the legislative delegation. The chart for this tax reflects revenues since FY 97. FY 98 through FY 01 revenues reflects the reduction in the surtax rate from 0.5 percent to 0.25 percent effective October 1, 1997, with corresponding decreases in revenues. The large revenue increase, over 80% for FY 02, reflects the return to a 0.5% rate on October 1, 2001. In the absence of rate, other structural tax changes and audit adjustments the Indigent Care Sales Surtax and the Local Government Infrastructure Sales Surtax (CIT) should exhibit nearly identical trends. Using the same methods and tax base, Management and Budget staff forecast the Indigent Care Surtax will parallel CIT forecasts.

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

Fuel taxes are an important source of funds for road network improvement, maintenance, and road resurfacing. Like most fuel taxes, and as shown in the respective charts, fuel tax revenues have grown slowly over the last several fiscal years due primarily to increased motor vehicle fuel efficiency and rising gas prices. FY 99 and FY 00 fuel tax revenue increases reflected strong fuel demand resulting from rapid economic growth. FY 01 local option fuel taxes fell due to higher fuel costs and a slowing economy, but returned to long term trends in FY 02 and FY 03. A strong economy kept fuel tax revenue growth high in FY 04 and FY 05. The trend in fuel price increases seen over the past few years is expected to continue, and even accelerate, in the near future. High fuel prices are expected to have a negative effect on long term demand and, therefore, fuel tax revenues as consumers adjust their driving habits and shift to more fuel efficient cars. Although the 6 year trend growth for fuel tax revenues from FY 02 – FY 07 is about 2.9% annually, Management and Budget staff forecast a 2% decline for FY 08, followed by a modest 1.5% gain for FY 09. Forecasted year-end fuel tax revenue for FY 09 is also consistent with state forecasts.

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Tourist tax revenue forecasts are based on Economic Development Department staff research and expertise.

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

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

For FY 02, Hillsborough County assessed the default rate of 2.2%. Effective January 1, 2003, the BOCC lowered the rate to 2%. Effective January 1, 2004, the Board raised the rate to 4.0%, with the provision that one-quarter (25%) of the tax go to fund fire station construction and capital fire equipment acquisition. During the FY 06 budget process, the BOCC increased this percentage to 37.5%. In FY 08; in conjunction with addressing previously discussed mandated ad valorem revenue reductions, the BOCC reduced the percentage of allocated to fire rescue uses from 37.5% to 12.5% for FY 08 and FY 09, returning to 37.5% in FY 10.

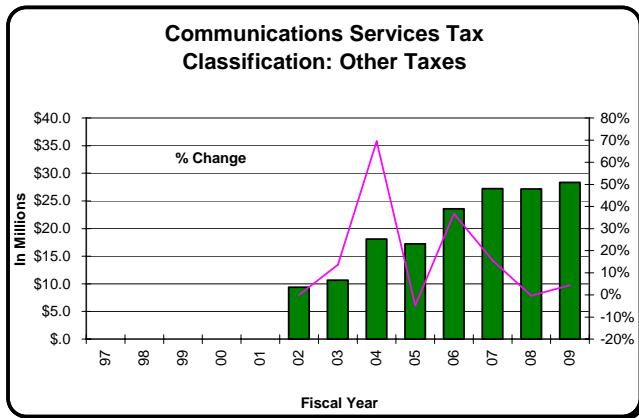
The Communications Services Tax revenue is likely to reflect the rapid comprehensive change occurring in the communications industry. New technologies, particularly internet and wireless, are changing the way we use telephones, computers and television. These changes will continue to complicate forecasting of this revenue. Strong FY 06 and FY 07 actual revenues have been followed with flat revenues in FY 08. Trend analysis and state forecasts point to nearly flat FY 08 revenue compared to FY 07. The FY 09 forecast parallels the state's growth forecast of 2.5% and also re-

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 St. Petersburg Times Forum, 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 97 – FY 01. FY 02 revenues fell substantially in the aftermath of September 11, 2001. Revenues began to rebound in FY 03 and into early FY 04. As the economy recovered and tourists returned to travel, FY 04 revenues modestly exceeded pre-September 11 levels. Strong tourism markets boosted revenues for FY 05, FY 06 revenues increased 4.2%, and FY 07 revenues increased 5.6% over FY 06. Tampa played host to both the NCAA Men's basketball quarterfinals and the NCAA Women's basketball semi-finals and final in 2008 and estimated FY 08 revenues are forecast to be 6.3% higher than FY 07. In FY 09, Tampa will host the Super Bowl, reflected in estimated revenue growth of 5.2% over FY 08.

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reflects the correction of a major telecommunication service provider's collection error that resulted in too little tax being charged its customers.



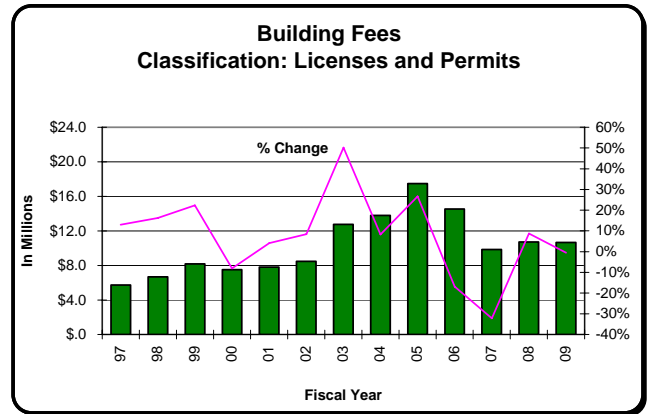
This tax is levied in the unincorporated area only. The three municipalities levy their own communications services tax.

Licenses and Permits

Although fees from licenses and permits provide less than 1% of total County revenues, they merit mention due to 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 1997 parallels the general health of the local building industry. As in the rest of the nation, both residential and commercial construction was very strong in Hillsborough during the late 1990s. Building fee revenue surged 16.2% in FY 98 and 22.4% in FY 99. Rapid commercial construction, however, outpaced absorption in 2000 resulting in increasing vacancy rates and softening rents. This development, combined with higher interest rates in 2000, contributed to a 41.2% fall in the value of commercial permits issued in 2000. New residential permits fell 19.5%. Building fee revenue fell 8% in FY 00. Single family permitting activity improved in 2001 and 2002 supporting better building fee revenue growth 4.2% in FY 01 and 8.5% in FY 02. FY 03 revenues included fee increases for residential housing permits and building trades subpermits. This was the first time these fees were increased since 1989. After a one-time increase of nearly 50% in this revenue, FY 04 revenue grew 8.3%. Strong markets produced a 26.7% gain for FY 05. In response to higher interest rates, residential building permits fell 19.5% in 2006. This drop led to a 16.9% fall in this revenue for FY 06, followed by a 32.2% fall in FY 07. In 2007, in recognition of increased permit application processing costs, the Board of County Commissioners approved an increase in permitting fees. Despite this increase, revenues declined as the number of residential permits fell 42.2% in FY 07. Permit activity remained sluggish in FY 08 due to the continued backlog of unsold existing and new homes. Housing

sales are not expected to turn around until late 2009. These forecasts reflect national consensus expectations of housing markets and the expert judgment of Planning and Growth Management staff. As a result, FY 08 forecasted revenue growth is 8.8%, resulting primarily from a full year benefit of the increased fee structure implement in FY 07 previously discussed, while FY 09 revenues are forecast to remain relatively flat from FY 08 levels.



Intergovernmental Revenues

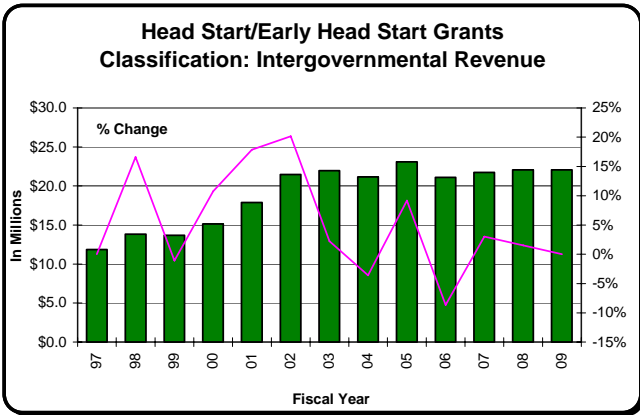
The County receives about 12% of its revenue from intergovernmental sources including federal and state grants.

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

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

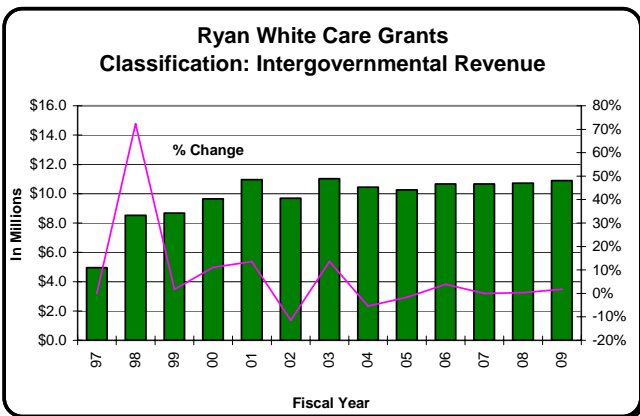
As the chart below indicates, revenue grew substantially from FY 97 through FY 02. This was due to cost-of-living adjustments (COLA) and expansion funding. However, starting in FY 03 the rate of increase began to slow and have generally been confined to the COLAs. Estimates are prepared by the Children's Services Department in consultation with the granting agency, the U.S. Department of Health and Human Services, Region IV Administration for Children and Families.

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

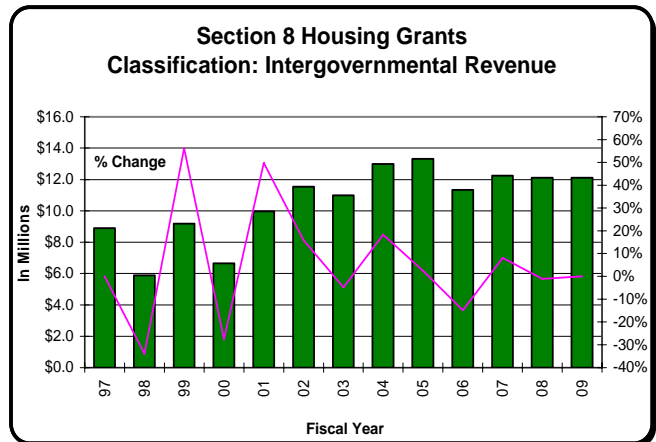
As the chart below indicates, Ryan White grant revenue has been relatively stable. The main exception would be the increase in FY 98 when Title II funding was added. Estimates are prepared by the Health and Social Services Department in consultation with the granting agency, the U.S. Department of Health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



While the U.S. Department of Health and Human Services is the County's largest granting agency, significant funding comes from the U.S. Department of Housing and Urban Development (HUD). The largest HUD program is the Section 8 Housing Choice Voucher Program. This program provides financial assistance to low-income families so they can obtain decent, safe and sanitary

rental housing in Hillsborough County.

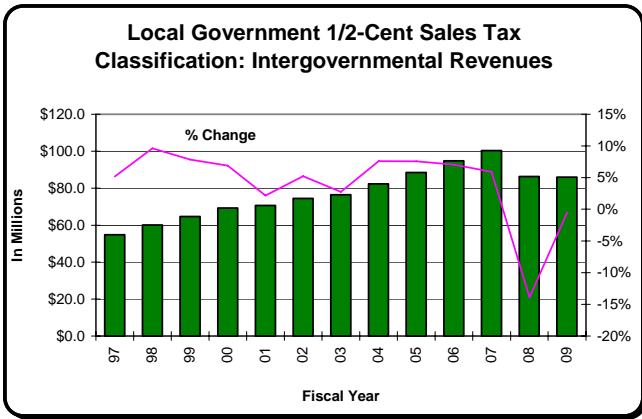
As the chart below indicates, Section 8 grant revenue had slow but steady increases from FY 97 through FY 05. Though timing issues related to receiving the funds caused the graphed fluctuations, the amounts actually granted increased gradually. However, the revenue fell from FY 05 to FY 06, grew slightly in FY 07, and is expected to remain flat through FY 09. Estimates are prepared by the Health and Social Services Department in consultation with the U.S. Department Housing and Urban Development (HUD).



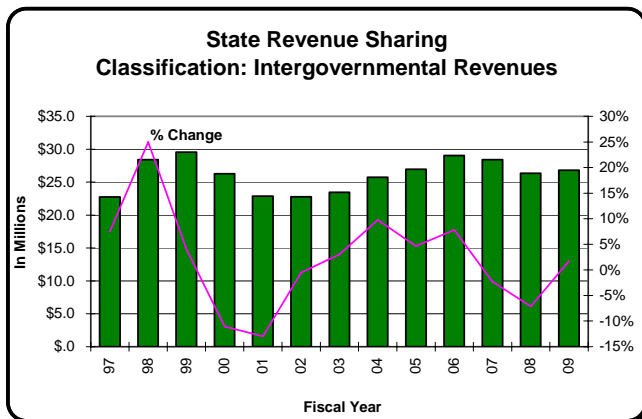
State Shared Revenues - Two State shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax* has been a major source of revenue for the County since FY 83. In FY 98, actual collections exceeded the budget by \$4 million. The FY 99 budget was also understated by as much as \$5 million. From FY 96 to FY 00 half-cent sales tax revenues grew an average 7.6% annually. This high growth reflected high levels of consumer spending in the late 1990s. As recession affected consumer spending, a slowdown in taxable sales growth occurred in FY 01, FY 02 and FY 03. Half-cent sales tax revenue grew only 2.2% in FY 01, 5.2% in FY 02, and 2.7% in FY 03. Strong economic conditions in 2004 and 2005 boosted growth above 7% for FY 04, FY 05 and FY 06, dropping to 5.9% in FY 07. State legislation related to Article V implementation lowered the share of sales tax shared with local governments by 9.5% effective July 1, 2004.

Management and Budget trend forecasts and state forecasts of much slower statewide sales growth led to a consensus forecast of a 6.2% drop for FY 08 over FY 07, actual FY 08 revenues collected through August 2008 are trending significantly lower than anticipated. If the current trend continues through year end, as reflected in the graph below, FY 08 collections will be 13.9% lower than FY 07 collections. Despite federal economic stimuli, FY 09 revenues are expected to decline slightly from FY 08 actual revenue.

MAJOR COUNTY REVENUES



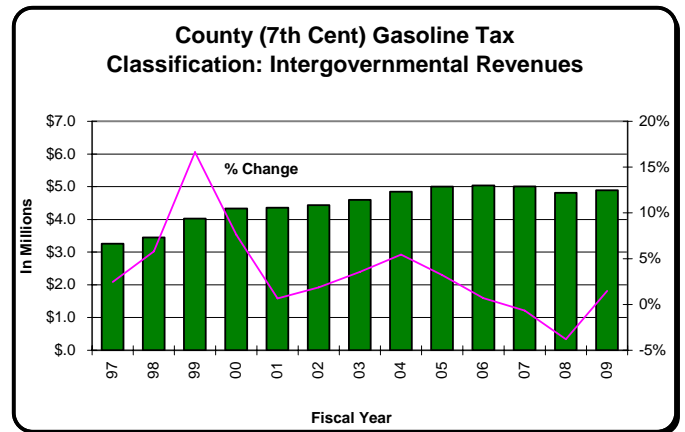
The second important State source is State Revenue Sharing. Until July 1, 2000 the county received a portion of the State intangibles tax along with a small contribution from the one-cent cigarette tax. As with other State estimates, FY 98 and FY 99 State Revenue Sharing was underestimated. FY 00 included a 25% reduction in the intangibles tax based on a change approved by the Florida Legislature in 1999. In May 2000 the Legislature passed an additional change to State Revenue Sharing. As of July 1, 2000 counties still receive the one-cent cigarette tax but no longer receive any portion of the intangibles tax. In place of the intangibles revenue the Legislature authorized 2.25% of state sales tax revenue be included in State Revenue Sharing. This change further reduced state revenue proceeds, but likely produced a more stable revenue source over the long term. This change causes State Revenue Sharing to grow in a similar manner to the Half-Cent Sales Tax. State Revenue Sharing forecasts, therefore, will closely track Half-Cent forecasts. Later, state legislation related to Article V implementation lowered the share of sales tax shared with counties through revenue sharing by 9.1% effective July 1, 2004. Similar to the Half Cent Sales Tax, Management and Budget trend forecasts and state forecasts of much slower statewide sales growth led to a consensus forecast of a 7.0% decline in FY 08 revenues, with a modest rebound in FY 09 to a 1.8% increase.



The *Constitutional Fuel 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 modest growth income source as high fuel prices restrain demand.

The *County (7th Cent) Fuel Tax* is considered a State-Shared Revenue since its distribution is based on a State-set formula, not based solely on total collections within the county of collection.



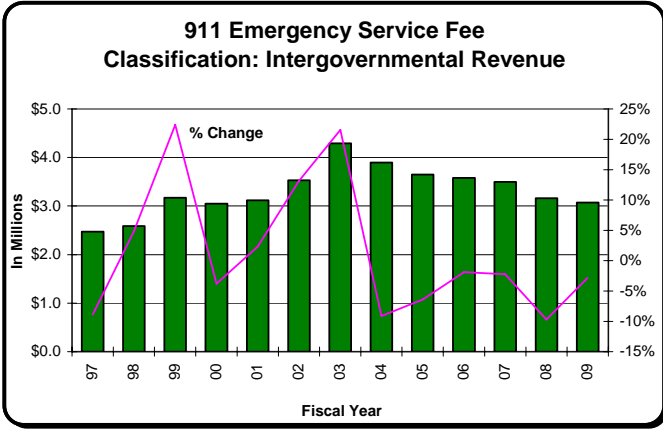
This revenue, along with other gasoline taxes and road network impact fees, is used to finance road network improvements and maintenance. As the associated chart shows, revenues from this tax have grown steadily since FY 97. Growth accelerated in the late 1990s, as did growth in most revenues. Fuel prices are likely to remain high in the near future. This could have a negative impact on long term gasoline demand and, therefore, fuel tax revenues as consumers adjust driving habits and shift to more fuel efficient cars. Although the 6 year trend growth for fuel tax revenues from FY 02 – FY 07 is about 2.9% annually, Management and Budget staff forecast a 3.8% decline for FY 08, followed by modest increase of 1.5% in FY 09

911 Emergency Service Fee – Prior to FY 09 this revenue was classified as a charge for service. A change in the Florida Uniform Accounting System requires that, beginning with FY 09, the County now classify this as an intergovernmental revenue. This fee is paid by landline telephone subscribers within Hillsborough County to fund the 911 emergency service program. The monthly rate is 50 cents per access line up to a maximum of 25 lines per account. There is a similar fee imposed by the State of Florida on cellular telephone subscribers to fund the electronic 911 system.

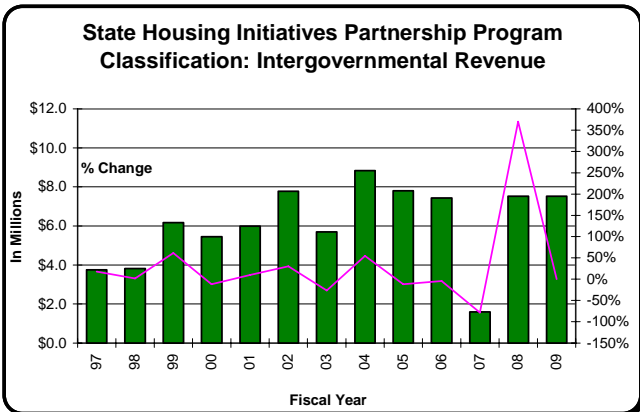
The income from the 911 service fee grew steadily from FY 95 through FY 03. However, in FY 04 the revenue began to decline as the number of landline telephones declined. Information and Technology Services Department staff anticipate further decreases

MAJOR COUNTY REVENUES

in landline based revenue for FY 08 and FY 09 based on expert staff judgment and input from the Florida State Technology Board. It should be noted that the State's E911 fee has had a corresponding increase as the number of cellular telephones has increased.



State Housing Initiatives Partnership Program - The State of Florida levies a Documentary Stamp Tax on all real estate transactions. Of the total collected in each County, 11.3425% is returned to Local Governments to fund local affordable housing plans. The growth in this revenue generally follows the same pattern as Building Permits since they are interrelated. The high level of building activity in FY 98 and FY 99 caused the FY 99 revenue spike as seen in the chart below. However, mortgage refinancing is also subject to the documentary stamp tax. The high level of mortgage refinancing in FY 02 and FY 03 accounts for those years' increases. The housing market supported high growth in this revenue for FY 04 and FY 05, but as interest rates and home prices rose in late 2005 and 2006 we experienced a decline in sales and corresponding revenues. In FY 07, a one-time change in the

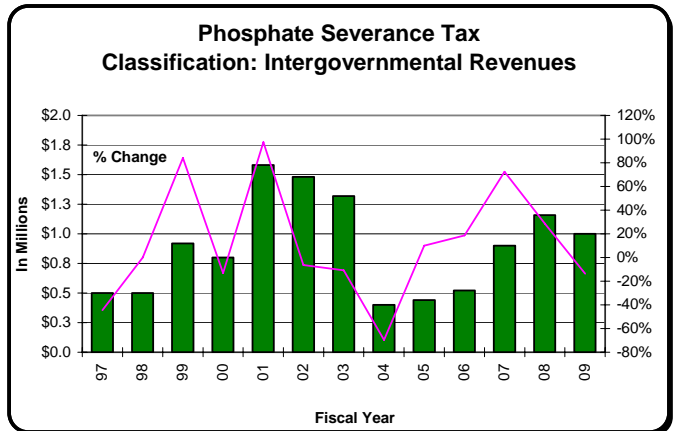


method and timing of remittance of the revenue from the State resulted in significantly lower revenue. FY 08 and FY 09 revenues are expected to remain flat with FY 06 levels, resulting from a weak economy and recognition that the slow housing markets are not projected to turn around before late 2009. For FY 09, there is a

significant downside risk associated with the continuing turmoil in the mortgage and financial markets.

These forecasts reflect expert staff judgment of the Management and Budget and Housing and Community Code Enforcement Departments using a five year trend analysis and monitoring of the Florida Legislature.

Phosphate Severance Tax - The State of Florida levies a tax on phosphate rock mined in the state. The 1982 session of the State Legislature authorized a distribution of 10% of this tax to counties. To receive funds from this source, a county must demonstrate a nexus, direct or indirect, to the phosphate industry. The volatility of the phosphate industry in the late 1980's adversely affected the amount of tax levied; in FY 94 the state permanently reallocated a portion of these taxes to other jurisdictions.



The accompanying chart shows this revenue's volatility over the years. Revenue in FY 99 reflected better international market conditions for phosphates and phosphatic fertilizer. In May 2000 the Legislature increased the county share of the tax from 10% to 18%. In FY 04, a major phosphate mining company scaled back operations in Hillsborough County and shifted them to Manatee and Hardee counties. This was a short term shift and revenues returned to near normal in FY 07, and grew an unanticipated 28.7% in FY 08. FY 09 estimates reflect an increase over the average revenue since FY 04, but a 13.6% reduction from FY 08 levels. Forecasts are based on Management and Budget staff judgment and analysis of the number of phosphate mining reviews for the preceding three years.

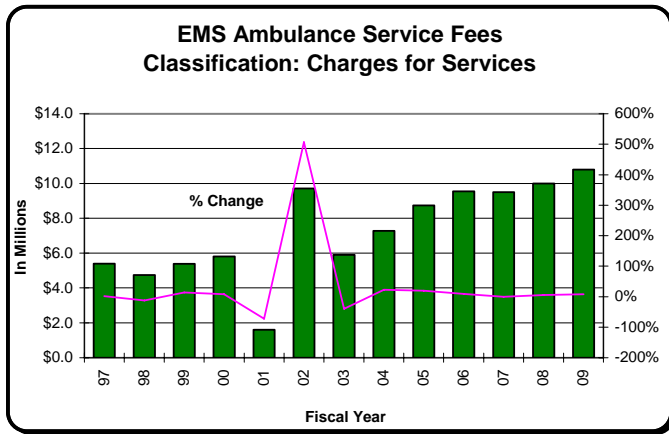
Charges for Services

Charges for Services comprise about 28% of budgeted income and include revenues from such services as ambulance transports, water, special recreation programs, sewer service charges, internal service charges, fees for housing federal prisoners, and municipal, commercial and franchise solid waste disposal fees. In preparing the County's annual budget, the departments whose operations are

MAJOR COUNTY REVENUES

supported by these fees provide the estimates of anticipated revenue. Departments rely upon past trends and their accumulated expert knowledge to construct these estimates. Over the past several years, the County has had to rely more heavily on this type of revenue. One example of this type of revenue is illustrated by the chart labeled *EMS Ambulance Service Fees*, which shows a steady source of revenue, except in FY 98 & FY 01. In FY 99, collections were contracted out and revenue began to rise. However, a problem with the collection vendor in FY 01, caused revenue to decrease substantially. The vendor has been replaced and collections have returned to historic levels.

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

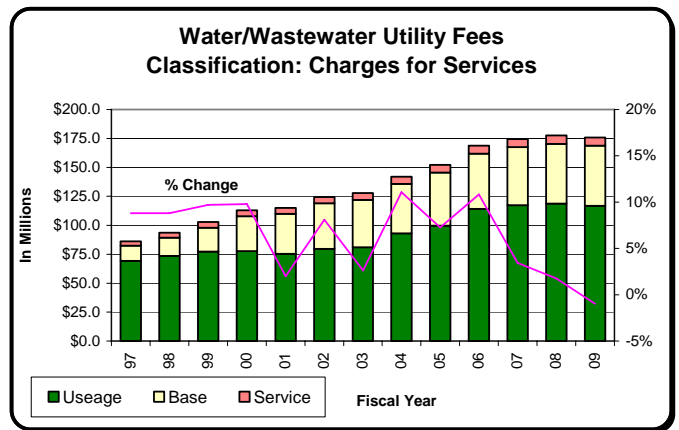


Water and Wastewater Utility User Charges - The primary source of revenue for the Hillsborough County Water and Wastewater utility system is the monthly charges to its customers. These charges are composed of three parts – Base Facility Charges, Volumetric Charges and the Customer Service Charge. Since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

A rate study is conducted by the Water Resource Services Department every two years to set the rates for the biennial budget. The study, which is validated by an independent consultant, is prepared to determine if the revenues are sufficient to meet the financial needs of the County's Water and Wastewater System. This study is the basis for the monthly user charges for the following two years, with the exception of the "Purchased-Water Pass-Through" consumption charge to recover the cost of all retail and bulk potable water purchases. The Water Department calculates the "Purchased-Water Pass-Through" charge annually and implements any changes for the 12-month period on or about October 1 of each year. Accelerating growth and the need to reduce reliance on

ground water pumping have required Tampa Bay Water to construct additional projects which increased the cost of bulk water purchased.

The chart below shows that overall revenues from user, base and service charges grew steadily through FY 07, reflecting the impact of growth in the unincorporated area. The stagnant real estate market since FY 07 is reflected in the slowdown of actual and forecast revenue growth between FY 07 and FY 09. Hillsborough County's effective implementation of tiered conservation rates and other conservation programs have mitigated the need to increase usage charges other than the Purchased-Water Pass-Through charge.



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

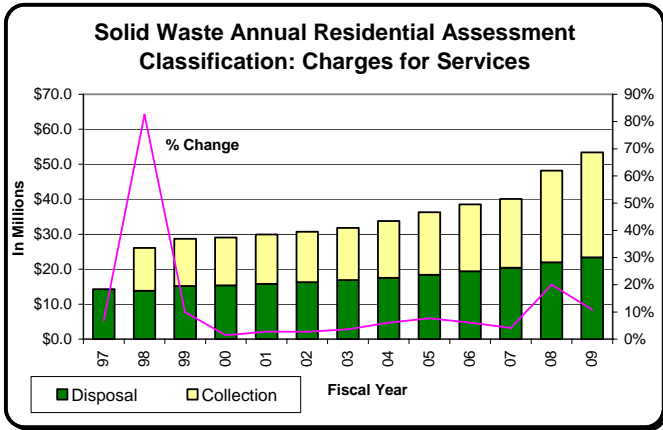
The solid waste collection assessment was approved by the BOCC on November 13, 1996, and went into effect on October 1, 1997. This assessment replaced the annual \$82.08 fee residents previously paid directly to collectors for curbside service. Franchise collectors are now paid directly by the County. From FY 98 through FY 03 the rate was \$76.20. For FY 04 the rate was \$80.68 and increased to \$85.16 for FY 05 through FY 07. The approved rate was increased to \$105.61 for FY 08 and remains unchanged for FY 09.

Residents are also assessed a solid waste disposal assessment on the ad valorem tax bill. These assessment fees replace the tipping fee previously charged by disposal facilities for residential refuse disposal, whether transported by the residential user or a commercial service. From FY 87 to FY 91, this assessment was \$96.50 and was reduced to \$84.00 in FY 92. In FY 96 and FY 97, the disposal fee was \$89.71; in FY 1998 this assessment decreased to \$85.43. The approved rate was increased to \$87.99 for FY 08 and

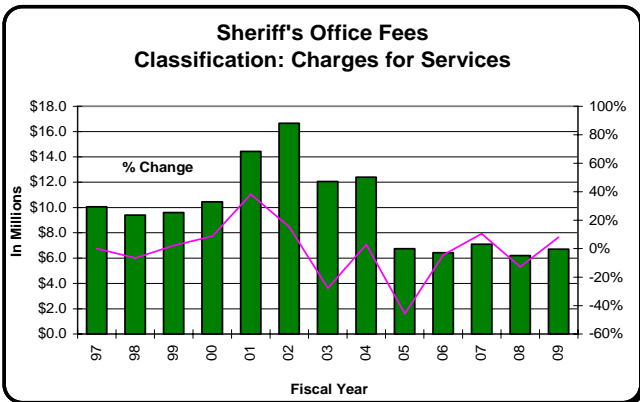
MAJOR COUNTY REVENUES

remains unchanged for FY 09. Refuse originating from non-residential sources is subject to a tipping fee at the time of disposal.

Reflecting Solid Waste Management Department expert staff judgment and existing property tax rolls, solid waste funding sources are expected to rise by 20.6% for FY 08 and 10.8% for FY 09, mainly due to rate increases discussed above and increased volume of tonnage processed related to growth in the system.



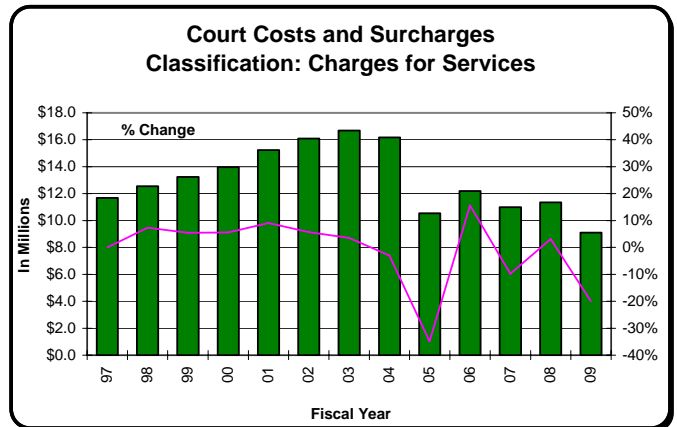
Sheriff's Office Fees – The majority of these fees are reimbursements to services provided by the Sheriff's Office. For example, the cities reimburse for School Crossing Guards provided by the Sheriff and the School District reimburses half of the costs for the School Resource Deputy program. The largest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



Healthcare. That reimbursement was ceased in FY 03. In FY 05, an apparent drop in Sheriff's Office Fees as illustrated in the graph

below was in fact due to an accounting change that reclassified revenue received by the Sheriff for housing federal prisoners from Charges for Services to Residual Equity. This reclassification resulted in this revenue no longer being budgeted under the BOCC, but rather being remitted to the BOCC at fiscal year end as part of the Sheriff's residual equity. Sheriff's Office Fees revenue estimates are provided by the Sheriff's Office based on the estimated cost to provide these services to the outside agencies.

Court Costs and Surcharges – Prior to FY 05, these revenues were composed of civil court filing fees, criminal court cost charges, and special surcharges designed to aid in the funding of the court system. However, effective July 1, 2004, most court-related fees and fines now accrue to the Clerk of the Circuit Court to pay for the Clerk's court related duties. Three new fees were allowed by the Legislature and adopted by Hillsborough County. The first is a



traffic court surcharge used to fund court facilities. The second is a document recording fee to fund court technology. The third is a criminal court surcharge used to fund the court innovations, a law library, legal aid, and teen court/juvenile diversion programs. The Clerk of the Circuit Court together with the Management and Budget Department develop the estimates for these new fees using expert judgment and a five year trend analysis of similar fees. Revenue for FY 08 is anticipated to rise 3.2% over FY 07. In the 2008 legislative session, the Legislature repealed Documentary Stamp Tax Return requirement. The associated 1% administrative fee will no longer be assessed starting FY 09, reflected in the lower revenue estimate. In addition, the weak real estate market is forecast to continue to negatively impact real estate documentary stamp revenues. As a result, the forecast for FY 09 is 19.9% lower than FY 08.

Fines and Forfeitures

Fines and Forfeitures comprise only 0.3% of County revenues. Prior to July 1, 2004, these revenues consisted mainly of court, local ordinance and library fines. However, State legislation related to Article V implementation redirected court fines to the Clerk of the

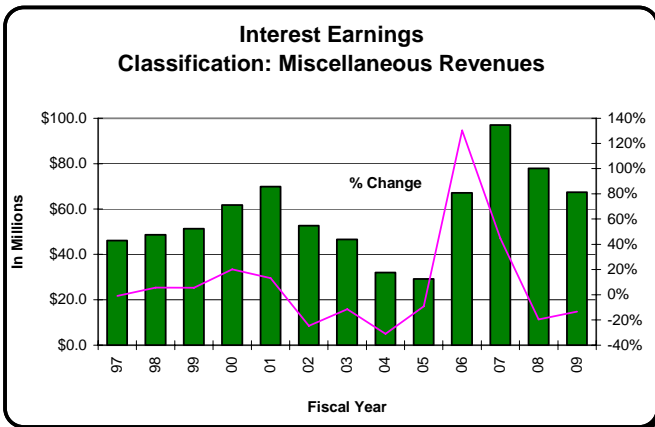
MAJOR COUNTY REVENUES

Circuit Court to carry out court-related functions. This resulted in a revenue loss of approximately \$1.0 million.

Miscellaneous Revenues

Miscellaneous Revenues account for 7.2% of total revenues. Interest, special assessments and impact fees account for the majority of revenues in this category. In addition to the revenues detailed below, this category also includes rental income, sale of surplus equipment, property and land, and contributions and donations. It also reflects the net change in the fair value of investments. This last category reflects recent changes in governmental accounting standards. The County does not currently budget for unrealized changes in the value of its investments, but they are reflected in its financial statements and they impact future years' budgets through changes in the fund balance brought forward.

Interest Earnings – Interest earnings is the largest component of Miscellaneous Revenues and affects every county fund. As the chart below shows, there can be a great deal of fluctuation in interest earnings. The main reason for this fluctuation is changes in interest rates, and since most of the County's funds are in short term investments, as short term interest rates rise so will the County's interest earnings and vice versa. The spikes in FY 96 and FY 01 are due to short-term interest rate increases while the declines from FY 02 through FY 05 are due to short-term interest rate decreases. On June 30, 2004 the Federal Reserve Bank (The Fed), in response to improving economic growth, began a string of short-term interest rates increases. From June 2004 through June 2006 the Fed increased the Fed Funds rate a total of 425 basis points. The Fed made no additional changes until lowering the rate a total of 75 basis points in September and October 2007 in response to worsening mortgage markets and other weaknesses in the economy. Amid fears of recession and financial stress, the Fed has aggressively lowered its rate target another 350 basis points through October 2008.

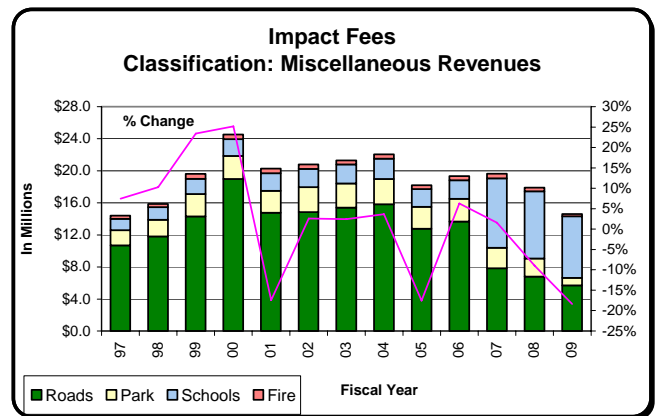


The other component of interest earnings is average daily cash balance. Overall this tends to fluctuate very little from year to year,

but did steadily increase from FY 97 through FY 03. However, a one-time drawdown in reserves for capital projects and the use of excess revenues from the late 1990's for major maintenance projects has resulted in lower interest earnings in FY 05 & FY 06. Due to higher than forecast average daily cash balance in FY 07, actual interest revenues greatly exceeded budget for FY 07. Lower forecasts for FY 08 and FY 09 interest revenue reflect declining average fund balance estimates due to lower ad valorem tax revenues and continuing expenditure of debt proceeds on hand to fund a major transportation capital improvement initiative. In addition to lower forecast average fund balance, Federal Reserve action to lower interest rates will contribute to lower interest earnings in FY 09. The Management and Budget Department combines national interest rate forecasts with a three year average cash balance model to derive forecasts for interest earnings in each fund.

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

In April 1990, all impact fees, with the exception of fire impact fees, were increased. The degree of increase depended on several 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. In July 2006, the Board



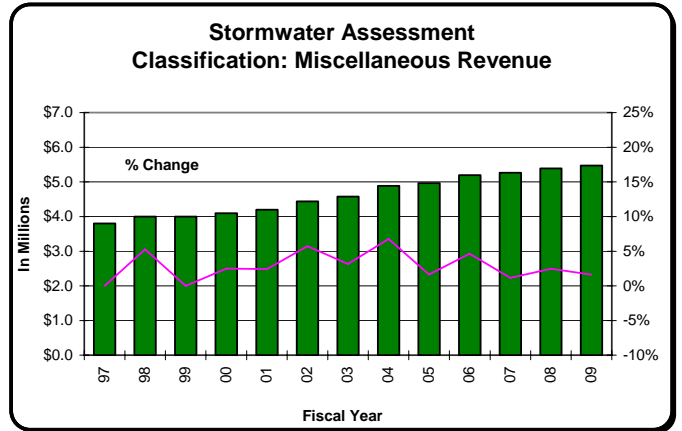
voted to increase school impact fees beginning in November 2006. This is evident in the above graph in school impact fee revenues in FY 07. Non-school impact fee revenue in FY 07 was adversely impacted by the weakening real estate market previously dis-

MAJOR COUNTY REVENUES

cussed in the building permit fee section; this weakness is forecast to continue into FY 09. Fees are conservatively estimated by Management and Budget staff using a five year trend analysis and expert staff judgment.

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. The stormwater rates have remained unchanged since 1991. Annual population growth in the unincorporated area accounts for the small but consistent annual increase in revenues.



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



MILLAGE COMPARISON

	FY 06		FY 07	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	6.7597	\$436,560,087	6.3367	\$498,175,414
Environ. Sensitive Lands	0.1660	10,720,738	0.1833	14,410,585
TOTAL OPERATING	6.9257	447,280,825	6.5200	512,585,999
DEBT SERVICE				
Environ. Sensitive Lands	0.0840	5,439,066	0.0667	5,255,553
TOTAL DEBT	0.0840	5,439,066	0.0667	5,255,553
TOTAL OPERATING & DEBT	7.0097	452,719,891	6.5867	517,841,552
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	5.1621	203,267,372	4.9954	241,613,923
Library Services	0.6923	42,759,818	0.6923	52,185,716
TOTAL OPERATING	5.8544	246,027,190	5.6877	293,799,639
DEBT SERVICE				
Parks & Recreation Bonds	0.0359	1,413,630	0.0286	1,383,304
TOTAL OPERATING & DEBT	5.8903	247,440,820	5.7163	295,182,943
TOTAL BOCC	12.9000	\$700,160,711	12.3030	\$813,024,495

TAXABLE PROPERTY VALUES		
	FY 06	FY 07
COUNTYWIDE		
Value of Existing Property	\$62,386,460,570	\$75,712,633,977
Value of New Construction	2,196,300,039	2,904,850,506
Total Taxable Value	\$64,582,760,609	\$78,617,484,483
ELAPP Debt Service		
Value of Existing Property	\$62,554,487,801	\$75,889,052,985
Value of New Construction	2,196,300,039	2,904,850,506
Total Taxable Value	\$64,750,787,840	\$78,793,903,491
UNINCORPORATED(MSTU)		
Value of Existing Property	\$37,883,044,479	\$46,154,129,282
Value of New Construction	1,493,831,583	2,213,153,118
Total Taxable Value	\$39,376,876,062	\$48,367,282,400
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$59,607,662,475	\$72,535,766,653
Value of New Construction	2,157,206,064	2,844,437,846
Total Taxable Value	\$61,764,868,539	\$75,380,204,499

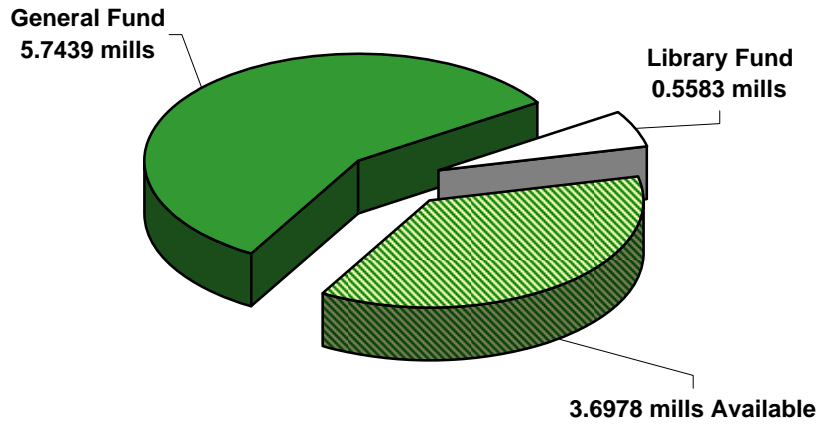
MILLAGE COMPARISON

	FY 08		FY 09	
	<u>ADOPTED</u>		<u>ADOPTED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.5831	\$490,458,518	5.7439	\$480,731,070
Environ. Sensitive Lands	0.1615	14,187,289	0.0000	0
TOTAL OPERATING	5.7446	504,645,807	5.7439	480,731,070
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	5,317,199	0.0604	5,069,905
TOTAL DEBT	0.0604	5,317,199	0.0604	5,069,905
TOTAL OPERATING & DEBT	5.8050	509,963,006	5.8043	485,800,975
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3755	238,682,439	4.3745	222,864,951
Library Services	0.6083	51,245,865	0.5583	44,784,523
TOTAL OPERATING	4.9838	289,928,304	4.9328	267,649,474
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,412,839	0.0259	1,319,511
TOTAL OPERATING & DEBT	5.0097	291,341,143	4.9587	268,968,985
TOTAL BOCC	10.8147	\$801,304,149	10.7630	\$754,769,960

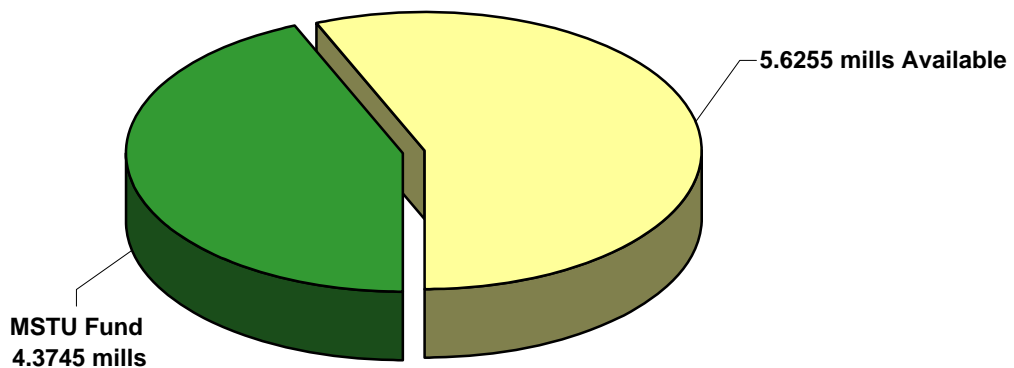
TAXABLE PROPERTY VALUES		
	FY 08	FY 09
COUNTYWIDE		
Value of Existing Property	\$84,627,369,489	\$81,121,448,932
Value of New Construction	3,219,618,428	2,572,743,086
Total Taxable Value	\$87,846,987,917	\$83,694,192,018
ELAPP DEBT SERVICE		
Value of Existing Property	\$84,813,474,894	\$83,938,830,501
Value of New Construction	3,219,618,428	No longer available
Total Taxable Value	\$88,033,093,322	\$83,938,830,501
UNINCORPORATED(MSTU)		
Value of Existing Property	\$52,215,530,216	\$49,527,769,238
Value of New Construction	2,334,221,571	1,418,613,372
Total Taxable Value	\$54,549,751,787	\$50,946,382,610
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$81,107,041,435	\$77,690,891,128
Value of New Construction	3,137,352,295	2,524,983,421
Total Taxable Value	\$84,244,393,730	\$80,215,874,549

MILLAGE COMPARISON

Hillsborough County's Use of the Countywide 10-mill Cap FY 09



Hillsborough County's Use of the Unincorporated Area 10-mill Cap FY 09





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 common exemptions are:

Homestead - For all permanent residents of Florida, the first \$25,000 of the assessed 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 \$40,000.

Second Homestead - For all permanent residents of Florida, the assessed value from \$50,001 to \$75,000 of an owner-occupied residence is exempt. This exemption applies only to non-School Board levies.

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.

Example:

Assessed Value of Property	\$200,000
Minus Exemptions:	
First Homestead Exemption	-25,000
Second Homestead Exemption	-25,000
<hr/>	
Equals Taxable Value of Property	\$150,000
Divide the Taxable Value of Property by \$1,000	\$150
Multiply \$150 by the FY 09 adopted countywide millage rate	5.7439
Equals the amount of countywide property tax levied on property	\$861.59

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 and dedicated tax increment value) produces the same amount of revenue, when adjusted for payments to tax increment financing districts, 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".

During the 2007 session the legislature passed House Bill 1B which mandated in FY 08 millage rates that, in combination, generate revenue 5% lower than that generated from the FY 07 aggregate rolled-back rate. Starting in FY 09, the bill also mandates that the maximum allowable property tax levy is the rolled-back rate plus the growth in the Florida per capita personal income. Then, in January 2008, voters approved a constitutional amendment that further restricts growth in taxable values. The provisions include a second homestead exemption previously discussed that applies only to non-School Board levies, a new portability provision allows owners of homesteaded properties to transfer of up to \$500,000 of accumulated Save-Our Homes savings to a newly purchased home if the new home is purchased within 2 years of the sale of the previous home, a new \$25,000 exemption on tangible property and a new cap of 10% on the amount non-homesteaded property values can increase in a single year.

BASIC INFORMATION ON PROPERTY TAXES

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

CALCULATION OF THE ESTIMATED AGGREGATE ROLLED-BACK RATE¹

Amount of Property Taxes Collected in the Previous Year for the General Revenue Fund, MSTU, and Library District Less Payments to Tax Increment Financing Districts = \$775,942,812

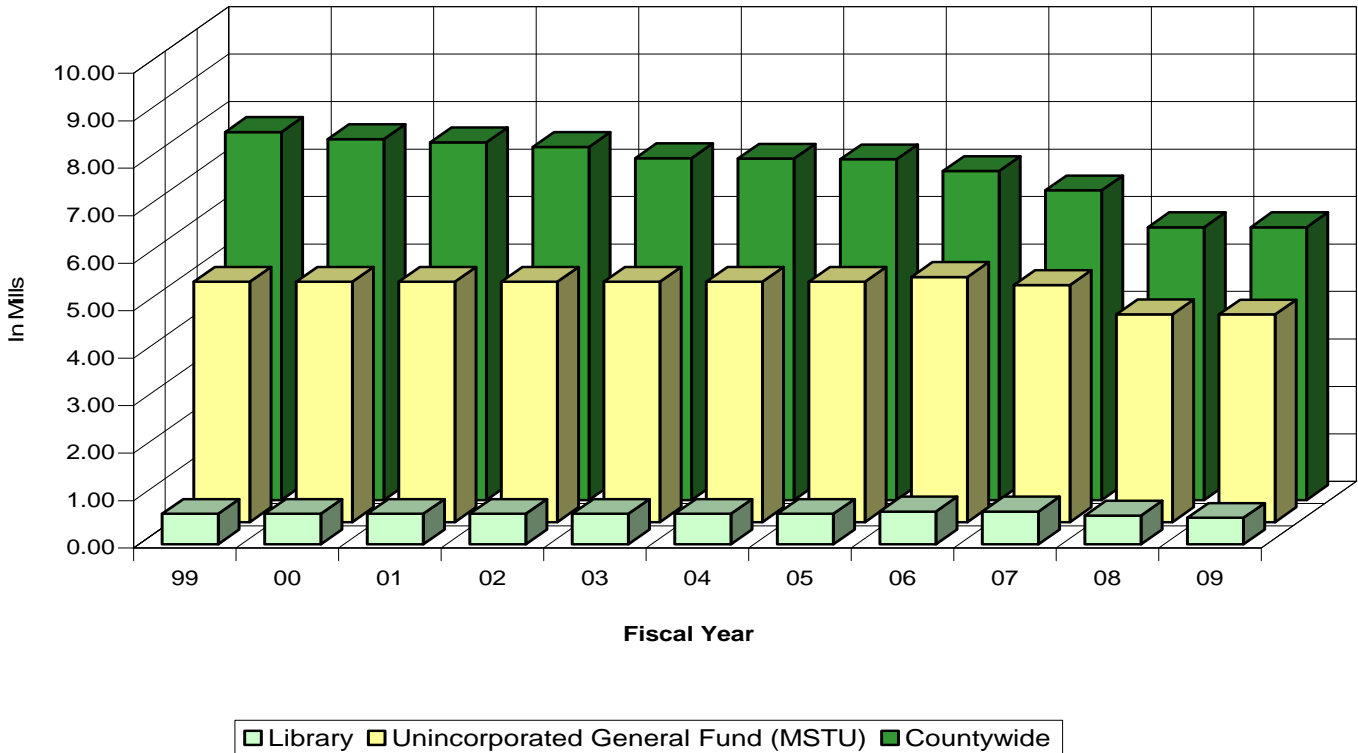
Divided by

**Amount of Taxable Value of Countywide Property Less New Construction and Less Dedicated Tax Increment Values
in the Current Year = \$78,198,020,542**

**The result of this calculation is the Aggregate Rolled-Back Rate of
9.9228 Mills or \$9.92 per \$1,000 of Taxable Value**

HILLSBOROUGH COUNTY AD VALOREM OPERATING MILLAGES

FY 09 reflects a .0500 mill reduction in the Library millage, a .0007 mill reduction in the Countywide millage, and a .0010 mill reduction in the Unincorporated Area millage.



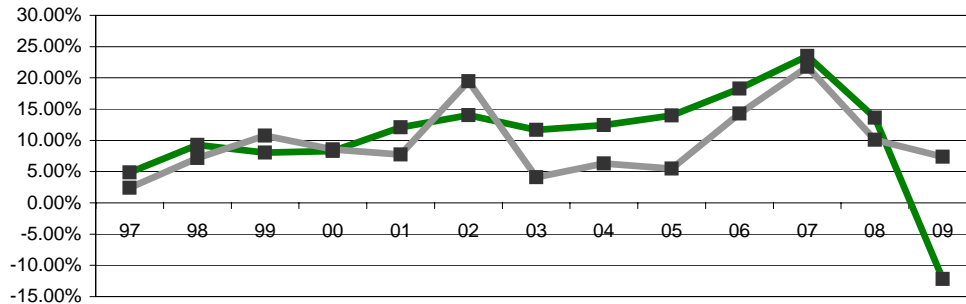
¹ Florida Statutes require the budget estimate be based on the Property Appraiser's July 1 preliminary certification. Due to taxable value adjustments made after July 1st by the Property Appraiser and Value Adjustment Board, actual property taxes collected will differ from estimated collections used for budget purposes. The example above incorporates changes to calculating the aggregate rolled back rate resulting from voter approval of Amendment One in January 2008.

**IMPACT OF LOCAL TAXES ON A FAMILY IN THE UNINCORPORATED
AREA OF HILLSBOROUGH COUNTY WITH A HOUSE ASSESSED
AT \$200,000, LESS \$50,000 IN HOMESTEAD EXEMPTIONS
(\$150,000 TAXABLE VALUE)**

	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09
TAXES LEVIED COUNTYWIDE							
BOCC - General Fund	\$1,259.69	\$1,257.85	\$1,255.75	\$1,212.00	\$1,141.00	\$1,005.31	\$861.59
BOCC - General Obligation Debt	19.95	18.29	16.89	14.70	11.67	10.57	9.06
Southwest Florida Water Mgmt District *+	73.85	73.85	73.85	73.85	73.85	67.66	57.99
School Board (incl. General Oblig. Debt)*	1,504.13	1,484.00	1,463.16	1,388.98	1,369.03	1,316.53	1,360.98
Children's Board *	87.50	87.50	87.50	87.50	87.50	81.10	75.00
Port Authority*	50.75	50.75	45.50	45.50	38.50	34.69	29.25
TOTAL COUNTYWIDE TAXES	\$2,995.86	\$2,972.24	\$2,942.64	\$2,822.52	\$2,721.55	\$2,515.84	\$2,393.86
TAXES LEVIED WITHIN SPECIFIC AREAS							
Library District	\$112.40	\$112.40	\$112.40	\$121.15	\$121.15	\$106.45	\$83.75
Municipal Services Taxing Unit (MSTU) **	885.87	885.87	885.87	903.37	874.20	765.71	656.18
MSTU Parks General Obligation Debt **	8.75	7.96	6.97	6.28	5.01	4.53	3.89
Hillsborough Area Regional Transit*	87.50	87.50	87.50	87.50	87.50	87.50	70.23
Hillsborough River Basin*+	49.88	49.88	49.88	49.88	49.88	44.57	38.21
TOTAL TAXES WITHIN SPECIFIC AREAS	\$1,144.40	\$1,143.61	\$1,142.61	\$1,168.18	\$1,137.73	\$1,008.77	\$852.24
TOTAL AD VALOREM TAXES	\$4,140.26	\$4,115.84	\$4,085.25	\$3,990.70	\$3,859.28	\$3,524.61	\$3,246.10
\$ change from preceding year:	(\$29.12)	(\$24.41)	(\$30.59)	(\$94.55)	(\$131.43)	(\$334.67)	(\$278.51)
% change from preceding year:	(0.7%)	(0.6%)	(0.7%)	(2.3%)	(3.3%)	(8.7%)	(7.9%)
Notes:							
* Not a tax levy, assessment, or fee of the Hillsborough County 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.							
Starting in FY 09, the taxable value for School Board taxes is \$175,000 because the second \$25,000 homestead exemption approved by voters in January 2008 does not apply to School Board assessment.							
Assumptions:							
Excludes any exemption other than the homestead exemptions.							
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.							

CHANGES IN TAXABLE VALUES BY PROPERTY CLASSIFICATION

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



*Each year represents the percentage change from the previous year.
Based on data provided each July 1st by the Property Appraiser's Office.*

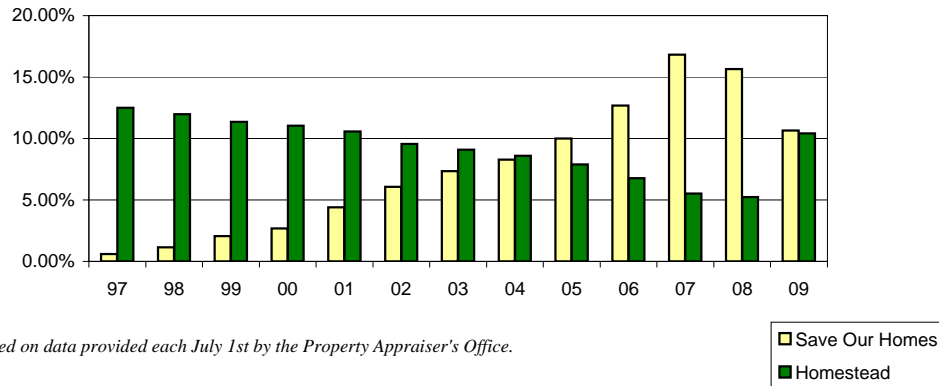
■ Residential
■ Commercial

Property Value Changes by Fiscal Year

	Single Family Residential	Percent Change	Other Residential	Percent Change	Commercial Property	Percent Change
FY 97	11,184,071,234	4.87%	3,342,312,627	2.01%	5,224,959,214	2.39%
FY 98	12,218,590,422	9.25%	3,546,915,153	6.12%	5,599,669,645	7.17%
FY 99	13,198,217,817	8.02%	4,019,231,028	13.32%	6,200,916,982	10.74%
FY 00	14,289,708,196	8.27%	4,317,155,359	7.41%	6,730,265,982	8.54%
FY 01	16,014,033,679	12.07%	4,949,637,164	14.65%	7,251,847,484	7.75%
FY 02	18,259,923,201	14.02%	5,549,428,379	12.12%	8,661,193,865	19.43%
FY 03	20,394,688,550	11.69%	6,374,044,430	14.86%	9,013,883,894	4.07%
FY 04	22,934,737,007	12.45%	6,793,625,845	6.58%	9,581,626,323	6.30%
FY 05	26,138,770,886	13.97%	7,873,449,051	15.89%	10,104,938,385	5.46%
FY 06	30,915,682,246	18.28%	9,450,610,601	20.03%	11,548,275,836	14.28%
FY 07	38,181,151,543	23.50%	12,001,265,292	26.99%	14,063,864,736	21.78%
FY 08	43,386,629,568	13.63%	13,681,720,036	14.00%	15,479,774,389	10.07%
FY 09	38,109,677,299	-12.16%	13,777,882,807	0.70%	16,622,293,677	7.38%
	Industrial Property	Percent Change	All Others	Percent Change	Total	Percent Change
FY 97	1,557,322,162	-3.52%	969,009,307	-0.01%	22,277,674,544	16.98%
FY 98	1,596,963,656	2.55%	1,147,225,545	18.39%	24,109,364,421	8.22%
FY 99	1,686,638,788	5.62%	1,305,415,774	13.79%	26,410,420,389	9.54%
FY 00	1,752,549,629	3.91%	1,733,031,263	32.76%	28,822,710,429	9.13%
FY 01	1,873,696,959	6.91%	1,678,329,130	-3.16%	31,767,544,416	10.22%
FY 02	2,339,075,767	24.84%	1,855,856,417	10.58%	36,665,477,629	15.42%
FY 03	2,429,922,656	3.88%	2,083,127,082	12.25%	40,295,666,612	9.90%
FY 04	2,710,479,291	11.55%	2,160,187,908	3.70%	44,180,656,374	9.64%
FY 05	2,993,070,247	10.43%	2,123,812,544	-1.68%	49,234,041,113	11.44%
FY 06	3,341,283,872	11.63%	2,408,233,519	13.39%	57,664,086,074	17.12%
FY 07	4,220,918,748	26.33%	2,916,843,920	21.12%	71,384,044,239	23.79%
FY 08	4,646,865,076	10.09%	3,260,681,228	11.79%	80,455,670,297	12.71%
FY 09	4,835,110,396	4.05%	3,061,497,599	-6.11%	76,406,461,778	-5.03%

MAJOR TAX EXEMPTIONS AS A PERCENTAGE OF PROPERTY VALUES

Homestead & "Save Our Homes" Exemptions as a Percentage of Property Values



Exemption Percentages by Fiscal Year

	Homestead Exemption	Percent Value	Save Our Homes Capped Value	Percent Value	Total Just Value
FY 97	4,951,858,850	12.50%	241,965,803	0.61%	39,602,774,241
FY 98	5,069,900,656	11.99%	483,786,898	1.14%	42,295,377,836
FY 99	5,190,630,272	11.36%	935,144,739	2.05%	45,674,754,732
FY 00	5,362,840,969	11.04%	1,306,247,070	2.69%	48,556,382,426
FY 01	5,607,405,231	10.59%	2,326,873,676	4.39%	52,973,587,748
FY 02	5,779,692,739	9.55%	3,676,013,568	6.07%	60,544,259,230
FY 03	6,050,603,029	9.08%	4,892,551,853	7.34%	66,634,913,844
FY 04	6,232,289,649	8.59%	6,007,667,195	8.28%	72,567,375,597
FY 05	6,368,801,924	7.90%	8,052,535,399	9.99%	80,616,025,668
FY 06	6,485,566,862	6.77%	12,150,844,977	12.68%	95,836,796,083
FY 07	6,624,674,302	5.53%	20,163,626,163	16.83%	119,776,510,189
FY 08	6,808,035,527	5.23%	20,353,986,976	15.64%	130,134,318,243
FY 09	13,164,111,107	10.43%	13,449,284,468	10.65%	126,272,071,232
	Governmental Exemption	Percent Value	Exemption	Percent Value	Total Just Value
FY 97	3,877,183,337	9.79%	1,545,980,010	3.90%	39,602,774,241
FY 98	4,044,620,521	9.56%	1,559,809,970	3.69%	42,295,377,836
FY 99	4,258,504,816	9.32%	1,612,142,919	3.53%	45,674,754,732
FY 00	4,278,787,032	8.81%	1,730,310,571	3.56%	48,556,382,426
FY 01	4,177,347,947	7.89%	1,870,241,043	3.53%	52,973,587,748
FY 02	5,030,944,798	8.31%	1,944,261,140	3.21%	60,544,259,230
FY 03	5,748,348,033	8.63%	2,137,548,638	3.21%	66,634,913,844
FY 04	6,070,710,125	8.37%	2,310,504,198	3.18%	72,567,375,597
FY 05	6,393,756,217	7.93%	2,458,348,568	3.05%	80,616,025,668
FY 06	7,533,544,648	7.86%	3,091,491,665	3.23%	95,836,796,083
FY 07	8,471,291,561	7.07%	3,409,197,015	2.85%	119,776,510,189
FY 08	8,565,739,625	6.58%	3,484,187,822	2.68%	130,134,318,243
FY 09	9,158,454,504	7.25%	3,685,045,431	2.92%	126,272,071,232

ECONOMIC INDICATORS

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

The financial troubles that began in the sub-prime mortgage market and caused steep declines in housing prices and sales during 2007 and 2008 have intensified into a general financial crisis. Loss of confidence among investors, banks and consumers has resulted in a freezing of credit markets. These credit markets are vital to the daily operations of banks and businesses. The current lack of confidence and the aversion to lending is taking a toll on the economy. Job losses have accelerated. Consumer spending has suffered. Most analysts expect the US economy will, if it has not already, enter recession. High oil and gasoline prices have dropped amid the financial crisis and falling demand, and offer some better news for consumers.

Housing markets remain weak in late 2008. The National Association of Realtors (NAR) reports US existing home sales fell 12.8% in 2007 and are down 11.0% in August 2008 compared to the previous August. New home sales fell 26.2% in 2007 according to the Census Bureau and are down 34.5% in August 2008. Further deterioration in sales this summer has pushed the August 2008 supply of new homes on market to 10.9 months. The slow pace of new construction has, however, resulted in stabilization of months of inventory at around 10 months since spring. Existing supply is 10.4 months, down from May's 11 months. Unlike new homes, this fall in months of existing inventory is due to a stabilization of sales around 5 million units annually since September 2007.

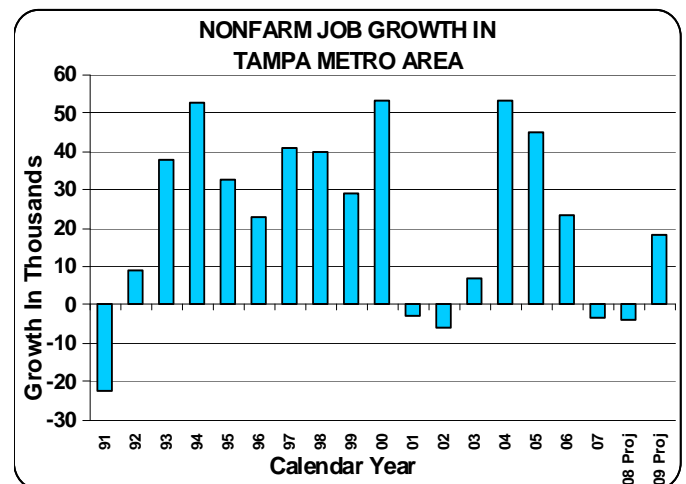
These supply backlogs and the pressure from foreclosures continue to suppress home prices and construction. Existing median home prices are down 9.5% from a year ago. New home median prices fell 6.2%. Housing starts are down 33.1% over the year and are at the lowest point since 1990. Home building permits are down 36.2%. Declines in starts, permits and prices have begun to reduce supply backlogs. NAR reports that lower home prices and mortgage rates combined with rising incomes have improved housing affordability in 2008 compared to 2006 and 2007; however, reluctant lenders and softening job markets are currently blunting the positive impact of improved affordability. Analysts expect further existing sales declines before an upturn materializes in early 2009. New home sales are not expected to reach bottom until late 2009. Most analysts also expect price declines will continue through mid 2009.

Weakness in housing markets and turmoil in financial markets have spread to jobs and consumers. During the first nine months of 2008 the US has lost 760,000 jobs. Job losses are concentrated in construction, other housing related industries, retail, and manufacturing. Only mining, education, health, and government posted job gains in September. Total job losses across all industries in September numbered 159,000. The national unemployment rate has risen to 6.0% for September 2008, up from 4.5% the previous year. Weaker labor markets have led to slower wage growth. Wage

growth slowed from above 4.0% in early 2007 to 3.4% in the year through September 2008. Moreover, wage growth slipped below the inflation rate which has been 4.0% to 5.0% during 2008.

After showing surprising resiliency during 2007 consumer spending has suffered in 2008 as home sales and price declines, job losses, financial turmoil, and high fuel and food prices undermined consumer confidence. September retail sales fell on a year ago basis for the first time since 2002. Weakness in auto sales, furniture and apparel led the 1.0% drop. The boost from the spring economic stimulus checks has receded.

Intensified credit market problems during September and October have led forecasters to lower their outlooks for 2008 and 2009. While policymakers have aggressively responded to the financial troubles and the resulting economic weakness, many analysts believe the US economy has slipped into recession with Gross Domestic Product (GDP) forecasted to fall during the next 2 or 3 quarters. Modest growth is expected to return in the last half of 2009 as housing markets improve. Economy.com forecasts 1.6% annual growth for 2008 and 1.0% for 2009.



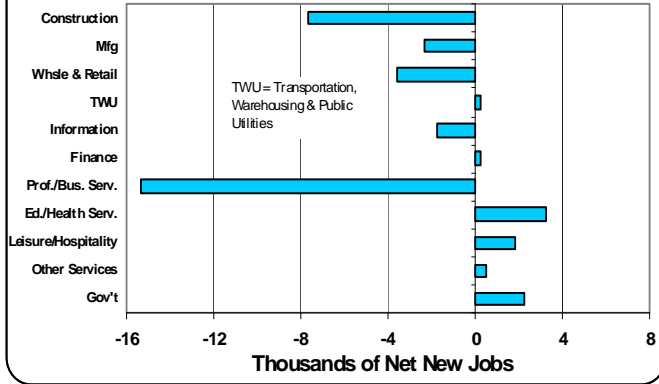
Source: Florida Agency for Workforce Innovation and Institute for Economic Competitiveness, University of Central Florida

National, state and Hillsborough County job markets deteriorated in 2008. In September 2008 the Tampa Metro Area (Hillsborough, Pinellas, Pasco, and Hernando counties) recorded a 12 month job loss of 22,700, a 1.8% drop. Florida lost 119,700 jobs, a 1.5% decline. Reflecting housing's problems, Tampa Bay construction lost 7,700 jobs, an 9.5% drop. (National construction employment fell 5.9% or 461,000 jobs and Florida's fell 12.9% or 75,200 jobs.) Education, health, hospitality, and government posted job gains during the same period.

September 2008 unemployment rates have risen as the economy weakened nationwide. Hillsborough's unemployment rate rose to 6.8% in September 2008 up from 4.4% in September 2007 and 3.4% in September 2006. Metro Tampa's rate stands at 7.0%; Florida, 6.8%; and, US, 6.0%.

ECONOMIC INDICATORS

NONFARM JOB GROWTH BY INDUSTRY TAMPA METRO AREA September 2007 - September 2008



Source: Florida Agency for Workforce Innovation

LARGEST HILLSBOROUGH EMPLOYERS, 2007

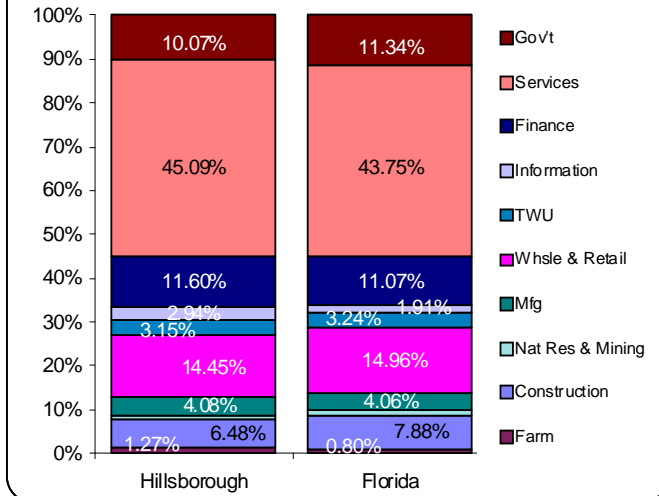
Hillsborough County School Board	25,220
Hillsborough County Government	11,169
Verizon	7,456
Tampa International Airport	7,300
University of South Florida	6,280
MacDill Air Force Base	5,432
Tampa General Hospital	5,000
Publix Food Centers	4,832
City of Tampa	4,700
St Joseph's Hospital	4,111

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2007

While job growth is perhaps the single most important and visible economic indicator for a local area, other indicators play important roles as well. The University of Florida's Bureau of Economic and Business Research (BEBR) forecasts Hillsborough population growth through 2010 will average about 14,000 annually. Growth will be restrained by current economic difficulties.

Job growth in Metro Tampa, and, indeed, Florida and the nation, has been heavily concentrated in services industries. In 2006 services industry jobs accounted for 43%-45% of existing jobs in both Hillsborough County and Florida. Wholesale and retail trade accounted for another 15% of all jobs. Most of Hillsborough's largest employers are in government, retail or health.

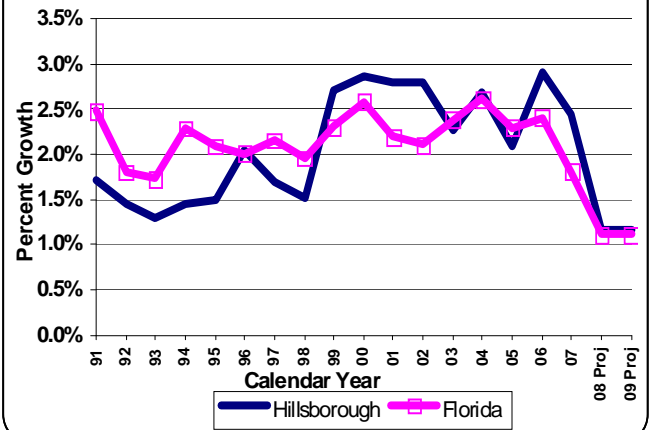
JOB DISTRIBUTION BY INDUSTRY IN 2006



Note: TWU = Transportation, Warehousing & Utilities

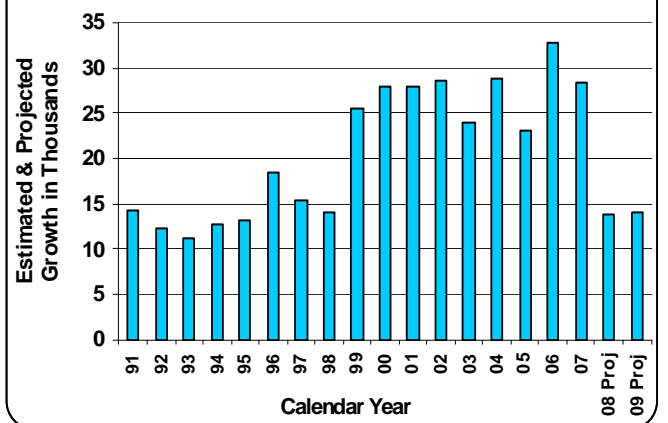
Source: BEA, Regional Economic Information System (REIS)

POPULATION GROWTH FLORIDA VS. HILLSBOROUGH COUNTY



Source: Bureau of Economic and Business Research (BEBR)

POPULATION GROWTH HILLSBOROUGH COUNTY



Source: Bureau of Economic and Business Research (BEBR)

ECONOMIC INDICATORS

The rate of Hillsborough's population growth is forecasted by BEBR to fall to 1.16% annually and to 1.11% annually for the state.

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. After years of record high housing construction, sales, and prices, Hillsborough County's residential real estate market is experiencing a cyclical downturn as are national markets. Greater speculative activity and price appreciation during 2004-2006 has resulted in a deeper housing downturn in Florida than the nation.

Greater Tampa Association of Realtors (GTAR) data show that existing home sales in Hillsborough fell nearly 34% in 2007 and were 54% below the peak year of 2005. Sales appear to be near bottom with August sales only 3.9% below August 2007. GTAR's average home price peaked in July 2006 and has fallen 30.4% through August 2008. Average days on market rose from about 36 in late 2005 to 125 in May before falling to 111 in August. Data from the National Association of Realtors for the second quarter of 2008 show that the median sales price of existing single family homes in the US fell 7.6% during the year. The Tampa Metro Area posted a 18.1% drop. The current drop in home prices should increase affordability for future home buyers.

Hillsborough City-County Planning Commission data for the second quarter of 2008 show a 40.1% decline in Hillsborough County single family housing permits issued. This is a leading indicator of fewer future home starts. Fewer home starts will help to clear the backlog of unsold homes.

Property taxes on residential and commercial real estate provide Hillsborough County Government with its largest source of revenue. Recent growth in taxable real estate values has reflected strong housing markets as well as reassessment activity by the Property Appraiser's Office. Countywide taxable value growth averaged 11.6% annually during 1997-2007. Countywide taxable value grew about 11.7% for FY 08 after 21.7% growth for FY 07. Poor housing markets and tax reform measures resulted in a 4.7% decline in taxable values for FY 09.

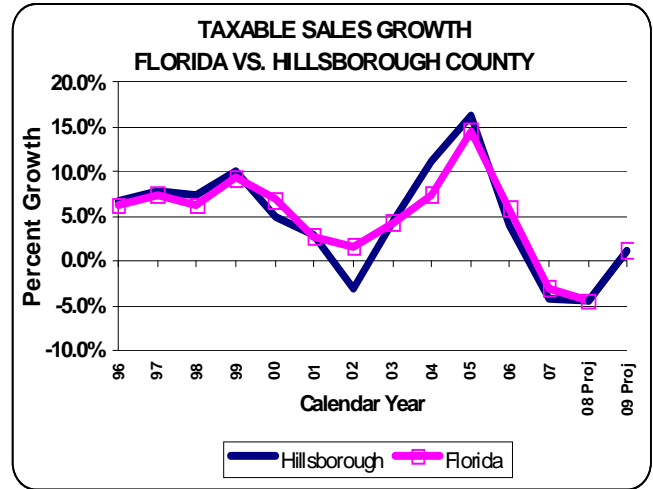
LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, FY 07

	\$ Millions
Tampa Electric Company	40.5
Verizon	23.0
Hillsborough County Aviation Authority	12.0
Mosaic Phosphates Company	7.7
Camden Property Trust	6.1
Wal-Mart	4.8
Post Apartment Homes LP	4.7
Glimcher Limited Partnership	4.7
Tampa Port Authority	4.4
Teachers Insurance and Annuity Association	3.3

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2007

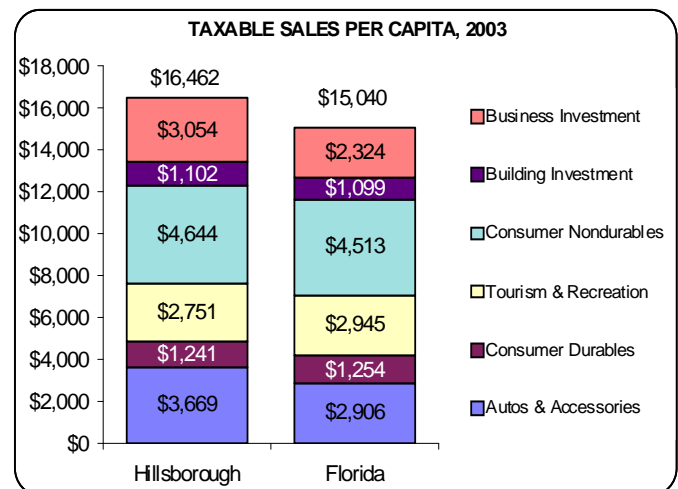
Taxable sales in Hillsborough and Florida have suffered due to fallout from housing's slump, high fuel costs, and the financial turmoil

on Wall Street. After declining 4.3% in 2007, 2008 year-to-date sales are down 9.2% in Hillsborough. Florida sales fell 3.0% in 2007 and are down 7.4% year-to-date. Spending will continue to struggle amid current conditions.



Sources: Florida Department of Revenue and General Revenue Consensus Estimating Conference Projections

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

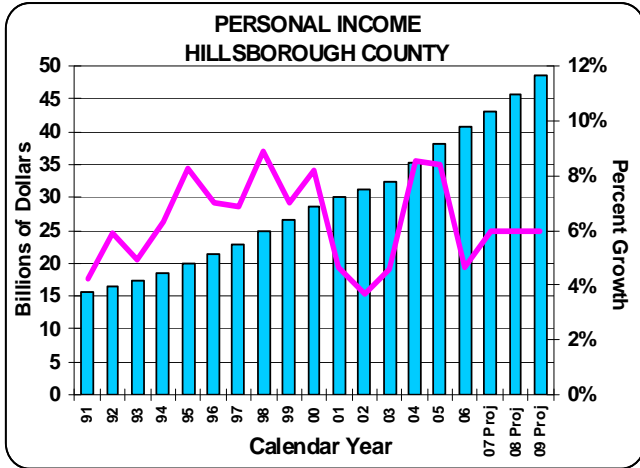


Source: Bureau of Economic and Business Research (BEBR)

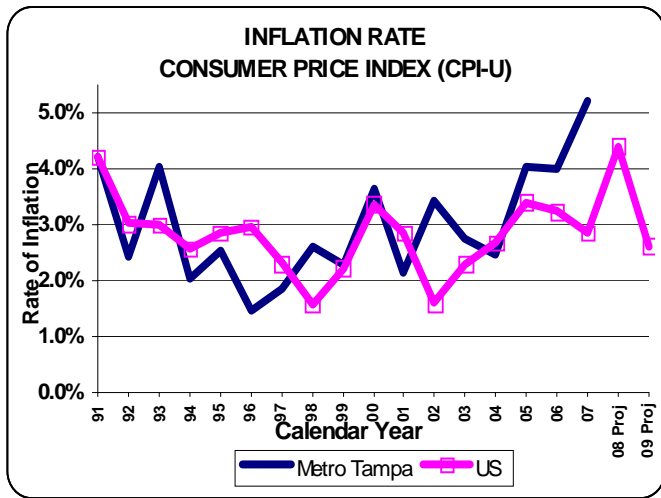
With the absence of direct and comprehensive measures of a local area's economic output, total personal income is a good surrogate measure. Hillsborough County's 2006 total personal income stood at \$40.8 billion, a 4.7% increase over 2005. Income growth exceeded the Tampa Bay region's 2005 inflation rate of 4.0% and the national rate of 3.4%. Woods & Poole Economics estimates

ECONOMIC INDICATORS

growth of 5.9% for 2007 and 2008. Growth of 6.0% is projected for 2009. These forecasts will likely prove high.

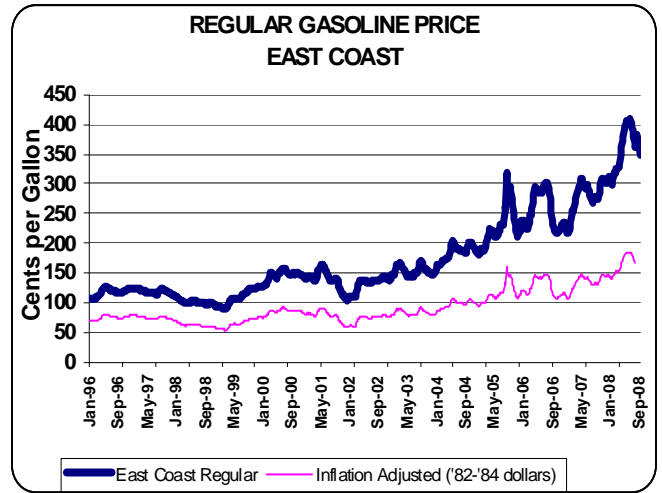


Sources: BEA, Regional Economic Information System (REIS), and Woods & Poole Economics, Inc



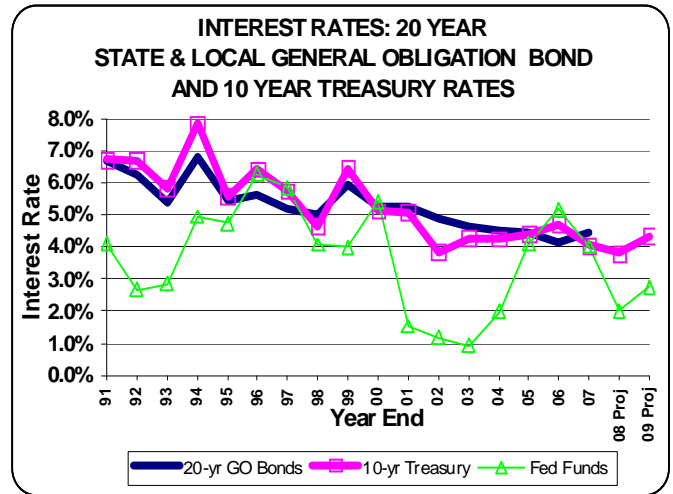
Sources: U.S. Department of Labor, Bureau of Labor Statistics and National Association for Business Economics (NABE)

Inflation rose above 5.0% this summer as fuel and food prices advanced rapidly. High world demand for commodities, food basics and energy along with tight supplies and a low dollar have cut into pocketbooks. Forecasters expect the slow economy will moderate inflation from 4.4% for 2008 to 2.6% for 2009. Oil and gasoline prices have fallen in September and October in response to falling demand.



Sources: US Energy Information Administration and U.S. Department of Labor, Bureau of Labor Statistics

Analysts expect the Federal Reserve will continue its aggressive moves to support the severely distressed financial system. Many analysts expect the Fed will reduce its Fed Funds target a further 25 to 50 basis points by year's end. Falling energy prices have reduced inflation fears and may have given the Fed more room for rate reductions.



Sources: Federal Reserve Board and National Association for Business Economics (NABE)

Risks always abound in economic forecasting. A deeper and extended financial crisis is the greatest risk. Volatile energy and food prices are also a concern. These will determine the Fed's path. At this time the consensus calls for modest growth to resume in mid 2009.

THE PROCESS OF ADOPTING THE BUDGET

Note: During the second 2007 special session ending June 15, 2007, the legislature approved House Bill 1B (HB-1B) that amended various statutes pertaining to the specific legal requirements for levying ad valorem taxes and the budget process. The subsequent amended statutes significantly limit the way maximum millage rates are calculated. On July 13, 2007, the State Department of Revenue notified the County that it must reduce its FY 08 millage rate 5% below the rolled-back rate. The rolled-back rate is the millage rate that generates the same revenue from existing property this year as was levied last year. This reduction applied only to FY 08. For the FY 09 budget and subsequent budgets, the law limited the maximum millage rate to the rolled-back rate multiplied by the growth in the Florida per capita personal income. For FY 09, the Florida per capita personal income rate is 4.15%.

On January 29, 2008, over 60% of Florida voters approved a constitutional amendment that made major changes to property valuation methods. In summary, three provisions of the amendment that significantly impact local government tax bases are: first, an additional \$25,000 exemption to homesteaded properties; and, second, authorizing homesteaded property owners to transfer their Save Our Homes savings (the difference between the market and assessed values up to \$500,000) to a newly purchased home within two years of the sale of the previous home. A third provision puts a 10% cap on the annual increase in the taxable values of non-homesteaded properties. The provisions of the amendment became effective January 1, 2008.

SPECIFIC LEGAL REQUIREMENTS

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.

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 issue 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 was 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.

THE PROCESS OF ADOPTING THE BUDGET

Note: During the second 2007 special session ending June 15, 2007, the legislature approved House Bill 1B (HB-1B) that amended various statutes pertaining to the specific legal requirements for levying ad valorem taxes and the budget process. The subsequent amended statutes significantly limit the way maximum millage rates are calculated. On July 13, 2007, the State Department of Revenue notified the County that it must reduce its FY 08 millage rate 5% below the rolled-back rate. The rolled-back rate is the millage rate that generates the same revenue from existing property this year as was levied last year. This reduction applied only to FY 08. For the FY 09 budget and subsequent budgets, the law limited the maximum millage rate to the rolled-back rate multiplied by the growth in the Florida per capita personal income. For FY 09, the Florida per capita personal income rate is 4.15%.

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THE PROCESS OF ADOPTING THE BUDGET

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.

THE PROCESS OF ADOPTING THE BUDGET FOR FY 09

Besides complying with the specific legal requirements for adopting a budget and levying ad valorem taxes, the County has a budget process that consists of four distinct phases.

The Planning Phase began October 1, 2007 with in-house review of the FY 08 and FY 09 two-year budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The FY 08 and FY 09 biennial (two-year) budget received GFOA's *Distinguished Budget Presentation Award*. The planning phase continued with preparation of budget instructions, examples, and training materials.

The Preparation Phase for the FY 09 budgets for all BOCC funded organizations formally began with the distribution of budget instructions and budget worksheets to departments starting January 18, 2008. Concurrently, instructions and forms were electronically distributed to all organizations. Historically, departments prepared decision units and related summaries for only those budget items changing from the pre-

viously approved planned budget. However, due to the provisions of HB-1B approved in 2007, voter approval of Amendment 1 on January 29, 2008 and the decrease in the values of property due to economic conditions, the County advised departments and agencies that reductions in services and programs might be taking place. In light of probable budget reductions, departments were encouraged to submit FY 09 decision units in order to reorganize and reprioritize continuation level decision units. It was also recognized that reductions were also made to the continuation level budgets of many organizations during the FY 08 budget process which may have altered the manner in which continuation level services were delivered. Additionally, the updated decision units could also provide the County Administrator better information on which to base her decisions for her Recommended FY 09 Budget. Continuation level funding is the level of 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.

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. Departments were also allowed to submit "desired decision units" for FY 09 reflecting service or activity levels above the continuation level.

In a continuing effort to deliver the most cost effective and efficient services to the citizens of Hillsborough County, each organization was also asked to submit a proposal for efficiencies or reductions to its FY 09 continuation level budget. The purpose of this initiative was to examine how services are provided and identify opportunities for cost savings within existing programs. The expectation is that service delivery would not be measurably reduced as a result of these efficiencies. At a minimum, the efficiency proposal was to reflect additional cost savings from FY 09 budgets at the continuation levels for a department, including all funding sources.

The deadline for BOCC departments and agencies to submit their budget packages to the Management and Budget Department was March 21, 2008. Although Florida Statutes allow most Constitutional Officers to submit their budgets on June 1st, the Board approved a

THE PROCESS OF ADOPTING THE BUDGET

resolution, as allowed by Florida statutes, to require the Sheriff, Clerk of the Circuit Court, and the Supervisor of Elections to submit their budgets by May 1. All were able to supply budget information by May 1, 2008.

The Review Phase consisted of scheduled budget work sessions conducted by the County Administrator and attended by the Deputy County Administrator, appropriate Assistant County Administrators, a representative from the County Attorney's Office and budget staff to review and discuss each department and agency budget package. These sessions began in April and continued into May.

In addition to the departmental budget meetings, there were nine formal budget workshops with the BOCC during the Review and Adoption Phases.

The Public Adoption Phase began with the formal presentation of the County Administrator's Recommended FY 09 Budget at a Board meeting on June 4, 2008. The BOCC's review of the budget and the public process of review, change, and formal adoption lasted through late September. This phase included nine workshops with the BOCC and four public hearings, two of which are mandatory under State law.

The second milestone of this phase involved setting the proposed millage rates for FY 09. This was ac-

complished at a workshop on July 31st. The proposed millage rates approved at the July 31st workshop were used by the Property Appraiser to prepare Truth-in-Millage (TRIM) notices distributed in mid-August.

TRIM notices advise county taxpayers of how tax rates proposed by all local taxing authorities combined with current information on assessed value of real property will affect the taxes on each taxed parcel of land. The TRIM notice also serves as the official notification of the time and place of the first public hearing to adopt the 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 September 9, 2008. After hearing public testimony at the hearing, the BOCC adopted tentative millage rates and a tentative FY 09 budget.

The fourth and final milestone in this phase was the adoption of the FY 09 budget and millage rates at the second public hearing held on September 18, 2008. 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 2007** - Staff review of previous biennial budget process, comments from GFOA reviewers, and Board policies

Preparation

- **January 18, 2008** - Distribution of Budget Instructions, Forms, Personnel Worksheets and various budget reports to all organizations
- **February 15, 2008** – Personnel Worksheets due from all organizations
- **March 7, 2008** – Revenue Worksheets due from all organizations
- **March 21, 2008** – Budget Submissions due from all organizations except Constitutional Officers
- **February 18 through 26, 2008** - Review recommended CIP with Program Directors

- **May 1, 2008** - Budget Submissions due from Sheriff, Clerk, and Supervisor of Elections
- **June 1, 2008** – Budget Submission due from Property Appraiser

Review

- **February 13, 2008** – Budget Workshop: Discussion of the budget process; impacts of Amendment 1, and revenue generating options; Presentation of the Five-Year Pro Forma analysis for the tax funds and the presentation of a report on new or expanded programs from FY 01 to FY 07
- **April 23, 2008** – Budget Workshop: Presentation of estimated deficits in the Countywide General Fund and the Unincorporated Area General Fund; Discussion of possible revisions to three Board financial policies, and a discussion of the Environmentally Sensitive Lands Acquisition and Protection Program (ELAPP)

THE PROCESS OF ADOPTING THE BUDGET

- **June 1, 2008** – Preliminary tax roll information from the Property Appraiser's office available

Public Adoption

- **June 4, 2008** – The County Administrator delivers the Recommended FY 09 Budget and Capital Improvement Program to the Board of County Commissioners
- **June 5, 2008** – Budget Workshop: Reviewed the recommended budgets for Aging Services, Animal Services, Children's Services, and Code Enforcement Departments. Flagged restoration of reductions in Parks, Recreation and Conservation Department's after-school and summer programs and Aging Services in-home services
- **June 11, 2008** – Budget Workshop: Reviewed the recommended budgets of Communications, Consumer Protection and Professional Responsibility, County Administrator, Debt Management, Economic Development, Emergency Management, Equal Opportunity Administrator, Extension, Health and Social Services, Human Resources, Library Services, Management and Budget, and Information and Technology Services Departments. The BOCC flagged various items including reductions in the Communications Department's budget; expansion of the combat grant program, restoration of positions in certain departments and restoration of funding for the Tampa and Brandon Chambers of Commerce.
- **June 11, 2008** – Public Hearing to accept public input on the operating and capital improvement budgets
- **June 19, 2008 – Budget Workshop:** Reviewed the recommended budgets of Medical Examiner, Procurement Services, Real Estate, Security Services, Fire Rescue, Parks, Recreation and Conservation, Planning and Growth Management, Public Works, and Solid Waste Departments. The BOCC requested information on various items including potential transportation costs for the after-school program; a report on take-home vehicles and auto allowances; a report on positions affected by the Reduction in Force, etc. The BOCC flagged various items including options for expanding after-school and summer programs in the Parks, Recreation and Conservation Department, reductions in the Tampa Sports Authority budget, restoration of budget reductions in the Fire Rescue Department and restoration of certain program reductions in Solid Waste, etc.
- **July 1, 2008** – Property Appraiser supplies preliminary taxable value information to tax authorities.
- **July 15, 2008** – County Administrator's Recommended FY 09 Budget is filed with the Clerk of the Circuit Court in accordance with Florida Statutes.
- **July 17, 2008** – Budget Workshop: Reviewed the recommended budgets of Sheriff, Supervisor of Elections, Public Defender, Victim Assistance, Guardian Ad Litem, Environmental Protection Commission, Criminal Conflict Counsel, Nonprofits, Governmental Agencies, Allotments, Reserves, and Public Art. The BOCC requested information on the Tampa Sports Authority budget and court related special revenue funds, etc. The BOCC also flagged various items including further millage reductions, restoration of International Protocol Partnership, funding for Hillsborough County Fair and restoration of various nonprofit funding, etc.; Staff updated the BOCC on the status of property taxes and other revenues
- **July 17, 2008** – Public Hearing to accept public input on the operating and capital improvement budgets
- **July 24, 2008** – Budget Workshop: Presentation on the budget of the Tampa Sports Authority; presentation regarding the slow down in construction industry and the related workload impact on the Planning Commission and a presentation regarding the after-school program. The BOCC flagged various items including a reduction in the allocation for transportation plan amendment studies, restoration of various nonprofit funding; restoration of a position in the Human Resources Department and ventilation repairs at Animal Services
- **July 29, 2008** – Budget Workshop: Presentation by Planning and Growth Management Department regarding the slow down in the construction industry and the related workload impacts; presentation regarding restoration and expansion of after-school and summer programs in the Parks, Recreation and Conservation Department. The BOCC flagged funding for the Florida Aquarium and the NAACP.
- **July 31, 2008** – Budget Workshop to reconcile changes to the budget in order to set proposed TRIM millage rates
- **September 9, 2008** – First State-Required Public Hearing to adopt tentative millage rates and a tentative budget
- **September 18, 2008** – Second State-Required Public Hearing to adopt final millage rates and the FY 09 operating and capital budgets.

PROCEDURES FOR AMENDING THE BUDGET

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

After the formal adoption of the budget by the Board of County Commissioners (BOCC) in September for the fiscal year beginning October 1st, 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 Form must state "Request for Budget Amendment Resolution" and identify the subject of the amendment and the fiscal year.
- The recommendation section of the cover sheet must state where funds are coming from and where funds are going; justification on why the action is needed; and the amount of the increase or decrease.
- The financial impact section of the cover sheet must state the impact on the current year's budget as well as the recurring impact on future years' budgets. Any increase or decrease in a reserve account should reflect the balance of the reserve subsequent to the action requested in the budget amendment.
- A separate form entitled Line Item Detail showing the specific accounts affected must accompany the Agenda Item Cover Sheet Form.
- Each department director is responsible for initiating agenda items, via an electronic agenda workflow system, that affect their department's activities or budget. The completed Agenda Item Cover Sheet Form with the Line Item Detail Form, includ-

ing the estimated impact on the next fiscal year and any other appropriate information, is electronically signed by the department director and then forwarded for review through the organization. Electronic review and signature is performed in the following sequence:

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

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

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

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

FINANCIAL POLICIES AND PROCEDURES

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

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

In FY 98, the Board of County Commissioners adopted a series of financial policies, 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 adopted by the Clerk of Circuit Court in his or her capacity as Chief Financial Officer for the Board, which do not require Board approval, do not appear here.

There are two key Florida Statutes regulating local government budget development and implementation,

Chapters 129 and 200. Chapter 129, entitled "County Annual Budget," establishes a system for controlling finances of county boards of commissioners throughout the state. Chapter 200, "Determination of Millage," defines the duty of the county commissioners in setting the rate of taxation. These statutory provisions set the framework for the budgetary process. In addition, Generally Accepted Accounting Principles (GAAP) for state and local governments as set forth by the Governmental Accounting Standards Board (GASB), provide professional standards that guide public financial management and reporting.

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POLICIES AND GUIDELINES

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

1. **Chapter 129.01(2)(b), Florida Statutes:** The budget will be balanced by subfund, that is, the estimated revenues including balances brought forward will equal the total of the appropriations and reserves.
2. **Chapter 129.01(2)(b), Florida Statutes:** Budgeted reimbursements are considered anticipated receipts and as such will be budgeted at 95% of the estimated fiscal year total.
3. **Chapter 129.01(2)(c)1, Florida Statutes:** Reserves for contingencies may be established for each fund during the annual budget development process, and when established, will be in compliance with Florida Statutes requiring that reserves for contingencies not exceed ten percent of the total budget.
4. **Chapter 129.01(2)(d), Florida Statutes:** A reserve for reappropriation will be provided in each fund as necessary to provide for the payment of vouchers which have been incurred in the year(s) prior to the fiscal year for which the budget is being prepared.
5. **Chapter 129.06(2)(a), Florida Statutes:** Budget changes may be made through the budget amendment process.
6. **Chapter 129.06(2)(d & e), Florida Statutes:** Fund revenue and expenditure totals may be increased or decreased by formal action of the BOCC: a) following appropriate public notice and public hearing, b) in the event new revenue is received from an unanticipated source, or c) in the County's enterprise funds.
7. **Chapter 129.06(3)(b), Florida Statutes:** Interfund transfers are fixed when the budget is adopted.
8. **Hillsborough County Ordinance 02-12: 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 diversi-

fied 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:

FINANCIAL POLICIES AND PROCEDURES

- 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 vendors' 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 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 ini-

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

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

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

Changes in the cost of a current year project that are less than 10% or less than \$100,000, whichever is least, of the project's all years budget (including all funding sources), can be adjusted with the approval of the County Administrator under the Administrative Budget Amendment process. The Board of County Commissioners will be provided with a quarterly report of all such administrative adjustments.

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

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

- a. public facilities requirements related to standards set for potable water, sanitary sewer, solid waste, stormwater management, parks

- and recreation facilities, and arterial and collector roads; and
- b. revenue forecasts and analysis of financial capacity, as related to the above-listed public facilities.

Definitions: 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 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 de-

liver. 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.

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 affect 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.

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.

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:

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

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

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

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

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

15. Use of Excess Fund Balance- BOCC Policy

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

- 25 percent will be transferred to a fleet replacement account in the Fleet Services Fund for the replacement of vehicles including annual rental costs until the County's fleet replacement account for each fund has attained industry replacement standards, as identified by the Fleet Maintenance Department; and
- 25 percent will be transferred to a designated reserve in the Self Insurance Fund for unbudgeted litigation or judgment 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) under-expenditures 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 com-

bined 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 Procurement Services Department, and the Human Resources Department, under the direction of the County Administrator, to implement this policy.

18. Pay-As-You-Go Funding of Capital Improvement Projects - BOCC Policy 03.02.02.05: It is

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

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

22. **User Fees and Cost Recovery - BOCC Policy 03.02.02.09:** It is the policy of the BOCC that the County may from time to time establish or update fees for services provided by the County (user fees). The County will identify the full cost of providing a service for which fees are charged. Whenever practical, the County shall identify cost recovery

ery 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.

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

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.

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

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nance 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 targeted to the 50th percentile in a comparison of pay with public and private employers. As a targeted goal for comparison purposes, the midpoint of each County pay range should represent 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. However, as the BOCC considers the targeted percentile along with the total employee compensation package, it will be the BOCC discretion in determining where the actual pay ranges shall be established.

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 the adopted capital improvement program. Major assumptions should be outlined and sensitivity analy-

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sis 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, and part-time positions approved in the adopted budget for each department, agency or office funded by the BOCC 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. For departments and agencies that report to the BOCC, this also applies to temporary positions.

Additions to the approved number of total positions (i.e., permanent full-time, part-time, and temporary) in all organizations funded by the BOCC will require BOCC approval.

The following applies to departments and agencies that report to the BOCC:

Approved positions that have remained vacant for greater than one year will be eliminated along with related budget appropriation unless continuation of the position(s) is approved by the BOCC. For purposes of this policy, a position is not considered to be vacant if it is associated with an employee that is on an approved leave of absence. A position becomes vacant on the date that staff in the position terminated employment based on the effective date in an approved personnel action. Newly established positions are considered to become vacant from the effective date of the position as determined through Civil Service Board approval up until such time as the position becomes filled with a new employee.

Positions that are not established through either the Human Resources Department (unclassified positions) or the Civil Service Office (classified positions) within six months after BOCC approval will be eliminated along with related budget appropriation and reported to the BOCC through an agenda item.

Costs associated with the use of temporary employees will be controlled through standards documented by the Human Resources Department. At a minimum, these standards will address the use of temporary agencies, compensation, promotional opportunities, and recruitment. The term of employment for temporary staff shall not exceed 180 days.

Purpose: The purpose of this policy is to control expenditures on personnel 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

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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 overextended. 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.

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.

Purpose: The purpose of this policy is to formalize the County's level of budgetary control.

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

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

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

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

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

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budget for FY 08 will be prepared during FY 07. If a budget for FY 09 is also budgeted as a part of a biennial budget process, it will also be based on FY 06 expenditures, since that will still be the most recent year for which audited expenditures are available.

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

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

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

- 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 turnover resulting from resignations, terminations, retirements, promotions, and transfers. In the event this policy is utilized, a minimum of 25% of the amount that is subtracted from the budget to reflect such turnover savings 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 per-

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sonnel funding was budgeted as a result of the application of this policy. Any reserve balance remaining at year-end will be available for appropriation in the subsequent year.

Amounts subtracted from the personnel budget and not reserved will be available for appropriation in the current fiscal year.

In implementing this policy, provisions should be made to exempt organizations with less than 25 positions, and this policy does not apply to the budgets of Constitutional Officers.

Purpose: The purpose of this policy is to allow the budget to reflect anticipated year-end personnel expenditures while ensuring that adequate funds are available to fund all positions throughout a fiscal year. Budgeting the cost of positions based on historic knowledge of savings that result from turnover resulting from resignations, terminations, retirements, promotions, and transfers (also known as budgeting for attrition) better reflects what will actually be spent on personnel costs. At the same time, provision must be made if turnover savings is less than anticipated, and to recognize the potential problems for organizations with few employees.

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.

- 1) 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:

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.
- 3) If the requirements in 1) and 2) above have been met, remaining funds may be used to initiate new projects.
- 4) 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. Budgetary Reappropriations – BOCC Policy 03.02.02.27: It is the policy of the BOCC that the portion of any year's budget that is attributed to the carryover or reappropriation of a prior year's financial commitments be limited to items meeting at least one or more of the following criteria:

- 1) Operating expenses within **restricted sub-funds** may be adjusted (added to or subtracted from) for any actual fund balance in excess of or below that budgeted. Use of excess balances will be determined during the review of reappropriation requests.
- 2) Operating expenses relating to an encumbrance that is limited to one-time costs budgeted in a prior fiscal year with an obligation to

pay carried into the subsequent year. The expenses must be necessary and material in amount in relation to the department's budget (e.g., the balance of a professional services contract that cannot be absorbed within the current fiscal year budget). Eligible items should come primarily from encumbrances within objects 031 Professional Services and 034 Other Contractual Services. Encumbrances for "supplies" typically do not meet the eligibility criteria for reappropriation. All reappropriation requests must be specifically documented and supported by a valid purchase order or encumbered contract.

- 3) Grants and aids and capital items where a purchase order was issued and funds encumbered in a prior fiscal year, but payment was not made prior to the close of that fiscal year.
- 4) Grants and aids and capital items for which the Procurement Services Department received a valid purchase requisition and a pre-encumbrance was posted in FAMIS but the actual purchase order was not issued prior to the end of a prior fiscal year. This eligibility criterion, as it relates to capital items, is intended to accommodate the purchase of capital equipment that has a long purchasing cycle, including the development of specifications and bidding. Individual pre-encumbrances will be reviewed for eligibility based upon the date the requisition was initiated, type of equipment, and whether the specific capital outlay was part of an approved BF-105 in the department's prior year budget submittal or a mid-year budget amendment.

The County Administrator may add additional eligibility criteria to further restrict items eligible for reappropriation based on an assessed need for tighter budgetary control or funding limitations.

The County Administrator's recommendations for reappropriation must be approved by the BOCC through the budget amendment process.

Purpose: The purpose of this policy is to control which financial commitments (from a prior fiscal year) are eligible to be rebudgeted and reappropriated in a new fiscal year.

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

41. Method of Funding Citizen Initiated Localized Capital Projects or Services – Board Policy 03.02.02.28:

It is the policy of the Board of County Commissioners that it will use non-ad valorem assessments to fund the full cost of citizen initiated capital projects or services that will benefit limited areas within the unincorporated area, that exceed the current general levels of services provided to residents of unincorporated area by Hillsborough County and have not been previously provided by the County. These non ad valorem assessments will be imposed through Municipal Service Benefit Units (MSBU) the BOCC may establish under Chapter 125.01(1)(q) of the Florida Statutes.

- 1) The area to be included in an MSBU is compact and amenable to the efficient and effective delivery of service.
- 2.) A fair and reasonable methodology can be developed to apportion the full cost of the capital project or service to those properties benefiting.
- 3) The citizen initiated project or service is not the remediation of a tangible action of the Hillsborough County Charter Government.

This policy does not apply to the County's existing MSBU programs such as residential streetlighting, reclaimed water, transportation impact fee assessment units, water and sewer capacity fee assessment units, or infrastructure assessment units, etc. It also does not apply to existing localized programs that are available through established processes to all unincorporated area communities such as residential and neighborhood traffic control or the neighborhood minigrant program.

Additionally, if the BOCC uses grants or other funds from intergovernmental and/or private agreements to pay all or part of a localized capital project or service that conforms to #1 above, this action does not obligate the BOCC to fund all or part of the future costs of projects or services of this type or service level with ad valorem taxes or other local non-grant resources.

Purpose: The purpose of this policy is to establish guidelines regarding the method of funding citizen initiated projects or services that benefit limited geographic areas within the unincorporated area, that exceed the current general level of service provided to residents of unincorporated area by Hillsborough County and have not been previously provided by the County.

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Responsibility: It shall be the responsibility of the County Administrator to manage compliance with this policy

42. **Environmental Land Acquisition Program (ELAP) Fund - BOCC Policy 03.02.03.00:** It is the policy of the Board of County Commissioners that general obligation bonds for ELAP not be issued this fiscal year in order to save issuance and interest costs. Further, it is the policy of the Board that .25 mills be levied in September 1991 to continue the ELAP program and to further adopt an ordinance or to amend the existing ordinance to declare the levy in September 1991, the first year of the 20-year period.

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

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

43. **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 recovery 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.

Purpose: The purpose of this policy is to maintain emergency reserves that will provide for unantici-

pated financial impacts on the Board of County Commissioners.

Responsibility: It is the responsibility of the County Administrator and the Budget Department to advise the BOCC when it may be necessary to draw down this reserve, identifying the criterion which has been met. A final determination that use of the reserve is appropriate shall be made by the BOCC.

44. **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.

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

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

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

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

46. **Policy Concerning Conduit Private Activity Bond Issuance – Board Policy 03.02.06.01:** - All requests for County approval of PAB's proposed to be issued by a Conduit Issuer or issued directly by the County on behalf of a Borrower must comply with the policies, guidelines and procedures described in the attached Borrower Application Forms. Furthermore, Conduit Issuers and Borrowers shall use the County's bond counsel, and the County Attorney's Office shall serve as General Counsel to all Conduit Issuers whose members are appointed by the County Commission. Finally, fees

payable to the Hillsborough County Board of County Commissioners by the Borrower are established as follows: (1) a non-refundable \$2,000 application fee, (2) a fee in the amount of ½ of 1% of the total par amount of bonds issued, payable from bond proceeds (minimum fee of \$25,000), and (3) a surcharge of \$2,500 for expedited review of completed applications received less than 31 days prior to the desired date of presentation to the Board.

Purpose: The purpose of this policy is to ensure that the County's review of applications for Board approval of Conduit Private Activity Bond issuance is conducted efficiently and effectively while accomplishing the following objectives: (1) ensuring that the County's interests are protected, (2) ensuring compliance with the County Commission's policies and goals, (3) instituting standardized procedures and guidelines for the evaluation and issuance of Conduit Private Activity Bonds, and (4) imposing application and review fees to be paid by the Borrower.

For the purpose of this policy, the following terms have the indicated meanings:

- 1) 1. Conduit Issuer means any city, county, or independent governmental authority established by statute excluding, however, the Hillsborough County Housing Finance Authority and the Hillsborough County Industrial Development Authority.
- 2) 2. Conduit Private Activity Bonds (PAB's) mean a type of revenue bond, issued by a Conduit Issuer on behalf of a Borrower, specifically authorized by statute and by the U.S. Tax Code of 1986, as amended, and the proceeds of which are used to fund eligible capital projects. PAB's are payable solely from revenues derived from loan, lease or installment sale payments made by the Borrower.
- 3) 3. Borrower means a not-for-profit entity, or other entity permitted by the U.S. Tax Code of 1986, as amended, to utilize Private Activity Bond financing.

Responsibility: Debt Management Department

47. **Water and Wastewater Financial Policy - BOCC Policy 03.03.01.00:** Hillsborough County intends to operate its water and wastewater system in a businesslike manner using financial procedures which are consistent with those used in standard utilities operations. The Water Department shall be an enterprise fund department existing solely on its own revenues (i.e. monthly service revenues and

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fees, grants, interest income, bond sale proceeds, etc.) and such revenues are expended only for use of the Water Department. Further, monthly water and wastewater service revenues shall be used, to the greatest extent possible, to provide for the operation and maintenance of the utilities system, renewal and replacement, debt service (except for the portion eligible to be paid by capacity fees), and any capital rehabilitation related to service of existing customers.

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

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

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

48. **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.

49. **The Writing Off of Uncollectible Accounts Receivables for the Fire Rescue Department - BOCC Policy 03.04.20.01:**
- 1) Fire Rescue will make every effort to insure that each account is processed in accordance with its operating procedures before designating the account as uncollectible.
 - 2) Accounts that are outstanding for three years or more from date of service will be deemed uncollectible. Write offs will be done four times a Year (as of Dec. 31, Mar. 31, Jun. 30, and Sept. 30).
 - 3) Accounts with a balance of \$5.00 or less, and are outstanding for three months or more will be deemed uncollectible and written off.
 - 4) A detailed listing of these uncollectible accounts will be approved by the Director of Fire rescue.
 - 5) The listing will be submitted to BOCC Accounting Department after each write off.
 - 6) The BOCC Accounting Department will, upon receipt of the listing, reduce accounts receiv-

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able 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.

50. 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.

51. Budget Preparation and Limitations – BOCC

Policy 03.05.07.00: It is the policy of the BOCC that, commencing with the preparation of the proposed annual budget for the 2008 Fiscal Year and each fiscal year thereafter, in preparing the annual budget for submission to the BOCC, the County's Budget Officer shall insure that, except as otherwise directed by this policy, the proposed amounts budgeted for the Countywide General Fund and the Unincorporated Area General Fund do not exceed the amount budgeted for each of the respective funds in the adopted annual budget for the prior fiscal year plus amounts for inflation and population growth based upon price and population indices adopted by the County's Budget Officer. With respect to the preparation of the proposed annual Budget for the 2008 Fiscal Year, the adopted annual budget for the prior fiscal year shall mean the adopted annual Budget for Fiscal Year 2007 as amended as of the approval of this policy by the BOCC.

The limitation provided in this policy, shall not apply to the proposed amounts to be budgeted for each of the respective funds for: mandates imposed by the State of Florida or the Federal Government; funding directly provided to the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector; or funding necessary to satisfy all contractual obligations and commitments approved by the BOCC prior to the approval of this policy by the BOCC.

Any deviation or amendment to this policy shall require a supermajority vote of the BOCC after a duly noticed public hearing prior to consideration of such deviation or amendment.

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Purpose: To establish a fiscal policy of the Board of County Commissioners (“BOCC”) that will restrict future growth in the areas of the proposed annual Budget that are primarily funded with ad valorem taxes.

52. **Recording of Infrastructure Assets – Board Policy: 03.05.08.00:** Infrastructure assets are defined as long-lived capital assets that are normally stationary and can be preserved for a significantly greater number of years than most capital assets. Examples of infrastructure assets are bridges, streets, sidewalks, streetlights, water mains and wastewater collection systems. Land is not an infrastructure asset. Infrastructure assets may be (a) purchased and/or constructed by the County or (b) purchased and/or constructed by a private entity and contributed to the County such as when land is platted and improved in accordance with the County’s Land Development Code. Contributed infrastructure assets will be recorded at their fair market value as of the date of acceptance plus any ancillary costs incurred by the County necessary to place the asset in service. Examples of ancillary costs include items such as attorney fees, engineering fees and permit fees. Notification to the Clerk of Circuit Court’s Finance Department made by the Department acquiring an infrastructure asset will include documentation of the fair market value of the asset.

County staff will promptly and accurately record infrastructure asset acquisitions, sales or other dispositions throughout the fiscal year as the County receives or relinquishes ownership of infrastructure assets. The Department acquiring or disposing of an infrastructure asset will be responsible for promptly notifying the Clerk of Circuit Court’s Finance Department in a form and manner specified by the Clerk’s Office for presentation to and approval by the BOCC. Infrastructure Assets that are part of an enterprise for which an enterprise fund has been established will be accounted for through that fund.

Purpose: The purpose of this policy is to assure that the addition and/or deletion of infrastructure assets are properly and timely recorded in the County’s financial records. It is important that such assets are recorded appropriately to ensure that the County’s records are complete and accurate and in compliance with Government Accounting Standards Board Statement Number 34 and other applicable accounting standards.

Responsibility: Notification of the Clerk of Circuit Court’s Finance Department will be the responsibility of Planning and Growth Management, Public Works, Real Estate, and Water Resource Services, as appropriate.

The Management and Budget Department will be responsible for periodically monitoring departments’ compliance with this policy and ensuring that each department maintains appropriate procedures to implement the Policy.

53. **Capital Funding for Outside Agencies - BOCC Policy 04.05.00.00:** It is the policy of the Board of County Commissioners that any request for capital funding from private, not-for-profit agencies or other outside agencies must be accompanied by the following in order to provide the Board of County Commissioners specific information on the project for which funds are being requested.
- 1) A Capital Funding Request Information Form will be available for download from the BOCC website. The form requires the following information:
 - a. A complete project description.
 - b. A discussion of the benefits that the completed project will provide.
 - c. An indication of whether this project will help the BOCC meet its Strategic Plan objectives, and if so, which objective.
 - d. The proposed project location.
 - e. A project cost estimate, with costs allocated by fiscal year in which they will be incurred.
 - f. A discussion on how the project cost was determined.
 - g. The estimated project start and completion dates.
 - h. An estimate of annual operating and/or maintenance costs once the project is completed.
 - i. A discussion on the basis on how the annual operating and/or maintenance costs were determined.
 - j. The signature of the agency head or chief financial officer attesting to the accuracy of the information.
 - 2) A Business Plan will include a discussion of how the agency proposes to meet annual operating or maintenance cost requirements, and will provide a sensitivity analysis for their anticipated ability to meet ongoing cost commitments at various revenue levels.

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- 3) Identification of other actual and/or proposed funding sources including the estimated amount from each source.
- 4) A discussion of the intended ownership of the capital asset –whether the agency will retain ownership or will turn it over to the County once completed.

Further, it is the policy of the Board of County Commissioners that any agreement with a private, non-profit agency or other outside agency to fund all or a portion of that agency's capital project also includes the stipulation that the County is to be repaid its funding portion if the property or facility is later sold, unless the sale proceeds are to be used for a specifically approved purpose by the Board of County Commissioners.

Purpose: The purpose of this policy is to establish consistent guidelines for submission of capital funding requests from either private not-for-profit agencies or other outside agencies.

Responsibility: It is the responsibility of the Department of Management and Budget to monitor funding requests to ensure compliance with this policy. It is the responsibility of the Debt Management Department to develop the business plan format and review submitted business plans.

54. **Disposal of Surplus Fleet Vehicles and Related Equipment – BOCC Policy 08.01.01.02:** It is the policy of the BOCC that vehicles and related equipment disposed by the County be sold at fair market value with the proceeds returned to the appropriate funding source. Salvage value for surplus vehicles and equipment is a funding source for replacement vehicles. Restricted funding sources such as grants, enterprise funds, and internal services funds generally require the proceeds from surplus vehicles and equipment be returned.

The BOCC has the discretion to classify as surplus any of its property not otherwise lawfully disposed of that is obsolete, that is uneconomical or inefficient to use, or that serves no useful purpose.

At the direction of the BOCC, a direct sale at fair market value can be made to another government unit or political subdivision. Donations will not be made to any person or to any civic, charitable or nonprofit organization.

Purpose: To reduce the County's cost of replacing vehicles and related equipment by establishing guidelines for disposal of surplus fleet vehicles and related equipment, by ensuring restricted funding sources recover revenue based on the fair market value of such vehicles and equipment and by facilitating partial funding of replacement vehicles and related equipment from such revenue.

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

55. **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:
- a. 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.
 - b. 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.

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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.

56. 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.

COMPARISON OF STATUTORY OPERATING BUDGET TO TRADITIONAL OPERATING BUDGET

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Total Budget	\$2,745.5	\$3,821.8	\$4,046.7	\$4,032.0
Reductions:				
Internal Service Funds (Net of Transfers)	117.4	281.5	342.9	390.4
Trust and Agency Funds (Net of Transfers)	3.5	28.3	13.6	13.2
Advanced Refunded Debt Principal	160.3	89.9	21.7	6.0
Transfers	799.9	894.2	978.5	1,059.2
Capital Budget (Net of Reserves)	212.8	378.4	362.6	355.6
Capital Reserves	0.0	(95.2)	31.0	22.3
Total Reductions	1,293.9	1,577.0	1,750.4	1,846.7
Statutory Operating Budget ¹	\$1,451.6	\$2,244.8	\$2,296.4	\$2,185.3
Total Budget	\$2,745.5	\$3,821.8	\$4,046.7	\$4,032.0
Reductions:				
Capital Budget (Net of Reserves)	212.8	378.4	362.6	355.6
Debt Service	242.9	188.0	127.2	120.7
Transfers	806.4	894.2	978.5	1,059.2
Reserves and Refunds	2.2	692.2	849.1	772.7
Total Reductions	1,264.3	2,152.8	2,317.5	2,308.1
Traditional Operating Budget ²	\$1,481.2	\$1,668.9	\$1,729.2	\$1,723.8

Detail may not add to totals because of rounding.

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

Notes:

(1) Calculated per section 200.065(3)(l), Florida Statutes.

(2) Calculated per traditional (non-statutory) methodology which included personal services, operating and maintenance, and non-capital equipment only.

(3) Major reconciling adjustments between statutory and traditional operating budget calculations:

- a. Operating reserves (excluding internal service fund and trust and agency fund reserves) are included in the statutory operating budget; all reserves are excluded from the traditional operating budget.
- b. Debt service, net of advanced refunded debt principal, is included in the statutory operating budget, but is shown separately from the traditional operating budget. Debt service costs include principal and interest payments, arbitrage rebate costs, bond counsel fees, consultant fees, and other costs associated with issuing and servicing long or short term debt.
- c. Internal service funds net of transfers are excluded from the statutory operating budget, non-capital internal service fund amounts are included in the traditional operating budget.
- d. Trust and agency funds net of transfers are excluded from the statutory operating budget, non-capital trust and agency fund amounts are included in the traditional operating budget.

ESTIMATION OF THE COUNTY'S ENDING FUND BALANCE

In reviewing the Hillsborough County Board of County Commissioners' Adopted Budget for FY 09, the reader will notice that the County's practice is to appropriate all beginning fund balances and all revenues and other sources. As a result, it appears that it is the County's intent to end the fiscal year with no remaining funds. That is not the case.

The County's estimation of its fiscal position on September 30, 2009 can be looked at in two ways; on a budgetary basis and on a projected year end basis.

First, on 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 \$772.7 million in FY 09.

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 only appropriate 95% of most revenues. While a 95% factor may be reasonable for ad valorem collections, where adjustments to the tax roll and discounts for early payment result in collections of about 95%, it tends to understate collections from other revenues.

The final factor in this method of estimating ending fund balance is to review the budgeted expenditures and reserves and project what portion of the expenditures will be spent and what level of the reserves will not be appropriated through budget amendments during the fiscal year. A multi-year projection of fund balances for three major operating funds is included in an annual five year Pro Forma budget document.

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

The first column reflects the budgeted beginning fund balance.

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

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

The final column, which reflects a somewhat conservative projection of fund balance September 30, 2009 is column one plus column two, less column three. The total for all funds is \$864.3 in FY 09.

Best practices require disclosure when there is a significant drawdown of fund balance. There is no significant drawdown in the County's General Fund Balance budgeted for FY 09.

FY 09 ESTIMATED ENDING FUND BALANCE

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Perc. Change
General Fund					
Countywide General Fund	\$123,299,235	\$610,818,740	\$605,456,200	\$128,661,775	4.3%
Unincorporated Area General Fund	102,353,377	374,872,528	377,785,257	99,440,648	-2.8%
Subtotal	225,652,612	985,691,268	983,241,457	228,102,423	1.1%
Special Revenue Funds					
Countywide Special Purpose Fund ⁽¹⁾	61,025,121	192,217,386	179,659,620	73,582,887	20.6%
Unincorporated Area Special Purpose Fund ⁽²⁾	5,927,239	22,712,892	20,920,581	7,719,550	30.2%
County Blended Component Units Fund	37,584	9,749,754	9,749,962	37,376	N/A
Local Housing Assistance Program Fund	0	8,250,000	8,250,000	0	N/A
Florida Health Care Surtax Trust Fund ⁽³⁾	83,550,065	102,325,524	120,999,327	64,876,262	-22.4%
Sales Tax Revenue Fund ⁽⁴⁾	37,937,828	212,145,126	199,230,768	50,852,186	34.0%
Intergovernmental Grants	0	89,993,835	89,993,835	0	N/A
County Transportation Trust Fund ⁽⁵⁾	8,272,796	167,996,056	142,311,274	33,957,578	310.5%
Library Tax District Fund	34,146,845	55,427,647	52,839,519	36,734,973	7.6%
Infrastructure Surtax Fixed Project Fund ⁽⁶⁾	0	249,226,865	311,295,359	(62,068,494)	N/A
Subtotal	230,897,478	1,110,045,085	1,135,250,245	205,692,318	-10.9%
Debt Service Funds ⁽⁷⁾					
Cap Imp Non-Adval Rev Bds Ser 98/08 Fund	328,492	1,488,087	1,456,863	359,716	9.5%
Fuel Tax Ref Revenue Bonds Debt Svc Fund	1,283,674	559,160	1,402,000	440,834	-65.7%
4th Cent Tourist Development Tax Fund	2,267,952	683,333	2,161,890	789,395	N/A
5th Cent Tourist Development Tax Fund	1,055,567	3,439,050	3,230,623	1,263,994	19.7%
P&R G.O. Bnds 93/96/02 Dbt. Svc. Fund	217,418	1,354,886	1,387,123	185,181	-14.8%
ELAPP Limited Ad Valorem Tax Bonds	1,156,450	5,918,462	6,002,045	1,072,867	-7.2%
Crim Just CIP Ref Rev 93 & 03 Debt Svc Fund	11,918,408	9,748,551	9,999,500	11,667,459	-2.1%
Court Facil Rev Bonds 99 & 05 Debt Svc Fund	2,808,461	1,345,746	2,545,953	1,608,254	-42.7%
CIP Rev Bonds 94/96/06 Debt Svc Fund	3,882,548	3,163,470	3,256,922	3,789,096	-2.4%
Cap Imp Non-Adv Ref Rev 96 & 06 Bd Fund	6,648,948	5,031,291	5,193,606	6,486,633	-2.4%
Capital Improvement Commercial Paper Prog Fd	0	1,218,174	1,333,000	(114,826)	N/A
CIT Rev Bds 2001 A & B Debt Svc Fund	2,168,320	4,566,431	4,550,062	2,184,689	0.8%
CIT Rev Bds 2004 Debt Svc Fund	2,710,025	6,330,833	6,369,756	2,671,102	-1.4%
CIT Rev Bds 2007 Debt Svc Fund	10,528,501	16,362,822	16,286,338	10,604,985	N/A
US 301 Expansion Taxable Notes	0	651,368	651,368	0	N/A
TSA Non-Adv Ref Rev Bds 05 Debt Svc Fund	1,010,140	1,289,498	1,316,550	983,088	-2.7%
Subtotal	47,984,904	63,151,162	67,143,599	43,992,467	-8.3%
Capital Projects Funds					
Countywide Capital Projects Fund	0	42,428,654	41,603,023	825,631	N/A
Unincorporated Area Capital Projects Fund	0	17,062,892	19,645,940	(2,583,048)	N/A
Enviro Sensitive Lands Tax / Bond Fund	2,049,984	750,000	2,799,984	0	N/A
Court Facil Non-Bond Construction Fund	0	100,000	34,000	66,000	N/A
Capital Improvement Comm'l Paper Pgm Fd ⁽⁶⁾	0	(12,020,866)	26,238,126	(38,258,992)	N/A
Subtotal	2,049,984	48,320,680	90,321,073	(39,950,409)	N/A

FY 09 ESTIMATED ENDING FUND BALANCE

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Perc. Change
Enterprise Funds					
Solid Waste System Enterprise Fund ⁽⁸⁾	71,053,596	228,780,030	219,498,405	80,335,221	13.1%
Water & Wastewater Utility Enterprise Fund	116,234,066	560,186,554	562,730,735	113,689,885	-2.2%
Subtotal	187,287,662	788,966,584	782,229,140	194,025,106	3.6%
Internal Service Fund					
Fleet Services Fund ⁽⁹⁾	31,247,617	35,031,860	30,951,459	35,328,018	13.1%
County Self Insurance Fund	183,173,360	141,898,579	129,880,206	195,191,733	6.6%
Subtotal	214,420,977	176,930,439	160,831,665	230,519,751	7.5%
Trust & Agency Funds					
CAU Special Assessment Bonds 2006	0	14,075,140	12,794,049	1,281,091	N/A
Transportation Assessment Units Fund	0	9,671	1,078	8,593	N/A
Recl Water Spcl Assessment Rev Bds 2000	0	631,786	522,357	109,429	N/A
Capacity Assess Special Assess Bds 2000	0	7,108,594	6,613,176	495,418	N/A
Subtotal	0	21,825,191	19,930,660	1,894,531	N/A
Total	\$908,293,617	\$3,194,930,409	\$3,238,947,839	\$864,276,187	-4.8%

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

Notes:

- (1) - Fund consists of 66 subfunds; \$10.4 million of increase due to school impact fee revenues exceeding anticipated payment to School Board.
- (2) - Fund consists of 29 subfunds; \$1.6 million of increase due to fire impact fee revenues exceeding expenditures.
- (3) - Decrease of \$18.7 million reflects planned drawdown of reserves to offset lower FY 09 sales tax revenue
- (4) - Florida statutes require that the County reduce its reasonable budget estimate of revenues by 5%. The increase in ending fund balance reflects the County's anticipation of actually receiving revenue at the level prior to the statutory reduction.
- (5) - Fund consists of 19 active subfunds; \$19.2 million of increase due to one-time ad valorem revenue allotment not yet appropriated to specific projects; increase of \$1.2 million in 7th Cent Fuel Tax reserves not needed for debt service.
- (6) - This fund is budgeted on an all years basis, from appropriation inception through the current reporting period. Not on an annual fiscal year basis. The reduction in revenue shown reflects the budgeted FY 09 change to the all years budget.
- (7) - Changes reflect annual reserve adjustments required under bond covenants.
- (8) - A revenue increase was budgeted for FY 09; given the volatile nature of the current housing market and the potential impact on tonnage processed, this increased revenue not budgeted for expenditure.
- (9) - Increase reflects lower replacement costs resulting from underutilized vehicle turn in, curtailment of purchasing vehicle replacements pending completion of current vehicle utilization study, and the normal year-to-year variation in number and types of vehicles scheduled for replacement in a fiscal year.

Adopted Budget for FY 09



Operations and Funding Guide



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 06 and FY 07 actuals, and FY 08 and FY 09 adopted 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 06, FY 07, FY 08, and FY 09:

All Fund Types:	FY 06	\$2,745,501,315	FY 07	\$2,992,415,965	FY 08	\$4,046,731,378	FY 09	\$4,031,958,664
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Governmental Funds:	FY 06	\$2,019,863,175	FY 07	\$2,108,054,064	FY 08	\$2,820,073,209	FY 09	\$2,646,318,059
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Governmental funds are used to account for the County's expendable financial resources and related liabilities (except those accounted for in proprietary funds). The measurement focus is based upon determination of changes in financial position. The following are the County's governmental fund types:

A. **General Fund:** FY 06 \$871,423,807 FY 07 \$962,437,457 FY 08 \$1,144,671,398 FY 09 \$1,166,310,777
 The general fund is the primary operating fund of the County. It is used to account for all financial resources of the general government except those required to be accounted for in other funds.

B. **Special Revenue Funds:** FY 06 \$902,730,060 FY 07 \$935,390,736 FY 08 \$1,309,030,223 FY 09 \$1,318,828,791
 Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to specified purposes.

C. **Debt Service Funds:** FY 06 \$143,588,888 FY 07 \$91,350,935 FY 08 \$89,087,323 FY 09 \$110,807,827
 Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and other debt related costs.

D. **Capital Projects Funds:** FY 06 \$102,120,420 FY 07 \$118,874,936 FY 08 \$277,284,265 FY 09 \$50,370,664
 Capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Proprietary Fund Types:	FY 06	\$722,164,544	FY 07	\$872,484,328	FY 08	\$1,213,093,821	FY 09	\$1,364,496,524
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Proprietary funds are used to account for activities that are similar to those often found in the private sector. The measurement focus is on the determination of net income and capital maintenance. The following are the County's proprietary fund types:

A. **Enterprise Funds:** FY 06 \$604,015,944 FY 07 \$739,482,005 FY 08 \$869,372,702 FY 09 \$973,145,108
 Enterprise funds are used to account for operations that are financed primarily through user charges, or where the governing body has concluded that the determination of net income is appropriate.

B. **Internal Service Funds:** FY 06 \$118,148,600 FY 07 \$133,002,323 FY 08 \$343,721,119 FY 09 \$391,351,416
 Internal service funds are used to account for goods or services provided by one County department to other County departments or agencies on a cost-reimbursement basis.

Agency Fund:	FY 06	\$3,473,596	FY 07	\$11,877,573	FY 08	\$13,564,348	FY 09	\$21,144,081
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Fiduciary funds are used to account for assets held by the County on behalf of outside parties, including other governments, or on behalf of other funds within the government. When these assets are held under the terms of a formal trust agreement, either a pension trust fund, a nonexpendable trust fund, or an expendable trust fund is used. The terms "unexpendable" and "expendable" refer to whether or not the government is under an obligation to maintain the trust principal. Agency funds generally are used to account for assets that government holds on behalf of others as their agent. The County only has expendable trust funds and agency funds. The measurement focus of expendable trust funds is similar to that of governmental funds. Agency funds are custodial in nature and accordingly do not involve the measurement of results of operations.

Source of definitions: Hillsborough County 2007 Comprehensive Annual Financial Report (CAFR).

BUDGET SUMMARY BY FUND

Fund Title	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
General Fund				
Countywide General Fund	\$541,745,332	\$606,386,249	\$691,525,001	\$704,555,844
Unincorporated Area General Fund	329,678,475	356,051,208	453,146,397	461,754,933
Subtotal	871,423,807	962,437,457	1,144,671,398	1,166,310,777
Special Revenue Funds				
Countywide Special Purpose Revenue Fund	137,839,880	119,003,413	218,368,083	252,829,077
Unincorporated Area Special Purpose Fund	40,261,938	31,895,587	38,752,441	28,260,882
County Blended Component Units Fund	9,173,489	9,821,760	9,873,848	9,787,338
Local Housing Assistance Program Fund	11,529,173	13,482,073	8,500,000	8,250,000
State of FI Healthcare Surtax Trust Fund	75,056,491	80,155,354	197,378,439	180,759,313
Sales Tax Revenue Fund	219,779,657	225,989,096	260,745,425	239,575,707
Intergovernmental Grants	115,169,584	107,462,563	92,477,750	89,993,835
County Transportation Trust Fund	126,781,499	153,759,990	161,123,564	172,952,371
Library Tax District Fund	43,045,128	45,073,534	99,353,548	87,193,403
Infrastructure Surtax Fund	124,093,221	148,747,366	222,457,125	249,226,865
Subtotal	902,730,060	935,390,736	1,309,030,223	1,318,828,791
Debt Service Funds				
Cap Imp Nonadval Rev 98 & 08 Dbt Svc Fd	1,497,150	1,499,650	1,814,723	1,816,579
Fuel Tax Ref Rev Bds Dbt Svc Fd	2,386,648	2,381,061	3,582,686	1,842,834
4th Cent Tourist Dev Tax Fd	0	17,519,762	1,178,090	2,951,285
5th Cent Tourist Dev Tax Fd	0	29,703,300	4,143,883	4,494,617
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	1,386,428	1,377,922	1,569,930	1,504,560
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,323,825	5,317,190	6,507,191	6,814,417
Crim Just Cip Ref Rev 93& 03 Dbt Svc Fd	10,003,500	9,998,100	21,669,292	21,666,959
Ct Facil Rev Bds 99&05 Debt Svc Fd	1,079,551	2,541,446	4,118,291	4,154,207
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc	44,683,718	3,251,825	7,085,545	7,046,018
Cap Imprv Non-Adv Ref Rev 96&2006 Bd Fd	65,751,789	5,187,706	11,879,633	11,680,239
Cap Impr Commercial Paper Prog Fd	0	397,255	1,654,779	1,218,174
CIT Rev Bds 2001 A & B Dbt Svc Fd	4,537,862	4,531,862	6,651,788	6,734,751
CIT Rev Bds 2004 Dbt Svc Fd	6,344,269	6,337,006	9,007,296	9,040,858
CIT Rev Bds 2007 Dbt Svc Fd	0	0	5,947,205	26,891,323
US 301 Expan Taxable Notes	0	0	0	651,368
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd	594,148	1,306,850	2,276,991	2,299,638
Subtotal	143,588,888	91,350,935	89,087,323	110,807,827

BUDGET SUMMARY BY FUND

Fund Title	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Capital Projects Funds				
Countywide Capital Projects Fund	19,317,385	10,491,910	9,530,250	42,428,654
Unincorp Area Capital Projects Fund	4,991,219	2,453,225	22,960,084	17,062,892
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	192,781	(\$7,854)	0	0
EPC Facility Acquisition/Rehab Fund	110,047	971,982	0	0
General Oblig Bonds P & R Program Fund	85,221	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	16,020,267	12,595,924	16,981,966	2,799,984
Court Facil Non-Bond Construction Fund	2,125,923	12,898	100,000	100,000
Cap Impr Commercial Paper Program Fund	59,277,577	92,151,853	19,120,004	(\$12,020,866)
Falkenburg Jail Construction Fund	0	204,998	125,000	0
2007 Community Investment Tax Rev Bnds	0	0	208,466,961	0
Subtotal	102,120,420	118,874,936	277,284,265	50,370,664
Enterprise Funds				
Solid Waste System Enterprise Fund	170,630,775	243,933,039	270,739,055	297,139,626
Water & Wastewater Utility Enterprise Fd	427,696,048	485,262,333	595,724,647	676,005,482
Cap Impr Commercial Paper Program Fund	2,699,999	4,107,333	2,909,000	0
Recl Water Spcl Assessment Rev Bds 2000	436,338	1,132,756	0	0
Impact Fees Special Asses	2,552,784	5,046,544	0	0
Subtotal	604,015,944	739,482,005	869,372,702	973,145,108
Internal Service Funds				
Fleet Services Fund	23,142,990	23,798,978	59,477,109	66,279,477
County Self Insurance Fund	95,005,610	109,203,345	284,244,010	325,071,939
Subtotal	118,148,600	133,002,323	343,721,119	391,351,416
Agency Funds				
Imp Fee Special Assessment Bonds 2006	3,473,499	8,994,789	10,086,863	13,569,944
Transportation Assessment Units Fund	97	868	8,237	9,187
Recl Water Spcl Assessment Rev Bds 2000	0	436,429	503,137	604,293
Impact Fees Special Assess Bd	0	2,445,487	2,966,111	6,960,657
Subtotal	3,473,596	11,877,573	13,564,348	21,144,081
Total	\$2,745,501,315	\$2,992,415,965	\$4,046,731,378	\$4,031,958,664

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
GENERAL REVENUE FUND				
Countywide General Fund				
Personal Services	\$106,997,298	\$114,415,482	\$120,374,933	\$120,709,638
Operating Expenditure/Expense	41,528,751	43,496,836	57,767,659	54,570,585
Capital Equipment	2,187,359	2,054,879	13,454,676	3,397,834
Capital Projects	873,249	866,382	714,000	100,000
Grants & Aids	38,806,205	41,988,846	41,954,067	36,060,495
Transfers	70,297,471	96,758,522	60,766,953	75,330,663
Budgeted Transfers to Constitutional Officers	280,641,923	306,097,738	319,881,211	325,342,579
Reserves & Refunds	413,076	707,564	76,611,502	89,044,050
Subtotal	541,745,332	606,386,249	691,525,001	704,555,844
Unincorporated Area General Fund				
Personal Services	122,329,829	130,342,434	136,197,354	137,773,607
Operating Expenditure/Expense	49,992,539	47,695,728	55,648,976	53,115,768
Capital Equipment	1,535,534	2,020,589	6,219,842	3,574,201
Capital Projects	49,014	290,979	63,200	51,200
Grants & Aids	266,242	3,671,113	5,233,500	1,313,441
Transfers	50,519,816	59,658,646	68,916,520	74,274,502
Budgeted Transfers to Constitutional Officers	104,769,963	112,117,082	114,337,015	117,942,359
Reserves & Refunds	215,538	254,637	66,529,990	73,709,855
Subtotal	329,678,475	356,051,208	453,146,397	461,754,933
Total General Revenue Fund	871,423,807	962,437,457	1,144,671,398	1,166,310,777
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Personal Services	10,365,288	10,661,492	11,809,114	12,280,576
Operating Expenditure/Expense	16,524,437	16,727,397	30,734,881	21,299,903
Capital Equipment	2,385,421	1,434,862	3,058,612	3,100,487
Capital Projects	10,025,026	414,297	1,178,600	963,940
Grants & Aids	83,024,340	79,657,753	108,031,501	124,072,086
Transfers	13,511,655	8,037,087	8,629,463	16,517,904
Budgeted Transfers to Constitutional Officers	2,003,427	2,070,319	1,305,254	1,424,724
Reserves & Refunds	286	206	53,620,658	73,169,457
Subtotal	137,839,880	119,003,413	218,368,083	252,829,077
Unincorporated Area Special Purpose Fund				
Personal Services	13,286,024	13,433,718	11,932,474	10,937,583
Operating Expenditure/Expense	9,566,397	8,809,241	13,709,043	8,578,246
Capital Equipment	702,565	87,243	187,750	31,850
Capital Projects	8,906,493	5,853,198	7,582,000	(285,000)
Grants & Aids	4,540,000	250,994	150,000	150,000
Transfers	3,134,398	3,351,679	1,060,018	1,401,402
Budgeted Transfers to Constitutional Officers	101,039	103,622	106,000	106,500
Reserves & Refunds	25,022	5,892	4,025,156	7,340,301
Subtotal	40,261,938	31,895,587	38,752,441	28,260,882

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Blended Component Units Fund				
Personal Services	7,863,836	8,312,236	8,307,970	8,193,825
Operating Expenditure/Expense	1,024,534	1,091,750	1,220,403	1,224,103
Capital Equipment	67,611	63,821	99,100	82,100
Capital Projects	122,368	142,002	112,000	117,000
Reserves & Refunds	95,140	211,951	134,375	170,310
Subtotal	9,173,489	9,821,760	9,873,848	9,787,338
Local Housing Assistance Program Fund				
Personal Services	365,867	374,995	610,532	823,093
Operating Expenditure/Expense	158,430	403,975	466,343	474,155
Capital Equipment	2,998	1,150	0	0
Capital Projects	34,495	8,712	0	0
Grants & Aids	10,967,383	12,693,241	7,423,125	6,952,752
Subtotal	11,529,173	13,482,073	8,500,000	8,250,000
State of FI Healthcare Surtax Trust Fund				
Transfers	75,056,491	80,155,354	113,828,374	120,999,327
Reserves & Refunds	0	0	83,550,065	59,759,986
Subtotal	75,056,491	80,155,354	197,378,439	180,759,313
Sales Tax Revenue Fund				
Personal Services	63,960	97,573	194,566	201,924
Operating Expenditure/Expense	10,932	11,180	68,910	38,643
Grants & Aids	74,491,918	70,028,179	71,826,244	66,041,048
Reserves & Refunds	0	0	47,467,375	40,344,939
Transfers	145,057,666	155,688,358	141,034,830	132,794,903
Budgeted Transfers to Constitutional Officers	155,181	163,806	153,500	154,250
Subtotal	219,779,657	225,989,096	260,745,425	239,575,707
Intergovernmental Grants				
Personal Services	27,783,413	30,300,809	31,923,294	32,864,527
Operating Expenditure/Expense	25,870,303	27,505,381	22,518,050	22,019,127
Capital Equipment	2,126,083	1,298,372	2,702,100	124,495
Capital Projects	1,289,047	1,908,170	0	0
Grants & Aids	39,204,906	41,785,600	34,763,607	34,282,588
Transfers	17,692,405	4,112,182	0	0
Reserves & Refunds	1,203,427	552,049	570,699	703,098
Subtotal	115,169,584	107,462,563	92,477,750	89,993,835

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Transportation Trust Fund				
Personal Services	30,263,779	32,696,665	34,315,724	36,047,799
Operating Expenditure/Expense	30,157,308	33,675,852	35,085,060	32,868,659
Capital Equipment	490,418	201,322	0	0
Capital Projects	15,976,430	30,182,906	30,048,000	26,984,321
Grants & Aids	4,656,830	13,420,439	2,526,644	2,383,676
Transfers	45,094,347	43,438,523	44,961,335	43,860,421
Budgeted Transfers to Constitutional Officers	141,475	144,112	166,398	166,398
Reserves & Refunds	912	171	14,020,403	30,641,097
Subtotal	126,781,499	153,759,990	161,123,564	172,952,371
Library Tax District Fund				
Personal Services	17,469,385	19,154,471	20,570,131	21,208,876
Operating Expenditure/Expense	9,000,270	10,728,153	13,499,513	13,749,103
Capital Equipment	6,632,447	5,708,095	8,011,974	5,948,681
Capital Projects	3,153,808	2,419,740	9,172,175	4,312,077
Grants & Aids	690,469	684,220	684,220	530,134
Transfers	4,865,903	4,887,290	12,813,775	5,673,336
Budgeted Transfers to Constitutional Officers	1,135,026	1,343,423	1,447,180	1,417,312
Reserves & Refunds	97,820	148,142	33,154,580	34,353,884
Subtotal	43,045,128	45,073,534	99,353,548	87,193,403
Infrastructure Surtax Fund				
Operating Expenditure/Expense	75,609	40,811	38,000	655,000
Capital Equipment	2,187,591	1,175,840	5,939,160	1,680,000
Capital Projects	59,602,177	125,722,160	181,822,000	144,603,755
Debt Service	0	0	0	51,350,000
Grants & Aids	10,205,684	4,774	1,823,342	13,270,000
Transfers	52,022,160	21,803,781	17,267,504	99,736,604
Reserves & Refunds	0	0	15,567,119	(62,068,494)
Subtotal	124,093,221	148,747,366	222,457,125	249,226,865
Total Special Revenue Funds	902,730,060	935,390,736	1,309,030,223	1,318,828,791
DEBT SERVICE FUNDS				
Cap Imp Nonadval Rev 98 &08 Dbt Svc Fd				
Operating Expenditure/Expense	2,650	2,650	5,000	5,000
Debt Service	1,494,500	1,497,000	1,523,375	1,451,863
Reserves & Refunds	0	0	286,348	359,716
Subtotal	1,497,150	1,499,650	1,814,723	1,816,579
Fuel Tax Ref Rev Bds Dbt Svc Fd				
Operating Expenditure/Expense	0	10,461	18,000	20,000
Debt Service	2,386,648	2,370,600	2,374,450	1,382,000
Reserves & Refunds	0	0	1,190,236	440,834
Subtotal	2,386,648	2,381,061	3,582,686	1,842,834

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
4th Cent Tourist Dev Tax Dbt Svc Fd				
Operating Expenditure/Expense	0	444,739	10,000	10,000
Debt Service	0	8,728,919	1,168,090	1,151,890
Grants & Aids	0	8,346,104	0	1,000,000
Reserves & Refunds	0	0	0	789,395
Subtotal	0	17,519,762	1,178,090	2,951,285
5th Cent Tourist Dev Tax Dbt Svc Fd				
Operating Expenditure/Expense	0	775,537	20,000	20,000
Debt Service	0	28,901,663	3,210,567	3,209,623
Grants & Aids	0	26,100	0	1,000
Reserves & Refunds	0	0	913,316	1,263,994
Subtotal	0	29,703,300	4,143,883	4,494,617
P&R G.O. Bnds 93/96/02 Dbt Svc Fd				
Operating Expenditure/Expense	8,000	6,350	10,000	12,000
Debt Service	1,326,655	1,321,030	1,324,203	1,319,553
Budgeted Transfers to Constitutional Officers	50,184	48,742	54,952	55,570
Reserves & Refunds	1,589	1,800	180,775	117,437
Subtotal	1,386,428	1,377,922	1,569,930	1,504,560
ELAPP Limited Adval Tax Bonds Dbt Svc Fd				
Operating Expenditure/Expense	0	3,600	9,000	11,000
Debt Service	5,153,903	5,149,413	5,200,650	5,154,690
Transfers	0	0	0	647,372
Budgeted Transfers to Constitutional Officers	163,882	154,919	184,015	188,983
Reserves & Refunds	6,040	9,258	1,113,526	812,372
Subtotal	5,323,825	5,317,190	6,507,191	6,814,417
Crim Just CIP Ref Rev 93& 03 Dbt Svc Fd				
Operating Expenditure/Expense	3,600	3,600	4,000	4,000
Debt Service	9,999,900	9,994,500	10,022,750	9,995,500
Reserves & Refunds	0	0	11,642,542	11,667,459
Subtotal	10,003,500	9,998,100	21,669,292	21,666,959
Ct Facil Rev Bds 99&05 Debt Svc Fd				
Operating Expenditure/Expense	5,608	7,350	11,000	12,000
Debt Service	1,073,943	2,534,096	2,532,671	2,533,953
Reserves & Refunds	0	0	1,574,620	1,608,254
Subtotal	1,079,551	2,541,446	4,118,291	4,154,207
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc				
Operating Expenditure/Expense	606,383	6,800	10,200	10,200
Debt Service	43,834,710	3,245,025	3,245,572	3,246,722
Transfers	242,625	0	0	0
Reserves & Refunds	0	0	3,829,773	3,789,096
Subtotal	44,683,718	3,251,825	7,085,545	7,046,018

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Cap Imprv Non-Adv Ref Rev 96&2006 Bd Fd				
Operating Expenditure/Expense	606,954	3,500	8,000	8,000
Debt Service	64,945,921	5,184,206	5,184,231	5,185,606
Transfers	198,914	0	0	0
Reserves & Refunds	0	0	6,687,402	6,486,633
Subtotal	65,751,789	5,187,706	11,879,633	11,680,239
Cap Imp Commercial Paper Program Fund				
Operating Expenditure/Expense	0	0	0	7,500
Debt Service	0	397,255	1,654,779	1,325,500
Reserves & Refunds	0	0	0	(114,826)
Subtotal	0	397,255	1,654,779	1,218,174
2001 Community Investment Tax Rev Fonds				
Operating Expenditure/Expense	3,600	3,600	17,000	18,000
Debt Service	4,534,262	4,528,262	4,529,262	4,532,062
Reserves & Refunds	0	0	2,105,526	2,184,689
Subtotal	4,537,862	4,531,862	6,651,788	6,734,751
CIT Rev Bds 2004 Dbt Svc Fd				
Operating Expenditure/Expense	3,500	0	5,000	6,000
Debt Service	6,340,769	6,337,006	6,351,444	6,363,756
Reserves & Refunds	0	0	2,650,852	2,671,102
Subtotal	6,344,269	6,337,006	9,007,296	9,040,858
CIT Rev Bds 2007 Dbt Svc Fd				
Operating Expenditure/Expense	0	0	10,000	10,000
Debt Service	0	0	5,937,205	16,276,338
Reserves & Refunds	0	0	0	10,604,985
Subtotal	0	0	5,947,205	26,891,323
US 301 Expan Taxable Notes				
Debt Service	0	0	0	651,368
Subtotal	0	0	0	651,368
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd				
Operating Expenditure/Expense	(500)	0	5,000	6,000
Debt Service	594,648	1,306,850	1,309,000	1,310,550
Reserves & Refunds	0	0	962,991	983,088
Subtotal	594,148	1,306,850	2,276,991	2,299,638
Total Debt Service Funds	143,588,888	91,350,935	89,087,323	110,807,827

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
CAPITAL PROJECTS FUNDS				
Countywide Capital Projects Fund				
Operating Expenditure/Expense	1,328,516	1,395,547	(680,800)	13,242,875
Capital Equipment	0	4,476	241,835	9,782,105
Capital Projects	13,475,304	8,772,157	2,439,284	16,987,025
Grants & Aids	3,240,000	100,000	0	550,000
Transfers	179,840	219,730	22,453	134,150
Budgeted Transfers to Constitutional Officers	1,093,725	0	0	906,868
Reserves & Refunds	0	0	7,507,478	825,631
Subtotal	19,317,385	10,491,910	9,530,250	42,428,654
Unincorp Area Capital Projects Fund				
Operating Expenditure/Expense	1,451,549	441,904	885,000	6,000,000
Capital Equipment	523,449	0	1,565,000	1,593,000
Capital Projects	2,797,203	541,449	13,941,000	3,040,000
Grants & Aids	0	1,448,172	0	6,354,908
Transfers	219,018	21,700	62,510	2,658,032
Reserves & Refunds	0	0	6,506,574	(2,583,048)
Subtotal	4,991,219	2,453,225	22,960,084	17,062,892
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd				
Capital Projects	192,781	(7,854)	0	0
Subtotal	192,781	(7,854)	0	0
EPC Facility Acquisition/Rehab Fund				
Operating Expenditure/Expense	1,482	880	0	0
Capital Equipment	2,200	0	0	0
Capital Projects	106,365	971,102	0	0
Subtotal	110,047	971,982	0	0
General Oblig Bonds P & R Program Fund				
Capital Projects	85,221	0	0	0
Subtotal	85,221	0	0	0
Enviro Sensitive Lands Tax/Bond Fund				
Personal Services	1,250,113	1,423,067	1,550,920	0
Operating Expenditure/Expense	850,942	878,051	1,384,724	0
Capital Equipment	79,540	447,641	0	0
Capital Projects	8,850,229	9,505,795	12,119,352	572,369
Debt Service	6,250	0	0	0
Grants & Aids	0	1	0	0
Transfers	4,983,193	341,369	853,868	2,227,615
Reserves & Refunds	0	0	1,073,102	0
Subtotal	16,020,267	12,595,924	16,981,966	2,799,984

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Court Facil Non-Bond Construction Fund				
Operating Expenditure/Expense	48,055	0	0	0
Capital Equipment	0	0	0	34,000
Capital Projects	1,603,416	12,898	300,000	0
Transfers	474,452	0	0	0
Reserves & Refunds	0	0	(200,000)	66,000
Subtotal	2,125,923	12,898	100,000	100,000
Cap Impr Commercial Paper Program Fund				
Operating Expenditure/Expense	27,248	0	0	25,000
Capital Projects	0	7,975,226	0	0
Debt Service	49,842,090	56,159,278	19,685,000	(46,830,695)
Grants & Aids	0	0	0	2,000,000
Transfers	9,408,239	28,017,349	168,513,398	71,043,821
Reserves & Refunds	0	0	(169,078,394)	(38,258,992)
Subtotal	59,277,577	92,151,853	19,120,004	(12,020,866)
Falkenburg Jail Construction Fund				
Capital Equipment	0	42,000	0	0
Capital Projects	0	162,998	0	0
Reserves & Refunds	0	0	125,000	0
Subtotal	0	204,998	125,000	0
2007 Community Investment Tax Rev Bnds				
Operating Expenditure/Expense	0	0	3,500,000	0
Transfers	0	0	10,000	0
Reserves & Refunds	0	0	204,956,961	0
Subtotal	0	0	208,466,961	0
Total Capital Projects Funds	102,120,420	118,874,936	277,284,265	50,370,664
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Personal Services	8,681,444	9,167,062	9,746,155	10,085,833
Operating Expenditure/Expense	55,496,259	61,681,504	70,297,828	76,980,047
Capital Equipment	1,801,166	1,572,676	2,005,000	851,000
Capital Projects	7,454,182	44,890,517	10,627,780	8,667,034
Debt Service	12,527,005	20,563,725	9,685,933	11,526,651
Transfers	84,605,905	106,001,998	98,577,989	111,387,840
Reserves & Refunds	64,814	55,557	69,798,370	77,641,221
Subtotal	170,630,775	243,933,039	270,739,055	297,139,626

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Water & Wastewater Utility Enterprise Fd				
Personal Services	39,283,494	42,408,674	48,735,603	50,864,308
Operating Expenditure/Expense	80,405,585	93,622,991	105,431,426	104,729,058
Capital Equipment	2,630,542	3,249,708	6,030,020	2,181,399
Capital Projects	44,866,736	79,169,792	65,369,000	85,673,000
Debt Service	31,685,255	27,626,286	27,668,272	27,828,255
Grants & Aids	625,859	410,979	0	0
Transfers	228,040,061	238,713,221	240,265,481	291,454,715
Reserves & Refunds	158,516	60,682	102,224,845	113,274,747
Subtotal	427,696,048	485,262,333	595,724,647	676,005,482
Cap Impr Commercial Paper Program Fund				
Debt Service	2,699,999	4,107,333	2,909,000	0
Subtotal	2,699,999	4,107,333	2,909,000	0
Recl Water Spcl Assessment Rev Bds 2000				
Operating Expenditure/Expense	9,473	0	0	0
Debt Service	426,676	(14,521)	0	0
Transfers	0	1,147,277	0	0
Reserves & Refunds	189	0	0	0
Subtotal	436,338	1,132,756	0	0
Impact Fees Special Asses				
Operating Expenditure/Expense	40,787	0	0	0
Capital Projects	106,275	0	0	0
Debt Service	2,405,441	(92,417)	0	0
Transfers	1	5,138,961	0	0
Reserves & Refunds	280	0	0	0
Subtotal	2,552,784	5,046,544	0	0
Total Enterprise Funds	604,015,944	739,482,005	869,372,702	973,145,108
INTERNAL SERVICE FUND				
Fleet Services Fund				
Personal Services	3,822,140	3,927,799	4,359,493	5,079,941
Operating Expenditure/Expense	10,538,650	11,351,232	12,218,561	13,822,819
Capital Equipment	8,735,570	8,162,778	9,809,810	12,048,699
Capital Projects	46,630	349,699	0	0
Reserves & Refunds	0	7,470	33,089,245	35,328,018
Subtotal	23,142,990	23,798,978	59,477,109	66,279,477
County Self Insurance Fund				
Personal Services	3,001,070	2,950,316	3,898,263	4,163,710
Operating Expenditure/Expense	91,278,471	105,488,624	115,704,844	124,770,523
Capital Equipment	4,610	18,295	0	0
Transfers	710,614	746,110	794,255	945,973
Reserves & Refunds	10,845	0	163,846,648	195,191,733
Subtotal	95,005,610	109,203,345	284,244,010	325,071,939
Total Internal Service Funds	118,148,600	133,002,323	343,721,119	391,351,416

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
AGENCY FUNDS				
Imp Fee Special Assessment Bonds 2006				
Operating Expenditure/Expense	1,816,419	102,327	203,352	202,848
Debt Service	1,657,080	8,892,125	8,892,125	8,893,000
Transfers	0	0	0	3,698,201
Reserves & Refunds	0	337	991,386	775,895
Subtotal	3,473,499	8,994,789	10,086,863	13,569,944
Transportation Assessment Units Fund				
Operating Expenditure/Expense	97	868	1,078	1,078
Reserves & Refunds	0	0	7,159	8,109
Subtotal	97	868	8,237	9,187
Recl Water Spcl Assessment Rev Bds 2000				
Operating Expenditure/Expense	0	9,905	9,213	13,427
Debt Service	0	426,395	424,534	426,994
Transfers	0	0	0	81,936
Reserves & Refunds	0	129	69,390	81,936
Subtotal	0	436,429	503,137	604,293
Impact Fees Special Assess Bd				
Operating Expenditure/Expense	0	41,414	59,527	59,827
Debt Service	0	2,404,073	2,408,038	2,403,484
Transfers	0	0	0	4,149,865
Reserves & Refunds	0	0	498,546	347,481
Subtotal	0	2,445,487	2,966,111	6,960,657
Total Agency Funds	3,473,596	11,877,573	13,564,348	21,144,081
Total	\$2,745,501,315	\$2,992,415,965	\$4,046,731,378	\$4,031,958,664

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. All restricted revenues and expenditures are reflected in the Countywide Special Purpose Revenue Fund. This separation provides a better picture of the use of unrestricted and restricted County funds.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Current Ad Valorem Taxes	\$429,587,394	\$492,625,204	\$504,645,807	\$480,731,070
Delinq Ad Valorem Taxes	1,237,956	1,188,989	1,500,000	1,300,000
Local Business Tax	0	0	0	1,284,366
Licenses And Permits	4,422,063	4,341,166	3,232,710	2,407,184
Intergovernmental Revenue	9,434,164	9,270,318	7,065,378	5,714,033
Charges For Services	45,048,034	45,465,809	49,041,457	58,361,304
Fines And Forfeits	62,251	182,488	37,609	43,059
Miscellaneous Revenues	18,374,760	16,919,831	13,799,672	13,885,644
Gross Revenue	508,166,622	569,993,805	579,322,633	563,726,660
Interfund Transfers	8,421,155	11,249,780	8,953,899	15,038,139
Other	38,464,514	40,196,980	24,647,043	32,053,941
Less 5% Required By Law	0	0	(28,949,120)	(29,562,131)
Fund Balance Begin of Year	87,512,578	103,981,397	107,550,546	123,299,235
	134,398,247	155,428,157	112,202,368	140,829,184
Total	\$642,564,869	\$725,421,962	\$691,525,001	\$704,555,844

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Board of County Commissioners				
Board of County Commissioners	\$2,000,267	\$2,104,780	\$2,260,511	\$2,293,377
County Internal Performance Auditor	372,529	412,589	475,081	491,806
	2,372,796	2,517,369	2,735,592	2,785,183
County Attorney				
County Attorney	8,926,075	9,509,380	9,702,400	9,673,653

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator				
Aging Services Department	10,327,158	12,037,010	11,987,853	12,123,443
Animal Services Department	7,333,989	7,722,821	8,232,248	8,149,651
Children's Services Department	12,458,074	13,598,293	13,189,759	12,731,545
Communications Department	2,951,214	3,120,064	3,327,376	2,880,833
Community Liaison Section	747,429	786,094	762,568	784,528
Consumer Protection & Professional Responsibility	1,438,141	1,522,116	1,515,854	1,505,576
County Administrator	3,290,797	3,683,115	3,758,954	4,191,893
Debt Management Department	826,059	847,429	899,499	791,106
Economic Development Department	1,594,670	1,843,884	1,797,523	1,710,068
Emergency Dispatch Center	0	190,693	197,930	252,169
Emergency Management	0	1,067,996	1,184,672	971,284
Equal Opportunity Administrator	173,527	184,250	195,946	138,218
Extension	1,484,839	1,585,549	1,652,853	1,627,117
Health and Social Services Department	12,909,865	12,726,794	17,244,439	18,300,294
HIPAA Compliance Office	430,442	251,106	326,244	277,883
Human Resources Department	2,901,741	3,061,454	3,555,611	2,957,376
Information & Technology Services Dept	16,222,119	17,113,513	17,662,874	17,707,147
Management & Budget Department	2,522,415	2,468,737	2,811,644	2,770,262
Medical Examiner Department	4,049,543	4,582,255	4,867,969	5,073,451
Neighborhood Relations	589,077	626,255	594,617	0
Parks, Recreation and Conservation Department	13,396,783	14,586,444	16,569,984	19,994,205
Procurement Services	2,585,794	2,613,902	2,699,554	2,719,205
Public Safety Department	5,342,125	0	0	0
Public Works Department	2,439,805	3,018,436	2,759,163	2,956,202
Real Estate Department	19,933,221	21,344,588	25,346,291	23,797,483
Security Services Agency	0	4,093,501	4,578,303	4,888,113
	125,948,827	134,676,299	147,719,728	149,299,052

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Elected Officials				
BOCC Judicial Services Cost	167,812	0	0	0
Clerk of Circuit Court	21,710,616	25,466,359	20,745,007	19,868,557
Property Appraiser	9,790,462	9,615,770	9,667,731	9,844,859
Public Defender	116,055	131,059	116,358	124,995
Sheriff	223,413,382	242,428,544	252,307,481	264,593,353
State Attorney (Part I)	377,725	337,687	525,498	477,620
State Attorney (Part II)	2,354,514	2,470,314	2,546,579	2,575,746
Supervisor of Elections	7,608,471	7,267,681	12,782,923	6,699,071
Tax Collector	18,050,999	20,916,651	23,975,586	23,875,362
Value Adjustment Board	371,894	402,244	402,483	461,377
	<u>283,961,930</u>	<u>309,036,309</u>	<u>323,069,646</u>	<u>328,520,940</u>
Judicial Branch (Admin Office of Courts)	3,107,463	2,667,587	2,744,829	2,759,669
Guardian Ad Litem	469,237	571,060	637,619	602,284
Boards, Commissions & Agencies				
Charter Review Board	3,096	0	0	0
Environmental Protection Commission	10,035,871	10,460,901	10,058,236	9,702,825
Legislative Delegation	218,159	273,303	244,837	237,034
Soil & Water Conservation Board	244,409	225,507	238,022	251,785
	<u>10,501,535</u>	<u>10,959,711</u>	<u>10,541,095</u>	<u>10,191,644</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	808,667	684,127	0	0
Major Maintenance & Repair Program	1,248,239	83,973	0	0
Governmental Agencies	20,585,187	24,706,407	27,047,070	20,241,039
Non-Departmental Allotments	4,095,129	4,027,681	21,841,593	8,261,128
Nonprofit Organizations	9,009,700	9,480,260	8,106,974	7,846,539
	<u>35,746,922</u>	<u>38,982,448</u>	<u>56,995,637</u>	<u>36,348,706</u>
Non-Expenditure Accounts				
Interfund Transfers	70,297,471	96,758,522	60,766,953	75,330,663
Reserves & Refunds	413,076	707,564	76,611,502	89,044,050
	<u>70,710,547</u>	<u>97,466,086</u>	<u>137,378,455</u>	<u>164,374,713</u>
Total	<u>\$541,745,332</u>	<u>\$606,386,249</u>	<u>\$691,525,001</u>	<u>\$704,555,844</u>

UNINCORPORATED AREA GENERAL FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Current Ad Valorem Taxes	\$195,152,776	\$232,230,458	\$238,682,439	\$222,864,951
Delinq Ad Valorem Taxes	308,884	326,374	200,000	200,000
Communications Services Tax	23,579,615	27,236,349	28,520,675	28,320,747
Other Taxes	54,645	62,428	55,800	0
Licenses And Permits	3,360	9,040	60,000	68,333
Intergovernmental Revenue	17,184,251	16,773,953	17,097,637	16,191,949
Charges For Services	21,544,129	19,712,327	22,521,132	23,059,121
Fines And Forfeits	3,756,841	2,334,326	2,600,200	1,945,658
Miscellaneous Revenues	6,416,253	9,907,638	6,699,503	6,765,664
Gross Revenue	<u>268,000,754</u>	<u>308,592,893</u>	<u>316,437,386</u>	<u>299,416,423</u>
Interfund Transfers	79,417,184	71,233,163	61,126,581	64,453,105
Other	15,138,894	14,103,975	10,043,000	11,003,000
Less 5% Required By Law	0	0	(15,821,869)	(15,470,972)
Fund Balance Begin of Year	33,684,581	67,125,625	81,361,299	102,353,377
	<u>128,240,659</u>	<u>152,462,763</u>	<u>136,709,011</u>	<u>162,338,510</u>
Total	<u>\$396,241,413</u>	<u>\$461,055,656</u>	<u>\$453,146,397</u>	<u>\$461,754,933</u>

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Affordable Housing Office	\$0	\$275,930	\$189,098	\$376,792
Code Enforcement Dept	0	5,687,158	5,499,145	6,015,553
Communications Department	516,176	555,901	580,575	464,010
Community Liaison Section	45,895	71,755	0	0
Emergency Dispatch Center	0	1,722,417	2,084,387	2,052,416
Health & Social Services Department	0	847,695	1,000,000	0
Housing and Community Code Enforcement	4,857,603	(\$236)	0	0
Fire Rescue Department	95,423,244	102,559,893	111,877,079	115,894,332
Real Estate Department	5,520,869	4,635,335	4,692,917	5,051,148
Parks, Recreation and Conservation Department	29,629,928	31,203,017	32,057,473	33,425,884
Planning & Growth Management Department	12,665,470	13,283,173	12,072,885	12,566,662
Public Safety Department	1,806,377	0	0	0
Public Works Department	16,093,897	17,089,934	15,730,660	14,383,985
Water Resource Services	87,798	83,683	186,900	145,300
Subtotal	<u>166,647,257</u>	<u>178,015,655</u>	<u>185,971,119</u>	<u>190,376,082</u>

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Elected Officials				
Property Appraiser	1,610,365	1,740,798	1,772,712	1,735,431
Sheriff	99,341,101	105,886,034	107,648,916	111,606,872
Tax Collector	3,818,497	4,490,250	4,915,387	4,600,056
	<u>104,769,963</u>	<u>112,117,082</u>	<u>114,337,015</u>	<u>117,942,359</u>
Non-Departmental Organizations				
Capital Improvement Projects Program	92,373	15,700	0	0
Major Maintenance & Repair Program	188,657	(\$6,100)	0	0
Non-Departmental Allotments	6,370,428	5,121,145	17,141,753	5,452,135
Nonprofit Organizations	874,443	874,443	250,000	0
	<u>7,525,901</u>	<u>6,005,188</u>	<u>17,391,753</u>	<u>5,452,135</u>
Non-Expenditure Accounts				
Interfund Transfers	50,519,816	59,608,646	68,916,520	74,274,502
Intrafund Transfers	0	50,000	0	0
Reserves & Refunds	215,538	254,637	66,529,990	73,709,855
	<u>50,735,354</u>	<u>59,913,283</u>	<u>135,446,510</u>	<u>147,984,357</u>
Total	<u>\$329,678,475</u>	<u>\$356,051,208</u>	<u>\$453,146,397</u>	<u>\$461,754,933</u>

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Licenses And Permits	\$627,931	\$609,929	\$593,516	\$755,591
Intergovernmental Revenue	11,109,509	11,132,304	11,284,725	14,773,206
Charges For Services	14,985,773	13,666,482	13,697,313	8,798,922
Fines And Forfeits	2,896,940	2,626,976	2,447,730	2,508,220
Miscellaneous Revenues	13,432,261	12,643,196	10,271,638	17,190,999
Gross Revenue	43,052,414	40,678,887	38,294,922	44,026,938
Interfund Transfers	90,073,506	95,335,816	134,235,423	147,855,448
Intrafund Transfers	674,854	1,087,532	0	0
Other	2,026,626	1,799,058	1,113,000	335,000
Less 5% Required By Law	0	0	(119,500)	(413,430)
Fund Balance Begin of Year	30,900,358	38,319,090	44,844,238	61,025,121
	123,675,344	136,541,496	180,073,161	208,802,139
Total	\$166,727,758	\$177,220,383	\$218,368,083	\$252,829,077

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator				
Animal Services Department	\$257,550	\$302,635	\$408,485	\$377,239
Communications Department	0	0	0	150,000
Community Liaison Section	134,395	123,661	211,595	168,449
Emergency Dispatch Center	0	278,331	414,697	433,856
Health and Social Services Department	84,091,503	82,441,694	115,890,207	124,568,533
Information & Technology Svcs Department	3,586,802	8,385,146	11,391,367	11,310,877
Parks, Recreation & Conservation Department	0	10,028	40,001	85,708
Public Safety Department	5,628,212	0	0	0
Public Works Department	2,902	3,178	8,667	0
Real Estate Department	10,388	696	0	0
	93,711,752	91,545,369	128,365,019	137,094,662

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Elected Officials				
Public Defender	640,903	715,819	844,271	989,900
Sheriff	2,003,427	1,967,535	1,305,254	1,441,940
State Attorney (Part I)	299,696	418,176	1,416,888	829,854
	<u>2,944,026</u>	<u>3,101,530</u>	<u>3,566,413</u>	<u>3,261,694</u>
Judicial Branch (Admin Office of Courts)	7,099,073	6,289,351	7,316,952	7,977,260
Boards, Commissions & Agencies				
Environmental Protection Commission	1,634,616	1,359,159	1,202,383	1,277,319
Non-Departmental Organizations				
Capital Improvement Program Projects	9,716,701	362,097	196,000	(\$28,876)
Governmental Agencies	1,803,781	263,192	230,000	8,848,000
Major Maintenance & Repair Program	2,851,190	3,405,981	7,641,195	5,398,932
Non-Departmental Allotments	3,500,000	3,506,241	6,500,000	(\$1,787,275)
Nonprofit Organizations	1,066,800	1,133,200	1,100,000	1,100,000
	<u>18,938,472</u>	<u>8,670,711</u>	<u>15,667,195</u>	<u>13,530,781</u>
Non-Expenditure Accounts				
Intrafund Transfers	674,854	1,087,532	0	0
Interfund Transfers	12,836,801	6,949,555	8,629,463	16,517,904
Reserves & Refunds	286	206	53,620,658	73,169,457
	<u>13,511,941</u>	<u>8,037,293</u>	<u>62,250,121</u>	<u>89,687,361</u>
Total	<u><u>\$137,839,880</u></u>	<u><u>\$119,003,413</u></u>	<u><u>\$218,368,083</u></u>	<u><u>\$252,829,077</u></u>

UNINCORPORATED AREA SPECIAL PURPOSE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Local Business Tax	\$0	\$0	\$0	\$329,867
Licenses And Permits	14,655,437	10,056,411	14,596,153	10,624,592
Intergovernmental Revenue	522,301	790,961	650,000	1,000,000
Charges For Services	2,122,706	1,973,441	2,349,217	3,863,664
Fines And Forfeits	135,841	294,865	290,500	307,266
Miscellaneous Revenues	9,988,272	9,299,017	10,245,856	7,510,840
Gross Revenue	27,424,557	22,414,695	28,131,726	23,636,229
Interfund Transfers	3,555,251	4,230,299	5,528,578	(1,828,018)
Intrafund Transfers	832,834	1,123,917	873,468	859,944
Other	43,609	49,472	43,860	44,737
Less 5% Required By Law	0	0	(416,700)	(379,249)
Fund Balance Begin of Year	18,244,959	11,234,905	4,591,509	5,927,239
	22,676,653	16,638,593	10,620,715	4,624,653
Total	\$50,101,210	\$39,053,288	\$38,752,441	\$28,260,882

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Extension	\$23,076	\$41,471	\$60,683	\$57,996
County Administrator	0	0	0	100,000
Fire Rescue Department	264,975	35,008	0	0
Neighborhood Relations	17,500	26,758	100,000	0
Parks, Recreation and Conservation Department	218,768	211,200	287,788	297,307
Planning & Growth Management	19,027,612	18,164,404	18,342,497	15,037,519
Public Works Department	758,946	763,462	824,884	837,008
Water Department	128,798	13,229	252,803	252,803
	20,439,675	19,255,532	19,868,655	16,582,633
Elected Officials				
Tax Collector	101,039	103,622	106,000	106,500
Boards, Commissions & Agencies				
Environmental Protection Commission	140,741	149,772	148,137	154,096

UNINCORPORATED AREA SPECIAL PURPOSE FUND

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Capital Improvement Projects Program	8,955,771	6,598,707	8,142,000	(\$285,000)
Governmental Agencies	4,392,944	0	0	0
Major Maintenance & Repair Program	2,922,348	2,280,383	5,252,475	2,810,950
Non-Departmental Allotments	150,000	150,000	150,000	150,000
	<u>16,421,063</u>	<u>9,029,090</u>	<u>13,544,475</u>	<u>2,675,950</u>
Non-Expenditure Accounts				
Interfund Transfers	2,301,564	2,227,762	186,550	541,458
Intrafund Transfers	832,834	1,123,917	873,468	859,944
Reserves & Refunds	25,022	5,892	4,025,156	7,340,301
	<u>3,159,420</u>	<u>3,357,571</u>	<u>5,085,174</u>	<u>8,741,703</u>
Total	<u>\$40,261,938</u>	<u>\$31,895,587</u>	<u>\$38,752,441</u>	<u>\$28,260,882</u>

COUNTY BLENDED COMPONENT UNITS FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Local Business Tax	\$0	\$0	\$0	\$35,000
Licenses And Permits	36,362	34,580	35,000	0
Charges For Services	1,817,294	1,905,463	1,863,891	1,735,500
Fines And Forfeits	0	30	0	0
Miscellaneous Revenues	93,686	11,039	8,000	8,000
Gross Revenue	1,947,342	1,951,112	1,906,891	1,778,500
Interfund Transfers	7,287,078	7,839,067	7,966,957	7,971,254
Fund Balance Begin of Year	12,161	73,089	0	37,584
	7,299,239	7,912,156	7,966,957	8,008,838
Total	\$9,246,581	\$9,863,268	\$9,873,848	\$9,787,338

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Boards, Commissions & Agencies				
Civil Service Board	\$2,514,548	\$2,851,293	\$3,193,686	\$3,353,371
Law Library	435,049	456,643	486,025	482,233
Planning Commission	6,128,752	6,301,873	6,059,762	5,781,424
	9,078,349	9,609,809	9,739,473	9,617,028
Non-Expenditure Accounts				
Interfund Transfers	95,140	211,951	134,375	132,934
Reserves & Refunds	0	0	0	37,376
	95,140	211,951	134,375	170,310
Total	\$9,173,489	\$9,821,760	\$9,873,848	\$9,787,338

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. This fund contains only one active subfund which is budgeted on an "all years" basis. 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 or unneeded funds being subtracted from the budget.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Revenue	\$7,436,478	\$1,125,480	\$7,500,000	\$7,500,000
Charges For Services	2,886,130	(70,271)	0	0
Miscellaneous Revenues	954,917	2,173,258	1,000,000	750,000
Gross Revenue	11,277,525	3,228,467	8,500,000	8,250,000
Total	\$11,277,525	\$3,228,467	\$8,500,000	\$8,250,000

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Affordable Housing Office	\$0	\$833,931	\$8,427,876	\$8,176,607
Housing and Community Code Enforcement	11,529,173	12,645,570	0	0
Health and Social Services Department	0	2,572	72,124	73,393
	11,529,173	13,482,073	8,500,000	8,250,000
Total	\$11,529,173	\$13,482,073	\$8,500,000	\$8,250,000

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 were 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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Discretionary Sales Surtax	\$107,057,180	\$104,881,571	\$108,203,434	\$98,825,524
Miscellaneous Revenues	2,382,507	4,734,577	2,000,000	3,500,000
Gross Revenue	109,439,687	109,616,148	110,203,434	102,325,524
Less 5% Required By Law	0	0	(5,510,172)	(5,116,276)
Fund Balance Begin of Year	32,096,773	66,479,968	92,685,177	83,550,065
	32,096,773	66,479,968	87,175,005	78,433,789
Total	\$141,536,460	\$176,096,116	\$197,378,439	\$180,759,313

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Expenditure Accounts				
Interfund Transfers	\$75,056,491	\$80,155,354	\$113,828,374	\$120,999,327
Reserves & Refunds	0	0	83,550,065	59,759,986
	75,056,491	80,155,354	197,378,439	180,759,313
Total	\$75,056,491	\$80,155,354	\$197,378,439	\$180,759,313

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 Infrastructure 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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Tourist Development Tax	\$20,690,941	\$21,840,869	\$23,205,600	\$24,409,970
Discretionary Sales Surtax	107,126,448	104,914,647	108,203,434	98,825,524
Intergovernmental Revenue	96,754,261	92,713,570	96,086,756	87,951,432
Miscellaneous Revenues	1,300,589	1,598,595	1,178,200	958,200
Gross Revenue	225,872,239	221,067,681	228,673,990	212,145,126
Less 5% Required By Law	0	0	(5,922,868)	(10,507,247)
Fund Balance Begin of Year	34,291,465	40,384,031	37,994,303	37,937,828
	34,291,465	40,384,031	32,071,435	27,430,581
Total	\$260,163,704	\$261,451,712	\$260,745,425	\$239,575,707

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Economic Development	\$74,892	\$108,753	\$263,476	\$240,567
Elected Officials				
Tax Collector	155,181	163,806	153,500	154,250
Non-Departmental Organizations				
Governmental Agencies	62,534,200	57,456,033	58,151,244	51,566,048
Nonprofit Organizations	11,957,718	12,572,146	13,675,000	14,475,000
	74,491,918	70,028,179	71,826,244	66,041,048
Non-Expenditure Accounts				
Interfund Transfers	145,057,666	155,688,358	141,034,830	132,794,903
Reserves & Refunds	0	0	47,467,375	40,344,939
	145,057,666	155,688,358	188,502,205	173,139,842
Total	\$219,779,657	\$225,989,096	\$260,745,425	\$239,575,707

INTERGOVERNMENTAL GRANTS FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Revenue	\$93,251,162	\$88,451,374	\$83,897,420	\$80,860,077
Charges For Services	5,870,915	3,961,263	2,197,143	2,375,303
Fines And Forfeits	18,337	150	5,000	5,000
Miscellaneous Revenues	822,566	6,761,878	922,762	1,053,200
Gross Revenue	99,962,980	99,174,665	87,022,325	84,293,580
Interfund Transfers	13,489,324	11,974,181	4,884,726	4,948,268
Intrafund Transfers	9,001,545	1,237,602	0	0
Other	1,203,427	552,049	570,699	751,987
	23,694,296	13,763,832	5,455,425	5,700,255
Total	\$123,657,276	\$112,938,497	\$92,477,750	\$89,993,835

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Attorney				
County Attorney	\$3,266	\$2,014	\$0	\$0
County Administrator Organization				
Affordable Housing Office	0	2,519,723	6,835,213	7,219,624
Aging Services Department	8,070,997	8,601,720	7,572,921	7,781,290
Children's Services Department	26,218,458	28,817,966	30,069,189	31,110,750
Code Enforcement Dept	0	2,083,823	1,324,514	718,254
Community Liaison Section	2,051,855	1,808,874	1,910,675	496,336
Economic Development Department	333,767	332,163	292,359	325,656
Emergency Management	0	346,467	315,990	306,996
Equal Opportunity Administrator	118,409	123,732	105,036	174,909
Extension	83,830	109,430	100,000	102,450
Fire Rescue Department	4,695,684	845,695	360,180	331,027
Health and Social Services Department	38,937,550	36,907,591	32,968,508	33,777,491
Housing & Community Code Enforcement	5,981,842	10,401,703	0	0
Information Technology Services Department	0	311	0	0
Management and Budget Department	0	1	0	0
Medical Examiner Department	0	3,100	0	0
Parks, Recreation and Conservation Department	689,848	129,151	102,033	156,858
Planning & Growth Management Department	102,494	49,491	0	0
Public Safety Department	425,916	252,346	0	0
Public Works Department	796,696	427,506	509,998	460,329
Real Estate Department	125,936	76,401	50,000	0
Solid Waste Management Department	16,956	0	0	0
Water Resource Services	194,326	6,588	0	0
Water Resources Team	85,737	59,227	0	0
	88,930,301	93,903,009	82,516,616	82,961,970

INTERGOVERNMENTAL GRANTS FUND

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Elected Officials				
Supervisor Of Elections	332,382	15,281	2,522,519	0
Judicial Branch (Admin Office of Courts)	570,213	338,170	566,720	538,025
Boards, Commissions & Agencies				
Environmental Protection Commission	4,395,676	4,385,984	4,611,132	4,216,600
Metropolitan Planning Organization	1,306,551	2,117,683	1,596,810	1,635,198
	5,702,227	6,503,667	6,207,942	5,851,798
Non-Departmental Organizations				
Capital Improvement Projects Program	1,229,782	1,902,659	0	0
Non-Departmental Allotments	0	13,875	0	0
Nonprofit Organizations	709,008	671,706	663,953	642,042
	1,938,790	2,588,240	663,953	642,042
Non-Expenditure Accounts				
Interfund Transfers	8,690,860	2,874,580	0	0
Intrafund Transfers	9,001,545	1,237,602	0	0
	17,692,405	4,112,182	0	0
Total	\$115,169,584	\$107,462,563	\$92,477,750	\$89,993,835

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Taxes	\$32,666,271	\$32,626,343	\$33,577,943	\$32,135,177
Intergovernmental Revenue	18,179,447	24,900,905	17,600,776	16,712,946
Charges For Services	3,164,799	3,028,820	2,443,739	1,915,000
Miscellaneous Revenues	30,010,424	34,753,363	21,180,929	17,938,838
Gross Revenue	84,020,941	95,309,431	74,803,387	68,701,961
Interfund Transfers	31,324,274	40,181,512	38,696,253	56,643,824
Intrafund Transfers	42,471,364	41,017,093	42,436,008	42,586,807
Other	61,831	68,803	62,220	63,464
Less 5% Required By Law	0	0	(3,212,756)	(3,316,481)
Fund Balance Begin of Year	8,922,450	13,386,127	8,338,452	8,272,796
	82,779,919	94,653,535	86,320,177	104,250,410
Total	\$166,800,860	\$189,962,966	\$161,123,564	\$172,952,371

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Attorney				
County Attorney	\$0	\$0	\$0	(\$149,064)
County Administrator				
Communications Department	255,299	275,587	287,639	0
Planning & Growth Management Department	1,014,090	1,066,160	852,276	883,950
Public Works Department	56,767,277	62,257,141	65,020,723	65,207,086
Real Estate Department	2,489,386	2,687,736	2,993,997	3,168,686
	60,526,052	66,286,624	69,154,635	69,259,722
Elected Officials				
Tax Collector	141,475	144,112	166,398	166,398
Non-Departmental Organizations				
Capital Improvement Projects Program	17,939,047	40,383,464	29,848,000	26,933,872
Debt Service Accounts	0	0	0	4,000
Governmental Agencies	2,826,830	3,252,846	2,526,644	2,234,125
Non-Departmental Allotments	252,836	254,250	446,149	1,800
	21,018,713	43,890,560	32,820,793	29,173,797
Non-Expenditure Accounts				
Interfund Transfers	2,622,983	2,421,431	2,525,327	1,273,614
Intrafund Transfers	42,471,364	41,017,092	42,436,008	42,586,807
Reserves & Refunds	912	171	14,020,403	30,641,097
	45,095,259	43,438,694	58,981,738	74,501,518
Total	\$126,781,499	\$153,759,990	\$161,123,564	\$172,952,371

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Current Ad Valorem Taxes	\$41,098,935	\$50,164,454	\$51,245,865	\$44,784,523
Delinq Ad Valorem Taxes	104,127	108,441	157,053	166,382
Intergovernmental Revenue	2,258,180	1,653,604	1,538,468	1,446,048
Charges For Services	127,495	158,221	359,016	240,513
Fines And Forfeits	449,147	491,864	479,600	516,600
Miscellaneous Revenues	1,978,875	3,059,110	1,917,745	2,142,745
Gross Revenue	46,016,759	55,635,694	55,697,747	49,296,811
Intrafund Transfers	4,865,903	4,887,290	12,813,775	5,673,336
Other	426,239	563,024	401,250	457,500
Less 5% Required By Law	0	0	(2,784,712)	(2,381,089)
Fund Balance Begin of Year	11,720,231	19,672,941	33,225,488	34,146,845
	17,012,373	25,123,255	43,655,801	37,896,592
Total	\$63,029,132	\$80,758,949	\$99,353,548	\$87,193,403

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Library Services Department	\$32,804,392	\$35,438,610	\$39,215,388	\$40,097,322
Elected Officials				
Property Appraiser	323,734	366,565	382,871	402,014
Tax Collector	811,292	976,858	1,064,309	1,015,298
	1,135,026	1,343,423	1,447,180	1,417,312
Non-Departmental Organizations				
Capital Improvement Projects Program	3,924,480	2,954,597	12,196,000	5,183,263
Major Maintenance & Repair Program	278,356	383,447	526,625	468,286
	4,202,836	3,338,044	12,722,625	5,651,549
Non-Expenditure Accounts				
Intrafund Transfers	4,865,903	4,887,290	12,813,775	5,673,336
Reserves & Refunds	36,971	66,167	33,154,580	34,353,884
	4,902,874	4,953,457	45,968,355	40,027,220
Total	\$43,045,128	\$45,073,534	\$99,353,548	\$87,193,403

INFRASTRUCTURE SURTAX FIXED PROJECT FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$6,309,987	\$2,039,948	\$1,342,202	\$4,816,501
Gross Revenue	6,309,987	2,039,948	1,342,202	4,816,501
Interfund Transfers	57,900,477	75,803,557	221,114,923	120,667,362
Intrafund Transfers	30,596,704	615,837	0	73,743,002
Other	0	0	0	50,000,000
	<u>88,497,181</u>	<u>76,419,394</u>	<u>221,114,923</u>	<u>244,410,364</u>
Total	<u>\$94,807,168</u>	<u>\$78,459,342</u>	<u>\$222,457,125</u>	<u>\$249,226,865</u>

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Capital Improvement Projects Program	\$72,071,061	\$126,943,585	\$189,622,502	\$160,203,755
Debt Service Accounts	0	0	0	51,355,000
	<u>72,071,061</u>	<u>126,943,585</u>	<u>189,622,502</u>	<u>211,558,755</u>
Non-Expenditure Accounts				
Interfund Transfers	21,425,456	21,187,944	17,267,504	25,993,602
Intrafund Transfers	30,596,704	615,837	0	73,743,002
Reserves & Refunds	0	0	15,567,119	(62,068,494)
	<u>52,022,160</u>	<u>21,803,781</u>	<u>32,834,623</u>	<u>37,668,110</u>
Total	<u>\$124,093,221</u>	<u>\$148,747,366</u>	<u>\$222,457,125</u>	<u>\$249,226,865</u>

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 the Series 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (Warehouse and Sheriff's Facilities Project) that were issued in the amount of \$19,195,000 on May 5, 2008. The Series 2008 Bonds are payable solely from and secured by a lien upon and pledge of the available non-ad valorem revenues budgeted and appropriated by the County.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$98,622	\$169,235	\$161,808	\$161,906
Gross Revenue	98,622	169,235	161,808	161,906
Interfund Transfers	1,342,442	1,401,376	1,341,567	1,326,181
Fund Balance Begin of Year	367,438	311,348	311,348	328,492
	1,709,880	1,712,724	1,652,915	1,654,673
Total	\$1,808,502	\$1,881,959	\$1,814,723	\$1,816,579

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$1,497,150	\$1,499,650	\$1,528,375	\$1,456,863
Non-Expenditure Accounts				
Reserves & Revenues	0	0	286,348	359,716
Total	\$1,497,150	\$1,499,650	\$1,814,723	\$1,816,579

FUEL TAX REFUNDING REVENUE BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$46,416	\$87,602	\$44,000	\$45,000
Gross Revenue	46,416	87,602	44,000	45,000
Interfund Transfers	2,397,073	2,352,436	2,368,480	514,160
Fund Balance Begin of Year	1,113,282	1,170,122	1,170,206	1,283,674
	3,510,355	3,522,558	3,538,686	1,797,834
Total	\$3,556,771	\$3,610,160	\$3,582,686	\$1,842,834

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$2,386,648	\$2,381,061	\$2,392,450	\$1,402,000
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,190,236	440,834
Total	\$2,386,648	\$2,381,061	\$3,582,686	\$1,842,834

4TH CENT TOURIST DEVELOPMENT TAX DEBT SERVICE FUND

This debt service fund accounts for the payment of interest and principal on the Series 2006 Bonds, issued to refund the Tampa Sports Authority Tourist Development Tax Revenue Bonds, Series 1997B and to finance the acquisition and construction of capital improvements to Legends Field and the Tampa Convention Center. These bonds are payable from the proceeds of the Fourth Cent Tourist Development Tax. Final maturity date of the bonds is October 1, 2035.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$362,955	\$150,000	\$175,000
Gross Revenue	0	362,955	150,000	175,000
Interfund Transfers	0	23,484,618	1,028,090	2,776,285
Total	\$0	\$23,847,573	\$1,178,090	\$2,951,285

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$9,173,658	\$1,178,090	\$1,161,890
Governmental Agencies	0	8,346,104	0	1,000,000
	0	17,519,762	1,178,090	2,161,890
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	789,395
Total	\$0	\$17,519,762	\$1,178,090	\$2,951,285

5TH CENT TOURIST DEVELOPMENT TAX DEBT SERVICE FUND

This debt service fund accounts for the payment of interest and principal on the Series 2006A and Series 2006B Bonds. The Series 2006A Bonds were issued to refund the Tampa Sports Authority County Interlocal Payments Refunding Revenue Bonds, Series 1998. These bonds are payable from the proceeds of the Fifth Cent Tourist Development Tax. Final maturity date of the bonds is October 1, 2035. The Series 2006B Bonds were issued to finance the acquisition and construction of capital improvements to a multi-purpose sports and entertainment facility. These bonds are payable from the proceeds of the Fifth Cent Tourist Development Tax. Final maturity date of the bonds is February 1, 2010.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$406,378	\$70,000	\$213,000
Gross Revenue	0	406,378	70,000	213,000
Interfund Transfers	0	3,066,630	3,501,567	3,226,050
Other	0	34,510,032	0	0
Fund Bal Begin Of Year	0	0	572,316	1,055,567
	0	37,576,662	4,073,883	4,281,617
Total	\$0	\$37,983,040	\$4,143,883	\$4,494,617

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$29,677,200	\$3,230,567	\$3,229,623
Governmental Agencies	0	26,100	0	1,000
	0	29,703,300	3,230,567	3,230,623
Non-Expenditure Accounts				
Reserves & Refunds	0	0	913,316	1,263,994
Total	\$0	\$29,703,300	\$4,143,883	\$4,494,617

PARKS & RECREATION GENERAL OBLIGATION BONDS 1993/1996/2002 DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Taxes	\$1,359,613	\$1,331,863	\$1,417,839	\$1,321,511
Miscellaneous Revenues	28,921	35,856	15,000	21,000
Gross Revenue	<u>1,388,534</u>	<u>1,367,719</u>	<u>1,432,839</u>	<u>1,342,511</u>
Other	16,772	17,980	12,175	12,375
Less 5% Required By Law	0	0	(71,642)	(67,744)
Fund Balance Begin of Year	147,400	166,276	196,558	217,418
	<u>164,172</u>	<u>184,256</u>	<u>137,091</u>	<u>162,049</u>
Total	<u>\$1,552,706</u>	<u>\$1,551,975</u>	<u>\$1,569,930</u>	<u>\$1,504,560</u>

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Elected Officials				
Property Appraiser	12,708	12,099	12,708	13,326
Tax Collector	37,476	36,643	42,244	42,244
	<u>50,184</u>	<u>48,742</u>	<u>54,952</u>	<u>55,570</u>
Non-Departmental Organizations				
Debt Service Accounts	1,334,655	1,327,380	1,334,203	1,331,553
Non-Expenditure Accounts				
Reserves & Refunds	1,589	1,800	180,775	117,437
	<u>1,589</u>	<u>1,800</u>	<u>180,775</u>	<u>117,437</u>
Total	<u>\$1,386,428</u>	<u>\$1,377,922</u>	<u>\$1,569,930</u>	<u>\$1,504,560</u>

ELAPP LIMITED AD VALOREM TAX BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Current Ad Valorem Taxes	\$5,225,593	\$5,052,197	\$5,317,199	\$5,069,905
Delinq Ad Valorem Taxes	18,675	15,129	25,000	15,000
Miscellaneous Revenues	178,466	222,149	147,000	132,000
Gross Revenue	5,422,734	5,289,475	5,489,199	5,216,905
Other	51,096	53,583	52,185	701,557
Less 5% Required By Law	0	0	(274,539)	(260,495)
Fund Balance Begin of Year	1,008,440	1,158,444	1,240,346	1,156,450
	1,059,536	1,212,027	1,017,992	1,597,512
Total	\$6,482,270	\$6,501,502	\$6,507,191	\$6,814,417

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Elected Officials				
Property Appraiser	\$51,083	\$46,593	\$51,083	\$52,914
Tax Collector	112,799	108,326	132,932	136,069
	163,882	154,919	184,015	188,983
Non-Departmental Organizations				
Debt Service Accounts	5,153,903	5,153,013	5,209,650	5,165,690
Non-Expenditure Accounts				
Intrafund Transfers	0	0	0	647,372
Reserves & Refunds	6,040	9,258	1,113,526	812,372
	6,040	9,258	1,113,526	1,459,744
Total	\$5,323,825	\$5,317,190	\$6,507,191	\$6,814,417

CRIMINAL JUSTICE CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE 1993/2003 BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$654,161	\$797,471	\$595,000	\$587,008
Gross Revenue	654,161	797,471	595,000	587,008
Interfund Transfers	9,515,000	9,417,112	9,313,793	9,161,543
Fund Balance Begin of Year	11,633,273	11,798,930	11,760,499	11,918,408
	21,148,273	21,216,042	21,074,292	21,079,951
Total	\$21,802,434	\$22,013,513	\$21,669,292	\$21,666,959

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$10,003,500	\$9,998,100	\$10,026,750	\$9,999,500
Non-Expenditure Accounts				
Reserves & Refunds	0	0	11,642,542	11,667,459
Total	\$10,003,500	\$9,998,100	\$21,669,292	\$21,666,959

COURT FACILITIES REVENUE BONDS 1999/2005 DEBT SERVICE FUND

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

Revenue by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$69,548	\$120,858	\$65,000	\$65,000
Gross Revenue	69,548	120,858	65,000	65,000
Interfund Transfers	3,449,765	2,496,948	2,450,522	1,280,746
Fund Balance Begin of Year	294,634	2,734,396	1,602,769	2,808,461
	3,744,399	5,231,344	4,053,291	4,089,207
Total	\$3,813,947	\$5,352,202	\$4,118,291	\$4,154,207

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$1,079,551	\$2,541,446	\$2,543,671	\$2,545,953
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,574,620	1,608,254
Total	\$1,079,551	\$2,541,446	\$4,118,291	\$4,154,207

CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS 1994/1996/2006 DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on the Series 1996 CIP Refunding Revenue Bonds issued to refund 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. The Series 1996 bonds were refunded in May 2006 by the CIP Refunding Revenue Bonds, Series 2006. The Series 2006 bonds are secured by the Local Government Half-Cent Sales Tax. Final maturity of the Series 2006 bonds is in 2024.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Charges For Services	\$82,995	\$99,823	\$70,000	\$70,000
Miscellaneous Revenues	530,387	347,342	260,750	260,750
Gross Revenues	613,382	447,165	330,750	330,750
Interfund Transfers	3,206,087	2,860,117	2,831,720	2,832,720
Intrafund Transfers	242,625	0	0	0
Other	40,486,691	0	0	0
Fund Balance Begin of Year	4,058,013	3,923,075	3,923,075	3,882,548
	47,993,416	6,783,192	6,754,795	6,715,268
Total	\$48,606,798	\$7,230,357	\$7,085,545	\$7,046,018

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$44,441,093	\$3,251,825	\$3,255,772	\$3,256,922
Non-Expenditure Accounts				
Intrafund Transfers	242,625	0	0	0
Reserves & Refunds	0	0	3,829,773	3,789,096
	242,625	0	3,829,773	3,789,096
Total	\$44,683,718	\$3,251,825	\$7,085,545	\$7,046,018

CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE 1996/2006 BONDS DEBT SERVICE FUND

This debt service fund accounts for payment of principal and interest on bonds issued to refund 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 1996 A bonds (MOSI Project) and the \$56,445,000 Series 1996 B Bonds (County Center Project). The Series 1996 bonds were refunded in April 2006 by the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2006. The Series 2006 bonds are secured by a covenant to annually budget and appropriate legally available non-ad valorem revenue of the County. The Series 2006 bonds will mature in 2022.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$445,884	\$475,156	\$395,000	\$395,000
Gross Revenues	445,884	475,156	395,000	395,000
Interfund Transfers	5,387,051	4,652,525	4,796,731	4,636,291
Intrafund Transfers	198,914	0	0	0
Other	59,691,095	0	0	0
Fund Balance Begin of Year	6,716,751	6,687,902	6,687,902	6,648,948
	71,993,811	11,340,427	11,484,633	11,285,239
Total	\$72,439,695	\$11,815,583	\$11,879,633	\$11,680,239

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$65,552,875	\$5,187,706	\$5,192,231	\$5,193,606
Non-Expenditure Accounts				
Intrafund Transfers	198,914	0	0	0
Reserves & Refunds	0	0	6,687,402	6,486,633
	198,914	0	6,687,402	6,486,633
Total	\$65,751,789	\$5,187,706	\$11,879,633	\$11,680,239

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM DEBT SERVICE FUND

On May 2, 2007, the Board of County Commissioners authorized the issuance of Commercial Paper Notes to fund its obligations under the Life Sciences Industry Incentive Grant Agreement between the County and H. Lee Moffitt Cancer Center and Research Institute, Inc. This debt service fund accounts for the payment of principal and interest on the Notes. Final maturity of notes issued for the project is 2037.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$435,902	\$338,870	\$500,000
Gross Revenue	0	435,902	338,870	500,000
Interfund Transfers	0	379,704	1,315,909	718,174
Total	\$0	\$815,606	\$1,654,779	\$1,218,174

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$397,255	\$1,654,779	\$1,333,000
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	(114,826)
Total	\$0	\$397,255	\$1,654,779	\$1,218,174

COMMUNITY INVESTMENT TAX REVENUE BONDS 2001 A&B DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$66,471	\$80,753	\$50,000	\$70,000
Gross Revenue	66,471	80,753	50,000	70,000
Interfund Transfers	4,495,769	4,480,226	4,476,226	4,496,431
Fund Balance Begin of Year	2,101,186	2,125,562	2,125,562	2,168,320
	6,596,955	6,605,788	6,601,788	6,664,751
Total	\$6,663,426	\$6,686,541	\$6,651,788	\$6,734,751

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$4,537,862	\$4,531,862	\$4,546,262	\$4,550,062
Non-Expenditure Accounts				
Reserves & Refunds	0	0	2,105,526	2,184,689
Total	\$4,537,862	\$4,531,862	\$6,651,788	\$6,734,751

COMMUNITY INVESTMENT TAX REVENUE BONDS 2004 DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$86,207	\$106,315	\$80,000	\$80,000
Gross Revenue	86,207	106,315	80,000	80,000
Interfund Transfers	8,956,287	8,960,859	8,927,296	8,960,858
Total	\$9,042,494	\$9,067,174	\$9,007,296	\$9,040,858

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$6,344,269	\$6,337,006	\$6,356,444	\$6,369,756
Non-Expenditure Accounts				
Reserves & Refunds	0	0	2,650,852	2,671,102
Total	\$6,344,269	\$6,337,006	\$9,007,296	\$9,040,858

COMMUNITY INVESTMENT TAX REVENUE BONDS 2007 DEBT SERVICE FUND

This debt service fund accounts for the accumulation of CIT revenue collections for and the payment of principal and interest on bonds issued to finance the acquisition and construction of transportation and other CIT capital projects in the County. The bonds are secured solely by a lien upon and pledge of the Community Investment Tax Revenues, with final maturity occurring in 2025.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$0	\$0	\$116,484
Gross Revenue	0	0	0	116,484
Interfund Transfers				
Fund Balance Begin of Year	0	0	5,947,205	26,774,839
Total	\$0	\$0	\$5,947,205	\$26,891,323

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$0	\$5,947,205	\$16,286,338
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	10,604,985
Total	\$0	\$0	\$5,947,205	\$26,891,323

US 301 EXPANSION TAXABLE NOTES

This debt service fund accounts for the payment of principal and interest on taxable notes issued to partially fund the design, acquisition and construction of approximately 6.11 miles of highway U.S.301 between CR 672 and Gibsonton Drive. These notes are secured by letters of credit from developers and ultimately will be repaid by assessments on developer properties. The county and a community development district intend to provide permanent financing through transportation improvement revenue bonds during fiscal 2009. The county is only a conduit to this portion of the US301 financing.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Interfund Transfers	\$0	\$0	\$0	\$651,368
Total	\$0	\$0	\$0	\$651,368

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$0	\$0	\$651,368
Total	\$0	\$0	\$0	\$651,368

TSA TAMPA BAY ARENA NON-AD VALOREM REFUNDING REVENUE BONDS 2005 DEBT SERVICE FUND

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

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Charges For Services	\$347,698	\$343,899	\$300,000	\$300,000
Miscellaneous Revenues	47,275	31,108	17,453	15,000
Gross Revenue	394,973	375,007	317,453	315,000
Interfund Transfers	892,000	976,110	918,347	974,498
Fund Bal Begin Of Year	348,366	1,041,191	1,041,191	1,010,140
	1,240,366	2,017,301	1,959,538	1,984,638
Total	\$1,635,339	\$2,392,308	\$2,276,991	\$2,299,638

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$594,148	\$1,306,850	\$1,314,000	\$1,316,550
Non-Expenditure Accounts				
Reserves & Refunds	0	0	962,991	983,088
Total	\$594,148	\$1,306,850	\$2,276,991	\$2,299,638

COUNTYWIDE CAPITAL PROJECTS FUND

This capital project fund accounts for ad valorem taxes and other revenue sources designated for the design, construction, and/or acquisition of capital assets throughout Hillsborough County that are included in the Capital Improvement Program (CIP).

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Revenue	\$0	\$0	\$0	\$3,320,000
Gross Revenue	0	0	0	3,320,000
Interfund Transfers	\$24,840,461	\$26,367,160	\$9,530,250	\$39,108,654
Total	\$24,840,461	\$26,367,160	\$9,530,250	\$42,428,654

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Capital Improvement Program Projects	\$19,137,545	\$10,272,180	\$2,000,319	\$41,468,873
Non-Expenditure Accounts				
Reserves & Refunds	0	0	7,507,478	825,631
Interfund Transfers	179,840	219,730	22,453	134,150
	179,840	219,730	7,529,931	959,781
Total	\$19,317,385	\$10,491,910	\$9,530,250	\$42,428,654

UNINCORPORATED AREA CAPITAL PROJECTS FUND

This capital project fund accounts for ad valorem taxes and other revenue sources designated for the design, construction, and/or acquisition of capital assets throughout the unincorporated areas of Hillsborough County that are included in the Capital Improvement Program (CIP).

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Interfund Transfers	\$14,848,326	\$12,718,736	\$22,960,084	\$17,062,892
Total	\$14,848,326	\$12,718,736	\$22,960,084	\$17,062,892

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator				
Fire Rescue Department	\$61,551	\$0	\$0	\$0
Non-Departmental Organizations				
Capital Improvement Program Projects	4,710,650	2,431,525	16,391,000	16,987,908
Non-Expenditure Accounts				
Interfund Transfers	219,018	21,700	62,510	2,658,032
Reserves & Refunds	0	0	6,506,574	(2,583,048)
	219,018	21,700	6,569,084	74,984
Total	\$4,991,219	\$2,453,225	\$22,960,084	\$17,062,892

CAPITAL IMPROVEMENT NON-AD VALOREM TAX REVENUE BONDS SERIES 1998 FUND

This capital project fund accounts for funds designated for the construction of the County Warehouse, the purchase of the Sheriff's District III Office, and construction of the Sheriff's District IV Office in South County.

Revenues by Source		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues		\$22,395	\$24,464	\$0	\$0
	Gross Revenue	22,395	24,464	0	0
	Total	<u>\$22,395</u>	<u>\$24,464</u>	<u>\$0</u>	<u>\$0</u>

Appropriations by Organization		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations					
Capital Improvement Projects Program		\$192,781	(\$7,854)	\$0	\$0
	Total	<u>\$192,781</u>	<u>(\$7,854)</u>	<u>\$0</u>	<u>\$0</u>

EPC FACILITY ACQUISITION/REHABILITATION FUND

This fund accounts for funds designated for the acquisition and rehabilitation of the Roger P. Stewart complex at Sabal Park.

Revenues by Source		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues		(\$71)	\$39,535	\$0	\$0
	Gross Revenue	(71)	39,535	0	0
Interfund Transfers		143,879	1,232,851	0	0
	Subtotal	143,879	1,232,851	0	0
	Total	\$143,808	\$1,272,386	\$0	\$0

Appropriations by Organization		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations					
Capital Improvement Program Projects		\$110,047	\$971,982	\$0	\$0
	Total	\$110,047	\$971,982	\$0	\$0

GENERAL OBLIGATION BONDS PARKS & RECREATION PROGRAM FUND

This fund accounts for funds designated for the acquisition, development and improvement of parks within the unincorporated area of the county.

Revenues by Source		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues		\$1,513	\$970	\$0	\$0
	Gross Revenue	1,513	970	0	0
Interfund Transfers		37,500	0	0	0
	Total	\$39,013	\$970	\$0	\$0

Appropriations by Organization		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations					
Capital Improvement Projects Program		\$85,221	\$0	\$0	\$0
	Total	\$85,221	\$0	\$0	\$0

ENVIRONMENTALLY SENSITIVE LANDS TAX/BOND FUND

This capital projects fund accounts for the funds designated for the purpose of acquiring, preserving, and protecting endangered and environmentally sensitive lands, beaches and beach access, parks, and recreational lands.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$10,116,147	\$7,601,409	\$784,500	\$750,000
Gross Revenue	10,116,147	7,601,409	784,500	750,000
Interfund Transfers	9,771,887	13,034,047	12,786,623	0
Intrafund Transfers	1,374,514	341,369	853,868	0
Fund Balance Begin of Year	1,640,680	2,227,147	2,556,975	2,049,984
	12,787,081	15,602,563	16,197,466	2,049,984
Total	\$22,903,228	\$23,203,972	\$16,981,966	\$2,799,984

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Parks, Recreation and Conservation Department	\$1,984,967	\$2,572,464	\$2,746,291	\$0
Real Estate Department	262,067	304,759	344,353	0
	2,247,034	2,877,223	3,090,644	0
Non-Departmental Organizations				
Capital Improvement Projects Program	8,783,790	9,377,332	11,964,352	572,369
Debt Service Accounts	6,250	0	0	0
	8,790,040	9,377,332	11,964,352	572,369
Non-Expenditure Accounts				
Intrafund Transfers	1,374,514	341,369	853,868	0
Interfund Transfers	3,608,679	0	0	2,227,615
Reserves & Refunds	0	0	1,073,102	0
	4,983,193	341,369	1,926,970	2,227,615
Total	\$16,020,267	\$12,595,924	\$16,981,966	\$2,799,984

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$190,715	\$220,603	\$100,000	\$100,000
Gross Revenue	190,715	220,603	100,000	100,000
Interfund Transfers	2,170,138	110,207	0	0
Total	\$2,360,853	\$330,810	\$100,000	\$100,000

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Capital Improvement Projects Program	\$1,651,471	\$12,898	\$300,000	\$34,000
Non-Expenditure Accounts				
Interfund Transfers	474,452	0	0	0
Reserves & Refunds	0	0	(200,000)	66,000
	474,452	0	(200,000)	66,000
Total	\$2,125,923	\$12,898	\$100,000	\$100,000

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$236,184	\$34,439	\$0	(\$626)
Gross Revenue	236,184	34,439	0	(626)
Interfund Transfers	15,944,952	27,736,137	625,000	(822,069)
Intrafund Transfers	0	454,097	0	0
Other	33,755,000	80,575,000	18,495,004	(11,198,171)
	49,699,952	108,765,234	19,120,004	(12,020,240)
Total	\$49,936,136	\$108,799,673	\$19,120,004	(\$12,020,866)

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Capital Improvement Program Projects	\$0	\$7,975,226	\$0	\$0
Debt Service Accounts	49,869,338	56,159,278	19,685,000	(46,805,695)
Governmental Agencies	0	0	0	2,000,000
	49,869,338	64,134,504	19,685,000	(44,805,695)
Non-Expenditure Accounts				
Interfund Transfers	9,408,239	27,563,251	168,513,398	71,043,821
Intrafund Transfers	0	454,098	0	0
Reserves & Refunds	0	0	(169,078,394)	(38,258,992)
	9,408,239	28,017,349	(564,996)	32,784,829
Total	\$59,277,577	\$92,151,853	\$19,120,004	(\$12,020,866)

*The majority of the Other Non-Revenue sources are short-term note proceeds or the reduction of the Commercial Paper budget.

FALKENBURG JAIL CONSTRUCTION FUND

This capital project fund was established in FY 00 to account for receipts and expenditures of a commercial paper program designated for the construction of the Falkenburg Road Jail, Phases IV and Va.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$161,735	\$213,325	\$125,000	\$0
Gross Revenue	161,735	213,325	125,000	0
Interfund Transfers	0	272,988	0	0
Total	\$161,735	\$486,313	\$125,000	\$0

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Capital Improvement Program Projects	\$0	\$204,998	\$0	\$0
Non-Expenditure Accounts				
Reserves & Refunds	0	0	125,000	0
Total	\$0	\$204,998	\$125,000	\$0

2007 COMMUNITY INVESTMENT TAX REVENUE BONDS

This account was established in FY 08 to account for receipts and expenditures for the acquisition and construction of transportation and other CIT capital projects in the County funded from bond proceeds. The bonds are payable solely from the Community Investment Tax Revenues.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$0	\$5,000,000	\$0
Gross Revenue	0	0	5,000,000	0
Other	0	0	203,466,961	0
Total	\$0	\$0	\$208,466,961	\$0

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$0	\$3,500,000	\$0
Non-Expenditure Accounts				
Interfund Transfers	0	0	10,000	0
Reserves & Refunds	0	0	204,956,961	0
	0	0	204,966,961	0
Total	\$0	\$0	\$208,466,961	\$0

SOLID WASTE SYSTEM ENTERPRISE FUND

This enterprise fund accounts for the operations of the Solid Waste Management Department on a countywide basis. Refuse generated in the unincorporated areas of the County is collected by franchised and non-franchised collectors serving residential and commercial customers and by private companies serving their own customers. Refuse collection and disposal fees are reviewed annually and are set at levels sufficient to recover operating and debt service expenses.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Revenue	\$62,542	\$79,698	\$0	\$0
Charges For Services	81,697,282	84,148,169	96,589,876	104,772,253
Fines And Forfeits	0	55	0	0
Miscellaneous Revenues	5,073,016	11,712,687	11,967,378	5,819,937
Gross Revenue	86,832,840	95,940,609	108,557,254	110,592,190
Intrafund Transfers	84,605,905	106,001,998	98,577,989	111,387,840
Other	132,596	160,709,801	0	6,800,000
Less 5% Required by Law	0	0	(2,407,598)	(2,694,000)
Fund Balance Begin of Year	74,521,872	81,302,697	66,011,410	71,053,596
	159,260,373	348,014,496	162,181,801	186,547,436
Total	\$246,093,213	\$443,955,105	\$270,739,055	\$297,139,626

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Solid Waste Management Department	\$66,108,255	\$69,789,692	\$82,019,983	\$87,911,880
Non-Departmental Organizations				
Capital Improvement Projects Program	7,359,497	44,703,407	10,627,780	8,667,034
Debt Service Accounts	12,530,505	23,427,746	9,714,933	11,531,651
	19,890,002	68,131,153	20,342,713	20,198,685
Non-Expenditure Accounts				
Intrafund Transfers	84,605,905	106,001,998	98,577,989	111,387,840
Reserves & Refunds	26,613	10,196	69,798,370	77,641,221
	84,632,518	106,012,194	168,376,359	189,029,061
Total	\$170,630,775	\$243,933,039	\$270,739,055	\$297,139,626

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Licenses and Permits	\$34,589	\$53,450	\$47,350	\$36,500
Intergovernmental Revenue	1,645,923	740,971	0	0
Charges For Services	188,032,655	188,168,682	189,580,753	183,969,016
Fines And Forfeits	60,999	73,980	77,000	76,500
Miscellaneous Revenues	45,435,374	43,816,716	41,165,200	32,264,131
Gross Revenue	235,209,540	232,853,799	230,870,303	216,346,147
Interfund Transfers	50,383	0	0	0
Intrafund Transfers	228,040,061	237,265,346	240,265,481	291,454,715
Other	97,620,955	1,636	6,592,108	52,385,692
Less 5% Required by Law	0	0	(291,956)	(415,138)
Fund Balance Begin of Year	122,849,288	136,037,276	118,288,711	116,234,066
	448,560,687	373,304,258	364,854,344	459,659,335
Total	\$683,770,227	\$606,158,057	\$595,724,647	\$676,005,482

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Planning & Growth Management Department	\$493,273	\$552,629	\$594,776	\$404,167
Real Estate Department	325,323	340,213	440,918	460,973
Water Resource Services	121,863,486	138,389,953	159,108,605	156,856,375
	122,682,082	139,282,795	160,144,299	157,721,515
Non-Departmental Organizations				
Capital Improvement Projects Program	45,122,107	79,570,041	65,369,000	85,673,000
Debt Service Accounts	31,693,282	27,635,594	27,721,022	27,881,505
	76,815,389	107,205,635	93,090,022	113,554,505
Non-Expenditure Accounts				
Interfund Transfers	0	1,447,875	0	0
Intrafund Transfers	228,040,061	237,265,346	240,265,481	291,454,715
Reserves & Refunds	158,516	60,682	102,224,845	113,274,747
	228,198,577	238,773,903	342,490,326	404,729,462
Total	\$427,696,048	\$485,262,333	\$595,724,647	\$676,005,482

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues		\$24	\$2,072	\$0	\$0
	Gross Revenue	24	2,072	0	0
Interfund Transfers		0	0	1,447,875	0
Other		2,700,000	4,133,875	1,461,125	0
		2,700,000	4,133,875	2,909,000	0
	Total	\$2,700,024	\$4,135,947	\$2,909,000	\$0

Appropriations by Organization		FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations					
Debt Service Accounts		\$2,699,999	\$4,107,333	\$2,909,000	\$0
	Total	\$2,699,999	\$4,107,333	\$2,909,000	\$0

RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS 2000

During October 2006, sinking funds of the Reclaimed Water Special Assessment Revenue Bonds, Series 2000 and Capacity Assessment Special Assessment Revenue Bonds, Series 2000 were transferred to the Trust and Agency fund type to account for Non-Commitment Special Assessment Debt that is not an obligation of the BOCC.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$551,101	\$0	\$0	\$0
Gross Revenue	551,101	0	0	0
Total	<u>\$551,101</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$436,149	(\$14,521)	\$0	\$0
Non-Expenditure Accounts				
Interfund Transfers	0	1,147,277	0	0
Reserves & Refunds	189	0	0	0
	189	1,147,277	0	0
Total	<u>\$436,338</u>	<u>\$1,132,756</u>	<u>\$0</u>	<u>\$0</u>

IMPACT FEES SPECIAL ASSESSMENT BONDS 2000

During October 2006, sinking funds of the Reclaimed Water Special Assessment Revenue Bonds, Series 2000 and Capacity Assessment Special Assessment Revenue Bonds, Series 2000 were transferred to the Trust and Agency fund type to account for Non-Commitment Special Assessment Debt that is not an obligation of the BOCC.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$2,971,648	\$0	\$0	\$0
Gross Revenue	2,971,648	0	0	0
Intrafund Transfers	1	0	0	0
Total	\$2,971,649	\$0	\$0	\$0

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator				
Water Resource Services	\$30,412	\$0	\$0	\$0
Non-Departmental Organizations				
Capital Improvement Projects Program	106,275	0	0	0
Debt Service Accounts	2,415,816	(92,417)	0	0
	2,522,091	(92,417)	0	0
Non-Expenditure Accounts				
Interfund Transfers	0	5,138,961	0	0
Intrafund Transfers	1	0	0	0
Reserves & Refunds	280	0	0	0
	281	5,138,961	0	0
Total	\$2,552,784	\$5,046,544	\$0	\$0

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Charges For Services	\$25,117,211	\$25,597,142	\$30,571,642	\$33,310,049
Miscellaneous Revenues	2,265,301	2,750,844	2,533,112	1,721,811
Gross Revenue	27,382,512	28,347,986	33,104,754	35,031,860
Interfund Transfers	0	3,268,017	969,730	0
Other				
Fund Balance Begin of Year	13,372,241	17,500,242	25,402,625	31,247,617
	13,372,241	20,768,259	26,372,355	31,247,617
Total	\$40,754,753	\$49,116,245	\$59,477,109	\$66,279,477

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator Organization				
Fleet Management Department	\$23,142,990	\$23,791,508	\$26,387,864	\$30,951,459
Non-Expenditure Accounts				
Reserves & Refunds	0	7,470	33,089,245	35,328,018
Total	\$23,142,990	\$23,798,978	\$59,477,109	\$66,279,477

COUNTY SELF INSURANCE FUND

This internal service fund accounts for the revenues and expenses of the County's risk management and employee group health insurance programs. Risk management includes workers' compensation, automotive and general liability, and catastrophic disaster recovery programs. Employee group health insurance is a self-insurance program funded by employee payroll deductions and employer contributions. Prior to FY 94, this fund only included the workers' compensation program. In FY 94, Employee Group Life, Health and Accidental Death & Disability were added to the self-insurance program along with general liability operations and the County "Catastrophic Disaster Recovery" fund. Assessments to the participants of the program, recovered costs from third parties, and interest earnings are used to reimburse the fund for costs and claim payments.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Revenue	\$478,464	\$888,548	\$300,000	\$300,000
Charges For Services	100,660,072	111,152,851	120,021,313	131,392,969
Fines And Forfeits	40	50	0	0
Miscellaneous Revenues	8,585,744	13,476,987	8,692,349	9,259,637
Gross Revenue	109,724,320	125,518,436	129,013,662	140,952,606
Interfund Transfers	6,537,423	9,804,050	6,000,000	0
Intrafund Transfers	710,614	746,110	794,255	945,973
Other	71	0	0	0
Fund Balance Begin of Year	117,002,132	124,856,925	148,436,093	183,173,360
	124,250,240	135,407,085	155,230,348	184,119,333
Total	\$233,974,560	\$260,925,521	\$284,244,010	\$325,071,939

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Administrator				
Human Resources Department	\$1,409,504	\$1,561,864	\$1,957,440	\$1,895,808
Non-Departmental Organizations				
Non-Departmental Allotments	92,874,647	106,895,371	117,645,667	127,038,425
Non-Expenditure Accounts				
Intrafund Transfers	710,614	746,110	794,255	945,973
Reserves & Refunds	10,845	0	163,846,648	195,191,733
	721,459	746,110	164,640,903	196,137,706
Total	\$95,005,610	\$109,203,345	\$284,244,010	\$325,071,939

IMPACT FEE SPECIAL ASSESSMENT BONDS 2006

This agency fund accounts for the collection of special assessment revenues collected and required for principal and interest payments on Capacity Assessment Revenue Bonds, Series 2006 issued to fund future and wastewater system capacity expansion, and they are not part of the County's general obligations and are secured solely by a pledge of the non-ad valorem capacity assessment revenues and carry back-up pledge of Utility System revenues.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$591,753	\$10,520,619	\$10,586,493	\$10,376,939
Gross Revenue	591,753	10,520,619	10,586,493	10,376,939
Intrafund Transfers	0	0	0	3,698,201
Other	12,350,965	0	0	0
Less 5% Required by Law	0	0	(499,630)	(505,196)
	12,350,965	0	(499,630)	3,193,005
Total	\$12,942,718	\$10,520,619	\$10,086,863	\$13,569,944

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$3,473,499	\$8,994,452	\$9,095,477	\$9,095,848
Non-Expenditure Accounts				
Intrafund Transfers	0	0	0	3,698,201
Reserves & Refunds	0	337	991,386	775,895
	0	337	991,386	4,474,096
Total	\$3,473,499	\$8,994,789	\$10,086,863	\$13,569,944

TRANSPORTATION ASSESSMENT UNITS FUND

This fund accounts for non-ad valorem special assessment revenue from the time payment of transportation impact fee program. The revenues can be used to fund the cost of transportation capital improvements in the zone from which they were collected.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$9,411	\$10,065	\$8,671	\$9,671
Gross Revenue	9,411	10,065	8,671	9,671
Less 5% Required By Law	0	0	(434)	(484)
Total	\$9,411	\$10,065	\$8,237	\$9,187

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$97	\$868	\$1,078	\$1,078
Non-Expenditure Accounts				
Reserves & Refunds	0	0	7,159	8,109
Total	\$97	\$868	\$8,237	\$9,187

RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS 2000

This agency fund accounts for the collection of special assessment revenues collected and required for principal and interest payments on Reclaimed Water Special Assessment Revenue Bonds, Series 2000 issued to redeem outstanding Commercial Paper Notes to construct reclaimed water distribution systems and to fund future reclaimed water projects. The 2000 bonds are not part of the County's general obligations and are secured solely by a pledge of the non-ad valorem special assessment revenues from Reclaimed Water Improvement Units.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$566,193	\$526,171	\$549,850
Gross Revenue	0	566,193	526,171	549,850
Interfund Transfers	0	1,147,277	0	0
Intrafund Transfers	0	0	0	81,936
Less 5% Required by Law	0	0	(23,034)	(27,493)
Subtotal	0	1,147,277	(23,034)	54,443
Total	\$0	\$1,713,470	\$503,137	\$604,293

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$436,300	\$433,747	\$440,421
Non-Expenditure Accounts				
Intrafund Transfers	0	0	0	81,936
Reserves & Refunds	0	129	69,390	81,936
	0	129	69,390	163,872
Total	\$0	\$436,429	\$503,137	\$604,293

IMPACT FEES SPECIAL ASSESSMENT BONDS

This agency fund accounts for the collection of special assessment revenues collected and required for principal and interest payments on Capacity Assessment Special Assessment Bonds, Series 2000 issued to fund future water and wastewater system capacity expansion. The 2000 bonds are not part of the County's general obligations and are secured solely by a pledge of non-ad valorem capacity assessment revenue and carry no back-up pledge of Utility System revenues.

Revenues by Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Miscellaneous Revenues	\$0	\$3,064,151	\$3,121,830	\$2,958,729
Gross Revenue	0	3,064,151	3,121,830	2,958,729
Interfund Transfers	0	5,138,961	0	0
Intrafund Transfers	0	0	0	4,149,865
Less 5% Required by Law	0	0	(155,719)	(147,937)
Subtotal	0	5,138,961	(155,719)	4,001,928
Total	\$0	\$8,203,112	\$2,966,111	\$6,960,657

Appropriations by Organization	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$2,445,487	\$2,467,565	\$2,463,311
Non-Expenditure Accounts				
Intrafund Transfers	0	0	0	4,149,865
Reserves & Refunds	0	0	498,546	347,481
	0	0	498,546	4,497,346
Total	\$0	\$2,445,487	\$2,966,111	\$6,960,657

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
01 GENERAL FUND				
001 COUNTYWIDE GENERAL FUND				
FND FUND TITLE				
001 Countywide General Operating Fd	\$538,583,528	\$605,618,149	\$691,525,001	\$704,555,844
002 Capital Project Fund*	851,117	684,127	0	0
003 Major Maintenance & Repair Project Fund*	2,310,687	83,973	0	0
	541,745,332	606,386,249	691,525,001	704,555,844
003 UNINCORPORATED AREA GENERAL FUND				
001 Unincorp Area General Operating Fd	329,115,829	355,996,608	453,146,397	461,754,933
002 Unincorp Area General Project Fd*	142,373	15,700	0	0
003 Major Maintenance & Repair Project Fund*	420,273	38,900	0	0
	329,678,475	356,051,208	453,146,397	461,754,933
Total General Funds	871,423,807	962,437,457	1,144,671,398	1,166,310,777
 10 SPECIAL REVENUE FUNDS				
002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND				
602 Public Art Prog Countywide Fund Ord 89-32*	166,880	337,041	43,453	155,150
606 CW Major Maintenance & Repair Project Fd*	5,517,589	6,236,838	7,641,195	5,398,932
636 School Site Impact Fee Fd (1/93-10/06)	1,561,781	5,700	2,347,859	0
637 School Site Impact Fee Fd (11/06-)	0	152,929	4,359,721	14,421,892
638 School Impact Fee Interest Fd (11/06-)	0	0	134,030	598,030
702 Crim Just Education/Training Fd(Various)	461,634	80,000	4,226,981	4,954,727
703 Crim Just Training Trust Fd R95-077	0	0	678,025	753,025
705 County Boat Registration Fee Fd Ord90-13	490,824	437,206	691,253	704,793
706 Detention Deputy Recruitmnt/Retention Fd*	1,105,613	115,446	14,000	25,848
707 Teen Court Fund F.S.938.17/Ord 97-15	21,624	0	25,572	26,017
708 Sheriff's Child Protect/Trng Facility Fd*	7,984,186	0	0	0
709 Federal USMS/Dept Just Asset Forfeit Fd	86,000	0	3,241,466	3,501,466
712 Cty Lcl Alcohol/Drug Trust Fd F.S. 938.13	140,872	36,062	176,213	84,275
713 Drug Abuse Alternate Source Fd R91-0223	57,517	51,949	222,183	217,263
714 800Mhz Intrgv Radio Comm Sys Fd F.S.318.21	1,116,000	1,012,675	3,845,589	4,631,458
715 Fla Contraband Forfeit Fd F.S.932.703/704	519,112	830,236	2,451,077	2,158,171
718 Drug Abuse Tr Fd F.S.938.21/Ord 97-16	0	35,650	384,168	373,367
719 Federal Treasury Asset Forfeiture Fund	0	0	198,011	204,011
721 Court Facilities Fund Ord87-23	180,782	0	597,826	602,688
722 Mediation-Arbitration Trust Fund	32,741	0	27,554	27,488
723 County Civil Mediation Trust Fund	0	0	6,052	6,159
724 Family Mediation Trust Fund	2,042	0	95,493	108,203
725 Civil Traf Inf Hearing Off Tr Fd AO 92-11	37,950	0	14,830	259
726 General Master (Disso Marriage) Trust Fd	26,514	0	24,995	25,171
727 Court Technology Trust Fund Ord93-02	0	0	160,969	162,366
728 Probate Guardianship & Trust Trust Fund	1,954	0	26,848	26,929
729 Spcl Master Animal Ctrl Fee Fd	0	0	21,271	21,283
730 Cir Ct Mediation Administrative Fee Fund	36,752	0	68,864	69,353
731 Spcl Master Water Use Restrict Fee Fund	0	0	55,153	55,817
732 Family Administrative Fee Fnd S-2000-073	5,893	84	84	0
733 Child Custody Investigation Fee AO 94-181	20,066	60	160	0

BUDGET BY SUBFUND*

	FY 06	FY 07	FY 08	FY 09
	Actual	Actual	Adopted	Adopted
735 Cnty Ct Court-Ordered Mediatn S-1999-006	0	0	49,728	50,159
736 Children's Advocacy Centr Fnd S-1999-081	0	0	24,040	26,506
002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND (continued)				
737 Public Guardian Trust Fund Ord 99-24	1,800	0	5,815	5,970
738 Drug Ct Prog Admin Fd F.S.796.07(6)	0	0	102,459	118,894
742 State Court Innov(Ord 04-33;939.185 F.S.)	1,524,464	1,519,893	1,634,546	1,967,756
743 Legal Aid Fd (Ord 04-33;939.185 F.S.)	1,066,800	1,133,200	1,100,000	1,100,000
744 Teen Ct/Juv Divrs Fd(Ord04-33;939.185F.S.)	1,126,637	1,266,030	1,145,571	1,169,337
745 Court-Related Tech Fd F.S.28.24(12)(E)1	5,775,134	5,512,722	7,451,750	7,537,092
746 Traf Surcharge Tr Fd F.S.318.18/Ord04-26	3,449,765	2,470,655	7,809,566	8,064,288
747 Crime Prev/Safe Neighborhds F.S.775.083(2)	0	0	2,876,275	3,681,906
749 Child Supprt Incent Fd-Ss Act Title Iv-D	0	0	76,543	99,043
750 Florida Dept Of Juvenile Justice Fd	0	0	0	8,662,725
904 Emer Mgt Facil Plns Rev Fd Fac 9G-20.004	0	0	33,220	34,220
905 Lcl Air Poll Ctrl Tag Fee Tr Fd F.S.320.03	852,523	930,634	1,253,578	1,277,946
907 Indigent Health Care Svcs F.S.212.055 Fund	87,591,503	85,941,694	119,390,207	128,068,533
908 Gardinier Settlement Dep/EPC Fund	348,147	46,553	134,660	146,660
909 Pollution Recovery Fund Lf 84-446	260,479	1,334,777	1,431,359	1,633,255
910 Pollution Recovery Project Fund*	293,467	134,583	0	0
911 State Revenue Sharing Fund	5,966,000	379,704	16,097,666	25,538,157
915 911 Emer Tel Sys-Land Ln Ord86-14/87-25	4,545,151	4,048,458	9,201,413	8,082,804
916 911 Emer Tel Sys-Wireless 365.173F.S.	1,574,151	1,909,481	7,286,203	9,339,822
925 FI Boating Improv Prog Fd-F.S.328.72(15)*	45,181	28,729	345,000	345,000
969 Jt County-City Cecile Wagnon Will Fund	0	0	90,461	93,461
971 Animal Cont Spay/Neuter Inc Pymt Prog	248,880	300,359	1,099,053	1,085,204
972 Animal Services Contributions Fund	8,670	2,286	40,571	46,269
992 ITS Project Fund*	3,586,802	2,711,779	7,907,504	5,339,929
	137,839,880	119,003,413	218,368,083	252,829,077
004 UNINCORPORATED AREA SPECIAL PURPOSE FUND				
602 Public Art Program MSTU Fd Ord89-32*	0	0	65,510	58,549
610 UA Major Maintenance & Repair Project Fd*	4,210,413	3,594,383	5,252,475	2,810,950
620 Parks Impact Fee (NW Zone) Fund*	236,155	544,205	402,750	319,200
621 Parks Impact Fee (NE Zone) Fund*	1,370,542	473,627	448,750	226,100
622 Parks Impact Fee (Cent Zone) Fund*	724,020	183,953	1,005,000	374,300
623 Parks Impact Fee (S Zone) Fund*	162,629	32,422	665,000	318,250
626 School Site Ded Prog Nw Imp Assess Tr Fd	0	0	6,678	0
628 School Site Ded Prog Cent Imp Asses Trfd	0	0	104	0
630 Fire Service Impact Fee (NW Zone) Fund*	1,177,883	3,580	56,200	57,488
631 Fire Service Impact (NE Zone) Fund*	85,493	80,277	101,500	61,750
632 Fire Service Impact Fee (Cent Zone) Fund*	43,044	9,117	206,000	149,361
633 Fire Service Impact Fee (S Zone) Fund*	165,544	61,100	168,000	90,725
636 School Site Impact Fee Fund	4,582,308	0	0	0
641 Impact Fees Administration	256,140	341,066	509,933	435,172
892 Environmental Restoration Project Fund*	81,910	26,758	489,000	300,000
893 Local Habitat Mitigation Bank Fund*	0	0	30,000	30,000
900 Bld Svc Div(Pgm) Fd:Ord05-12/F.S.553.80(7)	18,282,936	17,451,637	20,864,542	17,719,028
908 Land Excavatrn Opr/Inspect Sec.8.01.03Ldc	130,584	96,802	157,179	167,044
913 Water Conserv Trust Fd Ord03-7 As Amnded	151,874	54,700	544,107	1,335,267

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
922 Tax Dist On Severance Phos Rock F.S.211.31	1,303,126	786,116	1,318,869	2,423,140
924 Stormwater Mgmt Proj Fd Ord 89-27*	6,524,348	7,091,789	5,635,960	547,550
925 Stormwater Mgmt Operating Fd Ord 89-27	772,989	1,064,055	824,884	837,008
	40,261,938	31,895,587	38,752,441	28,260,882
006 COUNTY BLENDED COMPONENT UNITS FUND				
001 Civil Service Board Fund	2,514,548	2,851,293	3,193,686	3,353,371
002 Law Library Board Fd-Ord 01-16,Sec7	530,209	647,579	596,000	589,217
006 City County Planning Commission Fund	6,128,752	6,301,873	6,059,762	5,781,424
903 Law Library Sales/Svcs Ord 01-16,Sec8	(20)	21,015	24,400	63,326
	9,173,489	9,821,760	9,873,848	9,787,338
008 LOCAL HOUSING ASSISTANCE PROGRAM FUND				
200 S.H.I.P. Program*	11,529,173	13,482,073	8,500,000	8,250,000
009 STATE OF FL HEALTHCARE SURTAX TRUST FUND				
001 Indigent Health Care & Trauma Center Fd	75,056,491	80,155,354	197,378,439	180,759,313
010 SALES TAX REVENUE FUND				
010 Half-Cent Sales Tax/Bonds Revenue Fund	92,930,262	95,226,799	114,954,116	106,493,226
020 Prof Sports Franchise Facil Sales Tax Fd	2,005,000	2,000,004	2,006,204	2,203,796
030 3% Tourist Dev Tax Trust Fund	12,125,719	12,779,183	17,853,085	19,075,651
040 1% Addl (4Th Ct) Tourist Tax Fd Ord 90-03	2,681,163	6,992,961	9,771,493	9,825,564
050 1% Addl (5Th Ct) Tourist Tax Fd Ord 94-13	2,911,064	4,075,501	7,956,093	8,092,223
090 Lcl Govt Infrastructure Surtax Fund	107,126,449	104,914,648	108,204,434	93,885,247
	219,779,657	225,989,096	260,745,425	239,575,707
012 INTERGOVERNMENTAL GRANTS				
100 Operating Grants Fund*	90,956,973	92,262,540	85,760,152	83,416,633
200 Project Grants Fund*	24,195,592	15,102,837	6,717,598	6,577,202
400 Disaster Event Subfund*	17,019	97,186	0	0
	115,169,584	107,462,563	92,477,750	89,993,835
013 COUNTY TRANSPORTATION TRUST FUND				
001 Operating Fund	52,785,480	63,592,077	67,434,114	67,277,584
002 Proj Fund (1St Local Option 6Ct Fuel Tx)*	25,483,604	26,661,311	25,067,083	23,920,050
005 Street Lighting Non-Ad Val Assessment Fd	7,906,459	7,462,330	10,867,945	10,295,859
200 Project Grants Fund*	1,824,985	7,918,857	0	0
300 Developer/County Funded Transp Proj*	44,226	(1,140,705)	0	222,000
931 Rd Network Imp Prog Imp Asses Zone 2*	14,615	0	0	0
934 Rd Network Imp Prog Imp Asses Zone 5*	2,900	0	0	0
940 Ninth-Cent Fuel Tx Project Fd*	2,074,369	8,250,365	5,120,826	4,639,991
970 Road Network Impact Fee (Zone 01) Fund*	126,917	803,883	1,661,253	1,080,000
971 Road Network Impact Fee (Zone 02) Fund*	30,797	304,838	290,709	275,500
972 Road Network Impact Fee (Zone 03) Fund*	1,235	1,235	88,896	57,000
973 Road Network Impact Fee (Zone 04) Fund*	463,530	1,526,013	1,301,950	1,298,296
974 Road Network Impact Fee (Zone 05) Fund*	13,481	487,938	151,834	125,500
975 Road Network Impact Fee (Zone 06) Fund*	311,905	211,517	146,452	146,452
976 Road Network Impact Fee (Zone 07) Fund*	676,012	1,487,633	3,012,862	1,495,000
977 Road Network Impact Fee (Zone 08) Fund*	848,277	970,050	1,131,950	675,000
978 Road Network Impact Fee (Zone 09) Fund*	141,155	1,621,613	1,877,510	1,150,000
979 Road Network Impact Fee (Zone 10) Fund*	986,955	1,109,177	687,572	720,572
980 Citrus Pk Cmnty Dev Dist Pledged Rev Fd*	303,842	0	0	0
989 Constitutional Fuel Tax Fund*	13,747,922	13,332,912	11,714,908	11,051,821

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
990 County Fuel Tax (7th Cent) Fund	4,950,098	4,963,049	4,871,775	5,087,831
991 Local Transp Ninth Cent Fuel Tax Fund	7,023,537	6,988,861	7,195,925	6,612,915
992 Ad Valorem Tax Transp Fund*	7,019,198	6,457,036	18,500,000	36,621,000
993 Transit System Aid Fund	0	750,000	0	200,000
	126,781,499	153,759,990	161,123,564	172,952,371
014 LIBRARY TAX DISTRICT FUND				
001 Library Tax Dist Operating Fund	37,642,763	41,526,020	86,536,273	81,516,567
002 Library Tax District Project Fund*	3,470,142	2,779,209	12,196,000	5,191,000
003 Major Maintenance & Repair Project Fund*	458,356	383,447	526,625	468,286
100 Operating Grants Fund*	516,138	82,012	0	0
200 Project Grants Fund*	929,729	266,643	0	0
602 Public Art Prog Library Dist Fd Ord 89-32*	28,000	36,203	94,650	17,550
	43,045,128	45,073,534	99,353,548	87,193,403
030 INFRASTRUCTURE SURTAX FUND				
002 Project Fund (Entitlement One 1997-2003)*	4,589,654	9,007,784	1,250,000	1,000,000
003 Financed Proj Subfund (Ph II 2003-2008)*	52,672,812	100,702,965	17,437,712	(1,841,081)
004 Non-Financed Proj Subfd(Ph II 2003-2008)*	52,119,550	615,837	0	0
005 Proj Subfd(Ph III Feb08-Sept16)*	14,711,205	38,420,780	203,769,413	84,299,946
006 CIT Proj Fd-Transportation Task Force*	0	0	0	108,428,000
010 Series 2007 CIT Rev Bds Proj Fd*	0	0	0	5,990,000
044 Commercial Paper Notes Fd II*	0	0	0	51,350,000
	124,093,221	148,747,366	222,457,125	249,226,865
Total Special Revenue Funds	902,730,060	935,390,736	1,309,030,223	1,318,828,791
20 DEBT SERVICE FUNDS				
011 CAP IMP NONADVAL REV 98 &08 DBT SVC FD				
000 Whse/Shrf Nonad Rev Ref 08 Bds Sk Fd	1,497,150	1,499,650	1,814,723	1,816,579
013 FUEL TAX REF REV BDS DBT SVC FD				
001 Fuel Tx Ref Rev 98 Sk Fd (Taxable)	2,386,648	2,381,061	3,582,686	1,842,834
021 4TH CENT TOURIST DEV TAX FD				
001 4th Ct Tdt 06 Ref Rev Bds Sk Fd	0	17,519,762	1,178,090	2,951,285
022 5TH CENT TOURIST DEV TAX FD				
001 5th Ct Tdt 06A Ref Rev Bds Sk Fd	0	27,967,877	1,746,904	1,756,882
002 5th Ct Tdt 06B Ref Rev Bds Sk Fd	0	1,735,423	2,396,979	2,737,735
	0	29,703,300	4,143,883	4,494,617
024 P&R G.O. BNDS 93/96/02 DBT SVC FD				
000 P&R G.O. Ref Bnds 2002 Sk Fd	1,386,428	1,377,922	1,569,930	1,504,560
029 ELAPP LIMITED ADVAL TAX BONDS DBT SVC FD				
000 ELAPP Ltd Adval Tx Bds 98& 03 Sk Fd	5,323,825	5,317,190	6,507,191	6,167,045
001 ELAPP Advl Tx Bd 98&03 Rsv Fd	0	0	0	647,372
	5,323,825	5,317,190	6,507,191	6,814,417
036 CRIM JUST CIP REF REV 93& 03 DBT SVC FD				
000 Jr Lien CIP Ref Rev 03 Bds Sk Fd	10,003,500	9,998,100	11,668,042	11,665,709
001 Jr Lien CIP Ref Rev 03 Bds Rsv Fd	0	0	10,001,250	10,001,250
	10,003,500	9,998,100	21,669,292	21,666,959
037 CT FACIL REV BDS 99&05 DEBT SVC FD				
002 Ct Facil Ref Rev 05 Bds Sk Fd	1,079,551	2,541,446	4,118,291	4,154,207

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
038 CAP IMPRV PRG REV BDS 94/96/06 DEBT SVC				
004 CIP Ref Rev Bds Series 06 Sk Fd	44,441,093	3,251,825	3,836,920	3,797,393
005 CIP Ref Rev Bds 06 Rsv Fd	242,625	0	3,248,625	3,248,625
	<u>44,683,718</u>	<u>3,251,825</u>	<u>7,085,545</u>	<u>7,046,018</u>
039 CAP IMPRV NON-ADV REF REV 96&2006 BD FD				
001 MOSI/Cnty Ctr Ref Rev Bds 2006 Sk Fd	65,552,875	5,187,706	6,690,327	6,490,933
002 MOSI/Cnty Ctr Ref Rev Bds 06 Rsv Fd	198,914	0	5,189,306	5,189,306
	<u>65,751,789</u>	<u>5,187,706</u>	<u>11,879,633</u>	<u>11,680,239</u>
044 CAP IMPR COMMERCIAL PAPER PROG FD				
003 M2Gen Project Revenue/Sinking Fund*	0	397,255	1,654,779	1,218,174
049 CIT REV BDS 2001 A & B DBT SVC FD				
001 Jail/Strmwtr CIT Rev Bds 01 A/B Sk Fd	4,537,862	4,531,862	6,651,788	6,734,751
050 CIT REV BDS 2004 DBT SVC FD				
001 CIT Rev Bds 2004 Sk Fd	6,344,269	6,337,006	9,007,296	9,040,858
051 CIT REV BDS 2007 DBT SVC FD				
001 CIT Rev Bds 2007 Sk Fd	0	0	5,947,205	26,891,323
052 US 301 EXPAN TAXABLE NOTES				
001 US 301 Tx Note Series 08A Sk Fd(Suntrust)	0	0	0	209,200
002 US 301 Tx Note Series 08B Sk Fd(Suntrust)	0	0	0	442,168
	<u>0</u>	<u>0</u>	<u>0</u>	<u>651,368</u>
055 TSA NON-ADV REF REV BDS 05 DBT SVC FD				
001 Arena Non-Ad Ref Rev Bds 05 Sk Fd	594,148	1,306,850	2,276,991	2,299,638
Total Debt Service Funds	<u>143,588,888</u>	<u>91,350,935</u>	<u>89,087,323</u>	<u>110,807,827</u>
30 CAPITAL PROJECTS FUNDS				
002 COUNTYWIDE CAPITAL PROJECTS FUND				
604 Countywide Construction Fd*	19,317,385	10,491,910	9,530,250	42,428,654
004 UNINCORP AREA CAPITAL PROJECTS FUND				
608 Unincorp Area Construction Fd*	4,991,219	2,453,225	22,960,084	17,062,892
011 CAP IMP NON-ADVAL TAX REV BDS SER 98 FD				
002 Cap Imp Non-Adv Tx Rev Bds 98 Proj Fd*	192,781	(7,854)	0	0
016 EPC FACILITY ACQUISITION/REHAB FUND				
002 EPC Sabal Park Facility Project Fund*	110,047	971,982	0	0
024 GENERAL OBLIG BONDS P & R PROGRAM FUND				
003 P&R Unincorporated Area Series 1996 Bds*	85,221	0	0	0
029 ENVIRO SENSITIVE LANDS TAX/BOND FUND				
000 Site Acquisition & Administration Acct	835,862	646,128	2,202,727	1,832,419
001 ELAPP Site Management & Restoration Acct	2,785,686	2,572,464	2,814,887	217,565
002 ELAPP Projects (Non-Bond) Fund*	12,392,469	8,764,020	11,964,352	750,000
005 Limited Ad Val Tax Bonds (1992) Proj Fd	0	0	0	0
006 Limited Ad Val Tax Bonds (1994) Proj Fd*	6,250	613,312	0	0
	<u>16,020,267</u>	<u>12,595,924</u>	<u>16,981,966</u>	<u>2,799,984</u>
034 COURT FACIL NON-BOND CONSTRUCTION FUND				
002 Court Facil Imprvmt Non-Bond Proj Fund*	82,949	12,898	100,000	100,000
003 Central Energy Plant Ph II Const*	2,042,974	0	0	0
	<u>2,125,923</u>	<u>12,898</u>	<u>100,000</u>	<u>100,000</u>

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND				
001 Commercial Paper Note Issuance Fund I*	59,277,577	92,151,853	46,670,004	(89,255,695)
002 Allocated Debt Capacity Fund*	0	0	(27,550,000)	77,234,829
	<u>59,277,577</u>	<u>92,151,853</u>	<u>19,120,004</u>	<u>(12,020,866)</u>
048 FALKENBURG JAIL CONSTRUCTION FUND				
002 Jail Expansn Cap Proj (Cit Series 2001A)*	0	204,998	125,000	0
051 2007 COMMUNITY INVESTMENT TAX REV BNDS				
002 CIT Series 2007 Project Fund*	0	0	208,466,961	0
Total Capital Projects Funds	<u>102,120,420</u>	<u>118,874,936</u>	<u>277,284,265</u>	<u>50,370,664</u>
 40 ENTERPRISE FUNDS				
032 SOLID WASTE SYSTEM ENTERPRISE FUND				
001 SW & RR System Operating/Maintenance Fd	62,442,155	66,547,985	90,255,236	97,298,710
003 SW & RR System Revenue Fund	82,989,617	91,085,451	98,489,989	104,622,211
004 SW & RR System Renewal/Replacement Fund	1,769,628	1,617,118	11,953,000	10,846,000
005 SW & RR System Capital Improvement Fund*	4,599,338	1,161,170	0	0
017 SW/RR Sys (Fin Assur) Nw Closed Lf Fund	73,000	73,000	365,000	292,000
019 SW/RR Sys (Fin Assur/Gasb) Lf Closure Fd	0	0	31,921,596	33,547,096
024 SW/RR Sys Closed L/F Maintenance Fund	1,761,339	1,464,912	2,276,107	2,635,316
027 SW & RR System Debt Service Fund	12,530,505	14,695,720	10,533,606	12,483,831
028 SW & RR System Debt Svc Reserve Fund	0	3,832,212	0	0
029 SW & RR System General Purpose Fund	1,569,901	11,021,531	8,256,425	8,805,227
041 Taylor Road Landfill Superfund Site Fund	34,390	34,618	81,736	81,736
043 Lf Closure Fd-Phase Ii (Cell 7) GASB	0	0	1,087,922	1,450,195
044 CP Quarterly Note Issuances*	0	0	0	6,800,000
049 SW & RR System Rate Stabilization Fd	0	0	2,966,887	8,671,525
058 Electric Generation Project Fd*	2,760,159	3,587,297	5,722,884	(8,749,340)
059 Series 2006A Rev Bds Proj Fd (Amt)*	0	43,499,180	5,649,121	165,840
060 Series 2006B Rev Bds Proj Fd(Non-Amt)*	0	5,187,786	1,179,546	1,189,279
064 Commercial Paper Financed Proj Fd*	0	0	0	17,000,000
100 Operating Grants Fund*	100,743	125,059	0	0
	<u>170,630,775</u>	<u>243,933,039</u>	<u>270,739,055</u>	<u>297,139,626</u>
040 WATER & WASTEWATER UTILITY ENTERPRISE FD				
001 Utility Sys Operating & Maintenance Acct	119,597,976	135,166,193	170,482,161	169,113,713
002 Utility Sys Rev Bds Debt Service Acct	27,469,842	27,635,594	35,217,226	32,482,040
003 Utility Sys General Revenue Acct	185,715,273	223,347,903	225,073,385	216,343,991
005 Util Sys Impact Fees Gen Oper Acct	20,949,463	11,817,768	14,790,964	12,914,342
007 Utility Sys Renewal & Replacement Acct*	11,833,097	17,455,436	14,252,838	12,826,846
010 Utility Sys Gen Rev Cap Exp Acct*	9,746,505	27,716,517	40,808,490	36,086,437
011 Water Projects Account*	392,646	2,939,109	198,171	45,000
012 Wastewater Projects Account*	1,393,598	1,296,910	503,206	180,000
041 Cone Ranch Special Projects Fund	14,197	87,919	2,242,093	0
042 Utility Sys Water Conservation Fund	40,978	0	0	0
044 CP Quarterly Note Issuances*	4,223,440	0	0	58,904,000
045 Long Term Sys Capital Rehab/Replcmnt Fd*	16,433,604	10,525,214	0	0
046 Revenue Account Rate Stabilization Fund	0	0	76,654,356	76,654,356
050 Reclaimed Water Impvmt Unit Assessmnt Fd	2,075,237	1,255,221	1,465,991	898,889
051 Reclaimed Water Impvmt Unit Project Fd*	133,451	317,365	36,400	36,400

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
052 Impact Fees Assessmnt Unit Fd Ord96-07	10,119,955	2,576,512	4,891,116	7,135,722
054 Infrastructure Assessment Unit Fd 99-08	68	63	57,592	68,654
055 Infrastructure Assessmnt Unit Project Fd*	0	0	600	0
056 2006 Imp Fee Special Assess Bds Proj*	14,015,097	20,753,416	2,493,950	0
057 Utility Sys Financed Project Fd*	0	0	6,556,108	52,315,092
200 Project Grants Fund*	3,541,621	2,371,193	0	0
	427,696,048	485,262,333	595,724,647	676,005,482
044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND				
001 Commercial Paper Note Issuance Fund*	2,699,999	4,107,333	2,909,000	0
046 RECL WATER SPCL ASSESSMENT REV BDS 2000				
002 Rev/Sinking Fd Rw Spcl Assmnt 00 Rev Bds*	436,338	703,437	0	0
003 Reserve Fd Rw Spcl Assmnt 00 Rev Bds*	0	429,319	0	0
	436,338	1,132,756	0	0
047 IMPACT FEES SPECIAL ASSES				
001 Imp Fee Spcl Assmnt Bds 2000 Project*	106,278	0	0	0
002 Rev/Sking Fd Imp Fee Spcl Assmnt 00 Bd*	2,446,506	2,638,506	0	0
003 Rsv Fd Imp Fee Spcl Assessmnt Bds 20*	0	2,408,038	0	0
	2,552,784	5,046,544	0	0
Total Enterprise Funds	604,015,944	739,482,005	869,372,702	973,145,108
50 INTERNAL SERVICE FUNDS				
066 FLEET SERVICES FUND				
001 Operating Fund	14,457,407	15,795,281	21,710,227	21,770,233
003 Lease Back Program Fund	8,685,583	8,003,697	37,766,882	44,509,244
	23,142,990	23,798,978	59,477,109	66,279,477
067 COUNTY SELF INSURANCE FUND				
000 Insurance Program Administration Fund	822,860	786,756	1,179,391	1,219,782
001 Workers Compensation Insurance Fund	7,512,338	9,199,312	57,153,103	57,432,895
002 General Liability Insurance Fund	8,875,048	10,297,432	34,356,892	30,681,656
003 Catastrophic Disaster Recovery Fund	0	0	62,836,199	90,442,198
004 Employee Group Health Insurance Fund	77,795,364	88,919,845	122,195,136	132,172,354
005 Opeb/Retiree Health Insur Fd	0	0	6,437,204	9,051,769
006 Tax Coll Opeb/Retiree Health Ins Fd	0	0	86,085	86,085
007 Sheriff Opeb/Retiree Health Ins Fd	0	0	0	3,985,200
	95,005,610	109,203,345	284,244,010	325,071,939
Total Internal Service Funds	118,148,600	133,002,323	343,721,119	391,351,416
65 AGENCY FUNDS				
040 IMP FEE SPECIAL ASSESSMENT BONDS 2006				
002 Imp Fee Spcl Assmnt Rev/Sinking 06 Fd*	3,473,499	8,994,789	10,086,863	9,871,743
003 Imp Fee Spcl Assmnt 06 Reserve Fd*	0	0	0	3,698,201
	3,473,499	8,994,789	10,086,863	13,569,944
044 TRANSPORTATION ASSESSMENT UNITS FUND				
002 TAU Spcl Assmnt Rev/Sinking Fund*	97	868	8,237	9,187

BUDGET BY SUBFUND*

	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
046 RECL WATER SPCL ASSESSMENT REV BDS 2000				
002 Rev/Sinking Fd Rw Spcl Assmnt 00 Rev Bds*	0	436,429	503,137	522,357
003 Reserve Fd Rw Spcl Assmnt 00 Rev Bds*	0	0	0	81,936
	<u>0</u>	<u>436,429</u>	<u>503,137</u>	<u>604,293</u>
047 IMPACT FEES SPECIAL ASSESS BD				
002 Rev/Sking Fd Imp Fee Spcl Assmnt 2000*	0	2,445,487	2,966,111	2,810,792
003 Reserve Fd CAU Spcl Assmnt 2000 Bds*	0	0	0	4,149,865
	<u>0</u>	<u>2,445,487</u>	<u>2,966,111</u>	<u>6,960,657</u>
Total Agency Funds	<u>3,473,596</u>	<u>11,877,573</u>	<u>13,564,348</u>	<u>21,144,081</u>
Grand Total	<u>\$2,745,501,315</u>	<u>\$2,992,415,965</u>	<u>\$4,046,731,378</u>	<u>\$4,031,958,664</u>

* Subfunds marked with an asterisk are budgeted as "all years" funds. All years budgeting is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

DEPARTMENT SUMMARIES

The Departmental Summaries that follow in this section include mission statements, summary budgets, and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners.

Please note that where the caret (^) symbol appears to the right of a number or percentage it indicates that this data is an estimate.

MATRIX OF COUNTY SERVICES

Hillsborough County is a general-purpose government which performs many tasks and a wide range of services for the health, safety, and welfare of its citizens.

At a March 10, 1999 workshop to review recommendations made by the Blue Ribbon Committee on County Finances, the Board of County Commissioners requested that a matrix be developed to disclose over three hundred services provided by Hillsborough County. The original list was taken from a report prepared by Florida

TaxWatch. The current list reflects organizational changes as well as refinements by the departments that are the direct result of the 'mapping' of specific performance measures to each service or program. Some services contracted by Hillsborough County as well as services provided by other taxing authorities are not included (e.g., Hillsborough County's three cities, the School Board, the Children's Board, the Hillsborough Area Regional Transit Authority, the Port Authority, independent special districts, and the Southwest Florida Water Management District). There may be some embedded programs within the list that could be identified separately.

The matrix is intended to be used as additional reference material for reviewing the budget.

For questions regarding the statutory authority of specific County services, please contact the County Attorney's Office at 272-5670 or the Management and Budget Department at 272-5890.

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
<p>Affordable Housing Office Affordable Housing Services</p> <p>Aging Services In-Home Care Senior Centers Transportation Nutrition Retired Senior Volunteer Services Case Management</p> <p>Animal Services Enforcement/Protection Sheltering Animals Rabies Tags and Licensing Responsible Pet Ownership Education Animal Adoption Pet Overpopulation</p> <p>Board of County Commissioners Set Policy & Directives/Implementation of Comp Plan Performance Auditor</p> <p>Children's Services Head Start Early Head Start Residential Services for Children in Need Services Clinical Services - Parenting Training Emergency Shelter Residential Care Severely Emotionally Disturbed Children (Residential) Severely Emotionally Disturbed Children (Day Treatment) Child and Family Counseling Program Child Care Licensing Respite Services-Families of Develop Delayed/Disabled Children Community Reintegration Medicaid Mental Health Services Food and Nutrition Independent Living Program</p> <p>Circuit and County Courts Conduct arraignments, hearings, and trials Divert cases from the judiciary Coordinate court appearances, conferences, and depositions Assign guardian ad litem to represent minors</p>	<p>Civil Service Board Applicant Recruiting and Screening Job Classification and Compensation Employee Record Maintenance Job Performance Management</p> <p>Clerk of Circuit Court County Recorder Internal Auditing Recordkeeping for Circuit and County Courts Financial Services Recordkeeping for BOCC</p> <p>Community Liaisons African-American Affairs Liaison Asian-American Affairs Liaison Hispanic Affairs Liaison Americans with Disabilities Act Liaison Criminal Justice Liaison</p> <p>Consumer Protection & Professional Responsibility Agency Investigation of Employee Misconduct Training & Policy Development-Employee Professional Responsibility Investigation of Consumer Complaints Mediation/Prosecution of Consumer Complaints Public Education</p> <p>Cooperative Extension 4-H and Youth Programs Agricultural Programs Horticulture Family and Consumer Sciences</p> <p>County Administrator Strategic Operations Affecting Quality of Life Administrative Support Develop State Legislative Program Develop Federal Legislative Program County Legislative Representation County Intergovernmental Representation Performance Improvement Program Targeted Process Improvements Citizen Action Center</p>

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Communications Public Information Community Relations Hillsborough Television Citizen Boards Support Printing Services	Fire Rescue Fire Suppression Fire Inspection Arson Investigation Paramedic services (advanced life support) Fire Prevention Plans Review Billing and Collection Fire Training (County employees and volunteers) Fleet Maintenance Fire/Medical Emergency Dispatch Services
County Attorney General Legal Services & Counsel Litigation Eminent Domain Hearings of Discipline Appeals and Grievances	Fleet Management Fuel Services Equipment Repair & Maintenance Services Parts Management Motor Pool Services Equipment Acquisition
Debt Management Manage County Debt Obligations Financial Advisory Services Municipal Securities Market Compliance & Disclosure Financial & Credit Evaluations of Conduit Bond Issues	Health and Social Services Indigent Health Care HIV Services - Ryan White Homeless Case Management Summer Food Program for Children Veterans Services Transportation for the Transportation Disadvantaged Client Assistance - Financial Aid for Indigents Baker Act Mental Health Program Trauma Care Section 8 Rental and Utility Assistance
Economic Development Corporate Business Development Small Business Information Center MBE/SBE Program Agriculture Industry Development Tourist Development Employment & Training/Workforce Board Business/Industry Development	HIPAA Compliance Office HIPAA Compliance
Emergency Dispatch Center Fire/Medical Emergency Dispatch Services	Housing and Community Improvement Code Enforcement/Compliance Inspections Single Family Housing Rehabilitation Down Payment and Other Assistance - First Time Homebuyers
Emergency Management Emergency Management	Human Resources Employee Benefits Program Administration Employee Development/Training Program Exempt Employee Recruitment Employee Relations Labor Negotiations Employee Safety and Loss Control Programs
Environmental Protection Commission Air Management Water/Wastewater Management Waste Management Wetlands Management Environmental Resources Management	
Equal Opportunity Administration Investigation of Complaints/Citizen Requests for Assistance	

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Human Resources (continued) Citizen Volunteer Program Workers Compensation Investigation/Administration Liability and Insured Property Program Development/Administration Information and Technology Services Communications Services Desktop Services Geographic Information Systems (GIS) Business Solutions/Services Information Distribution and Data Management Services Countywide 9-1-1 Database and Street/Address Management Countywide 9-1-1 Network Administration Law Library Board Provide Access to Legal Research Materials Legislative Delegation Constituent Services District Offices Support Services Legislative Services Library Services Member Services Circulation Services Information & Reference Services Programming Management and Budget Multi-Year Financial Planning/Economic Analysis Capital Budget Services Operating Budget Services Budget Systems and Revenue Analysis Outside Agency Contract Management Management Analysis/Performance Measurement Oversight of Cable Educational Consortium Medical Examiner Cause of Death Determination Indigent Burial Metropolitan Planning Organization Long-Range Transportation Planning Develop, Monitor and Evaluate Transportation Systems Technical Assistance to Local Governments Conduct Required Transportation Plans, Programs and Studies	Neighborhood Relations Technical Assistance & Neighborhood Liaison Neighborhood Mini-Grant Program Community-based Planning Recognition Programs Database Management Parks, Recreation and Conservation Management of Environmental Lands (ELAPP) Marine Public Safety Park Construction (In-house and Contractual) Neighborhood, district, and regional park maintenance Neighborhood, district, and regional park programs Organized Youth Athletic Programs Organized Adult Athletic Programs After-school Recreation Programs Summer Enrichment Program Therapeutic Programs Parks Planning and Design Planning and Growth Management Building Inspection Building Permit Issuance Building Plans Review Zoning Administration Development Project Inspection Land Use Counseling Phosphate/Land Excavation Comprehensive Plan Implementation/Concurrency Management Transportation Planning Community-based Planning Impact Fee Program Administration Emergency Management Planning Land Development Review and Inspection Planning Commission Countywide Comprehensive Planning Community/Neighborhood Planning Countywide Long-range Transportation Planning Hillsborough River Planning Local Planning Agency (LPA) Administration Procurement Services Centralized Procurement - Informal (between \$2,500 and \$25,000) Centralized Procurement - Formal (exceeding \$25,000) Management of Automated Purchasing Activities Purchasing Card Program

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Procurement Services (continued)	Sheriff
Satisfaction Survey	Law Enforcement
Property Appraiser	Criminal Investigations
Real and Tangible Property Assessment	Major Crimes
Exemptions Administration	Youth and Family
TRIM Notice Administration	Detention
Public Defender	Booking & Releasing
Legal Representation to Indigent Clients	Classification & Records
Public Works	Falkenburg Road Jail
Emergency Management and NIMS/Incident Command Systems	Morgan Street Jail
Safety	Work Release Center
Planning and Development	Transportation
Engineering Design	Support Services
Project Management	Training
Right of Way Management	Communications
Utilities Coordination	Human Resources
Street Maintenance	Judicial Services
Street Cleaning	Court Process
Stormwater Management	Court Services
Vector Control	Support Services
Traffic Services	Fleet Maintenance
Aquatic Weed Control	Property Control
Wetlands Maintenance and Mitigation	Communications Maintenance
Infrastructure Inventory, Condition and Assessment	Technical Support
Real Estate	Inspectional Services
Real Estate Acquisition/Disposal	Fiscal
Environmental Land Acquisition (ELAPP)	Professional Standards
Eminent Domain	Community Relations
Property Management	Information Services
Lease Negotiations and Management	Planning and Research
Parking Management	Special Operations
Technical Support	Canine
Records Storage and Retrieval	Aviation
Survey and Mapping	Warrants
Right-of-Way Inventory	Tactical
Building Maintenance & Repair	Environmental Enforcement
GIS Services	Special Investigations
Architectural Services & Project Management	Vice
Building Renovation Project Management (R3M)	Major Violators
Public Art	Narcotics
Security Services Agency	Criminal Intelligence
County Facilities Security Services	Legal Services
	Data Operations
	Soil Conservation Board
	Soil & Water Technical and Permitting Assistance
	Conservation and Environmental Education

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Solid Waste Management	Supervisor of Elections
Solid Waste Collection	Voter Registration
Customer Services	Administer Elections
Franchise Collection	
Recycling	Tax Collector
Field Services	Bill and Collect Property Taxes and Assessments
Transfer Facilities Operation	License Issuance (occupational, hunting and fishing licenses)
Community Collection Centers	Motor Vehicle Registration/Title
Household Chemical Collection	Collect Tourist Development Tax
Keep America Beautiful Program	
Solid Waste Disposal	Water Resource Services
Resource Recovery Operation	Potable Water Treatment & Delivery
Landfill Operation	Wastewater Treatment & Disposal
Closed Landfill Maintenance	Reclaimed Water Disposal
Yard/Wood Waste Processing	Support Services
Tire Processing	Management Services and Accounting
	Engineering
State Attorney	Business Services
Initiate Criminal Legal Actions on Behalf of the State	Employee Services
Victim Assistance	Planning and Operations
Notification of Hearings Service to Victims	Field Maintenance Services
Domestic Crime Assistance	Water Conservation
On-site Emergency Service (counseling, etc.) to Violent Crime Victims	Evaluation of New and Existing Water Supply Projects
Sexual Battery Medical Screening	Communications and Public Involvement
Worthless Check Diversion Program	Exercising of County's Arbitration Rights
	Monitoring Wellfield Reductions



BOARD OF COUNTY COMMISSIONERS

MISSION:

Provide effective, quality service at a reasonable cost with courtesy, integrity, and accountability in a manner which protects and enhances the quality of life of our diverse population.

KEY OBJECTIVES:

1. Adopt a balanced budget operating, for enterprise, debt service, and capital expenses for County government for FY 08 and FY 09 that is linked to the County's Strategic Plan and incorporates customer feedback.
2. Ensure Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and procedures.
3. Improve the economic well being of Hillsborough County's citizens.
4. Work with citizens and neighborhoods in order to ensure quality services are delivered in a courteous and responsive manner.
5. Build a high performance diverse professional organization.
6. Provide a quality of life to citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation, in a visually pleasing and healthy community.
7. Improve transportation in Hillsborough County.
8. Effectively protect and manage our natural resources, including the conservation of the water supply to create a healthy environment in Hillsborough County.
9. Make Hillsborough County a desired place to live through managing growth.
10. Improve customer satisfaction rating of value of County Services by 10% from initial 2005 customer survey.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
<i>Workload/Demand</i>					
# of budget meetings	1	13	13	13	13
# of Board meetings, workshops and public hearings		60	60	60	60
# of commissioners' referrals and direct contacts		5,375	6,160	6,945	7,730
# of meetings with transportation-related agencies	7	44	44	44	44
# of Boards and Councils served	4	39	39	39	39
# of community based plans approved	4	18	22	26	30
# of Land Use and Zoning items reviewed	9	1,208	1,219	1,000	1,000
# of Town Hall meetings		4	4	---	---
# of EPC/Tampa Bay Water meetings	8	12/6	12/6	12/6	12/6
<i>Efficiency</i>					
BOCC budget as compared to the overall county budget		.05%	.05%	.05%	.05%
# of constituents per Board member		4@283,008 3@1.2 mil	4@291,731 3@1.2 mil	4@300,722 3@1.2 mil	4@300,722 3@ 1.2 mil
% of agenda items resolved or acted upon during the Board meetings		99.0%	99.0%	99.0%	99.0%
<i>Effectiveness</i>					
% of population covered by community based plans		37.0%	64.0%	84.1%	89.9%
% of unincorporated population covered by community based plans		48.0%	63.0%	73.9%	79.3%
% of customers that rate quality of service as good or excellent	10	94.0%	94.0%	95.0%	95.0%
% of customers that rate the value of customer service as good or excellent	10	77.0%	79.0%	81.0%	83.0%
% of customers that are satisfied with administrative referral responses		78.0%	80.0%	82.0%	84.0%
# and % of objectives completed on schedule or progressing as planned		89.0%	90.0%	90.0%	90.0%
maintain bond rating of at least Aa1/AAA		Aa2/AA	Aa2/AA	Aa1/AAA	Aa1/AAA
% of population growth rate		2.5%	2.5%	2.99%	2.99%

BOARD OF COUNTY COMMISSIONERS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$1,946,854	\$2,040,369	\$2,199,502	\$2,231,184
Operating Expenditure/Expense	53,413	64,411	61,009	62,193
Total	\$2,000,267	\$2,104,780	\$2,260,511	\$2,293,377

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$2,000,267	\$2,104,780	\$2,260,511	\$2,293,377
Total	\$2,000,267	\$2,104,780	\$2,260,511	\$2,293,377

Funded Positions	21	21	21	21
Funded FTE Positions	21.00	21.00	21.00	21.00

The FY 06 and FY 07 adopted budgets were funded at the continuation level.

The FY 08 adopted budget was funded below continuation level funding due to a \$5,040 reduction in commissioners' monthly auto allowances and \$36,000 in reductions in operating expenses in the areas of travel, telecommunications, postage, printing, office supplies, minor office equipment, and computer upgrades. These reductions better align the budget with historical spending patterns.

The FY 09 adopted budget is funded at the continuation level increased pursuant to the salary formula in chapter 145 of the Florida Statutes.

COUNTY INTERNAL PERFORMANCE AUDITOR

MISSION:

Promote accountability while providing to the Board of County Commissioners fair and objective oversight, insight, and foresight into County operations. Assess performance, results, efficiency, and effectiveness of County operations in a professional, quality, and timely manner.

KEY OBJECTIVES:

1. Promote accountable government by completing four performance audit reports each fiscal year.
2. Promote efficient government by identifying potential cost savings or cost avoidance in performance audit reports.
3. Promote effective government by producing high-quality performance audit reports where at least 75% of our recommendations are adopted by the BOCC.
4. Produce high-quality and timely performance audit reports as measured by receiving an average score of 4 or greater (out of 5) on our BOCC Satisfaction Survey and by completing 90% of audits within established deadlines.
5. Promote fiscal stewardship by reviewing every consent item greater than \$125,000 and finding that 95% of items meet review criteria.
6. Provide high-quality budget analysis services to the BOCC as measured by receiving an average score of 4 or greater (out of 5) on the BOCC Satisfaction Survey.
7. Promote government accountability by providing high-quality advisory services to the BOCC as measured by receiving an average score of 4 or greater (out of 5) on the BOCC Satisfaction Survey.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Performance Auditing	1-4				
<i>Workload/Demand</i>					
# of audits completed		---	---	4	4
<i>Efficiency</i>					
cost per audit		---	---	TBD	TBD
# of audits per auditor		---	---	4	4
<i>Effectiveness</i>					
cost savings		---	---	---	---
% of audit recommendations adopted by BOCC		---	---	75.0%	75.0%
BOCC Satisfaction Survey average score		---	---	≥4	≥4
% of performance audits completed on time		---	---	90.0%	90.0%
Budget Analysis Services	5,6				
<i>Workload/Demand</i>					
# of consent agenda items reviewed over \$125,000		---	---	80	80
<i>Efficiency</i>					
cost per consent agenda item reviewed		---	---	TBD	TBD
# of agenda items reviewed per reviewer per year		---	---	80	80
<i>Effectiveness</i>					
BOCC Satisfaction Survey average score		---	---	≥4	≥4
Advisory Services	7				
<i>Workload/Demand</i>					
# of advisory services completed		---	---	TBD	TBD
<i>Efficiency</i>					
cost per advisory service		---	---	TBD	TBD
# of advisory services completed per employee		---	---	TBD	TBD
<i>Effectiveness</i>					
BOCC Satisfaction Survey average score		---	---	≥4	≥4

COUNTY INTERNAL PERFORMANCE AUDITOR

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$340,678	\$396,343	\$439,181	\$457,778
Operating Expenditure/Expense	31,851	16,246	35,900	34,028
Total	\$372,529	\$412,589	\$475,081	\$491,806

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$372,529	\$412,589	\$475,081	\$491,806
Total	\$372,529	\$412,589	\$475,081	\$491,806

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

On November 5, 2002 the voters of Hillsborough County approved a Charter amendment providing for an Internal Performance Auditor. The Auditor is appointed by five affirmative votes of the Board of County Commissioners (BOCC) and reports directly to the BOCC. The Internal Performance Auditor advises and assists the BOCC in conducting continuing studies of the operation of County programs and services, and serves as an additional budget analyst for the BOCC. As directed by resolution of the BOCC, the County Internal Performance Auditor shall conduct performance audits and budget reviews of all aspects of this Charter government and its offices and officials with written reports submitted to both the BOCC and the County Administrator.

The FY 06 adopted budget increased by two authorized positions, one Senior Auditor and one staff position, consistent with the request of the County's Internal Performance Auditor. The funding for these two positions was taken from the operating budget for outsourced performance audits and resulted in achieving a continuation level of funding as directed by the Board of County Commissioners.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 and FY 09 adopted budgets are funded at a continuation level.

COUNTY ATTORNEY

MISSION:

Provide our clients with a network of innovative legal solutions, excellent legal representation, and quality customer service in a cost effective and timely manner by emphasizing the practice of preventative law and alternative dispute resolution techniques.

KEY OBJECTIVES:

1. Provide high quality low-cost legal representation to all clients with a positive client service rating of 90% or better.
2. Prosecute and defend legal actions by and against the County, limiting outside counsel fees to under \$185 per hour.
3. Initiate and defend eminent domain litigation on behalf of the BOCC, limiting outside counsel. Use to less than 10% of all cases.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Provide General Counsel					
<i>Workload/Demand</i>					
# of BOCC mtgs., Councils, public hearings, town meetings, Boards, and other public meetings		1,900	1,578	1,364	1400
# of BOCC agenda items		2,035	2,050	1,701	1800
# of new legal issues per year		2,065	2,103	2,095	2000
# of resolutions and ordinances prepared/reviewed		714	2,076	1,588	1600
# of contracts and agreements prepared/reviewed		1,650	4,641	3,855	3900
# of BOCC inquiries/legal opinions rendered		344	567	469	500
# of legislative bills reviewed		2,500	2,500	918	1000
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$100/\$217	\$99/\$199	\$99/\$210*	\$100/\$210
outside attorney's fees (in dollars)		\$36,989	\$16,979	\$180,000*	\$180,000
<i>Effectiveness</i>					
# of attorney's with local government bar certification		12	12	13	14
% customer satisfaction (per survey)		97.1%	97.3%	97.4%	97.5%
Prosecution and Defense of Lawsuits					
	2				
<i>Workload/Demand</i>					
# of active litigation cases		420	450	480*	510
# of cases resolved by court victories and settlements		61	90	120*	150
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$100/\$217	\$99/\$199	\$99/\$207*	\$99/\$210
<i>Effectiveness</i>					
% of cases handled in-house		98.0%	98.0%	98.0%	98.0%
litigation recoveries		\$4,724,131	\$3,500,000	\$3,750,000*	\$4,000,000
Eminent Domain					
	3				
<i>Workload/Demand</i>					
# active eminent domain parcels		92	132	150*	150
# of eminent domain parcels in litigation		94	94	100*	100
<i>Efficiency</i>					
% of successful Orders of Taking		100%	100%	100%	100%
<i>Effectiveness</i>					
outside attorney's fees (in dollars)		\$4,722	90,933	\$170,000*	\$200,000
# of new cases assigned to outside counsel		0	7	10*	10

*Estimate.

COUNTY ATTORNEY

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$8,402,898	\$8,931,030	\$9,252,992	\$9,168,478
Operating Expenditure/Expense	523,177	572,445	449,408	356,111
Other Uses	3,266	2,014	0	0
Total	\$8,929,341	\$9,505,489	\$9,702,400	\$9,524,589

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$8,926,075	\$9,509,380	\$9,702,400	\$9,673,653
Intergovernmental Grants	3,266	2,014	0	0
County Transportation Trust Fund	0	0	0	(149,064)
Total	\$8,929,341	\$9,511,394	\$9,702,400	\$9,524,589

Funded Positions	94	94	84	82
Funded FTE Positions	87.15	87.15	82.88	79.88

The FY 06 and FY 07 adopted budgets realigned all funding for this office to the Countywide General Fund. The Indirect Cost Allocation Plan is used to recover all attorney billings for work done for enterprise funds, capital projects, and any other funding sources. Some positions were realigned between clerical and administrative to provide for more efficient support in the Land Use section. The budgets also reflect efficiency reductions of \$139,889 in the use of temporary salaries and \$40,000 in operating expenses with a minor increase for books and subscriptions. Additional funding was included to provide for senior retirement benefits to the newly created management positions that resulted from the reorganization of the County Attorney's office. This reorganization was done by law type to improve client effectiveness and allow for more efficient and effective operation of the office.

During FY 07, the County Attorney's office eliminated seven Temporary Law Clerk positions that had been vacant for greater than one year. These positions represented .77 full-time equivalents. Position cuts during the FY 08 budget process resulted in the elimination of one Senior Assistant County Attorney, one Office Assistant, and one Legal Secretary position and the reduction of a Paralegal Specialist position from full-time to a .5 FTE. Operating budget cuts resulted in reductions of: \$20,000 for books; \$32,000 for office supplies; \$31,000 for travel; \$26,580 for training; and \$16,076 for rental of office space.

The FY 09 adopted budget eliminates two Legal Secretary positions and reduces two Assistant County Attorney positions to half time. The responsibilities of all of these positions will be absorbed by other staff in the office resulting in no service reductions. Auto allowances for office management will be eliminated resulting in an annual savings of \$31,680. Employees whose auto allowance is eliminated will be reimbursed for local vicinity mileage and this cost will be absorbed in the department's budget. The department's operating budget is reduced by \$65,000 through further reductions to legal texts, employee travel and training, and telecommunications. There was \$149,064 of remaining unused budget for eminent domain services for Transportation Trust Fund projects. This budget is eliminated in FY 09 and reserves in the Transportation Trust Fund are increased.

AFFORDABLE HOUSING OFFICE

MISSION:

Increase the supply of affordable housing through the use of grants, tools and other incentives that are existing, or those that will be obtained and created.

KEY OBJECTIVES:

1. First Time Home Buyers Program: Provide 300 very-low, low, and moderate income first time home buyers with down payment assistance needed to purchase an affordable home which also meets the County's Minimum Housing Standards by September 30, 2008.
2. First Time Home Buyers Program: Reduce by 5% the number of low-income households (at or below 80% area median income) who spend more than 50% of their household income on housing costs.
3. Grant Administration: To successfully and accurately track all grant activities/encumbrances/expenditures as it relates to cases and projects.
4. Single Family Affordable Housing: Provide financial assistance for the construction, acquisition, or site infrastructure of 225 single family affordable housing units for clients below 120% area median income.
5. Multi-Family Affordable Housing: Provide financial assistance for the construction, acquisition, or site infrastructure of 500 multi-family affordable housing units for clients below 60% area median income.
6. Contract Management: Perform a minimum of one annual monitoring on each funded affordable multi-family rental development.
7. Contract Management: Perform at least one annual monitoring of each subrecipient agreement/funded project.
8. Loan Management: To efficiently maintain the County's housing loan portfolio.
9. Maintain a rating at, or above, the median housing affordability index for the 7-county Tampa Bay Regional Partnership Area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida. (Strategic Goal #2, Objective F)
10. Need to promote redevelopment strategies, including cities. (Board Initiated Strategies, #8)
11. Maintain a customer satisfaction rating of 90%+ on point-of-service feedback.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
First Time Home Buyer Program	1,2				
<i>Workload/Demand</i>					
# of applicants		298	316	400	400
# of first time home buyer applicants assisted		237	225	300	300
# of applicants spending greater than 50% of area median income on housing		2,000	2,000	40	40
<i>Efficiency</i>					
ratio of public to private funding for first time home buyers		1:18	1:18	1:20	1:20
# of applications reviewed/processed by FTE		149	158	200	200
<i>Effectiveness</i>					
# of applicants assisted by the First Time Home Buyer Program		n/a	n/a	200	200
% of applicants assisted by the First Time Home Buyer Program		79.5%	71.2%	n/a	n/a
% of household income for housing expenses		n/a	n/a	35.0%	35.0%
Grants Administration	3				
<i>Workload/Demand</i>					
# of cases/projects		n/a	n/a	300	300
# of fund contracts		n/a	n/a	40	40
# of reimbursements processed		n/a	n/a	400	400
<i>Efficiency</i>					
% of funds expended		n/a	---	---	---
length of time to input/record activities		n/a	n/a	.25 hr	.25 hr
length of time required to prepare annual grant reports		n/a	n/a	30 days	30 days
<i>Effectiveness</i>					
% of annual reports accepted on 1st submission		---	---	---	---
% of monitoring visits completed on time		---	---	---	---

Continued in "Supplemental Information"

AFFORDABLE HOUSING OFFICE

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$0	\$765,581	\$1,523,768	\$2,037,643
Operating Expenditure/Expense	0	858,886	1,290,700	1,311,227
Capital Equipment	0	7,079	0	0
Grants & Aids	0	1,998,038	12,637,719	12,424,153
Total	\$0	\$3,629,584	\$15,452,187	\$15,773,023

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Unincorporated Area General Fund	\$0	\$275,930	\$189,098	\$376,792
Local Housing Assistance Program Fund	0	833,931	8,427,876	8,176,607
Intergovernmental Grants	0	2,519,723	6,835,213	7,219,624
Total	\$0	\$3,629,584	\$15,452,187	\$15,773,023

Funded Positions	0	1	20	27
Funded FTE Positions	0.00	1.00	20.00	27.00

Included in the FY 07 adopted budget was the establishment of an Affordable Housing Office with an Affordable Housing Officer position and related expenditures. During FY 07, the transfer of the housing function from the Housing and Community Code Enforcement Department to the Affordable Housing Office was completed. This transfer included sixteen positions to provide oversight, administration, and program implementation of the State Housing Initiative Partnership grant (SHIP-\$8.5 million), HOME Investment Partnership grant (\$2,656,957) and the HUD Community Development Block Grant (CDBG-\$6,615,565).

Included in the FY 08 adopted budget are three additional grant-funded positions to provide planning, counseling, and accounting services for the CDBG, SHIP, and HOME grants. Approximately \$1.3 million was eliminated from the expanded funding of affordable housing programs in Non-Departmental Allotments.

The FY 09 adopted budget includes realignment of funding for 2.5 positions from the Community Development Block Grant to the Unincorporated Area General Fund. The FY 09 adopted budget also includes the transfer of the Housing Rehabilitation section, which includes seven positions, to the Affordable Housing Office from the Code Enforcement Department. One time funding of \$6 million has been set aside in a capital project fund for Affordable Housing initiatives.

AGING SERVICES DEPARTMENT

MISSION:

The mission of the Department of Aging Services is to provide essential social and health services to older adults and to promote social, physical, economic and emotional well-being to encourage maximum independence and improve the quality of life for older adults and their caregivers.

KEY OBJECTIVES:

1. In-Home Care – Continue serving frail, functionally impaired elderly that are at the greatest risk of nursing home placement. Provide services on balance with population growth of seniors in Hillsborough County versus clients served by the Aging Services Department.
2. Senior Centers – Increase Senior Center visits/day care hours commensurate with the growth rate in the senior population. Coordinate and plan the construction of two new senior centers. Maintain 8 senior centers and 20 congregate and satellite dining sites assuring compliance with fire, health and licensing guidelines, and ADA requirements resulting in licensing of 100% of our facilities, while focusing on the clients' health and safety.
3. Nutrition – Provide breakfast and hot noon meals to senior citizens at 8 senior centers and 20 congregate and satellite dining sites to meet at least two-thirds the daily nutritional requirements for clients aged 60 and over resulting in achieving and maintaining improved nutritional status with 95% client satisfaction.
4. Case Management – Provide case management services to link clients with community resources meeting their needs. Additionally, successfully link 100% of clients referred from the State of Florida Department of Children and Families Adult Protective Services to services within 72 hours of referral.
5. RSVP – Increase the number of volunteer provided hours by 3% each year.
6. Quality Improvement – Continue transition from a complaint driven, compliance oriented environment to a high performance organization in a continuous quality improvement environment achieving 95% client satisfaction with services.
7. Annual Citizen Survey –
8. Customer Satisfaction – Achieve 95% or greater in client satisfaction with services as measured on the Aging Service County Point of Service Customer Satisfaction Survey results.
9. Seek to implement more innovative and effective means of providing transportation for the elderly with improved transportation services provided to Aging Services clients. (Strategic Plan Goal 5, Board Initiated Strategy 6)
10. Provide added value with senior services by running programs more efficiently through automation. (Strategic Plan Goal 5, Board Initiated Strategy 7)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08^	Projected FY 09
Overall					
<i>Workload/Demand</i>					
clients served		8,655	6,607	6,955	7,303
# of seniors (60+) in Hillsborough County		198,440	202,964	210,453	217,946
In-Home Care					
	1				
<i>Workload/Demand</i>					
clients served		2,073	2,472	2,398	2,326
hours of homemaker, personal care, and respite services		218,885	250,700	243,179	235,884
<i>Efficiency/Effectiveness</i>					
% of clients satisfied with In-Home Services		98.2%	97.5%	98.0%	98.5%
Vendor Missed Visit Complaints as Percent of In-Home Clients		2.7%	1.6%	1.3%	1.1%
Senior Centers					
	2				
<i>Workload/Demand</i>					
day care clients served		630	558	650	660
hours of facility-based respite, adult day care		259,957	234,335	278,957	299,957
senior center visits		33,200	34,744	35,500	38,500
<i>Efficiency</i>					
overall occupancy percent		82.0%	87.0%	92.0%	93%
<i>Effectiveness</i>					
% of clients satisfied with Senior Center services		96.6%	98.3%	98.5%	98.70%

^FY 08 numbers are estimates.

Continued in "Supplemental Information"

AGING SERVICES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$10,411,456	\$10,742,996	\$11,223,042	\$11,709,344
Operating Expenditure/Expense	6,914,245	9,701,359	8,316,078	8,173,735
Capital Equipment	15,655	29,116	3,450	3,450
Grants & Aids	1,033,262	147,055	0	0
Other Uses	23,537	18,204	18,204	18,204
Total	\$18,398,155	\$20,638,730	\$19,560,774	\$19,904,733

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$10,327,158	\$12,037,010	\$11,987,853	\$12,123,443
Intergovernmental Grants	8,070,997	8,601,720	7,572,921	7,781,290
Total	\$18,398,155	\$20,638,730	\$19,560,774	\$19,904,733

Funded Positions	305	305	302	302
Funded FTE Positions	220.71	220.71	217.71	217.71

The FY 06 and FY 07 adopted budgets include continued appropriation of funding for the revenue stabilization fund first approved in FY 05. This funding provides homemaker services, respite care services, personal care services and emergency alert response services. The FY 06 adopted budget also included funding for nutrition services equipment that allowed the department to meet the state's temperature requirements. The FY 06 and FY 07 adopted budgets provided funding for state certification of Social Workers as Geriatric Care Managers. There was also funding provided for two generators in the FY 06 adopted budget and two more in the FY 07 adopted budget for the Plant City, Lutz, Brandon and Westshore Senior Centers. As part of the plan to meet the County's strategic goals, the Department received funding in the FY 06 adopted budget for a comprehensive master plan that would allow the Department to assess, identify and analyze the current and future needs, resources, and long-term funding plan and trends in elder services. Also as part of the strategic plan, the Department received funding in the FY 06 and FY 07 adopted budgets to implement two initiatives to increase transportation services to the elderly to attend congregate dining sites and senior centers. A Healthcare Services Review Nurse screened clients to determine if they were able to ride HARTline buses instead of sunshine line vans to access Aging Services sites. This created additional space on current Sunshine Line routes. Additionally, services were increased to Aging Services clients in rural areas of the County. As a result of a 3% efficiency proposal, the Working Seniors Services program was not funded and two positions were deleted in the FY 06 and FY 07 budgets. The Department transitioned this program to other community organizations providing these services. As a result of a Flat Funding for Federal and State programs, grant revenues were not keeping pace with inflationary pressures, and ten grant-funded positions were eliminated from the FY 06 and FY 07 adopted budgets.

The FY 07 adopted budget included \$14,000 to fund the Department's membership with the Partners for Livable Communities, a national nonprofit leadership organization working to improve the livability of communities by promoting quality of life, economic development, improved infrastructures, and social equity. The organization helps communities establish a common vision for the future, discover and use new resources for community and economic development, and build public/private coalitions to further their goals.

The FY 08 adopted budget eliminated the manager's position for the Retired Senior Volunteer Program. As part of the implementation of an FY 08 efficiency proposal, the BOCC authorized the elimination of two positions and approved a ServTracker Data Management system which allowed for more accurate, real-time and historic reporting required by outside grant funding agencies. Additionally, the FY 08 and FY09 adopted budgets reduced operating costs by \$750,000 for homemaker, respite care, and personal care services. Funding for these services had been increased for the last three fiscal years.

The County's new Town and Country Senior Center is scheduled to open in December, 2008. Fifteen new staff were planned for this facility. However, these staff will not be added, and the Aging Services Department has developed an alternate staffing plan for the facility.

The FY09 adopted budget increases funding by \$31,390 to provide meals for 40 additional clients at the J.L. Young Apartment congregate dining site.

ANIMAL SERVICES DEPARTMENT

MISSION:

Provide for the public's safety through enforcement of County and Florida state laws regulating and protecting small companion animals; quarantine animals that have bitten a human; investigate animal cruelty; rescue and shelter stray, sick and/or injured animals; provide veterinary care to sheltered animals; provide humane euthanasia; issue rabies registration tags; provide an animal adoption and fostering program; administer a spay and neuter voucher program citizens on public assistance; promote responsible pet ownership and bite-prevention through humane education; and maintains preparedness for a full range of potential emergencies to establish a viable capability to perform essential functions during any emergency or other situation that disrupts normal operations-

KEY OBJECTIVES:

1. Respond to requests for enforcement of the Animal Ordinance and related Florida state laws.
2. Ensure that the public's safety is adequately protected by maintaining a ratio of one Animal Control Officer per 30,000 residents annually (1:15--18,000 recommended by the Florida Animal Control Association).
3. Ensure that all animals impounded are provided with a humane and appropriate level of care including a clean environment, fresh water, adequate nutrition and appropriate medical care by maintaining a ratio of one Animal Care Assistant per 1,000 impounded animals annually (as recommended by the Florida Animal Control Association).
4. Increase rabies tag and licensing registration of pet dogs, cats, and ferrets by 2% each year during FY 08 and FY 09.
5. Increase public exposure to responsible animal ownership education programs by 3% each year during FY 08 and FY 09.
6. Promote responsible animal ownership and bite-prevention through multifaceted education programs.
7. Manage an effective adoption program through the pre-adoption sterilization of 95% of all dog and cat adoption animals.
8. Increase amount of sterile pet dogs and cats by .5% per year during FY 08 and FY 09 to reduce pet overpopulation.
9. Provide planning for Emergency Support Function #17: Animal Protection, disaster recovery (per F.S. 252).
10. Successful, positive promotion of the Department, the County, and the profession through media exposure and outreach.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Enforcement/Protection					
<i>Workload/Demand</i>					
# of enforcement responses completed by officers (total enforcement responses*)	1,2	35,096	33,215	31,598	32,000
# of enforcement responses completed by mail (hand count of completed mail-outs)		3,304	3,102	2,450	4,000
total enforcement responses*		38,400	36,317	34,048	36,000
<i>Efficiency</i>					
# of responses answered per enforcement officer (enforcement responses completed by officers/26 officers)		1,350	1,278	1,310	1,231
<i>Effectiveness</i>					
# of animal bite calls*		1,951	2,212	2,817	2,100
# of reported animal bite calls per thousand human population		1.676	1.861	2.311	1.697
# of citations issued		5,623	6,585	6,331	6,900
# of citations issued per thousand human population		4.829	5.542	5.195	4.849
# of sick or injured animals calls*		4,483	5,710	5,952	5,180
# of reported sick or injured animals per thousand human population		3.850	4.805	4.884	4.015
# of vicious animals (imminent danger) and emergency law enforcement response calls		1,898	1,805	1,843	1,850
# of vicious animal reports per thousand human population		1.630	1.513	1.512	1.490
# of cruelty and/or neglect calls*		4,683	4,665	4,578	4,700
# of reported investigations per thousand human population		4.022	3.911	3.756	3.78
# of confined/trapped animal calls*		7,640	7,951	7,493	7,600
# of confined/trapped animal calls per thousand human population		6.561	6.691	6.179	6.056
*Chameleon Report					

Continued in "Supplemental Information"

ANIMAL SERVICES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$5,643,567	\$5,843,313	\$6,407,047	\$6,194,786
Operating Expenditure/Expense	1,921,681	2,109,546	2,233,686	2,332,104
Capital Equipment	26,291	6,168	0	0
Capital Outlay	0	66,429	0	0
Total	\$7,591,539	\$8,025,456	\$8,640,733	\$8,526,890

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$7,333,989	\$7,722,821	\$8,232,248	\$8,149,651
Intergovernmental Grants	257,550	302,635	408,485	377,239
Total	\$7,591,539	\$8,025,456	\$8,640,733	\$8,526,890

Funded Positions	113	118	117	102
Funded FTE Positions	108.00	113.27	112.27	101.50

The FY 06 adopted and FY 07 adopted budgets included funding to implement a new internet tag purchase program. The FY 06 adopted budget included funding for the purchase and associated operating costs of a commercial washing machine. Funding for the equipment came from the Department's donation funds. The budgets also included funding for an additional position and operating expenditures for the Spay/Neuter Program. The FY 06 adopted budget provided funding for operating and personnel costs in support of a school public service announcement education project supporting spaying and neutering of pets.

The FY 07 adopted budget included funding for operating and capital costs associated with the new animal shelter expansion project. Five new positions were added to staff the expansion project.

The FY 07 adopted budget included funding for a permanent part-time Veterinarian position, as well as \$13,000 in operating costs. The Veterinarian position performs sterilization surgeries for the pet adoption program, provides limited veterinary coverage, gives rabies vaccinations and microchips animals being returned to their owners. These services were provided mainly on Saturdays. The cost of this new position was partially offset by the elimination of a temporary Veterinarian position.

The FY 08 and FY 09 adopted budgets eliminated funding for the permitting of animal enterprises including the elimination of the animal abuse investigator position associated with the program.

The FY 09 adopted budget eliminates 15 positions, eight of which are being eliminated as part of an efficiency proposal to outsource the rabies registration licensing program, and five of which are temporary part-time positions. Another position involved in dead animal removal is also being eliminated, as well as a position in the area of animal owner surrender services, which will result in the public having more limited times to relinquish their pets to the department.

CHILDREN'S SERVICES DEPARTMENT

MISSION:

We are committed to empowering children and families to be successful, healthy, and self-reliant through education, care, and support in a safe and nurturing environment.

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 08.
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 08 with 80% of the children discharged demonstrating improved behavior.
3. Provide individual, group, and family outpatient counseling services for up to 125 severely emotionally disturbed (SED) youth enrolled in the Dorothy Thomas Exceptional Center during FY 08 with 75% demonstrating improved behavior.
4. Provide outpatient intake screening and counseling services for up to 3,000 Children-in-Need-of-Services (CINS) and Families-in-Need-of-Services (FINS) by September 30, 2008.
5. Provide an estimated 7,000 days of short-term residential service annually for an estimated average daily population of up to 24 youth on a 24-hour, seven-days per week basis for FY 08.
6. Provide parenting education classes for up to 500 Hillsborough County residents by September 30, 2008.
7. Comply with the Federal Revised Head Start/Early Head Start Performance Standards as measured by the March 2007 Program Review Instrument Service Monitoring (Prism) Audit.
8. Complete at least 5,000 inspections annually of childcare facilities.
9. Provide up to 16 hours of respite services monthly for up to 200 families of developmentally delayed/disabled children.
10. Provide residential independent living services for an average estimated daily population of up to 6 girls.
11. The Food Service section will serve nutritionally sound meals to children, both residential and day students.
12. Provide mental health services to an average daily population of 40 clients in Children's Services programs. Cost of services will be reimbursed through Medicaid (Behavioral Health Overlay-BHOS) funding. (Strategic Goals 1, 3, 4, and 5)
13. Provide Community Reintegration and After Care to children discharged from Residential programs.
14. Child Outcomes Section/Head Start Division--Assure at least 3,070 preschool-aged children assessments for education will be above the local, state, and national standards as measured by the Galileo Education Instrument and Early Childhood and Infant Toddler screening tools.
15. Family Outcomes Section/Head Start Division--Assure at least 3,070 preschool-aged children and infants complete dental examinations.
16. Health Services Area/Head Start Division--Assure at least 3,070 preschool-aged children and infants receive mental health screening, follow-ups, and plans.
17. The Head Start Division will assure at least 2,200 four-year olds receive developmental screening for speech and language, hearing, and vision.
18. Quality Assurance Section/Head Start Division--Assure compliance and accountability of Child Care Licensing, Office of Head Start Regulations, national accreditations, staff and program certifications. Success is measured by 100% compliance on reviews and new accreditation and certifications.
19. The Head Start Division will provide parenting education classes to at least 3,000 families by providing multiple workshops on self-reliance, job training, mental wellness, and responsible fatherhood. This is evidenced and measured through sign-in sheets, evaluations of participants, and parent surveys.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Emergency Shelter Care Program					
<i>Workload/Demand</i>					
avg. daily population		35.2	39	39	39
<i>Efficiency</i>					
avg. cost per client per day-Emergency Shelter Care Program		\$246.77	\$256.29	\$265.81	\$275.33
<i>Effectiveness</i>					
% of clients responding with positive comments		97.0%	97.0%	95.0%	95.0%

Continued in "Supplemental Information"

CHILDREN'S SERVICES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$22,376,530	\$24,448,094	\$26,882,899	\$27,573,467
Operating Expenditure/Expense	15,905,515	17,797,664	16,346,049	16,011,208
Capital Equipment	127,514	250,035	0	0
Capital Projects	10,630	49,527	0	0
Grants & Aids	236,343	(159,061)	0	0
Other Uses	20,000	30,000	30,000	257,620
Total	\$38,676,532	\$42,416,259	\$43,258,948	\$43,842,295

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$12,458,074	\$13,598,293	\$13,189,759	\$12,731,545
Intergovernmental Grants	26,218,458	28,817,966	30,069,189	31,110,750
Total	\$38,676,532	\$42,416,259	\$43,258,948	\$43,842,295

Funded Positions	441	460	468	465
Funded FTE Positions	430.48	449.44	443.54	440.69

The FY 08 adopted budget included several budget reductions as follows: efficiencies with cost savings of approximately \$228,000 for a reduction in the Respite Care Program, cell phone usage savings, rental space savings, Head Start savings from Blackberry usage, fleet maintenance costs, and the reduction of approximately \$42,000 from contracted site closing with the addition of four positions (two HS/EHS teachers and two Teacher Assistants). Budget cuts included the cancellation of the FY 07 HS program expansion of 180 slots for a total of \$1.005 million in FY 08 and \$1.034 million in FY 09 and reduced positions by seven; reduction of four positions (4.60 FTE's--four Minibus Drivers and .60 FTE Personnel Clerk) in the Head Start program; elimination of funding for the Stageworks program at the Children's Services campus; an additional reduction of \$200,000 in FY 08 in the Respite Care program; and a reduction of county funds in the Child Care Licensing program by 15% from a transfer to new State grant funding of \$221,360. Other changes to the FY 08 budget included moving approximately \$2.8 million in grant funding and 38.74 FTE's for three grants (Florida Network, Emergency Shelter Care, and Haven Poe Emergency Shelter Care programs) from the Countywide General Fund to the Intergovernmental Grants Fund, as a result of an audit recommendation from the 2006 Single Audit. The additional county support funding for the FY 08 HS/EHS grant programs of approximately \$1.6 million and 7.16 FTE's was transferred from the Intergovernmental Grant Fund to the Countywide General Fund. The FY 08 budget also included the addition of 13 Child Care Specialist relief workers for the Children's Services programs to allow the department to maintain sufficient staffing ratios, with no change to the FTE count and no additional county cost. Head Start and Early Head Start grants included a 1.5% federal cost of living increase of approximately \$337,000. During FY 08, four positions (3.55 FTE's) were added: two Senior Treatment Counselors, one Senior Social Worker, and one Project Manager III (0.55 FTE).

The FY 09 adopted budget reflects reductions totaling \$775,994 including \$96,094 in efficiencies. The efficiencies include a \$43,000 reduction for equipment and supplies for the Head Start program; a \$31,000 reduction for Suncoast Community Health dental contracts; and a \$22,094 reduction for eliminating one Personnel Clerk (0.40 FTE) in Children Services. Additional budget reductions include eliminating: two Treatment Counselors, one Business Analyst II, one Community Services Program Coordinator I, one Child Care Specialist, and one Supervisor of Buildings and Grounds for a \$424,062 budget reduction in personal services (6 positions and 6 FTE's); reducing contractual services by \$100,000 for Head Start's Infant, Toddlers, and Children Program; and reducing respite services by \$203,810.

CODE ENFORCEMENT

MISSION:

Preserve the quality and value of public and private property and maintain a high standard of living by eliminating conditions that threaten the life, health, safety, and general welfare of the public.

KEY OBJECTIVES:

1. Code Enforcement: Respond to code enforcement complaints within 5 working days from receipt 98% of the time by September 30, 2010.
2. Code Enforcement: Increase the percentage of code violations resolved within a 6-month period to attain a 90% resolution rate by September 30, 2010 (Strategic Plan Goal 5, Objective O).
3. Burglar Alarm Enforcement: Obtain collection on 90% of fines assessed by 9/30/2010.
4. Sign Removal: Remove at least 35,000 snipe signs from the rights-of-way of unincorporated Hillsborough County roads and streets during FY 09.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Code Enforcement Inspections	1,2				
<i>Workload/Demand</i>					
# on cases initiated		12,084	14,069	16,712	14,000
# of inspections conducted for cases initiated		43,914	31,412	43,883	32,000
# of cases referred to Code Enforcement Board		588	596	560	550
<i>Efficiency</i>					
# of daily inspections per FTE		4.8	4.5	4.54	6
<i>Effectiveness</i>					
% complaints responded to within 5 working days		71.7%	93.8%	96.36%	95.0%
% cases heard by the Code Enforcement Board		2.4%	2.8%	2.1%	4.0%
% cases resolved within six months		-	-	81.1%	85%
avg. response time to complaints		16 days	4.5 days	1.66 days	5 days
Burglar Alarm Enforcement	3				
<i>Workload/Demand</i>					
# of false alarms reported		29,896	27,704	28,176	25,000
<i>Efficiency</i>					
# of false alarm correspondences processed per FTE		33,195	28,883	27,861	25,000
<i>Effectiveness</i>					
% of false alarm fines collected		99.14%	98.13%	86.76%	88%
Sign Enforcement	4				
<i>Workload/Demand</i>					
# of signs removed from the public right of way		33,696	56,983	47,549	35,000
# of temporary sign permits issued in the field		37	52	18	25
<i>Efficiency</i>					
# of signs removed per FTE		950	1,266	1,132	1,000
<i>Effectiveness</i>					
# of signs removed		33,696	56,983	47,549	35,000
Section 8 (This function has been reassigned to HSS)					
<i>Workload/Demand</i>					
# of units inspected		2,247	2,996	3,512	0
<i>Efficiency</i>					
# of units inspected per FTE		1,124	998	1,000	0
<i>Effectiveness</i>					
% of units inspected on date scheduled		98.0%	99.00%	99.00%	0
Customer Service					
<i>Workload/Demand</i>					
# of customers (estimate based on Code & False alarm Cases)		47,286	47,806	52,730	49,274
<i>Efficiency</i>					
# of surveys received		140	275	403	300
<i>Effectiveness</i>					
% of surveys with overall rating of 3 or better		80%	85%	81%	90.0%

CODE ENFORCEMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$0	\$5,001,011	\$4,967,900	\$4,035,797
Operating Expenditure/Expense	0	1,608,138	1,717,213	2,559,933
Capital Equipment	0	203,650	8,532	8,063
Grants & Aids	0	958,182	130,014	130,014
Total	\$0	\$7,770,981	\$6,823,659	\$6,733,807

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Unincorporated Area General Fund	\$0	\$5,687,158	\$5,499,145	\$6,015,553
Intergovernmental Grants	0	2,083,823	1,324,514	718,254
Total	\$0	\$7,770,981	\$6,823,659	\$6,733,807

Funded Positions	N/A	N/A	77	61
Funded FTE Positions	N/A	N/A	77.00	61.00

During FY 07, the County Administrator established the Code Enforcement Department to handle the code enforcement function. Eighty-seven positions, operating expenses, and capital equipment were transferred to the Code Enforcement Department from Housing and Community Code Enforcement to handle the administration and implementation of the code enforcement function.

The FY 08 adopted budget included the elimination of ten positions. A Community Code Investigator I position was included in the \$75,000 elimination of Operation Clean Sweep program from Code Enforcement's FY 08 budget. The approximately \$300,000 elimination of the Rental Housing Inspection program included the deletion of six positions, operating expenses, and projected revenue. In addition, the Code Enforcement Department's personnel and operating budget was cut by approximately \$238,000 (5%), which included the elimination of three Community Code Investigator I positions.

The FY 09 adopted budget includes the elimination of nine positions and related operating expenses: seven Community Codes Investigator I positions, one Community Code Investigator III, and one Contract Manager. The funding for Section 8 inspections was also eliminated from the Code Enforcement Department's Unincorporated Area General Fund budget. Funding for these inspections will be included in the Health and Social Services Department's Section 8 grant. The FY 09 adopted budget also includes the transfer of the Housing Rehabilitation section, which includes seven positions from the Code Enforcement Department to the Affordable Housing Office.

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, language services, citizen boards support, and community relations for construction projects.

KEY OBJECTIVES:

1. Public Information: Provide timely, accurate and complete information of public interest to both employees and citizens, while ensuring 100% compliance with the Florida Sunshine Law. Goal: 100% compliance with the Sunshine Law with news releases completed on time. (Strategic Plan Goals 3 and 5; Best County Plan Item L)
2. Hillsborough Television: Maintain the County's cable TV station by producing and televising government meetings and other programs about County government and its services. Provide audio/visual services for the BOCC, administration, and county offices. Goal: Produce 650 productions per year. (Strategic Plan Goals 3 and 5)
3. Community Relations: Provide 24-hour assistance to citizens concerning County projects, citizen advocacy, information, resolution, public input/information meetings and sign posting for rezoning. Goal: Respond to citizens within 24 hours. (Strategic Plan Goal 3; Best County Plan Item L)
4. Citizen Boards Support: Support Code Enforcement Board, Code Enforcement Special Magistrates, Land Use Appeals Board, and Nuisance Abatement Board as mandated by County ordinance. Goal: Process all new cases within 30 days of submittal. (Strategic Plan Goals 3, 5 and 7)
5. Printing Services: Provide consistent and cost-effective printing services through a countywide copier management system and copying services. Goal: Maintain a per impression cost at or below industry standards. (Strategic Plan Goal 4-C)
6. Promote the County's tax breaks for seniors on taxes and fees for garbage (Strategic Plan Goal 2, BOCC Initiated Strategy 1).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Public Information	1				
<i>Workload/Demand</i>					
# of informative materials (news releases, booklets, pamphlets, newsletters, advertising)		2,750	2,798	3,136	3,356
# of informative material translated into Spanish		n/a	433	624	720
<i>Efficiency</i>					
cost per copy of directory services		\$.46	\$.47	\$.48	\$.48
<i>Effectiveness</i>					
% of news releases completed on time		99.2%	99.25%	99.5%	99.5%
Hillsborough Television	2				
<i>Workload/Demand</i>					
# of new meetings/programs produced		556	603	660	675
# of audio/visual support service requests fulfilled		241	264	291	321
# of equipment installations, system maintenance & engineering special projects		128	118	154	172
<i>Efficiency</i>					
% of programming completed within annual budget		n/a	n/a	---	---
average # of projects per producer each year		72	86	87	93
average # of departments receiving 'new' HTV coverage monthly		32	34	39	43
<i>Effectiveness</i>					
% programs nationally recognized by peers for quality and effectiveness (% based on number of programs submitted)		65.0%	65.0%		
internal customer service survey performance rating (scale of 1-10)		n/a	8.2	8.5	8.7

Continued in "Supplemental Information"

COMMUNICATIONS DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$2,687,887	\$2,929,035	\$3,040,859	\$2,549,306
Operating Expenditure/Expense	765,060	718,631	915,813	705,855
Capital Equipment	248,275	303,280	238,918	239,682
Capital Projects	21,467	606	0	0
Total	\$3,722,689	\$3,951,552	\$4,195,590	\$3,494,843

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$2,951,214	\$3,120,064	\$3,327,376	\$2,880,833
Unincorporated Area Special Purpose Fund	516,176	555,901	580,575	464,010
Countywide Special Purpose Revenue Fund	0	0	0	150,000
Intergovernmental Grants	255,299	275,587	287,639	0
Total	\$3,722,689	\$3,951,552	\$4,195,590	\$3,494,843

Funded Positions	45	47	45	35
Funded FTE Positions	44.00	46.50	44.50	34.50

The FY 06 adopted budget switched funding for the Citizens Action Center and 17 positions to the County Administrator's Department as a result of reorganization during FY 05 and added ten full-time positions and five temporary positions to the Communications Department. As an efficiency savings, funding for temporary positions and contract services in the amount of \$224,000 was replaced by five full-time employees (one Producer/Director, two Videographers, and two Production Assistants) in HTV22. This resulted in a net savings to the County of \$12,388. HTV22 also added one year of funding for a Cable Franchise Administrator position to help facilitate negotiation and development of county franchise agreements with businesses using public rights-of-way to offer cable services. HTV22 reduced its operating budget by \$33,990 as a result of efficiencies in its operations. In FY 06, the HTV22 operating budget was switched from the Unincorporated Area General Fund to the Countywide General Fund. As a strategic plan initiative, the operating budget for the Communications Department included \$36,000 for a cable television public awareness campaign to increase citizen awareness of County services and programs. Finally, one part-time Spanish translator position was added to the Public Information section to ensure the County provides an accurate and consistent flow of information between county government and residents who use Spanish as their primary language.

The FY 07 adopted budget removed the Cable Administrator and a part-time Real-Time Captioner position. The FY 07 budget also realigned two positions with their associated operating expenses from the County Administrator's Citizen Action Center and added two Housing Assistant positions in the Citizen Board Support and Code Enforcement Board areas. An additional \$29,000 increase was included in the budget for the Bus Pass Subsidy Program.

The FY 08 adopted budget was funded below continuation level. It removed funding for two positions, a Housing Assistance Specialist in quasi-judicial Board support and a Real Time Captioner. It also included an efficiency totaling \$14,400 that converts the printed version of the County's employee newsletter to an electronic format. Further reductions included operational budget cuts in quasi-judicial Board support totaling \$35,795.

The FY 09 adopted budget removes eight positions and other operating costs totaling \$714,400. These budget cuts eliminate five town hall meetings, provide for 50% fewer on-location video shoots, decrease production planning by 70%, eliminate value spots promoting County services, and reduce public information programming by 50%. During FY 08, six positions in the community relations section were transferred to the Public Works Department. Additionally, two Webmaster positions were transferred to the Communications Department from the Information and Technology Services Department to provide website update support. Two limited duration positions and operating funds have been added at a one-time cost of \$150,000 in the Courts Technology Fund.

COMMUNITY LIAISON SECTION

MISSION:

Serve as liaisons between the County Administrator and the African-American, Hispanic, Asian-American, and disabled communities; serve as advocate for these communities and coordinate efforts to identify, address, and resolve problems. The Asian-American Liaison assists in practical matters concerning visits from foreign officials and dignitaries. The Americans with Disabilities Act Liaison coordinates issues affecting County residents with disabilities. Criminal Justice's mission is to create and maintain public/private partnerships and encourage collaboration to advance common interests of the adult and juvenile criminal justice systems while achieving the County's crime reduction goals.

KEY OBJECTIVES:

1. Community Liaisons increase advocacy and outreach activities between the African-American, Hispanic, Asian-American, and Criminal Justice communities by 3% each year and respond to queries within 24 hours. Asian-American Liaison assists in matters concerning visits from foreign officials and dignitaries, coordinates and networks with County agencies, inter-counties, state and international groups.
2. Americans with Disabilities Act Liaison represents County on disability issues and increases awareness about the 1990 ADA and other applicable disability rights law; ensures County Title II compliance with ADA, including development, review, and update of ADA Transition Plan including architectural, communication, and procedural barriers and modifications; increasing advocacy and outreach by 3% each year, and respond to queries within 24 hours.
3. Criminal Justice Liaison represents the County for public safety, adult and juvenile criminal justice, mental health, and substance abuse issues to ensure County interests are represented and communicated clearly; builds and maintains strong collaborations with stakeholders and various segments of the community to create, coordinate, support, enhance or sustain crime reduction projects; secures 75% of the grants applied for; manages and monitors those grants; manages trust and general funds; is active with Public Safety Coordinating Council, Anti-Drug Alliance, Baker Act and other related groups to reduce violent crime and property crime; advocates for criminal justice programs that include best-practice or evidence based models; and pursues cost effective measures such as decriminalization of the mentally ill. The crime ranking for Hillsborough County will be the lowest of any large urban county in Florida by FY 15 (Strategic Plan Goal 5, BOCC Objectives D, E, & F).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
African-American Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		475	489*	503	503
# of Heritage events		1	1*	1	1
# of workshops/seminars/presentations planned and conducted		6	7*	8	9
# of media outreach/contacts		8	8*	9	9
# of HTV shows planned and conducted		4	4*	4	4
# of public information pamphlets/media items		1,050	1,080*	1,112	1,165
# of interdepartmental coordination efforts		13	20*	30	30
# of queries received and handled		900	910*	937	965
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided*	---	---
ratio of sponsorship \$ to value to County \$		not provided	not provided*	---	---
<i>Effectiveness</i>					
% of queries responded to within 24 hours		97.0%	97.0%*	---	---
% of efforts with satisfactory arbitration/resolution		90.0%	90.0%*	96.0%	97.0%
Americans with Disabilities Act Liaison	2				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		270	250	265	250
# of workshops/seminars/presentations planned and conducted		17	18	12	12
# of public information pamphlets, newsletters, fact sheets		3,000	3,000	9,606**	3,500
# of media outreach/contacts		5	5	5*	5
# of HTV shows planned and conducted		4	8	3	0
# of site visits		22	31	20*	20
# of disability awareness activities		2	2	4	2
# interdepartmental coordination, technical assistance requests		33	40	42	40
# of queries received and handled	2	707	738	595	700

*Estimates.

Continued in "Supplemental Information"

COMMUNITY LIAISON SECTION

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$933,986	\$1,065,516	\$907,691	\$932,346
Operating Expenditure/Expense	29,455	55,268	64,551	56,313
Capital Equipment	0	1,638	0	0
Grants & Aids	1,863,611	1,616,507	1,812,596	460,654
Other Uses	152,522	51,455	100,000	0
Total	\$2,979,574	\$2,790,384	\$2,884,838	\$1,449,313

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$747,429	\$786,094	\$762,568	\$784,528
Unincorporated Area General Fund	45,895	71,755	0	0
Countywide Special Purpose Revenue Fund	134,395	123,661	211,595	168,449
Intergovernmental Grants	2,051,855	1,808,874	1,910,675	496,336
Total	\$2,979,574	\$2,790,384	\$2,884,838	\$1,449,313

Funded Positions	11	11	12	12
Funded FTE Positions	10.75	11.00	12.00	12.00

The FY 06 adopted budget included funding for additional hours for the Americans with Disabilities Liaison to full-time employment as well as one staff position to assist the Hispanic Affairs Liaison. Funding for the Hispanic Affairs assistant was accomplished by relocating an existing vacant funded position and added no additional cost to the County as a result.

The FY 07 adopted budget included the realignment of funds to the Unincorporated Area General Fund to allow for operating expenditures associated with the position added in FY 06 to assist the Hispanic Liaison. The criminal justice section now funds half of a position in the Drug Abuse Trust Fund as a result of decreased grant funding over the past few years. Expenditures were realigned so there was no increase in the annual expense to this funding source. The FY 07 adopted budget also includes funding for additional hours for the Asian-American Liaison to full-time staffing. During FY 07, the Project Safe Neighborhood grant was received which added three positions. A Community Services Program Coordinator position was added to oversee the voucher system that provides services to youth. A Social Services Specialist and a Community Services Program Coordinator were also added to work with the ex-offenders re-entry program.

The FY 08 adopted budget shifted funding for the Hispanic Affairs Liaison's Public Relations Information Representative from the Unincorporated Area General Fund to the Countywide General Fund. Budget cuts resulted in the elimination of the Senior Personnel Assistant position, which provided office support for the Special Liaisons and a General Manager III position in the Criminal Justice section. The FY 08 adopted budget was increased to include one year funding of \$500,000 for the TCE Diversion program grant.

The FY 09 adopted budget is funded at continuation level.

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

MISSION:

Enforce consumer protection laws through investigations and mediation; conduct consumer education programs; and present cases to the Consumer Protection Board and the State Attorney for review and/or prosecution. Investigate allegations of employee conduct that is unethical, criminal or discriminatory in nature, including alleged violations of Hillsborough County's Statement of Ethics, Hillsborough County's policies prohibiting discrimination and harassment, Section 112.3187 of the Florida Statutes, and maintain and respond to calls received by the employee "hotline."

KEY OBJECTIVES:

1. Complete 900 investigations of consumer complaints.
2. Conduct 80 consumer awareness/education training presentations utilizing meetings/conferences and media events.
3. Advise and respond to incoming citizen complaints against businesses within an average of 3.2 hours.
4. Complete Professional Responsibility investigations within 55 days.
5. Complete 28 PRS training sessions for employees.
6. Respond to employee or citizen "Hotline" inquiries or complaints within 6 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Investigation and Prosecution of Consumer Complaints	1,2				
<i>Workload/Demand</i>					
# of investigations opened by CPA		1,110	929	873	900
# of investigations referred to another agency		64	78	99	87
# of criminal investigations forwarded to State Attorney for prosecution		11	19	11	12
<i>Efficiency</i>					
# of cases investigated per Investigator		111	103	87	95
# of citizens per Investigator		122,799	125,255	126,000	126,000
<i>Effectiveness</i>					
avg. time to make initial written response to complainant (in days)		2.8	3.0	3.5	3.5
% of criminal investig. accepted for prosecution by St. Attorney		100%	100%	100%	100%
dollars returned to citizens due to CPA investigation		\$1,211,706	\$1,663,682	\$701,638	\$800,000
dollar value of criminal investigations		\$83,072	\$3,301,990	\$226,095	\$200,000
% of investigations resolved successfully		77.6%	88.0%	88.3%	85.0%
Respond to Consumer Complaint Inquiries	1,3				
<i>Workload/Demand</i>					
# of citizen service requests, contacts and advisements on consumer questions		133,354	126,437	120,532	125,000
<i>Efficiency</i>					
# of service requests and/or advisements per Investigator		13,354	14,048	13,392	13,888
<i>Effectiveness</i>					
avg. time for response to consumer inquiries (in hours)		2.5	3.1	3.1	3.2
Public Education	2,3				
<i>Workload/Demand</i>					
# of public meetings, events and media contacts		127	147	74	80
# of pamphlets distributed (consumer awareness)		27,655	29,600	11,595	20,000
# of visitors to Consumer Protection Agency webpage		9,660	23,848	35,325	30,000
<i>Efficiency</i>					
avg. cost per public meeting		\$108.00	\$98.00	\$100	\$100
avg. cost per pamphlet		\$.10	\$.11	\$.12	\$.12
<i>Effectiveness</i>					
avg. # of attendees per meeting		82	66	81	60
Consumer Protection Agency program cost per capita		\$.95	\$.96	\$.96	\$.96
% citizens rating service good, excellent or outstanding		98.5%	98.5%	100%	100%

Continued in "Supplemental Information"

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$1,289,081	\$1,379,831	\$1,362,675	\$1,351,611
Operating Expenditure/Expense	149,060	142,285	153,179	153,965
Total	\$1,438,141	\$1,522,116	\$1,515,854	\$1,505,576

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$1,438,141	\$1,522,116	\$1,515,854	\$1,505,576
Total	\$1,438,141	\$1,522,116	\$1,515,854	\$1,505,576

Funded Positions	20	20	18	17
Funded FTE Positions	20.00	20.00	18.00	17.00

The FY 06 adopted budget represented funding at continuation level. The Professional Responsibility Section's adopted budget included a reduction of \$8,400 in operating expenses from an efficiency for budget savings submitted by the Department.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget included an operational efficiency which reduced 10% of the operating expense budget in the Professional Responsibility Section in the amount of \$4,690. In addition, the department's Consumer Protection program budget was cut by 10% which included the deletion of two full-time Consumer Protection Investigator II positions and a reduction of operating expense of \$10,272.

The FY 09 adopted budget removes one Senior Equal Opportunity Specialist position reducing the budget by \$79,867.

COUNTY ADMINISTRATOR

MISSION:

Ensure County citizens' satisfaction with services provided by Hillsborough County and to be the best county in the nation by doing so.

KEY OBJECTIVES:

1. By June 3, 2009 develop and recommend a balanced bi-ennial budget operating, for enterprise, debt service, and capital expenses for County government for FY 09 and FY 10 that is linked to the County's Strategic Plan and incorporates feedback.
2. Maintain diversity in the workforce within a 10% variation when compared to the workforce census of Hillsborough County.
3. Improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits by 20%, and conducting employee communication councils.
4. Provide a quality of life that is the best county for citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation in a visually pleasing and healthy community.
5. Maintain County bond ratings of at least Aa2/AA/AA.
6. Ensure that BOCC policies and Administrative Directives are current, providing updates by expiration date on Administrative Directives.
7. Attain 90% customer satisfaction with quality of County services as measured by point of service feedback. (Strategic Plan Goal 3, Objectives B & C)
8. Improve customer satisfaction rating of value of County services by 10% from initial 2005 customer survey.
9. Public Affairs: Develop the County's 2009 State and Federal Legislative Programs for adoption by the Board. State by 10/08; Federal by 10/08.
10. Represent 54 organizations funded by Hillsborough County, reviewing all legislative bills and their iterations for fiscal and policy impact; distribute received legislation within 36 hours; collaborate with other jurisdictions for legislative resolution; prepare reports on legislation which became law.
11. 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 liaisons with local governments and within the community, responding to official requests within 72 hours.
12. Improve efficiencies and effectiveness in County services as measured by internal and external benchmarking by 2008. (Strategic Plan Goal 4, Objective C)
13. Adopt milestones for continuous improvement in citizen satisfaction with County services that ensure public safety by means of an annual survey.
14. Become the best county in the U. S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U. S., and through assessments by independent experts such as the *Governing* magazine survey (Strategic Plan Goal 3, Objective A).
15. Implement Service Guarantees of at least 17 County departments.
16. Assist over 900 neighborhood associations to receive information and technical assistance within one working day 90% of the time.
17. Award 100% of available mini-grant funds to neighborhood associations with 90% of projects completed during the fiscal year.
18. Conduct outreach services for two new Community Based Plans in the unincorporated County, recruiting a minimum of 30 people per community to serve on the working committee.
19. Maintain database of neighborhood association for contact, updating within two working days of change notices.
20. Provide an annual local conference for up to 400 participants.
21. Award neighborhood recognition awards for exemplary projects and good neighbor awards for exemplary citizens.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
<i>Workload/Demand</i>					
# of short- & long-term strategic plan goals & objectives	1	8/TBD	8/TBD	8/57	8/57
# of administrative referrals/administrative assignments		5,956/3,100	6,160/378	3,359/266	3,500/250*
# of regular meetings/items/workshops/public hearings		22/2,700/19/17	22/2,700/19/17	22/2,700/19/17	22/2,700/19/17
# of budget review meetings	1	12	12	12	12
# of Best County plan strategies monitored	4	21	21	21	21
# of scheduled meetings held with employees	3	8	8	8	8
# of Best County meetings held		4	4	4	4

Continued in "Supplemental Information"

COUNTY ADMINISTRATOR

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$3,064,332	\$3,443,587	\$3,432,569	\$3,663,893
Operating Expenditure/Expense	219,565	239,528	326,385	628,000
Capital Equipment	6,900	0	0	0
Total	\$3,290,797	\$3,683,115	\$3,758,954	\$4,291,893

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$3,290,797	\$3,683,115	\$3,758,954	\$4,191,893
Unincorporated Area Special Purpose Fund	0	0	0	100,000
Total	\$3,290,797	\$3,683,115	\$3,758,954	\$4,291,893

Funded Positions	43	42	38	39
Funded FTE Positions	40.92	39.92	38.00	39.00

The FY 06 adopted budget included the addition of four new sections added during FY 05 as a result of an organizational restructuring. Administrative Services, Strategic Management Initiatives, Citizens Action Center, and Public Affairs were all consolidated under the County Administrator's Department. This action increased the position count under the County Administrator's Department by 36 positions, 31 represented continuation level funding with the inclusion of two new full-time and three temporary positions added during the budget process. One position added was a Senior Public Relations Information Specialist, who assisted with scheduling community meeting rooms and video conferencing. This position resolved the long-term use of a floating temporary position. The second position was an Intergovernmental Relations Manager to provide greater representation of the BOCC before the State Legislature, Cabinet, Congress, and state agencies. During the course of the reorganization, one Senior Manager position, one Administrative Assistant, and one intern position were eliminated. After new responsibilities were assigned to the existing Directors and Assistant County Administrators, the net savings to the County were approximately \$163,400. Finally, \$65,000 was included in the budget for strategic plan initiatives. The FY 07 adopted budget included adding a new Senior Public Relations Information Specialist and transferring two positions to the Communications Department (one Public Relations Information Specialist and one Senior Public Relations Information Specialist).

FY 08 adopted budget was below the continuation level funding with a projected efficiency in operating expenses of \$30,999 predominantly in other contractual services, telecommunications, and printing. Additional budget reductions eliminated a Senior Public Relations Information Specialist and a Community Services Program Coordinator (.50 FTE) in the Citizens Action Center and two Temporary Office Assistant positions (.42 FTE) in Public Affairs, and they reduced operating expenses by \$20,000 for telecommunications and contractual services in the Citizens Action Center. During FY 08, the Neighborhood Relations Officer position was eliminated.

The FY 09 adopted budget includes the merger of the Neighborhood Relations Department with the Citizen Action Center under the County Administrator's Department. This action increased the position count under the County Administrator's Department by four full-time positions: one Administrative Specialist and three Community Services Program Coordinator II positions. Consequently, the County Administrator's budget increased by approximately \$625,000 due to the costs associated with the Neighborhood Relations Program which is comprised of \$100,000 for the Tree Mini-Grant Program, approximately \$200,000 for operating expenses, and approximately \$325,000 for personal services. FY 09 budget reductions include the elimination of three positions: Deputy County Administrator (\$247,690), Assistant County Administrator for Development and Infrastructure (\$194,859), and Senior Administrative Specialist (\$84,092). As a result of the merger with Neighborhood Relations and the elimination of three positions: the County Administrator's overall budget increased by one position and one FTE. The County Administrator's Department was restructured to provide more oversight, improve the quality of service, and to better serve the community. The reorganization reflects the reclassification of the Strategic Management Initiatives Officer to the Planning and Infrastructure Services Administrator responsible for overseeing Planning and Growth Management, Public Works, Real Estate, and Special Initiatives; the reclassification of the Public Information Officer to the Public Affairs Administrator responsible for overseeing the Citizen Action Center, Communications, Neighborhood Relations, Public Affairs, and Administrative Directives; the reclassification of the Management and Budget Director to the Management Services Administrator and Budget Director responsible for overseeing Consumer Protection & Professional Responsibility, Fleet Management, Human Resources, Information and Technology Services, Management and Budget, Procurement Services, and the Agenda Process; the reclassification of the Debt Management Director to the Utilities and Commerce Administrator and Debt Director, responsible for overseeing Affordable Housing, Debt Management, Economic Development, Solid Waste Management, and Water Resources Services; the position title change of the Assistant County Administrator for Management Services to the Public Safety Administrator responsible for Code Enforcement, Criminal Justice Liaison, Emergency Dispatch, Emergency Management, Equal Opportunity Administration, Fire Rescue, Medical Examiner, and Security Services; and the position title change of the Assistant County Administrator for Human Services to the Human Services Administrator responsible for Aging Services, Animal Services, Children Services, Extension, Health and Social Services, Library Services, Parks, Recreation and Conservation Services, and HIPAA. In FY 09, the Management Services Administrator position count and FTE will remain in the Management and Budget Department's budget and the Utilities and Commerce Administrator position count and FTE will remain in the Debt Management Department's budget.

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; and (D) ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices. [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 -- 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 including development of capital financing and business plans; (B) evaluate the creditworthiness and financial condition of bidders/respondents to RFP's; and (C) advise in the preparation and updating of strategic business plans for the Enterprise Systems.
3. Municipal Securities Market Compliance and Disclosure -- Research, compile, and submit financial information to ensure 100% compliance with municipal securities market disclosure requirements.
4. Financial & Credit Evaluations of Conduit Bond Issues -- Evaluate the credit, financial condition, and proposed transaction structures of Community Development District and conduit bond applicants 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 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Manage County Debt Obligations	1				
<i>Workload/Demand</i>					
# of evaluations of funding needs with respect to financing recommendations		19	46	45	50
# of new financings and refundings completed		31	35	40	45
rating agency semiannual updates		1	1	1	1
<i>Efficiency</i>					
cost of Debt Management per Debt Obligation (Char. 10, 30, & 60 excluding non-debt staff position)		\$22,546	\$30,595	\$28,776	\$26,141
<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%)		1.5%	1.5%	1.5%	1.5%
# 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%)		83.0% to 88.0%	80.0% to 95.0%	80.0% to 95.0%	80.0% to 95.0%
County general bond rating at end of fiscal year		Aa1/AA+/AA+	Aa1/AAA/AA+	Aa1/AAA/AA+	Aaa/AAA/AAA
Customer Service Rated Above Average or Excellent		100%	100%	100%	100%

Continued in "Supplemental Information"

DEBT MANAGEMENT DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$793,767	\$820,233	\$860,813	\$753,727
Operating Expenditure/Expense	32,292	27,196	37,686	36,379
Capital Equipment	0	0	1,000	1,000
Total	\$826,059	\$847,429	\$899,499	\$791,106

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$826,059	\$847,429	\$899,499	\$791,106
Total	\$826,059	\$847,429	\$899,499	\$791,106

Funded Positions	6	6	6	5
Funded FTE Positions	6.00	6.00	6.00	5.00

The FY 06 adopted budget reflected funding at continuation levels with minor reductions (\$4,500 per year) in telecommunications, printing, and binding.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget reflected a reduction of \$1,000 per year to the operating budget in telecommunications.

The FY 09 adopted budget reflects a reduction of one Debt Manager position.

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. 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%.
2. Provide information, technical assistance, business disaster information, workshops/counseling, and access for financing to existing and startup small businesses, responding within three days to requests.
3. Provide assistance to disadvantaged minority/disadvantaged women and small business enterprises (DM/DWBE & SBE) to increase their participation in the County's procurement programs, reaching 480 bid reviews in FY 06.
4. Encourage growth and retention of the County's agri-business industry, resolving at least 65% of agriculture projects/issues.
5. Promote the growth of tourism/convention activity and spending within the County by administering with the Tourist Development Council tourist development tax receipts and providing technical assistance to recipient agencies, increasing assistance to tourism entities by 5% annually.
6. Encourage private investment in the University Area by administering the Enterprise Zone Program, targeting a 2% annual increase in new businesses and jobs for area residents.
7. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5% and equal to at least 95% of the national average by FY 09 (Strategic Plan Goal 2, Objective A).
8. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census (Strategic Plan Goal 2, Objective B).
9. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and national averages (Strategic Plan Goal 2, Objective C).
10. Support economic development initiatives that maintain annual unemployment growth rates equal to or greater than the State and national averages by FY 09 (Strategic Plan Goal 2, Objective D).
11. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above (Strategic Plan Goal 2, Objective G).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Corporate Business Development	1, 7-11				
<i>Workload/Demand</i>					
# of corporate projects/contacts		48	54	39	50
<i>Efficiency</i>					
avg. number of new jobs per project		62	35	105	200
<i>Effectiveness</i>					
# of corporate prospects making a commitment		18	16	12	15
% of total job growth that can be attributed to corporate development activity		5.8%	34.1%	*25.0%	25.0%
% of corporate prospects making a commitment		37.5%	29.6%	30.1%	30.0%
Small Business Development	2,6-11				
<i>Workload/Demand</i>					
# of small business clientele points of assistance		24,238	21,631	27,236	22,000
# of workshops conducted for start-up businesses		167	205	197	165
# of workshops conducted for existing businesses		32	35	25	45
% of workshops conducted in Spanish		27	27	26	25
# of on-site business surveys		145	380	180	175
# of Enterprise Zone technical assistance/requests for info		176	712	517	79
# of Enterprise Zone tax credit applications submitted/assisted		16	8	17	10
# of Enterprise Zone Board meetings & workshops		4	5	9	5
<i>Efficiency</i>					
avg. # of workshop attendees per month		167	241	294	170
avg. # of phone calls, walk-ins, e-mails, & outreach per month		2,020	1,733	1810	1,500
avg. number of technical assistance/request for info per month		15	31	18	7
<u>Continued in "Supplemental Information"</u>					

ECONOMIC DEVELOPMENT DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$1,452,680	\$1,688,672	\$1,721,353	\$1,756,893
Operating Expenditure/Expense	547,949	573,888	632,005	519,398
Capital Equipment	2,700	22,240	0	0
Total	\$2,003,329	\$2,284,800	\$2,353,358	\$2,276,291

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$1,594,670	\$1,843,884	\$1,797,523	\$1,710,068
Sales Tax Revenue Fund	74,892	108,753	263,476	240,567
Intergovernmental Grants	333,767	332,163	292,359	325,656
Total	\$2,003,329	\$2,284,800	\$2,353,358	\$2,276,291

Funded Positions	23	23	24	24
Funded FTE Positions	19.43	19.43	20.18	20.18

The FY 06 adopted budget added five positions. These approved positions enhanced the customer support section at the Small Business Information Center, conducted on-site audits on contracts, and provided technical assistance in the Target Areas through SBIC. Half of a full-time Executive Secretary position was realigned from the Countywide General Fund to the Tourist Development Tax Fund to provide assistance in both areas. Funding for Minority Business & Small Business Program Technical Assistance-Bond Readiness Training was included in the amount of \$50,000 per year to fulfill the legislative mandate as set forth in Chapter 2004-414, Florida Statute. This Statute allowed the BOCC discretion to waive payment for performance bonds on capital construction projects. One-time funding was added to the FY 06 adopted budget to replace a printer for the Business Resource Library. The Non-Departmental Allotments section of the budget included \$400,000 in both FY 06 and FY 07 to continue the County's strategic relationship with USF and its Bioscience Initiative in the operation of a High Tech Incubator and to purchase equipment that will be multi-disciplinary and focus on providing the fundamental tools needed for chemical synthesis, drug discovery and chemical engineering. The FY 06 and FY 07 budgets also reflected \$92,283 and \$93,972 respectively in efficiency savings. These savings resulted from the reduced utilization of temporary employees (\$44,274 in FY 06 and \$44,620 in FY 07) and reclassification of a Management Systems Analyst II to a Clerk I (\$48,009 in FY 06 and \$49,352 in FY 07). The FY 07 adopted budget included \$16,293 for a Business Disaster Assistance and Information Program. The Business Continuity Network Database (\$45,000) provided a central internet database for businesses to impart information about their business including how to contact them after a disaster and the description of the products and services they supply. The Minority and Small Business Program Technical Assistance Plans Room received \$28,555 to provide training equipment using Construction Estimating Proposal and RS Means Cost Works. This program trained minority and small business enterprises to be more proficient in cost estimating and improving competitiveness for Hillsborough County Projects. The Target Area Reinvestment Partnership (TARP) program was a pilot project funded at \$100,000 that provided financial incentives for commercial redevelopment within any Hillsborough County Community Development Block Grant area. During FY 07, two positions were added: an Office Assistant (.50 FTE) and an Office Assistant II (.75 FTE).

The FY 08 adopted budget was below continuation level funding due to the elimination of the Business Retention Program (\$82,772) which include eliminating an Executive Secretary and transferring the split funding of the Manager of Business Retention and Tourism Development from the Countywide General Fund to full funding in the 3% Tourist Development Tax Fund. The Business Retention Program collaborated with public and private organizations to promote job growth through business relocation, retention, and expansion. The FY 08 adopted budget included an increase from .50 FTE to 1.00 FTE for the Community Services Program Coordinator.

The FY 09 adopted budget reflects budget reductions totaling \$79,955 with \$12,000 derived from a workshop calendar efficiency. The efficiency is the cost savings of the reduced number of workshop calendars for printing, binding, and postage due to the launch of the Small Business Information Center On-Line Services Application which allows clients to view the calendar of workshops and register for workshops online in lieu of printing and mailing. Additional budget reductions include: reducing operating cost for the Hillsborough Grown Promotion Program by \$7,000 which will eliminate the promotional materials provided to Hillsborough County retail outlets that increases the awareness of the agriculture industry and its importance to the community; reducing Small Business Information Center Business Disaster by \$26,250 which will eliminate the \$22,250 for renting space for the Business Disaster Assistance Center which also serves a dual purpose as the MBE/SBE Construction Plans room and training room, as well as \$4,000 that was used for operating expenses to purchase and fill the Business Emergency Recovery Toolkit bags with materials for clients not in one of the CDBG areas; reducing Project Impacts and Cost Analysis by \$10,000 will eliminate the ability to hire a professional to provide an in-depth statistical regression analysis of economic and fiscal impact of direct job creation as well as indirect and induced job creation; and reducing the Economic Policy and Land Use Policy Inputs by \$10,000 which eliminates the ability to hire a professional to provide insight into which industries have strong propensities for foreign trade by preparing statistical analysis of international trade data and policy related issues. The Business Analyst position is split funded between the Countywide General Fund at 50% and the Intergovernmental Grants Fund at 50%. This position will remain a full time position as long as grant funding is available.

EMERGENCY DISPATCH CENTER

MISSION:

Coordinate all efforts in the preservation of life and property with expediency, accuracy and compassion.

KEY OBJECTIVES:

1. Answer, triage, and allocate appropriate emergency resources for over 200,000 requests for service within 90 seconds, providing pre-arrival medical instructions for all 9-1-1 callers and the dispatch of Advanced Life Support (ALS), Basic Life Support (BLS), and fire apparatus.
2. Homeland Security Duties of providing 24x7 monitoring of the Biomedical Surveillance System and at specific intervals produce security sensitive electronic reporting for the Hillsborough County Health Department.
3. Notification to the State of Florida Warning Point (SWP) of any existing or potential hazards that may threaten the population, property or natural resources countywide.
4. Process 24x7 requests from Law Enforcement Agencies concerning rape victims and notification of the on duty personnel for the Nurse Examiner Program (NEP) operated by the Crisis Center.
5. Provide 24x7 call processing and dispatching for all mental health transports countywide for the Crisis Center.
6. Maintain databases that are necessary to assure accurate location and response scenarios.
7. Maintain the administrative integrity of BOCC appointed Emergency Medical Planning Council (EMPC).
8. Provide all necessary administrative actions for 33 personnel.
9. Provide alpha-numeric pager notifications for significant events to appropriate agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Fire/Medical Emergency Dispatch					
<i>Workload/Demand</i>					
# of fire, medical, mental health & miscellaneous calls received	1	232,465	228,870	235,087	242,139
# of outbound calls to coordinate resources and notifications	1	104,171	100,198	102,946	106,034
# of NEP calls & notifications	4	401	430	442	456
# of incidents reported to SWP	3	115	122	125	129
# of Biomedical Surveillance electronic reports generated	2	754	543*	n/a**	n/a**
# of average monthly radio transmissions to fire/medical personnel	1	167,412	174,034	179,255	184,632
# of mental health calls processed & dispatched	5	5,019	5,472	5,636	5,805
# of EMPC meetings held annually	7	12	20	12	20
# of HRIS entries payroll, training, and personnel actions	8	1,798	1,860	1,980	2,039
# of entries into Computer Aided Dispatch System (CAD) databases	6	679,277	699,655	720,644	742,283
# of CAD call entries for dissemination	1	110,465	110,690	114,010	117,431
# of notifications made to agencies	9	2,725	2,734	2,816	2,901
<i>Efficiency</i>					
# of calls per FTE (annual average)	1	8,301	8,151	7,836	8,071
average 9-1-1 answer time (in seconds)	1	5.0	4.0	4.0	4.0
# of CAD calls entered per FTE	1	3,945	3,953	3,800	3,914
# of outbound calls made per FTE	1	---	3,569	3,431	3,534
<i>Effectiveness</i>					
average compliance % for Emergency Medical Dispatch (EMD)	1	98.0%	98.8%	99.0%	99.2%
average annual hours of training per FTE	1-5	45	45	48	48
average annual hours of EMPC meeting preparation, attendance, and minute transcription	7	753	1,040	624	1,040
average annual hours of CAD data entry	6	781	803	827	851
customer satisfaction	1-8	n/a	94***	98	98

*Statistics reflect seven months of data due to Health Department having system issues.

**Undetermined when EDC will resume the reporting process.

***Projection reflects two quarters of data--EDC customer survey delayed until April 1, 2007 due to 9-1-1 confidentiality.

EMERGENCY DISPATCH CENTER

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$0	\$1,773,671	\$2,173,639	\$2,222,933
Operating Expenditure/Expense	0	417,770	523,375	515,508
Total	\$0	\$2,191,441	\$2,697,014	\$2,738,441

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$0	\$190,693	\$197,930	\$252,169
Unincorporated Area General Fund	0	1,722,417	2,084,387	2,052,416
Countywide Special Purpose Revenue Fund	0	278,331	414,697	433,856
Total	\$0	\$2,191,441	\$2,697,014	\$2,738,441

Funded Positions	0	33	33	33
Funded FTE Positions	0.00	31.30	33.00	33.00

As a result of an organizational restructuring during FY 06 (Administrative Order #06-02), the Public Safety Department was eliminated and the Emergency Dispatch Center was created.

The FY 07 adopted budget included funding for contracted services in support of the Emergency Dispatch Center computer and telephone systems. The FY 07 budget also included a realignment of funding for an Executive Secretary position that was necessary as a result of the reorganization that took place during FY 06.

The FY 08 adopted budget removed two part-time administrative positions as an efficiency and it added two Emergency Dispatcher positions to address the increased call volume resulting from the County's population growth. These positions have been funded with non-ad valorem sources. An additional \$54,095 of operational funding increased the budget to contract a higher level of repair service for the department's mission critical, sensitive database, and dispatching systems. This operational budget also included a \$32,000 increase for both FY 08 and FY 09 to support an Emergency Operations Center upgrade and build out scheduled for second quarter FY 08 through mid-FY 09.

The FY 09 adopted budget is funded at the continuation level.

EMERGENCY MANAGEMENT DEPARTMENT

MISSION:

Serve as the focal point for emergency management in Hillsborough County. Provide support to citizens, businesses, and government agencies in all matters relating to emergency management. Develop, implement, and maintain a comprehensive, all hazards approach to disaster preparedness, response, recovery, and mitigation that incorporates the National Incident Management System (NIMS) guidelines as well as State and local directives and guidelines.

KEY OBJECTIVES:

1. Maintain a comprehensive public education program to inform the public about hurricane preparedness and emergency management.
2. Maintain a comprehensive, all-hazards exercise program that conforms to the National Incident Management System (NIMS), Homeland Security Exercise & Evaluation System (HSEEP), and other applicable standards and protocols.
3. Coordinate the evacuation and sheltering of county residents during an impending or existing emergency situation.
4. Meet or exceed state and regional standards for emergency shelter capacity.
5. Assist county departments/agencies, healthcare facilities, and local businesses in maintaining a high level of emergency preparedness.
6. Maintain a state-approved countywide Comprehensive Emergency Management Plan (CEMP).
7. Maintain a highly skilled and professional Emergency Management workforce through continued professional development of staff.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Emergency Management					
<i>Workload/Demand</i>					
# of presentations/lectures/media interviews requested	1	217	180	140	150
# of exercises	2	10	10	7	8
# of evacuation orders issued	4	0	0	1*	TBD
<i>Efficiency</i>					
% of requests for presentations/lectures met	1	99%	99%	99%	99%
% compliance with evacuation orders	3	n/a	n/a	n/a*	TBD
% shelter capacity compliance	4	100%	100%	100%	100%
% of County Administrator employees with approved disaster plan	5	95%	95%	95%	95%
% of healthcare facility CEMP reviews completed within 60 days	5	50%	90%	98%	100%
<i>Effectiveness</i>					
% of customers reporting 4 or 5 on overall satisfaction with presentations/lectures	1	n/a	100%	96%	98%
% of exercise participants reporting 4 or 5 on improved readiness	2	n/a	92%	91%	90%
maintenance of state approval of CEMP	6	yes	yes	yes	yes
% of EM professional staff with FEMA Professional Development Series (PDS) Certificate	7	88%	88%	86%**	86%
% of EM professional staff with FEMA Advanced Professional Development Series (APS) Certificate	7	77%	77%	71%**	71%
% of EM professional staff with Florida Professional Emergency Manager (FPEM) Certification	7	38%	38%	71%	71%
% of EM professional staff with Certified Emergency Manager (CEM) Certification	7	12%	12%	14%**	14%
% of citizens reporting 4 or 5 on overall satisfaction	1-8	95%	95%	96%	95%

*Evacuation order for Tropical Storm Fay rescinded.

**Change solely due to loss of one position.

EMERGENCY MANAGEMENT DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$0	\$1,045,016	\$1,085,571	\$903,256
Operating Expenditure/Expense	0	341,566	390,091	360,024
Capital Equipment	0	27,881	10,000	0
Grants & Aids	0	0	15,000	15000
Total	\$0	\$1,414,463	\$1,500,662	\$1,278,280

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$0	\$1,067,996	\$1,184,672	\$971,284
Intergovernmental Grants	0	346,467	315,990	306,996
Total	\$0	\$1,414,463	\$1,500,662	\$1,278,280

Funded Positions	0	13	13	11
Funded FTE Positions	0.00	13.00	13.00	10.60

As a result of an organizational restructuring during FY 06 (Administrative Order #06-02), the Public Safety Department was eliminated and Emergency Management was created.

The FY 07 adopted budget was funded at a continuation level.

The FY 08 adopted budget added \$10,000 of capital funding to cover the cost of a satellite repeater system enhancing the capabilities of County satellite phones when line-of-site communications are not available during a disaster event.

The FY 09 adopted budget cuts \$36,000 of operational funding for the EOC Mass Casualty Medical Director contract. Three efficiencies submitted reduce the hours of a Senior Planner position, eliminate an Administrative Specialist, and a Community Services Program Coordinator I position totaling \$121,141 in budget reductions.

EQUAL OPPORTUNITY ADMINISTRATOR

MISSION:

Enforce the Human Rights Ordinance 00-37 and all related laws to ensure equal opportunity for all residents in unincorporated Hillsborough County.

KEY OBJECTIVES:

1. Complete investigations of employment, housing, and public accommodations filed under the Human Rights Ordinance within 180 days.
2. Respond to citizen's requests for assistance and service within 24 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Investigation of Complaints	1				
<i>Workload/Demand</i>					
# of complaints received		27	40	57	72
# of employment discrimination complaints filed		8	18	25	34
# of other discrimination complaints filed		1	2	3	3
# of housing complaints filed		16	20	29	35
# of complaints closed		31	35	49	66
<i>Efficiency</i>					
% of complaints resolved vs. complaints received		87.0%	87.5%	86.0%	91.0%
<i>Effectiveness</i>					
average time for complaint resolution (in days)		180	180	180	180
Citizens Requests for Assistance	2				
<i>Workload/Demand</i>					
# of telephone inquiries/written requests for assistance		1,700	1,975	2,162	2,579
# of referrals to another agency		251	355	478	583
<i>Efficiency</i>					
# of calls per staff person		425	494	592	793
<i>Effectiveness</i>					
% of requests addressed within 24 hours		97.0%	97.5%	97.7%	98.0%
% of customer satisfaction		90.0%	90.0%	90.0%	90.0%

EQUAL OPPORTUNITY ADMINISTRATOR

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$264,694	\$280,556	\$297,989	\$310,572
Operating Expenditure/Expense	27,242	27,426	2,993	2,555
Total	\$291,936	\$307,982	\$300,982	\$313,127

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$173,527	\$184,250	\$195,946	\$138,218
Intergovernmental Grants	118,409	123,732	105,036	174,909
Total	\$291,936	\$307,982	\$300,982	\$313,127

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

The FY 06 adopted budget represented funding at continuation level.

The FY 07 adopted budget included a reduction of \$100,000 in CDBG funding as per the final approved FY 07 CDBG plan.

The FY 08 adopted budget was funded at continuation level.

The FY 09 adopted budget realigns 50% of the Equal Opportunity Administrator's salary from the Countywide Area General Fund to the Fair Housing Assistance grant.

EXTENSION

MISSION:

Extend research based information from the University of Florida, Institute of Food and Agricultural Sciences (IFAS) and USDA in Agriculture, Family and Consumer Sciences, Urban Horticulture, and Youth Development to Hillsborough County agricultural producers, families, and businesses to help recipients make decisions that contribute to improving their lives.

KEY OBJECTIVES:

1. Provide youth development and leadership educational programs through 4-H to Hillsborough County residents (ages 9-19) delivered by staff and trained volunteers, increasing contacts by 2% annually.
2. Provide research based information/education to agricultural producers and information concerning agriculture as an industry to the Hillsborough County public, assisting agricultural Farm-Gate value growth by 3% annually.
3. The Urban Horticulture program provides homeowners and professional horticulture service workers information/education on Best Management Practices for composting, water conservation and environmental landscape management, with 70% of attendees reporting adopted conservation techniques.
4. Family and Consumer Sciences programs in nutrition, home environment, parent education and financial management will help County residents make decisions that improve their lives. Clients will report improved knowledge by 2% annually.
5. Information delivered via technology will increase by 2% annually.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
4-H and Youth Programs	1				
<i>Workload/Demand</i>					
# of 4-H trained volunteers		1,394	1,425	1849	1,482
<i>Efficiency</i>					
average # of contacts/topic area		12,866	13,123	18,055	13,652
<i>Effectiveness</i>					
# of educational programs		1,065	1,086	1,183	1,129
Agriculture Programs	2				
<i>Workload/Demand</i>					
# of publications distributed		17,677	18,038	5,951	18,361
<i>Efficiency</i>					
average # of contacts/topic area		6,969	6,708	8,235	7,140
<i>Effectiveness</i>					
Hillsborough County Farm-Gate Ag product \$ value		\$724 million	\$745 million	\$760 million	\$790 million
Urban Horticulture Programs	3				
<i>Workload/Demand</i>					
# Master Gardener/Compost/Horticulture volunteers coordinated		111	145	130	145
<i>Efficiency</i>					
average # of contacts/topic area		23,330	23,866	37,458	24,865
<i>Effectiveness</i>					
% of responses to client requests within one day		91%^	92%	92%	93%
% of Waterwise Workshop attendees reporting adopted conservation techniques		99%	99%	99%	99%
Family & Consumer Sciences (F&CS) Programs	4				
<i>Workload/Demand</i>					
# of educational publications prepared and distributed		97,853	98,810	99,555	103,077
<i>Efficiency</i>					
average # of contacts/topic area		5,240	5,854	12,219	6,090
<i>Effectiveness</i>					
# of nutrition clients reporting improved nutritional changes		897	905	913	765
Cooperative Extension Department	5				
Use of website-# of visits (Hillsborough.extension.ufl.edu)		316,711	323,045	246,965	336,095
% program participants reporting prompt attention to needs		99%	98%	99%	99%

EXTENSION

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$1,294,827	\$1,396,842	\$1,459,097	\$1,454,307
Operating Expenditure/Expense	287,010	327,254	337,794	333,256
Capital Outlay	9,908	12,354	16,645	0
Total	\$1,591,745	\$1,736,450	\$1,813,536	\$1,787,563

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$1,484,839	\$1,585,549	\$1,652,853	\$1,627,117
Unincorporated Area Special Purpose Fund	23,076	41,471	60,683	57,996
Intergovernmental Grants	83,830	109,430	100,000	102,450
Total	\$1,591,745	\$1,736,450	\$1,813,536	\$1,787,563

Funded Positions	33	34	32	31
Funded FTE Positions	29.06	29.86	27.86	26.86

The FY 06 adopted budget reflected a net increase of seven positions (3.06 FTE's) which included the elimination of one Public Policy Agent position as a result of an efficiency savings, the addition of one new General Agriculture Extension Agent to meet the demand of the agricultural residents in the county, and the conversion of temporary staff to permanent part-time positions (2.06 FTE's) to ensure continuity and efficiency in providing services. The adopted budget included funding for utility costs for a new auditorium, as well as wireless and T-1 connectivity to allow internet access for more effective training of staff and clientele, and a multimedia graphics workstation to allow the Department to develop in-house educational DVD's and web-based programs, posters, brochures and exhibits. During FY 06, the Board approved a grant from the South West Florida Management District for a new program designed to teach condo and neighborhood association managers, professional property managers, and landscape professionals water conservation in the landscape and funded an increase of .80 FTE Ornamental Horticulture Assistant.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget included a reduction of one Senior Secretary position at the Ruskin Aquaculture and the elimination of a Natural Resources Extension Agent.

The FY 09 adopted budget includes the reduction of one Extension Agent-Small Farms position. The use of polycon conferencing equipment will result in efficiency savings of \$1,170 in travel costs. Travel expenses for the 4H Expanded Food Nutrition Education Program Agent will be transferred to the University of Florida resulting in efficiency savings of \$1,000.

FIRE RESCUE DEPARTMENT

MISSION:

Protect life and property through fire prevention, investigation, and education, advanced life support, fire suppression, hazardous materials response/mitigation and other emergency services during both natural and man-made emergencies in the unincorporated areas of Hillsborough County in the most effective, professional, and efficient manner possible.

KEY OBJECTIVES:

1. By FY 15, improve the response time of Advanced Life Support personnel to arrive within 7 minutes, 82 % of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2 percent per year. (Goal 5, Objective G)
2. By FY 15, improve the response time of Advanced Life Support transport vehicles to arrive within 9 minutes, 85% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2 percent per year. (Goal 5, Objective H)
3. By FY 15, improve fire response time in the designated urban area to be within 6 minutes, 76% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2 percent per year. (Goal 5 Objective I)
4. By FY15 improve the response time in the designated suburban area to be within 7 minutes, 80% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by 2 per cent per year. (Goal 5 Objective J)
5. By FY 15, improve fire response time in the designated rural area to be within 10 minutes, 77% of the time throughout unincorporated Hillsborough County. -incrementally improving the existing performance by 1 per cent per year. (Goal 5 Objective K)
6. Provide professional certified training to all career response personnel (paramedics, firefighters, and cross trained) and 180 volunteer firefighters at an average of 50 hours per career person and 45 hours per volunteer firefighter, per year.
7. Provide fire prevention and life safety activities through fee supported fire prevention inspections to 85% of all commercial occupancies every two years and minimize property loss from fire through inspections, which evaluate each site's code compliance. Close 50% of open investigations of fires and other related emergency incidents; complete construction plans review with an average turn around time of 45 working days. In public education we will provide fire and life safety education through educational programs, static displays, news articles and media releases.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Fire Rescue Emergency Response Times	3,5				
<i>Workload/Demand</i>					
# of unique calls ¹		78,217	80,100	81,704	83,341
<i>Efficiency</i>					
average response time in new urban area ²		6.0 min	5.9 min	5.7 min	5.7 min
average response time in new suburban area ²				6.3 min	6.3 min
average response time in rural area		7.3 min	7.5 min	---	---
average response time in new rural area ²		---	---	8.7 min	8.7 min
<i>Effectiveness</i>					
% of urban fire rescue response time within 5 minutes		37.0%	39.9%	---	---
% of new urban fire rescue response time within 6 minutes ²		---	---	62.2%	64.2%
% of new suburban fire rescue response time within 7 minutes ²				67.3%	68.8%
% of rural fire rescue response time within 10 minutes		84.0%	84.0%	---	---
% of new rural fire rescue response time within 10 minutes ²		---	---	69.3%	69.3%
% value of citizen's perceived worth of fire services		87.6%	88.0%	89.0%	90.0%

¹Calls for assistance responded to by Fire Rescue whether arrived at or not.

²All types of structures that require ongoing inspection, including commercial/industrial, public structures, apartment complexes, nursing homes/hospitals, and day care facilities.

Continued in "Supplemental Information"

FIRE RESCUE DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$76,369,083	\$80,873,997	\$87,751,597	\$91,593,825
Operating Expenditure/Expense	18,678,184	20,357,204	21,590,782	24,207,869
Capital Equipment	1,429,381	1,847,295	2,696,781	225,566
Capital Projects	34,260	171,682	0	0
Grants & Aids	3,915,346	190,418	198,099	198,099
Other Uses	19,200	0	0	0
Total	\$100,445,454	\$103,440,596	\$112,237,259	\$116,225,359

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Unincorporated Area General Fund	\$95,423,244	\$102,559,893	\$111,877,079	\$115,894,332
Unincorporated Area Special Purpose Fund	264,975	35,008	0	0
Intergovernmental Grants	4,695,684	845,695	360,180	331,027
Unincorp Area Capital Projects Fund	61,551	0	0	0
Total	\$100,445,454	\$103,440,596	\$112,237,259	\$116,225,359

Funded Positions	874	893	880	864
Funded FTE Positions	873.00	892.00	880.00	864.00

The FY 06 adopted budget provided funding for a total of 94 new positions. It included funding for the Country Place Fire Station which opened in October of FY 06. Funding supported personnel and equipment in place by August of 2006. The Northdale Fire Station was funded with all personnel and equipment in place by June of 2006 and opening in October of 2006. This new station will provide Advanced Life Support (ALS) services in the northwest area of the county. The Chapman Road Fire Station funded personnel and equipment effective February 2006 and the station opened April 2006 providing additional ALS services in the northwest area of the county. An additional \$75,000 per year was included in the budget to equip the fire stations with cardiovascular equipment and begin equipping each station with fitness training equipment. Funding was also increased for the Heavy Rescue Unit to improve the response to difficult, complicated and time sensitive incidents. An additional ALS transport unit was funded for the South County to improve the department's performance goal of having ALS units on the scene throughout unincorporated Hillsborough County within 8 minutes 90% of the time. Three Division Chief positions were funded to reduce the overly large span of control from 18 positions to three and allow for increased focus on quality of service to the citizens. The assistance funds to volunteer fire associations were increased from \$25,000 annually to \$30,000 in FY 06 and an additional 20% going forward; plus a volunteer tuition reimbursement program of \$25,000 was established to be used to supplement educational expense at a rate of 50% of the tuition cost for fire or medical training obtained at approved, accredited community colleges, universities, or technical schools. During FY 06, \$400,000 in funding was approved from reserves for equipment to provide for the replacement of firefighter personal protective equipment that needed to be replaced as a result of damage or contamination. The FY 07 adopted budget added 19 new positions and provided funding to establish a diversity enhancement program in an attempt to meet the Board's strategic goal of building a high performance, diverse professional organization. The budget included six Fire inspectors to reduce the annual inspection cycle of existing structures from every four years to a projected inspection cycle of every 1.4 years. Additional funding was included to provide for equipment maintenance, fleet, fuel and other operating cost. A Fiscal Manager position was funded to provide for financial and budget oversight. A Training Officer position was added to provide for the delivery of fire fighting and medical rescue instructional courses to the volunteer members. A Special Operations Chief position was funded to manage all specialized units of the department's Hazardous Incidents Team, Heavy Rescue Team, Medical Special Operations Team, SCBA Technicians, and Marine Unit.

The FY 08 adopted budget removed nine Fire Medic I positions, one Deputy Fire Marshall, one Fire Inspector, and two Training Technicians. It also reduced indirect cost allocations by approximately \$880,000. This budget increased funding by approximately \$1.7 million to cover the rising cost of staff medical examinations, infectious disease medicines, fleet maintenance, fuel costs, and electricity. Further increases to the capital budget of approximately \$2.3 million were made to include the replacement of aging firefighter personal protection equipment used in the daily operations of the department. The Board approved the use of approximately \$6 million in FY 08 and FY 09 to support the operating activities of the Fire Rescue Department.

During FY 08, the responsibility for maintaining fire rescue apparatus was transferred to the Fleet Management Department. Six positions moved to Fleet as a result of this realignment responsibility. An evaluation of fire rescue apparatus by Fleet revealed that certain apparatus and equipment was in need of refurbishment and that some one-time deferred maintenance was required. The FY 09 non-departmental allotments budget includes a one-time allocation of \$1,350,000 to cover the cost of fire apparatus refurbishment. The FY 09 Fire Rescue budget includes budget for apparatus and equipment maintenance that will be used to compensate the Fleet internal service fund. This organizational restructuring will provide greater oversight of the maintenance service to the apparatus of 112 units and 95 units of miscellaneous equipment resulting in improved accountability and quality control.

The FY 09 adopted budget includes an additional \$822,639 in Communication Services Tax funding to cover the cost of uniforms and safety apparel. This budget also eliminates the Diversity Enhancement Program which includes eliminating 10 Fire Medic Recruit positions for a cost savings of \$451,672.

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 100 sites throughout the County with fuel to be available at all sites 100% of the time.
2. Maintain mechanic productivity at 1,560 labor hours per year per mechanic providing for 75% of labor hours billed.
3. Perform approximately 3,000 preventive maintenance quick lubes with 75% completed within 40 minutes and at the scheduled appointment time.
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 local heavy truck/equipment industry average current charge of \$75 for FY 08 per labor hour.
6. Maintain an equipment to mechanic ratio of 100:1, including autos/light trucks, ambulances, heavy trucks, and equipment and small engines.
7. Maintain an average of less than 1% for vehicles and equipment returned for repeat work.
8. Maintain 85% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.
9. Attain ASE Blue Seal Certified Shop Accreditation for 4 Fleet Shops by the end of FY09.
10. Provide more than \$2 million in parts achieving an on-demand availability rate of 80% and operating expenses to less than 15.0% of total parts costs.
11. Manage 55 fleet related contracts ensuring 99.0% of purchases are covered under contract and maintaining an internal processing time of 30 days.
12. Purchase an average of \$10 million in fleet related capital equipment maintaining a total order to receipt timeframe of 6 months.
13. Attain overall customer satisfaction for the motor pool of 4.75 as measured by on-line customer surveys and average annual days rented of 180.

SERVICES/MEASURE	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Fuel Services	1				
<i>Workload/Demand</i>					
# (gallons) of small quantity fuel deliveries		408,869	429,228	463,143	449,756
# (gallons) of contracted large fuel deliveries		1,864,065	1,922,457	1,916,706	2,050,474
<i>Efficiency</i>					
cost per gallon for small qty fuel deliveries		\$.37	\$.33	\$.33	\$.35
<i>Effectiveness</i>					
% of time fuel is available		100%	100%	100%	100%
Equipment Repair & Maintenance Services	2-9				
<i>Workload/Demand</i>					
annual labor hours per mechanic		1,625	1,601	1,482	1,560
qty. of preventive maintenance quick lubes		3,141	3,157	2,886	3,425
<i>Efficiency</i>					
% of labor billed		78.1%	77.0%	71.2%	75.0%
average cost per labor hour		\$66.55	\$74.22	\$73.81	\$74.25
equipment to mechanic ratio		129/1	115/1	101/1	100/1
<i>Effectiveness</i>					
% of repeat work		n/a	.7%	.8%	.8%
% of quick lubes under 40 minutes and completed on schedule		n/a	75.0%	75.5%	75.0%
customer rating service good to excellent (4 to 5)		n/a	4.25	4.89	4.89
ASE Blue Seal Certified Shops		n/a	n/a	2	4
average turnaround time (in days):					
automotive/light truck		n/a	3.59	3.42	3.17
heavy truck		n/a	5.00	4.17	4.85
heavy equipment		n/a	7.52	5.62	7.14
small engine		n/a	10.23	7.40	9.90

Continued in "Supplemental Information"

FLEET MANAGEMENT DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$3,822,140	\$3,927,799	\$4,359,493	\$5,079,941
Operating Expenditure/Expense	10,538,650	11,351,232	12,218,561	13,822,819
Capital Equipment	8,782,200	8,512,477	9,809,810	12,048,699
Total	\$23,142,990	\$23,791,508	\$26,387,864	\$30,951,459

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Fleet Services Fund	\$23,142,990	\$23,791,508	\$26,387,864	\$30,951,459
Total	\$23,142,990	\$23,791,508	\$26,387,864	\$30,951,459

Funded Positions	64	64	64	70
Funded FTE Positions	64.00	64.00	64.00	70.00

The FY 06 adopted budget added \$6,320 annually to upgrade the network connectivity at Unit 2 (9809 Sheldon Road in Tampa) and Unit 4 (4710 Sydney Road in Plant City) to reduce connection problems, increase application processing speed, and improve the overall staff efficiency and effectiveness. One-time funding was added to the FY 06 adopted budget for the equipment and service to upgrade the network connectivity at both locations. Two new fleet mechanics and a tradeshelper were added to support after-hours service needs for various departments to include the Solid Waste Management Department. The budget included additional funding to cover fuel procurement due to the increase in fuel prices.

The FY 07 adopted budget included one-time funding in the amount of \$279,000 to upgrade the Fleet equipment and maintenance automated system from version M4 to M5. The M5 version assisted Fleet in making efficient maintenance, replacement, and repair decisions by accurately classifying maintenance, repair and capital related expenditures.

The FY 08 budget included additional funding to replace Sunshine Line vehicles within the Fleet Management Department's replacement program. The vehicles were used to provide door-to-door transportation for low-income, elderly and disabled persons and at-risk children to medical appointments. The budget for fuel was decreased by approximately \$579,000 to match historical spending patterns.

The FY 09 adopted budget includes an increase for fuel cost of approximately \$260,000 in anticipation of these costs continuing to rise and additional funding for vehicle parts of approximately \$120,000. The County Administrator reorganized and transferred the responsibility for fire apparatus maintenance from Fire Rescue to Fleet Management to ensure greater oversight of the apparatus maintenance program resulting in improved accountability, quality control and productivity enhancements. As a result of the transfer, Fleets budget increased by 1.5 million including six positions.

HEALTH AND SOCIAL SERVICES DEPARTMENT

MISSION:

Provide holistic, case-managed medical, social, and other services to eligible County residents to assist them in reaching their maximum potential of self-sufficiency; to improve their health by providing quality health services at reasonable cost and in a manner which contributes to the overall health of the community; and to provide effective, efficient and quality services using grant and/or operating funds for Ryan White, Community Service Block Grants, Veterans Assistance, Homeless, Energy and Housing Assistance, Trauma Care oversight, and Disadvantaged Transportation programs.

KEY OBJECTIVES:

1. Implement restructuring recommendations for the HealthCare Program approved at the November 9, 2005 BOCC Workshop.
2. Maintain a General Assistance (GA) program that assures over 15,000 households receive assistance within the dollars available in the approved budget, and manage existing social service related grant programs to assure all grant funds are spent in accordance with the terms of the grant.
Transitional Objectives: a) Help 700 families move out of poverty through intensive case management in FY 09; b) provide case management services to 1000 families which result in an increase of at least one level on a Results Oriented Management and Accountability (ROMA) self-sufficiency scale.
3. Maintain an effective employment opportunity program that moves 550 clients into employment and helps them reach maximum self sufficiency.
4. Maintain a minimum caseload of 200 per worker.
5. Meet or exceed the standard 90% on time delivery performance for Sunshine Line transportation service.
6. Increase the number of door-to-door trips provided to transportation disadvantaged persons by at least 3% annually.
7. Actively seek grant and other funding sources to offset the need for more Health Care Trust Fund and ad valorem funding for Department programs. In accordance with Strategic Plan goal, obtain minimum of one successful new grant application each year.
8. Provide services to at least 1,500 homeless applicants (a family or single individual) annually.
9. Coordinate the provision of at least 748,073 Summer Food services (lunches and snacks) to eligible children.
10. Provide stewardship over the Ryan White Program in order to 1) ensure high quality of services at a reasonable cost to at least 5,600 individuals annually affected by HIV, and 2) ensure that the federal, state, and County guidelines are followed.
11. Assist at least 34,000 veterans/dependents/survivors annually in obtaining Veteran's benefits in the amount of at least \$24 million with emphasis on serving homeless veterans.
12. Provide housing assistance through Section 8 and general assistance funded rent programs to over 7,100 households. Provide Section 8 rental assistance for 2,010 low-income families.
13. Award final contracts for replacement of the client assistance management information system by end of the 1st quarter FY 2010). The information system was deployed in 1993 and currently nearing the end of its developmental life cycle. The system hardware will no longer be supported after December 31, 2010.
14. Reduce morbidity and mortality from trauma by planning, coordinating, and evaluating the trauma care system through a continuum of services. Reduce/maintain undertriage of severely injured citizens and visitors at non-trauma centers to 10% or less
15. Participate in the Prosperity Campaign of Hillsborough and Pinellas Counties and facilitate the return of approximately \$8.6 million in tax returns to residents of Hillsborough County, thus helping Hillsborough County achieve its goal of reducing the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida on the 2010 census.
16. Survey and measure customer satisfaction for Department services with the objective of making continuous improvements in customer service.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Indigent Health Care	1,7,13,16				
<i>Workload/Demand</i>					
total unduplicated members served by Health Care Trust Fund		27,439	29,946	31,690	33,000
average monthly members in Health Care Plan		12,183	14,209	15,334	16,500
<i>Efficiency</i>					
per member per month medical and pharmacy costs		\$404	\$379	\$447	\$460
% annual increase in PMPM		-9.1%	-7.4%	17.9%	3.0%
<i>Effectiveness</i>					
% of administrative expenditures to Health Care budget ¹		9.6%	9.5%	9.5%	13.0%
% of citizen survey respondents ranking Hillsborough County's Health Care Services for the Poor above average		73.4%	75.0%	(est)75.0%	75.0%

Continued in "Supplemental Information"

HEALTH AND SOCIAL SERVICES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$18,419,252	\$19,200,783	\$20,894,867	\$20,811,501
Operating Expenditure/Expense	6,055,623	5,708,107	11,419,241	12,141,439
Capital Equipment	1,546,757	615,233	510,156	507,077
Capital Outlay	11,474	14,894	0	0
Grants & Aids	109,483,301	106,964,834	133,928,519	142,832,420
Other Uses	422,511	422,495	422,495	427,274
Total	\$135,938,918	\$132,926,346	\$167,175,278	\$176,719,711

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$12,909,865	\$12,726,794	\$17,244,439	\$18,300,294
Unincorporated Area General Fund	0	847,695	1,000,000	0
Countywide Special Purpose Revenue Fund	84,091,503	82,441,694	115,890,207	124,568,533
Local Housing Assistance Program Fund	0	2,572	72,124	73,393
Intergovernmental Grants	38,937,550	36,907,591	32,968,508	33,777,491
Total	\$135,938,918	\$132,926,346	\$167,175,278	\$176,719,711

Funded Positions	326	342	339	338
Funded FTE Positions	309.73	311.02	309.41	308.41

The FY 06 adopted budget reflected a net increase of 11 positions and decrease of 4.77 FTE's. In FY 06 and FY 07, funding was provided for the Financial Assistance Program to increase service; \$100,000 was included for Trinity Cafe for the homeless program; additional funding was included for the Baker Act Mental Health Care Match for Northside MHC, Inc.; funding was provided for the increase of security services at four of the Prosperity Campaign centers and the Homeless Recovery Site; and \$1 million in funding was included for the Combat Duty Military Tax Grant. The Indigent Health Care Program (IHC) budget included medical analysis and measurement software. Due to increased IHC Surtax revenue estimates and a higher than recommended fund balance in the IHC Program, the \$3.25 million general revenue transfer was reduced to zero in the FY 07 IHCP budget and IHC surtax revenue to the Health Care Program was increased by the same amount to cover projected IHCP expenditures. The FY 08 adopted Countywide General Fund budget included efficiency savings of \$400,000 for switching Hartline bus passes from 31-day unlimited ride to 1-day unlimited ride passes for transportation disadvantaged persons; transferring discretionary services for the Baker Act (\$1 million) and Health Kids (\$110,000) to the Indigent Health Care Fund; and deleting 75% of funding for one Veteran's Services Officer position. The Sunshine Line Transportation Program's additional county support funding of \$5.4 million and 55 positions (53.00 FTE's), was moved from the Intergovernmental Grant Fund to the Countywide General Fund. The department's general fund operating budget was realigned to increase the grants and aids budget by \$425,630 in the General Assistance program to meet increased demand. In addition, \$625,757 was included to establish the Fleet Vehicle Replacement Program for the department's Sunshine Line Transportation Program's vehicles. A one-time reserve of \$969,730 was set up to accommodate the establishment of the program for Health and Social Services Department. Previously, the department handled vehicle replacement by budgeting county funds in the Sunshine Line grant program. In the Indigent Health Care Fund (IHC), the FY 08 adopted budget included: \$1.1 million for a strategic management information system to streamline eligibility determination allowing refocusing staff efforts for care management integration tasks related to improving members' health and financial status; increased Health Care members' benefits by \$8.25 million due to increased enrollment from approximately 14,500 in FY 07 to 17,200 in FY 08; included increase to budget in IHC to cover anticipated 10% cost increase for services in the approximate amount of \$2.7 million; and included \$1.8 million for the IHC's portion for the CLASS Replacement System, a client-based information system. A strategic decision unit for \$1 million to restore IHC's services to low-income residents of the county who are just above the federal poverty level was included in the budget to be covered primarily by interest earnings in the Health Care Plan Trust Fund. The FY 09 adopted budget includes the following efficiencies: transferring .3 FTE - Manager, Housing and Shelter (\$40,435) to the Section 8 Grant, transferring .45 FTE - Veterans Service Officer (\$22,692) to the Veterans Affairs Combat Grant, transferring 65.1% of Neighborhood Service Center Operations operating costs for 5 facilities (\$147,081) to the Indigent Health Care Fund (IHC), continued savings from switching Hartline bus passes from 31-day unlimited ride to 1-day unlimited ride passes for transportation disadvantaged persons (\$225,000), reducing excess funding for Child Protection surplus dental funding (\$35,000), reducing Florida Healthy Kids Match funding (\$113,168) no longer mandated, reducing Sunshine Line staffing by 4 FTE's (\$203,304 - 2 Paratransit Dispatchers, 1 Special Needs Transportation Coordinator, 1 Office Assistant III) offset by 1 added position for a Transportation Route Scheduler (\$43,902); reducing 2 FTE's (\$151,452 - 1 Human Svcs Program Manager and 1 Sr. Social Services Specialist) for the Self-Sufficiency/Summer Food Programs, reducing 2 FTE's (\$76,231 - 1 Sr. Social Worker and \$102,060 - 1 General Manager II) for Financial Assistance to residents at or below 125% of Federal Poverty Guidelines, and reducing 1 FTE (\$78,978) from eliminating a Regional Service Center Manager position. A new Section 8 grant funded a limited duration Systems Coordinator position (\$61,494). Six new JARC (Job Access Reverse Commute) grant funded FTE positions (1 Job Development Team Leader and 5 Paratransit Minibus Operators) were approved by the BOCC in FY 08 for funding through FY 09. Combat Tax Grant Program funding was moved from the Unincorporated Area General Fund to the Countywide General Fund, and was increased from \$1,000,000 to \$1,765,000 to expand grants to eligible service personnel who rent an apartment or house rather than own their homes. The Indigent Health Care Fund includes \$1.1 million in new funding and \$1.0 million carryover funding from FY 08 for a strategic management information system and \$1.6 million rebudgeted from FY 08 for the CLASS system replacement project.

HIPAA COMPLIANCE OFFICE

MISSION:

Provide leadership, education, awareness, training, and guidance to those impacted by the federal Health Insurance Portability and Accountability Act (HIPAA), assure compliance with Privacy, Security, and Transactions and Code Set Standards, uphold individual rights and safeguard Protected Health Information (PHI) for each citizen or workforce member served by the County, maintain appropriate documentation and agreements consistent with compliance oversight, identify and mitigate risks to the County from federal civil and criminal penalties associated with non-compliance, and that necessary measures exist to provide ongoing access to paper and electronic information for the continued delivery and payment for services as mandated by the HIPAA Law.

KEY OBJECTIVES:

1. Promote HIPAA compliance to reduce the risk of financial penalties and/or federal action associated with HIPAA non-compliance consistent with HIPAA enforcement regulations through routine compliance reviews, electronic monitoring and on-site inspections coupled with reasonable and appropriate recommendations for improvements.
2. Provide annual training of the workforce to ensure proper safeguarding of PHI.
3. Maintain security compliance by monitoring HIPAA impacted departments through electronic tracking systems, access control reports, on-site inspections, and targeted recommendations for improvements.
4. Promote participation of electronic transactions and code sets through increased outreach and collaboration with Business Associates and Trading Partners. This effort includes review and assessment of compliance of existing and planned electronic systems that process Protected Health Information.
5. Attain 85% customer satisfaction with quality of services measured by point-of-service feedback. (Strategic Plan, Goal 3)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
<i>Workload/Demand</i>					
# of site visits completed (approx. 135 CE sites)	1,3	28*	65	70	85
# of improvement recommendations	1	2	unknown	5	7
# of workforce (new in FY) trained	2	900	800	850	850
# of electronic audits	3	n/a	2	3	4
# of Risk Assessments reviewed	3	7**	7	7	7
# of business associate (BA) agreements	1,4	n/a	200	TBD*	TBD*
# of HIPAA impacted software applications	1,4	n/a	1	TBD*	TBD*
<i>Efficiency</i>					
# of BA's reviewed		n/a	75	100	150
# of Risk Assessments reviewed		n/a	2	2	4
Qtrly. analysis of customer satisfaction measured by point-of-service survey**		---	---	all surveys received	all surveys received
<i>Effectiveness</i>					
% of compliance in site visits	1	91.3%	90.0%	98.0%	98.0%
% of improvements implemented within 60 days	1	100%	95.0%	95.0%	97.0%
% of workforce trained	2	98.1%	90.0%	95.0%	95.0%
% of compliance in electronic audits	3	n/a	95.0%	95.0%	95.0%
% of risk assessments reviewed annually	3	100%	100%	100%	100%
% of BA agreements in compliance	1,4	n/a	95.0%	100%	100%
% of HIPAA impacted software applications in compliance	1,4	n/a	95.0%	95.0%	95.0%
% of customers that rate the quality of svcs as good or excellent	5	---	---	>or= 85.0%	>or= 85.0%

FY 06 Notes:

*There were multiple visits to Children's Services offices--came on board after other departments.

**Seven (7) due to business process of program, Sunshine Line was eliminated.

FY 08/FY09 Notes:

*To be determined as the number will vary as Covered Entities install new software programs.

**All customers are internal.

HIPAA COMPLIANCE OFFICE

Appropriations	FY 06	FY 07	FY 08	FY 09
	Actual	Actual	Adopted	Adopted
Personal Services	\$218,133	\$51,799	\$55,460	\$59,426
Operating Expenditure/Expense	212,309	199,307	270,784	218,457
Total	\$430,442	\$251,106	\$326,244	\$277,883

Budget by Fund	FY 06	FY 07	FY 08	FY 09
	Actual	Actual	Adopted	Adopted
Countywide General Fund	\$430,442	\$251,106	\$326,244	\$277,883
Total	\$430,442	\$251,106	\$326,244	\$277,883

Funded Positions	2	2	1	1
Funded FTE Positions	2.00	2.00	1.00	1.00

As a result of Administrative Order #05-01, a separate organization titled the Health Insurance Portability and Accountability Act (HIPAA) Compliance Office was created and included in the FY 06 adopted budget. Two positions (a HIPAA Privacy Officer and a Senior Secretary) were transferred from the Health and Social Services budget to the HIPAA budget. The HIPAA budget also included funding for a remediation consultant, license and computer program to perform efficient testing on all employees annually to ensure awareness of HIPAA requirements, and an audit of information systems to assure that they are secure. In addition, funding was provided through the ITS project fund to provide for HIPAA compliance and remediation for emerging Electronic Data Interchange (EDI) with medical providers for the Indigent Health Care and Ryan White programs and funding for compliance for physical site security, confidentiality of paper documents at remote sites, privacy notices, disaster planning and records retention.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 and the FY 09 adopted budgets include a budget cut of one HIPAA Compliance Officer position. The FY 09 adopted budget also includes an efficiency reducing the consultant contract for a cost savings of \$51,360.

HOUSING AND COMMUNITY CODE ENFORCEMENT

MISSION:

Provide residents with safe, decent, and sanitary housing stock in an acceptable and aesthetically pleasing community by enforcing the County's Land Development Code, Minimum Housing Standards, False Alarm Ordinance, demolishing unsafe structures, and making housing affordable.

KEY OBJECTIVES:

1. Code Enforcement: Respond to code enforcement complaints within 10 working days from receipt 95% of the time by September 30, 2006.
2. Code Enforcement: Increase the percentage of code violations resolved within a 12-month period to attain a 90% resolution rate by September 30, 2010. (Strategic Plan Goal 5, Objective O)
3. First Time Home Buyer Program: Provide 375 very low, low, and moderate income first-time home buyers with the down payment assistance needed to purchase an affordable home that meets the County's Minimum Housing Standards by September 30, 2006.
4. First Time Home Buyer Program: Reduce by 5%, the number of homeowners who spend more than 50% of household income on housing costs and have an income of less than 90% of area median income by September 30, 2012. (Strategic Plan Goal 2, Objective E)
5. Housing Rehabilitation: Rehab 200 single family owner-occupied housing units to meet the County's Minimum Housing Standards by September 30, 2006.
6. Single Family Affordable Housing: Provide financial assistance for the construction of 250 single-family affordable housing units for clients below 80% of median income by September 30, 2006.
7. Multi Family Affordable Housing: Provide financial assistance for the construction of 250 multi-family affordable housing units for clients below 50% of median income by September 30, 2006.
8. Rental Inspection Program: Inspect 70% of the rental housing units (single, multiple, and mobile home) by September 30, 2006.
9. Burglar Alarm Enforcement: Notice 75% of false alarm events within 3 days of receipt of alarm by September 30, 2006.
10. Contract Management: Perform one contract monitoring per contract by September 30, 2006.
11. Maintain a rating at, or above, the median housing affordability index for the 7-county Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida. (Strategic Plan Goal 2, Objective F)
12. Need to promote redevelopment strategies, including cities. (Board Initiated Strategies 8)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Code Enforcement Inspections	1,2				
<i>Workload/Demand</i>					
# of cases initiated		11,300	11,500	n/a	n/a
# of inspections conducted for cases initiated		33,000	35,100	n/a	n/a
# of cases referred to Code Enforcement Board		1,650	1,755	n/a	n/a
<i>Efficiency</i>					
# of daily inspections per FTE		6	6	n/a	n/a
<i>Effectiveness</i>					
% of complaints responded to within 10 working days		95.0%	95.0%	n/a	n/a
% of cases heard by the Code Enforcement Board		5.0%	5.0%	n/a	n/a
% of cases resolved within the same fiscal year		74.0%	78.0%	n/a	n/a
average response time to complaints		10 days	10 days	n/a	n/a
First Time Home Buyer Program	3,4				
<i>Workload/Demand</i>					
# of applicants		1,500	1,600	n/a	n/a
# of first time home buyer applicants assisted		375	375	n/a	n/a
# of applicants spending greater than 50% of area median income on housing		2,000	2,000	n/a	n/a
<i>Efficiency</i>					
ratio of public/private funding for first time home buyers		1:18	1:18	n/a	n/a
# of applications reviewed per FTE		187	187	n/a	n/a
<i>Effectiveness</i>					
% applicants assisted by the First Time Home Buyers Program		25.0%	25.0%	n/a	n/a

Continued in "Supplemental Information"

HOUSING AND COMMUNITY CODE ENFORCEMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$5,043,848	\$271,688	\$0	\$0
Operating Expenditure/Expense	2,569,096	266,188	0	0
Capital Equipment	313,119	1,150	0	0
Capital Projects	34,495	8,712	0	0
Grants & Aids	14,408,060	22,499,150	0	0
Other Uses	0	149	0	0
Total	\$22,368,618	\$23,047,037	\$0	\$0

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Unincorporated Area General Fund	\$4,857,603	(\$236)	\$0	\$0
Local Housing Assistance Program Fund	11,529,173	12,645,570	0	0
Intergovernmental Grants	5,981,842	10,401,703	0	0
Total	\$22,368,618	\$23,047,037	\$0	\$0

Funded Positions	89	103	N/A	N/A
Funded FTE Positions	89.00	103.00	N/A	N/A

The FY 06 adopted budget added seventeen Community Code Investigator positions. Eleven Community Code Investigators, two Senior Secretary and two Clerk II positions were funded through the Unincorporated Area General Fund. Two Housing Counselor positions were funded through the SHIP grant. The increase in Community Code Investigators resulted from a revision in the standard ratio for Community Code Investigators from 1 per 28,000 population to 1 per 18,000 population. One Environmental Specialist II position funded by the Community Development Block Grant was also added. One-time funding of \$368,000 was added for vehicle-mounted computers for use by Community Code Investigators, eleven vehicles for the new Community Code Investigators and computer equipment for implementation of the burglar alarm ordinance. Funding was also added for the use of outside consultants during the application process of single-family/multi-family reviews, market studies and appraisals.

The FY 07 adopted budget is funded at continuation level except for the addition of twelve Community Code Investigator and two Senior Secretary positions. In addition, one Housing Counselor funded by the State Housing Initiative Partnership grant and one Contracts Manager funded by the Community Development Block Grant is included. Two positions were transferred to Health and Social Services.

During FY 07, the County Administrator established the Code Enforcement Department to handle the code enforcement function. Eighty-seven positions, operating expenses, and capital equipment were transferred to the Code Enforcement Department from Housing and Community Code Enforcement to handle the administration and implementation of the code enforcement function.

HUMAN RESOURCES DEPARTMENT

MISSION:

Improve the quality of life of Hillsborough County employees by providing an enriching employment experience.

KEY OBJECTIVES:

1. Conduct employee benefit guidance to all active and retired employees via benefit briefings, open enrollment, one-on-one sessions to ensure they are electing the proper benefits, and process 3,700 benefit forms per benefit's unit FTE with 98% accuracy.
2. Provide training and development programs, increasing employee participation in training by 10% per year over the next two years.
3. Manage and develop the Executive Recruitment Strategy for unclassified position recruitments with the objective of attracting and retaining for at least one year, management with the skills and abilities to provide high quality service and support in a high performance organization.
4. Provide records management services by administering the Document Imaging System (ImageNow) and responding to all public record requests and subpoenas in compliance to the law.
5. Provide employee relations guidance at all levels of the County Administrator's organization concerning HR policies and employment related procedures; implement new HR policies and revise HR policies to improve the quality of life for employees and ensure compliance with employment laws; investigate and respond to concerns of alleged misconduct by County employees, closing 70% of investigations within 90 days.
6. Coordinate pre-employment physicals, drug testing, appropriate background checks, and processing initial hiring packets for all new hires, resulting in 100% of new hires processed within three days.
7. Conduct wellness programs which will draw at least 12% of the County employees into participating in the wellness benefits as well as provide individual counseling on health and wellness issues that achieve 90% customer satisfaction.
8. Negotiate, implement and administer union agreements and handle employee encounters in order to achieve a 75% success rate.
9. Provide safety training to 80% of the regular employees in order to reduce accidents, losses and claims, and provide support through incentives and active involvement to departments and Safety Action Teams, while minimizing the cost of claims settlements through timely claims management.
10. Provide HRIS reports and HRIS training opportunities to management, employees, department coordinators, supervisors and HR staff, and administration of HRIS Self Service and Payroll Self Serve. The HRIS section responds to 90% of requests for services related to HRIS and peripheral applications that enhance HRIS within 5 days.
11. By FY 08, maintain diversity in the workforce in all EEO-4 categories of Hillsborough County government, under the County Administrator, representative within a 10% variation when compared to the workforce census of Hillsborough County measured by data from the Human Resources Information System (HRIS) (Strategic Plan Goal 4, Objective A).
12. BY FY 08, improve employee relations through effective reduction of the number of employee disputes, complaints and lawsuits per 100 employees by 20% as compared to the number of disputes, complaints and lawsuits by FY 06 determined by Human Resources and County Attorney records (Strategic Plan Goal 4, Objective B).
13. Achieve and maintain, by FY 07, a human resources rating of at least 'A-' as determined by *Governing* magazine review of 40 counties (Strategic Plan Goal 4, Objective D).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Employee Benefits Program	1				
<i>Workload/Demand</i>					
# of benefit call/encounters (e-mails, phone calls, walk-ins)		63,730	85,643	75,924	84,760
# of benefits forms processed		23,982	66,696	81,993	30,250
# of employee benefit briefings		167	163	83	284
# of employees attending benefit briefings		3,478	2,164	1,788	4,477
# of retiree calls/encounters (e-mails, phone calls, walk-ins)		23,431	25,493	19,085	22,890
# of retiree forms processed		n/a	n/a	3,089	2,800
# of individual retirement counseling sessions		694	841	33	50
# of group retirement sessions		n/a	n/a	54	60
# of participants attending group retirement sessions		n/a	n/a	200	240
# of retirement seminars		7	2	1	6
# of short-term/long-term disability encounters		6,804	4,199	10,301	5,000
# of short-term/long-term disability applications received		744	478	460	500
# of fitness for duty (FFD) forms received		507	1,042	862	1,815
# of FFD encounters (e-mail, phone, walk-ins)		n/a	n/a	7,471	1,125

Continued in "Supplemental Information"

HUMAN RESOURCES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$3,567,265	\$3,692,152	\$4,063,105	\$3,837,432
Operating Expenditure/Expense	732,105	912,871	1,449,946	1,015,752
Capital Equipment	11,875	18,295	0	0
Total	\$4,311,245	\$4,623,318	\$5,513,051	\$4,853,184

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$2,901,741	\$3,061,454	\$3,555,611	\$2,957,376
County Self Insurance Fund	1,409,504	1,561,864	1,957,440	1,895,808
Total	\$4,311,245	\$4,623,318	\$5,513,051	\$4,853,184

Funded Positions	51	51	51	47
Funded FTE Positions	51.00	51.00	51.00	47.00

The FY 06 adopted budget added two positions. One position was for benefits administration and was offset by a reduction in contractual services. The other position was added to centralize employee background checks and monitor Family Medical Leave Act (FMLA) usage for compliance with federal law. One-time funding in the amount of \$8,000 was added to the FY 06 adopted budget to replace existing employee ID equipment. Funding for the Safety Action Team (SAT) Awards program was enhanced by an additional \$150,000 per year. This program provides for making awards to the SAT's in recognition of the past performance of their safety programs as well as separate supporting expenditures to support their programs prospectively. Up to \$10,000 can be awarded to an SAT if their current year number of loss time claims is less than their previous three-year average. The FY 06 budget also reflected \$64,572 in efficiency savings. These savings resulted from the reduced utilization of "E-Learning" (\$40,000) and a reduction in the Wellness Awards Program (\$24,572).

The FY 07 adopted budget added funding for the employee rally (\$31,079).

The FY 08 adopted budget included a budget cut in the Training and Organizational Development Program in the amount of \$100,000 in the training expense category.

The FY 09 adopted budget eliminates four positions, two of which are being eliminated as a result of management restructuring and the remaining two as a result of efficiency proposals. Additionally, the personnel costs of one position are being realigned from the Countywide General Fund to the Self-Insurance Administration Fund because the duties of this position are exclusively in the administration of that fund. Also, operating costs are being reduced by \$61,000 in the employee awards program and by \$135,000 in the area of computer and organizational development training. As a result of an efficiency proposal, funds in the amount of \$200,000 that were budgeted for safety action team awards are being eliminated and incentives other than monetary will be awarded to 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. Support public safety agencies by administering 9-1-1 emergency telephone system, provide general support to citizens and government agencies in matters relating to emergency preparedness and public safety.

KEY OBJECTIVES:

1. Resolve 70.00% of Telecom cases within three days.
2. Record, manage, and resolve automation related problems through a centralized service point with a three-day problem resolution rate of 71%.
3. Increase ratio of users to Help Desk Analyst to 1,018.
4. Increase ratio of users to Network Administrators to 508.
5. Increase the number of County GIS users to 999.
6. Maintain percentage of all projects that are unplanned at 45.45%.
7. Ensure that automated systems are available a minimum of 99.95% of the time during business hours.
8. Resolve 85.00% of mini-computer cases within three days.
9. Enforce F.S. 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 Service Answering Points (PSAP's) with 99.97% accuracy.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Communications Services	1				
<i>Workload/Demand</i>					
total # of telecom cases		1,133	937	N/A	1,083
<i>Efficiency</i>					
ratio of telecom cases per FTE		8	4	N/A	8
<i>Effectiveness</i>					
% of cases resolved by telecom staff within 3 days		66.85%	72.95%	N/A	70.0%
% of customer satisfaction w/TEL responsiveness		76.50%	100.00%	N/A	80.0%
Desktop	2-4				
<i>Workload/Demand</i>					
# of County web visitors		3,029,133	2,060,460	2,621,093	5,234,342
# of Help Desk contacts received (e-mails, phone, COIN)		39,153	39,630	36,459	39,900
<i>Efficiency</i>					
ratio of users to Help Desk FTE		977	755	761	1,018
ratio of users to network staff		499	444	418	508
<i>Effectiveness</i>					
% of cases resolved by network staff within 3 days		77.19%	71.73%	75.98%	71.00%
% of cases resolved by Help Desk staff within 3 days		99.63%	99.38%	99.48%	94.50%
% of customer satisfaction w/DPM responsiveness		95.10%	98.04%	N/A	95.00%
Geographic Information Systems (GIS)	5				
<i>Workload/Demand</i>					
# of County users		649	717	682	999
# of service requests		284	214	278	295
<i>Efficiency</i>					
cost per GIS/mini computer account		\$255	\$245	\$255	\$200
<i>Effectiveness</i>					
% of customer satisfaction w/responsiveness		92.5%	100.00%	100.00%	95.00%

Continued in "Supplemental Information"

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$8,269,927	\$10,315,554	\$10,242,407	\$10,269,717
Operating Expenditure/Expense	8,681,243	11,795,410	13,417,404	13,983,209
Capital Equipment	1,967,987	1,730,932	2,237,958	2,395,626
Capital Projects	889,764	252,136	1,102,600	895,600
Grants & Aids	0	1,404,938	2,053,872	1,473,872
Total	\$19,808,921	\$25,498,970	\$29,054,241	\$29,018,024

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$16,222,119	\$17,113,513	\$17,662,874	\$17,707,147
Countywide Special Purpose Revenue Fund	3,586,802	8,385,146	11,391,367	11,310,877
Intergovernmental Grants	0	311	0	0
Total	\$19,808,921	\$25,498,970	\$29,054,241	\$29,018,024

Funded Positions	103	122	113	106
Funded FTE Positions	103.00	122.00	113.00	106.00

Personal services and related operating funding was included for four new positions in the FY 06 adopted budget and for three additional positions in the FY 07 adopted budget. The new positions provided additional staffing for the Operational Services and Telecommunication sections of ITS, and they were necessary to meet technology infrastructure support, departmental and internal project requirements, disaster recovery operations and increasing support and administrative workloads. The budgets also included funding for GIS servers, data storage, and end-user software to support continued growth in internal applications, and data management for both. The budgets also include funding for disaster recovery for the technology capabilities required to enhance the ITS Sabal Park disaster recovery center and MOSI--the site designated as the disaster alternate relocation point for County administration. Funding for network infrastructure was provided for a technology improvement program for network equipment employed at the County Center and 164 remote locations. Funding was also provided in the FY 06 and the FY 07 adopted budgets for automation security policies, standards, and procedures which addressed computer hardware, applications, system software, network infrastructure and the internet. Finally, the budgets provided for funding for the integration of HSS data for reporting, eligibility screening and document management and for HIPAA remediation and secure paper documents at remote sites and electronic processing.

As a result of an organizational restructuring of the Public Safety Department in FY 06, 16 positions from 9-1-1 Administration and associated operating costs were transferred to ITS. ITS's FY 07 adopted budget was increased \$5,937,280 as a result of 9-1-1 Administration's operations being included in the ITS department.

Due to budget cuts, seven positions in the Productivity Improvement through Automation program and two positions in the Strategic Planning and Technology Research and Development program are eliminated in the FY 08 budget. In addition, there was a reduction of approximately \$1.5 million in operating costs for the expansion of county service delivery on the internet, the information technology security program, and the Productivity Improvement through Automation program. There was an increase of approximately \$2.9 million and \$1.2 million respectively in the operating and capital costs in the FY 08 adopted budget. These costs included the increase of software licensing for additional users, the maintenance, repair, and upgrade functions for communications services, network infrastructure, storage area network to support the increase of client on-line data storage demands, and the communications link to the South County Regional Service Center.

The FY 09 adopted budget eliminates 5 positions: two in the technical support program, one in hardware procurement and two in the technology improvement program. As a result of several measures taken related to software deployment, negotiation of extended warranty coverage at current pricing, proper maintenance support and evaluation of future trends in software acquisition for network environment, the department is able to offer an efficiency in the technology improvement program resulting in a reduction of \$443,087 in operating costs. In addition, two Webmaster positions were reassigned to the Communications Department to more efficiently and effectively coordinate areas of public information.

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. Maintain or increase circulation by 1% each year through selection of new materials, improved marketing, and opening new or expanded libraries.
2. Increase the number of registered borrowers by 1% each year.
3. Maintain or increase the percentage of customers whose questions were answered clearly.
4. Offer public access computers to meet or exceed the Florida Library Association standard for enhanced service of 1 workstation per 2,000 population.
5. Maintain or increase by 1% in FY 08 and FY 09 system-wide program sessions.
6. Increase the number of items in languages other than English by 10% each year.
7. Maintain implementation of at least 50% or more of key findings of the FY 06/FY 07 customer service survey of children's programming and proceed with implementing FY 08/FY 09 survey findings in support of Hillsborough County Strategic Plan Goal 5, Objective K.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Member Services					
<i>Workload/Demand</i>					
# of registered borrowers	2	767,154	834,417	864,935	775,614
# of library visits	1,5	3,292,770	3,264,898	3,267,212	3,330,522
# of annual service hours	1	80,072	82,925	76,654	77,512
# of holdings	1,6	2,474,681	2,634,677	2,494,403	2,778,238
<i>Efficiency</i>					
# of hours per week libraries are open	1	73	69.5	64.5	64.5
# of annual service hours per 1,000 population	1,2	70.7	69.8	62.9	62.3
# of square feet per capita	1,2,4	.42	.37	.38	.39
# of library visits per capita	1,3	2.83	2.7	2.7	2.7
# of holdings per capita	1,6	2.1	2.2	2.0	2.2
<i>Effectiveness</i>					
% of population registered	2	65.8%	70.0%	71.0%	62.3%
% of customer satisfaction	1,3	96.0%	97.0%	97.9%	96.0%
Circulation					
<i>Workload/Demand</i>					
# of items circulated	1,2	7,296,329	8,895,303	8,742,734	8,830,161
# of circulating items purchased	1,2	266,811	269,876	221,227	213,546
<i>Efficiency</i>					
circulation per borrower	1,2	9.5	10.7	10.1	11.4
material turnover rate	1	2.9	3.0	3.0	3.0
circulation per capita	1,2,6	6.45	8.0	7.2	7.1
circulation per FTE	1,3	38,912	41,832	58,091	61,032
<i>Effectiveness</i>					
% of customers who found what they were looking for	1,2	87.0%	89.0%	90.5%	85.0%
% of new purchases circulated	1,2	83.95%	86.5%	85.0%	85.0%
# of items in languages other than English	6	62,264	72,734	87,063	96,615

Continued in "Supplemental Information"

LIBRARY SERVICES DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$17,469,385	\$19,154,471	\$20,570,131	\$21,208,876
Operating Expenditure/Expense	8,350,292	10,012,772	12,972,888	13,280,817
Capital Equipment	1,135,764	554,495	502,120	467,919
Capital Outlay	24,002	36,515	57,175	50,814
Library Books & Publications	5,073,631	4,914,162	4,428,854	4,558,762
Grants & Aids	690,469	684,220	684,220	530,134
Other Uses	60,849	81,975	0	0
Total	\$32,804,392	\$35,438,610	\$39,215,388	\$40,097,322

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Library Tax District Fund	\$32,804,392	\$35,438,610	\$39,215,388	\$40,097,322
Total	\$32,804,392	\$35,438,610	\$39,215,388	\$40,097,322

Funded Positions	467	467	397	395
Funded FTE Positions	381.90	381.90	356.42	354.52

The FY 08 adopted budget included \$164,706 and \$507,594 respectively for seven new positions and operating costs of \$94,739 in FY 08 and \$228,955 in FY 09 for the Town 'N Country (West Gate) Library expansion scheduled to open in November 2008. The positions included a Principal Library Assistant, four Library Assistants, and two Library Technical Assistants. Two position reclassifications and associated operational costs were included for the Imagination Library Early Literacy Program totaling \$18,842. One Senior Librarian position was reclassified to a Principal Librarian and a Senior Library Assistant is reclassified to a Principal Library Assistant. Efficiencies included significant changes in materials management that replaced 92 part-time Library Pages with eight part-time Library Assistants and seven full-time Library Aides resulting in savings of \$442,883 in each year. Materials vendor consolidation increased discounts through volume purchasing resulting in savings of \$100,916 in FY 08 and \$106,832 in FY 09. Alternatives to frame relay technology provided savings of \$11,000 in FY 08 and will provide \$13,000 in FY 09. There will be a software transition to Content Cafe to provide the interface to the online card catalog saving \$11,629 each year. Telecommunication savings of \$37,497 in each year was realized due to a rate plan analysis of telephone lines and cell phone usage. Contracted security services and the use of off-duty Sheriff's Deputies will be significantly decreased saving \$465,888 in each year. Due to changes in cost allocation methodology, indirect costs were increased by \$1,670,300. Additionally, electricity funding was increased by \$153,260, commercial insurance premiums increased by \$327,800, facilities maintenance was increased by \$641,000, and printing costs were increased by \$158,885.

The FY 09 adopted budget includes four efficiencies resulting in savings of \$390,460 and the elimination of six positions. The first efficiency (\$29,822) reduces the County's participation in the Federal Depository Library program including the elimination of a part-time Librarian position. The County's small collection is duplicative of collections at the University of South Florida and the University of Tampa. The second efficiency (\$229,686) reorganizes the materials selection process based on annual publication cycles. This change results in the elimination of two Principal Librarians and the reclassification of a Librarian to a lower level Technical Library Assistant. The third efficiency (\$38,185) centralizes the shipping of printed materials. Library Services was able to negotiate a volume discount with its major book vendor to achieve the reduced cost. The fourth efficiency (\$92,767) involves the County withdrawing from its Reciprocal Borrowing Agreement which provides for resource sharing across a ten-county area. Over the past several years, borrowing/exchange statistics have become increasingly lopsided to the detriment of the County. To offset the impact of this efficiency on non-county residents, Library Services will implement a \$100 per year fee so that non-county residents can still access the Hillsborough County Library system. This efficiency includes the elimination of two full-time Library Assistant positions and one part-time Library Assistant position. The FY 08 budget also reduces financial support to the Plant City and Temple Terrace Library Systems by \$182,000 representing a 2001 level of funding. The Seffner-Mango replacement library is scheduled to open in December 2008. This project will add one Library Assistant and one part-time (.47 FTE) Library Assistant plus operating costs. The North Tampa library expansion is scheduled to open in September 2009 and this will add one Senior Library Assistant and one part-time Library Assistant (.47 FTE) plus operating costs. Finally, the new West Gate (Town & Country) library is scheduled to open in December 2008.

MANAGEMENT AND BUDGET DEPARTMENT

MISSION:

Develop and use sound financial and management practices and "best practices" in budgeting to effectively allocate available resources to address the Board of County Commissioners' priorities today, while providing responsible planning to meet future priorities.

KEY OBJECTIVES:

1. Comply with requirements of Florida Statutes, Chapters 129 and 200, as evaluated by the Florida Department of Revenue in its annual review of budget process materials.
2. Develop a biennial budget in accordance with "best practices" in budgeting to satisfy the needs of diverse "stakeholders" including County businesses and residents, investors in County bonds, and bond rating agencies, as evaluated through formal peer review of the biennial budget document. Resist unfunded mandates (Strategic Plan Goal 1, BOCC strategy).
3. Assist County departments, agencies, and other offices in developing, managing, and monitoring budgets developed under the County's biennial budget process and provide oversight to the capital projects in the County's capital budget and multi-year Capital Improvement Program and obtain customer satisfaction surveys in which at least 90% of customers rate departmental services as meeting or exceeding expectations.
4. 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 obtain customer satisfaction surveys in which at least 90% of customers rate departmental services as meeting or exceeding expectations. (Survey consolidated with survey in Objective 4.)
5. Maintain departmental expenditures as a percent of total government expenditures at or below the GFOA benchmark average of 0.10% for budget offices in 9 major governments with budgets in excess of \$1 billion (for which the range was 0.07% to 0.19%).
6. Reduce over-reliance on property taxes as a general revenue by relying more on the non-property tax portion of total General Fund budgeted revenue from 16% to 18%, and by establishing a Countywide target of under 7 mills by FY 09. (Strategic Plan Goal 1, Objectives A and B.) At the same time, set priority for transportation funding from the Community Investment Tax (CIT) and ad valorem taxes (Strategic Plan Goal 7, BOCC strategy).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Department-wide					
<i>Efficiency</i>					
Budget office expenditures as a % of total County expenditures	5	.09%	.09%	.08%	.08%
<i>Effectiveness</i>					
% of non-property tax combined General Fund revenue	6	16.5%	15.4%	16.8%	18.3%
Countywide operating millage rate (in mills)	6	6.9257	6.5200	5.7446	5.7439
Florida Department of Revenue approval of budget process	1	approved	approved	approved	approval
% of "meets" or "exceeds" customer responses on budgeting	3	n/a	94.4%	95.7%	>90.0%
receipt of GFOA Distinguished Budget Presentation Award for biennial budget (submitted in even numbered fiscal years)	2	yes	yes*	yes	yes
Contract Management					
<i>Workload/Demand</i>					
# of contract payments processed	4	559	553	452	452
<i>Effectiveness</i>					
% of payments processed within 15 working days	4	99.8%	99.6%	99.8%	>95.0%

MANAGEMENT AND BUDGET DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$2,458,560	\$2,417,882	\$2,733,064	\$2,696,724
Operating Expenditure/Expense	63,855	50,856	78,580	73,538
Total	\$2,522,415	\$2,468,738	\$2,811,644	\$2,770,262

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$2,522,415	\$2,468,737	\$2,811,644	\$2,770,262
Intergovernmental Grants	0	1	0	0
Total	\$2,522,415	\$2,468,738	\$2,811,644	\$2,770,262

Funded Positions	32	32	28	26
Funded FTE Positions	31.29	31.29	28.00	26.00

The FY 06 adopted budget transferred an Intern to the Health and Social Services Department to operate the Prosperity Campaign--a program to assist eligible County residents file for the federal Earned Income Tax Credit. The department decreased the FY 06 and FY 07 budgets for contractual services, telecommunications, minor equipment, computer software, and general operating supplies to more closely align the budgets with historical expenditure patterns. The budget also reflected efficiency savings of \$127,926 in FY 06 and \$137,737 in FY 07. These savings resulted from the elimination of a Manager and a part-time Intern as part of a restructuring of the department.

The FY 07 adopted budget reflected a continuation level.

The department reduced the FY 08 operating expenditure budget in the areas of training and education, computer equipment maintenance, minor equipment, printing and binding, memberships and dues, and telecommunications. The budget reflected an efficiency savings of \$78,143 in FY 08 and \$82,295 in FY 09 through the reassignment of project scheduling assignments between Management and Budget and the Parks, Recreation and Conservation Department, resulting in the elimination of one position in Capital Program Administration. Separately, two full-time and one part-time analyst positions related to budget services and management services were cut, resulting in added savings of \$133,546 in FY 08 and \$140,891 in FY 09. These cuts reduce research capabilities and increase the number of departments assigned to analysts.

The FY 09 adopted budget reflects an efficiency savings of \$117,765, eliminating an Administrative Specialist and a Budget Analyst I position related to budget services and management services support. Department management determined that technology has allowed non-administrative staff to work more independent of the need for administrative support. Management has reassigned responsibilities among remaining administrative support and budget analyst positions to facilitate a permanent reduction of the vacant positions.

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. Arrange disposition of dead 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.
6. Maintain a minimum customer satisfaction rating of 90% on the delivery of services in a courteous and responsive manner.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Cause of Death Determination	1-4				
<i>Workload/Demand</i>					
# of autopsies		1,405	1,440	1380	1450
# of investigations of bodies to be cremated		4,086	3969	4238	4300
# of investigations of bodies to be removed from the State		783	666	662	675
<i>Efficiency</i>					
# of autopsies per Medical Examiner		244	262	364	242
		(1,405/5.75)	(1,440/5.5)	(1380/3.8)	(1450/6)
avg. cost/autopsy (total non-indigent expend./# of autopsies)		\$2,536	\$2,785	\$3,005	\$3,133
# of inquiries, per Medical Examiner/# of bodies to be cremated		711	722	1115	717
		(4,086/5.75)	(3969/5.5)	(4238/3.8)	(4300/6)
# of inquiries/Investigator of bodies to be removed from the State		78	74	83	84
<i>Effectiveness</i>					
ratio of total autopsies/violent death autopsies		1.55	1.57	1.39	1.50
avg. # of days from autopsy to signed report		47.0	45.5	63.0	45.0
avg. # of days to complete toxicology testing		17.4	20.9	19.7	20.0
Disposition of Unclaimed/Indigent Bodies	5				
<i>Workload/Demand</i>					
# of cremations provided		338	406	554	575
# of burials provided		67	105	1	5
<i>Efficiency</i>					
avg. cost per cremation		\$342	\$342	\$351	\$351
avg. cost per burial		\$1,533	\$1,533	\$1,658	\$1,658
avg. cost/per body disposed (tot. indigent expenditures/total # of cremations + burials)		\$1,096	\$1,119	\$742	\$914
<i>Effectiveness</i>					
% of unclaimed/indigent bodies cremated		83.5%	79.5%	99.0%	99.1%
Customer Satisfaction	6				
% of citizen responses rated satisfactory or higher		100%	100%	90%	90%
% of agency responses rated satisfactory or higher		100%	100%	90%	90%

MEDICAL EXAMINER DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$3,012,179	\$3,464,691	\$3,573,080	\$3,631,374
Operating Expenditure/Expense	1,028,084	1,117,564	1,294,889	1,442,077
Capital Equipment	9,280	3,100	0	0
Total	\$4,049,543	\$4,585,355	\$4,867,969	\$5,073,451

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$4,049,543	\$4,582,255	\$4,867,969	\$5,073,451
Intergovernmental Grants	0	3,100	0	0
Total	\$4,049,543	\$4,585,355	\$4,867,969	\$5,073,451

Funded Positions	37	38	38	36
Funded FTE Positions	34.48	35.48	35.48	33.48

The FY 06 adopted budget reflected an increase of six positions (3.48 FTE's) which consisted of one Autopsy technician, one Associate Medical Examiner, one Senior Secretary to meet the increased workload of the Department, and three (.48 FTE) Autopsy Technicians converted from temporary staff to permanent part-time positions. As a result of establishing the Associate Medical Examiner and Senior Secretary positions, funding was reduced in contractual services for a USF Fellow and a medical transcriptionist providing for more effective and efficient services. The FY 06 adopted budget also included funding for a forensic dental identification system to provide quick definitive identification of remains, and laptop computers with remote wireless internet connection to the Medical Examiner database to permit investigators to enter cases into the system directly from the scene of death, allowing investigators time at the scene to be more effective.

The FY 07 adopted budget reflected an increase of one position (Forensic Toxicologist) and provided additional credential expertise required to certify toxicology reports, provide expert witness testimony, and develop protocols to detect, identify and quantify an ever increasing array of legal and illegal drugs. The budget also included funding for operational expenses for the new Medical Examiner facility, originally scheduled to open in January 2007, which included computer workstations for each staff member; fiberglass autopsy trays and carts for replacement of out-of-date equipment; and a bar coding system to provide inventory control of personal effects, evidence, and remains, to reduce the possibility of releasing the wrong remains and/or personal effects.

The FY 08 adopted budget included a total operating expense reduction of \$50,000 in the cost categories of general operating supplies, maintenance of equipment and other contractual services, with no impact on the department's operations.

The FY 09 adopted budget reflects a reduction of two investigators which provided staffing for night scene investigations. An additional \$45,000 is included in operating expenditures to cover an increased estimate of the annual operating costs of the new Medical Examiner facility.

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 800 neighborhood associations to receive information and technical assistance within one working day 90% of the time.
2. Award 100% of available mini-grant funds to neighborhood associations with 90% of projects completed during the fiscal year.
3. Conduct outreach services for two new Community Based Plans in the unincorporated County, recruiting a minimum of 30 people per community to serve on the working committee.
4. Maintain database of neighborhood associations for contact, updating within two working days of change notices.
5. Provide an annual local conference for up to 305 participants.
6. Award neighborhood recognition awards for exemplary projects and good neighbor awards for exemplary citizens.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Technical Assistance & Liaison	1				
<i>Workload/Demand</i>					
# of TA/service responses by staff		804	1,305	700	700
<i>Efficiency</i>					
# of requests handled per FTE		160	261	175	175
<i>Effectiveness</i>					
% responded to within 1 working day		93.0%	96.27%	90.0%	90.0%
% customer service survey responses excellent & good		99.97%	96.58%	95.0%	95.0%
Mini-Grants	2				
<i>Workload/Demand</i>					
# of applications funded		70	70	71	70
<i>Efficiency</i>					
% of funds awarded		100%	100%	100%	100%
<i>Effectiveness</i>					
% of funds expended and projects completed		91.43%	95.71%	95.00%	95.00%
% customer service survey responses excellent & good		100%	---	---	---
# of residents participating in projects		1,134	---	1,200	1,200
# of citizens affected by projects		49,476	---	50,000	50,000
Specialty Grants	2				
<i>Workload/Demand</i>					
# of applications funded		31	44	30	30
<i>Efficiency</i>					
% increase in funds awarded (Baseline \$8,819)		-46.15%	561%	5.00%	5.00%
<i>Effectiveness</i>					
% customer service survey responses excellent & good		86.50%	---	87.00%	87.00%
Database Maintenance	4				
<i>Workload/Demand</i>					
# of associations registered		903	988	1,000	1,010
<i>Efficiency</i>					
# of associations per coordinator		301	329	333	336
<i>Effectiveness</i>					
% of updates entered within 2 working days		81.11%	95.26%	90.00%	90.00%

Continued in "Supplemental Information"

NEIGHBORHOOD RELATIONS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$411,665	\$437,005	\$392,890	\$0
Operating Expenditure/Expense	194,912	216,008	301,727	0
Total	\$606,577	\$653,013	\$694,617	\$0

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$589,077	\$626,255	\$594,617	\$0
Unincorporated Area Special Purpose Fund	17,500	26,758	100,000	0
Total	\$606,577	\$653,013	\$694,617	\$0

Funded Positions	5	5	5	0
Funded FTE Positions	5.00	5.00	5.00	0.00

The FY 06 adopted budget included funding for a training program ("Citizen's Academy") that would include leadership training and information on county department, services, and policies. As a result of a 3% efficiency proposal, auto mileage reimbursement and office supplies were reduced in both the FY 06 and FY 07 adopted budgets by \$15,765. The Department conducted more business by e-mail, mail and fax without reducing service levels.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget continued funding for the Tree Grant program. This program provides landscaping for county and intergovernmental projects and public-private partnerships for public benefit. As part of an efficiency proposal, the Government Leadership University classes will now be held only once a year and this will result in savings of \$5,115. The department director retired in March 2008 and the position was eliminated at that time.

The FY 09 adopted budget reflects the merger of the Neighborhood Relations Department into the Citizen Action Center which is part of the County Administrator's Department.

PARKS, RECREATION AND CONSERVATION DEPARTMENT

MISSION:

To provide for the public a standard of excellence in leisure service, facilities, programs and preservation of resources while working in concert with residents and the County's leadership.

KEY OBJECTIVES:

1. Building and Grounds Maintenance: Provide over 3,355 square feet of building maintenance per day at a cost of less than \$7.50 per square foot with a 92% satisfaction rating. Provide maintenance of 184 parks of 19,852 acres, mowing 1,827 acres daily. Manage 44,500 acres of ELAPP land.
2. Recreational Programming: Provide morning, afternoon, and evening leisure programming at 48 recreational areas at 90% or greater of capacity and with 95% customer satisfaction as determined by customer survey.
3. Athletic Programming: Provide administration, facilities, officiating and all associated duties to over 44,000 youth sports participants at 231 athletic fields. Provide Therapeutic Recreational Programs to an average of 350 clients per event achieving 96% or better customer satisfaction.
4. Regional Park Programming and Maintenance: Provide and maintain ten Regional Parks offering activities such as picnicking, hiking, fishing, nature study, trails, swimming and camping at a cost between \$2.00 and \$2.50 per visit and within a 95% satisfaction rating.
5. Management of Environmental Lands: Provide administration for the Environmental Lands Acquisition and Protection Program (ELAPP) which identifies, evaluates, and protects lands meeting program criteria. Responsible for providing management activities such as site security, habitat enhancement, prescribed burn program, invasive and exotic plant removal, etc., for over 44,500 acres at 53 sites with an average of 45 prescribed burns per year.
6. For athletic and recreation programs, as measured by the department's customer survey, maintain 95% or more customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 08. (Strategic Plan Goal 5, Objective T). Reduce the number of youth sports facilities over capacity at least 3% by FY 08.
7. Increase the percentage of underprivileged and hardship participants of programs within Community Development Block Grant areas by 15% by FY 09. (Strategic Plan Goal 5, Objective U). Outreach to disadvantaged children: give discounts for minority and underprivileged to afford programs offered; offer dance/music programs for disadvantaged children; improve transportation for underprivileged children to get to the facilities. (Strategic Plan Goal 5)
8. Increase participants in swim safety classes with the goal of reducing drownings (Strategic Plan Goal 5, Objective R).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Building and Grounds Maintenance	1				
<i>Workload/Demand</i>					
# of building sq. ft. maintained (excludes picnic shelters)		550,200	583,200	738,500	745,000
# of acres mowed per day		1,582	1,600	1,827	1,850
<i>Efficiency</i>					
square feet maintained per day		2,501	2,650	3,355	3,385
<i>Effectiveness</i>					
% of building maintained satisfactorily		90.0%	90.0%	92.0%	92.0%
Recreation Services	2				
<i>Workload/Demand</i>					
# of programmed recreation areas		42	45	48	49
# of participants in CDBG areas	7	3,179	3,200	3,500	3,600
# of participants in swim safety program	8	2,118	2,200	4,585	4,600
<i>Efficiency</i>					
% of customers satisfied and will return		99.0%	97.0%	97.0%	98.0%
<i>Effectiveness</i>					
% of recreation programs at capacity		90.0%	93.0%	94.0%	95.0%
# on waiting list for recreation programs		5,045	5,000	4,500	4,200
# of recreation program attendees		7,302,450	7,500,000	9,426,500	9,500,000

Continued in "Supplemental Information"

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$30,091,677	\$32,451,529	\$32,389,041	\$32,324,496
Operating Expenditure/Expense	14,135,197	14,530,039	18,261,719	20,795,825
Capital Equipment	540,851	642,418	173,110	75,000
Capital Projects	67,037	221,785	218,200	151,200
Grants & Aids	607,809	850,440	761,500	613,441
Other Uses	477,723	16,093	0	0
Total	\$45,920,294	\$48,712,304	\$51,803,570	\$53,959,962

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$13,396,783	\$14,586,444	\$16,569,984	\$19,994,205
Unincorporated Area General Fund	29,629,928	31,203,017	32,057,473	33,425,884
Countywide Special Purpose Revenue Fund	0	10,028	40,001	85,708
Unincorporated Area Special Purpose Fund	218,768	211,200	287,788	297,307
Intergovernmental Grants	689,848	129,151	102,033	156,858
Enviro Sensitive Lands Tax/Bond Fund	1,984,967	2,572,464	2,746,291	0
Total	\$45,920,294	\$48,712,304	\$51,803,570	\$53,959,962

Funded Positions	1,002	1,071	872	1,003
Funded FTE Positions	678.86	712.82	639.35	683.11

The FY 08 adopted budget included two efficiencies: contracting umpire services for a cost savings of \$75,000 and contracting athletics maintenance services for a cost savings of \$962,000. The umpire efficiency resulted in a reduction of 128 Umpires (6.40 FTE's) and the athletic maintenance services efficiency resulted in a reduction of 21 FTE positions. Reductions to the FY 08 budget included eliminating 54 positions, transferring two positions to Real Estate, and Real Estate transferring one position to Parks. The funding for the Community Services Program Coordinator II for Marine Safety was split-funded between the Countywide General Fund (60%) and the Boat Registration Fund (40%). The budget was reduced as a result of cuts in the following programs: Arts and Crafts Program resulted in a reduction of 11 positions (3.70 FTE's) with a cost savings of \$215,000; Invasive Species Task Force, resulted in a reduction of one position with a cost savings of \$74,000; and the Fun with Nature Program, which resulted in a reduction of 18 positions (3.55 FTE's) with a cost savings of \$216,000. The FY 08 adopted budget reflected reductions of \$901,993 for the following: elimination of Operation Clean Up and elimination of planned staffing for the Apollo Beach Park, Carrollwood Community Center Annex, Cross Creek Neighborhood Park; Branchton Sports Complex, new dog parks, Fishhawk Sports Complex, Rotary All Persons Water Park. Additions to the FY 08 budget included 34 Part-Time Recreation Leaders (16.32 FTE's). Additional operating expenses include: the Northdale-Lake Park Greenway Trail, the Upland Restoration-Triple Creek Greenway Phase II, the Alafia River North Prong-Management Funds; Apollo Beach Nature Preserve Restroom, and Carolyn Meeker and Logan Gate Dog Parks.

The FY 09 adopted budget includes the reduction of \$943,073 for the elimination of the following 14 positions (12.44 FTE's): one Recreation Specialist, two part-time Recreation Specialists, and one part-time Recreation Leader I which were eliminated as a result of the centralization of the athletic office (\$118,637, 4 positions, and 2.44 FTE's); Project Director Park Improvement Program, Principal Planner, and Senior Graduate Architect which were eliminated as a result of the consolidation of Parks Planning and Design with the Real Estate Department (\$342,973, 3 positions, and 3 FTE's); Sr. Secretary, Recreation Specialist, Sr. Recreation Specialist, and Manager of Regional Park Services were eliminated as part of an agreement with the Friends of Carrollwood (\$296,024, 4 positions, and 4 FTE's); and Environmental Specialist I, Environmental Specialist II, and Sr. Personnel Assistant were eliminated as a cost savings for ELAPP Management Support (\$185,439, 3 positions, and 3 FTE's). The FY 09 adopted budget for Parks includes the reduction of \$45,219 in operating expenses and \$725,890 reduction in personal services due to the consolidation of Parks Planning and Design with the Real Estate Department which includes the transfer of seven positions (7 FTE's). Additions to the FY 09 adopted budget include 150 permanent part-time Recreation Leader I positions (72 FTE's) to work five days per week from 2 PM – 6 PM beginning August 17, 2009 to expand the After School Program by providing supervised, planned and structured programs with an emphasis on safety, teamwork, sportsmanship, building self-esteem, drug prevention, leadership, art, education, and social skills. The After School Program expansion is needed to accommodate early release days, camp days for children to have a safe place to go when school is not in session, and reduce the waiting list which averages 2,700 children. Fees will be imposed beginning in January 2009 for the After School Program. Anticipated revenue of \$3,527,000 from these fees will offset the costs for the expansion of the After School Program, funding 25 of the 41 positions that were originally designated to be converted from full time to permanent part time positions, increasing contractual services for field trips, funding the summer enrichment program, and funding 175 positions for summer temporary staff which provides for 8,800 children to attend a nine-week program that operates 10 hours per day. The FY 09 adopted budget reflects the efficiency (\$12,000) of relocating the administrative office from Rivercove in Sulfur Springs to the Pinebrook area of Falkenburg Road. The FY 09 adopted budget reflects the conversion of 16 full-time positions to permanent part-time (7.68 FTE's). These 16 positions were in the After School Program which provides for approximately 5,820 children for a 40-week program that operates four hours per day.

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

MISSION:

Enhance the quality of life in Hillsborough County through the efficient and effective administration of the following core services: Community Planning, Zoning Administration, Special Studies, Transportation Planning, Impact Fee Administration, Concurrency Management, Land Development Permitting, Land Development Inspection, Building Permitting, Building Inspection, Hazard Mitigation Planning, and Phosphate/Land Excavation.

KEY OBJECTIVES:

Subject to budgetary, human resource, and technology constraints, the objectives of the Planning and Growth Management Department are as follows:

1. Community Planning: Engage the population in planning for their neighborhoods, corridors, and other areas so that growth and redevelopment is accommodated in a manner that is acceptable to them.
2. Zoning Services: Assure that the County's Zoning Code and Official Zoning Map are consistent with the County's Comprehensive Land Use Plan and to assure that these documents are kept up to date through the zoning amendment process.
3. Special Studies: Perform special purpose plans and studies as required from time to time by the administration and Board of County Commissioners.
4. Transportation Planning: Assure that levels of service on County roads are maintained and, to the extent possible, improved to better serve the mobility needs of our citizens and visitors.
5. Impact Fee Administration: Assure that the off-site impacts of development are mitigated through the assessment, collection and expenditure of impact fees.
6. Concurrency Management: Assure that the on- and off-site impacts of new development are satisfactorily mitigated concurrent with the completion of the development.
7. Land Development Permitting: Provide review of subdivision and site construction plans for code compliance within the timeframes prescribed by code.
8. Land Development Inspection: Provide inspection and approval of on- and off-site infrastructure which is to be dedicated and conveyed to Hillsborough County.
9. Building Permitting: Assure the health, safety and welfare of the general public by reviewing the specifications of, and issuing a permit for, all new and remodeled building plans for code compliance. (Need a timeframe-See item 10.)
10. Building Inspection: Assure the health, safety and welfare of the general public by inspecting all new and remodeled buildings for conformance with approved plans and permits; and to stop work on any project that lacks a permit while maintaining a 24-hour turnaround on inspection requests.
11. Hazard Mitigation Planning: Minimize the adverse impacts of flooding and other public disasters upon people and property through education and regulation of growth and redevelopment, keeping appeals at less than 1%.
12. Phosphate/Land Excavation: Assure that all Phosphate/Land Excavation and land restoration is conducted in an environmentally acceptable manner.
13. Implement Countywide Strategic Plan Objectives as they pertain to the PGMD.
14. Improve the physical appearance of the community as well as the quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life Survey beginning in FY 05 (Strategic Plan Goal 8, Objectives A & C). Completed.
15. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 2005 (Strategic Plan Goal 7, Objective M). Completed.
16. Ensure projects submitted for permitting after 12/05 that are zoned Planned Development fully comply with zoning approved by the BOCC (Strategic Plan Goal 5, Objective P). Completed.
17. Develop policies in the Comprehensive Plan by 2006 that will promote a balanced and diversified land use pattern and protect agricultural land (Strategic Plan Goal 8, BOCC Initiated Strategy 3). Completed.
18. Provide expanded protection from contamination through the permitting requirement for all the 740 potable water supply wellheads in the County by FY 07 (Strategic Plan Goal 7, Objective E). Completed.
19. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08 (Strategic Plan Goal 7, Objective B). Completed.
20. Online access by citizens to Planning and Growth Management documents (Strategic Plan Goal 8, BOCC Initiated Strategy 1). Completed.
21. Address timing of development in Comprehensive Plan (Strategic Plan Goal 8, BOCC Initiated Strategy 2). Completed.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Community Planning	1				
<i>Workload/Demand</i>					
# of community based plans/studies/reports		102	99	88	88
# of community participants engaged		new	3,200	2,700	2,700
# of community meetings held		new	115	98	85
<u>Continued in "Supplemental Information"</u>					

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$22,204,066	\$22,966,356	\$21,696,871	\$19,340,908
Operating Expenditure/Expense	10,530,330	9,964,620	9,887,813	9,519,540
Capital Equipment	487,926	122,170	187,750	31,850
Capital Outlay	25,709	11,184	90,000	0
Grants & Aids	49,077	42,086	0	0
Other Uses	5,831	9,441	0	0
Total	\$33,302,939	\$33,115,857	\$31,862,434	\$28,892,298

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Unincorporated Area General Fund	\$12,665,470	\$13,283,173	\$12,072,885	\$12,566,662
Unincorporated Area Special Purpose Fund	19,027,612	18,164,404	18,342,497	15,037,519
Intergovernmental Grants	102,494	49,491	0	0
County Transportation Trust Fund	1,014,090	1,066,160	852,276	883,950
Water & Wastewater Utility Enterprise Fd	493,273	552,629	594,776	404,167
Total	\$33,302,939	\$33,115,857	\$31,862,434	\$28,892,298

Funded Positions	326	352	288	243
Funded FTE Positions	327.00	338.52	279.96	234.96

The FY 08 adopted budget included eight position reductions in the Unincorporated Area General Fund. A Receptionist position was reduced in the Planning and Administration program resulting in savings of \$50,204. The Community Design Implementation program included six position reductions: two Community Planner I's, one Manager, one Planning and Zoning Technician, one Planning and Zoning Technician II, and one Senior Planner. Operating costs were reduced by \$25,250 with total cost savings of \$384,974. The GIS and Information Services program had one Manager position reduction resulting in savings of \$77,038. Consultant funding of \$260,000 was eliminated in the Community Based Planning program. Due to changes in cost allocation methodology, indirect costs were reduced by \$1,118,783. Operating costs of \$207,680 were added for the Proportionate Fair Share Program. New fee increases were approved for the Building Services Fund that became effective in FY 08; however, given the downturn in the building industry, position reductions were still necessary. Forty-seven permanent full-time positions were eliminated resulting in savings of \$3,215,253. These included one reduction of each of the following: Permit Intake and Processing Manager, Office Assistant II, Personnel Assistant, Planning and Zoning Technician I, Program Coordinator, Senior Engineering Technician, and Secretary. Also eliminated were two Cashiers, two Chief Inspectors, three Inspector II's, three Inspector III's, three Plans Examiner I's, nine Construction Permit Technician I's, and 18 Inspector I positions. Nine temporary positions (3.54 FTE's) were eliminated including three Construction Permit Technician I's, three Inspector I's, and three Office Assistants resulting in savings of \$112,023 in each year. The Stormwater and Transportation Site and Subdivision Construction and Inspections Fee Schedule was amended to allow full cost recovery for seven positions and operating costs of \$606,307. The Northwest Satellite Office was eliminated. Additional OPTIX storage was included at a cost of \$39,000. Commercial Permitting was relocated to NetPark at a cost of \$142,500. Technology upgrades were included at \$92,030. The operating budget was reduced by \$17,757. Due to changes in cost allocation methodology, indirect costs were reduced by \$526,889.

The FY 09 adopted budget for the Unincorporated Area General Fund is reduced by \$1,251,406 and 18 positions. This includes a reduction of \$301,280 in the Zoning Administration and Customer Service program where five positions totaling \$298,060 are eliminated; two Planning and Zoning Technician I's, one Planning and Zoning Technician II, one Principal Planner and one Office Assistant II. Operating costs are reduced by \$2,600. It is anticipated that this will slow the overall review process and the review of special emphasis projects. Zoning and BOCC Special Projects are reduced by \$616,753 that includes the following eight positions at a cost of \$606,328: three Planning and Zoning Technician II's, one Community Codes Investigator II, one Community Planner I, one Community Planner II, one Senior Planner, and one Executive Planner. Operating costs are reduced by \$10,425. These reductions will limit the Department's ability to conduct special studies. The review of land alteration applications for single-family homes will be impacted and code enforcement services for environmental standards will be reduced. The Zoning and Land Development Review program is reduced by \$142,060 with the elimination of a Manager of Site Plan and Subdivision Review. Two long-term vacancies, a Site and Subdivision Review Manager, and a Professional Engineer I are eliminated for a cost savings of \$191,313. Two limited-duration Senior Planner positions expired in January 2008. In April 2008, the Backflow Prevention Program was transferred to Water Resource Services. This included three positions and operating costs totaling \$231,671 funded in the Utility System and Operating Maintenance account. Additionally, one Inspector III was transferred from the Building Services Fund at a cost of \$93,965. The Building Services Fund required a Reduction in Force (RIF) in April 2008 due to the continued economic downturn in the housing industry. Twenty positions were eliminated including three Plans Examiner I's, two Senior Supervisors, and one each of the following: General Manager I, General Manager II, General Manager III, Satellite Permit Office Manager-Plant City, Accounting Clerk II, Cashier I, Cashier II, Chief Inspector, Construction Permit Technician I, Executive Secretary, Inspector I, Inspector II, Office Assistant, Senior Secretary and Senior Personnel Assistant. Additionally, three positions; an Inspector I, Inspector II and Inspector III were transferred to Water Resource Services with the expectation that they will be transferred back to the Building Services Fund as activity and resources increase. Funding of \$23,800 is included for a building permit fee analysis update.

PROCUREMENT SERVICES

MISSION:

The Department of Procurement Services is committed to maintaining public trust and providing excellent customer service by obtaining quality 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. Procurement Services has the responsibility to obtain the best value for the tax dollar in a fair and efficient 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 \$10,000 and \$25,000) with an average turnaround time of 7 days.
2. Manage central procurement for formal bids (exceeding \$25,000) with an average turnaround time of: commodities (80 days), term contracts (80 days), services (80 days), and construction (110 average days), 85% of the time for formal requests for proposals (exceeding \$25,000) with an average turnaround time of 180 days, 85% of the time.
3. Manage automated purchasing activity and issue 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 semi-annual user group meetings.
5. To achieve an average annual Point-of-Services rating of 90% and an Internal Survey result of 10.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Central Procurement-Informal (Between \$2,500 and \$25,000)	1				
<i>Workload/Demand</i>					
# of informal procurements		1,520	1,186	---	---
<i>Efficiency</i>					
cost per informal procurement		\$224	\$319	---	---
<i>Effectiveness</i>					
average turnaround time for informal procurement		7	7	---	---
Central Procurement-Informal (Between \$10,000 and \$25,000)	1				
<i>Workload/Demand</i>					
# of informal procurements		---	---	321	350
<i>Efficiency</i>					
cost per informal procurement		---	---	\$847	\$816
<i>Effectiveness</i>					
average turnaround time for informal procurement		---	---	14	14
Central Procurement Formal (Exceeding \$25,000)	2				
<i>Workload/Demand</i>					
# of awards		355	325	283	311
<i>Efficiency</i>					
cost per formal procurement		\$2,673	\$3,394	\$3,545	\$3,387
<i>Effectiveness</i>					
% of procurements without protest		94.0%	91.0%	95.0%	95.0%
% of procurements without successful protest		98.0%	97.0%	99.0%	99.0%
Automated Procurement Services Activities	3				
<i>Workload/Demand</i>					
# of department purchase orders (DPO) issued annually		6,946	5,498	4,095	4,095
# of purchase orders (PO and BPO) issued annually		2,263	1,872	931	931
<i>Efficiency</i>					
avg. Department Purchase Order (in dollars)		\$893	\$1,146	\$2,452	\$2,500
avg. cost per PO (based on Procurement Services staff only)		\$175	\$234	\$444	\$466
<i>Effectiveness</i>					
DPO total dollars (in millions)		\$6.2	\$6.3	\$10.0	\$10.0
avg. time for a PO (in days)		4	4	4	4

Continued in "Supplemental Information"

PROCUREMENT SERVICES

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$2,492,248	\$2,512,039	\$2,603,371	\$2,623,487
Operating Expenditure/Expense	90,720	100,684	96,183	95,718
Capital Equipment	2,826	1,179	0	0
Total	\$2,585,794	\$2,613,902	\$2,699,554	\$2,719,205

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$2,585,794	\$2,613,902	\$2,699,554	\$2,719,205
Total	\$2,585,794	\$2,613,902	\$2,699,554	\$2,719,205

Funded Positions	35	35	33	32
Funded FTE Positions	35.00	35.00	33.00	32.00

The FY 06 adopted budget added one Executive Secretary position to increase the proficiency in the procurement of commodities and services for the County. The Procurement Services Department's operating budget added one-time funding in the amount of \$77,400 for an online vendor application system (WebProcure) and \$30,000 for consulting services to analyze the County's procurement software. Finally, \$9,000 was added annually for an online WebSurveyor license to better screen and manage vendors and vendor contracts for the County.

The FY 07 adopted budget added \$25,200 for the second phase of the WebProcure vendor application software implementation.

The FY 08 adopted budget was cut by \$129,650 eliminating a Buyer and a Senior Secretary position. The cancellation of the WebProcure Online Vendor Registration module project resulted in the elimination of a \$25,200 annual maintenance agreement.

The FY 09 adopted budget includes the elimination of a Senior Procurement Analyst and related expenses.

PUBLIC SAFETY DEPARTMENT

MISSION:

Support public safety agencies by administering the 9-1-1 emergency telephone system; provide dispatch services for medical, fire, and mental health responses; provide general support to citizens and government agencies in matters relating to emergency preparedness and public safety; provide crime prevention and personnel safety for County operations; and administer the marine safety program.

KEY OBJECTIVES:

1. Answer, triage, and allocate appropriate emergency resources for 200,000 requests for service within 90 seconds, and provide pre-arrival medical instructions.
2. Plan, coordinate, and execute drills and exercises to include various volunteers, private non-profit organizations, city, county, state, and federal agencies in various areas such as natural disasters, industrial accidents, and terrorism with at least two exercises per year.
3. Enforce Florida Statute 365.171, 2, 3, 4 (9-1-1 Telephone Legislation) and HC Ordinance 89-05 (Uniform Building Numbering System) and maintain integrity of the address database to ensure 9-1-1 calls are delivered to appropriate Public Safety Answering Points (PSAP's) with 97% accuracy.
4. Perform 24 hour, 7-day a week security functions, including courthouse screening, to safeguard County personnel and property, confiscating 99.9% of prohibited items.
5. Maintain the County uniform waterway marker system. Manage the County derelict vessel removal grant program to ensure removal of vessels within three months of grant approval.
6. After the occurrence of a declared emergency, measure citizen satisfaction with Hillsborough County's preparedness and response by means of a survey; based on the survey results, adopt milestones for continuous improvement. (Strategic Plan Goal 5, Objective B.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Fire/Medical Emergency Dispatch Services	1				
<i>Workload/Demand</i>					
# of fire, medical, & miscellaneous calls received		224,082	n/a	n/a	n/a
% of calls requiring pre-arrival medical instructions		85.0%	n/a	n/a	n/a
<i>Efficiency</i>					
# of calls per FTE		8,003	n/a	n/a	n/a
<i>Effectiveness</i>					
average 9-1-1 answer time (in seconds)		5	n/a	n/a	n/a
Emergency Management Readiness	2				
<i>Workload/Demand</i>					
# of exercises		10	n/a	n/a	n/a
# of emergency events		TBD	n/a	n/a	n/a
<i>Efficiency</i>					
# of people per event		275	n/a	n/a	n/a
# of people surveyed		TBD	n/a	n/a	n/a
<i>Effectiveness</i>					
# of individuals participating in all events		2,750	n/a	n/a	n/a
customer satisfaction		92.0%	n/a	n/a	n/a
9-1-1 Network	3				
<i>Workload/Demand</i>					
# of 9-1-1 calls		937,440	n/a	n/a	n/a
# of new addresses issued		15,000	n/a	n/a	n/a
<i>Efficiency</i>					
# of new addresses issued per FTE		3,750	n/a	n/a	n/a
<i>Effectiveness</i>					
% of address accuracy in 9-1-1 database (goal 95%)		99.97%	n/a	n/a	n/a
% of calls answered in busiest hour (goal 95%)		97.0%	n/a	n/a	n/a

Continued in "Supplemental Information"

PUBLIC SAFETY DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$7,559,540	\$91,017	\$0	\$0
Operating Expenditure/Expense	3,908,601	107,592	0	0
Capital Equipment	163,363	53,737	0	0
Grants & Aids	1,571,126	0	0	0
Total	\$13,202,630	\$252,346	\$0	\$0

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$5,342,125	\$0	\$0	\$0
Unincorporated Area General Fund	1,806,377	0	0	0
Countywide Special Purpose Revenue Fund	5,628,212	0	0	0
Intergovernmental Grants	425,916	252,346	0	0
Total	\$13,202,630	\$252,346	\$0	\$0

Funded Positions	143	N/A	N/A	N/A
Funded FTE Positions	141.30	N/A	N/A	N/A

The FY 06 adopted budget added funding to provide security to the Clerk of the Circuit Court's satellite office in Brandon and additional security in Floriland Mall. Two annual telephone database updates to the Dialogic Call-out System (commonly referred to as "reverse 9-1-1") were included. One-time funding was added for the installation of a wireless data network in the Emergency Operations Center. Contracted services funds were added for support of the Emergency Operations Center and the 9-1-1 Emergency Dispatch Center computer and telephone systems. Additional 9-1-1 funds are budgeted to help offset some of the salary, operating, education and training expenses incurred by other 9-1-1 call answering agencies within the County. Also included in the budget is a Secure Private Network connecting Public Safety Answering Points (PSAP's) and the Hillsborough County 9-1-1 Administration Office to allow for accessing data and electronic communications between agencies. The Streets and Addresses Unit and the Address Enforcement Unit budgets include funds for streets and addressing automation. In order to streamline the workflow process, staff will utilize document imaging, electronic file storing and complete a program to create an electronic Addressing Map providing the exact location of each addressed structure within the unincorporated areas of the County. The FY 06 position and FTE counts increased to account for budgeted temporary positions in the 9-1-1 Emergency Dispatch Center budget. The FY 06 budget reflects \$161,545 in efficiency savings as a result of a wireless regional selective router for the 9-1-1 network.

As a result of an organizational restructuring during FY 06 (Administrative Order #06-02), the Public Safety Department was eliminated and the Emergency Dispatch Center, Emergency Management, and Security Services Agency were created. The Marine Safety program was transferred to the Parks, Recreation and Conservation Department and 9-1-1 Administration was transferred to the Information and Technology Services Department.

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 service guarantee response time of within 24 hours of report 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 a service guarantee response time of 72 hours of report for pothole patching.
5. Locate mosquito breeding sites; conduct source reduction to decrease larvae and adult population numbers to improve the quality of life within Hillsborough County maintaining 75% of activities on time per schedule.
6. Maintain wetlands mitigation sites within compliance standards of government agency permits by achieving less than 10% nuisance/exotic vegetation.
7. Decrease the vehicle crash rate per million entering vehicles (MEV) by 5% by FY 10 (Strategic Plan Goal 6, Objective A).
8. Board Initiated Strategies--Collector road traffic calming efforts (Strategic Plan Goal 6, BOCC Strategy 3).
9. Increase the number of bike lanes by 5% by FY 10 (Strategic Plan Goal 6, Objective D).
10. Reduce the preventable pedestrian accident rate per 100,000 population. (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.) (Strategic Plan Goal 6, Objective E)
11. Add intersection red light cameras at deadliest intersections (will have to have legislative authority and cooperation from the Florida Department of Transportation) (Strategic Goal Plan 6, BOCC Strategy 1).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
CIP Project Management	1,3				
<i>Workload/Demand</i>					
# of CIP projects managed		240	238	353	342
<i>Efficiency</i>					
contain construction contract costs within 5% of award for all projects > \$1 million		11.22%	2.3%	5.0%	5.0%
<i>Effectiveness</i>					
meet substantial completion within 60 days		65.0%	96.9%	94.0%	80.0%
avoid litigation in 98% of construction contracts		100%	100%	100%	98.0%
Street Maintenance	4				
<i>Workload/Demand</i>					
# of road surface potholes patched		22,799	32,427	24,382	26,819
# of ditch/canal miles maintained/repared		101.79	138.05	112.38	123.62
# of sidewalk hazards eliminated		3,551	13,755	13,272	14,599
# of miles of stormwater pipes cleaned		28.23	33.99	31.87	35.05
# of miles of new bike lanes		3.8	28.6	4.33	3.0
<i>Efficiency</i>					
cost per pothole patched		\$60.77	\$38.56	\$22.45	\$24.69
cost per mile ditch/canals maintained/repared		\$12,176.57	\$13,236.20	\$14,183.71	\$15,602.09
cost per instance to mitigate sidewalk safety hazard		n/a	\$167	\$ 183	\$183
cost per mile to clean stormwater pipes		\$6,849.54	\$7,507.13	\$11,088.58	\$12,197.44

Continued in "Supplemental Information"

PUBLIC WORKS DEPARTMENT

Appropriations	FY 06	FY 07	FY 08	FY 09
	Actual	Actual	Adopted	Adopted
Personal Services	\$39,165,820	\$42,522,808	\$43,235,542	\$44,350,587
Operating Expenditure/Expense	36,978,291	40,226,335	41,368,553	39,254,023
Capital Equipment	715,412	784,983	50,000	40,000
Capital Outlay	0	25,531	200,000	200,000
Total	\$76,859,523	\$83,559,657	\$84,854,095	\$83,844,610

Budget by Fund	FY 06	FY 07	FY 08	FY 09
	Actual	Actual	Adopted	Adopted
Countywide General Fund	\$2,439,805	\$3,018,436	\$2,759,163	\$2,956,202
Unincorporated Area General Fund	16,093,897	17,089,934	15,730,660	14,383,985
Countywide Special Purpose Revenue Fund	2,902	3,178	8,667	0
Unincorporated Area Special Purpose Fund	758,946	763,462	824,884	837,008
Intergovernmental Grants	796,696	427,506	509,998	460,329
County Transportation Trust Fund	56,767,277	62,257,141	65,020,723	65,207,086
Total	\$76,859,523	\$83,559,657	\$84,854,095	\$83,844,610

Funded Positions	758	758	740	714
Funded FTE Positions	693.10	693.10	675.10	652.75

The FY 06 and FY 07 adopted budgets add two positions. A Senior Asset Coordinator position was added to manage and provide asset inventory inspections and provide data entry into the asset management system to comply with GASB. An Electronics Technician III was also added to locate communication lines on County-owned rights-of-way to meet increasing demands for service by Hillsborough County citizens and to maintain compliance with the Florida Statute. The Unincorporated Area General Fund included \$1.5 million per year to provide funding for the processing of approximately 220,000 cubic yards of accumulated ditch material at the four Transportation Maintenance Units and Stormwater Maintenance Unit. This budget included an additional \$2.2 million in FY 06 and \$2.35 million in FY 07 for transportation maintenance programs and \$1.94 million in FY 06 and \$2.4 million in FY 07 to improve pedestrian safety and to decrease the rate of preventable intersection crashes which represented one of the Board's strategic goals in improving transportation in Hillsborough County. The FY 06 and FY 07 budgets also reflect \$557,867 and \$568,050 respectively in efficiency savings. These savings resulted from the reduction of six positions and temporary salaries (\$405,258 in FY 06 and \$415,391 in FY 07); three pieces of surplus heavy equipment, in-house asphalt testing versus contractual asphalt testing, elimination of a vehicle, performance of in-kind services to offset the rental of facilities, use of generic herbicides versus brand, use of fixed wing aircraft versus helicopters for more efficient chemical applications (\$187,489 per year); placing inventory orders just in time versus carrying stockpiles, and reducing the reliance on cell phone usage (\$115,120 per year). As a result of reductions in salary, contractual services increased by \$150,000 in each year. The FY 07 adopted budget also included an additional \$60,000 in Transportation Trust Fund funding as a result of contract modification during FY 06 with CSX to accommodate additional railroad warning/crossing maintenance.

The FY 08 adopted budget eliminated 18 positions (3 Engineering Technicians, 1 General Manager I, 1 Executive Secretary, 1 Senior Professional Engineer, 3 Office Assistants, 2 Environmental Technician I's, 3 Transportation Workers, 2 Plant Maintenance Mechanics, 1 Construction Equipment Operator, and 1 Stormwater Management Manager) and reduced the operating budget within Stormwater Investigations, Stormwater Administration, Customer Service, Street Sweeping, Transportation Maintenance, and Sediment Remediation as a result of budget cuts. The FY 08 budget reflected \$32,174 in efficiency savings. This savings results from a device constructed to service collapsed metal drainage culverts which restores their shape and functionality, thereby extending their useful life at a minimal cost. The budget included additional funding to support a Residential Streetlighting Management Automation System in the amount of \$65,000. This project automated many of the processes that were required to balance the district street lighting billing with the tax rolls by utilizing a GIS based approach. The Stormwater Management Operating Fund reduced funding of this program as a result of increased contributions from United States Geological Services. In FY 09, funding for processing of approximately 55,000 cubic yards of accumulated ditch material at the four Transportation Maintenance Unit yards was transferred to Capital Projects.

The FY 09 adopted budget eliminates funding for the oral rabies vaccine bait distribution program and includes an additional \$160,000 to cover the cost of a helicopter lease while the current Mosquito Control helicopter is grounded for maintenance. Six community relations positions were transferred from the Communications Department to Public Works. Several areas within Public Works reflect a reduction of service, such as senior safety zones, residential traffic calming, maintenance of roads, mowing, channelization program review, pedestrian and bicycle safety, contracted street sweeping, stormwater maintenance, and plans review. The budget includes the elimination of 25 positions associated with the various programs that were reduced. Seven long-term vacant transportation worker positions were also reduced. As an efficiency savings, three positions were transferred from the Unincorporated Area General Fund to the Stormwater Operating Fund.

REAL ESTATE DEPARTMENT

MISSION:

Provide comprehensive real estate management and services in a professional and cost effective manner for the benefit of the citizens of Hillsborough County while instilling a sense of employee pride and dedication.

KEY OBJECTIVES:

1. Effectively maintain over 318 County facilities with over 4.55 million square feet; maintain utility cost for County Center below average cost of commercial buildings in the downtown area.
2. Manage the CIP construction for the Courts, public safety, jails, libraries, fire stations, and other government facilities on time and within 5% of award. Manage small construction projects via R3M Program in order to provide safe, efficient and accessible facilities for citizens and county staff. R3M program to complete all planned projects within 12 months of start.
3. Provide real estate services to support CIP (Capital Improvement Program)/CIT (Community Investment Tax)/ELAPP (Environmental Land Acquisition Protection Program) and on-going non-capital programs (i.e., Dirt Road Program, Developer Road Projects and Developer Projects, Tampa Bay Water). Close 60% of Right-of-Way parcels prior to eminent domain litigation.
4. Pursue the acquisition of environmentally sensitive and significant resources by leveraging ELAPP funding with 40% non-county funding on an average gross annual basis. (Strategic Plan Goal 7, Objective F.)
5. Provide quality, professional surveying and mapping services for CIP/CIT programs; enhance Geographical Information System (GIS) services and Right-of-Way Inventory Program; and meet mandatory plan review deadlines (5 or 10 day) 100% of the time.
6. Provide professional property management as landlord and as tenant, keeping average cost per square foot of office space as tenant below \$13.50.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Real Estate Acquisition	3,4				
<i>Workload/Demand</i>					
# of CIP projects/parcels completed		26/98	40/85	45/100	45/100
# of acres acquired for ELAPP (contracted)		43,522	800	700	700
% of purchase price secured in non-county funding for ELAPP		37.97%	50.0%	40.0%	40.0%
<i>Efficiency</i>					
ELAPP purchase as a % of highest appraised value					
<i>Effectiveness</i>					
% of parcels closed prior to litigation		91.0%	95.0%	95.0%	95.0%
		72.45%	60.0%	60.0%	60.0%
Property Management	6				
<i>Workload/Demand</i>					
# of leased/licensed properties managed		219	189	194	198
<i>Efficiency</i>					
average cost per sq. ft. of office space as tenant		\$12.50	\$12.50	\$12.50	\$12.50
<i>Effectiveness</i>					
revenue generated from leased/licensed property (includes parking revenue)		\$1.96 million	\$1.77 million	\$1.77 million	\$1.77 million
Technical Support	3				
<i>Workload/Demand</i>					
# of technical reviews for capital projects		276	350	350	350
<i>Efficiency</i>					
# of public information		1,661	1,700	1,700	1,700
<i>Effectiveness</i>					
% of BOCC approval of staff recommendations on vacating petitions		93.6%	98.0%	98.0%	98.0%
% customer satisfaction (based on departmental surveys)		100%	100%	100%	100%

Continued in "Supplemental Information"

REAL ESTATE DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$15,160,135	\$16,087,508	\$17,037,474	\$17,748,037
Operating Expenditure/Expense	13,246,876	13,096,290	16,831,002	14,730,253
Capital Equipment	233,429	139,104	0	0
Capital Projects	26,750	66,826	0	0
Total	\$28,667,190	\$29,389,728	\$33,868,476	\$32,478,290

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$19,933,221	\$21,344,588	\$25,346,291	\$23,797,483
Unincorporated Area General Fund	5,520,869	4,635,335	4,692,917	5,051,148
Countywide Special Purpose Revenue Fund	10,388	696	0	0
Intergovernmental Grants	125,936	76,401	50,000	0
County Transportation Trust Fund	2,489,386	2,687,736	2,993,997	3,168,686
Enviro Sensitive Lands Tax/Bond Fund	262,067	304,759	344,353	0
Water & Wastewater Utility Enterprise Fd	325,323	340,213	440,918	460,973
Total	\$28,667,190	\$29,389,728	\$33,868,476	\$32,478,290

Funded Positions	266	262	256	247
Funded FTE Positions	258.57	254.57	250.33	246.50

The FY 07 adopted budget added one R3M Construction Inspector to increase the current pace of facility inventory and assessment inspections and reduced the cycle time for facility inspections. The budget also included funding from Water Resource Services for the addition of an R3M Water Resource Service Construction Manager to perform building assessment inspections and vertical construction with Water Resource Service facilities countywide. The Facilities Management Division budget included expanded services at Senior Adult Day Care Centers that upgraded the level and frequency of custodial services and lawn care. Two positions, associated operating expenses and equipment were added to Facilities Building Maintenance to perform maintenance and services for additional new facilities (four new buildings in FY 06 and seven in FY 07). During FY 05, two limited duration positions in the Right-of-Way Inventory Program were eliminated and the budget was transferred to contracted services. The remaining five positions were eliminated at the end of FY 06 (of these five positions, two were removed in the middle of FY 06). The biannual Countywide Aerial Mapping was included in the budget to continue providing a detailed high resolution digital image of the entire 1,074 square miles of the County, which was utilized by many departments and agencies in the county and region. The FY 06 and FY 07 position and FTE counts increased to account for budgeted temporary positions in accordance with Board policy. The FY 06 and FY 07 budgets also reflect \$23,939 and \$26,293 respectively in efficiency savings as a result of a reduction of a Land Agent position for the South County Regional Service Center from full-time to part-time. In order to maintain and update the Right-of-Way Inventory Program, two permanent positions and associated operating expenses were included in this FY 07 adopted budget. The FY 07 adopted budget deleted, within the Right-of-Way Inventory Program, three limited duration positions that expired at the end of FY 06. The adopted budget included an increase of \$540,650 to cover electrical cost increases. The budget also included \$200,000 for an update in the Building Maintenance and Repair/Property Management/Leases/Architectural and Project Management Services Master Plan originally developed in 1988. Finally, the FY 07 adopted budget included \$80,000 to purchase an integrated software package to streamline information reporting and sharing between County departments and external federal and state agencies during a disaster event. This adopted expenditure reduced information processing and transfer time from hours to minutes.

The FY 08 adopted budget included a reduction-in-force totaling six positions. These positions were Temporary Engineering Technician I's, one Supervisor, one Senior Engineering Specialist, one Manager of Property Management, one Engineering Technician, and a temporary Office Assistant position which was cut as a department efficiency. Further reductions to the Department's budget included \$35,000 from the County Surveyor program. Another \$109,000 was cut from the Plat Reviews program. The budget added \$325,000 for a Countywide Aerial Photography program. This budget's operational funding increased approximately \$2 million to cover the rising costs of electricity and commercial insurance for this department. The FY 08 budget cut funding to the Public Art program as an efficiency totaling \$12,304. Operational funding increased approximately \$900,000 to cover the rising costs of electricity and commercial insurance.

The FY 09 adopted budget reflects a reduction of 17 positions, one of which was a long-term vacant Architect position. They include elimination of a survey crew, parking administration and temporaries. Additional positions were eliminated due to productivity being maintained through the purchase of new equipment such as the GPS and Robotic station. The transferring of the Planning and Design Section of the Parks, Recreation and Conservation Department to the respective sections within the Real Estate Department includes seven positions. Commercial insurance, which covers facilities that are not used exclusively by one county agency such as the County Center and Courts, had previously been included as a part of the Facilities Management Division of the Real Estate Department was transferred to allotments.

SECURITY SERVICES AGENCY

MISSION:

Provide general support to citizens and government agencies in matters relating to security; prevent unauthorized items from entering Courthouse facilities; provide crime prevention and personnel safety for County operations.

KEY OBJECTIVES:

1. Perform 24 hour, 7-day a week security functions, including courthouse screening, to safeguard County personnel and property, confiscating 99.9% of prohibited items.
2. Provide daily escorts for Children Justice Center for the safety of the children, families, staff and transporters.
3. Maintain a one day turnaround on Incident/Event Reports. Provide Incident/Event Reports to various departments and agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Security Functions					
<i>Workload/Demand</i>					
# of people screened entering courthouse	1	2,837,726	2,689,475	3,000,000	3,200,000
# of escorts/visits for Children Justice Center	2	2,614	2,944	3,000	3,200
# of incident reports written	3	138	69	80	100
# of incidents reported to Risk Management	3	10	12	10	10
<i>Efficiency</i>					
# of people screened per FTE	1	36,853	34,928	36,000	38,000
# of visits per FTE	2	34	38	39	42
<i>Effectiveness</i>					
# of prohibited items prevented from entering courthouse	1	31,836	29,485	31,000	32,000
% of visitor satisfaction	2	100%	100%	100%	100%
% of reports completed in 24 hours	3	100%	100%	100%	100%

SECURITY SERVICES AGENCY

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$0	\$3,861,439	\$4,329,218	\$4,576,407
Operating Expenditure/Expense	0	196,170	210,585	224,706
Capital Equipment	0	35,892	38,500	87,000
Total	\$0	\$4,093,501	\$4,578,303	\$4,888,113

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$0	\$4,093,501	\$4,578,303	\$4,888,113
Total	\$0	\$4,093,501	\$4,578,303	\$4,888,113

Funded Positions	N/A	80	80	83
Funded FTE Positions	N/A	80.00	80.00	83.00

As a result of an organizational restructuring during FY 06 (Administrative Order #06-02), the Public Safety Department was eliminated and the Security Services Agency was created.

The FY 07 adopted budget included additional funding to provide security at the Clerk of the Circuit Court's satellite office located at the Southshore Regional Service Center.

The FY 08 adopted budget was funded below continuation level and reduced the Department's operating funding by \$5,000.

The FY 09 adopted budget increases funding to support the provision of point of entry protection to the County Center Boardroom and to provide a security presence at other BOCC public meetings in County Center. This represents a total increase of \$205,050. This increase includes three Public Safety Officer positions, a walk-through metal detector, a hand-held scan wand and standard issue officer equipment.

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 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Waste Collection	1				
<i>Workload/Demand</i>					
total tons collected (residential)		355,045	357,885	365,686	376,675
# of residential customers receiving collection service		234,189	233,563	251,298	260,960
tons of solid waste transferred		327,266	336,536	337,158	342,215
tons of recycled solid waste collected (residential)		29,481	29,545	29,776	30,074
<i>Efficiency</i>					
cost per ton of solid waste collected (residential)		\$56.85	\$58.34	\$68.16	\$75.01
<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		0.86	0.85	0.82	0.80
tons of recyclables collected per residential unit		0.13	0.13	0.12	0.12
Waste Disposal	2				
<i>Workload/Demand</i>					
tons of solid waste landfilled		560,270	573,296	585,617	459,737
tons of solid waste incinerated		360,259	351,665	371,000	551,000
tons of yard/wood waste processed		200,924	198,867	205,322	209,827
<i>Efficiency</i>					
costs per ton of solid waste landfilled		\$17.67	\$17.76	\$32.31	\$32.55
costs per ton of solid waste incinerated		\$43.31	\$44.50	\$47.86	\$45.35
costs per ton of yard/wood waste processed		\$14.33	\$13.15	\$24.12	\$25.22
<i>Effectiveness</i>					
Resource Recovery Boiler Availability Factor		91.5%	90.4%	91.5%	91.5%

Note: Reference Efficiency costs per ton of solid waste landfilled
 - GASB 18 requirement for FY 05 was fully funded for Landfill
 phases 1-6

SOLID WASTE MANAGEMENT DEPARTMENT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$8,681,444	\$9,167,062	\$9,746,155	\$10,085,833
Operating Expenditure/Expense	55,509,715	58,817,483	70,268,828	76,975,047
Capital Equipment	1,801,166	1,572,676	2,005,000	851,000
Capital Projects	94,685	187,110	0	0
Other Uses	38,201	45,361	0	0
Total	\$66,125,211	\$69,789,692	\$82,019,983	\$87,911,880

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Grants	\$16,956	\$0	\$0	\$0
Solid Waste System Enterprise Fund	66,108,255	69,789,692	82,019,983	87,911,880
Total	\$66,125,211	\$69,789,692	\$82,019,983	\$87,911,880

Funded Positions	150	154	154	154
Funded FTE Positions	150.00	154.00	154.00	154.00

The FY 06 adopted budget added eight positions which included seven equipment operators at the transfer facilities and one equipment operator for the tire processing facility. One-time funding for the purchase of three additional trailers and a new phone system was included for the Northwest Transfer facility. Funding for a portable building with bathroom/office for the leachate plant, new portable generators and a portable storage container was included for the Southwest County Landfill. Six defibrillators were included in the FY 06 adopted budget for use at various Solid Waste Management facilities. Construction improvements and better task scheduling at the closed landfill facilities resulted in efficiency savings of \$78,300 in FY 06. The efficient utilization of biological treatment at the Leachate Treatment facility resulted in savings of \$60,000 in FY 06. The use of tire chips rather than sand in the construction of cells at the Southeast County landfill accounted for a savings of \$426,926 in FY 06. The approval by FDEP of annual, as opposed to semi-annual, groundwater monitoring of the closed Leto High School landfill saved the Department \$3,000.

The FY 07 adopted budget included the addition of two equipment operators at the Northwest Transfer facility. Included in the FY 07 adopted budget were efficiency savings of \$128,750 which represented \$78,750 due to construction improvements and better task scheduling at the closed landfill facilities and \$50,000 due to use of tire chips at the Leachate Treatment facility. Two permanent Equipment Operator I positions were included to replace the utilization of two temporary Laborer positions. An additional \$996,518 for fuel adjustment to franchise collectors and increased curbside collection was included.

The FY 08 adopted budget included \$215,000 in funding for the Southeast Landfill site environmental resource permit to provide overall site stormwater management. New equipment for the Southeast County Waste Tire Processing Facility was funded from efficiencies realized from the restructuring of Keep Hillsborough County Beautiful. Funding for the South County and Northwest County Transfer Stations expansions was absorbed within the continuation budget. The FY 08 budget included elimination of the Operation Clean Sweep Program (\$250,000).

The FY 09 adopted budget is funded at continuation level.

WATER RESOURCE SERVICES

MISSION:

Provide for the treatment and delivery of potable water, collection and treatment of wastewater, and the distribution of reclaimed water within the approved utility service area. Provide these services under established programs to address present and future customer needs in conformance with local, state, and federal regulations in an environmentally sensitive and cost conscious manner, utilizing continuous improvement processes.

KEY OBJECTIVES:

1. Maintain the average per capita potable water use at 107 gallons per day in a wet weather year, 120 gallons in an average year, and 130 gallons in a dry year. (Strategic Goal 7, Objective A).
2. Treat and dispose all wastewater received from customers within the service area efficiently and effectively, while complying with regulatory requirements.
3. Sustain the reuse of 55% of reclaimed water supply to offset increased demands of potable water through FY 2010. (Strategic Goal 7, Objective H).
4. Define the customer satisfaction rating with the quality of Departmental services being provided. (Strategic Goal 3, Objective C).
5. Define Departmental customers' satisfaction with the value of service provided as compared to the costs of the services. (Strategic Goal 3, Objective B).
6. Maintain 5% or less bad debt write-off as a percentage of year-end accounts receivable balance.
7. Reduce downtime caused by electrical power outages at County water and sewer treatment, and pumping facilities by increasing the percentage of mitigation from 14% experienced in FY 2004 to 20% by FY 2010 (Strategic Goal 5, Objective C).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Water Program (excluding bulk water purchased)	1				
<i>Workload/Demand</i>					
average annual customer accounts (ERC's)		185,198	192,159	193,199	196,800
<i>Efficiency</i>					
average annual costs per customer account		\$206	\$210	\$211	\$233
<i>Effectiveness</i>					
average per capita potable water usage per day		109	108	101	120
% of compliance w/reg requirements for water quality standards		100.0%	100.0%	100.0%	98.0%
Wastewater Program	2				
<i>Workload/Demand</i>					
average annual customer accounts (ERC's)		193,319	202,338	204,815	207,800
<i>Efficiency</i>					
average annual costs per customer accounts		\$324	\$351	\$369	\$410
<i>Effectiveness</i>					
% of compliance w/reg requirements for w/water qual. standards		92.6%	96.1%	98.0%	98.0%
Reclaimed Water Program	3				
<i>Workload/Demand</i>					
average annual customer accounts		13,508	14,592	14,763	14,900
<i>Efficiency</i>					
average annual costs per customer accounts		\$153	\$154	\$147	\$201
<i>Effectiveness</i>					
percentage delivered of available effluent		58.0%	62.0%	59.0%	55.0%

Continued in "Supplemental Information"

WATER RESOURCE SERVICES

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$38,567,438	\$41,581,303	\$47,866,770	\$50,161,630
Operating Expenditure/Expense	80,530,839	93,644,136	105,651,518	104,911,449
Capital Equipment	2,597,898	3,249,708	6,030,020	2,181,399
Capital Projects	608,645	13,312	0	0
Total	\$122,304,820	\$138,488,459	\$159,548,308	\$157,254,478

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Unincorporated Area General Fund	\$87,798	\$83,683	\$186,900	\$145,300
Unincorporated Area Special Purpose Fund	128,798	13,229	252,803	252,803
Intergovernmental Grants	194,326	6,588	0	0
Water & Wastewater Utility Enterprise Fd	121,863,486	138,389,953	159,108,605	156,856,375
Impact Fees Special Asses	30,412	0	0	0
Total	\$122,304,820	\$138,493,453	\$159,548,308	\$157,254,478

Funded Positions	649	656	719	731
Funded FTE Positions	647.46	654.46	719.00	731.00

The FY 06 adopted budget added thirty-five positions. Nine of the positions were added to perform preventive maintenance on Water Resource Services facilities. The increase in customers resulted in the addition of eighteen positions to handle customer inquiries, account billing, payments, collections, and expansion of Residuals Reclamation Facility. One position was added to service the increased number of facilities needing odor control equipment and/or chemical treatment. Two additional positions provided assistance in field locating functions for all Water Resource Services facilities. Two temporary positions were added in compliance with the BOCC approved policy on temporary positions. The Water Resource Team budget which includes three positions was included in the Water Resource Services budget to reflect the County Administrator's reorganization plan. The Water Resource Services Department provided funding for two additional positions in Planning and Growth Management and one additional position in Real Estate. An efficiency proposal to change installing sewer clean-outs for existing customers that experience problems resulted in a \$1,200,000 savings. The acquisition and operation of portable fuel powered pumps and generators at a cost of \$650,700 was used to keep sewage flowing even during power interruptions.

The FY 07 adopted budget added seven positions. Five positions were added to perform preventive maintenance, with two positions added for customer service. Included in the FY 07 adopted budget was \$7,000,000 for replacing the Water Resource Services Department's customer billing system and \$400,000 for replacement of the existing Aspen Laboratory Information Management System database. Also included was \$30,000 for brochures on water conservation and bill reduction techniques and \$641,500 for equipment to be used during power interruptions. An additional \$1,996,552 was included to cover an anticipated increase in Tampa Bay Water purchases. Originally, the expansion of the Residuals Reclamation Facility resulted in eight positions being added. However, because the facility will not be completed until FY 08, these positions have been deferred. Two temporary positions were deleted during FY 07.

The FY 08 adopted budget added sixty-five positions. Twenty-six of the positions added relate to wastewater plant expansion projects such as the Falkenburg expansion (\$3 million), northwest regional recovery pelletizer plant (\$2.7 million), reclaimed water expansion (\$2.3 million), Valrico advanced wastewater treatment facility (\$2.3 million, and the sewer inflow and infiltration program (\$.3 million). The central Hillsborough water treatment facility, which was scheduled to open in October 2008, adds 12 positions, operating expenditures, and capital outlay totaling \$1.3 million. Six positions and related costs for pump station preventative and corrective maintenance were added totaling \$1.4 million. Two positions were added for operational support of the Tampa Bay Water Regional connection, three positions for the sewer inflow and infiltration program, and three for electrical support. Telephone upgrade of the VOIP and recording system adds \$450,000 to the FY 08 adopted budget. The FY 08 adopted budget was reduced by \$1.4 million for efficiencies relating to maintenance of residential water meter change outs, preventative maintenance for sewer TV cleaning, and overtime pay. Ten positions were added to accomplish these tasks in house and reduce the amount of overtime pay.

The FY 09 adopted budget adds ten additional positions to the operations of the northwest regional recovery pelletizer plant, Valrico advanced wastewater treatment facility, and maintenance of pump stations. Also included is the elimination of five positions vacant for more than 365 days: Secretary, Senior Procurement Analyst, Engineering Technician II, and two Utility Maintenance Workers. The Backflow Prevention Program, which includes four positions and operating expenses, was transferred to Water Resource Services from the Planning and Growth Management Department. In addition, three positions were transferred from Planning and Growth Management Department to Water Resource Services to assist with the inspections of capital improvement projects.

WATER RESOURCES TEAM

MISSION:

Protect the interests of Hillsborough County, the quality of life for 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 application for Primary Environmental Permits for their new and existing water supply projects and provide recommendations to the BOCC within the mandated period of 30 days.
 2. Exercise the County's rights to binding arbitration under the Amended and Restated Interlocal Agreement to ensure that Tampa Bay Water addresses the concerns of the County as they relate to applications for Primary Environmental Permits, striving to settle at least 50% of these with issues resolved.
 3. Monitor the implementation of the Northern Tampa Bay New Water Supply and Ground Water Withdrawal Reduction Agreement to ensure that 100% of the required wellfield reductions are met according to the SWFWMD mandated timelines, and recovery of the natural systems achieved.
 4. Provide communication to the BOCC and the public in order to allow for the public involvement and awareness of water supply projects, increasing outreach to all interested parties through a variety of informational methods.
 5. Monitor and participate as warranted in the water resource related efforts of Tampa Bay Water, regulatory agencies (local, state, and federal), legislatures, and watershed, estuary and bay management programs.
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SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
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Workload/Demand

Efficiency

Effectiveness

WATER RESOURCES TEAM

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$85,737	\$59,227	\$0	\$0
Total	\$85,737	\$59,227	\$0	\$0
<hr/>				
Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Grants	\$85,737	\$59,227	\$0	\$0
Total	\$85,737	\$59,227	\$0	\$0
<hr/>				
Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The FY 06 Water Resource Team's budget is included in the Water Resource Services Department budget to reflect the County Administrator's reorganization plan.

BOCC JUDICIAL SERVICES COSTS

MISSION:

Provide funding for the cost of Jury Parking.

KEY OBJECTIVES:

1. Provide for the cost of Jury Parking.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Judicial Services	1				
<i>Workload/Demand</i>					
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for County Court		n/a	n/a	n/a	n/a
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for Circuit Court		n/a	n/a	n/a	n/a
payment of jury parking		\$170,000	n/a	n/a	n/a
payment of court costs and filing fees:					
General Fund		n/a	n/a	n/a	n/a
Fine & Forfeiture Fund		n/a	n/a	n/a	n/a
<i>Efficiency</i>					
average parking cost per juror		\$6.00	n/a	n/a	n/a
<i>Effectiveness</i>					
% of payments processed error free		100%	n/a	n/a	n/a

BOCC JUDICIAL SERVICES COSTS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$167,812	\$0	\$0	\$0
Total	\$167,812	\$0	\$0	\$0

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$167,812	\$0	\$0	\$0
Total	\$167,812	\$0	\$0	\$0

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Prior to the implementation of Article V on July 1, 2004, the functions under the Clerk of the Circuit Court's Judicial Services budget included: payment for jury parking; payment for expert and ordinary witnesses for both Circuit and County Courts; and payment of court costs and filing fees. With the implementation of Article V, the County's only responsibility under this department is the payment for jury parking.

The FY 06 adopted budget continued to reflect funding for jury parking only.

The FY 07 adopted budget transferred the budget for jury parking into Non-Departmental Allotments.

The FY 08 and FY 09 adopted budgets include a budget for jury parking in Non-Departmental Allotments.

CLERK OF THE CIRCUIT COURT

MISSION:

BOCC Records: Keep and protect the public records, provide required services, and serve the people of Hillsborough County in a professional, accurate, and efficient manner. **BOCC Accounting:** Independently monitor operational departments and agencies with regard to the receipt and disbursement of County funds under the jurisdiction of the Board of County Commissioners (BOCC) and specified independent agencies. Record transactions to the County's financial system and monitor that transactions are in accordance with Generally Accepted Accounting Principles (GAAP), Federal, State, and County laws and regulations, County policies and contractual obligations. **Payroll:** Provide payroll services for the Clerk of the Circuit Court as well as BOCC employees. **System Support:** Administer and oversee the BOCC integrated payroll and financial systems, to include technical and functional support, training, application security, and reporting. **Finance Department:** Perform financial functions for the BOCC and Hillsborough County entity, as Clerk of the Circuit Court's role as Accountant to the BOCC and Chief Financial Officer of Hillsborough County. Financial functions include preparation of countywide financial reports, coordination of the annual County audit by the County's independent Certified Public Accountants, maintenance of capital asset records, monitoring compliance with debt covenants, investment of County funds, monitoring the financial aspects of County budget and grants, maintenance of the general ledger and charts of accounts for the BOCC accounting system, and performing the audit of the BOCC budget and budget amendments in an effective and efficient manner. **Clerk to the Board Administration:** Provide professional administrative support to the Board of County Commissioners in a cost effective manner. **County Audit:** Provide audit services, add value, improve operations, and serve the people of Hillsborough County in a professional, accurate, and efficient manner. **Mail Services:** Provide proficient, expedient, and reliable mail services to the BOCC and other Hillsborough County agencies.

KEY OBJECTIVES:

1. 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.
2. Attend and record zoning meetings; have zoning files available for view by the public; accept oral argument requests; notify parties of record of the BOCC Land Use Meeting dates.
3. Report to the BOCC and public, through the Clerk's internet, yearly lobbyist registrations and expenditures.
4. Timely process all accounting transactions (revenue within 1 business day and expenditures within 11 business days).
5. Manage relationship for BOCC funds with the qualified public depository (reconciled within a calendar month).
6. Produce accurate and timely payroll payments each two weeks for employees of agencies covered under the payroll system.
7. Audit the appropriateness of payments to these employees.
8. Distribute moneys deducted from employees to all appropriate vendors within two days of the pay day.
9. Provide technical and functional support for BOCC financial and payroll systems.
10. Provide training, establish and maintain security for the users of BOCC financial and payroll systems.
11. Coordinate, develop, and maintain system programs, processes, and enhancements for the FAMIS Financial and Genesys software systems.
12. Provide financial and payroll reports to BOCC departments, Clerk to the Board Finance, BOCC Accounting, Payroll, other constitutional officers and independent agencies of Hillsborough County.
13. Obtain a good or better rating for customer service on at least 95% of the survey responses.
14. Issue County's Comprehensive Annual Financial Report (CAFR), Single Audit, Water and Wastewater, and Solid Waste financial reports, Annual Local Government Financial Report to State of Florida, Annual Report Summary (PAFR), and other reports by statutory or program due dates.
15. Obtain Certificate of Achievement for Excellence in Financial Reporting (for PAFR and CAFR) from the Government Finance Officers Association.
16. Ensure that Hillsborough County financial statements are prepared using generally accepted auditing principles and are audited annually in accordance with Florida Statutes.
17. Record capital asset additions, disposals, contributions and transfers in a timely and accurate manner. Inventory all fixed assets on a 12-month cycle.
18. Monitor debt service requirements and compliance with bond covenants and initiate all principal and interest payments in a timely manner.
19. Audit BOCC budget and budget amendments for compliance with Florida Statutes, ordinances, bond covenants, grant contracts, interlocal agreements, and other requirements on a timely basis.
20. Invest County funds while fulfilling fiduciary responsibilities for safety of principal, liquidity to meet cash needs, and optimization of earnings.
21. Monitor financial aspects of grants.
22. Provide quality professional administrative and clerical support to the Board of County Commissioners and their Aides.
23. Administer the appointment process for all Boards, Councils, and Commissions.
24. Audit the adequacy and effectiveness of internal controls & procedures for departments, agencies, programs and functions accountable to the BOCC.
25. Perform follow-up audits within 6-12 months.
26. Conduct special investigations when requested.
27. Efficiently sort and distribute all inbound mail received from the USPS and express mail services twice/day.
28. Efficiently process outbound mail and apply postage cost daily.
29. Efficiently pick up, deliver, sort and distribute inter-office mail at least twice/day.

Continued in "Supplemental Information"

CLERK OF THE CIRCUIT COURT

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Other Uses	\$21,710,616	\$25,466,359	\$20,745,007	\$19,868,557
Total	\$21,710,616	\$25,466,359	\$20,745,007	\$19,868,557

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$21,710,616	\$25,466,359	\$20,745,007	\$19,868,557
Total	\$21,710,616	\$25,466,359	\$20,745,007	\$19,868,557

Funded Positions	119	118	116	112
Funded FTE Positions	119.00	118.00	116.00	112.00

Functions under the Clerk of the Circuit Court's budget include:

1. **Recordkeeping for the Board of County Commissioners**--Maintains minutes and records of the Board.
2. **Financial Services**--Collects, reports, disburses, and invests County funds.
3. **Internal Auditing**--Audits the adequacy and effectiveness of internal controls and procedures in BOCC departments, agencies, and programs.
4. **Recordkeeping for Circuit and County Courts**--Maintains records and files for all Courts in the 13th Judicial Circuit.
5. **County Recorder**--Records all authorized documents into the official record.

The FY 06 adopted budget was funded at a level consistent with the Clerk of the Circuit Court's funding request received on April 29, 2005. In addition, \$4.4 million in estimated excess FY 05 Clerk fees were returned to fund technology needs. The FY 06 position count reflected an additional Clerk II required to staff the courier route for the new South County Office.

The FY 07 adopted budget reflects the Clerk of the Circuit Court's funding request received on May 1, 2006 as well as the transfer of a trainer position to the Clerk's non-Board budget (move to overhead allocation). The FY 07 budget also includes \$7.1 million in additional funding requested by the Clerk in a letter dated August 22, 2006. This additional budget is funded from FY 06 residual equity in excess of the amount originally anticipated. It is funding technology in the court system, improved data and voice communications between the Clerk's Office and departments and agencies under the Board, and it will digitize all court, official and Board records to better protect them from natural disasters.

The FY 08 budget of the Clerk of the Circuit Court included the elimination of three positions and the addition of one position for a net reduction of two positions. The three eliminated positions were accommodated with no reduction in service levels due to efficiencies gained through new technology and operational changes proposed by BOCC Finance, System Support, and Mail Services. An Administrative Specialist position was added in BOCC Records for the recording and transcribing of minutes for meetings mandated by the BOCC. The number of meetings has increased by more than 25% since FY 04, and the additional position was needed to maintain the level of service. While most of the technology projects funded with the FY 07 allocation of \$7.1 million were completed prior to the end of FY 07, five of the projects were not, resulting in \$2.0 million being returned to the BOCC at year end. The FY 08 budget included the return of this \$2.0 million to the Clerk of the Circuit Court, so the projects can be completed. In response to actions taken by the Legislature, the FY 08 budget included no increase in compensation for employees. The FY 09 budget provides for a 3.5% salary increase.

The FY 09 adopted budget eliminates four county-funded positions. The positions include a Facilities Director, a position in fixed assets, a position in mail services, and a position in payroll. The FY 09 adopted budget includes a 3.5% pay increase for Clerk's employees after no pay increase was given in FY 08. The operating budget was reduced due to a change in banking partners which resulted in a 38% reduction in banking service fees. The Clerk had expenditures budgeted in FY 08 for an accounts payable workflow system, an information technology service management system, a traffic interactive voice response credit or debit payment solution, security cameras and panic buttons, and certain other equipment replacements. Procurement processes had not been fully completed for these items by the end of FY 08, and the Clerk was granted a request to increase the FY 09 adopted budget by \$790,986 to complete these acquisitions.

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

PROPERTY APPRAISER

MISSION:

Secure a just valuation for ad valorem tax purposes of all real and tangible personal property; provide for uniform assessment of these properties; and administer exemptions pursuant to Florida law.

KEY OBJECTIVES:

1. Assess all real and tangible property in Hillsborough County including agricultural, commercial, residential, and vacant parcels.
2. Assess all tangible property (business assets) located in the county including furniture, fixtures, tools, machinery, equipment, signs, leasehold improvements, supplies, leased equipment, and whatever is used to conduct business.
3. Administer Homestead Exemptions applications, verifying qualifications and approving or disapproving exemptions up to \$25,000 based on State statute requirements.
4. Administer disability, widow/widower, religious, seniors, and non-profit exemptions, verifying qualifications and approving or disapproving exemptions based on State statute requirements.
5. Send TRIM (Truth in Millage) notices to all property owners and implement review/appeal process.
6. Conduct individual assessment reviews for Value Adjustment Board appeals and defend assessment values.
7. Implement Amendment 10, Constitutional Amendment, limiting annual assessment of homestead property, not to exceed 3% assessment increases, or the percentage change in the Consumer Price Index (CPI) or just market value, whichever is the lowest.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
<i>Workload/Demand</i>					
TRIM notices mailed	5	475,689	492,358	575,000	TBD
Homestead Exemptions processed	3	263,468	270,242	275,000	TBD
other exemptions processed	4	34,564	34,993	35,000	TBD
<i>Effectiveness</i>					
receive State Certification of tax rolls	1,2	yes	yes	TBD	TBD

PROPERTY APPRAISER

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$245,915	\$0	\$0	\$0
Other Uses	11,542,437	11,781,825	11,887,105	12,048,544
Total	\$11,788,352	\$11,781,825	\$11,887,105	\$12,048,544

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$9,790,462	\$9,615,770	\$9,667,731	\$9,844,859
Unincorporated Area General Fund	1,610,365	1,740,798	1,772,712	1,735,431
Library Tax District Fund	323,734	366,565	382,871	402,014
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	12,708	12,099	12,708	13,326
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	51,083	46,593	51,083	52,914
Total	\$11,788,352	\$11,781,825	\$11,887,105	\$12,048,544

Funded Positions	155	155	153	147
Funded FTE Positions	155.00	155.00	153.00	147.00

The FY 06 adopted budget was funded at a level consistent with the Property Appraiser's funding request. The Board of County Commissioners' portion of the Property Appraiser's budget represented approximately 91.7% of the total budget request for FY 06. The Board's portion of their budget is based upon the taxes levied for the County, the School Board, as well as all three municipalities in Hillsborough County. The balance of the Property Appraiser's budget is supported by other taxing authorities (i.e., Children's Board, HARTline, Southwest Florida Water Management District, Tampa Port Authority, and Tampa Palms).

The FY 07 adopted budget reflected no change to the number of funded positions, which is due to the combination of new and improved technology. In FY 06 and prior years, the cost of printing and mailing Truth in Millage notices was budgeted in the Property Appraiser's budget in the operating expenditure budget. The FY 07 budget shifted this \$230,000 budget to Non-Departmental Allotments.

The FY 08 adopted budget eliminated two positions and reduced operating expenditures by approximately 2.4%.

The FY 09 adopted budget eliminates six positions.

PUBLIC DEFENDER

MISSION:

We are committed to efficiently providing our clients with effective legal representation, and treating our clients, our employees, and our community with dignity and respect.

KEY OBJECTIVES:

1. Represent appointed clients arrested for or charged with a felony, a violation of probation or community control, a criminal misdemeanor or criminal traffic offense, criminal contempt, violation of municipal or County ordinance, and juveniles alleged to be delinquent clients detained under the "Baker Act" and individuals charged under the civil Commitment for Habitual Sexual Predators Act. Provide representation in other proceedings as appointed by the court (Chapter 27, F.S. mandate); reduce attorney turnover rate by 2%; achieve Strategic Goal 3 (C) by maintaining a record of no substantiated bar grievances.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Legal Representation to Indigent Clients	1				
<i>Workload/Demand</i>					
# of total appointed cases		77,986	81,886	80,767	83,190
# of felony appointed cases		35,978	37,777	37,426	38,549
# of juvenile appointed cases		7,398	7,768	8,639	8,898
# of misdemeanor appointed cases		32,320	33,936	32,141	33,105
# of civil appointed cases		2,291	2,406	2,561	2,638
<i>Efficiency</i>					
# of cases per felony attorney		720	756	936	964
# of cases per juvenile attorney		616	647	665	684
# of cases per misdemeanor attorney		1,616	1,697	1,891	1,947
# of cases per civil attorney		764	802	512	528
<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		23.97%	23.31%	24.12%	23.20%
cost per case		\$197	\$191	\$185	\$179
customer satisfaction survey rating of "excellent" or "above satisfactory"		86.0%	86.0%	86.0%	86.0%

PUBLIC DEFENDER

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$506,176	\$473,612	\$582,319	\$628,597
Capital Equipment	91,333	91,725	61,410	61,410
Grants & Aids	159,449	281,541	316,900	424,888
Total	\$756,958	\$846,878	\$960,629	\$1,114,895

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$116,055	\$131,059	\$116,358	\$124,995
Countywide Special Purpose Revenue Fund	640,903	715,819	844,271	989,900
Total	\$756,958	\$846,878	\$960,629	\$1,114,895

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Subsequent to June 30, 2004, S. 14, Article V of the State Constitution required counties to fund the cost of communication services, existing radio systems, existing multi-agency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions.

The FY 06 adopted budget represented continuation level funding along with additional funding of \$9,000 for Article V subpoena services. The technology portion of the Public Defender's budget was increased by \$100,000 in FY 06 and \$60,446 in FY 07 for Phase II of their imaging project. This project provided integration of information with other criminal justice agencies including the courts. During FY 06, the Board added four technology positions to provide computer support and desktop managed services to approximately 360 computers in offices, courtrooms and jails within the circuit.

The FY 07 adopted budget eliminated the four technology positions and added \$15,000 for a Panic Alert System which provides for additional security at the Public Defender's location. The four eliminated technology positions became State employees but continue to be funded by the County as required by Article V legislation.

The FY 08 adopted budget included an additional \$5,418 for Article V subpoena services. The technology portion of the Public Defender's budget covers the cost of equipment and software maintenance, computer replacements, software upgrades, security systems, four technology positions, etc. This budget increased \$167,303 from FY 07 to FY 08. The increase was primarily due to an adjustment for the cost of the technology positions (\$74,315) and the full implementation of the imaging project (\$62,054).

During FY 08, the Board approved funding to support two additional technology positions for the Public Defender. The FY 09 adopted budget continues to fund these positions.

SHERIFF

MISSION:

The mission of the Hillsborough County Sheriff's Office is to serve, protect, and defend the community while preserving the rights and dignity of all.

KEY OBJECTIVES:

1. Provide emergency law enforcement response times within ten (10) minutes and provide proactive enforcement of traffic laws to unincorporated Hillsborough County.
2. Perform timely and objective criminal investigations of all assigned criminal incidents resulting in clearance of more than 19% of reported indexed crimes.
3. Perform the inmate booking process for 25 local, state, and federal agencies and safely house and supervise pretrial and sentenced inmates within constitutional and regulatory standards maintaining an average daily inmate census within the detention system operating capacity.
4. Provide timely court process services by attempting service for enforceable processes within ten (10) days and for non-enforceable processes within 30 days from entry date.
5. Provide security for judges, court attendees, and persons detained for trial by providing secure movement of inmates and maintaining order in the courts through assignment of at least one bailiff per criminal court session.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Law Enforcement/Investigations					
<i>Workload/Demand</i>					
# of calls for service	1	525,763	518,291	539,420	556,642
# of vehicle stops conducted	1	163,925	162,487	176,625	186,478
# of reported Part I Crimes	2	35,496	36,247*	36,896	37,942
<i>Efficiency</i>					
ratio of law enforcement deputies per thousand residents (unincorporated)		1.58	1.61	1.66	1.70
<i>Effectiveness</i>					
average emergency response time in minutes		8.7	9.1	9.1	9.1
Part I Crime Index Clearance Rate		24	26.5*	27.7	28.7
Detention Services					
<i>Workload/Demand</i>					
# of inmates booked	3	73,937	72,861	74,318	75,804
average daily inmate census	3	4,210	3,965	4,137	4,190
detention operating capacity	3	4,190	4,190	4,190	4,190
<i>Efficiency</i>					
avg. daily cost per inmate		\$65.67	\$74.04	\$74.04	\$74.04
<i>Effectiveness</i>					
daily census as a % of operating capacity		100%	94.6%	98.7%	100%
Court Services					
<i>Workload/Demand</i>					
# of court process services	4	233,144	222,808	222,734	223,177
# of inmates transported for local courts	4	49,621	51,478	53,022	54,613
# of circuit/county courts secured by bailiffs	5	58	58	58	58
<i>Efficiency</i>					
average number of attempts for service per deputy per day		29	31.5	32.2	32.6
<i>Effectiveness</i>					
% of enforceable processes actually served within 10-day period		97.8%	92.2%	93.1%	93.3%

*Fiscal Year data are projections.

SHERIFF

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$228,036,257	\$255,564,856	\$275,976,915	\$293,091,013
Operating Expenditure/Expense	64,268,701	71,986,597	71,330,719	71,001,318
Capital Equipment	32,452,952	22,730,660	13,954,017	13,549,834
Total	\$324,757,910	\$350,282,113	\$361,261,651	\$377,642,165

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$223,413,382	\$242,428,544	\$252,307,481	\$264,593,353
Unincorporated Area General Fund	99,341,101	105,886,034	107,648,916	111,606,872
Countywide Special Purpose Revenue Fund	2,003,427	1,967,535	1,305,254	1,441,940
Total	\$324,757,910	\$350,282,113	\$361,261,651	\$377,642,165

Funded Positions	3,555	3,708	3,774	3,800
Funded FTE Positions	3,341.75	3,488.40	3,583.50	3,609.50

In FY 00 the Board established a target ratio of 1.7 deputies per 1,000 citizens. The FY 06 budget for the Sheriff included 98 new positions: 20 Patrol Deputies, 5 School Resource Deputies, and 17 Crossing Guards for the new schools; 2 Community Service Officers for two new Community Stations and 7 support personnel. To complete the staffing for Jail Expansion Phase Vb, this budget included 5 Detention Sergeants, 16 Detention Deputies, and 7 support personnel. Detention transportation required 4 new Deputies. The increase in Judicial Courts required an additional 15 Bailiffs. Funding for indigent inmate health care costs, up to the amount of Medicaid match requirement, was shifted from the Countywide General Fund to the Indigent Health Care Fund.

The FY 07 adopted budget included 151 new positions: 63 Patrol Deputies, 1 School Resource Deputy, 1 DUI Deputy, 17 Crossing Guards, 37 Detention Deputies, 16 Bailiffs, and 16 support personnel. During FY 06, the Sheriff's Office also had two Crime Scene Investigators added as part of the civilianization initiative. In April 2006 the Sheriff presented a request for 63 additional law enforcement personnel per year for the next five years. With these manpower increases, the Hillsborough County Sheriff's Office indicated their ability to reach the following goals by the end of Fiscal Year 2011: ensure all first responder zones are manned by law enforcement 98% of the time; reduce non-emergency response times by approximately 20%; maintain average emergency response time for first responders below 9 minutes; and increase the ratio of law enforcement officers per thousand residents from 1.5 to 1.70.

The Sheriff's FY 08 adopted budget included the addition of 63 new Patrol Deputies, one Medical Director, one Assistant Legal Counsel, and one additional School Resource Deputy to staff a new school. The addition of the new patrol deputies was consistent with the five-year plan proposed by the Sheriff during the FY 07 budget process, and the cost of these new positions was \$4.77 million. Other significant cost increases included \$3.9 million in active and retired employee health insurance costs (including the new GASB 45 implementation costs), \$1.5 million in inmate health care costs, \$2.27 million for technology software and maintenance, and \$571,000 in fuel costs. The FY 08 and FY 09 budgets also defer expansion of the Falkenburg Jail which was scheduled for FY 08.

The Sheriff's FY 09 adopted budget adds 22 new Patrol Deputies and an additional three School Resource Deputies. During FY 08, the Sheriff's office added a support specialist position. Significant cost increases are in the areas of employee health insurance costs, inmate health care costs, fuel and utility costs, and a mandatory upgrade of the Sheriff's radio communication 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 126,981 criminal legal actions on behalf of the State in FY 08.
2. Maintain a 90% or greater conviction rate.
3. Continue implementation and expansion of automated informational processing throughout the Criminal Justice System.
4. Represent the citizens of Hillsborough County with quality legal services.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Initiate Criminal Legal Caseload on Behalf of the State	1-4				
<i>Workload/Demand</i>					
# of cases managed as mandated by F.S. 27.02		127,019	125,724	126,981	128,251
<i>Efficiency</i>					
automation of the criminal justice system will continue to enhance services provided to Hillsborough County citizens		continuing	continuing	continuing	continuing
# of cases per FTE (number of FTE=129)		1,050	975	984	994
cost per case		\$5.71	\$6.17	\$22.30	\$11.62
<i>Effectiveness</i>					
dollars reimbursed to County through the cost of prosecutions		\$0	\$0	\$0	\$0
% of convictions		92.8%	92.8%	92.8%	92.8%

STATE ATTORNEY PART I

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$517,871	\$531,045	\$1,455,476	\$947,474
Capital Equipment	159,550	224,818	486,910	360,000
Total	\$677,421	\$755,863	\$1,942,386	\$1,307,474

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$377,725	\$337,687	\$525,498	\$477,620
Countywide Special Purpose Revenue Fund	299,696	418,176	1,416,888	829,854
Total	\$677,421	\$755,863	\$1,942,386	\$1,307,474

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Subsequent to June 30, 2004, S. 14, Article V of the State Constitution required counties to fund the cost of communication services, existing radio systems, existing multi-agency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions.

The State Attorney is mandated to provide Hillsborough County citizens such services as: criminal prosecution of all felony and misdemeanor cases, hearings related to Florida's Baker Act statutes, prosecution of all delinquency cases within the juvenile criminal justice system, civil commitment hearings, certain criminal appeals of felony and misdemeanor cases, oversight of diversion programs.

The FY 06 and FY 07 adopted budgets represented continuation level funding consistent with the request of the State Attorney. This funding included inflationary increases for telecommunications of 2% in FY 06 and 3% in FY 07. These budgets also included \$180,000 in each of FY 06 and FY 07 to maintain the Office's three-year replacement cycle for desktop computers. Approximately 100 of the 300 desktop computers are being replaced each year. These budgets included \$15,000 in FY 06 and \$50,000 in FY 07 for software that allowed the office to implement state of the art technology. The FY 06 adopted budget includes \$25,000 for the replacement of the Case Management System server which was five years old and houses the central database for all 130,000+ cases which flow through the State Attorney's Office. Finally, the FY 07 budget included \$15,000 for the purchase of a new exchange server for the Voice-Over-IP phone system for the State Attorney's Office in conjunction with their move to the main courthouse.

The FY 08 adopted budget included Countywide General Fund budget of \$360,223 in support of a continuation level of services to cover the cost of the current telephone service and maintenance. The Countywide General Fund also covered the cost of the State Attorney's office converting from its current ISDN telephone system with Verizon to a voice-over IP (VOIP) telephone system. Costs of this conversion were budgeted at \$165,275, of which \$50,000 related to a one-time purchase of telephone numbers from Verizon. The technology fund in the Countywide Special Purpose Revenue Fund covers the cost of the State Attorney's technology infrastructure including maintenance of computer software, software upgrades, and the purchase of replacement computers. Funding in this source increased significantly from FY 07 to FY 08. The increase funded the one-time implementation of a document imaging system (\$354,435), the increased cost of computer and copier maintenance (\$56,040), the purchase of new computer software (\$376,585), new server hardware/software upgrades (73,828), end-of-life replacement of computers and printers (\$139,000), one-time VOIP implementation (\$13,000), and network upgrades (\$30,000).

The FY 09 adopted budget includes funding consistent with the FY 08 level excluding one-time technology funding including the document imaging project.

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 3% for sexual battery victims; and, when possible, notifying all crime victims of the crucial stages of their case within five days after court date is scheduled.
2. Divert designated worthless check cases from the criminal justice system, obtain restitution for victims in a timely manner and generate revenue from check writers' required fees.
3. In accordance with the Hillsborough County Administrator's Strategic Plan, we will strive to provide outstanding customer service to the victims of Hillsborough County and will measure our success by randomly surveying 500 victims coming into the office.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Victim Assistance Services	1				
<i>Workload/Demand</i>					
# of violent crime victims seen in the office		2,249	2,305	2,363	2,422
# of crime scene call-outs		33	34	35	36
# of domestic violence victims seen in office		3,657	3,748	3,842	3,938
# of awareness meetings/roll calls attended		165	169	173	178
# of initial interviews conducted for sexual and child abuse offenses		756	775	794	814
# of escorts provided to court hearings, depositions		1,463	1,499	1,536	1,575
# of petitioners of domestic violence injunctions contacted		3,913	4,011	4,111	4,214
<i>Efficiency</i>					
# of crime victims seen in the office per counselor FTE		401	411	422	432
<i>Effectiveness</i>					
# of violent crime victims' initial notifications within 5 days of crime (felony, misdemeanor, & Preliminary Presentation Court)		8,555	8,769	8,988	9,213
# of victims notified of crucial court dates within 72 hours after scheduled (by automated notification system--VINE)		84,810	89,630	89,104	91,331
# of assisting petitioners of domestic violence injunctions		371	380	390	400
% of satisfied victims from those surveyed	3	92.0%	90.0%	90.0%	90.0%
Worthless Check Diversion Program	2				
<i>Workload/Demand</i>					
# of worthless checks processed		3,842	3,900	3,950	4,000
<i>Efficiency</i>					
% success rate of Diversion Program		85.0%	85.0%	85.0%	85.0%
<i>Effectiveness</i>					
\$ amount of restitution returned to victims of worthless checks		\$698,795.38	\$500,000	\$515,000	\$525,000
\$ amount of revenue generated to BOCC by check writer fees		\$82,297	\$50,000	\$52,000	\$54,000

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$2,193,771	\$2,312,434	\$2,471,654	\$2,506,573
Operating Expenditure/Expense	160,743	157,880	74,925	69,173
Total	\$2,354,514	\$2,470,314	\$2,546,579	\$2,575,746

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$2,354,514	\$2,470,314	\$2,546,579	\$2,575,746
Total	\$2,354,514	\$2,470,314	\$2,546,579	\$2,575,746

Funded Positions	35	35	35	35
Funded FTE Positions	34.50	34.50	34.00	34.00

The FY 06 and FY 07 adopted budgets reflect funding at the continuation level.

The FY 08 adopted budget was cut by \$137,225 which resulted in the reduction of a full-time Court Clerk position to part time. The agency's Victim Notification System was also eliminated.

The FY 09 adopted budget is funded at a continuation level.

SUPERVISOR OF ELECTIONS

MISSION:

Ensure the integrity of the electoral process by administering efficient and secure elections and maintaining accurate voter registration rolls. Promote voter education and encourage voter participation in the electoral process. Continuously improve services provided to the public, candidates, the media, and other governmental agencies.

KEY OBJECTIVES:

1. Plan, organize, and efficiently execute one countywide, and up to four additional elections to serve in excess of 700,000 registered voters for the General Election, 16,000 registered voters for Plant City Elections, and an undetermined number of voters for any Special Elections that may be required.
2. Locate, retain and provide the support necessary to sustain suitable and accessible polling places for 400 precincts for countywide elections, as well as any additional polling places needed for other elections.
3. Recruit additional and train all precinct election officers for elections.
4. Conduct a proactive public information and education program that increases the percentage of registered voters in Hillsborough County.
5. Increase public awareness of the multitude of ways voters can participate in the electoral process by promoting and familiarizing the public about the availability of early voting and vote by mail (absentee ballots).
6. 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 a month of the Postal Address Change notification, and deletes voters from the registration rolls within one month from the date of notification.
7. Continue to encourage public confidence in the election process through education and improvement of voter services.
8. Successfully interface with the statewide Florida Voter Education System.
9. Construct and implement a voter education program to inform voters about the recent transition from touch screen technology to the new optical scan voting system.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08^	Projected FY 09
<i>Workload/Demand</i>					
# of elections	1	1	3	5	3
# of precincts required/supported	1,2	361	361	382	382
# of precinct election officers required/trained (varies--this is a total of all elections)	1,2,3	7,314	3,787	8,031	3,725
# of precinct elections executed (varies--this is a total of all elections)	1,2,3	361	585	754	396
# of registrations requested/approved	1,4	633,327	634,113	636,000	650,000
# of ballots cast (total of all elections)	1	125,217	345,922	429,530	503,200
# of early voting ballots cast (total of all elections)	1	25,356	62,525	107,881	125,000
# of absentee ballots cast (total of all elections)	1	11,059	62,060	56,043	100,300
County populations (FY 06 and FY 07 from planning department; FY 08 and FY 09 internal estimate)	1	1,177,060	1,204,770	1,223,778	1,243,086
<i>Efficiency</i>					
avg. # of precinct election officers per precinct election executed	1	20.26	6.47	10.65	9.41
% of early votes per ballots cast	1	20.25%	18.07%	25.12%	24.84%
% of votes by mail (absentee ballots) per ballots cast	1	8.83%	17.94%	13.05%	19.93%
avg. # of ballots cast per precinct	1	346.86	591.32	569.67	1,270.71
% registered voters per county populations	1	53.81%	56.44%	51.97%	52.29%
<i>Effectiveness</i>					
% change in early votes cast per total ballots cast	1	not calculated	-10.74%	38.96%	-1.10%
% change in vote by mail (absentee) ballots cast per total ballots cast	1	not calculated	103.13%	-27.27%	52.77%
change in registered voters per county population	1	not calculated	4.90%	-7.92%	.61%

^ FY 08 numbers are estimated.

SUPERVISOR OF ELECTIONS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$332,382	\$15,281	\$0	\$0
Capital Outlay	0	0	2,522,519	0
Other Uses	7,608,471	7,267,681	12,782,923	6,699,071
Total	\$7,940,853	\$7,282,962	\$15,305,442	\$6,699,071

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$7,608,471	\$7,267,681	\$12,782,923	\$6,699,071
Intergovernmental Grants	332,382	15,281	2,522,519	0
Total	\$7,940,853	\$7,282,962	\$15,305,442	\$6,699,071

Funded Positions	33	33	33	33
Funded FTE Positions	33.00	33.00	33.00	33.00

The FY 06 and FY 07 adopted budgets were funded at a level consistent with the Supervisor of Election's funding request received on May 2, 2005.

The FY 06 adopted budget included funding for four additional positions. The FY 07 adopted budget maintained the use of such newly established positions. This increase was based upon a continuing rise in population, which in turn produced an increase in absentee ballot processing, an increase in maintenance needs for touch screen machines, an increase in the number of voter registrations processed and an increased need for community outreach endeavors conducted. Also included in the new positions was a Director of Voter services who oversees, coordinates, and is responsible for the expeditious execution of the above enumerated activities.

The Supervisor of Elections' FY 08 adopted budget includes \$7,895,151 to fund the acquisition, maintenance, and storage of new voting machines mandated by the State of Florida and a Ballot on Demand System. Of this amount, \$2,522,519 will be funded by grants from the State of Florida.

The FY 09 adopted budget is at a continuation level. However, it does include \$300,000 in one-time funding for the construction of a new computer room.

TAX COLLECTOR

MISSION:

We are committed to serving our public, business, and government customers by collecting and distributing taxes, license fees, and information promptly and accurately in the most courteous, professional, innovative, and cost effective manner. We are committed to meeting all legal requirements and supporting a positive work environment for our employees.

KEY OBJECTIVES:

1. Property Tax and Other Taxes and Licenses -- Bill and collect property taxes and assessments; mail out taxpayer property tax notices within 20 days of roll certification with information on unpaid taxes and discounts allowed; distribute taxes collected to each taxing authority at least four times during the first two months after the tax roll comes into our possession and at least one time in all other months with at least 95% customer satisfaction. Issue occupational licenses, hunting, and fishing licenses with at least 95% customer satisfaction. Collect appropriate funds, disbursing such per local and State ordinances. Collect Tourist Development Tax disbursing in accordance with local ordinances.
2. Motor Vehicle -- Issue motor vehicle titles, registrations, and driver licenses in accordance with the rules of the Department of Highway Safety and Motor Vehicles (DHSMV) with 75% of counter wait =<15 minutes and an overall customer satisfaction rating of 98%. 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 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Property Tax/Other Taxes and Licenses	1				
<i>Workload/Demand</i>					
# of property parcels for tax roll		492,033	514,778		
# of ad valorem transactions		452,667	466,247		
property taxes collected (in millions)		\$1,551.692	\$1,821.050		
other collections (in millions)		\$175.514	\$180.780		
# of other transactions		84,708	87,249		
<i>Efficiency</i>					
<i>Effectiveness</i>					
Motor Vehicle	2				
<i>Workload/Demand</i>					
# of motor vehicle title/registration/driver license transactions		2,168,900	2,233,967		
motor vehicle collections (in millions)		\$100.463	\$103.480		
<i>Efficiency</i>					
<i>Effectiveness</i>					
% of accurate tax bills mailed to property owners		100%	100%	100%	100%
% of taxpayer property notices mailed within 20 days		100%	100%	100%	100%
% customer satisfaction (per survey cards)		96.0%	96.0%	96.0%	96.0%
% voids to motor vehicle registrations and titles issued		2.0%	2.0%	2.0%	2.0%
% of time customer waits for service =<15 minutes		62.0%	70.0%	70.0%	70.0%
Department Totals (Overall)					
total collections for agency (in millions)		\$1,827.669	\$1,738.635	\$2,168.466	\$2,233.520
# of audit exceptions on annual independent audit		0	0	0	0
excess fees returned to agencies (in millions)		\$15.600	\$15.130	\$19.312	\$19.891
total transactions processed		2,706,275	2,838,884	2,871,087	2,957,220
FTE positions		313	320	320	320
<i>Efficiency</i>					
transactions per FTE		8,646	8,710	8,972	9,241

TAX COLLECTOR

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$23,228,758	\$26,940,268	\$30,556,356	\$30,096,177
Total	\$23,228,758	\$26,940,268	\$30,556,356	\$30,096,177

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$18,050,999	\$20,916,651	\$23,975,586	\$23,875,362
Unincorporated Area General Fund	3,818,497	4,490,250	4,915,387	4,600,056
Unincorporated Area Special Purpose Fund	101,039	103,622	106,000	106,500
Sales Tax Revenue Fund	155,181	163,806	153,500	154,250
County Transportation Trust Fund	141,475	144,112	166,398	166,398
Library Tax District Fund	811,292	976,858	1,064,309	1,015,298
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	37,476	36,643	42,244	42,244
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	112,799	108,326	132,932	136,069
Total	\$23,228,758	\$26,940,268	\$30,556,356	\$30,096,177

*Funded Positions	313	319	310	310
*Funded FTE Positions	313.00	319.00	310.00	310.00

The budget reflected above is not the budget of the Tax Collector but represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission and School Board as a taxing authority. Other taxing authorities paying commissions to the Tax Collector for the collection of ad valorem taxes include the Tampa Port Authority, the Children's Board, HARTline, the Southwest Florida Water Management District and Tampa Palms. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (surplus funds) remaining at the end of the fiscal year. The number of funded positions and funded FTE's represent the total for the entire Tax Collector's organization.

Budget amounts reflect statutory fees for the collection of taxes on behalf of the BOCC and the School Board. Fees for the collection of School Board property taxes were approximately \$9.9 million in FY 06, \$11.5 million in FY 07, and are estimated to be \$13.6 million in FY 08 and \$14.0 million in FY 09.

*Fee Funded.

VALUE ADJUSTMENT BOARD

MISSION:

Receive and hold hearings for petitions filed by taxpayers concerning property value assessments, classification, homestead exemptions, and other disputes of exemptions from ad valorem taxes.

KEY OBJECTIVES:

1. Accept petitions and filing fees from taxpayers who wish to appeal property assessments and exception denials by the 25th day from the mailing of TRIM notices.
2. Begin hearings no later than 60 days following the mailing of TRIM notices; mail notice of hearings at least 30 days prior to hearings; reschedule on demand if requested at least 5 days prior to hearing.
3. Assist special magistrates in the hearings and in the completion of findings of fact and conclusions of law for each petition considered in hearings.
4. Balance each VAB tax year and compile values and statistics.
5. Report to the Value Adjustment Board at least three times each year to hire special magistrates, approve VAB rules, extend tax roles, approve magistrate hearing recommendations, and certify tax roles.
6. Advertise and report loss in taxes due to VAB action to the Florida Department of Revenue as mandated by statute.
7. Within 20 days of the final VAB meeting, mail findings of fact and records of decision to all petitioners who had a hearing before a special magistrate.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Value Adjustment					
<i>Workload/Demand</i>					
# of petitions filed	1	6,629	8,971	8,021	8,823
# of petitions scheduled	2	4,009	4,560	5,016	5,518
# of hearings rescheduled	2	735	2,006	2,207	2,427
# of hearings held	3	886	1,906	2,131	2,344
<i>Efficiency</i>					
# of petitions filed per FTE	1	1,657	2,243	2,005	2,206
# of petitions scheduled per FTE	2	16,580	18,240	20,064	22,072
# of hearings rescheduled per FTE	2	2,940	8,024	8,828	9,708
# of hearings held per FTE	3	222	477	533	586
<i>Effectiveness</i>					
% of notices mailed 30 days prior to hearing	2	100%	100%	100%	100%
hearings begun no later than sixty (60) days from TRIM	2	yes	yes	yes	yes
# of petitions granted relief by VAB and Property Appraiser	5-7	3,066	4,444	4,755	5,088

VALUE ADJUSTMENT BOARD

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	(\$1,574)	(\$489)	\$0	\$0
Other Uses	373,468	402,733	402,483	461,377
Total	\$371,894	\$402,244	\$402,483	\$461,377

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$371,894	\$402,244	\$402,483	\$461,377
Total	\$371,894	\$402,244	\$402,483	\$461,377

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

Functions under the Value Adjustment Board budget include: assisting the public in filing petitions to contest property value assessments, property classification and homestead exemption, and providing petitioners an independent appeal hearing.

The Value Adjustment Board is considered part of the Clerk of the Circuit Court organization. The three positions funded in this budget are included in the total of Clerk-funded positions in the position detail listing.

The FY 06 adopted budget is funded at a level consistent with the Clerk of the Circuit Court's request received on April 29, 2005 while the FY 07 adopted budget reflects the Clerk's funding request received on May 1, 2006. The FY 07 budget includes an \$8,000 increase in contractual labor to assist in the timely processing of about 3,000 petitions filed with the VAB during the first 15 days of September.

The FY 08 budget was funded at a continuation level. In response to actions taken by the legislature, the FY 08 budget included no increase in compensation for employees.

The FY 09 adopted budget provides for a 3.5% salary increase. It also adds \$50,000 for outside legal counsel representation on the Value Adjustment Board as required by a new state mandate.

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 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Children's Justice Center	1				
<i>Workload/Demand</i>					
# of visitations scheduled		3,000^	3,000		
# of interviews set		375^	375		
# of completed visitations		1,950^	1,950		
# of completed interviews		300^	300		
<i>Efficiency</i>					
cost per completed visitation		\$74.00^	\$74.00		
cost per completed interview		\$475.00^	\$475.00		
<i>Effectiveness</i>					
% of interviews that are no shows		10.0%^	10.0%		
% of visitations that are cancelled		35.0%^	35.0%		
Mediation and Diversion	2				
<i>Workload/Demand</i>					
# of referrals for mediation made		9,000^	9,000		
# of hearings held		4,700^	4,700		
<i>Efficiency</i>					
# of referrals per FTE		400^	400		
<i>Effectiveness</i>					
% of cases resolved		70.0%^	70.0%		
% of parties/attorneys satisfied w/mediation process		90.0%^	90.0%		
% of parties/attorneys satisfied with mediation agreement		90.0%^	90.0%		
Court Administration	3				
<i>Workload/Demand</i>					
# of help desk calls		13,000^	13,000		
# of court reporter/attorney bills processed		250^	150		
<i>Efficiency</i>					
# of payments processed per FTE		1,500^	1,500		
<i>Effectiveness</i>					
% of invoices processed within 7 days		70.0%^	75.0%		

^ Note: FY data are projections.

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$2,994,186	\$3,056,767	\$3,238,962	\$3,529,448
Operating Expenditure/Expense	6,465,413	5,915,630	6,743,642	6,832,506
Capital Equipment	859,408	167,421	645,897	663,000
Capital Projects	162,325	114,360	0	0
Grants & Aids	266,729	39,906	0	250,000
Other Uses	28,688	1,024	0	0
Total	\$10,776,749	\$9,295,108	\$10,628,501	\$11,274,954

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$3,107,463	\$2,667,587	\$2,744,829	\$2,759,669
Countywide Special Purpose Revenue Fund	7,099,073	6,289,351	7,316,952	7,977,260
Intergovernmental Grants	570,213	338,170	566,720	538,025
Total	\$10,776,749	\$9,295,108	\$10,628,501	\$11,274,954

Funded Positions	56	56	55	59
Funded FTE Positions	55.50	55.50	54.50	58.50

The FY 06 and FY 07 adopted budgets reflect funding at the continuation level. Included in the continuation levels is \$200,000 in FY 06 and \$100,000 in FY 07 to pay the cost of court appointed attorneys assigned to cases prior to July 1, 2004 under the new provision of Article V. This obligation is expected to decrease and eventually go away once all the cases have been resolved and bills have been submitted. The continuation level funding reflected a significant increase of \$782,800 in the facilities operation budget. This funding was to complete the courthouse complex security project by upgrading and replacing cameras, software alarms, and access within the Annex Building. Funding was also included for equipment to provide for the enterprise conversion from Novelle to Microsoft. This conversion allowed compatibility with the State and County supported software. A substantial portion of the capital equipment was a one-time FY 06 purchase to upgrade existing computers and servers and was not needed in FY 07.

The FY 08 adopted budget for operating and capital expenditures increased by approximately \$1.1 million. The primary reasons for the increases included: a 5% increase in phone charges and a 15% increase in data connectivity and wide area network circuits; an additional 75 to 100 devices being added to the network in addition to eight new courtrooms and judicial staff; significant refreshes of equipment and additions of terminals to the video courtroom for first appearances, shelter hearings, instanter hearings, closed circuit television, and remote appearances for expert witnesses, victims, and depositions; increases in contracts for imaging services as the number of images processed increased from 9 to 11 million; upgrades to approximately 100 desktop computers; the purchase of additional network infrastructure necessitated by the eight new courtrooms; and a phase I migration to the new Vista operating system. A Senior Court Program Manager position was eliminated in the FY 08 budget due to the non-renewal of an Elder Justice Center grant. The Judicial Branch identified \$345,000 in efficiencies in the FY 08 budget which included a \$30,000 decrease in contract services in the Drug Court program, a \$100,000 reduction in court administration costs, a \$190,000 reduction the Domestic Violence Treatment program, and a \$25,000 reduction in Article V costs.

The FY 09 adopted budget includes an efficiency totaling \$65,000. The Administrative Office of the Courts determined that its Help Desk function could be run more efficiently with in-house staff rather than being contracted out. Three new positions were created by this change.

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 15% in FY 08 and 12% in FY 09.
2. Increase the number of volunteers by 21% in FY 08 and 33% in FY 09, or until the capacity is reached.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Guardian Ad Litem Services	1				
<i>Workload/Demand</i>					
# of children receiving services of GAL volunteer or staff advocate as of last day of fiscal year		2,233	3,121	3,596	4,046
# of abused, neglected children currently on waiting list for GAL services as of last day of fiscal year		2,327	1,375*	1,000	450
<i>Efficiency</i>					
# of children served per FTE, as of last day of fiscal year (66.5 FTE)		34	47	54	61
<i>Effectiveness</i>					
% of total entitled children receiving GAL services		49.0%	69.0%	80.0%	90.0%
% of new court ordered appointments accepted by GAL assignment, for full fiscal year (rolling 12 months result)		65.0%	75.0%	80.0%	90.0%
Volunteer Program	2				
<i>Workload/Demand</i>					
# of volunteers as of last day of fiscal year		230	370	450	600
# of newly certified volunteers for full fiscal year		79	180	160	180
<i>Efficiency</i>					
% of trainees certified per training class		61.0%	75.0%	80.0%	85.0%
# of children served by volunteers as of last day of fiscal year		710	1,065	1,296	1,728
<i>Effectiveness</i>					
# of volunteers supervised by Case Managers		29	40	40	40
# of prospective trainees enrolled in training classes (full fiscal year)		130	240	200	212

*Presumes 4,496 total kids in care as currently reported by the Department of Children and Families.

GUARDIAN AD LITEM

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$210,175	\$216,495	\$237,448	\$199,525
Operating Expenditure/Expense	259,062	354,565	400,171	402,759
Total	\$469,237	\$571,060	\$637,619	\$602,284

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$469,237	\$571,060	\$637,619	\$602,284
Total	\$469,237	\$571,060	\$637,619	\$602,284

Funded Positions	5	5	5	4
Funded FTE Positions	5.00	5.00	5.00	4.00

The Board of County Commissioners provides funding for the Guardian ad Litem program 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 07 adopted budget included an additional \$65,000 to accommodate increases in the cost of rent expense.

The FY 08 adopted budget reflected an efficiency reduction of \$18,000 in the areas of professional services and printing and binding.

The FY 09 adopted budget reflects the reduction of a Secretary Specialist position (1.00 FTE) for a savings of \$48,765 and a \$6,000 efficiency reduction in court reporter services which was shifted to private funding. Funding was also reduced in the areas of general operating supplies, volunteer parking, memberships and dues, and books and subscriptions (\$6,000).

CHARTER REVIEW BOARD

MISSION:

Review any and all phases of County government and, upon approval of 2/3 of the members of the Charter Review Board, propose County charter amendments to be voted upon at a general election.

KEY OBJECTIVES:

1. Receive testimony and collect data on recommended changes to the County charter.
 2. Evaluate benefits of recommended charter changes.
 3. Propose County charter amendments to be placed on the ballot at a general election.
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	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
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Workload/Demand

Efficiency

Effectiveness

CHARTER REVIEW BOARD

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$3,096	\$0	\$0	\$0
Total	\$3,096	\$0	\$0	\$0
<hr/>				
Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$3,096	\$0	\$0	\$0
Total	\$3,096	\$0	\$0	\$0
<hr/>				
Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The Charter Review Board convenes every five years to conduct a comprehensive study of any or all phases of county government.

The next Board will convene in FY 2010.

CIVIL SERVICE BOARD

MISSION:

Provide effective human resource services and leadership to Hillsborough County citizens, agencies, and employees.

KEY OBJECTIVES:

1. Applicant Recruiting and Screening: Respond to agency requests for qualified job candidates (minimize cost per certified candidate). Aggressively recruit job candidates to provide hiring authorities with an average of 25 qualified candidates per recruitment. 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 staff analyst). Review and update 160 formal job descriptions. Conduct a wage and benefit analysis of the relevant labor market and provide an analysis summary and pay plan adjustment recommendation to the BOCC not later than the end of February.
3. Employee Record Maintenance: Maintain employment history files for all classified employees and full-time temporaries in 21 County agencies. Process classified employee change requests (maximize actions per staff analyst). 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 70% 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 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Applicant Recruiting & Screening	1				
<i>Workload/Demand</i>					
# of applicants assisted		58,024	59,074	70,800	75,000
<i>Efficiency</i>					
cost per applicant assisted		\$18.73	\$20.14	\$19.00	\$20.00
cost per certified applicant		\$34.64	\$36.40	\$35.00	\$36.00
<i>Effectiveness</i>					
# of qualified job applicants per recruitment (average)		n/a	21.5	25	25
% of customers who rated service quality above satisfactory		89.0%	90.0%	90.0%	90.0%
Job Classification & Compensation	2				
<i>Workload/Demand</i>					
# of job descriptions updated		127	88	100	100
<i>Efficiency</i>					
# of position actions completed per staff analyst		349	277	300	300
<i>Effectiveness</i>					
# of days before last meeting in Feb. recommended to BOCC		0	0	15	15
Employee Record Maintenance	3				
<i>Workload/Demand</i>					
# of employee files maintained		10,702	10,643	10,700	10,800
<i>Efficiency</i>					
# of employee actions processed per staff analyst		10,073	9,978	10,000	10,100
<i>Effectiveness</i>					
% of on-time actions processed		100%	100%	98.0%	98.0%
Hearings of Discipline Appeals & Grievances	4				
<i>Workload/Demand</i>					
# of hearing requests processed		29	36	35	35
<i>Efficiency</i>					
% of requests resolved within 90 days		86.0%	89.0%	70.0%	70.0%
<i>Effectiveness</i>					
% of requests resolved prior to full hearing		86.0%	92.0%	75.0%	75.0%

Continued in "Supplemental Information"

CIVIL SERVICE BOARD

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$2,274,997	\$2,498,895	\$2,687,541	\$2,828,972
Operating Expenditure/Expense	233,851	350,670	486,145	504,399
Capital Equipment	5,700	1,728	20,000	20,000
Total	\$2,514,548	\$2,851,293	\$3,193,686	\$3,353,371

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Blended Component Units Fund	\$2,514,548	\$2,851,293	\$3,193,686	\$3,353,371
Total	\$2,514,548	\$2,851,293	\$3,193,686	\$3,353,371

Funded Positions	31	34	34	34
Funded FTE Positions	31.00	34.00	34.00	34.00

Chapter 2000-445 of the General Laws of Florida requires that the Civil Service Board receive a minimum funding level that is equal to .65 percent of the payroll of the classified employees for each county appointing authority. These appointing authorities for Hillsborough County are the Board of County Commissioners, the Aviation Authority, the Tampa Sports Authority, the Tampa Port Authority, the Tampa-Hillsborough County Expressway Authority, the Clerk of the Circuit Court, the Sheriff, the Children's Board, the Property Appraiser, the Arts Council, and the Tax Collector.

The FY 06 adopted budget was funded at the statutorily required minimum funding level of \$2,776,756.

The FY 07 adopted budget was funded at the statutorily required minimum funding level of \$3,022,255. The budget included three new positions: a Personnel Analyst to support the technical workload for the HRIS and ATIS systems; an Office Assistant to reduce overtime and temporary hours in the administrative division and; a Personnel Analyst for the recruitment and screening of job applicants in order to reduce overtime and temporary hours.

The FY 08 adopted budget was funded at the statutorily required minimum funding level.

The FY 09 adopted budget is funded at the statutorily required minimum funding level. However, the Civil Service Board voted to implement various efficiencies which will result in a minimum of 4% of their budget remaining unspent at the end of FY 09.

ENVIRONMENTAL PROTECTION COMMISSION

MISSION:

Establish and maintain standards to ensure the improved quality of water, soil, air, and sound consistent with public health and enjoyment and the propagation and protection of wildlife in Hillsborough County as required by Chapter 84-446, Laws of Florida as amended by Chapter 87-495.

KEY OBJECTIVES:

1. Air Management -- Inspect sources, issue permits, monitor air quality, respond to citizen complaints, regulate noise, oversee asbestos removal, enforce rules, conduct air quality planning and provide public information; average 240 inspections per year per inspector.
2. Water Management -- Issue domestic and industrial wastewater permits, conduct source compliance and sampling inspections, investigate citizen complaints, enforce facility compliance, conduct other surface water and ground water protection activities and operate an environmental laboratory that supports the agency; average 295 inspections per year per inspector.
3. Waste Management -- Protect soil, groundwater and surface water quality by maintaining programs for permitting and monitoring waste management facilities, investigating citizens complaints, inspecting and educating small quantity generators (SQG) of hazardous waste, inspecting pollutant storage tank facilities, oversee clean up at petroleum tank facilities and petroleum contaminated sites, and perform corrective enforcement when required; average 320 SQG inspections per inspector per year.
4. Wetlands Management -- Identify, protect, and maintain wetlands; perform wetland delineations; review development plans; review mitigation plans and monitor for compliance; conduct as-built and compliance inspections; respond to citizen inquiries and complaints; review water management plans, phosphate mining and stormwater plans and projects; averaging 340 mitigation inspections per inspector per year.
5. Environmental Resources Management -- Monitor water and sediment quality and benthic organisms in the County's public waterways. Prepare reports summarizing monitoring results, documenting environmental conditions and trends and providing natural resource and watershed management recommendations for the EPC Board. Coordinate and provide technical support for the agency-wide GIS program. Manage the Pollution Recovery Fund (PRF), Gardinier Settlement Trust Fund (GSTF) and Artificial Reefs programs. Monitor and review proposed water management plans and rules, and evaluate cumulative environmental impacts of water supply development projects. Respond to citizen complaints and enquiries involving surface water quality issues. Monitor 100% of water quality and benthic monitoring stations per year.
6. Improve ambient air quality in the County to meet the Federal Clean Air Standards by FY 08. (Strategic Plan Goal 7, Objective G.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Air Management	1				
<i>Workload/Demand</i>					
# of permits issued		181	173	213	189
# of compliance inspections conducted per year		1,844	1,743	1,805	1,797
<i>Efficiency</i>					
# of inspections per inspector per year		217	205	212	240
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		99%	98%	98%	98%
% of facilities found to be in compliance within one year of initial inspection		99%	99%	99%	99%
meeting all federal, state, and local ambient air quality standards		yes	yes	yes	yes
Water Management	2				
<i>Workload/Demand</i>					
# of permits issued		659	650	650	650
# of compliance inspections conducted per year		1,597	1,623	1,625	1,330
<i>Efficiency</i>					
# of inspections per inspector per year		287	295	295	295
<i>Effectiveness</i>					
% average facilities compliance rate		95%	96%	96%	96%
% facilities compliance rate goal		99%	99%	99%	99%

Continued in "Supplemental Information"

ENVIRONMENTAL PROTECTION COMMISSION

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$13,435,860	\$14,549,206	\$14,340,229	\$13,892,772
Operating Expenditure/Expense	1,921,196	1,409,285	1,419,215	1,212,425
Capital Equipment	424,558	225,541	260,444	245,643
Grants & Aids	375,141	170,610	0	0
Other Uses	50,149	1,174	0	0
Total	\$16,206,904	\$16,355,816	\$16,019,888	\$15,350,840

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$10,035,871	\$10,460,901	\$10,058,236	\$9,702,825
Countywide Special Purpose Revenue Fund	1,634,616	1,359,159	1,202,383	1,277,319
Unincorporated Area Special Purpose Fund	140,741	149,772	148,137	154,096
Intergovernmental Grants	4,395,676	4,385,984	4,611,132	4,216,600
Total	\$16,206,904	\$16,355,816	\$16,019,888	\$15,350,840

Funded Positions	175	176	164	152
Funded FTE Positions	175.00	176.00	164.00	152.00

The FY 07 adopted budget deleted an Accounting Manager position. A position in the petroleum clean-up grant was eliminated due to insufficient grant funding.

The FY 08 adopted budget included a reduction of 10% for each year from the continuation budget. Six Tampa Bay Water Team positions that were reimbursed by the Water & Wastewater Utility Enterprise Fund were eliminated resulting in savings of \$417,226. The Wetlands Division was reduced with the adoption of the Wetlands Hybrid Model that eliminated a General Manager III position, three Environmental Scientist I positions, and an Engineering Technician II and associated operating costs for a total reduction of \$367,859. The Environmental Resource Management Director position was eliminated resulting in savings of \$161,864. The equipment replacement cycle was changed from four years to six years for a savings of \$19,595. The vehicle fleet is reduced by 12 vehicles saving \$32,705. One Environmental Scientist II position plus operating costs was funded at \$80,000 in FY 08 through an interlocal agreement with the Tampa Port Authority for the Environmental Protection Commission to have permitting authority over minor work permits. In the Pollution Recovery Fund, \$10,000 was allocated in both FY 08 and FY 09 for participation in an artificial reef study to be undertaken by seven coastal counties.

The FY 09 adopted budget includes a total General Fund reduction of \$821,999. This is comprised of \$621,402 in personnel costs and a reduction of six positions: an Environmental Specialist I, Senior Secretary, Office Assistant, Software Specialist II, a Professional Engineer, and a Project Manager I. An Environmental Research Coordinator is reassigned to the Pollution Recovery Fund and an Environmental Specialist II to the Tag Fee Program. Two of these deleted positions are in Compliance Enforcement Services having an impact on facility monitoring and three are in Support Services and will result in a decline of financial analysis and monitoring as professional staff will have to absorb office assistant duties. Delays in software installation and troubleshooting are anticipated and may require contracted services. Reassignment of other operational resources will be required to provide lobby receptionist services to direct visitors and telephone calls at Sabal Park. The Executive Director, Directors, and General Counsel have chosen to forego market equity increases resulting in savings of \$32,330. Auto allowance is reduced by one-third with savings of \$7,584. Non-personal costs are reduced by \$200,597. An Environmental Scientist II position plus operating costs is included at \$85,870 to continue the interlocal agreement with the Tampa Port Authority for minor work permits. Other funding sources include the reduction of an Environmental Research Coordinator and the reassignment of an Environmental Specialist II to the Tag Fee Program, the deletion of a Professional Engineer and Environmental Scientist II in the Waste Petrosite Cleanup Contract, an Environmental Scientist II in the Waste Compliance Contract, an Electronics Technician I in the Air Section 105 Grant and an Engineering Specialist I in the Air Pollution Control Title V Grant. An Environmental Specialist I is reassigned from Ambient Air Monitoring to the Air Section 105 Grant. Also included in these funding sources are a portion of the reductions in market equity and auto allowance resulting in savings of \$7,976 and \$1,876 respectively. Operating costs were also reduced in other funding sources including \$2,300 in the Petro Site Cleanup Grant, \$88,907 in the Pollutant Storage System Compliance Grant, \$10,722 in the Ambient Air Quality Monitoring Grant and \$777 in the Department of Homeland Security Monitoring Program Grant.

LAW LIBRARY BOARD

MISSION:

Collect, maintain, and make available legal research materials in print and electronic format not generally obtainable elsewhere in the County for use by the bench, Bar, students, and the general public.

KEY OBJECTIVES:

1. Provide access to legal research materials via print and electronic format.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Provide Access to Legal Research Materials	1				
<i>Workload/Demand</i>					
# of volumes		41,280	43,000	45,000	15,500
# of daily patrons		146	155	160	170
computers to provide access to electronic research		1	2	4	5
self-generated revenues (in dollars)		\$57,368	\$57,050	\$57,400	\$58,450
<i>Efficiency</i>					
ratio of # of patrons per day to staff (per day)		36.5	38.7	40.0	42.5
<i>Effectiveness</i>					
patron satisfaction of materials and staff helpfulness		97.2%	98.0%	98.5%	99.0%

LAW LIBRARY BOARD

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$272,687	\$284,444	\$304,356	\$313,383
Operating Expenditure/Expense	39,994	30,197	52,669	51,850
Capital Equipment	122,368	142,002	129,000	117,000
Total	\$435,049	\$456,643	\$486,025	\$482,233

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Blended Component Units Fund	\$435,049	\$456,643	\$486,025	\$482,233
Total	\$435,049	\$456,643	\$486,025	\$482,233

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

The Law Library receives funding from the County Blended Component Units Fund.

The FY 06 and FY 07 budgets provided increased capital funding for the purchase of books and other publications.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget cut \$9,400 through an efficiency reflecting a renegotiated service contract with Westlaw and the Law Library Board's photocopier contract. The budget also added \$22,000 which included a replacement phone system, WiFi service for its patrons, and upgraded in information technology. The capital budget included a reduction of \$27,000 due to electronic subscriptions reduced the need for physical reference materials.

The FY 09 adopted budget is 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, legislative services and economic development services along with management of the central office. [Mandated: M1 (Ch. 73-484, Laws of Florida)]

KEY OBJECTIVES:

1. District Office Services: Services provided to each Senator (with three staff members) and each Representative (with two staff members). Includes staff development and training, the development of training tools, provision of legislative and constituent services and community outreach.
2. Constituent Services: Direct contact with persons within the private and public sectors in resolving largely state-related issues but frequently including local and federal issues;
3. Legislative Services: Bill research and drafting, bill analyses, current and historical legislative research (including appropriations), management of the local bill and public hearing/workshop processes, identification and tracking of legislation, staffing and management of ad hoc committees, reporting of findings, consultation on development of local bills and communities budget requests and any related matters. Management of Hillsborough Day in Tallahassee, including attracting and retaining co-hosts and site host, fundraising, and staging of the event. This event showcases Hillsborough County to legislative, judicial and executive branches of state government and guests at the Capitol on event day.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
District Office Services	1				
<i>Workload/Demand</i>					
problem resolution		4,858	4,071	4,193	4,319
training manual updates		5	5/185	5/185	5/185
distributed e-mail reports to members and/or staff ¹		161/8,533	215/10,548	221/11,492	228/11,856
<i>Efficiency</i>					
problem resolution (internal) per FTE		2,429	2,036	2,097	2,160
# of e-mailed reports sent to members and staff per FTE		137	108	111	114
<i>Effectiveness</i>					
% of information released on the same day as requested		100%	100%	100%	100%
Constituent Services	2				
<i>Workload/Demand</i>					
problem resolution		6,892	6,766	6,969	7,178
distributed e-mail reports (miscellaneous items to constituents)		74/43,023	78/51,163	80/52,698	83/54,279
<i>Efficiency</i>					
problem resolution (external) per FTE		3,446	3,383	3,485	3,589
# of e-mailed reports sent to constituents per FTE		37	39	40	42
<i>Effectiveness</i>					
% of information released within 24 hours		100%	100%	100%	100%
Legislative Services	3				
<i>Workload/Demand</i>					
# of Flavors of Hillsborough events		1	1	1	1
monetary support contributors/community support/estimated attendance of Flavors of Hillsborough		9/30/1,500	12/37/2,000	12/37/2,000	12/37/2,000
distributed e-mail reports: appropriation reports to constituents		12/9,000	10/8,112	10/8,355	10/8,606
distributed e-mail reports: local bill status reports to constituents		9/6,809	14/11,322	14/11,662	14/12,012
distributed e-mail rpt.: legislative priority reports to constituents		4/3,000	1/807	1/831	1/856
distributed e-mail reports: sponsored bill reports to constituents		---	12/9,640	12/9,929	12/10,227
<i>Efficiency</i>					
cost per contact ²		\$2.48	\$2.63	\$2.26	\$2.33
<i>Effectiveness</i>					
respond timely, within 24 hours		100%	100%	100%	100%

¹Members and/or staff combined beginning FY 07

²Midyear budget amendment reflects funds required for non-recurring FRS payment.

LEGISLATIVE DELEGATION

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$201,788	\$263,737	\$225,347	\$215,229
Operating Expenditure/Expense	16,371	9,566	19,490	21,805
Total	\$218,159	\$273,303	\$244,837	\$237,034

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$218,159	\$273,303	\$244,837	\$237,034
Total	\$218,159	\$273,303	\$244,837	\$237,034

Funded Positions	2	2	2	2
Funded FTE Positions	2.00	2.00	2.00	2.00

The FY 06 adopted budget was funded at the continuation level.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget was funded less than continuation level due to efficiency savings of \$5,820. Efficiencies were realized in telecommunications, printing, and postage costs.

The FY 09 adopted budget is funded at the continuation level.

METROPOLITAN PLANNING ORGANIZATION

MISSION:

Provide a continuing, cooperative, comprehensive, and balanced transportation plan that preserves and enhances the quality of life for present and future residents of Hillsborough County.

KEY OBJECTIVES:

1. Conduct required long-range transportation planning activities to keep the urbanized area eligible for federal and state funding in conformance with Chapter 339, F.S. and Chapter 23 USG 134. Develop and amend as needed the Long-Range Transportation Plan (LRTP) for Hillsborough County. The plan shall have a 20-year planning horizon and be updated every five years. Identify present and future needs for improvement in the transportation network. Estimate the costs of meeting such needs and the availability of funding. Prioritize the needed projects, identifying those reasonably affordable in the long range. Support more than 100 meetings of the MPO Board and its Technical, Citizens, Policy, Livable Roadways, Intelligent Transportation System, Bicycle/Pedestrian Advisory Committees to set priorities for long range transportation plans and review of other transportation studies. Conduct state and federally mandated regional coordination, including participating in regional teams and development of regional plans and studies. Support the West Central Florida MPO Chairs' Coordinating Committee (CCC) and Joint Citizens Advisory Committee to set priorities for regional long range transportation plans. Annually update the Unified Planning Work Program (UPWP) documenting federally-funded transportation planning in Hillsborough County.
2. Monitor transportation systems to maintain current data for transportation planning and annually update the program of committed projects. Evaluate the performance and impacts of the transportation system, comprising major roads, sidewalks, bicycle facilities, freight systems, and public transit services including paratransit and trip reduction. Annually evaluate candidate improvement projects for federal funding and update the required Transportation Improvement Program (TIP). Forecast population and other socioeconomic data for each of more than 700 traffic analysis zones, and periodically validate the accuracy of the Tampa Bay Regional Travel Demand Forecasting Computer Model to estimate future congestion levels on each road segment. Maintain the MPO's technical capacity and federal and state certifications.
3. Provide technical assistance, inter-agency coordination, and participation opportunities in metropolitan planning to local jurisdictions. Prepare a variety of technical studies and community-supported plans to meet federal and state requirements as well as local requests. Examples include plans and studies for congestion management, goods movement, intelligent transportation systems, public transportation, non-motorized transportation, transportation disadvantaged services, and corridor-specific needs. Respond to informational inquiries, provide technical assistance to the local jurisdictions and transportation authorities, and advise on local plans and studies as needed or requested. Provide workshops, presentations, displays, and informational materials to community stakeholders and local citizens throughout the planning process. Record comments, analyze and respond to input, and provide citizen feedback to the MPO Board.
4. Conduct required planning for the transportation disadvantaged in conformance with Chapter 427 F.S. Monitor and evaluate the quality and quantity of trips provided by the Community Transportation Coordinator to county residents who do not have means to transport themselves too life-sustaining activities. Forecast local needs for such services and annually update the Transportation Disadvantaged Service Plan. Provide a public process for addressing customer grievances. Support meetings of the Transportation Disadvantaged Coordinating Board and its advisory committees.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Conduct Long-Range Transportation Planning Activities Required to Maintain Funding Eligibility	1				
<i>Workload/Demand</i>					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		2	2	2	2
# of regional plans and studies completed under CCC auspices		3	2	2	2
# of public meetings of MPO & Committees		109	111	110	110
<i>Effectiveness</i>					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes	yes	yes
<i>Efficiency</i>					
FTE positions to prepare for and conduct MPO & Committee public meetings ¹		1.96	1.67	1.70	1.80
avg. staff time per public meeting (in hours)		32	32	29	30
FTE positions per completed update of UPWP ¹		.46	.46	.50	.50

¹Reflects hours recorded in Activity Tracking Sys (ACTS) at 1 FTE=200 working days/year=1,760 working hours/year.

Continued in "Supplemental Information"

METROPOLITAN PLANNING ORGANIZATION

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$1,295,344	\$2,107,700	\$1,581,810	\$1,620,698
Capital Equipment	11,207	9,983	15,000	14,500
Total	\$1,306,551	\$2,117,683	\$1,596,810	\$1,635,198

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Grants	\$1,306,551	\$2,117,683	\$1,596,810	\$1,635,198
Total	\$1,306,551	\$2,117,683	\$1,596,810	\$1,635,198

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Funding for the Metropolitan Planning Organization is based on the receipt of various state and federal grants. Funding is anticipated from the FHWA Section 112 PL Fund Grant; FTA Section 5303 Grant and the Transportation Disadvantaged Planning Grant. In FY 04, there was an overall dollar match of \$26,463 for \$2,025,855 in grant dollars. During FY 04, an additional \$1.01 million was also received from the U. S. Department of Transportation for a two-year period for Long-Range Transportation Update Data Collection.

In FY 06, \$1,630,781 in federal and State grant revenue was received with a total local match requirement of \$26,335.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget was funded at the continuation level.

The FY 09 adopted budget is funded at the continuation level.

PLANNING COMMISSION

MISSION:

As the countywide, single local planning agency, conduct comprehensive planning, plan consistency reviews, community/neighborhood planning, MPO transportation planning, Hillsborough River planning, and other planning studies 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 which includes: the multi-year planning to update the comprehensive plans for unincorporated Hillsborough County, and the Cities of Tampa, Temple Terrace, and Plant City (background research, data collection, analyses, evaluation and appraisal report, policy development, and public participation); plan amendments (amendments not part of the plan update-background research, data collection, analyses, report preparation, public hearing, and state compliance); plan consistency reviews (rezonings, special uses, subdivisions*, right-of-way vacations*, annexations*, historic landmark designations*, capital improvement programs, school siting, Port Authority permits*, developments of regional impact, special authority master plans) for Hillsborough County and the Cities of Tampa, Temple Terrace, and Plant City; and providing plan information and assistance to the public. *These review types are not applicable to all local governments.
2. Develop community/neighborhood plans in partnership with local governments.
3. Conduct the approved Work Program of the Hillsborough County Metropolitan Planning Organization keeping the urbanized area eligible for federal and state transportation funding, and support the Planning Commission Comprehensive Planning Program by updating Transportation Elements as required and reviewing proposed amendments for transportation impacts.
4. Provide administrative support to all meetings of the Hillsborough River Board and Hillsborough River Technical Advisory Council (TAC), providing minutes of meetings held by the subsequent meeting, and conduct the approved river/environmental Work Program.
5. Function as the single LPA for Hillsborough County, Plant City, Tampa, and Temple Terrace providing timely recommendations to elected/appointed bodies with land development powers, providing public access to planning, meeting at least once per month per Chapter 97-351 Laws of Florida, and conducting meetings, workshops, and public hearings in accordance with adopted bylaws and policies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Countywide Comprehensive Planning & Related Activities	1				
<i>Workload/Demand</i>					
# of plan amendments processed		96	59	52	56
# of Comprehensive Plan update plan amendments		n/a	250	1,057	200
# of plan consistency reviews processed		780	554	784	864
# of plan information inquiries addressed		11,260	14,917	14,500	16,200
<i>Efficiency</i>					
average # of staff hours per plan amendment processed		73.57	75.00	75.00	75.00
% of state required comprehensive plan amendments completed with update		n/a	100%	100%	n/a
# of plan consistency reviews per planner		43.33	34.41	43.56	48.00
# of plan information inquiries per planner		563	1,658	725	810
<i>Effectiveness</i>					
% of plan where both the Planning Commission and local government concurred w/staff recommendation		99.0%	98.8%	99.0%	99.0%
% of comprehensive plan update amendments approved by both the Planning Commission and local government		n/a	100%	90.0%	90.0%
% of plan consistency findings disputed by local government		1.2%	1.4%	3.0%	3.0%
% of citizens rating service excellent		100%	96.0%	100%	100%

Continued in "Supplemental Information"

PLANNING COMMISSION

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$5,316,152	\$5,528,897	\$5,316,073	\$5,051,470
Operating Expenditure/Expense	750,689	710,883	681,589	667,854
Capital Equipment	61,911	62,093	62,100	62,100
Total	\$6,128,752	\$6,301,873	\$6,059,762	\$5,781,424

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Blended Component Units Fund	\$6,128,752	\$6,301,873	\$6,059,762	\$5,781,424
Total	\$6,128,752	\$6,301,873	\$6,059,762	\$5,781,424

Funded Positions	60	60	56	53
Funded FTE Positions	60.00	60.00	52.00	49.20

The FY 06 adopted budget was funded at the continuation level.

The FY 07 adopted budget included \$125,000 in one-time consulting fees to assist with the increased workload in plan amendments, consistency reviews, information requests and the Comprehensive Plan update.

The FY 08 adopted budget included a reduction of 10% from the continuation budget. The reduction included a decrease of funded positions from 60 to 56, eliminating two Senior Planners, one Principal Planner, and one Executive Secretary. The operating budget was reduced by \$17,757. The remaining reduction was met through reduced working hours.

The FY 09 adopted budget includes a total reduction of \$398,313. This is comprised of \$211,331 in permanent personnel cost reductions and \$180,254 in a one-time reduction for FY 09. Three positions are eliminated including one Fiscal Analyst, one Senior Planner and one Planning and Zoning Tech II. The Fiscal Impact Analysis Model that analyzes the financial feasibility of comprehensive plans using alternative scenarios and policy options for multi-jurisdictional regions will not be enhanced. Two positions are reduced from Planning Assignments by Resolution, Motion or Comprehensive Plans. Work performed in response to requests from the BOCC, County Administration, the Cities of Tampa, Temple Terrace, and Plant City and work that is required for policies in the adopted comprehensive plans will be impacted. The Assistant Executive Director position will be retained, but unfunded for FY 09 since the current position is serving in an acting capacity as the Metropolitan Planning Organization Executive Director. Operating costs are reduced by \$6,728 in professional services costs.

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 residents and producers 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 Regional Envirothon, Farm City Day, and a Poster Contest to educate Hillsborough County students and citizens about soil/water conservation. Provide and receive input at statewide meetings and conferences to stay current on on-site soils issues, water conservation issues, and water quality issues.
3. Provide Hillsborough County and Pinellas County historical aerials (1938, 1948, 1957, 1976, 1991), wetland flood plain and topographical maps for viewing to the public. Soil Surveys of Hillsborough and Pinellas Counties are also available.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Soil and Water Technical and Permitting Services	1				
<i>Workload/Demand</i>					
# of agriculture assistance		104	106	122	122
# of urban technical assistance		111	38	114	114
# of environmental permitting services		48	26	51	51
# of engineering plans prepared		61	24	55	55
# of tensiometers installed and maintained		27	69	63	63
# of tensiometer site visits		11	30	41	41
<i>Efficiency</i>					
average reduction in irrigation water use		19.0%	15.0%	13.0%	11.0%
average urban technical consumers surveyed		98.0%	100%	100%	100%
<i>Effectiveness</i>					
% of informed producers using tensiometers		10.0%	17.0%	30.0%	30.0%
% of informed producers using technical and permitting services		35.0%	37.0%	37.0%	37.0%
% of satisfied consumers		100%	100%	100%	100%
Conservation and Environmental Education	2				
<i>Workload/Demand</i>					
# of participants reached		1,290	1,103	1,081	1,081
# of educational programs offered		4	5	4	4
<i>Efficiency</i>					
average annual attendance on educational programs		322	221	270	270
<i>Effectiveness</i>					
% of Hillsborough County students reached		2.0%	2.0%	2.0%	2.0%
Historical Maps and Books	3				
<i>Workload/Demand</i>					
# of soil surveys books issued		76	63	65	65
# of customers reviewed aerials		130	91	87	87
<i>Efficiency</i>					
average of soil surveys issued per month		6	5	5	5
average of customers reviewing historical aerials per month		10	8	7	7
<i>Effectiveness</i>					
% of satisfied consumers		100%	100%	100%	100%

SOIL AND WATER CONSERVATION BOARD

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$233,220	\$214,050	\$225,793	\$240,346
Operating Expenditure/Expense	9,854	11,457	12,229	11,439
Capital Equipment	1,335	0	0	0
Total	\$244,409	\$225,507	\$238,022	\$251,785

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$244,409	\$225,507	\$238,022	\$251,785
Total	\$244,409	\$225,507	\$238,022	\$251,785

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

The FY 06 adopted budget included an additional \$1,500 for mobility equipment which provided for greater access to the County's purchasing and receiving system, intranet, and e-mail systems. It also provided an increased level of technical and planning services by remaining abreast of current technology which was used to inform and educate the citizens of Hillsborough County on how to preserve and conserve our resources.

The FY 07 adopted budget was funded at the continuation level.

The FY 08 adopted budget was funded at the continuation level.

The FY 09 adopted budget is funded at the continuation level.

CAPITAL IMPROVEMENT PROGRAM PROJECTS

MISSION:

Implement the Capital Improvement Program in the most cost efficient, timely manner to provide quality infrastructure to user departments and the residents of Hillsborough County.

KEY OBJECTIVES:

	Key	Baseline/ Historical	Baseline/ Historical	Baseline/ Historical	
SERVICES/MEASURES:	Obj	Actual	Actual	Actual	Projected
	Num	FY 06	FY 07	FY 08	FY 09

Workload/Demand

Efficiency

Effectiveness

CAPITAL IMPROVEMENT PROGRAM PROJECTS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$4,192,408	\$3,175,798	\$892,200	\$19,892,875
Capital Equipment	4,162,536	2,201,506	10,826,995	13,931,105
Capital Projects	176,547,054	317,649,064	333,114,416	290,372,107
Grants & Aids	16,001,543	12,227,519	1,823,342	20,324,459
Other Uses	1,093,725	102,784	0	889,652
Total	\$201,997,266	\$335,356,671	\$346,656,953	\$345,410,198

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$808,667	\$684,127	\$0	\$0
Unincorporated Area General Fund	92,373	15,700	0	0
Countywide Special Purpose Revenue Fund	9,716,701	362,097	196,000	(28,876)
Unincorporated Area Special Purpose Fund	8,955,771	6,598,707	8,142,000	(285,000)
Intergovernmental Grants	1,229,782	1,902,659	0	0
County Transportation Trust Fund	17,939,047	40,383,464	29,848,000	26,933,872
Library Tax District Fund	3,924,480	2,954,597	12,196,000	5,183,263
Infrastructure Surtax Fund	72,071,061	126,943,585	189,622,502	160,203,755
Countywide Capital Projects Fund	19,137,545	10,272,180	2,000,319	41,468,873
Unincorp Area Capital Projects Fund	4,710,650	2,431,525	16,391,000	16,987,908
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	192,781	(7,854)	0	0
EPC Facility Acquisition/Rehab Fund	110,047	971,982	0	0
General Oblig Bonds P & R Program Fund	85,221	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	8,783,790	9,377,332	11,964,352	572,369
Court Facil Non-Bond Construction Fund	1,651,471	12,898	300,000	34,000
Cap Impr Commercial Paper Program Fund	0	7,975,226	0	0
Falkenburg Jail Construction Fund	0	204,998	0	0
Solid Waste System Enterprise Fund	7,359,497	44,703,407	10,627,780	8,667,034
Water & Wastewater Utility Enterprise Fd	45,122,107	79,570,041	65,369,000	85,673,000
Impact Fees Special Asses	106,275	0	0	0
Total	\$201,997,266	\$335,356,671	\$346,656,953	\$345,410,198

DEBT SERVICE ACCOUNTS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$3,114,934	\$4,296,030	\$3,997,120	\$529,130
Debt Service	242,935,655	201,568,102	127,241,151	120,688,663
Total	\$246,050,589	\$205,864,132	\$131,238,271	\$121,217,793

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Transportation Trust Fund	\$0	\$0	\$0	\$4,000
Infrastructure Surtax Fund	0	0	0	51,355,000
Cap Imp Nonadval Rev 98 &08 Dbt Svc Fd	1,497,150	1,499,650	1,528,375	1,456,863
Fuel Tax Ref Rev Bds Dbt Svc Fd	2,386,648	2,381,061	2,392,450	1,402,000
4th Cent Tourist Dev Tax Fd	0	9,173,658	1,178,090	1,161,890
5th Cent Tourist Dev Tax Fd	0	29,677,200	3,230,567	3,229,623
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	1,334,655	1,327,380	1,334,203	1,331,553
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,153,903	5,153,013	5,209,650	5,165,690
Crim Just CIP Ref Rev 93& 03 Dbt Svc Fd	10,003,500	9,998,100	10,026,750	9,999,500
Ct Facil Rev Bds 99&05 Debt Svc Fd	1,079,551	2,541,446	2,543,671	2,545,953
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc	44,441,093	3,251,825	3,255,772	3,256,922
Cap Imprv Non-Adv Ref Rev 96&2006 Bd Fd	65,552,875	5,187,706	5,192,231	5,193,606
Cap Impr Commercial Paper Prog Fd	0	397,255	1,654,779	1,333,000
CIT Rev Bds 2001 A & B Dbt Svc Fd	4,537,862	4,531,862	4,546,262	4,550,062
CIT Rev Bds 2004 Dbt Svc Fd	6,344,269	6,337,006	6,356,444	6,369,756
CIT Rev Bds 2007 Dbt Svc Fd	0	0	5,947,205	16,286,338
US 301 Expan Taxable Notes	0	0	0	651,368
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd	594,148	1,306,850	1,314,000	1,316,550
Enviro Sensitive Lands Tax/Bond Fund	6,250	0	0	0
Cap Impr Commercial Paper Program Fund	49,869,338	56,159,278	19,685,000	(46,805,695)
2007 Community Investment Tax Rev Bnds	0	0	3,500,000	0
Solid Waste System Enterprise Fund	12,530,505	23,427,746	9,714,933	11,531,651
Water & Wastewater Utility Enterprise Fd	31,693,282	27,635,594	27,721,022	27,881,505
Cap Impr Commercial Paper Program Fund	2,699,999	4,107,333	2,909,000	0
Recl Water Spcl Assessment Rev Bds 2000	436,149	(14,521)	0	0
Impact Fees Special Asses	2,415,816	(92,417)	0	0
Imp Fee Special Assessment Bonds 2006	3,473,499	8,994,452	9,095,477	9,095,848
Transportation Assessment Units Fund	97	868	1,078	1,078
Recl Water Spcl Assessment Rev Bds 2000	0	436,300	433,747	440,421
Impact Fees Special Assess Bd	0	2,445,487	2,467,565	2,463,311
Total	\$246,050,589	\$205,864,132	\$131,238,271	\$121,217,793

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$72,509	\$86,793	\$113,416	\$173,799
Grants & Aids	92,070,433	93,963,889	87,841,542	85,716,413
Total	\$92,142,942	\$94,050,682	\$87,954,958	\$85,890,212

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$20,585,187	\$24,706,407	\$27,047,070	\$20,241,039
Countywide Special Purpose Revenue Fund	1,803,781	263,192	230,000	8,848,000
Unincorporated Area Special Purpose Fund	4,392,944	0	0	0
Sales Tax Revenue Fund	62,534,200	57,456,033	58,151,244	51,566,048
County Transportation Trust Fund	2,826,830	3,252,846	2,526,644	2,234,125
4th Cent Tourist Dev Tax Fd	0	8,346,104	0	1,000,000
5th Cent Tourist Dev Tax Fd	0	26,100	0	1,000
Cap Impr Commercial Paper Program Fund	0	0	0	2,000,000
Total	\$92,142,942	\$94,050,682	\$87,954,958	\$85,890,212

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 06 and FY 07 adopted budgets included funding to the Tampa Sports Authority for renovations at Raymond James Stadium. In accordance with the interlocal agreement for the Community Investment Tax, \$2.5 million was allocated in FY 06 and \$750,000 was allocated in FY 07. Funding for the cost of juvenile pre-trial incarceration increased by \$2.1 million in FY 06 since actual invoices from the Florida Department of Juvenile Justice were approximately \$700,000 per month. Two one-time FY 06 funding allocations were also made. One of those allocations was \$200,000 for signalization at the Hartline NW Transit Center. The other one-time allocation was \$100,000 for an agreement with our sister county, Hancock, MS. Funding for Youth Sports Development was shifted from the Tampa Sports Authority to the Tampa Bay Sports Commission (a Non-Profit Organization). In FY 07, \$750,000 in new funding was allocated to Hartline in support of creating feeder service between the incorporated and unincorporated areas of the County. Additionally, tax increment financing budgets were increased \$4.1 million to reflect growth in the tax basis of the Community Redevelopment Areas.

The FY 08 adopted budget reflected the impact of both legislative action which limited ad valorem revenues, and lowered State estimates for fuel and sales tax revenues. These reductions necessitated elimination of \$750,000 in each year for the Hartline feeder service, and a net reduction of \$2.4 million in FY 08 Community Investment Tax distributions to the School Board and three municipalities. The annual allotment for Marine Law Enforcement was also reduced by \$52,000 for FY 08 as part of the County's requirement to reduce costs. Two bond series were defeased in 2007--Sports Authority Series 1997B and Sports Authority/Arena Series 1995--eliminating the need for budgeted debt service payments to the Tampa Sports Authority by \$2,750,000 in each year. Budgeted impact fee payments to Hartline were increased by \$207,460 over FY 07 to reflect increased estimates of impact fee revenues. Additionally, tax increment financing budgets were increased \$1.9 million to reflect growth in the tax basis of the various Community Redevelopment Areas.

The FY 09 adopted budget continues to reflect the impact of legislative action limiting ad valorem tax revenues approved in 2007, and the new impacts of lower ad valorem tax revenues due to passage of Amendment One and continued lower sales tax, state revenue sharing, and fuel tax revenues. The budgets for tax increment financing payments were increased \$1,769,132 from FY 08 levels to reflect higher City of Tampa and Temple Terrace tax bases. The budget for payment to the Tampa Sports Authority for estimated operating and property tax deficits decreased by \$135,377, reflecting lower anticipated ad valorem taxes and a reduction in operating costs. Funding for the Florida Department of Juvenile Justice for pre-trial incarceration of minors was increased by \$100,000 based on State estimates, and starting in FY 09, is shown under the Special Revenue Funds section of the schedule. The Board approved a slight increase of \$18,000 for Marine Law Enforcement. Reflecting lower anticipated sales tax revenues, Community Investment Tax budgeted payments to the municipalities and School Board were reduced by \$6,587,859, while anticipated lower impact fee revenues resulted in the budgeted payment of impact fees to HARTline being reduced by \$100,347. Lower anticipated Ninth Cent Fuel Tax revenues resulted in a \$192,172 reduction in budgeted payments to the three municipalities. \$1 million in unspent 4th Cent Tourist Development Tax backed debt proceeds is being re-budgeted for Legends Field improvements previously approved by the BOCC, and \$2 million in unspent 5th Cent Tourist Development Tax backed debt proceeds for St. Petersburg Times Forum (Arena) improvements is re-budgeted for FY 09. Other changes include the budget for payment to the Division of Forestry being increased by \$21,509 to reflect a state revision in the calculation of County acreage subject to wildfire assessment and an increase in the per acre assessment from \$.03/acre to \$.07/acre, a budget increase of \$60,383 for the Health Department, and a \$3,000 reduction in budgeted Van Pool subsidies.

A detailed list of appropriations is shown on the following pages.

GOVERNMENTAL AGENCIES

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
GENERAL FUNDS				
Countywide General Fund				
<u>Planning & Growth Management</u>				
Hartsaver Bus Passes	\$141,044	\$128,074	\$174,000	\$174,000
Van Pool Discounts for County Employees	0	720	5,000	2,000
<u>Management & Budget</u>				
Plant City Tax Increment Financing	601,972	785,410	857,378	840,717
Temple Terrace Tax Increment Financing	40,997	190,051	190,439	234,853
Tampa Tax Increment Financing	8,256,576	12,073,616	13,976,979	15,718,358
Florida Department of Juvenile Justice	8,395,752	8,258,039	8,500,000	0
Florida Division of Forestry	0	12,308	8,500	28,609
Health Department	319,684	327,501	335,316	395,699
National Estuary Program	83,974	83,974	86,494	83,974
School Board Racing Commission	446,500	446,500	446,500	446,500
Sister County Program - Hancock County, MS	100,000	0	0	0
Tampa Bay Regional Planning Council	356,699	364,095	374,616	359,858
Tampa Sports Authority (Property Taxes & Oper Deficit)	1,841,989	2,036,119	2,091,848	1,903,137
Tampa Sports Authority (Potential Enhanced Security)	0	0	0	53,334
TOTAL GENERAL FUNDS	20,585,187	24,706,407	27,047,070	20,241,039
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Marine Law Enforcement</u>				
City of Tampa	182,000	182,000	150,000	148,000
City of Temple Terrace	60,000	60,000	40,000	60,000
<u>Management & Budget</u>				
Florida Department of Juvenile Justice	0	0	0	8,600,000
School Site Impact Fee Commissions	11,781	21,192	40,000	40,000
	253,781	263,192	230,000	8,848,000
Unincorporated Area Special Purpose Fund				
<u>Management & Budget</u>				
School Site Impact Fee Distributions	5,942,944	0	0	0
	5,942,944	0	0	0
Sales Tax Revenue Fund				
<u>Sports Authority Debt Service</u>				
Sports Authority Sports Facility Sales Tax Bonds	2,005,000	2,000,004	1,994,337	1,994,340
Sports Authority 1997B Bonds	747,627	124,745	0	0
Sports Authority/Arena 1995 Bonds	1,988,028	0	0	0
CIT Distributions/Tampa Sports Authority	9,564,000	9,564,000	8,933,459	8,936,119
<u>Management & Budget</u>				
Community Investment Tax - TSA Stadium Renovations	2,500,000	750,000	750,000	750,000
Community Investment Tax Distributions/City of Tampa	16,230,355	16,101,603	16,614,245	14,021,880
Community Investment Tax Distrib/City of Temple Terrace	1,106,150	1,087,115	1,157,638	1,001,997
Community Investment Tax Distributions/City of Plant City	1,611,428	1,599,904	1,650,706	1,390,650
Community Investment Tax Distributions/School Board	26,781,612	26,228,662	27,050,859	23,471,062
	62,534,200	57,456,033	58,151,244	51,566,048

GOVERNMENTAL AGENCIES

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
County Transportation Trust Fund				
<i><u>Hartline (Planning & Growth Management)</u></i>				
Hartline - Unincorporated Area Feeder Service	0	750,000	0	0
Road Network Impact Fee Program	529,955	314,449	304,271	203,924
<i><u>Planning & Growth Management</u></i>				
Alternative Transportation Program	23,500	23,500	23,500	23,500
<i><u>Management & Budget</u></i>				
Gas Tax Distribution - Tampa	1,886,803	1,855,626	1,881,155	1,714,729
Gas Tax Distribution - Temple Terrace	127,941	125,380	131,059	122,263
Gas Tax Distribution - Plant City	186,742	183,891	186,659	169,709
Citrus Park Community Dev District/97 Bonds	71,889	0	0	0
4th Cent Tourist Development Tax Fund				
<i><u>Sports Authority</u></i>				
2006 Refunding Revenue Bonds - Legends Field	0	2,346,104	0	1,000,000
2006 Refunding Revenue Bonds - Convention Center	0	6,000,000	0	0
5th Cent Tourist Development Tax Fund				
<i><u>Sports Authority</u></i>				
2006B Refunding Revenue Bonds - St. Pete Times Forum	0	26,100	0	1,000
	<u>2,826,830</u>	<u>11,625,050</u>	<u>2,526,644</u>	<u>3,235,125</u>
TOTAL SPECIAL REVENUE FUNDS	<u>71,557,755</u>	<u>69,344,275</u>	<u>60,907,888</u>	<u>63,649,173</u>
CAPITAL FUNDS				
Commercial Paper Note Issuance Fund				
<i><u>Sports Authority</u></i>				
Arena Improvements	0	0	0	2,000,000
TOTAL CAPITAL FUNDS	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,000,000</u>
TOTAL GOVERNMENTAL AGENCIES	<u>\$92,142,942</u>	<u>\$94,050,682</u>	<u>\$87,954,958</u>	<u>\$85,890,212</u>

MAJOR MAINTENANCE AND REPAIR

Appropriations	FY 06 Actual	FY 07 Actual	FY 06 Adopted	FY 07 Adopted
Operating Expenditure/Expense	\$7,488,790	\$6,147,684	\$13,420,295	\$8,678,168
Total	\$7,488,790	\$6,147,684	\$13,420,295	\$8,678,168

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 06 Adopted	FY 07 Adopted
Countywide General Fund	\$1,248,239	\$83,973	\$0	\$0
Unincorporated Area General Fund	188,657	(6,100)	0	0
Countywide Special Purpose Revenue Fund	2,851,190	3,405,981	7,641,195	5,398,932
Unincorporated Area Special Purpose Fund	2,922,348	2,280,383	5,252,475	2,810,950
Library Tax District Fund	278,356	383,447	526,625	468,286
Total	\$7,488,790	\$6,147,684	\$13,420,295	\$8,678,168

This non-departmental organization is established to account for the management of the Small Construction Projects Program. This program is used for the repair, renovation, replacement and maintenance (R3M) of Hillsborough County facilities. Projects administered through the R3M Program are designed to ensure health and safety, prevent further damage to facilities, increase efficiency, or support changes in program requirements. These projects will generally be completed within 12 months and will generally cost under \$150,000.

NON-DEPARTMENTAL ALLOTMENTS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Personal Services	\$1,807,062	\$1,701,290	\$2,700,000	\$2,750,000
Operating Expenditure/Expense	100,187,825	111,482,106	136,306,162	125,511,213
Capital Equipment	3,242	0	15,458,000	5,350,000
Capital Project	0	11,230	594,000	0
Grants & Aids	5,244,911	6,773,937	8,667,000	5,505,000
Total	\$107,243,040	\$119,968,563	\$163,725,162	\$139,116,213

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$4,095,129	\$4,027,681	\$21,841,593	\$8,261,128
Unincorporated Area General Fund	6,370,428	5,121,145	17,141,753	5,452,135
Countywide Special Purpose Revenue Fund	3,500,000	3,506,241	6,500,000	(1,787,275)
Unincorporated Area Special Purpose Fund	150,000	150,000	150,000	150,000
Intergovernmental Grants	0	13,875	0	0
County Transportation Trust Fund	252,836	254,250	446,149	1,800
County Self Insurance Fund	92,874,647	106,895,371	117,645,667	127,038,425
Total	\$107,243,040	\$119,968,563	\$163,725,162	\$139,116,213

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, outside legal services, the year-end audit, and funds for economic development programs.

The FY 08 budget included broad reductions to reflect the impact of legislative action which has restricted growth in ad valorem revenues. Major budget reductions from FY 07 levels included \$795,000 for the countywide Agricultural Preservation program, \$477,225 for economic development incentives; \$150,000 for the employee suggestion program; \$141,200 for outside attorney fees; \$200,000 for outside counsel for Tampa Bay Water issues; and \$1.3 million for Affordable Housing Task Force programs. Reappropriation budgets were reduced by \$1.7 million. Funding was eliminated for the Cable Advisory Committee, facilitators, and a grants locator service not providing adequate returns. One-time FY 07 funding was also not continued for public awareness campaigns, USF High Tech Incubator equipment, a performance audit of Hartline, capacity fee payments for Wimauma, and Article V costs. In addition, the budget for impact fee waivers-no fee zones was reduced \$2 million to reflect lower cost estimates by the department. New funding of \$30,000 each year was established for the Brandon Chamber of Commerce, one-time funding of \$350,000 was approved for Public Defender building lease costs, \$594,000 for a new State Attorney telephone system, and \$4 million for unanticipated cost adjustments to reflect a lesser ability of departments to absorb cost overruns within their budgets. Budgeted expenditures from the Self-Insurance Fund increased by \$9.725 million, reflecting anticipation of continuing increases in health care costs paid from these funds.

The FY 09 adopted budget continues to reflect the impact of 2007 legislative action limiting ad valorem tax revenues, and the new impacts of lower ad valorem tax revenues due to the passage of Amendment One and continued lower sales tax, state revenue sharing, and fuel tax revenues resulting from a weakened economy. Reductions in FY 09 include: the employee suggestion program (\$75,000); employee tuition reimbursement (\$10,000), the Tampa Bay Partnership (\$10,000), the USF Office for Technology Entrepreneurship (\$10,000), the Commission on the Status of Women (\$5,000), Federal Intergovernmental Representation (\$40,000), Tampa Bay Water Issues (\$100,000), the Innovations Group membership (\$7,500), and the Historic Landmark Resource Program (\$50,000). Other immaterial budget items were also either eliminated or reduced based on historical spending patterns. Funding of \$10 million in the countywide general fund and \$1,458,000 in the Unincorporated Area General Fund was eliminated for reappropriations since this annual process will be discontinued. Funding for economic development activities totaling \$6,972,775 and affordable housing programs totaling \$2,100,000 is being removed from allotments in FY 09. Going forward, the Capital Projects Fund will be used to fund these activities. The FY 09 capital project budget includes \$18,506,832 for economic development activities and \$6 million for affordable housing projects. The initial funding for these activities was established with one-time funding sources identified through the budget process. First year funding of \$99,783 is budgeted for the new state requirement for the County to fund the Office of Criminal Conflict and Civil Regional Counsel. An additional \$1,350,000 in one-time funding is also included for the refurbishment of aging fire truck apparatus. Commercial insurance of \$2,142,589 is realigned in the FY 09 budget from the Real Estate Department to allotments since this coverage relates to facilities occupied by multiple county departments.

A detailed list of appropriations is found in the following pages. The listing does not include funding that these organizations may receive through departmental contracts embedded within departmental budgets.

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
GENERAL FUNDS				
Countywide General Fund				
<u>Debt Management</u>				
Debt Issuance Costs	\$109,240	\$68,362	\$50,000	\$50,000
Bond Counsel	19,015	40,513	40,000	40,000
Financial Advisor	0	0	35,000	35,000
<u>Human Resources</u>				
Employee Suggestion Program	2,000	17,103	50,000	25,000
Employee Tuition Reimbursement	56,504	49,473	85,000	75,000
Flexible Spending Account Admin Fees	38,534	37,653	45,000	45,000
Health Ins. Subsidy-Disabled (ILOD) Retirees	0	0	4,000	4,000
Health Insurance Subsidy-Retired Employees	122,795	140,005	175,000	210,000
<u>Economic Development</u>				
Agricultural Preservation	0	0	205,000	205,000
Brandon Chamber of Commerce	0	0	30,000	30,000
Committee of 100/Bio Technology Project	92,809	85,329	89,000	89,000
Economic Development Initiatives	0	25,000	2,182,775	0
Film Closing Fund	5,000	0	100,000	0
General Fund Industry Promotion (OTI)	407,385	290,050	1,200,000	0
International Protocol Officer Partnership	28,528	32,702	40,000	40,000
Tampa Bay Partnership	50,000	50,000	50,000	40,000
Tampa Chamber of Commerce	360,644	361,356	361,000	361,000
USF High Tech Incubator	200,000	200,000	200,000	200,000
USF High Tech Incubator - Equipment	284,077	215,411	0	0
USF Office for Technology Entrepreneurship	57,310	50,000	50,000	40,000
<u>Affordable Housing</u>				
Affordable Housing Subsidy - Single Family Homes	0	0	100,000	0
<u>Children's Services</u>				
Public Awareness Campaigns	0	473,837	0	0
<u>Community Liaisons</u>				
JBI Commission for US Dept of Justice Reimb	22,695	49,175	34,000	0
<u>County Attorney</u>				
Legal Advertising	45,843	81,908	90,000	90,000
Outside Legal/Attorneys	314,903	184,299	400,000	400,000
<u>County Administrator</u>				
Commission on Status of Women	6,300	5,882	5,000	0
Facilitator	3,000	0	0	0
Federal Intergovernmental Representation	114,000	120,502	160,000	120,000
State Intergovernmental Representation	116,550	85,957	85,750	85,750
<u>Communications</u>				
Cable Advisory Committee	3,475	0	0	0
<u>Water Department</u>				
Capacity Fee Payments - Wimauma	556,846	0	0	0
Tampa Bay Water Issues	238,868	277,591	300,000	200,000
<u>Real Estate</u>				
Impound Lot Rental	5,580	5,580	5,580	0
Law Library Building Lease	164,054	180,858	235,700	0
Non-Ad Valorem Assessments	18,340	15,613	35,000	35,000
Commercial Insurance	0	0	0	2,142,589

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
<u>Management & Budget</u>				
Bad Debt Write-off	0	0	2,000	0
Constitutional Officers Salary Increases	0	0	25,000	25,000
Cost Allocation Plan	29,200	19,800	35,000	35,000
Courts Acquittal Costs	0	0	5,000	0
Emergency Acquisition of Equipment	0	0	2,000,000	2,000,000
Financial Audit Services	230,834	224,045	400,000	400,000
Impound Lot - Veterinary Svcs & Advertising	72	435	1,200	1,200
Jury Parking	0	177,650	175,000	175,000
Management Consultant	0	59,455	150,000	150,000
Membership - Florida Assoc. of Counties	103,010	107,130	111,415	107,130
Membership - National Assoc. of Counties	44,078	19,369	21,119	23,019
Membership - National Forum Black Public Admin.	2,200	2,025	2,350	2,500
Membership - Innovations Group	5,250	7,500	7,500	0
Other Countywide Costs	163,023	39,096	204	940
Prior Year Reappropriations	0	0	10,000,000	0
Public Defender Building Lease Costs	0	0	350,000	0
Recording Fees	9,501	8,049	24,000	24,000
State Attorney Telephone System	0	0	594,000	0
Tax Deed Sale Expenses	22,642	2,743	60,000	40,000
Tax Deed Title Searches	0	0	60,000	40,000
Tax Notice Mailing Costs	0	63,472	75,000	75,000
TRIM Mailing Costs	0	136,692	240,000	240,000
Unanticipated Cost Adjustments	0	0	1,000,000	300,000
Unemployment Benefits	41,024	16,061	60,000	60,000
	4,095,129	4,027,681	21,841,593	8,261,128
Unincorporated Area General Fund				
<u>Affordable Housing</u>				
Affordable Housing Program Costs	23,716	1,873,249	800,000	800,000
<u>Planning & Growth Management</u>				
Impact Fee Waiver - No Fee Zones	5,572,920	2,166,503	3,000,000	1,000,000
Historic Landmark Resource Program	0	19,220	100,000	50,000
<u>Economic Development</u>				
Unincorporated Area Industry Promotion (OTI)	316,950	189,245	1,150,000	0
Economic Development Initiatives	0	0	2,340,000	0
<u>Court Administrator</u>				
Hearing Masters - Parking Violations	660	2,790	3,000	3,000
<u>County Administrator</u>				
Affordable Housing Task Force Programs	0	377,960	2,000,000	0
<u>County Attorney</u>				
Local Ordinance Enforcement - Public Defender	62,400	46,600	92,000	92,000
Local Ordinance Enforcement - State Attorney	24,000	24,000	24,000	24,000
<u>Parks, Recreation and Conservation</u>				
Campo YMCA Swimming Pool	0	0	992,000	0
<u>Real Estate</u>				
Viacom Billboard Lease	12,020	12,381	12,753	13,135
<u>Human Resources</u>				
Employee Suggestion Program	0	0	50,000	0

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
<u>Management & Budget</u>				
Constitutional Officers Salary Increases	0	0	15,000	15,000
Local Ordinance Enforcement - Filing Fees	4,390	3,190	5,000	5,000
Management Consultant	48,653	0	100,000	100,000
Operation Clean Sweep	0	154,202	0	0
Other Unincorporated Area Costs	304,719	251,805	0	0
Unanticipated Cost Adjustments	0	0	3,000,000	0
Emergency Acquisition of Equipment	0	0	2,000,000	3,350,000
Equipment - Prior Year Reappropriations	0	0	1,458,000	0
	6,370,428	5,121,145	17,141,753	5,452,135
TOTAL GENERAL FUNDS	10,465,557	9,148,826	38,983,346	13,713,263
 SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Management & Budget</u>				
Tampa General Hospital	3,500,000	3,500,000	3,500,000	3,500,000
Adjustment to Technology Sys Upgrade & Replacement	0	6,241	3,000,000	(5,350,000)
	3,500,000	3,506,241	6,500,000	(1,850,000)
 Florida Department of Juvenile Justice Fund				
<u>Community Liaisons</u>				
JBI Commission for US Dept of Justice Reimb	0	0	0	62,725
 Phosphate Severance Tax Fund				
<u>Management & Budget</u>				
Physical Oceanographic Real-Time Sys (PORTS)	150,000	150,000	150,000	150,000
 Intergovernmental Grants Fund				
<u>Management & Budget</u>				
Disaster Event Preparation	0	13,875	0	0
 County Transportation Trust Fund				
<u>Management & Budget</u>				
CIP Indirect Administrative Costs	252,836	252,836	446,149	0
SBA Administration Fees	0	1,414	0	1,800
	252,836	254,250	446,149	1,800
TOTAL SPECIAL REVENUE FUNDS	3,902,836	3,924,366	7,096,149	(1,635,475)
 COUNTY SELF INSURANCE FUND				
<u>Human Resources</u>				
Workers Compensation Insurance				
Administrative Costs	645,964	819,245	1,160,825	1,160,825
Claim Payments - W/C Medical	4,041,708	5,634,424	7,009,250	7,009,250
Insurance Purchases	561,765	458,890	826,875	826,875
Wage Loss Benefits	1,764,033	1,655,302	2,500,000	2,625,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
General Liability Insurance				
Claim Payments	2,304,530	2,035,241	3,543,822	2,014,718
Insurance Purchases	5,937,854	7,590,281	8,050,850	7,351,248
Administrative Costs	348,297	395,446	482,895	450,000
Employee Group Health Insurance				
Claim Payments	72,211,340	83,034,172	87,300,000	98,537,000
Insurance Purchases	329,751	424,571	1,050,000	1,080,000
Administrative Costs	4,729,405	4,847,799	5,721,150	5,983,509
TOTAL SELF INSURANCE FUND	92,874,647	106,895,371	117,645,667	127,038,425
TOTAL NON-DEPARTMENTAL ALLOTMENTS	\$107,243,040	\$119,968,563	\$163,725,162	\$139,116,213

NONPROFIT ORGANIZATIONS

Appropriations	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Operating Expenditure/Expense	\$874,443	\$874,443	\$250,000	\$0
Grants & Aids	22,743,226	23,857,312	23,545,927	24,063,581
Total	\$23,617,669	\$24,731,755	\$23,795,927	\$24,063,581

Budget by Fund	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Countywide General Fund	\$9,009,700	\$9,480,260	\$8,106,974	\$7,846,539
Unincorporated Area General Fund	874,443	874,443	250,000	0
Countywide Special Purpose Revenue Fund	1,066,800	1,133,200	1,100,000	1,100,000
Sales Tax Revenue Fund	11,957,718	12,572,146	13,675,000	14,475,000
Intergovernmental Grants	709,008	671,706	663,953	642,042
Total	\$23,617,669	\$24,731,755	\$23,795,927	\$24,063,581

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 06 and FY 07 adopted budgets reflect a 9.9% increase in general fund allocations (excluding some one-time FY 05 allocations). Most competitive organizations received continuation level funding or increases ranging from 5% to 10 %, depending on average score and requested funding. In addition, several "new" agencies received funding, including COACH Foundation, Francis House, Greater Palm River Point, MacDonald Training Center, Public Guardian (Aging Solutions), American Victory Ship, Trinity Cafe, YO Program, and St. John Presbyterian Learning Center. Youth Sports Development funding was moved from the Tampa Sports Authority (a Governmental Agency) to the Tampa Bay Sports Commission. Overall Tourist Development Tax allocations were increased by 12%, due to growth in the tourism market. Since Community Development Block Grant funds were projected to be lower than in FY 05, all agencies were funded at a lower level.

The FY 08 adopted budget reflected broad funding reductions due to the impact of legislative action which restricted growth in ad valorem tax revenues. Countywide funding was eliminated for the City of Tampa Hillsborough Community Relations and Hillsborough County Youth Council programs, the Tampa-Hillsborough Urban League, Children's Home Society, MacDonald Training Center, St. John Presbyterian Learning Center, and the Corporation to Develop Communities YO program. Unincorporated area funding was eliminated for the Tampa Bay Cable Network and limited to a one-time allotment of \$250,000 in FY 08 for the Tampa Educational Consortium. Agencies previously granted one-time funding that are not receiving funding in FY 08 or FY 09 include the American Victory Ship, Tampa's Historic Streetcar, Inc., Florida Institute of Community Studies, and Nova Southeastern University. While specific agency budgets may reflect varying percentage changes from FY 07, overall general revenue funded agencies received budget reductions from FY 07 levels averaging 21%. Combined countywide and tourist development tax funding for the Tampa Bay Sports Commission was increased \$450,000 for FY 08 and FY 09. Strong growth in Tourist Development Tax revenues accounts for the Convention Visitors Bureau funding increase of \$1.6 million in FY 08 and \$520,000 for FY 09. One-time countywide funding of \$100,000 was approved for the Florida Aquarium and new Community Development Block Grant (CDBG) funding of \$28,969 was approved for the Corporation to Develop Communities. Eight CDBG-funded agencies had their allotments reduced to provide this new funding.

The FY 09 adopted budget reflects further budget reductions. Individual agencies were provided varying levels of reductions based on whether the services they provided were related to basic human needs, self-sufficiency, or quality of life. All agencies receiving CDBG funding were reduced 3.3%. New funding was added for America United, Inc. – YES Program (\$10,000), the Family Justice Center (\$100,000), the Girl Scouts of the Suncoast (\$26,649), the NAACP Empowerment Center (\$15,000), and the CDC YO Program (\$50,000).

Details by agency are shown in the following pages.

NONPROFIT ORGANIZATIONS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
GENERAL FUND				
Countywide General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Arts Council	\$1,316,453	\$1,580,005	\$1,198,854	\$1,078,969
Catholic Charities - Choose Life Distribution	53,130	50,799	50,799	50,799
City of Tampa-Tampa/Hillsborough Community Relations	29,488	0	0	0
City of Tampa-Tampa/Hillsborough County Youth Council	6,660	3,750	0	0
Community Tampa Bay (Formerly NCCJ)	0	0	8,250	7,425
Crisis Center/Transportation/Nurse Examiner	1,822,215	2,061,418	1,662,771	1,662,771
Historical Advisory Council of Hillsborough	0	5,000	3,750	3,375
Lowry Park Zoo	499,980	500,000	450,000	405,000
Museum of Science and Industry	660,340	600,000	637,500	573,750
Sickle Cell Association	46,208	45,426	34,678	31,210
Tampa Bay History Center	350,000	350,000	262,500	236,250
Tampa Bay Sports Commission	140,000	230,000	400,000	400,000
Tampa-Hillsborough Urban League	17,796	0	0	0
<u>Competitive</u>				
A Brighter Community	8,109	7,049	8,200	7,380
Aging Solutions (Public Guardian)	12,835	38,505	0	0
Alpha, Inc.	54,075	46,667	54,075	54,075
YES! of America United, Inc.	0	0	0	10,000
Bolesta	16,443	15,999	16,630	13,304
Boys and Girls Clubs	142,465	152,767	111,629	89,303
Centre for Women	80,850	80,850	60,638	54,574
Child Abuse Council, Inc.	56,948	63,610	60,000	60,000
Children's Home Society	131	0	0	0
Children's Home, Inc.	118,406	119,106	131,400	131,400
COACH Foundation	42,164	50,735	25,000	20,000
Computer Mentors Group	10,493	32,257	16,031	14,428
Cornerstone Ministries (Formerly Tampa United Methodist)	34,435	35,565	26,250	23,625
Corp to Develop Communities	32,250	62,250	47,250	42,525
Crisis Center - Eldernet	24,747	27,452	20,258	18,232
Epilepsy Services of West Central Florida	21,103	14,483	22,000	19,800
Family Justice Center	0	0	0	100,000
Francis House	20,000	17,345	15,000	12,000
Girl Scouts of Suncoast	0	0	0	26,649
Greater Palm River Point	11,927	20,169	15,000	13,500
Gulf Ridge Boy Scouts	54,003	11,045	26,649	26,649
Hispanic Services Council	81,004	69,637	48,263	43,437
Life Enrichment Center	23,886	23,910	18,750	15,000
MacDonald Training Center	20,000	20,000	0	0
Mary & Martha House	29,451	20,921	26,250	26,250
Mental Health Care, Inc.	157,470	135,954	90,000	81,000
Quantum Leap Farm	28,827	28,827	21,620	17,296
Redland Christian Migrant	100,430	109,312	84,135	75,722
Self Reliance	27,300	27,300	20,475	18,428
Seniors in Service	8,526	10,243	7,500	7,500
St. John Presbyterian Learning Center	8,268	15,390	0	0
Tampa Bay Academy of Hope	63,000	63,000	25,000	20,000

NONPROFIT ORGANIZATIONS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Tampa Lighthouse for the Blind	35,175	36,260	37,485	33,737
Tampa Metro Area YMCA	17,836	26,780	23,133	18,506
The Spring of Tampa Bay	114,643	106,050	106,050	106,050
United Cerebral Palsy	22,864	21,084	15,813	14,232
<u>Community Liaisons</u>				
Agency for Community Treatment Services	627,496	601,812	533,372	533,372
DACCO	950,510	950,510	807,934	807,934
Goodwill Industries	451,200	394,688	398,631	398,631
Tampa Crossroads	126,238	129,554	110,126	110,126
<u>Health & Social Services</u>				
Trinity Café	0	0	85,000	85,000
Veteran's Council of Hillsborough County	6,999	7,000	5,950	5,950
<u>Economic Development</u>				
Boys and Girls Clubs Summer Program	75,000	46,409	56,250	56,250
CDC of Tampa - YO Program	200,000	200,000	0	50,000
Economic Development External Organizations	0	0	15,000	15,000
Florida Aquarium	0	0	100,000	0
Hispanic Business Initiative Fund	67,063	48,500	36,375	36,375
NAACP Empowerment Center	0	0	0	15,000
Tampa Bay Black Heritage Festival	25,000	25,000	18,750	18,750
US-Africa Free Enterprise Education	57,860	139,867	50,000	50,000
	9,009,700	9,480,260	8,106,974	7,846,539
Unincorporated Area General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Tampa Bay Cable Network	355,443	355,443	0	0
Tampa Educational Cable Consortium	519,000	519,000	250,000	0
	874,443	874,443	250,000	0
TOTAL GENERAL FUND	9,884,143	10,354,703	8,356,974	7,846,539
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Bay Area Legal Services	1,066,800	1,133,200	1,100,000	1,100,000
	1,066,800	1,133,200	1,100,000	1,100,000
Sales Tax Revenue Fund				
<u>Economic Development</u>				
3% Tourist Development Tax				
Apollo Beach Chamber of Commerce	16,038	21,757	20,000	20,000
Arts Council of Hillsborough County	20,000	20,000	30,000	30,000
Big East	0	50,000	50,000	50,000
County Arts & Cultural Co-op	50,000	50,000	139,000	150,000
Downtown Attractions	18,734	20,517	20,000	20,000
Florida Aquarium	119,115	125,000	130,000	140,000
Lowry Park Zoo	125,000	125,000	130,000	140,000
Museum of Science and Industry	109,260	140,740	130,000	140,000
Outback Pro-Am	25,000	100,000	100,000	105,000
Plant City Chamber of Commerce	80,000	80,000	100,000	100,000
Plant City Stadium	362,700	400,000	400,000	400,000

NONPROFIT ORGANIZATIONS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Ruskin Chamber of Commerce	10,527	18,393	20,000	20,000
Tampa Bay Black Heritage Festival	20,000	20,000	20,000	20,000
Tampa Bay CVB	7,047,716	7,254,000	8,780,000	9,300,000
Tampa Bay CVB - Overage Payment	872,628	1,065,739	175,000	175,000
Tampa Bay Performing Arts Center	550,000	550,000	550,000	550,000
Tampa Bay Sports Commission	250,000	250,000	500,000	500,000
Tampa Convention Center	2,166,000	2,166,000	2,266,000	2,500,000
Tampa History Center	15,000	15,000	15,000	15,000
Ybor City Chamber of Commerce	100,000	100,000	100,000	100,000
	11,957,718	12,572,146	13,675,000	14,475,000
Intergovernmental Grants Fund				
<u>Management & Budget</u>				
<u>CDBG Human Services Programs</u>				
Bay Area Legal Services	34,062	31,840	32,623	31,546
Big Brothers Big Sisters	34,793	31,917	30,000	29,010
Boys and Girls Club	25,583	22,425	23,302	22,533
Catholic Charities - Reach	84,129	56,931	73,084	70,672
Children's Home Society	135,598	159,526	131,400	127,064
Computer Mentors Group	18,849	22,396	26,875	25,988
Corporation to Develop Communities	0	0	28,969	28,013
Florida Institute of Community Studies	16,860	0	0	0
Gulf Coast Jewish Families	19,418	30,336	23,363	22,592
HARC - Alzheimer Care Staff	85,000	77,776	76,245	73,729
Hispanic Services Council	23,800	21,349	23,956	23,165
Mary & Martha House	28,386	28,482	31,051	30,026
Nova Southeastern University	32,295	28,969	0	0
Redland Christian Migrants	47,050	61,590	53,820	52,044
Seniors in Service	27,012	19,952	23,830	23,044
Tampa Metro Area YMCA	25,000	22,425	22,425	21,685
The Spring of Tampa Bay - Intervention	44,747	35,880	37,284	36,054
United Cerebral Palsy	26,426	19,912	25,726	24,877
	709,008	671,706	663,953	642,042
TOTAL SPECIAL REVENUE FUNDS	13,733,526	14,377,052	15,438,953	16,217,042
TOTAL NONPROFIT ORGANIZATIONS	\$23,617,669	\$24,731,755	\$23,795,927	\$24,063,581

NONPROFIT ORGANIZATIONS - MULTI FUNDED AGENCIES

Organization	Funding Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Arts Council	General Fund	1,316,453	\$1,580,005	1,198,854	\$1,078,969
Arts Council	Tourist Tax Fund	20,000	20,000	30,000	30,000
Total		1,336,453	1,600,005	1,228,854	1,108,969
Bay Area Legal Services	Court Fees	1,066,800	1,133,200	1,100,000	1,100,000
Bay Area Legal Services	CDBG Grant	34,062	31,840	32,623	31,546
Total		1,100,862	1,165,040	1,132,623	1,131,546
Boys and Girls Clubs	General Fund	142,465	152,767	111,629	89,303
Boys and Girls Clubs Summer Program	General Fund	75,000	46,409	56,250	56,250
Boys and Girls Club	CDBG Grant	25,583	22,425	23,302	22,533
Total		243,048	221,601	191,181	168,086
Catholic Charities - Reach	CDBG Grant	84,129	56,931	73,084	70,672
Catholic Charities - Choose Life Dist.	General Fund	53,130	50,799	50,799	50,799
Total		137,259	107,730	123,883	121,471
CDC of Tampa	General Fund	32,250	62,250	47,250	42,525
CDC of Tampa - YO Program	General Fund	200,000	200,000	0	50,000
Total		232,250	262,250	47,250	92,525
Children's Home Society	General Fund	131	0	0	0
Children's Home Society	CDBG Grant	135,598	159,526	131,400	127,064
Total		135,729	159,526	131,400	127,064
Computer Mentors Group	General Fund	10,493	32,257	16,031	14,428
Computer Mentors Group	CDBG Grant	18,849	22,396	26,875	25,988
Total		29,342	54,653	42,906	40,416
Crisis Center - Eldernet	General Fund	24,747	27,452	20,258	18,232
Crisis Center	General Fund	1,822,215	2,061,418	1,662,771	1,662,771
Total		1,846,962	2,088,870	1,683,029	1,681,003
Florida Aquarium	General Fund	0	0	100,000	0
Florida Aquarium	Tourist Tax Fund	119,115	125,000	130,000	140,000
Total		119,115	125,000	230,000	140,000
Hispanic Services Council	General Fund	81,004	69,637	48,263	43,437
Hispanic Services Council	CDBG Grant	23,800	21,349	23,956	23,165
Total		104,804	90,986	72,219	66,602
Lowry Park Zoo	General Fund	499,980	500,000	450,000	405,000
Lowry Park Zoo	Tourist Tax Fund	125,000	125,000	130,000	140,000
Total		624,980	625,000	580,000	545,000
Mary & Martha House	General Fund	29,451	20,921	26,250	26,250

NONPROFIT ORGANIZATIONS - MULTI FUNDED AGENCIES

Organization	Funding Source	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Mary & Martha House	CDBG Grant	28,386	28,482	31,051	30,026
Total		57,837	49,403	57,301	56,276
Museum of Science and Industry	General Fund	660,340	600,000	637,500	573,750
Museum of Science and Industry	Tourist Tax Fund	109,260	140,740	130,000	140,000
Total		769,600	740,740	767,500	713,750
Redland Christian Migrants	General Fund	100,430	107,312	84,135	75,722
Redland Christian Migrants	CDBG Grant	47,050	61,590	53,820	52,044
Total		147,480	168,902	137,955	127,766
Seniors in Service	General Fund	8,526	10,243	7,500	7,500
Seniors in Service	CDBG Grant	27,012	19,952	23,830	23,044
Total		35,538	30,195	31,330	30,544
Tampa Bay Black Heritage Festival	General Fund	25,000	25,000	18,750	18,750
Tampa Bay Black Heritage Festival	Tourist Tax Fund	20,000	20,000	20,000	20,000
Total		45,000	45,000	38,750	38,750
Tampa Bay CVB	Tourist Tax Fund	7,047,716	7,254,000	8,780,000	9,300,000
Tampa Bay CVB - Overage Payment	Tourist Tax Fund	872,628	1,065,739	175,000	175,000
Total		7,920,344	8,319,739	8,955,000	9,475,000
Tampa Bay History Center	General Fund	350,000	350,000	262,500	236,250
Tampa Bay History Center	Tourist Tax Fund	15,000	15,000	15,000	15,000
Total		365,000	365,000	277,500	251,250
Tampa Bay Sports Commission	General Fund	140,000	230,000	400,000	400,000
Tampa Bay Sports Commission	Tourist Tax Fund	250,000	250,000	500,000	500,000
Total		390,000	480,000	900,000	900,000
Tampa Metro Area YMCA	General Fund	17,836	26,780	23,133	18,506
Tampa Metro Area YMCA	CDBG Grant	25,000	22,425	22,425	21,685
Total		42,836	49,205	45,558	40,191
The Spring of Tampa Bay	General Fund	114,643	106,050	106,050	106,050
The Spring of Tampa Bay - Intervention	CDBG Grant	44,747	35,880	37,284	36,054
Total		159,390	141,930	143,334	142,104
United Cerebral Palsy	General Fund	22,864	21,084	15,813	14,232
United Cerebral Palsy	CDBG Grant	26,426	19,912	25,726	24,877
Total		49,290	40,996	41,539	39,109

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 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
GENERAL FUND				
Countywide General Fund				
Refund Prior Year Revenue	\$450,000	\$450,000	\$450,000	\$450,000
Reserve for Contingency (Policy 03.02.05.00)	14,671,665	35,285,088	36,043,202	36,324,438
Reserve Unrealized Fund Balance	8,000,000	9,000,000	9,000,000	9,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	19,076,469	20,601,764	26,572,393	25,481,382
Other Designated Reserves				
Reserve for Grant Match	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for Attrition (Policy 03.02.02.25)	515,791	551,996	545,907	600,745
Reserve for Unreimbursed Disaster Expenses	3,000,000	3,000,000	3,000,000	5,006,878
Other Designated Reserves	0	0	0	11,180,607
Adjustment to Reserve for Capital Projects	1,329	0	0	0
	46,715,254	69,888,848	76,611,502	89,044,050
Unincorporated Area General Fund				
Refund Prior Year Revenue	225,000	225,000	225,000	225,000
Reserve for Contingency (Policy 03.02.05.00)	11,824,499	29,899,148	34,374,000	34,374,066
Reserve Unrealized Fund Balance	5,000,000	5,000,000	10,014,054	9,135,808
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	11,474,481	12,266,802	13,943,879	14,822,125
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	1,725,141	2,123,988	2,042,824	2,147,686
Reserve for Unreimbursed Disaster Expenses	930,233	5,930,233	5,930,233	5,930,233
Other Designated Reserves	0	250,000	0	7,074,937
Adjustment to Reserve for Future Capital Outlay	(50,000)	0	0	0
	31,129,354	55,695,171	66,529,990	73,709,855
TOTAL GENERAL FUND	77,844,608	125,584,019	143,141,492	162,753,905

SPECIAL REVENUE FUNDS

(COUNTYWIDE & UNINCORPORATED)

Countywide Special Purpose Revenue Fund

Adjustment to Public Art Program--Countywide Ord. 89-32	159,490	208,037	43,453	155,150
School Sites Impact Fees	0	9,315,064	6,752,572	14,833,269
Criminal Justice Education/Training FS 943.14	1,353,606	2,297,428	4,226,981	4,874,727
Criminal Justice Training R95-077	474,276	534,080	678,025	753,025
County Boat Registration Fee Fund Ord. 90-13	487,603	379,108	280,585	263,085
Adjustment to Detention Deputy Recruitment/Retention Fund	0	0	14,000	(193,656)
Teen Court Contingency Fund FS 938.17-19	28,356	24,147	25,572	0
Federal USMS/Dept of Justice Asset Forfeiture Fd.	1,916,967	2,434,115	3,241,466	3,501,466
Alcohol & Drug Abuse Contingency FS 939.017	93,414	28,514	36,213	84,275
Drug Abuse Alternative Source Fund R91-0223	199,355	182,671	173,532	98,313
800MHz Radio Communication System Fund	1,427,594	2,456,505	2,843,160	3,628,675
Florida Contraband Forfeiture Fund FS 932.703/704	1,313,320	1,981,756	1,968,171	1,668,645
Drug Abuse Trust Fund FS938.21/Ord. 97-16	278,134	317,034	361,224	323,868
Federal Treasury Asset Forfeiture Fund	140,500	161,139	198,011	204,011
Court Facilities Fund Ord. 87-23	439,914	548,369	597,826	0
Mediation/Arbitration Trust Fund Contingency	66,660	11,387	27,554	0

RESERVES AND REFUNDS

Description	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Countywide Special Purpose Revenue Fund (continued)				
County Civil Mediation Trust Fund	9,720	5,727	6,052	0
Family Mediation Trust Fund	16,539	71,869	95,493	0
Civil Traffic Hearing Officer Trust Fund AO 92-11	43,450	8,948	14,830	0
Marriage Dissolution--General Master Trust Fund	13,150	13,410	24,995	0
Court Technology Trust Fund Ord. 93-02	143,600	146,475	160,969	0
Probate/Guardianship/Trust Fund Contingency	4,435	24,520	26,848	0
Special Master--Animal Control Fee Fund	15,795	18,295	21,271	0
Circuit Court Mediation Administrative Fee Fund	1,520	45,050	68,864	0
Special Master--Water Use Restriction Fee Fund	44,790	51,490	55,153	0
Family Administrative Fee Fund AO 94-178	2,850	148	84	0
Child Custody Investigation Fees AO 181	2,700	120	160	0
County (Court Ordered) Mediation AO 99-06	2,370	45,270	49,728	0
Children's Advocacy Center Fund AO 99-081	17,640	20,996	24,040	0
Public Guardian Trust Fund Ord. 99-24	0	0	5,815	0
Drug Court Program Administration Fund FS 796.07(6)	70,532	102,937	102,459	118,894
State Court Innovation Fd (Ord 04-33; FS 939.185)	0	0	2,684	2,757
Teen Court/Juvenile Diversion Fund (Ord 04-33; FS 939.185)	1,662	0	724	0
Traffic Surcharge Trust Fund (Ord 04-26; FS 318.18)	3,119,395	3,606,038	5,359,044	6,783,542
Crime Prevention/Safe Neighborhoods (FS 775.083)	871,334	1,892,882	2,876,275	3,681,906
Child Support Incentives Fund - SS Act Title IV-D	22,000	53,107	76,543	99,043
Emergency Management Fac Plans Review Fund	27,739	30,889	33,220	34,220
Local Air Pollution Control Tag Fee FS 320.03	429,253	8,058	268,648	292,676
Gardiner Settlement DEP/EPC Fund	476,094	181,094	134,660	146,660
Pollution Recovery Fund LF 84-446	1,140,276	1,704,786	1,213,906	1,341,206
State Revenue Sharing--Revenue Stabilization Res.	6,562,548	10,752,107	10,970,192	18,263,183
911 Emergency Telephone Sys. - Land Line Ord. 86-14/87-25	5,004,110	5,663,923	4,394,973	3,825,119
911 Emergency Telephone Sys. - Wireless FS 365.1743	579,027	1,726,460	5,194,083	7,192,703
Fla Boating Improvement Fund FS 328.72 (15)	2,750	3,020	149,000	345,000
Museums/Cecile Wagnon Will Fund	83,159	85,659	90,461	93,461
Animal Ctrl Spay/Neuter Incentive Payment Prog	527,534	598,567	695,568	712,965
Animal Services Contributions Fund	4,022	17,623	35,571	41,269
	27,619,183	47,758,822	53,620,658	73,169,457
Unincorporated Area Special Purpose Fund				
Adjustment to Public Art Program	30,200	21,700	65,510	58,549
<u>Parks Impact Fees</u>				
Adjustment to Future Capital Outlay	600,175	(1,015,630)	(506,090)	770,028
<u>Fire Service Impact Fee (all zones)</u>				
Adjustment to Future Capital Outlay	683,770	374,980	(523,294)	1,089,210
School Sites Impact Fees	6,289,127	7,090	6,782	0
Impact Fee Program Administration	178,883	101,521	141,629	46,199
Adjustment to Environmental Restoration Oper/Proj Fd.Ord. 92-05	200,000	350,000	389,000	200,000
Adjustment to Local Habitat Mitigation Bank Fund	25,000	25,000	30,000	30,000

RESERVES AND REFUNDS

Description	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Unincorporated Area Special Purpose Fund (continued)				
Building Services Division Fund	7,222,062	4,704,790	3,350,375	3,547,135
Land Excavation Operation/Inspection 8.01.03 LDC	30,360	356	2,231	2,378
Water Conservation Trust Fund Ord. 91-27	551,240	523,602	230,621	1,024,468
Phosphate Severance Tax Fund FS 211.31	1,907,251	1,001,104	427,866	1,154,842
Adjustment to Stormwater Management Fund	50,227	(697,735)	410,526	(582,508)
	17,768,295	5,396,778	4,025,156	7,340,301
TOTAL SPECIAL REV. FUNDS (TAX FUNDS)	45,387,478	53,155,600	57,645,814	80,509,758
 OTHER SPECIAL REVENUE FUNDS				
County Blended Component Units Fund				
Law Library Board Sales and Other Services	22,005	12,355	0	37,376
Sales Tax Revenue Fund				
<u>Indigent Health Care & Trauma Center Fund</u>				
General Contingency	31,747,625	75,575,798	83,550,065	59,759,986
<u>Half Cent Sales Tax/Bonds</u>				
General Contingency	14,321,224	16,155,188	23,566,750	15,862,917
Revenue Stabilization Reserve	0	10,211,379	9,473,675	8,525,300
Reserve Investment Fair Market Value Adj.	58,802	0	31,277	0
<u>Professional Sports Franchise Facility Sales Tax</u>				
General Contingency	0	0	0	209,456
Debt Service Reserve	167,907	164,312	11,115	0
Reserve Investment Fair Market Value Adj.	1,241	236	752	0
<u>3% Tourist Development Tax</u>				
General & Other Contingencies	1,578,867	1,486,867	2,481,064	2,865,610
Other Restricted Reserves	948,880	890,250	1,342,045	1,402,724
<u>1% Additional (4th Cent) Tourist Tax Ord. 90-03</u>				
General Contingency	6,556,312	8,871,342	4,044,520	3,438,281
Other Restricted Reserves	0	0	3,000,000	4,179,228
Reserve Investment Fair Market Value Adj.	4,928	0	0	0
<u>1% Additional (5th Cent) Tourist Tax Ord. 94-13</u>				
General & Other Contingencies	3,654,221	5,564,174	3,305,179	1,615,325
Other Restricted Reserves	0	0	200,000	2,245,100
<u>Local Gov't Infrastructure Surtax Fund</u>				
Other Restricted Reserves	0	0	10,998	998
	59,040,007	118,919,546	131,017,440	100,104,925
Intergovernmental Grants				
Reserve for Public Art	3,720	0	0	0
County Transportation Trust Fund				
<u>Operating Fund</u>				
General & Other Contingencies	0	0	369,159	5,253,986
Prior Year Reappropriation	3,000,000	5,000,000	5,028,133	0
Other Designated Reserves	0	0	693,401	710,236
Adjustment to Project Fund	(1,737,048)	(17,394)	0	589,713
Street Lighting Non-Ad Valorem Assessments	3,743,140	2,765,093	2,866,833	2,159,601
Adjustment to Developer/County Funded Projects	0	0	0	(433,368)

RESERVES AND REFUNDS

Description	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
County Transportation Trust Fund (continued)				
Adjustment to Ninth-Cent Fuel Tax Fund	(127,559)	30,161	54,826	(281,009)
Transportation Impact Fees:				
Adjustment to Future Capital Outlay	2,711,698	2,468,381	4,457,870	4,648,438
Adjustment to Constitutional Fuel Tax Fund	(2,961,000)	298,938	0	(1,526,800)
County Fuel Tax (7th Cent) Fund	507,997	506,686	48,955	1,298,077
Local Transportation Ninth Cent Fuel Tax Fund	1,150	1,139	1,226	1,223
Adjustment to Ad Valorem Tax Transportation Fund	49,000	170,000	500,000	1,711,000
Reserve for Retroreflectivity Project	0	0	0	16,310,000
Adjustment to Transit System Aid Fund	0	0	0	200,000
	5,187,378	11,223,004	14,020,403	30,641,097
Library Tax District Fund				
Refund Prior Year Revenue	75,000	75,000	75,000	75,000
General Contingency	500,000	500,000	500,000	1,100,000
Prior Year Reappropriation	600,000	600,000	600,000	0
Unrealized Fund Balance	500,000	1,000,000	1,000,000	1,000,000
Other Designated Reserves	14,540,412	24,128,696	30,976,080	29,913,971
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	0	0	0	2,253,676
Adjustment to Project Fund Ord. 89-32	(26,182)	(11,200)	(91,150)	(6,313)
Adjustment to Public Art Program	26,182	11,200	94,650	17,550
	16,215,412	26,303,696	33,154,580	34,353,884
Infrastructure Surtax Fixed Project Fund				
FY 97 - FY 03				
Adjustment to Future Capital Outlay	(1,349,532)	(1,544,983)	530,000	(3,621,044)
FY 03 - FY 08				
<i>Financed Project Subfund:</i>				
Adjustment to Future Capital Outlay	500,000	3,573,240	201,879	32,549
Adjustment to Other Designated Reserve	500,000	1,932,208	(400,000)	(900,000)
Reserve for Public Art	3,000	39,912	31,240	6,370
<i>Non-Financed Project Subfund:</i>				
Adjustment to Future Capital Outlay	388,830	(482,418)	0	0
Adjustment to Other Designated Reserve	1,429,867	0	0	0
Reserve for Public Art	151,170	0	0	0
FY 08 - FY 16				
Adjustment to Future Capital Outlay	0	4,058,930	9,833,077	3,717,853
Adjustment to Other Designated Reserve	0	0	0	(66,403,002)
Reserve for Public Art	65,000	23,070	166,923	143,780
Reserve for Future Debt Service	0	0	5,204,000	0
Reserve for Transportation Task Force	0	0	0	4,955,000
	1,688,335	7,599,959	15,567,119	(62,068,494)
TOTAL OTHER SPECIAL REVENUE FUNDS	82,156,857	164,058,560	193,759,542	103,068,788
DEBT SERVICE FUNDS				
Refund Prior Year Revenue	22,000	22,000	22,000	12,000
Fund Balance Carried Forward	12,001,017	12,059,893	12,627,239	24,357,068
General & Other Contingencies	1,000,781	935,264	1,093,526	323,433

RESERVES AND REFUNDS

Description	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
DEBT SERVICE FUNDS (continued)				
Reserve Investment Fair Market Value Adj.	393,600	1,502,118	383,645	0
Debt Service Payments	18,880,720	18,439,181	19,011,497	18,971,727
TOTAL DEBT SERVICE FUND	32,298,118	32,958,456	33,137,907	43,664,228
CAPITAL PROJECTS FUNDS				
Capital Projects Funds				
Adjustment to Countywide Capital Projects Fund	(1,536,329)	(40,970)	7,507,478	825,631
Adjustment to Unincorp. Area Capital Projects Fund	57,206	(21,700)	13,200,000	336,261
Adjustment to Reserve for Future Fire Stations	5,812,587	6,548,736	(6,693,426)	(2,919,309)
Adjustment to Parks & Recreation G.O. Bonds	0	3,124	0	0
Environmentally Sensitive Lands	675,920	1,336,257	1,073,102	0
Adjustment to Court Facility Non-Bond Construction	0	100,000	(200,000)	66,000
Adjustment to CP Allocated Credit Capacity	(16,607,621)	89,755,471	(169,078,394)	(38,258,992)
Adjustment to Falkenburg Jail - Reserve for Future Capital Outlay	0	(786,949)	125,000	0
Adjustment to CIT Series 2007 Project Fund	0	0	204,956,961	0
TOTAL CAPITAL PROJECTS FUNDS	(11,598,237)	96,893,969	50,890,721	(39,950,409)
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Operating and Maintenance	10,744,980	11,314,219	12,509,360	12,913,146
Revenue Refund	0	30,000	30,000	30,000
Renewal and Replacement	10,634,527	10,634,527	10,000,000	10,000,000
Future Capital Outlay	0	0	1,923,771	938,745
Landfill Closures	28,059,287	28,680,476	33,338,254	35,253,027
Debt Service Accounts	4,971,393	785,686	818,673	752,180
Rate Stabilization Reserve	2,000,000	2,000,000	2,966,887	7,420,865
General Operating Reserves	14,163,704	4,539,427	8,211,425	10,333,258
	70,573,891	57,984,335	69,798,370	77,641,221
Water & Wastewater Utility Enterprise Fund				
<u>Utility System Operation & Maintenance Acct.</u>				
Reserve for Fund Balance Carried Forward	11,261,845	11,791,696	13,304,683	12,748,214
<u>Utility System Revenue Bonds Debt Svc. Acct.</u>				
Reserve for Fund Balance Carried Forward	3,165,833	3,302,500	3,482,166	4,600,535
Reserve Investment Fair Market Value Adj.	4,005,319	3,967,508	4,014,038	0
<u>Utility System General Revenue Account</u>				
General & Other Contingencies	5,077,006	2,835,420	0	0
Fund Balance Carried Forward	1,572,687	3,446,317	4,340,369	3,590,669
<u>Capacity Fees General Operating Account</u>				
General & Other Contingencies	5,965,398	0	0	0
Reserve Investment Fair Market Value Adj.	669,310	0	0	0
Refund Prior Year Revenue	100,000	100,000	100,000	100,000

RESERVES AND REFUNDS

Description	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
Water & Wastewater Utility Enterprise Fund (continued)				
Adjustment to Renewal and Replacement	(6,042,313)	(4,348,183)	52,873	294,000
Adjustment to General Revenue Capacity Expansion Account	18,303,000	(48,238,435)	1,387,395	14,065,437
Adjustment to Dedicated Water Capacity Fee Project Acct.	(4,883,000)	(1,275,000)	198,171	45,000
Adjustment to Dedicated Wastewater Capacity Fee Project Acct.	(7,312,000)	343,000	503,206	180,000
Cone Ranch Special Projects	1,646,408	1,790,408	2,092,473	0
Adjustment to Long-Term System Capital Rehab./Replacement	(176,000)	(1,424,000)	0	0
<u>Revenue Account Rate Stabilization Fund</u>				
Other Designated Reserves	76,654,356	76,654,356	76,654,356	76,654,356
Reclaimed Water Improvement Unit Asmt. Fund	3,214,823	3,830,985	1,451,141	884,046
Reclaimed Water Improvement Unit Project Fund	0	(1,074,000)	36,400	36,400
Infrastructure Assessment Unit Fund 99-08	42,220	49,011	57,468	68,530
Financed Project Fund	0	0	(7,944,444)	7,560
<u>Capacity Assessment Special Assessment Bonds '06</u>				
Adjustment to Reserve Future Capital Outlay	0	(44,034,034)	2,494,550	0
Water & Wastewater Utility Enterprise Fund (continued)				
<u>Reclaimed Water Special Assessment Bonds 00</u>				
Refund Prior Year Revenue	0	(429,319)	0	0
Adjustment to Reserve for Debt Service	0	(270,952)	0	0
<u>Capacity Assessment Special Assessment Bonds '00</u>				
Adjustment to Reserve for Debt Service	149,217	(4,947,565)	0	0
	113,414,109	2,069,713	102,224,845	113,274,747
TOTAL ENTERPRISE FUNDS	183,988,000	60,054,048	172,023,215	190,915,968
INTERNAL SERVICE FUND				
Fleet Services Fund				
General & Other Contingencies	4,153,320	2,564,554	4,867,243	2,774,973
Lease-Back Program Reserve	8,718,344	10,121,906	28,222,002	32,553,045
	12,871,664	12,686,460	33,089,245	35,328,018
County Self-Insurance Fund				
<u>Insurance Program Administration</u>				
General Contingency	300,000	300,000	308,359	286,993
Reserve Investment Fair Market Value Adj.	6,915	4,550	5,534	0
<u>Workers' Compensation Insurance</u>				
General Contingency	28,450,639	35,759,502	31,753,300	26,452,041
Long-Term Incurred Claims	14,322,000	13,973,000	13,202,000	18,790,204
<u>General Liability Insurance</u>				
General Contingency	8,305,026	8,016,166	16,607,623	14,689,202
Claims Settlement	7,684,000	5,354,000	5,354,000	5,774,915
Reserve Investment Fair Market Value Adj.	27,425	0	0	0
<u>Catastrophic Disaster Insurance</u>				
General Contingency (Policy 03.02.04.00)	35,184,641	43,388,022	62,836,199	90,442,198

RESERVES AND REFUNDS

Description	FY 06 Adopted	FY 07 Adopted	FY 08 Adopted	FY 09 Adopted
County Self-Insurance Fund (continued)				
<u>Employee Group Health Insurance</u>				
General Contingency	17,105,598	18,968,973	22,542,429	18,993,211
Incurred but Not Realized (IBNR) Claims	5,488,322	4,801,619	4,800,000	6,726,000
Other Designated Reserves	0	0	6,437,204	13,036,969
	<u>116,874,566</u>	<u>130,565,832</u>	<u>163,846,648</u>	<u>195,191,733</u>
TOTAL INTERNAL SERVICE FUND	<u>129,746,230</u>	<u>143,252,292</u>	<u>196,935,893</u>	<u>230,519,751</u>
 AGENCY FUNDS				
<u>Transportation Assessment Unit Special Assessment</u>				
Adjustment to Reserve for Debt Service	0	0	0	(1,421)
Adjustment to Designated Reserves	0	8,263	7,159	9,530
<u>Capacity Assessment Special Assessment Bonds '06</u>				
Adjustment to Reserve for Debt Service	0	9,704,818	0	(1,930,920)
Adjustment to Designated Reserves	0	0	0	3,698,201
Adjustment to Investment Fair Value Change	0	0	991,386	(991,386)
<u>Reclaimed Water Special Assessment Bonds '00</u>				
Refund Prior Year Revenue	0	727,677	0	0
Adjustment to Reserve for Debt Service	0	429,319	69,390	81,936
<u>Capacity Assessment Special Assessment Bonds '00</u>				
Adjustment to Reserve for Debt Service	0	5,371,673	498,546	(3,802,384)
Adjustment to Designated Reserves	0	0	0	4,149,865
TOTAL AGENCY FUNDS	<u>0</u>	<u>16,241,750</u>	<u>1,566,481</u>	<u>1,213,421</u>
 GRAND TOTAL	 <u>\$539,823,054</u>	 <u>\$692,198,694</u>	 <u>\$849,101,065</u>	 <u>\$772,695,410</u>

Notes:

- 1) Reserves for various capital project funds are shown on an all years budget basis and therefore reflect only the increase or decrease for that year not necessarily the reserve balance ("adjustment to").
- 2) Many reserves include an adjustment for investment fair market value change.

INTERFUND TRANSFERS

The following table presents a four-year comparison of interfund transfers. Like most four-year schedules in this document, this table presents actuals for FY 06 and FY 07, and the adopted budgets for FY 08 and FY 09.

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 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
GENERAL FUND				
Countywide General Fund				
<i>Revenue:</i>				
From State Revenue Sharing	\$328,972	\$0	\$3,811,565	\$6,378,869
From State Revenue Sharing (one-time)	210,828	0	0	0
From Grants Fund	1,981,355	2,874,580	0	0
From Half-Cent Sales Tax	5,900,000	8,375,200	5,142,334	4,968,907
From Detention Deputy Recruitment and Retention Fund	0	0	0	248,380
From Court Trust Funds (one-time)	0	0	0	1,214,368
From ELAPP Administration and Site Acquisition Fund	0	0	0	1,832,419
From ELAPP Site Management and Restoration Fund	0	0	0	217,565
From ELAPP Projects Fund	0	0	0	177,631
Total Interfund Transfers	8,421,155	11,249,780	8,953,899	15,038,139
<i>Appropriations:</i>				
State Court Innovations Fund	888,684	720,115	932,487	1,277,921
Legal Aid Fund	533,466	556,470	538,500	545,283
Teen Court/Juvenile Diversion Fund	476,397	474,871	585,571	616,120
Court-Related Technology Fund	480,972	1,450,376	3,209,960	5,537,092
ELAPP Operating Millage (rev. avail. for projects)	8,046,490	11,312,385	11,964,352	0
ELAPP Site Management and Restoration Fund	1,506,468	1,721,662	822,271	0
Florida Department of Juvenile Justice Fund	0	0	0	8,123,760
ELAPP Administration and Site Acquisition Fund	205,729	0	0	0
Planning Commission (3)	4,867,055	5,202,952	5,014,262	4,870,924
Civil Service Board (3)	2,320,025	2,636,115	2,952,695	3,100,330
Aging Services Grants Match	516,480	527,019	495,979	495,979
Water Team Grants Match	157,418	0	0	0
Emergency Management Grants Match	108,473	101,985	97,028	102,064
EPC Grants Match	497,280	523,062	533,552	585,878
Head Start Grants Match	2,978,344	2,978,466	2,981,343	2,980,843
Head Start Grants - County Supplement	1,296,973	2,195,798	0	0
Supervisor of Elections Grants Match	27,137	27,137	0	0
MPO Grants Match	26,335	33,749	45,223	47,485
Health & Social Services Grants Match	4,175,247	4,363,413	545,051	549,469
Indigent Health Care Services Fund	3,500,000	0	0	0
CP Quarterly Note Issuances	0	17,528,085	0	0
Countywide Construction Fund	22,599,419	23,734,160	9,530,250	33,758,654
Countywide Major Maintenance & Repair Fund (1X)	0	500,000	0	0
Countywide Major Maintenance & Repair Fund	5,554,468	5,629,883	7,641,195	5,398,932
Fleet Services Fund	0	804,008	969,730	0
Information & Technology Services Project Fund	3,112,334	5,417,066	7,907,504	5,339,929
Catastrophic Disaster Self Insurance Fund	4,378,203	2,412,024	2,000,000	0
Transportation Trust Fund - Capital (\$10 million alloc.)	2,000,000	4,400,000	2,000,000	2,000,000
Ad Valorem Tax Transp Fund	0	1,500,000	0	0

INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Community Liaisons Grants Match	1,624	7,721	0	0
Public Art Funding	42,450	0	0	0
Total Interfund Transfers	70,297,471	96,758,522	60,766,953	75,330,663

Unincorporated Area General Fund

Revenue:

From Half-Cent Sales Tax	70,598,182	71,233,163	61,126,581	61,850,622
From State Revenue Sharing	1,962,617	0	0	0
From Grants Fund	6,678,067	0	0	0
From Communications Services Tax Fund	0	0	0	2,602,483
From Unincorporated Area Construction Fund	178,318	0	0	0
Total Interfund Transfers	79,417,184	71,233,163	61,126,581	64,453,105

Appropriations:

Planning Commission Fund	99,998	0	0	0
Catastrophic Disaster Self Insurance Fund	2,159,220	7,392,026	4,000,000	0
Match for Public Safety Grant	37,100	0	0	0
Match for FEMA Grants	26,953	0	0	0
Unincorporated Area Construction Fund	4,262,000	2,600,000	19,375,000	12,000,000
Unincorporated Area Construction Fund - CST	8,829,326	8,868,736	3,585,084	4,707,984
Unincorp. Area Major Maintenance & Repair Fund (1X)	0	1,000,000	0	0
Unincorp. Area Major Maintenance & Repair Fund	2,780,945	2,942,999	5,252,475	2,810,950
Lease Back Program Fund	0	2,464,009	0	0
Transportation Trust Fund - Operating (\$10 million alloc.)	2,200,000	2,000,000	1,500,000	1,500,000
Transportation Trust Fund - Capital (\$10 million alloc.)	5,300,000	5,500,000	6,000,000	5,950,000
Transportation Trust Fund - Capital (Add'l \$15 million)	8,535,000	10,030,000	10,000,000	28,171,000
Transportation Trust Fund - Operating (Add'l \$15 million)	5,142,949	7,030,000	5,500,000	5,500,000
Transportation Trust Fund - O&M Subsidy	8,146,325	9,721,512	13,696,253	13,522,824
Land Excavation Operating Fund	0	59,364	7,708	111,744
Disaster Event Fund	3,000,000	0	0	0
Total Interfund Transfers	50,519,816	59,608,646	68,916,520	74,274,502

SPECIAL REVENUE FUNDS

Countywide Special Purpose Fund

Revenue:

From Countywide Project Const. Fund - Public Art	179,840	219,730	22,453	134,150
<u>From Countywide General Fund:</u>				
Public Art Fund	42,450	0	0	0
Major Maintenance & Repair Fund	5,554,468	6,129,883	7,641,195	5,398,932
State Court Innovations Fund	888,684	720,115	932,487	1,277,921
Legal Aid Fund	533,466	556,470	538,500	545,283
Teen Court/Juvenile Diversion Fund	476,397	474,871	585,571	616,120
Court-Related Technology Fund	480,972	1,450,376	3,209,960	5,537,092
Florida Department of Juvenile Justice Fund	0	0	0	8,123,760
Indigent Health Care Services	3,500,000	0	0	0

INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Information & Technology Svcs. Project Fund	3,112,334	5,417,066	7,907,504	5,339,929
From School Site Impact Fee Fund	153,264	0	0	0
From Indigent Health Care Sales Surtax Fund	75,056,491	80,155,354	113,828,374	120,999,327
From Law Library Board Fund - State Court Innovations	95,140	211,951	134,375	132,934
From Commerical Paper Quarterly Note Issuances	0	0	(564,996)	(250,000)
Total Interfund Transfers	90,073,506	95,335,816	134,235,423	147,855,448

SPECIAL REVENUE FUNDS

Countywide Special Purpose Fund

Appropriations:

800 MHz Intergovernmental Radio Debt Service	1,116,000	1,012,675	1,002,429	1,002,783
Impact Fee Administration	0	137,241	49,038	146,653
Sheriff's Warehouse Revenue Bonds - 98	0	15,962	0	0
Intergovernmental Grants Fund	0	1,037	0	0
Jail Expansion Capital Project CIT Series 2001	0	272,988	0	0
Courthouse Proj. Sinking Fund (Traffic Surcharge Trust Fund)	3,449,765	2,496,948	2,450,522	1,280,746
Countywide Capital Project Fund	2,241,042	2,633,000	0	5,350,000
Match for Project Grants - Community Liaison Grant	63,994	0	0	0

State Revenue Sharing:

Countywide General Fund	328,972	0	3,811,565	7,841,617
Countywide General Fund (one-time)	210,828	0	0	0
Unincorporated Area General Fund	1,962,617	0	0	0
Commerical Paper Quarterly Note Issuances	3,463,583	0	0	177,931
M2Gen Project Revenue/Sinking Fund	0	379,704	1,315,909	718,174

Total Interfund Transfers	12,836,801	6,949,555	8,629,463	16,517,904
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Unincorporated Area Special Purpose Fund

Revenue:

From Unincorporated Area Construction Fund	40,700	21,700	62,510	55,549
From ELAPP Projects Fund	507,696	0	0	0
From Impact Fee Funds for Administration	225,910	68,995	156,847	108,086
From School Site Impact Fee Fund - Prior	0	3,200	0	0
From School Site Impact Fee Fund	0	134,041	49,038	146,653
From CP Allocated Credit Capacity	0	0	0	(5,061,000)

From Unincorporated Area General Fund:

Unincorporated Area General Fund Project Fund	231,616	45,000	0	0
Unincorp. Area Major Maint. & Repair Fund	2,549,329	3,897,999	5,252,475	2,810,950
Land Excavation Operation/Inspection	0	59,364	7,708	111,744

Total Interfund Transfers	3,555,251	4,230,299	5,528,578	(1,828,018)
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INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Appropriations:				
Unincorporated Area Construction Fund	1,757,000	1,250,000	0	354,908
School Site Impact Fee Fund	153,264	0	0	0
Match for Project Grants				
Parks	349,519	677,169	186,550	186,550
Stormwater - Operating	14,043	300,593	0	0
Stormwater - Capital	12,405	0	0	0
Commercial Paper Quarterly Note Issuances	15,333	0	0	0
Total Interfund Transfers	2,301,564	2,227,762	186,550	541,458
Blended Component Units Fund				
Revenue:				
Interfund Transfers				
<u>From Countywide General Fund:</u>				
Civil Service Board	2,320,025	2,636,115	2,952,695	3,100,330
City/County Planning Commission	4,967,053	5,202,952	5,014,262	4,870,924
Total Interfund Transfers	7,287,078	7,839,067	7,966,957	7,971,254
Blended Component Units Fund				
Appropriations:				
State Court Innovations Fund	95,140	211,951	134,375	132,934
Total Interfund Transfers	95,140	211,951	134,375	132,934
State Health Care Surtax Trust Fund				
Appropriations:				
Indigent Health Care Services Fund	75,056,491	80,155,354	113,828,374	120,999,327
Total Interfund Transfers	75,056,491	80,155,354	113,828,374	120,999,327
Sales Tax Revenue Fund				
Appropriations:				
<u>Countywide General Fund:</u>				
Countywide General Fund - Operating	5,900,000	8,375,200	5,142,334	4,968,907
<u>Unincorporated Area General Fund:</u>				
Unincorporated Area General Fund - Oper. Subfund	70,598,182	71,233,163	61,126,581	61,850,622
Infrastructure Surtax Proj. Fd; FY 03 - 08 (financed)	45,697,895	49,583,364	17,345,510	0
Infrastructure Surtax Proj. Fd; FY 03 - 08 (non-financed)	3,635,009	0	0	0
Infrastructure Surtax Proj. Fd; FY 09 - 16	0	0	34,691,019	44,312,541
Criminal Justice Facilities Debt Svc Fund	9,515,000	9,417,112	9,313,793	9,161,543
CIP Revenue Refunding Bonds '96 Sinking Fund	2,090,087	1,847,442	1,829,291	1,829,937
4th Cent TDT 06 Refunding Bonds Sinking Fund	0	5,151,398	1,028,090	508,333
5th Cent TDT 06A Refunding Bonds Sinking Fund	0	1,287,230	1,154,588	1,122,168
5ht Cent TDT 06B Refunding Bonds Sinking Fund	0	1,779,400	2,346,979	2,103,882
MOSI/County Center Debt Svc Fund	5,387,051	4,652,525	4,796,731	4,636,291
Capital Improvement Series 98 Bonds Debt Svc Fd.	1,342,442	1,385,414	1,341,567	1,326,181
TSA Refunding Non-Ad Valorem Bonds Debt Svc. Fd.	892,000	976,110	918,347	974,498
Total Interfund Transfers	145,057,666	155,688,358	141,034,830	132,794,903

INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Intergovernmental Grants Fund				
<i>Revenue:</i>				
From Countywide General Fund	9,785,311	10,762,980	4,698,176	4,761,718
From Unincorporated Area General Fund	3,064,053	0	0	0
From Major Maintenance and Repair Fund	0	1,037	0	0
From Stormwater Management Fund	375,966	1,210,164	186,550	186,550
From Financed Project Fund	200,000	0	0	0
From Drug Trust Fund	63,994	0	0	0
Total Interfund Transfers	13,489,324	11,974,181	4,884,726	4,948,268
<i>Appropriations:</i>				
Countywide General Fund	1,981,355	2,874,580	0	0
Unincorporated Area General Fund	6,678,067	0	0	0
Utility System General Revenue Account	18,238	0	0	0
ELAPP Site Management and Restoration Account	13,200	0	0	0
Total Interfund Transfers	8,690,860	2,874,580	0	0
County Transportation Trust Fund				
<i>Revenue:</i>				
From Countywide General Fund (Capital)	0	3,900,000	0	0
From Countywide General Fund - Cap. (\$10 million alloc.) *	2,200,000	2,000,000	1,500,000	1,500,000
From Unincorp. Area General Fd - Oper. (\$10 million alloc.) *	2,000,000	2,000,000	2,000,000	2,000,000
From Unincorp. Area General Fd - Cap. (\$10 million alloc.) *	5,300,000	5,500,000	6,000,000	5,950,000
From Unincorp. Area General Fd - Cap. (Add'l \$15 million)	8,535,000	10,030,000	10,000,000	28,171,000
From Unincorp. Area General Fd - Oper. (Add'l \$15 million)	5,142,949	7,030,000	5,500,000	5,500,000
From Unincorp. Area General Fund (O&M Subsidy)	8,146,325	9,721,512	13,696,253	13,522,824
Total Interfund Transfers	31,324,274	40,181,512	38,696,253	56,643,824
<i>Appropriations:</i>				
Impact Fees/Capital Program Administration Fund	225,910	68,995	156,847	108,086
US 301 Taxable Note Series	0	0	0	651,368
Fuel Tax Revenue Bonds Debt Svc Fund	2,397,073	2,352,436	2,368,480	514,160
Total Interfund Transfers	2,622,983	2,421,431	2,525,327	1,273,614
Infrastructure Surtax Fixed Project Fund				
<i>Revenue:</i>				
From Local Govt. Infrastructure Surtax	49,332,904	49,583,364	52,036,529	44,312,541
From ELAPP Projects Fund	1,473,351	0	0	0
From CP Quarterly Note Issuances	7,094,222	26,220,193	0	(44,200,000)
From CP Allocated Credit Capacity	0	0	169,078,394	120,554,821
Total Interfund Transfers	57,900,477	75,803,557	221,114,923	120,667,362
<i>Appropriations:</i>				
Match for Project Grants	200,000	237,031	0	0
Match for Water/Wastewater Project Grants	32,145	0	0	0
CIT Series 2001A & Series 2001B Bonds	4,495,769	4,480,226	4,476,226	4,496,431
CIT Series 2004 Sinking Fund	6,296,090	6,262,636	6,229,073	6,250,833

INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
CIT Revenue Bonds 2007 Sinking Fund	0	0	5,937,205	16,246,338
CP Quarterly Note Issuances	10,401,452	10,208,051	625,000	(1,000,000)
Total Interfund Transfers	21,425,456	21,187,944	17,267,504	25,993,602

DEBT SERVICE FUNDS

Revenue:

From Half-Cent Sales Tax	16,432,080	15,618,436	15,613,499	15,285,480
From 800MHz Intergovt Radio System	1,116,000	1,012,675	1,002,429	1,002,783
From Public Art Program	0	42,255	0	0
From State Revenue Sharing	0	379,704	1,315,909	718,174
From 4th Cent Tourist Dev. Tax	1,902,500	6,835,455	2,695,973	2,176,805
From Traffic Surcharge Trust Fund	3,449,765	2,470,655	2,450,522	1,280,746
From 5th Cent Tourist Dev. Tax	892,000	4,042,740	4,419,914	4,200,548
From County Fuel Tax	2,397,073	2,352,436	2,368,480	514,160
From US 301 Notes Fund	0	0	0	651,368
From CIT Project Fund	10,791,859	10,742,862	16,652,504	26,993,602
Total Interfund Transfers	36,981,277	43,497,218	46,519,230	52,823,666

CAPITAL PROJECTS FUNDS

Revenue:

From Countywide General Fund (ELAPP)	9,758,687	13,034,047	12,786,623	0
From Countywide General Fund	22,224,419	23,734,160	9,530,250	33,758,654
From Unincorporated Area General Fund	375,000	0	0	0
From Public Art Fund	40,000	0	0	0
From Countywide Major Maint. & Repair Proj. Fund	2,201,042	2,633,000	0	0
From Unincorp. Area General Fund (Comm Svcs Tax)	8,829,326	8,868,736	3,585,084	4,707,984
From Unincorp. Area General Fund	4,262,000	2,600,000	19,375,000	12,000,000
From Unincorp. Area Major Maint. & Repair Proj. Fund	1,257,000	1,250,000	0	0
From Phosphate Rock Fund	500,000	0	0	354,908
From ELAPP Projects Fund	37,500	0	0	0
From Information and Technology Services Project Fund	0	0	0	5,350,000
From Grant Funds	13,200	0	0	0
Capital Improvement Commercial Paper Program Fund:				
From Countywide General Fund	0	17,528,085	0	0
From CIT Project Fund	10,401,452	10,208,052	625,000	(1,000,000)
From State Revenue Sharing Fund	3,463,583	0	0	177,931
From Court Facility Project Fund	474,452	0	0	0
From ELAPP Projects Fund	1,590,132	0	0	0
From Public Art Fund	0	272,988	0	0
From Park Impact Fee Funds	15,333	0	0	0
From CP Quarterly Note Issuances	2,314,017	1,343,058	0	0
Total Interfund Transfers	67,757,143	81,472,126	45,901,957	55,349,477

INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
<i>Appropriations:</i>				
Public Art Program Countywide Fund	179,840	219,730	22,453	134,150
Public Art Program Unincorporated Area General Fund	40,700	21,700	62,510	55,549
Countywide General Fund	0	0	0	2,227,615
Unincorporated Area General Fund	178,318	0	0	0
Unincorporated Area General Fund - CST	0	0	0	2,602,483
Court Facility Non Bond Construction Fund	474,452	0	0	0
Parks Unincorporated Area Series '96 Bonds	37,500	0	0	0
Parks Impact Fee Fund	507,696	0	0	0
Stormwater Management Project Fund	0	0	0	(5,061,000)
Infrastructure Surtax Proj. Fd; FY 03 - 08 (financed)	1,473,351	0	0	0
CIT Revenue Bonds 2007 Sinking Fund	0	0	10,000	0
Capital Imp. Commercial Paper Program Fund:				
CIT Phase II Financed Project Fund	7,094,222	10,510,193	0	(81,417,582)
CIT Phase III Project Fund	0	15,710,000	169,078,394	21,742,405
Court Facility	2,170,138	110,207	0	0
Sheriff's Training Facility Fund	0	0	(564,996)	(250,000)
EPC Sabal Park Facility Project Fund	143,879	1,232,851	0	0
CIT Project Fund Transportation Task Force	0	0	0	136,029,998
CP Quarterly Note Issuances	1,590,132	0	0	0
Total Interfund Transfers	13,890,228	27,804,681	168,608,361	76,063,618

ENTERPRISE FUNDS

Water & Wastewater Utility Enterprise Fund

Revenue:

From CIT Project Fund (Phase I)	32,145	0	0	0
From Grants Fund	18,238	0	0	0
Total Interfund Transfers	50,383	0	0	0

Capital Improvement Commercial Program Fund

Revenue:

Reclaimed Water Improvement Unit	0	1,447,875	0	0
Total Interfund Transfers	\$0	\$1,447,875	\$0	\$0

ENTERPRISE FUNDS

Water & Wastewater Utility Enterprise Fund

Appropriations:

Utility System Operation & Maint. Fund				
From Rev/Sinking Fund RW Spcl Assmnt 00 Rev Bds	0	717,958	0	0
From Recl Water Spcl Assessment Rev Bds 2000	0	429,319	0	0
From Rev/Sinking Fund Cau Spcl Assmnt 2000 Bds	0	2,730,923	0	0
Reserve Fd Cau Spcl Assmnt 2000 Bds	0	2,408,038	0	0
Total Interfund Transfers	0	6,286,238	0	0

INTERFUND TRANSFERS

Description	FY 06 Actual	FY 07 Actual	FY 08 Adopted	FY 09 Adopted
Capital Improvement Commercial Program Fund				
<i>Appropriations:</i>				
Reclaimed Water Improvement Unit	0	1,447,875	0	0
Total Interfund Transfers	\$0	\$1,447,875	\$0	\$0
 INTERNAL SERVICE FUNDS				
Fleet Services Fund				
<i>Revenue:</i>				
From Countywide General Fund	0	804,008	969,730	0
From Unincorporated Area General Fund	0	2,464,009	0	0
Total Interfund Transfers	\$0	\$3,268,017	\$969,730	\$0
 County Self Insurance Fund				
<i>Revenue:</i>				
From Countywide General Fund	4,378,203	2,412,024	2,000,000	0
From Unincorporated Area General Fund	2,159,220	7,392,026	4,000,000	0
Total Interfund Transfers	\$6,537,423	\$9,804,050	\$6,000,000	\$0
 TRUST & AGENCY FUNDS				
Reclaimed Water Special Assessment Rev Bnds 2000 Fund				
<i>Revenue:</i>				
From Rev/Sinking Fund RW Spcl Assmnt 00 Rev Bds	0	717,958	0	0
From Recl Water Spcl Assessment Rev Bds 2000	0	429,319	0	0
Total Interfund Transfers	\$0	\$1,147,277	\$0	\$0
 Capacity Assess Special Assess Bds 2000 Fund				
<i>Revenue:</i>				
From Rev/Sinking Fund Cau SpclAssmnt 2000 Bds	0	2,730,923	0	0
Reserve Fd Cau Spcl Assmnt 2000 Bds	0	2,408,038	0	0
Total Interfund Transfers	\$0	\$5,138,961	\$0	\$0

Notes:

Due to accounting requirements, agency funding appears outside the General Fund, but the property tax subsidy is reflected in the transfer shown here.

Adopted Budget for FY 09



Capital Budget



CAPITAL BUDGET

Overview

The Capital Budget for FY 09 is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2008 and ending September 30, 2009. The Capital Budget incorporates anticipated revenues and expenditures included in the first year of the Capital Improvement Program (CIP).

The Adopted Capital Budget for FY 09 is \$355.6 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 have higher costs requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees and certain gas taxes are limited to use on certain types of capital improvements by statute or other legal restrictions.

To provide direction for the capital program, the Hillsborough County Board of County Commissioners 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 meeting one or more of the following criteria:

- Delivery of a distinct capital asset or improvement to an existing capital asset which will become an asset of Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles and applicable State statutes;
- Any contribution by Hillsborough County to other governmental or not-for-profit entities to deliver a capital improvement. In situations where the improvement is not or will not become an asset of the County, it will be included in the Capital Improvement Program as a contribution;
- Any project or equipment funded from the Community Investment Tax (CIT);
- Any engineering study or master plan needed for the delivery of a capital project;
- Any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

In Hillsborough County, capital improvements are classified into eight programs: Fire Services, Government Facilities, Libraries, Parks Facilities, Solid Waste, Stormwater, Transportation and Water Services. In addition, the Adopted FY 09 capital budget also includes the County's ELAPP (Environmental Land Acquisition and Protection Program), the Major Repair, Renovation, Replacement and Maintenance Program, and payment to the Fishhawk developer for improvements to roads previously constructed for which they are being reimbursed from transportation impact fees. These activities, while not specifically meeting the criteria above, are tracked through the Capital Budget to provide for better accountability and control.

As previously noted, capital projects only require one-time allocations for a given project unlike operating expenses which recur annually. 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 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 09 – FY 13 Capital Improvement Program. Interested parties can review this and other information at the County's website at www.hillsboroughcounty.org. Compact disks with the Adopted FY 09 – FY 13 Capital Improvement Program are also available for review at all libraries. Disks can also be obtained at no cost by calling the Management and Budget Department at 813-272-5890.

Note that the Adopted Capital Budget for FY 09 differs from the Adopted Capital Improvement Program FY 09 – FY 13 (CIP) because certain adjustments and other expenditures reflected in the Adopted Capital Budget are not included in the Adopted CIP. For example, budgeted funds under \$150,000 for the Major Repair, Renovation, Replacement and Maintenance Program as well as 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, there are several pertaining to the preparation, implementation, monitoring and financing of capital projects. While the County Administrator is responsible for the continued development, monitoring and update of these policies, specific functions are carried out by the Management and Budget and the Debt Management Departments. These and other policies

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are reviewed periodically by the County Administrator and the Board of County Commissioners and are detailed in the Financial Policies and Procedures section of this document.

Specific policies applying to the Capital Improvement Program and the Capital Budget are:

- BOCC Policy 03.02.01.00 - Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs
- BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program
- BOCC Policy 03.02.02.05 - Pay-As-You-Go Funding of Capital Projects
- BOCC Policy 03.02.02.06 - Prioritization of Capital Projects
- BOCC Policy 03.02.02.07 - Minimizing the Expense of Financing Capital Projects
- BOCC Policy 03.02.02.08 - Operating Impact of Capital Projects
- BOCC Policy 03.02.02.20 – Budgetary Control
- BOCC Policy 03.02.02.26 - Use of Capital Project Appropriations
- BOCC Policy 03.02.03.00 - Environmental Land Acquisition Program (ELAPP) Fund
- BOCC Policy 03.02.06.00 - Debt Management
- BOCC Policy 03.03.01.00 - Water and Wastewater Financial Policy
- BOCC Policy 03.03.05.00 - Community Investment Tax Financial Policies
- BOCC Policy 04.05.00.00 - Capital Funding for Outside Agencies

Capital Planning

Capital planning refers to the process of identifying and prioritizing County capital needs to determine which capital projects should be funded in the Capital Budget as resources become available.

In general, capital planning for projects within the unincorporated area of Hillsborough County is guided by the Hillsborough County Comprehensive Plan. In particular, capital planning for certain types of parks and recreation facilities, solid waste, stormwater, transportation and water services is guided by Capital Improvement Element of the Comprehensive Plan. This plan, prepared by the Hillsborough County City-County Planning Commission and formally adopted by the Hillsborough County Board of County Commissioners, provides long-term direction for the growth and development of the county. Proposed capital projects are reviewed for compliance to the adopted comprehensive plan as part of the budget adoption process.

The public has many opportunities to be involved in capital planning both during the comprehensive plan development process and during the budget adoption process. Interested parties can view the Comprehensive Plan at the Planning Commission's website located at www.theplanningcommission.org.

Hillsborough County's plan includes a very specific growth management strategy called the Urban Service Area. This strategy is designed to direct growth into areas where public service needs can be more efficiently provided and where existing services are already in place.

In addition to the standards in the Comprehensive Plan and the Capital Improvements Element of the Plan, the planning for parks and recreation facilities, solid waste, stormwater, transportation and water services also is guided by master and visioning plans developed by County staff. Planning for fire, government facilities, library and library infrastructure in Hillsborough County's unincorporated area is performed primarily within County government. Each capital program has different criteria for assessing project needs and priorities; however, a common characteristic of the planning processes is the recognition of the importance of obtaining input from the public and other interested governmental and private agencies. The individual program planning processes provide the guidance necessary for allocating available resources during the capital budget process. A brief description of the various planning processes follows.

Fire Rescue – The Fire Rescue Department maintains a Capital Facilities Master Plan which details new fire station needs required to meet emergency and rescue service requirements within the unincorporated area. The plan is prepared based on national service response time standards established by the National Fire Protection Association and on the relevant goals, objectives and policies incorporated in the County's Comprehensive Plan discussed above.

In developing the plan, updated every five years, the response time standards recommended by the County are applied to an analysis of the needs of Hillsborough County's current and projected populations and population distribution to identify where and when new fire rescue facilities will be needed. The plan was updated in FY 07.

Libraries – In September 2003, the Library Board delivered a capital facilities master plan to the BOCC. The plan is updated annually and currently identifies a need to add 253,295 square feet of library space, and a mini-

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mum of 1,300,000 library volumes to the Library System over the 2005 – 2015 period.

In the preparation of the master plan, two key standards for Library System performance - three volumes of library material per capita and 0.6 square feet of library space per capita, were selected. These standards were then applied to an analysis of the needs of Hillsborough County's current population, and projected population increases, resulting in a long-range capital facilities plan for the Tampa-Hillsborough County Public Library System. The master plan is the primary source for adding new projects to the Library Services Capital Program.

Parks Facilities – The strategic vision of the Parks, Recreation and Conservation Department includes the development of goals and objectives to safeguard the inheritance of the county's future generation.

The planning process identifies future developments that may affect expected needs and wants and social environments. It identifies the most critical stakeholders and their major interests and expectations, such as safety and security, high quality experience, well maintained facilities and the preservation of our natural and cultural resources. This tool is evaluated against the current environment in order to develop a Capital Improvement Plan that is consistent with the vision of Hillsborough County and the values and expectations of our community.

Solid Waste - The Solid Waste Management Department has an established plan to determine the need to enhance and or change its Capital Improvement Program on an annual basis. This plan calls for information to be gathered from various sources such as staff, stakeholders, public meetings, etc. to identify needs that should be incorporated into the Capital Improvement Program. Management reviews the information and prioritizes each need according to a pre-established ranking system.

The ranking system takes into account mandates by federal and State agencies, health and safety concerns, capacity needs, efficiency, location requirements, population growth and aging infrastructure.

Stormwater – The County maintains a Watershed Master Plan that incorporates identified needs for each of its seventeen watershed basins. The plan is periodically updated as new development and stormwater improvements are completed throughout the County. Under the plan, the entire County (1072 sq. miles) is divided into 17 watersheds (basins) and further divided

into 7,000 sub-basins. The master plan study looks at water quantity, water quality and the natural watershed system. The plan identifies areas with inadequate conveyance systems or poor water quality and recommended solutions.

Flood control project evaluations take into consideration the following factors: frequency of flooding, the category of the road subject to flooding (local/arterial/collector road), the number of structures flooded, stormwater asset conditions (groundwater table, erosion/siltation and structure) and the potential of available matching funds.

The County also maintains a separate list of non-watershed related neighborhood stormwater needs. Criteria for neighborhood stormwater projects is similar to criteria for watershed master plan projects, with the exception that environmental issues and the availability of matching funds are not included in the evaluation.

Water quality or natural system projects are evaluated based on concerns communicated by the Florida Department of Environmental Protection relating to the sub-watershed segment of "impaired waters/water bodies," the concern of water quality parameters and the benefits of a natural system.

Both engineers and environmental scientists from an investigation team, specialized service unit, environmental team and master planning team contribute to this uniform matrix evaluation process.

Transportation – Efficient movement of people and goods is important to the public safety, economic viability, and overall quality of life in Hillsborough County. Planning occurs on several levels.

The Hillsborough County Metropolitan Planning Organization (MPO), working with the County and its three incorporated municipalities (City of Tampa, Plant City and Temple Terrace), and with input from county residents, is responsible by State statute for adopting the Long Range Transportation Plan, a blueprint for comprehensive transportation planning throughout the county. The MPO also consolidates the transportation capital improvement programs of various political jurisdictions constructing transportation projects within the county into an annual Transportation Improvement Program (TIP). The Long Range Transportation Plan and the Transportation Improvement Program are used by the County in prioritizing major capacity projects for funding, determining project impact fee eligibility, and in allocating State and federal grant dollars. These plans can be

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viewed at the Metropolitan Planning Organization's website at www.hillsboroughmpo.org.

As previously indicated, the Hillsborough County City-County Planning Commission is responsible for developing and monitoring compliance with the County's Comprehensive Plan. The Commission also reviews proposed developments of regional impact (DRI) proposals (those development proposals that will have significant impact on existing county roads).

Each municipality is responsible for its own transportation planning; however, major roads that have been determined to have a countywide importance may be designated as county roads, with the County primarily responsible for their maintenance and improvement. Capital needs associated with these roads, as well as all transportation needs in the unincorporated area of the county, are evaluated for inclusion in the annual capital budget.

Planning for the transportation program is performed on a sub-program basis. The sub-programs within the transportation program are roads, intersections, sidewalks and bridges. With the exception of roads, where the County adopts the prioritized list from the Long Range Transportation Plan (LRTP) and adds local road improvements not subject to inclusion in the plan, the County has prepared, and the Hillsborough County Board of County Commissioners has adopted a master plan for intersections, bridges and sidewalks. While specific criteria used for prioritizing the projects on the plans differ by project type, they encompass public safety, traffic volume, environmental mitigation and other key factors as well as incorporating input received during the public outreach part of the planning process.

Water Services - The Water Resource Services Department is responsible for providing quality water, wastewater and reclaimed water services to Hillsborough County residents within its designated service area, unincorporated Hillsborough County. This includes the operation and maintenance of these facilities including treatment plants, pumping stations, metering devices and all related transmission piping and above ground appurtenances. The department is also responsible, when operating the above facilities, for complying with all federal, State and local regulatory and permit requirements.

In 2000 the department implemented a new CIP Delivery Process. This process uses a systematic approach to develop and refine the scope, schedule and budget existing and newly proposed expansion and renewal and

replacement projects. It allows priorities to be determined and extensively uses schedules to ultimately deliver quality projects from conception to project completion. The goal of the CIP Delivery Process is to deliver department projects in an efficient and economical manner.

The objectives of the process are to:

- Economically build and maintain existing system assets;
- Deliver projects on schedule and within budget;
- Allow for the annual update of the CIP;
- Allow for adjustments to the approved CIP Program due to changing priorities for those projects not yet in the implementation phase;
- Seamlessly coordinate with the Countywide CIP;
- Permit performance measurement; and
- Provide documentation for management and historical trending purposes.

The Board of County Commissioners policy 03.02.02.06 requires that capital projects be prioritized. The Department's Project Prioritization Model (PPM) is a formal method of documenting and tabulating the results of applying subjective criteria to prioritize the CIP each fiscal year. There are six categories to score a project against other projects within the Department's CIP, as listed below:

Compliance
Health and Safety
Expansion / Renewal and Replacement
Long Range Planning
Community and Environmental Impacts
Economic / Financial Considerations

The resulting score for each existing or new "planning" project is used at the beginning of the budget process to rank all of the projects within the CIP.

Additionally, the Department's Payback Analysis Model (PAM) incorporates several economic factors to estimate the payback period of a given capital project. It determines the payback period by modeling the average monthly revenues generated by the Equivalent Residential Customers (ERC) to be served by the capital project. Generally, the information that is required to be input into the model includes:

- Project Name, CIP Number and Type
- Payback Analysis Period
- Discount Rate
- Debt Service or Pay-As-You-Go
- Expansion Percentage

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- O&M and Fixed Overhead Cost
- Capital Cost by Year
- Outside Funding Sources
- ERCs served by the Project
- ERC Connection Schedule
- Rate and Debt Service Information

The information is used to assign a weighted economic criteria number for the project in the earlier referenced Project Prioritization Model (PPM) during each fiscal year budget process.

Finally, the CIP Master Program Schedule is used as a planning tool to lay out each of the project schedules, provide the cash flow requirements of the program as a whole, anticipate project resource needs and provide historical data for future trend analysis. In addition, the Master Program Schedule is also used at the beginning of each fiscal year to facilitate the efficient distribution of work throughout a six year period.

Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma document. This document 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, and is particularly useful in showing how capital projects, funded in the biennial budget or planned over the next several years, will impact future operating budgets in terms of maintenance, utility and staffing costs.

Another tool used in financial planning is the County's debt management strategy. Credit ratings assigned by the three international rating agencies, Moody's Investors Service, Standard and Poor's Ratings Services, and Fitch Ratings are key factors influencing interest rates paid on local governments' borrowings. Because of the significant impact interest rates have on our overall financial position, Hillsborough County places a great deal of emphasis on its business relationship with the rating agencies. The County conducts formal credit updates each year, and notices of any material credit changes are provided to the rating agencies throughout the year.

The County's general credit ratings are Aa1 / AAA / 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 capital project funding requirements, Hillsborough County uses a Commercial Paper Program. Under this program the Board authorizes short-term borrowings when needed to provide adequate cash flow for active projects. This approach ensures that long-term debt is issued only when needed and is only issued in appropriate amounts. Furthermore, tax exempt short-term debt tends to be the lowest cost financing tool available to local governments resulting in substantial savings to the County. Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding. The County issues debt in accordance with a debt policy which governs the type and amount of borrowings that are best suited to achieving its financing objectives. The policy guides the County's borrowings by means of targets and ratios, such as direct debt per capita or general governmental debt as a percent of general fund revenue, that balance the need for flexibility to ensure the availability of capital with the need to ensure continued access to the capital markets.

When it is prudent and in the County's economic interest to do so, infrastructure improvements may be financed by means of public-private partnerships in which private corporations, such as real estate developers, agree to fund a portion of such improvements together with funding from the County, State, and/or federal government. Such partnerships enable the County to construct needed infrastructure, in particular transportation improvements, at a lower cost to taxpayers as a result of leveraging private funding sources.

Finally, the County actively and aggressively monitors market opportunities to refinance its debt to achieve lower debt service costs. When legally and economically feasible, lower interest debt will be issued to pay off outstanding debt thereby making revenues available to fund County services. Occasionally, the County utilizes low-risk financial hedging techniques such as interest rate swaps to lock in low interest rates for a future date when debt can be legally or economically refinanced.

Capital Improvement Program Process

The annual Capital Budget and Capital Improvement Program (CIP) update began in January 2008 as part of the County's budget kickoff. At this kickoff, the Deputy County Administrator and the Management and Budget

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Department met with program directors and managers to explain the overall process and to provide pertinent information regarding funding and expenditure issues, budget process changes and general instructions. At this meeting, the Deputy County Administrator outlined the goals and direction for the new budget.

In January and February, Management and Budget Department staff conducted a series of training sessions to provide capital project management and staff specific direction relating to the capital budget process. As part of this training, those involved in the capital budget process were given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital projects budget including revising current project estimates and submitting requests to add new capital projects.

Integral to the budget process is the identification and prioritization of unfunded capital needs. The Management and Budget Department maintains a comprehensive list of prioritized unfunded capital needs which is used in identifying new projects to be recommended for funding. This list identifies preliminary project information such as name, location, description or scope, the estimated cost and any operating cost impact. One of the first steps in the budget process is to provide a current copy of this list to all departments for their review and revision as appropriate. This updated Unfunded Capital Projects Request List is then used to determine which new projects should be added to the new Capital Improvement Program.


Another key step in the budget process is a review of capital project cost estimates in the current CIP or new projects added during the current fiscal year. This is to ensure that the next CIP will reflect these revised cost estimates. Departments are asked to review and update project information in the County's Project Information Management System (PIMS) as appropriate.

A specific form – the Capital Project Initiation Request Form - is used to document project changes or new project requests. This form is designed to guide the preparer in providing all necessary information including the reason for the project, the proposed project location and scope, project funding requirements by fiscal year, proposed project schedule and completion dates, anticipated operating cost impacts and management approvals.

Using updated information, the Management and Budget Department developed draft documents showing all

projects that either have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the adopted budget.

Sample Capital Project Detail Page

PROJECT TITLE: 22ND STREET COMMUNITY MAIN STREET PROJECT		PROJECT NO.: 61147						
CIE REQUIREMENT: Y		PROGRAM: TRANSPORTATION/ROADS						
LEVEL OF SERVICE IMPACT: E		Neighborhood Community Area: USP (North Tampa)						
Project Description: This project will enhance 22nd Street from Club Drive to Banks Avenue. These enhancements will include acquiring, expanding and improving right-of-way to include wider travel lanes, left turn lanes, storm inlets, curbs, sidewalks, bicycle lanes, street parking, streetcreeper, and landscaping. This project is part of the University Area Community Plan.								
Operating Cost Impact: Annual operating and maintenance costs will be determined once design is completed.								
Project Completion Date: Feb 2009								
Expenditure Plan (in \$000's):								
	Total Est Cost	Prior Yrs Funding	FY 07	FY 08	FY 09	FY 10	FY 11	Future
Development	545	545	0	0	0	0	0	0
Design	484	484	0	0	0	0	0	0
Land/Dev	1,100	1,100	0	0	0	0	0	0
Construction	15,856	15,856	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Administration	15	15	0	0	0	0	0	0
Total	\$17,800	\$17,800	\$0	\$0	\$0	\$0	\$0	\$0
Funding Sources (in \$000's):								
	Total Est Cost	Prior Yrs Funding	FY 07	FY 08	FY 09	FY 10	FY 11	Future
Financing - CIP Backed	15,700	15,700	0	0	0	0	0	0
Gas Taxes	6,100	6,100	0	0	0	0	0	0
Total	\$17,800	\$17,800	\$0	\$0	\$0	\$0	\$0	\$0

Explanation of Terms Used on Capital Project Detail Page

- Project Title** – Brief name of project.
- Project No.** – Unique identification number assigned for accounting purposes.
- CIE Requirement** – Indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act.
- Level of Service Impact** – If the project addresses a CIE element, indicates what impact it has on the level of service (a full explanation of levels of service is provided in the CIP document).
- Program** – Indicates the capital program to which this project pertains.
- Project Description** – A description of the project scope.
- Operating Cost Impact** – Indicates the ongoing annual operating and maintenance funding this project will require once completed.
- Project Completion Date** – The estimated date that the project will be ready for use.
- Neighborhood Community Area** – Specifies in which area of the county the project will occur. A project location map is also provided. This allows the website visitor or CD user to easily search for all projects within a certain area of the county.
- Expenditures** – A breakdown by year of how the project funds will be spent.
- Funding Source(s)** – A breakdown of the sources of funding by year. Many projects have multiple sources of funding.

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These draft documents were distributed to the departments for another review and the opportunity to correct information. Upon completing their review, Management and Budget Department staff met with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

A meeting with the program directors was held in April 2008, budget staff met with the Deputy County Administrator and Assistant County Administrators in May to review and discuss the requested budgets. Any revisions requested at this meeting were incorporated into the documents and communicated to the appropriate departments.

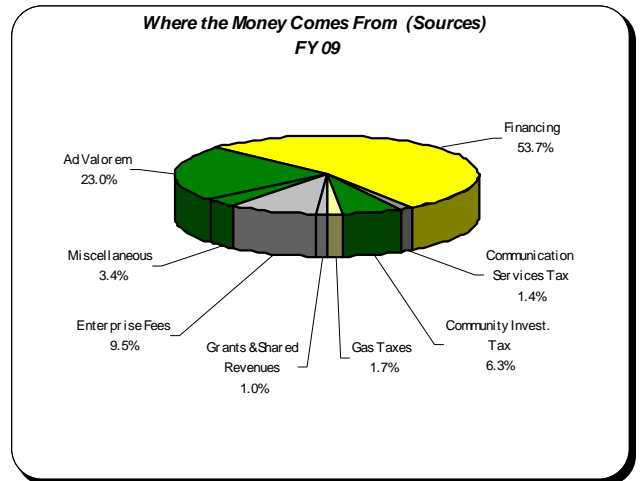
The next step in the budget process was to meet with the County Administrator for final input. The final revisions were incorporated into the Recommended Budget for FY 09 and Capital Improvement Program delivered to the Board of County Commissioners on June 4, 2008.

Throughout the budget development process, the County Administrator and Management and Budget staff conducted several budget workshops with the Board of County Commissioners to provide them with revenue projection updates and to obtain overall policy guidance.

Once the recommended budget and CIP have been presented to the Board, a series of budget workshops and public meetings are held. During this period, the Hillsborough County City - County Planning Commission also reviews the recommended CIP to ensure compliance with the County's Comprehensive Plan. Three statutorily required public hearings to gain public input were held in September. The first statutorily required public hearing to adopt the tentative budget and millage rates was held on September 9, 2008, and the public hearings to formally adopt the final FY 09 budget and millage rates, and the CIP were held on September 18, 2008.

Final budget documents reflecting the adopted budget and CIP are then prepared and distributed in both hard-copy and electronic formats. Once the Capital Budget and CIP are formally adopted, changes to the budget may only be made 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 per Florida State Statute 129.06. The BOCC policy also specifies that the list of projects included in the adopted may only be revised through formal Board resolution.

Funding Sources



Funding for capital projects comes from a variety of sources, but generally falls into one of several categories: ad valorem taxes, the Communication Services Tax, the Community Investment Tax, gasoline taxes, enterprise fees, special assessments, impact fees, grants or financing.

- Ad Valorem (Property) Taxes are taxes levied by the Hillsborough County Board of County Commissioners on property within the County.

There are three ad valorem taxes imposed by Hillsborough County – the countywide property tax imposed on all property within the county with use restricted to projects providing countywide benefit; the unincorporated area property tax imposed on all property in the unincorporated area of the county with use limited to projects that benefit 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. Properties within these two municipalities are not subject to the special library tax.

- The Communications Services Tax is a 4% tax imposed on local and long distance telephone calls, cable, fax, pagers and beepers, cellular phone services and other related telecommunication services. The Board of County Commissioners originally designated 1% of this tax for the construction of new fire stations. The one percent generates approximately \$5.7 million annually. Starting in FY 06, the Board increased this amount by an additional ½ percent, or an additional \$2.8 million, for a total of 1½ percent for the construction of fire stations. However, due to

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the continuing roll back requirements by the State Legislature and the effects of Amendment 1, approved by the voters on January 29, 2008, the amount allocated to the construction of new fire stations in FY 09 is reduced to ½ %, or approx \$3.3 million annually. The remainder of the 1½% (\$5.2 million) offsets a portion of the impact of the reduction in property tax revenues which fund operating expenditures.

- The Community Investment Tax is a ½ percent sales tax imposed on the price of taxable goods, as defined by State statute, sold within the county. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax expires on January 31, 2027.
- Gasoline 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 are defined by statute, and in the case of the Voted Ninth Cent Gasoline Tax, further restricted by County ordinances.

Use of the Six Cent Local Option Gasoline Tax is limited to transportation expenditures for public transportation operations and maintenance; roadway and right-of-way maintenance and equipment and structures used primarily for the storage and maintenance of this equipment; roadway and right-of-way drainage; street lighting; traffic signs, traffic engineering, signalization and pavement markings; bridge maintenance and operation; and debt service and current expenditures for transportation capital projects including construction or reconstruction of roads.

Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

The Constitutional Fuel Tax collected by the State on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration payable from this tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and 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. An annual fee schedule for each enterprise fund is set by the Board of County Commissioners. Use of these revenues is restricted to operating, maintaining or building new infrastructure for the respective service for which the fee is being collected.
- Special assessments are charges levied by statute or ordinance for a specific purpose. One example is the stormwater fee, a non-ad valorem special assessment levied on the annual property tax bill which is used to help fund the stormwater capital program.
- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The unincorporated area of the county is divided into zones for each type of impact fee.

Use of impact fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. There are four types of impact fees: transportation, parks, fire and schools. Impact fees are governed by the County's Consolidated Impact Fee Assessment Program Ordinance.

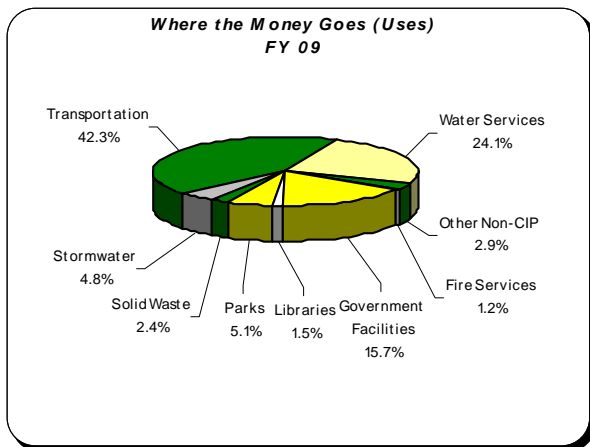
- Financing is the last source of funding. It includes both long-term and short-term financing. Short-term financing via a commercial paper borrowing program is used to borrow funds when needed in order to accelerate project completion and to keep financing costs down.

Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding.

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Uses of Funds

Capital budget expenditures are related to one of the eight capital programs: Fire, Libraries, Government Facilities, Parks and Recreation, Solid Waste, Stormwater, Transportation, and Water Services. It also includes the Environmental Land Acquisition and Protection Program (ELAPP) or the Major Repair, Renovation, Replacement and Maintenance program.



Fire Services

The Fire Services capital budget for FY 09 is \$4.3 million. The program is funded with Community Investment Tax and the Communications Services Tax. Three projects were scheduled to be completed in FY 08 - traffic signals at Chapman Road and Country Place Fire Stations and the Ruskin Fire Station Land Acquisition project. Funding for the Central Brandon, Nuccio Park, Anderson Road Fire Stations and the Fire Rescue Complex Training Facility have been deferred beyond FY 13 due to a significant reduction in anticipated ad valorem revenue needed for operating expenses. This reduction is the result of the continuing roll back requirements by the State Legislature and the effects of Amendment 1, approved by the voters on January 29, 2008.

Two new projects funded in FY 09 are the Ruskin and Springhead Fire Station Relocations. These projects will replace two existing fire stations and will have minimal operating cost impacts.

Other projects in the FY 09 budget are the 139th Ave. Fire Station, the Fire Stations Hardening Project, the replacement of the Seffner Mango Fire Station, renovation and expansion of the Gibsonton Fire Station and the replacement and modernization of fire rescue equipment.

Government Facilities

The Government Facilities capital budget for the FY 09 capital budget is \$55.9 million. The budget continues the program approved by the Board in September 2007. Major projects within this program include the Court Facilities Expansion, Falkenburg Road Jail Expansion Phases VI and VII, Family/Civil Court Expansion, Emergency Operations Center Interim Enhancements, Indoor Air Quality/Environmental, Children's Services Campus Enhancements, Underground Fuel Tank Replacements, Pedestrian Bridge at Main Courthouse and Courthouse Annex Maintenance Systems Upgrade.



New Hillsborough County Medical Examiner Facility was completed in FY 08

Eleven new projects in FY 09 include the Central Energy Plant Additional Heat Exchanger, re-roofing of the Central Fleet Maintenance Facility, BOCC Financial System Replacement, Affordable Housing Task Force Program, Criminal Court Facilities Improvements, Economic Development Initiatives, Florida Aquarium Capital Contribution, Juvenile Delinquency Court Expansion, Mary Lee's House Capital Improvements, Sheriff's Operation Center Security Enhancements, and the State Attorney Records Center Relocation. The budget also includes the Health Department Administration Building. This project is funded by the Health Department, a State agency. Nineteen projects were completed in FY 08 and three projects were canceled.

Funding sources for the program include Community Investment Tax, ad valorem tax proceeds and other miscellaneous revenue.

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Library Services

The Library Services capital budget for FY 09 is \$5.2 million. Two new projects are added to the program, Land Acquisition – Future Library Projects and the Seminole Heights Replacement Library.

Other projects funded in FY 09 include the Sulphur Springs Partnership Library, the North Tampa New Branch Library, Main Library Re-roofing, Reseal/Recaulk Exterior and the Seffner – Mango Replacement Library.

The Town 'n Country Community Complex containing the Town 'n Country Library will be completed in early FY 09.

The Turkey Creek Partnership Library project is deleted from the program. Population projections do not justify the construction of a new library in the area for the foreseeable future.



The Town n' Country Commons complex, housing the Town 'n Country Library, is currently under construction.

The FY 09 budget is funded with ad valorem tax proceeds from the Special Library Taxing District.

Parks Facilities

The Parks Facilities Capital Budget for FY 09 is \$18.3 million. The program is funded through a combination of impact fees, Community Investment Tax proceeds (its major source of funding), ad valorem tax proceeds and Boat Improvement Fees.

The Parks Facilities Program includes a mix of recreational facilities such as local and regional parks, trails, community and recreation centers, dog parks and boat ramps. 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 program adds twenty one new projects as part of the reallocation of the \$40 million originally earmarked for Championship Park. There are four projects scheduled for completion in FY 09 - Dover Sports Complex Rehabilitation, E.G. Simmons Park Site Improvements, Lowry Park Zoo Contribution and Apollo Beach Nature Park Restroom.



The estimated cost of improving the William Owen Pass Park is \$3.5 million

Thirteen projects have been deferred as a result of the approval of the property tax referendum and three others due to either structural, permitting, contract, or grant funding issues. Project feasibility will be re-evaluated during next year's CIP update process.

Environmental Lands Acquisition and Protection Program (ELAPP)

A subset of the Parks Facilities Program is the Environmental Lands Acquisition and Protection Program (ELAPP). This program is dedicated to the purchase of land for the protection and preservation of natural resources. Some of the criteria used when considering a property for protection are: is it environmentally sensitive; is it in danger of development; does it have archaeological significance; or does it feature native plants and animals unique to the area. Funding is secured through an operating and debt service ad valorem millage not exceeding 0.25 mills in any one year period. This property tax, approved by referendum in 1991, is scheduled to expire in 2011. As of September 2007, the program had acquired approximately 43,600 acres at a cost of \$186.3 million (of which \$76 million has been funded by other agencies) since its inception in 1987. No additional funding for any new Environmental Lands Acquisition is included in FY 09. Any future funding for

CAPITAL BUDGET

the acquisition of environmentally sensitive lands will require voter approval through a referendum prior to 2011.

Solid Waste

The Solid Waste capital budget for FY 09 is \$8.7 million. The program is financed through a series of bond issues, commercial paper, and enterprise revenue.

The program adds one new project - the Southeast County Landfill Gas Collection System. There are seven projects scheduled for completion in FY 09, and one of those projects is the Leachate Treatment Plant-New Storage Tank. This project estimated cost is \$3.5 million and includes the construction of a new 575,000 gallon above-ground leachate storage tank. The purpose of the tank is to expand the leachate storage capabilities, improve leachate removal rates, and to provide sufficient storage prior to treatment at the Southeast County Landfill. The estimated operating cost for maintenance is \$12,000 beginning after FY 09.



The Southeast Landfill Capacity Expansion project will add capacity for future County customers.

One significant project in the CIP is the Southeast Landfill Capacity Expansion Section 10. This project is scheduled to be completed in February 2014 with an estimated cost of \$26.7 million. It will expand the facility to allow for additional capacity of solid waste disposal. There is no operating cost impact for this project.

Stormwater

The Stormwater capital budget for FY 09 is \$17.0 million. The program is funded with a combination of Stormwater Fees and Community Investment Tax financing.

The program includes twenty-six capital projects designed to reduce flooding by improving storm water drainage and

reducing pollution resulting from water runoff. It also includes five projects that reflect the consolidation of several projects. A list of these projects can be found in the Appendix section of the Adopted FY 09 – FY 13 Capital Improvement Program document.

There are a total of four projects and four subprojects scheduled for completion in FY 09. One of those projects is the Chapman Road Drainage Improvements project. The estimated cost for this project is \$220,000. Project scope includes the construction of a roadside swale along the west side of Chapman Road and installation of two ditch bottom inlets and side drains to direct the stormwater to Lake Chapman. The estimated operating cost for maintenance is \$400 beginning after FY 09. Other projects to be completed in FY 09 are the Lake Forest Outlet Structure, the Lower Sweetwater Creek Stormwater Plan Implementation, and the Tyler Run Avenue Stormwater Improvement projects.

Sixty-three million dollars from Community Investment Tax Phase III have been allocated to the Stormwater Program to address storm water drainage problems countywide. Over 100 projects and subprojects will be constructed with this funding source.

Transportation

The Transportation Program capital budget for FY 09 is \$150.6 million.

A major issue impacting the transportation program in prior years has been the rapid escalation of project costs and the need to keep pace with the growing demand for roads and road improvements. To address this need the Board of County Commissioners (BOCC) approved recommendations from the Transportation Task Force on August 1, 2007 to provide \$500 million to complete some existing projects and to add new projects using Community Investment Tax backed financing. On October 17, 2007, at a public hearing, the Board amended the adopted FY 08 - FY 13 Transportation Program to provide additional Community Investment Tax funding.

The Transportation Task Force projects list includes road widening, intersection improvements, advanced traffic management systems, right of way acquisitions, City of Temple Terrace projects, City of Plant City projects, City of Tampa projects and Hillsborough Area Rapid Transit (HART) Line projects. It is anticipated that a combination of State and federal grants and increased developer contributions for projects required to address concurrency constraints will be needed to address any future shortfalls.

CAPITAL BUDGET

The implementation of the 5-year Transportation Task Force program will start in FY 09. The County has hired a consulting company to assist with the management of the program in order to accelerate the transportation program for the benefit the County and the local economy.

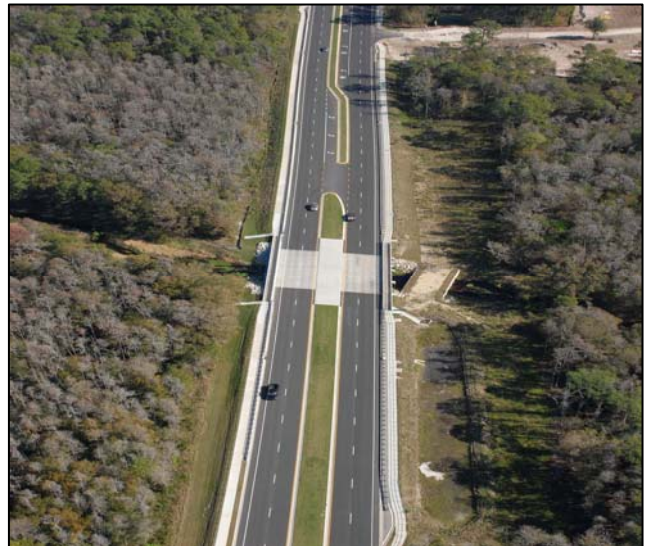
The FY 09 capital budget also reflects the Hillsborough County Board of County Commissioners' approval of an additional \$15 million ad valorem annual commitment to transportation over the FY 05 funding level, for a total of \$25 million. This increased funding will help address continuing operational, safety and capacity needs. The additional \$15 million is distributed equally between increased operating needs, safety improvements (which can be either capital or operating) in support of the Board's strategic plan and capital projects. In addition to a recurring \$15 million increase in transportation funding, FY 09 incorporates Community Investment Tax funds to facilitate completion of several major road projects, including Lithia Pinecrest Over Alafia River/South Prong, Intersection Gunn Hwy/Linebaugh Ave W, Bruce B. Downs (Palm Sprgs Dr/Pebble Crk), Lutz Lake Fern Road (Suncoast Parkway - Dale Mabry), Citrus Park Drive Extension, Racetrack Road Construction Phase 4 (Hillsborough-Douglas), Boyette Road Construction Ph3 (Donneymore-Bell Shoal), Gornto Lake Road Extension (Brandon Town-Center-Sr 60), Linebaugh / Race Track Road To Countryway, Old Memorial Highway/Hillsborough to Montague Ave, CR 579/I-4 to Sligh Avenue Improvements, Bicycle Lanes County Rural Roads FY 09, Channelization of Traffic, Pavement Treatment Program, the Intersection Improvement Program and the Sidewalk Retrofit Construction program.

The County has completed negotiations with developers to improve Bell Shoals Road, Fishhawk Boulevard, and a mile and a half segment of Lithia Pinecrest Road south of Bloomingdale Avenue as a concurrency requirement for the Lake Hutto Development of Regional Impact. All of these roadways will be widened to four lanes.

On March 16, 2005 and on March 19, 2008 the County entered into agreements with two groups of developers and the Florida Department of Transportation to facilitate the widening of US 301 to a six lane divided roadway from SR 674 to Gibsonton Drive in order to satisfy concurrency requirements. Under the agreements with the developers, cash, letters of credit and pond sites worth \$46.6 million have been provided for the project. The project is being designed for the entire ten mile length, but only the segment from Balm Road to Gibsonton Drive is scheduled for construction. Although this is a State road, to be managed and built by the Florida Department of Transportation (FDOT), the County has

contributed \$35.6 million to facilitate design and right-of-way acquisition for this project. The project's capital budget reflects funding from all sources including developer contributions.

In addition to the \$500 million approved by the Board on August 1, 2007, another significant event continuing to impact FY 09 capital budget took place in January 2002 when the Board of County Commissioners approved \$132.0 million of Community Investment Tax-backed financing to accelerate critical transportation projects. This funding allowed advancing project schedules for numerous roads, intersections, bridges, and community based plan projects, as well as an Intelligent Transportation System initiative. Many of these projects are still under construction.



Completing the widening of Race Track Rd. will facilitate travel in northwest Hillsborough County

Completing the widening of Racetrack Road is another major initiative in the FY 09 – FY 13 Capital Improvement Program. The estimated cost of this project is \$64.9 million, of which \$5.9 million is funded in FY 09. The project will improve roadway drainage, implement Intelligent Transportation System enhancements to improve safety and enhance traffic control and install sidewalks, bicycle lanes and bus bays. These improvements will help alleviate traffic backups and resulting safety issues brought about by significant development in the area. When completed, these projects will widen 5.83 miles of Racetrack Road from Hillsborough Ave. to South Mobley Road, with the segment from Hillsborough Ave. to Linebaugh Ave widened from 2 to 6 lanes and the segment of Linebaugh Ave. to South Mobley Rd. widened from 2 lanes to 4 lanes.

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A major construction project in the FY 09 capital budget is the widening of Bruce B. Downs Boulevard from Palm Springs Blvd to Pebble Creek. Based on the completion of the project development and environmental study by the Florida Department of Transportation (FDOT), the Bruce B. Downs project scope was revised in FY 04 from the initial planned widening from 4 to 6 lanes from Bearss Avenue through Regents Park Drive to its current proposed scope of widening to 8 lanes from Bearss Avenue to the Pasco County Line. This increase in scope led to a significant increase in the estimated costs of right-of-way acquisition and construction, allowing only the first two phases of this project, from Palm Springs Dr. to Pebble Creek Drive South, and from Pebble Creek Drive South to County Line Road, to be funded. The remaining segment from Bearss Avenue to Palm Springs Dr. is partially funded. It is estimated an additional \$101 million will be needed to complete this segment. The County has and will continue to seek federal and State funding, as well as developer contributions, to help address this need.

More information about specific transportation projects can be found in the Adopted FY 09 – FY 13 Capital Improvement Program document.

Water Services

The Water Services capital budget for FY 09 is \$85.7 million. The Water Services Program includes potable water, wastewater and reclaimed water projects and is funded with a combination of enterprise fees, Community Investment Tax and financing.

The FY 09 Capital Program includes two new projects totaling \$6.7 million. These projects are the Balm Boyette Wastewater Pumping Station and the Crosby Road Reclaimed Water Transmission Main. Other significant projects funded in FY 09 are the South County Wastewater Treatment Plant Expansion from 4.5 To 10 Million Gallons per Day project and the CR 672 Force Main (Balm Riverview Rd to US 301) project.

There are fourteen projects scheduled for completion in FY 09. These include the Central Hillsborough Water Treatment Facility at a cost of \$31.0 million, Falkenburg Advanced Water Treatment Plant (AWTP) Ultra Violet Disinfection at a cost of \$7.6 million, Falkenburg Plant Expansion from 9 to 12 million gallons per day (MGD) at a cost of \$30.9 million, Valrico Advanced Water Treatment Plant Expansion From 6 To 12 MGD at a cost of \$62.0 million, Boyette 20" Forcemain TECO/Balm Riverview To Fishhawk at a cost of \$9.6 million, Countywide Wastewater Pump Station's Telemetry System at a cost of \$7.9 million and the Northwest

Treatment Plant Expansion From 5 To 10 MGD at a cost of \$59.8 million.



The completion of the Valrico Advanced Wastewater Treatment Plant will double its daily capacity.

The Central Hillsborough Water Treatment Facility project is scheduled for completion in January, 2009. Another new water treatment plant will be built near Falkenburg Road to serve existing and future customers in the northern portion of the South Central Service area with 12.2 million additional gallons per day of average capacity.

The anticipated completion date for the Falkenburg Plant Expansion project is January 2009. It expands capacity from 9 to 12 million gallons per day, adds a 5 MGD effluent storage tank and a 12 MGD effluent reject pond.

The Valrico AWTP Expansion project expands the plant's capacity from 6 million gallons per day to 12 million gallons per day. Its anticipated completion date is March 2009.

The anticipated completion date for the Northwest Treatment Plant Expansion is September 2009. It will replace aging equipment at the Northwest Regional Water Reclamation facility and construct a new parallel 5 million gallon per day (MGD) treatment train to increase the total treatment capacity of the plant from 5.0 to 10.0 MGD. Automation projects at the wastewater plants, reclaimed water pump stations and force main projects comprise a significant portion of the program. These projects will provide for more efficient operations and create greater control during emergency situations.

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Capital Projects Operating Impacts

The Capital Improvement Program (CIP) is an integral element of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However in some cases, like the construction of a new jail, the operational impact may be phased in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay, add new staff, jail and food supplies, and operational equipment, thus spreading the increased operating impact over a number of years rather than impacting the budget all at once when the jail is completed.

Debt service payments on issued debt for capital projects are also included in the operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures reduce the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain at a prudent level. While the Adopted FY 09 capital budget includes the issuance of short-term commercial paper to advance certain projects, there is no impact on the operating budget from required debt service. This is because these costs are rolled to subsequent notes until the projects are completed, at which time available cash or long-term debt is used at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term debt.

Specific FY 09 operating impacts of capital facilities are:

Fire Services: No new fire stations will open in FY 09.

Government Facilities: Three projects will have operating cost impacts in FY 09:

Government Facilities Projects (In thousands)	New Positions	FY 09 Oper. Impact
Felony Court Expansion	0	\$27.0
Riverview Terrace Senior Center	0	1.5
Town and Country Senior Center	0	64.6

Library Services: One project will have an operating cost impact in FY 09:

Library Services Projects (In thousands)	New Positions	FY 09 Oper. Impact
Town n' Country Commons (Westgate) New Regional Library	7	\$343.2

Parks Facilities: Four projects are scheduled for completion in FY 09. None of the projects will have operating cost impacts or require new positions in FY 09.

Solid Waste: Seven projects are scheduled for completion in FY 09. One project will have an operating cost impact in FY 09:

Solid Waste Projects (In thousands)	New Positions	FY 09 Oper. Impact
Buster Bean Road Water Line Extension	0	\$4.0

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 storm water pipes, culverts and other infrastructure. It is anticipated that maintenance of new storm water infrastructure can be absorbed within the Adopted FY 09 operating budget of the Transportation Maintenance Division of Public Works, the unit responsible for maintenance. As more infrastructure is made operational each year, additional staff and equipment will be needed at some future date to maintain infrastructure at desired levels.

Transportation: While new transportation infrastructure generally has no direct operating costs associated with it, ongoing maintenance expenditures are needed to keep the roads up to County standards. Ongoing maintenance costs include pothole patching, lane and crosswalk re-striping, sign and traffic signal replacement, and roadside right-of-way mowing and maintenance. It costs approximately \$10,000 a year 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 09 completion can be maintained within the Adopted budget. Like stormwater, as more transportation infrastructure contin-

CAPITAL BUDGET

ues to become operational, additional staff and equipment will be needed at some point to maintain infrastructure at desired levels. The annual cost to maintain traffic signals is approximately \$6,000; \$2,400 for utility cost and \$3,600 for maintenance costs.

Water Services: There are fourteen projects scheduled for completion in FY 09. Five projects will require twenty seven new staff members with operating cost impacts of \$9.4 million. Two projects will not require additional staff, but will require operating costs of \$38,800. Seven projects will not require additional staff or have an additional operating cost impacts.

Water Services Projects (In thousands)	New Posi- tions	FY 09 Opera. Impact
Boyette 20" Forcemain TECO/Balm Riverview To Fishhawk	0	\$18.8
Carrollwood/D. Mabry RWPS Replacement	0	20.0
Central Hillsborough WT Facility	12	1,728.3
Countywide WWPS Telemetry (SCADA)	1	120.7
Falkenburg AWTP UV Disinfection	5	2,996.5
Northwest Treatment Plant Exp.- 5 To 10 MGD	4	2,244.4
Valrico AWTP Expansion From 6 To 12 MGD	5	2,276.6

Major Repair, Replacement, Renovation, and Maintenance Program

During the FY 02 capital budget process, the Board of County Commissioners, concerned about maintaining the condition of County facilities, established the Major Repair, Replacement, Renovation and Maintenance Program. The program focuses on non-routine repairs, renovations, replacement or maintenance of existing facilities rather than construction of new facilities or infrastructure. Projects included in this program are typically under \$150,000, do not add square footage to an existing facility, and can be delivered within a twelve-month period. This program is more flexible than the CIP process, allowing the County to react in a more timely manner to facility related emergencies or non-routine repairs and maintenance needs. The projects can be identified, budgeted and completed within a twelve-month period. To ensure that funding is available to maintain existing facilities, the Board of County Commissioners sets aside a minimum of 1% of anticipated annual revenues in the Countywide General Fund, the Unincorporated Area General Fund and the Library District Fund. This 1% allocation will generate approximately \$8.7 million in FY 09.

The Major Repair, Replacement, Renovation and Maintenance program also funds Phase I 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. A list of projects funded in FY 09 is included at the end of this section.

Monitoring

The Management and Budget Department conducts regular reviews of capital project status, allocations and expenditures along with related activities. The purposes of these reviews are:

- To ensure compliance with applicable statutes, ordinances, County policies and procedures, and sound accounting and budgeting practices.
- To identify projects with excess appropriations that might be subject to reallocation.
- To identify projects with total expenditures and encumbrances exceeding the current appropriation that might require additional appropriations.
- To track impact fee revenues and expenditures to ensure that impact fees are being spent in a timely manner as required by ordinance.

Results of these analyses are communicated to appropriate management and staff for follow-up and appropriate corrective action.

To assist in the reviews, Management and Budget Department generates numerous variance and tracking reports from the County's financial system and Project Information Management System (PIMS). Among these reports are:

Monthly Community Investment Tax Report: This report shows the budget, expenditures and remaining balance of projects categorized by program and reflects the cash position of the fund. Management uses this report to determine the availability of funds that may be used to fund other needs.

Projects 120 Days or More Past Substantial Completion Date: This report identifies open projects that have been coded as substantially complete (defined as completed and ready for use) for at least 120 days in the Project Information Management System. At that time, program managers are asked to fiscally close-out these projects unless they provide valid reasons for keeping the project open. One example of a valid reason is outstanding eminent domain issues associated with a project. This review helps identify allocated funds that may no longer be needed for the intended purpose.

CAPITAL BUDGET

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 managing department is requested to prepare a budget amendment to make residual funds available for other projects.

Negative Balance Report: This monthly report identifies projects that have negative balances within any funding sources. This report is sent to all departments involved with capital projects to alert them of the need for corrective action.

Impact Fee Threshold Report: This report is used to determine the status of impact fee funds as it relates to the timeliness of spending as required by County Ordinance. It shows revenues by impact fee zone and projects when each zone's balance needs to be spent in order 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 09 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<i>Fire Services:</i>					
91162	139th Ave. Fire Station	\$265	\$2,563	\$20	\$2,848
91159	Anderson Rd. Fire Station	240	-235	0	5
91156	Central Brandon Fire Station	3,116	-2,961	0	155
91157	East Sligh (Nuccio Park) Fire Station	190	-95	0	95
91158	Fire Rescue Complex Phase I (Training Facility)	120	-120	0	0
91172	Fire Rescue Equipment Replacements / Modernizations - CST	887	1,400	5,600	7,887
91170	Fire Stations Hardening	3,350	2,350	0	5,700
91160	Gibsonston Fire Station Expansion	1,635	20	0	1,655
91153	Land Acquisition - New Fire Stations	8,052	1,000	4,000	13,052
91145	North Hillsborough Fire Station #14	225	115	1,580	1,920
91171 *	Ruskin Fire Station Relocation	0	128	2,537	2,665
91154	Seffner - Mango Fire Station	2,545	20	0	2,565
91164 *	Springhead Fire Station Relocation	0	128	2,718	2,846
Total Fire Rescue Program		\$20,625	\$4,313	\$16,455	\$41,393

Government Facilities:

77767 *	Affordable Task Force Prgm - Unincorp	\$0	\$6,000	\$0	\$6,000
70000	Art in Public Buildings and Facilities	2,136	-3	0	2,133
77762 *	BOCC Financial System Replacement	0	8,350	0	8,350
49135	Brandon Regional Service Center	5,480	20	0	5,500
77758 *	Cent Energy Plant - Additional Heat Exchanger	0	500	0	500
77759 *	Central Fleet Maintenance Facility Re-Roof	0	135	1,267	1,402
77721	Children's Services Campus Enhancements	8,675	620	10	9,305
77735	Children's Services Chapel Renovation	52	-118	0	-66
70121	Court Facilities Expansion Project	86,944	34	0	86,978
77736	Courthouse Annex Maintenance System Upgrade	3,216	5,982	0	9,198
77770 *	Criminal Court Facilities Improvements	0	2,361	0	2,361
77744	Dependency Court Expansion	412	100	0	512
77768 *	Economic Development Initiatives	0	18,500	0	18,500
77748	Emergency Operation Center Inter Enhancement	350	2,450	0	2,800
77738	Falkenburg Complex CSX Property Acquisition	300	-300	0	0
79143	Falkenburg Rd Jail Expansion Ph VII	33,225	1,050	25	34,300
77704	Family/Civil Court Expansion	2,529	120	0	2,649
77765 *	Florida Aquarium Capital Improvements - FY 09	0	250	0	250
77749	Fuel Tank Replacement-Fleet Central& Unit4	375	1,600	0	1,975
77752	Head Start/Early Hs Relocation	650	200	0	850
77756	Health Dept Admin Bldg - Anderson/Sligh	325	3,320	10	3,655
77710	Indoor Air Quality/Environment Measures	1,130	400	0	1,530
77771 *	Juvenile Delinquency Court Expansion	0	1,682	0	1,682
77764 *	Mary Lee's House Capital Improvements - FY09	0	225	0	225
70655	Sheriff's Child Care Facility	1,700	-29	0	1,671
77772 *	Sheriff's Operation Cntr Security Enhancements	0	1,000	0	1,000
77769 *	State Attny Records Center Relocation	0	475	0	475
79145	State Attorney Bridge	112	1,063	25	1,200

CAPITAL BUDGET
FY 09 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
77724	Tax Collector's Office Exp @ Falkenburg Wrhse	1,189	-93	0	1,096
70065	Westgate Headstart Bldg Replacement	1,097	30	0	1,127
Total Govt. Facilities Program		\$149,896	\$55,924	\$1,337	\$207,157

Library Services:

76003 *	Land Acquisition Future Library Sites	\$0	\$500	\$0	\$500
76001	Main Library Re-roofing / Seal / Caulk	388	2,548	20	2,956
71105	North Tampa Branch Library Parking Improvements	68	-7	0	61
79002	North Tampa New Branch Library	7,544	515	0	8,059
70077	Seffner - Mango Replacement Library	6,390	15	0	6,405
76002 *	Seminole Heights Library	0	540	6,790	7,330
70078	Sulphur Springs Partnership Library	770	1,302	0	2,072
70082	Turkey Creek Library	240	-230	0	10
Total Library Services Program		\$15,400	\$5,183	\$6,810	\$27,393

Parks Facilities:

80223	Athletic Storage Bldg @ Various Sites	\$0	\$1,000	\$0	\$1,000
80339	Ben Hill Playground/Park Construction	50	-50	0	0
80204C*	Brandon Advantage Center	0	2,500	0	2,500
80216C*	By Pass Canal Rowing Facility PhII	0	600	0	600
80205C*	Children's Museum	0	3,000	0	3,000
89318	Citrus Park Community Center	2,900	-1,400	0	1,500
80208C*	Concession/ Restroom Replacement	0	650	600	1,250
80209C*	Countywide Soccer Complex	0	4,247	10,753	15,000
80217C*	Cuban Civic Club Renovation	0	250	0	250
80210C*	East County Therapeutic Equestrian Program	0	500	0	500
89000	Environmental Land Acquisition & Protection Program	182,413	-18,500	0	163,913
89200	Environmental Land Acquisition & Protection Restoration Program	0	19,072	0	19,072
80314C	Flatwoods Park Campground Improvements	275	-275	0	0
80211C*	Friends Of Plant Park	0	65	0	65
89319C	Heroes Park	2,000	-1,000	0	1,000
80203*	Hillsborough County Fair Capital Contribution 2009	0	355	0	355
80172C	Jackson Springs Park Renovation /ADA Compliance	780	-215	0	565
80173C	Kenly Park Renovation/ADA Compliance	775	-275	0	500
80338	Logan Gate Park Upgrade	150	50	0	200
80214C*	Lowry Park Zoo	0	500	0	500
89312C	Mango Park Improvements	750	-650	0	100
80215C*	Miscellaneous Neighborhood Park Improvements	0	396	5,000	5,396
80212C*	Multi-Purpose Gymnasium NorthWest	0	316	1,684	2,000
80201	Old Carrollwood Area Community Recreation Center	100	1,400	0	1,500
80206C*	Plant City Multiple Parks Project	0	600	0	600
83635	Progress Village Sports Complex Const	5,518	450	0	5,968
89004C	South Coast Greenway Ph III PD&E/Const	113	-113	0	0
89003C	South Coast Greenway Ph I-PD&E/Const	375	39	2,073	2,487

CAPITAL BUDGET
FY 09 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
80207C*	Temple Terrace Multiple Parks Project	0	450	0	450
80218C*	University Center Parking Expansion	0	1,400	0	1,400
80222C*	Upper Tampa Bay Trail IV Trailhead Sec C-1	0	204	2,233	2,437
80333C	UTBT Channel Park Trailhead Add Storage	276	-200	0	76
80324C	Waterset Sports Complex Pd&E	596	-596	0	0
80220C*	Wheelchair Softball Fields	0	30	470	500
80221C*	YMCA Bob Sierra Teen Center	0	500	0	500
80213C*	Youth Athletics Complexes Improvements	0	3,000	3,000	6,000
Total Parks		\$197,070	\$18,300	\$25,813	\$241,184

Solid Waste:

54036	Northwest Transfer Station Expansion	\$11,919	\$424	\$22,527	\$34,869
54027	Resource Recovery Facility Capacity Expansion	137,489	1,251	0	138,740
54051*	Southeast County Landfill Gas Collection System	0	6,292	0	6,292
54038	Southeast Landfill Capacity Expansion-Sect 10	0	700	26,000	26,700
Total Solid Waste		\$149,407	\$8,667	\$48,527	\$206,601

Stormwater:

41066C	20th Street from 127th Avenue to 139th Avenue Stormwater Impro	\$263	\$580	\$0	\$843
46200C	Community Investment Tax Phase III Stormwater Program	5,220	3,673	-1,012	7,881
48516C	Countywide Watershed Management Masterplan Update	2,841	500	2,000	5,341
41142C	Countywide Watershed Management Masterplan Update Phase II	1,460	150	600	2,210
46133C**	Culvert Replacement Program FY08 - FY13	850	850	4,633	6,333
47124C	Cypress Creek Stormwater Plan Implementation	320	250	0	570
40039C	Delaney Creek Stormwater Plan Implementation	500	200	0	700
47097C	Duck Pond Stormwater Plan Implementation	8,139	499	487	9,125
41136C	Heritage Crest Retention Pond Implementation	325	270	0	595
41073C	Hollomans Branch Stormwater Improvements - HBA 6C	188	150	1,302	1,640
41149C	Lake June Wetlands Restoration	395	465	0	860
40038C	Lower Sweetwater Creek Stormwater Plan Implementation	400	100	0	500
46132C**	Major Neighborhood Drainage Improvements Program FY08 - FY1	3,498	2,402	4,847	
46129C**	Master Plan Implementation Program FY08 - FY13	440	950	500	1,890
46131C**	Minor Neighborhood Drainage Improvements Program FY08 - FY1	5,642	3,436	13,357	22,435
48501C	Neighborhood System Improvements	894	227	2,318	3,439
46000C	University Area Community Allocation Stormwater Project	5,600	682	0	6,282
46134C**	Water Quality Improvement & Environmental Program FY08 - FY13	5,857	1,356	2,508	9,721
41147C	Wee Lake Outfall Improvements	340	250	0	590
Total Stormwater Program		\$43,172	\$16,990	\$31,540	\$91,702

Transportation:

Roads

61991	Allocated Funds CIT Projects	\$5,007	-\$4,999	\$0	\$8
69123	Boyette Rd Const Ph2 (Balm Riveriew-Donneymore)	14,896	800	0	15,696
61909	Boyette Road West Boundary to Lithia Pinecrest	2,104	150	276	2,530

CAPITAL BUDGET
FY 09 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 09 Funding	Future Funding	Total Funding
69124C	Boyette Road Widening Construction Phase III (Donneymoor To B	35,200	1,375	0	36,575
61044C	Bruce B. Downs (Palm Springs To Pebble Creek Drive South) Roa	86,451	5,556	0	92,006
61043C	Bruce B. Downs (Pebble Creek To Pasco County) Road Widening	4,557	2,284	4,480	11,321
61134C	Citrus Park Drive Extension	4,325	6,825	56,100	67,250
61057C	Columbus Drive Extension	23,500	-8,002	0	15,498
61019	Consolidated Road Median Improvements	1,181	100	400	1,681
69607	CR 579/I-4 To Sligh Ave Improvements - TTF	339	300	2,141	2,780
61058	Cross Creek Widening Ph II -TTFCROSS CREEK WIDENING	1,500	3,000	0	4,500
69127C	Gornto Lake Road Extension (Brandon Town Center To Sr60)	12,350	1,500	12,200	26,050
69604	linebaugh / Race Track to Countryway -TTF	2,295	1,000	13,605	16,900
61052C	Lutz Lake Fern Road Interim Improvements	12,700	43,000	0	55,700
69614	Medulla Rd Extension - Land & Design -TTF	120	680	0	800
69605	Old Memorial Hwy /Hills To Montague -TTF	1,685	1,000	11,015	13,700
69111	Parsons Ave (SR 60 - Oakfield) - TTF	9,500	1,254	2,300	13,054
61035	Paved Shoulder/Bicycle Lanes Cty Rural Rds	0	1,186	3,356	4,542
69046C	Pavement Treatment Program	0	13,969	30,148	44,117
6103N	Providence Road Corridor (N Of Lumsden)	574	-53	0	521
69110	Race Track Road (Hillsborough - S Mobley)	23,808	5,952	0	29,760
61969	Resurfacing Roads With County Forces	0	500	2,000	2,500
69620	Right-of-Way Acquisition -TTF	10,000	6,000	14,000	30,000
69613	Trapnell Road Extension- Plant City -TTF	775	3,725	0	4,500
61051	US 301 Widening	96,072	-2,100	0	93,972
69603	US 301-Balm Road to SR 674 Const. -TTF	75	2,100	50,000	52,175
<i>Total Roads Program</i>		\$349,012	\$87,101	\$202,021	\$638,134
<i>Bridges</i>					
69225C	Columbus Drive Over Hillsborough River Bridge Rehabilitation	\$8,650	-\$650	\$0	\$8,000
62119	Consolidated Bridge And Guardrail Rehabilitation And Repair	0	1,000	4,000	5,000
69217	Durant Road Over Branch Of Turkey Creek Bridge	2,942	-800	0	2,142
69201	Lithia Pinecrest (SR 640) Over Alafia River / South Prong Bridge	2,068	3,034	0	5,102
69226C	Platt Street Over Hillsborough River Bridge Rehabilitation	10,750	650	0	11,400
<i>Total Bridges Program</i>		\$24,410	\$3,234	\$4,000	\$31,644
<i>Intersections</i>					
69363C	Boy Scout Road & Race Track Road Intersection Improvement	\$300	\$600	\$0	\$900
63000C	Critical Accident Mitigation Intersection Improvements	6,767	4,448	7,374	18,589
69360C	Gunn Highway And Linebaugh Avenue Intersection Improvements	1,550	1,000	900	3,450
69351	Hanley and Waters Ave	4,483	-1,238	0	3,245
69359C	Himes & Lambright With Himes & Minnehaha Intersection Improve	475	52	1,546	2,073
63090*	Intersection & Pedestrian Safety Program	0	2,500	0	2,500
69600	Intersection Improvement Program - TTF	18,828	46,763	94,409	160,000
<i>Total Intersections Program</i>		\$32,403	\$54,125	\$104,229	\$190,757
<i>Sidewalks</i>					
64036C	Sidewalk Ada Retrofit Program	\$0	\$900	\$2,750	\$3,650
69508C	Sidewalk Retrofit Construction Funding	0	3,100	6,400	9,500

CAPITAL BUDGET
FY 09 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<i>Total Sidewalks Program</i>		\$0	\$4,000	\$9,150	\$13,150
<i>Other</i>					
69355C	Channelization Of Traffic FY 09	\$0	\$500	\$500	\$1,000
61010	Hartline Capital Allocation	3,639	204	816	4,659
63073	New Traffic Signals	18,270	750	2,500	21,520
65005	Railroad Crossing Reconstruction Projects	2,500	400	2,500	5,400
63003	School Traffic Saffety Devices	1,823	175	700	2,698
63002	Schools signals , Signs & Markings	1,026	75	300	1,401
<i>Total Other</i>		\$27,258	\$2,104	\$7,316	\$36,678
<i>Total Transportation Program</i>		\$433,083	\$150,564	\$326,716	\$910,363
<i>Water Services:</i>					
<i>Potable Water</i>					
31957	Fire Flow Deficiency Master Project	\$4,600	\$2,050	\$8,200	14,850
31960	Lithia Auxilliary Power Improvements	1,456	3,744	0	5,200
31964	South County Potable Water Repump Station	1,400	5,600	0	7,000
31945	Utility Relocation - Master Project	4,083	5,742	4,000	13,825
31161	Water Main R&R- FARE Account	0	1,000	13,820	14,820
30116	Water Treatment R&R -Master Project	7,332	1,222	4,888	13,442
<i>Total Potable Water</i>		\$18,871	\$19,358	\$30,908	\$69,137
<i>Wastewater</i>					
10138	Countywide Major WW Pump Stations Refurbish_Master Project	\$17,600	\$3,000	\$12,000	32,600
10140	Countywide WW Pump Station Replacements-Master Project	9,750	2,500	10,000	22,250
10141	Countywide Major WWTP Overhaul Projects-FARE Account	0	3,000	10,469	13,469
10143	South County WWTP Exp 4.5 To 10 Mgd	6,500	10,000	50,000	66,500
10144	CR 672 FM (Balm Riverview Rd To Us 301)	1,250	10,150	0	11,400
10145	Sr 674 Fm (Clubhouse Ps E To Us 301)	1,000	3,800	0	4,800
10146	Sr 674 Fm (Clubhouse PS To SCR AWTP)	0	1,000	2,751	3,751
10147	NW RR Recovery Facility Barscreen Rpl	350	2,175	0	2,525
10148	Falkenburg AWTP Alt Power Supply	750	250	0	1,000
10149	Big Bend Rd WW Pump Station	520	2,066	0	2,586
10150	Symmes Rd WW Pump Station	360	812	0	1,172
10152	Us 301 FM (Valencia Lakes To Sr 674)	450	1,800	0	2,250
10154	Balm Riverview Fm (Big Bend To Cr 672)	480	1,915	0	2,395
10155	Miller Rd WW Repump Station	780	4,820	0	5,600
10158	Natures's Way WW Pump Station Upgrade	550	4,450	0	5,000
10162*	Balm Boyette Water Pump Station	0	700	2,000	2,700
10744	Manhole Inspection & Rehabilitation Prog	8,796	800	3,200	12,796
10745	Alloc Funds Regional WWTP R&R Master Project	14,156	3,000	12,000	29,156
10768	Low Pressure Sewer System Master Project	7,500	1,500	6,000	15,000
10794	Supervisory Control & Acquisiton of Data PS Ph II	5,640	2,000	12,503	20,143
<i>Total Wastewater</i>		\$76,432	\$59,738	\$120,923	\$257,093

CAPITAL BUDGET
FY 09 Funding for Capital Projects (in thousands)

<u>Project Number</u>	<u>Project Title</u>	<u>Prior Funding</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total Funding</u>
<i>Reclaimed Water</i>					
10163*	Crosby Rd RW Transmission Main	\$0	\$6,017	\$0	6,017
19656	Reclaimed Water Main R&R - FARE Account	0	260	530	790
10795	Reclaimed Water Pump Station Refurbishment Master Project	500	100	400	1,000
19017	RWTM Ext. To New Developments And RWIU's-Master Project	1,500	200	400	2,100
<i>Total Reclaimed Water</i>		\$2,000	\$6,577	\$1,330	\$9,907
<i>Total Water Services Program</i>		\$97,303	\$85,673	\$153,161	\$336,137
<i>Other Non-CIP:</i>					
	Repair, Renovation, Replacement and Maintenance	10,617	8,678	7,891	27,186
	Other Non-CIP	NA	1,298	NA	1,298
<i>Total Non-CIP</i>		\$10,617	\$9,976	\$7,891	\$28,484
<i>Total Capital Budget</i>		\$1,116,575	\$355,590	\$618,249	\$2,090,414

* New Project C - CIT Funded

** Project reflects the consolidation of several projects originally set up as individual projects. For a listing of these projects please refer to the Stormwater Program Consolidated Projects Detail schedule included in the appendix section of the Adopted FY 09 - FY 13 CIP document.

CAPITAL BUDGET

**Major Repair, Renovation, Replacement and Maintenance (R3M) Program
FY 09 Projects List**

<u>Fund / Program / Project Title</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total FY 09 - FY 13 Funding</u>
<u>Fire Services:</u>			
<i>Unincorporated Area (MSTU):</i>			
Bomingdale FS #27 Repave	\$21,000	\$0	\$21,000
Fire Rescue CW A/C Replacements FY 09	45,000	0	45,000
Fire Rescue Headquarters (FRHQ) Security System & Alarm Repl.	130,000	0	130,000
Fire Rescue Painting Contract FY 09	149,000	0	149,000
Fire Rescue Paving Contract FY 09	149,000	0	149,000
Fire Rescue Roof Inspections Contract FY 09	10,000	0	10,000
Fire Rescue Safety Upgrades FY 09	149,000	0	149,000
Fire Rescue Lighting Relamps	40,000	0	40,000
Gunn Hwy. FS #13 Renovations & Paint	40,200	0	40,200
Henderson FS #6 Tile Repl/ Insulation / Relamp	40,000	0	40,000
Lithia FS Replace Exterior Windows	4,500	0	4,500
Lutz FS #24 Paint Int & Ext. & Parking Lot Repairs & Paving	38,400	0	38,400
Kitchen Cabinets	111,000	0	111,000
Sabal Park FS #9 ReplaceDuct Work	46,450	0	46,450
Sundance FS #8 Reroof	25,200	0	25,200
Thonotosassa FS #21 Parking Lot	41,200	0	41,200
Van Dyke FS #34 A/C Duct Replacement & Paint	55,400	0	55,400
Allocated Funds Major Maint/Repairs Fire Rescue	251,914	5,799,595	6,051,509
Total Fire Services	<u>\$1,347,264</u>	<u>\$5,799,595</u>	<u>\$7,146,859</u>
<u>Government Facilities:</u>			
<i>Countywide (General Fund):</i>			
<u>Aging Services:</u>			
SC Lutz Kitchen Renov. & Tile Replacement	\$36,100	\$0	\$36,100
SC Plant City Kitchen Renov. & Tile Replacement	34,100	0	34,100
<u>Headstart / Children Services:</u>			
CS Bldg.# 57, 58 and 44 Demolition	77,000	0	77,000
CS Gym and Shelter Homes Paint	21,000	0	21,000
CS Haven Poe Renov Phase II	145,000	0	145,000
CS Playground Slab Replacement	10,000	0	10,000
CS Suttles Hall Floor Tile Replacement	28,000	0	28,000
CS Suttles Hall HVAC Replacement	140,000	0	140,000
HS Mango Exterior Paint	18,000	0	18,000
HS MOSI Pave and Stripe	13,300	0	13,300
<u>Clerk of the Circuit Court:</u>			
Clerk 505 East St. Alarm Repl / 407E Repairs / Other Court Space Renov.	250,000	0	250,000
<u>Real Estate:</u>			
AS A/C Repl., Termite Damage and Other Repairs *	377,500	0	377,500
CH Edgecomb Bldg Seal/Caulk *	192,000	0	192,000
CH N Tower Freight Elev. Renov.	120,000	0	120,000

CAPITAL BUDGET

**Major Repair, Renovation, Replacement and Maintenance (R3M) Program
FY 09 Projects List**

<u>Fund / Program / Project Title</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total FY 09 - FY 13 Funding</u>
CH Annex Generator Replacement *	350,000	0	350,000
Falkenburg Warehouse Bldgs. B & C Paint	69,000	0	69,000
RCMA Ruskin Classroom Renov	144,000	0	144,000
County Center Bldg Renewal & Replacement	250,000	1,000,000	1,250,000
Fleet Management:			
Central Fleet External Storage Repl	125,000	0	125,000
Central Fleet Guard Shack Renov	15,000	0	15,000
Fleet Unit #2 Emergency Power Modifications	110,000	0	110,000
Fleet Unit #2 Garage Door Repairs & Paving	42,400	0	42,400
Countywide Projects:			
A/C Repairs/Replacement Contracts - FY 09	45,000	0	45,000
Lighting Retrofits Contracts - FY 09	50,000	0	50,000
Painting Contracts - FY 09	149,000	0	149,000
Paving Contracts - FY 09	149,000	1,000,000	1,149,000
Roof Inspection Contracts - FY 09	40,000	0	40,000
Public Defender			
CH 700 Twiggs St. PD Carpet Repl. & Windsulators	78,000	0	78,000
Veterans Affairs			
Veterans Affairs Carpet Replacement	10,900	0	10,900
Allocated Funds Major Maint/Repairs Govt. Facilities	1,809,632	18,136,687	19,946,319
Total Government Facilities	\$4,898,932	\$20,136,687	\$25,035,619
*CIP Project			
Library Services:			
<i>Special Library Taxing District:</i>			
LS Brandon Elevator ADA Modifications	\$35,000	\$0	\$35,000
LS Brandon Elevator Replace 100 Ton Chiller	110,000	0	110,000
LS College Hill Ext. Seal & Paint	5,200	0	5,200
LS Jan Platt Seal and Stripe Parking	20,000	0	20,000
LS Jimmie Keel Seal & Stripe Parking / Paint Ext.	34,000	0	34,000
LS Libraries Countywide Clean/Seal Exteriors - FY 09	50,000	0	50,000
LS Libraries Countywide Lighting Projects - FY 09	20,000	0	20,000
LS New Tampa Library Paint and Windows Sealing	70,000	0	70,000
LS Seminole Library Seal & Stripe Parking Lot	2,200	0	2,200
LS Thonotosassa Repave & Stripe Parking Lot	23,700	0	23,700
LS Upper Tampa Bay Parking Lot Entrance	75,000	0	75,000
Allocated Funds Major Maint/Repairs Libraries	23,186	2,151,655	2,174,841
Total Library Services	\$468,286	\$2,151,655	\$2,619,941
Parks Facilities:			
<i>Countywide (General Fund):</i>			
Lake Park Septic System Replacement	\$45,000	\$0	\$45,000
Allocated Fund Major Maint/Repairs Parks	455,000	2,000,000	2,455,000
Total Parks Countywide	\$500,000	\$2,000,000	\$2,500,000

CAPITAL BUDGET

**Major Repair, Renovation, Replacement and Maintenance (R3M) Program
FY 09 Projects List**

<u>Fund / Program / Project Title</u>	<u>FY 09 Funding</u>	<u>Future Funding</u>	<u>Total FY 09 - FY 13 Funding</u>
<i>Unincorporated Area (MSTU):</i>			
Antioch Park Renovation	\$50,000	\$0	\$50,000
Clayton Sports Field Renovation	150,000	0	150,000
John B. Sergeant Shop Roof Replacement	27,000	0	27,000
Mort Recreation NFL-YET Football Field Renovation	150,000	0	150,000
Nye Park Sports Field Renovation	150,000	0	150,000
Peterson Road Park Security Replacement	14,942	0	14,942
Progress Village Playground Renovation	80,000	0	80,000
Providence East Park Roof Replacement	19,000	0	19,000
Vance Vogel Sports Field Renovation	150,000	0	150,000
Wiston Park Sport Lighting Renovation	150,000	0	150,000
Allocated Fund Major Maint/Repairs Parks	0	4,890,650	4,890,650
Total Parks Unincorporated	<u>\$940,942</u>	<u>\$4,890,650</u>	<u>\$5,831,592</u>
Total Parks Facilities	<u>\$1,440,942</u>	<u>\$6,890,650</u>	<u>\$8,331,592</u>
Public Works:			
<i>Unincorporated Area (MSTU):</i>			
PW Countywide Paint	\$25,500	\$0	\$25,500
PW Countywide Fuel Point	130,000	0	130,000
PW Countywide Crew Room Renovation	30,300	0	30,300
PW Countywide Storeroom Repairs / Replacements	16,300	0	16,300
West Service Unit Generator Replacement	135,000	0	135,000
East Service Unit Lighting Retro.	8,000	0	8,000
West Service Unit Fence Repl.	54,000	0	54,000
South Service Unit Field Fence Replacemenet	12,000	0	12,000
South Service Unit Electrical Repairs	75,000	0	75,000
Allocated Funds Major Maint/Repairs Public Works	36,644	1,342,110	1,378,754
Total Public Works	<u>\$522,744</u>	<u>\$1,342,110</u>	<u>\$1,864,854</u>
Total R3M Program	<u>\$8,678,168</u>	<u>\$36,320,696</u>	<u>\$44,998,865</u>



Adopted Budget
for FY 09



Debt



DEBT BUDGET

EXECUTIVE SUMMARY

As of September 30, 2008, total County debt outstanding is \$1,164,152,000, which includes \$133,250,000 in debt issued by the Tampa Sports Authority and \$285,535,000 in enterprise fund debt. The remainder includes \$29,000,000 in general obligation and limited ad valorem debt, and \$716,367,000 in non-ad valorem revenue supported debt, including \$113,227,000 in tax-exempt commercial paper.

The County's enterprise fund, general obligation, and limited ad valorem tax debt continues to be "self supporting" in that this debt is secured solely by and paid from enterprise fund revenue and ad valorem taxes. 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.

Bonds issued to finance construction of the St. Pete Times Forum (a multi-purpose arena and home to the NHL Lightning franchise) are repaid from the County's 5th Cent of the Tourist Development Tax, which can only be used for debt service on professional sports franchise facilities and for tourism marketing costs. Bonds issued to finance construction of Raymond James Stadium (home of the NFL Buccaneers) are repaid with Community Investment Tax (CIT)¹ revenue, the 4th Cent Tourist Development Tax, and payments from a State of Florida sales tax rebate.

The County has significant debt capacity remaining and is in compliance with its anti-dilution test². However, inasmuch as all County revenues are being

¹ This Sales Surtax was approved by referendum, and the proceeds are allocated among the Hillsborough County School District, the County, and the cities of Tampa, Temple Terrace, and Plant City pursuant to an interlocal agreement. The interlocal agreement provides a specific allocation of revenues for debt service and certain other capital expenditures in connection with the stadium.

² An Anti-Dilution test is computed with respect to debt secured by the County's covenant to budget and appropriate from legally available non-ad valorem revenues. This test measures the extent to which the County can use non-ad valorem revenues for debt service on additional bonds in relation to 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 either pay debt service or to fund County operations and reserves, 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 revenue which was originally levied in fiscal year 1997 for 30 years and may be used only for capital projects. The majority of future CIT revenue has been committed to specific capital projects. The County expects that most of these projects will be debt financed.

The County has credit ratings on its debt from Moody's Investors Service, Standard and Poor's (S&P), and Fitch Ratings. The County's general credit rating was upgraded in December, 2006 by S&P to "AAA" from "AA+", which represents the highest attainable credit rating. According to S&P, the upgrade reflects the County's diverse economic base, population growth, property tax base, healthy reserves, and conservative financial management practices. Moody's and Fitch rate the County's general credit "Aa1" and "AA+", respectively. Both agencies recognize the County's strong economic growth and financial management as keys to the County's superior creditworthiness. The rating agencies have separately rated other bonds of the County which are secured by specific revenue pledges. These are described later in this report.

SUMMARY OF FUTURE AND RECENT DEBT ISSUANCE

When appropriate, the County will utilize its Commercial Paper program to encumber contracts and provide short-term financing prior to the issuance of long-term debt. Of the \$1.03 billion in total County-issued debt outstanding on September 30, 2008, \$918 million is financed with fixed interest rates and approximately \$113 million with variable interest rates resulting in a mix of 89% long-term fixed rate and 11% short-term variable rate debt. This represents a conservative portfolio that is well insulated from interest rate volatility. Depending on market conditions, the County plans to achieve a more moderate debt portfolio mix by increasing its short-term debt issuance. The objective will be to further lower the County's cost of capital without overexposing the County to short-term spikes in interest rates. This objective is reflected in the County's FY09 - FY13 Capital Improvements Program (the "CIP") adopted by the Board on September 18, 2008. As a part of its funding plan, the CIP includes future issuance of commercial paper notes and bonds as a major source of capital funding.

On October 31, 2007, the County issued its \$191,800,000 Community Investment Tax Revenue Bonds, Series 2007 (the "Series 2007 Bonds").

DEBT BUDGET

Proceeds from the Series 2007 Bonds will be used to fund capital projects including transportation projects that are part of a five-year, \$500 million Transportation Task Force (TTF) Program. In the future, the County expects to issue additional bonds with a total par size of about \$475 million. Proceeds from the additional series of proposed CIT bonds will help fund the County's governmental capital improvement needs (including transportation needs). In addition, the County expects to issue about \$208 million of commercial paper notes the proceeds of which will also be used to fund governmental capital improvement needs of the County.

The County expects to issue debt in the future for its solid waste and water/sewer utility enterprise funds. For the water/sewer utility system, the funding plan includes the issuance of about \$165 million of utility system revenue bonds in the 2009-10 timeframe. Proceeds from this proposed bond issue will fund part of the capital improvements needs of the utility system. For the solid waste system, the funding plan includes the issuance of about \$50 million of bonds and commercial paper notes (combined) which will fund a majority of the capital improvement needs of the solid waste system.

On November 4, 2008, voters approved, by a wide margin, a referendum to continue the County's Environmental Lands Acquisition and Protection Program (ELAPP) that acquires and preserves environmentally sensitive lands which protect wildlife habitat, natural areas, drinking water sources and water quality of rivers, lakes and bays. The referendum language included authority to issue up to \$200 million in new aggregate debt, in one or more series, maturing in not more than 30 years from issuance and payable from ad valorem taxes, without limitation, to finance ELAPP capital projects. The County expects to issue such debt in the future as dictated by program needs and market conditions.

CONCLUSION

The County continues to achieve steady economic performance marked by relative stability and diversification. This achievement is particularly notable in the face of the recent global economic downturn. Although assessed valuations of real property have declined during the current national mortgage-related financial crisis, the County's debt burden is manageable and financial operations are sound. County-wide per capita personal income was \$35,079³ in 2006, 95.5% of the State of Florida

measure of \$36,720 and roughly 96% of the U.S. level. The unemployment rate for 2007 was 4.0%⁴ as compared with the statewide rate of 4.0% and the national average of 4.6%.

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. 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. The County has taken advantage of all available market opportunities to refinance its outstanding debt to realize debt service savings.

In summary, as confirmed by its credit ratings, the County's financial condition is characterized by strong debt service coverage from pledged revenue, a broad and varied local economy, and strong financial management.

COUNTY CREDIT RATINGS

The County has credit ratings on its debt from Moody's Investors Service ("Moody's"), Standard and Poor's Ratings Services ("S&P"), and Fitch Ratings ("Fitch"). Hillsborough County's general credit rating was upgraded in December, 2006 to "AAA" from "AA+" by S&P. This now gives the County general credit ratings of Aa1/AAA/AA+ from all three rating agencies: Moody's, S&P and Fitch. As stated in Moody's credit report for Hillsborough County, an improved credit rating reflects continued health, diversity and growth in the County's economy, strong tax base expansion, strong financial administration and a manageable debt position. The County's strategic goal is to maintain general credit ratings of at least Aa/AA/AA. All the County's credit ratings as of September 30, 2008 are shown in the following table. The County's high credit ratings are a notable achievement since they generally lead to lower interest costs on debt financings. The County's debt obligations are issued and administered in such a manner as to ensure and sustain long-term financial integrity of the County, and to achieve the highest possible credit ratings.

³ Source: Bureau of Economic and Business Research, University of Florida

⁴ Source: Florida Legislature, Office of Economic and Demographic Research

DEBT BUDGET

Hillsborough County, Florida, Credit Ratings as of September 30, 2008

Type of Debt Issue	Moody's	S&P	Fitch Ratings
General Obligation Bonds	Aa1	AAA	AA+
Limited Ad Valorem Tax Bonds	Aa2	AA+	AA
Revenue Bonds supported by the County's share of the Community Investment Tax (CIT)	Aa3	AA+	AA
Revenue Bonds supported by the County's share of the Half-Cent Sales Tax from the State of Florida	Aa3	AA+	AA
Revenue Bonds supported by a Covenant to Budget and Appropriate Legally Available Non-Ad Valorem Revenue	Aa2	AA	AA-
Revenue Bonds supported by Water and Wastewater Enterprise System Revenue	Aa2	AA+	AA
Revenue Bonds supported by Solid Waste Enterprise System Revenue	A1	A	A
Revenue Bonds supported by the County's Fourth Cent Tourist Development Tax ("4th Cent TDT)	A2	A+	A+
Revenue Bonds supported by the County's Fifth Cent Tourist Development Tax ("5th Cent TDT)	A3	A	A+
Commercial Paper Notes (rating includes letter of credit enhancement)	P-1	A-1+	F1+

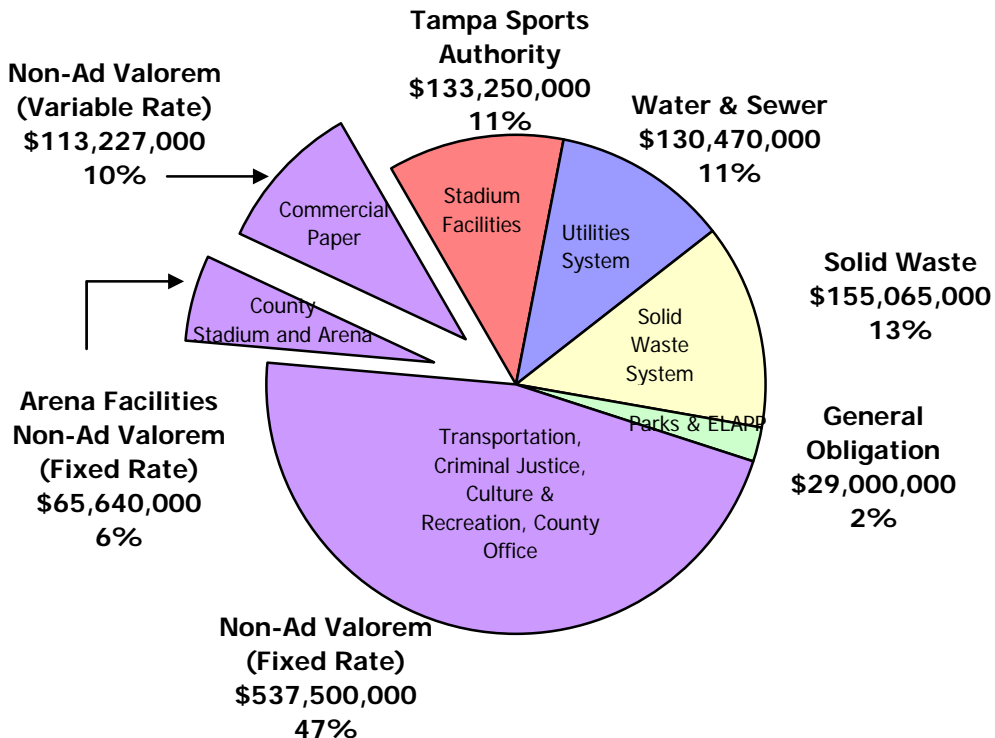
Highest rating: Aaa/AAA Investment grade ratings: Aaa/AAA through Baa3/BBB-

DEBT BUDGET

COUNTY DEBT OUTSTANDING (AS OF 9/30/2008)		
	Amount Outstanding	Total
<u>COUNTY ISSUED DEBT *</u>		
General Obligation Bonds		
Environmental Lands Acquisition and Preservation (ELAPP)	\$14,275,000	
Parks Facilities	<u>14,725,000</u>	
Subtotal		\$29,000,000
Non-Ad Valorem Revenue Bonds and Notes		
Government Facilities except Stadium & Arena	\$537,500,000	
County Stadium and Arena	<u>65,640,000</u>	
Subtotal		603,140,000
Tax-Exempt Commercial Paper (TECP)		
		113,227,000
Enterprise Fund Bonds		
Water/Wastewater Utility	130,470,000	
Solid Waste Disposal/Resource Recovery	<u>155,065,000</u>	
Subtotal		<u>285,535,000</u>
Total County Issued Debt		\$1,030,902,000
NON COUNTY ISSUED DEBT PAID WITH COUNTY REVENUE		
TSA—Raymond James Stadium Bonds		<u>133,250,000</u>
ALL COUNTY DEBT OUTSTANDING		<u>\$1,164,152,000</u>

* Excludes County issued Special Assessment Revenue Bonds

All County Debt Outstanding as of 9/30/08 is \$1,164.2 million



DEBT BUDGET

Debt Service on County-Issued Debt— FY 2009

------(in millions)-----

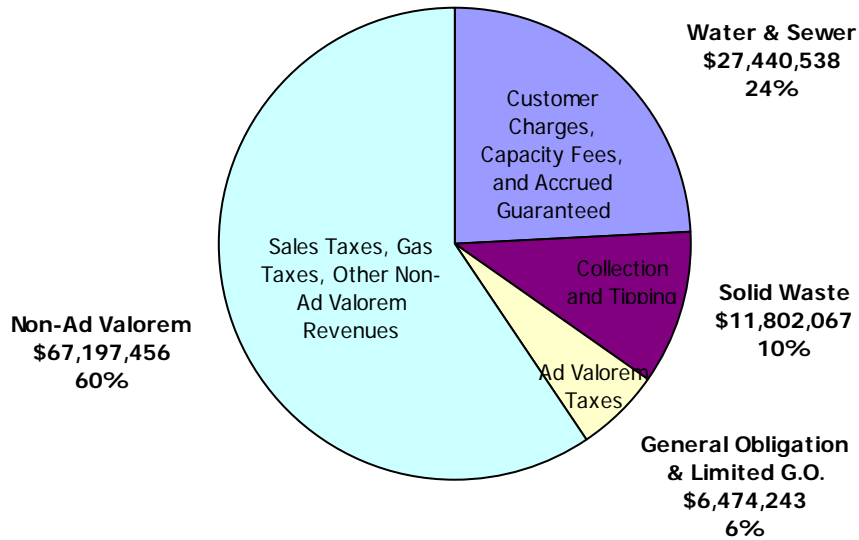
<u>Types of County Issued Debt</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation	\$5.25	\$1.22	\$6.47
Non-Ad Valorem*	\$36.23	\$30.97	\$67.20
Enterprise Fund	\$25.30	\$13.95	\$39.24
Total	\$66.77	\$46.14	\$112.91

Debt Ratios on County-Issued Debt (As of 9/30/08)

<u>Description</u>	<u>Limit</u>	<u>Actual</u>
General Obligation Debt Per Capita (based on 1,224,510 pop.)	<\$137.00	\$23.68
General Obligation as % of Taxable Value (based on \$83.350 billion)	<0.5%	0.03%
Non-Self Supporting Revenue Debt Per Capita* (based on 1,224,510 pop.)	<\$870.00	\$585.02
Non-Self Supporting Debt as % of Taxable Value* (based on \$83.350 billion)	<1.0%	0.86%
General Government Direct Debt Per Capita (based on 1,224,510 pop.)	<\$1,020	\$608.71
Direct Debt as a % of Taxable Value (based on 1,224,510 pop.)	<1.50%	0.89%

* Includes Tax-exempt Commercial Paper

**Debt Service on County Issued Debt
for FY09 is \$112.9 million**

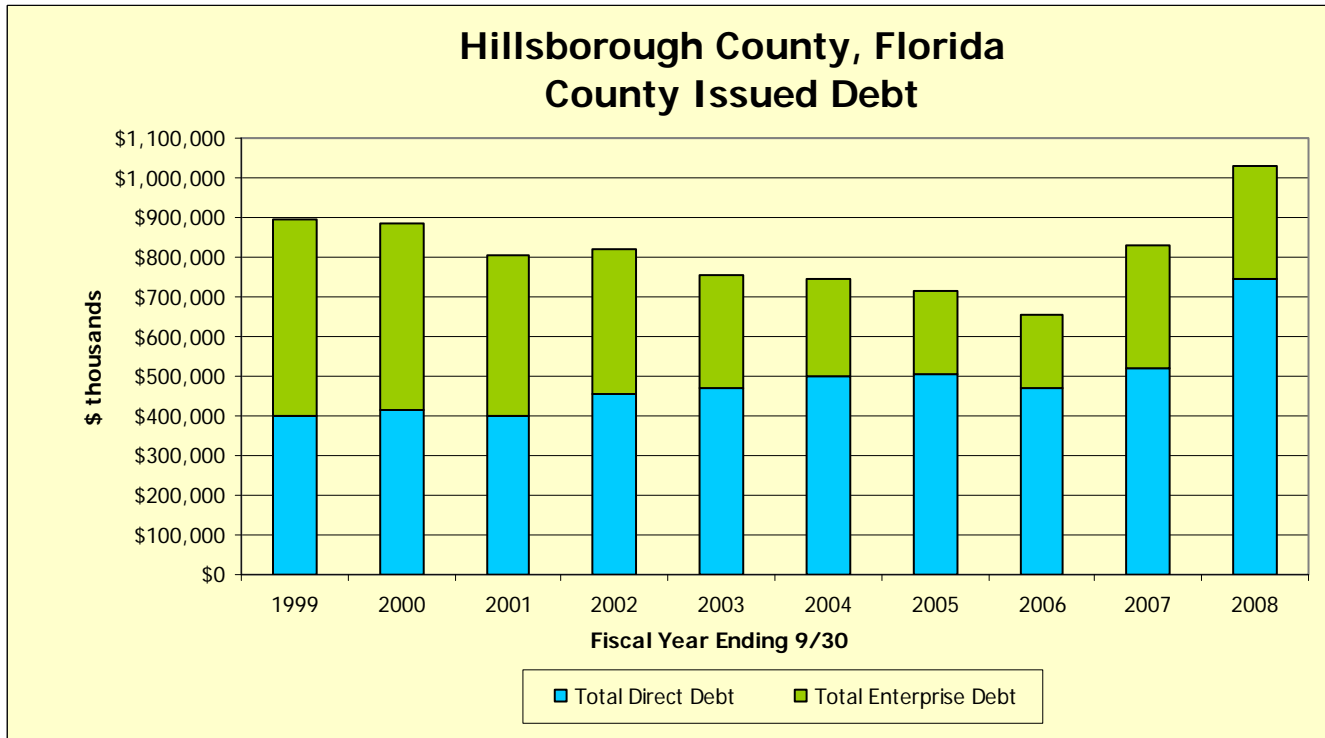


ALL COUNTY DEBT

As of the fiscal year ending September 30, 2008, the County had total indebtedness of \$1,164,152,000 including County-supported debt issued by the Tampa Sports Authority, but excluding County issued Special Assessment Revenue Bonds (described at the end of this section).

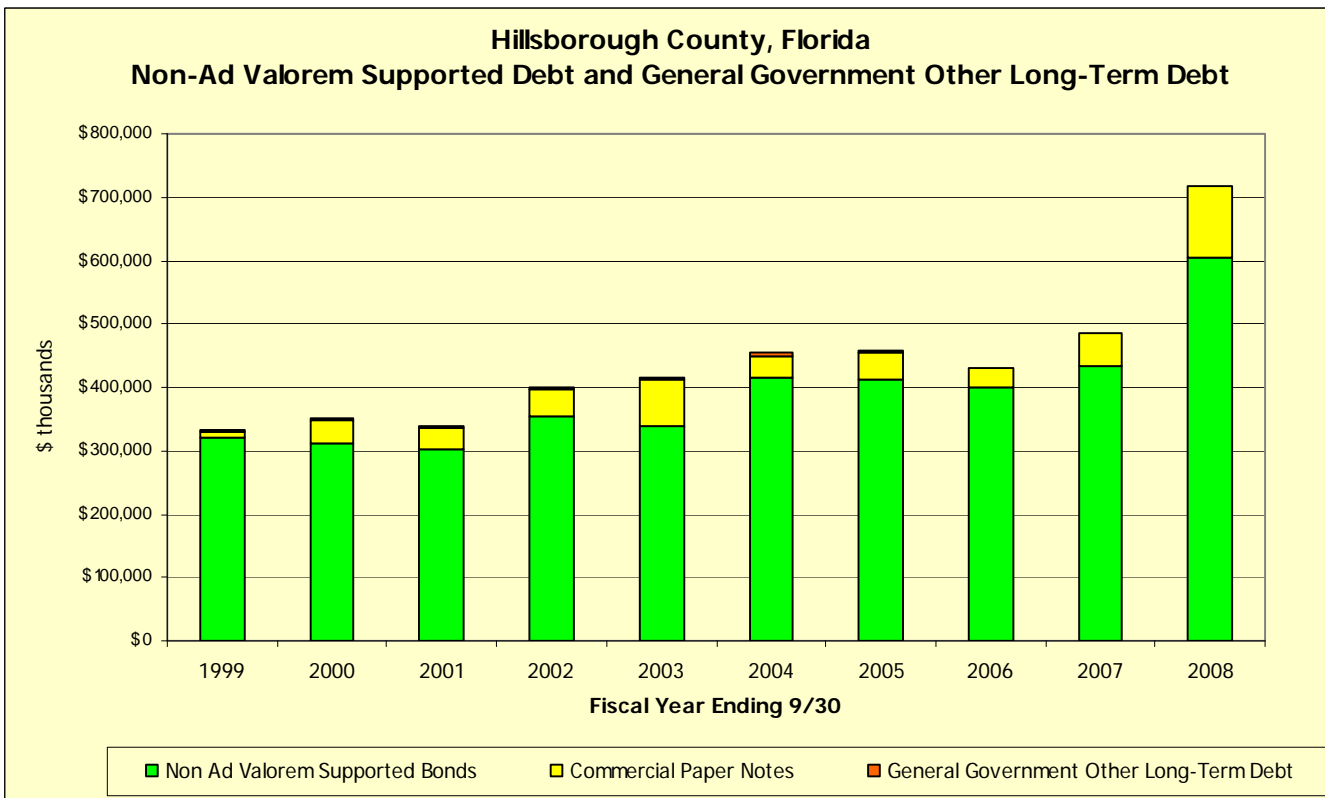
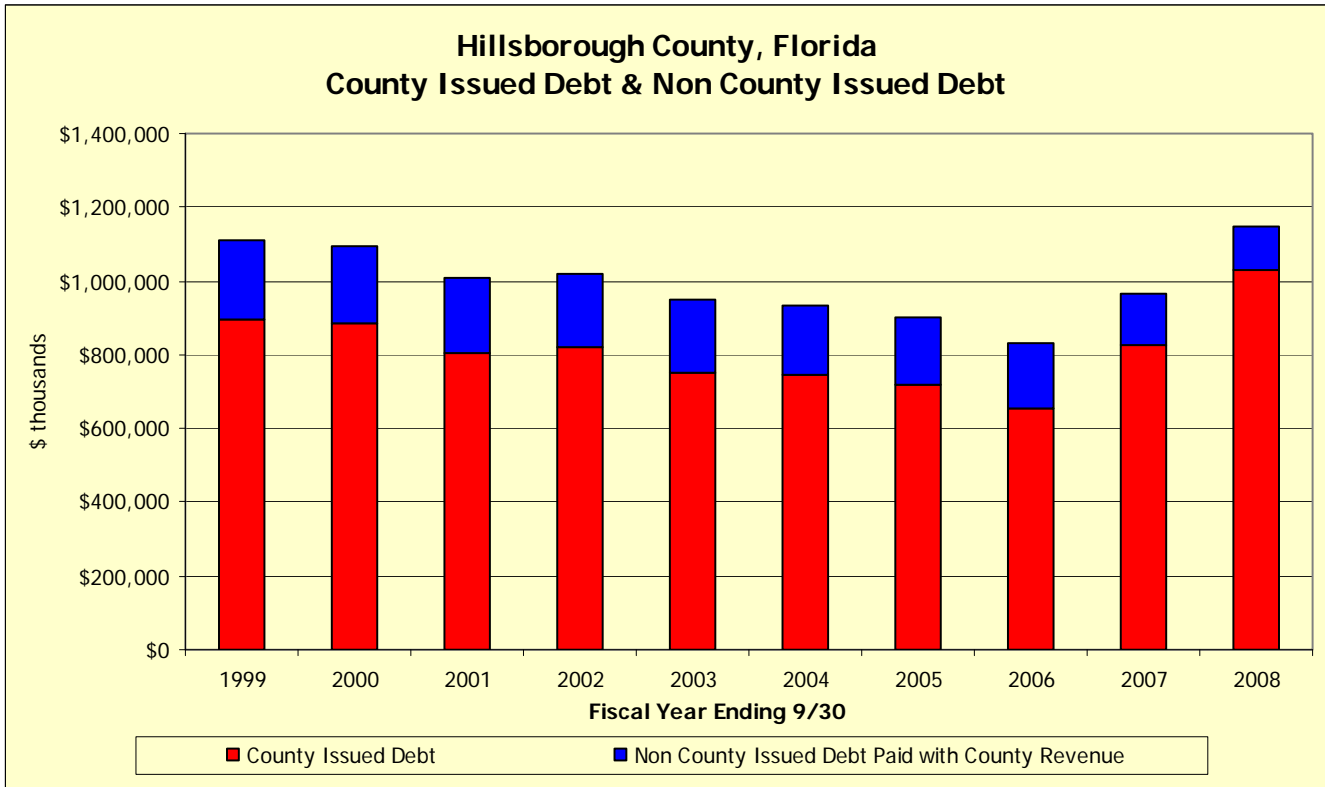
All County Debt is divided into seven categories consisting of:

	Fiscal Year Ended September 30				
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
<u>Governmental</u>					
General Obligation	\$17,245,000	\$16,640,000	\$16,015,000	\$15,380,000	\$14,725,000
Limited Ad Valorem	30,820,000	26,950,000	22,905,000	18,685,000	14,275,000
Non-Enterprise/Non-Ad Valorem	415,641,120	411,086,120	400,790,000	432,925,000	603,140,000
Tax-Exempt Commercial Paper	<u>34,270,000</u>	<u>44,545,000</u>	<u>29,775,000</u>	<u>53,932,000</u>	<u>113,227,000</u>
Total Direct Debt	\$497,976,120	\$499,221,120	\$469,485,000	\$520,922,000	\$745,367,000
<u>Enterprise</u>					
Water & Wastewater	\$204,970,000	\$187,375,000	\$169,280,000	\$150,285,000	\$130,470,000
Solid Waste	<u>37,425,000</u>	<u>26,040,000</u>	<u>14,365,000</u>	<u>157,350,000</u>	<u>155,065,000</u>
Total Enterprise Debt	\$242,395,000	\$213,415,000	\$183,645,000	\$307,635,000	\$285,535,000
Total County Issued Debt	\$740,371,120	\$712,636,120	\$653,130,000	\$828,557,000	\$1,030,902,000
<u>Non County-Issued Debt Paid with County Revenue</u>					
Tampa Sports Authority (TSA) ³	\$190,155,000	\$185,725,000	\$178,015,000	\$137,625,000	\$133,250,000
Total County Debt	\$930,526,120	\$898,361,120	\$831,145,000	\$966,182,000	\$1,164,152,000

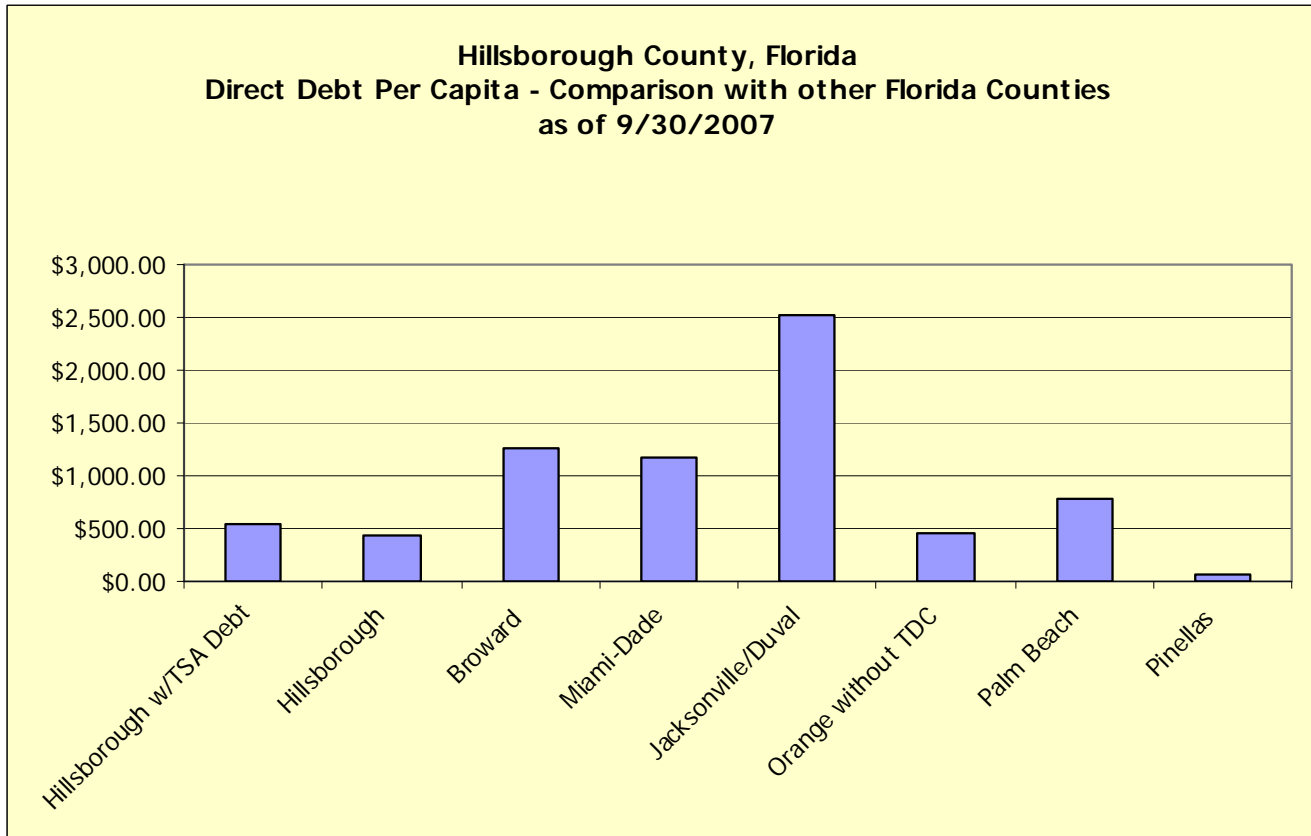
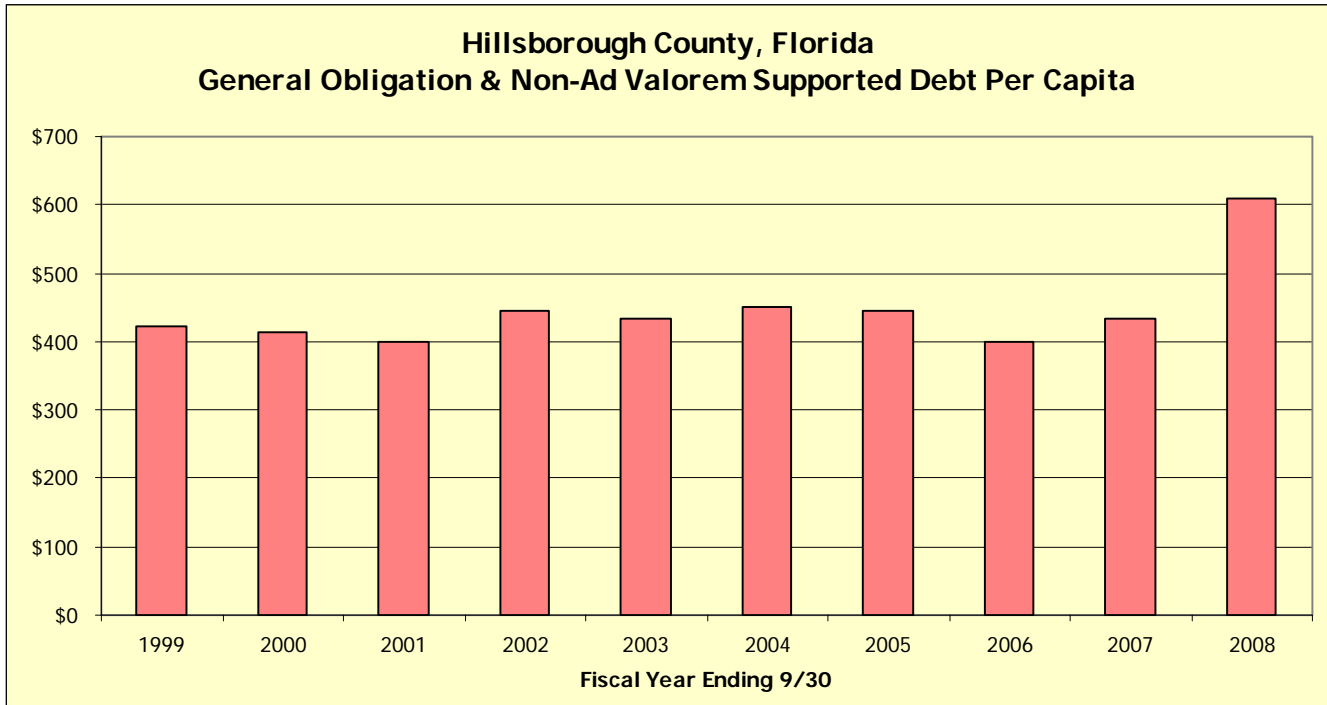


Includes Commercial Paper Notes. Excludes debt issued by Tampa Sports Authority and general government other long-term debt (arbitrage rebate, accreted interest, landfill closure and remediation, agency fund CAU & RWIU debt as reflected in the Audited Statements).

ALL COUNTY DEBT



ALL COUNTY DEBT



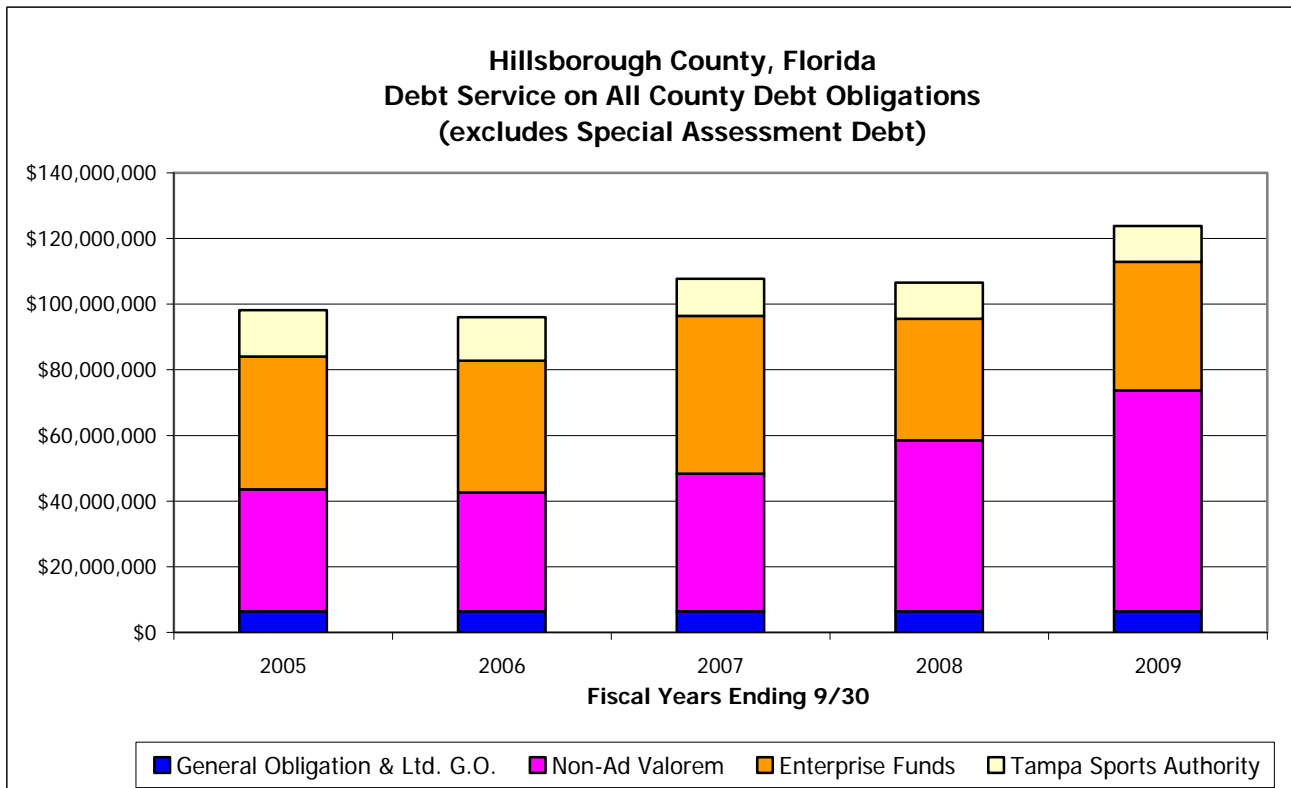
DEBT SERVICE ON ALL COUNTY DEBT OBLIGATIONS

For the fiscal year ending September 30, 2008, total debt service on County-issued debt was **\$95,589,052**. Total debt service including County-supported debt of the Tampa Sports Authority for the fiscal year ending 2008 was **\$103,977,015**. The following table illustrates debt service obligations for the Fiscal Years Ending September 30, 2005 through 2008.

	Fiscal Year Ended September 30 *				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009 **</u>
County Issued Debt:					
Governmental					
General Obligation (G.O.)	\$1,318,755	\$1,326,655	\$1,321,030	\$1,324,203	\$1,319,553
Limited G.O. (Limited Ad Valorem)	5,148,515	5,153,903	5,149,413	5,150,650	5,154,690
Non-Enterprise/Non-Ad Valorem ¹	<u>37,092,606</u>	<u>36,163,151</u>	<u>41,865,906</u>	<u>52,010,244</u>	<u>67,197,456</u>
Total Direct Debt	\$ 43,559,876	\$ 42,643,709	\$ 48,336,349	\$ 58,485,097	\$ 73,671,699
Enterprise Funds					
Water & Wastewater	\$27,880,991	\$27,530,699	\$27,465,938	\$27,443,022	\$27,440,538
Solid Waste	12,578,644	12,571,813	20,591,801	9,660,933	11,802,067
Total Enterprise Funds Debt	\$ 40,459,635	\$ 40,102,512	\$ 48,057,739	\$ 37,103,955	\$39,242,605
Total County-issued Debt *	\$84,019,511	\$82,746,221	\$96,394,088	\$95,589,052	\$112,914,304
Non County Issued Debt Paid with County Revenue:					
Tampa Sports Authority²	\$ 14,202,511	\$ 14,202,511	\$ 13,301,146	\$ 11,345,364	\$ 10,863,503
All County Debt	\$98,222,022	\$96,948,732	\$109,695,234	\$103,977,015	\$123,777,807

* Excludes County issued Special Assessment Revenue Bonds.

** Adopted budget



¹ Includes interest on Tax-Exempt Commercial Paper.

² For a more complete description of Tampa Sports Authority debt see the section titled "Revenue Bonds: Debt Issued by Independent Authorities".

DEBT CAPACITY OF SELECTED REVENUES

The Florida Constitution does not limit the amount of ad valorem taxes a county may levy for the payment of bonds authorized by voter referendum. The County is limited by Article VII, Section 9 of the Florida Constitution, however, to a maximum levy of 10 mills per \$1,000 of the assessed value of real estate and tangible personal property for county purposes other than the payment of voted bonds. The countywide millage rate for calendar year 2008 (fiscal year 2009) is 5.8043 mills.

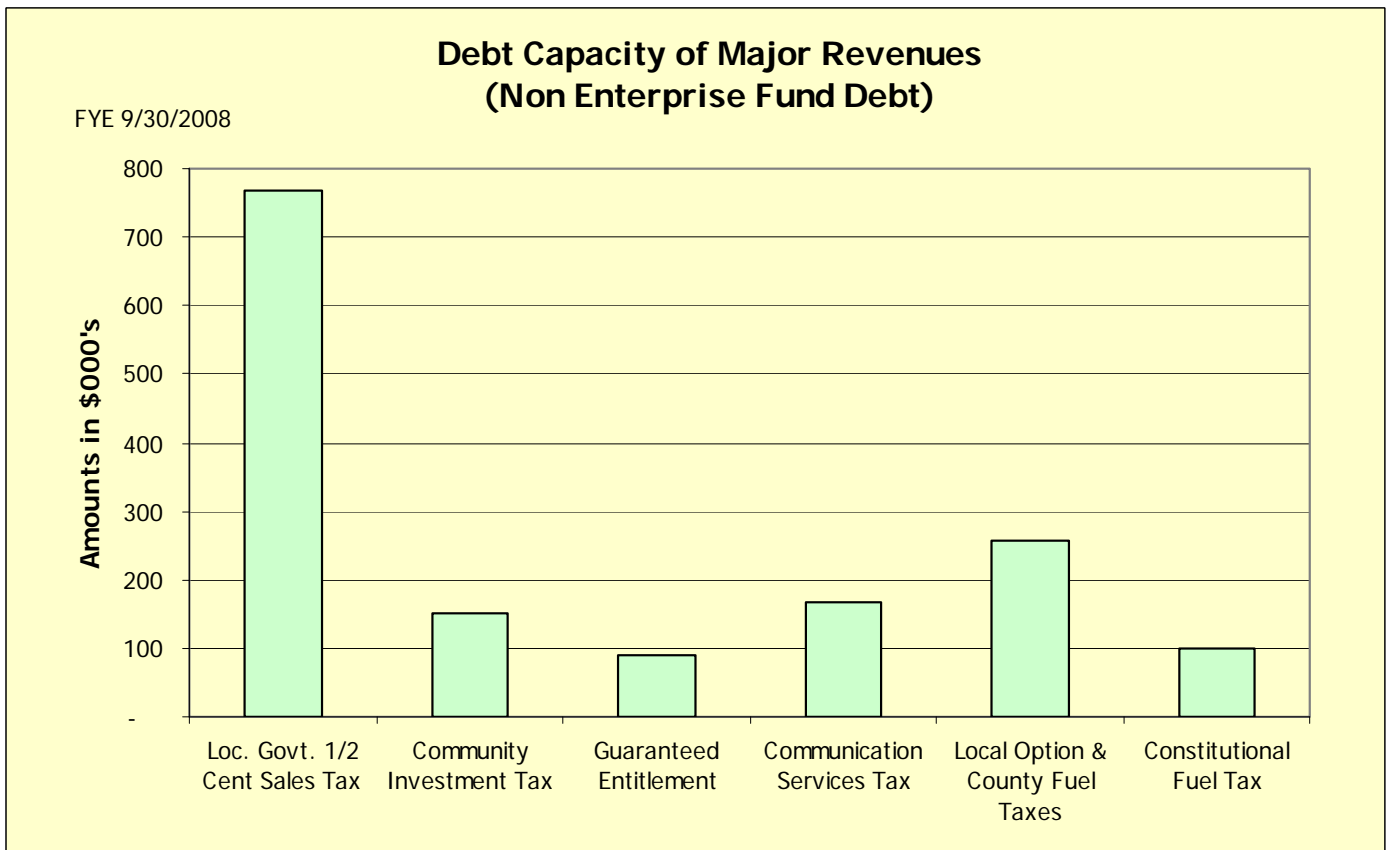
Debt related to rate-based County services, such as water/wastewater utilities and solid waste collection and disposal, does not affect operations because pledges are made only on net revenues (i.e., total revenue minus operating and maintenance costs of the systems). Therefore, debt capacity for these enterprise operations is a function of the adequacy of rates and fees to support outstanding and additional debt.

The County has considerable debt capacity remaining. However, inasmuch as all County revenues are being

used to pay debt service, fund County operations or increase reserves, any use of County revenues to secure and pay additional debt could impact County operations unless additional revenue sources are identified.

Appendix B of this report shows calculations of the debt capacity of County major non-ad valorem revenues 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. Finally, the debt capacity calculation provides an indication of the financial condition of the County.

A graph of the debt capacity of major revenues is illustrated below:



DEBT CAPACITY OF SELECTED REVENUES

The County currently has twelve major non-ad valorem revenues as follows:

- the local government half-cent sales tax,
- the guaranteed entitlement,
- the communications services tax
- the local option infrastructure surtax for community reinvestment (the "Community Investment Tax or CIT"),
- the voted fuel tax (9¢),
- the local option fuel tax (6¢),
- the county fuel tax (7¢),
- the constitutional fuel tax,
- the 4th cent tourist development tax
- the 5th cent tourist development tax
- traffic surcharge revenues
- the Indigent Care half-cent sales tax

In addition, the County has a mix of other 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

collections 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 county fuel tax and local option fuel tax, are limited to transportation and road improvement related costs, including debt service payments on transportation bonds; the 4th and 5th cents of the tourist development tax are limited to capital construction and maintenance of tourist-related facilities such as convention centers, sports arenas and stadiums; and, the Indigent Care half cent sales tax is limited to indigent care services. The primary, unrestricted, direct revenue sources available as security for a non-ad valorem/non-enterprise bond issue are the local government half-cent sales tax, the guaranteed entitlement, the communication services tax, the community investment tax, and the constitutional fuel tax.

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, 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 millage rate or amount, for the payment of principal and interest on its bonds. With the County's excellent "Aa1/AAA/AA+" credit rating, G.O. debt offers the lowest interest cost of any form of county debt. 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. 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.

REVENUE DEBT: BONDS, NOTES AND GOVERNMENTAL LOANS

Most, if not all, state constitutions authorize either explicitly or implicitly the issuance of revenue debt. Revenue debt may be issued without voter referendum because of a public policy called the

"special fund doctrine". The essence of revenue debt is that a particular stream of revenue is designated as the sole source of repayment of the debt. This revenue source may be derived from a specific project or enterprise, a loan program or even a special tax. In the event that such a source proves inadequate or default is otherwise threatened, the issuer is under no obligation to repay the debt from its other general governmental funds.

Debt related to rate-based County service, such as water and wastewater utilities, does not affect operations because pledges are made only on net system revenues.

FIXED VS. VARIABLE INTEREST RATE DEBT

Historically, short-term variable interest rates ("short-term rates") tend to be lower than long-term fixed interest rates ("long-term rates"). Short-term rates promote the assets/liability matching principle. However, long-term rates provide debt service certainty and protect against short term spikes in interest rates. Of the \$1.03 billion in total County-issued debt outstanding at September 30, 2008, \$917 million is financed with fixed interest rates and about \$113 million with variable interest rates, (i.e. tax exempt commercial paper notes) resulting in a debt portfolio mix of 89% long-term and 11% short-term, which is conservative and well insulated from interest rate volatility. Depending on market conditions, the County plans to achieve a more moderate debt portfolio mix in the future by increasing its short-term debt issuance. The objective will be to further lower the County's cost of capital without overexposing the County to short-term spikes in interest rates.

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

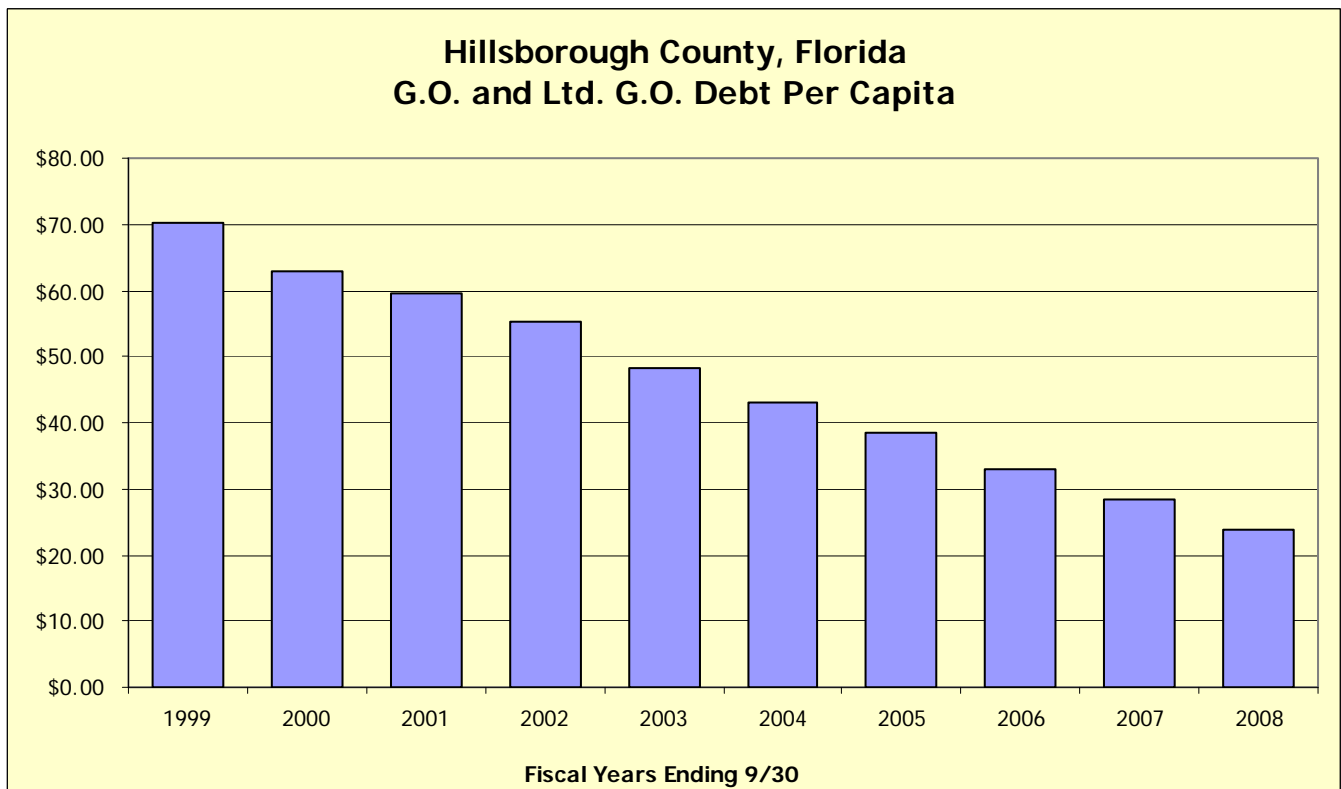
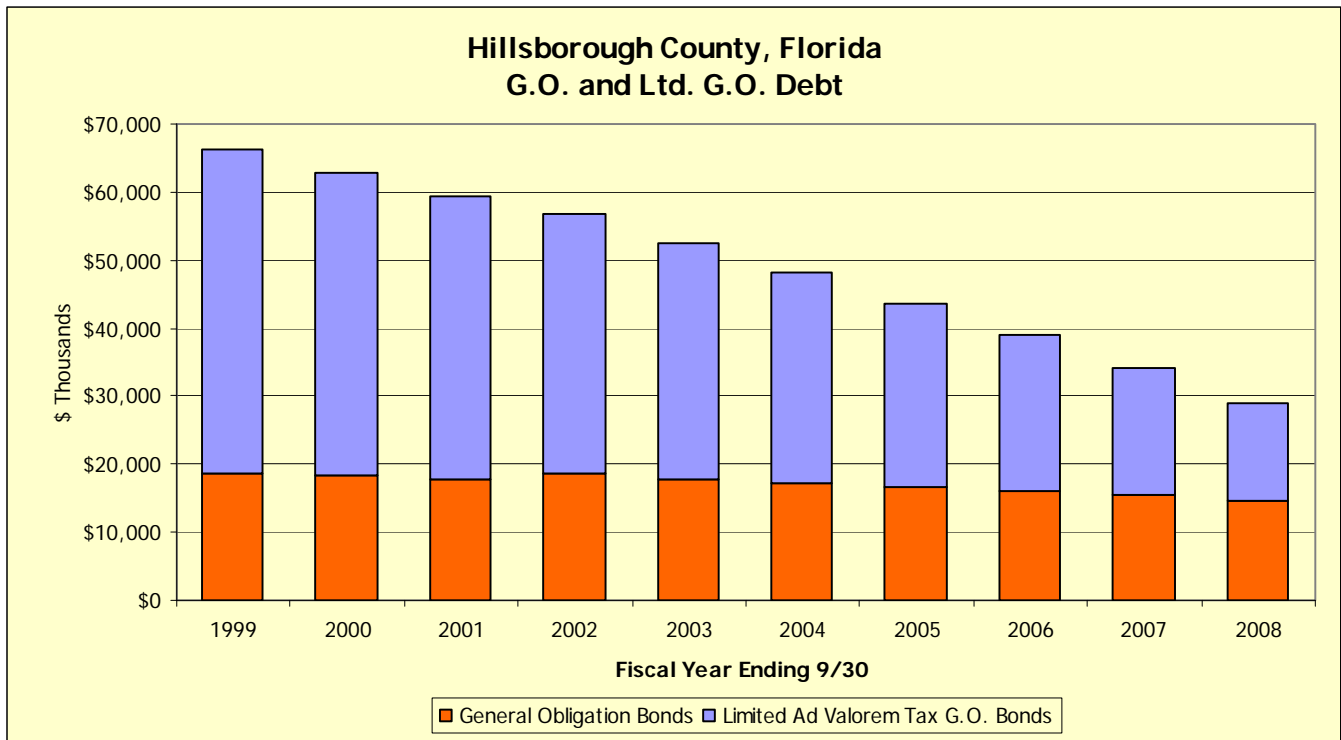
General Obligation Bonds are secured by a pledge of the full faith and credit of the County to levy sufficient ad valorem taxes to pay the debt service on the bonds. The County has one series of general obligation bonds and two series of limited obligation bonds outstanding. The \$18,540,000 **Series 2002 General Obligation Refunding Bonds** (Parks) were issued to refund the Series 1993 and Series 1996 Bonds, each of which was issued in the original par amount of \$10,000,000 to fund the acquisition and development of parks.

The \$28,190,000 **Series 1998 Limited Ad Valorem Tax Bonds** (ELAPP) and \$10,105,000 **Series 2003 Limited Ad Valorem Tax Refunding Bonds** (ELAPP) are payable from a special ad valorem tax levy not to exceed ¼ mill. The Series 1998 Bonds advance-refunded the Series 1992 Bonds and the Series 2003 Bonds refunded the Series 1994 Bonds. The final maturity date of the outstanding ELAPP Bonds is July 1, 2011.

<u>Amount Outstanding FYE 2008</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>General Obligation Bonds</u>						
<u>\$14,725,000</u>	8/01/2002	\$18,540,000 General Obligation Refunding Bonds, Series 2002 (Parks)	Ad Valorem Tax	Aaa/AAA/AAA Aa1/AAA/AA+	MBIA	07/01/25
\$14,725,000		Total General Obligation Bonds				
<u>Limited Obligation Bonds</u>						
\$10,160,000	7/01/1998	\$28,190,000 Limited Ad Valorem Tax Bonds Series 1998 (ELAPP)	Limited Ad Valorem Tax	Aaa/AAA/AAA Aa2/ AA+/AA	MBIA	07/01/11
<u>\$4,115,000</u>	6/10/2003	\$10,105,000 Limited Ad Valorem Tax Refunding Bonds Series 2003 (ELAPP)	Limited Ad Valorem Tax	Not Applicable/ Aa2/NR/AA	None	07/01/11
\$14,275,000		Total Limited G.O. Bonds				
<u>Total General Obligation Bonds and Limited Obligation Bonds</u>						
\$29,000,000		Grand Total G.O. and Ltd. G.O.				

* Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS



GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS**As of 9/30/2008****AGGREGATE DEBT SERVICE SCHEDULE**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2009	5,250,000	1,224,243	6,474,243	23,750,000	41.79%
2010	5,450,000	1,030,200	6,480,200	18,300,000	32.20%
2011	5,665,000	819,950	6,484,950	12,635,000	22.23%
2012	750,000	579,113	1,329,113	11,885,000	20.91%
2013	780,000	552,113	1,332,113	11,105,000	19.54%
2014	810,000	522,863	1,332,863	10,295,000	18.11%
2015	840,000	490,463	1,330,463	9,455,000	16.64%
2016	880,000	456,863	1,336,863	8,575,000	15.09%
2017	915,000	420,783	1,335,783	7,660,000	13.48%
2018	955,000	382,353	1,337,353	6,705,000	11.80%
2019	995,000	341,288	1,336,288	5,710,000	10.05%
2020	1,045,000	291,538	1,336,538	4,665,000	8.21%
2021	1,095,000	239,288	1,334,288	3,570,000	6.28%
2022	1,155,000	184,538	1,339,538	2,415,000	4.25%
2023	1,215,000	126,788	1,341,788	1,200,000	2.11%
2024	585,000	63,000	648,000	615,000	1.08%
2025	615,000	32,288	647,288	-	0.00%
	29,000,000	7,757,665	36,757,665		

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

**\$18,540,000
HILLSBOROUGH COUNTY, FLORIDA
General Obligation Refunding Bonds
Unincorporated Area Parks and Recreation Program
Series 2002**

DATED: August 1, 2002
DELIVERED: August 28, 2002

Ratings	Underlying	Insured *
Moody's	Aa1	Aaa
Standard & Poor's	AAA	AAA

Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC) 4.250829%
Arbitrage Yield 4.197273%

Fitch AA+ AAA
* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE
To refund the Series 1993 and Series 1996 Bonds, which were issued to finance the acquisition, development and improvement of parks in the unincorporated area of the County.

SECURITY
Ad Valorem Tax levied on all taxable property within the unincorporated area of the County constituting the Municipal Services Taxing Unit. These are general obligation bonds, secured by the full faith and credit and taxing powers of the County (with respect to the unincorporated area).

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
1/1/2009				324,776.25	324,776.25		14,725,000	79.42%
7/1/2009	670,000	Serial	3.20%	324,776.25	994,776.25	1,319,552.50	14,055,000	75.81%
1/1/2010				314,056.25	314,056.25		14,055,000	75.81%
7/1/2010	700,000	Serial	3.40%	314,056.25	1,014,056.25	1,328,112.50	13,355,000	72.03%
1/1/2011				302,156.25	302,156.25		13,355,000	72.03%
7/1/2011	720,000	Serial	3.50%	302,156.25	1,022,156.25	1,324,312.50	12,635,000	68.15%
1/1/2012				289,556.25	289,556.25		12,635,000	68.15%
7/1/2012	750,000	Serial	3.60%	289,556.25	1,039,556.25	1,329,112.50	11,885,000	64.10%
1/1/2013				276,056.25	276,056.25		11,885,000	64.10%
7/1/2013	780,000	Serial	3.75%	276,056.25	1,056,056.25	1,332,112.50	11,105,000	59.90%
1/1/2014				261,431.25	261,431.25		11,105,000	59.90%
7/1/2014	810,000	Serial	4.00%	261,431.25	1,071,431.25	1,332,862.50	10,295,000	55.53%
1/1/2015				245,231.25	245,231.25		10,295,000	55.53%
7/1/2015	840,000	Serial	4.00%	245,231.25	1,085,231.25	1,330,462.50	9,455,000	51.00%
1/1/2016				228,431.25	228,431.25		9,455,000	51.00%
7/1/2016	880,000	Serial	4.10%	228,431.25	1,108,431.25	1,336,862.50	8,575,000	46.25%
1/1/2017				210,391.25	210,391.25		8,575,000	46.25%
7/1/2017	915,000	Serial	4.20%	210,391.25	1,125,391.25	1,335,782.50	7,660,000	41.32%
1/1/2018				191,176.25	191,176.25		7,660,000	41.32%
7/1/2018	955,000	Serial	4.30%	191,176.25	1,146,176.25	1,337,352.50	6,705,000	36.17%
1/1/2019				170,643.75	170,643.75		6,705,000	36.17%
7/1/2019	995,000	Serial	5.00%	170,643.75	1,165,643.75	1,336,287.50	5,710,000	30.80%
1/1/2020				145,768.75	145,768.75		5,710,000	30.80%
7/1/2020	1,045,000	Serial	5.00%	145,768.75	1,190,768.75	1,336,537.50	4,665,000	25.16%
1/1/2021				119,643.75	119,643.75		4,665,000	25.16%
7/1/2021	1,095,000	Serial	5.00%	119,643.75	1,214,643.75	1,334,287.50	3,570,000	19.26%
1/1/2022				92,268.75	92,268.75		3,570,000	19.26%
7/1/2022	1,155,000	Serial	5.00%	92,268.75	1,247,268.75	1,339,537.50	2,415,000	13.03%
1/1/2023				63,393.75	63,393.75		2,415,000	13.03%
7/1/2023	1,215,000	Term 1	5.25%	63,393.75	1,278,393.75	1,341,787.50	1,200,000	6.47%
1/1/2024				31,500.00	31,500.00		1,200,000	6.47%
7/1/2024	585,000	Term 1	5.25%	31,500.00	616,500.00	648,000.00	615,000	3.32%
1/1/2025				16,143.75	16,143.75		615,000	3.32%
7/1/2025	615,000	Term 1	5.25%	16,143.75	631,143.75	647,287.50	0	0.00%
				14,725,000	6,565,250.00	21,290,250.00	21,290,250.00	

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

**\$28,190,000
HILLSBOROUGH COUNTY, FLORIDA
Limited Ad Valorem Tax Bonds
Environmentally Sensitive Lands Acquisition and Protection Program
Series 1998**

DATED: July 1, 1998
DELIVERED: August 6, 1998

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa2	Aaa
Standard & Poor's	AA+	AAA

Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC) 4.420503%
Arbitrage Yield 4.398315%

Fitch AA AAA

* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE

To refund a portion of the County's outstanding Limited Ad Valorem Tax Bonds, Series 1992 which 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.

SECURITY

Ad Valorem Tax not to exceed .25 mill levied on all taxable property within the corporate limits of the County. These are limited ad valorem tax bonds, the issuance of which was approved at a referendum election held on October 2, 1990.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
1/1/2009				235,832.50	235,832.50		10,160,000	36.04%
7/1/2009	3,235,000	Serial	4.40%	235,832.50	3,470,832.50	3,706,665.00	6,925,000	24.57%
1/1/2010				164,662.50	164,662.50		6,925,000	24.57%
7/1/2010	3,385,000	Serial	4.50%	164,662.50	3,549,662.50	3,714,325.00	3,540,000	12.56%
1/1/2011				88,500.00	88,500.00		3,540,000	12.56%
7/1/2011	3,540,000	Serial	5.00%	88,500.00	3,628,500.00	3,717,000.00	0	0.00%
	10,160,000			977,990.00	11,137,990.00	11,137,990.00		

GENERAL OBLIGATION AND LIMITED AD VALOREM BONDS

**\$10,105,000
HILLSBOROUGH COUNTY, FLORIDA
Limited Ad Valorem Tax Refunding Bonds
Environmentally Sensitive Lands Acquisition and Protection Program
Series 2003**

DATED: June 10, 2003
DELIVERED: June 10, 2003

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa2	NA
Standard & Poor's	NR	NA
Fitch	AA	NA
* Insurer: None		

Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC) 2.200035%
Arbitrage Yield 2.167296%

PURPOSE
To refund a portion of the County's outstanding Limited Ad Valorem Tax Bonds, Series 1992 which 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.

SECURITY
Ad Valorem Tax not to exceed .25 mill levied on all taxable property within the corporate limits of the County. These are limited tax bonds, the issuance of which was approved at a referendum election held on October 2, 1990.

<u>Coupon Date</u>	<u>Principal</u>	<u>Bond Type</u>	<u>Coupon Rate</u>	<u>Interest</u>	<u>Periodic Debt Service</u>	<u>Fiscal Year Debt Service</u>	<u>Outstanding Debt</u>	<u>Percent Outstanding</u>
1/1/2009				51,512.50	51,512.50		4,115,000	40.72%
7/1/2009	1,345,000	Serial	2.25%	51,512.50	1,396,512.50	1,448,025.00	2,770,000	27.41%
1/1/2010				36,381.25	36,381.25		2,770,000	27.41%
7/1/2010	1,365,000	Serial	2.50%	36,381.25	1,401,381.25	1,437,762.50	1,405,000	13.90%
1/1/2011				19,318.75	19,318.75		1,405,000	13.90%
7/1/2011	1,405,000	Serial	2.75%	19,318.75	1,424,318.75	1,443,637.50	0	0.00%
	4,115,000			214,425.00	4,329,425.00	4,329,425.00		

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. All currently outstanding debt in this category is tax exempt except for the Series 1998 Fuel Tax Refunding Revenue Bonds. The following overview provides a description of each outstanding issue, the original amount and purpose of the issue, and a description of pledged revenues.

The taxable **Series 1998 Fuel Tax Refunding Revenue Bonds**, issued in the amount of \$19,965,000, 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 fuel taxes.

The **Series 1998 Capital Improvement Bonds** (Warehouse and Sheriff’s Facilities Project) were refunded with proceeds from the Series 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (Warehouse and Sheriff’s Facilities Project) described below.

The tax-exempt debt issued under the County’s **Commercial Paper Program** (the “Program”) established in April 2000, is payable from and secured by the County’s covenant to budget and appropriate from non-ad valorem revenues. The County’s borrowings under this Program are also secured by a \$300 million irrevocable direct-pay Letter of Credit (LOC) from State Street Bank. The Program has provided, since its inception, cost-efficient, short-term financing for projects until such time as final project costs are known, sufficient revenue is available to support a long-term financing, multiple projects can be combined into a single long-term financing of adequate dollar size, or a favorable interest rate environment exists.

The **Series 2001A Community Investment Tax Revenue Bonds** issued in the amount of \$49,725,000 funded phases IV and V-A of the Falkenburg jail project. The **Series 2001B Bonds** were issued in the amount of \$14,490,000 to refund commercial paper notes issued to finance storm water management projects. Both series of bonds are secured by Community Investment Tax Revenues (“CIT Revenue”).

The **Series 2003 Junior Lien Capital Improvement Program Refunding Revenue Bonds** (Criminal Justice Facilities) were issued in the amount of \$93,870,000 to refund the Criminal Justice Refunding

Revenue Bonds, Series 1993. The Series 2003 Bonds, together with the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2006 (described below), are both secured by the local government half-cent sales tax.

The **Series 2004 Community Investment Tax Revenue Bonds**, secured by CIT revenues, were issued in the amount of \$90,000,000 to refund \$33.15 million of commercial paper notes originally issued to fund storm water management projects and \$42 million of commercial paper notes originally issued to fund transportation projects. In addition, \$1.5 million and \$13.65 million of the Series 2004 Bonds funded new storm water management and transportation projects.

The **Series 2005 Tampa Bay Arena Refunding Revenue Bonds** were issued in the amount of \$17,920,000 to refund a portion of the outstanding Tampa Sports Authority Taxable 1995 Special Purpose Bonds, County Surcharge Loan Series which were originally issued to finance construction of the St. Pete Times Forum. The security for these bonds is the County’s covenant to budget and appropriate non-ad valorem revenue, but the payment source is a surcharge on arena general admission tickets and the 5th Cent Tourist Development Tax.

The **Series 2005 Court Facilities Refunding Revenue Bonds** were issued in the amount of \$38,305,000 to refund all of the outstanding Series 1999 Bonds originally issued to finance the acquisition, construction, equipping and renovation of capital improvements to court system facilities of the County, and to refund the Courthouse Annex Note and the 700 Twiggs Street Commercial Paper Loan. These bonds are secured by court surcharge revenues, with any shortfalls in this revenue met with the Community Investment Tax. This backup pledge may be released as a security source in the future.

The **Series 2006 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds** (MOSI and County Center Project), issued in the amount of \$57,690,000 to refund all of the outstanding 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 **Series 2006 Capital Improvement Program Refunding Revenue Bonds** were issued in the amount of \$40,285,000 to refund all of the outstanding

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

Series 1996 Capital Improvement Refunding Revenue Bonds. These bonds are secured by Local Half-Cent Sales Tax revenues and were originally issued to fund construction of Steinbrenner Field (formerly Legends Field), a spring training facility for the New York Yankees, and to fund acquisition of a public safety radio communications system. The lien on and pledge of the sales tax are on parity in all respects to the lien and pledge in favor of the Series 2003 Junior Lien Capital Improvement Program Refunding Revenue Bonds.

The Series 2006 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds were issued in the amount of \$18,270,000 to refund the outstanding Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project), Series 1997B and to finance the acquisition and/or construction of certain capital improvements to Legends Field, the New York Yankees spring training facility, and a grant to the City of Tampa, Florida to pay for certain capital improvements to the Tampa Convention Center. The 4th Cent Tourist Development Tax is the sole payment source for the Series 2006 Bonds.

The **Series 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds**, were issued in the amount of \$27,125,000 to refund the outstanding County Interlocal Payments Refunding Revenue Bonds, Series 1998, which financed the St. Pete Times Forum, (formerly known as the Ice Palace). The

Series 2006B Fifth Cent Tourist Development Tax Improvement Revenue Bonds were issued in the amount of \$7,200,000 to fund certain capital improvements to the St. Pete Times Forum. The 5th Cent Tourist Development Tax Revenues are the sole payment source for the Series 2006 A&B Bonds.

The **Series 2007 Community Investment Tax Revenue Bonds** were issued in the amount of \$191,800,000 to finance the acquisition and construction of transportation and other capital improvements in the County. The Series 2007 Bonds are payable solely from and secured by the CIT revenues. The CIT revenues securing the Series 2007 Bonds are on a parity and equal status with the County's outstanding Community Investment Tax Revenue Bonds, Series 2001 A (Jail Project), Series 2001B (Stormwater Project), Community Investment Tax Revenue Bonds, Series 2004 and the County's Court Facilities Refunding Revenue Bonds, Series 2005.

The **Series 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds** (Warehouse and Sheriff's Facilities Project) were issued in the amount of \$19,195,000 on May 5, 2008. The Series 2008 Bonds were issued to refund the outstanding Series 1998 Bonds. The Series 2008 Bonds are payable solely from and secured by a lien upon and pledge of the available non-ad valorem revenues budgeted and appropriated by the County.

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

<u>Amount Outstanding FYE 2008</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Non-Ad Valorem Bonds</u>						
\$4,025,000	1/01/1998	\$19,965,000 Fuel Tax Refunding Revenue Bonds Taxable Series 1998	County Fuel Tax / Local Option Gas Tax	Aaa/AAA/AAA A2/AA/A	FGIC	12/01/11
\$113,227,000	04/2000	Tax-Exempt Commercial Paper	Covenant to Budget & Appropriate Non-Ad Valorem Revenues / CIT	P-1/A-1+/F1+	N/A	N/A
\$54,160,000	10/1/2001	\$64,215,000 Community Investment Tax Revenue Bonds (Series 2001A = \$41,770,000 and 2001B = \$12,390,000)	Local Option Infrastructure Surtax (Community Investment Tax "CIT")	Aaa/AAA/AAA Aa3/AA+/AA	FGIC	11/1/25
\$64,610,000	6/18/2003	\$93,870,000 Junior Lien Capital Improvement Program Refunding Revenue Bonds, Series 2003 (Criminal Justice Facilities)	Local Government Half-Cent Sales Tax	Aaa/AAA/AAA Aa3/AA+/AA	FGIC	08/01/16
\$77,840,000	8/12/2004	\$90,000,000 Community Investment Tax Revenue Bonds, Series 2004	Local Option Infrastructure Surtax (Community Investment Tax "CIT")	Aaa/AAA/AAA Aa3/AA+/AA	AMBAC	11/1/25
\$16,730,000	6/08/2005	\$17,920,000 Tampa Bay Arena Refunding Revenue Bonds, Series 2005	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	Aaa/AAA/AAA Aa2/AA/AA-	FGIC	10/01/26
\$36,295,000	8/23/2005	\$38,305,000 Court Facilities Refunding Revenue Bonds, Series 2005	Traffic Surcharges / CIT	Aaa/AAA/AAA A1/AA+/A+	AMBAC	05/01/30
\$52,430,000	4/26/2006	\$57,690,000 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2006 (MOSI & County Center Project)	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	Aaa/AAA/AAA Aa2/AA/AA-	MBIA	07/01/22
<u>\$37,145,000</u>	5/03/2006	\$40,285,000 Capital Improvement Program Refunding Revenue Bonds, Series 2006	Local Government Half-Cent Sales Tax	Aaa/AAA/AAA Aa3/AA+/AA	MBIA	08/01/24
\$456,462,000		Subtotal (continued next page)				

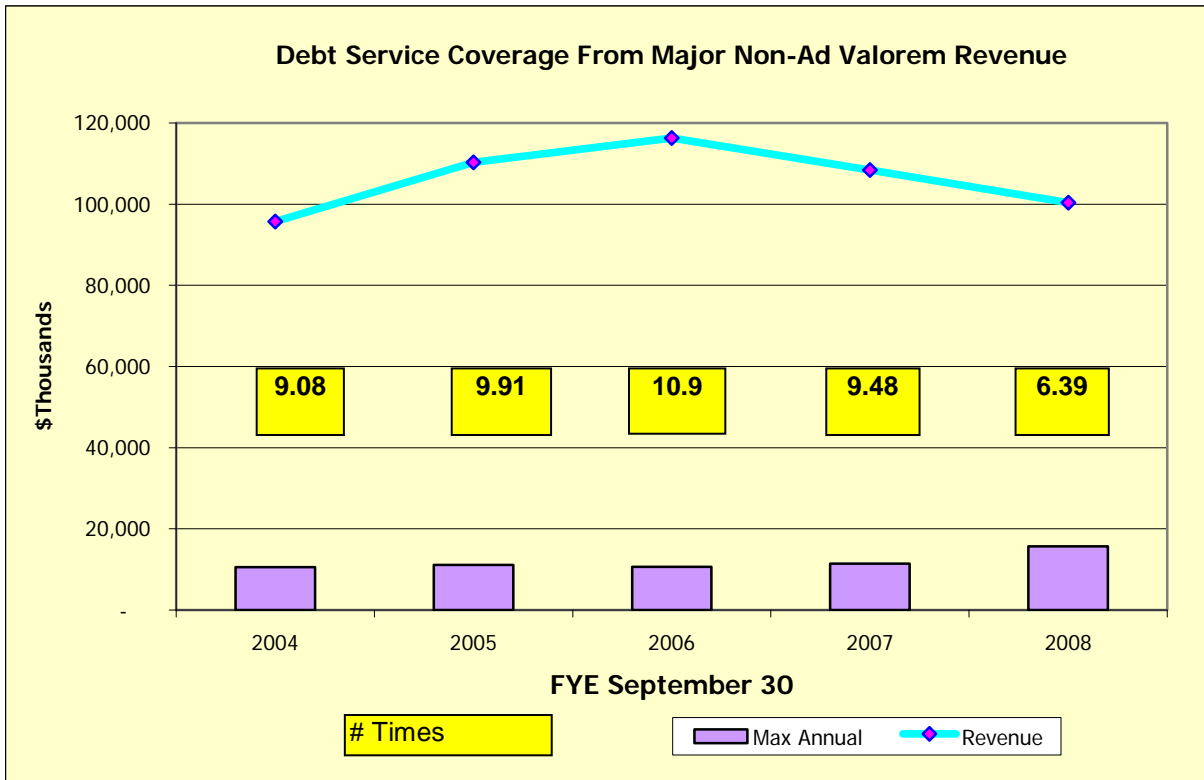
*Moody's/Standard & Poor's/Fitch Ratings

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

<u>Amount Outstanding FYE 2008</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Non-Ad Valorem Bonds Continued</u>						
\$17,865,000	12/6/2006	\$18,270,000 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2006	4 th Cent Tourist Development Tax	Aaa/AAA/AAA A2/A+/A+	MBIA	10/01/35
\$27,125,000	12/6/2006	\$27,125,000 Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2006A	5 th Cent Tourist Development Tax	Aaa/AAA/AAA A3/A/A+	AMBAC	10/01/35
\$3,920,000	12/19/2006	\$7,200,000 Fifth Cent Tourist Development Tax Improvement Revenue Bonds, Series 2006B	5 th Cent Tourist Development Tax	Aaa/AAA/AAA A3/A/A+	AMBAC	02/01/10
\$191,800,000	10/31/2007	\$191,800,000 Community Investment Tax Revenue Bonds, Series 2007	Local Option Infrastructure Surtax (Community Investment Tax "CIT")	Aaa/AAA/AAA Aa3/AA+/AA	AMBAC	11/01/2025
\$19,195,000	5/5/2008	\$19,195,000 Capital Improvement Non-Ad valorem Refunding Revenue Bonds (Warehouse & Sheriff's Facility Project) Series 2008	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	Aaa/AAA/AAA Aa2/AA+/AA-	MBIA	7/01/2028
<u>\$259,905,000</u>		<u>Page Subtotal</u>				
<u>Total Non-Ad Valorem Bonds</u>						
<u>\$716,367,000</u>						

^{*} Moody's/Standard & Poor's/Fitch Ratings

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM



Note: Please see Appendix D for details- Hillsborough County Florida Historical Bonds Debt Service Coverage Bonds secured by covenant to budget and appropriate non-ad valorem revenues Fiscal Year Ended September 30, 2004 through September 30, 2008

REVENUE BONDS: NON-ENTERPRISE / NON-AD VALOREM**As of 9/30/2008****AGGREGATE DEBT SERVICE SCHEDULE
(excluding Commercial Paper Program)**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2009	29,230,000	27,390,064	56,620,064	573,910,000	83.68%
2010	30,550,000	26,073,438	56,623,438	543,360,000	79.23%
2011	29,825,000	24,756,690	54,581,690	513,535,000	74.88%
2012	30,800,000	23,432,358	54,232,358	482,735,000	70.39%
2013	31,690,000	22,146,938	53,836,938	451,045,000	65.77%
2014	33,070,000	20,725,736	53,795,736	417,975,000	60.94%
2015	34,630,000	19,162,433	53,792,433	383,345,000	55.89%
2016	36,255,000	17,514,946	53,769,946	347,090,000	50.61%
2017	27,970,000	15,799,984	43,769,984	319,120,000	46.53%
2018	29,230,000	14,488,415	43,718,415	289,890,000	42.27%
2019	30,610,000	13,081,916	43,691,916	259,280,000	37.80%
2020	32,070,000	11,607,374	43,677,374	227,210,000	33.13%
2021	33,560,000	10,087,898	43,647,898	193,650,000	28.24%
2022	35,155,000	8,483,921	43,638,921	158,495,000	23.11%
2023	31,630,000	6,846,962	38,476,962	126,865,000	18.50%
2024	33,055,000	5,362,486	38,417,486	93,810,000	13.68%
2025	31,400,000	3,752,602	35,152,602	62,410,000	9.10%
2026	28,005,000	2,200,899	30,205,899	34,405,000	5.02%
2027	6,795,000	1,378,778	8,173,778	27,610,000	4.03%
2028	5,435,000	1,114,751	6,549,751	22,175,000	3.23%
2029	4,235,000	870,771	5,105,771	17,940,000	2.62%

REVENUE BONDS: NON-ENTERPRISE / NON-AD VALOREM

As of 9/30/2008

**AGGREGATE DEBT SERVICE SCHEDULE
(excluding Commercial Paper Program)**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2030	4,420,000	681,901	5,101,901	13,520,000	1.97%
2031	2,025,000	541,714	2,566,714	11,495,000	1.68%
2032	2,115,000	452,306	2,567,306	9,380,000	1.37%
2033	2,200,000	358,944	2,558,944	7,180,000	1.05%
2034	2,295,000	261,513	2,556,513	4,885,000	0.71%
2035	2,395,000	159,856	2,554,856	2,490,000	0.36%
2036	2,490,000	53,972	2,543,972	-	0.00%
<hr/>					
603,140,000 278,789,563 881,929,563					

NOTE: All Data Above Excludes Commercial Paper Program

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**\$19,965,000
HILLSBOROUGH COUNTY, FLORIDA
Fuel Tax Refunding Revenue Bonds
Taxable Series 1998**

DATED: January 1, 1998
DELIVERED: January 27, 1998
 Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
 True Interest Cost (TIC) 6.033800%
 Arbitrage Yield 6.003700%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A2	Aaa
Standard & Poor's	AA	AAA
Fitch	A	AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
 To refund the County's Road Improvement Revenue Refunding Bonds, Series 1985.

SECURITY
 County Fuel Tax (formerly referred to as the "Seventh Cent Gas Tax") and the Local Option Gas Tax.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
12/1/2008	550,000	Serial	6.00%	120,750.00	670,750.00		3,475,000	17.41%
6/1/2009	600,000	Term 1	6.00%	104,250.00	704,250.00	1,375,000.00	2,875,000	14.40%
12/1/2009	575,000	Term 1	6.00%	86,250.00	661,250.00		2,300,000	11.52%
6/1/2010	635,000	Term 1	6.00%	69,000.00	704,000.00	1,365,250.00	1,665,000	8.34%
12/1/2010	615,000	Term 1	6.00%	49,950.00	664,950.00		1,050,000	5.26%
6/1/2011	675,000	Term 1	6.00%	31,500.00	706,500.00	1,371,450.00	375,000	1.88%
12/1/2011	375,000	Term 1	6.00%	11,250.00	386,250.00		0	0.00%
6/1/2011						386,250.00	0	0.00%
4,025,000				472,950.00	4,497,950.00	4,497,950.00		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**HILLSBOROUGH COUNTY, FLORIDA
Short Term and Interim Funding for Capital Improvement Projects
Tax Exempt Commercial Paper Program and Revolving Line of Credit**

Commercial Paper Program Starts: **April 25, 2000**
Revolving Line of Credit Becomes Available: **May 2, 2007**

<u>CP Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	P-1	NA
Standard &	A-1+	NA
Fitch	F1+	NA

True Interest Cost (TIC) NA
Arbitrage Yield NA

PURPOSE
To provide low cost, short-term financing for community investment tax projects, transportation projects, storm water management projects, reclaimed water projects and other capital improvement projects on an as-needed basis. The permissible issuance amount under the Commercial Paper Program was increased to \$300 million effective October 2007 from \$200 million. The amount authorized in May 2007 under the Revolving Line of Credit is a maximum of \$100 million.

SECURITY
Covenant to budget and appropriate Non-Ad Valorem Revenues and pledge of the Community Investment Tax revenues for that portion of proceeds used to finance Community Investment Tax projects.

<i>Maturity Date</i>	<i>Issue Date</i>	<i>Principal *</i>	<i>Bond Type</i>	<i>Interest Rate</i>	<i>Interest</i>	<i>Anticipated Action At Maturity</i>
10/23/08	09/25/08	7,823,000	S-T Note	4.15%	61,998.73	rollover
10/23/08	09/25/08	19,528,000	S-T Note	4.15%	24,836.96	rollover
11/20/08	03/13/08	25,110,000	S-T Note	2.10%	363,065.90	rollover
03/19/09	06/26/08	50,000,000	S-T Note	1.70%	618,255.86	rollover
04/23/09	08/28/08	10,766,000	S-T Note	1.65%	115,664.15	rollover, partial defeasance
		113,227,000			1,183,821.60	

* In any given fiscal year outstanding commercial paper notes are rolled over and/or partially retired depending upon strategic financial planning decisions to utilize cash resources and long-term debt issuance. In either case, it is the County's policy to minimize borrowing costs while ensuring equity among the payors of County liabilities and the beneficiaries of County assets.

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$49,725,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Revenue Bonds
Series 2001A
(Jail Project)

DATED: October 1, 2001
DELIVERED: October 30, 2001
 Earliest Optional Redemption Date / Price: 11/1/2011 101%
 True Interest Cost (TIC) 4.646577%
 Arbitrage Yield 4.656788%

Ratings	Underlying	Insured *
Moody's	Aa3	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
 To finance the acquisition, and construction of capital improvements to the jail facilities of the County and to redeem commercial paper notes issued to provide interim financing for the phase IV and V-A jail project.

SECURITY
 The Local Option Infrastructure Surtax (Community Investment Tax, " CIT"). The lien and pledge on the CIT Revenues is on a parity with the Community Investment Tax Revenue Bonds, Series 2001B, Series 2004, and Court Facilities Refunding Revenue Bonds, Series 2005.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/1/2008	810,000	Serial	4.00%	942,428.75	1,752,428.75		40,960,000	82.37%
5/1/2009	835,000	Serial	4.00%	926,228.75	1,761,228.75	3,513,657.50	40,125,000	80.69%
11/1/2009	840,000	Serial	4.00%	909,528.75	1,749,528.75		39,285,000	79.00%
5/1/2010	870,000	Serial	4.00%	892,728.75	1,762,728.75	3,512,257.50	38,415,000	77.25%
11/1/2010	870,000	Serial	4.00%	875,328.75	1,745,328.75		37,545,000	75.51%
5/1/2011	910,000	Serial	4.00%	857,928.75	1,767,928.75	3,513,257.50	36,635,000	73.68%
11/1/2011	905,000	Serial	4.00%	839,728.75	1,744,728.75		35,730,000	71.86%
5/1/2012	940,000	Serial	4.00%	821,628.75	1,761,628.75	3,506,357.50	34,790,000	69.96%
11/1/2012	945,000	Serial	4.00%	802,828.75	1,747,828.75		33,845,000	68.06%
5/1/2013	985,000	Serial	4.13%	783,928.75	1,768,928.75	3,516,757.50	32,860,000	66.08%
11/1/2013	980,000	Serial	4.13%	763,613.13	1,743,613.13		31,880,000	64.11%
5/1/2014	1,020,000	Serial	4.30%	743,400.63	1,763,400.63	3,507,013.75	30,860,000	62.06%
11/1/2014	1,025,000	Serial	4.30%	721,470.63	1,746,470.63		29,835,000	60.00%
5/1/2015	1,065,000	Serial	4.38%	699,433.13	1,764,433.13	3,510,903.75	28,770,000	57.86%
11/1/2015	1,070,000	Serial	4.38%	676,136.25	1,746,136.25		27,700,000	55.71%
5/1/2016	1,110,000	Serial	4.50%	652,730.00	1,762,730.00	3,508,866.25	26,590,000	53.47%
11/1/2016	1,120,000	Serial	4.50%	627,755.00	1,747,755.00		25,470,000	51.22%
5/1/2017	1,165,000	Serial	4.60%	602,555.00	1,767,555.00	3,515,310.00	24,305,000	48.88%
11/1/2017	1,165,000	Serial	4.60%	575,760.00	1,740,760.00		23,140,000	46.54%
5/1/2018	1,220,000	Serial	4.70%	548,965.00	1,768,965.00	3,509,725.00	21,920,000	44.08%
11/1/2018	1,220,000	Serial	4.70%	520,295.00	1,740,295.00		20,700,000	41.63%
5/1/2019	1,275,000	Serial	4.75%	491,625.00	1,766,625.00	3,506,920.00	19,425,000	39.06%
11/1/2019	1,280,000	Serial	4.75%	461,343.75	1,741,343.75		18,145,000	36.49%
5/1/2020	1,340,000	Serial	4.75%	430,943.75	1,770,943.75	3,512,287.50	16,805,000	33.80%
11/1/2020	1,340,000	Serial	4.75%	399,118.75	1,739,118.75		15,465,000	31.10%
5/1/2021	1,405,000	Term 1	4.75%	367,293.75	1,772,293.75	3,511,412.50	14,060,000	28.28%
11/1/2021	1,405,000	Term 1	4.75%	333,925.00	1,738,925.00		12,655,000	25.45%
5/1/2022	1,475,000	Term 1	4.75%	300,556.25	1,775,556.25	3,514,481.25	11,180,000	22.48%
11/1/2022	1,470,000	Term 1	4.75%	265,525.00	1,735,525.00		9,710,000	19.53%
5/1/2023	1,540,000	Term 1	4.75%	230,612.50	1,770,612.50	3,506,137.50	8,170,000	16.43%
11/1/2023	1,545,000	Term 1	4.75%	194,037.50	1,739,037.50		6,625,000	13.32%
5/1/2024	1,620,000	Term 1	4.75%	157,343.75	1,777,343.75	3,516,381.25	5,005,000	10.07%
11/1/2024	1,615,000	Term 1	4.75%	118,868.75	1,733,868.75		3,390,000	6.82%
5/1/2025	1,695,000	Term 1	4.75%	80,512.50	1,775,512.50	3,509,381.25	1,695,000	3.41%
11/1/2025	1,695,000	Term 1	4.75%	40,256.25	1,735,256.25		0	0.00%
5/1/2026				-	-	1,735,256.25	0	0.00%
	41,770,000			19,656,363.75	61,426,363.75	61,426,363.75		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$14,490,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Revenue Bonds
Series 2001B
(Stormwater Project)

DATED: October 1, 2001
DELIVERED: October 30, 2001
 Earliest Optional Redemption Date / Price: 11/1/2011 101%
 True Interest Cost (TIC) 4.637301%
 Arbitrage Yield 4.656788%

Ratings	Underlying	Insured *
Moody's	Aa3	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE

To finance the acquisition, and construction of capital improvements to the stormwater facilities of the County and to redeem commercial paper notes issued to provide interim financing for the stormwater project.

SECURITY

The Local Option Infrastructure Surtax (Community Investment Tax, "CIT"). The lien and pledge on the CIT Revenues is on a parity with the Community Investment Tax Revenue Bonds, Series 2001A, Series 2004, and Court Facilities Refunding Revenue Bonds, Series 2005.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/1/2008	470,000	Serial	4.00%	278,901.88	748,901.88		11,920,000	82.26%
5/1/2009			4.00%	269,501.88	269,501.88	1,018,403.75	11,920,000	82.26%
11/1/2009	490,000	Serial	4.00%	269,501.88	759,501.88		11,430,000	78.88%
5/1/2010			4.00%	259,701.88	259,701.88	1,019,203.75	11,430,000	78.88%
11/1/2010	510,000	Serial	4.00%	259,701.88	769,701.88		10,920,000	75.36%
5/1/2011			4.00%	249,501.88	249,501.88	1,019,203.75	10,920,000	75.36%
11/1/2011	530,000	Serial	4.00%	249,501.88	779,501.88		10,390,000	71.70%
5/1/2012			4.00%	238,901.88	238,901.88	1,018,403.75	10,390,000	71.70%
11/1/2012	550,000	Serial	4.00%	238,901.88	788,901.88		9,840,000	67.91%
5/1/2013			4.13%	227,901.88	227,901.88	1,016,803.75	9,840,000	67.91%
11/1/2013	575,000	Serial	4.13%	227,901.88	802,901.88		9,265,000	63.94%
5/1/2014			4.30%	216,042.50	216,042.50	1,018,944.38	9,265,000	63.94%
11/1/2014	595,000	Serial	4.30%	216,042.50	811,042.50		8,670,000	59.83%
5/1/2015			4.38%	203,250.00	203,250.00	1,014,292.50	8,670,000	59.83%
11/1/2015	620,000	Serial	4.38%	203,250.00	823,250.00		8,050,000	55.56%
5/1/2016			4.50%	189,687.50	189,687.50	1,012,937.50	8,050,000	55.56%
11/1/2016	650,000	Serial	4.50%	189,687.50	839,687.50		7,400,000	51.07%
5/1/2017			4.60%	175,062.50	175,062.50	1,014,750.00	7,400,000	51.07%
11/1/2017	680,000	Serial	4.60%	175,062.50	855,062.50		6,720,000	46.38%
5/1/2018			4.70%	159,422.50	159,422.50	1,014,485.00	6,720,000	46.38%
11/1/2018	710,000	Serial	4.70%	159,422.50	869,422.50		6,010,000	41.48%
5/1/2019			4.75%	142,737.50	142,737.50	1,012,160.00	6,010,000	41.48%
11/1/2019	745,000	Serial	4.75%	142,737.50	887,737.50		5,265,000	36.34%
5/1/2020			4.75%	125,043.75	125,043.75	1,012,781.25	5,265,000	36.34%
11/1/2020	780,000	Serial	4.75%	125,043.75	905,043.75		4,485,000	30.95%
5/1/2021			4.75%	106,518.75	106,518.75	1,011,562.50	4,485,000	30.95%
11/1/2021	815,000	Term 1	4.75%	106,518.75	921,518.75		3,670,000	25.33%
5/1/2022			4.75%	87,162.50	87,162.50	1,008,681.25	3,670,000	25.33%
11/1/2022	855,000	Term 1	4.75%	87,162.50	942,162.50		2,815,000	19.43%
5/1/2023			4.75%	66,856.25	66,856.25	1,009,018.75	2,815,000	19.43%
11/1/2023	895,000	Term 1	4.75%	66,856.25	961,856.25		1,920,000	13.25%
5/1/2024			4.75%	45,600.00	45,600.00	1,007,456.25	1,920,000	13.25%
11/1/2024	940,000	Term 1	4.75%	45,600.00	985,600.00		980,000	6.76%
5/1/2025			4.75%	23,275.00	23,275.00	1,008,875.00	980,000	6.76%
11/1/2025	980,000	Term 1	4.75%	23,275.00	1,003,275.00		0	0.00%
5/1/2026						1,003,275.00	0	0.00%
				12,390,000	5,851,238.13	18,241,238.13	18,241,238.13	

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$93,870,000
HILLSBOROUGH COUNTY, FLORIDA
Junior Lien Capital Improvement Program Refunding Revenue Bonds
Criminal Justice Facilities
Series 2003

DATED: June 30, 2003
DELIVERED: June 30, 2003
 Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
 True Interest Cost (TIC) 2.930182%
 Arbitrage Yield 4.233143%

Ratings	Underlying	Insured *
Moody's	Aa3	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
 To refund the outstanding Capital Improvement Program Refunding Revenue Bonds (Criminal Justice Facilities), Series 1993.

SECURITY
 The Local Government Half-Cent Sales Tax. On parity with the Capital Improvement Program Refunding Revenue Bonds, Series 2006.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
2/1/2009				1,615,250.00	1,615,250.00		64,610,000	68.83%
8/1/2009	6,765,000	Serial	5.00%	1,615,250.00	8,380,250.00	9,995,500.00	57,845,000	61.62%
2/1/2010				1,446,125.00	1,446,125.00		57,845,000	61.62%
8/1/2010	7,105,000	Serial	5.00%	1,446,125.00	8,551,125.00	9,997,250.00	50,740,000	54.05%
2/1/2011				1,268,500.00	1,268,500.00		50,740,000	54.05%
8/1/2011	7,460,000	Serial	5.00%	1,268,500.00	8,728,500.00	9,997,000.00	43,280,000	46.11%
2/1/2012				1,082,000.00	1,082,000.00		43,280,000	46.11%
8/1/2012	7,830,000	Serial	5.00%	1,082,000.00	8,912,000.00	9,994,000.00	35,450,000	37.76%
2/1/2013				886,250.00	886,250.00		35,450,000	37.76%
8/1/2013	8,225,000	Serial	5.00%	886,250.00	9,111,250.00	9,997,500.00	27,225,000	29.00%
2/1/2014				680,625.00	680,625.00		27,225,000	29.00%
8/1/2014	8,640,000	Serial	5.00%	680,625.00	9,320,625.00	10,001,250.00	18,585,000	19.80%
2/1/2015				464,625.00	464,625.00		18,585,000	19.80%
8/1/2015	9,065,000	Serial	5.00%	464,625.00	9,529,625.00	9,994,250.00	9,520,000	10.14%
2/1/2016				238,000.00	238,000.00		9,520,000	10.14%
8/1/2016	9,520,000	Serial	5.00%	238,000.00	9,758,000.00	9,996,000.00	0	0.00%
							0	0.00%
				64,610,000	15,362,750.00	79,972,750.00	79,972,750.00	

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$90,000,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Revenue Bonds
Series 2004

DATED: August 12, 2004
DELIVERED: August 12, 2004
 Earliest Optional Redemption Date / Price 11/1/2013 101%
 True Interest Cost (TIC) 4.399650%
 Arbitrage Yield 4.312556%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa3	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

* Insurer: Ambac Assurance Corporation

PURPOSE
 To finance the acquisition and construction of capital improvements to the stormwater and transportation facilities of the County and redeem commercial paper notes issued to provide interim financing for the stormwater and transportation projects.

SECURITY
 The Community Investment Tax Revenues. The lien and pledge is on a parity with the CIT Revenue Bonds, Series 2001 A and B and the Court Facilities Refunding Revenue Bonds, Series 2005.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/1/2008	1,485,000	Serial	2.50%	1,706,159.38	3,191,159.38		76,355,000	84.84%
5/1/2009	1,485,000	Serial	3.00%	1,687,596.88	3,172,596.88	6,363,756.25	74,870,000	83.19%
11/1/2009	1,540,000	Serial	3.00%	1,665,321.88	3,205,321.88		73,330,000	81.48%
5/1/2010	1,535,000	Serial	3.00%	1,642,221.88	3,177,221.88	6,382,543.75	71,795,000	79.77%
11/1/2010	1,590,000	Serial	3.00%	1,619,196.88	3,209,196.88		70,205,000	78.01%
5/1/2011	1,590,000	Serial	3.13%	1,595,346.88	3,185,346.88	6,394,543.75	68,615,000	76.24%
11/1/2011	1,645,000	Serial	3.13%	1,570,503.13	3,215,503.13		66,970,000	74.41%
5/1/2012	1,650,000	Serial	3.25%	1,544,800.00	3,194,800.00	6,410,303.13	65,320,000	72.58%
11/1/2012	1,715,000	Serial	3.25%	1,517,987.50	3,232,987.50		63,605,000	70.67%
5/1/2013	1,710,000	Serial	3.50%	1,490,118.75	3,200,118.75	6,433,106.25	61,895,000	68.77%
11/1/2013	1,780,000	Serial	3.50%	1,460,193.75	3,240,193.75		60,115,000	66.79%
5/1/2014	1,780,000	Serial	3.63%	1,429,043.75	3,209,043.75	6,449,237.50	58,335,000	64.82%
11/1/2014	1,850,000	Serial	3.63%	1,396,781.25	3,246,781.25		56,485,000	62.76%
5/1/2015	1,855,000	Serial	4.00%	1,363,250.00	3,218,250.00	6,465,031.25	54,630,000	60.70%
11/1/2015	1,935,000	Term 1	4.00%	1,326,150.00	3,261,150.00		52,695,000	58.55%
5/1/2016	1,935,000	Term 1	4.00%	1,287,450.00	3,222,450.00	6,483,600.00	50,760,000	56.40%
11/1/2016	2,025,000	Term 2	4.00%	1,248,750.00	3,273,750.00		48,735,000	54.15%
5/1/2017	2,025,000	Term 2	4.00%	1,208,250.00	3,233,250.00	6,507,000.00	46,710,000	51.90%
11/1/2017	2,120,000	Term 3	5.00%	1,167,750.00	3,287,750.00		44,590,000	49.54%
5/1/2018	2,115,000	Term 3	5.00%	1,114,750.00	3,229,750.00	6,517,500.00	42,475,000	47.19%
11/1/2018	2,210,000	Term 4	5.00%	1,061,875.00	3,271,875.00		40,265,000	44.74%
5/1/2019	2,215,000	Term 4	5.00%	1,006,625.00	3,221,625.00	6,493,500.00	38,050,000	42.28%
11/1/2019	2,320,000	Term 5	5.00%	951,250.00	3,271,250.00		35,730,000	39.70%
5/1/2020	2,325,000	Term 5	5.00%	893,250.00	3,218,250.00	6,489,500.00	33,405,000	37.12%
11/1/2020	2,440,000	Term 6	5.00%	835,125.00	3,275,125.00		30,965,000	34.41%
5/1/2021	2,440,000	Term 6	5.00%	774,125.00	3,214,125.00	6,489,250.00	28,525,000	31.69%
11/1/2021	2,560,000	Term 7	5.00%	713,125.00	3,273,125.00		25,965,000	28.85%
5/1/2022	2,565,000	Term 7	5.00%	649,125.00	3,214,125.00	6,487,250.00	23,400,000	26.00%
11/1/2022	2,690,000	Term 8	5.00%	585,000.00	3,275,000.00		20,710,000	23.01%
5/1/2023	2,695,000	Term 8	5.00%	517,750.00	3,212,750.00	6,487,750.00	18,015,000	20.02%
11/1/2023	2,835,000	Term 9	5.00%	450,375.00	3,285,375.00		15,180,000	16.87%
5/1/2024	2,835,000	Term 9	5.00%	379,500.00	3,214,500.00	6,499,875.00	12,345,000	13.72%
11/1/2024	2,985,000	Term 10	5.00%	308,625.00	3,293,625.00		9,360,000	10.40%
5/1/2025	2,985,000	Term 10	5.00%	234,000.00	3,219,000.00	6,512,625.00	6,375,000	7.08%
11/1/2025	6,375,000	Term 10	5.00%	159,375.00	6,534,375.00		0	0.00%
5/1/2026						6,534,375.00	0	
	77,840,000			38,560,746.88	116,400,746.88	116,400,746.88		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**\$17,920,000
HILLSBOROUGH COUNTY, FLORIDA
Tampa Bay Arena Refunding Revenue Bonds
Series 2005**

DATED: June 8, 2005
DELIVERED: June 8, 2005
 Earliest Optional Redemption Date / Price 10/1/2015 100%
 True Interest Cost (TIC) 4.283277%
 Arbitrage Yield 4.116531%

Ratings	Underlying	Insured *
Moody's	Aa2	Aaa
Standard & Poor's	AA	AAA
Fitch	AA-	AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
 To refund the Tampa Sports Authority Taxable 1995 Special Purpose Bonds and pay the cost of terminating a forward interest rate swap agreement.

SECURITY
 Covenant to budget and appropriate from legally available Non-Ad Valorem revenues. (The 5th Cent Tourist Development Tax and ticket surcharges on events at the St. Pete Times Forum are the source of payment for debt service.)

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/1/2008	625,000	Serial	3.00%	347,462.50	972,462.50		16,105,000	89.87%
4/1/2009				338,087.50	338,087.50	1,310,550.00	16,105,000	89.87%
10/1/2009	645,000	Serial	3.10%	338,087.50	983,087.50		15,460,000	86.27%
4/1/2010				328,090.00	328,090.00	1,311,177.50	15,460,000	86.27%
10/1/2010	665,000	Serial	3.00%	328,090.00	993,090.00		14,795,000	82.56%
4/1/2011				318,115.00	318,115.00	1,311,205.00	14,795,000	82.56%
10/1/2011	685,000	Serial	3.20%	318,115.00	1,003,115.00		14,110,000	78.74%
4/1/2012				307,155.00	307,155.00	1,310,270.00	14,110,000	78.74%
10/1/2012	705,000	Serial	3.30%	307,155.00	1,012,155.00		13,405,000	74.80%
4/1/2013				295,522.50	295,522.50	1,307,677.50	13,405,000	74.80%
10/1/2013	730,000	Serial	3.40%	295,522.50	1,025,522.50		12,675,000	70.73%
4/1/2014				283,112.50	283,112.50	1,308,635.00	12,675,000	70.73%
10/1/2014	755,000	Serial	3.50%	283,112.50	1,038,112.50		11,920,000	66.52%
4/1/2015				269,900.00	269,900.00	1,308,012.50	11,920,000	66.52%
10/1/2015	780,000	Serial	3.63%	269,900.00	1,049,900.00		11,140,000	62.17%
4/1/2016				255,762.50	255,762.50	1,305,662.50	11,140,000	62.17%
10/1/2016	810,000	Serial	3.75%	255,762.50	1,065,762.50		10,330,000	57.65%
4/1/2017				240,575.00	240,575.00	1,306,337.50	10,330,000	57.65%
10/1/2017	835,000	Serial	4.00%	240,575.00	1,075,575.00		9,495,000	52.99%
4/1/2018				223,875.00	223,875.00	1,299,450.00	9,495,000	52.99%
10/1/2018	870,000	Serial	4.00%	223,875.00	1,093,875.00		8,625,000	48.13%
4/1/2019				206,475.00	206,475.00	1,300,350.00	8,625,000	48.13%
10/1/2019	905,000	Serial	*	206,475.00	1,111,475.00		7,720,000	43.08%
4/1/2020				188,200.00	188,200.00	1,299,675.00	7,720,000	43.08%
10/1/2020	940,000	Term 1	5.00%	188,200.00	1,128,200.00		6,780,000	37.83%
4/1/2021				164,700.00	164,700.00	1,292,900.00	6,780,000	37.83%
10/1/2021	995,000	Term 1	5.00%	164,700.00	1,159,700.00		5,785,000	32.28%
4/1/2022				139,825.00	139,825.00	1,299,525.00	5,785,000	32.28%
10/1/2022	1,045,000	Term 1	5.00%	139,825.00	1,184,825.00		4,740,000	26.45%
4/1/2023				113,700.00	113,700.00	1,298,525.00	4,740,000	26.45%
10/1/2023	1,095,000	Term 1	5.00%	113,700.00	1,208,700.00		3,645,000	20.34%
4/1/2024				86,325.00	86,325.00	1,295,025.00	3,645,000	20.34%
10/1/2024	1,155,000	Term 1	5.00%	86,325.00	1,241,325.00		2,490,000	13.90%
4/1/2025				57,450.00	57,450.00	1,298,775.00	2,490,000	13.90%

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**\$17,920,000
HILLSBOROUGH COUNTY, FLORIDA
Tampa Bay Arena Refunding Revenue Bonds
Series 2005**

DATED: June 8, 2005
DELIVERED: June 8, 2005
 Earliest Optional Redemption Date / Price 10/1/2015 100%
 True Interest Cost (TIC) 4.283277%
 Arbitrage Yield 4.116531%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa2	Aaa
Standard & Poor's	AA	AAA
Fitch	AA-	AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
 To refund the Tampa Sports Authority Taxable 1995 Special Purpose Bonds and pay the cost of terminating a forward interest rate swap agreement.

SECURITY
 Covenant to budget and appropriate from legally available Non-Ad Valorem revenues. (The 5th Cent Tourist Development Tax and ticket surcharges on events at the St. Pete Times Forum are the source of payment for debt service.)

<u>Coupon Date</u>	<u>Principal</u>	<u>Bond Type</u>	<u>Coupon Rate</u>	<u>Interest</u>	<u>Periodic Debt Service</u>	<u>Fiscal Year Debt Service</u>	<u>Outstanding Debt</u>	<u>Percent Outstanding</u>
10/1/2025	1,210,000	Term 1	5.00%	57,450.00	1,267,450.00		1,280,000	7.14%
4/1/2026				27,200.00	27,200.00	1,294,650.00	1,280,000	7.14%
10/1/2026	1,280,000	Term 1	4.25%	27,200.00	1,307,200.00		0	0.00%
4/1/2027				-	-	1,307,200.00	0	0.00%
				16,730,000	8,035,602.50	24,765,602.50	24,765,602.50	

* Split Coupon

<u>Date</u>	<u>Principal</u>	<u>Coupon</u>
10/1/2019	555,000	4.00%
10/1/2019	350,000	4.10%

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**\$38,305,000
HILLSBOROUGH COUNTY, FLORIDA
Court Facilities Refunding Revenue Bonds
Series 2005**

DATED: August 23, 2005
DELIVERED: August 23, 2005
 Earliest Optional Redemption Date / Price 11/1/2015 100%
 True Interest Cost (TIC) 4.334435%
 Arbitrage Yield 4.276396%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A1	Aaa
Standard & Poor's	AA+	AAA
Fitch	A+	AAA

* Insurer: Ambac Assurance Corporation

PURPOSE
 To refund the Court Facilities Series 1999 Bonds, which were issued to finance capital improvements to the court system facilities of the County and to refund the Courthouse Annex Note and the 700 Twiggs Street Commercial Paper Loan.

SECURITY
 Traffic Surcharges and the Local Option Infrastructure Surtax (Community Investment Tax, "CIT"). The lien and pledge on the CIT revenues that may be released as a security source in the future, is on a parity with the Community Investment Tax Revenue Bonds, Series 2001A & B, and Series 2004.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/1/2008	1,055,000	Serial	3.25%	748,048.13	1,803,048.13		35,240,000	92.00%
5/1/2009				730,904.38	730,904.38	2,533,952.50	35,240,000	92.00%
11/1/2009	1,090,000	Serial	3.25%	730,904.38	1,820,904.38		34,150,000	89.15%
5/1/2010				713,191.88	713,191.88	2,534,096.25	34,150,000	89.15%
11/1/2010	1,125,000	Serial	3.50%	713,191.88	1,838,191.88		33,025,000	86.22%
5/1/2011				693,504.38	693,504.38	2,531,696.25	33,025,000	86.22%
11/1/2011	1,165,000	Serial	3.75%	693,504.38	1,858,504.38		31,860,000	83.17%
5/1/2012				671,660.63	671,660.63	2,530,165.00	31,860,000	83.17%
11/1/2012	1,215,000	Serial	4.50%	671,660.63	1,886,660.63		30,645,000	80.00%
5/1/2013				644,323.13	644,323.13	2,530,983.75	30,645,000	80.00%
11/1/2013	1,270,000	Serial	4.00%	644,323.13	1,914,323.13		29,375,000	76.69%
5/1/2014				618,923.13	618,923.13	2,533,246.25	29,375,000	76.69%
11/1/2014	1,325,000	Serial	4.50%	618,923.13	1,943,923.13		28,050,000	73.23%
5/1/2015				589,110.63	589,110.63	2,533,033.75	28,050,000	73.23%
11/1/2015	1,380,000	Serial	4.00%	589,110.63	1,969,110.63		26,670,000	69.63%
5/1/2016				561,510.63	561,510.63	2,530,621.25	26,670,000	69.63%
11/1/2016	1,440,000	Serial	4.00%	561,510.63	2,001,510.63		25,230,000	65.87%
5/1/2017				532,710.63	532,710.63	2,534,221.25	25,230,000	65.87%
11/1/2017	1,495,000	Serial	4.00%	532,710.63	2,027,710.63		23,735,000	61.96%
5/1/2018				502,810.63	502,810.63	2,530,521.25	23,735,000	61.96%
11/1/2018	1,560,000	Serial	4.00%	502,810.63	2,062,810.63		22,175,000	57.89%
5/1/2019				471,610.63	471,610.63	2,534,421.25	22,175,000	57.89%
11/1/2019	1,620,000	Serial	4.00%	471,610.63	2,091,610.63		20,555,000	53.66%
5/1/2020				439,210.63	439,210.63	2,530,821.25	20,555,000	53.66%
11/1/2020	1,690,000	Serial	4.10%	439,210.63	2,129,210.63		18,865,000	49.25%
5/1/2021				404,565.63	404,565.63	2,533,776.25	18,865,000	49.25%
11/1/2021	1,760,000	Serial	4.13%	404,565.63	2,164,565.63		17,105,000	44.65%
5/1/2022				368,265.63	368,265.63	2,532,831.25	17,105,000	44.65%
11/1/2022	1,835,000	Serial	4.13%	368,265.63	2,203,265.63		15,270,000	39.86%
5/1/2023				330,418.75	330,418.75	2,533,684.38	15,270,000	39.86%
11/1/2023	1,910,000	Serial	4.20%	330,418.75	2,240,418.75		13,360,000	34.88%
5/1/2024				290,308.75	290,308.75	2,530,727.50	13,360,000	34.88%
11/1/2024	1,995,000	Serial	4.25%	290,308.75	2,285,308.75		11,365,000	29.67%
5/1/2025				247,915.00	247,915.00	2,533,223.75	11,365,000	29.67%
11/1/2025	2,080,000	Serial	4.25%	247,915.00	2,327,915.00		9,285,000	24.24%
5/1/2026				203,715.00	203,715.00	2,531,630.00	9,285,000	24.24%
11/1/2026	2,170,000	Term 1	4.38%	203,715.00	2,373,715.00		7,115,000	18.57%
5/1/2027				156,246.25	156,246.25	2,529,961.25	7,115,000	18.57%
11/1/2027	2,270,000	Term 1	4.38%	156,246.25	2,426,246.25		4,845,000	12.65%
5/1/2028				106,590.00	106,590.00	2,532,836.25	4,845,000	12.65%

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**\$38,305,000
HILLSBOROUGH COUNTY, FLORIDA
Court Facilities Refunding Revenue Bonds
Series 2005**

DATED: August 23, 2005
DELIVERED: August 23, 2005
 Earliest Optional Redemption Date / Price 11/1/2015 100%
 True Interest Cost (TIC) 4.334435%
 Arbitrage Yield 4.276396%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A1	Aaa
Standard & Poor's	AA+	AAA
Fitch	A+	AAA

* Insurer: Ambac Assurance Corporation

PURPOSE
 To refund the Court Facilities Series 1999 Bonds, which were issued to finance capital improvements to the court system facilities of the County and to refund the Courthouse Annex Note and the 700 Twiggs Street Commercial Paper Loan.

SECURITY
 Traffic Surcharges and the Local Option Infrastructure Surtax (Community Investment Tax, "CIT"). The lien and pledge on the CIT revenues that may be released as a security source in the future, is on a parity with the Community Investment Tax Revenue Bonds, Series 2001A & B, and Series 2004.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/1/2028	2,370,000	Term 2	4.40%	106,590.00	2,476,590.00		2,475,000	6.46%
5/1/2029				54,450.00	54,450.00	2,531,040.00	2,475,000	6.46%
11/1/2029	2,475,000	Term 2	4.40%	54,450.00	2,529,450.00		0	0.00%
5/1/2029						2,529,450.00	0	0.00%
36,295,000				19,411,940.63	55,706,940.63	55,706,940.63		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$57,690,000

HILLSBOROUGH COUNTY, FLORIDA

**Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (MOSI and County Center Project)
Series 2006**

DATED: April 26, 2006
DELIVERED: April 26, 2006
 Earliest Optional Redemption Date / Price: 7/1/2016 100%
 True Interest Cost (TIC) 4.2533870%
 Arbitrage Yield 4.1956660%

Ratings	Underlying	Insured *
Moody's	Aa2	Aaa
Standard & Poor's	AA	AAA
Fitch	AA-	AAA
* Insurer: MBIA Insurance Corporation (MBIA)		

PURPOSE
 To refund the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 1996 A&B (MOSI and County Center Project).

SECURITY
 Covenant to budget and appropriate legally available county non-ad valorem revenues.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
1/1/2009				1,207,553.13	1,207,553.13		52,430,000	90.88%
7/1/2009	2,770,000	Serial	4.00%	1,207,553.13	3,977,553.13	5,185,106.25	49,660,000	86.08%
1/1/2010				1,152,153.13	1,152,153.13		49,660,000	86.08%
7/1/2010	2,885,000	Serial	4.00%	1,152,153.13	4,037,153.13	5,189,306.25	46,775,000	81.08%
1/1/2011				1,094,453.13	1,094,453.13		46,775,000	81.08%
7/1/2011	2,995,000	Serial	4.00%	1,094,453.13	4,089,453.13	5,183,906.25	43,780,000	75.89%
1/1/2012				1,034,553.13	1,034,553.13		43,780,000	75.89%
7/1/2012	3,115,000	Serial	4.00%	1,034,553.13	4,149,553.13	5,184,106.25	40,665,000	70.49%
1/1/2013				972,253.13	972,253.13		40,665,000	70.49%
7/1/2013	3,240,000	Serial	5.00%	972,253.13	4,212,253.13	5,184,506.25	37,425,000	64.87%
1/1/2014				891,253.13	891,253.13		37,425,000	64.87%
7/1/2014	3,400,000	Serial	5.00%	891,253.13	4,291,253.13	5,182,506.25	34,025,000	58.98%
1/1/2015				806,253.13	806,253.13		34,025,000	58.98%
7/1/2015	3,575,000	Serial	5.00%	806,253.13	4,381,253.13	5,187,506.25	30,450,000	52.78%
1/1/2016				716,878.13	716,878.13		30,450,000	52.78%
7/1/2016	3,750,000	Serial	5.00%	716,878.13	4,466,878.13	5,183,756.25	26,700,000	46.28%
1/1/2017				623,128.13	623,128.13		26,700,000	46.28%
7/1/2017	3,940,000	Serial	5.00%	623,128.13	4,563,128.13	5,186,256.25	22,760,000	39.45%
1/1/2018				524,628.13	524,628.13		22,760,000	39.45%
7/1/2018	4,135,000	Serial	5.00%	524,628.13	4,659,628.13	5,184,256.25	18,625,000	32.28%
1/1/2019				421,253.13	421,253.13		18,625,000	32.28%
7/1/2019	4,345,000	Serial	5.00%	421,253.13	4,766,253.13	5,187,506.25	14,280,000	24.75%
1/1/2020				312,628.13	312,628.13		14,280,000	24.75%
7/1/2020	4,560,000	Serial	4.25%	312,628.13	4,872,628.13	5,185,256.25	9,720,000	16.85%
1/1/2021				215,728.13	215,728.13		9,720,000	16.85%
7/1/2021	4,755,000	Serial	4.38%	215,728.13	4,970,728.13	5,186,456.25	4,965,000	8.61%
1/1/2022				111,712.50	111,712.50		4,965,000	8.61%
7/1/2022	4,965,000	Serial	4.50%	111,712.50	5,076,712.50	5,188,425.00	0	0.00%
				20,168,856.25	72,598,856.25	72,598,856.25		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$40,285,000
HILLSBOROUGH COUNTY, FLORIDA
Capital Improvement Program Refunding Revenue Bonds
Series 2006

DATED: May 3, 2006
DELIVERED: May 3, 2006
 Earliest Optional Redemption Date / Price 8/1/2016 100%
 True Interest Cost (TIC) 4.280156%
 Arbitrage Yield 4.160435%

Ratings **Underlying** **Insured ***
 Moody's Aa3 Aaa
 Standard & Poor's AA+ AAA
 Fitch AA- AAA
 * Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE
 To refund the Capital Improvement Program Refunding Revenue Bonds (Legends Field and 800 MHz Ratio Communication System), Series 1996.

SECURITY
 Local Government Half-Cent Sales Tax. On parity with the Junior Lien Capital Improvement Program Refunding Revenue Bonds, Series 2003.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
2/1/2009				789,712.50	789,712.50		37,145,000	92.21%
8/1/2009	1,665,000	Serial	4.00%	789,712.50	2,454,712.50	3,244,425.00	35,480,000	88.07%
2/1/2010				756,412.50	756,412.50		35,480,000	88.07%
8/1/2010	1,730,000	Serial	4.00%	756,412.50	2,486,412.50	3,242,825.00	33,750,000	83.78%
2/1/2011				721,812.50	721,812.50		33,750,000	83.78%
8/1/2011	1,805,000	Serial	5.00%	721,812.50	2,526,812.50	3,248,625.00	31,945,000	79.30%
2/1/2012				676,687.50	676,687.50		31,945,000	79.30%
8/1/2012	1,895,000	Serial	4.00%	676,687.50	2,571,687.50	3,248,375.00	30,050,000	74.59%
2/1/2013				638,787.50	638,787.50		30,050,000	74.59%
8/1/2013	1,970,000	Serial	4.00%	638,787.50	2,608,787.50	3,247,575.00	28,080,000	69.70%
2/1/2014				599,387.50	599,387.50		28,080,000	69.70%
8/1/2014	2,045,000	Serial	5.00%	599,387.50	2,644,387.50	3,243,775.00	26,035,000	64.63%
2/1/2015				548,262.50	548,262.50		26,035,000	64.63%
8/1/2015	2,150,000	Serial	4.75%	548,262.50	2,698,262.50	3,246,525.00	23,885,000	59.29%
2/1/2016				497,200.00	497,200.00		23,885,000	59.29%
8/1/2016	2,250,000	Serial	4.00%	497,200.00	2,747,200.00	3,244,400.00	21,635,000	53.70%
2/1/2017				452,200.00	452,200.00		21,635,000	53.70%
8/1/2017	2,340,000	Serial	4.00%	452,200.00	2,792,200.00	3,244,400.00	19,295,000	47.90%
2/1/2018				405,400.00	405,400.00		19,295,000	47.90%
8/1/2018	2,430,000	Serial	4.00%	405,400.00	2,835,400.00	3,240,800.00	16,865,000	41.86%
2/1/2019				356,800.00	356,800.00		16,865,000	41.86%
8/1/2019	2,530,000	Serial	4.125%	356,800.00	2,886,800.00	3,243,600.00	14,335,000	35.58%
2/1/2020				304,618.75	304,618.75		14,335,000	35.58%
8/1/2020	2,635,000	Serial	4.25%	304,618.75	2,939,618.75	3,244,237.50	11,700,000	29.04%
2/1/2021				248,625.00	248,625.00		11,700,000	29.04%
8/1/2021	2,745,000	Serial	4.25%	248,625.00	2,993,625.00	3,242,250.00	8,955,000	22.23%
2/1/2022				190,293.75	190,293.75		8,955,000	22.23%
8/1/2022	2,860,000	Serial	4.25%	190,293.75	3,050,293.75	3,240,587.50	6,095,000	15.13%
2/1/2023				129,518.75	129,518.75		6,095,000	15.13%
8/1/2023	2,985,000	Serial	4.25%	129,518.75	3,114,518.75	3,244,037.50	3,110,000	7.72%
2/1/2024				66,087.50	66,087.50		3,110,000	7.72%
8/1/2024	3,110,000	Serial	4.25%	66,087.50	3,176,087.50	3,242,175.00	0	0.00%
	37,145,000			14,763,612.50	51,908,612.50	51,908,612.50		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$18,270,000

HILLSBOROUGH COUNTY, FLORIDA

**Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds
Series 2006**

DATED: December 6, 2006
DELIVERED: December 6, 2006
 Earliest Optional Redemption Date / Price 10/1/2016 100%
 True Interest Cost (TIC) 4.3528800%
 Arbitrage Yield 4.2738810%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A2	Aaa
Standard & Poor's	A+	AAA
Fitch	A+	AAA

* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE
 To refund the Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project), Series 1997B which were issued to fund the acquisition and construction of various capital improvements to Legends Field baseball stadium owned by the County and the Tampa Convention Center owned by the City of Tampa through a grant made to the City.

SECURITY
 The County's Fourth Cent Tourist Development Tax. ('4th Cent TDT')

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/1/2008	405,000	Serial	4.00%	377,495.00	782,495.00		17,460,000	95.57%
4/1/2009				369,395.00	369,395.00	1,151,890.00	17,460,000	95.57%
10/1/2009	420,000	Serial	4.00%	369,395.00	789,395.00		17,040,000	93.27%
4/1/2010				360,995.00	360,995.00	1,150,390.00	17,040,000	93.27%
10/1/2010	440,000	Serial	4.00%	360,995.00	800,995.00		16,600,000	90.86%
4/1/2011				352,195.00	352,195.00	1,153,190.00	16,600,000	90.86%
10/1/2011	460,000	Serial	4.00%	352,195.00	812,195.00		16,140,000	88.34%
4/1/2012				342,995.00	342,995.00	1,155,190.00	16,140,000	88.34%
10/1/2012	475,000	Serial	4.00%	342,995.00	817,995.00		15,665,000	85.74%
4/1/2013				333,495.00	333,495.00	1,151,490.00	15,665,000	85.74%
10/1/2013	520,000	Serial	4.75%	333,495.00	853,495.00		15,145,000	82.90%
4/1/2014				321,145.00	321,145.00	1,174,640.00	15,145,000	82.90%
10/1/2014	550,000	Serial	4.75%	321,145.00	871,145.00		14,595,000	79.89%
4/1/2015				308,082.50	308,082.50	1,179,227.50	14,595,000	79.89%
10/1/2015	570,000	Serial	4.75%	308,082.50	878,082.50		14,025,000	76.77%
4/1/2016				294,545.00	294,545.00	1,172,627.50	14,025,000	76.77%
10/1/2016	595,000	Serial	4.75%	294,545.00	889,545.00		13,430,000	73.51%
4/1/2017				280,413.75	280,413.75	1,169,958.75	13,430,000	73.51%
10/1/2017	620,000	Serial	4.75%	280,413.75	900,413.75		12,810,000	70.11%
4/1/2018				265,688.75	265,688.75	1,166,102.50	12,810,000	70.11%
10/1/2018	635,000	Serial	4.25%	265,688.75	900,688.75		12,175,000	66.64%
4/1/2019				252,195.00	252,195.00	1,152,883.75	12,175,000	66.64%
10/1/2019	660,000	Serial	4.00%	252,195.00	912,195.00		11,515,000	63.03%
4/1/2020				238,995.00	238,995.00	1,151,190.00	11,515,000	63.03%
10/1/2020	685,000	Serial	4.00%	238,995.00	923,995.00		10,830,000	59.28%
4/1/2021				225,295.00	225,295.00	1,149,290.00	10,830,000	59.28%
10/1/2021	715,000	Serial	4.00%	225,295.00	940,295.00		10,115,000	55.36%
4/1/2022				210,995.00	210,995.00	1,151,290.00	10,115,000	55.36%
10/1/2022	745,000	Serial	4.00%	210,995.00	955,995.00		9,370,000	51.29%
4/1/2023				196,095.00	196,095.00	1,152,090.00	9,370,000	51.29%
10/1/2023	775,000	Serial	4.10%	196,095.00	971,095.00		8,595,000	47.04%
4/1/2024				180,207.50	180,207.50	1,151,302.50	8,595,000	47.04%
10/1/2024	805,000	Serial	4.10%	180,207.50	985,207.50		7,790,000	42.64%
4/1/2025				163,705.00	163,705.00	1,148,912.50	7,790,000	42.64%
10/1/2025	835,000	Serial	4.13%	163,705.00	998,705.00		6,955,000	38.07%
4/1/2026				146,483.13	146,483.13	1,145,188.13	6,955,000	38.07%
10/1/2026	855,000	Serial	4.13%	146,483.13	1,001,483.13		6,100,000	33.39%
4/1/2027				128,848.75	128,848.75	1,130,331.88	6,100,000	33.39%

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$18,270,000

HILLSBOROUGH COUNTY, FLORIDA

**Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds
Series 2006**

DATED: December 6, 2006
DELIVERED: December 6, 2006
 Earliest Optional Redemption Date / Price 10/1/2016 100%
 True Interest Cost (TIC) 4.3528800%
 Arbitrage Yield 4.2738810%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A2	Aaa
Standard & Poor's	A+	AAA
Fitch	A+	AAA

* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE
 To refund the Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project), Series 1997B which were issued to fund the acquisition and construction of various capital improvements to Legends Field baseball stadium owned by the County and the Tampa Convention Center owned by the City of Tampa through a grant made to the City.

SECURITY
 The County's Fourth Cent Tourist Development Tax. ('4th Cent TDT')

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/1/2027	570,000	Serial	4.20%	128,848.75	698,848.75		5,530,000	30.27%
4/1/2028				116,878.75	116,878.75	815,727.50	5,530,000	30.27%
10/1/2028	595,000	Serial	4.20%	116,878.75	711,878.75		4,935,000	27.01%
4/1/2029				104,383.75	104,383.75	816,262.50	4,935,000	27.01%
10/1/2029	620,000	Serial	4.20%	104,383.75	724,383.75		4,315,000	23.62%
4/1/2030				91,363.75	91,363.75	815,747.50	4,315,000	23.62%
10/1/2030	645,000	Serial	4.20%	91,363.75	736,363.75		3,670,000	20.09%
4/1/2031				77,818.75	77,818.75	814,182.50	3,670,000	20.09%
10/1/2031	675,000	Serial	4.20%	77,818.75	752,818.75		2,995,000	16.39%
4/1/2032				63,643.75	63,643.75	816,462.50	2,995,000	16.39%
10/1/2032	700,000	Term 1	4.25%	63,643.75	763,643.75		2,295,000	12.56%
4/1/2033				48,768.75	48,768.75	812,412.50	2,295,000	12.56%
10/1/2033	735,000	Term 1	4.25%	48,768.75	783,768.75		1,560,000	8.54%
4/1/2034				33,150.00	33,150.00	816,918.75	1,560,000	8.54%
10/1/2034	765,000	Term 1	4.25%	33,150.00	798,150.00		795,000	4.35%
4/1/2035				16,893.75	16,893.75	815,043.75	795,000	4.35%
10/1/2035	795,000	Term 1	4.25%	16,893.75	811,893.75		0	0.00%
4/1/2036						811,893.75	0	0.00%
	17,865,000			11,426,836.25	29,291,836.25	29,291,836.25		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$27,125,000
HILLSBOROUGH COUNTY, FLORIDA
Fifth Cent Tourist Development Tax Refunding Revenue Bonds
Series 2006A

DATED: December 6, 2006
DELIVERED: December 6, 2006
 Earliest Optional Redemption Date / Price: 10/1/2016 100%
 True Interest Cost (TIC) 4.4091600%
 Arbitrage Yield 4.3372000%

Ratings **Underlying** **Insured ***
 Moody's A3 Aaa
 Standard & Poor's A AAA
 Fitch A+ AAA
 * Insurer: Ambac Assurance Corporation

PURPOSE
 To refund the Tampa Sports Authority Interlocal Payments Refunding Revenue Bonds (Ice Palace Project), Series 1998 which were issued to fund the acquisition, construction, installation and equipping of a multi purpose arena (The St. Pete Times Forum, formerly known as the Ice Palace).

SECURITY
 The County's Fifth Cent Tourist Development Tax. (5th Cent TDT) On parity with the County's Fifth Cent Tourist Development Tax Improvement Revenue Bonds, Series 2006B to be issued on or about December 19, 2006.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/1/2008	0	Serial	4.00%	582,293.75	582,293.75		27,125,000	100.00%
4/1/2009				582,293.75	582,293.75	1,164,587.50	27,125,000	100.00%
10/1/2009	0	Serial	4.00%	582,293.75	582,293.75		27,125,000	100.00%
4/1/2010				582,293.75	582,293.75	1,164,587.50	27,125,000	100.00%
10/1/2010	0	Serial	4.00%	582,293.75	582,293.75		27,125,000	100.00%
4/1/2011				582,293.75	582,293.75	1,164,587.50	27,125,000	100.00%
10/1/2011	630,000	Serial	4.50%	582,293.75	1,212,293.75		26,495,000	97.68%
4/1/2012				568,118.75	568,118.75	1,780,412.50	26,495,000	97.68%
10/1/2012	655,000	Serial	4.50%	568,118.75	1,223,118.75		25,840,000	95.26%
4/1/2013				553,381.25	553,381.25	1,776,500.00	25,840,000	95.26%
10/1/2013	685,000	Serial	4.50%	553,381.25	1,238,381.25		25,155,000	92.74%
4/1/2014				537,968.75	537,968.75	1,776,350.00	25,155,000	92.74%
10/1/2014	720,000	Serial	4.50%	537,968.75	1,257,968.75		24,435,000	90.08%
4/1/2015				521,768.75	521,768.75	1,779,737.50	24,435,000	90.08%
10/1/2015	750,000	Serial	4.50%	521,768.75	1,271,768.75		23,685,000	87.32%
4/1/2016				504,893.75	504,893.75	1,776,662.50	23,685,000	87.32%
10/1/2016	785,000	Serial	4.50%	504,893.75	1,289,893.75		22,900,000	84.42%
4/1/2017				487,231.25	487,231.25	1,777,125.00	22,900,000	84.42%
10/1/2017	820,000	Serial	4.50%	487,231.25	1,307,231.25		22,080,000	81.40%
4/1/2018				468,781.25	468,781.25	1,776,012.50	22,080,000	81.40%
10/1/2018	855,000	Serial	4.00%	468,781.25	1,323,781.25		21,225,000	78.25%
4/1/2019				451,681.25	451,681.25	1,775,462.50	21,225,000	78.25%
10/1/2019	890,000	Serial	4.00%	451,681.25	1,341,681.25		20,335,000	74.97%
4/1/2020				433,881.25	433,881.25	1,775,562.50	20,335,000	74.97%
10/1/2020	925,000	Serial	4.00%	433,881.25	1,358,881.25		19,410,000	71.56%
4/1/2021				415,381.25	415,381.25	1,774,262.50	19,410,000	71.56%
10/1/2021	960,000	Serial	4.00%	415,381.25	1,375,381.25		18,450,000	68.02%
4/1/2022				396,181.25	396,181.25	1,771,562.50	18,450,000	68.02%
10/1/2022	1,000,000	Serial	4.00%	396,181.25	1,396,181.25		17,450,000	64.33%
4/1/2023				376,181.25	376,181.25	1,772,362.50	17,450,000	64.33%
10/1/2023	1,040,000	Serial	4.13%	376,181.25	1,416,181.25		16,410,000	60.50%
4/1/2024				354,731.25	354,731.25	1,770,912.50	16,410,000	60.50%
10/1/2024	1,085,000	Serial	4.13%	354,731.25	1,439,731.25		15,325,000	56.50%
4/1/2025				332,353.13	332,353.13	1,772,084.38	15,325,000	56.50%
10/1/2025	1,130,000	Serial	4.13%	332,353.13	1,462,353.13		14,195,000	52.33%
4/1/2026				309,046.88	309,046.88	1,771,400.00	14,195,000	52.33%
10/1/2026	1,175,000	Serial	4.13%	309,046.88	1,484,046.88		13,020,000	48.00%
4/1/2027				284,812.50	284,812.50	1,768,859.38	13,020,000	48.00%
10/1/2027	1,220,000	Term 1	4.38%	284,812.50	1,504,812.50		11,800,000	43.50%
4/1/2028				258,125.00	258,125.00	1,762,937.50	11,800,000	43.50%
10/1/2028	1,270,000	Term 1	4.38%	258,125.00	1,528,125.00		10,530,000	38.82%

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$27,125,000
HILLSBOROUGH COUNTY, FLORIDA
Fifth Cent Tourist Development Tax Refunding Revenue Bonds
Series 2006A

DATED: December 6, 2006
DELIVERED: December 6, 2006
 Earliest Optional Redemption Date / Price: 10/1/2016 100%
 True Interest Cost (TIC) 4.4091600%
 Arbitrage Yield 4.3372000%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A3	Aaa
Standard & Poor's	A	AAA
Fitch	A+	AAA
* Insurer: Ambac Assurance Corporation		

PURPOSE
 To refund the Tampa Sports Authority Interlocal Payments Refunding Revenue Bonds (Ice Palace Project), Series 1998 which were issued to fund the acquisition, construction, installation and equipping of a multi purpose arena (The St. Pete Times Forum, formerly known as the Ice Palace).

SECURITY
 The County's Fifth Cent Tourist Development Tax. (5th Cent TDT') On parity with the County's Fifth Cent Tourist Development Tax Improvement Revenue Bonds, Series 2006B to be issued on or about December 19, 2006.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
4/1/2029				230,343.75	230,343.75	1,758,468.75	10,530,000	38.82%
10/1/2029	1,325,000	Term 1	4.38%	230,343.75	1,555,343.75		9,205,000	33.94%
4/1/2030				201,359.38	201,359.38	1,756,703.13	9,205,000	33.94%
10/1/2030	1,380,000	Term 1	4.38%	201,359.38	1,581,359.38		7,825,000	28.85%
4/1/2031				171,171.88	171,171.88	1,752,531.25	7,825,000	28.85%
10/1/2031	1,440,000	Term 1	4.38%	171,171.88	1,611,171.88		6,385,000	23.54%
4/1/2032				139,671.88	139,671.88	1,750,843.75	6,385,000	23.54%
10/1/2032	1,500,000	Term 2	4.38%	139,671.88	1,639,671.88		4,885,000	18.01%
4/1/2033				106,859.38	106,859.38	1,746,531.25	4,885,000	18.01%
10/1/2033	1,560,000	Term 2	4.38%	106,859.38	1,666,859.38		3,325,000	12.26%
4/1/2034				72,734.38	72,734.38	1,739,593.75	3,325,000	12.26%
10/1/2034	1,630,000	Term 2	4.38%	72,734.38	1,702,734.38		1,695,000	6.25%
4/1/2035				37,078.13	37,078.13	1,739,812.50	1,695,000	6.25%
10/1/2035	1,695,000	Term 2	4.38%	37,078.13	1,732,078.13		0	0.00%
4/1/2035						1,732,078.13	0	0.00%
	27,125,000			20,503,531.25	47,628,531.25	47,628,531.25		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$7,200,000

HILLSBOROUGH COUNTY, FLORIDA

Fifth Cent Tourist Development Tax Improvement Revenue Bonds

Series 2006B

DATED: December 19, 2006

DELIVERED: December 19, 2006

Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity

True Interest Cost (TIC) 4.0544290%

Arbitrage Yield 3.9304670%

Ratings

Moody's

Standard & Poor's

Fitch

Underlying

A3

A

A+

Insured *

Aaa

AAA

AAA

* Insurer: Ambac Assurance Corporation

PURPOSE

To fund the acquisition and construction of various capital improvements to the St. Pete Times Forum which was formerly known as the Ice Palace and the Tampa Bay Arena owned by the County.

SECURITY

The County's Fifth Cent Tourist Development Tax. ('5th Cent TDT') On parity with the County's Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2006A issued on December 6, 2006.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
2/1/2009	955,000	Serial	3.40%	73,135.00	1,028,135.00		2,965,000	41.18%
8/1/2009	960,000	Serial	3.50%	56,900.00	1,016,900.00	2,045,035.00	2,005,000	27.85%
2/1/2010	2,005,000	Serial	4.00%	40,100.00	2,045,100.00		0	0.00%
8/1/2010	0		4.00%	-	-	2,045,100.00	0	0.00%
	3,920,000			170,135.00	4,090,135.00	4,090,135.00		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

**\$191,800,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Revenue Bonds
Series 2007**

DATED: October 31, 2007
DELIVERED: October 31, 2007
 Earliest Optional Call Date / Price: 11/1/2017 100%
 True Interest Cost (TIC) 4.320623%
 Arbitrage Yield 4.185489%

Ratings	Underlying	Insured *
Moody's	Aa3	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

* Insurer: Ambac Assurance Corporation

PURPOSE
 To finance the acquisition and construction of transportation and other capital improvements projects in the County and redeem, if the County elects to, outstanding commercial paper notes issued to provide interim financing for the projects.

SECURITY
 The Community Investment Tax Revenues. The lien and pledge of the CIT revenues is on a parity with the outstanding CIT Revenue Bonds, Series 2001 A and B, Series 2004 and the Court Facilities Refunding Revenue Bonds, Series 2005.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/1/2008	7,135,000	Serial	5.00%	4,659,856.25	11,794,856.25		184,665,000	96.28%
5/1/2009	0	Serial	0.00%	4,481,481.25	4,481,481.25	16,276,337.50	184,665,000	96.28%
11/1/2009	7,495,000	Serial	5.00%	4,481,481.25	11,976,481.25		177,170,000	92.37%
5/1/2010	0	Serial	0.00%	4,294,106.25	4,294,106.25	16,270,587.50	177,170,000	92.37%
11/1/2010	7,865,000	Serial	5.00%	4,294,106.25	12,159,106.25		169,305,000	88.27%
5/1/2011	0	Serial	0.00%	4,097,481.25	4,097,481.25	16,256,587.50	169,305,000	88.27%
11/1/2011	8,240,000	Serial	4.00%	4,097,481.25	12,337,481.25		161,065,000	83.98%
5/1/2012	0	Serial	0.00%	3,932,681.25	3,932,681.25	16,270,162.50	161,065,000	83.98%
11/1/2012	8,540,000	Serial	4.00%	3,932,681.25	12,472,681.25		152,525,000	79.52%
5/1/2013	0	Serial	0.00%	3,761,881.25	3,761,881.25	16,234,562.50	152,525,000	79.52%
11/1/2013	8,860,000	Serial	5.00%	3,761,881.25	12,621,881.25		143,665,000	74.90%
5/1/2014	0	Serial	0.00%	3,540,381.25	3,540,381.25	16,162,262.50	143,665,000	74.90%
11/1/2014	9,290,000	Serial	5.00%	3,540,381.25	12,830,381.25		134,375,000	70.06%
5/1/2015	0	Serial	0.00%	3,308,131.25	3,308,131.25	16,138,512.50	134,375,000	70.06%
11/1/2015	9,740,000	Serial	5.00%	3,308,131.25	13,048,131.25		124,635,000	64.98%
5/1/2016	0	Serial	0.00%	3,064,631.25	3,064,631.25	16,112,762.50	124,635,000	64.98%
11/1/2016	10,200,000	Serial	5.00%	3,064,631.25	13,264,631.25		114,435,000	59.66%
5/1/2017	0	Serial	0.00%	2,809,631.25	2,809,631.25	16,074,262.50	114,435,000	59.66%
11/1/2017	10,690,000	Serial	5.00%	2,809,631.25	13,499,631.25		103,745,000	54.09%
5/1/2018	0	Serial	0.00%	2,542,381.25	2,542,381.25	16,042,012.50	103,745,000	54.09%
11/1/2018	11,240,000	Serial	5.00%	2,542,381.25	13,782,381.25		92,505,000	48.23%
5/1/2019	0	Serial	0.00%	2,261,381.25	2,261,381.25	16,043,762.50	92,505,000	48.23%
11/1/2019	11,810,000	Serial	5.00%	2,261,381.25	14,071,381.25		80,695,000	42.07%
5/1/2020	0	Serial	0.00%	1,966,131.25	1,966,131.25	16,037,512.50	80,695,000	42.07%
11/1/2020	12,395,000	Serial	5.00%	1,966,131.25	14,361,131.25		68,300,000	35.61%
5/1/2021	0	Serial	0.00%	1,656,256.25	1,656,256.25	16,017,387.50	68,300,000	35.61%
11/1/2021	13,020,000	Serial	5.00%	1,656,256.25	14,676,256.25		55,280,000	28.82%
5/1/2022	0	Serial	0.00%	1,330,756.25	1,330,756.25	16,007,012.50	55,280,000	28.82%
11/1/2022	13,665,000	Serial	4.25%	1,330,756.25	14,995,756.25		41,615,000	21.70%
5/1/2023	0	Serial	0.00%	1,040,375.00	1,040,375.00	16,036,131.25	41,615,000	21.70%
11/1/2023	14,240,000	Serial	5.00%	1,040,375.00	15,280,375.00		27,375,000	14.27%
5/1/2024	0	Serial	0.00%	684,375.00	684,375.00	15,964,750.00	27,375,000	14.27%
11/1/2024	14,935,000	Serial	5.00%	684,375.00	15,619,375.00		12,440,000	6.49%
5/1/2025	0	Serial	0.00%	311,000.00	311,000.00	15,930,375.00	12,440,000	6.49%
11/1/2025	12,440,000	Serial	5.00%	311,000.00	12,751,000.00		0	0.00%
5/1/2026	0	Serial	0.00%	-	-	12,751,000.00	0	0.00%
	191,800,000			94,825,981.25	286,625,981.25	286,625,981.25		

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$19,195,000

HILLSBOROUGH COUNTY, FLORIDA

Capital Improvement Non-Ad Valorem Refunding Revenue Bonds

Warehouse and Sheriff's Facilities Projects

Series 2008

DATED: May 5, 2008
DELIVERED: May 5, 2008
 Earliest Optional Redemption Date / Price 7/1/2018 100%
 True Interest Cost (TIC) 4.318463%
 Arbitrage Yield 4.221121%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa2	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA-	AA

* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE

To refund the County's Capital Improvement Non-Ad Valorem Revenue Bonds Series 1998 which were issued to 1) fund the acquisition and construction of a combined warehouse and operations center for various County agencies and two regional substations for the County sheriff's department, and 2) redeem an outstanding Note to the Florida Local Government Finance Commission.

SECURITY

Covenant to budget and appropriate legally available county non-ad valorem revenues.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
1/1/2009				390,931.25	390,931.25		19,195,000	100.00%
7/1/2009	660,000	Serial	5.00%	390,931.25	1,050,931.25	1,441,862.50	18,535,000	96.56%
1/1/2010				374,431.25	374,431.25		18,535,000	96.56%
7/1/2010	690,000	Serial	3.25%	374,431.25	1,064,431.25	1,438,862.50	17,845,000	92.97%
1/1/2011				363,218.75	363,218.75		17,845,000	92.97%
7/1/2011	710,000	Serial	3.25%	363,218.75	1,073,218.75	1,436,437.50	17,135,000	89.27%
1/1/2012				351,681.25	351,681.25		17,135,000	89.27%
7/1/2012	735,000	Serial	3.25%	351,681.25	1,086,681.25	1,438,362.50	16,400,000	85.44%
1/1/2013				339,737.50	339,737.50		16,400,000	85.44%
7/1/2013	760,000	Serial	3.50%	339,737.50	1,099,737.50	1,439,475.00	15,640,000	81.48%
1/1/2014				326,437.50	326,437.50		15,640,000	81.48%
7/1/2014	785,000	Serial	3.50%	326,437.50	1,111,437.50	1,437,875.00	14,855,000	77.39%
1/1/2015				312,700.00	312,700.00		14,855,000	77.39%
7/1/2015	810,000	Serial	3.50%	312,700.00	1,122,700.00	1,435,400.00	14,045,000	73.17%
1/1/2016				298,525.00	298,525.00		14,045,000	73.17%
7/1/2016	845,000	Serial	3.75%	298,525.00	1,143,525.00	1,442,050.00	13,200,000	68.77%
1/1/2017				282,681.25	282,681.25		13,200,000	68.77%
7/1/2017	875,000	Serial	3.75%	282,681.25	1,157,681.25	1,440,362.50	12,325,000	64.21%
1/1/2018				266,275.00	266,275.00		12,325,000	64.21%
7/1/2018	905,000	Serial	4.00%	266,275.00	1,171,275.00	1,437,550.00	11,420,000	59.49%
1/1/2019				248,175.00	248,175.00		11,420,000	59.49%
7/1/2019	945,000	Serial	4.00%	248,175.00	1,193,175.00	1,441,350.00	10,475,000	54.57%
1/1/2020				229,275.00	229,275.00		10,475,000	54.57%
7/1/2020	980,000	Serial	4.00%	229,275.00	1,209,275.00	1,438,550.00	9,495,000	49.47%
1/1/2021				209,675.00	209,675.00		9,495,000	49.47%
7/1/2021	1,020,000	Serial	4.13%	209,675.00	1,229,675.00	1,439,350.00	8,475,000	44.15%
1/1/2022				188,637.50	188,637.50		8,475,000	44.15%
7/1/2022	1,060,000	Serial	4.25%	188,637.50	1,248,637.50	1,437,275.00	7,415,000	38.63%
1/1/2023				166,112.50	166,112.50		7,415,000	38.63%
7/1/2023	1,105,000	Serial	4.38%	166,112.50	1,271,112.50	1,437,225.00	6,310,000	32.87%
1/1/2024				141,940.63	141,940.63		6,310,000	32.87%
7/1/2024	1,155,000	Serial	4.38%	141,940.63	1,296,940.63	1,438,881.25	5,155,000	26.86%
1/1/2025				116,675.00	116,675.00		5,155,000	26.86%
7/1/2025	1,205,000	Serial	4.50%	116,675.00	1,321,675.00	1,438,350.00	3,950,000	20.58%

REVENUE BONDS: NON-ENTERPRISE/NON-AD VALOREM

\$19,195,000

HILLSBOROUGH COUNTY, FLORIDA

Capital Improvement Non-Ad Valorem Refunding Revenue Bonds

Warehouse and Sheriff's Facilities Projects

Series 2008

DATED: May 5, 2008
DELIVERED: May 5, 2008
 Earliest Optional Redemption Date / Price 7/1/2018 100%
 True Interest Cost (TIC) 4.318463%
 Arbitrage Yield 4.221121%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa2	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA-	AA

* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE
 To refund the County's Capital Improvement Non-Ad Valorem Revenue Bonds Series 1998 which were issued to 1) fund the acquisition and construction of a combined warehouse and operations center for various County agencies and two regional substations for the County sheriff's department, and 2) redeem an outstanding Note to the Florida Local Government Finance Commission.

SECURITY
 Covenant to budget and appropriate legally available county non-ad valorem revenues.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
1/1/2026				89,562.50	89,562.50		3,950,000	20.58%
7/1/2026	1,260,000	Serial	4.50%	89,562.50	1,349,562.50	1,439,125.00	2,690,000	14.01%
1/1/2027				61,212.50	61,212.50		2,690,000	14.01%
7/1/2027	1,315,000	Serial	4.50%	61,212.50	1,376,212.50	1,437,425.00	1,375,000	7.16%
1/1/2028				31,625.00	31,625.00		1,375,000	7.16%
7/1/2028	1,375,000	Serial	4.60%	31,625.00	1,406,625.00	1,438,250.00	0	0.00%
19,195,000				9,579,018.75	28,774,018.75	28,774,018.75		

REVENUE BONDS: ENTERPRISE FUNDS

WATER AND WASTEWATER

The County's water and wastewater bonds are secured solely by a pledge of the revenues of the water and wastewater utility system. Utility system debt outstanding as of September 30, 2008 is \$130,470,000.

The **Series 2001 Junior Lien Refunding Utility Revenue Bonds** were issued in the amount of \$186,105,000 to refund \$212.9 million in outstanding Series 1991A and B bonds and a portion of the outstanding Series 1993 bonds. The refunding reduced system debt service over the following 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 \$25.5 present value savings calculation from the refunding includes the termination payment made by the County.

The **Series 2003 Refunding Utility Revenue Bonds** were issued in the amount of \$50,440,000 to refund the remaining outstanding \$112.56 million 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.

WATER AUTHORITY

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 \$108.39 million to purchase a newly constructed desalination facility and to pay outstanding short-term interim loans. As of September 30, 2008, TBW has debt outstanding, including accreted interest on capital appreciation bonds, in the amount of \$1,231,951,109. The County's current proportionate obligation to TBW is treated as a current operating and maintenance expense of the County's water and wastewater system and is not reflected as a debt of the County.

SOLID WASTE

Solid Waste and Resource Recovery Revenue Bonds are secured solely by a pledge of the revenues of the solid waste system. Solid waste system debt outstanding as of September 30, 2008 is \$155,065,000.

The **Series 2006A Solid Waste & Resource Recovery Revenue Bonds** (AMT), issued in the amount of \$116,990,000, and the **Series 2006B Solid Waste & Resource Recovery Revenue Bonds** (non-AMT), issued in the amount of \$40,360,000, funded the cost of design, acquisition, construction and equipping of certain solid waste disposal facilities and expansion of the County's resource recovery facility. Currently, the Series 2006 bonds are the only indebtedness of the County's solid waste system.

REVENUE BONDS: ENTERPRISE FUNDS

Amount Outstanding FYE 2008	Dated Date	Issue	Security	Insured/ Underlying Ratings ¹	Bond Insurance	Final Maturity
<u>Water and Wastewater Bonds</u>						
\$106,085,000	5/01/2001	\$186,105,000 Refunding Utility Revenue Bonds, Series 2001	Utility System Net Revenues/ Available Capacity Fees	Aaa/AAA/AAA Aa2/AA+/AA	AMBAC	08/01/15
\$24,385,000	7/13/2003	\$50,440,000 Refunding Utility Revenue Bonds, Series 2003	Utility System Net Revenues/ Available Capacity Fees	Aaa/AAA/AAA Aa2/AA+/A A	FGIC	08/01/13
<u>\$0</u>	12/14/2005	\$75,000,000 Subordinated Utility Revenue Commercial Paper Notes, Series A, Series B (AMT) & Series C (Taxable)	Utility System Net Revenues/ Available Capacity Fees	NA P-1/A-1+/F1+	NA	08/01/13
\$130,470,000		Water and Wastewater total				
<u>Solid Waste Revenue Bonds</u>						
\$114,705,000	11/14/2006	\$116,990,000 Solid Waste & Resource Recovery Revenue Bonds Series 2006A (AMT)	Net Revenues of Solid Waste & Resource Recovery System	Aaa/AAA/AAA A1/A/A	AMBAC	9/01/34
<u>\$40,360,000</u>	11/14/2006	\$40,360,000 Solid Waste & Resource Recovery Revenue Bonds Series 2006B (NON-AMT)	Net Revenues of Solid Waste & Resource Recovery System	Aaa/AAA/AAA A1/A/A	AMBAC	9/01/30
\$155,065,000		Solid Waste total				
<u>Total Water, Wastewater and Solid Waste Revenue Bonds</u>						
\$285,535,000		Grand Total				

^{*} Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

REVENUE BONDS: ENTERPRISE FUNDS**As of 9/30/2008****AGGREGATE DEBT SERVICE SCHEDULE
(Excluding Commercial Paper Program)**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Fiscal Year Interest*</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2009	25,295,000	13,947,605	39,242,605	260,240,000	66.07%
2010	23,660,000	12,778,997	36,438,997	236,580,000	60.06%
2011	22,105,000	11,591,163	33,696,163	214,475,000	54.45%
2012	23,985,000	10,392,467	34,377,467	190,490,000	48.36%
2013	24,805,000	9,111,429	33,916,429	165,685,000	42.06%
2014	12,600,000	7,908,865	20,508,865	153,085,000	38.86%
2015	14,855,000	7,219,754	22,074,754	138,230,000	35.09%
2016	4,570,000	6,525,908	11,095,908	133,660,000	33.93%
2017	4,800,000	6,296,450	11,096,450	128,860,000	32.71%
2018	5,035,000	6,055,471	11,090,471	123,825,000	31.44%
2019	5,290,000	5,802,658	11,092,658	118,535,000	30.09%
2020	5,555,000	5,537,054	11,092,054	112,980,000	28.68%
2021	5,830,000	5,258,158	11,088,158	107,150,000	27.20%
2022	6,125,000	4,965,429	11,090,429	101,025,000	25.65%
2023	6,430,000	4,657,908	11,087,908	94,595,000	24.02%
2024	6,750,000	4,335,075	11,085,075	87,845,000	22.30%
2025	7,090,000	3,996,158	11,086,158	80,755,000	20.50%
2026	7,445,000	3,640,179	11,085,179	73,310,000	18.61%
2027	7,815,000	3,269,644	11,084,644	65,495,000	16.63%
2028	8,170,000	2,916,638	11,086,638	57,325,000	14.55%
2029	8,535,000	2,547,619	11,082,619	48,790,000	12.39%

REVENUE BONDS: ENTERPRISE FUNDS

As of 9/30/2008

**AGGREGATE DEBT SERVICE SCHEDULE
(Excluding Commercial Paper Program)**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Fiscal Year Interest*</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2030	8,920,000	2,162,100	11,082,100	39,870,000	10.12%
2031	9,320,000	1,759,200	11,079,200	30,550,000	7.76%
2032	9,740,000	1,338,225	11,078,225	20,810,000	5.28%
2033	10,175,000	898,294	11,073,294	10,635,000	2.70%
2034	10,635,000	438,694	11,073,694	-	0.00%
	285,535,000	145,351,142	430,886,142		

* modified accrual basis

REVENUE BONDS: ENTERPRISE FUNDS

**\$186,105,000
HILLSBOROUGH COUNTY, FLORIDA
Junior Lien Refunding Utility Revenue Bonds
Series 2001**

DATED: May 1, 2001
DELIVERED: May 17, 2001

Ratings	Underlying	Insured *
Moody's	Aa2	Aaa
Standard & Poor's	AA+	AAA

Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC) 5.064923%
Arbitrage Yield 4.832302%

Fitch AA AAA
* Insurer: Ambac Assurance Corporation

PURPOSE
Currently refunded Series 1991A and B Bonds, advance refunded the Series 1993 Bonds, and to pay costs of assigning a forward swaption.

SECURITY
Utility System Net Revenues and available Capacity Fees. On parity with Refunding Utility Revenue Bonds, Series 2003.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
2/1/2009				2,806,877.50	2,806,877.50	-	106,085,000	57.00%
8/1/2009	15,560,000	Serial	4.25 - 5.5%	2,806,877.50	18,366,877.50	21,054,705.00	90,525,000	48.64%
2/1/2010				2,449,727.50	2,449,727.50	-	90,525,000	48.64%
8/1/2010	16,270,000	Serial	4.5 - 5.5%	2,449,727.50	18,719,727.50	21,031,105.00	74,255,000	39.90%
2/1/2011				2,034,677.50	2,034,677.50	-	74,255,000	39.90%
8/1/2011	17,105,000	Serial	4.6 - 5.5%	2,034,677.50	19,139,677.50	21,018,279.17	57,150,000	30.71%
2/1/2012				1,566,450.00	1,566,450.00	-	57,150,000	30.71%
8/1/2012	18,040,000	Serial	4.7 - 5.5%	1,566,450.00	19,606,450.00	21,007,733.33	39,110,000	21.02%
2/1/2013				1,070,950.00	1,070,950.00	-	39,110,000	21.02%
8/1/2013	19,035,000	Serial	5.50%	1,070,950.00	20,105,950.00	21,002,412.50	20,075,000	10.79%
2/1/2014				547,487.50	547,487.50	-	20,075,000	10.79%
8/1/2014	9,575,000	Serial	4.8 - 5.5%	547,487.50	10,122,487.50	10,582,519.17	10,500,000	5.64%
2/1/2015				285,120.00	285,120.00	-	10,500,000	5.64%
8/1/2015	10,500,000	Serial	4.9 - 5.5%	285,120.00	10,785,120.00	10,975,200.00	0	0.00%
	106,085,000			21,522,580.00	127,607,580.00	126,671,954.17		

* Split Coupon
** Modified accrual basis

REVENUE BONDS: ENTERPRISE FUNDS

**\$50,440,000
HILLSBOROUGH COUNTY, FLORIDA
Refunding Utility Revenue Bonds
Series 2003**

DATED: July 18, 2003
DELIVERED: July 18, 2003

Ratings	Underlying	Insured *
Moody's	Aa2	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

Earliest Optional Redemption Date/Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC) 2.642473%
Arbitrage Yield 5.580597%

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
Currently refunded the Series 1993 Bonds, and terminated a forward interest rate swaption agreement.

SECURITY
Utility System Net Revenues and available Capacity Fees. On parity with Refunding Utility Revenue Bonds, Series 2001.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
2/1/2009				609,625.00	609,625.00	-	24,385,000	48.34%
8/1/2009	5,210,000	Serial	5.00%	609,625.00	5,819,625.00	6,385,833.33	19,175,000	38.02%
2/1/2010				479,375.00	479,375.00	-	19,175,000	38.02%
8/1/2010	5,475,000	Serial	5.00%	479,375.00	5,954,375.00	6,388,125.00	13,700,000	27.16%
2/1/2011				342,500.00	342,500.00	-	13,700,000	27.16%
8/1/2011	5,000,000	Serial	5.00%	342,500.00	5,342,500.00	5,643,333.33	8,700,000	17.25%
2/1/2012				217,500.00	217,500.00	-	8,700,000	17.25%
8/1/2012	5,000,000	Serial	5.00%	217,500.00	5,217,500.00	5,393,333.33	3,700,000	7.34%
2/1/2013				92,500.00	92,500.00	-	3,700,000	7.34%
8/1/2013	3,700,000	Serial	5.00%	92,500.00	3,792,500.00	3,854,166.67	0	0.00%
				24,385,000	3,483,000.00	27,868,000.00	27,664,791.67	

* Modified accrual basis

REVENUE BONDS: ENTERPRISE FUNDS

\$75,000,000
HILLSBOROUGH COUNTY, FLORIDA
Subordinated Utility Revenue Commercial Paper Notes
Series A, Series B (AMT) and Series C (Taxable)

Commercial Paper Program Starts: December 14, 2005

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	P-1	NA
Standard & Poor's	A-1+	NA
Fitch	F1+	NA

True Interest Cost (TIC) NA
 Arbitrage Yield NA

PURPOSE
 To provide low cost, short-term financing to pay the costs of acquisition, construction and equipping of certain capital improvement projects of the Water and Wastewater System of the County. The permissible issuance amount is up to \$75 million.

SECURITY
 On a parity with any additional Commercial Paper Notes hereafter issued up to a maximum aggregate principal amount of \$75 million and junior and subordinate to the County's outstanding Refunding Utility Revenue Bonds, Series 2001 and Series 2003. Also these notes are secured by an irrevocable direct-pay Letter of Credit.

<i>Maturity Date</i>	<i>Outstanding Principal Amount *</i>	<i>Bond Type</i>	<i>Interest Rate</i>	<i>Issue Date</i>	<i>Anticipated Action At Maturity</i>
none outstanding	0	S-T Note			none outstanding
	0	S-T Note			
	0	S-T Note			
	0	S-T Note			
	0	S-T Note			
<hr/>					
	0				

* In any given fiscal year outstanding commercial paper notes are rolled over and/or partially retired depending upon strategic financial planning decisions to utilize cash resources and long-term debt issuance. In either case, it is the County's policy to minimize borrowing costs while ensuring equity among the payors of County liabilities and the beneficiaries of County assets.

REVENUE BONDS: ENTERPRISE FUNDS

**\$116,990,000
HILLSBOROUGH COUNTY, FLORIDA
Solid Waste and Resource Recovery Revenue Bonds
Series 2006A (AMT)**

DATED: November 14, 2006
DELIVERED: November 14, 2006

Ratings	Underlying	Insured *
Moody's	A1	Aaa
Standard & Poor's	A	AAA

Earliest Optional Redemption Date / Pri: 9/1/2016 100%
True Interest Cost (TIC) 4.541658% (Series 2006A & 2006B)
Arbitrage Yield 4.576538% (Series 2006A & 2006B)

Fitch A AAA
* Insurer: Ambac Assurance Corporation

PURPOSE
Fund the costs of design, acquisition, construction and equipping of solid waste disposal and resource recovery facilities owned by the County.

SECURITY
A lien on solid waste and resource recovery System Net Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
3/1/2009	0			2,725,587.50	2,725,587.50	-	114,705,000	98.05%
9/1/2009	4,525,000	Serial	4.00%	2,725,587.50	7,250,587.50	9,961,091.67	110,180,000	94.18%
3/1/2010	0			2,635,087.50	2,635,087.50	-	110,180,000	94.18%
9/1/2010	1,915,000	Serial	4.00%	2,635,087.50	4,550,087.50	7,178,791.67	108,265,000	92.54%
3/1/2011	0			2,596,787.50	2,596,787.50	-	108,265,000	92.54%
9/1/2011	0	Serial	4.00%	2,596,787.50	2,596,787.50	5,193,575.00	108,265,000	92.54%
3/1/2012	0			2,596,787.50	2,596,787.50	-	108,265,000	92.54%
9/1/2012	945,000	Serial	4.00%	2,596,787.50	3,541,787.50	6,135,425.00	107,320,000	91.73%
3/1/2013	0			2,577,887.50	2,577,887.50	-	107,320,000	91.73%
9/1/2013	0	Serial	5.00%	2,577,887.50	2,577,887.50	5,155,775.00	107,320,000	91.73%
3/1/2014	0			2,577,887.50	2,577,887.50	-	107,320,000	91.73%
9/1/2014	3,025,000	Serial	5.00%	2,577,887.50	5,602,887.50	8,168,170.83	104,295,000	89.15%
3/1/2015	0			2,502,262.50	2,502,262.50	-	104,295,000	89.15%
9/1/2015	0	Serial	5.00%	2,502,262.50	2,502,262.50	5,004,525.00	104,295,000	89.15%
3/1/2016	0			2,502,262.50	2,502,262.50	-	104,295,000	89.15%
9/1/2016	1,900,000	Serial	5.00%	2,502,262.50	4,402,262.50	6,896,608.33	102,395,000	87.52%
3/1/2017	0			2,454,762.50	2,454,762.50	-	102,395,000	87.52%
9/1/2017	4,800,000	Serial	5.00%	2,454,762.50	7,254,762.50	9,689,525.00	97,595,000	83.42%
3/1/2018	0			2,334,762.50	2,334,762.50	-	97,595,000	83.42%
9/1/2018	5,035,000	Serial	5.00%	2,334,762.50	7,369,762.50	9,683,545.83	92,560,000	79.12%
3/1/2019	0			2,208,887.50	2,208,887.50	-	92,560,000	79.12%
9/1/2019	5,290,000	Serial	5.00%	2,208,887.50	7,498,887.50	9,685,733.33	87,270,000	74.60%
3/1/2020	0			2,076,637.50	2,076,637.50	-	87,270,000	74.60%
9/1/2020	5,555,000	Serial	5.00%	2,076,637.50	7,631,637.50	9,685,129.17	81,715,000	69.85%
3/1/2021	0			1,937,762.50	1,937,762.50	-	81,715,000	69.85%
9/1/2021	5,830,000	Serial	5.00%	1,937,762.50	7,767,762.50	9,681,233.33	75,885,000	64.86%
3/1/2022	0			1,792,012.50	1,792,012.50	-	75,885,000	64.86%
9/1/2022	6,125,000	Serial	5.00%	1,792,012.50	7,917,012.50	9,683,504.17	69,760,000	59.63%
3/1/2023	0			1,638,887.50	1,638,887.50	-	69,760,000	59.63%
9/1/2023	6,430,000	Serial	5.00%	1,638,887.50	8,068,887.50	9,680,983.33	63,330,000	54.13%
3/1/2024	0			1,478,137.50	1,478,137.50	-	63,330,000	54.13%
9/1/2024	6,750,000	Serial	5.00%	1,478,137.50	8,228,137.50	9,678,150.00	56,580,000	48.36%
3/1/2025	0			1,309,387.50	1,309,387.50	-	56,580,000	48.36%
9/1/2025	7,090,000	Serial	5.00%	1,309,387.50	8,399,387.50	9,679,233.33	49,490,000	42.30%
3/1/2026	0			1,132,137.50	1,132,137.50	-	49,490,000	42.30%
9/1/2026	7,445,000	Serial	5.00%	1,132,137.50	8,577,137.50	9,678,254.17	42,045,000	35.94%
3/1/2027	0			946,012.50	946,012.50	-	42,045,000	35.94%
9/1/2027	0	-	0.00%	946,012.50	946,012.50	1,892,025.00	42,045,000	35.94%
3/1/2028	0			946,012.50	946,012.50	-	42,045,000	35.94%
9/1/2028	0	-	0.00%	946,012.50	946,012.50	1,892,025.00	42,045,000	35.94%
3/1/2029	0			946,012.50	946,012.50	-	42,045,000	35.94%

REVENUE BONDS: ENTERPRISE FUNDS

**\$116,990,000
HILLSBOROUGH COUNTY, FLORIDA
Solid Waste and Resource Recovery Revenue Bonds
Series 2006A (AMT)**

DATED: November 14, 2006
DELIVERED: November 14, 2006

Ratings	Underlying	Insured *
Moody's	A1	Aaa
Standard & Poor's	A	AAA
Fitch	A	AAA

* Insurer: Ambac Assurance Corporation

Earliest Optional Redemption Date / Pri: 9/1/2016 100%
True Interest Cost (TIC) 4.541658% (Series 2006A & 2006B)
Arbitrage Yield 4.576538% (Series 2006A & 2006B)

PURPOSE
Fund the costs of design, acquisition, construction and equipping of solid waste disposal and resource recovery facilities owned by the County.

SECURITY
A lien on solid waste and resource recovery System Net Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
9/1/2029	0	-	0.00%	946,012.50	946,012.50	1,892,025.00	42,045,000	35.94%
3/1/2030	0			946,012.50	946,012.50	-	42,045,000	35.94%
9/1/2030	2,175,000	Term 1	4.50%	946,012.50	3,121,012.50	4,058,868.75	39,870,000	34.08%
3/1/2031	0			897,075.00	897,075.00	-	39,870,000	34.08%
9/1/2031	9,320,000	Term 1	4.50%	897,075.00	10,217,075.00	11,079,200.00	30,550,000	26.11%
3/1/2032	0			687,375.00	687,375.00	-	30,550,000	26.11%
9/1/2032	9,740,000	Term 1	4.50%	687,375.00	10,427,375.00	11,078,225.00	20,810,000	17.79%
3/1/2033	0			468,225.00	468,225.00	-	20,810,000	17.79%
9/1/2033	10,175,000	Term 1	4.50%	468,225.00	10,643,225.00	11,073,293.75	10,635,000	9.09%
3/1/2034	0			239,287.50	239,287.50	-	10,635,000	9.09%
9/1/2034	10,635,000	Term 1	4.50%	239,287.50	10,874,287.50	11,073,693.75	0	0.00%
				114,705,000	90,307,875.00	205,012,875.00	204,558,610.42	

* Modified accrual basis

REVENUE BONDS: ENTERPRISE FUNDS

\$40,360,000
HILLSBOROUGH COUNTY, FLORIDA
Solid Waste and Resource Recovery Revenue Bonds
Series 2006B (NON-AMT)

DATED: November 14, 2006
DELIVERED: November 14, 2006
 Earliest Optional Redemption Date / Price: 9/1/2016 100%
 True Interest Cost (TIC) 4.541658% (Series 2006A & 2006B)
 Arbitrage Yield 4.576538% (Series 2006A & 2006B)

Ratings	Underlying	Insured *
Moody's	A1	Aaa
Standard & Poor's	A	AAA
Fitch	A	AAA
* Insurer: Ambac Assurance Corporation		

PURPOSE
 Fund the costs of design, acquisition, construction and equipping of solid waste disposal and resource recovery facilities owned by the County.

SECURITY
 A lien on solid waste and resource recovery System Net Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
3/1/2009	0			920,487.50	920,487.50	-	40,360,000	100.00%
9/1/2009	0	Serial	4.00%	920,487.50	920,487.50	1,840,975.00	40,360,000	100.00%
3/1/2010	0			920,487.50	920,487.50	-	40,360,000	100.00%
9/1/2010	0	Serial	4.00%	920,487.50	920,487.50	1,840,975.00	40,360,000	100.00%
3/1/2011	0			920,487.50	920,487.50	-	40,360,000	100.00%
9/1/2011	0	Serial	4.00%	920,487.50	920,487.50	1,840,975.00	40,360,000	100.00%
3/1/2012	0			920,487.50	920,487.50	-	40,360,000	100.00%
9/1/2012	0	Serial	4.00%	920,487.50	920,487.50	1,840,975.00	40,360,000	100.00%
3/1/2013	0			920,487.50	920,487.50	-	40,360,000	100.00%
9/1/2013	2,070,000	Serial	4.00%	920,487.50	2,990,487.50	3,904,075.00	38,290,000	94.87%
3/1/2014	0			879,087.50	879,087.50	-	38,290,000	94.87%
9/1/2014	0	Serial	5.00%	879,087.50	879,087.50	1,758,175.00	38,290,000	94.87%
3/1/2015	0			879,087.50	879,087.50	-	38,290,000	94.87%
9/1/2015	4,355,000	Serial	5.00%	879,087.50	5,234,087.50	6,095,029.17	33,935,000	84.08%
3/1/2016	0			770,212.50	770,212.50	-	33,935,000	84.08%
9/1/2016	2,670,000	Serial	5.00%	770,212.50	3,440,212.50	4,199,300.00	31,265,000	77.47%
3/1/2017	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2017	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2018	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2018	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2019	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2019	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2020	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2020	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2021	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2021	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2022	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2022	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2023	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2023	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2024	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2024	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2025	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2025	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2026	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2026	0	Serial	5.00%	703,462.50	703,462.50	1,406,925.00	31,265,000	77.47%
3/1/2027	0			703,462.50	703,462.50	-	31,265,000	77.47%
9/1/2027	7,815,000	Term 1	0.00%	703,462.50	8,518,462.50	9,192,618.75	23,450,000	58.10%
3/1/2028	0			527,625.00	527,625.00	-	23,450,000	58.10%
9/1/2028	8,170,000	Term 1	0.00%	527,625.00	8,697,625.00	9,194,612.50	15,280,000	37.86%
3/1/2029	0			343,800.00	343,800.00	-	15,280,000	37.86%

REVENUE BONDS: ENTERPRISE FUNDS

**\$40,360,000
HILLSBOROUGH COUNTY, FLORIDA
Solid Waste and Resource Recovery Revenue Bonds
Series 2006B (NON-AMT)**

DATED: November 14, 2006
DELIVERED: November 14, 2006
 Earliest Optional Redemption Date / Price: 9/1/2016 100%
 True Interest Cost (TIC) 4.541658% (Series 2006A & 2006B)
 Arbitrage Yield 4.576538% (Series 2006A & 2006B)

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A1	Aaa
Standard & Poor's	A	AAA
Fitch	A	AAA

* Insurer: Ambac Assurance Corporation

PURPOSE
 Fund the costs of design, acquisition, construction and equipping of solid waste disposal and resource recovery facilities owned by the County.

SECURITY
 A lien on solid waste and resource recovery System Net Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service*</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
9/1/2029	8,535,000	Term 1	0.00%	343,800.00	8,878,800.00	9,190,593.75	6,745,000	16.71%
3/1/2030	0			151,762.50	151,762.50	-	6,745,000	16.71%
9/1/2030	6,745,000	Term 1	4.50%	151,762.50	6,896,762.50	7,023,231.25	0	0.00%
40,360,000				31,784,200.00	72,144,200.00	71,990,785.42		

* Modified accrual basis

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

The Tampa Sports Authority (TSA) has issued debt to finance a multipurpose arena ("St. Pete Times Forum") and a community stadium ("Raymond James Stadium"). This debt is primarily secured by certain revenues of the County as described in more detail below. As of September 30, 2008, \$133,250,000 of TSA-issued bonds related to these facilities are outstanding.

ARENA BONDS

Currently the TSA does not have any debt outstanding related to the St. Pete Times Forum (formerly known as the Ice Palace). During 2005 and 2006 the County issued direct debt (refunding revenue bonds) to defease the TSA bonds related to the arena in order to achieve debt service savings. The County-issued bonds are described more fully in the section of this report titled "Revenue Bond: Non Enterprise/ Non-ad valorem". A history of the transactions related to the arena is presented here for informational purposes:

The Tampa Sports Authority issued its \$27,685,000 Special Purpose Bonds, Series 1995 (the County Supported Bonds) and \$17,020,000 Taxable Surcharge Bonds, Series 1995 (the Surcharge Bonds) in order to finance a portion of the cost to construct the St. Pete Times Forum (formerly known as the Ice Palace). The Surcharge Bonds were refunded for debt service savings by the County's Arena Refunding Revenue Bonds, Series 2005 (the 2005 Bonds). The 2005 Bonds are secured by a covenant to budget and appropriate County non-ad valorem revenues. The 5th Cent Tourist Development Tax is the primary payment source for the Series 2005 Bonds.

The 1995 County Supported Bonds were refunded for debt service savings by TSA's \$30,185,000 County Interlocal Payments Refunding Revenue Bonds, Series 1998 (the 1998 Bonds). The 1998 bonds were, in turn, refunded by County- issued Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2006A (the Series 2006A Bonds). On December 19, 2006, the County also issued new money bonds, the Fifth Cent Tourist Development Tax Improvement Revenue Bonds, Series 2006B (the Series 2006B Bonds) to pay for certain capital improvements to the St. Pete Times Forum. The 5th Cent Tourist Development Tax is the sole security pledge and payment source for the Series 2006 A&B Bonds. (Please see Revenue Bonds: Non-Enterprise / Non-Ad Valorem for more details.)

The County expects that the 5th Cent Tourist Tax will produce sufficient revenues to pay debt service on the Series 2006 A and B bonds and the outstanding Series 2005 bonds.

STADIUM BONDS

Currently TSA has two debt issues outstanding, both issued in 2005, that are related to Raymond James Stadium (community stadium). In addition the County

issued direct debt in 2006 to refund a portion of TSA's stadium debt plus raise new money for certain other capital projects. The County-issued bonds are described more fully in the section of this report titled "Revenue Bond: Non Enterprise/ Non-ad valorem". A history of the transactions related to the stadium is presented here for informational purposes:

In June 1997, the TSA issued its Series 1997B Tampa Sports Authority Tourist Development Tax Revenue Bonds in the amount of \$11,190,000 to partially finance the acquisition, construction, and equipping of a new professional sports franchise stadium and related facilities (community stadium). Subsequently, TSA issued its Series 1997 Tampa Sports Authority Florida Sales Tax Payments Revenue Bonds in the amount of \$30,010,000 and its Series 1997 Tampa Sports Authority Local Option Sales Tax Revenue Bonds in the amount of \$148,945,000 to provide additional financing for the community stadium.

TSA issued its **Series 2005 Tampa Sports Authority Florida Sales Tax Payments Refunding Revenue Bonds** (Stadium Project) in the amount of \$27,015,000 to advance-refund the Series 1997 Florida Sales Tax Payments Revenue Bonds.

TSA issued its **Series 2005 Tampa Sports Authority Local Option Sales Tax Refunding Revenue Bonds** in the amount of \$114,865,000 to refund the Series 1997 Local Option Sales Tax Revenue Bonds.

The County issued its Series 2006 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds in the amount of \$18,270,000 to refund the outstanding Series 1997B Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project) and to finance the acquisition and/or construction of certain capital improvements to Legends Field and a grant to the City of Tampa to pay for certain capital improvements to the Tampa Convention Center. The 4th Cent Tourist Development Tax is the sole security pledge and payment source for the Series 2006 bonds. (Please see Revenue Bonds: Non-Enterprise / Non-Ad Valorem for more details.)

The community stadium bonds issued by the Tampa Sports Authority are primarily secured by certain revenues of the County. The bonds are secured in accordance with the Interlocal Agreement for Stadium Financing between the Tampa Sports Authority and the County. Pursuant to this Interlocal Agreement, the County pledged the following revenues to pay debt service on the stadium bonds: the 4th cent Tourist Development Tax to the \$11,190,000 Series 1997B Bonds (refunded in December 2006; the refunding bonds are direct County debt); receipts from the community investment tax to the Tampa Sports Authority Local Option Sales Tax Refunding Revenue Bonds, Series

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

2005 issued in the amount of \$114,865,000; 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 the \$27,015,000

Florida Sales Tax Payments Refunding Revenue Bonds, Series 2005.

<u>Amount Outstanding FYE 2008</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Tampa Sports Authority Debt</u>						
\$25,220,000	11/16/2005	\$27,015,000 Tampa Sports Authority Florida Sales Tax Payments Refunding Revenue Bonds (Stadium Project) Series 2005	Sales Tax Receipts pursuant to Florida Statutes	Aaa/AAA/AAA Aa3/A+/AA-	FSA	01/01/27
<u>\$108,030,000</u>	11/16/2005	\$114,865,000 Tampa Sports Authority Local Option Sales Tax Refunding Revenue Bonds (Stadium Project) Series 2005	The Authority Share of Local Option Infrastructure Surtax (Community Investment Tax "CIT")	Aaa/AAA/AAA Aa3/AA+/AA	FSA	01/01/27
<u>Total Tampa Sports Authority Debt</u>						
\$133,250,000		Grand total				

* Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES**As of 9/30/2008****AGGREGATE DEBT SERVICE SCHEDULE**

<i>Fiscal Year</i>	<i>Principal*</i>	<i>Interest*</i>	<i>Debt Service*</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2009	4,515,000	6,348,503	10,863,503	128,735,000	90.74%
2010	4,680,000	6,159,990	10,839,990	124,055,000	87.44%
2011	4,900,000	5,934,959	10,834,959	119,155,000	83.98%
2012	5,135,000	5,697,209	10,832,209	114,020,000	80.36%
2013	5,375,000	5,443,428	10,818,428	108,645,000	76.58%
2014	5,650,000	5,168,553	10,818,553	102,995,000	72.59%
2015	5,930,000	4,882,628	10,812,628	97,065,000	68.41%
2016	6,215,000	4,591,653	10,806,653	90,850,000	64.03%
2017	6,515,000	4,286,233	10,801,233	84,335,000	59.44%
2018	6,830,000	3,964,997	10,794,997	77,505,000	54.63%
2019	7,155,000	3,627,444	10,782,444	70,350,000	49.58%
2020	7,500,000	3,272,394	10,772,394	62,850,000	44.30%
2021	7,870,000	2,900,044	10,770,044	54,980,000	38.75%
2022	8,250,000	2,509,325	10,759,325	46,730,000	32.94%
2023	8,655,000	2,099,081	10,754,081	38,075,000	26.84%
2024	9,080,000	1,667,159	10,747,159	28,995,000	20.44%
2025	9,520,000	1,213,400	10,733,400	19,475,000	13.73%
2026	9,995,000	735,763	10,730,763	9,480,000	6.68%
2027	9,480,000	234,563	9,714,563	-	0.00%
	133,250,000	70,737,321	203,987,321		

* Represents payments to bond holders by independent authorities. County's portion of these payments is paid on an accrual basis and is reported on the individual debt service schedules.

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

\$27,015,000

TAMPA SPORTS AUTHORITY

Florida Sales Tax Payments Refunding Revenue Bonds (Stadium Project)

Series 2005

DATED: November 16, 2005
DELIVERED: November 16, 2005

Ratings	Underlying	Insured *
Moody's	Aa3	Aaa
Standard & Poor's	A+	AAA

Earliest Optional Redemption Date / Price 1/1/2015 100%
 True Interest Cost (TIC) 5.5206184%
 Arbitrage Yield 5.4636000%

Fitch AA- AAA

* Insurer: MBIA Insurance Corporation (MBIA)

PURPOSE
 To advance refund the Tampa Sports Authority Florida Sales Tax Payments Revenue Bonds (Stadium Project), Series 1997 which were issued as a part of the plan of finance in connection with Raymond James Stadium.

SECURITY
 State Sales Tax receipts pursuant to the Florida Statutes.

Coupon Date	Principal	Bond Type	Coupon Rate	Coupon Interest	Periodic Debt Service	County's		Percent Outstanding
						Fiscal Year Debt Service*	Outstanding Debt	
1/1/2009	460,000	Serial	3.50%	535,782.50	995,782.50	-	24,760,000	91.65%
7/1/2009	470,000	Serial	3.50%	527,732.50	997,732.50	1,995,377.50	24,290,000	89.91%
1/1/2010	480,000	Serial	3.50%	519,507.50	999,507.50	-	23,810,000	88.14%
7/1/2010	485,000	Serial	3.50%	511,107.50	996,107.50	1,994,671.25	23,325,000	86.34%
1/1/2011	495,000	Serial	3.75%	502,620.00	997,620.00	-	22,830,000	84.51%
7/1/2011	505,000	Serial	3.75%	493,338.75	998,338.75	1,996,583.75	22,325,000	82.64%
1/1/2012	515,000	Serial	3.75%	483,870.00	998,870.00	-	21,810,000	80.73%
7/1/2012	525,000	Serial	4.00%	474,213.75	999,213.75	1,998,005.63	21,285,000	78.79%
1/1/2013	535,000	Serial	5.00%	463,713.75	998,713.75	-	20,750,000	76.81%
7/1/2013	545,000	Serial	5.00%	450,338.75	995,338.75	1,993,052.50	20,205,000	74.79%
1/1/2014	560,000	Serial	5.00%	436,713.75	996,713.75	-	19,645,000	72.72%
7/1/2014	575,000	Serial	5.00%	422,713.75	997,713.75	1,995,240.00	19,070,000	70.59%
1/1/2015	590,000	Serial	4.00%	408,338.75	998,338.75	-	18,480,000	68.41%
7/1/2015	600,000	Serial	4.00%	396,538.75	996,538.75	1,995,477.50	17,880,000	66.19%
1/1/2016	615,000	Serial	4.00%	384,538.75	999,538.75	-	17,265,000	63.91%
7/1/2016	625,000	Serial	4.00%	372,238.75	997,238.75	1,996,877.50	16,640,000	61.60%
1/1/2017	640,000	Serial	4.10%	359,738.75	999,738.75	-	16,000,000	59.23%
7/1/2017	650,000	Serial	4.10%	346,618.75	996,618.75	1,995,635.00	15,350,000	56.82%
1/1/2018	665,000	Serial	4.13%	333,293.75	998,293.75	-	14,685,000	54.36%
7/1/2018	680,000	Serial	4.13%	319,578.13	999,578.13	1,996,501.56	14,005,000	51.84%
1/1/2019	690,000	Serial	4.25%	305,553.13	995,553.13	-	13,315,000	49.29%
7/1/2019	705,000	Serial	4.25%	290,890.63	995,890.63	1,991,621.88	12,610,000	46.68%
1/1/2020	720,000	Serial	4.25%	275,909.38	995,909.38	-	11,890,000	44.01%
7/1/2020	735,000	Serial	4.25%	260,609.38	995,609.38	1,991,059.38	11,155,000	41.29%
1/1/2021	750,000	Serial	4.25%	244,990.63	994,990.63	-	10,405,000	38.52%
7/1/2021	770,000	Serial	4.25%	229,053.13	999,053.13	1,995,393.75	9,635,000	35.67%
1/1/2022	785,000	Serial	4.25%	212,690.63	997,690.63	-	8,850,000	32.76%
7/1/2022	800,000	Serial	4.25%	196,009.38	996,009.38	1,994,359.38	8,050,000	29.80%
1/1/2023	820,000	Serial	4.38%	179,009.38	999,009.38	-	7,230,000	26.76%
7/1/2023	835,000	Serial	4.38%	161,071.88	996,071.88	1,994,479.69	6,395,000	23.67%
1/1/2024	855,000	Serial	4.38%	142,806.25	997,806.25	-	5,540,000	20.51%
7/1/2024	875,000	Serial	4.38%	124,103.13	999,103.13	1,995,487.50	4,665,000	17.27%
1/1/2025	890,000	Serial	4.50%	104,962.50	994,962.50	-	3,775,000	13.97%
7/1/2025	910,000	Serial	4.50%	84,937.50	994,937.50	1,992,150.00	2,865,000	10.61%
1/1/2026	935,000	Serial	4.50%	64,462.50	999,462.50	-	1,930,000	7.14%
7/1/2026	955,000	Serial	4.50%	43,425.00	998,425.00	1,996,625.00	975,000	3.61%
1/1/2027	975,000	Serial	4.50%	21,937.50	996,937.50	-	0	0.00%
7/1/2027				-	-	498,468.75	0	0.00%
25,220,000				11,684,958.75	36,904,958.75	36,407,067.50		

*Represents County's fiscal year payments to TSA.

REVENUE BONDS: DEBT ISSUED BY INDEPENDENT AUTHORITIES

\$114,865,000

TAMPA SPORTS AUTHORITY

Local Option Sales Tax Refunding Revenue Bonds (Stadium Project)

Series 2005

DATED: November 16, 2005
DELIVERED: November 16, 2005

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa3	Aaa
Standard & Poor's	AA+	AAA
Fitch	AA	AAA

Earliest Optional Redemption Date / Price 1/1/2015 100%
 True Interest Cost (TIC) 4.4016910%
 Arbitrage Yield 4.3544360%

* Insurer: Financial Security Assurance Inc. (FSA)

PURPOSE
 To advance refund the Tampa Sports Authority local Option Sales Tax Revenue Bonds (Stadium Project), Series 1997 which were issued as a part of the plan of finance in connection with Raymond James Stadium.

SECURITY
 Tampa Sports Authority share of Local Option Infrastructure Surtax (Community Investment Tax, "CIT").

Coupon Date	Principal	Bond Type	Coupon Rate	Coupon Interest	Periodic Debt Service	County's		Percent Outstanding
						Fiscal Year Debt Service*	Outstanding Debt	
1/1/2009	3,585,000	Serial	3.50%	2,673,862.50	6,258,862.50	-	104,445,000	90.93%
7/1/2009			3.50%	2,611,125.00	2,611,125.00	8,936,118.75	104,445,000	90.93%
1/1/2010	3,715,000	Serial	5.00%	2,611,125.00	6,326,125.00	-	100,730,000	87.69%
7/1/2010			3.50%	2,518,250.00	2,518,250.00	8,936,687.50	100,730,000	87.69%
1/1/2011	3,900,000	Serial	5.00%	2,518,250.00	6,418,250.00	-	96,830,000	84.30%
7/1/2011			3.75%	2,420,750.00	2,420,750.00	8,936,500.00	96,830,000	84.30%
1/1/2012	4,095,000	Serial	5.00%	2,420,750.00	6,515,750.00	-	92,735,000	80.73%
7/1/2012			4.00%	2,318,375.00	2,318,375.00	8,932,937.50	92,735,000	80.73%
1/1/2013	4,295,000	Serial	5.00%	2,318,375.00	6,613,375.00	-	88,440,000	76.99%
7/1/2013			5.00%	2,211,000.00	2,211,000.00	8,935,687.50	88,440,000	76.99%
1/1/2014	4,515,000	Serial	5.00%	2,211,000.00	6,726,000.00	-	83,925,000	73.06%
7/1/2014			5.00%	2,098,125.00	2,098,125.00	8,936,437.50	83,925,000	73.06%
1/1/2015	4,740,000	Serial	5.00%	2,098,125.00	6,838,125.00	-	79,185,000	68.94%
7/1/2015			4.00%	1,979,625.00	1,979,625.00	8,934,750.00	79,185,000	68.94%
1/1/2016	4,975,000	Serial	5.00%	1,979,625.00	6,954,625.00	-	74,210,000	64.61%
7/1/2016			4.00%	1,855,250.00	1,855,250.00	8,935,187.50	74,210,000	64.61%
1/1/2017	5,225,000	Serial	5.00%	1,855,250.00	7,080,250.00	-	68,985,000	60.06%
7/1/2017			4.10%	1,724,625.00	1,724,625.00	8,934,562.50	68,985,000	60.06%
1/1/2018	5,485,000	Serial	5.00%	1,724,625.00	7,209,625.00	-	63,500,000	55.28%
7/1/2018			4.13%	1,587,500.00	1,587,500.00	8,934,812.50	63,500,000	55.28%
1/1/2019	5,760,000	Serial	5.00%	1,587,500.00	7,347,500.00	-	57,740,000	50.27%
7/1/2019			4.25%	1,443,500.00	1,443,500.00	8,932,750.00	57,740,000	50.27%
1/1/2020	6,045,000	Serial	5.00%	1,443,500.00	7,488,500.00	-	51,695,000	45.01%
7/1/2020			4.25%	1,292,375.00	1,292,375.00	8,934,062.50	51,695,000	45.01%
1/1/2021	6,350,000	Serial	5.00%	1,292,375.00	7,642,375.00	-	45,345,000	39.48%
7/1/2021			4.25%	1,133,625.00	1,133,625.00	8,932,875.00	45,345,000	39.48%
1/1/2022	6,665,000	Serial	5.00%	1,133,625.00	7,798,625.00	-	38,680,000	33.67%
7/1/2022			4.25%	967,000.00	967,000.00	8,933,562.50	38,680,000	33.67%
1/1/2023	7,000,000	Serial	5.00%	967,000.00	7,967,000.00	-	31,680,000	27.58%
7/1/2023			4.38%	792,000.00	792,000.00	8,934,000.00	31,680,000	27.58%
1/1/2024	7,350,000	Serial	5.00%	792,000.00	8,142,000.00	-	24,330,000	21.18%
7/1/2024			4.38%	608,250.00	608,250.00	8,935,875.00	24,330,000	21.18%
1/1/2025	7,720,000	Serial	5.00%	608,250.00	8,328,250.00	-	16,610,000	14.46%
7/1/2025			4.50%	415,250.00	415,250.00	8,935,750.00	16,610,000	14.46%
1/1/2026	8,105,000	Serial	5.00%	415,250.00	8,520,250.00	-	8,505,000	7.40%
7/1/2026			4.50%	212,625.00	212,625.00	8,931,562.50	8,505,000	7.40%
1/1/2027	8,505,000	Serial	5.00%	212,625.00	8,717,625.00	-	0	0.00%
7/1/2027				-	-	2,232,562.50	0	0.00%
	108,030,000			59,052,362.50	167,082,362.50		163,056,681.25	

*Represents County's fiscal year payments to TSA.

SPECIAL ASSESSMENT REVENUE BONDS

The following Special Assessment bonds were issued by the County; however, they are not considered "County debt" because they are secured solely by special assessments and liens on the property comprising the respective assessment districts which benefit from the improvements funded by the debt. Accordingly, the following debt is not included in any of the debt summaries presented earlier in this report.

WATER AND WASTEWATER

The **Series 2000 Capacity Assessment Revenue Bonds** and the **Series 2000 Reclaimed Water Special Assessment Revenue Bonds** were issued by

the County in the amount of \$29,575,000 and \$4,930,000, respectively. The Series 2000 Bonds funded capital improvements to the County's water and wastewater system and refunded commercial paper notes issued to finance certain Reclaimed Water Improvement Units.

The **Series 2006 Capacity Assessment Special Assessment Revenue Bonds**, issued in the amount of \$101,110,000, financed the acquisition, construction, equipping and renovation of capital improvements to the water and wastewater system related to the expansion of the system.

<u>Amount Outstanding FYE 2008</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Under- lying Ratings</u> ¹	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Special Assessment Revenue Bonds</u>						
\$19,760,000	11/15/2000	\$29,575,000 Capacity Assessment Special Assessment Revenue Bonds, Series 2000	Non-Ad Valorem Special Capacity Assessment	Aaa/AAA/NR A3/A/NR	FSA	03/01/20
\$3,025,000	11/15/2000	\$4,930,000 Reclaimed Water Special Assessment Revenue Bonds, Series 2000	Non-Ad Valorem Special Reclaimed Water Assessment	Aaa/AAA/NR A3/A/NR	FSA	03/01/18
<u>\$93,035,000</u>	5/03/2006	\$101,110,000 Capacity Assessment Special Assessment Revenue Bonds, Series 2006	Non-Ad Valorem Special Capacity Assessment	Aaa/AAA/AAA A3/A+/A-	FGIC	03/01/25
<u>Total Special Assessment Revenue Bonds</u>						
\$115,820,000		Grand total				

¹ Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

REVENUE BONDS: SPECIAL ASSESSMENT**As of 9/30/2008****AGGREGATE DEBT SERVICE SCHEDULE**

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i>
2009	6,065,000	5,658,478	11,723,478	109,755,000	80.93%
2010	6,375,000	5,353,585	11,728,585	103,380,000	76.23%
2011	6,695,000	5,032,045	11,727,045	96,685,000	71.29%
2012	7,035,000	4,692,175	11,727,175	89,650,000	66.11%
2013	7,390,000	4,332,675	11,722,675	82,260,000	60.66%
2014	7,765,000	3,955,175	11,720,175	74,495,000	54.93%
2015	8,070,000	3,559,425	11,629,425	66,425,000	48.98%
2016	8,485,000	3,146,959	11,631,959	57,940,000	42.72%
2017	8,755,000	2,714,484	11,469,484	49,185,000	36.27%
2018	8,485,000	2,267,706	10,752,706	40,700,000	30.01%
2019	7,550,000	1,854,284	9,404,284	33,150,000	24.44%
2020	9,885,000	1,411,841	11,296,841	23,265,000	17.16%
2021	6,780,000	993,750	7,773,750	16,485,000	12.16%
2022	6,260,000	667,750	6,927,750	10,225,000	7.54%
2023	5,160,000	382,250	5,542,250	5,065,000	3.73%
2024	3,255,000	171,875	3,426,875	1,810,000	1.33%
2025	1,810,000	45,250	1,855,250	-	0.00%
	115,820,000	46,239,708	162,059,708		

REVENUE BONDS: SPECIAL ASSESSMENT

\$29,575,000
HILLSBOROUGH COUNTY, FLORIDA
Capacity Assessment Special Assessment Revenue Bonds
Series 2000

DATED: November 15, 2000
DELIVERED: December 8, 2000

Ratings	Underlying	Insured *
Moody's	A3	Aaa
Standard & Poor's	A	AAA

Earliest Optional Redemption Date / Price 9/1/2010 * 101%

True Interest Cost (TIC) 5.382594%

Arbitrage Yield 5.316603%

Fitch NR NR

* Insurer: Financial Security Assurance Inc. (FSA)

PURPOSE
 To fund the cost of acquisition, construction, and renovation of capital improvements to the water and wastewater system of the County.

SECURITY
 Non-Ad Valorem Special Capacity Assessments levied within the beneficial Capacity Assessment Units set forth in the Bond Resolution. The bonds shall not constitute general obligations or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
3/1/2009	710,000	Serial	4.70%	492,584.38	1,202,584.38		19,050,000	64.41%
9/1/2009	725,000	Serial	4.70%	475,899.38	1,200,899.38	2,403,483.75	18,325,000	61.96%
3/1/2010	745,000	Serial	4.75%	458,861.88	1,203,861.88		17,580,000	59.44%
9/1/2010	760,000	Serial	4.75%	441,168.13	1,201,168.13	2,405,030.00	16,820,000	56.87%
3/1/2011	780,000	Serial	4.85%	423,118.13	1,203,118.13		16,040,000	54.23%
9/1/2011	800,000	Serial	4.85%	404,203.13	1,204,203.13	2,407,321.25	15,240,000	51.53%
3/1/2012	815,000	Serial	5.00%	384,803.13	1,199,803.13		14,425,000	48.77%
9/1/2012	840,000	Serial	5.00%	364,428.13	1,204,428.13	2,404,231.25	13,585,000	45.93%
3/1/2013	860,000	Serial	5.00%	343,428.13	1,203,428.13		12,725,000	43.03%
9/1/2013	880,000	Serial	5.00%	321,928.13	1,201,928.13	2,405,356.25	11,845,000	40.05%
3/1/2014	900,000	Serial	5.00%	299,928.13	1,199,928.13		10,945,000	37.01%
9/1/2014	925,000	Serial	5.00%	277,428.13	1,202,428.13	2,402,356.25	10,020,000	33.88%
3/1/2015	950,000	Serial	5.00%	254,303.13	1,204,303.13		9,070,000	30.67%
9/1/2015	970,000	Serial	5.00%	230,553.13	1,200,553.13	2,404,856.25	8,100,000	27.39%
3/1/2016	995,000	Serial	5.00%	206,303.13	1,201,303.13		7,105,000	24.02%
9/1/2016	1,020,000	Serial	5.00%	181,428.13	1,201,428.13	2,402,731.25	6,085,000	20.57%
3/1/2017	1,045,000	Term 1	5.13%	155,928.13	1,200,928.13		5,040,000	17.04%
9/1/2017	1,075,000	Term 1	5.13%	129,150.00	1,204,150.00	2,405,078.13	3,965,000	13.41%
3/1/2018	615,000	Term 1	5.13%	101,603.13	716,603.13		3,350,000	11.33%
9/1/2018	630,000	Term 1	5.13%	85,843.75	715,843.75	1,432,446.88	2,720,000	9.20%
3/1/2019	185,000	Term 1	5.13%	69,700.00	254,700.00		2,535,000	8.57%
9/1/2019	190,000	Term 1	5.13%	64,959.38	254,959.38	509,659.38	2,345,000	7.93%
3/1/2020	2,345,000	Term 1	5.13%	60,090.63	2,405,090.63		0	0.00%
						2,405,090.63	0	0.00%
				19,760,000	6,227,641.25	25,987,641.25	25,987,641.25	

* Subject to Extraordinary Mandatory Redemption at par on interest payment dates from Prepayments of capacity assessments in excess of \$100,000.

REVENUE BONDS: SPECIAL ASSESSMENT

\$4,930,000
HILLSBOROUGH COUNTY, FLORIDA
Reclaimed Water Special Assessment Revenue Bonds
Series 2000

DATED: November 15, 2000
DELIVERED: December 8, 2000

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A3	Aaa
Standard & Poor's	A	AAA

Earliest Optional Redemption Date / Price 9/1/2010 * 101%

True Interest Cost (TIC) 5.314014%

Arbitrage Yield 5.243927%

Fitch NR NR

* Insurer: Financial Security Assurance Inc. (FSA)

PURPOSE
 To refund Commercial Paper Notes incurred to finance certain Reclaimed Water Improvement Units.

SECURITY
 Non-Ad Valorem Special Reclaimed Water Capacity Assessments levied within the beneficial Capacity Assessment Units set forth in the Bond Resolution. The bonds shall not constitute general obligations or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
3/1/2009	140,000	Serial	4.70%	75,141.88	215,141.88		2,885,000	58.52%
9/1/2009	140,000	Serial	4.70%	71,851.88	211,851.88	426,993.75	2,745,000	55.68%
3/1/2010	145,000	Serial	4.75%	68,561.88	213,561.88		2,600,000	52.74%
9/1/2010	150,000	Serial	4.75%	65,118.13	215,118.13	428,680.00	2,450,000	49.70%
3/1/2011	150,000	Serial	4.85%	61,555.63	211,555.63		2,300,000	46.65%
9/1/2011	155,000	Serial	4.85%	57,918.13	212,918.13	424,473.75	2,145,000	43.51%
3/1/2012	160,000	Serial	5.00%	54,159.38	214,159.38		1,985,000	40.26%
9/1/2012	165,000	Serial	5.00%	50,159.38	215,159.38	429,318.75	1,820,000	36.92%
3/1/2013	165,000	Serial	5.00%	46,034.38	211,034.38		1,655,000	33.57%
9/1/2013	170,000	Serial	5.00%	41,909.38	211,909.38	422,943.75	1,485,000	30.12%
3/1/2014	175,000	Serial	5.00%	37,659.38	212,659.38		1,310,000	26.57%
9/1/2014	180,000	Serial	5.00%	33,284.38	213,284.38	425,943.75	1,130,000	22.92%
3/1/2015	135,000	Serial	5.00%	28,784.38	163,784.38		995,000	20.18%
9/1/2015	140,000	Serial	5.00%	25,409.38	165,409.38	329,193.75	855,000	17.34%
3/1/2016	145,000	Term 1	5.13%	21,909.38	166,909.38		710,000	14.40%
9/1/2016	150,000	Term 1	5.13%	18,193.75	168,193.75	335,103.13	560,000	11.36%
3/1/2017	70,000	Term 1	5.13%	14,350.00	84,350.00		490,000	9.94%
9/1/2017	75,000	Term 1	5.13%	12,556.25	87,556.25	171,906.25	415,000	8.42%
3/1/2018	415,000	Term 1	5.13%	10,634.38	425,634.38		0	0.00%
9/1/2018						425,634.38	0	0.00%
	3,025,000			795,191.25	3,820,191.25	3,820,191.25		

* Subject to Extraordinary Mandatory Redemption at par on interest payment dates from Prepayments of reclaimed water assessments in excess of \$100,000

REVENUE BONDS: SPECIAL ASSESSMENT

**\$101,110,000
HILLSBOROUGH COUNTY, FLORIDA
Capacity Assessment Special Assessment Revenue Bonds
Series 2006**

DATED: May 3, 2006
DELIVERED: May 3, 2006

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A3	Aaa
Standard & Poor's	A+	AAA

Earliest Optional Redemption Date / Price 3/1/2016 * 100%
True Interest Cost (TIC) 4.531082%
Arbitrage Yield 4.377482%

Fitch A- AAA

* Insurer: Financial Guaranty Insurance Company (FGIC)

PURPOSE
Acquire, construct, equip and renovate improvements to the water and wastewater system of the County related to the expansion of the System.

SECURITY
Non-Ad Valorem Special Capacity Assessments levied within the beneficial Capacity Assessment Units set forth in the Bond Resolution. The bonds shall not constitute general obligations or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Coupon Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
3/1/2009	4,350,000	Serial	5.00%	2,325,875.00	6,675,875.00		88,685,000	87.71%
9/1/2009				2,217,125.00	2,217,125.00	8,893,000.00	88,685,000	87.71%
3/1/2010	4,575,000	Serial	5.00%	2,217,125.00	6,792,125.00		84,110,000	83.19%
9/1/2010				2,102,750.00	2,102,750.00	8,894,875.00	84,110,000	83.19%
3/1/2011	4,810,000	Serial	5.00%	2,102,750.00	6,912,750.00		79,300,000	78.43%
9/1/2011				1,982,500.00	1,982,500.00	8,895,250.00	79,300,000	78.43%
3/1/2012	5,055,000	Serial	5.00%	1,982,500.00	7,037,500.00		74,245,000	73.43%
9/1/2012				1,856,125.00	1,856,125.00	8,893,625.00	74,245,000	73.43%
3/1/2013	5,315,000	Serial	5.00%	1,856,125.00	7,171,125.00		68,930,000	68.17%
9/1/2013				1,723,250.00	1,723,250.00	8,894,375.00	68,930,000	68.17%
3/1/2014	5,585,000	Serial	5.00%	1,723,250.00	7,308,250.00		63,345,000	62.65%
9/1/2014				1,583,625.00	1,583,625.00	8,891,875.00	63,345,000	62.65%
3/1/2015	5,875,000	Serial	5.00%	1,583,625.00	7,458,625.00		57,470,000	56.84%
9/1/2015				1,436,750.00	1,436,750.00	8,895,375.00	57,470,000	56.84%
3/1/2016	6,175,000	Serial	5.00%	1,436,750.00	7,611,750.00		51,295,000	50.73%
9/1/2016				1,282,375.00	1,282,375.00	8,894,125.00	51,295,000	50.73%
3/1/2017	6,490,000	Serial	5.00%	1,282,375.00	7,772,375.00		44,805,000	44.31%
9/1/2017				1,120,125.00	1,120,125.00	8,892,500.00	44,805,000	44.31%
3/1/2018	6,825,000	Serial	5.00%	1,120,125.00	7,945,125.00		37,980,000	37.56%
9/1/2018				949,500.00	949,500.00	8,894,625.00	37,980,000	37.56%
3/1/2019	7,175,000	Serial	5.00%	949,500.00	8,124,500.00		30,805,000	30.47%
9/1/2019				770,125.00	770,125.00	8,894,625.00	30,805,000	30.47%
3/1/2020	7,540,000	Serial	5.00%	770,125.00	8,310,125.00		23,265,000	23.01%
9/1/2020				581,625.00	581,625.00	8,891,750.00	23,265,000	23.01%
3/1/2021	6,780,000	Serial	5.00%	581,625.00	7,361,625.00		16,485,000	16.30%
9/1/2021				412,125.00	412,125.00	7,773,750.00	16,485,000	16.30%
3/1/2022	6,260,000	Serial	5.00%	412,125.00	6,672,125.00		10,225,000	10.11%
9/1/2022				255,625.00	255,625.00	6,927,750.00	10,225,000	10.11%
3/1/2023	5,160,000	Serial	5.00%	255,625.00	5,415,625.00		5,065,000	5.01%
9/1/2023				126,625.00	126,625.00	5,542,250.00	5,065,000	5.01%
3/1/2024	3,255,000	Serial	5.00%	126,625.00	3,381,625.00		1,810,000	1.79%
9/1/2024				45,250.00	45,250.00	3,426,875.00	1,810,000	1.79%
3/1/2025	1,810,000	Serial	5.00%	45,250.00	1,855,250.00		0	0.00%
				-	-	1,855,250.00	0	0.00%
	93,035,000			39,216,875.00	132,251,875.00	132,251,875.00		

* Subject to Extraordinary Mandatory Redemption any time at par from Prepayments of capacity assessments in excess of \$100,000.

EXPLANATION 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 are imposed on 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 note holder; and, (ii) be applied solely as specified in the indenture or resolution. In accordance with this quasi-fiduciary 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 above, 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 the 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 note holders 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 (CP). The most common type of Commercial Paper is 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 municipal 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. Relative to other short-term financing options, the short average maturity of CP results in significant interest rate savings in most economic environments. The effect of this lower average interest rate is 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 ANALYSIS

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 (1.8)	Guaranteed Entitlement (2)	Communications Services Tax (10)	County Share Community Investment Tax (CIT) (1.4)
FYE 9/30/08 Revenues (3)	\$ 84,724	\$ 6,752	\$ 27,763	\$ 46,374
Existing Debt (Maximum Annual Debt Service)				
\$49,725,000 Series 2001 A CIT Revenue Bonds (Jail Project)				3,517
\$14,490,000 Series 2001 B CIT Revenue Bonds (Stormwater Project)				1,019
\$93,870,000 Capital Improvement Program Refunding Revenue Bonds Series 2003 (Criminal Justice)	10,001			
\$38,305,000 Court Facility Revenues Bonds Series 2005 (9)				2,534
\$40,285,000 Capital Improvement Program Refunding Revenue Bonds, Series 2006	3,249			
\$90,000,000 CIT Revenue Bonds Series 2004				6,534
\$191,800,000 CIT Revenue Bonds Series 2007	-	-	-	16,276
Total Maximum Annual Debt Service	\$ 13,250	\$ -	\$ -	\$ 29,880
Available Revenues (5)	\$ 71,474	\$ 6,752	\$ 27,763	\$ 16,494
Estimated Unused Revenue Debt Capacity (6.7)	\$ 769,473	\$ 89,217	\$ 168,127	\$ 149,975

- (1) Assumes a 1.35 X Coverage Requirement.
- (2) Assumes a 1.10 X Coverage Requirement; Pursuant to the Revenue Sharing Act, commencing July 1, 2004, the County can assign, pledge or set aside as a trust for debt service on bonds or other indebtedness, an amount up to 50% of its Revenue Sharing Moneys received in the prior state fiscal year.
- (3) Source: Hillsborough County Budget Department, estimated final revenues as of 10/2/08
- (4) The County's share of such revenues is determined by Florida Statutes 218.62 to be about 70.4% of collections after the following deductions: 25% of total collections are paid to the Hillsborough County School District and, on average, about \$9,773,000 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) Revenues less Maximum Annual Debt Service.
- (6) 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, Communication Services Tax and for Guaranteed Entitlement and 21 years for CIT.
- (7) Capacity exceeds amount available to fund projects by amount necessary to pay financing costs and fund reserve accounts.
- (8) 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 Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2008 (Warehouse and Sheriff's Facilities Project), the Tax-Exempt Commercial Paper, and the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2006 (Museum of Science and Industry and County Center Project).
- (9) The Series 2005 bonds are secured by a lien on the CIT and Court Surcharges. Pursuant to the 2005 bond resolution, the CIT lien may be released if Court Surcharges are sufficient to provide debt service coverage of at least 1.50x for three consecutive years and that the CIT has not been used to make any debt service payments during such three years.
- (10) Assumes a 1.50 X Coverage Requirement; only 62.5% of the Communications Services Tax is available for additional bonding capacity given 37.5% of it has been committed for public safety uses.

DEBT CAPACITY ANALYSIS

Table 2

**Hillsborough County
Debt Capacity Analysis
Non Enterprise Fund Debt
(Amounts in 000's)
Road / Transportation Related Use**

Description	Voted Fuel Tax (9th Cent) (1)	Local Option Fuel Tax (6th Cent) (2)	County Fuel Tax (7th Cent)	Constitutional Fuel Tax (4)	
				20%	80%
FYE 9/30/08 Revenues (3)	\$ 6,743	\$ 24,799	\$ 4,815	\$ 2,206	\$ 8,823
Existing Debt (Maximum Annual Debt Service)					
\$19,965,000 Fuel Tax Refunding Revenue Bonds Series 1998 (5)	-	-	1,375	-	-
Total Maximum Annual Debt Service	\$ -	\$ -	\$ 1,375	\$ -	\$ -
Available Revenues (6)	\$ 6,743	\$ 24,799	\$ 3,440	\$ 2,206	\$ 8,823
Estimated Unused Revenue Debt Capacity (7,8)	N/A	\$ 226,166	\$ 31,373	\$ 20,115	\$ 80,461

- (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) Source: Hillsborough County Budget Department, estimated final revenues as of 10/2/08
- (4) For acquisition, construction and maintenance of roads.
- (5) 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 Fuel Tax (currently known as the County Fuel tax) and the Local Option Gas Tax is continued.
- (6) Revenues less Maximum Annual Debt Service.
- (7) Capacity exceeds amount available to fund projects by amount necessary to pay financing costs and fund reserve accounts.
- (8) 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.

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 9/30/08 Revenues (3)	\$ 4,383	\$ 4,383
Existing Debt (Maximum Annual Debt Service)		
\$18,270,000 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2006	1,179	
\$27,125,000 Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2006A		1,780
\$7,200,000 Fifth Cent Tourist Development Tax Improvement Revenue Bonds, Series 2006B	-	2,045
Total Maximum Annual Debt Service	\$ 1,179	\$ 3,825
Available Revenues (4)	\$ 3,204	\$ 558
Estimated Unused Revenue Debt Capacity (5)	\$ 31,049	\$ 5,411

- (1) These revenues are also used to pay debt service on that portion of the Series 2006 Capital Improvement Program Refunding Revenue Bonds that refunded the Series 1996 Capital Improvement Program Refunding Revenue Bonds in FY06, which originally financed Legends Field, the spring training facility for the New York Yankees.
- (2) These revenues are also used to pay debt service on that portion of the Series 2005 Tampa Bay Arena Refunding Revenue Bonds that refunded the Series 1995 Bonds originally financing Tampa Bay Arena Project.
- (3) Source: Hillsborough County Budget Department, estimated final revenues as of 10/2/08
- (4) Revenues less Maximum Annual Debt Service.
- (5) 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 of 1.5X, 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.

GOVERNMENTAL ACTIVITIES DEBT RATIO COMPARISON

	Hillsborough County (Excluding Tampa Sports Authority Debt)		Broward County	Miami-Dade County
	Hillsborough County			
Population	1,204,750	1,204,750	1,819,622	2,402,208
Taxable Assessed Property Value (000s)	\$ 88,033,000	\$ 88,033,000	\$ 158,372,241	\$ 207,632,977
GO Debt	\$ 34,065,000	\$ 34,065,000	\$ 828,059,000	\$ 472,236,000
GO Debt Per Capita	\$ 28.28	\$ 28.28	\$ 455.07	\$ 196.58
Go Debt as % of Taxable Value	0.04%	0.04%	0.52%	0.23%
Non-Self Supporting Revenue Debt	\$ 624,482,000	\$ 486,857,000	\$ 1,460,305,000	\$ 2,369,736,069
Non-Self Supporting Revenue Debt Per Capita	\$ 518.35	\$ 404.11	\$ 802.53	\$ 986.48
Non-Self Supporting Revenue Debt as % of Taxable Value	0.71%	0.55%	0.92%	1.14%
Direct Debt	\$ 658,547,000	\$ 520,922,000	\$ 2,288,364,000	\$ 2,841,972,069
Direct Debt Per Capita	\$ 546.63	\$ 432.39	\$ 1,257.60	\$ 1,183.07
Direct Debt as % of Taxable Value	0.75%	0.59%	1.44%	1.37%

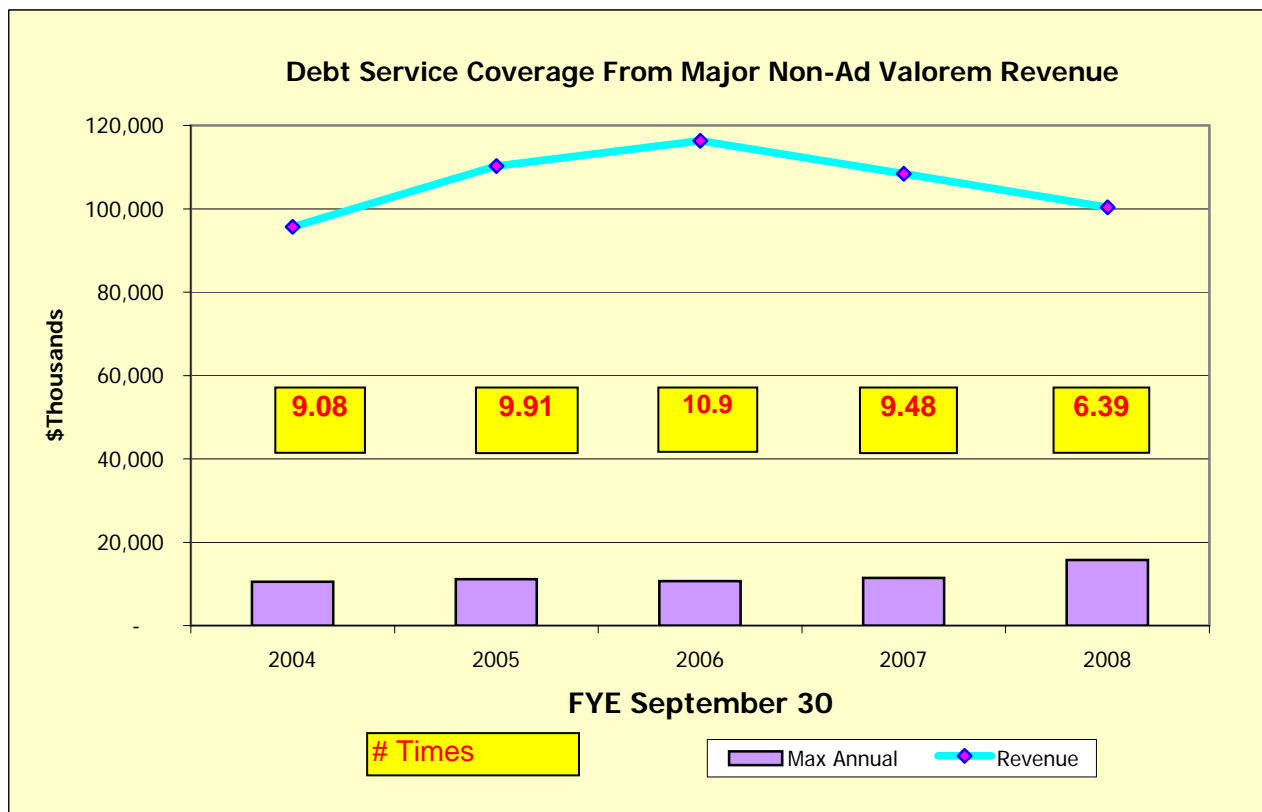
NOTE: The comparison is as of September 30, 2007. Source of information for other counties: CAFRs

GOVERNMENTAL ACTIVITIES DEBT RATIO COMPARISON

	Duval County	Orange County	Palm Beach County	Pinellas County
Population	897,974	1,105,603	1,295,033	945,437
Taxable Assessed Property Value (000s)	\$ 61,436,184	\$ 91,811,758	\$ 236,349,114	\$ 75,505,063
GO Debt	\$ -	\$ -	\$ 313,515,000	\$ -
GO Debt Per Capita	\$ -	\$ -	\$ 242.09	\$ -
Go Debt as % of Taxable Value	0.00%	0.00%	0.13%	0.00%
Non-Self Supporting Revenue Debt	\$ 2,261,365,795	\$ 498,455,943	\$ 702,967,000	\$ 65,160,000
Non-Self Supporting Revenue Debt Per Capita	\$ 2,518.30	\$ 450.85	\$ 542.82	\$ 68.92
Non-Self Supporting Revenue Debt as % of Taxable Value	3.68%	0.54%	0.30%	0.09%
Direct Debt	\$ 2,261,365,795	\$ 498,455,943	\$ 1,016,482,000	\$ 65,160,000
Direct Debt Per Capita	\$ 2,518.30	\$ 450.85	\$ 784.91	\$ 68.92
Direct Debt as % of Taxable Value	3.68%	0.54%	0.43%	0.09%

Debt Service Coverage from Non-Ad Valorem Revenue

FYE 9/30	Revenue	Max Annual Debt Service	Times Coverage
2003	86,945	10,902	7.98
2004	95,690	10,533	9.08
2005	110,268	11,132	9.91
2006	116,331	10,673	10.90
2007	108,385	11,439	9.48
2008	100,369	15,712	6.39



HISTORICAL BONDS DEBT SERVICE COVERAGE
BONDS SECURED BY COVENANT TO BUDGET AND APPROPRIATE NON-AD VALOREM REVENUES
FISCAL YEARS ENDED SEPTEMBER 30, 2004 THROUGH SEPTEMBER 30, 2008
(Amounts in Thousands)

Year Ended September 30 (audited data except where noted)	2004	2005	2006	2007	2008
					(unaudited)
Major Non-Ad Valorem Revenue Sources (1)(2)					
Guaranteed Entitlement	1,836	1,836	1,836	1,836	1,836
Second Guaranteed Entitlement	4,916	4,916	4,916	4,916	4,916
Available Half-Cent Sales Tax (3)	70,024	76,515	83,132	78,933	72,876
Available Communication Service Tax (12)	11,319	14,070	14,737	17,023	17,352
Beverage License Fees	367	354	380	391	399
Mobile Home Fees	410	421	423	418	409
Clerk Of Circuit Excess Other Fees (6)	2,806	7,465	6,366	1,931	-
Professional And Occupational License Fees	2,290	2,469	2,048	2,067	1,736
Available 5th Cent Tourist Development Tax (4)	1,353	1,979	2,145	526	541
St. Pete Times Forum Ticket Surcharge Revenues (5)	369	243	348	344	304
Total	95,690	110,268	116,331	108,385	100,369
Non-Ad Valorem Maximum Annual Debt Service (7)					
1996/2006 CIP Non Ad Valorem Refund. Rev. Bonds (MOSI & CountyCtr.) (9)	5,388	5,388	5189	5189	5189
1998/2008 CIP Non-Ad Valorem Refund. Rev. Bonds (10)	1,499	1,499	1,499	1,499	1,442
2000 CIP Commercial Paper Program (11)	2,146	2,911	2,651	3,417	7,747
1995/2005 Tampa Bay Arena Refunding Revenue Bonds (8)	1,500	1,334	1,334	1,334	1,334
Total	10,533	11,132	10,673	11,439	15,712
Debt Service Coverage	9.08 x	9.91 x	10.90 x	9.48 x	6.39 x

(1) Does not include the Community Investment Tax proceeds which are payable to the County nor any indebtedness pledging the Community Investment Tax proceeds. The County has, by ordinance, limited the use of such funds to projects expressly approved by the Board as specified in the procedure set forth in the enacting ordinance.

(2) The amounts shown are the county's major sources of Non-Ad Valorem Revenues that are available for the payment of debt service on the outstanding Bonds. In addition, the County has other significant non-ad valorem revenue sources, however, these revenues are either volatile on an annual basis or limited as to their use.

(3) The amount shown is total Half-Cent Sales Tax collections less the maximum annual debt service on the County's Junior Lien Capital Improvement Program Refunding Revenue Bonds (Criminal Justice Facilities), Series 2003 and net maximum annual debt service on the County's Capital Improvement Program Refunding Revenue Bonds, Series 2006 (the "Series 2006 Capital Improvement Bonds") after subtracting out the Traffic Surcharge pledged to the Series 2006 Capital Improvement Bonds.

(4) The amount shown is total Fifth Cent TDT collections less maximum annual debt service on Fifth Cent TDT pledged bonds. This excess may not be used to pay any of the items in the "Non-Ad Valorem Maximum Annual Debt Service" section of the table except for the 1995/2005 Tampa Bay Arena Refunding Revenue Bonds and is not legally available to pay debt service on the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (Warehouse and Sheriff's Facilities Project), Series 2008 (the "Series 2008 Bonds").

(5) Upon the issuance of the 2005 Bonds the surcharges were included as part of the lease payments paid to the County for use of the St. Pete Times Forum. Due to a cap on the amount of surcharges that may be collected without impacting the tax exempt status of the 2005 Bonds, the County anticipates cessation of such payments by the TSA in approximately 2011, depending on the rate of receipt of such revenues. The Surcharge has been revenue of the TSA and thus is not shown in the County's audited Financial Statements.

(6) The Clerk of the Circuit Court has no expectation that this revenue source will continue in the future.

(7) Consists of County debt issues that are secured by a covenant to budget and appropriate legally available County Non-ad Valorem revenue, which include the County's obligations under certain Interlocal Agreements. Debt service coverage for the year ended September 30, 2007 is not materially affected by debt service on bonds delivered after 9/30/2007 either to refund any of this debt, to refund debt for which debt service has been netted from major non-ad valorem revenue shown above, or to repay debt issued to fund new projects.

(8) The 1995 Bonds were refunded in June 2005 by the 2005 Tampa Bay Arena Refunding Revenue Bonds.

(9) The Capital Improvement Program Refunding Revenue Bonds, Series 2006 refunded the 1996 Bonds in May 2006.

(10) The 1998 Bonds were refunded in May 2008 by the 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (Warehouse and Sheriff's Facilities Projects)

(11) As of September 30, 2008, \$113,227,000 of CP Notes were outstanding. For the purpose of calculating maximum annual debt service, outstanding commercial paper is amortized over 30 years utilizing the Bond Buyer Revenue Bond Index.

(12) The amount shown for FY2004 as "Available" Communications Service Tax is total collections reduced by 1.5% which was allocated to the Fire Rescue Department by the Board of County Commissioners. Starting FY 2005, the amounts shown are 62.5% of total CST collections with the remaining specifically allocated to public safety.

SOURCE OF INFORMATION

Audited Information: The County Clerk's Office

Unaudited Information: Hillsborough County Management & Budget

RATING DEFINITIONS

INVESTMENT GRADE BOND RATINGS

Fitch Ratings - Rating Definitions

Fitch investment grade bond ratings provide a guide to investors in determining the credit risk associated with a particular security. The ratings represent Fitch's assessment of the issuer's ability to meet the obligations of a specific debt issue or class of debt in a timely manner.

The rating takes into consideration special features of the issue, its relationship to other obligations of the issuer, the current and prospective financial condition and operating performance of the issuer and any guarantor, as well as the economic and political environments that might affect the issuer's future financial strength and credit quality.

Fitch ratings do not reflect any credit enhancement that may be provided by insurance policies or financial guaranties unless otherwise indicated.

Bonds that have the same rating are of similar but not necessarily identical credit quality since the rating categories do not fully reflect small differences in the degree of credit risk.

Fitch ratings are not recommendations to buy, sell or hold any security. Ratings do not comment on the adequacy of market price, the suitability of any security for a particular investor, or the tax-exempt nature or taxability of payments made in respect of any security.

Fitch ratings are based on information obtained from issuers, other obligors, underwriters, their experts, and other sources Fitch believes to be reliable. Fitch does not audit or verify the truth or accuracy of such information. Ratings may be changed, suspended or withdrawn as a result of changes in, or the unavailability of, information or for other reasons.

	<u>Fitch Investment Grade Bond Ratings</u>
AAA	Bonds considered to be investment grade and of the highest credit quality. The obligor has an exceptionally strong ability to pay interest and repay principal, which is unlikely to be affected by reasonably foreseeable events.
AA	The obligor's ability to pay interest and repay principal is very strong, although not quite as strong as bonds rated 'AAA'. Because bonds rated in the 'AAA' and 'AA' categories are not significantly vulnerable to foreseeable future developments, short-term debt of these issuers is generally rated "F-1+".
A	Bonds considered to be investment grade and of high credit quality. The obligor's ability to pay interest and repay principal is considered to be strong, but may be more vulnerable to adverse changes in economic conditions and circumstances than bonds with higher ratings.
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.
Fitch Alert	Ratings are placed on FitchAlert to notify investors of an occurrence that is likely to result in a rating change and the likely direction of such change. These are designated as Positive, indicating a potential upgrade, Negative, for potential downgrade or Evolving, where ratings may be raised or towered. FitchAlert is relatively short-term and should be resolved within 12 months.
Ratings Outlook	An outlook is used to describe the most likely direction of any rating change over the intermediate term. It is described as Positive or Negative. The absence of a designation indicates a stable outlook.

RATING DEFINITIONS

Moody's Investors Service - Rating Definitions

Debt Ratings - U.S. Tax-Exempt Municipals

There are nine basic rating categories for long-term obligations. They range from Aaa (highest quality) to C (lowest quality). Moody's applies numerical modifiers 1, 2, and 3 in each generic rating classification from Aa to Caa. The Modifier 1 indicates that the issue ranks in the higher end of its generic rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates that the issue ranks in the lower end of its generic category. Advance refunded issues that are secured by escrowed funds held in cash, held in trust, reinvested in direct non-callable United States government obligations or non-callable obligations unconditionally guaranteed by the U.S. government are identified with a # (hatchmark) symbol, eg. # Aaa.

Aaa Bonds that are rated Aaa are judged to be of the best quality. They carry the smallest degree of investment risk and are generally referred to as "gilt edge." Interest payments are protected by a large or by an exceptionally stable margin and principal is secure. While the various protective elements are likely to change, such changes as can be visualized are most unlikely to impair the fundamentally strong position of such issues.

Aa Bonds that are rated Aa are judged to be of high quality by all standards. Together with the Aaa group they comprise what are generally known as high grade bonds. They are rated lower than the best bonds because margins of protection may not be as large as in Aaa securities or fluctuation of protective elements may be of greater amplitude or there may be other elements present that make the long-term risks appear somewhat larger than in Aaa securities.

A Bonds that are rated A possess many favorable investment attributes and are to be considered as upper medium grade obligations. Factors giving security to principal and interest are considered adequate, but elements may be present that suggest a susceptibility to impairment some time in the future.

Baa Bonds that are rated Baa are considered as medium grade obligations, i.e., they are neither highly protected nor poorly secured. Interest payments and principal security appear adequate for the present but certain protective elements may be lacking or may be characteristically unreliable over any great length of

time. Such bonds lack outstanding investment characteristics and in fact have speculative characteristics as well.

Ba Bonds that are rated Ba are judged to have speculative elements; their future cannot be considered as well assured. Often the protection of interest and principal payments may be very moderate, and thereby not well safeguarded during both good and bad times over the future. Uncertainty of position characterizes bonds in this class.

B Bonds that are rated B generally lack characteristics of the desirable investment. Assurance of interest and principal payments or maintenance of other terms of the contract over any long period of time may be small.

Caa Bonds that are rated Caa are of poor standing. Such issues may be in default or there may be present elements of danger with respect to principal or interest.

Ca Bonds that are rated Ca represent obligations that are speculative in a high degree. Such issues are often in default or have other marked shortcomings.

C Bonds that are rated C are the lowest rated class of bonds, and issues so rated can be regarded as having extremely poor prospects of ever attaining any real investment standing.

Con. (...) Bonds for which the security depends upon the completion of some act or the fulfillment of some condition are rated conditionally. These are bonds secured by: (a) earnings of projects under construction, (b) earnings of projects unseasoned in operating experience, (c) rentals that begin when facilities are completed, or (d) payments to which some other limiting condition attaches. Parenthetical rating denotes probable credit stature upon completion of construction or elimination of basis of condition.

Note: Moody's applies numerical modifiers 1, 2, and 3 in each generic rating classification from Aa through Caa. The modifier 1 indicates that the counterparty is in the higher end of its letter-rating category; the modifier 2 indicates a mid-range ranking; and the modifier 3 indicates that the counterparty is in the lower end of the letter-rating category.

RATING DEFINITIONS

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 obligor's capacity or willingness to meet its financial commitment on the obligation.

RATING DEFINITIONS

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.

RATING DEFINITIONS

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 09



Supplemental
Information



DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS

This section provides a listing of full-time equivalent positions by department, pay grade, position classification, and the number of positions in each classification. Also provided are salary schedules for regular classified positions, Fire Rescue positions, executive manager positions, constitutional officer pay ranges as mandated by the State of Florida, and the Administrative Office of the Courts.

As a result of the collective bargaining agreement reached between the International Association of fire Fighters (IAFF) and the Board of County Commissioners, affected employees formerly paid under

Salary Schedules D, E, G, and H began the new Step Pay Plan effective October 3, 2004. The previous pay grade minimums and maximums are now reflected as beginning with Step 1 as the minimum and ending with the last Step for the pay grade as the maximum.

In addition to the schedules mentioned above, the following are special pay grade designations and explanations used in this section.

CO	Constitutional Officers' pay.
CTR	Contract-related pay (e.g., the County Administrator, County Attorney, and the Director of the Planning Commission).
MKT	Market-based compensation which is not controlled by Civil Service or tied specifically to the Human Resources Exempt-Pay Plan (e.g., Board/Commission unclassified positions, Assistant County Attorneys).
NCP	Positions that are tied to a pay plan other than that of Hillsborough County (e.g., Cooperative Extension Agents that are paid in accordance with the State of Florida pay plan).
SP	Special pay plans not identified in other categories to include, but not limited to, special library page positions.
TBD	(To Be Designated) Positions which had not been assigned a Manager pay grade at the time of this printing but will be determined pending results of the ongoing compensation study.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE A (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 1, 2007		Effective October 1, 2007	
	Minimum	Maximum	Minimum	Maximum
AA	\$15,828.80	\$24,564.80	\$15,828.80	\$25,126.40
AB	18,096.00	28,080.00	18,096.00	28,704.00
AC	19,822.40	30,763.20	19,822.40	31,449.60
AD	20,924.80	32,468.80	20,924.80	33,196.80
AE	22,131.20	34,361.60	22,131.20	35,131.20
AF	23,316.80	36,192.00	23,316.80	37,003.20
AG	24,752.00	38,396.80	24,752.00	39,270.40
AH	26,332.80	40,913.60	26,332.80	41,828.80
AI	27,830.40	43,222.40	27,830.40	44,200.00
AJ	29,577.60	45,947.20	29,577.60	46,987.20
AK	31,512.00	48,942.40	31,512.00	50,044.80
AL	33,696.00	52,312.00	33,696.00	53,497.60
AM	35,838.40	55,640.00	35,838.40	56,888.00
AN	38,168.00	59,259.20	38,168.00	60,590.40
AO	40,768.00	63,294.40	40,768.00	64,708.80
AP	43,097.60	66,913.60	43,097.60	68,411.20
AQ	46,238.40	71,801.60	46,238.40	73,424.00
AR	49,795.20	77,334.40	49,795.20	79,081.60
AS	53,435.20	82,950.40	53,435.20	84,822.40
AT	57,116.80	88,649.60	57,116.80	90,646.40
AU	61,110.40	94,848.00	61,110.40	96,990.40
AV	65,124.80	101,108.80	65,124.80	103,376.00
AW	69,534.40	107,972.80	69,534.40	110,406.40
AX	74,630.40	115,856.00	74,630.40	118,456.00
AY	79,872.00	124,009.60	79,872.00	126,796.80

SALARY SCHEDULE C (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective November 26, 2006		Effective November 25, 2007	
	Minimum	Maximum	Minimum	Maximum
CA	\$15,891.20	\$23,836.80	\$15,891.20	\$24,668.80
CB	18,158.40	27,248.00	18,158.40	28,204.80
CC	19,905.60	29,868.80	19,905.60	30,908.80
CD	21,008.00	31,512.00	21,008.00	32,614.40
CE	22,235.20	33,363.20	22,235.20	34,528.00
CF	23,441.60	35,172.80	23,441.60	36,400.00
CG	24,876.80	37,315.20	24,876.80	38,625.60
CH	26,457.60	39,686.40	26,457.60	41,080.00
CI	27,976.00	41,974.40	27,976.00	43,451.20
CJ	29,744.00	44,616.00	29,744.00	46,176.00
CK	31,657.60	47,486.40	31,657.60	49,150.40
CL	33,862.40	50,793.60	33,862.40	52,561.60
CM	36,129.60	54,204.80	36,129.60	56,097.60
CN	38,376.00	57,574.40	38,376.00	59,592.00

Note: This salary schedule is based on a collective bargaining agreement between the American Federation of State, County and Municipal Employees (AFSCME) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE D FIRE RESCUE - IAFF - SUPPRESSION 2,496 HOURS ANNUALLY

Pay Grade	Effective October 1, 2006				Effective September 30, 2007			
		Minimum	Maximum		Minimum	Maximum		Maximum
DI	Step 1	\$26,632.32	Step 2	\$27,555.84	Step 1	\$28,851.68	Step 3	\$30,906.72
DJ	Step 1	28,853.76	Step 2	29,852.16	Step 1	28,853.76	Step 3	30,900.48
DK	Step 1	37,365.12	Step 13	56,409.60	Step 1	38,663.04	Step 12	58,381.44
DL	Step 1	44,353.92	Step 12	64,746.24	Step 1	45,901.44	Step 11	67,017.60
DN	Step 1	55,361.28	Step 11	78,074.88	Step 1	57,308.16	Step 10	80,795.52
DR	Step 1	41,658.24	Step 13	60,353.28	Step 1	43,929.60	Step 12	63,298.56
DT	Step 1	49,345.92	Step 12	69,738.24	Step 1	51,891.84	Step 11	73,008.00
DU	Step 1	56,684.16	Step 9	73,032.96	Step 1	59,479.68	Step 8	76,402.56

Hourly pay is based on a 2,496 hour schedule which does not include holiday pay, except for pay grade DI which is on a 2,704 hour schedule.

SALARY SCHEDULE E FIRE RESCUE - IAFF - SUPPRESSION 2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 1, 2006				Effective September 30, 2007			
		Minimum	Maximum		Minimum	Maximum		Maximum
EK	Step 1	\$55,348.80	Step 11	\$78,062.40	Step 1	\$57,283.20	Step 10	\$79,747.20

SALARY SCHEDULE G FIRE RESCUE - IAFF - SUPERVISORY 2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 1, 2006				Effective September 30, 2007			
		Minimum	Maximum		Minimum	Maximum		Maximum
GO	Step 1	\$63,523.20	Step 10	\$86,590.40	Step 1	\$65,748.80	Step 9	\$89,627.20

SALARY SCHEDULE H FIRE RESCUE - IAFF - SUPERVISORY 2,496.00 HOURS ANNUALLY

Pay Grade	Effective October 1, 2006				Effective September 30, 2007			
		Minimum	Maximum		Minimum	Maximum		Maximum
HQ	Step 1	\$63,523.20	Step 10	\$86,586.24	Step 1	\$65,744.64	Step 9	\$89,606.40

Note: The salary schedules on this page are based on a collective bargaining agreement between the International Association of Fire Fighters (IAFF) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

**SALARY SCHEDULE K
FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC
2,819.20 HOURS ANNUALLY**

Pay Grade	Effective October 1, 2006		Effective November 25, 2007	
	Minimum	Minimum	Minimum	Maximum
KM	\$28,051.04	\$58,977.66	\$32,420.80	\$61,035.68
KN	33,830.40	69,577.86	33,830.40	72,002.37

**SALARY SCHEDULE L
FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC
2,377.00 HOURS ANNUALLY**

Pay Grade	Effective October 1, 2006		Effective November 25, 2007	
	Minimum	Maximum	Minimum	Maximum
LI	\$31,828.03	\$48,728.50	\$31,828.03	\$50,439.94
LK	36,011.55	54,005.44	36,011.55	55,907.04
LM	41,050.79	61,588.07	41,050.79	63,751.14

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.

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE

Pay Grade	Effective October 1, 2003		Effective August 1, 2005	
	Minimum	Maximum	Minimum	Maximum
01	N/A	N/A	\$16,266.84	\$30,093.60
04	N/A	N/A	18,265.68	33,791.52
05	N/A	N/A	18,999.96	35,149.92
06	\$19,002.84	\$33,255.00	N/A	N/A
07	19,780.92	35,730.84	21,101.04	38,594.16
09	21,455.16	38,719.32	22,743.84	41,717.52
10	22,355.64	39,122.40	23,700.84	43,470.84
11	23,301.00	42,035.64	24,684.36	45,290.40
12	24,293.88	42,514.32	N/A	N/A
13	25,120.80	43,961.40	26,135.76	48,351.12
14	26,215.20	49,931.04	27,274.32	50,457.48
15	29,711.88	52,041.36	28,470.12	52,669.68
16	27,874.32	52,456.68	29,725.56	56,492.28
17	30,435.00	54,783.00	31,043.76	57,430.92
18	31,168.68	55,636.20	32,427.96	59,991.72
19	31,771.32	60,747.60	33,881.40	62,680.56
20	34,032.24	60,747.60	35,407.20	65,503.32
21	35,572.44	62,251.80	37,015.92	68,479.44
22	37,189.68	65,081.76	37,933.44	66,383.52
23	39,665.28	69,414.24	40,458.60	74,848.44
24	40,702.08	88,214.52	42,346.56	78,341.16
25	42,690.60	76,202.76	44,415.36	82,168.44
26	44,825.28	78,444.12	46,636.32	82,277.24
27	47,066.40	82,366.32	48,967.80	90,590.40
28	49,419.84	88,214.52	51,416.52	95,120.52
29	52,928.52	92,624.88	53,987.16	99,876.24
30	54,485.28	95,349.24	N/A	N/A
31	58,353.72	102,119.04	59,520.84	110,113.56
32	N/A	N/A	62,496.96	115,619.40
33	63,073.56	110,378.88	65,621.76	121,400.28
35	70,929.48	124,126.56	72,348.12	133,844.04
36	74,475.72	130,332.48	75,965.28	140,535.72
37	78,199.68	139,849.44	79,763.76	147,562.92
39	84,524.52	116,643.84	N/A	N/A
50	41,312.88	72,297.60	42,139.20	77,957.52
51	45,216.36	79,128.60	46,120.80	85,323.48
60	N/A	N/A	44,229.24	81,824.04
61	N/A	N/A	52,025.04	96,246.36
62	N/A	N/A	57,870.96	107,061.24
64	N/A	N/A	47,914.80	88,642.44
65	N/A	N/A	56,052.00	99,876.24
66	N/A	N/A	64,190.00	110,113.56
99	19,780.92	121,692.72	N/A	N/A

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE
(Continued)

Pay Grade	Effective October 1, 2003		Effective August 1, 2005	
	Minimum	Maximum	Minimum	Maximum
101	N/A	N/A	38,929.92	64,234.32
102	40,074.96	64,119.96	40,876.56	67,446.36
103	N/A	N/A	42,920.40	70,818.72
104	N/A	N/A	45,773.16	75,525.72
105	46,391.76	74,226.84	47,319.60	78,077.40
106	N/A	N/A	49,685.76	81,981.48
107	51,147.00	81,835.20	52,170.00	86,080.56
108	N/A	N/A	54,778.68	90,384.84
110	59,209.20	94,734.72	60,393.48	99,649.20
111	62,169.48	99,471.12	63,412.92	104,631.36
112	N/A	N/A	66,583.56	109,862.88
113	68,541.96	109,667.16	69,912.84	115,356.24
114	N/A	N/A	73,408.44	121,123.92
200	N/A	N/A	44,415.36	94,477.56

COUNTY ATTORNEY UNCLASSIFIED PAY STRUCTURE
2,080 HOURS ANNUALLY

Pay Grade	Minimum	Maximum
UA	\$35,000	\$85,000
UB	45,000	95,000
UC	56,000	100,000
UD	65,000	120,000
UE	87,635	160,000
UF	100,000	185,000
UG	135,000	250,000

OTHER SALARY SCHEDULES

MANAGEMENT PAY RANGES

Pay Grade	Effective November 25, 2007		Effective November 23, 2008	
	Minimum	Maximum	Minimum	Maximum
A1	\$123,843.20	\$185,827.20	\$N/A	\$N/A
A	110,593.60	165,921.60	113,090	169,645
B	98,779.20	148,137.60	101,005	151,466
C	88,150.40	132,267.20	90,126	135,242
D	78,728.00	118,123.20	80,496	120,786
E	70,304.00	105,435.20	71,885	107,806
F	62,774.40	94,140.80	64,189	96,262
G	56,056.00	84,052.80	57,325	85,946
H	50,024.00	75,046.40	51,147	76,731
I	44,678.40	67,017.60	45,677	68,515

Note: A salary increase of 2.25% will be effective November 23, 2008, not to exceed maximum.

INFORMATION & TECHNOLOGY SERVICES MANAGER PAY RANGES

Pay Grade	Effective November 25, 2007		Effective November 23, 2008	
	Minimum	Maximum	Minimum	Maximum
X1	\$89,336.00	\$151,881.60	\$91,354	\$155,293
X2	73,257.60	124,508.80	74,901	127,317
X3	60,049.60	102,065.60	61,402	104,354
X4	49,212.80	83,657.60	50,315	85,530

Note: A salary increase of 2.25% will be effective November 23, 2008, not to exceed maximum.

MEDICAL POSITION PAY RANGES

Pay Grade	Effective November 25, 2007		Effective November 23, 2008	
	Minimum	Maximum	Minimum	Maximum
M1	\$186,306	\$279,469	\$190,507	\$285,750
M2	167,190	250,806	170,955	256,443
M3	141,128	211,702	144,310	216,466

Note: A salary increase of 2.25% will be effective November 23, 2008, not to exceed maximum.
Annual salary amounts are rounded to the nearest dollar value.

STATE MANDATED COUNTY CONSTITUTIONAL OFFICER SALARIES*

Office	Final FY 08 Salary	Final FY 09 Salary
Clerk of Circuit Court	\$151,823	\$152,456
County Commissioners	91,995	92,096
County Commission Chairman	101,195	101,306
Property Appraiser	151,823	152,456
Sheriff	160,409	161,051
Supervisor of Elections	132,414	133,025
Tax Collector	151,823	152,456

*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 06	FY 07	FY 08	FY 09
BOARD OF CO COMMISSIONERS ORGANIZATION					
BOARD OF COUNTY COMMISSIONERS					
99	County Commissioners	7.00	7.00	7.00	7.00
XI	Senior Commission Assistant BOCC	14.00	14.00	14.00	14.00
	Subtotal	21.00	21.00	21.00	21.00
COUNTY INTERNAL PERFORMANCE AUDITOR					
XA	County Internal Performance Auditor	1.00	1.00	1.00	1.00
XD	Senior Performance Auditor	1.00	1.00	1.00	1.00
XI	Executive Assistant	2.00	2.00	2.00	2.00
	Subtotal	4.00	4.00	4.00	4.00
	TOTAL BD OF CO COMM ORGANIZATION	25.00	25.00	25.00	25.00
COUNTY ATTORNEY ORGANIZATION					
COUNTY ATTORNEY					
AO	Accountant II	1.00	1.00	1.00	1.00
UA	Administrative Assistant County Attorney	1.00	1.00	1.00	1.00
UC	Assistant County Attorney	4.00	14.00	16.00	11.00
MKT	Assistant County Attorney II	2.00	0.00	0.00	0.00
MKT	Assistant County Attorney III	9.00	0.00	0.00	0.00
MKT	Assistant County Attorney IV	6.00	0.00	0.00	0.00
UD	Chief Administrative Manager	1.00	1.00	1.00	1.00
AG	Clerk III	3.00	0.00	0.00	0.00
AI	Clerk IV	1.00	0.00	0.00	0.00
UG	County Attorney	1.00	1.00	1.00	1.00
UG	Deputy County Attorney	1.00	1.00	1.00	1.00
AI	Executive Secretary	1.00	0.00	0.00	0.00
99	Law Clerk (temporary)	0.78	0.77	0.00	0.00
AO	Legal Administrative Assistant	0.00	10.00	9.00	9.00
UD	Legal Office Administrator	1.00	1.00	1.00	1.00
AL	Legal Secretary	15.00	15.00	14.00	12.00
UF	Managing Attorney	8.00	8.00	8.00	8.00
MKT	Manager, Automated Systems/Services III	1.00	0.00	0.00	0.00
AG	Office Assistant II	0.00	3.38	2.38	2.38
AI	Office Assistant III	0.00	1.00	1.00	1.00
AN	Paralegal Specialist	4.00	5.00	4.50	4.50
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00
AE	Secretary (temporary)	0.37	0.00	0.00	0.00
AO	Senior Administrative Assistant	10.00	0.00	0.00	0.00
UE	Senior Assistant County Attorney	9.00	18.00	15.00	19.00
AO	Senior Paralegal Specialist	6.00	5.00	6.00	6.00
	TOTAL COUNTY ATTORNEY ORGANIZATION	87.15	87.15	82.88	79.88

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
COUNTY ADMINISTRATOR ORGANIZATION					
AFFORDABLE HOUSING OFFICE					
AM	Accountant I	0.00	0.00	1.00	1.00
AO	Accountant II	0.00	0.00	1.00	1.00
AJ	Accounting Clerk III	0.00	0.00	1.00	1.00
AL	Administrative Specialist	0.00	0.00	1.00	1.00
AO	Community Service Program Coordinator II	0.00	0.00	3.00	2.00
AO	Construction Inspector	0.00	0.00	0.00	2.00
AQ	Contracts Manager	0.00	0.00	2.00	3.00
AM	Environmental Specialist II	0.00	0.00	1.00	1.00
AU	Executive Planner	0.00	0.00	1.00	1.00
AQ	General Manager I	0.00	0.00	0.00	1.00
AN	Housing Counselor	0.00	0.00	2.00	2.00
AO	Manager	0.00	0.00	1.00	1.00
XG	Manager, Affordable Housing	0.00	0.00	0.00	1.00
XF	Manager, Contracts Unit	0.00	0.00	1.00	1.00
XF	Manager, Financial Service/Grants	0.00	0.00	1.00	1.00
AI	Planning & Zoning Technician I	0.00	0.00	1.00	1.00
AO	Senior Housing Counselor	0.00	0.00	0.00	2.00
AQ	Senior Planner	0.00	0.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	1.00	2.00
XC	Director Affordable Housing	0.00	1.00	1.00	1.00
	Subtotal	0.00	1.00	20.00	27.00
AGING SERVICES					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	0.00	0.00	0.00
AS	Accountant III	0.00	1.00	1.00	1.00
AE	Accounting Clerk I	2.00	0.00	0.00	0.00
AH	Accounting Clerk II	4.00	6.00	5.00	5.00
AJ	Accounting Clerk III	1.00	1.00	1.00	0.00
AL	Administrative Specialists	2.00	1.00	1.00	1.00
AB	Adult Day Care Aide	16.50	16.50	16.09	16.09
AC	Adult Services Aide	0.00	11.27	11.63	12.63
AM	Adult Day Care Supervisor	6.00	0.00	0.00	0.00
AO	Aging Services Project Coordinator	4.00	4.00	4.00	6.00
AL	Aging Services Specialist	1.00	1.00	1.00	1.00
AM	Buyer	0.00	0.00	0.00	1.00
AK	Center Coordinator	11.50	11.50	11.50	11.50
AC	Clerk I	6.00	0.00	0.00	0.00
AG	Clerk III	1.00	0.00	0.00	0.00
AM	Community Service Program Coordinator I	1.00	1.00	1.00	1.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CB	Custodian	4.50	4.50	4.50	4.50
AI	Data Entry Supervisor	1.00	0.00	0.00	0.00
XC	Director, Aging 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 06	FY 07	FY 08	FY 09
AGING SERVICES (continued)					
AJ	Executive Secretary	3.00	3.00	3.00	3.00
XE	Financial & Admin Services Manager	0.00	1.00	1.00	1.00
AB	Food Service Aide	13.19	13.19	13.24	13.24
AQ	General Manager I	2.00	2.00	2.00	2.00
AE	Homemaker Leader	2.00	2.00	2.00	1.00
AB	Homemaker/Respite Aide	17.26	9.00	9.00	7.00
AU	General Manager III	1.00	1.00	1.00	1.00
99	Home Meal Delivery Driver P/T	0.00	22.99	22.99	22.99
AQ	Human Services Supervisor	5.00	5.00	5.00	5.00
AE	Lead Data Entry Operator	3.00	0.00	0.00	0.00
AI	Licensed Practical Nurse	7.00	7.00	7.00	7.00
AO	Manager	0.00	7.00	7.00	7.00
XE	Manager, Community Care for the Elderly Program	1.00	1.00	1.00	1.00
XF	Manager, Homemaker Services	1.00	1.00	1.00	1.00
XE	Manager, Nutrition/Activity	1.00	1.00	1.00	1.00
XG	Manager, RSVP Program	1.00	1.00	0.00	0.00
XE	Manager, Senior Adult Day Care Program	1.00	1.00	1.00	1.00
AM	Nutrition Services Coordinator	5.00	5.00	5.00	5.00
AE	Office Assistant	0.00	6.00	5.00	5.00
AG	Office Assistant II	0.00	4.00	4.00	3.00
99	Part-time Service Worker	23.01	0.00	0.00	0.00
AC	Personal Care Aide	16.75	13.76	13.76	13.76
AS	Principal Business Analyst	1.00	1.00	1.00	1.00
AF	Pub Relations/Information Specialist I	1.00	1.00	1.00	1.00
AE	Secretary	1.00	2.00	2.00	2.00
XF	Section Manager/Fiscal Section	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	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	1.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AE	Senior Receptionist	1.00	0.00	0.00	0.00
AM	Senior Recreational Therapist	2.00	2.00	2.00	2.00
AG	Senior Secretary	3.00	3.00	3.00	3.00
AO	Senior Social Worker	18.00	17.00	15.00	14.00
AM	Social Worker	18.00	19.00	21.00	22.00
CE	Storekeeper II	1.00	1.00	1.00	1.00
AK	Supervisor	0.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	2.00
	Subtotal	220.71	220.71	217.71	217.71

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
ANIMAL SERVICES					
AH	Accounting Clerk II	3.76	3.75	3.75	3.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AL	Administrative Specialist	1.00	1.00	1.00	0.00
AK	Animal Abuse Investigator	9.00	9.00	8.00	8.00
CC	Animal Care Assistant	19.35	20.35	20.35	19.00
AL	Animal Care Supervisor	4.00	3.00	3.00	3.00
AL	Animal Control Supervisor	4.00	3.00	3.00	3.00
CH	Animal Control Officer	25.66	25.67	25.67	24.00
AG	Animal Foster Care Coordinator	1.00	1.00	1.00	1.00
AP	Business Analyst II	0.00	1.00	1.00	1.00
AE	Clerk II	6.00	0.00	0.00	0.00
AI	Clerk IV	1.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AD	Data Entry Operator	3.00	0.00	0.00	0.00
AI	Data Entry Supervisor	1.00	0.00	0.00	0.00
XC	Director, Animal Services	1.00	1.00	1.00	1.00
AQ	General Manager I	0.00	1.00	1.00	1.00
AE	Lead Data Entry Operator	1.00	0.00	0.00	0.00
XG	Manager of Finance and Budget	1.00	1.00	1.00	1.00
XH	Manager, Revenue Control	1.00	1.00	1.00	1.00
XF	Manager, Field Operations	1.00	1.00	1.00	1.00
XG	Manager, Shelter Operations	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	14.00	11.00	2.00
AG	Office Assistant II	0.00	2.00	2.00	2.00
AI	Office Assistant III	0.00	1.00	1.00	1.00
AE	Secretary	3.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
CG	Senior Animal Care Assistant	9.00	10.00	10.00	10.00
AI	Senior Customer Service Rep	0.00	0.00	3.00	6.00
AM	Senior Supervisor	0.00	2.00	2.00	2.00
AK	Supervisor	0.00	1.00	1.00	0.00
XE	Veterinarian	2.23	2.50	2.50	2.50
AK	Veterinary Technician	6.00	6.00	6.00	6.00
AM	Veterinary Technician Supervisor	1.00	0.00	0.00	0.00
	Subtotal	108.00	113.27	112.27	101.50
CHILDREN'S SERVICES					
AO	Accountant II	1.00	1.00	1.00	1.00
AS	Accountant III	1.00	1.00	1.00	1.00
AE	Accounting Clerk I	0.50	0.00	0.00	0.00
AH	Accounting Clerk II	1.00	1.50	1.50	1.50
AJ	Accounting Clerk III	2.00	3.00	3.00	3.00
AU	Accounting Manager	0.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
CHILDREN'S SERVICES (continued)					
AL	Administrative Specialist	0.00	1.00	2.00	2.00
AS	Assessment/Counsel Specialist	1.00	0.00	1.00	1.00
AP	Business Analyst II	0.00	2.00	2.00	1.00
AK	Child Care Licensing Inspector	14.00	15.00	15.00	15.00
AI	Child Care Specialist	34.00	46.34	47.04	46.04
AM	Child Care Supervisor	11.00	11.00	11.00	10.00
AK	Clerical Supervisor	1.00	0.00	0.00	0.00
AE	Clerk II	2.00	0.00	0.00	0.00
XD	Clinical Director	0.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	0.00	1.00	1.00	0.00
AO	Community Services Program Coordinator II	1.00	2.00	2.00	2.00
AC	Cook	0.00	4.00	4.00	4.00
CB	Custodian	7.00	7.00	7.00	7.00
XB	Director, Children's Services	1.00	1.00	1.00	1.00
XD	Director, Head Start Division	1.00	1.00	1.00	1.00
AJ	Executive Secretary	4.00	4.00	4.00	4.00
AQ	General Manager I	4.00	4.00	5.00	5.00
AS	General Manager II	1.00	1.00	1.00	1.00
AU	General Manager III	1.00	0.00	0.00	0.00
AM	Head Start/Early Head Teacher	0.00	0.00	0.00	1.00
AM	Head Start/Early Head Start Center Coordinator	19.00	19.00	19.00	18.00
AO	Head Start/EARLY HEAD START Education Manager	8.00	9.00	9.00	9.00
AM	Head Start Services Specialist	6.00	5.00	5.00	5.00
AK	Head Start/EARLY HEAD START Teacher	48.00	49.00	51.00	50.00
AG	Head Start/Early Head Start Services Teacher Asst	85.00	86.00	87.00	88.00
AQ	Human Services Supervisor	2.00	3.00	2.00	2.00
AP	Management Systems Analyst II	2.00	0.00	0.00	0.00
AM	Manager	2.00	0.00	0.00	0.00
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	0.00	0.00	0.00
XF	Manager, Center Operations	1.00	0.00	0.00	0.00
XG	Manager, Dining Facility Operations	0.00	1.00	1.00	1.00
XE	Manager, Education & Health	0.00	1.00	1.00	1.00
XF	Manager, Family & Mental Health	1.00	1.00	1.00	1.00
XF	Manager, Fiscal Services	0.00	1.00	1.00	1.00
XG	Manager, Health/Disability	1.00	0.00	0.00	0.00
XE	Manager, S.E.D. Treatment Program	1.00	1.00	1.00	1.00
XF	Manager Support Services	1.00	1.00	1.00	1.00
AC	Minibus Driver	12.00	12.00	8.00	8.00
CI	Multi-Trades Worker II	4.00	4.00	4.00	4.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	2.00	2.00	2.00
AK	PC Specialist	1.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
CHILDREN'S SERVICES (continued)					
AG	Personnel Clerk	1.00	2.00	1.40	1.00
AS	Principal Business Analyst	0.00	1.00	1.00	1.00
AS	Principal Management Systems Analyst	1.00	0.00	0.00	0.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AU	Project Manager III	0.00	0.00	0.00	0.55
AS	Psychologist	0.00	2.00	2.00	2.00
XF	Quality Assurance Manager	0.00	1.00	1.00	1.00
AD	Receptionist	3.00	3.00	3.00	3.00
AK	Recreational Therapist	0.00	1.00	1.00	1.00
AO	Registered Nurse	2.00	2.00	3.00	3.00
99	Relief Substitute - Temporary Full Time	8.31	0.00	0.00	0.00
99	Relief Substitute - Temporary Part Time	3.07	0.00	0.00	0.00
AE	Secretary	0.60	0.60	0.60	0.60
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
AR	Senior Budget Analyst	1.00	0.00	0.00	0.00
AM	Senior Child Care Licensing Inspector	2.00	2.00	2.00	2.00
AK	Senior Child Care Specialist	36.00	37.00	37.00	37.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AE	Senior Minibus Driver	2.00	2.00	2.00	2.00
AG	Senior Secretary	15.00	16.00	14.00	14.00
AK	Senior Social Services Specialist	0.00	6.00	2.00	2.00
AO	Senior Social Worker	18.00	23.00	23.00	24.00
AM	Senior Supervisor	0.00	1.00	1.00	1.00
AR	Senior Treatment Counselor	4.00	6.00	4.00	6.00
AI	Social Services Specialist	8.00	6.00	6.00	6.00
AO	Software Specialist I	0.00	1.00	1.00	0.00
AS	Software Specialist II	0.00	0.00	0.00	1.00
CC	Storekeeper I	1.00	0.00	0.00	0.00
AK	Supervisor	0.00	1.00	0.00	0.00
AN	Supervisor of Buildings and Grounds	1.00	1.00	1.00	0.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AP	Treatment Counselor	0.00	26.00	27.00	25.00
AO	Treatment Counselor I	23.00	0.00	0.00	0.00
AP	Treatment Counselor II	11.00	0.00	0.00	0.00
	Subtotal	430.48	449.44	443.54	440.69
CODE ENFORCEMENT DEPARTMENT					
AJ	Accounting Clerk III	0.00	0.00	2.00	2.00
AL	Administrative Specialist	0.00	0.00	1.00	0.00
AK	Community Codes Investigator I	0.00	0.00	31.00	23.00
AM	Community Codes Investigator II	0.00	0.00	13.00	12.00
AP	Community Codes Investigator III	0.00	0.00	4.00	4.00
AP	Community Relations Coordinator	0.00	0.00	1.00	1.00
AO	Community Service Program Coordinator II	0.00	0.00	1.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
CODE ENFORCEMENT DEPARTMENT (continued)					
AO	Construction Inspector	0.00	0.00	3.00	1.00
XC	Director, Housing & Code Enforcement	0.00	0.00	1.00	1.00
AQ	General Manager I	0.00	0.00	2.00	1.00
AS	General Manager II	0.00	0.00	0.00	1.00
AG	Housing Assistance Specialist	0.00	0.00	2.00	2.00
AN	Housing Counselor	0.00	0.00	1.00	0.00
AO	Manager	0.00	0.00	1.00	1.00
XG	Manager, Affordable Housing	0.00	0.00	1.00	0.00
XE	Manager, Code Enforcement/Inspection Services	0.00	0.00	1.00	1.00
AE	Office Assistant	0.00	0.00	2.00	2.00
AI	Office Assistant III	0.00	0.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AQ	Senior Business Analyst	0.00	0.00	0.00	1.00
AO	Senior Housing Counselor	0.00	0.00	2.00	0.00
AG	Senior Secretary	0.00	0.00	7.00	6.00
	Subtotal	0.00	0.00	77.00	61.00
COMMUNICATIONS DEPARTMENT					
AL	Administrative Specialist	0.00	1.00	1.00	1.00
AO	Broadcast Engineer	3.00	3.00	2.00	2.00
XG	Cable Franchise Administrator	1.00	0.00	0.00	0.00
AC	Clerk I	2.00	0.00	0.00	0.00
AE	Clerk II	2.00	0.00	0.00	0.00
AI	Clerk IV	2.00	0.00	0.00	0.00
AP	Community Relations Coordinator	2.50	3.50	5.50	3.50
AM	Computer Graphics Designer	0.00	0.00	2.00	2.00
XC	Director, Communications Department	1.00	1.00	1.00	1.00
AJ	Executive Secretary	3.00	2.00	2.00	1.00
AS	General Manager II	1.00	1.00	1.00	0.00
AG	Housing Assistance Specialist	0.00	3.00	3.00	3.00
AC	Mail Clerk	1.00	0.00	0.00	0.00
XH	Manager, Citizen Board Support	1.00	1.00	1.00	1.00
XG	Manager, Community Relations	1.00	1.00	1.00	0.00
XI	Manager, Printing Services	1.00	1.00	1.00	1.00
XG	Manager, Public Information	0.00	0.00	0.00	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
AE	Office Assistant	0.00	1.00	1.00	0.00
AG	Printer II	1.00	1.00	1.00	0.00
AM	Public Relations/Information Representative	2.00	2.00	0.00	0.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	0.00
AH	Public Relations/Information Specialist II	0.00	1.00	1.00	1.00
AR	Real-Time Captioner	2.50	2.00	1.00	1.00
AE	Secretary	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 06	FY 07	FY 08	FY 09
COMMUNICATIONS DEPARTMENT (continued)					
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AJ	Senior Public Relations/Information Specialist	1.00	1.00	1.00	1.00
AQ	Senior Television Producer/Director	5.00	5.00	5.00	3.00
AO	Television Producer/Director	1.00	1.00	1.00	1.00
AE	Television Production Assistant	0.00	2.00	2.00	1.00
AN	Television Production Specialist	1.00	1.00	1.00	3.00
AK	Television Program Specialist	4.00	4.00	3.00	2.00
CC	Trades Helper	0.00	2.00	2.00	0.00
AI	Videographer	0.00	2.00	2.00	1.00
AR	Webmaster	0.00	0.00	0.00	2.00
	Subtotal	44.00	46.50	44.50	34.50
COMMUNITY LIAISON SECTION					
XF	ADA Coordinator	1.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	1.00	1.00	1.00
XF	Asian-American Affairs Liaison	0.75	1.00	1.00	1.00
AM	Business Analyst I	0.00	1.00	1.00	1.00
AQ	Community Service Program Manager	1.00	1.00	3.00	3.00
XF	Criminal Justice Specialist	1.00	1.00	1.00	1.00
AS	General Manager II	1.00	0.00	0.00	0.00
AU	General Manager III	0.00	1.00	0.00	0.00
AM	Management Systems Analyst	1.00	0.00	0.00	0.00
XF	Manager, African-American Affairs	1.00	1.00	1.00	1.00
XF	Manager, Hispanic Affairs	1.00	1.00	1.00	1.00
AM	Public Relations/Information Representative	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	1.00	1.00	0.00	0.00
AI	Social Services Specialist	0.00	0.00	1.00	1.00
	Subtotal	10.75	11.00	12.00	12.00
CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY					
AM	Administrative Assistant	1.00	0.00	0.00	0.00
XF	Chief Investigator	1.00	1.00	1.00	1.00
XF	Chief Investigator, Professional Responsibility	1.00	1.00	1.00	1.00
AL	Consumer Protection Investigator I	11.00	10.00	6.00	6.00
AN	Consumer Protection Investigator II	0.00	1.00	3.00	3.00
XB	Consumer Protection and Professional Resp. Administrator	1.00	1.00	1.00	1.00
XF	EEO Manager	1.00	1.00	1.00	1.00
AE	Secretary	2.00	2.00	2.00	2.00
AN	Sr. Administrative Specialist	0.00	1.00	1.00	1.00
AO	Sr. Equal Opportunity Specialist	1.00	1.00	1.00	0.00
AO	Sr. Special Investigator	1.00	1.00	1.00	1.00
	Subtotal	20.00	20.00	18.00	17.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
COUNTY ADMINISTRATOR					
AM	Administrative Assistant	5.00	0.00	0.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
XA	Assistant County Administrator Community Services	1.00	1.00	1.00	0.00
XA	Assistant County Administrator Human Services	1.00	1.00	1.00	0.00
XA	Assistant County Administrator Management Services	1.00	1.00	1.00	0.00
99	Clerk I	0.42	0.00	0.00	0.00
AI	Clerk IV	1.00	0.00	0.00	0.00
AM	Community Services Program Coordinator I	1.50	1.50	1.00	1.00
AO	Community Services Program Coordinator II	0.00	0.00	0.00	3.00
999	County Administrator	1.00	1.00	1.00	1.00
XA1	Deputy County Administrator	1.00	1.00	1.00	0.00
XH	Executive Assistant to the County Administrator	1.00	1.00	1.00	1.00
AJ	Executive Secretary	2.00	2.00	2.00	2.00
XA	Human Services Administrator	0.00	0.00	0.00	1.00
XE	Intergovernmental Affairs Manager	2.00	1.00	1.00	1.00
AO	Manager	2.00	2.00	2.00	2.00
XH	Manager Administrative Services	1.00	1.00	1.00	1.00
XE	Manager Citizens Action Center	1.00	1.00	1.00	1.00
XE	Manager Intergovernmental Relations	0.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.42	0.00	0.00
AI	Office Assistant III	0.00	1.00	1.00	1.00
XA	Planning and Infrastructure Services Administrator	0.00	0.00	0.00	1.00
AS	Principal Business Analyst	1.00	1.00	1.00	1.00
XA	Public Affairs Administrator	0.00	0.00	0.00	1.00
XB	Public Affairs Officer	1.00	1.00	1.00	0.00
AF	Public Relations Information Specialist I	1.00	1.00	1.00	1.00
AH	Public Relations Information Specialist II	10.00	8.00	8.00	8.00
XA	Public Safety Administrator	0.00	0.00	0.00	1.00
XC	Quality Services Officer	1.00	1.00	1.00	0.00
AN	Senior Administrative Specialist	1.00	5.00	5.00	4.00
AJ	Senior Public Relations Information Specialist	3.00	4.00	3.00	3.00
AG	Senior Secretary	0.00	1.00	1.00	1.00
AO	Software Specialist I	1.00	0.00	0.00	0.00
AR	Special Projects Coordinator	0.00	1.00	1.00	1.00
	Subtotal	40.92	39.92	38.00	39.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
DEBT MANAGEMENT					
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AL	Administrative Specialist	0.00	1.00	1.00	1.00
XB	Director, Debt Management	1.00	1.00	1.00	0.00
XD	Manager, Debt Finance	3.00	3.00	3.00	2.00
XE	Senior Debt Finance Manager	0.00	1.00	1.00	1.00
XE	Strategic Financial Planning Specialist	1.00	0.00	0.00	0.00
XA	Utilities and Commerce Administrator and Debt Director	0.00	0.00	0.00	1.00
	Subtotal	6.00	6.00	6.00	5.00
ECONOMIC DEVELOPMENT DEPARTMENT					
AM	Accountant I	1.00	1.00	0.00	0.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AM	Business Analyst I	0.00	1.00	1.00	1.00
XE	Business/Industry Development Administrator	1.00	0.00	0.00	0.00
AC	Clerk I	1.13	0.00	0.00	0.00
AE	Clerk II	0.50	0.00	0.00	0.00
AM	Clerk III	1.00	0.00	0.00	0.00
AI	Clerk IV	1.50	0.00	0.00	0.00
AM	Community Services Program Coordinator I	1.80	1.50	2.00	2.00
AM	Community Services Program Coordinator II	0.00	0.80	0.80	0.80
AQ	Contracts Manager	2.00	2.00	2.00	2.00
XC	Director, Economic Development Department	1.00	1.00	1.00	1.00
XD	Director, Employment and Training Division	1.00	0.00	0.00	0.00
AN	Engineer Specialist I	1.00	0.00	0.00	0.00
AJ	Executive Secretary	1.00	1.00	0.00	0.00
AM	Management System Analyst I	0.50	0.00	0.00	0.00
XG	Manager, Agriculture Industry Development Program	1.00	1.00	1.00	1.00
XE	Manager, Business Retention& Tourism Development	0.00	1.00	1.00	1.00
XF	Manager, Corporate Business Development	1.00	1.00	1.00	1.00
XF	Manager, Minority Business Enterprise	1.00	1.00	1.00	1.00
XE	Manager, Planning & Admin	0.00	1.00	1.00	1.00
XF	Manager, Small Business Development	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	1.63	2.13	2.13
AG	Office Assistant II	0.00	1.00	1.75	1.75
AI	Office Assistant III	0.00	1.50	1.50	1.50
AQ	Project Manager I	0.00	0.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
	Subtotal	19.43	19.43	20.18	20.18

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
EMERGENCY DISPATCH CENTER					
LM	Communications Supervisor	0.00	4.00	4.00	4.00
LI	Digital Communications Dispatcher	0.00	20.30	22.00	22.00
XD	Emergency Dispatch Center Manager	0.00	1.00	1.00	1.00
AJ	Executive Secretary	0.00	1.00	1.00	1.00
AO	Manager	0.00	1.00	1.00	1.00
LI	Senior Digital Communications Dispatcher	0.00	0.00	0.00	2.00
LK	Senior Digital Communications Dispatcher	0.00	4.00	4.00	2.00
	Subtotal	0.00	31.30	33.00	33.00
EMERGENCY MANAGEMENT					
AL	Administrative Specialist	0.00	1.00	1.00	0.00
AM	Community Planner I	0.00	1.00	1.00	0.00
AO	Community Services Program Coordinator II	0.00	3.00	3.00	3.00
AP	Data Processing Telecom Technician	0.00	0.00	0.00	1.00
XG	Director, Public Safety	0.00	1.00	1.00	1.00
CN	Electronics Technician III	0.00	1.00	1.00	0.00
AO	Manager	0.00	2.00	2.00	2.00
XC	Manager, Emergency Management	0.00	1.00	1.00	1.00
CI	Multi-Trades Worker II	0.00	1.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
AQ	Senior Planner	0.00	1.00	1.00	0.60
	Subtotal	0.00	13.00	13.00	10.60
EQUAL OPPORTUNITY ADMINISTRATOR					
XE	Equal Opportunity Administrator	1.00	1.00	1.00	1.00
AK	Equal Opportunity Specialist	1.00	1.00	1.00	1.00
AO	Senior Equal Opportunity Specialist	1.00	1.00	1.00	1.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
	Subtotal	4.00	4.00	4.00	4.00
EXTENSION					
AM	Accountant I	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
XB	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	0.00	0.00
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, Small Farms/Gen Live	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 06	FY 07	FY 08	FY 09
	EXTENSION (continued)				
XG	Extension Agent, Vegetables	2.00	1.00	1.00	1.00
AQ	General Manager I	1.00	1.00	1.00	1.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	1.00
AI	Ornamental Horticultural Assistant	1.00	1.80	1.80	1.80
99	Part Time Program Asst.	3.06	3.06	3.06	3.06
AD	Receptionist	1.00	1.00	1.00	1.00
AG	Senior Secretary	6.00	6.00	5.00	5.00
AQ	Senior TV Producer/Director	1.00	1.00	1.00	1.00
	Subtotal	29.06	29.86	27.86	26.86
	FIRE RESCUE				
AO	Accountant II	1.00	1.00	1.00	1.00
AJ	Accounting Clerk III	2.00	2.00	2.00	2.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
XE	Administration Chief	1.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	4.00	3.00	3.00
HQ	Battalion Chief	10.00	18.00	18.00	18.00
AI	Billing Claims Supervisor	1.00	0.00	0.00	0.00
GN	Chief, Fire Equipment Mechanic	1.00	1.00	0.00	0.00
XD	Chief, Operations	1.00	1.00	1.00	1.00
XE	Chief, Rescue Division	1.00	1.00	1.00	1.00
XE	Chief, Education/Employment Development	1.00	1.00	1.00	1.00
XE	Chief, Volunteer Services	1.00	1.00	1.00	1.00
XF	Chief, Quality Management	1.00	0.00	0.00	0.00
XF	Chief, Research/Planning	1.00	0.00	0.00	0.00
MC	Clerk I	1.00	0.00	0.00	0.00
ME	Clerk II	1.00	0.00	0.00	0.00
MG	Clerk III	1.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
DN	Company Fire Captain	126.00	126.00	126.00	126.00
GO	Deputy Fire Marshall	2.00	2.00	1.00	1.00
XB	Director, Fire Rescue	1.00	1.00	1.00	1.00
DL	Driver/Engineer	146.00	145.00	146.00	145.00
CH	Equipment Mechanic I	1.00	1.00	1.00	0.00
CJ	Equipment Mechanic II	2.00	3.00	3.00	1.00
CL	Equipment Mechanic III	3.00	2.00	2.00	0.00
AJ	Executive Secretary	2.00	2.00	2.00	2.00
DK	Fire Fighter	87.00	80.00	44.00	46.00
EK	Fire Inspector	14.00	29.00	28.00	30.00
DN	Fire Inspector (Ext. Hours)	13.00	4.00	4.00	2.00
XE	Fire Marshall	1.00	1.00	1.00	1.00
DR	Fire Medic I	331.00	340.00	366.00	365.00
DT	Fire Medic III	46.00	47.00	47.00	53.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
	FIRE RESCUE (continued)				
DU	Fire Medic IV	14.00	14.00	14.00	12.00
DJ	Fire Medic Recruit	0.00	10.00	10.00	0.00
EK	Fire Rescue Training Officer	5.00	6.00	6.00	6.00
XH	Manager Facilities and Supply	1.00	1.00	1.00	1.00
XE	Manager, Fiscal Services	0.00	1.00	1.00	1.00
AE	Office Assistant	0.00	2.00	1.00	1.00
AG	Office Assistant II	0.00	1.00	2.00	2.00
AI	Office Assistant III	0.00	1.00	1.00	1.00
KM	Paramedic	8.00	7.00	7.00	7.00
AI	Personnel Assistant	1.00	1.00	1.00	1.00
XE	Personnel Project Chief	1.00	1.00	1.00	1.00
XF	Quality Management Chief	0.00	1.00	1.00	1.00
HQ	Rescue Battalion Chief	8.00	0.00	0.00	0.00
KN	Rescue Lieutenant	18.00	17.00	17.00	13.00
XF	Research Planning/Spec Chief	0.00	1.00	1.00	1.00
AE	Secretary	2.00	3.00	3.00	3.00
AN	Senior Administrative Specialist	0.00	0.00	1.00	1.00
AQ	Senior Business Analyst	0.00	1.00	1.00	1.00
AP	Senior Equipment Specialist	0.00	0.00	1.00	0.00
AP	Senior Equipment Repair Supervisor	0.00	0.00	0.00	0.00
AK	Senior Executive Secretary	3.00	0.00	0.00	0.00
AQ	Senior Management System Analyst	1.00	0.00	0.00	0.00
AE	Senior Receptionist	1.00	0.00	0.00	0.00
XE	Shift Commander	3.00	3.00	3.00	3.00
XE	Special Operations Chief	0.00	1.00	1.00	1.00
CE	Storekeeper II	3.00	2.00	2.00	2.00
CG	Storekeeper III	0.00	1.00	1.00	1.00
CC	Trades Helper	1.00	1.00	1.00	1.00
AM	Training Technician	1.00	1.00	0.00	0.00
	Subtotal	873.00	892.00	880.00	864.00
	FLEET MANAGEMENT				
AO	Accountant II	1.00	1.00	1.00	1.00
AK	Clerical Supervisor	1.00	0.00	0.00	0.00
AI	Clerk IV	2.00	0.00	0.00	0.00
AG	Control Clerk	1.00	0.00	0.00	0.00
XB	Director, Fleet Management	1.00	1.00	1.00	1.00
CK	Equipment Fabrication Specialist	3.00	3.00	3.00	3.00
AM	Equipment Fabrication Supervisor	1.00	1.00	1.00	1.00
CH	Equipment Mechanic I	0.00	0.00	0.00	1.00
	FLEET MANAGEMENT (continued)				
CJ	Equipment Mechanic II	15.00	18.00	22.00	20.00
CL	Equipment Mechanic III	5.00	3.00	2.00	4.00
CG	Equipment Operator III	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 06	FY 07	FY 08	FY 09
FLEET MANAGEMENT (continued)					
AO	Fleet Equipment Repair Supervisor	5.00	5.00	5.00	4.00
XG	Fleet Maintenance Operation Manager	1.00	1.00	1.00	1.00
CK	Fleet Mechanic II	2.00	1.00	1.00	5.00
AO	Manager	0.00	1.00	1.00	1.00
XH	Manager, Equipment Training	1.00	1.00	1.00	1.00
XF	Manager, Fleet Financial Services	1.00	1.00	1.00	1.00
XH	Manager, Fleet Management Services	1.00	1.00	1.00	0.00
XG	Manager, Equipment Coordinator Services	0.00	0.00	0.00	1.00
AG	Office Assistant II	0.00	1.00	1.00	1.00
AI	Office Assistant III	0.00	2.00	2.00	2.00
AS	Principal Business Analyst	0.00	0.00	0.00	1.00
AQ	Principal Buyer	1.00	0.00	0.00	0.00
AP	Procurement Analyst	1.00	0.00	0.00	0.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
CM	Senior Fleet Mechanic	11.00	11.00	8.00	8.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
CK	Senior Service Writer	2.00	3.00	2.00	2.00
AP	Specification Writer	0.00	0.00	0.00	1.00
AQ	Senior Specification Writer	0.00	1.00	1.00	1.00
AO	Senior Equipment Repair Supervisor	0.00	0.00	0.00	1.00
CI	Service Writer	2.00	1.00	2.00	2.00
AO	Specification Writer	0.00	1.00	1.00	0.00
AK	Supervisor	0.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	0.00
CC	Trades Helper	2.00	2.00	2.00	2.00
	Subtotal	64.00	64.00	64.00	70.00
HEALTH & SOCIAL SERVICES					
AM	Accountant I	2.00	2.00	1.00	1.00
AO	Accountant II	4.00	4.00	5.00	5.00
AR	Accountant III	3.00	3.00	3.00	3.00
AJ	Accounting Clerk III	8.00	8.00	8.00	8.00
AL	Administrative Specialist	1.00	1.00	2.00	3.00
XD	Administrator, Program Services	1.00	1.00	1.00	1.00
AM	Budget Intern	1.00	1.00	0.00	0.00
99	Clerk I - Temporary Full Time	0.42	0.00	0.00	0.00
AE	Clerk II	11.00	0.00	0.00	0.00
AG	Clerk III	5.00	0.00	0.00	0.00
AM	Community Services Program Coordinator I	1.00	1.00	1.00	1.00
AO	Community Services Program Coordinator II	9.00	10.00	10.00	10.00
AQ	Community Services Program Manager	1.00	2.00	2.00	2.00
AK	Contracts Management Specialist	1.00	1.00	1.00	1.00
AQ	Contracts Manager	3.00	3.00	3.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
HEALTH & SOCIAL SERVICES (continued)					
CB	Custodian	4.00	4.00	4.00	4.00
AI	Data Entry Supervisor	1.00	0.00	0.00	0.00
XD	Director, Health & Financial Services Division	1.00	1.00	1.00	1.00
XB	Director, Health & Social Services	1.00	1.00	1.00	1.00
XD	Director, Social Services Division	1.00	1.00	1.00	1.00
AA	Driver/Custodian	1.00	1.00	1.00	1.00
AJ	Executive Secretary	4.00	5.00	5.00	5.00
AQ	General Manager I	1.00	0.00	0.00	0.00
AS	General Manager II	4.00	3.00	3.00	2.00
AQ	Healthcare Services Review Nurse	5.00	5.00	5.00	5.00
AG	Housing Assistant Specialist	1.00	1.00	3.00	4.00
AN	Housing Counselor	6.00	7.00	8.00	8.00
XI	Human Services Program Manager	0.00	1.00	1.00	0.00
AQ	Human Services Supervisor	14.00	13.00	13.00	12.00
AM	Job Developer	1.00	1.00	1.00	1.00
AO	Job Development Team Leader	0.00	0.00	0.00	1.00
AO	Manager	0.00	2.00	2.00	2.00
XF	Manager, Contracts & Accounting Services	1.00	1.00	1.00	1.00
XE	Manager, Housing & Shelter	0.00	1.00	0.00	0.00
XG	Manager, Lee Davis Neighborhood Service Center	1.00	0.00	0.00	0.00
XG	Manager, Plant City Neighborhood Service Center	1.00	0.00	0.00	0.00
XG	Manager, Ruskin Neighborhood Service Center	1.00	0.00	0.00	0.00
XF	Manager, Specialized Transportation	1.00	1.00	1.00	1.00
XI	Manager, Summer Food Program	1.00	0.00	0.00	0.00
XG	Manager, University Neighborhood Service Center	1.00	0.00	0.00	0.00
XH	Manager, Veterans' Affairs	1.00	1.00	1.00	1.00
XG	Manager, West Tampa Neighborhood Service Center	1.00	0.00	0.00	0.00
AE	Office Assistant	0.00	12.70	11.28	11.28
AG	Office Assistant II	0.00	5.00	5.00	5.00
AI	Office Assistant III	0.00	1.00	1.00	0.00
XE	Operations Manager	1.00	0.00	1.00	1.00
AE	Paratransit Dispatcher	2.00	2.00	2.00	0.00
AE	Paratransit Minibus Operator	57.00	54.00	57.00	61.00
AC	Paratransit Minibus Operator Trainee	0.00	3.00	0.00	1.00
AS	Principal Business Analyst	0.00	1.00	1.00	1.00
AS	Principal Management Systems Analyst	1.00	0.00	0.00	0.00
AQ	Project Manager I	0.00	1.00	1.00	1.00
AS	Project Manager II	0.00	1.00	1.00	1.00
AH	Public Relations/Information Specialist II	1.00	1.00	1.00	1.00
AD	Receptionist	7.00	7.00	7.00	8.00
XF	Regional Service Center Manager	0.00	5.00	5.00	4.00
XG	Ryan White Program Manager	1.00	1.00	1.00	1.00
AE	Secretary	13.00	13.00	12.00	12.00
AN	Senior Administrative Specialist	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 06	FY 07	FY 08	FY 09
HEALTH & SOCIAL SERVICES (continued)					
AL	Senior Executive Secretary	2.00	1.00	0.00	0.00
AO	Senior Housing Counselor	2.00	2.00	2.00	2.00
AO	Senior Manager	2.00	0.00	0.00	0.00
AG	Senior Secretary	8.00	7.00	5.00	4.00
AK	Senior Social Services Specialist	22.00	22.01	24.00	23.00
AO	Senior Social Worker	56.00	55.00	52.00	49.00
AI	Senior Transportation Route Scheduler	1.00	1.00	1.00	1.00
AM	Social Worker	9.00	8.00	10.00	12.00
AI	Special Needs Transportation Coordinator	0.00	4.00	4.00	3.00
AE	Summer Youth Work / Area Monitor	0.00	0.72	3.13	3.13
AE	Summer Youth Work / Site Monitor	0.00	2.59	0.00	0.00
99	Summer Youth Program Monitor - Temporary Full Time	0.71	0.00	0.00	0.00
99	Summer Youth Area Monitor - Temporary Part Time	2.60	0.00	0.00	0.00
AO	Systems Coordinator	4.00	4.00	4.00	5.00
AM	Training Technician	1.00	1.00	1.00	1.00
AI	Transportation Coordinator	4.00	0.00	0.00	0.00
AG	Transportation Route Scheduler	2.00	2.00	2.00	3.00
XG	Trauma Coordinator	1.00	1.00	1.00	1.00
AK	Veterans Service Officer	4.00	4.00	4.00	3.00
	Subtotal	309.73	311.02	309.41	308.41
HIPAA COMPLIANCE OFFICE					
XE	HIPAA Compliance Security Officer	1.00	1.00	0.00	0.00
AG	Senior Secretary	1.00	1.00	1.00	0.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
	Subtotal	2.00	2.00	1.00	1.00
HOUSING AND COMMUNITY CODE ENFORCEMENT					
AO	Accountant II	1.00	1.00	0.00	0.00
AJ	Accounting Clerk III	3.00	3.00	0.00	0.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AL	Administrative Specialist	0.00	2.00	0.00	0.00
AK	Community Codes Investigator I	26.00	37.00	0.00	0.00
AM	Community Codes Investigator II	15.00	13.00	0.00	0.00
AP	Community Codes Investigator III	2.00	5.00	0.00	0.00
AP	Community Relations Coordinator	1.00	1.00	0.00	0.00
AM	Community Services Program Coordinator I	3.00	0.00	0.00	0.00
AO	Community Services Program Coordinator II	1.00	3.00	0.00	0.00
AO	Construction Inspector	3.00	3.00	0.00	0.00
AQ	Contracts Manager	1.00	2.00	0.00	0.00
AE	Clerk II	2.00	0.00	0.00	0.00
AI	Clerk IV	1.00	0.00	0.00	0.00
XC	Director, Housing & Code Enforcement	1.00	1.00	0.00	0.00
AM	Environmental Specialist II	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 06	FY 07	FY 08	FY 09
HOUSING AND COMMUNITY CODE ENFORCEMENT (continued)					
AU	Executive Planner	1.00	1.00	0.00	0.00
AQ	General Manager I	3.00	2.00	0.00	0.00
AG	Housing Assistant Specialist	2.00	2.00	0.00	0.00
AN	Housing Counselor	3.00	3.00	0.00	0.00
AO	Manager	0.00	2.00	0.00	0.00
XG	Manager Affordable Housing	1.00	1.00	0.00	0.00
XG	Manager, Contracts Unit	1.00	1.00	0.00	0.00
XF	Manager, Financial Services/Grants	1.00	1.00	0.00	0.00
XE	Manager, Code Enforcement & Inspection Services	1.00	1.00	0.00	0.00
AE	Office Assistant	0.00	2.00	0.00	0.00
AI	Office Assistant III	0.00	1.00	0.00	0.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AO	Senior Housing Counselor	1.00	2.00	0.00	0.00
AO	Senior Manager	2.00	0.00	0.00	0.00
AQ	Senior Planner	1.00	1.00	0.00	0.00
AG	Senior Secretary	9.00	11.00	0.00	0.00
	Subtotal	89.00	103.00	0.00	0.00
HUMAN RESOURCES					
AS	Accountant III	0.00	1.00	1.00	1.00
AJ	Accounting Clerk III	0.00	1.00	1.00	1.00
AM	Administrative Assistant	2.00	0.00	0.00	3.00
AL	Administrative Specialist	0.00	3.00	3.00	0.00
AQ	Chief Personnel Analyst	1.00	1.00	1.00	0.00
AI	Claims Service Representative I	1.00	0.00	0.00	0.00
AK	Claims Service Representative II	1.00	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	0.00	0.00	0.00
XD	Division Director Employee Services	1.00	0.00	0.00	0.00
XD	EE Benefits & Risk Mgmt Division Director	0.00	1.00	1.00	1.00
XD	Employee/Labor Relations Division Director	1.00	1.00	1.00	1.00
XF	Employee Relations Manager	1.00	1.00	1.00	1.00
XG	Executive Recruitment/Compensation Manager	1.00	0.00	0.00	0.00
AS	General Manager II	2.00	1.00	1.00	1.00
AU	General Manager III	1.00	1.00	1.00	1.00
AX	General Manager IV	0.00	1.00	1.00	1.00
XE	HRIS Manager	1.00	1.00	1.00	1.00
XF	Labor Relations Manager	1.00	1.00	1.00	1.00
AM	Manager	1.00	0.00	0.00	0.00
XF	Manager Financial/Administration	1.00	0.00	0.00	0.00
AR	Manager, Special Projects	1.00	0.00	0.00	0.00
XG	Manager, Staffing Exec Recruitment & Comp	0.00	1.00	1.00	0.00
AG	Office Assistant II	0.00	1.00	1.00	1.00
AM	Personnel Analyst	2.00	5.00	5.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
HUMAN RESOURCES (continued)					
AI	Personnel Assistant	1.00	1.00	2.00	2.00
AG	Personnel Clerk	3.00	2.00	1.00	0.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AK	Safety/Loss Control Coordinator	3.00	3.00	3.00	3.00
XG	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	13.00	13.00	13.00	12.00
AK	Senior Personnel Assistant	4.00	2.00	2.00	2.00
AG	Senior Secretary	1.00	0.00	0.00	0.00
AM	Senior Supervisor	0.00	1.00	1.00	1.00
XG	Strategic Planning Manager	1.00	0.00	0.00	0.00
XF	Training & Development Manager	1.00	1.00	1.00	1.00
AO	Training Specialist	0.00	2.00	2.00	3.00
AM	Training Technician	1.00	1.00	1.00	1.00
	Subtotal	51.00	51.00	51.00	47.00
INFORMATION & TECHNOLOGY SERVICES DEPARTMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AH	Accounting Clerk II	1.00	1.00	1.00	0.00
AJ	Accounting Clerk III	1.00	1.00	1.00	2.00
AL	Administrative Specialist	0.00	1.00	1.00	0.00
AG	Clerk III	2.00	0.00	0.00	0.00
AP	Community Relations Coordinator	0.00	1.00	1.00	1.00
AQ	Computer Operations Shift Supervisor	1.00	1.00	0.00	0.00
AK	Computer Programmer	1.00	1.00	0.00	0.00
AQ	Contracts Manager	1.00	1.00	1.00	0.00
X1	Director, Information & Technology Services	1.00	1.00	1.00	1.00
X2	Distributed Process Manager	1.00	1.00	1.00	1.00
AJ	Executive Secretary	0.00	1.00	1.00	1.00
AI	GIS Mapping Technician	0.00	1.00	1.00	1.00
AV	Info Systems Project Manager	0.00	7.00	9.00	9.00
XF	ITS Financial Manager	1.00	1.00	1.00	1.00
AK	Land Technician	0.00	4.00	4.00	4.00
AO	Manager	0.00	4.00	4.00	4.00
X2	Manager, Graphic Information System	1.00	1.00	1.00	1.00
X4	Manager, Hardware Services	1.00	1.00	1.00	1.00
X2	Manager, Planning and Technical Assessment	1.00	1.00	1.00	1.00
X3	Manager, Technical Support	1.00	0.00	0.00	0.00
X3	Manager, Telecommunications	1.00	1.00	0.00	0.00
XE	Manager 9-1-1 Emergency OPN	0.00	1.00	1.00	1.00
X2	Network Administration Manager	1.00	0.00	0.00	0.00
AG	Office Assistant II	0.00	5.00	4.00	4.00
X2	Operational Service Manager	1.00	1.00	1.00	1.00
AS	Principal Business 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 06	FY 07	FY 08	FY 09
INFORMATION & TECHNOLOGY SERVICES DEPARTMENT (continued)					
AQ	Programmer/Analyst	10.00	7.00	5.00	5.00
AV	Project Manager	3.00	0.00	0.00	0.00
AQ	Project Manager I	0.00	0.00	1.00	1.00
AS	Project Manager II	0.00	0.00	0.00	1.00
AK	Property Control Specialist	0.00	0.00	1.00	0.00
AK	Senior Computer Operator	4.00	4.00	3.00	3.00
AO	Senior Computer Programmer	3.00	3.00	2.00	1.00
AR	Senior Data Processing Telecommunications Technician	5.00	5.00	5.00	5.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AM	Senior Land Technician	0.00	2.00	2.00	2.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AU	Senior Software Specialist	10.00	7.00	8.00	8.00
AU	Senior Systems Analyst	3.00	3.00	2.00	2.00
AO	Software Specialist I	10.00	9.00	9.00	7.00
AS	Software Specialist II	19.00	23.00	19.00	19.00
AS	Systems Analyst	12.00	13.00	15.00	15.00
AU	Systems Security Administrator	0.00	1.00	0.00	0.00
X3	Tech Support Manager	0.00	1.00	1.00	1.00
X2	Technology & Security Manager	0.00	1.00	0.00	0.00
AM	Telecommunication Coordinator	1.00	1.00	1.00	1.00
AR	Webmaster	2.00	2.00	2.00	0.00
	Subtotal	103.00	122.00	113.00	106.00
LIBRARY SERVICES					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	0.00	0.00	0.00
AS	Accountant III	0.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AL	Administrative Specialist	0.00	2.00	2.00	2.00
AS	Chief Librarian	9.00	8.00	9.00	8.00
AI	Clerk IV	1.00	0.00	0.00	0.00
XB	Director, Library Services	1.00	1.00	1.00	1.00
CC	Equipment Operator I	3.00	0.00	0.00	0.00
CE	Equipment Operator II	4.00	0.00	0.00	0.00
AJ	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	2.00	2.00	2.00	2.00
AE	Lead Data Entry Operator	1.00	0.00	0.00	0.00
AM	Librarian	51.00	51.00	51.00	50.00
99	Librarian P/T	0.00	11.18	11.65	11.28
AA	Library Aide	3.00	3.00	10.00	10.00
99	Library Aide P/T	0.00	0.00	0.00	0.94
AE	Library Assistant	71.00	71.00	75.00	74.00
99	Library Asst P/T	0.00	20.01	23.77	23.30
99	Library Page P/T	43.71	43.71	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
LIBRARY SERVICES (continued)					
AK	Library Services Specialist	2.00	2.00	2.00	2.00
AM	Library Services Specialist Supervisor	2.00	2.00	2.00	2.00
AI	Library Technical Assistant	18.00	18.00	20.00	21.00
AC	Library Transport Assist I	0.00	3.00	3.00	3.00
AE	Library Transport Assist II	0.00	4.00	4.00	4.00
AC	Mail Room Supervisor	1.00	0.00	0.00	0.00
XE	Manager, Administration & Reference Services	1.00	1.00	1.00	1.00
XF	Manager, Capital Planning	0.00	1.00	0.00	0.00
XF	Manager, Library Facility Planning & Design	0.00	0.00	0.00	1.00
XE	Manager, Operations and Technology	1.00	1.00	1.00	1.00
XE	Manager, Staff/Administrative Support	1.00	1.00	1.00	1.00
XE	Manager, Public Services Center	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	1.00	1.00	1.00
AG	Office Assistant II	0.00	1.00	1.00	1.00
AI	Office Assistant III	0.00	1.00	1.00	1.00
AK	Personal Computer Specialist	2.00	2.00	2.00	2.00
AI	Personnel Assistant	0.00	3.00	3.00	3.00
AG	Personnel Clerk	3.00	0.00	0.00	0.00
AQ	Principal Librarian	24.00	24.00	25.00	22.00
AK	Principal Library Assistant	10.00	10.00	12.00	11.00
AM	Public Relations/Information Rep	1.00	1.00	1.00	1.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AO	Senior Librarian	40.00	40.00	38.00	38.00
AG	Senior Library Assistant	42.00	42.00	41.00	43.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
AM	Senior Supervisor	0.00	0.00	1.00	1.00
AO	Software Specialist I	3.00	3.00	3.00	3.00
CE	Storekeeper II	1.00	0.00	0.00	0.00
AK	Supervisor	0.00	1.00	1.00	1.00
AS	Systems Analyst	0.00	0.00	0.00	1.00
99	Unclassified Part-Time Librarian	11.28	0.00	0.00	0.00
99	Unclassified Part-Time Library Assistant	19.91	0.00	0.00	0.00
	Subtotal	381.90	381.90	356.42	354.52
MANAGEMENT AND BUDGET DEPARTMENT					
AL	Administrative Specialist	0.00	3.00	3.00	2.00
AM	Administrative Assistant	1.00	0.00	0.00	
AO	Budget Analyst I	4.00	2.00	2.00	1.00
AP	Budget Analyst II	1.00	2.00	1.00	1.00
AM	Budget Intern	1.29	1.29	0.00	0.00
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

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
MANAGEMENT AND BUDGET DEPARTMENT (continued)					
AS	Budget Services Coordinator	2.00	2.00	2.00	2.00
XG	Capital Policy Manager	1.00	1.00	1.00	1.00
XE	Capital Programs Administrator	1.00	1.00	1.00	1.00
AQ	Contracts Manager	2.00	2.00	2.00	2.00
XB	Director, Management and Budget	1.00	1.00	1.00	0.00
XD	Economist	1.00	1.00	1.00	1.00
AS	General Manager II	1.00	0.00	0.00	0.00
AU	General Manager III	1.00	1.00	1.00	1.00
XA	Management Services Administrator and Budget Director	0.00	0.00	0.00	1.00
XD	Manager, Budget Programs	1.00	1.00	1.00	1.00
XF	Manager, Contract Unit	1.00	1.00	1.00	1.00
XG	Manager, Performance Measurement	1.00	1.00	1.00	1.00
XF	Manager, Systems and Revenue	1.00	1.00	1.00	1.00
AS	Project Manager II	0.00	1.00	0.00	0.00
XF	Research Manager	1.00	1.00	1.00	1.00
AN	Sr. Administrative Specialist	0.00	1.00	1.00	1.00
AR	Senior Budget Analyst	4.00	5.00	5.00	5.00
AK	Senior Executive Secretary	3.00	0.00	0.00	0.00
	Subtotal	31.29	31.29	28.00	26.00
MEDICAL EXAMINER					
AL	Administrative Specialist	0.00	1.00	1.00	1.00
XM3	Associate Medical Examiner	4.00	4.00	3.00	3.00
AK	Autopsy Technician	5.48	5.48	5.48	5.00
99	Autopsy Technician P/T	0.00	0.00	0.00	0.48
XD	Chief Forensic Toxicologist	1.00	1.00	1.00	1.00
XM	Chief Medical Examiner	1.00	1.00	1.00	1.00
XM	Deputy Chief Medical Examiner	0.00	0.00	1.00	1.00
AG	Clerk III	1.00	0.00	0.00	0.00
AK	Forensic Investigator I	8.00	8.00	7.00	6.00
AN	Forensic Investigator II	1.00	1.00	0.00	0.00
AP	Forensic Toxicologist I	1.00	1.00	1.00	1.00
AS	Forensic Toxicologist II	0.00	1.00	1.00	1.00
AQ	General Manager I	1.00	2.00	2.00	2.00
AI	Laboratory Technician	2.00	2.00	2.00	2.00
XE	Manager of Operations	1.00	1.00	1.00	1.00
AG	Office Assistant II	0.00	1.00	1.00	1.00
AL	Senior Autopsy Technician	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AO	Senior Forensic Investigator	1.00	0.00	2.00	2.00
AG	Senior Secretary	3.00	3.00	3.00	3.00
AK	Social Services Investigator	2.00	2.00	2.00	1.00
	Subtotal	34.48	35.48	35.48	33.48

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
NEIGHBORHOOD RELATIONS					
AL	Administrative Specialist	0.00	1.00	1.00	0.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AO	Community Services Program Coordinator II	3.00	3.00	3.00	0.00
XE	Neighborhood Relations Officer	1.00	1.00	1.00	0.00
	Subtotal	5.00	5.00	5.00	0.00
PARKS, RECREATION AND CONSERVATION					
AO	Accountant II	1.00	1.00	1.00	1.00
AH	Accounting Clerk II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	2.00	2.00	2.00	2.00
AL	Administrative Specialist	0.00	3.00	3.00	2.00
99	Art Camp Teacher P/T	4.70	2.70	0.00	0.00
AC	Clerk I	1.00	0.00	0.00	0.00
AE	Clerk II	1.00	0.00	0.00	0.00
AG	Clerk III	2.00	0.00	0.00	0.00
AM	Community Service Program Coordinator I	0.00	1.00	1.00	1.00
AO	Community Service Program Coordinator II	0.00	1.00	1.00	1.00
CE	Construction Equipment Operator I	2.00	2.00	2.00	2.00
CI	Construction Equipment Operator III	2.00	1.00	1.00	1.00
AG	Custodial Inspector	0.00	1.00	0.00	0.00
CB	Custodian	46.00	46.00	33.00	32.23
99	Custodian P/T	1.90	1.92	1.44	1.50
AE	Custodial Area Supervisor	1.00	0.00	0.00	0.00
AG	Customer Svc Rep	1.00	0.00	0.00	0.00
XB	Director, Parks & Recreation	1.00	1.00	1.00	1.00
CM	Electrician III	1.00	1.00	1.00	1.00
AO	Engineering Specialist I	1.00	1.00	1.00	0.00
AQ	Engineering Specialist II	1.00	1.00	1.00	0.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AK	Environmental Specialist I	6.00	7.00	7.00	6.00
AM	Environmental Specialist II	4.00	5.00	4.00	3.00
AO	Environmental Specialist III	1.00	1.00	1.00	1.00
AQ	Environmental Supervisor	1.00	0.00	0.00	0.00
99	Environmental Technician I P/T	2.95	0.95	0.95	0.95
AG	Environmental Technician II	7.00	9.00	9.00	9.00
CC	Equipment Operator I	15.00	13.00	8.00	8.00
CE	Equipment Operator II	28.00	33.00	29.00	29.00
AM	General Crew Leader	4.00	4.00	4.00	4.00
AQ	General Manager I	4.00	8.00	8.00	8.00
AS	General Manager II	3.00	2.00	2.00	2.00
AU	General Manager III	2.00	2.00	2.00	2.00
CC	Head Custodian	6.00	6.00	4.00	3.48
AJ	Head Lifeguard	0.00	2.00	2.00	2.00
CE	Landscape Gardener	2.00	3.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PARKS, RECREATION AND CONSERVATION (continued)					
AB	Lifeguard	9.80	8.84	6.84	0.00
99	Lifeguard P/T	0.00	0.00	0.96	7.80
AM	Manager	1.00	0.00	0.00	0.00
XF	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	2.00	2.00	1.00
XE	Manager, Resource Development	1.00	1.00	1.00	1.00
XE	Manager, Therapeutic Recreation	1.00	1.00	0.00	0.00
AR	Manager, Special Projects	1.00	0.00	0.00	0.00
CG	Multi-Trades Worker I	15.00	12.00	12.00	12.00
CI	Multi-Trades Worker II	21.00	26.00	25.00	25.00
CK	Multi-Trades Worker III	7.00	4.00	4.00	4.00
AE	Office Assistant	0.00	2.00	3.00	2.48
AG	Office Assistant II	0.00	2.00	2.00	2.00
99	Official	6.66	6.40	0.00	0.00
CG	Painter I	0.00	1.00	0.00	0.00
CG	Painter II	1.00	0.00	0.00	0.00
AK	Park Manager	13.00	13.00	13.00	12.00
CD	Park Ranger I - Permanent Full Time	26.62	26.72	23.00	23.00
99	Park Ranger I - Permanent Part Time	1.20	1.20	1.20	1.20
CG	Park Ranger II	67.00	66.00	66.00	66.00
AK	Personal Computer Specialist	0.00	1.00	1.00	1.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AS	Principal Planner	1.00	1.00	1.00	0.00
XE	Project Director, Parks Improvement Program	1.00	1.00	1.00	0.00
AP	Procurement Analyst	1.00	1.00	0.00	0.00
AM	Program Coordinator	0.00	1.00	0.00	0.00
AQ	Project Manager I	0.00	2.00	2.00	1.00
AS	Project Manager II	0.00	2.00	1.00	0.00
AQ	Recreation Area Supervisor	10.00	10.00	9.00	9.00
99	Recreation Leader Aide P/T	1.90	1.92	1.92	1.94
AE	Recreation Leader Aide	0.00	9.99	8.73	8.68
AE	Recreation Leader I	0.00	70.03	49.04	43.00
AE	Recreation Leader I - Permanent Full Time	49.00	0.00	0.00	0.00
99	Recreation Leader 1 P/T	0.00	31.20	48.32	0.00
99	Recreation Leader I - Permanent Part Time	30.88	0.00	0.00	122.50
99	Recreation Leader I - Temporary Full Time	21.54	0.00	0.00	0.00
AH	Recreation Leader II	65.00	65.00	57.00	55.48
99	Recreation Leader II - Part-Time	0.00	0.00	0.00	0.48
AK	Recreation Specialist	30.00	31.96	31.96	29.48
AK	Recreation Therapist	6.00	6.00	7.00	7.00
99	Recreation Therapist Aide P/T	14.73	19.99	19.99	19.99
CK	Refrigeration/Air Conditioning Mechanic III	2.00	2.00	2.00	2.00
AE	Secretary	2.00	3.00	3.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PARKS, RECREATION AND CONSERVATION (continued)					
AR	Special Projects Coordinator	0.00	1.00	1.00	1.00
AU	Senior Architect	1.00	1.00	0.00	0.00
AP	Senior Buyer	0.00	0.00	1.00	1.00
AK	Senior Crew Leader	4.00	8.00	8.00	8.00
AI	Senior Customer Service Rep	0.00	1.00	1.00	1.00
AT	Senior Engineering Specialist	1.00	1.00	1.00	0.00
AK	Senior Executive Secretary	3.00	0.00	0.00	0.00
AQ	Senior Graduate Architect	1.00	0.00	1.00	0.00
CC	Senior Groundskeeper	10.00	10.00	5.00	3.96
AO	Senior Manager	4.00	0.00	0.00	0.00
AM	Senior Park Manager	10.00	10.00	10.00	11.00
CI	Senior Park Ranger	6.00	7.00	6.00	6.00
AK	Senior Personnel Assistant	5.00	5.00	5.00	4.00
AI	Senior Recreation Leader	25.00	25.00	19.00	19.00
AM	Senior Recreation Specialist	22.00	23.00	22.00	18.96
AM	Senior Recreation Therapist	2.00	3.00	3.00	3.00
AE	Senior Receptionist	1.00	0.00	0.00	0.00
AG	Senior Secretary	2.00	4.00	4.00	3.00
CG	Storekeeper III	0.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
CC	Trades Helper	9.00	9.00	7.00	7.00
	Subtotal	678.86	712.82	639.35	683.11
PLANNING & GROWTH MANAGEMENT					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	1.00
AH	Accounting Clerk II	2.00	2.00	1.00	0.00
AJ	Accounting Clerk III	1.00	1.00	2.00	2.00
AM	Administrative Assistant	4.00	0.00	0.00	0.00
XD	Administrative Services Division Director	1.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	6.00	5.00	4.00
AR	Chief Inspector	6.00	6.00	4.00	3.00
AG	Cashier I	8.00	8.00	6.00	5.00
AI	Cashier II	2.00	2.00	2.00	1.00
AC	Clerk I	2.00	0.00	0.00	0.00
AE	Clerk II	6.41	0.00	0.00	0.00
AG	Clerk III	5.00	0.00	0.00	0.00
AI	Clerk IV	2.00	0.00	0.00	0.00
AK	Community Codes Investigator I	2.00	2.00	2.00	0.00
AM	Community Codes Investigator II	1.00	5.00	5.00	6.00
AM	Community Planner I	3.00	3.00	1.00	0.00
AN	Community Planner II	5.00	5.00	5.00	4.00
AH	Construction Permit Clerk	23.00	0.00	0.00	0.00
AF	Construction Permit Technician Trainee	0.00	1.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PLANNING AND GROWTH MANAGEMENT (continued)					
AH	Construction Permit Technician I	1.26	22.26	13.00	12.00
AJ	Construction Permit Specialist	4.00	0.00	0.00	0.00
AJ	Construction Permit Technician II	0.00	5.00	5.00	5.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
XD	Director, Development Services Division	1.00	1.00	0.00	0.00
XB	Director, Planning & Growth Management	1.00	1.00	1.00	1.00
XD	Director, Planning & Zoning Division	1.00	1.00	1.00	1.00
XD	Division Director, Building Services	0.00	0.00	1.00	1.00
XD	Division Director, Transport & Land Development RW	0.00	1.00	1.00	1.00
AO	Engineering Specialist I	1.00	1.00	1.00	1.00
AQ	Engineering Specialist II	7.00	6.00	6.00	6.00
CK	Engineering Technician III	2.00	2.00	2.00	2.00
AL	Environmental Enforcement Specialist I	3.00	0.00	0.00	0.00
AT	Environmental Manager	1.00	1.00	1.00	0.00
AL	Environmental Scientist I	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	1.00	1.00	1.00
AK	Environmental Specialist I	1.00	0.00	0.00	0.00
AO	Environmental Specialist III	0.00	1.00	1.00	1.00
AQ	Environmental Supervisor	0.00	1.00	1.00	1.00
AU	Executive Planner	4.00	6.00	6.00	6.00
AJ	Executive Secretary	8.00	7.00	7.00	6.00
AN	Forestry Examiner	2.00	3.00	3.00	3.00
AQ	General Manager I	2.00	1.00	3.00	1.00
AS	General Manager II	2.00	2.00	1.00	0.00
AU	General Manager III	2.00	2.00	3.00	2.00
AX	General Manager IV	0.00	0.00	0.00	1.00
AM	GIS Analyst	2.00	0.00	0.00	0.00
XF	Impact Fee Program Manager	1.00	1.00	1.00	1.00
AQ	Impact Fee Coordinator	0.00	1.00	1.00	1.00
AM	Inspector I	52.14	49.14	22.00	17.00
AO	Inspector II	18.00	22.00	20.00	16.00
AP	Inspector III	14.00	12.00	11.00	13.00
AU	Land Use Ombudsman	1.00	1.00	1.00	1.00
AN	Landscaping Examiner	2.00	1.00	1.00	1.00
AO	Manager	6.00	4.00	2.00	2.00
XE	Manager	0.00	0.00	1.00	0.00
XE	Manager, Community Planning	1.00	1.00	1.00	1.00
XE	Manager, Construction Services	1.00	1.00	1.00	1.00
XE	Manager, Hazard Mitigation Program	1.00	1.00	1.00	1.00
XE	Manager, Permit Intake & Processing	1.00	1.00	0.00	0.00
XE	Manager, Plant City Satellite Building Permits Office	1.00	1.00	1.00	0.00
XE	Manager, Satellite Building Permits Office Northwest	1.00	1.00	0.00	1.00
XE	Manager, Satellite Building Permits Office South County	1.00	1.00	1.00	1.00
XE	Manager, Site Plan/Subdivision Review	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 06	FY 07	FY 08	FY 09
PLANNING AND GROWTH MANAGEMENT (continued)					
XE	Manager, Transportation Planning Section	1.00	1.00	1.00	1.00
XE	Manager, Transportation Review Section	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	7.41	5.27	4.27
AG	Office Assistant II	0.00	7.52	7.50	6.50
AK	Office Assistant III	0.00	5.00	5.00	4.00
AK	Personal Computer Specialist	1.00	1.00	1.00	1.00
AI	Personnel Assistant	1.00	1.00	0.00	0.00
AI	Planning & Zoning Technician I	5.81	4.81	2.81	0.81
AK	Planning & Zoning Technician II	9.00	11.00	10.00	6.00
AO	Plans Examiner I	7.00	7.00	4.00	1.00
AQ	Plans Examiner II	0.00	4.00	6.00	6.00
AS	Principal Planner	9.38	8.38	8.38	6.38
AS	Professional Engineer I	2.00	2.00	2.00	1.00
AU	Professional Engineer II	3.00	2.00	2.00	2.00
AM	Program Coordinator	0.00	1.00	0.00	1.00
AQ	Project Manager I	0.00	1.00	0.00	0.00
AD	Receptionist	3.00	3.00	2.00	2.00
AE	Secretary	0.00	2.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	2.00
AT	Senior Engineering Specialist	3.00	4.00	4.00	3.00
AN	Senior Engineering Technician	13.00	12.00	11.00	11.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AQ	Senior Forestry Examiner	1.00	1.00	1.00	1.00
AO	Senior GIS Analyst	0.00	2.00	2.00	2.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00
AO	Senior Manager	2.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	1.00	1.00	2.00	1.00
AQ	Senior Planner	13.00	15.00	14.00	11.00
AM	Senior Planning & Zoning Technician	8.00	10.00	13.00	12.00
AQ	Senior Plans Examiner	4.00	0.00	0.00	0.00
AX	Senior Professional Engineer	1.00	2.00	2.00	2.00
AE	Senior Receptionist	2.00	0.00	0.00	0.00
AG	Senior Secretary	4.00	3.00	3.00	2.00
AM	Senior Supervisor	0.00	4.00	4.00	2.00
AO	Systems Coordinator	2.00	2.00	1.00	1.00
XD	Transportation Division Director	1.00	0.00	0.00	0.00
	Subtotal	327.00	338.52	279.96	234.96
PROCUREMENT SERVICES					
AM	Accountant I	0.00	0.00	0.00	1.00
AJ	Accounting Clerk III	1.00	1.00	1.00	0.00
AM	Business Analyst I	0.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AM	Buyer	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 06	FY 07	FY 08	FY 09
PROCUREMENT SERVICES (continued)					
AE	Clerk II	1.00	0.00	0.00	0.00
XB	Director, Procurement Services	1.00	1.00	1.00	1.00
AS	Executive Buyer	4.00	0.00	0.00	0.00
AJ	Executive Secretary	6.00	6.00	6.00	6.00
AM	Manager	1.00	0.00	0.00	0.00
XF	Manager, Commodities Procurement	0.00	1.00	1.00	1.00
XG	Manager, Procurement Administration/Info System	0.00	1.00	1.00	1.00
XF	Manager Services & Construction Procurement	0.00	1.00	1.00	1.00
AM	Management Systems Analyst I	1.00	0.00	0.00	0.00
XF	Manager, Contracts Administration	1.00	0.00	0.00	0.00
XF	Manager, Contracts Management	1.00	0.00	0.00	0.00
XF	Manager, Quality Management	1.00	0.00	0.00	0.00
AG	Office Assistant II	0.00	1.00	1.00	1.00
AP	Procurement Analyst	3.00	3.00	3.00	3.00
AS	Procurement Supervisor	0.00	4.00	4.00	4.00
AQ	Principal Buyer	10.00	0.00	0.00	0.00
AD	Receptionist	1.00	1.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
AQ	Senior Procurement Analyst	0.00	10.00	10.00	9.00
AM	Senior Supervisor	0.00	1.00	1.00	1.00
AG	Senior Secretary	1.00	1.00	0.00	0.00
	Subtotal	35.00	35.00	33.00	32.00
PUBLIC SAFETY					
AM	Administrative Assistant	2.00	0.00	0.00	0.00
AG	Clerk III	3.00	0.00	0.00	0.00
AI	Clerk IV	1.00	0.00	0.00	0.00
LM	Communications Supervisor	4.00	0.00	0.00	0.00
AM	Community Planner I	1.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	0.00	0.00	0.00
AO	Community Services Program Coordinator II	4.00	0.00	0.00	0.00
LI	Digital Communication Dispatcher	20.30	0.00	0.00	0.00
XC	Director, Public Safety	1.00	0.00	0.00	0.00
CM	Electronics Technician III	1.00	0.00	0.00	0.00
AO	Emergency Communications Supervisor	1.00	0.00	0.00	0.00
AI	Executive Secretary	3.00	0.00	0.00	0.00
AK	GIS/Mapping Technician II	1.00	0.00	0.00	0.00
AK	Land Technician II	5.00	0.00	0.00	0.00
XE	Manager, 9-1-1 Emergency Operations	1.00	0.00	0.00	0.00
XE	Manager, Emergency Dispatch Operations	1.00	0.00	0.00	0.00
XE	Manager, Emergency Management	1.00	0.00	0.00	0.00
XF	Manager, Security Services	1.00	0.00	0.00	0.00
CI	Multi-Trades Worker II	1.00	0.00	0.00	0.00
AM	Public Safety Lieutenant	3.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PUBLIC SAFETY (continued)					
AI	Public Safety Officer	65.00	0.00	0.00	0.00
AK	Public Safety Sergeant	9.00	0.00	0.00	0.00
LK	Senior Digital Communications Dispatcher	4.00	0.00	0.00	0.00
AM	Senior Land Technician	1.00	0.00	0.00	0.00
AO	Senior Manager	5.00	0.00	0.00	0.00
AQ	Senior Planner	1.00	0.00	0.00	0.00
	Subtotal	141.30	0.00	0.00	0.00
PUBLIC WORKS DEPARTMENT					
AM	Accountant I	4.00	4.00	4.00	4.00
AO	Accountant II	1.00	1.00	1.00	0.00
AJ	Accounting Clerk III	3.00	3.00	3.00	3.00
AM	Administrative Assistant	2.00	0.00	0.00	0.00
AL	Administrative Specialist	1.00	7.00	8.00	8.00
CG	Advanced Transportation Worker	63.00	56.00	58.00	55.00
AK	Asset Coordinator	16.00	16.00	15.00	15.00
AP	Chief Aircraft Pilot	1.00	1.00	1.00	1.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00
AK	Clerical Supervisor	1.00	0.00	0.00	0.00
AC	Clerk I	1.00	0.00	0.00	0.00
AE	Clerk II	5.35	0.00	0.00	0.00
AG	Clerk III	12.00	0.00	0.00	0.00
AI	Clerk IV	6.00	0.00	0.00	0.00
AP	Community Relations Coordinator	0.00	0.00	0.00	1.00
CG	Construction Equipment Operator II	1.00	2.00	1.00	1.00
CI	Construction Equipment Operator III	3.00	2.00	3.00	3.00
CE	Construction Permit Technician II	0.00	0.00	1.00	1.00
AK	Contracts Management Specialist	3.00	3.00	3.00	3.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CG	Crew Leader I	4.00	6.00	2.00	2.00
CI	Crew Leader II	2.00	1.00	2.00	2.00
XB	Director, Public Works	0.00	0.00	0.00	1.00
XC	Director, Engineering Division	1.00	1.00	1.00	1.00
XD	Director, Operations/Fiscal Div	0.00	1.00	1.00	1.00
XC	Div Director Traffic Services	0.00	1.00	1.00	1.00
XC	Director, Transportation Maintenance Division	1.00	1.00	1.00	1.00
AM	Electrician III	1.00	1.00	0.00	0.00
CJ	Electronics Technician I	5.00	5.00	5.00	5.00
CL	Electronics Technician II	3.00	3.00	3.00	3.00
CN	Electronics Technician III	5.00	5.00	6.00	5.00
AO	Electronics Technician Supervisor	1.00	0.00	0.00	0.00
AO	Engineering Specialist I	13.00	12.00	12.00	11.00
AQ	Engineering Specialist II	20.00	21.00	21.00	20.00
CE	Engineering Technician I	3.00	3.00	2.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PUBLIC WORKS DEPARTMENT (continued)					
CH	Engineering Technician II	4.00	6.00	6.00	3.00
CK	Engineering Technician III	19.00	20.00	22.00	21.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	4.00	2.00	2.00
AM	Environmental Specialist II	0.00	0.00	1.00	1.00
AO	Environmental Specialist III	3.00	1.00	2.00	2.00
AD	Environmental Technician I	4.00	4.00	1.00	2.00
AG	Environmental Technician II	4.00	4.00	5.00	4.00
CC	Equipment Operator I	0.00	0.00	1.00	0.00
CE	Equipment Operator II	1.00	2.00	2.00	2.00
CG	Equipment Technician I	1.00	1.00	1.00	0.00
CI	Equipment Technician II	0.00	0.00	0.00	1.00
AJ	Executive Secretary	4.00	4.00	3.00	3.00
AM	General Crew Leader	15.00	14.00	14.00	14.00
AQ	General Manager I	8.00	7.00	6.00	7.00
AS	General Manager II	6.00	5.00	8.00	8.00
AU	General Manager III	10.00	9.00	7.00	7.00
AX	General Manager IV	1.00	1.00	1.00	1.00
AM	GIS Analyst	3.00	3.00	2.00	2.00
AI	GIS Mapping Technician	3.00	4.00	4.00	4.00
AK	GIS Mapping Technician II	1.00	0.00	0.00	0.00
AO	Helicopter Pilot	1.00	1.00	1.00	1.00
CF	Inspector/Spray Equipment Operator	12.00	12.00	12.00	15.09
CA	Laborer	6.00	49.08	45.08	27.83
99	Laborer	0.00	0.00	0.00	15.25
CE	Landscape Gardener	3.00	3.00	3.00	3.00
AE	Lead Data Entry Operator	2.94	0.00	0.00	0.00
XE	Liaison Project Manager	1.00	1.00	1.00	1.00
AO	Manager	8.00	7.00	7.00	7.00
XF	Manager, Central Service Unit	1.00	1.00	1.00	1.00
XG	Manager, Community Relations	0.00	0.00	0.00	1.00
XF	Manager, Countywide Construction Unit	1.00	0.00	0.00	0.00
XD	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	0.00	0.00	0.00
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
XF	Manager, South Service Unit	1.00	1.00	1.00	1.00
XD	Manager, Stormwater Management	1.00	1.00	0.00	0.00
AX	Manager, Traffic Engineering	2.00	0.00	0.00	0.00
CJ	Mosquito Control Inspector	2.00	2.00	2.00	2.00
CG	Multi-Trades Worker I	0.00	0.00	1.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PUBLIC WORKS DEPARTMENT (continued)					
CI	Multi-Trades Worker II	0.00	0.00	0.00	1.00
AE	Office Assistant	0.00	5.22	4.22	3.00
99	Office Assistant	0.00	0.00	0.00	1.58
AG	Office Assistant II	0.00	17.07	16.07	14.00
AI	Office Assistant III	0.00	8.00	7.00	7.00
CG	Plant Maintenance Mechanic I	2.00	2.00	1.00	0.00
CI	Plant Maintenance Mechanic II	1.00	1.00	0.00	0.00
AS	Principal Business Analyst	3.00	3.00	3.00	3.00
AS	Professional Engineer I	0.00	0.00	1.00	1.00
AU	Professional Engineer II	9.00	7.00	7.00	7.00
AM	Program Coordinator	0.00	1.00	1.00	1.00
AQ	Project Manager I	0.00	1.00	1.00	0.00
AS	Project Manager II	0.00	1.00	1.00	1.00
AU	Project Manager III	0.00	1.00	3.00	3.00
AF	Public Relations/Information Specialist I	0.00	0.00	0.00	1.00
AD	Receptionist	2.00	2.00	2.00	2.00
AE	Secretary	1.00	1.00	1.00	1.00
XF	Section Manager, Operations Management	0.00	1.00	1.00	1.00
CB	Spray Equipment Operator	0.00	1.73	1.73	0.00
AN	Senior Administrative Specialist	0.00	0.00	1.00	1.00
AM	Senior Asset Coordinator	5.00	5.00	5.00	5.00
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
AQ	Senior Business Analyst	0.00	1.00	1.00	1.00
AK	Senior Crew Leader	31.00	33.00	32.00	32.00
AT	Senior Engineering Specialist	24.00	25.00	26.00	27.00
AN	Senior Engineering Technician	11.00	12.00	11.00	11.00
AI	Senior Environmental Technician	4.00	4.00	4.00	4.00
AK	Senior Executive Secretary	6.00	2.00	0.00	0.00
AO	Senior GIS Analyst	0.00	0.00	1.00	1.00
CB	Senior Groundskeeper	1.00	0.00	0.00	0.00
AS	Senior Hydrologist	1.00	1.00	0.00	0.00
AQ	Senior Management Systems Analyst	1.00	0.00	0.00	0.00
AO	Senior Manager	5.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	2.00	3.00	3.00	3.00
AX	Senior Professional Engineer	17.00	20.00	19.00	19.00
AG	Senior Secretary	5.00	3.00	3.00	2.00
AM	Senior Supervisor	0.00	13.00	13.00	13.00
CI	Senior Transportation Worker	73.00	68.00	69.00	69.00
CB	Spray Equipment Operator	1.73	0.00	0.00	0.00
CG	Storekeeper III	5.00	6.00	6.00	5.00
AI	Storeroom Manager	1.00	1.00	1.00	1.00
CC	Trades Helper	0.00	8.00	6.00	7.00
AL	Traffic Signal/Marking Supervisor	2.00	2.00	2.00	2.00
CF	Traffic Signal/Marking Technician I	10.00	10.00	10.00	10.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PUBLIC WORKS DEPARTMENT (continued)					
CI	Traffic Signal/Marking Technician II	5.00	5.00	5.00	5.00
AM	Training Technician	1.00	1.00	1.00	1.00
AR	Transportation Operations Support	4.00	4.00	4.00	4.00
CE	Transportation Worker	99.00	76.00	72.00	57.00
CC	Transportation Worker Trainee	0.00	3.00	1.00	2.00
CE	Tree Trimmer	1.00	1.00	1.00	1.00
CC	Vehicle Service Attendant	1.00	0.00	0.00	0.00
AM	Warehouse/Supply Manager	5.00	0.00	0.00	0.00
99	Work Release	29.08	0.00	0.00	0.00
	Subtotal	693.10	693.10	675.10	652.75
REAL ESTATE DEPARTMENT					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	1.00
AJ	Accounting Clerk III	0.00	0.00	1.00	1.00
AL	Administrative Specialist	0.00	3.00	3.00	4.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AP	Budget Analyst II	1.00	1.00	1.00	1.00
CI	Carpenter	0.00	5.00	5.00	4.00
CG	Carpenter I	1.00	0.00	0.00	0.00
CI	Carpenter II	4.00	0.00	0.00	0.00
CK	Carpenter III	2.00	0.00	0.00	0.00
AO	Chief Land Technician	4.00	4.00	5.00	5.00
AC	Clerk I	3.00	0.00	0.00	0.00
AG	Clerk III	5.84	0.00	0.00	0.00
AI	Clerk IV	2.00	0.00	0.00	0.00
AO	Community Service Program Coordinator II	1.00	0.00	0.00	0.00
AO	Construction Inspector	5.00	5.00	5.00	5.00
AK	Contracts Management Specialist	2.00	2.00	2.00	2.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
XD	County Surveyor	1.00	1.00	1.00	1.00
CG	Crew Leader	0.00	0.00	1.00	1.00
AG	Custodial Inspector	3.00	3.00	3.00	3.00
CB	Custodian	17.75	16.75	17.75	16.00
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	10.00	10.00	10.00	10.00
CM	Electrician III	3.00	3.00	3.00	3.00
CE	Engineering Technician I	4.48	3.48	2.00	1.00
CH	Engineering Technician II	12.00	9.00	8.00	6.00
CK	Engineering Technician III	9.00	8.00	7.00	8.00
AO	Engineering Specialist I	0.00	0.00	0.00	1.00
AQ	Engineering Specialist II	1.00	1.00	1.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
REAL ESTATE DEPARTMENT (continued)					
AI	Executive Secretary	3.00	2.00	2.00	3.00
AQ	General Manager I	0.00	1.00	1.00	1.00
AS	General Manager II	8.00	6.00	4.00	4.00
AU	General Manager III	0.00	1.00	1.00	1.00
AX	General Manager IV	1.00	1.00	1.00	1.00
AM	GIS Analyst	3.00	4.00	4.00	4.00
AI	GIS Mapping Technician	2.00	4.00	4.00	4.00
AK	GIS Mapping Technician II	3.00	0.00	0.00	0.00
CC	Head Custodian	6.00	4.00	4.00	4.00
CJ	Heating/Ventilating/Air Conditioning Technician	2.00	3.00	2.00	2.00
AL	Indoor Air Quality Specialist	1.00	1.00	1.00	1.00
AM	Land Agent I	2.00	2.00	2.00	2.00
AO	Land Agent II	10.50	10.00	10.00	10.00
CE	Landscape Gardener	1.00	1.00	0.00	0.00
AK	Land Technician	0.00	2.00	2.00	2.00
AK	Land Technician II	2.00	0.00	0.00	0.00
CI	Locksmith	2.00	2.00	2.00	2.00
AO	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
XF	Manager, Facilities Customer Services	1.00	1.00	1.00	1.00
XF	Manager, Facilities Support	1.00	1.00	1.00	1.00
XE	Manager, Facility Planning & Development	1.00	1.00	1.00	1.00
XE	Manager, Fiscal Services	1.00	1.00	1.00	1.00
XE	Manager, GIS Mapping	1.00	1.00	1.00	1.00
XF	Manager, Mapping Services	1.00	1.00	1.00	0.00
XG	Manager, Parking & Recovery Ctr Operations	1.00	1.00	1.00	0.00
XE	Manager, Property Management	1.00	1.00	0.00	0.00
XE	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
XE	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	10.00	10.00	10.00	10.00
CK	Multi-Trades Worker III	3.00	3.00	3.00	3.00
AE	Office Assistant	0.00	4.84	4.08	4.00
AG	Office Assistant II	0.00	6.00	4.00	4.00
AI	Office Assistant III	0.00	3.00	3.00	2.00
CG	Painter I	0.00	5.00	5.00	5.00
CG	Painter II	5.00	0.00	0.00	0.00
CI	Painter III	2.00	0.00	0.00	0.00
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	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
REAL ESTATE DEPARTMENT (continued)					
AQ	Professional Land Surveyor/Mapper I	2.00	1.00	1.00	0.00
AS	Professional Land Surveyor/Mapper II	4.00	5.00	6.00	6.00
AQ	Project Manager I	0.00	1.00	1.00	2.00
AS	Project Manager II	0.00	1.00	4.00	5.00
AX	Project Manager IV	0.00	3.00	2.00	2.00
XE	Project Manager for Community Stadium	1.00	0.00	0.00	0.00
CI	Refrigeration/Air Conditioning Mechanic I	1.00	1.00	1.00	1.00
CJ	Refrigeration/Air Conditioning Mechanic II	3.00	3.00	3.00	3.00
CK	Refrigeration/Air Conditioning Mechanic III	6.00	6.00	6.00	6.00
AE	Secretary	2.00	2.00	2.00	2.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
AU	Senior Architect	4.00	3.00	4.00	3.00
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
CK	Senior Carpenter	0.00	2.00	2.00	2.00
AT	Senior Engineering Specialist	1.00	1.00	0.00	1.00
AN	Senior Engineering Technician	8.00	7.00	8.00	7.00
AK	Senior Executive Secretary	2.00	0.00	0.00	0.00
AO	Senior GIS Analyst	0.00	2.00	2.00	2.00
AQ	Senior Graduate Architect	3.00	2.00	2.00	2.00
CD	Senior Head Custodian	1.00	1.00	1.00	1.00
CL	Senior Heating/Ventilating/Air Conditioning Technician	3.00	3.00	3.00	3.00
AN	Senior Indoor Air Quality Specialist	1.00	1.00	1.00	1.00
AS	Senior Land Agent	2.00	2.00	2.00	2.00
AM	Senior Land Technician	3.00	3.00	2.00	2.00
AO	Senior Manager	2.00	0.00	0.00	0.00
CI	Senior Painter	0.00	2.00	2.00	2.00
AV	Senior Professional Land Surveyor/Mapping	2.00	1.00	2.00	2.00
AS	Senior Real Estate Appraiser	1.00	1.00	1.00	1.00
AG	Senior Secretary	3.00	2.00	2.00	1.00
AM	Senior Supervisor	0.00	4.50	4.50	4.50
CC	Storekeeper I	1.00	0.00	0.00	0.00
CE	Storekeeper II	2.00	3.00	2.00	3.00
CC	Trades Helper	3.00	3.00	3.00	3.00
AO	Trades/Maintenance Superintendent	4.00	3.00	4.00	4.00
AI	Work Control Officer	1.00	0.00	0.00	0.00
	Subtotal	258.57	254.57	250.33	246.50

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
SECURITY SERVICES					
AJ	Executive Secretary	0.00	1.00	1.00	1.00
XD	Manager, Security Services	0.00	1.00	1.00	1.00
AI	Office Assistant III	0.00	1.00	1.00	1.00
AM	Public Safety Lieutenant	0.00	3.00	3.00	3.00
AI	Public Safety Officer	0.00	65.00	65.00	68.00
AK	Public Safety Sergeant	0.00	9.00	9.00	9.00
	Subtotal	0.00	80.00	80.00	83.00
SOLID WASTE MANAGEMENT					
AS	Accountant III	1.00	1.00	1.00	1.00
AH	Accounting Clerk II	11.00	11.00	11.00	11.00
AJ	Accounting Clerk III	3.00	2.00	2.00	2.00
AL	Administrative Specialist	0.00	3.00	3.00	3.00
AK	Community Codes Investigator I	3.00	2.00	2.00	2.00
AM	Community Codes Investigator II	0.00	2.00	2.00	2.00
AP	Community Codes Investigator III	1.00	0.00	0.00	0.00
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
CG	Construction Equipment Operator II	11.00	8.00	9.00	9.00
CI	Construction Equipment Operator III	2.00	3.00	2.00	2.00
XB	Director, Solid Waste Management	1.00	1.00	1.00	1.00
AO	Engineering Specialist 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	3.00	3.00
AM	Environmental Specialist II	2.00	3.00	3.00	3.00
AQ	Environmental Supervisor	1.00	1.00	1.00	1.00
AG	Environmental Technician II	4.00	4.00	4.00	4.00
CC	Equipment Operator I	0.00	4.00	17.00	16.00
CE	Equipment Operator II	4.00	5.00	4.00	5.00
CG	Equipment Operator III	36.00	39.00	39.00	39.00
AK	Franchise Activity Coordinator	3.00	0.00	0.00	0.00
AM	General Crew Leader	5.00	5.00	6.00	6.00
AS	General Manager II	0.00	1.00	1.00	0.00
AU	General Manager III	0.00	0.00	0.00	1.00
AO	Hydrologist	1.00	1.00	1.00	1.00
CA	Laborer	16.00	14.00	0.00	0.00
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
XG	Manager, Solid Waste North	0.00	1.00	1.00	1.00
XG	Manager, Solid Waste South	0.00	1.00	0.00	0.00
XH	Manager, Solid Waste #1	1.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
SOLID WASTE MANAGEMENT (continued)					
XH	Manager, Solid Waste #2	1.00	0.00	0.00	0.00
XH	Manager, Solid Waste #3	1.00	0.00	0.00	0.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
AI	Personal Assistant	0.00	1.00	1.00	1.00
CL	PC Plant Operator II	1.00	0.00	0.00	0.00
CI	Plant Maintenance Mechanic II	1.00	1.00	1.00	1.00
AS	Project Manager II	0.00	1.00	1.00	1.00
AS	Principal Planner	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AR	Senior Business Analyst	0.00	0.00	1.00	0.00
AI	Senior Customer Service Rep.	4.00	4.00	4.00	4.00
AK	Senior Crew Leader	2.00	0.00	0.00	0.00
AS	Senior Engineering Specialist	1.00	0.00	0.00	0.00
AN	Senior Engineering Technician	2.00	2.00	2.00	2.00
AK	Senior Executive Secretary	3.00	0.00	0.00	0.00
AM	Senior Supervisor	0.00	1.00	1.00	1.00
AK	Solid Waste Coordinator	0.00	3.00	3.00	3.00
AR	Special Project Coordinator	0.00	1.00	1.00	1.00
AN	Supervisor of Buildings and Grounds	0.00	1.00	2.00	2.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AM	Waste Reduction Specialist	3.00	3.00	3.00	3.00
CL	Wastewater Plant Operator II	0.00	1.00	1.00	1.00
CM	Wastewater Plant Operator III	1.00	1.00	1.00	1.00
	Subtotal	150.00	154.00	154.00	154.00
WATER RESOURCE SERVICES					
AM	Accountant I	10.00	9.00	9.00	9.00
AO	Accountant II	4.00	3.00	3.00	3.00
AS	Accountant III	2.00	2.00	2.00	2.00
AU	Accounting Manager	1.00	0.00	1.00	1.00
AH	Accounting Clerk II	5.00	5.00	4.00	4.00
AJ	Accounting Clerk III	8.00	7.00	8.00	8.00
AU	Accounting Manager	0.00	1.00	0.00	0.00
AK	Accounting Clerk Supervisor	1.00	0.00	0.00	0.00
AM	Administrative Assistant	2.00	0.00	0.00	0.00
AL	Administrative Specialist	0.00	2.00	4.00	5.00
AP	Budget Analyst II	1.00	1.00	1.00	1.00
AM	Business Analyst I	0.00	1.00	2.00	5.00
AP	Business Analyst II	0.00	1.00	0.00	1.00
AR	Chief Environmental Scientist	3.00	3.00	3.00	3.00
AK	Clerical Supervisor	2.00	0.00	0.00	0.00
AE	Clerk II	6.00	0.00	0.00	0.00
AG	Clerk III	23.00	0.00	0.00	0.00
AP	Community Relations Coordinator	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 06	FY 07	FY 08	FY 09
WATER RESOURCE SERVICES (continued)					
AQ	Contracts Manager	3.00	3.00	3.00	3.00
AG	Control Clerk	1.00	0.00	0.00	0.00
AG	Customer Service Representative	0.46	0.00	0.00	2.00
XB	Director, Water Department	1.00	1.00	1.00	1.00
CI	Electrician II	10.00	11.00	11.00	12.00
CM	Electrician III	8.00	8.00	11.00	10.00
CL	Electronics Technician II	1.00	2.00	6.00	7.00
CN	Electronics Technician III	9.00	9.00	10.00	10.00
AO	Engineering Specialist I	1.00	1.00	1.00	1.00
AQ	Engineering Specialist II	11.00	10.00	10.00	10.00
CH	Engineering Technician II	11.00	10.00	10.00	9.00
CK	Engineering Technician III	7.00	6.00	5.00	5.00
AT	Environmental Manager	3.00	1.00	1.00	1.00
AL	Environmental Scientist I	3.00	3.00	3.00	3.00
AO	Environmental Scientist II	4.00	4.00	4.00	4.00
AK	Environmental Specialist I	4.00	3.00	4.00	4.00
AM	Environmental Specialist II	7.00	8.00	7.00	8.00
AO	Environmental Specialist III	1.00	1.00	1.00	0.00
AQ	Environmental Supervisor	2.00	2.00	2.00	2.00
AD	Environmental Technician I	0.00	0.00	1.00	1.00
AG	Environmental Technician II	1.00	3.00	1.00	1.00
AS	Executive Buyer	1.00	0.00	0.00	0.00
AJ	Executive Secretary	3.00	2.00	1.00	0.00
AI	Field Collector	7.00	7.00	6.00	5.00
AH	Field Service Representative	6.00	7.00	7.00	6.00
AQ	General Manager I	6.00	10.00	10.00	10.00
AS	General Manager II	16.00	17.00	19.00	18.00
AU	General Manager III	4.00	8.00	12.00	12.00
AM	GIS Analyst	1.00	2.00	2.00	2.00
AI	GIS/Mapping Technician	2.00	1.00	0.00	0.00
AM	Inspector I	0.00	0.00	0.00	2.00
AO	Inspector II	0.00	0.00	0.00	1.00
AP	Inspector III	0.00	0.00	0.00	2.00
AE	Lead Data Entry Operator	3.00	0.00	0.00	0.00
CL	Maintenance Repair Leader	1.00	1.00	1.00	1.00
AO	Manager	14.00	6.00	6.00	7.00
XE	Manager, Administrative Support	1.00	1.00	1.00	1.00
XE	Manager, Customer Accounting	1.00	1.00	1.00	1.00
XD	Manager, Engineering/Environmental Services	1.00	1.00	1.00	1.00
XD	Manager, Fiscal Operations/Mgmt	0.00	1.00	1.00	1.00
XE	Manager, Line Maintenance	1.00	1.00	1.00	1.00
XE	Manager, Plant Operations	0.00	1.00	1.00	1.00
XE	Manager, Wastewater Section	1.00	0.00	0.00	0.00
XE	Manager, Water Section	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 06	FY 07	FY 08	FY 09
WATER RESOURCE SERVICES (continued)					
XD	Manager, Water Resource Project Management	1.00	1.00	1.00	1.00
CE	Meter Reader	5.00	5.00	5.00	7.00
CG	Multi-Trades Worker I	0.00	0.00	1.00	1.00
CI	Multi-Trades Worker II	5.00	3.00	3.00	3.00
CK	Multi-Trades Worker III	1.00	3.00	3.00	3.00
AE	Office Assistant	0.00	6.00	6.00	6.00
AG	Office Assistant II	0.00	28.00	30.00	30.00
AI	Office Assistant III	0.00	3.00	5.00	7.00
CL	PC Plant Operator II	33.00	0.00	0.00	0.00
CG	Plant Maintenance Mechanic I	2.00	2.00	1.00	1.00
CI	Plant Maintenance Mechanic II	38.00	37.00	44.00	46.00
CK	Plant Maintenance Mechanic III	11.00	12.00	14.00	15.00
AK	Procurement Supervisor	0.00	1.00	0.00	0.00
AQ	Principal Buyer	1.00	0.00	0.00	0.00
AS	Principal Business Analyst	0.00	1.00	2.00	2.00
XD	Principle Eng/Technician Operations & Construction	0.00	1.00	1.00	1.00
AS	Principal Management Systems Analyst	1.00	0.00	0.00	0.00
AU	Professional Engineer II	9.00	9.00	9.00	9.00
AM	Program Coordinator	0.00	1.00	2.00	2.00
AQ	Project Manager I	0.00	1.00	1.00	1.00
AS	Project Manager II	0.00	0.00	1.00	2.00
AK	Property Control Specialist	1.00	1.00	1.00	2.00
CF	Reclaimed/Potable Water Distribution Specialist I	5.00	5.00	5.00	6.00
CH	Reclaimed/Potable Water Distribution Specialist II	4.00	4.00	8.00	8.00
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	2.00	3.00	2.00	1.00
XF	Section Manager - Financial Management	1.00	1.00	0.00	0.00
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
AQ	Senior Business Analyst	0.00	1.00	1.00	1.00
AI	Senior Control Clerk	2.00	0.00	0.00	0.00
AK	Senior Crew Leader	16.00	16.00	16.00	17.00
AI	Senior Customer Service Representative	22.00	22.46	22.00	20.00
AT	Senior Engineering Specialist	22.00	21.00	22.00	21.00
AN	Senior Engineering Technician	12.00	11.00	11.00	10.00
AI	Senior Environmental Technician	1.00	1.00	1.00	1.00
AK	Senior Field Collector	5.00	5.00	4.00	4.00
AI	Senior Field Service Representative	2.00	2.00	2.00	3.00
AO	Senior GIS Analyst	0.00	2.00	2.00	2.00
AO	Senior Manager	11.00	0.00	0.00	0.00
AQ	Senior Management Systems Analyst	1.00	0.00	0.00	0.00
CH	Senior Meter Reader	9.00	9.00	9.00	8.00
AK	Senior Personnel Assistant	2.00	3.00	3.00	3.00
AQ	Senior Procurement Analyst	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 06	FY 07	FY 08	FY 09
WATER RESOURCE SERVICES (continued)					
AX	Senior Professional Engineer	5.00	5.00	5.00	5.00
AU	Senior Receptionist	1.00	0.00	0.00	0.00
AG	Senior Secretary	4.00	4.00	4.00	4.00
AQ	Senior Specification Writer	0.00	0.00	0.00	1.00
AM	Senior Supervisor	0.00	13.00	13.00	13.00
CI	Senior Utilities Maintenance Worker	23.00	23.00	23.00	24.00
AM	Senior Water Conservation Inspector	1.00	1.00	1.00	1.00
CE	Storekeeper II	2.00	2.00	2.00	0.00
CG	Storekeeper III	2.00	2.00	2.00	4.00
AI	Storeroom Manager	3.00	3.00	3.00	2.00
AK	Supervisor	0.00	3.00	3.00	2.00
AO	Supervisor, Plant and Production Operations	9.00	9.00	15.00	13.00
AS	Systems Analyst	0.00	1.00	1.00	1.00
AO	Systems Coordinator	2.00	0.00	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
AM	Training Technician	1.00	1.00	1.00	1.00
AN	Utilities Maintenance Supervisor	22.00	23.00	23.00	24.00
CG	Utilities Maintenance Worker	69.00	71.00	77.00	74.00
AQ	Utilities Manager	0.00	0.00	2.00	2.00
XD	Utility System Comptroller	1.00	0.00	0.00	0.00
CI	Wastewater Plant Operator I	9.00	9.00	20.00	24.00
CL	Wastewater Plant Operator II	0.00	33.00	41.00	38.00
CM	Wastewater Plant Operator III	8.00	7.00	6.00	9.00
AI	Water Conservation Inspector	3.00	3.00	3.00	3.00
XE	Water Supply Program Manager	1.00	1.00	1.00	1.00
XB	Water Resource Team Administrator	1.00	1.00	1.00	1.00
CI	Water Plant Operator I	8.00	7.00	6.00	4.00
CL	Water Plant Operator II	11.00	11.00	14.00	14.00
CM	Water Plant Operator III	3.00	3.00	5.00	5.00
	Subtotal	647.46	654.46	719.00	731.00
	TOTAL CO ADMIN ORGANIZATION	5,809.04	5,926.59	5,761.11	5,677.77
CLERK OF THE CIRCUIT COURT--BOCC FUNDED					
(Including Value Adjustment Board)					
	Subtotal	122.00	121.00	119.00	115.00
PROPERTY APPRAISER					
	Subtotal	155.00	155.00	153.00	147.00
SHERIFF					
	Subtotal	3,341.75	3,488.40	3,583.50	3,609.50

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
STATE ATTORNEY PART II (VICTIM ASSISTANCE)					
99	Administrative Manager	0.00	1.00	1.00	1.00
AG	Court Clerk I	6.00	0.00	0.00	0.00
AI	Court Clerk II	5.00	11.00	10.50	10.50
AK	Court Clerk III	1.00	2.00	2.00	2.00
99	Director, Victim Assistance	1.00	1.00	1.00	1.00
99	Domestic Violence Therapist	0.50	0.50	0.50	0.50
AI	Executive Secretary	1.00	0.00	0.00	0.00
AQ	General Manager I	1.00	1.00	1.00	1.00
AS	General Manager II	1.00	0.00	0.00	0.00
AN	Intake Counselor	16.00	16.00	16.00	16.00
AM	Manager	1.00	0.00	0.00	0.00
AM	Senior Supervisor	0.00	1.00	1.00	1.00
AO	Senior Social Worker	1.00	1.00	1.00	1.00
	Subtotal	34.50	34.50	34.00	34.00
SUPERVISOR OF ELECTIONS					
AU	Accounting Manager	0.00	0.00	0.00	1.00
99	Administrative Assistant	1.00	1.00	2.00	2.00
AL	Administrative Specialist	0.00	1.00	0.00	0.00
AE	Clerk II	7.00	0.00	0.00	0.00
AG	Clerk III	5.00	0.00	0.00	0.00
99	Chief Deputy	0.00	1.00	1.00	1.00
99	Chief Information Officer	0.00	0.00	0.00	1.00
AI	Clerk IV/Senior Voting Services Specialist	3.00	0.00	0.00	0.00
99	Community Outreach/Education Coordinator	0.00	2.00	3.00	2.00
99	Community Relations Coordinator	1.00	0.00	0.00	0.00
99	Director Operations & Support	1.00	0.00	0.00	0.00
99	Chief of Staff	1.00	0.00	0.00	0.00
99	Elections Service Center Manager	2.00	0.00	0.00	0.00
99	Elections Coordinator	0.00	1.00	0.00	0.00
99	Elections Service Control Manager	0.00	2.00	2.00	2.00
AJ	Electronics Technician I	0.00	1.00	1.00	1.00
AL	Electronics Technician II	0.00	1.00	1.00	1.00
AS	General Manager II	0.00	0.00	0.00	1.00
AK	GIS Mapping Technician II	1.00	0.00	0.00	0.00
AM	Manager	2.00	0.00	0.00	0.00
AO	Manager	0.00	0.00	1.00	1.00
99	Manager, Candidate Services/Outreach	1.00	1.00	1.00	1.00
99	Manager of Voter Registration	0.00	1.00	0.00	0.00
AE	Office Assistant	0.00	1.00	0.00	0.00
AI	Office Assistant III	1.00	10.00	12.00	12.00
99	Petitions/Early Voting Manager	0.00	1.00	1.00	1.00
AM	Program Coordinator	0.00	3.00	3.00	3.00
99	Public Information Officer	0.00	1.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
SUPERVISOR OF ELECTIONS (continued)					
AH	Public Relations Information Specialist II	1.00	0.00	0.00	0.00
AM	Senior Supervisor	0.00	2.00	2.00	0.00
AU	Senior Systems Analyst	0.00	1.00	1.00	0.00
AE	Storekeeper II	1.00	0.00	0.00	0.00
AG	Storekeeper III	1.00	0.00	0.00	0.00
99	Supervisor of Elections	1.00	1.00	1.00	1.00
99	Systems Administrator	1.00	1.00	1.00	1.00
AS	Systems Analyst	1.00	0.00	0.00	0.00
AW	Systems Software Manager	0.00	0.00	0.00	1.00
AM	Warehouse/Supply Manager	1.00	0.00	0.00	0.00
	Subtotal	33.00	33.00	33.00	33.00
TAX COLLECTOR					
	Subtotal	313.00	319.00	310.00	310.00
TOTAL ELECTED OFFICIALS ORGANIZATION		3,999.25	4,150.90	4,232.50	4,248.50
JUDICIAL ORGANIZATION					
JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS					
14	Accountant I	1.00	1.00	1.00	0.00
10	Administrative Aide	2.00	0.00	0.00	0.00
14	Administrative Assistant I	2.00	2.00	2.00	2.00
20	Administrative Assistant III	2.00	2.00	2.00	1.00
37	Chief Deputy Court Administrator	1.00	1.00	1.00	1.00
33	Circuit Court Counsel	1.00	1.00	1.00	1.00
13	Communications Specialist	1.00	0.00	0.00	0.00
19	Court Counselor	10.00	10.00	10.00	11.00
28	Court Operations Consultant	0.00	0.00	1.00	1.00
24	Court Operations Coordinator	2.00	2.00	2.00	2.00
21	Court Program Manager	1.00	0.00	0.00	0.00
16	Court Program Specialist I	4.00	4.00	4.00	4.00
20	Court Program Specialist II	0.00	0.00	0.00	1.00
19	Customer Service Rep	1.00	2.00	1.00	1.00
99	Customer Service Rep	0.00	0.00	1.00	0.00
21	Custodial Area Supervisor	2.00	1.00	1.00	0.00
26	Director, Facilities Management	1.00	1.00	1.00	1.00
33	Director, Fiscal Affairs	1.00	1.00	1.00	1.00
19	Drug Court Specialist I	2.00	2.00	2.00	2.00
21	Drug Court Specialist II	4.00	4.00	4.00	5.00
28	Information Systems Analyst	0.00	0.00	0.00	2.00
13	Field Collector	3.00	0.00	0.00	0.00
13	Indigence Specialist	1.00	0.00	0.00	0.00
21	Mediation Services Coordinator	0.00	1.00	1.00	1.00
09	Multi-Trades Worker I	1.00	1.00	1.00	1.00
13	Multi-Trades Worker II	0.00	3.00	3.00	4.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS (continued)					
24	Personnel Management Analyst	1.00	1.00	1.00	1.00
11	Program Assistant	1.00	3.00	3.00	2.00
11	Public Information Specialist II	2.00	2.00	2.00	2.00
09	Secretary Specialist	0.00	2.00	2.00	2.00
27	Senior Court Program Manager	1.00	1.00	0.00	0.00
11	Senior Secretary	2.00	2.00	1.00	1.00
51	Senior Trial Court Staff Attorney	0.50	0.50	0.50	0.50
50	Trial Court Staff Attorney	1.00	1.00	1.00	1.00
14	Unknown	0.00	0.00	0.00	1.00
21	Unknown	0.00	0.00	0.00	1.00
99	Unknown	0.00	0.00	0.00	1.00
10	User Support Analyst	4.00	4.00	4.00	4.00
TOTAL JUDICIAL ORGANIZATION		55.50	55.50	54.50	58.50
GUARDIAN AD LITEM					
16	Case Coordinator I	2.00	2.00	2.00	2.00
18	Case Coordinator II	1.00	1.00	1.00	1.00
09	Secretary Specialist	1.00	1.00	1.00	1.00
11	Senior Secretary	1.00	1.00	1.00	0.00
TOTAL GUARDIAN AD LITEM		5.00	5.00	5.00	4.00
BOARDS/COMMISSIONS/AGENCIES ORGANIZATION					
CIVIL SERVICE BOARD					
AL	Administrative Specialist	0.00	1.00	1.00	1.00
99	Chief, Administration	1.00	0.00	0.00	0.00
AQ	Chief Personnel Analyst	2.00	3.00	2.00	1.00
AG	Clerk III	1.00	0.00	0.00	0.00
AI	Clerk IV	1.00	0.00	0.00	0.00
99	Director, Civil Service Board	1.00	1.00	1.00	1.00
AJ	Executive Secretary	1.00	1.00	1.00	2.00
AS	General Manager II	0.00	0.00	1.00	1.00
AU	General Manager III	0.00	1.00	1.00	1.00
AX	General Manager IV	3.00	3.00	3.00	4.00
AO	Manager	2.00	1.00	1.00	1.00
AE	Office Assistant	0.00	1.00	0.00	0.00
AG	Office Assistant II	0.00	0.00	1.00	0.00
AI	Office Assistant III	0.00	1.00	1.00	1.00
AK	Personnel Analyst	0.00	0.00	0.00	1.00
AM	Personnel Analyst	1.00	4.00	4.00	4.00
AQ	Personnel Research Manager	1.00	1.00	1.00	0.00
AO	Personnel Research Specialist	2.00	2.00	2.00	2.00
AQ	Programmer/Analyst	1.00	1.00	1.00	1.00
AS	Project Manager II	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
CIVIL SERVICE BOARD (continued)					
AM	Senior Supervisor	0.00	2.00	2.00	2.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	11.00	10.00	10.00	9.00
AO	Senior Personnel Analyst	1.00	1.00	0.00	1.00
	Subtotal	31.00	34.00	34.00	34.00
ENVIRONMENTAL PROTECTION COMMISSION					
AM	Accountant I	1.00	1.00	1.00	1.00
AS	Accountant III	1.00	1.00	1.00	1.00
AU	Accounting Manager	1.00	0.00	0.00	0.00
99	Administrative Aide to the Executive Director, EPC	1.00	0.00	0.00	0.00
AL	Administrative Specialist	0.00	3.00	3.00	3.00
99	Attorney - EPC	1.00	1.00	1.00	2.00
99	Chief Counsel	2.00	0.00	0.00	0.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00
AC	Clerk I	1.00	0.00	0.00	0.00
AG	Clerk III	2.00	0.00	0.00	0.00
AI	Clerk IV	2.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AB	Custodian	1.00	1.00	0.00	0.00
99	Director Air Management - EPC	0.00	1.00	1.00	1.00
99	Director, Air Programs	1.00	0.00	0.00	0.00
99	Director, Ecosystems Management	1.00	0.00	0.00	0.00
99	Director Environment Resources Management - EPC	0.00	1.00	0.00	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 Management Program	1.00	1.00	1.00	1.00
99	Director, Wetlands Management Division	1.00	1.00	1.00	1.00
AJ	Electronics Technician I	2.00	2.00	3.00	2.00
AL	Electronics Technician II	3.00	3.00	2.00	2.00
AN	Electronics Technician III	1.00	1.00	1.00	1.00
AO	Electronic Technician Supervisor	1.00	0.00	0.00	0.00
AO	Engineering Specialist I	6.00	6.00	5.00	4.00
AQ	Engineering Specialist II	9.00	9.00	10.00	10.00
AH	Engineering Technician II	1.00	1.00	0.00	0.00
AK	Engineering Technician III	1.00	0.00	0.00	0.00
AD	Environmental Technician I	1.00	1.00	0.00	0.00
AL	Environmental Enforcement Specialist I	2.00	0.00	0.00	0.00
AM	Environmental Enforcement Specialist II	1.00	0.00	0.00	0.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AS	Environmental Research Coordinator	1.00	1.00	1.00	0.00
AL	Environmental Scientist I	16.00	17.00	11.00	11.00
AO	Environmental Scientist II	18.00	19.00	20.00	17.00
AK	Environmental Specialist I	6.00	8.00	7.00	7.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
ENVIRONMENTAL PROTECTION COMMISSION (continued)					
AM	Environmental Specialist II	19.00	18.00	15.00	14.00
AO	Environmental Specialist III	2.00	6.00	7.00	7.00
AQ	Environmental Supervisor	6.00	8.00	8.00	7.00
99	Executive Director	1.00	1.00	1.00	1.00
AJ	Executive Secretary	1.00	1.00	1.00	1.00
99	General Counsel EPC	0.00	2.00	2.00	1.00
AQ	General Manager I	6.00	3.00	3.00	2.00
AS	General Manager II	2.00	5.00	6.00	8.00
AU	General Manager III	6.00	6.00	7.00	7.00
AX	General Manager IV	6.00	5.00	5.00	4.00
AC	Head Custodian	1.00	0.00	0.00	0.00
AO	Hydrologist	2.00	2.00	2.00	2.00
AV	Info System Project Manager	0.00	1.00	1.00	1.00
99	Interagency Coordinator, EPC	1.00	1.00	0.00	0.00
AL	Legal Secretary	0.00	1.00	1.00	1.00
AO	Manager	0.00	1.00	1.00	1.00
AE	Office Assistant	0.00	2.00	2.00	1.00
AI	Office Assistant III	0.00	1.00	1.00	2.00
AS	Professional Engineer I	7.00	6.00	6.00	5.00
AU	Professional Engineer II	3.00	5.00	5.00	4.00
AQ	Professional Geologist	4.00	4.00	4.00	3.00
AQ	Project Manager I	0.00	0.00	0.00	0.00
AV	Project Manager	1.00	0.00	0.00	0.00
AF	Public Relations/Info Specialist I	0.00	1.00	0.00	0.00
AD	Receptionist	0.00	1.00	1.00	0.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
AR	Senior Data Processing Telecommunications Technician	1.00	1.00	1.00	1.00
AT	Senior Engineering Specialist	2.00	2.00	2.00	2.00
AO	Senior Environmental Enforcement Specialist	2.00	0.00	0.00	0.00
AK	Senior Executive Secretary	4.00	0.00	0.00	0.00
AO	Senior GIS Analyst	0.00	1.00	1.00	1.00
AS	Senior Hydrologist	0.00	0.00	0.00	1.00
AG	Senior Secretary	1.00	1.00	1.00	0.00
AS	Software Specialist II	2.00	2.00	2.00	1.00
AS	Systems Analyst	1.00	1.00	1.00	1.00
AO	Waste Reduction Specialist	1.00	0.00	0.00	0.00
AR	Webmaster	1.00	1.00	1.00	1.00
	Subtotal	175.00	176.00	164.00	152.00
LEGISLATIVE DELEGATION					
AN	Senior Administrative Specialist	1.00	1.00	1.00	1.00
99	Director, Legislative Delegation	1.00	1.00	1.00	1.00
	Subtotal	2.00	2.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
LAW LIBRARY BOARD					
99	Director, Law Library	1.00	1.00	1.00	1.00
AM	Paralegal Specialist	1.00	1.00	1.00	1.00
AO	Senior Librarian	1.00	1.00	1.00	1.00
AG	Senior Library Assistant	1.00	1.00	1.00	1.00
	Subtotal	4.00	4.00	4.00	4.00
PLANNING COMMISSION					
AS	Accountant III	1.00	1.00	0.90	0.90
99	Administrative Assistant - PC	1.00	1.00	0.90	0.90
AL	Administrative Specialist	0.00	1.00	1.00	1.00
99	Assistant Executive Director PC	1.00	1.00	0.90	0.90
AE	Clerk II	1.00	0.00	0.00	0.00
AM	Community Planner I	1.00	1.00	1.00	1.00
AN	Community Planner II	3.00	3.00	3.00	2.00
AM	Computer Graphics Designer	0.00	1.00	1.00	1.00
99	Economic Research Manager, PC	0.00	0.00	0.00	0.90
99	Executive Director, MPO	1.00	1.00	1.00	1.00
99	Executive Director, Planning Commission	1.00	1.00	1.00	1.00
AU	Executive Planner	2.00	2.00	3.60	3.60
AJ	Executive Secretary	1.00	1.00	0.00	0.00
99	Fiscal Analyst, PC	0.00	0.00	0.00	0.00
AM	GIS Analyst	2.00	1.00	1.00	1.00
AK	Graphics Artist	1.00	0.00	0.00	0.00
99	Manager, Administrative Services	1.00	0.00	0.00	0.00
99	Manager, Special Projects - PC	0.00	1.00	0.90	0.90
99	Manager, Administrative Services PC	1.00	1.00	0.90	0.90
AE	Office Assistant	0.00	1.00	1.00	1.00
AK	Personal Computer Specialist	2.00	1.00	1.00	1.00
AK	Planning & Zoning Technician II	2.00	2.00	2.00	1.00
AS	Principal Planner	13.00	13.00	9.00	8.10
AQ	Programmer/Analyst	1.00	1.00	0.90	0.90
99	Public Participation Coordinator PC	0.00	0.00	0.00	0.90
AE	Secretary	0.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	0.00	0.00	0.00
AO	Senior Librarian	1.00	1.00	0.90	0.90
AQ	Senior Planner	10.00	10.00	7.20	8.20
99	Senior Planning Manager	1.00	1.00	0.90	0.00
AE	Senior Receptionist	1.00	0.00	0.00	0.00
AU	Senior System Analyst	1.00	1.00	0.90	0.90
AO	Software Specialist I	0.00	0.00	0.00	1.80
AS	Software Specialist II	0.00	2.00	1.80	0.00
AS	Software Specialist II	1.00	1.00	0.90	0.90
AW	Systems Software Manager	0.00	1.00	0.90	0.90

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 06	FY 07	FY 08	FY 09
PLANNING COMMISSION (continued)					
99	Team Leader Automation	1.00	1.00	0.90	0.90
99	Team Leader Countywide Planning	2.00	1.00	0.90	0.90
99	Team Leader Public Participation	1.00	1.00	0.90	0.00
99	Team Leader Research/Economic Development	1.00	1.00	0.90	0.00
99	Team Leader Town Planning	1.00	1.00	0.90	0.90
99	Team Leader Trans Planning Modeling/Program	1.00	1.00	1.00	1.00
99	Team Leader Trans Planning/Spl Program	1.00	1.00	1.00	1.00
	Subtotal	60.00	60.00	52.00	49.20
SOIL & WATER CONSERVATION BOARD					
AL	Administrative Specialist	0.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
AP	Engineering Specialist II	0.00	1.00	1.00	1.00
AP	Engineer II	1.00	0.00	0.00	0.00
AM	Environmental Specialist II	1.00	1.00	1.00	1.00
	Subtotal	3.00	3.00	3.00	3.00
	TOTAL BOARDS/COMMISSIONS/AGENCIES	275.00	279.00	259.00	244.20
	GRAND TOTAL	10,255.94	10,529.14	10,419.99	10,337.85

AFFORDABLE HOUSING OFFICE

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Single Family Affordable Housing	4				
<i>Workload/Demand</i>					
# of applications received/reviewed		2	2	8	8
# of single family units constructed		170	100	225	225
<i>Efficiency</i>					
<i>Effectiveness</i>					
% of clients below 50% area median income assisted		---	---	---	---
% of clients below 80% of area median income assisted		52.6%	55.1%	n/a	n/a
% of clients under 120% of area median income assisted		n/a	n/a	25.0%	25.0%
Multi-Family Affordable Housing	5				
<i>Workload/Demand</i>					
# of applications received/reviewed		1	3	12	12
# of multifamily units constructed		0	160	750	750
<i>Efficiency</i>					
ratio of public funds invested to other funds invested		1:18	1:18	1:15	1:15
<i>Effectiveness</i>					
% of clients below 50% of area median household income		100%	95.0%	n/a	n/a
# of households below 60% area median income assisted		n/a	n/a	640	640
Contract Management	6,7				
<i>Workload/Demand</i>					
# of monitoring visits		30	60	60	60
# of monitoring reports issued		30	60	60	60
# of Davis-Bacon interviews conducted		0	15	15	15
<i>Efficiency</i>					
# of compliance letter follow-ups per contract		3	6	6	6
# of Davis-Bacon compliances per contract		0	20	20	20
<i>Effectiveness</i>					
% of monitoring reports issued within 30 days of visit		95.0%	95.0%	95.0%	95.0%
% of Davis-Bacon payroll compliances issued		0%	95.0%	95.0%	95.0%
Loan Management	8				
<i>Workload/Demand</i>					
# of loans in portfolio that require ongoing servicing/management		n/a	n/a	35	35
<i>Efficiency</i>					
% of loans that are delinquent		n/a	n/a	90.0%	90.0%
<i>Effectiveness</i>					
% of loan payments processed		n/a	n/a	95.0%	95.0%
% of loan payments received on time		n/a	n/a	85.0%	85.0%
amount of revenue collected/projected		\$65,502	\$420,453	\$463,690	\$479,335

(continued)

AFFORDABLE HOUSING OFFICE

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
County Housing Rating	9				
<i>Workload/Demand</i>					
# of affordable housing units demanded by low- to moderate-income households		---	---	1,500	1,500
# of households completing homebuyer education program/ counseling		---	---	---	---
<i>Efficiency</i>					
ability to produce and preserve affordable housing for the lowest per unit government investment		---	---	---	---
ratio of government investment to value of units preserved/ produced		---	---	---	---
<i>Effectiveness</i>					
# of affordable housing produced or preserved		---	---	1,000	1,200
reduction in overall housing expenses over a five-year period, based upon household income levels (Shimberg Center Ratings)		---	---	1.0%	1.0%
Reduce Housing Costs	3				
<i>Workload/Demand</i>					
% of low-income people paying more than 50% of their household income on housing costs (i.e., "severely cost burdened")				12.0%	10.0%
<i>Efficiency</i>					
% of annual reduction(s) for households paying more than 50% on housing costs		---	---	---	---
<i>Effectiveness</i>					
actual reduction in the percentage of households who are "severely cost burdened"		---	---	1.0%	3.0%
Customer Satisfaction--Affordable Housing Office	11				
<i>Workload/Demand</i>					
# of households and customers that the AHO interacts with directly or indirectly		---	---	1,300	1,300
<i>Efficiency</i>					
<i>Effectiveness</i>					
% favorable customer rating of housing affordability		---	---	90.0%	90.0%
% customer satisfaction with value of affordable housing programs		---	---	90.0%	90.0%
# of customers reporting above average or excellent service		---	---	---	---

AGING SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Baseline/ Historical Actual FY 08^	Projected FY 09
Nutrition	3				
<i>Workload/Demand</i>					
# of clients served		6,580	3,539	3,557	3,574
# of home delivered meals delivered (includes breakfast)		1,456,357	1,228,490	1,234,632	1,240,806
# of congregate dining site meals served		285,933	253,401	254,668	255,941
total meals provided		1,742,290	1,481,891	1,489,300	1,496,747
<i>Efficiency</i>					
average cost per meal provided		\$5.31	\$5.09	\$6.06	\$6.30
<i>Effectiveness</i>					
% of clients satisfied with meals		97.2%	97.40%	97.60%	97.80%
Case Management	4				
<i>Workload/Demand</i>					
# of clients served		6,868	3,497	3,392	3,290
# of case management hours		34,084	24,544	25,280	26,039
<i>Efficiency</i>					
average caseload per FTE		69	70	70	70
<i>Effectiveness</i>					
% of APS clients served within 72 hours		100%	100%	100%	100%
% of clients remaining in the community		95.7%	95.8%	96.0%	96.2%
RSVP	5				
<i>Efficiency/Effectiveness</i>					
total # of volunteer hours		135,472 hrs	143,232 hrs	147,529	151,955
value of volunteer hour		\$18.77	\$17.38	\$19.09	\$20.00
volunteer satisfaction		99.0%	99.0%	99.0%	99%
Quality Improvement	6				
<i>Workload/Demand</i>					
Overall client satisfaction (Aging Services' Annual Survey)		97.3%	97.6%	97.9%	98.2%
<i>Efficiency/Effectiveness</i>					
Percent of vendor services initiated within 3 days of client referral		83.8%	93.7%	95%	96%
Cycle time from meals referral to service delivery		12	3	2.8	2.6
Annual Citizen Survey	7				
County citizens survey (perceived performance senior citizens)		63.4%	65%	66%	67%
County citizens survey (perceived worth senior services)		65.7%	67%	68%	69%
Customer Satisfaction - County Point of Service Survey	8				
% 4s and 5s (excellent) of clients on the POS Survey		92.9%	97.5%	98%	98.5%
Transportation	9				
total trips including trips to sr. centers & congregate dining sites		81,135	80,747	81,554	82,370
total # of clients who receive transportation services to areas such as senior centers and congregate dining sites		320	334	337	341
Provide Value Through Program Efficiency (Automation)	10				
<i>Efficiency/Effectiveness</i>					
total # of hours per month to reconcile client information		1,100 hrs	800 hrs	700 hrs	400 hrs

^FY 08 numbers are estimates.

ANIMAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Enforcement/Protection (continued)					
# of at-large animal calls		8,342	7,483	6,560	6,900
# of reported at-large animal calls per thousand human population		7.164	6.297	5.410	5.576
<i>Effectiveness</i>					
ratio of A.C.O's to human population (population/26 officers)		1:44,786	1:45,702	1:46,637	1:47,952
avg. # of phone calls received per day (8 a.m. - 5 p.m., Mon-Fri)		393	383	365	370
total of 12 monthly summary reports/# of working days in year					
Sheltering Animals	3,6,9				
<i>Workload/Demand</i>					
# of animals brought in by citizens for impoundment*		15,469	14,488	14,488	14,400
# of animals impounded by Animal Control Officers*		19,904	18,775	18,018	18,000
Total # of animals impounded*		35,373	33,263	32,506	32,400
# of animals returned to their owners*		1,820	1,611	1,796	1,900
# of animals humanely euthanized*		29,248	26,727	24,218	23,646
Shelter customers (shelter visitors sign-in log)		49,536	47,064	68,440	60,000
<i>Efficiency</i>					
# of impounded animals per FTE (chameleon report/26 shelter employees) (+2 employees in FY08, -1 in FY09)		1,361	1,279	1,161	1,200
# of visitors per FTE (shelter visitor's sign-in log/4 customer service employees) (+2 in FY08)		12,384	11,766	11,407	10,000
<i>Effectiveness</i>					
% of recommended shelter staffing levels (1,000***/chameleon report/26 shelter employees)(***FACA standards) (+2 employees in FY08,-1 in FY09)		73.5%	78.2%	86.1%	83.3%
Veterinary Care for Sheltered Animals	1,3,4,6				
<i>Workload/Demand</i>					
# of companion animals adopted*		3,050	3,647	5,198	5,720
adoption medical screening*		6,559	6,239	5,915	5,800
adoption treatments*		1,995	1,189	779	1,200
investigation cases*		378	428	474	475
care of sick/injured/population health* surgeries* **		6,942	6,586	6,572	6,600
		2,107	2,511	2,959	2,500
<i>Efficiency</i>					
# of adoption medical screenings per FTE (screenings*/12 veterinary employees)		3,280	3,120	2,958	2,800
# of adoption treatments per FTE (treatments*/1 veterinary employee)		1,995	1,189	779	1,200
# of investigation assessments of impounds per FTE (assessments*/1 veterinary employee)		378	428	474	475
# of quarantine assessments of impounds per FTE (assessments*/1 veterinary employee)		839	556	593	550
# of care of sick/injured per FTE (treatments*/1 veterinary employee)		6,942	6,586	6,572	6,600

*=Chameleon Report

**=Dogs and Cats Only

***=FACA Standards 1,000 animals/year/shelter worker

(continued)

ANIMAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
# of surgeries per FTE (sterilizations*/2 veterinary employees)		1054	1,256	1,480	1,500
<i>Effectiveness</i>					
% of sterile adoptions* (total adoptions*-intact adoptions*/total adoptions)		98.0%	95.7%	98.2%	95.0%
% of adoptions* to total animals impounded*		8.62%	11.51%	16.58%	13.93%
% over increase goal (increase adoption rate by 10%)		0.0%	2.0%	3.9%	0.0%
Rabies Tags and Licenses	4,8				
<i>Workload/Demand</i>					
# of tags issued (total of monthly tag accounting reports)		164,310	163,207	153,250	157,000
<i>Efficiency</i>					
# of tags processed by staff (total of monthly tag accounting reports)/9.5 employees		17,296	17,180	16,132	16,526
<i>Effectiveness</i>					
% of goal in total tags sold (total tags sold/FY 07 Baseline + 2%)		105.9%	103.1%	92.1%	95.4%
Pet Overpopulation Program	4, 5, 6, 8				
<i>Workload/Demand</i>					
# of spay and neuter vouchers issued		4,135	4,465	5,151	4,800
# of spay and neuter vouchers redeemed		2,706	2,914	3,203	3,100
# of registered pets (# of tags issued - "other" tags issued)		159,567	158,120	148,499	152,185
<i>Efficiency</i>					
# of vouchers issued per FTE		4,135	4,465	5,151	4,800
avg. cost per voucher (voucher reimbursement costs only)		\$64.60	\$65.71	\$65.40	\$64.69
# of registered intact animals (# of intact animal tags sold)		30,971	29,058	25,399	26,480
<i>Effectiveness</i>					
% of sterile registered animals (# of sterile tags issued/# of registered pets)		80.6%	81.6%	82.9%	82.6%
Responsible Animal Ownership Education Programs	5, 6, 10				
<i>Workload/Demand</i>					
# of educational engagements*		n/a	n/a	<u>n/a</u>	60
# of animal redemptions*		1,820	1,611	1,796	1,900
# of citations issued*		5,623	6,585	6,331	6,900
# of companion animal adoptions*		3,050	3,827	5,390	5,720
# of official and courtesy notices issued (hand count)		7,498	7,040	5,510	7,000
<i>Efficiency</i>					
total educational events		17,991	19,063	19,027	21,580
# of educational events per FTE (total events/FTE) (FY06=108,FY07=113,FY08=112,FY09=101)		166.6	168.7	169.9	213.7
<i>Effectiveness</i>					
% over increase goal		n/a	3.0%	-3.0%	10.4%
% satisfactory rating on Customer Satisfaction Survey		n/a	86.1%	86.5%	90.0%

*=Chameleon Report

**=Dogs and Cats Only

***=FACA Standards 1,000 animals/year/shelter worker

CHILDREN'S SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Severely Emotionally Disturbed Treatment Program (SED)	2,3				
<i>Workload/Demand</i>					
avg. daily population-residential		23	23	23	23
annual population up to 125		125	125	125	125
<i>Efficiency</i>					
avg. cost per client per day (SED residential/day care program)		\$287.16/\$14.31	\$285.94/\$14.31	\$285.94/\$14.31	\$285.94/\$14.31
<i>Effectiveness</i>					
% of children discharged with improved behavior (residential)		100%	90.0%	92.0%	94.0%
% of children discharged with improved behavior (day care)		90.0%	85.0%	87.0%	89.0%
Child and Family Counseling Program-Residential Services	4,5				
<i>Workload/Demand</i>					
# of intake screenings, non-residential counseling sessions, and residential intakes per year		534	550	550	550
<i>Efficiency</i>					
avg. cost per family per year		\$5,407	\$5,670	\$6,124	\$6,124
<i>Effectiveness</i>					
% of children at home after 6 months		77.0%	80.0%	85.0%	85.0%
Clinical Services-Parenting Training	6				
<i>Workload/Demand</i>					
# of parents participating		618	600	620	620
<i>Efficiency</i>					
cost per parent per class		\$45	\$42	\$37	\$37
<i>Effectiveness</i>					
parents responding with positive changes		98.0%	95.0%	95.0%	95.0%
Head Start/Early Head Start	7				
<i>Workload/Demand</i>					
Head Start funded enrollment		3,071	3,071	3,071	3,071
# of children with disabilities enrolled		348	300	326	326
<i>Efficiency</i>					
cost per child per year--Head Start/Early Head Start		\$9,148	\$9,422	\$9,471	\$9,526
County cost per hour per child for Head Start		\$4.05	\$4.17	\$4.69	\$4.71
cost per hour for Early Head Start		\$6.21	\$6.40	\$7.31	\$7.30
cost per hour for School Board operated Head Start		\$5.41	\$5.57	\$5.71	\$5.71
<i>Effectiveness</i>					
daily attendance/% of enrollment		87.0%	88.0%	88.0%	88.0%
% of compliant with "PRISM" standards		100%	100%	100%	100%
% of parents responding with positive changes		92.0%	95.0%	95.0%	95.0%
% of children meeting school readiness goals		100%	100%	100%	100%
% of families with Partnership Agreement		100%	100%	100%	100%
Child Care Licensing	8				
<i>Workload/Demand</i>					
# of inspections of child care facilities		5,439	5,619	5,619	5,623
# of investigations of complaints against facilities		616	600	600	600
<i>Efficiency</i>					
average # of inspections annually per inspector		389	418	418	420
<i>Effectiveness</i>					
% of facilities reporting satisfactory service		99.0%	95.0%	95.0%	95.0%
(continued)					

CHILDREN'S SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
In-Home Respite Care for Developmentally Disabled Children	9				
<i>Workload/Demand</i>					
units of service provided (hours of care)		11,602	16,000	27,500	27,500
<i>Efficiency</i>					
cost per unit		\$19.45	\$17.65	\$18.00	\$18.00
<i>Effectiveness</i>					
% of clients responding positively in a satisfaction survey		96.0%	95.0%	94.0%	95.0%
GATES Independent Living Program	10				
<i>Workload/Demand</i>					
average daily population		6	7	7	7
<i>Efficiency</i>					
average cost per day--GATES		\$146.94	\$156.46	\$165.98	\$176.50
<i>Effectiveness</i>					
% of clients with positive comments		90.0%	95.0%	95.0%	95.0%
% of clients employed		95.0%	95.0%	95.0%	95.0%
% of clients with educational plan		95.0%	95.0%	95.0%	95.0%
Food Service (Began operation May 2006)	11				
<i>Workload/Demand</i>					
average # of meals served/day		250	300	325	348
<i>Efficiency</i>					
average cost per meal		\$2.69	\$3.17	\$3.47	\$3.68
<i>Effectiveness</i>					
% of clients responding positively in a satisfaction survey		95.0%	95.0%	95.0%	95.0%
% of nutritional meals		100%	100%	100%	100%
Medical/Behavioral Program	12				
<i>Workload/Demand</i>					
therapeutic interventions		---	---	14,800	15,100
<i>Efficiency</i>					
average reimbursement per day for services per client		---	---	\$33	\$35
<i>Effectiveness</i>					
% of clients discharged with improved behavior		---	---	85.0%	90.0%
Community Reintegration and After Care	13				
<i>Workload/Demand</i>					
number of After Care cases opened		---	32	36	38
<i>Efficiency</i>					
<i>Effectiveness</i>					
% of clients responding with positive comments		---	95.0%	95.0%	95.0%
Head Start/Early Head Start-Child Outcomes Section	14				
<i>Workload/Demand</i>					
# of children assessed using the eight required domains for success in preschool		3,100	3,211	3,200	3,200
<i>Efficiency</i>					
% of children meeting or exceeding school readiness		90.0%	100%	100%	100%
<i>Effectiveness</i>					
% of children above state and national averages for entrance into kindergarten		92.0%	100%	100%	100%
(continued)					

CHILDREN'S SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Head Start/Early Head Start-Child Dental Services	15				
<i>Workload/Demand</i>					
# of children assessed dental services		2,999	3,070	3,070	3,070
<i>Efficiency</i>					
% of children to have received initial dental examinations		87.0%	95.0%	95.0%	95.0%
<i>Effectiveness</i>					
% of children who receive follow-up treatment		90.0%	100%	100%	100%
Head Start/Early Head Start-Health Services	16,17				
<i>Workload/Demand</i>					
# of mental health observations for children		3,070	3,070	3,070	3,070
# of children who received developmental screening for speech, language, hearing, and vision		2,500	2,600	2,550	2,550
<i>Efficiency</i>					
# of mental health services provided to children and families		220	576	550	550
# of children screened and identified as requiring special needs in these areas		280	300	300	300
<i>Effectiveness</i>					
% of parents satisfied with mental health services		90.0%	97.0%	100%	100%
% of children identified and receiving services for their special need		100%	100%	100%	100%
Head Start/Early Head Start-Quality Assurance Section	18				
<i>Workload/Demand</i>					
# of assessments and accountability tools used to measure the effectiveness of the Head Start Program		8	9	9	8
<i>Efficiency</i>					
# of deficiencies recorded		0	0	0	0
<i>Effectiveness</i>					
# of corrective actions required from deficiencies		0	0	0	0
Head Start/Early Head Start-Parent Education	19				
<i>Workload/Demand</i>					
# of parents participating in educational activities		3,270	3,756	3,800	4,000
<i>Efficiency</i>					
% of parents satisfied with the Head Start Program		97.0%	97.0%	97.0%	100%
<i>Effectiveness</i>					
# of new fathers participating in activities for self reliance		280	340	400	400

CIVIL SERVICE BOARD
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Job Performance Management	5				
<i>Workload/Demand</i>					
# of new supervisors trained		210	263	263	263
<i>Efficiency</i>					
cost per trainee		\$3.19	\$5.03	\$5.20	\$6.40
<i>Effectiveness</i>					
average training event quality rating		4.3/5	4.4/5	4.4/5	4.4/5

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Planned FY 09
Record Keeping for BOCC					
<i>Workload/Demand</i>					
# of agenda items processed	1	2,718	3,731	3,908	4,000
# of meetings attended	1	220	207	215	240
# of BOCC meetings attended	1	106	97	88	120
<i>Efficiency</i>					
# of agenda items per FTE	1	1,359	1,866	1,954	2,000
# of meetings attended per FTE	1	63	59	48	50
<i>Effectiveness</i>					
% of agenda items processed within 10 days of receipt	1	100%	100%	100%	100%
% of minutes produced within 21 days	1	87.0%	82.0%	87.0%	95.0%
% of BOCC minutes produced within 21 days	1	93.0%	90.0%	91.0%	99.0%
Zoning Process					
<i>Workload/Demand</i>					
# of applications processed	2	649	579	789	720
# of yearly meetings	2	55	52	56	55
# of party of record notification letter mail-outs	2	5,199	5,199	5,846	5,730
# of oral argument requests received	2	714	714	235	790
<i>Efficiency</i>					
# of applications per FTE	2	519	463	631	570
# of yearly meetings per FTE	2	44	42	45	55
# of party of record notification letter mail-outs per FTE	2	4,159	4,159	4,677	4,590
# of oral argument requests per FTE	2	571	571	188	630
<i>Effectiveness</i>					
% of applications processed within 10 days	2	100%	100%	100%	100%
% of evidence from yearly meetings processed and mailed within 24 hours	2	100%	100%	100%	100%
% of party of record notification mail-outs within 20 days of BOCC Land Use Meeting	2	100%	100%	100%	100%
% of oral argument requests copies and set out for pickup by county departments within 24 hours	2	98.0%	100%	100%	100%
Lobbyist Registration/Expenditures					
<i>Workload/Demand</i>					
# of registrations processed per year	3	403	316	177	440
<i>Effectiveness</i>					
% of registrations posted on the Clerk's internet monthly	3	100%	100%	100%	100%
BOCC Research					
<i>Workload/Demand</i>					
# of research requests per year	1	741	607	393	740
# of copies per year	1	17,352	9,063	5,350	17,350
# of CD's and tapes per year	1	120	103	106	120
# of e-mails/faxes per year (per page)	1	931	276	116	930
<i>Effectiveness</i>					
% of requests processed within 48 hours	1	95.0%	95.0%	95.0%	95.0%

(continued)

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Planned FY 09
BOCC Accounting					
<i>Workload/Demand</i>					
departments and agencies serviced	4	61	56	59	56
cash collection sites serviced	4	143	146	147	146
transactions posted-expenditures	4	406,886	392,277	395,117	373,000
transactions posted-revenue	4	229,640	229,150	214,075	218,000
reconciliations-banks/subsystems/escrow	5	636	636	820	650
financial reports	4	366	366	366	350
<i>Efficiency</i>					
Full-Time Equivalent Positions (FTE's) Total Department		42	42	42	42
Revenue	4	10	10	10	10
Expenditure	4	27	27	27	27
transactions posted per FTE-expenditures	4	15,070	14,529	14,634	14,000
transactions posted per FTE-revenue		22,964	22,915	21,408	22,000
personnel costs per transaction-expenditures	4	\$3.47	\$3.88	\$4.00	\$4.40
personnel costs per transaction-revenue		\$2.48	\$2.46	\$2.73	\$2.80
<i>Effectiveness</i>					
% of transactions timely processed	4	98.0%	98.0%	98.0%	98.0%
% Florida Prompt Payment Act compliance	4	99.9%	99.9%	99.9%	99.9%
% accounts timely reconciled	5	100%	100%	100%	100%
Payroll					
<i>Workload/Demand</i>					
# of checks issued	6	184,552	186,393	185,777	190,140
# of employees per pay cycle	6,7	7,098	7,169	7,145	7,310
# of deduction payments reconciled and paid	8	1,040	1,170	1,352	1,180
<i>Efficiency</i>					
# of payroll checks per FTE (average)	6	16,777	16,945	16,888	17,290
# of payroll deduction payments made per FTE	8	95	106	122	110
<i>Effectiveness</i>					
% of payments for deductions made within two days of payday	8	100%	100%	100%	100%
% of rewrite checks to generated checks (combined)	6	.13%	.16%	.11%	.15%
Clerk	6	n/a	.13%	.13%	.13%
BOCC	6	n/a	.16%	.10%	.15%
System Support					
<i>Workload/Demand</i>					
# of FAMIS users	9	1,192	1,222	952	962
# of Genesys users	9	890	7,679	7,822	7,900
# of Spoolview users	9	1,277	1,154	1,961	1,981
# of training classes/students for FAMIS Financial System/ Genesys Payroll/HR System/Spoolview Report Viewer System	10	355/745	144/873	124/569	124/569
# of system program changes and enhancements requested/ completed	11	725/698	900/849	577/626	577/626
# of reports requested	12	7,789	9,017	9,525	9,620
# of new vendors established	11	8,637	7,721	15,641	15,797

(continued)

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Planned FY 09
System Support (continued)					
<i>Efficiency</i>					
# of FAMIS support FTE	9	9	9	10	10
# of FAMIS users per FTE	9	132	135	98	99
# of Genesys support FTE	9	4	4	2	2
# of Genesys users per FTE	9	223	1,919	3,911	3,950
# of Spoolview support FTE	9	2	2	1	1
# of Spoolview users per FTE	9	639	577	1,961	1,981
unit cost per user: (personnel budget FTE's divided by number of users)	9	\$32.50	\$35.21	\$33.95	\$39.95
<i>Effectiveness</i>					
Customer Satisfaction:					
% of reports completed or processed within 3 business days	12	100%	100%	100%	100%
% of users that received adequate level of training	10	95.0%	99.0%	98.0%	98.0%
% of users that rated customer svc. good or above average	13	95.0%	95.0%	95.0%	95.0%
% of vendors set up maintenance completed in 1 business day	11	99.0%	99.0%	99.0%	99.0%
BOCC Finance-Countywide Financial Reporting					
<i>Workload/Demand</i>					
# of major annual financial reports produced	14	3	3	3	3
# of federal and state grant programs or projects monitored	21	210	223	228	215
<i>Efficiency</i>					
grants monitored per FTE (in millions)	21	\$107	\$125	\$130	\$105
<i>Effectiveness</i>					
obtain Certificate for Achievement for Excellence. in Financial Reporting (CAFR)	15	yes	yes	yes	Yes
obtain award for Outstanding Achievement in Popular Annual Financial Reporting (Annual Report Summary)	15	yes	yes	yes	Yes
receive unqualified audit opinion from County's CPA on:					
CAFR	16	yes	yes	yes	Yes
Single Audit document	16	yes	yes	yes	Yes
Water and Wastewater System Enterprise Fund	16	yes	yes	yes	Yes
Solid Waste Resource Recovery Enterprise Fund	16	yes	yes	yes	Yes
BOCC Finance-Budget Monitoring					
<i>Workload/Demand</i>					
# of BOCC budget amendment agenda items reviewed	19	422	328	367	380
# of line items adjusted via budget amendment	19	4,736	4,191	4,043	4,000
# of review comments on County Administrator's Recommended Budget	19	158	202	297	200
# of account codes created in the financial accounting system	19	2,484	2,161	1,144	2,000
<i>Efficiency</i>					
# of Budget Section FTE's	19	2	2	2	2
# of budget amendment line items adjusted per FTE	19	2,368	2,095	2,021	2,000
# of financial system account codes created per FTE	19	1,242	1,080	572	1,000
<i>Effectiveness</i>					
% of approved budget amendment line items entered timely in financial system	19	100%	100%	100%	100%
% of account codes created within 1 day of request date	19	100%	100%	100%	100%
(continued)					

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 07	Planned FY 09
BOCC Finance-Capital Asset Reporting					
<i>Workload/Demand</i>					
total value of all County assets controlled excluding infrastructure (in millions)	17	\$1,773	\$1,995	\$2,156	\$2,300
capital acquisitions recorded in the asset records during the fiscal year (in millions):					
governmental and internal service funds	17	\$243	\$231	\$217	\$230
enterprise funds	17	\$80	\$147	\$255	\$250
Total acquisitions	17	\$323	\$378	\$472	\$480
completed CIP projects transferred to depreciable assets	17	\$117	\$51	\$101	\$125
capital asset disposals	17	\$41	\$50	\$43	\$50
Total fiscal year activity	17	\$481	\$479	\$616	\$655
<i>Efficiency</i>					
total assets recorded, disposed, reconciled (in millions)	17	\$481	\$479	\$616	\$655
# of FTE's	17	2	2	2	2
volume (in millions) per FTE	17	\$240	\$240	\$308	\$328
assets inventoried (in millions)	17	\$220	\$334	\$345	\$360
# of FTE's	17	3	3	2	2
volume (in millions) per FTE	17	\$73	\$107	\$172	\$180
<i>Effectiveness</i>					
asset transactions recorded/reconciled	17	100%	100%	100%	100%
BOCC Finance-Debt Management					
<i>Workload/Demand</i>					
# of bond issues outstanding	18	16	19	21	22
value of bonds outstanding (in millions)	18	\$650	\$774	\$918	\$1,100
value of commercial paper outstanding (in millions)	18	\$30	\$53	\$123	\$100
total debt service payments (in millions)	18	\$99	\$88	\$181	\$195
# of debt service payments	18	45	38	42	44
# of escrowed bon issues outstanding	18	6	7	4	4
amount of the defeased/escrowed debt (in millions)	18	\$150	\$145	\$115	\$100
# of arbitrage rebate reports prepared during fiscal year	18	16	19	21	20
# of new and refunding bonds issued during fiscal year	18	2	4	2	2
face value of bonds issued (in millions)	18	\$98	\$208	\$210	\$75
face value of commercial paper notes issued during fiscal year (in millions)	18	\$34	\$84	\$76	\$100
# of bond covenant tests prepared	18	16	19	21	22
<i>Efficiency</i>					
# of FTE's	18	1	1	1	1
<i>Effectiveness</i>					
transactions recorded accurately and timely	18	100%	100%	100%	100%
debt payments made timely	18	100%	100%	100%	100%

(continued)

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Planned FY 09
BOCC Finance-Enterprise Fund Financial Reporting					
<i>Workload/Demand</i>					
# of audited financial reports prepared	14	2	2	2	2
# of quarterly financial reports prepared	14	6	6	6	6
total annual enterprise fund revenues (in millions)	14	\$363	\$375	\$360	\$405
total annual enterprise fund expenses (in millions)	14	\$261	\$284	\$296	\$308
total enterprise fund annual debt service (in millions)	14	\$46	\$34	\$40	\$43
# of bond issues outstanding	14	3	3	3	4
value of outstanding bonds (in millions)	14	\$183	\$307	\$285	\$400
# of bonds issued during fiscal year	14	0	1	0	1
face value of bonds issued (in millions)	14	\$0	\$157	\$0	\$150
total enterprise funds assets (in millions)	14	\$1,330	\$1,583	\$1,621	\$1,825
total enterprise funds liabilities (in millions)	14	\$266	\$429	\$419	\$525
total enterprise funds net assets (in millions)	14	\$1,064	\$1,154	\$1,202	\$1,300
<i>Efficiency</i>					
# of FTE's	14	1	1	1	1
<i>Effectiveness</i>					
unqualified audit opinions	16	yes	yes	yes	Yes
financial reports distributed timely	14	yes	yes	yes	Yes
met rate covenant test	14	yes	yes	yes	Yes
BOCC Finance-Investments					
<i>Workload/Demand</i>					
par value of portfolio (beginning of year – in millions)	20	\$1,180	\$1,417	\$1,616	\$1,680
# of new securities transactions processed	20	70	104	148	170
<i>Efficiency</i>					
# of FTE's	20	0.3	0.3	0.4	0.4
<i>Effectiveness</i>					
monthly reports distributed timely	20	yes	yes	yes	Yes
maintenance of diversified portfolio	20	yes	yes	yes	Yes
maintenance of liquidity and safety	20	yes	yes	yes	Yes
legal investments	20	yes	yes	yes	Yes
Clerk to the Board Administration					
<i>Workload/Demand</i>					
# of regular Board meetings	22	23	23	21	22
# of workshop meetings	22	19	22	13	19
# of BOCC Awards & Recognition ceremonies	22	6	5	4	4
# of BOCC Master Calendars prepared/published	22	52	52	53	52
# of incoming mail items	22	New	New	13,756	19,000
# of Boards, Councils and Commissions	23	49	49	49	49
# of positions on all Boards, Councils and Commissions	23	554	549	542	542
# of applications processed for vacancies	23	198	217	316	220
# of press releases for openings	23	8	7	9	6
County Audit					
<i>Workload/Demand</i>					
# of audit reports issued	24	8	5	7	8
# of follow-up reports issued	25	5	3	8	6
# of special investigations	26	1	1	1	2

(continued)

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Planned FY 09
County Audit (continued)					
<i>Efficiency</i>					
# of audit reports (regular, follow-up, special) per FTE	24-26	1.40	1.00	1.60	1.60
<i>Effectiveness</i>					
% of recommendations implemented as of follow-up date	24	67.0%	56.0%	41.0%	80.0%
% of follow-up audits performed within 6-12 months of the original audit	25	40.0%	100.0%	100%	100%
Mail Services					
<i>Workload/Demand</i>					
# of pieces of incoming mail	27	1,591,941	1,739,400	1,957,428	2,134,844
# of pieces of outgoing mail	28	2,615,532	2,700,307	2,789,365	2,525,989
# of pieces of interoffice mail	29	1,267,935	1,315,565	1,556,390	1,711,484
# of stops	27-29	169	177	282	282
<i>Efficiency</i>					
# of pieces of incoming mail per FTE	27	132,662	133,800	150,571	177,903
# of pieces of outgoing mail per FTE	28	217,961	207,716	214,566	210,499
# of pieces of interoffice mail per FTE	29	105,661	101,197	119,722	142,623
# of stops per FTE's	27-29	14.1	13.6	21.6	14.9
<i>Effectiveness</i>					
customer satisfaction on 1-5 scale (5 being the best)	27-29	4.2	4.5	4.5	4.5
% of mail received that is delivered	27-29	99.9%	99.9%	100%	100%

CODE ENFORCEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Section 8	6				
<i>Workload/Demand</i>					
# of units inspected		2,247	2,996	3,000	3,000
<i>Efficiency</i>					
# of units inspected per FTE		1,124	998	1,000	1,000
<i>Effectiveness</i>					
% of units inspected on date scheduled		98.0%	99.0%	99.0%	99.99%
Customer Service					
<i>Workload/Demand</i>					
# of Code Enforcement inspection cases		518	17,419	17,000	17,000
<i>Efficiency</i>					
# of surveys received		140	263	275	300
<i>Effectiveness</i>					
% of surveys with overall rating of 4 or 5		75.5%	80.82%	90.0%	90.0%

COMMUNICATIONS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Projected FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Community Relations	3				
<i>Workload/Demand</i>					
# of public meetings, hearings, events		352	433	537	548
<i>Efficiency</i>					
cost per sign for installing/removing rezoning signs		\$87	\$87	\$94	\$101
<i>Effectiveness</i>					
% of citizen conflicts resolved within 24 hours		97.5%	97.8%	98.0%	99.0%
Citizen Boards Support	4				
<i>Workload/Demand</i>					
# of new code enforcement cases		1,367	1,319	1,726	1,898
<i>Efficiency</i>					
# of code cases appealed		8	4	3	3
<i>Effectiveness</i>					
% of code enforcement processed within 30 days		85.0%	100%	100%	100%
Printing Services	5				
<i>Workload/Demand</i>					
# of impressions-copy center & convenience copiers		30,595,032	27,622,323	27,800,000	28,000,000
<i>Efficiency</i>					
cost per impression/industry standard		\$.0149/\$.047	\$.0149/\$.047	\$.0156/\$.045	\$.0163/\$.045
<i>Effectiveness</i>					
% of impressions produced at or below industry standards		100%	100%	100%	100%
Strategic Initiatives	6				
<i>Workload/Demand</i>					
# of messages sent to county households per year		1,620,000	1,782,000	1,960,200	2,156,220
<i>Efficiency</i>					
cost per informational piece		.172	.170	.174	.177
<i>Effectiveness</i>					
# of messages reaching county households per year		85.0%	87.0%	87.5%	88.0%

COMMUNITY LIAISON SECTION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Americans with Disabilities Act Liaison (continued)					
<i>Efficiency</i>					
cost of print material to number distributed		n/a	n/a	---	---
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	95.0%	95.0%	95.0%
% customer satisfaction surveys that are rated as "good" or "excellent"		100%	97.0%	93.0%	93.0%
Asian-American Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate including coordination and assistance with inter-county, state and international groups		570	575	410	410
# of Heritage events		1	1	1	1
# of workshops/seminars/presentations planned and conducted		5	5	6	6
# of media outreach/contacts		5	5	6	6
# of HTV shows planned and conducted		1	1	1	1
# of public information pamphlets/media items		200	200	210	210
# of interdepartmental coordination efforts		12	12	14	14
# of queries received and handled		400	550	570	570
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	95.0%	90.0%	90.0%
% efforts with satisfactory arbitration/resolution		98.0%	98.0%	96.0%	96.0%
Hispanic Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		106	108*	110	110
# of Heritage events		1	1*	1	1
# of workshops/seminars/presentations planned and conducted		16	16*	16	16
# of media outreach/contacts		30	30*	30	30
# of HTV shows planned and conducted		12	12*	12	12
# of public information pamphlets/media items		12	12*	12	12
# of interdepartmental coordination efforts		30	30*	30	30
# of queries received and handled		2,300	2,300*	2,500	2,500
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided*	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided*	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		90.0%	90.0%*	90.0%	90.0%
% efforts with satisfactory arbitration/resolution		90.0%	90.0%*	90.0%	90.0%

(continued)

COMMUNITY LIAISON SECTION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Criminal Justice Liaison	1,3				
<i>Workload/Demand</i>					
external assignments with imposed deadlines		25	119	82	49
numbers of units of service (UOS)		105,066	84,661	77,007	59,218
# of community meetings/programs/events as County advocate		530	159	99	87
amount of criminal justice funds managed		\$13.9 million	\$12.4 million	\$12.9 million	\$10.7 million
<i>Efficiency</i>					
use external meetings to develop collaborative strategies		63	165	90	76
external assignment completion by deadline		95.0%	95.0%	95.0%	95.0%
funds leveraged from contract providers for criminal justice		\$4.2 million	\$4.2 million	0	0
number of UOS delivered		103,420	103,531	65,455	50,335
<i>Effectiveness</i>					
% of customer satisfaction surveys that are rated as good or excellent		98.0%	97.0%	92.0%	92.0%
% of UOS delivered:UOS contracted		98.0%	100%	85.0%	85.0%
collaborate to reduce crime rate to the lowest of the seven largest urban counties		4th lowest	4th lowest	5th lowest	5th lowest

*Estimates.

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Professional Responsibility Investigations	4				
<i>Workload/Demand</i>					
# of EEO/discrimination investigations opened		57	59	56	60
# of ethics/integrity investigations opened		75	83	74	90
# of investigations reviewed for or referred to other departments		9	37	25	25
<i>Efficiency</i>					
# of investigations per Investigator		35	44.8	38.8	58.33
# of employees per Investigator		1,375	1,375	1,375	1,833
<i>Effectiveness</i>					
avg. time to make initial investigative report (in days)		6.4	7.5	2	5
avg. length of investigation (in days)		32	50.1	36.9	55
% of investigations that allegations are founded		33.4%	36.6%	25.4%	35.0%
Employee Training	5				
<i>Workload/Demand</i>					
# of training sessions conducted on professional responsibility		24	27	28	28
# of Newline, COIN, or other media events		8	12	0	0
<i>Efficiency</i>					
avg. cost per training session		\$210.00	\$185.00	\$100.00	\$100.00
<i>Effectiveness</i>					
avg. # of attendees per training session		21	27	20	20
% of participants rating training good, excellent, or outstanding		92.0%	92.0%	95.0%	95.0%
Hotline and Internal Complaints	6				
<i>Workload/Demand</i>					
# of Hotline calls received		25	43	25	35
# of other calls received		846	960	1,040	1,200
# of emails as internal complaints or inquiries		48	57	65	70
<i>Efficiency</i>					
# of calls or other contacts per Investigator		330	380	350	400
<i>Effectiveness</i>					
avg. time to respond to employee or citizen "Hotline" contact (in hours)		4.5	4.4	3.0	6.0
Professional Responsibility program cost per capita		\$.25	\$.26	\$.25	\$.25

COUNTY ADMINISTRATOR

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
<i>Effectiveness</i>					
maintain diversity of workforce within 10% variance of labor market		yes	yes	yes	yes
% reduction in employee disputes, grievances and lawsuits	3	10.0%	20.0%	20.0%	25.0%
% of customers that rate the quality of county services as 'good' or 'excellent'	7	94.0%	94.0%	95.0%	95.0%
# of county departments offering service guarantees	15	n/a	17	17	17
Develop BOCC State and Federal Legislative Programs	9				
<i>Workload/Demand</i>					
# of legislative issues examined/# of issues selected		170/60	180/65	190/70	195/73
<i>Efficiency</i>					
# of contacts solicited and processed per FTE		70	80	85	90
<i>Effectiveness</i>					
date state program adopted		10/4/06	10/17/07	12/17/08	10/10/09
date federal program adopted		10/4/06	12/17/07	12/17/08	10/10/09
County Legislative Representation	10				
<i>Workload/Demand</i>					
# of meetings collaborating on legislation		290	300	308	316
# of reports on legislation		50	63	65	67
# of legislative services contracts managed		2	2	2	2
<i>Efficiency</i>					
# of legislative bills reviewed and distributed		5,660	5,346	5,400	5,740
# of contacts/responses per FTE		497/275	783/541	791/546	799/552
# of legislative assignments per FTE		71	81	85	90
<i>Effectiveness</i>					
% of legislation distributed within 36 hours		100%	100%	100%	100%
# of reports prepared and % submitted by due date		50/99.0%	52/99.0%	55/99.0%	58/99.0%
County Intergovernmental Representation/Administration	11				
<i>Workload/Demand</i>					
# of assignments/referrals		56	102	81	87
<i>Efficiency</i>					
# of assignments completed per FTE		56	66	71	77
# assignments/% responded to by task date	7	56/95.0%	102/95.0%	81/95.0%	87/95.0%
Best Practices, Benchmarking, and Customer Feedback					
<i>Workload/Demand</i>					
# of services evaluated	12	6	8	8	8
<i>Efficiency</i>					
average time to evaluate service (in months)	12	3 months	3 months	3 months	3 months
<i>Effectiveness</i>					
# of services considered for improvement by the County Administrator	12	4	6	6	6

(continued)

COUNTY ADMINISTRATOR

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Manage Targeted Initiatives to Improve Efficiency and Effectiveness					
<i>Effectiveness</i>					
customer satisfaction with the value of county services (% rating 6-10 on a 10 point scale)	8	77.0%	79.0%	81.0%	83.0%
customers' satisfaction with public safety (% rating 6-10 on a 10 point scale)	13	86.9%	87.0%	88.0%	89.0%
<i>Governing</i> magazine rating of Hillsborough County management	14	C	B-	B	A-
Citizen's Action Center	16				
<i>Workload/Demand</i>					
# of contacts		179,031	144,022	148,343	152,793
# of administrative referrals		3,521	4,418	4,551	4,688
<i>Efficiency</i>					
calls per month per FTE		14,919	11,079	11,411	11,753
<i>Effectiveness</i>					
call abandonment rate		n/a	6	9	12
customer satisfaction rating		n/a	83	87	90

DEBT MANAGEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Financial Advisory Services	2				
<i>Workload/Demand</i>					
# of new financial and credit analyses		9	8	14	16
# of financings of authorities and other agencies reviewed and evaluated		14	13	12	18
# design/oversight of strategic plans of Enterprise Funds		2	2	4	4
# of miscellaneous financial advisory services		58	153	86	92
<i>Efficiency</i>					
cost (Char. 10, 30 & 60) per combined Financial Advisory Workload Units		\$9,952	\$4,694	\$7,938	\$7,440
<i>Effectiveness</i>					
% consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time		100%	100%	100%	100%
Municipal Securities Market Compliance & Disclosure	3				
<i>Workload/Demand</i>					
prepare Secondary Market Disclosure Report		1	1	1	1
<i>Efficiency</i>					
cost (Character 10) per unit		\$1,523	\$1,577	\$1,858	\$1,955
<i>Effectiveness</i>					
% completion of Secondary Market Disclosure Reports in a timely manner		100%	100%	100%	100%
# of regulatory actions against the County		0	0	0	0
Financial & Credit Evaluations of Conduit Bond Issues	4				
<i>Workload/Demand</i>					
# of CDD applications evaluated		18	23	12	15
# of conduit bond transactions evaluated		4	5	6	8
<i>Efficiency</i>					
cost (Char. 10) per unit		\$1,073	\$835	\$1,103	\$1,159
<i>Effectiveness</i>					
# of defaulted conduit bond issues		0	0	0	0
Combined Services Efficiency Measure					
<i>Efficiency</i>					
total department cost per combined # of all Workload/Demand units		\$5,262	\$5,561	\$5,037	\$4,700

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Small Business Development (continued)					
<i>Effectiveness</i>					
% of SBIC requests responded to in 3 days		94.0%	100%	95.0%	96.0%
% of client satisfaction with services of SBIC (score of 1 to 5, highest)		98.0%	98.0%	98.0%	98.0%
% of customer satisfaction with workshop (score of 1 to 5, highest)		96.0%	96.0%	96.0%	96.0%
% increase in technical assistance in Enterprise Zone***		-19.0%	53.0%	-27.0%	2.0%
% increase in new jobs in Enterprise Zone		-29.0%	-38.0%	127.0%	2.0%
% of requests responded to within 3 days		100%	100%	100.0%	80.0%
MBE/SBE Program	3				
<i>Workload/Demand</i>					
# of MBE bid reviews completed		480	430	450	479
# of MBE certifications/SBE registrations processed**		162	392	164	221
<i>Efficiency</i>					
# of bid reviews per FTE		116	143	150	159
<i>Effectiveness</i>					
% of construction projects which met the DM/DWBE goal		13.0%	14.0%	15.0%	17.0%
% of time for certification/registrations processed/approved		75.0%	75.0%	75.0%	75.0%
total \$ of MBE/SBE contracts		\$7,288,874	\$7,507,540	\$7,732,766	\$7,964,749
Agriculture Industry Development	4				
<i>Workload/Demand</i>					
# of agriculture projects facilitated		59	66	59	60
# of contacts/meetings		1965/126	2,306/107	1,972/111	1,300/110
<i>Efficiency</i>					
ratio of resolutions to projects		52:59	54:66	51:59	48:60
<i>Effectiveness</i>					
# of agriculture projects resolved		52	54	51	48
% of agriculture inquiries responded to in 24 hours		95.0%	95.0%	97.0%	90.0%
Tourist Development	5				
<i>Workload/Demand</i>					
# of tourism/TDC technical assistance (TA) consults		257	281	296	310
# of TDC contracts administered		22	23	21	21
<i>Efficiency</i>					
average # of tourism TA consults per month		20	23	25	26
<i>Effectiveness</i>					
% increase in tourism/TDC TA consults		5.0%	9.0%	5.0%	5.0%
% of contracts monitored 4 times per year		100%	100%	100%	100%
% of tourism requests responded to within 3 days		98.0%	98.0%	98.0%	80.0%

(continued)

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Strategic Plan--Goal 2					
Local Average Wage (Goal 2, A)					
County		---	\$39,364 [±]	\$40,938	\$42,575
State		---	\$37,076 [±]	---	---
Federal		---	\$40,768 [±]	---	---
-BLS Third Quarter Census of Employment and Wages annualized wage					
County residents living in poverty (Goal 2, B)					
County		---	11.8%	11.8%	11.8%
State		---	11.9%	---	---
-US Census Bureau's Small Area Income & Poverty Estimates, 2004					
Annual unemployment rate (Goal 2, C)					
County		---	4.1%	---	---
State		---	4.2%	---	---
Federal		---	4.9%	---	---
-Florida Agency for Workforce Innovation, February 2007					
Annual employment growth (Goal 2, D)					
County		---	2.2%	2.2%	2.2%
State		---	2.6%	---	---
Federal		---	1.7%	---	---
-Florida Research and Economic Database (Third Quarter, 2006)					

*Fiscal year employment for Hillsborough County was reduced by approximately 10,540 jobs. Corporate Business Development influenced the announced creation of 1,258 jobs in that same period.

**Certification & registration of DM/DWBE & SBE firms are for a two-year period.

*** The decrease in Technical Assistance (TA) is due to the change in calculating the TA boundaries. In FY07, the TA reflected assistance provided to the entire zip code areas of 33612 and 33613. For FY 08, the TA reflects assistance provided to those exclusively located in the University Area Enterprise (UAEZ) boundaries. This is a much smaller service area; however, it more accurately reflects assistance given to the targeted area of UAEZ businesses.

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Waste Management	3				
<i>Workload/Demand</i>					
# of permits issued		16	17	15	15
# of SOG inspections conducted per year		1,434	2,114	2,000	2,000
<i>Efficiency</i>					
# of SOG inspections conducted per inspector per year		313	352	320	320
<i>Effectiveness</i>					
% of facilities found to be in compliance		66.0%	77.0%	50.0%	50.0%
% of facilities found to be in compliance within one year of initial inspection		100%	100%	100%	100%
Wetland Management	4				
<i>Workload/Demand</i>					
# of land development permits processed		6,300	5,826	4,725	5,550
# of mitigation compliance cases per year		191	211	200	202
<i>Efficiency</i>					
# of land development permits processed per inspector		700	591	701	730
# of mitigation compliance cases per inspector per year		254	240	266	269
<i>Effectiveness</i>					
% of permits processed meeting timeline requirement		85.0%	84.0%	95.0%	95.0%
% of facilities initially found to be in mitigation compliance		91.0%	94.0%	91.0%	91.0%
% of facilities found to be in mitigation compliance within one year of initial inspection		95.0%	95.0%	95.0%	95.0%
Environmental Resources Management	5				
<i>Workload/Demand</i>					
# of water quality stations monitored per month		140	142	142	142
# of benthic sampling units processed per year		1,573	1,784	1,125	1,125
# of citizen complaints received regarding water quality issues		49	32	35	35
# of ecological monitoring stations evaluated per year		82	85	71	71
# of active PRF and GSTF projects managed per year		51	43	43	43
# of artificial reef construction/monitoring events		27	6	6	6
# of requests for monitoring data from external users		34	40	40	40
<i>Efficiency</i>					
# of water quality stations monitored per Environmental Scientist/Technician per month		35	35	35	35
# of benthic sampling units processed per Env'l Scn/Tech per year		209	237	225	225
# of citizen complaints regarding water quality issues responded to per .20 FTE per year		49	32	35	35
# of ecological monitoring stations evaluated per FTE per year		24	26	57	57
# of active PRF and GSTF projects managed per year per FTE		35	31	30	30
<i>Effectiveness</i>					
% of water quality monitoring stations sampled per year		99.0%	97.6%	100%	100%
% of benthic monitoring stations sampled per year		99.0%	100%	100%	100%
% of citizen complaints regarding water quality issues responded to within 7 days		100%	100%	98.0%	98.0%
% of ecological monitoring stations reinspected within 24 months		69.0%	75.0%	100%	100%

ENVIRONMENTAL PROTECTION COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Projected FY 08	Planned FY 09
Waste Management	3				
<i>Workload/Demand</i>					
# of permits issued		16	17	15	15
# of SQG inspections conducted per year		1,434	2,114	2,000	2,000
<i>Efficiency</i>					
# of SQG inspections conducted per inspector per year		313	352	320	320
<i>Effectiveness</i>					
% of facilities found to be in compliance		66%	77%	50%	50%
% of facilities found to be in compliance within one year of initial inspection		100%	100%	100%	100%
Wetland Management	4				
<i>Workload/Demand</i>					
# of assessment reviews		5,955	5,379	3,300	3,300
# of mitigation compliance cases per year		191	211	200	202
<i>Efficiency</i>					
# of assessment reviews per inspector		425	384	388	388
# of mitigation compliance cases per inspector per year		254	240	266	269
<i>Effectiveness</i>					
% of permits processed meeting timeline requirement		85%	84%	95%	95%
% of sites initially found to be in mitigation compliance		91%	94%	91%	91%
% of sites found to be in mitigation compliance within one year of initial inspection		95%	95%	95%	95%
Environmental Resources Management	5				
<i>Workload/Demand</i>					
# of water quality stations monitored per month		140	139	139	139
# of benthic sampling units processed per year		1,573	2,645	1,075	1,314
# of citizen complaints received regarding water quality issues		49	32	35	50
# of ecological monitoring stations evaluated per year		82	85	63	60
# of active PRF and GSTF projects managed per year		51	43	47	40
# of artificial reef construction/monitoring events		27	6	12	6
# of requests for monitoring data from external users		34	40	40	40
<i>Efficiency</i>					
# of water quality stations monitored per Environmental Scientist/Technician per month		35	35	46	46
# of benthic sampling units processed per Env'l Scn/Tech per year		209	264	215	265
# of citizen complaints regarding water quality issues responded to per .20 FTE per year		49	32	35	50
# of ecological monitoring stations evaluated per FTE per year		24	26	42	60
# of active PRF and GSTF projects managed per year per FTE		35	31	32	27
<i>Effectiveness</i>					
% of water quality monitoring stations sampled per year		99%	98%	100%	100%
% of benthic monitoring stations sampled per year		99%	100%	100%	100%
% of citizen complaints regarding water quality issues responded to within 7 days		100%	100%	98%	75%
% of ecological monitoring stations reinspected within 24 months		69%	75%	100%	75%

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
ALS Personnel & Transport Unit Response Times	1,2,4				
<i>Workload/Demand</i>					
# of responses		54,621	55,577	57,657	59,814
# of transports		30,341	31,614	32,691	33,804
<i>Efficiency</i>					
average response time countywide (ALS Transport)		8.1 min	8.0 min	7.8 min	7.8 min
% value of citizen's perceived worth of emergency services		86.1%	88.0%	89.0%	90.0%
<i>Effectiveness</i>					
% of ALS transport unit response time within 8 minutes		58.0%	60.0%	---	---
% of ALS transport unit response time within 9 minutes ²		---	---	70.8%	72.5%
% of ALS personnel within 7 minutes ²		---	---	67.30%	67.30%
Volunteer Firefighter Program	6				
<i>Workload/Demand</i>					
average # of active volunteers		170	150	170	170
<i>Efficiency</i>					
average # having excess of one year service		135	138	140	145
<i>Effectiveness</i>					
% of volunteer retention with excess of one year service		79.0%	92.0%	82.0%	85.0%
Training Program	6				
<i>Workload/Demand</i>					
# of personnel: career/volunteer		830/169	846/150	815/170	845/170
<i>Efficiency</i>					
# of training hours:					
career (average of 50 hours per person)		54,583	42,300	36,309	42,250
volunteer (average of 45 hours per person)		7,262	6,750	9,412	7,650
<i>Effectiveness</i>					
% of training hours goal achieved per person (career-50 hours/volunteer-45 hours)		132%/95.5%	100%/88.8%	90%/123%	117%/100%
Fire Prevention Inspection Program	7				
<i>Workload/Demand</i>					
# of structures needing annual inspection ²		46,000	47,411	48,921	50,537
# of annual inspections performed		28,944	30,349	32,486	40,039
# of annual new construction inspections performed		2,932	3,585	2,870	4,104
# of annual re-inspections ³		7,884	7,963	7,191	8,000
# of annual school inspections performed		2,301	1,842	1,845	2,000
# of educational programs conducted/citizens contacted ⁴		944/210,622	1,728/614,954	905/293,264	900/246,510
# of Plans reviewed ⁵		3,511	3,716	2,759	3,000
# of structure fires annually in Hillsborough County		929	798	709	800
<i>Efficiency</i>					
average fee per inspection		\$54.80	\$51.50	\$33.68	\$32.16
average workload (inspections) per Inspector		1,930	1,167	1,547	1,907
total fees collected for inspections		\$930,886	\$1,112,334	\$1,146,975.72	\$1,287,654
total fees collected for Plans Review		\$486,084	\$587,017	\$400,141.58	\$400,141.58
# of false alarms responded to annually/annual revenue		3,974/\$10,800	3,764/\$10,307	3,755/\$7,974	2,352/\$12,300

(continued)

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Fire Prevention Inspection Program (continued)					
<i>Effectiveness</i>					
% of commercial occupancies inspected		62.0%	64.0%	66.41%	79.22%
# of fires investigated/cases closed/arrests		458/242/16	490/239/11	464/213/11	420/201/3
# of fire fatalities/injuries		10/23	7/30	8/30	5/24
% of plans reviewed within 45 days		n/a	95.0%	100%	100%

²All types of structures that require ongoing inspection, including commercial/industrial, public structures, apartment complexes, nursing homes/hospitals, and day care facilities.

³Inspections requiring an HCFR Inspector to return to correct deficiencies found at the first or subsequent inspection.

⁴Community Relations programs include fire safety, child fire-setter, drowning prevention, and related programs to reduce the need for Fire Rescue service.

⁵Examination of construction documents to include pre-engineered fire sprinkler and fire alarm systems for new and existing code compliance.

FLEET MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Parts Management	10				
<i>Workload/Demand</i>					
annual parts expense		\$2,004,992	\$2,075,593	\$1,956,580	\$2,520,000
<i>Efficiency</i>					
cost as a % of total parts cost		14.1%	14.6%	14.6%	15.0%
<i>Effectiveness</i>					
parts on-demand availability		86.0%	87.0%	87.9%	85.0%
inventory turnaround time (times turned per year)		n/a	n/a	n/a	n/a
Fleet Contracts Management	11				
<i>Workload/Demand</i>					
# of contracts managed		41	47	55	55
<i>Efficiency</i>					
average fleet processing time (in days)		30	30	30	30
<i>Effectiveness</i>					
% of operating expenses on contract		99.3%	99.0%	99.2%	99.0%
Equipment Acquisition	12				
<i>Workload/Demand</i>					
annual capital purchases		\$17,330,902	\$13,230,560	\$7,647,878	\$10,000,000
<i>Efficiency</i>					
time to complete FY orders		12 months	6 months	5 months	6 months
<i>Effectiveness</i>					
customer satisfaction rating service good to excellent		n/a	4.25	4.72	4.75
Motor Pool	13				
<i>Efficiency</i>					
average annual days rented		197	215	142	150
<i>Effectiveness</i>					
customer satisfaction rating service good to excellent (4 to 5)		n/a	4.25	4.86	4.86

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Client Assistance	2,3,4,12, 15,16				
<i>Workload/Demand</i>					
total # of unduplicated households screened for GA		14,331	18,212	20,440	22,000
total # of unduplicated households qualified/receiving GA		13,328	14,210	14,518	15,000
total # of families housed through Section 8 program		1,937	1,904	2,004	2,010
# of clients completing and maintaining a budget (90 days)					100
# of clients opening IDA or savings account					50
<i>Efficiency</i>					
average annual cost of GA per household		\$449	\$459	\$350	\$400
# of authorizations processed per FTE		455	439	335	350
average # of cases per social worker		178	198	206	210
<i>Effectiveness</i>					
% of applicant households that received GA ⁵		85.3%	78.0%	71.0%	65.0%
# of families moved out of poverty					700
# of families with an inc of at least 1 lev on the ROMA scale					1,000
Sunshine Line	5,6,16				
<i>Workload/Demand</i>					
# of specialized transport trips (door-to-door)		165,529	182,864	196,468	202,365
<i>Efficiency</i>					
overall average total cost per trip		\$7.96	\$7.25	\$10.89	13.85
average total cost per bus pass ²		\$24.02	\$27.87	\$17.48	\$15.30
<i>Effectiveness</i>					
% of transportation (door-to-door) trips on time		88.64%	95.46%	94.87%	90.0%
% of customer satisfaction		94.0%	94.0%	94.0%	94.0%
Ryan White Program	10,16				
<i>Workload/Demand</i>					
# of clients served ³		5,340	5,543	(est) 5,525	5,625
<i>Efficiency</i>					
dollars per client served		\$1,550	\$2,109	(est) \$2,076	\$2,039
<i>Effectiveness</i>					
% providers compliant with contracts		99.6%	99.0%	(est) 99.0%	99.0%
Homeless Case Management	8,16				
<i>Workload/Demand</i>					
# of homeless applicants screened for services (unduplicated) ⁶		2,758	2,439	1,451	1,550
# of homeless applicants accepted for services		1,046	1,839	1,058	1,100
<i>Efficiency</i>					
average annual dollars per homeless person assisted		\$913	\$458	\$639	\$640
<i>Effectiveness</i>					
% of homeless stabilized and transitioned into housing		69.0%	73.0%	66.0%	75.0%
Summer Food Program for Children	9,16				
<i>Workload/Demand</i>					
# of lunches and snacks served to eligible children		758,076	782,466	719,301	748,073
<i>Efficiency</i>					
average cost per lunch		\$2.27	\$2.35	\$2.55	\$2.70
<i>Effectiveness</i>					
% increase of lunches and snacks over prior year		3.51%	3.22%	-8.07%	4.00%

(continued)

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Veterans Services	11				
<i>Workload/Demand</i>					
# of veterans, dependents, survivors assisted		32,015	35,066	33,515	34,000
<i>Efficiency</i>					
cost to County per client assisted		\$13.20	\$12.11	\$12.30	\$12.00
<i>Effectiveness</i>					
% of customer satisfaction		93.4%	98.3%	97.8%	98%
federal VA benefits to Hillsborough County citizens		\$20.9 million	\$22.5 million	\$21.8 million	\$24 million
Trauma Care	14				
<i>Workload/Demand</i>					
# of trauma cases reviewed or investigated		241	122	84	87
# of Trauma Audit Committee meetings		7	8	8	7
# of autopsies of institutional non-natural deaths reviewed ⁴		437	318	256	270
<i>Efficiency</i>					
average attendance at Trauma Audit meetings		21	24	29	22
<i>Effectiveness</i>					
reduce/maintain undertriage to 10% or less		6.5% est.	Not Avail	Not Avail	Not Avail
Section 8 Housing	12				
<i>Workload/Demand</i>					
# of applicants on the waiting list		1,056	1,056	3,000	3,000
# of rental vouchers processed (applications granted) ⁷		1,937	1,904	2,004	2,010
<i>Efficiency</i>					
avg. number of days for enrollment period (apply to qualify)		40	40	40	40
# of Section 8 applicant cases per FT Housing Counselor		323	294	325	325
<i>Effectiveness</i>					
% of applicants on waiting list housed each year		3.9%	10.5%	6.6%	8.0%
Health and Social Services Team Goal	7				
<i>Workload/Demand</i>					
Community value of grants and other non ad valorem funding sources		\$103,313,227	\$137,759,995	\$182,113,828	\$183,495,586
<i>Efficiency</i>					
# of new grant applications		2	9	8	8
<i>Effectiveness</i>					
\$ increase of grant and other funding sources		\$2,132,826	\$2,675,000	\$3,460,216	\$2,100,000
Prosperity Campaign	15				
<i>Workload/Demand</i>					
# of returns filed at free tax participation sites		5,556	7,614	9,622	10,103
# of split refunds		n/a	5	13	
# of persons receiving Credit Education		n/a	50	106	
<i>Efficiency</i>					
\$ return per tax return filed		\$1,060	\$946	\$819	\$819
<i>Effectiveness</i>					
total \$ returned to Hillsborough County residents (in millions)		\$5.89	\$7.20	\$7.88	\$8.67

(continued)

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
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¹Due to the replacement of the Client Eligibility System (CLASS), HSS is paying for the Health Care portion of the replacement system and additional indirect costs for ITS from the Trust Fund.

²Due to a decrease in the total number of 31 day bus passes issued which are counted as 40 door-to-door trips per pass and an increase in 1 day passes which only count as two trips, the average cost per trip reflects an increase. However, since the purchase price for a 31-day pass is \$50 (FY 08) and a daily pass cost \$3.25 (FY 08), the average cost per pass reflects a decrease.

³Ryan White Program--An update to the unique identifier to track clients has given the Department the ability to count unduplicated clients instead of the number of clients. In addition, the Department can more accurately reflect the cost of clients served based on the unduplicated count of clients.

⁴The number of autopsies dropped dramatically because overall trauma volumes are down [possible causes: economy, high fuel costs, etc. and about 50% of all trauma is attributable to motor vehicle collisions] and deaths due to trauma declined.

⁵Due to the requirement that clients participate in and comply with a self-sufficiency plan, including responsibility for a portion of the funding need, the percentage of the population receiving General Assistance has lessened from historic levels as HSS is moving away from a crisis intervention philosophy and is now targeting its case management services and direct final assistance to those clients truly interested in becoming self-sufficient. The new measure of success is the number of individuals and families either 1) moving out of poverty or 2) achieving a higher level of self-sufficiency. This observed pattern has caused us to revise the FY 08 and FY 09 figures downward.

⁶Due to the requirement that clients participate in and comply with a self-sufficiency plan, a portion of the homeless population previously assisted in a crisis intervention approach are not willing to participate in a customized case management plan with specific goals and outcomes. Therefore, those clients are being referred to alternative community resources but are encouraged to return to Homeless Recovery at the point they are ready to actively participate in their individual plan for self-sufficiency. This observed pattern has caused us to revise the FY 08 and FY 09 figures downward.

⁷The Section 8 Program has been approached by the Office of Affordable Housing, with the endorsement of the HUD office, to administer a Tenant-Based Rental Assistance Program targeting 100 households identified as homeless or victims of domestic violence. Annual allocation award projected at \$750,000 for the new service. Target population to be expanded to include elderly and disabled individuals as allocation is proportionately increased.

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Employee Benefits Program (continued)	1				
<i>Workload/Demand</i>					
# of transitional duty encounters (e-mail, phone, walk-ins)		n/a	n/a	1,643	121
# of transitional duty agreements received		n/a	n/a	72	121
# of Family and Medical Leave Act (FMLA) requests received		n/a	493	753	544
# of FMLA encounters (e-mail, phone, walk-ins)		n/a	n/a	7,688	2,420
# of employment/credit verifications forms processed		1,940	1,867	1,261	2,582
# of employment/credit encounters (e-mail, phone, walk-ins)		n/a	n/a	1,056	2,750
# of productivity awards encounters (e-mail, phone, walk-ins)		n/a	n/a	1,364	2,100
# of productivity award submissions		145	108	112	121
# of productivity awards granted		21	29	37	35
# of productivity awards closed		n/a	240	62	290
# of employee function encounters (e-mail, phone, walk-ins)		n/a	n/a	1,141	3,600
# of employees attending employee functions		2,500	1,211	1,163	6,050
# of nominations submitted for employee awards programs		348	149	125	350
# of deferred compensation encounters (e-mail, phone, walk-ins)		n/a	n/a	1,618	1,980
# of deferred compensation forms processed		n/a	600	2,110	720
# of volunteers in public service encounters (e-mail, phone, walk-ins)		n/a	n/a	447	1,000
# of volunteers in public service applications received		n/a	n/a	321	500
<i>Efficiency</i>					
# of retiree forms processed per FTE (3)		n/a	n/a	1,030	933
avg. attendance in group retirement sessions		n/a	n/a	4	8
# of short-/long-term disability encounters per FTE (2)		n/a	2,000	5,151	2,500
# of FFD encounters per FTE (2)		n/a	n/a	3,736	563
# of transitional duty encounters per FTE (2)		n/a	n/a	822	61
# of FMLA encounters per FTE (2)		n/a	n/a	3,844	1,210
# of productivity award submissions per FTE (2)		n/a	n/a	56	60
# of deferred compensation forms processed per FTE (1)		n/a	---	2,110	2,000
# of volunteers in public service applications received per FTE (1)		n/a	n/a	321	500
# of emp/credit verifications processed per day (251 workdays)		8.05	8.86	5.02	10.78
<i>Effectiveness</i>					
% of employees informed on benefits		100%	100%	100%	100%
% of benefit forms processed error free		98.0%	98.0%	99.0%	99.0%
% of employee satisfaction with benefit briefings		n/a	n/a	99.0%	99.0%
% of employee satisfaction with short-/long-term disability		n/a	n/a	99.0%	99.0%
% of employee satisfaction on transitional duty		n/a	n/a	99.0%	99.0%
% of employee satisfaction on FMLA encounters		n/a	n/a	99.0%	99.0%
% of satisfaction with FFD processing		n/a	99.9%	99.9%	99.9%
% of customer satisfaction with group retiree briefings		n/a	n/a	95.0%	95.0%
% of employees applying for STD/LTD		13.0%	13.0%	11.9%	13.0%
% of productivity awards submitted that were granted		15.0%	17.0%	19.0%	21.0%
% of productivity award budget granted		7.6%	10.02%	35.5%	50.0%
% of emp/credit verifications processed the first day		75.0%	75.0%	75.0%	75.0%
% of employees that attended employee functions		40.0%	45.0%	21.3%	50.0%

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Training and Organizational Development	2				
<i>Workload/Demand</i>					
# of participants attending training		4,533	6,674	4,529	5,000
# of training classes		263	325	276	304
# of training hours		21,396	30,538	20,465	22,512
# of employees approved for tuition reimbursement		70	51	31	34
total amount of tuition reimbursement paid		\$55,412	\$48,465.46	\$27,590	\$30,349
<i>Efficiency</i>					
# of hours of HR training per employee (in hours)		4.72 hrs	5.12 hrs	4.52 hrs	4.50 hrs
avg. distribution per tuition reimbursement participant		\$791.60	\$950.30	\$890	\$979
<i>Effectiveness</i>					
% of training requests filed within 90 days		98.0%	99.0%	98.0%	98.0%
% of customer satisfaction from training classes		87.88%	93.0%	94.0%	95.0%
% of participants using tuition reimbursement		1.23%	.85%	.57%	.62%
Executive Recruitment	3				
<i>Workload/Demand</i>					
# of executive recruitments		57	59	18	15
# of resumes received and reviewed with response		1,500	1,770	523	575
# of notices sent informing applicants that positions were filled		1,447	1,750	463	560
# of informal requests for employment information		213	250	72	400
# of miscellaneous resumes received		88	55	34	50
<i>Efficiency</i>					
# of resumes received per advertised position		49	30	31	40
<i>Effectiveness</i>					
% of recruitments retained for at least 6 months		100%	100%	100%	100%
% of recruitments retained for at least 24 months		96.0%	98.0%	98.0%	98.0%
Records Management	4				
<i>Workload/Demand</i>					
# of public record requests		170	981	488	537
# of hours processing public records requests		510	490	732	1,074
# of subpoenas		17	32	33	36
# of hours processing subpoenas		52	64	83	91
total number of documents scanned		n/a	77,826	134,633	148,096
# of benefit documents or forms imaged		n/a	14,277	40,324	44,356
# of employee relations documents imaged		n/a	36	7	8
# of risk management documents imaged		n/a	16,114	36,255	39,881
# of unclassified or HR employee records imaged		n/a	2,795	2,568	2,825
# of workers' compensation documents imaged		n/a	229	791	870
# of retirement documents imaged		n/a	2,196	9,013	9,914
# of miscellaneous employee records imaged		n/a	42,179	45,675	50,243
<i>Efficiency</i>					
# of hours per public records requests		3 hrs	2	1.5 hrs	2 hrs
# of hours per subpoenas		3	2	2.5 hrs	2.5 hrs
<i>Effectiveness</i>					
% of public records requests processed the first day		90.0%	89.09%	86.48%	90.0%
% of response to subpoenas processed by due date		100%	100%	100%	100%

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Employee Relations	5				
<i>Workload/Demand</i>					
# of cases investigated		28	18	1	2
# of pre-disciplinary hearings		33	90	41	50
# of employee concerns received		2,142	4,080	3,917	4,000
# of investigative interviews		94	100	38	40
# of due process hearings		15	2	18	18
# of cases closed		19	17	1	2
# of disciplinary actions reviewed (counseling/reprimands)		200	112	148	220
<i>Efficiency</i>					
# of cases investigated per FTE		15	9	1	8
avg. number of days to close of investigation		60-90 days	60-90 days	60-90 days	60-90 days
<i>Effectiveness</i>					
avg. number of days to close of investigation		60-90 days	60-90 days	60-90 days	60-90 days
% of investigations closed within 90 days		70.0%	70.0%	100.0%	70.0%
% of pre-disciplinary hearings decisions upheld by Civil Svc.		100%	100%	100%	100%
Employee Processing	6				
<i>Workload/Demand</i>					
# of new hires processed		855	1,035	826	600
# of hours for new hire processing		2,717	1,801	1,469	996
# of random screens		200	494	739	700
# of hours for random screens		200	25	24.63	25
# of employee ID badges processed		4,424	582	456	400
# of salary surveys (incoming and outgoing)		56	70	73	75
# of telephone calls (assistance and transfers)		44,522	45,000	39,755	44,000
# of customers (walk-ins and appointments)		3,700	5,380	4,680	436
# of medical/drug test invoices processed		n/a	1,384	412	700
# of hours of invoice processing		n/a	64.5	68.6	70
# of BF10 forms reviewed		242	119	187	200
# of hours for BF10		620	100	160	200
<i>Efficiency</i>					
# of processing hours per new hire		2.54	1.74	1.78	1.66
# of processing hours per random drug test		.47	.05	.033	.036
<i>Effectiveness</i>					
% of new hires processed within 3 days of start date		100%	100%	100%	100%
Wellness Program	7				
<i>Workload/Demand</i>					
# of wellness programs (Countywide)		21	140	101	105
# of wellness programs (Wellness Center)		n/a	n/a	109	110
# of wellness sessions/screenings (Countywide)		71	552	240	250
# of wellness sessions/screenings (Wellness Center)		n/a	n/a	401	425
# of attendees for sessions/screenings (Countywide)		1,202	12,408	3,130	3,250
# of attendees for sessions/screenings (Wellness Center)		n/a	n/a	10,935	11,250
# of individuals receiving wellness counseling		195	429	917	950
# of wellness center participating members (Wellness Center)		683	878	1,029	1,180

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Wellness Program (continued)					
<i>Efficiency</i>					
# of wellness programs per month (Countywide)		1.75	11	8	9
# of wellness programs per month (Wellness Center)		n/a	n/a	9	10
# of wellness sessions/screenings per month (Countywide)		5.92	46	20	21
# of wellness sessions/screenings per month (Wellness Center)		n/a	n/a	33	35
# of program attendees per month (Countywide)		100	1,034	261	271
# of program attendees per month (Wellness Center)		n/a	n/a	911	938
# of counseling hours per month		18.54 hrs	36.2 hrs	35.0 hrs	35.0 hrs
# of individuals receiving counseling per month		28.3	36	76	79
average daily attendance		45	45	45	45
<i>Effectiveness</i>					
% of customer satisfaction with programs		92.0%	92.0%	95.0%	95.0%
% of employees attending wellness programs (Countywide)		12.9%	13.9%	29.7%	30.8%
% of employees attending wellness programs (Wellness Center)		n/a	n/a	9.8%	11.2%
% of employees receiving wellness counseling		2.4%	2.5%	8.7%	9.0%
% of employees registered at the wellness center		7.3%	7.4%	9.8%	11.2%
Labor Relations	8				
<i>Workload/Demand</i>					
# of bargaining unit positions		2,125	2,250	2,167	2,150
# of union contracts		4	4	4	4
# of employee labor encounters		61	123	118	125
# of grievances reaching HR level		4	18	10	10
<i>Efficiency</i>					
% of encounters that reached grievance status		6.6%	14.6%	10.0%	25.0%
# of grievances that go to arbitration		0	4	4	5
avg. time for negotiations (in hours)		225	225	120	250
<i>Effectiveness</i>					
% of bargaining unit employees that were encountered		3.3%	5.4%	5.4%	5.0%
% of success rate in handling encounters		75.8%	85.7%	91.5%	90.0%
% of success rate in handling grievances		76.5%	91.7%	60.0%	75.0%
Risk Management-Claims Management	9				
<i>Workload/Demand</i>					
# of hours of safety training		13,979	17,611	15,484	17,000
# of safety training participants		3,537	3,613	3,324	3,645
# of workers' compensation medical claims		618	586	614	600
# of workers' compensation lost time claims		61	60	61	60
# of workers' compensation encounters		n/a	8,612	8,843	8,500
<i>Efficiency</i>					
# of safety training hours per participant		3.95 hrs	4.87 hrs	4.66 hrs	4.66 hrs
# of workers' compensation encounters per FTE		n/a	4,306	3,500	3,500
<i>Effectiveness</i>					
% of customer satisfaction with safety coverage per total asset value		90.0%	94.0%	94.7%	94.0%
		13.0%	28.0%	---	---
HRIS	10				
<i>Workload/Demand</i>					
# of Service Center help calls		567	604	451	496
# of PSV help calls		n/a	1,392	823	825
(continued)					

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
HRIS (continued)					
# of participants for HRIS, SEA, or Image Now Training		n/a	n/a	387	426
# of training classes		n/a	n/a	73	80
# of training hours		n/a	n/a	691	762
<i>Efficiency</i>					
avg. number of days for resolution of help calls		3.16	2.32	2.77	2.0
avg. # of hours per participant				1.79 hrs	1.79 hrs
<i>Effectiveness</i>					
% of resolved Service Center help calls within 5 days		86.6%	82.45%	85.6%	90.0%
% of resolved PSV help calls or e-mails within 48 hours		n/a	100%	100.0%	100.0%
Strategic Plan Goal 4, Objective A	11				
<i>Workload/Demand</i>					
# of unclassified job advertisements		247	248	58	60
# of diverse unclassified applicants hired		24	15	6	6
# of unclassified job interviews attended by HR staff		43	59	10	20
# of unclassified job descriptions reviewed		57	65	18	14
# of outreach efforts undertaken by community liaisons in support of this strategic goal		176	128	28	30
<i>Efficiency</i>					
# of minority journals, magazines, websites, newspapers, radio & television, etc. contacted per job advertisement		6	6	6	6
<i>Effectiveness</i>					
# of job advertisements placed in minority journals, magazines, websites, newspapers, radio & television, etc.		77.0%	95.0%	83.0%	85.0%
% of diverse unclassified applicants hired		42.0%	33.0%	43.0%	45.0%
% of diverse unclassified employees retained after 1 year		96.0%	96.0%	100.0%	100.0%
% of EE0-4 job categories by Race/Ethnicity where variation is within 10% by department		89.45%	93.0%	98.0%	98.0%
# of unclassified actions		n/a	1,050	678	650
# of background checks		123	137	584	600
Strategic Plan Goal 4, Objective B	12				
<i>Workload/Demand</i>					
# of seminars conducted on Alternate Dispute Resolution (ADR)		0	0	1	4
# of participants attending ADR seminars		0	0	15	60
<i>Efficiency</i>					
% of employee concerns facilitated using ADR		0	0%	60.0%	60.0%
<i>Effectiveness</i>					
% of relevant HR staff trained in ADR		0%	0%	100%	100%
% of employee concerns resolved using ADR		0%	0%	60.0%	60.0%
Strategic Plan Goal 4, Objective D	13				
<i>Workload/Demand</i>					
avg. tenure of County Administrator employees		10.87 yrs	11.12 yrs	11.9 yrs	11.41 yrs
# of regular County Administrator employees		5,689	5,786	5,839	5,921
# of permanent part-time employees		556	439	374	490
# of regular HR employees		51	48	46	47
# of employees that separated (voluntarily or involuntarily)		436	819	500	543
# of separated employees that retired		135	113	127	148
% of employees that separated- retired		2.37%	13.8%	25.4%	27.25%
(continued)					

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Strategic Plan Goal 4, Objective D (continued)					
projected # of employees to retire within the next three years		408	1,070	960	1,117
% of employees eligible to retire within the next three years		7.17%	18.49%	16.44%	11.27%
# of regular new hires		707	605	441	584
# of total training hours for HR		35,375	48,149	36,640	40,274
# of total participants for all HR		8,070	10,287	8,240	9,071
% of HR staff certification		24.0%	24.76%	24.76%	24.76%
% of new ID badges issued		4,580	582	456	400
# of policies reviewed for legal sufficiency & customer relevancy		24	5	0	20
# of policies revised for legal sufficiency & customer relevancy		24	2	2	20
# of new policies implemented as legally sufficient and with customer relevancy		6	1	3	3
<i>Efficiency</i>					
% turnover rate (total # that severed employment) (voluntary or involuntary//# of regular employees)		7.66%	14.15%	8.56%	9.16%
% of HR employees to County Administrator employees		.90%	.83%	.79%	.81%
<i>Effectiveness</i>					
% of new hires that went on extended probation		2.40%	2.15%	1.59%	2.04%
% of new hires that are still employed after 1 year of employment		71.55%	70.01%	59.4%	62.9%
average HR total training hours per participant		4.38 hrs	4.68 hrs	4.45 hrs	4.44 hrs

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Business Solutions/Services	6				
<i>Workload/Demand</i>					
# of strategic automation plan projects		40	45	48	30
# of unplanned projects (non-SAP)		45	38	27	25
<i>Efficiency</i>					
cost per hour of new project development		\$105	\$110	\$135	\$140
<i>Effectiveness</i>					
% of all projects that are unplanned		52.94%	46.13%	36.22%	45.45%
% of customer satisfaction w/Help Desk responsiveness		96.50%	96.10%	95.99%	95.00%
Information Distribution and Data Management Services	7,8				
<i>Workload/Demand</i>					
# of mini-computer systems managed		14	15	15	17
<i>Efficiency</i>					
cost per mini-computer account		\$255	\$245	\$255	\$200
<i>Effectiveness</i>					
% of system uptime during business hours		99.47%	99.97%	99.74%	99.95%
% of cases resolved by mini-computer staff within 3 days		84.65%	77.31%	62.12%	85.00%
9-1-1 Network	9				
<i>Workload/Demand</i>					
# of 9-1-1 calls		978,716	933,056	888,613	994,818
# of new addresses issued		16,879	13,452	7,526	14,253
<i>Efficiency</i>					
# of new addresses issued per FTE		4,220	3,447	1,882	3,563
<i>Effectiveness</i>					
% of address accuracy in 9-1-1 database (goal 95%)		99.98%	99.98%	99.97%	99.97%
% of calls answered in busiest hour (goal 95%)		99.00%	89.33%	97.00%	97.50%

LIBRARY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Information & Reference					
<i>Workload/Demand</i>					
# of customer contacts	3	2,593,224	2,487,655	2,508,395	2,537,656
# of public computers & ratio to 2,000 population	4	707-1.24:2,000	990-1.75:2,000	1,233-2.03:2,000	1,1194-1.92:2,000
<i>Efficiency</i>					
# of customer contacts per capita	3	2.29	2.22	2.06	2.05
<i>Effectiveness</i>					
% of customers whose questions were answered clearly	3	93.0%	93.75%	97.5%	94.0%
Programming					
<i>Workload/Demand</i>					
# of program participants	5	168,644	184,976	194,766	188,723
# of program sessions	5	7,742	8,614	8,304	8,387
# of storytime participants	5,7	26,263	32,500	31,155	31,467
# of storytime sessions	5,7	1,448	1,673	1,538	1,638
# of hours of program sessions offered after 5 pm and on weekends	5	1,030	1,382	1,572	1,430
<i>Efficiency</i>					
average attendance per program session	5	21.82	21.52	23.5	22.5
average attendance per storytime session	5,7	18.14	19.43	20.3	19.2
<i>Effectiveness</i>					
% of customer satisfaction of those attending children's programming	5,7	96.0%	91.0%	95.0% est.	96.0% est.
% of customer satisfaction with children's programming random sample telephone survey	7	81.5%	82.0%	82.0% est.	N/A.
% of program sessions offered after 5 pm and on weekends	5,7	13.3%	16.0%	18.9%	16.4%
% of increase in number of program sessions offered	5	21.63%	11.3%	-1.3%	1.0%

METROPOLITAN PLANNING ORGANIZATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Monitor Transportation Systems & Annually Update Program of Committed Projects	2				
<i>Workload/Demand</i>					
# of major road network segments		2,405	2,415	2,420	2,425
# major road network segments with deficient congestion levels		485	508	520	535
# of major road network segments with sidewalks 100% missing		367	360	360	355
# of traffic analysis forecast zones in trip demand mode		738	738	760	760
<i>Efficiency</i>					
FTE positions per completed Transportation Improvement Program ¹		.56	.42	.45	.45
<i>Effectiveness</i>					
Maintain technical capacity & state/federal certification of MPO		yes	yes	yes	yes
Provide Technical Assistance, Coordination and Participation in Metropolitan Planning to Local Jurisdictions	3				
<i>Workload/Demand</i>					
# of local congestion management, goods movement, and intelligent transportation system plans and studies completed		0	0	1	1
# of pedestrian, bicycle, and livable roadways plans and studies completed		2	0	2	1
# public transit & travel demand mgmt plans & studies completed		0	3	2	2
# of corridor and sub-area plans and studies completed		1	0	2	1
# of staff-supported public forums and events in the community		45	97	60	70
# of newsletters distributed		10,000	31,700	16,000	16,000
# of informational inquiries and public comments processed		1,408	4,454	3,000	4,000
<i>Efficiency</i>					
response time to informational inquiries (days per inquiry)		<1 day	<1 day	<1 day	<1 day
<i>Effectiveness</i>					
avg. # of participants at staff-supported public forums & events		85	60	60	60
Conduct Required Planning for the Transportation Disadvantaged	4				
<i>Workload/Demand</i>					
# of transportation disadvantaged plans and studies completed		3	4	3	3
# of transportation disadvantaged residents		89,004	90,774	92,579	94,419
<i>Efficiency</i>					
FTE positions per completed transportation disadvantaged plan or study ¹		.32	.36	.36	.36
<i>Effectiveness</i>					
local planning agency grant submittal approved by Florida Commission for the Transportation Disadvantaged		yes	yes	yes	yes

(continued)

METROPOLITAN PLANNING ORGANIZATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
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¹Reflects hours recorded in Activity Tracking System (ACTS) at 1 FTE=220 working days/year=1,760 working hours/year.

²The MPO operates on a previously three-year, now five-year cycle to update the comprehensive Long Range Transportation Plan. Intensive public outreach efforts and processing of feedback occurs at key points in the cycle.

³These numbers reflect the impact of the *MPO Transit Study* and the corresponding website (www.mpotransit.org, newsletter (*The Transit Center*) and extensive public participation opportunities where materials were distributed and input was collected.

NEIGHBORHOOD RELATIONS

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
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Neighborhoods Conference

Workload/Demand

attending 5 291 311 311 311

Efficiency

% increase in attendance -34.39% 6.87% 0 0

Effectiveness

% customer service survey responses excellent & good** 98.77% 84.0% 84.0% 84.0%

Community Based Planning

Workload/Demand

of new plans outreached 3 3 4 2 2

Efficiency

new and ongoing plans per coordinator 3 3 4 5 6

of new citizens recruited for working committee 61 61 71 60 60

Effectiveness

of new and continuing plans 28 28 30 32 34

Recognition Programs

Workload/Demand

total FTE hours to administer 65 65 66 65 65

Efficiency

of nominations received 46 46 44 44 44

Effectiveness

average staff hours per award given 2.41 2.41 3.14 3.14 3.14

Grant customer satisfaction surveys not in yet.

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Therapeutic Programming	3				
<i>Workload/Demand</i>					
# of programmed therapeutic areas		6	8	10	10
# of therapeutic program visits		25,577	26,500	31,800	35,000
# of recreation clients served-Blaze		357	400	460	520
therapeutic programs, # of clients served		2,881	3,200	3,840	4,000
<i>Efficiency</i>					
% of customers satisfied and will return		92.0%	95.0%	96.0%	97.0%
<i>Effectiveness</i>					
% of therapeutic programs at capacity		91.0%	92.0%	93.0%	95.0%
Athletic Programming	3				
<i>Workload/Demand</i>					
Adult Sports Participation		4,488	5,000	5,500	6,000
Youth Sports Participation		24,576	27,000	30,000	33,000
<i>Efficiency</i>					
% of Youth Sports facilities at capacity	6	114%	118%	125%	122%
% of Adult Sports facilities at capacity	6	69.0%	72.0%	75.0%	78.0%
<i>Effectiveness</i>					
% of customers satisfied (adult sports)	6	64.9%	70.0%	90.0%	95.0%
% of customers satisfied (youth sports)		79.5%	80.0%	90.0%	95.0%
Regional Parks Programming & Maintenance	4				
<i>Workload/Demand</i>					
# of regional park visits		3,800,501	3,950,000	4,100,000	4,250,000
# of greenways and trails visits		269,243	300,000	325,000	325,000
<i>Efficiency</i>					
regional parks (per visit cost)		\$2.07	\$2.13	\$2.19	\$2.25
greenways and trails (per visit cost)		\$3.12	\$2.55	\$2.50	\$2.50
<i>Effectiveness</i>					
% of regional park customers satisfied		95.0%	95.0%	95.0%	95.0%
% of greenways & trails customers satisfied		95.0%	95.0%	95.0%	95.0%
Management of Environmental Lands	5				
<i>Workload/Demand</i>					
ELAPP (# of sites/acreage)		49/42,610	51/43,600	53/44,500	55/45,250
# of Task Force projects		9	10	11	12
# of prescribed burns per year		43	44	45	46
acreage of prescribed burns		3,537	3,100	3,200	3,300
<i>Efficiency</i>					
% of burn acreage which met public safety and management goals		100%	96.0%	96.0%	96.0%
% of exotic plant removal per site		12.0%	12.0%	15.0%	15.0%

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Projected FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Community Planning (continued)	1				
<i>Efficiency</i>					
mean # of community plans per FTE		new	7.1	7.3	7.3
mean # of citizens participating per FTE		new	229	225	225
<i>Effectiveness</i>					
% of population governed by community based plans		new	37.0%	46.0%	78.0%
% of unincorporated area, in sq. mi., governed by CBP's		new	32.0%	37.0%	50.0%
# of plans, studies, reports completed		new	99	88	88
Zoning Services	2				
<i>Workload/Demand</i>					
# of zoning counseling actions		5,416	4,172	2,250	3,000
# of rezonings, variances, special use applications		730	587	425	450
<i>Efficiency</i>					
mean # of zoning counseling actions per FTE		1,083	864	562	750
mean # of rezonings, variances, special uses per FTE		66	83	47	50
mean cost per action		\$56	\$71	\$105	\$80
<i>Effectiveness</i>					
# of zoning hearing cases appealed		4	4	0	1
# of zoning cases sustained*		287	142	152	160
*The final arbiter of plan consistency is the BOCC.					
Transportation Planning	4				
<i>Workload/Demand</i>					
avg. # of new trips added to the county's road network by Vehicle Miles Traveled		346,907	7,372	150,289	150,046
# of new transportation improvement projects planned by Vehicle Miles Traveled		1	1	6	8
<i>Efficiency</i>					
dollars towards transportation improvements in millions		\$25	\$30	\$80	\$80
dollars for transportation improvements per FTE in millions		\$6	\$9	\$40	\$40
<i>Effectiveness</i>					
centerline miles of capacity added		4	2.8	13	13
Impact Fees Administration	5				
<i>Workload/Demand</i>					
# of projects with impact fee liabilities		260	428	430	344
<i>Efficiency</i>					
# of impact fee cases per FTE		130	142	143	114
<i>Effectiveness</i>					
# of impact fee dollars collected in millions		new	14	17	12
% of impact fee dollars programmed for road improvements		new	98.0%	98.0%	98.0%
Concurrency Management	6				
<i>Workload/Demand</i>					
# of concurrency reviews		1,039	1,192	1,098	1,100
<i>Efficiency</i>					
# of concurrency reviews per FTE		519	596	549	550
mean cost per concurrency review		\$213	\$220	\$229	\$237
<i>Effectiveness</i>					
dollars for added transportation capacity in millions		\$584	\$584	\$408	\$350

(continued)

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Land Development Permitting	7				
<i>Workload/Demand</i>					
# of new preliminary, site and construction plans submitted		753	912	840	810
<i>Efficiency</i>					
# of plan reviews per FTE		1,005	877	808	780
mean cost per plan review		new	new	new	new
<i>Effectiveness</i>					
# of plans approved		753	714	714	688
% of plan reviews completed within Land Development Code timeframes		69.0%	94.0%	100%	100%
Land Development Inspection	8				
<i>Workload/Demand</i>					
miles of infrastructure inspected		327	305	290	290
<i>Efficiency</i>					
miles of infrastructure inspected per FTE		47	45	41	41
cost of inspections per mile		\$581	\$1,640	\$1,690	\$1,760
<i>Effectiveness</i>					
dollar value of assets accepted in millions		\$364	\$421	\$300	\$320
Building Permitting	9				
<i>Workload/Demand</i>					
# of permit applications received		new	new	new	new
<i>Efficiency</i>					
# of permit applications per FTE		new	new	new	new
mean cost per review		new	new	new	new
<i>Effectiveness</i>					
# of permits approved		118,456	81,773	62,710	99,729
% of permits completed within LDC timeframes		new	new	85.0%	90.0%
Building Inspection	10				
<i>Workload/Demand</i>					
# of inspections requested		new	new	new	new
<i>Efficiency</i>					
mean # of inspections per FTE per day		20.00	13.67	13.51	17.24
mean cost per inspection		22.60	33.54	34.26	26.85
<i>Effectiveness</i>					
# of inspections completed		348,592	237,592	160,481	204,758
% of inspection requests completed within 24 hours		94.0%	97.0%	96.0%	95.0%
Hazard Mitigation Planning	11				
<i>Workload/Demand</i>					
# of reviews for Elevation Certificates, LOMA/LOMR, Building Board cases		2,278	8,195	8,195	8,195
<i>Efficiency</i>					
mean # of reviews per FTE		new	new	new	new
mean cost per review		new	new	new	new
<i>Effectiveness</i>					
CRS rating		new	new	new	new
net total flood insurance savings		new	new	new	new

(continued)

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Phosphate/Land Excavation	12				
<i>Workload/Demand</i>					
# of application reviews		new	new	200	200
# of inspections requested		new	new	950	1,000
<i>Efficiency</i>					
# of reviews per FTE		new	new	50	50
# of inspections per FTE		new	new	230	250
mean cost per review		new	new	new	new
mean cost per inspection		new	new	new	new
<i>Effectiveness</i>					
% of projects in compliance		new	new	100%	100%
Customer Satisfaction*	13				
<i>Workload/Demand</i>					
Point of Service comment cards distributed		new	new	new	new
<i>Efficiency</i>					
Point of Service comment cards received		new	466	2,605	3,383
<i>Effectiveness</i>					
% of customers rating performance 80% or higher		new	new	40.0%	60.0%
Quality of Life Survey*	14				
<i>Workload/Demand</i>					
surveys and report		1	1	1	1
<i>Efficiency</i>					
cost per respondent		new	new	new	new
<i>Effectiveness</i>					
net change (+ or -)		new	new	new	new
Strategic Plan Initiatives	15				
<i>Workload/Demand</i>					
# of strategic plan initiatives		new	new	new	new
<i>Efficiency</i>					
cost per plan initiative		new	new	new	new
<i>Effectiveness</i>					
# of plan initiatives accomplished		new	new	new	new
Administrative Referrals & Administrative Assignments	3				
<i>Workload/Demand</i>					
# of administrative referrals/assignments		997	653	825	825
<i>Efficiency</i>					
mean # of administrative referrals/assignments per FTE		new	new	new	new
mean cost per administrative referrals/assignments		new	new	new	new
<i>Effectiveness</i>					
# of administrative referrals/assignments completed		995	647	821	821

PLANNING COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Community/Neighborhood Planning & Other Requested Studies	2				
<i>Workload/Demand</i>					
# of community/neighborhood plan meetings held		115	84	40	40
<i>Efficiency</i>					
# of community/neighborhood plans recommended to local government boards that are not adopted		0	0	0	0
<i>Effectiveness</i>					
% of plan recommendations that are not in conflict with the adopted Hillsborough County comprehensive plan		100%	100%	100%	100%
Countywide Long-Range Transportation Planning and Related Activities	3				
<i>Workload/Demand</i>					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		2	2	2	2
# of regional plans and studies completed under CCC auspices		3	2	2	2
# of public meetings of MPO & Committees		109	110	110	110
<i>Efficiency</i>					
FTE positions to prepare for and conduct MPO & Committee public meetings		1.96	2.20	2.0	2.30
avg. staff time per public meeting (in hours)		32	34		
FTE positions per completed update of UPWP		.46	.65		
<i>Effectiveness</i>					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes		
9Hillsborough River Planning	4				
<i>Workload/Demand</i>					
# of River Board/TAC meetings held		15	14	15	15
<i>Efficiency</i>					
% of River Board/TAC meetings where a quorum was present to conduct official business		100%	100%	100%	100%
<i>Effectiveness</i>					
% of time River Board/TAC minutes are prepared in time for review at the subsequent meeting		100%	100%	100%	100%
Single LPA for Hillsborough County & Jurisdictions Therein	5				
<i>Workload/Demand</i>					
# of meetings and public hearings of the Planning Commission		29	30	29	29
<i>Efficiency</i>					
% of Planning Commission meetings and public hearings 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%

PROCUREMENT SERVICES

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Purchasing Card Program	4				
# of purchasing cards issued annually		198	183	160	170
# of training sessions annually		48	49	42	36
# of purchase cards transactions per year (in thousands)		29	33	37	40
annual purchases made with PCard (in millions)		\$6.4	\$10.5	\$16.7	\$18.4
annual rebate (per calendar year)		\$28,695	\$30,000	\$55,591	\$70,000
# of employees trained on PCard		284	305	263	200
<i>Efficiency</i>					
avg cost per PCard transaction		\$2.67	\$2.51	\$2.38	\$2.29
<i>Effectiveness</i>					
% reduction in DPO turnaround time (8.0 hours) to PCard (15 minutes)		92.0%	88.0%	83.0%	80.0%
Customer Survey (Point of Service)	5				
<i>Efficiency</i>					
Minimum # of surveys conducted annually		4	4	4	4
<i>Effectiveness</i>					
% of satisfied customers		89.5%	90%	94%	90%
Internal Survey					
<i>Efficiency</i>					
Performance Rating		7.26	8.14	9	9
<i>Effectiveness</i>					
Value Rating		7.72	8.46	9	9

PUBLIC SAFETY DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Security Functions	4				
<i>Workload/Demand</i>					
# of people screened entering courthouse		3,000,000	4,000,000	n/a	n/a
<i>Efficiency</i>					
# of people screened per FTE		38,961	51,948	n/a	n/a
<i>Effectiveness</i>					
# of prohibited items prevented from entering courthouse		34,000	35,000	n/a	n/a
Marine Safety	5				
<i>Workload/Demand</i>					
# of markers planned for installation		118	0	n/a	n/a
# of markers planned for maintenance		195	123	n/a	n/a
# of derelict vessels planned for removal		0	0	n/a	n/a
<i>Efficiency</i>					
# of markers installed		118	0	n/a	n/a
# of markers maintained		195	123	n/a	n/a
<i>Effectiveness</i>					
% of markers installed vs. planned		100%	n/a	n/a	n/a
% of markers maintained vs. planned		100%	100%	n/a	n/a

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Street Maintenance (continued)	4				
<i>Effectiveness</i>					
% of pothole svc. requests completed within 72 hours		88.42	92.57	95	95
% of ditch/canal work orders completed as per schedule		77.60	73.16	88.14	90
% of bridge vegetation maintenance svc. requests completed within 180 days		26	100	100	100
% increase in new bike lanes (from base year)		2.9	9.9	15.0	12.4
% of sidewalk hazards mitigated within 72 hours of report		78.16	80.57	81.19	90.00
% of stormwater pipe cleaning work orders completed as per schedule		77	80	96	96
Street Cleaning					
<i>Workload/Demand</i>					
# of roadway miles swept		135.28	11,696.44	4,212.10	0
<i>Efficiency</i>					
cost per roadway mile swept		\$ 121.52	\$ 34.32	\$ 35.42	N/A
<i>Effectiveness</i>					
% of contract services provided as per schedule		N/A	100%	100%	N/A
Right-of-Way Management/Utility Coordination					
<i>Workload/Demand</i>					
# of Right-of-Way (ROW) Use Permits processed		1,813	1,716	1463	1300
# of Temporary Traffic Control Permits (TTC) processed		2,599	2,774	2,604	2,500
# of Engineering Reviews performed		982	1,072	598	500
<i>Efficiency</i>					
average # of inspections per ROW/TTC		3	3	3	4
<i>Effectiveness</i>					
% of permits responded to within 14 days		69	88	80	90
Traffic Signal, Sign and Markings Maintenance					
<i>Workload/Demand</i>					
# of emergency repairs on signals and signs		2,246	2,164	1,918	1,200
# of new signs per year		14,742	13,976	12,477	11,000
<i>Efficiency</i>					
# of signal maintenance calls per FTE		388	410	516	625
<i>Effectiveness</i>					
average response time to signal outage		1 hour	1 hour	1 hour	1 hour
Traffic Engineering and Safety Management					
<i>Workload/Demand</i>					
RTC Program locations approved		44	35	55	80
NTC Program locations approved		7	1	6	0
# red light cameras installed (needs law change)		0	0	0	0
# of citizen requests		12,538	8,863	6,718	6,000
# of administrative referrals		397	291	274	280
<i>Efficiency</i>					
% of citizen requests and referrals completed on time		89.0%	88.0%	90.0%	90.0%
<i>Effectiveness</i>					
vehicle crash rate (all crashes/100M VMT)		185	121	unavailable	unavailable
pedestrian crash rate (fatalities/100K pop.)		2.68	unavailable	unavailable	unavailable
satisfactory response time to citizen requests		95.0%	95.0%	95.0%	95.0%
(continued)					

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Street Lighting District Administration	2				
<i>Workload/Demand</i>					
# of requests for district/intersection lighting		119	99	135	135
<i>Efficiency</i>					
# of requests fulfilled		119	99	135	135
<i>Effectiveness</i>					
customer satisfaction		100%	100%	100%	100%
Vector Control	5				
<i>Workload/Demand</i>					
# of acres treated: aerial and ground larvicide		13,839	15,600	12,471	15,149
<i>Efficiency</i>					
cost per acre aerial larvicide treated (chemicals only)		\$ 25	\$ 25	\$ 25	\$ 26
cost per acre ground larvicide treated (chemicals only)		\$ 47	\$ 47	\$ 47	\$ 49
<i>Effectiveness</i>					
% of work on time per schedule		100	100	100	100
Aquatic Weed Control	5				
<i>Workload/Demand</i>					
aquatic acres (all modes)		1,040	1,040	1,040	1,040
# of acres treated		517	693	528	600
<i>Efficiency</i>					
cost per acre		\$ 243	\$ 243	\$ 243	\$ 255
<i>Effectiveness</i>					
% of work on time per schedule		95.0	95.0	100	100
Stormwater Management and Wetlands Maintenance/Mitigation	3,6				
<i>Workload/Demand</i>					
# of wetland acres maintained		306	335	400	450
# of ponds adopted		32	10	11	13
# of stormwater pump stations maintained		31	33	35	36
<i>Efficiency</i>					
wetland acres maintained per FTE		20.4	22.35	33.33	37.5
# of stormwater pump station callouts per FTE		4	8	9.6	12
<i>Effectiveness</i>					
% of exotic plants		2.0%	2.0%	5.0%	5.0%
% of wetland permit compliance		100%	100%	100%	100%

REAL ESTATE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Survey Mapping	5				
<i>Workload/Demand</i>					
# of survey projects completed		428	295	295	295
# of aerial and other printing requests		3,460	3,700	3,700	3,700
# of plat replies to PGM (initial, resubmittals, as-built inspections)		811	740	740	740
<i>Efficiency</i>					
avg. revenue generated per print room request		\$23.52	\$20.00	\$26.00	\$26.00
# of plat reviews per FTE		207.4	202	202	202
<i>Effectiveness</i>					
% of 5 or 10 day plat review deadlines met		100%	100%	100%	100%
R-O-W Inventory	5				
<i>Workload/Demand</i>					
# of sections to identify for R-O-W inventory		170	141	n/a	n/a
<i>Efficiency</i>					
average cost per section		\$7,438	\$6,121.96	n/a	n/a
<i>Effectiveness</i>					
% of targeted mapped sections inventoried		98.0%	100%	n/a	n/a
Geographical Information Systems (GIS)	5				
<i>Workload/Demand</i>					
# of GIS projects		209	324	357	357
<i>Efficiency</i>					
average hours per GIS project		22.41	22.40	22.40	22.40
<i>Effectiveness</i>					
% of GIS projects (analytical services) delivered within budgeted hours (95% target)		92.3%	95.0%	95.0%	95.0%
Building Maintenance/Repair	1,2				
<i>Workload/Demand</i>					
# of maintenance-related service orders issued		13,403	15,742	15,626	16,762
# of square feet inspected doing building assessments		861,142	1,050,000	766,666	791,666
# of projects completed within 12 months (R3M)		131	133	126	126
<i>Efficiency</i>					
# of construction inspections per FTE		484	387	390	390
ratio of operating cost per square foot for Cty Class A building vs. commercial Class A building for downtown area		\$6.80:\$8.96	\$7.00:\$8.62	\$7.21:\$8.87	\$7.43:\$9.13
<i>Effectiveness</i>					
% of projects completed within 12 months (R3M)		73.076%	90.0%	92.0%	93.5%
cost of County Center utilities square foot cost to commercial buildings in downtown area (\$2.50 sq ft)		\$1.57:\$2.43	\$1.68:\$2.50	\$1.66:\$2.63	\$1.72:\$2.73

(continued)

REAL ESTATE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Architect Services	2				
<i>Workload/Demand</i>					
# of CIP/non-CIP projects supported:					
# of CIP		94	90	84	
# of non-CIP		57	60	60	
# of art projects completed		2	12	4	
<i>Efficiency</i>					
% of construction cost within 5% of award		95.0%	95.0%	95.0%	95.0%
<i>Effectiveness</i>					
% of projects completed within 30 days of approved CIP schedule (10 projects)		80.0%	95.0%	95.0%	95.0%
(FY 06 - completed 8 projects)					

WATER RESOURCE SERVICES

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 06	Baseline/ Historical Actual FY 07	Baseline/ Historical Actual FY 08	Projected FY 09
Customer Service Program	4, 5, 6				
<i>Workload/Demand</i>					
average annual customer bills		150,439	153,152	153,775	155,900
<i>Efficiency</i>					
average annual costs per bill		\$41	\$46	\$46	\$46
<i>Effectiveness</i>					
"Overall Satisfaction" Customer Survey - achieve at least an 85% of survey responses that fall within the 4-5 range based on a five point rating scale		94.0%	97.0%	94.0%	85.0%
Value of Water Services compared to cost		6.50	6.60	6.13-6.77	6.13-6.77
Value of Sewer Services compared to cost		6.80	7.00	6.13-6.77	6.13-6.77
Maintain a 5% or less bad debt write-off as a percentage of year-end accounts receivable balance		3.1%	3.0%	6.0%	<=5.0%
Reduce Downtime Caused by Electrical Power Outages	7				
<i>Efficiency-Storm</i>					
cumulative % reduction in downtime		No Storms	No Storms	No Storms	18.5%
<i>Effectiveness - Non-Storm</i>					
cumulative % reduction in downtime		47.8%	97.0%	65.0%	50.0%

GLOSSARY OF KEY TERMS

AD VALOREM TAX is a tax levied on the assessed value of the property minus statutory exemptions on which it is levied. The rate of the tax is expressed in "mills." This tax is also called **PROPERTY TAX**. Also see the definition of **MILL**.

ADOPTED BUDGET is the financial plan for a fiscal year beginning October 1. Florida Statutes require the Board of County Commissioners to approve this budget at the second of two public hearings.

ADVANCED REFUNDED DEBT PRINCIPAL refers to principal owed on outstanding bonds that have been refinanced (refunded) prior to the date on which the outstanding bonds become due or callable. Proceeds from the refunding bond issue are used to pay principal and interest on the outstanding bonds until such time as the original bond issue can be retired.

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 of property in Hillsborough County is determined by the Property Appraiser.

BEGINNING FUND BALANCE is the Ending Fund Balance of the previous period. (See **ENDING FUND BALANCE** definition.)

BIENNIAL BUDGET PROCESS is a two-year budget process resulting from a policy adopted in 1995 by the Board of County Commissioners. In 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 08 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 09 budget. Then, in the year 2008, the planned FY 09 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 2007. The Board then adopts a budget for FY 09 according to procedures outlined by State statute.

BOCC is an acronym for the Board of County Commissioners. See the definition for **BOARD OF COUNTY COMMISSIONERS**.

BOARD OF COUNTY COMMISSIONERS is the seven-member legislative body of Hillsborough County's general purpose government. This board is governed by State law and the County Charter.

BOND is written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

CAU is an acronym for Capacity Assessment Unit. See the definition for **CAPACITY ASSESSMENT UNIT**.

CAPACITY ASSESSMENT UNIT (CAU) is a "financing tool" that allows property owners to pay water and wastewater system connection charges over a 20 year period.

CAPITAL BUDGET is the financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the six year Capital Improvements Program (CIP), and any anticipated unspent budget appropriation balances from the previous fiscal year. It is adopted by the Board of County Commissioners as a part of the annual County budget.

GLOSSARY OF KEY TERMS

CAPITAL EXPENDITURES are payments to acquire or construct capital assets which will benefit the County in both present and future periods.

CAPITAL IMPROVEMENT PROGRAM (CIP) is Hillsborough County's financial plan of approved capital projects with their schedules and costs 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 \$1,000 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.

CHARGES FOR SERVICES is revenue derived from charges for current services. They include all revenue related to services performed whether received from private individuals or other governmental units.

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 are

used to build departmental budgets. They are rank ordered in a hierarchical format.

DEMAND is a type of measurement category. Demand represents the external factors that demonstrate the needs for the service(s) or program(s), i.e., population, service area, complaints, and waiting lists.

DEPARTMENT is, for budgeting purposes, any distinct government organizational entity receiving direct funding approved by the Board of County Commissioners.

EFFECTIVENESS is a type of measure category sometimes referred to as quality indicators. Effectiveness measures examine the degree to which services are responsive to the needs and desires of the customers (both external and internal). These measures tell how well the job is being performed, how well the intent is being fulfilled. Effectiveness encompasses both quality and quantity. Demand and the response to demand are often linked in these measures. These are the most difficult measures to collect and use, because the organization must develop a method of retrieving the information from outside those served.

EFFICIENCY is a type of measurement category sometimes called productivity. This is often measured in terms of unit costs over time. Sometimes timeliness of responses or reduction in previous delays is used to indicate efficiency. Efficiency refers to the ratio of the quantity of service (tons, gallons, hospital care days, etc.) to the cost in dollars or labor, required to produce the service. An efficiency measure can be either an output or input ratio (e.g., the number of trees trimmed per crew per day) or an input/output ratio (e.g., the dollar cost per permit application processed).

ELAPP is the acronym for Environmentally Sensitive Lands Acquisition and Protection Program. See the definition for **ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM**.

ENDING FUND BALANCE is funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equals ending fund balance.

ENTERPRISE FUND is a fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of

GLOSSARY OF KEY TERMS

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.

FINES AND FORFEITURES REVENUES includes revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from sale of contraband property seized by law enforcement agencies.

FTE is the acronym for Full-Time Equivalent. See the definition for **FULL-TIME EQUIVALENT**.

FULL-TIME EQUIVALENT is one position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or 2 employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one full-time equivalent.

FUND is an accounting entity used to record cash and other financial resources as well as an offsetting amount of liabilities and other uses. The resources and uses are segregated from other resources and uses for the purpose of carrying on specific activities or attaining specific objectives in accordance with special regulations, restrictions, or limitations.

FUNDED POSITIONS is a term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

FUNDING SOURCES is a term referring to the type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, licenses, permits, and grants and non-revenues such as fund balance and interfund transfers.

FY (FISCAL YEAR) 09 ADOPTED BUDGET refers to the budget for the period beginning October 1, 2008 and ending September 30, 2009.

GAAP is the acronym for Generally Accepted Accounting Principles.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 34 is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. Compliance with GASB Statement 34 is necessary for the preparation of financial statements in accordance with Generally Accepted Accounting Principles. A significant provision of this new standard includes the preparation of government-wide financial statements that summarize the information of the government as a whole using the accrual basis of accounting (in addition to the continuing-requirements for fund financial statements using the modified accrual basis of accounting). The County has selected the "modified approach" for the accounting of these assets. Under the "modified approach," the County records infrastructure assets at estimated original cost, but does not record depreciation against these assets. Instead of recording depreciation, the County is committed to incur the maintenance expenses necessary to preserve its infrastructure assets at specified levels of condition. Infrastructure assets such as streets, bridges, and sidewalks are also to be included in the government-wide financial statements. There are also expanded disclosure requirements.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 45 is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. This standard addresses accounting and financial reporting for post-employment benefits other than pensions.

GENERAL REVENUE FUND (GENERAL FUND) is the fund that accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes and other revenues provide services or benefits to all residents of Hillsborough County.

GRANTS AND AIDS includes all grants, subsidies, and contributions from other government agencies or private organizations.

IMPACT FEES are a type of charge for services imposed on new construction in order to support specific new demands on a given service, e.g., transportation, schools, parks and fire protection.

GLOSSARY OF KEY TERMS

INFRASTRUCTURE is a permanent installation such as a building, road, or water transmission system that provides public services.

INTERGOVERNMENTAL REVENUE includes all revenue received from federal, state, and other local government sources in the form of grants, shared revenue and payments in lieu of taxes.

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.

LICENSES AND PERMITS REVENUE are fees levied by the County for providing corporations or individuals the right to engage in a business, occupation, or activity otherwise lawful.

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.

METROPOLITAN PLANNING ORGANIZATION (MPO) is an agency that provides long-range transportation planning for Tampa, Temple Terrace, Plant City and Hillsborough County. The MPO works hand-in-hand with the three cities, the Hillsborough County City-County Planning Commission and with the West Central Florida Chairs Coordinating Committee, an organization of area MPOs, to ensure that local and regional transportation priorities are coordinated with land use. The MPO is statutorily required by Chapter 339.175 of the Florida Statutes.

MILL is a monetary measure equating to one one-thousandth (0.001) of a dollar. When used in reference to the **AD VALOREM TAX RATE**, it means a 1-mill tax is one dollar of tax on \$1,000 of taxable value.

MILLAGE RATE is the rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

MINIMUM SERVICE LEVEL (MSL) is a term which defines the base outputs which are either legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. MSL is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

MISCELLANEOUS (FUNDING SOURCE) is revenue other than those received from standard sources such as taxes, licenses and permits, grants and user fees.

MISSION STATEMENT is a broad statement of purpose derived from an organization's and/or community's values and goals.

MOSI is an acronym for the facility and organization known in Hillsborough County as the Museum of Science and Industry.

MPO is an acronym for the Metropolitan Planning Organization. See the definition for **METROPOLITAN PLANNING ORGANIZATION**.

MSTU is an acronym for Municipal Services Taxing Unit. See the definition for the **MUNICIPAL SERVICES TAXING UNIT**.

MUNICIPAL SERVICES TAXING UNIT (MSTU) 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. Accounting for the funds from this taxing unit is done through the **UNINCORPORATED AREA GENERAL FUND**. See the definition for the **UNINCORPORATED AREA GENERAL FUND**.

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**.

GLOSSARY OF KEY TERMS

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 MAN-POWER, 24-HOUR SECURITY COVERAGE FOR FIVE SOUTH COUNTY GOVERNMENT BUILDINGS AT DAILY COST NOT TO EXCEED \$15.60* (quantified results) *DURING THE APPLICABLE FISCAL YEAR* (explicit timeframe).

OPERATING BUDGET is the budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to-day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service payments (principal and interest), budgeted reserves, transfers between funds, and the capital projects program budget. It does include the Internal Service and Trust funds.

OTHER TAXES are other charges levied by the local unit against the income or wealth of a person, whether natural or corporate.

PERSONAL SERVICES characterizes expenses for salaries, wages, and related employee benefits provided for all persons employed by the County whether on a full-time, part-time, or temporary basis. Employee benefits include employer contributions to a retirement system, social security, insurance, sick leave, and similar direct benefits as well as other costs such as Workers' Compensation and Unemployment Insurance.

PROJECT DEVELOPMENT AND ENVIRONMENTAL STUDY (PD&E) is the preliminary study to determine the best alternatives related to location, facility layout, materials of construction, design parameters, zoning requirements, right-of-way requirements, permitting issues, cost and schedule for completion. Additionally utility relocations, transportation needs, social and economic impacts, environmental impacts, economic factors and public acceptance are considered. The study results in a clear and complete project scope of work, schedule and budget such that a project can be properly prioritized and inserted into the County's CIP process.

PROJECTED EXPENSE is the estimated expense through the end of the current fiscal year for a respective budget line item.

PROPERTY TAX is another term for **AD VALOREM TAX**. See **AD VALOREM TAX**.

RECLAIMED WATER IMPROVEMENT UNIT is a type of **MUNICIPAL SERVICE BENEFIT UNIT** established by Hillsborough County in selected areas of the unincorporated area. The purpose of a unit of this type is to levy non-ad valorem assessments on properties benefiting from the installation of pipes carrying reclaimed water. The non-ad valorem assessments pay for costs associated with the installation of these pipes. There are multiple units of this type.

REPLACEMENT EQUIPMENT is equipment requested by a department for replacing like or similar equipment to be retired because of unserviceability.

RESERVE FOR INVESTMENT FAIR MARKET VALUE CHANGE represents the increase or decrease in the unrealized value of the investments held by any subfund. While the change in the fair market value of any investment is reflected as a revenue (like interest) in the budget, it is important to note that until such time that the investments are sold, this revenue is unrealized and therefore there is no cash to support this revenue. As such, as part of the annual reappropriation process, entries reserving the inception-to-date "Investment Fair Value Change" are recorded at the subfund level. If the Investment Fair Value Change represents a positive gain, the unrealized revenue will result in a higher fund balance, but since there is no cash it is important that this portion of fund balance be included in a restricted reserve to prevent it from being "spent" or appropriated.

RESERVES AND REFUNDS refers to a budget category for funds required to meet both anticipated and unanticipated needs; the balance of anticipated earmarked revenues not required for operation in the budget year; estimated reimbursements to organizations, state, or federal governments for revenues 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

GLOSSARY OF KEY TERMS

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 inter-local agreement among several Florida governments. This Commission enables public agencies to benefit from the economies of scale associated with large commercial paper financings.

TRANSFERS is a term referring to monies moved from one budgetary fund or subfund to another. Because of legal or other restrictions, monies collected in one fund

may need to be expended in other funds. A transfer is accomplished through Transfers-In (a source of funds) for the recipient fund and an equal Transfer-Out (a use of funds) for the donor fund. When this movement occurs between different funds, it is known as an Interfund Transfer. When it occurs between the restricted and unrestricted portions of the same fund, it is known as an Intrafund Transfer.

UNINCORPORATED AREA GENERAL FUND is the fund that accounts for MSTU ad valorem taxes and other revenue sources that provide services for the benefit of the residents of the unincorporated areas of Hillsborough County only. The services provided by this fund include fire suppression, law enforcement, stormwater, parks and recreation, planning and growth management, survey/mapping, code enforcement, and emergency services.

UNRESTRICTED REVENUES is a term referring to those revenues that can be used for any lawful expenditure 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, and park fees).

WORKLOAD is a type of measure category. Workload data provides a comparison of how output corresponds to the demand (e.g., people served, transactions processed in certain geographic locations, complaints addressed).

ZERO-BASE BUDGETING (ZBB) is a method of detailed budget analysis and justification that combines elements of management by objectives and program evaluation. It is a vehicle to link management and planning to the budget process. ZBB starts with an examination of an agency's basic programs and services by the lowest management level, and continues up the organization as funding packages are prioritized at each level in accordance with available resources and desired outcomes. ZBB is a tool for objectively directing the allocation of funds among activities and programs. Its basis is the consideration of the efficiency and effectiveness of activities and programs.

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