

County Administrator's Recommended Budget for FY 07

*An Update to the Planned FY 07 Budget included in the
Adopted Biennial Budget for FY 06 and FY 07*



Board of County Commissioners

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Ken Hagan, Vice-Chairman
Brian Blair
Kathy Castor
Mark Sharpe
Thomas Scott
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Department
(813) 272-5890

Available on the Internet at
www.hillsboroughcounty.org/mbd/pub.html
Printed June 2006

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

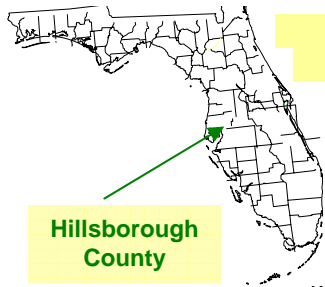
**2006
Board of County Commissioners**



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

Front row left to right: Brian Blair (Countywide-District 6); Kathy Castor (District 1)

DESCRIPTION OF HILLSBOROUGH COUNTY



Geography and Demographics

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

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

Under Four Flags

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

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

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

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

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

County Economy

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

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

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

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

DESCRIPTION OF HILLSBOROUGH COUNTY

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

Governing Hillsborough County - Board of County Commissioners

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

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

Role of the County Administrator

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

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

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

Commissioners Serve on Other Boards

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

Constitutional Officers

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

Other Elected Officials

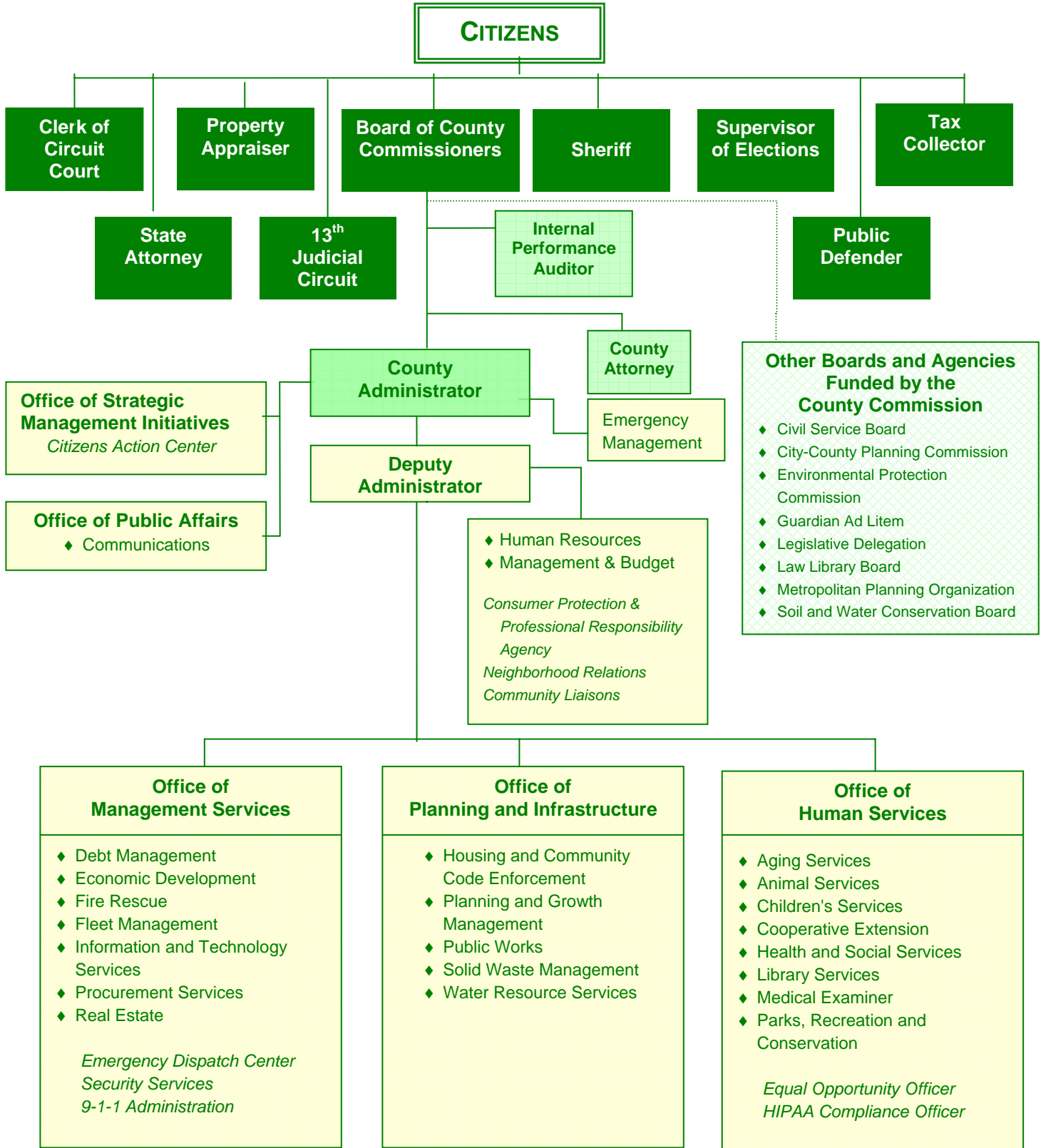
The citizens also elect the State's Attorney and Public Defender. Their budgets are included in this document to the extent of funding by the Board of County Commissioners.

Other Government Agencies

Based on the degree of budgetary authority, taxing authority, the ability to obligate funds to finance any deficits and the ability to fund any significant operational subsidies, several other governmental entities also have their budgets reviewed and approved by the Board of County Commissioners: the Environmental Protection Commission, the Civil Service Board, the Planning Commission, 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 green boxes. Those reporting directly to the Board of County Commissioners are in light green boxes. Those under the County Administrator are in the yellow boxes. There are also boards and commissions funded through the Board of County Commissioners, but are not otherwise accountable to the Board. These are shown in the light green cross-hatched box.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Hillsborough County
Florida**

**Special Capital Recognition
Special Performance Measures Recognition**

For the Biennium Beginning

October 1, 2005

President

Executive Director

The **Government Finance Officers Association of the United States and Canada** (GFOA) presented an award of **Distinguished Budget Presentation** to Hillsborough County with **Special Capital Recognition** and **Special Performance Measures Recognition** for its biennial budget for the fiscal years beginning October 1, 2005. The biennial budget was also designated as **Outstanding** as a **Financial Plan**.

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

The award is valid for a period of two years only. We believe our current recommended budget continues to conform to program requirements.

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**County
Administrator's
Recommended
Budget
For
FY 07**

**Executive
Summary**



**Hillsborough County
Florida**



Hillsborough County
Florida

INTRODUCTION

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

This book contains the **County Administrator's Recommended Budget for FY 07**. It has four sections: *Executive Summary*, *Operations and Funding Guide*, *Capital Budget*, and *Supplemental Information*. Financial schedules throughout this book include multi-year information for comparison.

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

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

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

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

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

A second book, called the **County Administrator's Recommended Capital Improvement Program FY 07 - FY 11**, presents the capital improvement program through FY 11. This book includes detailed information about each project in the capital budget and the capital improvement program for the next four years.

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

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



COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Members of the Board of County Commissioners:

I am pleased to present to you the County Administrator's Recommended Budget for Fiscal Year 2007 (FY 07) – which will begin October 1, 2006. This represents the second year of the sixth biennial budget adopted by the Board of County Commissioners (Board). Under a biennial process, the Board simultaneously develops detailed budgets for two separate years. In September 2005, the Board adopted the FY 06 budget and also presented a planned budget for FY 07. 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 they are sustainable in a balanced second year's budget



Florida Statutes require that we formally adopt the budget each year so this budget represents an update of the planned budget for FY 07. Consistent with the second year or “off-year” of the budget cycle, the budget process has been significantly reduced with emphasis placed on fine-tuning the planned budget – updating revenue estimates including grants, factoring in issues raised during the year that impact the FY 07 budget, and considering where else the budget should be fine-tuned. Departments and agencies were not required to submit budget requests. We did, however, make sure that we adjusted organizational personnel budgets to accurately reflect the implementation of recommended changes resulting from the pay and classification study completed last year. Those had not been fully implemented in the adopted budget and we had set aside funds in each of the two years to cover implementation.

Through an abbreviated series of workshops and a total of three public hearings – two of which are legally required – the Board will finalize a budget for adoption September 21st. At the same time, the six-year Capital Improvement Program (CIP) for FY 06 – FY 11 will be updated. Consistent with the biennial cycle, the CIP does not add a year in the update of the biennial cycle, so it will become a five-year plan for FY 07 – FY 11.

Overview of the Budget

The County continues to improve its overall financial condition. Growth in our local economy continues to give us the tools to meet operational needs, maintain existing assets and invest in new capital assets while building reserves. At the same time, I am recommending we continue for the 12th consecutive year a practice of lowering our Countywide millage rate while continuing to look for opportunities to operate more efficiently and focus on priorities. Last year, the Board met a Strategic Plan objective to lower the Countywide operating millage below 7 mills. In this budget, that millage is reduced an additional 1/10th mill (or \$1 in tax savings for each \$10,000 of taxable value). Lowering the Countywide millage provides revenue capacity through unused taxing authority and it slows the County's increasing reliance on property taxes to fund operations. Both are important to strengthening the County's finances.

Expenditures and Other Uses Reflected in the Biennial Budget - Overall, the County budget totals \$3.79 billion for FY 07 – up 10.0% from \$3.45 billion in FY 06 and also up from the Planned Budget for FY 07 of \$3.56 billion, as explained below.

Operating Budget – The largest share of those totals reflects funding for day-to-day operations of County government, which amounts to \$1.65 billion in FY 07, up 8.1% from \$1.53 billion in FY 06. The single largest increase was in the Sheriff's budget, which increased \$30.7 million or 9.8% – more than twice the increase that had been anticipated in the Planned Budget for FY 07. The next most significant increase was in the “non-departmental allotments” area of the budget, which increased \$23.7 million or 17.5%. Both the increase in the Sheriff's budget and the increase in non-departmental spending reflect, in part, the impact of higher insurance premiums that have resulted from last season's natural disasters. The Sheriff advised the Board in recent correspondence that staffing ratios continue to remain below the target 1.7 deputies per 1,000 population and announced a five-year staffing plan to achieve that higher level. Higher cost for inmate health is another major factor mentioned in justifying the higher costs for FY 07 – an impact of almost \$5 million. In the non-departmental area, 60% of the increase is accounted for by insurance premiums collected through departments and agencies. Other significant factors are referenced later.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Capital Budget and Debt – Annual funding for capital projects will be \$344.3 million in FY 07, up slightly from \$334.5 billion in FY 06. Debt requirements amount to \$203.5 million in FY 07, up from \$167.2 million in FY 07.

Added together, total expenditures for operations, capital and debt amount to \$2.20 billion in FY 07, up 8.4% from \$2.03 billion in FY 06.

Other, Non-expenditure Uses – Two components of the budget do not reflect expenditures: reserves and transfers. Reserves address a wide range of needs, including backstopping County debt, insulating against unexpected catastrophe, and accumulating funds to meet the timing requirements for future capital projects. Reserves amount to \$661.9 million in FY 07 – up sharply from \$539.8 million in FY 06. Itemized detail on reserves and an associated discussion of reserve policies are presented in the budget document. In the County's major operating funds, reserves are relatively unchanged from FY 06 to FY 07 but there is a shift to the Unincorporated Area General Fund where the Board initiated a Reserve for Unreimbursed Disaster Expenses in FY 05 and where the Reserve will build to \$5.9 million in FY 07. This area of the budget also reflects significantly higher reserves resulting from higher sales tax revenues – the Indigent Care Sales Tax and the "Half Cent" sales tax shared by the State of Florida with local governments. Higher reserves built during the peak of economic activity insulate programs funded by these revenues from the impact of slower revenue growth when the economy slows. Within the capital program, an increase in the allocation of the County's short term commercial paper to capital projects for FY 07 accounted for the single largest impact on County reserves – the allocation to projects had been reduced \$16.6 million in FY 06 but will increase \$24 million in FY 07 – a swing of more than \$40 million.

Governmental accounting standards require tracking dollars as they are moved within the fund structure that comprises the budget. The impact of these transfers amounts to \$931.1 million in FY 07, up from \$879.1 million in FY 06. Other than tracking subsidies within and between funds, there is no significance to the overall amount of transfers – other than that they inflate the bottom line of the budget, resulting in a budget total that tends to be referenced by the media for its sheer size.

Revenues and Other Sources Reflected in the Biennial Budget - On the revenue side, taxes account for \$1.11 billion in FY 07, with \$805.0 million from property taxes—the County's largest single source of revenue. The Recommended Budget for FY 07 reflects an increase of property ("ad valorem") taxes of \$0.10 billion, or 14.6%. As we finalized the document for presentation to the Board, the Property Appraiser released information that will continue to be refined through the end of June. The late information could not be included in the recommendations, but will add a significant amount of revenue for Board consideration in adopting the FY 07 budget – potentially as much as \$40 million in added revenue. We anticipate a small portion of that revenue was generated in municipal tax increment districts and will be paid to community redevelopment agencies, but most of that added property tax revenue will be available for Board priorities. When the final numbers are released at the end of June, we anticipate annual growth in taxable values Countywide will be in the range of about 22%. It is too early to determine how much of that will be based on new construction – and therefore new demand for services – versus increased assessment for existing property. To the extent the increase is due to increased assessment, consideration should be given to non-homestead properties for which annual assessment increases can be unlimited.

Other locally levied taxes account for another \$0.30 billion of tax revenue in FY 07 – primarily sales taxes, but also reflecting the local component of communications services taxes, the 5 percent tourist tax, and the 7 cents of locally set gasoline taxes. Budgeted revenue from the 4% Communications Services Tax levied in the unincorporated area will decline by an estimated 3% due to a combination of the clarification of the definition of taxed services and a trend away from conventional phone lines to reliance on wireless phones and tax-free voice-over-Internet protocol ("VOIP") service. Future revenue increases are anticipated after this transitional phase. At the other end of the extreme, budgeted revenue from sales taxes is up by double digits in FY 07 due to a combination of continued strong growth and underestimation of FY 06 revenue.

Federal and State-shared grants and other revenues will account for \$0.24 billion in FY 07 – up from \$0.23 billion in FY 06 but with inconsistency between programs. A decline in revenue from key federal grants is placing pressure on some County programs such as Head Start and Early Head Start – where the County will experience a second year of declining revenue.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

User fees account for \$0.50 billion in FY 07. The largest sources of fees are water and wastewater service fees, solid waste disposal fees, and internal billings including insurance premiums, administrative cost recovery, and fleet charges. Each of these areas represents services that are operated much like private businesses and the accounting for these "proprietary funds" follows more closely that of the private sector than other governmental operations. The increase in this revenue reflects both automatic increases due to increased customers and consumption, and adjustments to rates such as an adjustment to ambulance billings authorized by the Board during FY 06.

Funding Changes Reflected in the Update for FY 07

The Recommended FY 07 budget reflects a combination of interim actions that have occurred after adoption of the biennial budget in September 2005 as well as recommended changes – some of which implement broad Board programmatic priorities and others that fine tune the biennial budget to smaller degrees.

Interim Actions Approved Since Adoption of the Biennial Budget – The update process for FY 07 included consideration of actions taken by the Board since adoption of the FY 06 budget in September 2005. Several actions have continuing impacts on the FY 07 budget:

- Leasing space for the Guardian Ad Litem program
- Adding three new Environmental Protection Commission positions between the stormwater and air programs
- Adding four technology staff for the Public Defender.
- Outsourcing some building plans examination and transportation reviews in the Planning and Growth Management Department.
- Adding two positions in Solid Waste Management's Southeast County Waste Tire Processing Facility.
- Adding five positions in Children's Services to substitute in-house food service at the Lake Magdalene campus for the contract that had previously existed with the School Board.
- Adding two positions funded through the State's voluntary pre-kindergarten program.
- Adding a part-time grant-funded ornamental horticulture position in Cooperative Extension.
- Adding forty-nine part-time and temporary positions (fifteen full time equivalents or "FTEs") in Parks, Recreation and Conservation to provide for a larger pool of on-call substitutes.
- Funding for private security services for the Clerk of Circuit Court at the Southshore Regional Services Center. This is intended by County Administration to be reimbursed by the Clerk.

In addition, reorganization within County Administration during FY 06 is reflected in some departments' FY 07 budgets. The former Public Safety Department was restructured, resulting in separate Emergency Dispatch Center, Emergency Management, and Security Services Agency budgets. Two other functions were moved to other departments: marine safety to the Parks, Recreation, and Conservation Department; and 9-1-1 Administration to the Information and Technology Services Department. Separately, four positions and their responsibilities were exchanged between the Health and Social Services Department and the Housing and Community Code Enforcement Department – two for each department.

Affordable Housing – The Board allocated \$1 million in unincorporated area funding in the biennial budget to implement recommendations of the Affordable Housing Task Force, with \$550,000 of that to be appropriated in FY 07. I have recommended an additional \$1.5 million be appropriated for affordable housing in FY 07.

Active Military Combat Duty Program – The Board initiated this program in FY 06, intending to provide financial assistance of up to \$1,500 to unincorporated area property owners who serve in combat. The County encouraged each municipality to replicate this program for municipal residents under the County's guidance. Inaction by Tampa and Plant City in FY 06 led the County to shift the program on an interim basis so that the County could shoulder the initial year's cost as a Countywide program. The FY 07 budget shifts the program back to an unincorporated program in FY 07 with the administrative cost to the County being prorated on a per application basis so that it is recovered. Unless each municipality enacts its own funding, only unincorporated combat veterans will be recognized for their contributions to the community in FY 07.

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Economic Development Incentives – The FY 07 budget includes a recommended increase in economic development incentives totaling \$6 million. Of that, \$5 million is intended to be used to attract businesses – particularly with special focus on biotechnology companies. The funding is split between the Countywide General Fund and the Unincorporated Area General Fund. An additional \$1 million allocation in the Countywide General Fund is for implementing a program to encourage long-term retention of agricultural uses outside the urban service area.

Disaster Preparedness – As part of a comprehensive strategy for preparedness, a \$3 million allocation in the Unincorporated Area General Fund is recommended to allow preparation for debris management and other municipal functions the County will be responsible for providing to unincorporated residents in the aftermath of a natural disaster. These are the costs that rise quickly as we found in the 2004 hurricane season, and where some costs might be incurred prior to a storm impacting the County or the declaration of an emergency.

Technology Improvements – A \$3 million allocation from non-recurring state-shared sales taxes is recommended for technology upgrades or replacement. A common theme in *Governing Magazine's* 2002 review of the County was weakness in several areas of technology. Some of those concerns have been addressed through subsequent implementation of systems. In conjunction with the Clerk's Office, we plan to initiate an assessment of the County's financial systems – one of the areas in which we were downgraded in the 2002 review and a project most likely to cover at least three years and require substantial phased funding. In that process, we will assess opportunities for standardization between agencies that currently operate separate financial systems – a concern raised even earlier by the Blue Ribbon Committee on County Finances.

Other Programmatic Changes and Cost Increases – Several smaller changes to the FY 07 Planned Budget have been included in these recommendations. Some have ties to Strategic Plan goals and objectives while others address growth in our community, unexpected market pressures, and/or pass-throughs of costs:

- Funding for membership by the Aging Services Department in Partners for Livable Communities – a national nonprofit leadership organization,
- Adding a part-time veterinarian at Animal Services in place of a temporary position,
- Adding a recreational therapist at Children's Services and providing funding for an anger management program to be provided by the Stageworks Theatre Company,
- Funding for a Business Disaster Assistance and Information program at Economic Development,
- Funding for under-budgeted operational costs in Fire Rescue (equipment maintenance, fleet costs, and fuel) and to add a fiscal manager position,
- Adding 16 temporary positions in Health and Social Services for the Prosperity Campaign (assisting residents apply for the federal earned income tax credit) by substituting for contractual services funding, and providing security for workers at selected sites,
- Funding for the employee rally in Human Resources,
- Funding for unplanned electrical cost increases,
- Funding additional railroad warning/crossing maintenance consistent with a contract modification with CSX,
- Delay in opening the Westgate Regional Library and the Westgate Senior Center pushes six new positions in Library Services and fifteen new positions in Aging Services from FY 07 to FY 08.
- Funding for additional books at the Bloomingdale and Upper Tampa Bay Regional libraries due to high levels of circulation at these two new libraries,
- Replacing three limited duration positions with permanent position in Real Estate to maintain and update the right-of-way inventory program,
- Funding for an update to the master plan for building maintenance and repair,
- Purchase of software to streamline information sharing between County departments and with external federal and State agencies during a disaster event,
- Funding for fuel adjustment to franchise collectors and the number of increased curbside collections in Solid Waste Management,
- Funding for anticipated increase in purchases from Tampa Bay Water in Water Resource Services,
- Authorization for three added Civil Service Board positions through adjustments within the statutory funding level, and
- Non-recurring funding for consulting services in the Planning Commission to address heavy workload in plan amendments, consistency reviews, and information requests.

Elected Officials' Budgets

As the Board is well aware, Florida law requires the Board of County Commissioners in each county government to fund costs of numerous other elected officials including fees or budgets of five "Constitutional Officers" – the Sheriff, Clerk of Circuit Court, Supervisor of Elections, Property Appraiser, and Tax Collector – as well as selected costs of other elected officials – the Public Defender, State Attorney, and Circuit and County judges. The funding commitments vary widely in nature and scope. Voters' direction to the Florida Legislature to fund the State court system as reflected in Article V of the Florida Constitution has resulted in legislative implementation that further complicates the funding relationship of the Board and several of these local elected officials.

Florida law requires fully funding the requests of two Constitutional Officers – the Sheriff and the Supervisor of Elections – until the two statutory public budget hearings held each year in September. We were able to accommodate their needs in this Recommended Budget, without adjustment. As indicated earlier, the size of the Sheriff's update was substantial. Had the County's property tax base not grown significantly faster for FY 07 than expected in the Planned Budget for FY 07, the task of absorbing an additional \$15 million increase in the Sheriff's request might have come at the expense of other programs. The Tax Collector's budget appears to grow at an inordinate rate, but the amounts in the budget attributable to the Tax Collector are the statutory fees the County pays, not an indication of a spending plan. Those fees include the Board's obligation to pay over \$10 million in fees for collection of school taxes. The Clerk's updated budget request for FY 07 is covered through this budget, although the budget request did not cover reimbursing Security Services for contracting security at a new site. The Public Defender's budget includes funding for a panic alert system supported by Security Services.

The implementation of Article V – i.e., the County's revised financial obligation to certain court-related functions – will continue to require interpretation of its requirements. While the County has certain areas of funding responsibility, I interpret the Board's obligations to be limited to reasonable levels of support in terms of security, facilities, and communications. It is my expectation that Article V-related requests and other requests from elected officials should be generally consistent with the Board's adopted biennial cycle. Those requests that can be incorporated into long-term plans including the County's Capital Improvement Program, repair and maintenance plan, and facilities plan should be requested through those processes so that the Board can set clear priorities for its staff while addressing the needs of other elected officials. The authorization of new judges and the associated impacts to some elected officials who support those judges may occasionally require out-of-cycle consideration of funding requests.

Capital Budget and Capital Improvement Program

In coordination with the biennial budget process, the County adopted a six-year Capital Improvement Program (CIP) last year covering FY 06 through FY 11, of which the first two years reflected the capital budget for FY 06 and FY 07. The CIP is published as a stand-alone document and contains details about the scope, funding sources, timing and location of each project. The budget document highlights the capital budget. In this update process, the CIP now reflects a five year plan and the capital budget reflected in this budget document reflects the update to FY 07 in that CIP.

After adoption of the biennial budget and CIP in September 2005, the Board held a public hearing to consider future allocations of the one-half percent infrastructure sales surtax that is locally known as the Community Investment Tax (CIT). Specifically, the Board identified uses for revenue that will be received in February 2008 through September 2013 and then revised the CIT ordinance to allow allocation of an additional three years through September 2016 (FY 14 through FY 16) to support additional allocations to transportation and stormwater projects. While the sales tax revenue will not be available until those years, the County can use its short term commercial paper program to expedite the use of those funds. The future revenue has been discounted to take into consideration the County's cost of borrowing.

The updated CIP and capital budget for FY 07 reflect several projects that were incorporated into the CIP during FY 06 by separate action. Others have been approved for use of CIT funds but have not been incorporated into the CIP because we began to see substantial cost increases to existing CIT commitments during FY 06 and encouraged the Board to suspend further action on the CIT while we updated project costs. The Board has now

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

scheduled to further consider CIT allocations in July, and I anticipate that the CIP will be amended before adoption in September to include additional CIT-funded projects in FY 07 through FY 11. Those to be funded in FY 07 will be included in the adopted FY 07 capital budget as well.

Highlights of the FY 07 Capital Budget – Some key recommendations for the FY 07 update:

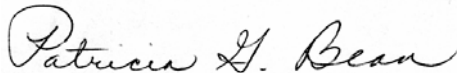
- **Fire** – Continued land acquisition for future construction of fire stations, funding for project development of four new stations: Anderson Road, Bearss, Central Brandon, and Nuccio Park, renovation of the Gibson-ton Fire Station, and a new training facility
- **Government Buildings** – Replacement of the air conditioning system on the first and second floors of County Center, upgrade of maintenance systems at the Courthouse Annex, and acquisition of right-of-way from CSX Railroad near Falkenburg Road
- **Parks** – Projects include funding for the Ben Hill Playground, the Logan Gate Park upgrade, and added fund-ing for the Citrus Park Community Center
- **Solid Waste** – Projects include replacement of the Northwest Transfer Station tipping floor, an entrance to the Alderman Ford Collection Center, and a master plan for the Southeast County Facility
- **Stormwater** – A key project is the Duck Pond Stormwater Pond Implementation Project
- **Transportation** – Key updates include supplemental funding for Bruce B. Downs and Race Track Road, in-terim improvements to Lutz/Lake Fern Road, and widening of Bell Shoals
- **Water/Wastewater/Reclaimed Water** – Key updates include five new renewal and replacement projects identified by the implementation of a comprehensive asset management system.

Conclusion

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

I look forward to working with the Board to further refine the budget for FY 07 and to its adoption in September.

Respectfully Submitted,



Patricia G. Bean
County Administrator

GOAL ONE

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

Objectives:

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

Board Initiated Strategy

- Resist unfunded mandates

GOAL TWO

To improve the economic well-being of our citizens

Objectives:

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

Board Initiated Strategy

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

GOAL THREE

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

Objectives:

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

GOAL FOUR

To build a high performance diverse professional organization

Objectives:

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

GOAL FIVE

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

Objectives:

Public Safety:

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

Arts and Entertainment:

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

Visually Pleasing:

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

Healthy Community:

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

Sports and Recreation:

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

Board-Initiated Strategies for Sports and Recreation:

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

Other Board Initiated Strategies:

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

GOAL SIX

To improve transportation in Hillsborough County

Objectives:

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

Board Initiated Strategies:

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

GOAL SEVEN

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

Objectives:

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

GOAL EIGHT

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

Objectives:

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

Board Initiated Strategies

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

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, and 2006 the BOCC adopted biennial fiscal plans, and this year the BOCC will adopt a sixth update to the second year of a fiscal plan reflecting the budget for FY 07.

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

USES OF FUNDS

The Operating Budget

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

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

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

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

SUMMARY INFORMATION ON THE BUDGET

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

The MGT of America, Inc. study will result in a 28% reduction in pay raises from 7% to 5% in FY 06 and FY 07.

The other primary component of personal services is employee benefits. The following represent the major changes to assumptions that affected this area of the budget for FY 07:

1. Retirement Contribution Rate (Regular Class) – increased from 8.22% to 10.07%. This is in addition to a deferred compensation benefit of 2.5% which will not change in FY 07.
2. Employer Medical Insurance Contribution - Increased from \$412 to \$457 per month for single coverage and \$612 to \$657 for family coverage. This is in addition to a flexible cafeteria benefit provided to employees that remains at \$160 per month for FY 07.

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

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

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

Contract start: October 1, 2005

Contract end: September 30, 2007

Positions represented: 1352

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

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

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 54

Departments covered: Fire Rescue, Emergency Dispatch.

International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 800

Departments covered: Fire Rescue.

International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT

Contract start: October 1, 2003

Contract end: September 30, 2005

Positions represented: 22

Departments covered: Fire Rescue.

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

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

A factor in the increasing budget for operating expenses over the past few years has been the rental

SUMMARY INFORMATION ON THE BUDGET

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 more than \$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 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. A major factor in the FY 07 budget is a continuing investment in replacing worn fleet equipment and upgrading the County’s use of technology to serve our community.

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

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

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

The Capital Budget

A separate summary appears in the back of this document presenting details on FY 07 projects. The entire five-year capital improvement program (CIP) can be reviewed in the volume containing the **Recommended Capital Improvement Program for FY 07 – FY 11**.

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

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

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

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

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

SUMMARY INFORMATION ON THE BUDGET

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

Other key points about the capital budget are:

- ✓ The capital budget continues to be largely funded with a pay-as-you-go approach including enterprise operations (water/wastewater and solid waste). The decision on whether to finance a project versus use a pay-as-you-go approach is typically made on a project-by-project basis. Explicit debt and capital policies were adopted by the BOCC in July 1998 to guide the decision-making process. In part, the policy and procedures requires the review of the capital program by the City-County Planning Commission to ensure consistency of the 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.
- ✓ The budget funds environmental land acquisition and protection program (ELAPP) purchases by levying an operating millage to bring the total ELAPP millage up to 0.25 mills. This pay-as-you-go approach to ELAPP will maximize the revenue available to that program as the millage levied to pay debt service on existing ELAPP bonds gradually declines.
- ✓ The capital program continues to reflect one percent of both the General Fund and the Unincorporated General Fund being set aside to maintain existing County facilities. Funding is recommended in FY 07 at a level consistent with BOCC policy.

Debt Service

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

Transfers

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

Reserves

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

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

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

SUMMARY INFORMATION ON THE BUDGET

THE PURPOSE OF BUDGET DOCUMENTS AND THE BUDGET PROCESS

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

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

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

Principle 1: Establish Broad Goals to Guide Government Decision Making

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

Principle 2: Develop Approaches to Achieve Goals

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

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

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

Principle 4: Evaluate Performance and Make Adjustments

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

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

SUMMARY INFORMATION ON THE BUDGET

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

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

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

The Basis of Budgeting

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

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

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

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

Several key differences should be disclosed to assist in reconciling between the basis of budgeting used to develop Hillsborough County's budget documents, and the basis of accounting that is reflected in the County's CAFR prepared by the Clerk of Circuit Court as the County's Chief Financial Officer. The primary differences include the budgets for the Sheriff's Law Enforcement Fund, the Property Appraiser's Property Assessment Fund, the Clerk of Circuit Court's Court System and Accounting Fund, and the Tax Collector's Tax Collection Fund, which are prepared on a basis of budgeting that differs from GAAP. These budgets reflect transfers of funds from the General Fund and other BOCC funds. The CAFR excludes these transfers, but does present the account structure for the funds maintained by these Constitutional Officers in their independent accounting systems. The budget, therefore, shows the collection of the tax revenues used to fund Constitutional Officers and the General Fund reflects the transfer of funds for those budgets. Any unspent funds at year end are shown as "other non-revenue sources" in the General Fund. The following table depicts FY 05 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.

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.

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

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

SUMMARY INFORMATION ON THE BUDGET

Funds included in CAFR but not in Budget		
(in thousands)		
	Revenues	Expenditures
Sheriff's Law Enforcement Fund	\$300,708	\$300,708
Sheriff's Special Use Rev. Fund	7,565	7,565
Sheriff's Jail Inmate Canteen Fund	4,897	4,892
Tax Collector's Tax Collection Fund	34,389	34,389
Property Appraiser's Property Assessment Fund	12,729	12,729
Supervisor of Elections' Elections Fund	4,123	4,123
Clerk of the Circuit Court's Court System & Accounting Fund	62,255	62,255
Clerk of the Circuit Court's Public records Modernization Fund	1,495	993

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

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

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

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

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

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

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

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

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

SUMMARY INFORMATION ON THE BUDGET

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

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

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

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



BUDGET SOURCES AND USES OF FUNDS

SOURCES	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Fund Balance Begin Of Year	\$598.3	\$588.5	\$585.9	\$627.6
Revenue:				
Ad Valorem Taxes	531.9	591.1	702.2	805.0
Other Taxes	236.7	273.7	275.8	301.9
Licenses And Permits	18.6	22.6	22.0	20.9
Intergovernmental Revenue	226.9	248.9	228.6	244.8
Charges For Services	436.0	456.2	472.0	498.8
Fines And Forfeits	5.0	4.4	3.8	4.8
Misc. Revenue (includes interest)	<u>94.3</u>	<u>121.8</u>	<u>93.4</u>	<u>93.5</u>
Total Revenue	1,549.4	1,718.7	1,797.8	1,969.6
Transfers	751.3	860.8	879.1	931.1
Other Non-Revenues	298.2	174.3	244.7	329.8
Less 5% Required By Law	<u>0.0</u>	<u>0.0</u>	<u>(57.8)</u>	<u>(64.3)</u>
TOTAL AVAILABLE	\$3,197.2	\$3,342.3	\$3,449.8	\$3,793.8
USES				
Operating Budget:				
Compensation	\$569.8	\$595.5	\$666.3	\$734.0
Operating Expenses	683.3	757.7	787.1	856.7
Equipment	<u>50.7</u>	<u>52.7</u>	<u>75.7</u>	<u>62.4</u>
Total Operating Budget	1,303.7	1,405.9	1,529.2	1,653.0
Capital Budget (net of reserves)	150.8	179.3	334.5	344.3
Debt Service	313.0	192.7	167.2	203.5
Transfers	751.3	860.8	879.1	931.1
Reserves and Refunds:				
Operating	2.3	2.0	519.5	614.2
Capital	0.0	0.0	<u>(19.4)</u>	6.4
Debt	<u>0.0</u>	<u>0.0</u>	<u>39.7</u>	<u>41.3</u>
Total Reserves and Refunds	2.3	2.0	539.8	661.9
TOTAL USES	\$2,521.1	\$2,640.6	\$3,449.8	\$3,793.8

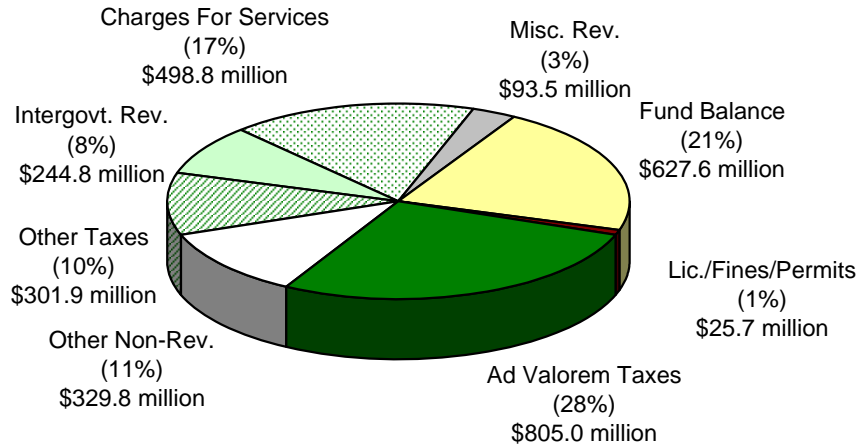
Detail may not add to totals because of rounding.

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

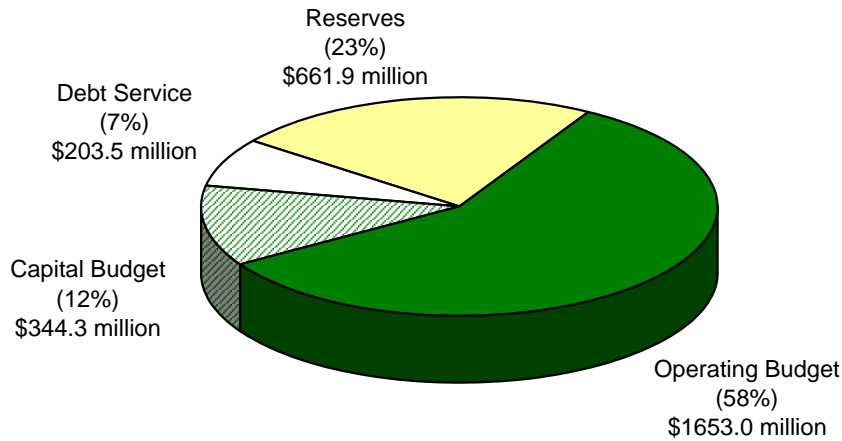
Note: In FY 00 the County implemented an all years budget process for capital projects. This means that beginning in FY 00 the current year's budget will only reflect changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted. Prior year funding will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

BUDGET SOURCES AND USES OF FUNDS

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



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



Note: Sources and Uses shown above exclude \$931.1 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

FY 07 BUDGET SUMMARY

Fiscal Year	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	7.2922	7.2722	7.0097	6.8959
Library District ⁽²⁾	0.6423	0.6423	0.6923	0.6923
General Purpose MSTU ⁽³⁾	5.1076	5.1019	5.1980	5.1923
VALUE OF 1 MILL (In Millions of \$) ⁽⁴⁾				
Countywide	\$50.6	\$55.7	\$64.6	\$74.7
Library District	48.3	53.2	61.8	71.4
Unincorporated	30.0	33.6	39.4	45.9
BUDGET SUMMARY (In Millions of \$)				
Operating	\$1,303.7	\$1,405.9	\$1,529.2	\$1,653.0
Capital (net of reserves) ⁽⁵⁾	150.8	179.3	334.5	344.3
Debt Service	313.0	192.7	167.2	203.5
Reserves & Refunds ⁽⁵⁾	2.3	2.0	539.8	661.9
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$2.1	\$2.2	\$2.6	\$2.7
County Administrator	720.2	793.3	850.3	908.8
County Attorney	7.9	8.4	9.0	9.7
Elected Officials	345.8	352.5	386.7	419.9
Judicial	19.2	11.7	10.9	9.6
Guardian Ad Litem	0.4	0.4	0.5	0.5
Boards, Commissions & Agencies	24.6	25.2	26.5	28.1
Non-Departmental	<u>183.5</u>	<u>212.1</u>	<u>242.7</u>	<u>273.8</u>
	\$1,303.7	\$1,405.9	\$1,529.2	\$1,653.0
CAPITAL BUDGET (In Millions of \$)				
Fire	4.1	5.3	5.0	4.3
Governments Facilities	20.7	27.5	80.6	37.6
Libraries	5.2	6.1	3.4	3.6
Parks	15.2	28.7	22.9	25.4
Solid Waste	0.9	5.4	53.6	62.1
Stormwater	11.7	5.7	3.8	3.9
Transportation	54.3	53.4	61.1	39.5
Water/Wastewater & Reclaimed Water	28.3	39.0	91.8	156.7
Other Non-CIP	<u>10.3</u>	<u>8.1</u>	<u>12.3</u>	<u>11.1</u>
	\$150.8	\$179.3	\$334.5	\$344.3

Detail may not add to totals because of rounding

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

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

Includes millage levies for debt service.

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

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

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

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

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$1,909,877	\$1,957,262	\$2,130,048	\$2,220,322
County Internal Performance Auditor	212,525	229,501	477,229	440,135
TOTAL BOARD OF COUNTY COMMISSIONERS	2,122,402	2,186,763	2,607,277	2,660,457
COUNTY ATTORNEY	7,872,611	8,437,888	9,002,745	9,723,275
COUNTY ADMINISTRATOR				
Administrative Services Section	630,514	345,290	0	0
Aging Services	17,136,976	17,780,741	19,127,114	19,993,206
Animal Services	6,690,650	7,202,617	7,834,195	8,353,604
Children's Services	36,705,200	39,406,279	41,490,118	42,555,467
Communications Department	4,308,148	4,457,289	4,363,198	4,345,460
Community Liaison Section	2,858,722	2,514,207	2,422,863	2,110,470
Consumer Protection & Professional Responsibility	716,510	1,240,930	1,473,637	1,574,164
Cooperative Extension	1,454,748	1,668,577	1,752,497	1,819,393
County Administrator	1,298,260	1,343,025	3,714,872	3,796,693
Debt Management	712,981	707,612	787,352	873,090
Economic Development	1,992,567	1,710,745	2,054,226	2,311,169
Emergency Dispatch Center	0	0	0	2,423,791
Emergency Management	0	0	0	1,406,814
Equal Opportunity Administrator	251,855	275,123	373,010	386,443
Fire Rescue	72,878,086	80,246,152	92,749,582	106,636,996
Fleet Management	22,383,101	23,059,344	27,953,419	28,411,496
Health & Social Services	127,177,454	144,576,457	146,308,010	151,225,518
Housing & Community Code Enforcement	15,608,749	17,527,883	20,482,253	21,941,421
HIPAA Compliance Office	0	0	532,787	541,005
Human Resources	4,023,561	4,205,634	5,331,277	5,428,179
Information & Technology Services	18,297,055	17,395,967	20,168,189	25,686,664
Library Services	27,595,447	29,444,848	33,772,556	36,337,151
Management & Budget	2,442,624	2,576,318	2,797,879	2,991,860
Medical Examiner	3,894,969	3,754,757	4,122,357	4,751,963
Neighborhood Relations	607,392	572,047	720,726	735,148
Office of Public Affairs	323,725	326,570	0	0
Office of Quality Services	331,994	291,451	0	0
Parks, Recreation & Conservation	39,841,198	42,980,039	48,184,007	52,048,624
Planning & Growth Management	26,597,889	29,895,972	35,437,081	35,875,278
Public Safety	11,049,924	13,087,874	14,587,879	0
Public Works	66,632,185	94,956,793	84,050,005	89,475,499
Procurement Services	2,299,469	2,471,769	2,740,974	2,841,350
Real Estate	27,186,264	28,859,371	29,413,865	30,795,202
Section 8 US Housing Act; Weed & Seed	13,030,999	78,539	0	0
Security Services Agency	0	0	0	4,461,188
Solid Waste Management	60,410,447	63,711,631	68,646,280	72,834,497
Water Resource Services	103,300,281	116,287,799	128,866,542	145,150,195
Water Resources Team	616,416	655,367	0	0
TOTAL COUNTY ADMINISTRATOR	721,286,360	795,615,017	852,258,750	910,118,998

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
ELECTED OFFICIALS				
BOCC Judicial Services Cost	3,504,960	166,529	170,000	0
Clerk of the Circuit Court	26,553,196	16,135,475	21,491,518	18,366,359
Property Appraiser	10,408,050	11,158,418	11,755,362	12,105,660
Public Defender	1,530,068	837,023	598,003	808,161
Sheriff's Office	274,750,289	295,930,702	314,846,241	345,577,435
State Attorney Part I	1,082,628	611,012	717,530	747,811
State Attorney Part II (Victim Assistance)	2,121,993	2,228,796	2,383,975	2,519,268
Supervisor of Elections	6,670,466	4,192,198	8,408,471	7,302,810
Tax Collector	18,993,165	20,666,628	25,941,728	32,078,795
Value Adjustment Board	539,189	562,121	373,468	402,733
TOTAL ELECTED OFFICIALS	346,154,004	352,488,902	386,686,296	419,909,032
JUDICIAL BRANCH (ADMIN OFC OF COURTS)	19,898,748	11,757,270	10,917,940	9,588,341
GUARDIAN AD LITEM	383,531	363,507	479,533	541,996
BOARDS, COMMISSIONS & AGENCIES				
Charter Review Board	0	796	0	0
Civil Service Board	2,295,147	2,298,511	2,776,756	3,022,255
Environmental Protection Commission	14,194,542	14,620,176	15,492,083	16,338,310
Law Library Board	521,321	413,654	499,388	488,599
Legislative Delegation	197,569	229,182	229,923	237,846
Metropolitan Planning Organization	1,599,419	1,701,008	1,108,292	1,108,292
Planning Commission	5,579,207	5,753,349	6,178,263	6,611,050
Soil & Water Conservation Board	220,651	232,699	255,042	262,830
TOTAL BOARDS, COMMISSIONS	24,607,856	25,249,375	26,539,747	28,069,182
NON-DEPARTMENTAL				
Capital Improvement Program Projects*	135,590,344	168,202,252	323,140,089	333,109,898
Debt Service Accounts	315,259,805	211,683,800	167,275,680	203,649,421
Governmental Agencies	76,697,157	76,927,649	85,859,362	90,169,075
Major Maintenance & Repair Program	8,153,219	5,621,921	6,738,861	9,735,714
Non-Departmental Allotments	89,664,222	94,404,028	135,946,256	159,676,097
Nonprofit Organizations	20,128,303	24,951,814	23,393,425	23,916,348
TOTAL NON-DEPARTMENTAL	645,493,050	581,791,464	742,353,673	820,256,553
TRANSFERS, RESERVES & REFUNDS				
Reserves and Refunds	2,006,540	1,980,935	539,823,054	661,890,335
Intrafund Transfers	383,728,908	379,446,944	353,706,020	358,010,467
Interfund Transfers	367,538,256	481,312,410	525,392,689	573,052,385
TOTAL TRANSFERS, RESERVES & REFUNDS	753,273,704	862,740,289	1,418,921,763	1,592,953,187
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	\$2,521,092,266	\$2,640,630,475	\$3,449,767,724	\$3,793,821,021

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

BUDGET BY PROGRAM

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

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

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

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

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

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

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

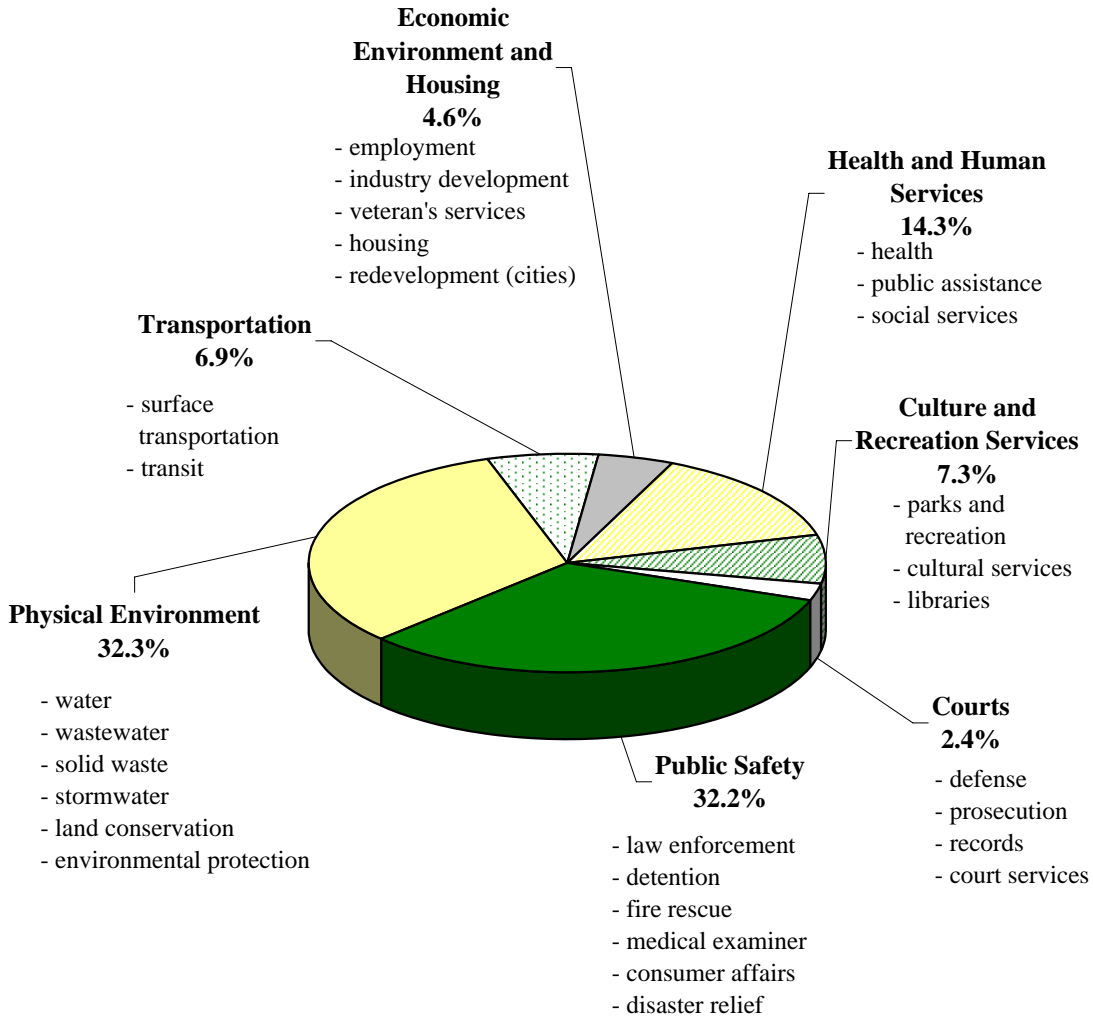
The presentation in these charts is not intended to suggest that changes cannot be made in administrative (general government) areas of the budget, but such changes may impact the delivery of numerous direct services in other program areas. For example, a reduction in the allocation of funding to financial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

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

For example: To increase the 8.7% allocation to transportation in the **All Funds – FY 07** chart by one percentage point to 7.9% would require an added \$15.8 million increase in transportation funding. A \$15.8 million shift to transportation in the **Unincorporated Area General Fund** would require a 4.9 percentage point shift in priorities from one or more other program areas to transportation, since each percentage point shift in that fund equals about \$3.2 million.

**BUDGET BY PROGRAM
ALL FUNDS**

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

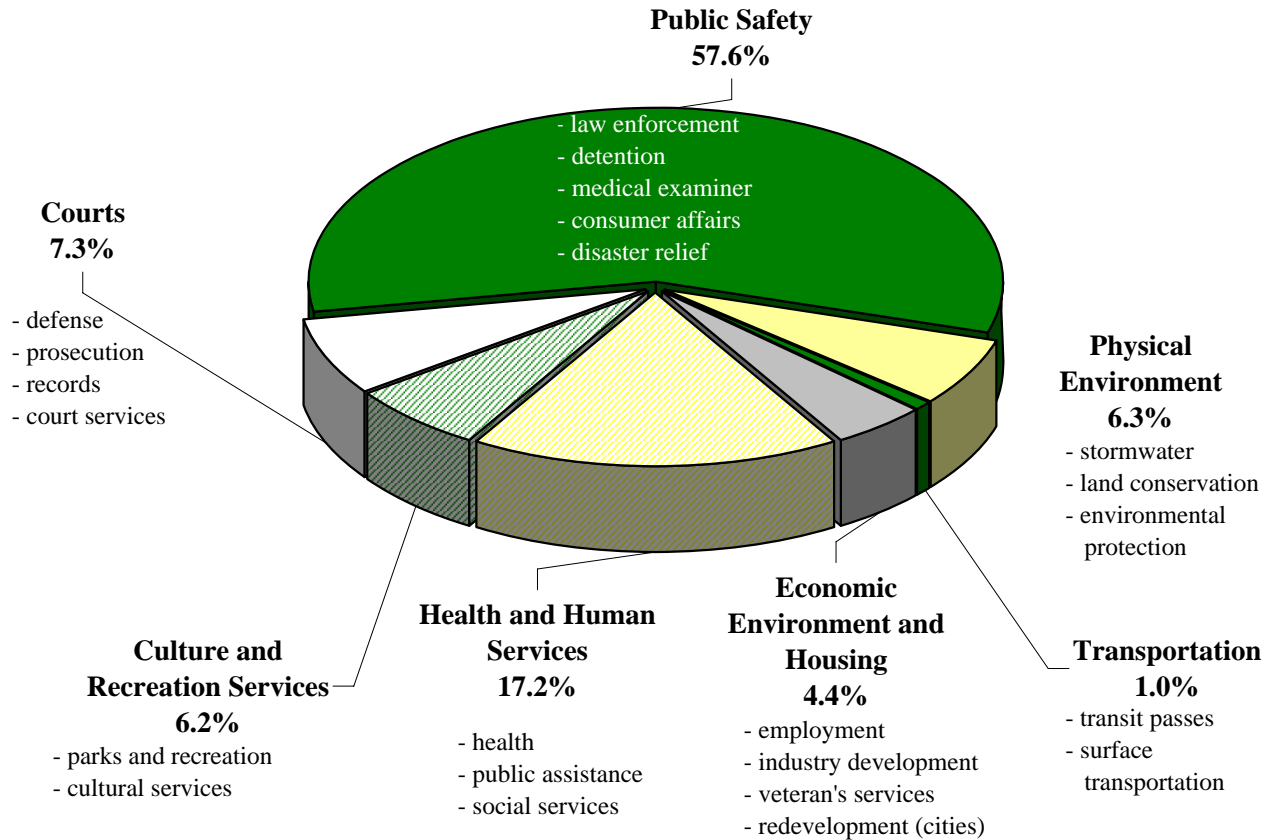


**Each 1% equals \$15.8 million.
Total funding equals \$1,581.4 million.**

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

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

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

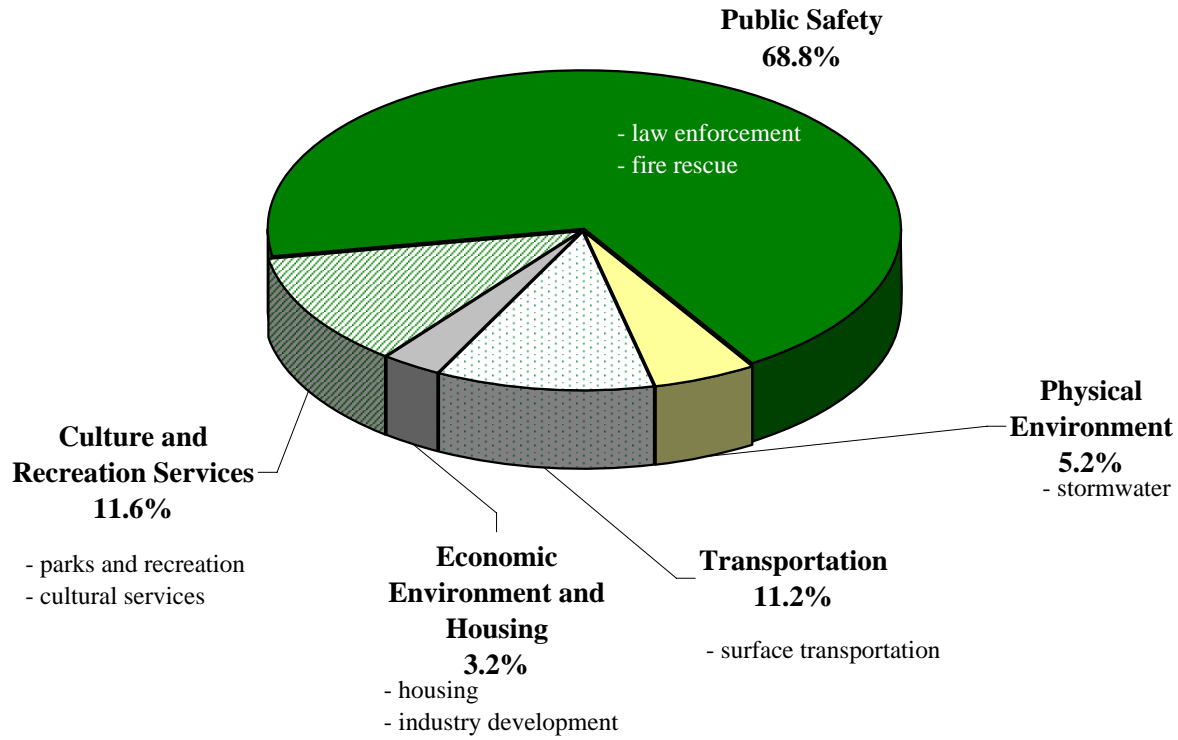


**Each 1% equals \$4.4 million.
Total funding equals \$435.9 million.**

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

**BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND**

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



**Each 1% equals \$3.2 million.
Total funding equals \$324.4 million.**

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

**BUDGET BY PROGRAM
ALL FUNDS**

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Public Safety				
Law Enforcement	153,958,178	167,996,306	184,650,566	200,617,483
Fire Rescue	72,434,048	82,805,724	98,873,563	112,584,172
Detention/Corrections	116,877,828	117,409,128	176,401,741	148,350,086
Public Safety Protective Inspections	15,076,983	17,847,818	22,671,104	22,939,562
Emergency & Disaster Relief Services	8,374,876	8,994,610	10,414,188	4,406,814
Medical Examiner	4,076,032	12,797,999	3,560,171	5,171,252
Consumer Affairs	779,801	1,009,134	1,102,586	1,165,285
Other Public Safety	2,622,885	3,529,434	4,125,535	13,437,554
Subtotal	374,200,631	412,390,153	501,799,454	508,672,208
Physical Environment				
Physical Environment/Solid Waste	66,839,674	68,725,892	122,206,280	134,974,497
Water/Sewer Combination Services	167,640,141	217,386,776	224,861,169	320,518,804
Conservation & Resource Management	30,706,048	27,110,880	30,538,578	33,508,819
Flood Control	16,882,879	19,620,988	21,082,607	21,913,780
Other Physical Environment	327,777	335,066	315,498	330,660
Subtotal	282,396,519	333,179,602	399,004,132	511,246,560
Transportation				
Road & Street Facilities	134,641,133	118,701,993	128,006,226	108,483,928
Transport Transit Systems	1,673,524	1,476,524	475,877	246,811
Other Transportation	3,510,000	10,000	252,836	312,836
Subtotal	139,824,657	120,188,517	128,734,939	109,043,575
Economic Environment				
Economic Employment Opportunity	622,001	0	0	0
Industry Development	19,168,965	21,828,982	25,447,267	34,045,537
Veterans Services	349,926	352,352	1,414,800	1,431,991
Housing & Urban Development	30,878,141	30,315,647	31,022,128	32,878,773
Other Economic Environment	2,803,500	3,078,500	3,513,500	5,113,500
Subtotal	53,822,533	55,575,481	61,397,695	73,469,801
Human Services				
Health	115,391,768	123,279,389	122,106,395	125,102,288
Mental Health	0	0	2,211,129	2,479,842
Human Services Public Assistance	9,896,824	10,571,710	9,837,676	10,386,701
Other Human Services	79,967,850	85,486,284	84,011,592	87,735,477
Subtotal	205,256,442	219,337,383	218,166,792	225,704,308
Culture/Recreation				
Libraries	40,221,154	40,179,459	37,625,068	40,446,983
Parks & Recreation	58,945,402	69,314,422	59,787,438	65,377,503
Cultural Services	9,084,946	3,883,941	1,656,804	1,437,980
Special Recreation Facilities	9,906,017	7,548,515	6,670,921	6,822,680
Other Culture/Recreation	2,986,203	4,248,165	16,823,110	1,278,947
Subtotal	121,143,722	125,174,502	122,563,341	115,364,093
Courts				
Court-Related Services	45,824,261	31,735,825	42,333,060	37,869,525
Subtotal	45,824,261	31,735,825	42,333,060	37,869,525
Total Citizen Programs	\$1,222,468,765	\$1,297,581,463	\$1,473,999,413	\$1,581,370,070

**BUDGET BY PROGRAM
ALL FUNDS**

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
General Government Services				
Legislative	\$2,448,323	\$2,811,231	\$2,862,067	\$2,919,902
Executive	4,636,409	4,377,088	5,988,706	6,144,637
Financial & Administrative	138,808,630	148,496,471	172,874,458	180,111,354
Legal Counsel	9,027,396	9,547,615	9,633,945	10,354,475
Comprehensive Planning	18,316,114	19,284,800	21,559,635	22,235,415
General Government Debt Service	125,498,719	52,651,728	121,648,577	155,148,530
Other General Government	153,973,887	163,498,927	176,652,057	194,082,560
Subtotal	452,709,478	400,667,860	511,219,445	570,996,873
Nonexpenditure Disbursements				
Transfers	695,096,584	757,734,204	879,098,709	931,062,852
Reserves & Refunds	541,535,369	447,925,202	539,823,054	661,890,335
Subtotal	1,236,631,953	1,205,659,406	1,418,921,763	1,592,953,187
Other Nonoperating Costs				
Other Nonoperating	15,681,982	14,165,566	16,694,030	19,545,986
Other Uses/Debt Service	32,730,167	32,134,509	28,933,073	28,954,905
Subtotal	48,412,149	46,300,075	45,627,103	48,500,891
Grand Total	\$2,960,222,345	\$2,950,208,804	\$3,449,767,724	\$3,793,821,021

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

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

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Public Safety				
Law Enforcement	\$67,822,699	\$79,827,730	\$87,519,451	\$96,742,908
Fire Rescue	8,500	8,500	8,500	8,500
Detention/Corrections	117,209,828	117,315,502	122,731,127	146,002,243
Public Safety Protective Inspections	0	0	1,266,264	1,373,026
Emergency & Disaster Relief Services	1,355,748	1,435,082	1,531,209	1,195,023
Medical Examiner	3,128,616	3,674,999	3,555,171	4,171,252
Consumer Affairs	779,801	1,009,134	1,102,586	1,165,285
Other Public Safety	0	0	0	198,313
Subtotal	190,305,192	203,270,947	217,714,308	250,856,550
Physical Environment				
Water/Sewer Combination Services	544,000	1,134,972	1,441,452	884,606
Conservation & Resource Management	17,187,935	19,476,122	23,609,788	26,377,208
Subtotal	17,731,935	20,611,094	25,051,240	27,261,814
Transportation				
Road & Street Facilities	4,626,000	2,000,000	2,000,000	4,400,000
Transport Transit Systems	125,000	125,000	125,000	150,000
Subtotal	4,751,000	2,125,000	2,125,000	4,550,000
Economic Environment				
Economic Employment Opportunity	622,001	0	0	0
Industry Development	9,243,924	10,722,192	12,920,931	18,589,664
Veterans Services	349,926	352,352	414,800	431,991
Other Economic Environment	353,500	328,500	213,500	213,500
Subtotal	10,569,351	11,403,044	13,549,231	19,235,155
Human Services				
Health	18,679,542	20,525,744	24,316,106	14,245,376
Mental Health	0	0	2,085,990	2,352,657
Human Services Public Assistance	8,108,761	9,458,647	9,080,806	9,267,456
Other Human Services	37,372,087	41,167,752	42,593,137	48,982,883
Subtotal	64,160,390	71,152,143	78,076,039	74,848,372
Culture/Recreation				
Parks & Recreation	15,698,827	20,141,687	21,527,920	23,126,003
Cultural Services	1,884,946	2,333,941	1,816,294	1,426,287
Special Recreation Facilities	3,669,591	1,292,308	1,920,921	2,072,680
Other Culture/Recreation	111,760	1,862,143	514,167	483,264
Subtotal	21,365,124	25,630,079	25,779,302	27,108,234
Courts				
Court-Related Services	23,792,581	24,135,569	30,410,586	32,007,747
Subtotal	23,792,581	24,135,569	30,410,586	32,007,747
Total Citizen Programs	\$332,675,573	\$358,327,876	\$392,705,706	\$435,867,872

**BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND**

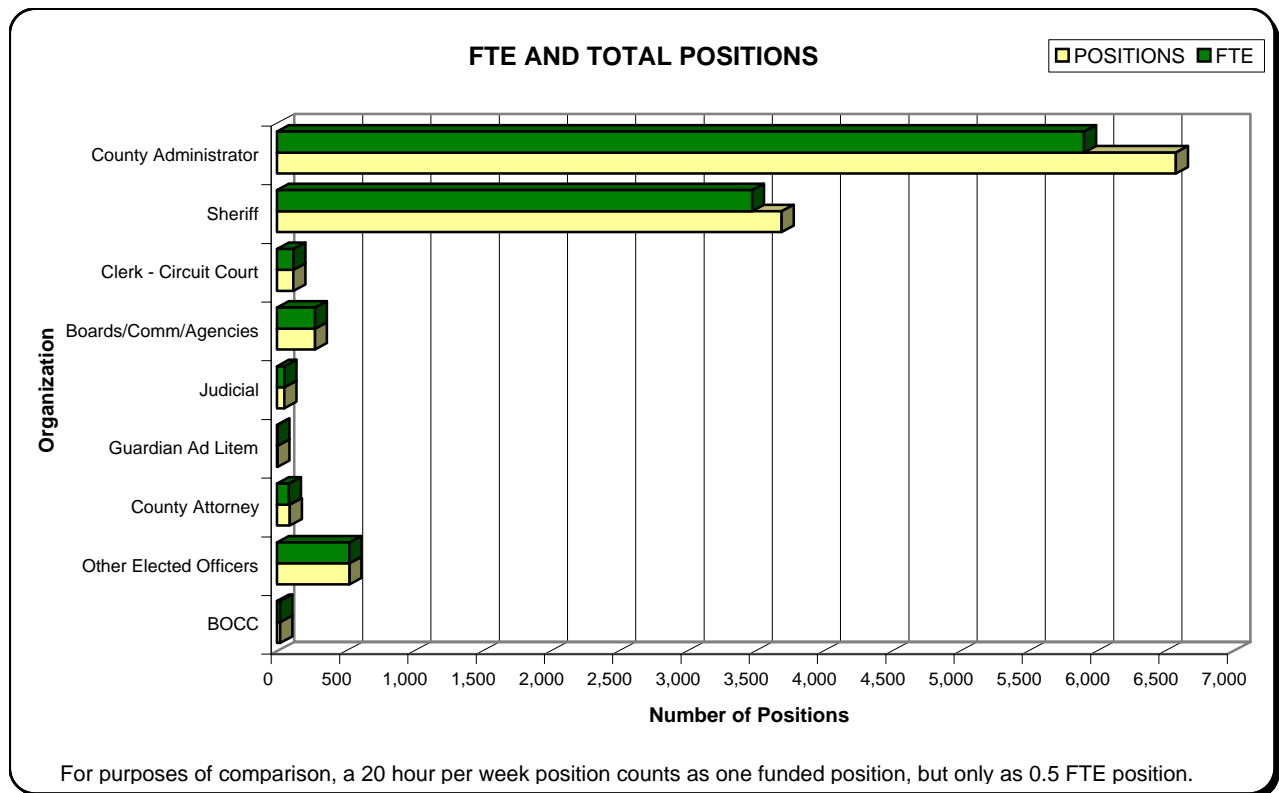
Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
General Government Services				
Legislative	\$2,448,323	\$2,811,231	\$2,862,067	\$2,919,902
Executive	4,270,658	4,004,470	5,577,989	5,706,849
Financial & Administrative	71,770,088	81,484,149	94,404,744	93,293,453
Legal Counsel	8,524,955	9,055,294	9,633,945	10,354,475
Comprehensive Planning	5,464,208	5,565,375	5,720,926	6,008,380
Other General Government	38,153,245	40,954,212	45,259,588	53,517,409
Subtotal	130,631,477	143,874,731	163,459,259	171,800,468
Nonexpenditure Disbursements				
Intrafund Transfers	10,643,172	0	0	0
Reserves & Refunds	44,560,249	33,468,874	45,178,925	43,075,216
Subtotal	55,203,421	33,468,874	45,178,925	43,075,216
Grand Total	\$518,510,471	\$535,671,481	\$601,343,890	\$650,743,556

BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND

Program	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Public Safety				
Law Enforcement	\$83,135,697	\$86,130,177	94,991,242	102,131,242
Fire Rescue	70,012,548	78,638,224	96,372,715	110,300,672
Public Safety Protective Inspections	627,515	872,026	782,618	694,496
Emergency & Disaster Relief Services	1,701,743	1,803,428	1,887,251	3,000,000
Other Public Safety	2,377,885	2,804,434	4,125,535	7,037,395
Subtotal	157,855,388	170,248,289	198,159,361	223,163,805
Physical Environment				
Water/Sewer Combination Services	34,247	56,093	92,000	96,100
Conservation & Resource Management	59,546	62,330	125,744	137,053
Flood Control	11,903,957	14,352,060	15,921,414	16,712,865
Other Physical Environment	103,868	99,320	33,287	53,809
Subtotal	12,101,618	14,569,803	16,172,445	16,999,827
Transportation				
Road & Street Facilities	22,835,266	24,581,141	32,726,109	36,240,155
Subtotal	22,835,266	24,581,141	32,726,109	36,240,155
Economic Environment				
Industry Development	1,000,000	1,000,000	1,150,000	3,650,000
Veterans Services	0	0	1,000,000	1,000,000
Housing & Urban Development	920,758	801,836	609,275	757,465
Other Economic Environment	2,450,000	2,750,000	3,300,000	4,900,000
Subtotal	4,370,758	4,551,836	6,059,275	10,307,465
Culture/Recreation				
Parks & Recreation	31,133,677	35,814,365	35,940,411	36,662,829
Other Culture/Recreation	874,443	874,443	974,443	974,443
Subtotal	32,008,120	36,688,808	36,914,854	37,637,272
Courts				
Court-Related Services	0	0	10,000	10,000
Subtotal	0	0	10,000	10,000
Total Citizen Programs	\$229,171,150	\$250,639,877	\$290,042,044	\$324,358,524
General Government Services				
Executive	0	0	65,064	72,691
Financial & Administrative	11,699,710	12,770,615	17,929,792	16,012,267
Comprehensive Planning	10,439,721	11,188,903	12,959,205	12,977,239
Other General Government	9,402,604	9,321,153	8,424,715	7,990,670
Subtotal	31,542,035	33,280,671	39,378,776	37,052,867
Nonexpenditure Disbursements				
Transfers	5,975,520	0	0	0
Reserves & Refunds	25,808,462	19,272,514	37,029,347	42,277,086
Subtotal	31,783,982	19,272,514	37,029,347	42,277,086
Grand Total	\$292,497,167	\$303,193,062	\$366,450,167	\$403,688,477

SUMMARY OF FUNDED FULL-TIME EQUIVALENT POSITIONS AND FUNDED POSITIONS

Organization	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recomm	Changes FY 06 to FY 07
County Administrator - Funded FTE	5,296.70	5,374.82	5,811.24	5,912.07	100.83
Funded Positions	5,394.00	5,541.00	6,437.00	6,585.00	148.00
Sheriff - Funded FTE	3,176.75	3,259.75	3,341.75	3,480.15	138.40
Funded Positions	3,371.00	3,452.00	3,555.00	3,697.00	142.00
Clerk of the Circuit Court - Funded FTE	260.00	121.00	122.00	121.00	(1.00)
Funded Positions	307.00	121.00	122.00	121.00	(1.00)
Boards, Commissions, and Agencies - Funded	269.00	271.00	275.00	279.00	4.00
Funded Positions	269.00	271.00	275.00	279.00	4.00
Judicial - Funded FTE	167.00	55.00	55.50	55.50	0.00
Funded Positions	168.00	55.00	56.00	56.00	0.00
Guardian Ad Litem - Funded FTE	5.00	5.00	5.00	5.00	0.00
Funded Positions	5.00	5.00	5.00	5.00	0.00
County Attorney - Funded FTE	86.00	86.00	87.15	87.15	0.00
Funded Positions	86.00	86.00	94.00	94.00	0.00
Other Elected Officers - Funded FTE	533.50	523.50	527.50	531.50	4.00
Funded Positions	534.00	524.00	528.00	532.00	4.00
Board of County Commissioners - Funded FTE	23.00	23.00	25.00	25.00	0.00
Funded Positions	23.00	23.00	25.00	25.00	0.00
Total Funded FTE's	9,816.95	9,719.07	10,250.14	10,496.37	246.23
Total Funded Positions	10,157.00	10,078.00	11,097.00	11,394.00	297.00



CAPITAL PROJECTS BUDGET SOURCES & USES OF FUNDS

(in Millions of \$)

SOURCES ⁽¹⁾	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recomm
Revenues:				
Ad Valorem Taxes	\$43.9	\$68.0	\$55.1	\$67.3
Communications Services Tax	0.0	5.8	8.8	8.5
Community Investment Tax	34.8	33.2	42.0	40.7
Contributions	0.0	14.1	0.0	0.0
Enterprise Fees	18.7	76.5	28.1	42.0
Gasoline Taxes	7.1	7.2	6.4	5.0
Grants & Shared Revenues	18.5	11.5	0.8	3.0
Impact Fees	19.5	19.8	14.8	7.2
Miscellaneous Revenues ⁽²⁾	5.6	10.6	6.3	3.7
User Fees	6.3	4.3	4.0	4.2
Total Revenue	154.3	250.9	166.4	181.7
Other Non Revenue-Financing	32.2	28.5	148.7	169.0
TOTAL SOURCES	\$186.5	\$279.4	\$315.1	\$350.7

USES ⁽¹⁾	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recomm
Fire	\$4.1	\$5.3	\$5.0	\$4.3
Governments Facilities	20.7	27.5	80.6	37.6
Libraries	5.2	6.1	3.4	3.6
Parks	15.2	28.7	22.9	25.4
Solid Waste	0.9	5.4	53.6	62.1
Stormwater	11.7	5.7	3.8	3.9
Transportation	54.3	53.4	61.1	39.5
Water & Wastewater	28.3	39.0	91.8	156.7
Other Non-CIP ⁽³⁾	10.3	8.1	12.3	11.1
Total Capital Budget	150.8	179.3	334.5	344.3
Reserves ⁽⁴⁾	0.0	0.0	(19.4)	6.4
TOTAL USES (Including Reserves)	\$150.8	\$179.3	\$315.1	\$350.7

(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 and some land acquisitions.

(4) Reflect net changes to reserve accounts.

DEBT SERVICE BUDGET SUMMARY

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

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recomm
DEBT SERVICE BUDGET				
Principal Payments ¹	\$45.0	\$53.3	53.3	\$57.2
Interest Payments ¹	<u>34.2</u>	<u>33.8</u>	33.6	<u>33.0</u>
TOTAL COUNTY DEBT SERVICE	\$79.2	\$87.1	\$86.9	\$90.3
<i>(Principal and Interest Only)</i>				
Debt Administration Expenses ²	4.4	0.4	0.8	0.5
Capitalized Interest ³	0.0	0.0	0.0	0.0
Principal Payment Defeased Debt ⁴	229.4	105.3	79.4	113.7
Redemption of Debt	0.0	0.0	0.0	0.0
Redemption of Short Term Loans	0.0	0.0	0.0	0.0
Interfund Short Term Loans	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
TOTAL DEBT SERVICE FUND	\$313.0	\$192.7	\$167.2	\$204.4
<i>(As shown in Budget Summary)</i>				
TOTAL COUNTY DEBT OUTSTANDING	\$769.3	\$740.1	\$671.4	\$614.2
<i>(As of Fiscal Year End)</i>				
COUNTY DEBT OUTSTANDING BY TYPE:				
<i>(As of Fiscal Year End)</i>				
General Obligation Debt	\$48.1	\$43.6	\$38.9	\$34.1
Self-Supporting Debt	271.3	240.9	209.6	176.9
Non Self-Supporting Debt	449.9	455.6	422.9	403.2

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

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

³ Interest paid with funds set aside from bond proceeds.

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

ECONOMIC INDICATORS

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

Strong US economic growth in 2005 exceeded the expectations of many. Despite rising interest rates, high energy prices, and economic dislocation in late 2005 due to hurricanes, the US economy grew 3.5% in 2005. While these difficulties contributed to a slow growth rate of 1.7% for the fourth quarter of 2005, consumer spending, business investment, exports and federal spending bounced back in early 2006. Economic growth rebounded strongly to 5.3% for the first quarter of 2006 according to May estimates from the Bureau of Economic Analysis.

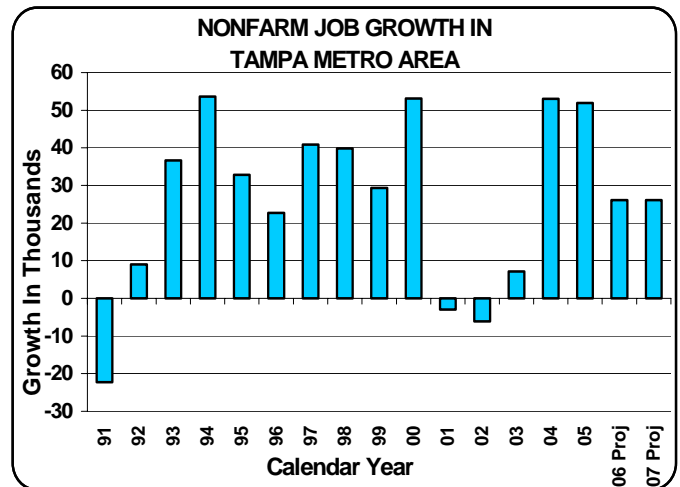
Bright job markets and resilient consumer spending set the stage for continued strength in economic growth. The nation gained about 1.9 million jobs in the 12 months spanning April 2005 to April 2006. Job growth suffered in September and October due to hurricane related losses but strength in the rest of the nation offset these losses. Good economic and job performance persisted in the face of high energy prices as well. While the rate of inflation has increased, the US economy is much better placed to withstand the shock of high energy prices in comparison to the 1970s and early 1980s. Many studies cite the increased energy efficiency of the US economy as a key reason for this resilience.

Though the economic growth has surprised on the up-side, higher inflation is still a concern. Strong economic conditions and high oil and gasoline prices have reinforced the Federal Reserve's desire to keep future inflation in check. The Fed increased its targeted Federal Funds rate 0.25 basis points on June 30, 2004 and further raised the target by 0.25 point increments fifteen more times through May 2006. The Fed Funds rate stands at 5.00%. Further hikes may occur in 2006 in response to an indication that high energy prices are finally seeping through to general consumer prices. Analysts expect the Fed to move with caution, however, as further rate increases could be overly aggressive and detrimental to future economic growth. Housing markets have already slowed in response to higher interest rates and the desire is for an orderly unwinding of this overheated market.

Higher interest rates, slower housing markets, and high energy prices are forecasted (National Association for Business Economics, May 2006) to slow economic growth for the last three quarters of 2006 resulting in about 3.5% growth for all 2006 matching 2005's rate. Growth in 2007 is expected to slow further to 3.0%. Energy prices remain the primary forecast risk but economic analysts still expect lower energy prices by the end of the year and underlying inflation to remain under control.

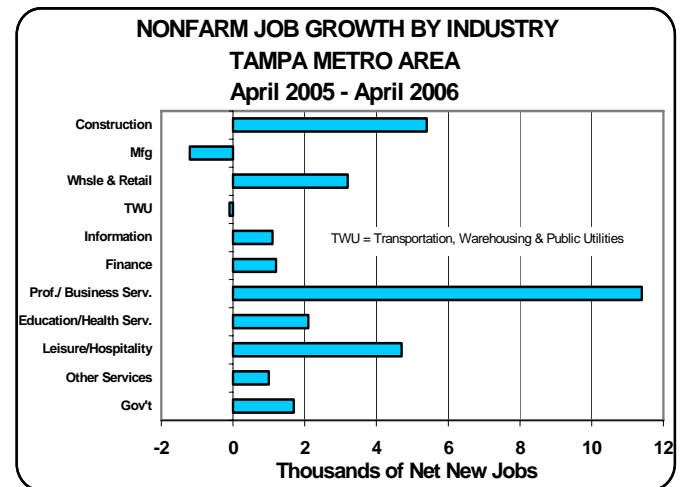
The Tampa metro area (Hillsborough, Pinellas, Pasco, and Hernando counties) gained 30,600 jobs in the 12 months to April 2006. Metro Tampa's 2.4% job growth exceeded the nation's 1.4% rate but trailed Florida's 3.3% growth. Construction, retail, food services, and business services employment turned in strong performances. Metro Tampa's

job count currently stands at a record 1.3 million. The area gained more 50,000 jobs in 2005 with further gains expected for 2006 and 2007.



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

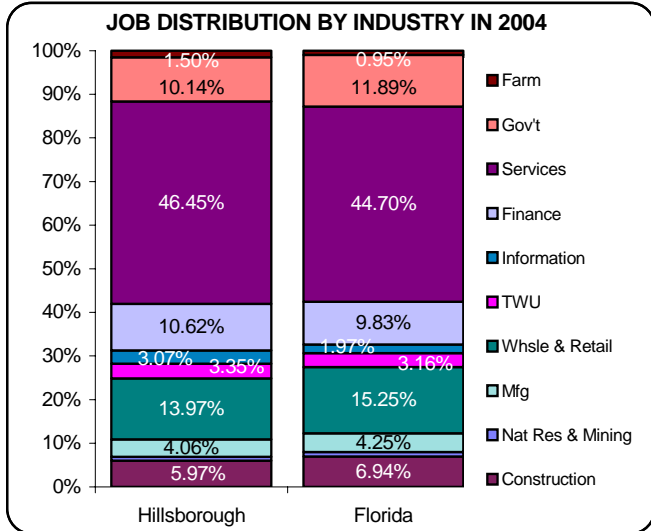
The Metro Tampa unemployment rate fell to 2.7% in April from 3.8% a year ago while Hillsborough's rate fell to 2.6% from 3.5%. The seasonally unadjusted US unemployment rate fell to 4.5% in April 2006 from 4.9% a year ago. Florida's rate fell to 2.8% from 3.8%. Continued economic expansion will tighten job markets further in 2006.



Source: Florida Agency for Workforce Innovation

Job growth in Metro Tampa, and, indeed, Florida and the nation, has been heavily concentrated in services industries. During 1995-2005 service industries in Metro Tampa gained 224,100 jobs, accounting for over two-thirds of the total 288,800 new jobs for all industries.

ECONOMIC INDICATORS



Note: TWU = Transportation, Warehousing & Utilities

Source: BEA, Regional Economic Information System (REIS)

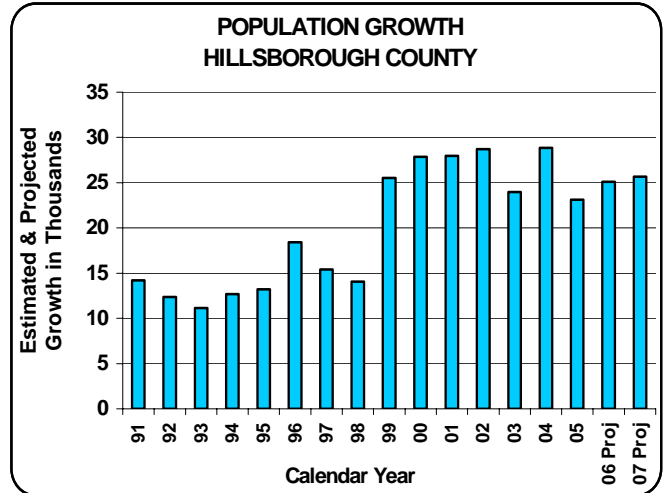
In 2004 services industry jobs accounted for over a third of all existing jobs and self employment in both Hillsborough County and Florida. Business services, which include advertising, computer services and personnel services, experienced particularly strong growth. Wholesale and retail trade accounted for another 14%-15% of all jobs in the County and the State. Many of Hillsborough County's largest non government employers are retail, services and health companies.

LARGEST HILLSBOROUGH EMPLOYERS, 2005

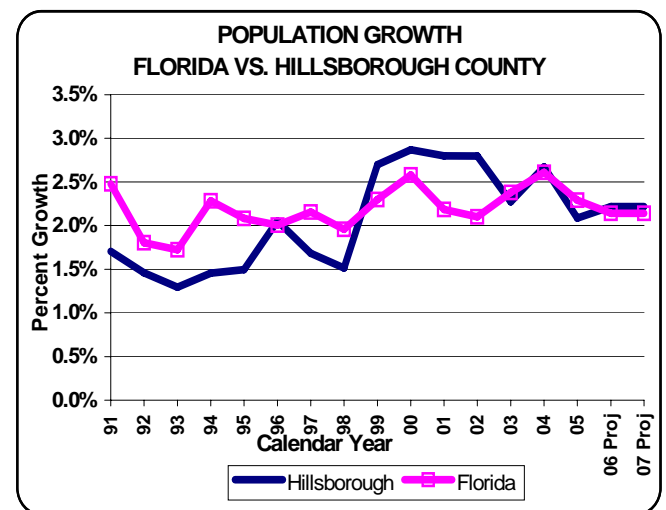
Hillsborough County School Board	24,000
Hillsborough County Government	10,214
University of South Florida	7,667
Verizon	7,200
Tampa International Airport	6,500
MacDill Air Force Base	5,532
Publix Food Centers	4,843
City of Tampa	4,700
Tampa General Hospital	4,500
St Joseph's Hospital	4,485

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2005

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 forecasts Hillsborough County population growth through 2010 will average more than 25,000 persons annually. Hillsborough population growth averaged about 25,000 persons annually during 1999-2005.



Source: Bureau of Economic and Business Research (BEBR)



Source: Bureau of Economic and Business Research (BEBR)

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Building permit activity is a leading indicator of housing starts. Hillsborough single family housing starts rose strongly in recent years in response to forty year low mortgage rates. Single family detached housing permits increased strongly each year during 2001 through 2004. Single-family detached permits rose more weakly during 2005 and even fell in the last quarter of 2005 compared to 2004. Single-family attached permits more than offset the detached decline and a decline in apartment permits. Attached permits in 2005 lead residential permits to their highest level since 1984.

The late 2005 decline in single-family detached permits reflect nationally slowing housing markets. The 30-year mortgage rate stands at 6.51% (April 2006), the highest rate since July 2002, and is 128 basis points above June 2003's 40-year low rate of

ECONOMIC INDICATORS

5.23%. These increased rates will lead to a greater softening of housing markets.

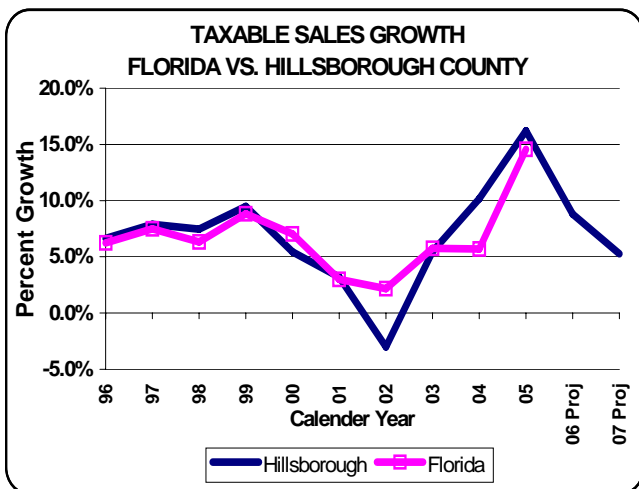
Commercial office and industrial markets improved in 2005. Office vacancy rates fell from 19.5% at the end of 2003 to 12.4% at 2005's end. Industrial market absorption soared in 2005 pushing vacancy rates down to 7.2%. Retail vacancy rates rose slightly in 2005.

Property taxes on residential and commercial real estate provide Hillsborough County Government with its largest source of revenue. Recent growth in taxable real estate values has reflected strong housing markets as well as reassessment activity by the Property Appraiser's Office. Countywide taxable value growth averaged 9.4% annually during 1995-2005. Countywide taxable value grew about 15.5% in 2005. Slowing housing markets will likely result in slower taxable value growth after 2006.

LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, 2004

	\$ Millions
Tampa Electric Company	34.3
Verizon	22.8
Hillsborough County Aviation Authority	9.7
Mosaic Phosphates Company	7.4
Highwoods/Florida Holdings L.T.	6.9
Camden Property Trust	5.1
Post Apartment Homes	4.8
Glimcher Limited Partnership	4.6
Wal-Mart	4.1
Busch Entertainment Corporation	3.0

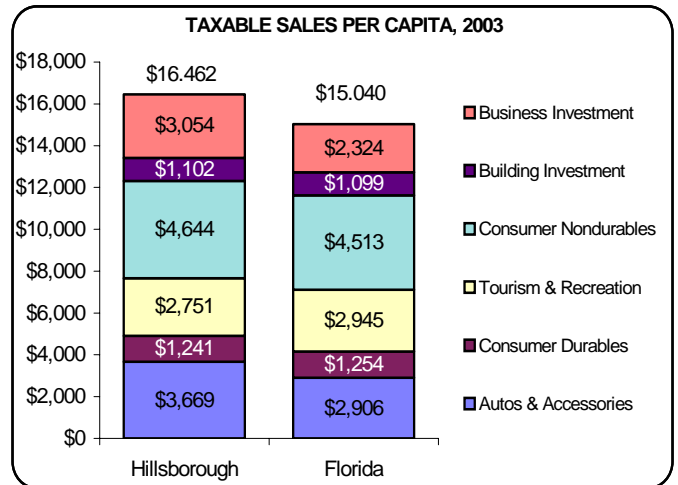
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2005



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

Taxable sales rise and fall as the economy, particularly employment, rises and falls. Sales are also related to population, tourism, and income growth. Hillsborough taxable sales growth slowed to 3.2% in 2001 as recession took hold and weakened even more as tourism suffered heavily after September 11. Reflecting a recovering economy

and low interest rates, taxable sales have increased in each year since 2002. Hillsborough County taxable sales rose 16.2% in 2005 Florida sales rose 14.6%. These strong rates reflect generally strong consumer spending as well as post-hurricane spending. Most national forecasters expect slower spending growth in 2006 and 2007 as higher interest rates cut into sales. Hillsborough County Management and Budget Department models forecast 8.8% growth in 2006 and 5.3% in 2007.

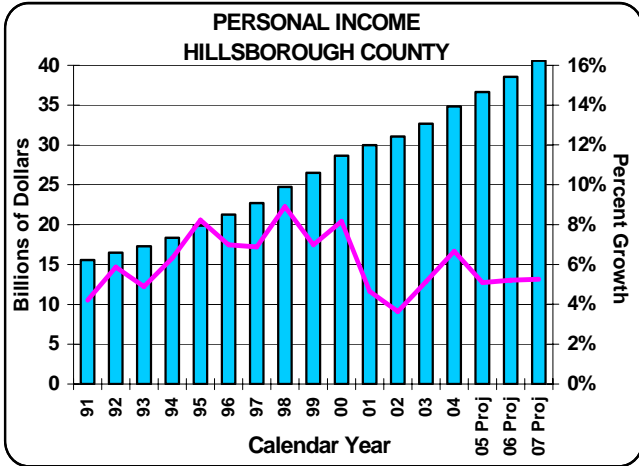


Source: Bureau of Economic and Business Research (BEBR)

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

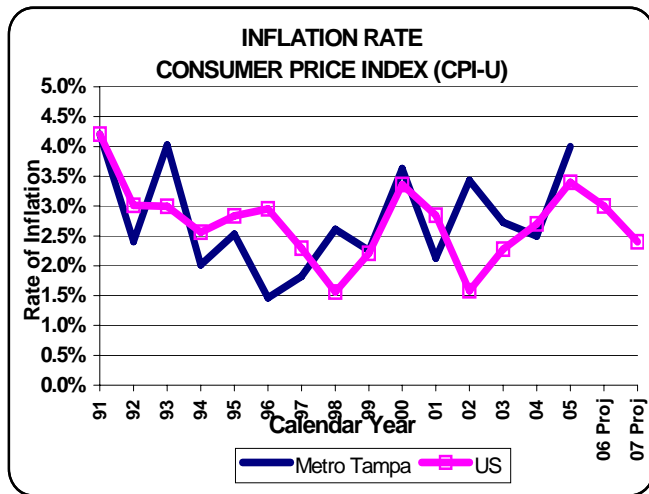
With the absence of direct and comprehensive measures of a local area's economic output, total personal income is a good surrogate measure. Hillsborough County's 2004 total personal income stood at \$34.8 billion, a 6.7% increase over 2003. Income growth exceeded the Tampa Bay region's 2004 inflation rate of 2.5% and the national rate of 2.7%. Woods & Poole Economics estimates growth of 5.1% for 2005. Growth of 5.2% is projected for 2006 and 5.3% for 2007.

ECONOMIC INDICATORS



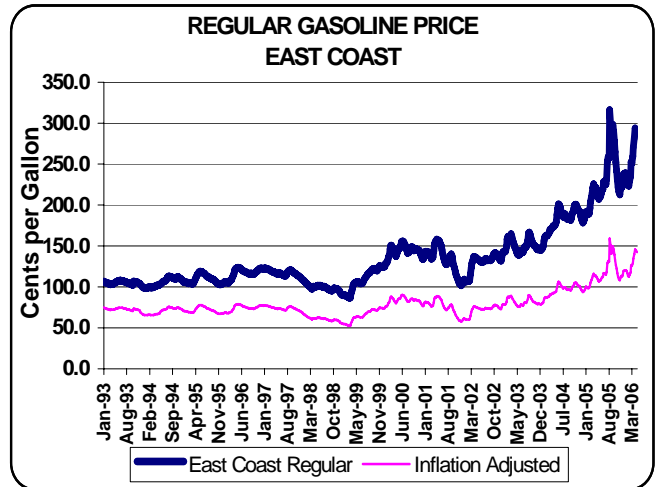
Sources: BEA, Regional Economic Information System (REIS), and Woods & Poole Economics, Inc

Median household income in Hillsborough County stood at \$43,097 in 2003, favorably comparing to Florida's \$38,985. Hillsborough County median household income nearly matches the nation's \$43,318.



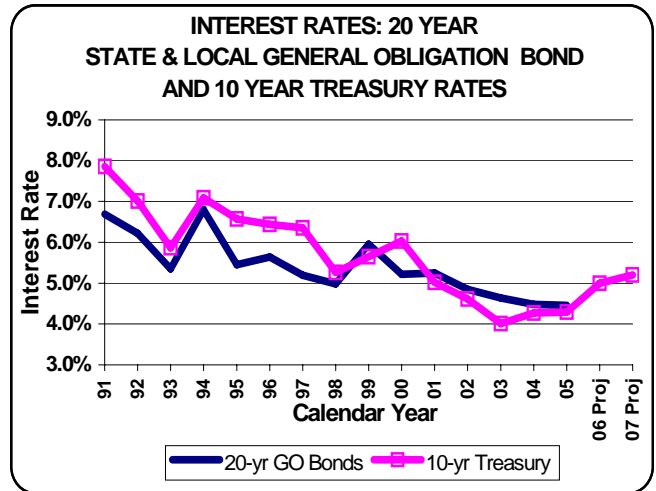
Sources: U.S. Department of Labor, Bureau of Labor Statistics and National Association for Business Economics (NABE)

Inflation forecasts for 2006 have been raised to 3.0% reflecting currently high energy prices and a partial pass-through to other goods and services prices. This forecast is below 2005's actual inflation of 3.4%. Oil and gasoline prices are expected to retreat in late 2006. Forecast inflation for 2007 is a more modest 2.4%.



Source: US Energy Information Administration

Short-term interest rates have risen as the Federal Reserve switched its emphasis from fighting recession to fighting a return of inflation. Further Fed hikes may occur in 2006 depending on the path of current inflation rates and energy prices.



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

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



MILLAGE COMPARISON

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

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

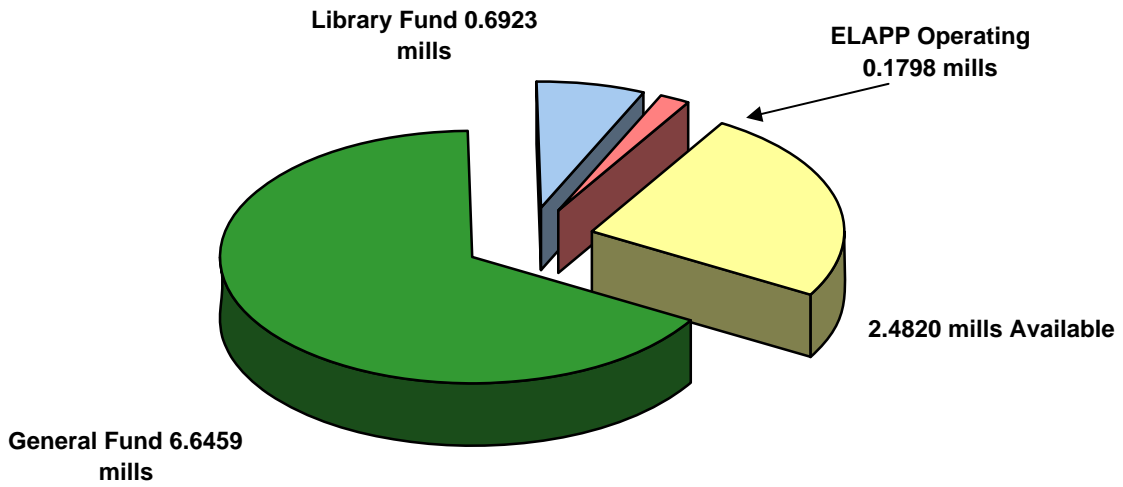
MILLAGE COMPARISON

	<u>FY 06</u>		<u>FY 07</u>	
	<u>MILLAGE</u>	<u>LEVY</u>	<u>MILLAGE</u>	<u>LEVY</u>
COUNTYWIDE				
OPERATING				
General Revenue Fund	6.7597	\$436,560,087	6.6459	\$496,424,944
Environ. Sensitive Lands	0.1660	10,720,738	0.1798	13,430,416
TOTAL OPERATING	6.9257	447,280,825	6.8257	509,855,360
DEBT SERVICE				
Environ. Sensitive Lands	0.0840	5,439,066	0.0702	5,257,331
TOTAL DEBT	0.0840	5,439,066	0.0702	5,257,331
TOTAL OPERATING & DEBT	7.0097	452,719,891	6.8959	515,112,691
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	5.1621	203,267,372	5.1621	237,030,082
Library Services	0.6923	42,759,818	0.6923	49,456,006
TOTAL OPERATING	5.8544	246,027,190	5.8544	286,486,088
DEBT SERVICE				
Parks & Recreation Bonds	0.0359	1,413,630	0.0302	1,386,705
TOTAL OPERATING & DEBT	5.8903	247,440,820	5.8846	287,872,793
TOTAL BOCC	12.9000	\$700,160,711	12.7805	\$802,985,484

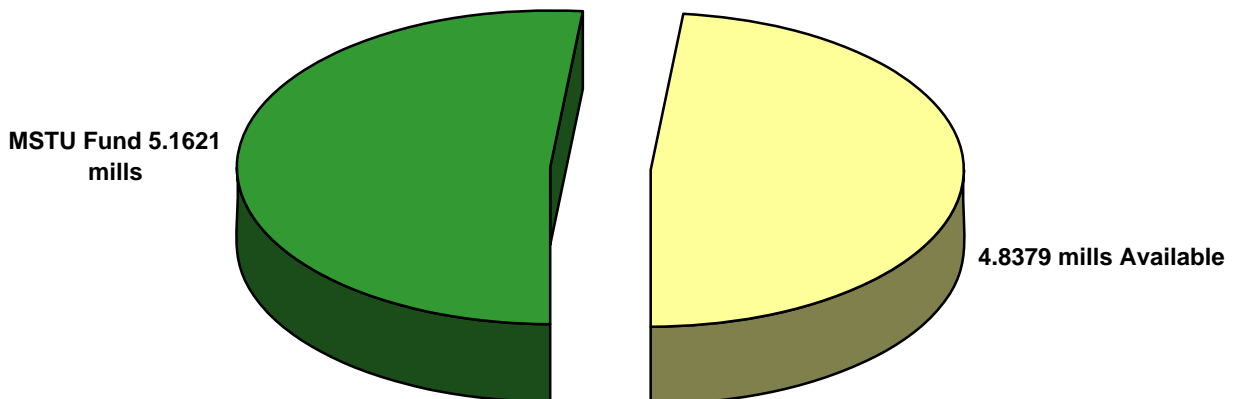
TAXABLE PROPERTY VALUES		
	FY 06	FY 07
COUNTYWIDE		
Value of Existing Property	\$62,386,460,570	\$72,156,180,295
Value of New Construction	2,196,300,039	2,540,240,625
Total Taxable Value	\$64,582,760,609	\$74,696,420,920
ELAPP DEBT SERVICE		
Value of Existing Property	\$62,554,487,801	\$72,350,520,591
Value of New Construction	2,196,300,039	2,540,240,625
Total Taxable Value	\$64,750,787,840	\$74,890,761,216
UNINCORPORATED(MSTU)		
Value of Existing Property	\$37,883,044,479	\$44,175,418,167
Value of New Construction	1,493,831,583	1,741,957,009
Total Taxable Value	\$39,376,876,062	\$45,917,375,176
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$59,607,662,475	\$68,942,222,419
Value of New Construction	2,157,206,064	2,495,024,534
Total Taxable Value	\$61,764,868,539	\$71,437,246,952

MILLAGE COMPARISON

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



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



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

	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06 Adopted	FY 07 Recomm
TAXES LEVIED COUNTYWIDE							
BOCC - General Fund	\$565.02	\$557.62	\$539.87	\$539.08	\$538.18	\$519.43	\$511.93
BOCC - General Obligation Debt	11.15	9.55	8.55	7.84	7.24	6.30	5.27
Southwest Florida Water Mgmt District *	31.65	31.65	31.65	31.65	31.65	31.65	31.65
School Board (incl. General Oblig. Debt)*	653.63	643.95	644.63	636.00	627.07	595.28	595.28
Children's Board *	31.28	31.28	37.50	37.50	37.50	37.50	37.50
Port Authority*	22.13	21.75	21.75	21.75	19.50	19.50	19.50
TOTAL COUNTYWIDE TAXES	\$1,314.86	\$1,295.79	\$1,283.94	\$1,273.82	\$1,261.13	\$1,209.65	\$1,201.12
TAXES LEVIED WITHIN SPECIFIC AREAS							
Library District	\$48.17	\$48.17	\$48.17	\$48.17	\$48.17	\$51.92	\$51.92
Municipal Services Taxing Unit (MSTU) **	379.66	379.66	379.66	379.66	379.66	387.16	387.16
MSTU Parks General Obligation Debt **	5.51	4.38	3.75	3.41	2.99	2.69	2.27
Hillsborough Area Regional Transit*	37.50	37.50	37.50	37.50	37.50	37.50	37.50
Hillsborough River Basin*	21.38	21.38	21.38	21.38	21.38	21.38	21.38
TOTAL TAXES WITHIN SPECIFIC AREAS	\$492.21	\$491.09	\$490.46	\$490.12	\$489.69	\$500.65	\$500.22
TOTAL AD VALOREM TAXES	\$1,807.07	\$1,786.88	\$1,774.40	\$1,763.93	\$1,750.82	\$1,710.30	\$1,701.34
\$ change from preceding year:	(\$123.96)	(\$20.19)	(\$12.48)	(\$10.46)	(\$13.11)	(\$40.52)	(\$8.96)
% change from preceding year:	(6.4%)	(1.1%)	(0.7%)	(0.6%)	(0.7%)	(2.3%)	(0.5%)
Notes:							
* Not a tax levy, assessment, or fee of the Board of County Commissioners (BOCC)							
** Homeowners residing within the municipalities of Tampa, Temple Terrace, or Plant City pay city taxes instead of the MSTU taxes. The Hillsborough Area Regional Transit Tax is not levied in Plant City. The Library District tax is not levied in Temple Terrace or Plant City.							
Assumptions:							
Excludes any exemption other than the homestead exemption.							
Excludes any other special district assessment (i.e., street lighting tax district or maintenance district).							
For the purposes of consistency, the Hillsborough River Basin was selected. Other basins have different tax rates.							

BASIC INFORMATION ON PROPERTY TAXES

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

EXEMPTIONS

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

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

Government - All property owned by a government is exempt.

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

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

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

COMPUTING PROPERTY TAXES

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

Start with the

ASSESSED PROPERTY VALUE = \$100,000

Minus the amount of any *EXEMPTIONS*:

For example, Homestead Exemption = \$25,000

This results in a

TAXABLE PROPERTY VALUE = \$75,000

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

Multiply this answer by the levied millage. For instance, using the FY 07 recommended countywide millage rate of 6.8257 per thousand dollars of taxable value, the countywide property tax for this property would be:

\$75 X 6.8257 Mills = \$512

THE AGGREGATE ROLLED-BACK RATE

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

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

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

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

BASIC INFORMATION ON PROPERTY TAXES

CALCULATION OF THE ESTIMATED AGGREGATE ROLLED-BACK RATE¹

Property Taxes Collected in the Previous Year for the General Revenue Fund, MSTU, and Library District = \$693,308,015

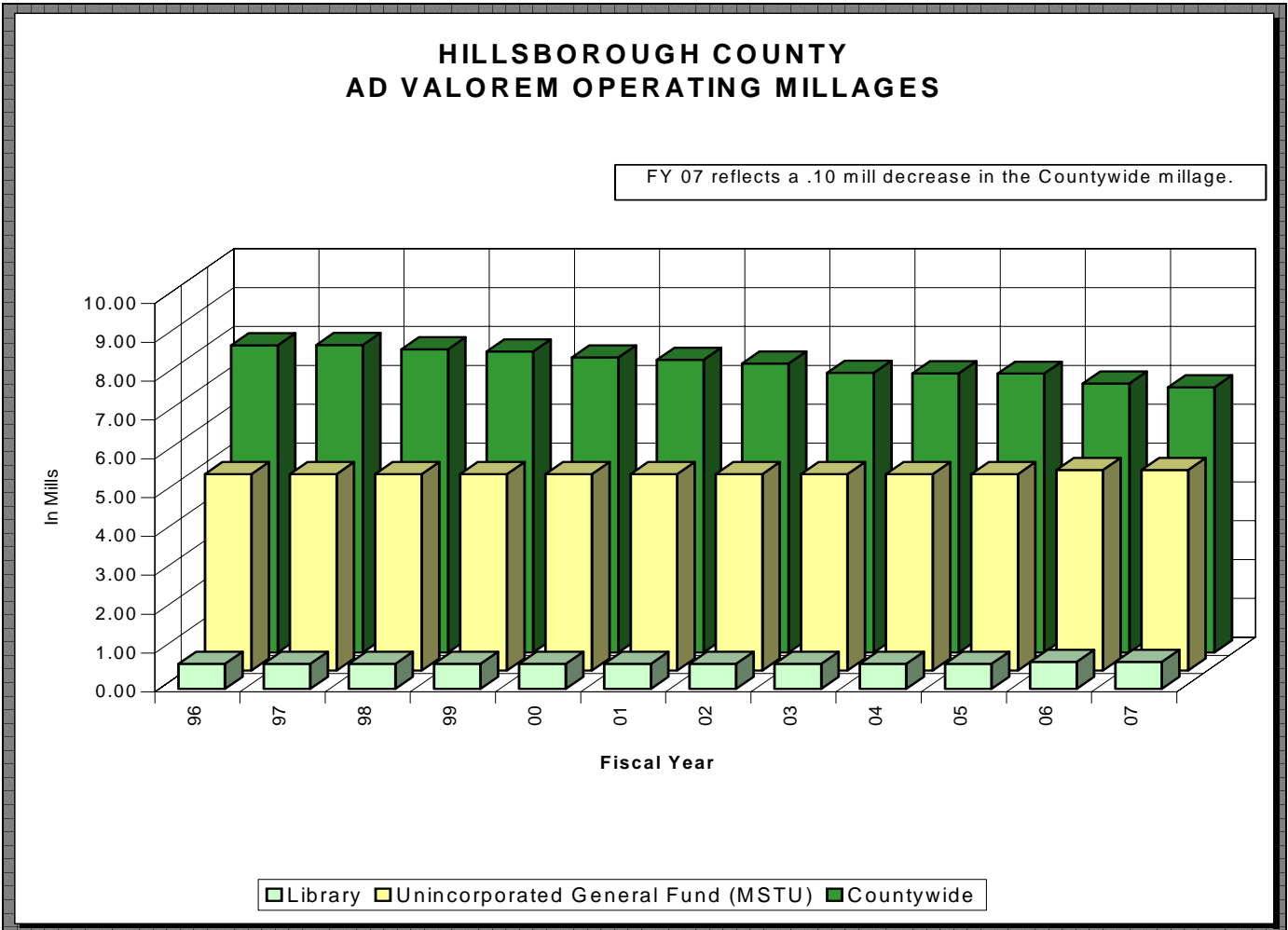
Divided by

The Taxable Value of Countywide Property Less New Construction in the Current Year = \$72,156,180,295

Equals the Aggregate Rolled-Back Rate of
9.6084 Mills or \$9.61 per \$1,000 of Taxable Value

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

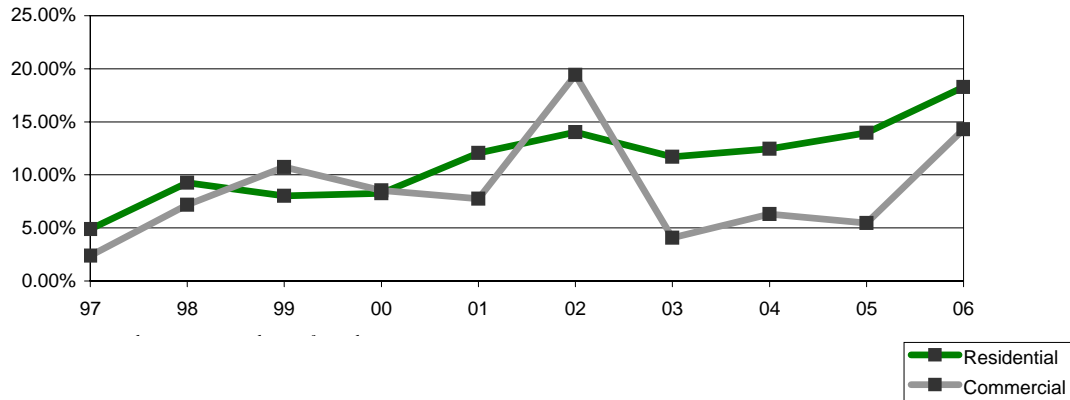
The Calculated Aggregate Millage Rate for Fiscal Year 07 is 11.0364 Mills, or 14.861% Over the Aggregate Rolled-Back Rate.



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

CHANGES IN TAXABLE VALUES BY PROPERTY CLASSIFICATION

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



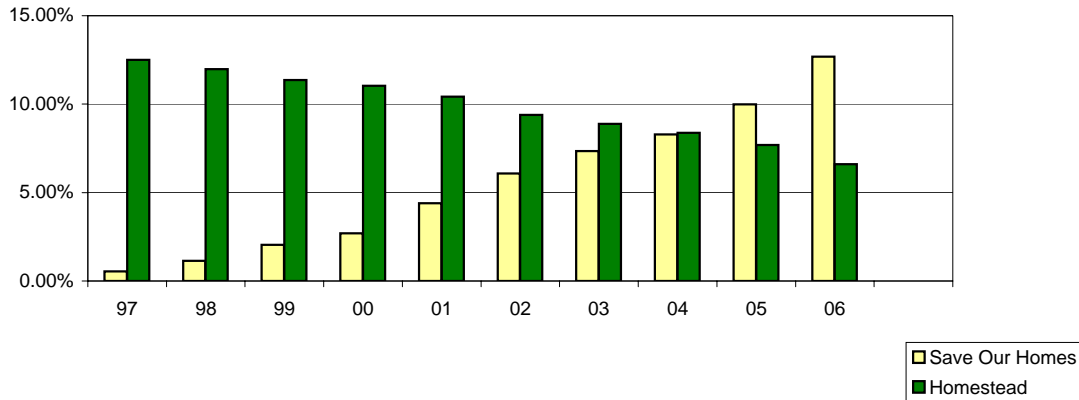
Property Value Changes by Fiscal Year

	<u>Single Family Residential</u>	<u>Percent Change</u>	<u>Other Residential</u>	<u>Percent Change</u>	<u>Commercial Property</u>	<u>Percent Change</u>
FY 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	Not Available	N/A	Not Available	N/A	Not Available	N/A

	<u>Industrial Property</u>	<u>Percent Change</u>	<u>All Others</u>	<u>Percent Change</u>	<u>Total</u>	<u>Percent Change</u>
FY 97	1,557,322,162	-3.52%	969,009,307	-0.01%	19,751,343,075	3.72%
FY 98	1,596,963,656	2.55%	1,147,225,545	18.39%	21,365,175,220	8.17%
FY 99	1,686,638,788	5.62%	1,305,415,774	13.79%	23,418,365,827	9.61%
FY 00	1,752,549,629	3.91%	1,733,031,263	32.76%	25,337,129,537	8.19%
FY 01	1,873,696,959	6.91%	1,678,329,130	-3.16%	28,215,518,327	11.36%
FY 02	2,339,075,767	24.84%	1,855,856,417	10.58%	32,470,545,445	15.08%
FY 03	2,429,922,656	3.88%	2,083,127,082	12.25%	35,782,616,874	10.20%
FY 04	2,710,479,291	11.55%	2,160,187,908	3.70%	39,309,989,175	9.86%
FY 05	2,993,070,247	10.43%	2,123,812,544	-1.68%	44,117,158,322	12.23%
FY 06	3,341,283,872	11.63%	2,408,233,519	13.39%	51,914,568,684	17.67%
FY 07	Not Available	N/A	Not Available	N/A	Not Available	N/A

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

	<u>Homestead Exemption</u>	<u>Percent Value</u>	<u>Save Our Homes Capped Value</u>	<u>Percent Value</u>	<u>Total Just Value</u>
FY 97	4,951,858,850	12.50%	214,066,407	0.54%	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	5,525,629,109	10.43%	2,326,873,676	4.39%	52,973,587,748
FY 02	5,686,185,009	9.39%	3,676,013,568	6.07%	60,544,259,230
FY 03	5,914,386,997	8.88%	4,892,551,853	7.34%	66,634,913,844
FY 04	6,081,711,618	8.38%	6,007,667,195	8.28%	72,567,375,597
FY 05	6,202,423,318	7.69%	8,052,535,399	9.99%	80,616,025,668
FY 06	6,332,401,834	6.61%	12,150,844,977	12.68%	95,836,796,083
FY 07	Not Available	N/A	Not Available	N/A	Not Available

	<u>Governmental Exemption</u>	<u>Percent Change</u>	<u>Institutional Exemption</u>	<u>Percent Change</u>	<u>Total Just Value</u>
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	Not Available	N/A	Not Available	N/A	Not Available

COUNTY REVENUES BY SOURCE

		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended	% Total FY 07
Taxes						
Ad Valorem Taxes	D	\$531,947,097	\$591,068,050	\$702,205,711	\$805,031,734	40.9%
Community Investment Tax	D	85,617,242	99,381,752	100,571,207	113,284,171	5.8%
Indigent Healthcare Surtax	D	85,540,856	99,267,340	100,571,207	113,284,171	5.8%
Six-Cents Gas Tax	D	24,112,403	25,166,471	25,396,897	25,920,697	1.3%
Ninth-Cent Gas Tax	D	6,533,021	6,949,188	6,800,809	7,151,499	0.4%
Communications Services Tax	D	18,110,128	23,004,497	23,544,870	22,768,584	1.2%
Tourist Development Tax	D	16,728,199	19,858,530	18,814,651	19,401,669	1.0%
Other Taxes		76,510	65,205	57,000	61,000	0.0%
Total Taxes		768,665,456	864,761,033	977,962,352	1,106,903,525	56.2%
Licenses & Permits						
Building Permits	D	13,794,237	17,478,344	16,884,600	15,794,000	0.8%
Other Licenses & Permits		4,792,207	5,131,181	5,152,950	5,137,776	0.3%
Total Licenses & Permits		18,586,444	22,609,525	22,037,550	20,931,776	1.1%
Intergovernmental Revenue						
<u>State Shared Revenues</u>						
Local Government Half-Cent Sales Tax	D	82,258,738	88,529,189	90,492,030	101,148,168	5.1%
State Revenue Sharing	D	25,750,065	26,946,328	26,221,466	29,420,125	1.5%
Constitutional Fuel Tax	D	11,052,102	11,652,080	11,380,019	11,912,135	0.6%
County Fuel Tax	D	4,848,178	5,004,285	5,120,197	5,259,136	0.3%
Documentary Stamp Tax	D	8,812,549	7,898,436	5,670,569	7,426,314	0.4%
Shared State Restricted Revenue		3,596,749	4,879,826	5,006,538	5,935,980	0.3%
Shared State General Revenues		3,619,464	3,648,704	3,801,263	3,696,950	0.2%
Subtotal		139,937,845	148,558,848	147,692,082	164,798,808	8.4%
<u>Intergovernmental Grants</u>						
Head Start/Early Head Start Grant	D	21,146,592	23,090,708	22,161,218	21,726,906	1.1%
Section 8 Housing Grant	D	12,989,468	13,308,269	12,979,856	12,250,332	0.6%
Ryan White Emergency Relief Grant	D	10,443,037	10,286,747	11,045,134	10,672,327	0.5%
Federal Human Services Grants		7,683,144	7,688,555	6,877,197	7,311,867	0.4%
Community Development Block Grant		6,086,580	6,888,957	6,726,087	6,235,956	0.3%
State Health & Human Svcs Grants		5,273,840	4,567,096	4,878,640	4,910,772	0.2%
Federal Health Grants		3,591,220	3,829,857	3,309,395	3,717,407	0.2%
Fed Economic Environment Grants		2,099,509	12,153,703	3,278,714	3,077,733	0.2%
State Physical Environment Grants		3,837,854	4,567,096	3,233,227	4,229,041	0.2%
Other State Grants		4,731,666	3,889,361	3,102,678	2,897,614	0.1%
Other Federal Grants		6,508,984	8,490,239	3,000,095	2,556,036	0.1%
Local Grants		2,574,995	1,609,586	351,550	371,630	0.0%
Subtotal		86,966,889	100,370,174	80,943,791	79,957,621	4.5%
Total Intergovernmental Revenue		226,904,734	248,929,022	228,635,873	244,756,429	12.4%
Charges for Services						
<u>Water/Wastewater Utility Fees</u>						
Water/Wastewater Usage Fees	D	93,285,979	99,680,408	104,972,510	110,964,596	5.6%
Water/Wastewater Base Fees	D	43,548,648	45,925,447	47,175,622	49,223,696	2.5%
Accrued Guaranteed Revenue Fees		17,579,017	17,841,120	12,142,440	10,926,285	0.6%
Customer Monthly Billing Charge	D	6,255,927	6,592,988	6,769,138	7,111,548	0.4%
Other Water/Wastewater Utility Fees		2,764,881	2,769,175	2,469,544	2,557,980	0.1%
Subtotal		163,434,452	172,809,138	173,529,254	180,784,105	9.7%

COUNTY REVENUES BY SOURCE

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended	% Total FY 07
<u><i>Solid Waste Fees</i></u>					
Solid Waste Residential Assessments D	33,733,154	36,309,738	39,385,464	40,953,855	2.1%
Solid Waste Tipping Fees	25,664,779	25,950,772	27,898,544	29,184,651	1.5%
Solid Waste Recycling Revenue	14,183,359	14,920,700	14,534,600	14,992,000	0.8%
Subtotal	73,581,292	77,181,210	81,818,608	85,130,506	4.6%
<u><i>Other User Fees</i></u>					
Sheriff's Office Fees D	12,393,451	6,730,887	11,076,000	11,458,000	0.6%
Court Costs & Surcharges D	16,179,873	10,002,737	9,877,784	10,600,350	0.5%
Ambulance Fees D	7,266,766	8,742,647	8,020,733	11,336,347	0.6%
Planning & Growth Management Fees	3,783,229	5,634,991	6,413,303	7,077,956	0.4%
Public Safety Fees	4,903,566	5,318,694	5,822,606	6,831,096	0.3%
Human Services & Recreation Fees	3,224,654	3,401,893	3,794,839	4,088,231	0.2%
Environment & Physical Resource Fees	2,738,037	3,286,187	3,742,412	3,784,767	0.2%
Transportation Fees	3,650,508	4,960,664	3,724,691	3,906,035	0.2%
Economic Environment Fees	2,907,870	4,359,259	1,793,258	2,787,759	0.1%
Other User Fees	2,693,641	4,348,312	1,563,784	2,389,233	0.1%
Subtotal	59,741,595	56,786,271	55,829,410	64,259,774	3.1%
<u><i>Internal Charges</i></u>					
Internal Service Charges - Insurance	60,302,805	67,536,537	70,486,697	82,884,844	4.2%
Indirect Administrative Costs	28,103,891	28,878,653	34,433,243	34,813,156	1.8%
Employee Health Insurance Premiums	20,071,993	20,346,236	24,550,968	20,800,752	1.1%
Internal Service Charges - Fleet	19,378,041	19,364,577	27,068,497	25,389,564	1.3%
Insurance & Technology Reimbursements	11,342,258	13,342,090	4,264,838	4,691,260	0.2%
Subtotal	139,198,988	149,468,093	160,804,243	168,579,576	8.9%
Charges for Services Total	435,956,327	456,244,712	471,981,515	498,753,961	25.3%
Fines & Forfeits	4,996,367	4,384,806	3,754,873	4,795,755	0.2%
Miscellaneous Revenue					
<u><i>Special Assessments & Impact Fees</i></u>					
Water/Wastewater Special Assessments	9,799,173	11,675,862	13,493,342	6,465,005	0.3%
Stormwater Special Assessments D	4,887,816	4,973,528	5,199,000	5,264,000	0.3%
Streetlighting Special Assessments	6,682,353	7,055,563	7,848,225	8,819,614	0.4%
Transportation Impact Fees D	15,820,918	15,370,539	11,890,000	4,160,000	0.2%
Water/Wastewater Impact Fees	13,023,430	6,992,133	6,490,242	6,411,939	0.3%
Other Impact Fees D	6,255,403	7,503,527	5,895,000	5,550,000	0.3%
Subtotal	56,469,093	53,571,152	50,815,809	36,670,558	2.8%
Interest D	32,063,741	29,119,653	28,457,123	40,076,962	2.0%
Other Miscellaneous Revenues	5,738,066	39,112,660	14,156,587	16,708,948	0.8%
Miscellaneous Revenue Total	94,270,900	121,803,465	93,429,519	93,456,468	4.7%
Total Revenue - All Types	\$1,549,380,228	\$1,718,732,563	\$1,797,801,682	\$1,969,597,914	100.0%

Note:

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

MAJOR COUNTY REVENUES

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

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

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

Projections of year-end FY 06 revenues reflect the strong performance of the US and Florida economies even in the face of powerful hurricanes and very high energy prices. 2005 growth registered a healthy 3.5%. In Hurricane Katrina's aftermath, the US economy did slow in fourth quarter of 2005 only to rebound to 5.3% growth in the first quarter of 2006. Strong economic conditions and high fuel prices have led the Federal Reserve to raise interest rates to keep inflation in check. Nonetheless, forecasters are still optimistic. The latest National Association for Business Economics (NABE) consensus forecast pegs 2006 growth at 3.5%. NABE forecasters expect 3.0% growth for 2007.

County revenues have benefited from higher economic growth. For example, taxable sales, after falling in calendar year 2002 rose again in 2003, 2004 and 2005. Sales surtax and fuel tax revenues modestly exceeded 2004 and 2005 forecasts. Year-end estimates for FY 06 indicate actual sales tax revenues will exceed original forecasts while fuel taxes will meet original forecasts.

Property tax, sales tax, revenue sharing and fuel tax revenue estimates were formulated in spring 2006 and were based upon time series forecasting techniques, trend analysis, state forecasts, and

expert judgment. Management and Budget used a time-series regression technique known as an Autoregressive Integrated Moving Average Model (ARIMA). ARIMA uses historical data and estimates an equation to approximate those data and, subsequently, forecast the future path of the estimated variable. Overall, the ARIMA models forecasted strong revenue growth for the balance of FY 06. Combining ARIMA forecasts with other forecasts based on trend analysis and expert judgment rooted in past and present experience, a consensus was reached that revenue would generally meet or exceed expectations for FY 06. State forecasts issued in spring 2006 also indicated strong revenue performance.

Forecasters are uncertain regarding further Federal Reserve action on interest rates in the last half of 2006. Analysts expect the Fed to move with caution as further rate increases could be overly aggressive and detrimental to future economic growth. Housing markets have already slowed in response to higher interest rates and the desire is for an orderly unwinding of this overheated market. Even at current interest rates housing and consumer markets are expected to further slow in late 2006 and 2007. These events will likely slow revenue growth in 2007. Hillsborough County will carefully monitor the affect on revenues and expenditures.

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

Ad Valorem Taxes

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

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

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

MAJOR COUNTY REVENUES

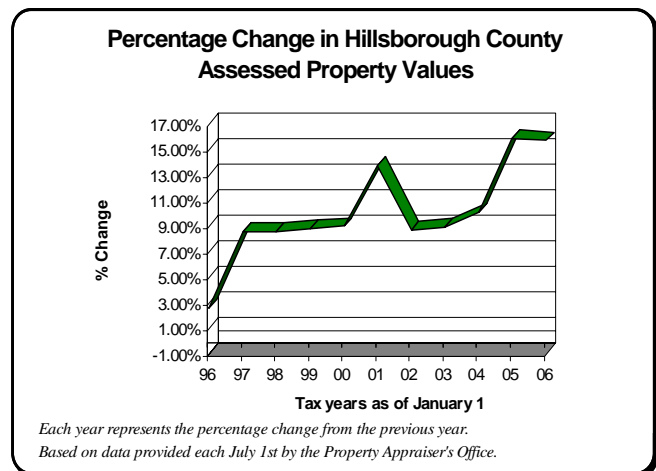
In addition to the Board of County Commissioners of Hillsborough County, other jurisdictions in the county have authority to levy their own property taxes. Entities such as the cities of Tampa, Temple Terrace, and Plant City, the Hillsborough County School Board, the Hillsborough Area Regional Transit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

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

Property tax revenues depend upon the *assessed* value of real and personal property, less any exemptions. Growth in this tax base increases County ad valorem tax revenues without requiring any increase in the tax rate. Taxable values tend to fluctuate over time. In the past, due mainly to slower appreciation of existing property and to a slowdown in new construction, the increase in taxable value slowed from an annual average increase of 13 percent during the early to mid-1980's to an actual decline in FY 93. The rate of taxable value growth in Hillsborough County accelerated during the last 13 years. Countywide taxable values increased 8.1% for FY 98, 8.7% for FY 99, 8.7% for FY 00, 9.2% for FY 01, 13.0% for FY 02, 8.0% for FY 03, 8.7% for FY 04, 11.4% for FY 05 and 15.5% for FY 06. These rapid growth rates reflect strong economic growth in the late 1990s and historically low interest rates during 2000-2005. Other contributing factors include the one-time addition of the stadium to the taxable roll, changes in appraisal methods and the reconsideration of some exemptions.

Recent property tax revenue growth reflects the mixed economy of 2002 through 2005 when commercial real estate fared poorly but record low interest rates propelled the single family housing market to record levels. Single family detached housing permits increased strongly each year during 2001 through 2004. Single-family detached permits rose more weakly during 2005 and even fell in the last quarter of 2005 compared to 2004. Single-family attached permits more than offset the detached decline and a decline in apartment permits. Attached permits in 2005 lead residential permits to their highest level since 1984. The late 2005 decline in single-family detached permits reflect nationally slowing housing markets. The 30-year mortgage rate stands at 6.51% (April 2006), the highest rate since July 2002, and is 128 basis points above June 2003's 40-year low rate of 5.23%. These increased rates will lead to a greater softening of housing markets.

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

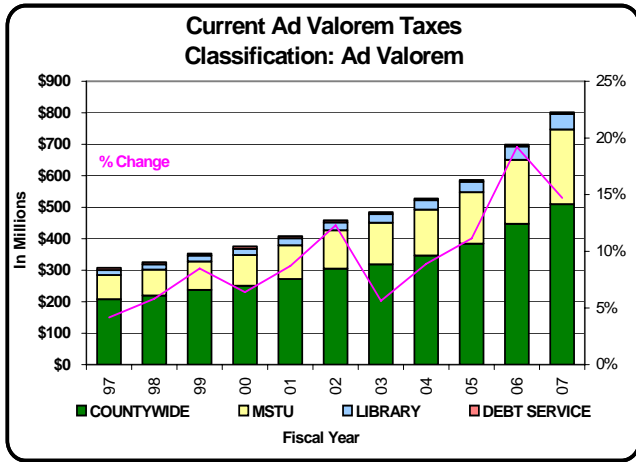


Estimates of ad valorem tax revenues are prepared during the budget process by the Hillsborough County Management and Budget Department based on historical and current information on economic activity. ARIMA modeling is a key forecasting tool for taxable property values and is used in conjunction with trend analysis and expert knowledge. ARIMA forecasts have been used in the Pro Forma budgets for FY 07. Reflecting strong housing markets during 2005, countywide taxable values are forecasted to rise 11.34% for FY 07. Unincorporated taxable values are forecasted to rise 12.07% for FY 07. These forecasts are replaced with actual data from the Property Appraiser's Office, as they became available. Latest 2006 valuations for the FY 07 budget year indicate a 15.7% gain in Countywide taxable values and a 16.7% Unincorporated gain. While exceeding projections for FY 07, rising long-term interest rates are still expected to restrain growth during 2007.

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

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

MAJOR COUNTY REVENUES

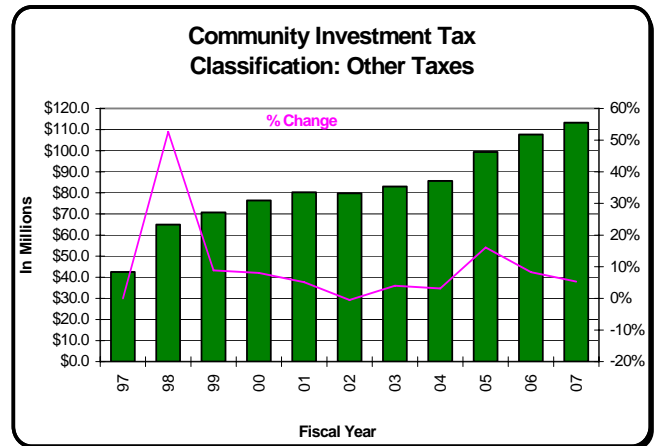


Other Taxes

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

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

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



Management and Budget staff provides short and long term projections of sales surtax revenues based on ARIMA modeling, trend analysis, state forecasts, and current economic conditions. Reflecting strong economic growth and consumer spending, CIT revenues rose 8.8% in FY 99 and 8.1% in FY 00. FY 01 CIT revenues grew about 5.0%. The FY 02 revenues fell 0.25% reflecting falling retail sales due to recession in 2001 and slow tourism activity following September 11. Revenue growth improved in FY 04 to about 5.0% and with boosts from post-hurricane spending and low interest rates jumped to 16.1% in FY 05. Combining ARIMA forecasts, expert judgment of the Management and Budget Department staff and Florida Department of Revenue forecasts lead Management and Budget staff to a consensus forecast of 8.3% for FY 06 and 5.3% for FY 07.

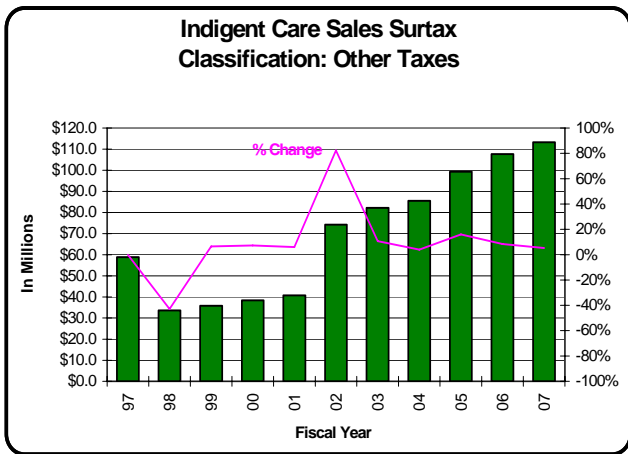
Indigent Care and Trauma Center Sales Surtax - The *Indigent Care and Trauma Center Sales Surtax* funds Hillsborough County's acclaimed Indigent Health Care Program. This surtax was first imposed for a two-year period in FY 85 at a rate of 0.25 percent. In FY 92, the Board of County Commissioners authorized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

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

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

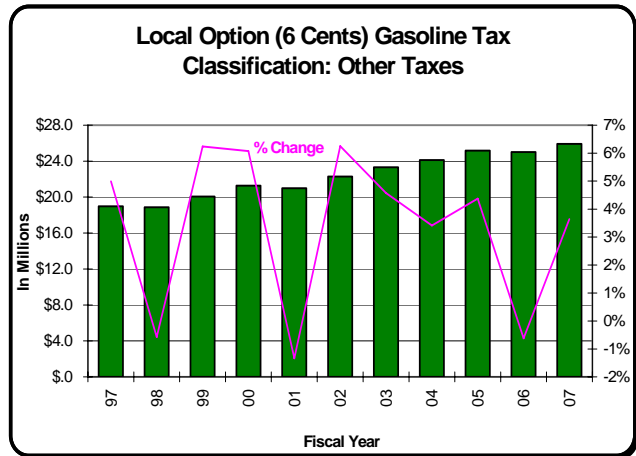
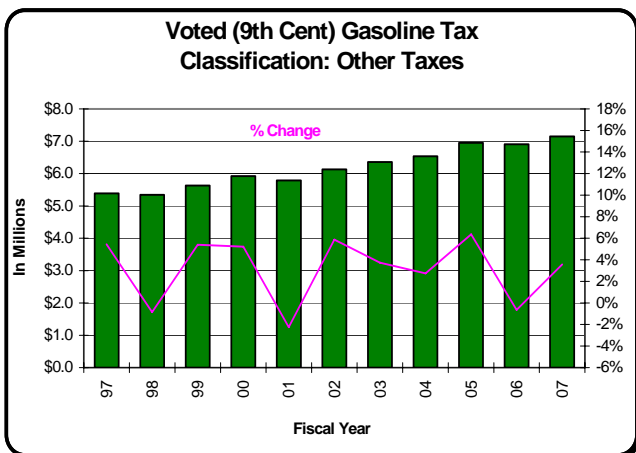
MAJOR COUNTY REVENUES

and to the chair of the legislative delegation.



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

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

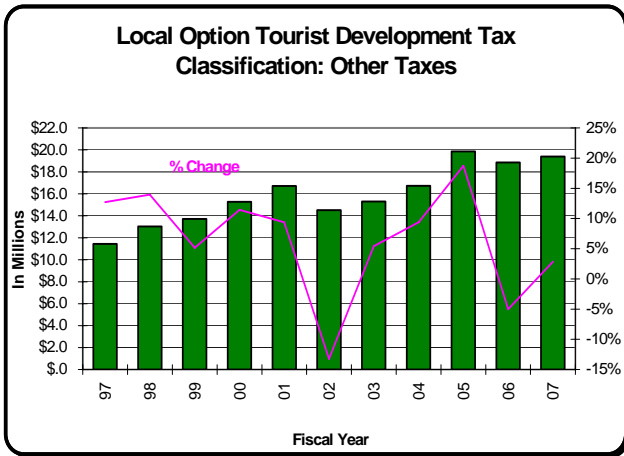


Gas taxes are an important source of funds for road network improvement, maintenance, and road re-surfacing. Like most gasoline taxes, and as shown in the respective charts, gasoline tax revenues have grown slowly over the last several fiscal years due primarily to increased fuel efficiency of automobiles and other gasoline powered vehicles. FY 99 and FY 00 gasoline tax revenues increased strongly reflecting strong fuel demand resulting from rapid economic growth. FY 01 local option gas taxes fell due to higher fuel costs and a slowing economy, but returned to long-term trends in FY 02 & FY 03. A economy kept gas tax revenue growth high in FY 04 and FY 05 as well. Fuel prices are likely to remain relatively high compared to the late 1990s. This could have a negative effect on long term gasoline demand and, therefore, fuel tax revenues. Currently, the 6- year trend growth for the Voted (9th Cent) Gasoline Tax and the Local Option (6 Cents) Gasoline Tax is about 3.6% annually. Management and Budget staff forecasts for FY 07 follow this 6- year trend.

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

Tourist tax revenues rose steadily from FY 93 – FY 01. FY 02 revenues fell substantially in the aftermath of September 11. Revenues began to rebound in FY 03 and into early FY 04. As the economy recovered and tourists returned to travel FY 04 revenues modestly exceeded pre-September 11 levels. Strong tourism markets have boosted revenues for FY 05 and in FY 06 are projected to fall 5.0%, resuming a more sustainable trend. Growth of 2.9% is forecast for FY 07.

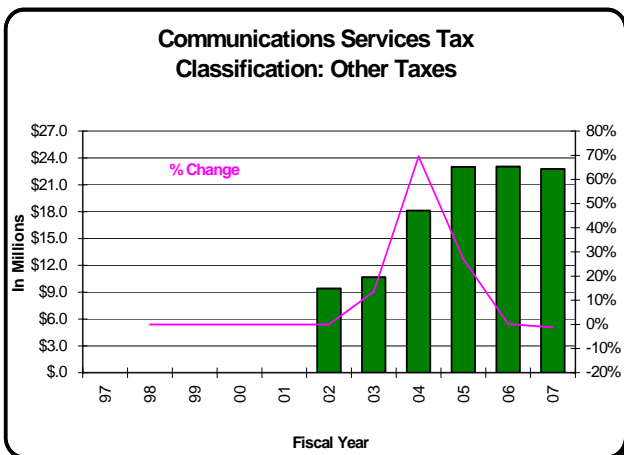
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Tourist tax revenue forecasts are based on ARIMA forecasts by the Management and Budget Department and Economic Development Department staff expertise.

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

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



For FY 02, Hillsborough County used the default rate of 2.2%. Effective January 1, 2003, the BOCC lowered the rate to 2%. Effective January 1, 2004, the Board raised the rate to 4.0%, with

the provision that one-quarter of the tax go to fund construction of fire stations. During the FY 06 & FY 07 budget process the BOCC changed the share of this tax for fire station construction to 37.5%.

The Communications Services Tax is likely to reflect the rapid and comprehensive change occurring in the communications industry. New technologies, particularly internet and wireless, are changing the way we use telephones, computers and television. These changes will continue to complicate the forecasting of this revenue. Management and Budget staff has used Florida Department of Revenue forecasts for this revenue. The FY 07 estimate reflects a small decrease from FY 06 due to the estimated effect of the federal Internet Nondiscrimination Tax Act (ITNA). This law allows companies to exclude internet access charges from state and local taxes, even if they are bundled with other services.

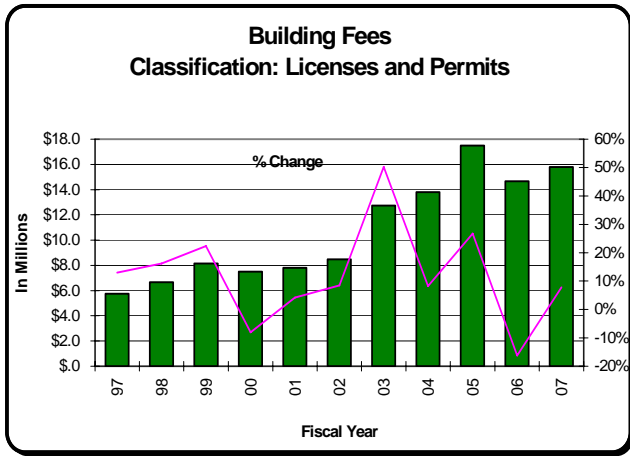
This tax is levied in the unincorporated area only. The three municipalities levy their own communications services tax.

Licenses and Permits

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

The chart on Building Permit Fee revenue since 1995 illustrates the improving general health of the local building industry after the retrenchment of the late 1980s. As shown in the "Economic Indicators" section of the Executive Summary, increases in local construction activity through FY 99 produced strong revenue growth in this area. As in the rest of the nation both residential and commercial construction were very strong in Hillsborough during the late 1990s. Building fee revenue surged 16.2% in FY 98 and 22.4% in FY 99. Rapid commercial construction, however, outpaced absorption in 2000 resulting in increasing vacancy rates and softening rents. This development, combined with higher interest rates in 2000, contributed to a 41.2% fall in the value of commercial permits issued in 2000. New residential permits fell 19.5%. Building fee revenue fell 8% in FY 00. Single family permitting activity improved in 2001 and 2002 supporting better building fee revenue growth 4.2% in FY 01 and 8.5% in FY 02. FY 03 revenues included fee increases for residential housing permits and building trades subpermits. This was the first time these fees have been increased since 1989. After a one-time increase of nearly 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, building permits are already slowing in FY 06 leading to a 16.2% forecasted fall in this revenue for the Fiscal Year. Growth for FY 07 is forecasted at 7.8%. These forecasts reflect national consensus expectations of housing markets and the expert judgment of Planning and Growth Management staff.

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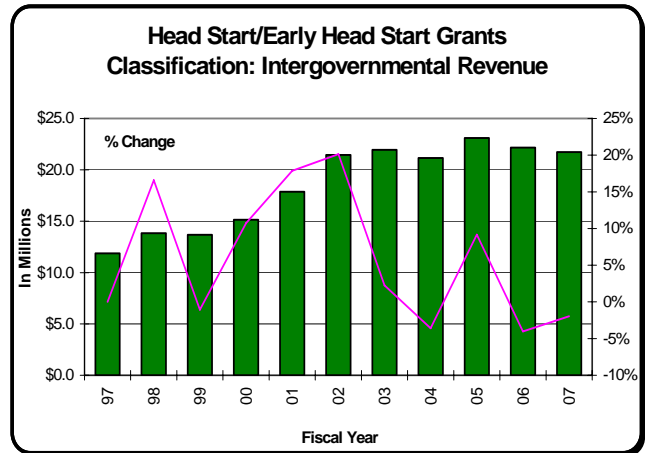
Intergovernmental Revenues

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

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

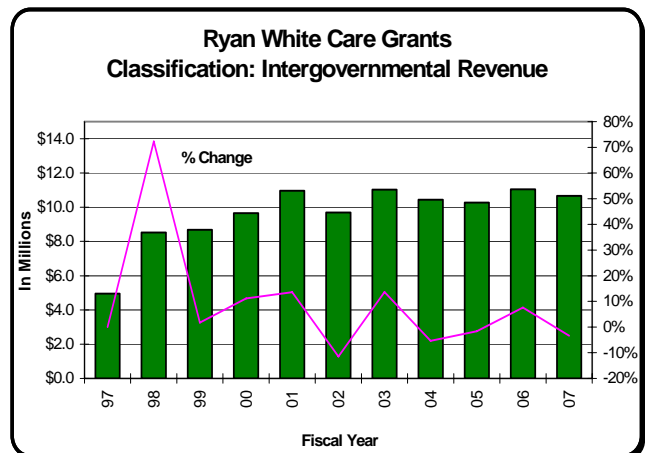
The County's largest grants are for the Head Start and Early Head Start Program. The program provides services designed to enhance children's physical, social, emotional and intellectual development. Early Head Start serves low-income pregnant women and families with infants and toddlers. Head Start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

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



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

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

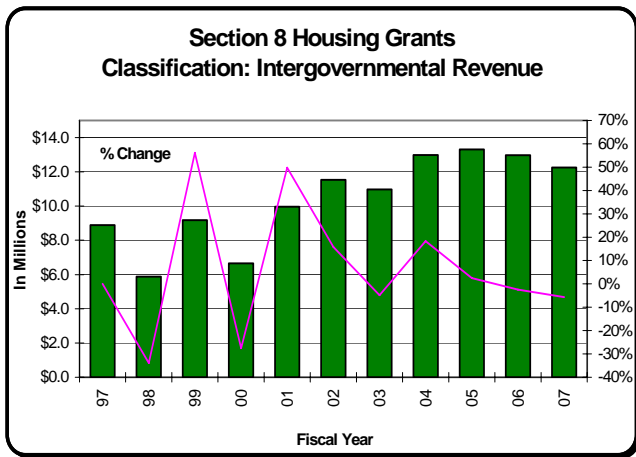


While the U.S. Department of Health and Human Services is the County's largest granting agency, significant funding comes from the U.S. Department of Housing and Urban Development (HUD).

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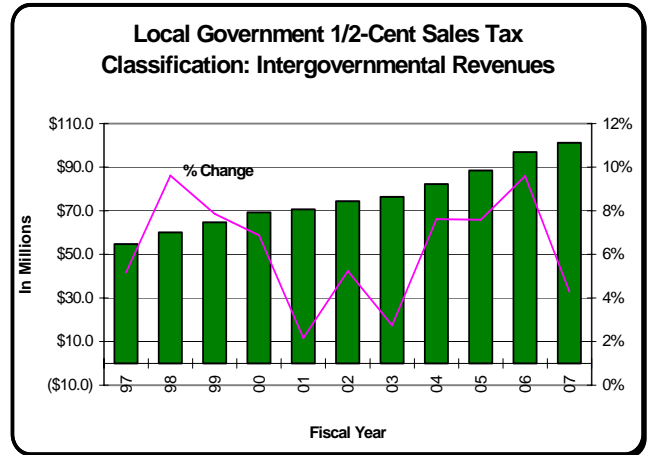
The largest HUD program is the Section 8 Housing Choice Voucher Program. This program provides financial assistance to low-income families so they can obtain decent, safe and sanitary rental housing in Hillsborough County.

As the chart below indicates, Section 8 grant revenue had slow but steady increases from FY 97 through FY 04. Though timing issues related to receiving the funds caused the graphed fluctuations, the amounts actually granted increased gradually. However, the revenue is expected to fall from FY 05 levels in FY 06 or FY 07. Estimates are prepared by the Health and Social Services Department in consultation with the U.S. Department Housing and Urban Development (HUD).

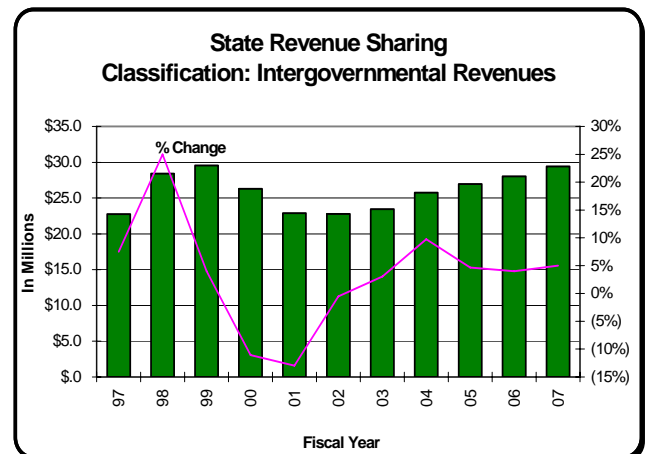


State-Shared Revenues - Two State-shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax* has been a growing source of revenue for the County since FY 83. In FY 98, actual collections exceeded the budget by \$4 million. The FY 99 budget was also understated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

Management and Budget ARIMA forecasts and state forecasts lead to a consensus forecast of 9.6% growth rate for FY 06 and 4.3% for FY 07.

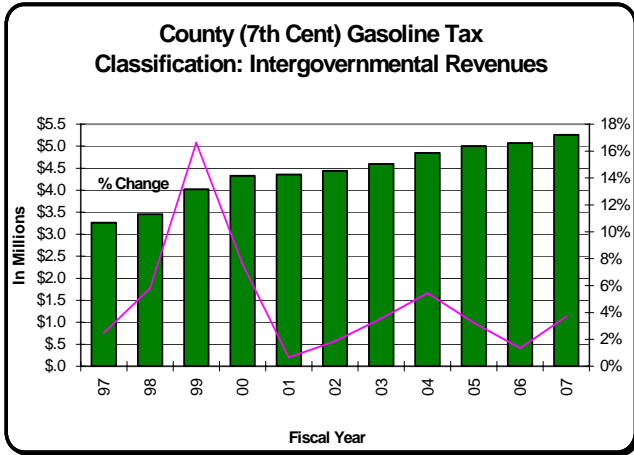


The second important State source is State Revenue Sharing. Until July 1, 2000 the county received a portion of the State intangibles tax along with a small contribution from the one-cent cigarette tax. As with other State estimates, FY 98 and FY 99 State Revenue Sharing was underestimated. FY 00 included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



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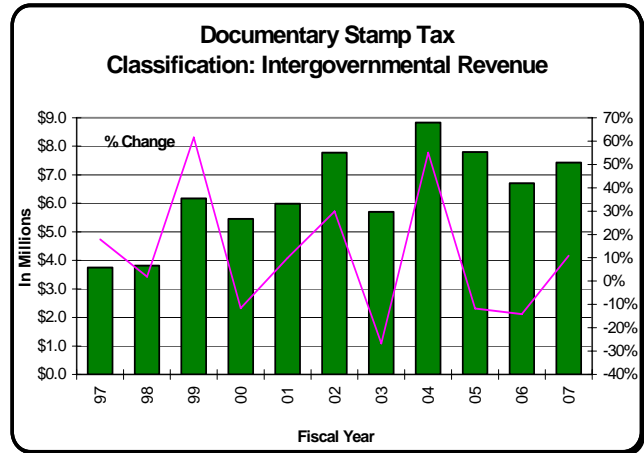
The *Constitutional Gas Tax* is a 2-cent levy shared with counties only. Eighty percent of the revenue can be used for debt service, if any, to be managed by the State Board of Administration. Any remainder of the 80 percent portion is then distributed to the County. The other 20 percent is given to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



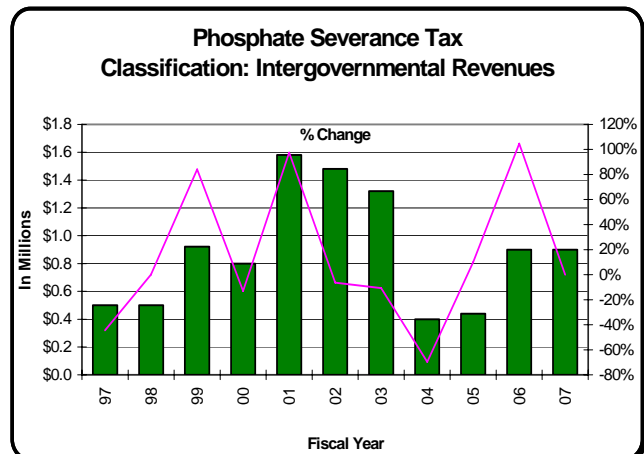
The *County (7th Cent) Gasoline Tax* is considered a State-Shared Revenue since its distribution is based on a State-set formula — not based solely on total collections within the county of collection. This revenue, along with other gasoline taxes and road network impact fees, is used to finance road network improvements and maintenance. As the associated chart shows, revenues from this tax have grown steadily since FY 97. Growth accelerated in the late 1990s, as did growth in most revenues. FY 06 revenue is estimated to match budget while FY 07 Management and Budget staff projections for the Constitutional Gas Tax and County Gas Tax match the 6-year run trend rates of 3.9% and 3.7% respectively.

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

forcement 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 is a short-term shift and revenues should return to near normal in FY 07. Forecasts are based on Management and Budget staff judgment and analysis of the number of phosphate mining reviews for the preceding three years.

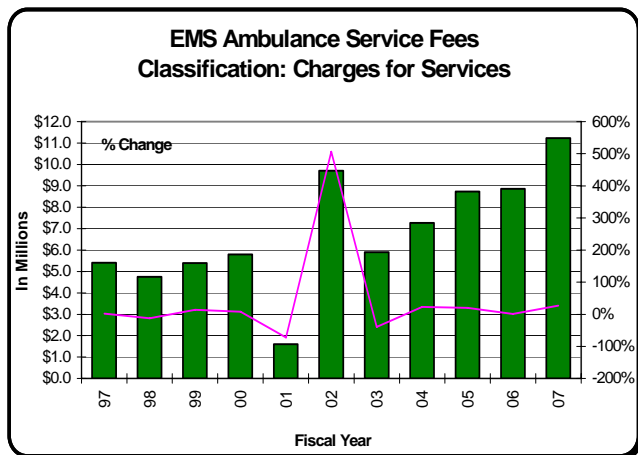


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CHARGES FOR SERVICES

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

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

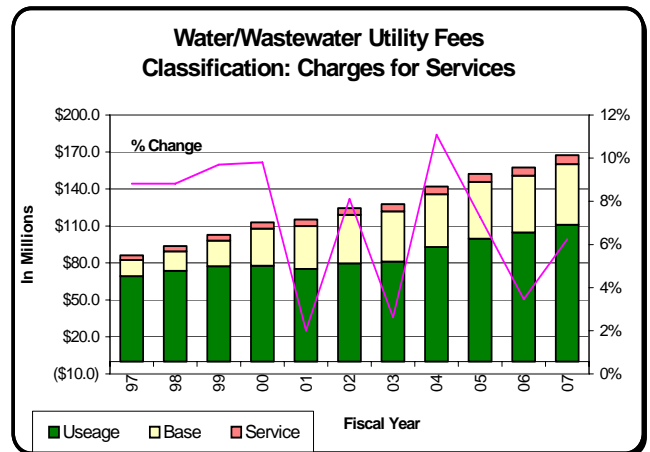


Water and Wastewater Utility User Charges - The primary source of revenue for the Hillsborough County Water and Wastewater utility system is the monthly charges to its customers. These charges are composed of three parts – Base Facility Charges, Volumetric Charges and the Customer Service Charge. Since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

A rate study is conducted by the Water Resource Services Department every two years to set the rates for the biennial budget.

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

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



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

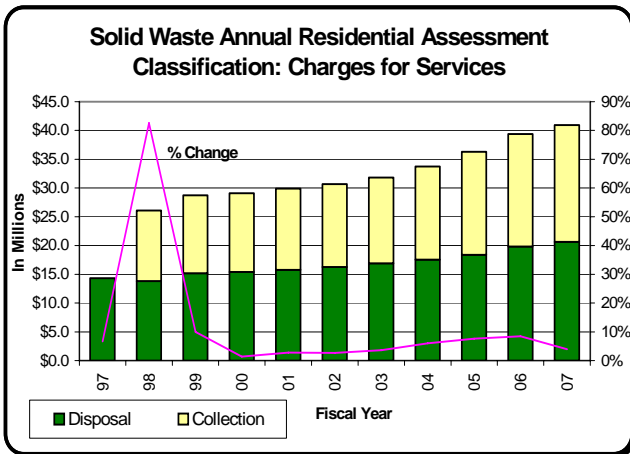
The solid waste collection assessment was approved by the BOCC on November 13, 1996, and went into effect on October 1, 1997. This assessment replaced the annual \$82.08 fee residents previously paid directly to collectors for curbside service. Franchise collectors are now paid directly by the County.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

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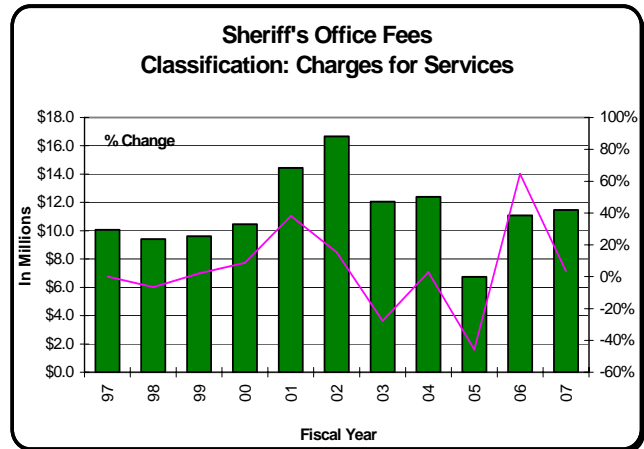
\$80.68 and increased to \$85.16 for FY 05. It is projected to remain at \$85.16 for FY 07.

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

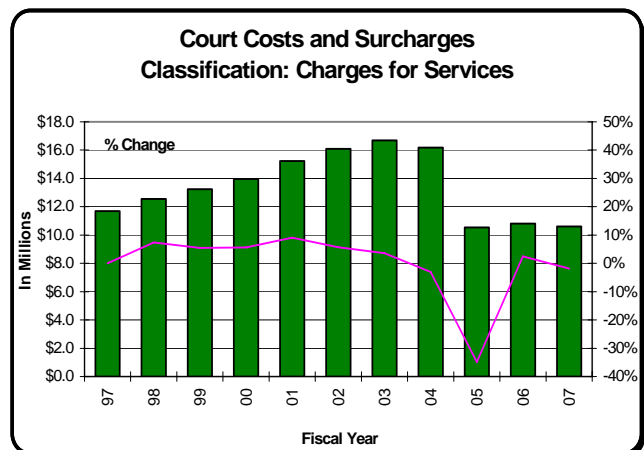
Reflecting Solid Waste Management Department expert staff judgment and existing property tax rolls, solid waste funding sources for are expected to rise by 4.0% for FY 07, mainly due to increased volume of tonnage processed related to growth in the system and the increased collection assessment rate.



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



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

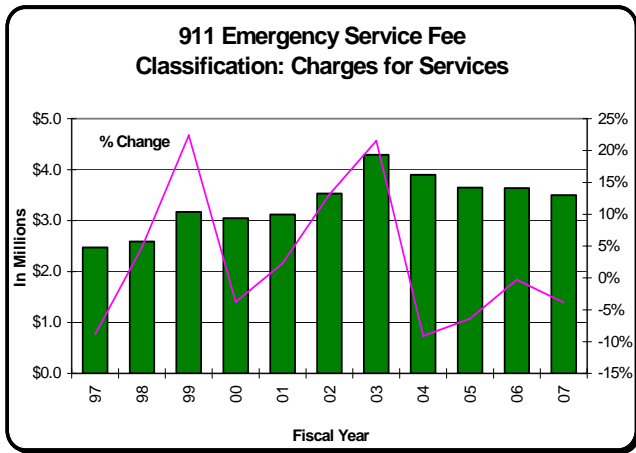


911 Emergency Service Fee – This fee is paid by landline telephone subscribers within Hillsborough County to fund the 911 emergency service program. The monthly rate is 50 cents per access line up to a maximum of 25 lines per account. There is a similar fee imposed by the State of Florida on cellular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

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

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



Fines and Forfeitures

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

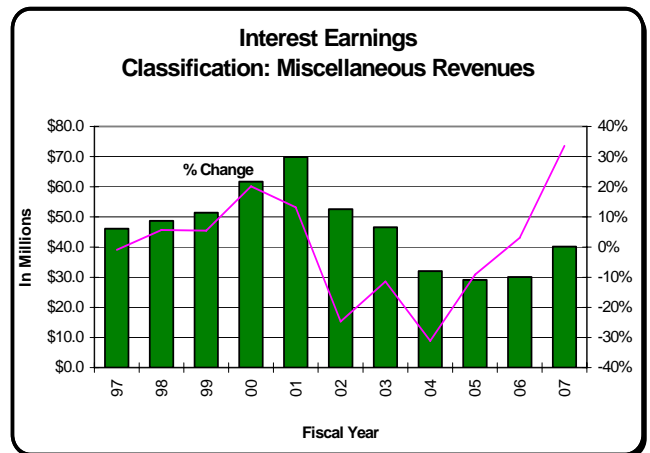
Miscellaneous Revenues

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

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

ponents of Miscellaneous Revenues and affect every county fund. As the chart below shows, there can be a great deal of fluctuation in interest earnings. The main reason for this fluctuation is a change in interest rates and since most of the County's funds are in short term investments, as short-term interest rates rise so will the County's interest earnings and vice versa. The spikes in FY 96 and FY 01 are due to short-term interest rate increases while the declines in FY 02 & FY 03 are due to short-term interest rate decreases. On June 30, 2004 the Federal Reserve, in response to improving economic growth, began a string of short-term interest rates increases that have continued in 2005 and 2006. From June 2004 through May 2006 the Fed has increased the Fed Funds rate a total of 400 basis points. Analysts project the Fed may stand pat for the balance of 2006.

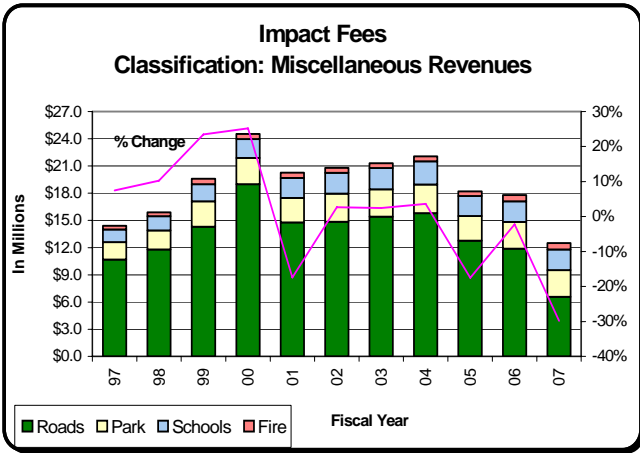
The other component of interest earnings is the average daily cash balance. Overall this tends to fluctuate very little from year to year, but did steadily increase from FY 97 through FY 03. However, a one-time drawdown in reserves for capital projects and the use of excess revenues from the late 1990's for major maintenance projects has resulted in lower estimated interest earnings in FY 05 & FY 06. Since both reserves and interest rates are expected to increase for FY 07, interest earnings are also expected to increase. 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.

MAJOR COUNTY REVENUES

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

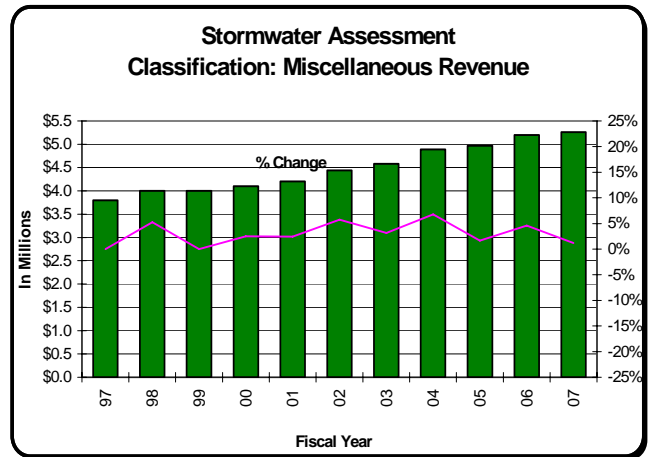


Stormwater Assessment - On June 22, 1989, the Board of County Commissioners of Hillsborough County imposed a stormwater assessment on developed properties within unincorporated Hillsborough County. This assessment pays for costs associated with the Hillsborough County stormwater system, including capital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

ter 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.

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.



THE PROCESS OF ADOPTING THE BUDGET

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

SPECIFIC REQUIREMENTS

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

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

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

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

Within fifteen days after the first public hearing, the County must publish two adjacent budget ads in a newspaper of general circulation in the County. One advertisement notifies County residents of

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

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

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

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

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

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

THE PROCESS OF ADOPTING THE BUDGET

The process for adopting the FY 07 budget for Hillsborough County consists of four distinct phases.

The Planning Phase began October 1, 2005 with in-house review of the FY 06 and FY 07 two-year budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The FY 06 and FY 07 biennial (two-year) budget received GFOA's *Distinguished Budget Presentation Award*, including the following special recognition: *Outstanding as a Financial Plan, Special Capital Recognition and Special Performance Measures Recognition*. The planning phase continued with preparation of budget instructions, examples, and training materials.

The Preparation Phase for FY 07 was designed to require only minor changes over the FY 07 Planned Budget previously approved by the BOCC. The FY 07 preparation phase for all BOCC funded organizations began with an overview of the budget process at the February 8, 2006 Director's meeting and the delivery of instructions and reports beginning March 6, 2006. For the FY 07 recommended budget process departments were to prepare decision units and related summaries for only those budget items changing from the previously approved planned budget. When the FY 07 planned budget was prepared, departments and agencies were told to prepare budgets at what is called the "continuation level", that is, pricing FY 07 service and activity levels with modest cost increases. 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. Departments requiring such funding must submit a new or revised decision unit.

These "decision units" describe distinct services and levels at which these services may be offered. Department or agency management then ranks each decision unit by funding source against all decision units in the funding source and in the department. The ranking of "decision units" gives management a means of evaluating what services could be offered at a variety of funding levels by a department. For FY 07, departments were also allowed to submit "desired decision units" reflecting service or activity levels that may have changed as a result of new mandates or Board actions.

The deadline for BOCC departments and agencies to submit their budget packages to the Management and Budget Department was April 10th. Although Florida Statutes allow most Constitutional Officers to submit their budgets on June 1st, the County Administrator asked them to make their submissions earlier to accommodate an accelerated schedule. All were able to supply preliminary budget information in the requested time.

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

In addition to the departmental budget meetings, there was one formal budget workshops conducted with the BOCC. This workshop was scheduled at the request of the Board so that they could be more involved in the budget process and provide input into the prioritization of issues that led to the development of the recommended budget.

The Public Adoption Phase begins with the formal presentation of the County Administrator's Recommended Budget on June 7, 2006. The BOCC review of the budget and the public process of review, change, and formal adoption last through late September. This phase includes three workshops with the BOCC and three public hearings of which two are mandatory under State law. Although one of these public hearings is not required by State law, the BOCC wants to give county residents opportunities for input to the budget prior to the Board setting proposed millage rates.

The second milestone of this phase involves setting the proposed millage rates for FY 07. The proposed millage rates for FY 07 will be set at a budget reconciliation workshop on July 27th. The proposed millage rates approved at the July 27th workshop will be used by the Property Appraiser to prepare Truth-in-Millage (TRIM) notices distributed in mid-August.

TRIM notices advise County taxpayers of how tax rates proposed by all local taxing authorities combined with current information on assessed value of real property will affect the taxes on each taxed parcel of land. The TRIM notice also serves as the official notification of the time and place of the first public hearing for adoption of both tentative millage rates and a tentative budget by each taxing authority.

The third milestone in this phase is the first of two State required public budget hearings. The first public budget hearing will be held on September 12th. After hearing public testimony at the hearing, the BOCC adopted tentative millage rates and a tentative FY 07 budget.

The fourth and final milestone in this phase is the adoption of the FY 07 budget, setting the final millage rates, and adopting the FY 07 through FY 11 Capital Improvement Program (CIP). These actions will be taken at the second public hearing held on September 21st. The second public hearing will be advertised by a published notice with detailed information of the tentative millage rates and the tentative budget.

THE PROCESS OF ADOPTING THE BUDGET

BUDGET PROCESS MILESTONES

Planning

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

Preparation

- February 8 – Budget “kick-off” meeting with Directors; Electronic Distribution of Budget Instructions and Forms
- March 6 – Distribute Personnel Worksheets and various budget reports to all organizations
- March 31 – Personnel Worksheets due from all organizations
- April 7 – Revenue Worksheets due from all organizations
- April 10 - 14 – Review recommended CIP with Program Directors
- April 10 - Budget Submissions Due
- June 1 - Budget Submissions Due From Sheriff, Clerk, Property Appraiser, and Supervisor of Elections

Review

- February 8 – BOCC Workshop; Discussion of the budget process, presentation of Countywide General Fund and Unincorporated Area General Fund Five-Year Pro Forms, discussion of funding for citizen initiated projects, discussion of non-profit agencies, and follow up on Community Based Plans
- April – May - County Administrator review of proposed budgets and decision units with Management and

Budget Department staff, and Assistant County Administrators

- June 1 - Preliminary tax roll information from the Property Appraiser’s Office available.

Public Adoption

- June 7 - County Administrator presents the Budget at a regular BOCC meeting.
- June 8 - BOCC Budget Workshop
- July 1 - Official preliminary taxable values provided by the Property Appraiser’s Office
- July 1 – Statutory deadline for submitting proposed CIP to the Hillsborough County City/County Planning Commission
- July 15 - County Administrator’s Recommended FY 07 Budget filed with the Clerk in accordance with Florida Statutes
- July 20 – BOCC Budget Workshop
- July 20 – Public Hearing to Accept Public Input on the Operating and Capital Improvement Budgets
- July 27 - BOCC Budget Workshop to Reconcile Changes to the Budget and Set Proposed TRIM Millage Rates
- September 12 - First State-Required Public Hearing to Adopt Tentative Millage Rates and Tentative Budget
- September 21 - Second State-Required Public Hearing to Adopt Final Millage Rates and the FY 07 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 1, changes may be made to the adopted budget with a budget amendment. An amendment is a BOCC agenda item processed to increase or to decrease an existing budget. At no time can the budget be amended so that it is no longer balanced.

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

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

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

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

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

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

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

FINANCIAL POLICIES AND PROCEDURES

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

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

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

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

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

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

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

POLICIES AND GUIDELINES

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

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

FINANCIAL POLICIES AND PROCEDURES

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

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

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

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

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

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

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

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

- Budget the cost of equipment, software, and professional services needed to implement the acceptance of credit cards, charge cards, and debit cards. This budgeting will also begin in the fiscal year the department starts to accept credit cards, charge cards, and debit cards.
- Because these cards can be considered a substitute for cash, the department will develop policies and procedures in concert with the Clerk of the Circuit Court to insure prudent management and accountability of card charges, 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 bi-

FINANCIAL POLICIES AND PROCEDURES

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

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

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

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

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

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

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

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

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

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

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

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

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

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

FINANCIAL POLICIES AND PROCEDURES

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

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

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

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

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

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

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

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

- Projects which are necessary to conform to state or federal laws or court rulings.
- Projects eligible for restricted revenues such as state and federal grants.
- Projects necessary in carrying out Hillsborough County's Comprehensive Plan for unincorporated Hillsborough County.
- Major repair and replacement capital projects.
- Projects which reduce future operating costs or improve effectiveness of operation of county services.
- Projects which are essential to the health, safety and welfare of the community.
- Projects which stimulate private investment or otherwise 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.

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

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

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

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

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

- 25 percent will be transferred to a fleet replacement account in the Fleet Services Fund for the replacement of vehicles including annual rental costs until the County's fleet replacement account for each fund has attained industry replacement standards, as identified by the Fleet Maintenance Department; and
- 25 percent will be transferred to a designated reserve in the Self Insurance Fund for unbudgeted litigation or 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) underexpenditures which may be realigned in the budget in which it was appropriated pursuant to Section 129.06(2)(a), Florida Statutes and, (2) unanticipated revenue which may be appropriated pursuant to Section 129.06(2)(f), Florida Statutes, that combined exceed the budgeted beginning fund balance for the next fiscal year.

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

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

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

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

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

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

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

Responsibility: It is the responsibility of the Management and Budget Department, the 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 the long-term policy of the BOCC to use at least one percent of the County's unrestricted General Fund revenues and one percent of the County's unrestricted General Purpose MSTU Fund revenues to provide pay-as-you-go funding for the general government capital improvement program (CIP) for renewal, replacement and/or improvement of County facilities. For the purpose of this calculation, fund balance, transfers and other non-revenue sources will not be considered.

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

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

19. Prioritization of Capital Projects - BOCC Policy 03.02.02.06:

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

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

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

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

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

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

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

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

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

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

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

Purpose: The purpose of this policy is 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. Wherever practical, the County shall identify cost recovery goals for each fee and authorize automatic adjustment so that the fee can be updated to recover the same portion of the County's cost over time. The calculation of cost will include all reasonable and justifiable direct and indirect cost components.

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

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

23. Recovery of Indirect Costs - BOCC Policy 03.02.02.10:

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

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

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

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

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

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

24. Anticipated Revenue Shortfalls - BOCC Policy 03.02.02.11:

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

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

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

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

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

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

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

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

26. Pay Comparability with Public And Private Employers- BOCC

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- 30. Budgetary Position Control- BOCC Policy 03.02.02.17:** It is the policy of the BOCC that the total number of permanent full-time, 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.

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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 any of their next scheduled meetings, and when the County Administrator is not aware of any reason why the BOCC would reject approval of the budget amendment. At no time shall the fund be overexpended. The authority to prepare the budget amendment and coordinate the override with the Clerk of the Circuit Court may be delegated to the Budget Director.

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

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

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

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

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

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

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

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

- 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 personnel 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

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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.

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

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

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

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

Note that any time a budget amendment (either administrative or Board agenda item) is submitted to reduce the total funding for a

given project, the amount of the proposed reduction will be deemed to be "remaining" appropriations subject to this policy.

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

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

40. 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 subfunds** 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

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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 re-budgeted 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. 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.

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

- Local disaster recover requiring County expenditures;
- Unanticipated County liability;

- Major County revenue shortfall.

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

43. 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 super-majority vote of the BOCC prior to consideration of the budget amendment.

44. 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 sus-

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tain 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.

45. Water and Wastewater Financial Policy - BOCC Policy

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

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

annual basis to determine their sufficiency for providing service in compliance with the bond resolution.

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

46. 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, detaching 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.

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

1. Fire Rescue will make every effort to insure that each account is processed in accordance with its operating procedures before designating the account as uncollectible.

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

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

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

48. 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.

49. 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.

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

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

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

The Utility System funds and BAN may be refinanced with long-term, fixed rate assessment district bonds. Funding, regardless

of its source, will be repaid from assessments on property within the RWIU. The choice of financing alternatives will be determined on a case-by-case basis depending upon the economic feasibility to the homeowners and the economic and credit impact on the Utility Enterprise System.

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

Definitions:

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

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

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

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

ESTIMATION OF THE COUNTY'S ENDING FUND BALANCE

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

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

First, a budgetary basis, State law requires a balanced budget, so a significant portion of the adopted budget is placed in reserves. Since these reserves cannot be expended but must first be appropriated by amendment of the adopted budget, the reserves can be viewed as an assumption of ending fund balance. In fact, sufficient reserves are included to ensure adequate funds are available at the beginning of the next fiscal year to meet payments. A listing of reserves is found in this document and totals \$661.9 in FY 07.

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

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

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

The first column reflects the budgeted beginning fund balance.

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

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

The final column, which reflects a somewhat conservative projection of fund balance as of September 30, 2007, is column one plus column two, less column three. The total for all funds is \$713.2 million in FY 07.

FY 07 ESTIMATED ENDING FUND BALANCE

DESCRIPTION	BEGINNING FUND BAL	REVENUES/ SOURCES	EXPEND/ USES	ENDING FUND BAL	PERC. CHG.
General Fund					
Countywide General Fund	\$69,391,825	\$610,576,474	\$608,258,340	\$71,709,959	3.3%
Unincorporated Area General Fund	29,480,045	389,552,618	380,629,610	38,403,053	30.3%
Subtotal	98,871,870	1,000,129,092	988,887,950	110,113,012	11.4%
Special Revenue Funds					
Countywide Special Purpose Fund	28,851,974	153,460,645	142,467,862	39,844,757	38.1%
Unincorporated Area Special Purpose Fund	13,919,190	33,555,098	40,687,287	6,787,001	-51.2%
County Blended Component Units Fund	22,005	10,112,254	10,121,904	12,355	-43.9%
Local Housing Assistance Program Fund	0	8,386,814	8,386,814	0	N/A
State of Florida Health Care Surtax Trust Fund	54,561,782	114,284,171	91,741,164	77,104,789	41.3%
Sales Tax Revenue Fund	40,677,681	236,612,408	228,575,590	48,714,499	19.8%
Intergovernmental Grants	0	92,125,240	92,116,790	8,450	N/A
County Transportation Trust Fund	7,725,698	150,467,882	145,200,805	12,992,775	68.2%
Library Tax District Fund	15,188,241	57,212,332	45,982,694	26,417,879	73.9%
Infrastructure Surtax Fixed Project Fund	0	39,278,659	36,065,789	3,212,870	N/A
Subtotal	160,946,571	895,495,503	841,346,699	215,095,375	33.6%
Debt Service Funds					
Cap Imp Non-Adval Rev Bds Ser 98 Fund	374,594	1,500,000	1,500,000	374,594	0.0%
Fuel Tax Ref Revenue Bonds Debt Svc Fund	1,159,746	2,384,515	2,378,340	1,165,921	0.5%
P&R G.O. Bnds 93/96/02 Dbt. Svc. Fund	150,687	1,417,955	1,398,570	170,072	12.9%
ELAPP Limited Ad Valorem Tax Bonds	1,080,766	5,406,331	5,364,862	1,122,235	3.8%
Crim Just CIP Ref Rev 93 & 03 Debt Svc Fund	11,760,499	9,905,543	9,998,500	11,667,542	-0.8%
Court Facil Rev Bonds 99 & 05 Debt Svc Fund	2,685,737	2,553,943	2,540,097	2,699,583	0.5%
CIP Rev Bonds 94/96/06 Debt Svc Fund	4,100,257	3,467,295	3,495,007	4,072,545	-0.7%
Cap Imp Non-Adv Ref Rev 96 & 06 Bd Fund	6,787,698	5,336,156	5,389,224	6,734,630	-0.8%
CIT Rev Bds 2001 A & B Debt Svc Fund	2,103,693	4,543,095	4,532,262	2,114,526	0.5%
CIT Rev Bds 2004 Debt Svc Fund	2,643,519	6,349,340	6,341,007	2,651,852	0.3%
TSA Non-Adv Ref Rev Bds 05 Debt Svc Fund	1,150,313	1,118,075	1,306,850	961,538	-16.4%
Subtotal	33,997,509	43,982,248	44,244,719	33,735,038	-0.8%
Capital Projects Funds					
Countywide Capital Projects Fund	0	23,266,760	22,676,760	590,000	N/A
Unincorporated Area Capital Projects Fund	0	10,488,219	4,270,000	6,218,219	N/A
Enviro Sensitive Lands Tax/Bond Fund	1,601,110	13,229,646	13,608,410	1,222,346	-23.7%
Capital Improvement Commercial Paper Prog Fd	0	304,187,000	280,130,111	24,056,889	N/A
Subtotal	1,601,110	351,171,625	320,685,281	32,087,454	-23.7%
Enterprise Funds					
Solid Waste System Enterprise Fund	74,016,126	240,452,704	240,038,417	74,430,413	0.6%
Water & Wastewater Utility Enterprise Fund	116,985,574	549,255,925	562,360,067	103,881,432	-11.2%
Capital Improvement Commercial Paper Prog Fd	0	5,530,000	5,530,000	0	N/A
Recl Water Spcl Assessment Rev Bds 2000	0	504,571	437,637	66,934	N/A
Capacity Assess Special Assess Bds 2000	0	3,000,830	2,468,472	532,358	N/A
Subtotal	191,001,700	798,744,030	810,834,593	178,911,137	-6.3%
Internal Service Fund					
Fleet Services Fund	12,871,664	28,226,292	28,411,496	12,686,460	-1.4%
County Self Insurance Fund	128,345,037	112,722,443	110,519,648	130,547,832	1.7%
Subtotal	141,216,701	140,948,735	138,931,144	143,234,292	1.4%
Trust & Agency Funds					
Transportation Assessment Units Fund	0	9,014	300	8,714	N/A
Subtotal	0	9,014	300	8,714	N/A
Total	\$627,635,461	\$3,230,471,233	\$3,144,930,386	\$713,176,308	13.6%

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

**County
Administrator's
Recommended
Budget
For
FY 07**

**Operations
And
Funding
Guide**



**Hillsborough County
Florida**



Hillsborough County
Florida

BUDGET BY FUND

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

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

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

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

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

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

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

FUND ACCOUNTING

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

All Fund Types: FY 04 \$2,521,092,266 FY 05 \$2,640,630,475 FY 06 \$3,449,767,724 FY 07 \$3,793,821,021

Governmental Funds: FY 04 \$1,820,460,822 FY 05 \$1,926,001,585 FY 06 \$2,322,462,717 FY 07 \$2,524,271,784

Governmental funds are used to account for the County's expendable financial resources and related liabilities (except those accounted for in proprietary funds). The measurement focus is based upon determination of changes in financial position. The following are the County's governmental fund types:

A. **General Fund:** FY 04 \$714,782,271 FY 05 \$804,497,535 FY 06 \$967,794,057 FY 07 \$1,054,432,033
The general fund is the primary operating fund of the County. It is used to account for all financial resources of the general government except those required to be accounted for in other funds.

B. **Special Revenue Funds:** FY 04 \$828,449,867 FY 05 \$886,915,670 FY 06 \$1,016,168,649 FY 07 \$1,039,423,760
Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to specified purposes.

C. **Debt Service Funds:** FY 04 \$41,396,466 FY 05 \$115,117,357 FY 06 \$74,404,769 FY 07 \$77,643,256
Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and other debt related costs.

D. **Capital Projects Funds:** FY 04 \$235,832,218 FY 05 \$119,471,023 FY 06 \$264,095,242 FY 07 \$352,772,735
Capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Proprietary Fund Types: FY 04 \$700,631,444 FY 05 \$714,628,924 FY 06 \$1,127,305,007 FY 07 \$1,269,540,674

Proprietary funds are used to account for activities that are similar to those often found in the private sector. The measurement focus is on the determination of net income and capital maintenance. The following are the County's proprietary fund types:

A. **Enterprise Funds:** FY 04 \$597,253,836 FY 05 \$584,997,094 FY 06 \$873,260,221 FY 07 \$987,375,238
Enterprise funds are used to account for operations that are financed primarily through user charges, or where the governing body has concluded that the determination of net income is appropriate.

B. **Internal Service Funds:** FY 04 \$103,377,608 FY 05 \$129,631,830 FY 06 \$254,044,786 FY 07 \$282,165,436
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.

Non-Commitment Special Assessment Debt: FY 04 \$0 FY 05 (\$34) FY 06 \$0 FY 07 \$8,563

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 2000 Comprehensive Annual Financial Report (CAFR) and 2002 CAFR.

BUDGET SUMMARY BY FUND

Fund Title	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
General Fund				
Countywide General Fund	\$451,039,576	\$505,465,115	\$601,343,890	\$650,743,556
Unincorporated Area General Fund	263,742,695	299,032,420	366,450,167	403,688,477
Subtotal	714,782,271	804,497,535	967,794,057	1,054,432,033
Special Revenue Funds				
Countywide Special Purpose Revenue Fund	181,894,070	170,880,439	162,582,615	182,192,619
Unincorporated Area Special Purpose Fund	37,809,275	33,552,217	50,464,119	47,041,488
County Blended Component Units Fund	8,440,834	8,490,765	9,476,412	10,134,259
Local Housing Assistance Program Fund	6,864,410	6,885,981	6,643,069	8,386,814
State Of FI Healthcare Surtax Trust Fund	87,693,668	83,895,828	122,186,055	163,131,744
Sales Tax Revenue Fund	188,331,961	207,516,517	239,828,880	272,215,180
Intergovernmental Grants	94,233,643	128,521,583	90,927,291	92,125,240
County Transportation Trust Fund	126,902,833	140,579,638	153,738,481	155,163,667
Library Tax District Fund	44,494,173	43,668,118	58,900,905	69,754,090
Infrastructure Surtax Fixed Project Fund	51,785,000	62,924,584	121,420,822	39,278,659
Subtotal	828,449,867	886,915,670	1,016,168,649	1,039,423,760
Debt Service Funds				
Cap Imp Non-Adval Rev 98 Dbt Svc Fd	1,499,300	1,498,600	1,871,750	1,874,594
Fuel Tax Ref Rev Bds Dbt Svc Fd	2,386,221	2,394,043	3,548,669	3,544,261
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	1,378,124	1,374,367	1,511,016	1,500,958
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,325,506	5,336,643	6,279,898	6,218,280
Crim Just CIP Ref Rev 93& 03 Dbt Svc Fd	10,002,516	10,003,700	21,670,900	21,666,042
Ct Facil Rev Bds 99&05 Debt Svc Fd	7,381,432	54,066,598	2,649,567	5,239,680
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc	3,502,421	3,503,529	7,569,964	7,567,552
Cap Imprv Non-Adv Ref Rev 96&2006 Bd Fd	5,388,384	5,388,978	12,127,802	12,123,854
CIT Rev Bds 2001 A & B Dbt Svc Fd	4,532,562	4,527,262	6,641,955	6,646,788
CIT Rev Bds 2004 Dbt Svc Fd	0	6,446,811	8,988,287	8,992,859
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd	0	20,576,826	1,544,961	2,268,388
Subtotal	41,396,466	115,117,357	74,404,769	77,643,256

BUDGET SUMMARY BY FUND

FUND TITLE	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Capital Projects Funds				
Countywide Capital Projects Fund	0	3,420,896	15,960,490	23,266,760
Unincorp Area Capital Projects Fund	0	4,579,498	14,098,326	10,488,219
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	440,967	121,528	0	0
EPC Facility Acquisition/Rehab Fund	443,383	536,503	160,000	0
General Oblig Bonds P & R Program Fund	45,339	1,500	0	0
Enviro Sensitive Lands Tax/Bond Fund	14,926,967	22,174,540	11,949,426	14,830,756
Court Facil Non-Bond Construction Fund	6,400,742	6,401,938	0	0
Court Facil Rev Bonds 99 Construction Fd	3,321,177	0	0	0
Capital Imprv Prog Bonds Series 94/96 Fd	172,643	0	0	0
Cap Impr Commercial Paper Program Fund	138,218,408	61,675,066	221,927,000	304,187,000
Falkenburg Jail Construction Fund	466,581	1,550	0	0
2004 Community Investment Tax Rev Bnds	71,396,011	20,558,004	0	0
Subtotal	235,832,218	119,471,023	264,095,242	352,772,735
Enterprise Funds				
Solid Waste System Enterprise Fund	223,552,875	170,219,342	290,832,694	312,421,139
Water & Wastewater Utility Enterprise Fd	359,686,792	400,122,119	576,742,742	666,081,549
Cap Impr Commercial Paper Program Fund	5,147,423	5,239,955	2,680,000	5,530,000
Recl Water Spcl Assessment Rev Bds 2000	436,719	440,653	438,645	481,537
Capacity Assess Special Assess Bds 2000	8,430,027	8,975,025	2,566,140	2,861,013
Subtotal	597,253,836	584,997,094	873,260,221	987,375,238
Internal Service Fund				
Fleet Services Fund	22,387,817	23,060,522	40,825,083	41,097,956
County Self Insurance Fund	80,989,791	106,571,308	213,219,703	241,067,480
Subtotal	103,377,608	129,631,830	254,044,786	282,165,436
Non-Commitment Special Assessment Debt				
Transportation Assessment Units Fund	0	(34)	0	8,563
Total	\$2,521,092,266	\$2,640,630,475	\$3,449,767,724	\$3,793,821,021

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
GENERAL REVENUE FUND				
Countywide General Fund				
Personal Services	\$82,004,892	\$98,919,251	\$111,764,986	\$119,336,062
Operating Expenditure/Expense	37,241,732	38,759,408	47,518,244	51,130,248
Capital Equipment	1,836,629	1,235,737	16,116,496	15,138,244
Capital Projects	3,198,032	921,591	(26,329)	0
Grants & Aids	24,296,603	29,679,883	51,316,312	42,568,897
Transfers	58,230,960	90,795,334	57,944,153	76,744,627
Budgeted Transfers to Constitutional Officers	243,707,040	243,922,113	269,994,774	303,340,262
Reserves & Refunds	523,688	1,231,798	46,715,254	42,485,216
Subtotal	451,039,576	505,465,115	601,343,890	650,743,556
Unincorporated Area General Fund				
Personal Services	99,229,250	109,143,048	122,294,941	138,869,086
Operating Expenditure/Expense	39,772,289	39,853,602	50,306,456	54,679,573
Capital Equipment	1,102,143	1,510,543	10,920,768	9,999,304
Capital Projects	400,700	1,334,849	71,200	51,200
Grants & Aids	1,104,403	545,037	2,786,717	4,398,417
Transfers	30,515,357	50,575,540	48,267,764	50,646,396
Budgeted Transfers To Constitutional Officers	91,413,076	95,970,907	100,672,967	108,985,634
Reserves & Refunds	205,477	98,894	31,129,354	36,058,867
Subtotal	263,742,695	299,032,420	366,450,167	403,688,477
Total General Revenue Fund	714,782,271	804,497,535	967,794,057	1,054,432,033
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Personal Services	25,039,994	11,083,507	10,844,464	11,687,679
Operating Expenditure/Expense	25,738,077	15,086,982	18,380,224	21,688,936
Capital Equipment	1,216,883	4,047,851	2,297,065	1,140,216
Capital Projects	1,209,510	589,754	1,547,802	1,216,098
Grants & Aids	88,194,955	90,269,814	80,347,651	94,128,708
Transfers	36,761,509	42,965,979	11,616,914	11,238,690
Budgeted Transfers to Constitutional Officers	3,732,120	6,834,802	9,929,312	1,367,535
Reserves & Refunds	1,022	1,750	27,619,183	39,724,757
Subtotal	181,894,070	170,880,439	162,582,615	182,192,619
Unincorporated Area Special Purpose Fund				
Personal Services	10,465,072	12,066,098	14,190,386	14,844,227
Operating Expenditure/Expense	5,342,457	9,100,794	9,116,782	12,411,137
Capital Equipment	267,576	258,154	706,628	19,450

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Blended Component Units Fund				
Personal Services	6,958,121	7,366,126	8,036,702	8,601,771
Operating Expenditure/Expense	1,264,262	913,419	1,172,716	1,291,580
Capital Equipment	74,922	184,868	72,100	228,553
Capital Projects	98,305	1,101	172,889	0
Transfers	45,224	0	0	0
Reserves & Refunds	0	25,251	22,005	12,355
Subtotal	<u>8,440,834</u>	<u>8,490,765</u>	<u>9,476,412</u>	<u>10,134,259</u>
Local Housing Assistance Program Fund				
Personal Services	195,818	211,875	357,205	391,773
Operating Expenditure/Expense	430,300	374,230	262,270	267,808
Capital Equipment	0	0	3,000	0
Grants & Aids	5,795,175	6,299,876	6,020,594	7,727,233
Transfers	443,117	0	0	0
Subtotal	<u>6,864,410</u>	<u>6,885,981</u>	<u>6,643,069</u>	<u>8,386,814</u>
State of FI Healthcare Surtax Trust Fund				
Transfers	87,693,668	83,895,828	90,438,430	91,741,164
Reserves & Refunds	0	0	31,747,625	71,390,580
Subtotal	<u>87,693,668</u>	<u>83,895,828</u>	<u>122,186,055</u>	<u>163,131,744</u>
Sales Tax Revenue Fund				
Personal Services	41,835	47,582	106,102	113,486
Operating Expenditure/Expense	7,238	4,819	23,706	21,815
Grants & Aids	61,971,848	69,761,719	70,646,812	75,336,213
Transfers	125,878,857	137,553,731	141,610,878	152,951,326
Budgeted Transfers to Constitutional Officers	123,419	148,666	149,000	152,750
Reserves & Refunds	308,764	0	27,292,382	43,639,590
Subtotal	<u>188,331,961</u>	<u>207,516,517</u>	<u>239,828,880</u>	<u>272,215,180</u>
Intergovernmental Grants				
Personal Services	28,077,172	28,118,288	29,713,491	31,172,515
Operating Expenditure/Expense	25,109,996	53,822,664	23,664,912	23,593,344
Capital Equipment	197,704	2,004,518	519,880	266,233
Capital Projects	3,177,666	2,748,375	522,000	992,000
Grants & Aids	34,737,348	37,832,672	36,009,106	35,598,516
Transfers	2,033,939	3,020,008	0	0
Reserves & Refunds	899,818	975,058	497,902	502,632
Subtotal	<u>94,233,643</u>	<u>128,521,583</u>	<u>90,927,291</u>	<u>92,125,240</u>
County Transportation Trust Fund				
Personal Services	28,275,018	28,723,886	31,685,145	34,057,324
Operating Expenditure/Expense	26,939,130	26,642,416	34,192,899	37,486,438
Capital Equipment	538,822	252,918	488,744	68,521
Capital Projects	21,152,648	25,675,871	32,917,262	26,659,004
Grants & Aids	8,622,250	6,685,825	5,012,923	2,335,588
Transfers	41,242,020	52,460,728	44,087,180	44,407,537
Budgeted Transfers to Constitutional Officers	129,656	137,838	166,950	186,393
Reserves & Refunds	3,289	156	5,187,378	9,962,862
Subtotal	<u>126,902,833</u>	<u>140,579,638</u>	<u>153,738,481</u>	<u>155,163,667</u>

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Library Tax District Fund				
Personal Services	15,016,030	16,358,184	18,528,835	20,103,499
Operating Expenditure/Expense	7,894,068	7,907,721	9,444,720	9,647,753
Capital Equipment	5,447,289	6,945,873	5,547,438	6,908,656
Capital Projects	3,868,110	3,656,145	3,424,000	3,107,000
Grants & Aids	643,480	656,046	680,075	680,075
Transfers	10,706,530	7,088,867	3,878,694	4,122,682
Budgeted Transfers to Constitutional Officers	873,282	960,572	1,181,731	1,413,029
Reserves & Refunds	45,384	94,710	16,215,412	23,771,396
Subtotal	44,494,173	43,668,118	58,900,905	69,754,090
Infrastructure Surtax Fixed Project Fund				
Operating Expenditure/Expense	457,780	73,006	0	0
Capital Equipment	759,882	1,784,640	8,896,348	5,817,371
Capital Projects	43,655,904	43,524,634	91,879,606	16,891,000
Grants & Aids	2,000,000	3,860,000	6,413,727	0
Transfers	4,911,434	13,682,304	12,542,806	13,357,418
Reserves & Refunds	0	0	1,688,335	3,212,870
Subtotal	51,785,000	62,924,584	121,420,822	39,278,659
Total Special Revenue Funds	828,449,867	886,915,670	1,016,168,649	1,039,423,760
DEBT SERVICE FUNDS				
Cap Imp Non-Adval Rev Bds Ser 98 Fd				
Operating Expenditure/Expense	2,500	2,500	3,000	3,000
Debt Service	1,496,800	1,496,100	1,494,500	1,497,000
Reserves & Refunds	0	0	374,250	374,594
Subtotal	1,499,300	1,498,600	1,871,750	1,874,594
Fuel Tax Ref Revenue Bonds Debt Svc Fund				
Debt Service	2,386,221	2,394,043	2,388,134	2,378,340
Reserves & Refunds	0	0	1,160,535	1,165,921
Subtotal	2,386,221	2,394,043	3,548,669	3,544,261
P&R G.O. Bonds 93/96/02 Debt Svc Fd				
Operating Expenditure/Expense	5,000	5,000	8,000	10,000
Debt Service	1,320,655	1,318,755	1,326,656	1,321,030
Budgeted Transfers to Constitutional Officers	50,306	49,701	66,077	67,540
Reserves & Refunds	2,163	911	110,283	102,388
Subtotal	1,378,124	1,374,367	1,511,016	1,500,958
ELAPP Limited Adval Tax Bonds Dbt Svc Fd				
Operating Expenditure/Expense	(5,410)	3,000	6,500	6,500
Debt Service	5,158,878	5,148,515	5,153,903	5,149,413
Budgeted Transfers to Constitutional Officers	163,081	164,943	206,997	208,949
Reserves & Refunds	8,957	20,185	912,498	853,418
Subtotal	5,325,506	5,336,643	6,279,898	6,218,280
Crim Justice CIP Ref Rev 93 & 03 Debt Svc Fd				
Operating Expenditure/Expense	5,226	3,000	4,000	4,000
Debt Service	9,997,290	10,000,700	9,999,900	9,994,500
Reserves & Refunds	0	0	11,667,000	11,667,542
Subtotal	10,002,516	10,003,700	21,670,900	21,666,042

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Court Facil Rev Bonds 99&05 Debt Service Fd				
Operating Expenditure/Expense	10,750	836,464	6,000	6,000
Debt Service	3,638,022	48,673,436	1,073,941	2,534,097
Transfers	3,732,660	4,556,698	0	0
Reserves & Refunds	0	0	1,569,626	2,699,583
Subtotal	<u>7,381,432</u>	<u>54,066,598</u>	<u>2,649,567</u>	<u>5,239,680</u>
Cap Improve Prg Rev Bonds 94/96/06 Debt Svc Fd				
Operating Expenditure/Expense	12,500	13,250	7,000	7,000
Debt Service	3,489,921	3,490,279	3,490,712	3,488,007
Reserves & Refunds	0	0	4,072,252	4,072,545
Subtotal	<u>3,502,421</u>	<u>3,503,529</u>	<u>7,569,964</u>	<u>7,567,552</u>
Cap Improve Nonadval Ref Rev 96/06 Bonds Fd				
Operating Expenditure/Expense	3,500	3,500	4,000	4,000
Debt Service	5,384,884	5,385,478	5,389,652	5,385,224
Reserves & Refunds	0	0	6,734,150	6,734,630
Subtotal	<u>5,388,384</u>	<u>5,388,978</u>	<u>12,127,802</u>	<u>12,123,854</u>
CIT Rev Bonds 2001 A&B Debt Svc Fund				
Operating Expenditure/Expense	0	0	4,000	4,000
Debt Service	4,532,562	4,527,262	4,534,262	4,528,262
Reserves & Refunds	0	0	2,103,693	2,114,526
Subtotal	<u>4,532,562</u>	<u>4,527,262</u>	<u>6,641,955</u>	<u>6,646,788</u>
CIT Rev Bonds 2004 Debt Svc Fund				
Operating Expenditure/Expense	0	0	4,000	4,000
Debt Service	0	6,446,811	6,340,769	6,337,007
Reserves & Refunds	0	0	2,643,518	2,651,852
Subtotal	<u>0</u>	<u>6,446,811</u>	<u>8,988,287</u>	<u>8,992,859</u>
TSA Non-Adval Ref Rev Bds 2005 Debt Svc Fd				
Operating Expenditure/Expense	0	322,925	0	0
Debt Service	0	2,651,140	594,648	1,306,850
Grants & Aids	0	17,602,761	0	0
Reserves & Refunds	0	0	950,313	961,538
Subtotal	<u>0</u>	<u>20,576,826</u>	<u>1,544,961</u>	<u>2,268,388</u>
Total Debt Service Funds	<u>41,396,466</u>	<u>115,117,357</u>	<u>74,404,769</u>	<u>77,643,256</u>

CAPITAL PROJECTS FUNDS

Countywide Capital Projects Fund

Operating Expenditure/Expense	0	96,776	1,545,000	0
Capital Equipment	0	0	136,000	1,523,000
Capital Projects	0	1,794,834	14,956,329	20,986,000
Grants & Aids	0	1,000,000	700,000	0
Transfers	0	0	159,490	178,760
Budgeted Transfers to Constitutional Officers	0	529,286		(11,000)
Reserves & Refunds	0	0	(1,536,329)	590,000
Subtotal	<u>0</u>	<u>3,420,896</u>	<u>15,960,490</u>	<u>23,266,760</u>

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Unincorp Area Capital Projects Fund				
Operating Expenditure/Expense	0	1,814,122	1,007,000	0
Capital Equipment	0	0	797,574	150,000
Capital Projects	0	1,489,502	5,193,759	4,120,000
Grants & Aids	0	350,000	1,200,000	0
Transfers	0	925,874	30,200	0
Reserves & Refunds	0	0	5,869,793	6,218,219
Subtotal	0	4,579,498	14,098,326	10,488,219
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd				
Capital Projects	440,967	121,528	0	0
Reserves & Refunds	0	0	0	0
Subtotal	440,967	121,528	0	0
EPC Facility Acquisition/Rehab Fund				
Operating Expenditure/Expense	19,135	11,869	0	0
Capital Equipment	54,985	0	160,000	0
Capital Projects	369,263	524,634	0	0
Subtotal	443,383	536,503	160,000	0
General Oblig Bonds P & R Program Fund				
Capital Projects	45,339	1,500	0	0
Subtotal	45,339	1,500	0	0
Enviro Sensitive Lands Tax/Bond Fund				
Personal Services	839,618	1,006,629	1,386,700	1,496,038
Operating Expenditure/Expense	583,093	850,264	797,521	867,260
Capital Equipment	3,891	102,191	315,000	286,200
Capital Projects	302,207	13,643,039	8,200,490	10,617,543
Debt Service	65	2,557	0	0
Grants & Aids	1,719,389	401,718	0	0
Transfers	11,478,704	6,168,142	573,795	341,369
Reserves & Refunds	0	0	675,920	1,222,346
Subtotal	14,926,967	22,174,540	11,949,426	14,830,756
Court Facil Non-Bond Construction Fund				
Operating Expenditure/Expense	972,822	1,715,789	0	0
Capital Projects	5,427,920	4,686,149	0	0
Subtotal	6,400,742	6,401,938	0	0
Court Facil Rev Bonds 99 Construction Fd				
Capital Projects	3,321,177	0	0	0
Subtotal	3,321,177	0	0	0
Capital Imprv Prog Bonds Series 94/96 Fd				
Capital Projects	172,640	0	0	0
Transfers	3	0	0	0
Subtotal	172,643	0	0	0
Cap Impr Commercial Paper Program Fund				
Operating Expenditure/Expense	239,373	165,428	0	0
Capital Projects	1,524,000	0	0	0
Debt Service	104,294,190	43,191,820	79,815,000	111,180,000
Transfers	32,160,845	18,317,818	158,719,621	168,950,111
Reserves & Refunds	0	0	(16,607,621)	24,056,889
Subtotal	138,218,408	61,675,066	221,927,000	304,187,000

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Falkenburg Jail Construction Fund				
Operating Expenditure/Expense	86,590	0	0	0
Capital Equipment	219,535	0	0	0
Capital Projects	160,456	1,550	0	0
Reserves & Refunds	0	0	0	0
Subtotal	466,581	1,550	0	0
2004 Community Investment Tax Revenue Bonds				
Operating Expenditure/Expense	1,608,563	1,903	0	0
Debt Service	65,750,000	9,400,000	0	0
Transfers	4,037,448	11,156,101	0	0
Subtotal	71,396,011	20,558,004	0	0
Total Capital Projects Funds	235,832,218	119,471,023	264,095,242	352,772,735
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Personal Services	7,682,005	8,309,421	8,888,303	8,943,736
Operating Expenditure/Expense	49,935,267	52,938,725	57,112,827	61,616,825
Capital Equipment	3,092,036	1,143,323	2,649,150	5,357,936
Capital Projects	945,711	5,423,960	53,560,000	59,060,000
Debt Service	69,651,770	12,605,507	12,528,606	12,545,369
Transfers	92,240,977	89,793,012	85,519,917	92,514,551
Reserves & Refunds	5,109	5,394	70,573,891	72,382,722
Subtotal	223,552,875	170,219,342	290,832,694	312,421,139
Water & Wastewater Utility Enterprise Fd				
Personal Services	32,965,851	35,857,353	40,826,584	44,146,460
Operating Expenditure/Expense	67,683,828	77,098,409	87,946,171	98,482,435
Capital Equipment	2,997,400	2,450,342	3,359,889	3,119,697
Capital Projects	19,896,130	33,269,958	83,972,000	171,888,000
Debt Service	27,911,825	27,891,618	27,510,679	27,521,187
Grants & Aids	0	93,500	0	0
Transfers	207,040,234	223,262,069	219,862,527	217,202,288
Reserves & Refunds	1,191,524	198,870	113,264,892	103,721,482
Subtotal	359,686,792	400,122,119	576,742,742	666,081,549
Cap Impr Commercial Paper Program Fund				
Debt Service	5,147,423	5,239,955	2,680,000	5,530,000
Subtotal	5,147,423	5,239,955	2,680,000	5,530,000
Recl Water Spcl Assessment Rev Bds 2000				
Operating Expenditure/Expense	6,118	8,827	11,049	11,242
Debt Service	430,601	431,826	427,596	426,395
Reserves & Refunds	0	0	0	43,900
Subtotal	436,719	440,653	438,645	481,537
Capacity Assess Special Assess Bds 2000				
Operating Expenditure/Expense	33,947	32,328	10,375	64,399
Capital Equipment	0	11,514	0	0
Capital Projects	5,994,172	6,506,592	0	0
Debt Service	2,401,908	2,424,591	2,406,548	2,404,073
Reserves & Refunds	0	0	149,217	392,541
Subtotal	8,430,027	8,975,025	2,566,140	2,861,013
Total Enterprise Funds	597,253,836	584,997,094	873,260,221	987,375,238

FUND SUMMARY BY TYPE OF EXPENDITURE

Titles	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
INTERNAL SERVICE FUND				
Fleet Services Fund				
Personal Services	3,907,793	3,795,128	4,239,011	4,393,851
Operating Expenditure/Expense	7,927,666	9,405,258	11,744,239	12,563,963
Capital Equipment	10,542,179	9,790,740	11,850,169	11,453,682
Capital Projects	5,463	68,218	120,000	0
Reserves & Refunds	4,716	1,178	12,871,664	12,686,460
Subtotal	<u>22,387,817</u>	<u>23,060,522</u>	<u>40,825,083</u>	<u>41,097,956</u>
County Self Insurance Fund				
Personal Services	3,129,751	3,256,179	4,086,363	4,259,046
Operating Expenditure/Expense	77,008,721	82,494,615	91,516,482	105,569,442
Capital Equipment	4,856	38,015	0	0
Capital Projects	0	4,172	0	0
Transfers	835,170	20,487,035	742,292	691,160
Reserves & Refunds	11,293	291,292	116,874,566	130,547,832
Subtotal	<u>80,989,791</u>	<u>106,571,308</u>	<u>213,219,703</u>	<u>241,067,480</u>
Total Internal Service Funds	<u>103,377,608</u>	<u>129,631,830</u>	<u>254,044,786</u>	<u>282,165,436</u>
NON-COMMITMENT SPECIAL ASSESSMENT DEBT				
Transportation Assessment Units Fund				
Operating Expenditure/Expense	0	(34)	0	300
Reserves & Refunds	0	0	0	8,263
Subtotal	<u>0</u>	<u>(34)</u>	<u>0</u>	<u>8,563</u>
Total Non-Commitment Special Assess Debt	<u>0</u>	<u>(34)</u>	<u>0</u>	<u>8,563</u>
Total	<u>\$2,521,092,266</u>	<u>\$2,640,630,475</u>	<u>\$3,449,767,724</u>	<u>\$3,793,821,021</u>

COUNTYWIDE GENERAL FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Current Ad Valorem Taxes	\$347,115,007	\$384,392,135	\$447,280,825	\$509,855,360
Delinq Ad Valorem Taxes	2,167,177	2,747,557	1,500,000	1,500,000
Licenses And Permits	4,210,906	4,286,020	4,380,350	4,368,258
Intergovernmental Revenue	3,548,950	3,863,679	8,711,859	9,376,279
Charges For Services	42,570,364	45,070,417	47,882,107	49,237,178
Fines And Forfeits	695,603	1,553,075	239,625	246,125
Miscellaneous Revenues	5,007,875	6,275,922	6,466,442	9,911,664
Gross Revenue	405,315,882	448,188,805	516,461,208	584,494,864
Interfund Transfers	30,788,216	22,818,909	7,836,626	10,051,610
Intrafund Transfers	11,683,172	0	0	0
Other	22,405,314	36,911,965	16,035,000	16,030,000
Less 5% Required By Law	0	0	(25,823,061)	(29,224,743)
Fund Balance Begin of Year	56,898,200	65,641,593	86,834,117	69,391,825
	121,774,902	125,372,467	84,882,682	66,248,692
Total	\$527,090,784	\$573,561,272	\$601,343,890	\$650,743,556

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Board of County Commissioners				
Board of County Commissioners	\$1,909,877	\$1,957,262	\$2,130,048	\$2,220,322
County Internal Performance Auditor	212,525	229,501	477,229	440,135
	2,122,402	2,186,763	2,607,277	2,660,457
County Attorney				
County Attorney	7,500,687	7,986,508	9,002,745	9,723,275

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator				
Administrative Services Section	630,514	345,290	0	0
Aging Services Department	9,550,189	8,877,360	11,732,158	12,600,766
Animal Services Department	6,517,054	6,969,067	7,440,183	7,965,239
Children's Services Department	11,015,308	11,905,533	13,051,771	13,552,728
Communications Department	1,413,020	1,511,361	3,545,396	3,573,386
Community Liaison Section	632,188	684,546	759,539	808,277
Consumer Prot & Prof Responsibility Agcy	716,510	1,240,930	1,473,637	1,574,164
Cooperative Extension Department	1,355,315	1,476,349	1,648,797	1,673,289
County Administrator	1,298,260	1,343,025	3,714,872	3,796,693
Debt Management Department	712,981	707,612	787,352	873,090
Economic Development Department	1,886,009	1,539,709	1,726,778	1,891,536
Emergency Dispatch Center	0	0	0	198,313
Emergency Management	0	0	0	1,131,833
Equal Opportunity Administrator	147,807	169,529	180,391	187,563
Health and Social Services Department	11,779,646	12,140,136	25,088,595	13,523,390
HIPAA Compliance Office	0	0	532,787	541,005
Human Resources Department	2,823,992	2,894,286	3,444,963	3,537,582
Information & Technology Services Dept	3,666,755	14,764,670	17,055,855	17,405,380
Management & Budget Department	2,441,886	2,576,318	2,797,879	2,991,860
Medical Examiner Department	0	3,681,689	4,122,357	4,751,963
Neighborhood Relations	554,427	550,397	620,726	635,148
Office of Quality Services	331,994	291,451	0	0
Office of Public Affairs	323,725	326,570	0	0
Parks, Recreation and Conservation Department	11,489,399	12,053,716	14,670,694	15,839,783
Procurement Services	2,299,469	2,471,769	2,740,974	2,841,350
Public Safety Department	4,402,892	4,850,510	5,613,618	0
Public Works Department	2,322,195	2,343,235	2,761,210	2,796,990
Real Estate Department	17,910,220	19,476,845	20,368,404	22,317,976
Security Services Agency	0	0	0	4,461,188
	96,221,755	115,191,903	145,878,936	141,470,492

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Elected Officials				
BOCC Judicial Services Cost	1,377,266	166,529	170,000	0
Clerk of Circuit Court	26,532,674	16,135,475	21,491,518	18,366,359
Property Appraiser	8,687,208	9,292,140	9,758,697	10,010,150
Public Defender	0	110,233	116,066	131,193
Sheriff	185,675,062	197,845,636	209,925,687	242,078,658
State Attorney (Part I)	0	303,769	355,130	358,811
State Attorney (Part II)	0	2,228,796	2,383,975	2,519,268
Supervisor of Elections	6,562,654	4,102,221	8,408,471	7,302,810
Tax Collector	14,731,757	16,253,668	20,376,933	25,179,552
Value Adjustment Board	539,189	562,121	373,468	402,733
	<u>244,105,810</u>	<u>247,000,588</u>	<u>273,359,945</u>	<u>306,349,534</u>
Judicial Branch (Admin Office of Courts)	<u>6,355,244</u>	<u>3,156,729</u>	<u>3,264,762</u>	<u>2,715,826</u>
Guardian Ad Litem	<u>383,531</u>	<u>363,507</u>	<u>479,533</u>	<u>541,996</u>
Boards, Commissions & Agencies				
Charter Review Board	0	796	0	0
Environmental Protection Commission	7,538,886	8,374,088	9,965,739	10,620,119
Legislative Delegation	197,569	229,182	229,923	237,846
Soil & Water Conservation Board	220,651	232,699	255,042	262,830
	<u>7,957,106</u>	<u>8,836,765</u>	<u>10,450,704</u>	<u>11,120,795</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	3,595,516	895,053	(1,329)	0
Major Maintenance & Repair Program	4,016,897	1,739,368	0	0
Governmental Agencies	9,121,767	12,071,993	21,139,288	23,678,864
Non-Departmental Allotments	2,937,523	3,403,453	20,930,219	23,488,350
Nonprofit Organizations	7,966,690	10,605,353	9,572,403	9,764,124
	<u>27,638,393</u>	<u>28,715,220</u>	<u>51,640,581</u>	<u>56,931,338</u>
Non-Expenditure Accounts				
Intrafund Transfers	11,683,172	0	0	0
Interfund Transfers	46,547,788	90,795,334	57,944,153	76,744,627
Reserves & Refunds	523,688	1,231,798	46,715,254	42,485,216
	<u>58,754,648</u>	<u>92,027,132</u>	<u>104,659,407</u>	<u>119,229,843</u>
Total	<u><u>\$451,039,576</u></u>	<u><u>\$505,465,115</u></u>	<u><u>\$601,343,890</u></u>	<u><u>\$650,743,556</u></u>

UNINCORPORATED AREA GENERAL FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Current Ad Valorem Taxes	\$145,657,040	\$163,808,944	\$203,267,372	\$237,030,082
Delinq Ad Valorem Taxes	808,259	489,861	350,000	350,000
Communications Services Tax	18,110,128	17,253,373	23,544,870	22,768,584
Other Taxes	61,945	59,166	47,000	51,000
Licenses And Permits	0	(70)	0	0
Intergovernmental Revenue	552,890	574,500	15,061,708	17,550,630
Charges For Services	16,632,211	17,834,575	19,274,780	24,086,808
Fines And Forfeits	577,656	1,555,900	527,750	1,025,275
Miscellaneous Revenues	1,870,309	2,010,700	2,383,227	4,021,333
Gross Revenue	184,270,438	203,586,949	264,456,707	306,883,712
Interfund Transfers	63,808,468	85,195,226	76,238,866	76,865,906
Intrafund Transfers	10,396,520	0	0	0
Other	7,816,935	10,602,983	5,803,000	5,803,000
Less 5% Required By Law	0	0	(13,222,836)	(15,344,186)
Fund Balance Begin of Year	29,990,791	27,457,454	33,174,430	29,480,045
	112,012,714	123,255,663	101,993,460	96,804,765
Total	\$296,283,152	\$326,842,612	\$366,450,167	\$403,688,477

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Communications Department	\$2,673,698	\$2,696,387	\$558,397	\$493,640
Community Liaison Section	0	0	65,064	72,691
Emergency Dispatch Center	0	0	0	1,960,912
Health & Social Services Department	0	157,140	1,000,000	1,000,000
Housing and Community Code Enforcement	2,971,383	3,601,184	5,291,822	6,386,040
Fire Rescue Department	72,086,414	78,537,811	92,272,382	106,361,996
Real Estate Department	5,569,760	5,215,509	5,686,176	4,965,373
Parks, Recreation and Conservation Department	26,433,986	28,465,906	30,880,772	33,333,241
Planning & Growth Management Department	10,339,177	10,820,034	13,032,550	12,952,950
Public Safety Department	1,461,577	1,577,569	1,887,251	0
Public Works Department	11,441,822	14,727,521	17,241,644	18,039,767
Sect 8 US Housing Act; Weed & Seed	125,521	0	0	0
Water Resource Services	59,922	32,836	192,911	209,507
	133,163,260	145,831,897	168,108,969	185,776,117

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Elected Officials				
Property Appraiser	1,372,258	1,495,892	1,609,378	1,688,930
Sheriff	87,171,552	91,250,264	94,991,242	102,131,242
Tax Collector	2,869,266	3,224,751	4,072,347	5,165,462
	<u>91,413,076</u>	<u>95,970,907</u>	<u>100,672,967</u>	<u>108,985,634</u>
Non-Departmental Organizations				
Capital Improvement Projects Program	241,559	2,630,402	0	0
Major Maintenance & Repair Program	3,496,131	490,398	0	0
Non-Departmental Allotments	3,774,151	2,632,809	17,396,670	21,347,020
Nonprofit Organizations	933,684	801,573	874,443	874,443
	<u>8,445,525</u>	<u>6,555,182</u>	<u>18,271,113</u>	<u>22,221,463</u>
Non-Expenditure Accounts				
Intrafund Transfers	10,396,520	0	0	0
Interfund Transfers	20,118,837	50,575,540	48,267,764	50,646,396
Reserves & Refunds	205,477	98,894	31,129,354	36,058,867
	<u>30,720,834</u>	<u>50,674,434</u>	<u>79,397,118</u>	<u>86,705,263</u>
Total	<u><u>\$263,742,695</u></u>	<u><u>\$299,032,420</u></u>	<u><u>\$366,450,167</u></u>	<u><u>\$403,688,477</u></u>

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Licenses And Permits	\$465,107	\$623,410	\$605,400	\$608,418
Intergovernmental Revenue	28,697,123	30,434,352	9,915,781	10,776,842
Charges For Services	24,109,749	15,551,324	12,856,484	13,464,477
Fines And Forfeits	2,971,776	627,909	2,350,056	2,842,116
Miscellaneous Revenues	3,968,886	8,513,630	6,123,972	10,239,450
Gross Revenue	60,212,641	55,750,625	31,851,693	37,931,303
Interfund Transfers	112,869,376	116,977,095	103,316,770	115,468,342
Intrafund Transfers	227,793	3,817,753	554,854	0
Other	507,955	1,430,443	61,000	61,000
Less 5% Required By Law	0	0	0	(120,000)
Fund Balance Begin of Year	47,843,093	39,712,923	26,798,298	28,851,974
	161,448,217	161,938,214	130,730,922	144,261,316
Total	\$221,660,858	\$217,688,839	\$162,582,615	\$182,192,619

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Attorney				
County Attorney	\$158,834	\$200,714	\$0	\$0
County Administrator				
Animal Services Department	157,798	216,442	394,012	388,365
Community Liaison Section	170,720	152,537	218,900	222,684
Communications Department	3,335	0	0	0
Emergency Dispatch Center	0	0	0	264,566
Health and Social Services Department	92,172,180	94,430,629	83,583,483	98,386,494
Information & Technology Svcs Department	14,630,300	2,631,297	3,112,334	8,281,284
Medical Examiner Department	3,894,569	0	0	0
Parks, Recreation & Conservation Department	0	0	0	10,000
Public Safety Department	4,631,027	5,419,129	6,775,036	0
Public Works Department	7,885	3,600	7,500	2,500
Real Estate Department	12,277	17,216	0	11,693
Water Resource Team	338,748	359,034	0	0
	116,018,839	103,229,884	94,091,265	107,567,586

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Elected Officials				
BOCC Judicial Services Cost	2,127,694	0	0	0
Clerk of Circuit Court	20,522	0	0	0
Public Defender	1,530,068	726,790	481,937	676,968
Sheriff	1,903,675	6,834,802	9,929,312	1,367,535
State Attorney (Part I)	1,082,628	307,243	362,400	389,000
State Attorney (Part II)	2,121,993	0	0	0
	<u>8,786,580</u>	<u>7,868,835</u>	<u>10,773,649</u>	<u>2,433,503</u>
Judicial Branch (Admin Office of Courts)	<u>12,674,374</u>	<u>8,064,687</u>	<u>7,363,062</u>	<u>6,574,242</u>
Boards, Commissions & Agencies				
Environmental Protection Commission	2,348,828	1,845,095	1,097,272	1,150,978
	<u>2,348,828</u>	<u>1,845,095</u>	<u>1,097,272</u>	<u>1,150,978</u>
Non-Departmental Organizations				
Capital Improvement Program Projects	364,355	607,314	312,250	311,980
Governmental Agencies	210,000	210,000	242,000	256,000
Major Maintenance & Repair Program	0	1,052,516	4,867,020	5,334,883
Non-Departmental Allotments	3,848,785	3,733,665	3,500,000	6,500,000
Nonprofit Organizations	720,944	1,100,000	1,100,000	1,100,000
	<u>5,144,084</u>	<u>6,703,495</u>	<u>10,021,270</u>	<u>13,502,863</u>
Non-Expenditure Accounts				
Intrafund Transfers	227,793	3,817,753	554,854	0
Interfund Transfers	36,533,716	39,148,226	11,062,060	11,238,690
Reserves & Refunds	1,022	1,750	27,619,183	39,724,757
	<u>36,762,531</u>	<u>42,967,729</u>	<u>39,236,097</u>	<u>50,963,447</u>
Total	<u>\$181,894,070</u>	<u>\$170,880,439</u>	<u>\$162,582,615</u>	<u>\$182,192,619</u>

UNINCORPORATED AREA SPECIAL PURPOSE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Licenses And Permits	\$13,885,356	\$17,636,021	\$16,987,200	\$15,898,800
Intergovernmental Revenue	403,656	444,694	980,000	900,000
Charges For Services	1,604,551	2,075,030	1,634,200	2,237,200
Fines And Forfeits	355,677	147,852	145,100	128,100
Miscellaneous Revenues	11,697,687	13,327,734	11,961,701	9,175,401
Gross Revenue	<u>27,946,927</u>	<u>33,631,331</u>	<u>31,708,201</u>	<u>28,339,501</u>
Interfund Transfers	4,771,508	12,554,402	2,706,439	4,033,162
Intrafund Transfers	348,126	712,832	1,110,498	1,162,435
Other	34,506	38,248	20,000	20,000
Less 5% Required By Law	0	0	(569,000)	(432,800)
Fund Balance Begin of Year	15,676,234	12,564,690	15,487,981	13,919,190
	<u>20,830,374</u>	<u>25,870,172</u>	<u>18,755,918</u>	<u>18,701,987</u>
Total	<u>\$48,777,301</u>	<u>\$59,501,503</u>	<u>\$50,464,119</u>	<u>\$47,041,488</u>

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Cooperative Extension Department	\$43,334	\$21,495	\$49,700	\$50,104
Fire Rescue Department	0	132,408	0	0
Neighborhood Relations	52,965	21,650	100,000	100,000
Parks, Recreation and Conservation Department	215,738	257,102	262,533	283,016
Planning & Growth Management	15,012,366	17,895,377	20,914,351	21,206,778
Public Works Department	279,005	423,610	1,006,093	916,035
Water Resource Services	132,651	94,540	11,996	13,534
	<u>15,736,059</u>	<u>18,846,182</u>	<u>22,344,673</u>	<u>22,569,467</u>
Elected Officials				
Tax Collector	94,708	96,875	108,980	111,700
Boards, Commissions & Agencies				
Environmental Protection Commission	116,994	124,419	148,794	157,348
Non-Departmental Organizations				
Capital Improvement Projects Program	13,889,048	8,146,506	5,385,000	7,826,000
Governmental Agencies	6,542,530	10,749	11,000	0
Major Maintenance & Repair Program	0	2,117,635	1,443,329	3,897,999
Non-Departmental Allotments	150,000	150,000	150,000	150,000
	<u>20,581,578</u>	<u>10,424,890</u>	<u>6,989,329</u>	<u>11,873,999</u>

UNINCORPORATED AREA SPECIAL PURPOSE FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Expenditure Accounts				
Interfund Transfers	930,382	3,341,454	1,993,550	4,812,338
Intrafund Transfers	348,126	712,832	1,110,498	1,162,435
Reserves & Refunds	1,428	5,565	17,768,295	6,354,201
	<u>1,279,936</u>	<u>4,059,851</u>	<u>20,872,343</u>	<u>12,328,974</u>
Total	<u>\$37,809,275</u>	<u>\$33,552,217</u>	<u>\$50,464,119</u>	<u>\$47,041,488</u>

COUNTY BLENDED COMPONENT UNITS FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Licenses And Permits	\$0	\$33,552	\$34,600	\$35,300
Charges For Services	1,276,971	1,473,542	1,487,121	1,608,835
Fines And Forfeits	50	50	0	0
Miscellaneous Revenues	276	72,140	2,000	41,500
Gross Revenue	<u>1,277,297</u>	<u>1,579,284</u>	<u>1,523,721</u>	<u>1,685,635</u>
Interfund Transfers	7,186,531	6,887,647	7,926,086	8,426,619
Fund Balance Begin of Year	12,999	35,998	26,605	22,005
	<u>7,199,530</u>	<u>6,923,645</u>	<u>7,952,691</u>	<u>8,448,624</u>
Total	<u>\$8,476,827</u>	<u>\$8,502,929</u>	<u>\$9,476,412</u>	<u>\$10,134,259</u>

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Boards, Commissions & Agencies				
Civil Service Board	\$2,295,082	\$2,298,511	\$2,776,756	\$3,022,255
Law Library	521,321	413,654	499,388	488,599
Planning Commission	5,579,207	5,753,349	6,178,263	6,611,050
	<u>8,395,610</u>	<u>8,465,514</u>	<u>9,454,407</u>	<u>10,121,904</u>
Non-Expenditure Accounts				
Interfund Transfers	45,224	0	0	0
Reserves & Refunds	0	25,251	22,005	12,355
	<u>45,224</u>	<u>25,251</u>	<u>22,005</u>	<u>12,355</u>
Total	<u>\$8,440,834</u>	<u>\$8,490,765</u>	<u>\$9,476,412</u>	<u>\$10,134,259</u>

LOCAL HOUSING ASSISTANCE PROGRAM FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Revenue	\$8,812,549	\$7,870,925	\$5,670,569	\$7,426,314
Charges For Services	1,247,933	2,633,319	972,500	960,500
Miscellaneous Revenues	212,870	324,817	0	0
Gross Revenue	10,273,352	10,829,061	6,643,069	8,386,814
Intrafund Transfers	443,117	0	0	0
Fund Balance Begin of Year	181,404	0	0	0
	624,521	0	0	0
Total	\$10,897,873	\$10,829,061	\$6,643,069	\$8,386,814

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Housing and Community Code Enforcement	\$6,421,293	\$6,885,981	\$6,643,069	\$8,386,814
Non-Expenditure Accounts				
Intrafund Transfers	443,117	0	0	0
Total	\$6,864,410	\$6,885,981	\$6,643,069	\$8,386,814

STATE OF FLORIDA HEALTH CARE SURTAX TRUST FUND

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

Revenue by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Discretionary Sales Surtax	\$85,540,856	\$99,267,340	\$100,571,207	\$113,284,171
Miscellaneous Revenues	152,925	420,613	375,000	1,000,000
Gross Revenue	85,693,781	99,687,953	100,946,207	114,284,171
Interfund Transfers	0	250,342	0	0
Less 5% Required By Law	0	0	(5,047,309)	(5,714,209)
Fund Balance Begin of Year	18,054,193	16,054,306	26,287,157	54,561,782
	18,054,193	16,304,648	21,239,848	48,847,573
Total	\$103,747,974	\$115,992,601	\$122,186,055	\$163,131,744

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Expenditure Accounts				
Interfund Transfers	\$87,693,668	\$83,895,828	\$90,438,430	\$91,741,164
Reserves & Refunds	0	0	31,747,625	71,390,580
	87,693,668	83,895,828	122,186,055	163,131,744
Total	\$87,693,668	\$83,895,828	\$122,186,055	\$163,131,744

SALES TAX REVENUE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Tourist Development Tax	\$16,728,199	\$19,858,530	\$18,814,651	\$19,401,669
Discretionary Sales Surtax	85,617,242	99,381,752	100,571,207	113,284,171
Intergovernmental Revenue	84,258,742	90,529,193	92,492,030	103,148,168
Miscellaneous Revenues	388,255	590,691	708,400	778,400
Gross Revenue	186,992,438	210,360,166	212,586,288	236,612,408
Interfund Transfers	0	483	0	0
Less 5% Required By Law	0	0	(4,540,852)	(5,074,909)
Fund Balance Begin of Year	32,786,871	31,447,338	31,783,444	40,677,681
	32,786,871	31,447,821	27,242,592	35,602,772
Total	\$219,779,309	\$241,807,987	\$239,828,880	\$272,215,180

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Economic Development	\$49,073	\$52,401	\$129,808	\$135,301
Elected Officials				
Tax Collector	429,693	148,666	149,000	152,750
Non-Departmental Organizations				
Governmental Agencies	52,200,610	57,949,082	59,540,424	63,898,623
Nonprofit Organizations	9,771,238	11,812,637	11,106,388	11,437,590
	61,971,848	69,761,719	70,646,812	75,336,213
Non-Expenditure Accounts				
Interfund Transfers	125,878,857	137,553,731	141,610,878	152,951,326
Reserves & Refunds	2,490	0	27,292,382	43,639,590
	125,881,347	137,553,731	168,903,260	196,590,916
Total	\$188,331,961	\$207,516,517	\$239,828,880	\$272,215,180

INTERGOVERNMENTAL GRANTS FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Revenue	\$79,183,530	\$92,698,242	\$76,817,593	\$75,919,180
Charges For Services	3,673,310	4,102,134	3,409,852	4,333,519
Fines And Forfeits	3,866	27,075	3,042	36,039
Miscellaneous Revenues	444,084	686,562	436,032	866,374
Gross Revenue	83,304,790	97,514,013	80,666,519	81,155,112
Interfund Transfers	11,071,566	21,503,551	9,766,590	10,475,946
Intrafund Transfers	1,808,024	2,758,996	0	0
Other	899,816	968,875	494,182	494,182
	13,779,406	25,231,422	10,260,772	10,970,128
Total	\$97,084,196	\$122,745,435	\$90,927,291	\$92,125,240

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Attorney				
County Attorney	\$0	\$3,672	\$0	\$0
County Administrator Organization				
Aging Services Department	7,586,787	8,903,381	7,394,956	7,392,440
Animal Services Department	15,798	17,108	0	0
Children's Services Department	25,689,892	27,500,746	28,438,347	29,002,739
Community Liaison Section	2,055,814	1,677,124	1,379,360	1,006,818
Cooperative Extension Department	56,099	170,733	54,000	96,000
Economic Development Department	57,485	118,635	197,640	284,332
Emergency Management	0	0	0	274,981
Equal Opportunity Administrator	104,048	105,594	192,619	198,880
Fire Rescue Department	791,672	1,575,933	275,000	275,000
Health and Social Services Department	23,225,628	37,848,552	36,635,932	38,315,634
Housing & Community Code Enforcement	6,216,073	7,040,718	8,547,362	7,168,567
Human Resources Department	10,004	2,468	0	0
Management & Budget Department	738	0	0	0
Medical Examiner	400	73,068	0	0
Parks, Recreation and Conservation Department	496,316	473,662	0	66,000
Planning & Growth Management Department	194,645	129,114	0	0
Public Safety Department	554,428	1,240,666	311,974	0
Public Works Department	748,633	25,813,694	509,998	486,778
Real Estate Department	584,484	1,048,000	0	0
Sect 8 US Housing Act; Weed & Seed	12,905,478	78,539	0	0
Solid Waste Management Department	12,530	1,315,045	0	0
Water Resource Services	19,797	85,419	45,506	0
Water Resources Team	277,668	296,333	0	0
	81,604,417	115,514,532	83,982,694	84,568,169

INTERGOVERNMENTAL GRANTS FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Elected Officials				
Supervisor Of Elections	107,812	89,977	0	0
Judicial Branch (Admin Office of Courts)				
	869,130	535,854	290,116	298,273
Boards, Commissions & Agencies				
Civil Service Board	65	0	0	0
Environmental Protection Commission	4,189,834	4,276,574	4,280,278	4,409,865
Metropolitan Planning Organization	1,599,419	1,701,008	1,108,292	1,108,292
	5,789,318	5,977,582	5,388,570	5,518,157
Non-Departmental Organizations				
Capital Improvement Projects Program	3,093,280	2,741,526	522,000	992,000
Nonprofit Organizations	735,747	632,251	740,191	740,191
	3,829,027	3,373,777	1,262,191	1,732,191
Non-Expenditure Accounts				
Interfund Transfers	225,915	261,012	0	0
Intrafund Transfers	1,808,024	2,758,996	0	0
Reserves & Refunds	0	6,181	3,720	8,450
	2,033,939	3,026,189	3,720	8,450
Total	\$94,233,643	\$128,521,583	\$90,927,291	\$92,125,240

COUNTY TRANSPORTATION TRUST FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Taxes	\$30,659,989	\$32,121,698	\$32,207,706	\$33,082,196
Intergovernmental Revenue	18,486,216	19,498,968	17,054,599	17,727,282
Charges For Services	2,422,109	3,107,960	2,192,189	2,336,653
Fines And Forfeits	30	0	0	0
Miscellaneous Revenues	24,390,070	37,677,677	21,809,725	14,675,614
Gross Revenue	75,958,414	92,406,303	73,264,219	67,821,745
Interfund Transfers	23,854,952	31,127,498	34,726,109	40,640,155
Intrafund Transfers	32,802,881	39,615,002	41,463,443	41,975,982
Other	47,238	53,654	30,000	30,000
Less 5% Required By Law	0	0	(3,320,745)	(3,029,913)
Fund Balance Begin of Year	13,032,056	8,231,156	7,575,455	7,725,698
	69,737,127	79,027,310	80,474,262	87,341,922
Total	\$145,695,541	\$171,433,613	\$153,738,481	\$155,163,667

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Attorney				
County Attorney	\$213,090	\$246,994	\$0	\$0
County Administrator				
Communications Department	218,095	249,541	259,405	278,434
Planning & Growth Management Department	659,008	702,105	953,442	1,174,739
Public Works Department	51,832,645	51,645,133	62,523,560	67,233,429
Real Estate Department	2,660,094	2,596,964	2,716,545	2,872,845
	55,369,842	55,193,743	66,452,952	71,559,447
Elected Officials				
Tax Collector	129,656	137,838	166,950	186,393
Non-Departmental Organizations				
Capital Improvement Projects Program	21,322,686	25,854,354	32,578,262	26,459,004
Governmental Agencies	8,622,250	6,685,825	5,012,923	2,335,588
Non-Departmental Allotments	0	0	252,836	252,836
	29,944,936	32,540,179	37,844,021	29,047,428

COUNTY TRANSPORTATION TRUST FUND

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Expenditure Accounts				
Interfund Transfers	8,439,139	12,845,726	2,623,737	2,431,555
Intrafund Transfers	32,802,881	39,615,002	41,463,443	41,975,982
Reserves & Refunds	3,289	156	5,187,378	9,962,862
	<u>41,245,309</u>	<u>52,460,884</u>	<u>49,274,558</u>	<u>54,370,399</u>
Total	<u>\$126,902,833</u>	<u>\$140,579,638</u>	<u>\$153,738,481</u>	<u>\$155,163,667</u>

LIBRARY TAX DISTRICT FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Current Ad Valorem Taxes	\$29,597,039	\$32,873,433	\$42,759,818	\$49,456,006
Delinq Ad Valorem Taxes	182,542	228,641	150,000	150,000
Intergovernmental Revenue	2,222,657	2,252,113	1,631,734	1,631,734
Charges For Services	108,782	100,511	111,820	112,820
Fines And Forfeits	319,945	406,424	411,100	441,100
Miscellaneous Revenues	744,895	762,399	737,990	1,137,990
Gross Revenue	33,175,860	36,623,521	45,802,462	52,929,650
Interfund Transfers	0	202,679	0	0
Intrafund Transfers	10,706,530	7,088,868	3,878,694	4,122,682
Other	215,918	267,656	160,000	160,000
Less 5% Required By Law	0	0	(2,290,124)	(2,646,483)
Fund Balance Begin of Year	18,003,416	12,139,014	11,349,873	15,188,241
	28,925,864	19,698,217	13,098,443	16,824,440
Total	\$62,101,724	\$56,321,738	\$58,900,905	\$69,754,090

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Library Services Department	\$27,595,447	\$29,444,848	\$33,772,556	\$36,337,151
Elected Officials				
Property Appraiser	282,235	304,869	323,535	339,530
Tax Collector	591,047	655,703	858,196	1,073,499
	873,282	960,572	1,181,731	1,413,029
Non-Departmental Organizations				
Capital Improvement Projects Program	4,633,339	5,858,317	3,424,000	3,607,000
Major Maintenance & Repair Program	640,191	222,004	428,512	502,832
	5,273,530	6,080,321	3,852,512	4,109,832
Non-Expenditure Accounts				
Intrafund Transfers	10,706,530	7,088,867	3,878,694	4,122,682
Reserves & Refunds	45,384	93,510	16,215,412	23,771,396
	10,751,914	7,182,377	20,094,106	27,894,078
Total	\$44,494,173	\$43,668,118	\$58,900,905	\$69,754,090

INFRASTRUCTURE SURTAX FIXED PROJECT FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Charges For Services	\$10,958	\$93,699	\$0	\$0
Miscellaneous Revenues	1,271,984	2,532,185	1,282,418	600,000
Gross Revenue	1,282,942	2,625,884	1,282,418	600,000
Interfund Transfers	67,128,499	68,418,817	120,138,404	38,678,659
	67,128,499	68,418,817	120,138,404	38,678,659
Total	\$68,411,441	\$71,044,701	\$121,420,822	\$39,278,659

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	\$46,873,566	\$49,242,280	\$107,275,954	\$22,708,371
Governmental Agencies	0	0	(86,273)	0
	46,873,566	49,242,280	107,189,681	22,708,371
Non-Expenditure Accounts				
Interfund Transfers	4,911,434	13,682,304	12,542,806	13,357,418
Reserves & Refunds	0	0	1,688,335	3,212,870
	4,911,434	13,682,304	14,231,141	16,570,288
Total	\$51,785,000	\$62,924,584	\$121,420,822	\$39,278,659

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

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$154,408	\$151,429	\$161,870	\$161,870
Gross Revenue	154,408	151,429	161,870	161,870
Interfund Transfers	1,341,669	1,344,925	1,336,534	1,338,130
Fund Balance Begin of Year	372,911	369,686	373,346	374,594
	1,714,580	1,714,611	1,709,880	1,712,724
Total	\$1,868,988	\$1,866,040	\$1,871,750	\$1,874,594

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$1,499,300	\$1,498,600	\$1,497,500	\$1,500,000
Non-Expenditure Accounts				
Reserves & Revenues	0	0	374,250	374,594
Total	\$1,499,300	\$1,498,600	\$1,871,750	\$1,874,594

FUEL TAX REFUNDING REVENUE BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$47,696	\$23,164	\$32,000	\$32,000
Gross Revenue	47,696	23,164	32,000	32,000
Interfund Transfers	2,249,684	2,342,203	2,397,827	2,352,515
Fund Balance Begin of Year	1,230,803	1,141,960	1,118,842	1,159,746
	3,480,487	3,484,163	3,516,669	3,512,261
Total	\$3,528,183	\$3,507,327	\$3,548,669	\$3,544,261

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$2,386,221	\$2,394,043	\$2,388,134	\$2,378,340
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,160,535	1,165,921
Total	\$2,386,221	\$2,394,043	\$3,548,669	\$3,544,261

PARKS & RECREATION GENERAL OBLIGATION BONDS 93/96/02 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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Current Ad Valorem Taxes	\$1,309,202	\$1,287,891	\$1,413,630	\$1,387,955
Delinquent Ad Valorem Taxes	8,631	6,598	5,000	5,000
Miscellaneous Revenues	10,300	13,777	15,000	15,000
Gross Revenue	1,328,133	1,308,266	1,433,630	1,407,955
Other	13,400	14,669	10,000	10,000
Fund Balance Begin of Year	235,426	198,833	139,068	150,687
Less 5% Required By Law	0	0	(71,682)	(67,684)
	248,826	213,502	77,386	93,003
Total	\$1,576,959	\$1,521,768	\$1,511,016	\$1,500,958

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Elected Officials				
Property Appraiser	\$13,604	\$13,390	\$12,700	\$13,470
Tax Collector	36,702	36,311	53,377	54,070
	50,306	49,701	66,077	67,540
Non-Departmental Organizations				
Debt Service Accounts	1,325,655	1,323,755	1,334,656	1,331,030
Non-Expenditure Accounts				
Reserves & Refunds	2,163	911	110,283	102,388
Total	\$1,378,124	\$1,374,367	\$1,511,016	\$1,500,958

ELAPP LIMITED AD VALOREM TAX BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Current Ad Valorem Taxes	\$5,063,661	\$5,186,746	\$5,439,066	\$5,257,331
Delinq Ad Valorem Taxes	38,539	46,244	40,000	40,000
Miscellaneous Revenues	47,924	69,842	72,000	79,000
Gross Revenue	5,150,124	5,302,832	5,551,066	5,376,331
Interfund Transfers	0	4,641	0	0
Other	40,307	45,836	30,000	30,000
Less 5% Required By Law	0	0	(277,554)	(268,817)
Fund Balance Begin of Year	1,126,849	991,774	976,386	1,080,766
	1,167,156	1,042,251	728,832	841,949
Total	\$6,317,280	\$6,345,083	\$6,279,898	\$6,218,280

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Elected Officials				
Property Appraiser	\$52,745	\$52,127	\$51,052	\$53,580
Tax Collector	110,336	112,816	155,945	155,369
	163,081	164,943	206,997	208,949
Non-Departmental Organizations				
Debt Service Accounts	5,153,468	5,151,515	5,160,403	5,155,913
Non-Expenditure Accounts				
Reserves & Refunds	8,957	20,185	912,498	853,418
Total	\$5,325,506	\$5,336,643	\$6,279,898	\$6,218,280

CRIMINAL JUSTICE FACILITIES REVENUE BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$219,631	\$332,154	\$430,000	\$450,000
Gross Revenue	219,631	332,154	430,000	450,000
Interfund Transfers	9,176,132	9,986,682	9,599,452	9,455,543
Fund Balance Begin of Year	11,924,895	11,318,138	11,641,448	11,760,499
	21,101,027	21,304,820	21,240,900	21,216,042
Total	\$21,320,658	\$21,636,974	\$21,670,900	\$21,666,042

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$10,002,516	\$10,003,700	\$10,003,900	\$9,998,500
Non-Expenditure Accounts				
Reserves & Refunds	0	0	11,667,000	11,667,542
Total	\$10,002,516	\$10,003,700	\$21,670,900	\$21,666,042

COURT FACILITIES REFUNDING REVENUE BONDS 99 & 05 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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$342,587	\$642,645	\$20,000	\$20,000
Gross Revenue	342,587	642,645	20,000	20,000
Interfund Transfers	3,100,000	5,445,948	2,335,099	2,533,943
Intrafund Transfers	3,732,660	4,556,698	0	0
Other	0	38,349,205	0	0
Fund Balance Begin of Year	5,572,926	5,366,736	294,468	2,685,737
	12,405,586	53,718,587	2,629,567	5,219,680
Total	\$12,748,173	\$54,361,232	\$2,649,567	\$5,239,680

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$3,648,772	\$49,509,900	\$1,079,941	\$2,540,097
Non-Expenditure Accounts				
Intrafund Transfers	3,732,660	4,556,698	0	0
Reserves & Refunds	0	0	1,569,626	2,699,583
	3,732,660	4,556,698	1,569,626	2,699,583
Total	\$7,381,432	\$54,066,598	\$2,649,567	\$5,239,680

CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS 94/96/06 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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Charges For Services	\$72,178	\$83,184	\$70,000	\$70,000
Miscellaneous Revenues	160,318	197,443	202,500	230,750
Gross Revenues	<u>232,496</u>	<u>280,627</u>	<u>272,500</u>	<u>300,750</u>
Interfund Transfers	3,300,679	3,187,148	3,250,849	3,166,545
Fund Balance Begin of Year	4,063,020	4,093,769	4,046,615	4,100,257
	<u>7,363,699</u>	<u>7,280,917</u>	<u>7,297,464</u>	<u>7,266,802</u>
Total	<u>\$7,596,195</u>	<u>\$7,561,544</u>	<u>\$7,569,964</u>	<u>\$7,567,552</u>

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$3,502,421	\$3,503,529	\$3,497,712	\$3,495,007
Non-Expenditure Accounts				
Reserves & Refunds	0	0	4,072,252	4,072,545
Total	<u>\$3,502,421</u>	<u>\$3,503,529</u>	<u>\$7,569,964</u>	<u>\$7,567,552</u>

CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE 96/06 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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$340,467	\$363,335	\$374,000	\$385,000
Gross Revenues	340,467	363,335	374,000	385,000
Interfund Transfers	4,938,232	4,993,618	5,029,104	4,951,156
Fund Balance Begin of Year	6,858,467	6,748,777	6,724,698	6,787,698
	11,796,699	11,742,395	11,753,802	11,738,854
Total	\$12,137,166	\$12,105,730	\$12,127,802	\$12,123,854

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$5,388,384	\$5,388,978	\$5,393,652	\$5,389,224
Non-Expenditure Accounts				
Reserves & Refunds	0	0	6,734,150	6,734,630
Total	\$5,388,384	\$5,388,978	\$12,127,802	\$12,123,854

COMMUNITY INVESTMENT TAX 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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$13,680	\$30,243	\$45,000	\$45,000
Gross Revenue	13,680	30,243	45,000	45,000
Interfund Transfers	4,404,321	4,557,000	4,497,448	4,498,095
Fund Balance Begin of Year	2,155,768	2,041,205	2,099,507	2,103,693
	6,560,089	6,598,205	6,596,955	6,601,788
Total	\$6,573,769	\$6,628,448	\$6,641,955	\$6,646,788

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

COMMUNITY INVESTMENT TAX BONDS 2004 DEBT SERVICE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$0	\$34,441	\$32,000	\$32,000
Gross Revenue	0	34,441	32,000	32,000
Interfund Transfers	0	9,072,568	8,956,287	8,960,859
Total	\$0	\$9,107,009	\$8,988,287	\$8,992,859

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$6,446,811	\$6,344,769	\$6,341,007
	0	6,446,811	6,344,769	6,341,007
Non-Expenditure Accounts				
Reserves & Refunds	0	0	2,643,518	2,651,852
Total	\$0	\$6,446,811	\$8,988,287	\$8,992,859

TSA TAMPA BAY ARENA NON-ADVALOREM 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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Charges For Services	\$0	\$50,608	\$50,000	\$242,540
Miscellaneous Revenues	0	1,346	0	15,000
Gross Revenue	0	51,954	50,000	257,540
Transfers	0	2,636,009	1,265,625	860,535
Other	0	18,237,232	0	0
Fund Bal Begin Of Year	0	0	229,336	1,150,313
	0	20,873,241	1,494,961	2,010,848
Total	\$0	\$20,925,195	\$1,544,961	\$2,268,388

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$20,576,826	\$594,648	\$1,306,850
Non-Expenditure Accounts				
Reserves & Refunds	0	0	950,313	961,538
Total	\$0	\$20,576,826	\$1,544,961	\$2,268,388

COUNTYWIDE CAPITAL PROJECTS FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Interfund Transfers	\$0	\$29,058,996	\$15,960,490	\$23,266,760
	0	29,058,996	15,960,490	23,266,760
Total	\$0	\$29,058,996	\$15,960,490	\$23,266,760

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	\$0	\$3,420,896	\$17,337,329	\$22,498,000
Non-Expenditure Accounts				
Reserves & Refunds	0	0	(1,536,329)	590,000
Interfund Transfers	0	0	159,490	178,760
	0	0	(1,376,839)	768,760
Total	\$0	\$3,420,896	\$15,960,490	\$23,266,760

UNINCORPORATED AREA CAPITAL PROJECTS FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Communications Services Tax	\$0	\$5,751,124	\$0	\$0
Miscellaneous Revenues	0	0	0	0
Gross Revenue	0	5,751,124	0	0
Interfund Transfers	0	9,794,552	14,098,326	10,488,219
	0	9,794,552	14,098,326	10,488,219
Total	\$0	\$15,545,676	\$14,098,326	\$10,488,219

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator				
Fire Rescue Department	\$0	\$0	\$202,200	\$0
Non-Departmental Organizations				
Capital Improvement Program Projects	0	3,653,624	7,996,133	4,270,000
Non-Expenditure Accounts				
Interfund Transfers	0	925,874	30,200	0
Reserves & Refunds	0	0	5,869,793	6,218,219
	0	925,874	5,899,993	6,218,219
Total	\$0	\$4,579,498	\$14,098,326	\$10,488,219

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

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$15,287	\$16,634	\$0	\$0
Gross Revenue	15,287	16,634	0	0
Total	\$15,287	\$16,634	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	\$440,967	\$121,528	\$0	\$0
Total	\$440,967	\$121,528	\$0	\$0

EPC FACILITY ACQUISITION/REHAB FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$11,453	\$4,306	\$0	\$0
Gross Revenue	11,453	4,306	0	0
Interfund Transfers	0	23,270	160,000	0
Subtotal	0	23,270	160,000	0
Total	\$11,453	\$27,576	\$160,000	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	\$443,383	\$536,503	\$160,000	\$0
Total	\$443,383	\$536,503	\$160,000	\$0

GENERAL OBLIGATION BONDS PARKS & RECREATION PROGRAM FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$1,668	\$1,453	\$0	\$0
Gross Revenue	1,668	1,453	0	0
Total	\$1,668	\$1,453	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental				
Capital Improvement Projects Program	\$45,339	\$1,500	\$0	\$0
Total	\$45,339	\$1,500	\$0	\$0

ENVIRONMENTALLY SENSITIVE LANDS TAX/BOND FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Charges For Services	\$94,432	\$2,140	\$0	\$0
Miscellaneous Revenues	2,274,380	1,679,131	377,072	687,072
Gross Revenue	2,368,812	1,681,271	377,072	687,072
Interfund Transfers	6,726,350	7,922,756	9,758,687	12,201,205
Intrafund Transfers	11,463,704	6,132,101	573,795	341,369
Fund Balance Begin of Year	6,722,848	1,233,811	1,239,872	1,601,110
	24,912,902	15,288,668	11,572,354	14,143,684
Total	\$27,281,714	\$16,969,939	\$11,949,426	\$14,830,756

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Parks, Recreation and Conservation Department	\$1,205,759	\$1,729,653	\$2,370,008	\$2,516,584
Real Estate Department	254,167	257,021	283,213	270,914
	1,459,926	1,986,674	2,653,221	2,787,498
Non-Departmental Organizations				
Capital Improvement Projects Program	1,988,272	14,017,167	8,046,490	10,479,543
Debt Service Accounts	65	2,557	0	0
	1,988,337	14,019,724	8,046,490	10,479,543
Non-Expenditure Accounts				
Intrafund Transfers	11,463,704	6,132,101	573,795	341,369
Interfund Transfers	15,000	36,041	0	0
Reserves & Refunds	0	0	675,920	1,222,346
	11,478,704	6,168,142	1,249,715	1,563,715
Total	\$14,926,967	\$22,174,540	\$11,949,426	\$14,830,756

COURT FACILITY NON-BOND CONSTRUCTION FUND

This capital project fund was established in FY 99 to account for the receipts and expenditures of court fees and other non-bond revenue committed by the Circuit Court to the Court Facilities Expansion Project.

Revenue by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Revenue	\$378,657	\$0	\$0	\$0
Miscellaneous Revenues	91,376	1,181,253	0	0
Gross Revenue	470,033	1,181,253	0	0
Interfund Transfers	3,980,000	6,877,135	0	0
Total	\$4,450,033	\$8,058,388	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	\$6,400,742	\$6,401,938	\$0	\$0
Total	\$6,400,742	\$6,401,938	\$0	\$0

COURT FACILITY REVENUE BONDS 1999 CONSTRUCTION FUND

This capital project fund was established in FY 99 to account for receipts and expenditures of a bond issue designated for the construction of the Court Facilities Expansion Project.

Revenue by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$61,979	\$0	\$0	\$0
Gross Revenues	61,979	0	0	0
Total	<u>\$61,979</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	\$3,321,177	\$0	\$0	\$0
Total	<u>\$3,321,177</u>	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

CAPITAL IMPROVEMENT PROGRAM BONDS SERIES 1994/1996 FUND

This capital project fund accounts for the receipts and expenditures of a 1994 bond issue for the permanent financing of the Yankee Sports Complex, 800 MHz communication system, and the acquisition of the Southeast Bank property. It also includes the payment of a Tax-Exempt Commercial Paper (TECP) interim note secured for these projects.

Revenue by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
None	\$0	\$0	\$0	\$0
Total	\$0	\$0	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	\$172,640	\$0	\$0	\$0
Non-Expenditure Accounts				
Interfund Transfers	3	0	0	0
Total	\$172,643	\$0	\$0	\$0

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM FUND

This debt service fund accounts for the payment of principal, interest, and fees for the commercial paper program. The program provides funds for the short-term financing of capital projects and as a source of encumbering capital contracts. This program provides an efficient, low cost alternative to other forms of short-term and interim financing. The commercial paper notes are issued to provide funding for transportation, stormwater, and facilities projects. The debt service on the notes will be paid by program revenues or by long-term financing of the projects.

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$82,698	\$136,705	\$0	\$0
Gross Revenue	82,698	136,705	0	0
Interfund Transfers	6,736,983	10,328,637	2,550,000	2,575,000
Intrafund Transfers	0	971,828	0	0
Other Non-Revenue*	130,806,500	62,065,000	219,377,000	301,612,000
	137,543,483	73,365,465	221,927,000	304,187,000
Total	\$137,626,181	\$73,502,170	\$221,927,000	\$304,187,000

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	\$1,524,000	\$0	\$0	\$0
Debt Service Accounts	104,533,563	43,357,248	79,815,000	111,180,000
	106,057,563	43,357,248	79,815,000	111,180,000
Non-Expenditure Accounts				
Interfund Transfers	32,160,845	17,345,990	158,719,621	168,950,111
Intrafund Transfers	0	971,828	0	0
Reserves & Refunds	0	0	(16,607,621)	24,056,889
	32,160,845	18,317,818	142,112,000	193,007,000
Total	\$138,218,408	\$61,675,066	\$221,927,000	\$304,187,000

*The majority of the Other Non-Revenue sources is short-term note proceeds.

FALKENBURG JAIL CONSTRUCTION FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$62,883	\$80,515	\$0	\$0
Gross Revenue	62,883	80,515	0	0
Total	\$62,883	\$80,515	\$0	\$0

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	\$466,581	\$1,550	\$0	\$0
Total	\$466,581	\$1,550	\$0	\$0

2004 COMMUNITY INVESTMENT TAX REVENUE BONDS

This fund accounts for funds associated with Community Investment Tax backed refunded commercial paper loans used for the accelerated stormwater program.

Revenues by Source		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues		(\$45,399)	\$87,781	\$0	\$0
	Gross Revenue	(5,399)	87,781	0	0
Other		91,911,635	0	0	0
	Subtotal	91,911,635	0	0	0
	Total	\$91,866,236	\$87,781	\$0	\$0

Appropriations by Organization		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations					
Debt Service Accounts		\$67,358,563	\$9,401,903	\$0	\$0
Non-Expenditure Accounts					
Interfund Transfers		4,037,448	11,156,101	0	0
	Total	\$71,396,011	\$20,558,004	\$0	\$0

SOLID WASTE SYSTEM ENTERPRISE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Revenue	\$118,686	\$0	\$0	\$0
Charges For Services	73,581,374	77,526,558	81,818,608	85,236,106
Fines And Forfeits	30	0	0	0
Miscellaneous Revenues	2,161,983	3,209,248	3,110,164	3,202,047
Gross Revenue	75,862,073	80,735,806	84,928,772	88,438,153
Interfund Transfers	0	786,315	52,055,000	59,500,000
Intrafund Transfers	92,240,977	89,793,012	85,519,917	92,514,551
Other	38,344,948	66,288	0	0
Less 5% Required by Law	0	0	(1,969,273)	(2,047,691)
Fund Balance Begin of Year	90,958,516	72,136,061	70,298,278	74,016,126
	221,544,441	162,781,676	205,903,922	223,982,986
Total	\$297,406,514	\$243,517,482	\$290,832,694	\$312,421,139

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Solid Waste Management Department	\$60,397,917	\$62,396,586	\$68,646,280	\$72,834,497
Non-Departmental Organizations				
Capital Improvement Projects Program	887,427	5,423,960	53,560,000	62,140,000
Debt Service Accounts	70,021,445	12,600,390	12,532,606	12,549,369
	70,908,872	18,024,350	66,092,606	74,689,369
Non-Expenditure Accounts				
Intrafund Transfers	92,240,977	89,793,012	85,519,917	92,514,551
Reserves & Refunds	5,109	5,394	70,573,891	72,382,722
	92,246,086	89,798,406	156,093,808	164,897,273
Total	\$223,552,875	\$170,219,342	\$290,832,694	\$312,421,139

WATER & WASTEWATER UTILITY ENTERPRISE FUND

This enterprise fund accounts for the operations of the water and wastewater system in the unincorporated areas of the County. Water and wastewater fees are determined annually by rate studies and are set at levels to recover the expenses of operations, including debt service, in a manner similar to private business enterprises. Activities necessary to provide water and wastewater service are accounted for in this fund, including customer service, engineering, operations and maintenance.

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Licenses and Permits	\$25,075	\$30,592	\$30,000	\$21,000
Intergovernmental Revenue	95,019	415,344	0	0
Charges For Services	163,725,322	173,028,360	173,850,854	181,060,905
Fines And Forfeits	71,734	66,521	78,200	77,000
Miscellaneous Revenues	29,907,291	30,527,786	28,993,551	25,948,433
Gross Revenue	193,824,441	204,068,603	202,952,605	207,107,338
Interfund Transfers	105,094	1,871,610	32,147,000	124,907,000
Intrafund Transfers	207,040,234	223,206,626	219,862,527	217,202,288
Other	38,827	43,066	38,399	39,299
Less 5% Required by Law	0	0	(516,521)	(159,950)
Fund Balance Begin of Year	122,681,135	135,690,618	122,258,732	116,985,574
	329,865,290	360,811,920	373,790,137	458,974,211
Total	\$523,689,731	\$564,880,523	\$576,742,742	\$666,081,549

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Planning & Growth Management Department	\$392,693	\$349,342	\$536,738	\$540,811
Real Estate Department	195,262	247,816	359,527	356,401
Water Resource Services	103,053,959	116,042,676	128,616,129	144,873,130
	103,641,914	116,639,834	129,512,394	145,770,342
Non-Departmental Organizations				
Capital Improvement Projects Program	19,892,295	32,129,728	86,544,000	171,818,000
Debt Service Accounts	27,920,825	27,891,618	27,558,929	27,569,437
	47,813,120	60,021,346	114,102,929	199,387,437
Non-Expenditure Accounts				
Interfund Transfers	0	55,443	0	0
Intrafund Transfers	207,040,234	223,206,626	219,862,527	217,202,288
Reserves & Refunds	1,191,524	198,870	113,264,892	103,721,482
	208,231,758	223,460,939	333,127,419	320,923,770
Total	\$359,686,792	\$400,122,119	\$576,742,742	\$666,081,549

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM FUND

This debt service fund accounts for the payment of principal, interest, and fees for the commercial paper program. The program provides funds for the short-term financing of capital projects and as a source of encumbering capital contracts. This program provides an efficient, low cost alternative to other forms of short-term and interim financing. The debt service on the notes will be paid by program revenues or by long-term financing of the projects.

Revenues by Source		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues		\$22	(\$8)	\$0	\$0
	Gross Revenue	22	(\$8)	0	0
Other		5,148,000	5,238,000	2,680,000	5,530,000
	Subtotal	5,148,000	5,238,000	2,680,000	5,530,000
	Total	\$5,148,022	\$5,237,992	\$2,680,000	\$5,530,000

Appropriations by Organization		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations					
Debt Service Accounts		\$5,147,423	\$5,239,955	\$2,680,000	\$5,530,000
	Total	\$5,147,423	\$5,239,955	\$2,680,000	\$5,530,000

RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS 2000

This fund accounts for the payment of principal and interest on bonds issued to refund outstanding commercial paper notes issued to finance certain reclaimed water improvements. The bonds are secured solely by a pledge of the Reclaimed Water Assessments. Final maturity of these bonds is in 2015.

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$503,750	\$515,887	\$461,732	\$504,571
Gross Revenue	503,750	515,887	461,732	504,571
Less 5% Required by Law	0	0	(23,087)	(23,034)
	0	0	(23,087)	(23,034)
Total	\$503,750	\$515,887	\$438,645	\$481,537

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Water Resource Services	\$5	\$0	\$0	\$0
Non-Departmental Organizations				
Debt Service Accounts	436,714	440,653	438,645	437,637
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	43,900
Total	\$436,719	\$440,653	\$438,645	\$481,537

CAPACITY ASSESSMENT SPECIAL ASSESSMENT BONDS 2000

This fund accounts for the payment of principal and interest on bonds issued to finance all or a portion of the cost of acquisition, construction, equipping, and renovation of capital improvements to the water and wastewater system. The bonds are secured solely by a pledge of the Capacity Assessments. Final maturity of these bonds is in 2016.

Revenues by Source		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues		\$2,976,322	\$2,964,597	\$2,701,200	\$3,000,830
	Gross Revenue	2,976,322	2,964,597	2,701,200	3,000,830
Interfund Transfers		0	0	(135,060)	(139,817)
	Subtotal	0	0	(135,060)	(139,817)
	Total	\$2,976,322	\$2,964,597	\$2,566,140	\$2,861,013

Appropriations by Organization		FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator					
Water Resource Services		\$33,947	\$32,328	\$0	\$54,024
Non-Departmental Organizations					
Capital Improvement Projects Program		5,994,172	6,518,106	0	0
Debt Service Accounts		2,401,908	2,424,591	2,416,923	2,414,448
		8,396,080	8,942,697	2,416,923	2,414,448
Non-Expenditure Accounts					
Reserves & Refunds		0	0	149,217	392,541
	Total	\$8,430,027	\$8,975,025	\$2,566,140	\$2,861,013

FLEET SERVICES FUND

This internal service fund accounts for the revenues and expenses of the repair and maintenance of the County's motor vehicle fleet, equipment repairs, and fuel purchases. Through FY 95 this program was accounted for in the General Revenue (Special Use) Fund and subsidized by the General Revenue (Countywide) Fund. Since FY 96 the services are fully supported by charges for services and sales of fuel to the operating departments.

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Charges For Services	\$19,378,125	\$21,494,560	\$27,068,497	\$26,746,775
Miscellaneous Revenues	1,902,368	1,458,603	1,373,767	1,479,517
Gross Revenue	21,280,493	22,953,163	28,442,264	28,226,292
Interfund Transfers	0	251,926	0	0
Fund Balance Begin of Year	14,410,047	13,227,675	12,382,819	12,871,664
	14,410,047	13,479,601	12,382,819	12,871,664
Total	\$35,690,540	\$36,432,764	\$40,825,083	\$41,097,956

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator Organization				
Fleet Management Department	\$22,383,101	\$23,059,344	\$27,953,419	\$28,411,496
Non-Expenditure Accounts				
Reserves & Refunds	4,716	1,178	12,871,664	12,686,460
Total	\$22,387,817	\$23,060,522	\$40,825,083	\$41,097,956

COUNTY SELF INSURANCE FUND

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

Revenues by Source	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Revenue	\$146,059	\$347,012	\$300,000	\$300,000
Charges For Services	85,447,958	92,016,791	99,302,503	107,019,645
Miscellaneous Revenues	2,775,712	4,875,834	2,740,756	4,711,638
Gross Revenue	88,369,729	97,239,637	102,343,259	112,031,283
Interfund Transfers	0	4,889,822	0	0
Intrafund Transfers	835,170	793,229	742,292	691,160
Fund Balance Begin of Year	97,485,341	120,650,757	110,134,152	128,345,037
	98,320,511	126,333,808	110,876,444	129,036,197
Total	\$186,690,240	\$223,573,445	\$213,219,703	\$241,067,480

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Administrator				
Human Resources Department	\$1,189,565	\$1,308,880	\$1,886,314	\$1,890,597
Non-Departmental Organizations				
Non-Departmental Allotments	78,953,763	84,484,101	93,716,531	107,937,891
Non-Expenditure Accounts				
Interfund Transfers	0	19,693,806	0	0
Intrafund Transfers	835,170	793,229	742,292	691,160
Reserves & Refunds	11,293	291,292	116,874,566	130,547,832
	846,463	20,778,327	117,616,858	131,238,992
Total	\$80,989,791	\$106,571,308	\$213,219,703	\$241,067,480

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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Miscellaneous Revenues	\$0	\$8,851	\$0	\$9,014
Gross Revenue	0	8,851	0	9,014
Less 5% Required By Law	0	0	0	-451
	0	0	0	-451
Total	\$0	\$8,851	\$0	\$8,563

Appropriations by Organization	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Non-Departmental Organizations				
Debt Service Accounts	\$0	(\$34)	\$0	\$300
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	8,263
Total	\$0	(\$34)	\$0	\$8,563

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
01 GENERAL FUND				
001 COUNTYWIDE GENERAL FUND				
001 Countywide General Operating Fund	\$438,676,067	\$486,048,777	\$601,343,890	\$650,743,556
002 Capital Project Fund*	3,639,857	11,931,127	0	0
003 Major Maintenance & Repair Project Fund*	5,056,897	2,061,768	0	0
004 ITS Project Fund*	3,666,755	5,423,443	0	0
	<u>451,039,576</u>	<u>505,465,115</u>	<u>601,343,890</u>	<u>650,743,556</u>
003 UNINCORPORATED AREA GENERAL FUND				
001 Unincorp Area General Operating Fund	255,929,205	293,158,064	366,450,167	403,688,477
002 Unincorp Area General Project Fd*	246,359	5,383,958	0	0
003 Major Maintenance & Repair Project Fund*	7,567,131	490,398	0	0
	<u>263,742,695</u>	<u>299,032,420</u>	<u>366,450,167</u>	<u>403,688,477</u>
Total General Fund	<u>714,782,271</u>	<u>804,497,535</u>	<u>967,794,057</u>	<u>1,054,432,033</u>

10 SPECIAL REVENUE FUNDS

002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

602 Public Art Prog Countywide Fund Ord89-32*	75,187	78,276	159,490	178,760
606 Cw Major Maintenance & Repair Project Fund	0	1,224,063	4,867,020	6,129,883
636 School Site Impact Fee Fund	0	0	0	9,472,771
702 Crim Just Education/Training Fund FS943.14	640,000	0	1,433,606	2,488,693
703 Crim Just Training Trust Fund R95-077	265,707	721,935	474,276	562,580
705 County Boat Registration Fee Fund Ord90-13	386,504	53,277	929,103	864,603
706 Detention Deputy Recruitmnt/Retention Fd*	79,527	383,593	0	0
707 Teen Court Fund FS938.17/Ord 97-15	292,214	346,331	28,356	24,147
709 Federal Usms/Dept Just Asset Forfeit Fund	0	136,334	1,916,967	2,180,115
710 County Fine & Forfeiture Fund FS142.01	9,155,458	0	0	0
712 Cty Lcl Alcohol/Drug Trust Fund FS 938.13	75,916	60,202	192,414	147,114
713 Drug Abuse Alternate Source Fund R91-0223	22,906	54,969	259,255	246,355
714 800Mhz Intrgv Radio Comm Sys Fund FS318.21	1,170,511	1,128,100	2,577,245	3,492,353
715 Fla Contraband Forfeit Fund FS932.703/704	537,968	640,663	1,525,951	2,111,992
716 Lcl Govt Crim Just Trust Fund FS27.3455	8,692,440	0	0	0
717 Service Fees Legal Aid Prog Fund Ord89-20	722,277	0	0	0
718 Drug Abuse Tr Fund FS938.21/Ord 97-16	71,898	37,366	338,134	336,534
719 Federal Treasury Asset Forfeiture Fund	0	0	140,500	161,139
720 Court Improvement Fd Ord 82-07 & 86-17*	137,269	0	0	0
721 Court Facilities Fund Ord87-23	3,411,992	128,870	439,914	448,369
722 Mediation-Arbitration Trust Fund	592,471	588,795	66,660	11,387
723 County Civil Mediation Trust Fund	358,307	107,738	9,720	5,727
724 Family Mediation Trust Fund	0	44,885	16,539	16,869
725 Civil Traf Inf Hearing Off Tr Fund Ao92-11	1,166,592	504,046	43,450	8,948
726 General Master (Disso Marriage) Trust Fund	637,365	169,318	13,150	13,410
727 Court Technology Trust Fund Ord93-02	323,658	0	143,600	146,475
728 Probate Guardianship & Trust Trust Fund	148,761	34,009	4,435	4,520
729 Spcl Master Animal Ctrl Fee Fund	4,272	0	15,795	18,295
730 Cir Ct Mediation Administrative Fee Fund	60,268	0	1,520	1,550

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
002 COUNTYWIDE SPECIAL PURPOSE REVENUE FUND (continued)				
731 Spcl Master Water Use Restrict Fee Fund	17,298	0	44,790	51,490
732 Family Administrative Fee Fnd S-2000-073	54,050	183,816	2,850	6,070
733 Child Custody Investigation Fee Ao94-181	48,662	189,594	2,700	2,750
734 Courthouse Annex Tower Fund	3,100,000	2,665,400	0	0
735 Cnty Ct Court-Ordered Mediation Ao99-06	0	58,622	2,370	45,270
736 Children'S Advocacy Centr Fnd S-1999-081	0	0	17,640	20,996
737 Public Guardian Trust Fund Ord 99-24	12,000	19,500	3,000	0
738 Project Hope FS796.07(6)	0	0	70,532	118,937
742 State Court Innov(Ord 04-33;939.185 FS)	0	2,004,432	1,826,947	1,853,685
743 Legal Aid Fund (Ord 04-33;939.185 F.S.)	45,262	1,100,000	1,100,000	1,100,000
744 Teen Ct/Juv Divrs Fund(Ord04-33;939.185FS)	45,262	412,740	1,184,869	1,314,408
745 Court-Related Technology Fund (Art.V.)	0	5,071,698	5,948,926	5,347,416
746 Traf Surcharge Tr Fund FS318.18/Ord04-26	0	5,445,948	5,454,494	6,143,981
747 Crime Prev/Safe Neighborhds FS775.083(2)	0	0	871,334	1,892,882
749 Child Supprt Incent Fd-SS Act Title IV-D	0	0	22,000	22,000
904 Emer Mgt Facil Plns Rev Fund Fac 9G-20.004	0	0	27,739	30,889
905 Lcl Air Poll Ctrl Tag Fee Tr Fund FS320.03	762,944	744,699	1,329,364	1,109,546
907 Indigent Health Care Svcs FS212.055 Fund	95,693,702	102,635,629	95,783,483	101,886,494
908 Gardinier Settlement Dep/Epc Fund	437,000	225,051	476,094	486,094
909 Pollution Recovery Fund Lf84-446	565,585	1,142,602	1,337,437	1,491,276
910 Pollution Recovery Project Fund	6,480	239,677	0	0
911 State Revenue Sharing Fund	31,017,390	32,574,178	14,139,858	10,752,107
915 911 Emer Tel Sys-Land Ln Ord86-14/87-25	4,622,408	5,409,136	10,421,946	9,064,387
916 911 Emer Tel Sys-Wireless 365.173FS	0	0	2,481,081	3,640,102
925 Fl Boating Improv Prog Fund-FS328.72(15)*	218,773	28,126	315,000	315,000
969 Jt County-City Cecile Wagnon Will Fund	0	0	83,159	85,659
971 Animal Cont Spay/Neuter Inc Pymt Prog	156,616	213,890	910,599	974,100
972 Animal Services Contributions Fund	1,182	2,552	14,969	20,487
992 ITS Project Fund	0	2,631,297	3,112,334	5,344,004
993 Data Management Services Fund	14,630,322	0	0	0
994 Tampa Bay Water Issues Addl Support Fund	1,429,666	1,439,082	0	0
	181,894,070	170,880,439	162,582,615	182,192,619
004 UNINCORPORATED AREA SPECIAL PURPOSE FUND				
602 Public Art Program MSTU Fd Ord89-32*	0	29,500	30,200	0
610 UA Major Maintenance & Repair Project Fund	0	5,421,443	2,450,329	3,897,999
620 Parks Impact Fee (Nw Zone) Fund*	1,962,439	544,234	820,000	377,750
621 Parks Impact Fee (Ne Zone) Fund*	547,730	6,940	433,750	433,750
622 Parks Impact Fee (Cent Zone) Fund*	641,737	2,034,586	1,170,000	1,149,100
623 Parks Impact Fee (S Zone) Fund*	284,274	37,613	605,000	688,600
626 School Site Ded Prog Nw Imp Assess Tr Fund	0	0	6,890	7,090
628 School Site Ded Prog Cent Imp Asses TrFund	0	0	0	0
630 Fire Service Impact Fee (Nw Zone) Fund*	643,757	132,602	144,000	106,000
631 Fire Service Impact (Ne Zone) Fund*	1,330	62,342	115,000	115,000
632 Fire Service Impact Fee (Cent Zone) Fund*	76,231	4,100	238,500	208,500
633 Fire Service Impact Fee (S Zone) Fund*	1,330	72,726	229,000	210,000
636 School Site Impact Fee Fund	6,577,713	48,455	6,329,337	4,592,771

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
004 UNINCORPORATED AREA SPECIAL PURPOSE FUND (continued)				
641 Impact Fees Administration	451,654	313,066	524,536	365,477
892 Environmental Restoration Project Fund*	148,077	21,650	300,000	450,000
893 Local Habitat Mitigation Bank Fund*	0	0	25,000	25,000
900 Building Services Division (Pgm) Fund	14,124,928	17,112,496	27,375,696	25,103,162
908 Land Excavatin Opr/Inspect Sec.8.01.03Ldc	166,061	155,592	162,571	141,583
913 Water Conservation Trust Fund Ord91-27*	125,006	80,519	612,936	587,240
922 Tax Dist On Severance Phos Rock FS211.31	752,750	845,779	2,751,431	2,267,681
924 Stormwater Mgmt Proj Fd Ord 89-27*	10,941,643	6,057,405	5,133,850	5,212,200
925 Stormwater Mgmt Operating Fund Ord 89-27	311,636	535,653	1,006,093	1,102,585
988 Sun City Utility Operating/Project Fund	50,979	35,516	0	0
	<u>37,809,275</u>	<u>33,552,217</u>	<u>50,464,119</u>	<u>47,041,488</u>
006 COUNTY BLENDED COMPONENT UNITS FUND				
001 Civil Service Board Fund	2,295,082	2,298,511	2,776,756	3,022,255
002 Law Library Board Fund-Ord 01-16,Sec7	563,600	392,865	463,988	453,199
006 City County Planning Commission Fund	5,579,207	5,753,349	6,178,263	6,611,050
903 Law Library Sales/Svcs Ord 01-16,Sec8	2,945	46,040	57,405	47,755
	<u>8,440,834</u>	<u>8,490,765</u>	<u>9,476,412</u>	<u>10,134,259</u>
008 LOCAL HOUSING ASSISTANCE PROGRAM FUND				
001 Operating Fund	626,118	0	0	0
200 S.H.I.P. Program*	6,238,292	6,885,981	6,643,069	8,386,814
	<u>6,864,410</u>	<u>6,885,981</u>	<u>6,643,069</u>	<u>8,386,814</u>
009 STATE OF FL HEALTHCARE SURTAX TRUST FUND				
001 Indigent Health Care & Trauma Center Fund	87,693,668	83,895,828	122,186,055	163,131,744
010 SALES TAX REVENUE FUND				
010 Half-Cent Sales Tax/Bonds Revenue Fund	84,647,653	86,260,856	107,028,781	123,448,482
020 Prof Sports Franchise Facil Sales Tax Fund	2,003,545	2,004,334	2,174,148	2,174,548
030 3% Tourist Dev Tax Trust Fund	10,054,620	11,954,238	13,852,943	14,011,730
040 1% Addl (4Th Ct) Tourist Tax Fund Ord90-03	2,795,685	2,652,136	9,256,955	11,105,736
050 1% Addl (5Th Ct) Tourist Tax Fund Ord94-13	3,213,217	5,263,201	6,944,846	8,190,513
090 Lcl Govt Infrastructure Surtax Fund	85,617,241	99,381,752	100,571,207	113,284,171
	<u>188,331,961</u>	<u>207,516,517</u>	<u>239,828,880</u>	<u>272,215,180</u>
012 INTERGOVERNMENTAL GRANTS				
100 Operating Grants Fund*	83,892,769	92,068,888	83,543,117	85,285,197
200 Project Grants Fund*	10,340,874	36,452,695	7,384,174	6,840,043
	<u>94,233,643</u>	<u>128,521,583</u>	<u>90,927,291</u>	<u>92,125,240</u>
013 COUNTY TRANSPORTATION TRUST FUND				
001 Operating Fund	50,249,984	50,274,062	62,184,400	66,135,186
002 Proj Fund (1St Local Option 6Ct Fuel Tx)*	27,957,337	27,541,414	24,136,552	24,634,162
005 Street Lighting Non-Ad Val Assessment Fund	6,582,303	6,415,175	11,202,142	12,299,024
100 Operating Grants Fund*	329,065	0	0	0
200 Project Grants Fund*	2,254,574	2,378,936	0	0
300 Developer/County Funded Transp Project	0	5,700,000	0	0
937 Rd Network Imp Prog Imp Asses Zone 8*	5,669	0	0	0
938 Rd Network Imp Prog Imp Asses Zone 9*	8,979	0	0	0

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
013 COUNTY TRANSPORTATION TRUST FUND (continued)				
940 Ninth-Cent Fuel Tax Fund*	4,884,243	4,385,320	4,691,136	4,958,222
970 Road Network Impact Fee (Zone 01) Fund*	44,713	67,990	6,500	1,439,250
971 Road Network Impact Fee (Zone 02) Fund*	17,424	13,389	361,000	361,000
972 Road Network Impact Fee (Zone 03) Fund*	1,425	1,425	71,250	71,250
973 Road Network Impact Fee (Zone 04) Fund*	577,041	304,247	2,470,000	1,235,000
974 Road Network Impact Fee (Zone 05) Fund*	36,121	13,993	109,250	109,250
975 Road Network Impact Fee (Zone 06) Fund*	191,319	220,638	167,675	167,675
976 Road Network Impact Fee (Zone 07) Fund*	198,562	3,710,939	3,467,500	0
977 Road Network Impact Fee (Zone 08) Fund*	3,103,381	1,700,195	950,000	38,000
978 Road Network Impact Fee (Zone 09) Fund*	3,207,368	3,338,643	1,130,500	47,500
979 Road Network Impact Fee (Zone 10) Fund*	361,926	282,449	926,250	926,250
980 Citrus Pk Cmnty Dev Dist Pledged Rev Fd*	3,852,232	3,010,742	2,470,000	0
989 Constitutional Fuel Tax Fund*	9,683,658	13,035,190	11,048,518	11,554,028
990 County Fuel Tax (7Th Cent) Fund	4,918,697	5,297,931	5,458,849	5,555,232
991 Local Transp Ninth Cent Fuel Tax Fund	6,533,021	6,949,188	6,801,959	7,152,638
992 Ad Valorem Tax Transp Fund*	1,903,791	5,937,772	15,885,000	18,480,000
993 Transit System Aid Fund	0	0	200,000	0
	126,902,833	140,579,638	153,738,481	155,163,667
014 LIBRARY TAX DISTRICT FUND				
001 Library Tax Dist Operating Fund	38,621,923	36,867,822	55,022,211	65,631,408
002 Library Tax District Project Fund*	4,071,199	5,047,149	3,424,000	3,607,000
003 Major Maintenance & Repair Project Fund*	640,191	421,961	428,512	502,832
100 Operating Grants Fund*	34,800	114,780	0	0
200 Project Grants Fund*	1,120,930	1,167,041	0	0
602 Public Art Prog Library Dist Fd Ord89-32*	5,130	49,365	26,182	12,850
	44,494,173	43,668,118	58,900,905	69,754,090
030 INFRASTRUCTURE SURTAX FIXED PROJECT FUND				
002 Project Fund (Entitlement One 1997-2003)*	8,839,134	8,434,411	800,000	600,000
003 Financed Proj Subfund (PH II 2003-2008)*	31,559,561	21,653,284	67,792,621	38,628,659
004 Non-Financed Proj Subfd(PH II 2003-2008)*	11,386,305	32,836,889	46,263,201	0
005 Project Subfd (Ph III)*	0	0	6,565,000	50,000
	51,785,000	62,924,584	121,420,822	39,278,659
Total Special Revenue Funds	828,449,867	886,915,670	1,016,168,649	1,039,423,760
20 DEBT SERVICE FUNDS				
011 CAP IMP NON-ADVAL REV BDS SER 98 FD				
000 Sinking Fund Cap Imp 98 Rev Bds	1,499,300	1,498,600	1,871,750	1,874,594
013 FUEL TAX REF REVENUE BONDS DEBT SVC FUND				
001 Taxable Series 1998 Sinking Fund	2,386,221	2,394,043	3,548,669	3,544,261
024 GENERAL OBLIGATION BONDS P&R SINKING FD				
000 Parks G.O. Bonds '93/'96/'02 Bonds	1,378,124	1,374,367	1,511,016	1,500,958
029 ELAPP LIMITED ADVAL TAX BONDS DBT SVC FD				
000 ELAPP Ltd Adval Tx Bds Sinking Fund	5,325,506	5,336,643	6,279,898	6,218,280

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
036 CRIM JUSTICE FACIL REV BONDS DEBT SVC FD				
000 Crim Just Facil Rev Bds Sinking Fund	10,002,516	10,003,700	11,669,650	11,664,792
001 Crim Just Facil Rev Bds Reserve Acct	0	0	10,001,250	10,001,250
	<u>10,002,516</u>	<u>10,003,700</u>	<u>21,670,900</u>	<u>21,666,042</u>
037 COURT FACIL REV BONDS 99 DEBT SERVICE FD				
001 Courthouse Project Revenue Fund Acct	3,732,660	178,305	0	0
002 Courthouse Project Sinking Fund Acct	3,648,772	49,509,900	2,649,567	5,239,680
003 Courthouse Proj Invested Sinking Fund Acct	0	4,378,393	0	0
	<u>7,381,432</u>	<u>54,066,598</u>	<u>2,649,567</u>	<u>5,239,680</u>
038 CAP IMPROVE PRG REV BONDS 94 DEBT SVC FD				
004 CIP Ref Rev Bds Series 96 Sinking Fund	3,502,421	3,503,529	4,078,714	4,076,302
005 CIP Ref Rev Bds Series 96 Reserve Fund	0	0	3,491,250	3,491,250
	<u>3,502,421</u>	<u>3,503,529</u>	<u>7,569,964</u>	<u>7,567,552</u>
039 CAP IMPROVE NONADVAL REF REV 96/06 BD FD				
001 MOSI/Cnty Ctr Ref Rev Bds 96A/B Debt Svc	5,388,384	5,388,978	6,739,582	6,735,634
002 MOSI/Cnty Ctr Ref Rev Bds 96A/B Reserve	0	0	5,388,220	5,388,220
	<u>5,388,384</u>	<u>5,388,978</u>	<u>12,127,802</u>	<u>12,123,854</u>
049 2001 COMMUNITY INVESTMNT TX REV BONDS				
001 CIT Series 2001A And Series 2001B	4,532,562	4,527,262	6,641,955	6,646,788
050 SERIES 2004 CIT REVENUE BONDS				
001 CIT Series 2004 Sinking Fund	0	6,446,811	8,988,287	8,992,859
055 2005 TSA REFUNDING NON-ADVAL REV BDS				
001 Arena Non-Ad Ref Rev 2005 Sinking Fund	0	20,576,826	1,544,961	2,268,388
Total Debt Service Funds	<u>41,396,466</u>	<u>115,117,357</u>	<u>74,404,769</u>	<u>77,643,256</u>
30 CAPITAL PROJECTS FUNDS				
002 COUNTYWIDE CAPITAL PROJECTS FUND				
604 Countywide Construction Fund*	0	3,420,896	15,960,490	23,266,760
004 UNINCORP AREA CAPITAL PROJECTS FUND				
608 Unincorp Area Construction Fund*	0	4,579,498	14,098,326	10,488,219
011 CAP IMP NON-ADVAL TAX REV BDS SER 98 FD				
002 Cap Imp Non-Adv Tx Rev Bds 98 Proj Fund*	440,967	121,528	0	0
016 EPC FACILITY ACQUISITION/REHAB FUND				
002 EPC Sabal Park Facility Project Fund*	443,383	536,503	160,000	0
024 GENERAL OBLIG BONDS P & R PROGRAM FUND				
003 P&R Unincorporated Area Series 1996 Bds*	45,339	1,500	0	0
029 ENVIRO SENSITIVE LANDS TAX/BOND FUND				
000 Site Acquisition & Administration Acct	11,717,871	6,139,122	1,382,928	1,684,629
001 ELAPP Site Management & Restoration Acct	1,220,759	2,011,053	2,520,008	2,666,584
002 ELAPP Projects (Non-Bond) Fund	101,579	12,605,614	8,046,490	10,479,543
005 Limited Ad Val Tax Bonds (1992) Proj Fd*	1,788,610	4,641	0	0
006 Limited Ad Val Tax Bonds (1994) Proj Fd*	98,148	1,414,110	0	0
	<u>14,926,967</u>	<u>22,174,540</u>	<u>11,949,426</u>	<u>14,830,756</u>

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
034 COURT FACIL NON-BOND CONSTRUCTION FUND				
002 Court Facil Imprvmt Non-Bond Proj Fund	620,362	414,990	0	0
003 Central Energy Plant Ph II Const	5,780,380	5,986,948	0	0
	<u>6,400,742</u>	<u>6,401,938</u>	<u>0</u>	<u>0</u>
035 COURT FACIL REV BONDS 99 CONSTRUCTION FD				
002 Court Facil Imprvmt Bond Proj Fund*	3,321,177	0	0	0
038 CAPITAL IMPRV PROG BONDS SERIES 94/96 FD				
002 Cap Imp Refunding Rev Bds 1996 Const Fund*	72,642	0	0	0
003 Cap Imp Revenue Bds 1994 Const Fund*	100,001	0	0	0
	<u>172,643</u>	<u>0</u>	<u>0</u>	<u>0</u>
044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND				
001 CP Quarterly Note Issuances*	138,218,408	61,675,066	105,425,000	128,780,000
002 CP Allocated Credit Capacity*	0	0	116,502,000	175,407,000
	<u>138,218,408</u>	<u>61,675,066</u>	<u>221,927,000</u>	<u>304,187,000</u>
048 FALKENBURG JAIL CONSTRUCTION FUND				
002 Jail Expansn Capital Proj (Series 2001A)*	466,581	1,550	0	0
050 2004 COMMUNITY INVESTMENT TAX REV BNDS				
002 CIT Series 2004 Project Fund*	71,396,011	20,558,004	0	0
Total Capital Projects Funds	<u>235,832,218</u>	<u>119,471,023</u>	<u>264,095,242</u>	<u>352,772,735</u>

40 ENTERPRISE FUNDS

032 SOLID WASTE SYSTEM ENTERPRISE FUND				
001 SW & RR System Operating/Maintenance Fund	55,686,244	59,800,545	75,132,859	79,477,959
003 SW & RR System Revenue Fund	73,171,921	84,056,807	83,938,430	89,755,051
004 SW & RR System Renewal/Replacement Fund	2,810,260	981,325	12,843,927	12,862,463
005 SW & RR System Capital Improvement Fund*	887,427	5,423,960	1,505,000	2,640,000
017 SW/RR Sys (Fin Assur) Nw Closed Lf Fund	73,000	73,000	511,000	438,000
019 SW/RR Sys (Fin Assur/Gasb) Lf Closure Fund	0	0	27,247,397	27,935,286
024 SW/RR Sys Closed L/F Maintenance Fund	1,749,559	1,590,786	2,002,501	2,396,321
027 SW & RR System Debt Service Fund	73,845,315	12,600,390	13,671,788	13,336,375
028 SW & RR System Debt Svc Reserve Fund	12,572,295	0	3,832,211	3,832,211
029 SW & RR System General Purpose Fund	2,605,000	5,668,599	15,672,191	17,820,783
041 Taylor Road Landfill Superfund Site Fund	33,168	23,930	46,500	46,500
043 Lf Closure Fund-Phase II (Cell 7) Gasb	0	0	373,890	380,190
049 SW & RR System Rate Stabilization Fund	0	0	2,000,000	2,000,000
058 Financed Proj Subfund	0	0	52,055,000	59,500,000
100 Operating Grants Fund*	118,686	0	0	0
	<u>223,552,875</u>	<u>170,219,342</u>	<u>290,832,694</u>	<u>312,421,139</u>
040 WATER & WASTEWATER UTILITY ENTERPRISE FD				
001 Utility Sys Operating & Maintenance Acct	101,199,815	113,341,916	139,473,583	156,196,542
002 Utility Sys Rev Bds Debt Service Acct	27,920,825	27,891,618	34,730,081	34,839,445
003 Utility Sys General Revenue Acct	169,322,973	187,437,163	207,346,039	211,899,806
005 Util Sys Capacity Fees Gen Oper Acct	12,701,441	27,338,040	16,265,996	8,961,928
007 Utility Sys Renewal & Replacement Acct*	32,229,984	13,780,180	10,265,287	10,765,217
010 Utility Sys Gen Rev Cap Exp Acct*	8,302,698	15,817,284	45,000,000	33,500,000
011 Water Projects Account*	70,017	96,191	0	0

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
040 WATER & WASTEWATER UTILITY ENTERPRISE FD (continued)				
012 Wastewater Projects Account*	413,839	770,300	0	0
013 Recl Water Capital Charge Fund R96-072*	441,419	688,859	0	0
041 Cone Ranch Special Projects Fund	20,669	13,638	1,796,509	1,940,509
042 Utility Sys Water Conservation Fund	257,007	1,353,038	0	0
045 Long Term Sys Capital Rehab/Replcmt Fund	0	2,717,352	0	0
046 Revenue Account Rate Stabilization Fund	0	0	76,654,356	76,654,356
050 Reclaimed Water Impvmt Unit Assessmnt Fund	8,638	7,249	3,228,323	3,845,835
051 Reclaimed Water Impvmt Unit Project Fund*	403,677	636,911	0	0
052 Capacity Assessment Unit Fund Ord 96-07	6,067,607	7,442,549	9,793,193	2,521,730
053 Capacity Assessment Unit Project Fund	0	0	0	78,765,000
054 Infrastructure Assessment Unit Fund 99-08	72	72	42,375	49,181
055 Infrastructure Assessmnt Unit Project Fund	19,464	0	0	0
057 Utility Sys Financed Project Fund	0	0	32,147,000	46,142,000
200 Project Grants Fund*	306,647	789,759	0	0
	359,686,792	400,122,119	576,742,742	666,081,549
044 CAP IMPR COMMERCIAL PAPER PROGRAM FUND				
001 CP Quarterly Note Issuances*	5,147,423	5,239,955	2,680,000	5,530,000
046 RECL WATER SPCL ASSESSMENT REV BDS 2000				
002 Rev/Sinking Fund Rw Spcl Assmnt 00 Rev Bds*	436,719	440,653	438,645	481,537
047 CAPACITY ASSESS SPECIAL ASSESS BDS 2000				
001 Cau Spcl Assmnt Bds 2000 Project Fund*	5,994,172	6,518,106	0	0
002 Rev/Sinking Fund Cau Spcl Assmnt 2000 Bds*	2,435,855	2,456,919	2,566,140	2,861,013
	8,430,027	8,975,025	2,566,140	2,861,013
Total Enterprise Funds	597,253,836	584,997,094	873,260,221	987,375,238
 50 INTERNAL SERVICE FUNDS				
066 FLEET SERVICES FUND				
001 Operating Fund	11,861,988	13,584,833	20,510,945	19,917,368
003 Lease Back Program Fund	10,525,829	9,475,689	20,314,138	21,180,588
	22,387,817	23,060,522	40,825,083	41,097,956
067 COUNTY SELF INSURANCE FUND				
000 Insurance Program Administration Fund	805,110	734,349	1,184,591	1,128,762
001 Workers Compensation Insurance Fund	7,137,888	27,869,230	52,343,375	61,344,297
002 General Liability Insurance Fund	7,690,502	7,707,811	26,833,368	28,281,630
003 Catastrophic Disaster Insurance Fund	0	0	35,184,641	43,388,022
004 Employee Group Health Insurance Fund	65,356,291	70,259,918	97,673,728	106,924,769
	80,989,791	106,571,308	213,219,703	241,067,480
Total Internal Service Funds	103,377,608	129,631,830	254,044,786	282,165,436

BUDGET BY SUBFUND*

	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
065 NON-COMMITMENT SPECIAL ASSESSMENT DEBT				
044 <i>TRANSPORTATION ASSESSMENT UNITS FUND</i>				
002 TAU Special Assmnt Rev/Sinking Fund	0	(34)	0	8,563
Total Non-Commitment Special Assessment Debt	0	(34)	0	8,563
Grand Total	\$2,521,092,266	\$2,640,630,475	\$3,449,767,724	\$3,793,821,021

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

DEPARTMENT SUMMARIES

The Departmental Summaries that follow in this section include mission statements, summary budgets, and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners. In the portion of this section which shows detailed positions by organization, the four years of position detail reflect the number of *adopted* positions in each fiscal year.

Please note that where the caret (^) symbol appears to the right of a number or percentage it indicates that this data is an estimate for FY 04 and FY 05 data.

MATRIX OF COUNTY SERVICES

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

At a March 10, 1999 workshop to review recommendations made by the Blue Ribbon Committee on County Finances, the Board of County Commissioners requested that a matrix be developed to

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

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

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

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
Aging Services In-Home Care Senior Centers Transportation Nutrition Retired Senior Volunteer Services Working Seniors Services Case Management	Clerk of Circuit Court County Recorder Internal Auditing Recordkeeping for Circuit and County Courts Financial Services Recordkeeping for BOCC
Animal Services Enforcement/Protection Sheltering Animals Rabies Tags and Licensing Responsible Pet Ownership Education Animal Adoption Pet Overpopulation	Community Liaisons African-American Affairs Liaison Asian-American Affairs Liaison Hispanic Affairs Liaison Americans with Disabilities Act Liaison Criminal Justice Liaison
Board of County Commissioners Set Policy & Directives/Implementation of Comp Plan Performance Auditor	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
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	Cooperative Extension 4-H and Youth Programs Agricultural Programs Horticulture Family and Consumer Sciences
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	County Administrator Strategic Operations Affecting Quality of Life Administrative Support Develop State Legislative Program Develop Federal Legislative Program County Legislative Representation County Intergovernmental Representation Performance Improvement Program Targeted Process Improvements Public Information Community Relations Hillsborough Television Citizen Boards Support Printing Services Citizen Action Center
Civil Service Board Applicant Recruiting and Screening Job Classification and Compensation Employee Record Maintenance Job Performance Management Hearings of Discipline Appeals and Grievances	County Attorney General Legal Services & Counsel Litigation Eminent Domain

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
<p>Debt Management Manage County Debt Obligations Financial Advisory Services Municipal Securities Market Compliance & Disclosure Financial & Credit Evaluations of Conduit Bond Issues</p> <p>Economic Development Corporate Business Development Small Business Information Center MBE/SBE Program Agriculture Industry Development Tourist Development Employment & Training/Workforce Board Business/Industry Development</p> <p>Emergency Dispatch Center Fire/Medical Emergency Dispatch Services</p> <p>Emergency Management Countywide 9-1-1 Database and Street/Address Management Countywide 9-1-1 Network Administration Emergency Management</p> <p>Environmental Protection Commission Air Management Water/Wastewater Management Waste Management Wetlands Management Environmental Resources Management</p> <p>Equal Opportunity Administration Investigation of Complaints/Citizen Requests for Assistance</p> <p>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</p>	<p>Fleet Management Fuel Services Equipment Repair & Maintenance Services Parts Management Motor Pool Services Equipment Acquisition</p> <p>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</p> <p>HIPAA Compliance Office HIPAA Compliance</p> <p>Housing and Community Improvement Code Enforcement/Compliance Inspections Single Family Housing Rehabilitation Down Payment and Other Assistance - First Time Homebuyers Operation "Clean-up"</p> <p>Human Resources Employee Benefits Program Administration Employee Development/Training Program Exempt Employee Recruitment Employee Relations Labor Negotiations Employee Safety and Loss Control Programs Citizen Volunteer Program Workers Compensation Investigation/Administration Liability and Insured Property Program Development/Administration</p> <p>Information and Technology Services Communications Services Desktop Services Geographic Information Systems (GIS) Business Solutions/Services Information Distribution and Data Management Services</p>

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD	DEPARTMENT, OFFICE, AGENCY, BOARD
<p>Law Library Board Provide Access to Legal Research Materials</p> <p>Legislative Delegation Constituent Services District Offices Support Services Legislative Services</p> <p>Library Services Member Services Circulation Services Information & Reference Services Programming</p> <p>Management and Budget Multi-Year Financial Planning/Economic Analysis Capital Budget Services Operating Budget Services Budget Systems and Revenue Analysis Outside Agency Contract Management Management Analysis/Performance Measurement Oversight of Cable Educational Consortium/Public Access Contract Cable Franchise Administration Capital Program Administration</p> <p>Medical Examiner Cause of Death Determination Indigent Burial</p> <p>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</p> <p>Neighborhood Relations Technical Assistance & Neighborhood Liaison Neighborhood Mini-Grant Program Community-based Planning Recognition Programs Database Management</p>	<p>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</p> <p>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</p> <p>Planning Commission Countywide Comprehensive Planning Community/Neighborhood Planning Countywide Long-range Transportation Planning Hillsborough River Planning Local Planning Agency (LPA) Administration</p> <p>Procurement Services Centralized Procurement - Informal (between \$2,500 and \$25,000) Centralized Procurement - Formal (exceeding \$25,000) Management of Automated Purchasing Activities Purchase Card Program Manage Consultant Automated Performance System (CAPES) Bidder Registration and Management</p>

MATRIX OF SERVICES

DEPARTMENT, OFFICE, AGENCY, BOARD

Property Appraiser

Real and Tangible Property Assessment
Exemptions Administration
TRIM Notice Administration

Public Defender

Legal Representation to Indigent Clients

Public Works

Transportation Maintenance
Right-of-Way Management
Traffic Signal, Sign and Markings Maintenance
Traffic Engineering and Safety Management
Street Lighting District Administration
Transportation Project Design and Construction
CIP Project Management
Stormwater Design and Management
Wetlands Maintenance/Mitigation
Mosquito Control
Aquatic Weed Control
Infrastructure Inventory and Assessment

Real Estate

Real Estate Acquisition/Disposal
 Environmental Land Acquisition (ELAPP)
 Eminent Domain
Property Management
 Lease Negotiations and Management
 Parking Management
Technical Support
 Records Storage and Retrieval
Survey and Mapping
Right-of-Way Inventory
Building Maintenance & Repair
GIS Services
Architectural Services & Project Management
Building Renovation Project Management (R3M)
Public Art

Security Services Agency

County Facilities Security Services

DEPARTMENT, OFFICE, AGENCY, BOARD

Sheriff

Law Enforcement
Criminal Investigations
 Major Crimes
 Youth and Family
Detention
 Booking & Releasing
 Classification & Records
 Falkenburg Road Jail
 Morgan Street Jail
 Work Release Center
Transportation
 Support Services
Training
Communications
Human Resources
Judicial Services
 Court Process
 Court Services
Support Services
 Fleet Maintenance
 Property Control
 Communications Maintenance
 Technical Support
Inspectional Services
 Fiscal
 Professional Standards
 Community Relations
 Information Services
 Planning and Research
Special Operations
 Canine
 Aviation
 Warrants
 Tactical
 Environmental Enforcement
Special Investigations
 Vice
 Major Violators
 Narcotics
 Criminal Intelligence
Legal Services
Data Operations

MATRIX OF SERVICES

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

BOARD OF COUNTY COMMISSIONERS

MISSION:

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

KEY OBJECTIVES:

1. Ensure Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and procedures.
2. Improve the economic well being of Hillsborough County's citizens.
3. Work with citizens and neighborhoods in order to ensure quality services are delivered in a courteous and responsive manner.
4. Build a high performance diverse professional organization.
5. Provide a quality of life to citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation, in a visually pleasing and healthy community.
6. Improve transportation in Hillsborough County.
7. Effectively protect and manage our natural resources, including the conservation of the water supply to create a healthy environment in Hillsborough County.
8. Make Hillsborough County a desired place to live through managing growth.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
<i>Workload/Demand</i>					
# of budget meetings		13	13	13	13
# of Board meetings, workshops and public hearings		54	60	60	60
# of commissioners' referrals and direct contacts		3,154	4,555	5,956	7,357
# of meetings with transportation-related agencies	3	44	44	44	44
# of Boards and Councils served	7	41	39	39	39
# of community based plans approved	4	10	14	18	22
# of Land Use and Zoning items reviewed	5	1,021	1,192	1,208	1,219
# of Town Hall meetings		4	4	4	4
# of EPC/Tampa Bay Water/ELAPP meetings	2	12/11/12	12/7/12	12/6/12	12/6/12
<i>Efficiency</i>					
BOCC budget as compared to the overall county budget		.05%	.05%	.05%	.05%
# of constituents per Board member		n/a	4@350,000 3@1.40 mil.	4@358,750 3@1.43 mil	4@367,719 3@1.47 mil
% of agenda items resolved or acted upon during the Board meetings		99.0%	99.0%	99.0%	99.0%
cost per agenda review		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
% of population covered by community based plans		28.0%	37.0%	37.0%	64.0%
% of unincorporated population covered by community based plans		28.0%	37.0%	48.0%	63.0%
% of customers that rate quality of service as good or excellent		n/a	n/a	90.0%	91.0%
% of customers that rate the value of customer service as good or excellent		n/a	n/a	73.0%	76.0%
% of customers that are satisfied with administrative referral responses		n/a	76.6%	78.0%	80.0%
# and % of objectives completed on schedule or progressing as planned		n/a	97.3%	97.0%	97.0%
maintain bond rating of at least Aa2/AA/AA		Aa2/AA	Aa2/AA	Aa2/AA	Aa2/AA
% of population growth rate		2.5%	2.5%	2.5%	2.5%

BOARD OF COUNTY COMMISSIONERS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$1,846,635	\$1,906,283	\$2,022,496	\$2,110,862
Operating Expenditure/Expense	63,242	50,979	107,552	109,460
Total	\$1,909,877	\$1,957,262	\$2,130,048	\$2,220,322

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$1,909,877	\$1,957,262	\$2,130,048	\$2,220,322
Total	\$1,909,877	\$1,957,262	\$2,130,048	\$2,220,322

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

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

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

COUNTY INTERNAL PERFORMANCE AUDITOR

MISSION:

To be a catalyst for improving County government. The Board of County Commissioners need timely, objective, accurate information about what departments and programs are doing and how they could do it better. By providing this information, we help to hold government accountable in its stewardship of the public trust and assist the Board of County Commissioners and management staff in using resources to maximize effectiveness and productivity.

KEY OBJECTIVES:

1. Assist the Board of County Commissioners and management staff in carrying out their responsibilities by providing them with objective and timely information on the conduct of County operations, together with our analysis, conclusions and recommendations.
 2. Evaluate the efficiency, effectiveness and equity with which County departments carry out their financial, management and program responsibilities.
 3. Promote compliance with laws, regulations, policies, procedures, rules and agreements.
 4. Serve as budget analyst for the Board of County Commissioners.
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SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
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SERVICE

Workload/Demand

None Provided.

Efficiency

None Provided.

Effectiveness

None Provided.

COUNTY INTERNAL PERFORMANCE AUDITOR

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$201,057	\$219,434	\$423,972	\$405,698
Operating Expenditure/Expense	11,468	10,067	53,257	34,437
Total	\$212,525	\$229,501	\$477,229	\$440,135

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$212,525	\$229,501	\$477,229	\$440,135
Total	\$212,525	\$229,501	\$477,229	\$440,135

Funded Positions	2	2	4	4
Funded FTE Positions	2.00	2.00	4.00	4.00

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

The FY 05 adopted budget was funded at the continuation level with an increase of \$88,119 to provide sufficient funding for three performance audits. This increase represented a non-recurring increase to the funding level for performance audits. All appropriations for performance audits (\$223,119 in FY 05), historically funded in the Non-Departmental Allotments section of the budget, was moved to the County Internal Performance Auditor's operating budget.

The FY 06 adopted budget 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 recommended budget is funded at the continuation level.

COUNTY ATTORNEY

MISSION:

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

KEY OBJECTIVES:

1. Provide high quality low-cost legal representation to all clients with a positive client service rating of 80% or better.
2. Prosecute and defend legal actions by and against the County, limiting outside counsel fees to under \$185 per hour.
3. Initiate and defend eminent domain litigation on behalf of the BOCC, limiting outside counsel. Use to less than 10% of all cases.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Provide General Counsel	1				
<i>Workload/Demand</i>					
# of BOCC mtgs., Councils, public hearings, town meetings, Boards, and other public meetings		1,877	1,900^	1,900	1,900
# of BOCC agenda items		2,111	2,600^	2,600	2,600
# of new legal issues per year		2,547	2,412	2,500	2,500
# of resolutions and ordinances prepared/reviewed		787	800^	800	800
# of contracts and agreements prepared/reviewed		2,269	2,500^	2,500	2,500
# of BOCC inquiries/legal opinions rendered		919	920^	920	920
# of legislative bills reviewed		n/a	2,491	2,500	2,500
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$91/\$173	\$90/\$174	\$100/\$180	\$100/\$185
outside attorney's fees (in dollars)		\$31,204	\$4,405	\$10,000	\$10,000
<i>Effectiveness</i>					
# of attorney's with local government bar certification		14	11	12	13
% customer satisfaction (per survey)		n/a	95.0%	95.0%	95.0%
Prosecution and Defense of Lawsuits	2				
<i>Workload/Demand</i>					
# of cases filed against Hillsborough County		119	128	130	130
<i>Efficiency</i>					
in-house hourly rate compared to outside rate		\$91/\$173	\$95/\$174	\$100/\$180	\$100/\$185
<i>Effectiveness</i>					
% of cases handled in-house		100%	100%	100%	100%
% of cases resolved by pre-trial negotiation and settlement		76.0%	80.0%	80.0%	80.0%
Eminent Domain	3				
<i>Workload/Demand</i>					
# active eminent domain parcels		43	188	190	190
# of eminent domain parcels in litigation		126	136	140	140
<i>Efficiency</i>					
% of successful Orders of Taking		100%	100%	100%	100%
<i>Effectiveness</i>					
outside attorney's fees (in dollars)		\$0	\$0	\$0	\$0
# of new cases assigned to outside counsel		0	0	0	0

COUNTY ATTORNEY

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$7,367,550	\$7,876,185	\$8,432,179	\$9,166,143
Operating Expenditure/Expense	503,022	558,031	570,566	557,132
Capital Equipment	2,039	0	0	0
Other Uses	0	3,672	0	0
Total	\$7,872,611	\$8,437,888	\$9,002,745	\$9,723,275

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$7,500,687	\$7,986,508	\$9,002,745	\$9,723,275
Countywide Special Purpose Revenue Fund	158,834	200,714	0	0
Intergovernmental Grants	0	3,672	0	0
County Transportation Trust Fund	213,090	246,994	0	0
Total	\$7,872,611	\$8,437,888	\$9,002,745	\$9,723,275

Funded Positions	86	86	94	94
Funded FTE Positions	86.00	86.00	87.15	87.15

The FY 04 adopted budget was funded at the continuation level. It realigned charge-back funding for five positions from working on eminent domain issues for stormwater to eminent domain for the transportation program.

The FY 05 adopted budget was funded at the continuation level.

The FY 06 adopted and FY 07 recommended budgets realigned all funding for this office to the Countywide General Fund. The Indirect Cost Allocation Plan is being 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 05, a Civil Service Board and BOCC policy change required that temporary positions be included in position and full-time equivalent (FTE) counts. This change resulted in the inclusion of 8 positions and 1.15 FTE's in FY 06 that are not reflected in FY 05.

ADMINISTRATIVE SERVICES SECTION

MISSION:

Provide professional administrative support to the Office of the County Administrator, Community Liaisons, and Board of County Commissioners; provide effective oversight of the BOCC agenda process and administrative referral process.

KEY OBJECTIVES:

1. Provide quality professional administrative and clerical support to the Office of the County Administrator through the processing of administrative referrals, administrative assignments, and issuance of administrative directives with 90% customer satisfaction.
2. Administer the Board of County Commissioners' meeting process, including the meeting schedule; preparation of hard copy and electronic/web version of agenda materials for regular meetings, workshops, and special meetings; preparation of follow-up action documents and administrative assignments resulting from various meetings with a 95% completion rate as established in the Administrative Directives.
3. Provide quality professional support to the County Administrator and the BOCC through effective report preparation and handling of special projects with 99% completion rate by due dates.
4. Provide updated Administrative Directives by expiration dates.
5. Achieve internal and external customer satisfaction surveys with 90% good or excellent ratings from users of services on agendas, administrative referrals and administrative assignments.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Administrative Support to BOCC					
<i>Workload/Demand</i>					
# of administrative referrals and administrative assignments	1,3	3,154/329	6,623/356	n/a	n/a
# of Administrative Directives updated prior to expiration date or as needed	4	15	15	n/a	n/a
# of automobile allowances processed	3	50	50	n/a	n/a
# of training sessions on ACTS	3	25	25	n/a	n/a
# of delegated authority items	3	93	96	n/a	n/a
# of agendas/agenda items	2	24/2,111	24/2,438	n/a	n/a
# of BOCC workshops and public hearings	2	77	48	n/a	n/a
# of customer satisfaction surveys processed	5	n/a	6,623	n/a	n/a
<i>Efficiency</i>					
cost per administrative referral	1	\$12.10	\$6.15	n/a	n/a
% of administrative assignments assigned within 1 day	1	96.0%	98.0%	n/a	n/a
% of recaps prepared within 2 days	3	90.0%	90.0%	n/a	n/a
cost per regular meeting agenda preparation		\$2,117	\$4,990	n/a	n/a
% of administrative referrals correctly assigned	1	94.0%	95.0%	n/a	n/a
<i>Effectiveness</i>					
% of agendas distributed by 8:00 a.m. Friday before Wednesday meeting	2	99.0%	99.0%	n/a	n/a
% of agenda materials presented error-free	2	98.0%	99.0%	n/a	n/a
% of internal customer satisfaction surveys received with good or excellent ratings from users of services or agendas and administrative assignments	5	n/a	90.0%	n/a	n/a
% of external customer satisfaction surveys received with good or excellent ratings on Administrative Referral Response	5	n/a	90.0%	n/a	n/a
% of administrative directives, administrative orders, and BOCC policies kept current and posted in a timely fashion	4	97.0%	99.0%	n/a	n/a

ADMINISTRATIVE SERVICES SECTION

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$403,283	\$321,820	\$0	\$0
Operating Expenditure/Expense	193,619	23,470	0	0
Capital Equipment	33,612	0	0	0
Total	\$630,514	\$345,290	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$630,514	\$345,290	\$0	\$0
Total	\$630,514	\$345,290	\$0	\$0

Funded Positions	7	7	0.00	0.00
Funded FTE Positions	7.00	7.00	0.00	0.00

The FY 04 adopted budget included \$132,000 in funding above the continuation level for the development of an Agenda Workflow application.

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

As a result of reorganization, the Administrative Services Section was combined with the County Administrator's Office during FY 05.

AGING SERVICES DEPARTMENT

MISSION:

Provide essential social and health services to the elderly; promote social, physical, and emotional well-being to encourage maximum independence and improve the quality of life for seniors and their caregivers.

KEY OBJECTIVES:

1. Target services, funding, priorities, and efforts to areas within the community-based long-term care structure with the greatest impact to allow seniors to "age in place"--remain in their homes and prevent nursing home placement; enhance the services, activities, events, information and outreach to active/ healthy adults in the community.
 - A. In-Home Care--Continue serving frail, functionally impaired elderly that are at the greatest risk of nursing home placement as documented by a comparison of the entire population of seniors in Hillsborough County vs. clients served by the Aging Services Department.
 - B. Senior Centers--Increase Senior Center visits/day care hours at an amount consistent with the 5% growth rate in the senior population. Coordinate and plan the construction of two new senior centers. Maintain 7 senior centers and 27 congregate and satellite dining sites assuring compliance with fire, health and licensing guidelines, and ADA requirements, while focusing on the clients' health and safety resulting in licensing of 100% of our facilities.
 - C. Nutrition--Provide breakfast and noon meals to senior citizens to meet at least two-thirds the daily nutritional requirements for clients aged 60 and over resulting in an improved nutritional status for new nutrition recipients with 95% client satisfaction.
 - D. Case Management--Provide case management services to link clients with community resources meeting their needs. Additionally, successfully link 100% of clients referred from the State of Florida Department of Children and Families Adult Protective Services to services within 72 hours of referral.
2. Transition to a high performance organization from a complaint driven, compliance oriented environment to a continuous quality improvement environment achieving 95% client satisfaction with services.
3. By December 2005, establish baselines and benchmarks for measuring the quality of life for senior citizens, and then improve the quality of life by 15% by FY 07 (Strategic Plan Goal 5, Objective Q).
4. Come up with a better way of providing transportation for the elderly (Strategic Plan Goal 5, Board Initiated Strategy 6).
5. Expand senior services by running programs more efficiently (Strategic Plan Goal 5, Board Initiated Strategy 7).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Overall	---				
<i>Workload/Demand</i>					
clients served		8,341	8,737	8,350	8,350
# of seniors (60+)in Hillsborough County		178,350	181,917	185,555	189,266
transportation trips to senior centers and congregate dining sites		91,305	82,876	87,000	87,000
In-Home Care	1A				
<i>Workload/Demand</i>					
clients served		1,271	1,379	1,375	1,375
hours of homemaker, personal care, and respite services		215,818	195,830	215,000	215,000
<i>Efficiency</i>					
difference in cost between home and community-based care and nursing home care		\$48,500	\$52,700	\$57,200	\$62,000
<i>Effectiveness</i>					
Hillsborough County senior citizens vs. clients served by the Aging Services Department:					
living alone		21%/47%	21%/45%	21%/45%	21%/45%
frail		17%/67%	17%/75%	17%/75%	17%/75%
at or poverty level		9%/50%	10%/50%	10%/50%	10%/50%
85+ years old		9%/27%	10%/30%	10%/30%	10%/30%

Continued in "Supplemental Information"

AGING SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$8,851,916	\$9,949,978	\$10,411,406	\$11,187,691
Operating Expenditure/Expense	5,820,870	5,114,402	7,128,427	7,062,840
Capital Equipment	4,362	0	70,000	50,000
Grants & Aids	2,432,592	2,693,438	1,499,077	1,674,471
Other Uses	27,236	22,923	18,204	18,204
Total	\$17,136,976	\$17,780,741	\$19,127,114	\$19,993,206

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$9,550,189	\$8,877,360	\$11,732,158	\$12,600,766
Intergovernmental Grants	7,586,787	8,903,381	7,394,956	7,392,440
Total	\$17,136,976	\$17,780,741	\$19,127,114	\$19,993,206

Funded Positions	230	315	305	305
Funded FTE Positions	207.63	230.53	220.71	220.71

The FY 04 adopted budget included increased funding for a vendor rate increase for in-home services that grants could not support. The increase in funding enabled services to continue at the current level. Funding was also included for the cost of serving seniors who were returned for services by DCF, Adult Protective Services Unit. The County was mandated to provide services to these clients through this referral process because of its designation as the Lead Agency for the CCE program. The FY 04 budget also included funding to cover the cost of serving the high priority clients on the department's waiting list, which was approximately 200 clients. In FY 04, three Social Worker positions were added to handle the clients from the high-priority waiting list. The FY 04 adopted budget included funding to establish a pilot program to stabilize revenues in the department in order to handle federal and state grant revenue shortfalls and maintain current service levels. In the FY 04 budget, a grant position's hours were increased by .40 FTE due to realignment in the budget. Departmental cost associated with HIPAA compliance in FY 04 was absorbed within the current Information and Technology Services project.

The FY 05 adopted budget included BOCC approval of funds from a \$550,000 reserve originally set aside for Aging Services Grant Stabilization. These funds served an additional 110 high-priority clients in FY 05. In FY 05, Food Delivery Aides, historically classified as temporary employees, were converted to a permanent part-time status resulting in an increase of 85 funded positions. This conversion did not increase the Department's budget.

The FY 06 adopted budget and FY 07 recommended 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 state's current temperature requirements. The FY 06 adopted and FY 07 recommended budgets provide 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 recommended 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 adopted budget and will receive funding in the FY 07 recommended budget 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 are 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 adopted and FY 07 recommended budgets.

The FY 07 recommended budget includes \$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.

ANIMAL SERVICES DEPARTMENT

MISSION:

Enforce County and Florida state laws regulating and protecting small companion animals; provide an animal adoption and fostering program; rescue and shelter stray, sick and/or injured animals; provide veterinary care to sheltered animals; provide humane euthanasia; administer a spay and neuter voucher program for low income citizens; issue rabies registration tags; investigate animal cruelty; inspect and issue permits to specific animal enterprises; quarantine animals that have bitten a human; promote responsible pet ownership through education; maintain preparedness for a full range of potential emergencies to establish a viable capability to perform essential functions during any emergency or other situation that disrupts normal operations; provide temporary pet boarding assistance to victims of domestic violence; pick up and dispose small dead animals on County rights-of-way.

KEY OBJECTIVES:

1. Respond to request for enforcement of the Animal Ordinance and related Florida state laws. Provide response within 1.5 hours on reports of animal bites; 1.3 hours on law enforcement requests; 1.5 hours on sick and/or injured animals; and provide response to reports of animal cruelty and neglect within 2 hours.
2. Ensure that the public's safety is adequately protected by maintaining a ratio of one Animal Control Officer per 30,000 residents annually (1:15--18,000 recommended by the Florida Animal Control Association).
3. Ensure that all animals impounded are provided with a humane and appropriate level of care including a clean environment, fresh water, adequate nutrition and appropriate medical care by maintaining a ratio of one Animal Care Assistant per 1,000 impounded animals annually (as recommended by the Florida Animal Control Association).
4. Increase rabies tag and licensing registration of pet dogs, cats, and ferrets by 2% each year during FY 06 and FY 07.
5. Promote responsible animal ownership through multifaceted education programs.
6. Manage an effective adoption program through the pre-adoption sterilization of 95% of all dog and cat adoption animals.
7. Increase amount of sterile pet dogs and cats by .5% per year during FY 06 and FY 07 to reduce pet overpopulation.
8. Provide planning for Emergency Support Function #17: Animal Protection, disaster recovery (per F.S. 252).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Enforcement/Protection	1,2				
<i>Workload/Demand</i>					
# of enforcement responses completed by officers (total enforcement responses*--mail-outs)		32,688	34,467	33,600	33,600
# of enforcement responses completed by mail (hand count of completed mail-outs)		2,745	3,083	2,800	2,800
total enforcement responses*		35,433	37,550	36,400	36,400
<i>Efficiency</i>					
# of responses answered per enforcement officer (enforcement responses completed by officers/26 officers)		1,257	1,333	1,292	1,292
<i>Effectiveness</i>					
# of animal bite calls*		912	651	946	962
avg. response time (from call to arrival) for animal bites*		2.08 hrs	2.74 hrs	2.8 hrs	2.9 hrs
# of sick and/or injured animal calls*		3,759	3,535	3,799	3,800
avg. response time (from call to arrival) for sick and/or injured animals*		1.88 hrs	1.62 hrs	1.95 hrs	1.98 hrs
# of vicious animals (imminent danger) and emergency law enforcement response calls*		1,804	1,591	1,771	1,814
avg. response time (from call to arrival) for vicious animals (imminent danger) and emergency law enforcement response*		2.44 hrs	2.45 hrs	2.53 hrs	2.57 hrs
# of cruelty and/or neglect calls*		2,199	2,774	2,581	2,621

(FACA Standards 1:15 - 18,000)

*Chameleon Report

Continued in "Supplemental Information"

ANIMAL SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$4,972,470	\$5,361,446	\$5,663,142	\$6,112,390
Operating Expenditure/Expense	1,604,991	1,809,546	2,053,406	2,209,489
Capital Equipment	113,189	31,625	117,647	31,725
Total	\$6,690,650	\$7,202,617	\$7,834,195	\$8,353,604

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$6,517,054	\$6,969,067	\$7,440,183	\$7,965,239
Countywide Special Purpose Revenue Fund	157,798	216,442	394,012	388,365
Intergovernmental Grants	15,798	17,108	0	0
Total	\$6,690,650	\$7,202,617	\$7,834,195	\$8,353,604

Funded Positions	103	106	113	118
Funded FTE Positions	103.00	106.00	108.00	113.27

The FY 04 adopted budget included additional funding to cover the cost of the relocation of some administrative staff to another building, which will alleviate overcrowding and allow the relocation site to be utilized as a satellite office for tag sales and customer service functions. The funding also covers the cost of a telephone system for the additional site. As a result of an approved change to ordinance number 00-26, which adds Dog Bite Prevention, funding has been included in the FY 04 adopted budget to cover the cost of three investigators, operating expenses, and associated vehicles to carry out and enforce the ordinance change. Also included was funding to continue an Adoption Foster Program which previously was implemented as a pilot program in August 2002 to save hundreds of puppies and kittens that could eventually be placed in permanent homes. The foster adoption program added two positions, an Animal Care Supervisor and a Veterinary Technician.

The FY 05 adopted budget included funding for a Rabies Tag Compliance delinquent notice program to improve public safety and protection to citizens. The program provided 35,000 notices to advise pet owners who had not vaccinated or registered their dog, cat, or ferret within the County, as required by Animal Ordinance 00-26. In addition, funding was included in the FY 05 adopted budget to increase the efficiency of the Animal Control Officers by providing funding for two Animal Care Assistants and an all-terrain vehicle for transporting animals between the field officers and the animal shelter. The FY 05 adopted budget also included funding for the filing of citations due to changes resulting from the implementation of Article V. Revenues for penalties from animal control ordinance violations were also transferred to the Clerk of the Circuit Court as a result of the implementation of Article V.

The FY 06 adopted and FY 07 recommended budgets include 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 recommended budget includes funding for operating and capital costs associated with the new animal shelter expansion project scheduled to open in August 2007. Five new positions will be added to staff the expansion project.

As a result of a revision to the Civil Service Rule regarding temporary employees, the FY 06 adopted budget included six and the FY 07 recommended budget includes five temporary positions not reflected in the FY 04 or FY 05 position and FTE counts.

The FY 07 recommended budget includes funding for a permanent part-time Veterinarian position, as well as \$13,000 in operating costs. The Veterinarian position will perform sterilization surgeries for the pet adoption program, limited veterinary coverage, surgeries, rabies vaccinations and micro-chipping of animals being returned to their owners. In addition, animals being investigated for cruelty could be brought to the Animal Services facility for evaluation instead of being taken to an outside veterinary clinic. These services will be provided mainly on Saturdays. The cost of this new position is being partially offset by the elimination of a temporary Veterinarian position.

CHILDREN'S SERVICES DEPARTMENT

MISSION:

Provide high quality, cost-effective services to the citizens of Hillsborough County including an early childhood program for low-income families and residential and non-residential services designed to meet the needs of and provide care, treatment, and training to at-risk and special needs children and their families. Assure quality childcare in Hillsborough County through licensing, monitoring and regulating of childcare homes and centers.

KEY OBJECTIVES:

1. Admit an estimated 700 children for Emergency Shelter residential care annually for an estimated average daily population of up to 40 abused, neglected, and abandoned children on a 24-hour, seven-days per week basis for FY 07.
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 07 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 07 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, 2007.
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 07.
6. Provide parenting education classes for up to 500 Hillsborough County residents by September 30, 2007.
7. Comply with the Federal Revised Head Start/Early Head Start Performance Standards as measured by the "Prism" instrument by August 1, 2007.
8. Complete at least 5,000 inspections annually of childcare facilities.
9. Provide up to 16 hours of respite services monthly for up to 200 families of developmentally delayed/disabled children.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Emergency Shelter Care Program	1				
<i>Workload/Demand</i>					
avg. daily population		40	39.5	40	40
<i>Efficiency</i>					
avg. cost per client per day-Emergency Shelter Care Program		\$213	\$231.76	\$240	\$248
<i>Effectiveness</i>					
% of clients responding with positive comments		97.0%	95.4%	97.0%	97.0%
Severely Emotionally Disturbed Treatment Program (SED)	2,3				
<i>Workload/Demand</i>					
avg. daily population-residential		23	23	23	23
annual population up to 125		110	167	125	125
<i>Efficiency</i>					
avg. cost per client per day (SED residential/day care program)		\$275/\$16	\$271.15/\$9.82	\$287.16/\$14.31	\$285.94/\$14.31
<i>Effectiveness</i>					
% of children discharged with improved behavior (residential)		90.0%	100%	90.0%	90.0%
% of children discharged with improved behavior (day care)		90.0%	94.2%	85.0%	85.0%
Child and Family Counseling Program	4,5				
<i>Workload/Demand</i>					
# of intake screenings, non-residential counseling sessions, and residential intakes per year		1,602	2,232	2,200	2,200
<i>Efficiency</i>					
avg. cost per family per year		\$1,981	\$1,400	\$1,421	\$1,421
<i>Effectiveness</i>					
% of children at home after 6 months		85.0%	89.7%	86.0%	86.0%

Continued in "Supplemental Information"

CHILDREN'S SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$21,065,998	\$22,168,863	\$23,943,314	\$25,441,454
Operating Expenditure/Expense	15,232,875	17,115,075	17,282,626	16,879,227
Capital Equipment	191,781	31,077	194,178	164,786
Capital Projects	4,181	2,964	0	0
Grants & Aids	171,038	68,300	50,000	50,000
Other Uses	39,327	20,000	20,000	20,000
Total	\$36,705,200	\$39,406,279	\$41,490,118	\$42,555,467

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$11,015,308	\$11,905,533	\$13,051,771	\$13,552,728
Intergovernmental Grants	25,689,892	27,500,746	28,438,347	29,002,739
Total	\$36,705,200	\$39,406,279	\$41,490,118	\$42,555,467

Funded Positions	427	427	441	450
Funded FTE Positions	425.38	425.85	430.48	439.44

The FY 04 adopted budget included funding to upgrade the telecommunications bandwidth, one additional Child Care Licensing Inspector position, purchase of 15 vehicles and associated operating cost for use by the Child Care Licensing inspectors. The FY 04 budget had funding in the amount of \$500,000 for the implementation of a new Respite Care Program for Families of Developmentally Disabled Children. During FY 04 a realignment of the program budget included one Senior Social Worker position added to manage and administer the program with other current staff positions. The FY 04 budget included the transfer of one Senior Budget Analyst position from the Health and Social Services Department to the Children's Services Department; the increase of six (5.50 FTE's) positions funded by the Transitional Living (TL) grant; the reduction of hours in two grant-funded positions to a total of .62 FTE; and the phased deletion of 50 HS positions due to lower than anticipated Federal Head Start grant funding, and eliminated vacant administrative positions and non-center based positions, and vacant new center positions that were frozen during FY 03. The FY 05 adopted budget included funding for one additional Child Care Licensing Inspector, one additional vehicle, and funding for ongoing vehicle operating cost. \$750,000 was included for the continuation of the Respite Care Program, and \$120,000 County funding for contractual services for a Head Start site to cover a shortfall from a lower Federal COLA increase. Also included was the continuation of 3 (2.35 FTE's) grant positions due to the continuation of the Youth Development and Skills grant and the reduction of 1 (.50 FTE) position in the TL grant due to funding shortfall.

The FY 06 adopted budget reflected a net increase of 14 positions (4.63 FTE's) and consisted of 4 positions (3.75 FTE's) deleted due to grant funding reductions, five maintenance/custodial positions deleted and services provided by outside contracts as a cost savings efficiency, two positions added (Child Care Licensing Inspector and Treatment Counselor) to meet service demands in the Child Care Licensing and TL programs, and 21 positions (11.38 FTE) converted from temporary staff to substitute positions to provide continuity and efficiency when filling in for permanent staff in the various Children's Services centers. The budget also included county funding in the approximate amount of \$1.3 million in FY 06 and \$1.9 million in FY 07 to cover an anticipated shortfall in the Head Start and Early Head Start programs' budgets due to a reduction in federal funds for the Cost of Living/Quality Improvement increases estimated at only 1%. In FY 06, funding was provided in the major maintenance and repair program for the renovation of Building 50 (Chapel) on the main campus, which will provide a multi-purpose and training facility to meet the needs of the Department, along with several other building improvements which include cafeteria renovation and a new air conditioning system, new roof and air conditioning system for the Shelter Dorm, and renovation of the older concrete building (prior agricultural center) into an arts and crafts center. Also, funding was approved for a capital project for enhancements to Children's Services campus to include a new cafeteria, additional 24-bed dorm, and other improvements. The budget also included funding in the amount of \$300,000 for a one-time program to support the placement of foster children in permanent homes. During FY 06, The Board authorized the Department to manage the day-to-day food service program that provides meals and snacks seven days a week at the Lake Magdalene campus and the Haven W. Poe Runaway Center, previously provided by the Hillsborough County School District. This change added 5 full-time positions (1 Dining Facility Manager and 4 Cooks), and the budget was realigned within the Department budget to accommodate the program changes. Also during FY 06, The Board approved appropriations from the State of Florida Voluntary Prekindergarten (VPK) Program, which provided funding for an additional 2 full-time positions. Under the VPK Program, the Head Start Division of Children's Services will provide instructional hours during the school year to eligible VPK children at 5 Head Start Sites. The FY 07 recommended budget includes one additional Child Care Licensing Inspector position to meet anticipated service demand, and one Recreational Therapist position which will be utilized through various structured and guided activities to enhance the children's self-concepts, self-esteem, adaptability, coping capabilities and physical well being. The FY 07 recommended budget also includes funding for services to be provided by the Stageworks Theatre Company to assist the children with anger management and educational opportunities.

COMMUNICATIONS DEPARTMENT

MISSION:

Enhance public satisfaction of County government through a central public information program that reports on County services and improvements, assists citizens in obtaining services and resolving problems, handles media relations, operates the 24-hour Hillsborough TV station, and provides printing services, citizen boards support, and community relations for construction projects.

KEY OBJECTIVES:

1. Public Information: Provide timely, accurate and complete information of public interest to both employees and citizens, while ensuring 100% compliance with the Florida Sunshine Law. Goal: 100% compliance with the Sunshine Law with news releases completed on time.
2. Hillsborough Television: Maintain the County's cable TV station and produce and televise government meetings and other programs about County government and its services. Goal: Produce 515 programs per year.
3. Community Relations: Provide 24-hour assistance to citizens concerning County projects, citizen advocacy, information, resolution, and sign posting for rezoning. Goal: Respond to citizens within 24 hours.
4. Citizen Boards Support: Support Code Enforcement Board, Code Enforcement Special Master, Sign Appeals Board, Natural Resources & Landscaping Appeals Board, Land Use Appeals Board, Nuisance Abatement Board as mandated by County ordinance. Goal: Process all new cases within 30 days of submittal.
5. Printing Services: Provide consistent and cost-effective printing services through a countywide copier management system and copying services. Goal: Maintain a per impression cost at or below industry standards.
6. Promote the County's tax breaks for seniors on taxes and fees for garbage (Strategic Plan Goal 2, BOCC Initiated Strategy 1).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Public Information	1				
<i>Workload/Demand</i>					
# of informative materials (news releases, booklets, pamphlets, newsletters, advertising)		2,413	2,722	2,750	2,800
<i>Efficiency</i>					
cost per copy of directory services		\$.44	\$.45	\$.46	\$.47
<i>Effectiveness</i>					
% of news releases completed on time		99.0%	99.2%	99.2%	99.3%
Hillsborough Television	2				
<i>Workload/Demand</i>					
# of new meetings/programs produced		482	527	540	550
<i>Efficiency</i>					
% of programming completed within annual budget		n/a	81.3%	90.0%	91.0%
<i>Effectiveness</i>					
% programs nationally recognized by peers for quality and effectiveness (% based on number of programs submitted)		45.0%	42.0%	44.0%	45.0%
Community Relations	3				
<i>Workload/Demand</i>					
# of public meetings, hearings, events		475	303	350	575
<i>Efficiency</i>					
cost for installing/removing rezoning signs		\$87	\$87	\$87	\$87
<i>Effectiveness</i>					
% of citizen conflicts resolved within 24 hours		99.0%	97.3%	97.5%	97.8%
Citizen Boards Support	4				
<i>Workload/Demand</i>					
# of new code enforcement cases		536	886	900	925
<i>Efficiency</i>					
# of code cases appealed		1	1	1	1
<i>Effectiveness</i>					
% of code enforcement processed within 30 days		100%	100%	100%	100%

Continued in "Supplemental Information"

COMMUNICATIONS DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$2,893,499	\$3,135,831	\$2,875,139	\$3,009,431
Operating Expenditure/Expense	1,006,280	996,886	950,342	907,150
Capital Equipment	408,369	324,572	537,717	428,879
Total	\$4,308,148	\$4,457,289	\$4,363,198	\$4,345,460

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$1,413,020	\$1,511,361	\$3,545,396	\$3,573,386
Unincorporated Area General Fund	2,673,698	2,696,387	558,397	493,640
Countywide Special Purpose Revenue Fund	3,335	0	0	0
County Transportation Trust Fund	218,095	249,541	259,405	278,434
Total	\$4,308,148	\$4,457,289	\$4,363,198	\$4,345,460

Funded Positions	50	52	50	46
Funded FTE Positions	49.00	51.00	45.45	45.00

The FY 04 adopted budget included an increase in funding to reestablish a yearly Community Investment Tax report for citizens. Funding was also included to develop and implement a specific public information program on county services and the addition of one position in the Citizen Action Center for extended hours of operation. One position was added to expand PCTV indexing to include coverage for all HTV22 meeting broadcasts.

The FY 05 adopted budget included one Information Specialist position to staff the new South County Regional Service Center scheduled to open in 2005. The position provides consistent and accurate information for citizens needing assistance in the many services provided by Hillsborough County government. One Secretary position was added to Citizens Board Support with additional operating funds to help administer the new Burglar Alarm Ordinance adopted in FY 04 and effective October 1, 2004. Additional funding was also included for expanded rezoning public notifications.

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

The FY 07 recommended budget includes the realignment of two positions and associated operating expenses from the County Administrator's Department and excludes funding for the Cable Franchise Administrator. Funds were also realigned in the HTV 22 budget to accommodate the contracting of technical assistance and the associated operating expenses.

COMMUNITY LIAISON SECTION

MISSION:

Serve as liaisons between the County Administrator and the African-American, Hispanic, Asian-American, and disabled communities; serve as advocate for these communities and coordinate efforts to identify, address, and resolve problems. The Asian-American Liaison assists in practical matters concerning visits from foreign officials and dignitaries. The Americans with Disabilities Act Liaison coordinates issues affecting County residents with disabilities. The Criminal Justice Specialist represents the County on public safety, criminal justice, and substance issues by collaborating with all segments of the community to coordinate, support, or enhance related activities and obtain grants.

KEY OBJECTIVES:

1. Community Liaisons increase advocacy and outreach activities between the African-American, Hispanic, Asian-American, and Criminal Justice communities by 3% each year and respond to queries within 24 hours. Asian-American Liaison assists in matters concerning visits from foreign officials and dignitaries, coordinates and networks with County agencies, inter-counties, state and international groups.
2. Americans with Disabilities Act Liaison increases awareness about the 1990 ADA, ensures County Title II compliance with ADA, including development, review, and update of ADA Transition Plan; increasing advocacy and outreach by 3% each year, and respond to queries within 24 hours.
3. Criminal Justice Liaison represents the County for public safety, adult and juvenile criminal justice, mental health, and substance abuse issues to ensure County interests are represented and communicated clearly; secures 75% of the grants applied for; manages and monitors those grants; manages trust and general funds; is active with Public Safety Coordinating Council, Anti-Drug Alliance, Baker Act and other related groups to reduce violent crime and property crime. The crime ranking for Hillsborough County will be the lowest of any large urban county in Florida by FY 15 (Strategic Plan Goal 5, BOCC Objectives D, E, & F).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
African-American Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		450	462^	475	475
# of Heritage events		1	1^	1	1
# of workshops/seminars/presentations planned and conducted		2	2^	6	7
# of media outreach/contacts		10	10^	8	8
# of HTV shows planned and conducted		12	4^	4	4
# of public information pamphlets/media items		500	700^	1,050	1,080
# of interdepartmental coordination efforts		12	12^	13	14
# of queries received and handled		1,000	900^	900	910
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		98.0%	98.0%^	97.0%	97.0%
% of efforts with satisfactory arbitration/resolution		98.0%	95.0%^	90.0%	90.0%
Americans with Disabilities Act Liaison	2				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		150	150^	200	200
# of workshops/seminars/presentations planned and conducted		6	6^	6	6
# of public information pamphlets, newsletters, fact sheets		2,000	2,000^	2,500	2,500
# of media outreach/contacts		5	5^	5	5
# of HTV shows planned and conducted		6	4^	4	4
# of site visits		20	15^	15	15
# of disability awareness activities		1	1^	1	1
# interdepartmental coordination, technical assistance requests		24	24^	24	24
# of queries received and handled	2	400	412^	430	450
<i>Efficiency</i>					
cost of print material to number distributed		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	95.0%^	95.0%	95.0%
% satisfactory arbitration/resolution		85.0%	90.0%^	90.0%	90.0%
<u>Continued in "Supplemental Information"</u>					

COMMUNITY LIAISON SECTION

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$723,084	\$813,270	\$962,959	\$1,024,071
Operating Expenditure/Expense	76,255	50,838	98,842	61,613
Capital Equipment	0	1,200	0	0
Grants & Aids	1,754,824	1,422,678	1,361,062	1,024,786
Other Uses	304,559	226,221	0	0
Total	\$2,858,722	\$2,514,207	\$2,422,863	\$2,110,470

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$632,188	\$684,546	\$759,539	\$808,277
Unincorporated Area General Fund	0	0	65,064	72,691
Countywide Special Purpose Revenue Fund	170,720	152,537	218,900	222,684
Intergovernmental Grants	2,055,814	1,677,124	1,379,360	1,006,818
Total	\$2,858,722	\$2,514,207	\$2,422,863	\$2,110,470

Funded Positions	10	10	11	11
Funded FTE Positions	9.25	9.50	10.75	10.75

The FY 04 adopted budget represented funding at the continuation level with the addition of a limited duration Substance Abuse Researcher position from October 1, 2003 through September 30, 2005 and added funding for increased professional development.

The FY 05 adopted budget was funded at the continuation level with the inclusion of additional hours for the Asian American Liaison and \$3,000 additional funding for a Hispanic Community meeting.

The FY 06 adopted budget 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 recommended budget includes the realignment of funds in 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.

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

MISSION:

Enforce consumer protection laws through investigations and mediation; conduct consumer education programs; and present cases to the Consumer Protection Board and the State Attorney for review and/or prosecution. Investigate allegations of employee conduct that is unethical, criminal or discriminatory in nature, including alleged violations of Hillsborough County's Statement of Ethics, Hillsborough County's policies prohibiting discrimination and harassment, Section 112.3187 of the Florida Statutes, and maintain and respond to calls received by the employee "hotline."

KEY OBJECTIVES:

1. Complete 5% more investigations of consumer complaints.
2. Conduct 5% more 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 2.4 hours.
4. Complete Professional Responsibility investigations within 40 days.
5. Complete 12 PRS training sessions for employees.
6. Respond to employee or citizen "Hotline" inquiries or complaints within 2 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Investigation and Prosecution of Consumer Complaints	1,2				
<i>Workload/Demand</i>					
# of investigations opened by CPA		1,265	1,282	1,346	1,413
# of investigations referred to another agency		178	45	49	52
# of criminal investigations forwarded to State Attorney for prosecution		26	15	18	18
<i>Efficiency</i>					
# of cases investigated per Investigator		167	125.1	133	139
# of citizens per Investigator		180,587	120,391	122,799	125,255
<i>Effectiveness</i>					
avg. time to make initial written response to complainant (in days)		5.4	3.4	2.4	2.4
% of criminal investig. accepted for prosecution by St. Attorney		100%	100%	100%	100%
dollars returned to citizens due to CPA investigation		\$307,573	\$727,846	\$375,000	\$375,000
dollar value of criminal investigations		\$149,725	\$455,475	\$415,000	\$415,000
% of investigations resolved through CPA mediation		76.9%	78.5%	75.0%	75.0%
Respond to Consumer Complaint Inquiries	1,3				
<i>Workload/Demand</i>					
# of citizen service requests, contacts and advisements on consumer questions		113,506	130,584	137,113	137,113
<i>Efficiency</i>					
# of service requests and/or advisements per Investigator		16,215	10,882	11,100	11,100
<i>Effectiveness</i>					
avg. time for response to consumer inquiries (in hours)		2.4	2.1	2.4	2.4
Public Education	2,3				
<i>Workload/Demand</i>					
# of public meetings and media events		115	137	144	144
# of pamphlets distributed (consumer awareness)		31,569	39,838	41,800	41,800
# of visitors to Consumer Protection Agency webpage		19,998	8,206	8,445	8,445
<i>Efficiency</i>					
avg. cost per public meeting		\$93.00	\$102.50	\$108.00	\$108.00
avg. cost per pamphlet		\$.03	\$.07	\$.07	\$.08
<i>Effectiveness</i>					
avg. # of attendees per meeting		274	132	141	141
Consumer Protection Agency program cost per capita		\$.76	\$.98	\$.95	\$.94
% citizens rating service good, excellent or outstanding		94.0%	94.3%	94.0%	94.0%
<u>Continued in "Supplemental Information"</u>					

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$601,347	\$1,078,166	\$1,306,545	\$1,404,714
Operating Expenditure/Expense	113,627	157,964	167,092	169,450
Capital Equipment	1,536	4,800	0	0
Total	\$716,510	\$1,240,930	\$1,473,637	\$1,574,164

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$716,510	\$1,240,930	\$1,473,637	\$1,574,164
Total	\$716,510	\$1,240,930	\$1,473,637	\$1,574,164

Funded Positions	12	19	20	20
Funded FTE Positions	12.00	19.00	20.00	20.00

The FY 04 adopted budget included funding for an annual service fee for a monitored security system and funding to provide an increased level of service to handle the increase in complaint investigations and target specific criminal consumer fraud operations. In addition, the increased funding will provide for an increased consumer education program. Three investigators and one administrative assistant were added to accomplish these items.

In the FY 05 adopted budget, additional funding was included to continue to investigate the increasing volume of consumer complaints, to further target specific consumer fraud operations and to expand the consumer education programs. Staff was increased by three additional investigators and one secretary to accomplish these items. In addition, there was a reorganization of the Consumer Protection Agency, as per Administrative Order #04-03, effective September 9, 2004, which renames the Agency to the Consumer Protection and Professional Responsibility Agency (CPPRA), and added additional responsibility of investigating allegations of employment discrimination and harassment as well as employee misconduct and ethics violations. This change included the transfer of three positions, one from Quality Services, and two from Human Resources to accomplish the functions of the new Professional Responsibility Section. During FY 05, one additional position was transferred from the Office of Quality Services to the Professional Responsibility Section. Overall, the department had a net increase of eight positions in the FY 05 budget.

The FY 06 adopted 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 recommended budget is funded at the continuation level.

COOPERATIVE EXTENSION DEPARTMENT

MISSION:

Extend research based information from the University of Florida, Institute of Food and Agricultural Sciences (IFAS) and USDA in Agriculture, Family and Consumer Sciences, Urban Horticulture, Youth Development, and Public Policy to Hillsborough County agricultural producers, families, and businesses to help recipients make decisions that contribute to improving their lives.

KEY OBJECTIVES:

1. Provide youth development and leadership educational programs through 4-H to Hillsborough County residents (ages 9-19) delivered by staff and trained volunteers, increasing contacts by 2% annually.
2. Provide research based information/education to agricultural producers and information concerning agriculture as an industry to the Hillsborough County public, assisting agricultural Farm-Gate value growth by 3% annually.
3. The Home Horticulture program provides homeowners and professional horticulture service workers information/education on Best Management Practices for composting, water conservation and environmental landscape management, with 70% of attendees reporting adopted conservation techniques.
4. Family and Consumer Sciences programs in nutrition, home environment and parent education will help County residents make decisions that improve their lives. Clients will report improved knowledge by 2% annually.
5. Information delivered via technology will increase by 2% annually.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
4-H and Youth Programs	1				
<i>Workload/Demand</i>					
# of 4-H trained volunteers		1,726	824	840	856
<i>Efficiency</i>					
average # of contacts/topic area		17,524	24,018	24,498	24,987
<i>Effectiveness</i>					
# of educational programs		418	663	669	675
Agriculture Programs	2				
<i>Workload/Demand</i>					
# of publications distributed		6,609	7,831	7,909	7,988
<i>Efficiency</i>					
average # of contacts/topic area		7,010	11,199	11,422	11,650
<i>Effectiveness</i>					
Hillsborough County Farm-Gate Ag product \$ value		\$654 million	\$665 million	\$678 million	\$691 million
Urban Horticulture Programs	3				
<i>Workload/Demand</i>					
# Master Gardener/Compost/Horticulture volunteers coordinated		142	133	139	139
<i>Efficiency</i>					
average # of contacts/topic area		21,529	9,425	9,613	9,805
<i>Effectiveness</i>					
% of responses to client requests within one day		85.0%	90.0%	91.0%	92.0%
% of Waterwise Workshop attendees reporting adopted conservation techniques		50.0%	29.7%	31.0%	33.0%
Family & Consumer Sciences (F&CS) Programs	4				
<i>Workload/Demand</i>					
# of educational publications prepared and distributed		72,631	91,397	93,224	95,088
<i>Efficiency</i>					
average # of contacts/topic area		13,975	5,762	5,877	5,994
<i>Effectiveness</i>					
# of nutrition clients reporting improved nutritional changes		695	610	622	634
Cooperative Extension Department	5				
Use of website-# of visits (Hillsborough.extension.ufl.edu)		n/a	256,760	261,895	267,132

COOPERATIVE EXTENSION DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$1,159,192	\$1,298,199	\$1,400,540	\$1,497,249
Operating Expenditure/Expense	283,339	300,106	322,630	322,144
Capital Outlay	12,217	5,511	29,327	0
Other Uses	0	64,761	0	0
Total	\$1,454,748	\$1,668,577	\$1,752,497	\$1,819,393

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$1,355,315	\$1,476,349	\$1,648,797	\$1,673,289
Unincorporated Area Special Purpose Fund	43,334	21,495	49,700	50,104
Intergovernmental Grants	56,099	170,733	54,000	96,000
Total	\$1,454,748	\$1,668,577	\$1,752,497	\$1,819,393

Funded Positions	26	26	33	34
Funded FTE Positions	26.00	26.00	29.06	29.86

The FY 04 adopted budget was funded at continuation levels. Funding for equipment requested for the Extension Service Auditorium/Multi-Purpose Facility scheduled for completion in September 2006 has been included in the Capital Improvement Program budget. The equipment consists of folding tables, chairs, movie projectors, VCR's, window blinds, public address system, etc.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted budget 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 recommended budget is funded at the continuation level.

COUNTY ADMINISTRATOR

MISSION:

To ensure County citizens' satisfaction with services provided by Hillsborough County and to be the best county in the nation by doing so.

KEY OBJECTIVES:

1. By June 8, 2005 develop and recommend a balanced bi-ennial budget operating, for enterprise, debt service, and capital expenses for County government for FY 06 and FY 07 that is linked to the County's Strategic Plan.
2. Maintain diversity in the workforce within a 10% variation when compared to the workforce census of Hillsborough County.
3. Improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits by 20%, and conducting employee communication councils.
4. Provide regular communication through briefings, meetings with Board members, management and supervisory personnel.
5. Provide a quality of life that is the best county for citizens and visitors that emphasizes public safety, arts and entertainment, and sports and recreation in a visually pleasing and healthy community.
6. Maintain County bond ratings of at least Aa2/AA/AA.
7. Ensure that BOCC policies and Administrative Directives are current, providing updates by expiration date.
8. Achieve customer service feedback and assessments with a 90% rating of good or excellent.
9. Improve the baseline customer satisfaction survey rating 10% by FY 09 as measured by independent experts such as *Governing* magazine (Strategic Plan Goal 3, Objective B).
10. Increase community awareness through media and "State of the County" message.
11. Provide information/referral to citizens regarding community social services, health agencies, County offices, and emergency after-hours telephone/dispatch/information services for Water and Public Works Departments. Also provide coordination and scheduling of activities for the Conference Center lobby, mall areas, Courthouse Square, and coordinate BOCC awards and special duties for the BOCC and County Administrator. Goal: Respond to citizens within 24 hours.
12. Public Affairs: Develop the County's 2006 State and Federal Legislative Program for adoption by the Board. State by 10/05; Federal by 12/05.
13. Represent 54 organizations funded by Hillsborough County, reviewing all legislative bills and their iterations for fiscal and policy impact; distribute received legislation within 36 hours; collaborate with other jurisdictions for legislative resolution; prepare reports on legislation which became law.
14. Represent Hillsborough County's interests: before state and federal governments, including the U. S. Congress, the Executive branches, the Florida Legislature, and their agencies; as liaison with local governments and within the community, responding to official requests within 72 hours.
15. Direct programmatic improvements initiated by the BOCC or the County Administrator with 94% to 97% of participants rating the process to be 'effective' to 'very effective.'
16. Direct evaluations of best practices, benchmarks, and customer feedback of services to identify improvements to efficiency and effectiveness with at least four services considered for changes by the County Administration (Strategic Plan Goal 4, Objective C).
17. Manage targeted initiatives to improve efficiency and effectiveness based on best practices, benchmarks, and customer feedback with 94% to 97% of participants rating the process to be 'effective' to 'very effective.'
18. Adopt milestones for continuous improvement in citizen satisfaction with County services that ensure public safety by means of an annual survey beginning in FY 05 (Strategic Plan Goal 5, Objective A).
19. Attain a customer satisfaction rating of 90% on the County's delivery of services in a courteous and responsive manner, as measured through point-of-service feedback by FY 06 (Strategic Plan Goal 3, Objective C).
20. Become the best county in the U. S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U. S., and through assessments by independent experts such as the *Governing* magazine survey (Strategic Plan Goal 3, Objective A).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
<i>Workload/Demand</i>					
# of short- & long-term strategic plan goals & objectives	1	n/a	8/30	8/TBD	8/TBD
# of administrative referrals/administrative assignments		3,154/1,034	4,555/2,068	5,956/3,100	7,357/4,133
# of BOCC briefings on meeting agendas	4	140	140	140	140
# of regular meetings/items/workshops/public hearings		22/2,700/---/---	22/2,700/19/17	22/2,700/19/17	22/2,700/19/17
# of Newlines/Cty Connection Shows/St of the Cnty messages	10	12/8/1	12/10/1	12/10/1	12/10/1
# of budget review meetings	1	12	12	12	12
# of EPC/Tampa Bay Water/ELAPP meetings	5	13/11/10	13/7/10	13/7/10	13/7/10
# of Best County plan strategies monitored	5	n/a	21	21	21
# of scheduled meetings held with employees	3	8	8	8	8
<u>Continued in "Supplemental Information"</u>					

COUNTY ADMINISTRATOR

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$1,199,869	\$1,294,096	\$3,330,205	\$3,417,911
Operating Expenditure/Expense	94,758	48,929	383,619	378,782
Capital Equipment	3,633	0	1,048	0
Total	\$1,298,260	\$1,343,025	\$3,714,872	\$3,796,693

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$1,298,260	\$1,343,025	\$3,714,872	\$3,796,693
Total	\$1,298,260	\$1,343,025	\$3,714,872	\$3,796,693

Funded Positions	10	10	43	42
Funded FTE Positions	10.00	10.00	40.92	39.92

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

The FY 06 adopted budget includes the addition of four new sections added during FY 05 as a result of an organizational restructuring. Administrative Services, Strategic Management Initiatives, Citizens Action Center, and Public Affairs are all included under the County Administrator's Department instead of standing on their own. This action increased the position count under the County Administrator's Department by thirty-four positions, twenty-nine represent continuation level funding with the inclusion of two new full-time and three temporary positions added during the budget process. One position added is a Senior Public Relations Information Specialist, who will assist with community meeting room scheduling and video conferencing. This position resolves the long-term use of a floating temporary position. The second position is an Intergovernmental Relations Manager to provide greater representation of the BOCC before the State Legislature, Cabinet, Congress, and state agencies. During the course of the reorganization, one Senior Manager position, one Administrative Assistant, and one intern position were eliminated. After new responsibilities were assigned to the existing Directors and Assistant County Administrators, the net savings to the County were approximately \$163,400. Finally, \$65,000 is included in the budget for strategic plan initiatives.

The FY 07 recommended budget includes the addition of one Senior Public Relations Information Specialist in the Citizens Action Center to staff the Brandon Regional Service Center, process county service requests, and provide a centralized point of contact for information and referral to social and health service agencies in the Brandon area. The position is slated to begin in April 2007 and the facility is scheduled to open in October. The budget also includes the realignment of two positions and associated operating expenses to the Communications Department.

DEBT MANAGEMENT DEPARTMENT

MISSION:

Manage the County's issuance of debt and its debt obligations in a manner that serves the public interest, complies with the policies and meets the goals of the County Commission; complies with all federal tax and securities laws; ensures that appropriate financial controls are exercised; and enhances the long-term fiscal health of the County.

KEY OBJECTIVES:

1. Debt Administration, Issuance and Refinancing -- (A) Identify, analyze and develop new financings to fund infrastructure and capital requirements approved by the BOCC at the lowest cost and highest possible credit ratings; (B) maximize interest cost savings by refinancing outstanding debt as indicated by financial and/or legal changes; and (C) administer outstanding debt to maintain general credit ratings of at least Aa2/AA/AA. [Note: Achievement of effectiveness targets for this objective is subject to economic and market conditions over which the Department has no control.]
2. Financial Advisory Services -- To ensure the consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time: (A) provide general financial advice to departments and agencies 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 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Manage County Debt Obligations	1				
<i>Workload/Demand</i>					
# of evaluations of funding needs with respect to financing recommendations		15	15	12	12
# of new financings and refundings completed		20	25	25	23
rating agency semiannual updates		2	1	1	1
<i>Efficiency</i>					
cost of Debt Management per Debt Obligation (Char. 10, 30, & 60 excluding non-debt staff position)		\$17,588	\$19,395	\$21,819	\$22,176
<i>Effectiveness</i>					
% of debt financings/refinancings that maximize interest cost savings		100%	100%	100%	100%
% of debt refinancing opportunities completed		100%	100%	100%	100%
bond issuance costs as a % of par amount of bonds issued (Goal: <2%)		1.50%	1.50%	1.50%	1.50%
# of credit ratings reduced for technical reasons (Goal: 0)		0	0	0	0
% of bonds issued that are in compliance with Structuring Guidelines of Debt Policies		100%	100%	100%	100%
true interest cost of debt outstanding as a % of Bond Buyer Index (Goal: < or = to 105%)		49.0% to 90.0%	86.0% to 90.0%	83.0% to 88.0%	80.0% to 95.0%

Continued in "Supplemental Information"

DEBT MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$675,139	\$675,740	\$749,094	\$833,285
Operating Expenditure/Expense	35,647	30,872	38,258	38,805
Capital Equipment	2,195	1,000	0	1,000
Total	\$712,981	\$707,612	\$787,352	\$873,090

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$712,981	\$707,612	\$787,352	\$873,090
Total	\$712,981	\$707,612	\$787,352	\$873,090

Funded Positions	6	6	6	6
Funded FTE Positions	6.00	6.00	6.00	6.00

The FY 04 adopted budget was funded at continuation level.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted budget reflected funding at continuation levels with minor reductions (\$4,500 per year) in telecommunications, printing, and binding.

The FY 07 recommended budget is funded at the continuation level.

ECONOMIC DEVELOPMENT DEPARTMENT

MISSION:

Improve employment opportunities of County residents by encouraging creation and retention of quality jobs throughout the entire range of economic activities in the County.

KEY OBJECTIVES:

1. Promote general business growth and strengthen companies in the County, working collaboratively with supportive business organizations to help increase business opportunities and diversify the local economy, increasing the number of chamber and business association contacts by 10% annually.
2. Work with public and private organizations to promote job growth through corporate/business relocation, retention, and expansion; increase the number of corporate prospects making a commitment to at least 25%.
3. Provide information, technical assistance, workshops/counseling, and access for financing to existing and startup small businesses, responding within three days to requests.
4. Provide assistance to disadvantaged minority/disadvantaged women and small business enterprises (MBE, SBE) to increase their participation in the County's procurement programs, reaching 300 bid reviews in FY 04.
5. Encourage growth and retention of the County's agri-business industry, resolving at least 65% of agriculture projects/issues.
6. Promote the growth of tourism/convention activity and spending within the County by administering with the Tourist Development Council tourist development tax receipts and providing technical assistance to recipient agencies, increasing assistance to tourism entities by 5% annually.
7. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5% and equal to at least 95% of the national average by FY 09 (Strategic Goal Plan 2, Objective A).
8. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census (Strategic Goal Plan 2, Objective B).
9. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and national averages (Strategic Goal Plan 2, Objective C).
10. Support economic development initiatives that maintain annual unemployment growth rates equal to or greater than the State and national averages by FY 09 (Strategic Goal Plan 2, Objective D).
11. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above (Strategic Goal Plan 2, Objective G).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Business Retention	1,7-10				
<i>Workload/Demand</i>					
# of chamber/business association contacts		26	29	13	14
# of technical assistance to general business		36	45	18	19
# of targeted business growth leads distributed		141	100	50	50
# of Enterprise Zone requests for info/applications assisted		66/6	45/6	33/3	33/3
# of regional workshops organized/panel speaker		8	5	2	2
<i>Efficiency</i>					
avg. # of technical assistance contacts with business associations per month		2.4	2.0	1.0	1.0
avg. # of technical assistance with general business per month		330	4.0	1.5	1.5
<i>Effectiveness</i>					
% increase in business association contacts		20.0%	20.0%	10.0%	10.0%
% increase in general business contacts		20.0%	20.0%	10.0%	10.0%
% increase in technical assistance in EZ		n/a	n/a	2.0%	2.0%
% increase in new jobs in EZ		n/a	n/a	2.0%	2.0%
% of requests responded to within 3 days		90.0%	98.0%	80.0%	80.0%
<u>Continued in "Supplemental Information"</u>					

ECONOMIC DEVELOPMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$1,705,550	\$1,415,040	\$1,552,723	\$1,605,529
Operating Expenditure/Expense	287,017	295,705	498,741	699,665
Capital Equipment	0	0	2,762	5,975
Total	\$1,992,567	\$1,710,745	\$2,054,226	\$2,311,169

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$1,886,009	\$1,539,709	\$1,726,778	\$1,891,536
Sales Tax Revenue Fund	49,073	52,401	129,808	135,301
Intergovernmental Grants	57,485	118,635	197,640	284,332
Total	\$1,992,567	\$1,710,745	\$2,054,226	\$2,311,169

Funded Positions	29	18	23	23
Funded FTE Positions	28.50	16.50	19.43	19.43

The FY 04 adopted budget included \$50,000 for an Economic Development High Technology Incubator to encourage the creation of quality job opportunities for residents in the high-technology industry and \$20,000 to hire an outside vendor to complete another Hillsborough County Agriculture Economic Impact Study. This budget also included two part-time positions funded by Community Development Block Grants: a Clerk II to provide technical assistance and facilitate workshops; and a Community Planner I to provide one-on-one counseling, presentations, monitoring, and assistance to businesses in the University Community Area Enterprise Zone Program. The final position was a full-time Accountant I to administer programs and grants offering incentives to encourage quality job creation, recordkeeping, and correspondence within the Economic Development Incentive Program. Economic Development received funding in the Non-Departmental Allotments which was allocated to USF, the Chamber of Commerce/Committee of 100 and other not-for-profit corporations for economic development activities.

On June 30, 2004, the Employment and Training Services Administrative and Fiscal contract was terminated with the elimination of 12 positions. The final contract, the Chief Elected Official Agreement, which defines the on-going relationship between the County and the Workforce Board, will continue in its place.

The FY 05 adopted budget increased \$51,500 for an Interlocal Agreement between the Economic Development's Small Business Information Center and the City of Tampa, Minority and Small Business partnership with the National Association for the Advancement of Colored People, and the Kimmins Cooperation to offer technical assistance training to small business owners on evenings and weekends, and to fund the small business information center web application. The budget also includes \$100,000 for the Target Area Reinvestment Partnership, a pilot program, designed to encourage commercial reinvestment by Community Development Block Grant (CDBG) target area communities by strategically leveraging CDBG funds.

The FY 06 adopted budget added five positions. These approved positions will enhance the customer support section at the Small Business Information Center, conduct on-site audits on contracts, and provide technical assistance in the Target Areas through SBIC. Half of a full-time Executive Secretary position was realigned from the Countywide General Fund to the Tourist Development Tax Fund to provide assistance in both areas. Funding for Minority Business & Small Business Program Technical Assistance-Bond Readiness Training 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 allows the BOCC the discretion to waive payment for performance bonds on capital construction projects. One-time funding was added to the FY 06 adopted budget to replace a printer for the Business Resource Library. The Non-Departmental Allotments section of the budget 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 reflect \$92,283 and \$93,972 respectively in efficiency savings. These savings will result from the reduced utilization of temporary employees (\$44,274 in FY 06 and \$44,620 in FY 07) and reclassification of a Management Systems Analyst II to a Clerk I (\$48,009 in FY 06 and \$49,352 in FY 07).

The FY 07 recommended budget includes funding for a Business Disaster Assistance and Information Program. The Business Continuity Network Database would provide a central internet database for businesses to register their business providing information about their business including how to contact them after a disaster and the description of the products and services they provide. Funding to support the Minority and Small Business Program Technical Assistance Plans Room was added to provide training equipment using Construction Estimating Proposal and RS Means Cost Works. This program will train minority and small business enterprises to be more proficient in cost estimating and improving competitiveness for Hillsborough County Projects.

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 thirty-one (31) personnel.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Fire/Medical Emergency Dispatch					
<i>Workload/Demand</i>					
# of fire, medical, mental health & miscellaneous calls received	1	222,596	207,283	214,538	222,047
# of NEP calls & notifications	4	n/a	472	512	562
# of incidents reported to SWP	3	n/a	238	268	298
# of Biomedical Surveillance electronic reports generated	2	n/a	742	754	766
# of average monthly radio transmissions to fire/medical personnel	1	n/a	128,159	130,159	132,159
# of mental health calls processed & dispatched	5	n/a	5,024	5,199	5,380
# of EMPC meetings held annually	7	n/a	16	12	14
# of HRIS entries payroll, training, and personnel actions	8	n/a	1,798	1,798	1,798
# of data entries into Computer Aided Dispatch System (CAD)	6	n/a	10,000	10,500	11,000
<i>Efficiency</i>					
# of calls per FTE (annual average)	1	7,949	7,403	7,662	7,930
average 9-1-1 answer time (in seconds)	1	5.0	4.0	5.0	5.0
<i>Effectiveness</i>					
average compliance % for Emergency Medical Dispatch (EMD)	1	90.0%	97.0%	96.0%	96.0%
average annual hours of training per FTE	1-5	45	45	45	45
average annual hours of EMPC meeting preparation, attendance, and minute transcription	7	n/a	160	120	140
average annual hours of CAD data entry	6	416	442	468	495

EMERGENCY DISPATCH CENTER

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$0	\$0	\$0	\$1,983,088
Operating Expenditure/Expense	0	0	0	440,703
Total	\$0	\$0	\$0	\$2,423,791

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$0	\$0	\$198,313
Unincorporated Area General Fund	0	0	0	1,960,912
Countywide Special Purpose Revenue Fund	0	0	0	264,566
Total	\$0	\$0	\$0	\$2,423,791

Funded Positions	0	0	0	33
Funded FTE Positions	0.00	0.00	0.00	31.30

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 recommended budget adds funding for contracted services for support of the Emergency Dispatch Center computer and telephone systems. The FY 07 budget also includes a realignment of funding for the Executive Secretary position that was necessary as a result of the reorganization that took place during FY 06.

EMERGENCY MANAGEMENT DEPARTMENT

MISSION:

Provide general support to citizens and government agencies in matters relating to emergency preparedness and maintain a capability to plan for, respond to, recover from and mitigate an manmade or natural disaster.

KEY OBJECTIVES:

1. 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.
2. After the occurrence of a declared emergency, measure citizen satisfaction with Hillsborough County's preparedness and response by means of a survey; based on the survey results, adopt milestones for continuous improvement. (Strategic Plan Goal 5, Objective B)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Emergency Management Readiness	1-2				
<i>Workload/Demand</i>					
# of exercises		8	10	10	11
# of emergency events		n/a	0	TBD	TBD
<i>Efficiency</i>					
# of people per event		259	251	275	280
# of people surveyed		n/a	50	TBD	TBD
<i>Effectiveness</i>					
# of individuals participating in all events		2,075	2,505	2,750	3,100
customer satisfaction		n/a	90.0%	92.0%	94.0%

EMERGENCY MANAGEMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$0	\$0	\$0	\$1,028,631
Operating Expenditure/Expense	0	0	0	378,183
Total	\$0	\$0	\$0	\$1,406,814

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$0	\$0	\$1,131,833
Intergovernmental Grants	0	0	0	274,981
Total	\$0	\$0	\$0	\$1,406,814

Funded Positions	0	0	0	13
Funded FTE Positions	0.00	0.00	0.00	13.00

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 recommended budget includes contracted services funds for satellite phone maintenance.

EQUAL OPPORTUNITY ADMINISTRATOR

MISSION:

Enforce the Human Rights Ordinance 00-37 and all related laws to ensure equal opportunity for all residents in unincorporated Hillsborough County.

KEY OBJECTIVES:

1. Complete investigations of employment, housing, and public accommodations filed under the Human Rights Ordinance within 180 days.
2. Respond to citizen's requests for assistance and service within 24 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Investigation of Complaints	1				
<i>Workload/Demand</i>					
# of complaints received		36	41	52	65
# of employment discrimination complaints filed		18	13	25	35
# of other discrimination complaints filed		1	1	1	2
# of housing complaints filed		17	28	25	30
# of complaints closed		19	21	46	60
<i>Efficiency</i>					
% of complaints resolved vs. complaints received		53.0%	53.0%	89.0%	92.0%
<i>Effectiveness</i>					
average time for complaint resolution (in days)		190.5	180	180	180
Citizens Requests for Assistance	2				
<i>Workload/Demand</i>					
# of telephone inquiries/written requests for assistance		2,718	1,774	2,200	2,986
# of referrals to another agency		858	641	759	n/a
<i>Efficiency</i>					
# of calls per staff person		679.5	592	800	950
<i>Effectiveness</i>					
% of requests addressed within 24 hours		94.9%	96.2%	97.0%	97.5%
% of customer satisfaction		n/a	n/a	90.0%	90.0%

EQUAL OPPORTUNITY ADMINISTRATOR

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$211,961	\$250,684	\$270,032	\$283,374
Operating Expenditure/Expense	39,894	24,439	102,978	103,069
Total	\$251,855	\$275,123	\$373,010	\$386,443

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$147,807	\$169,529	\$180,391	\$187,563
Intergovernmental Grants	104,048	105,594	192,619	198,880
Total	\$251,855	\$275,123	\$373,010	\$386,443

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

The FY 04 adopted budget was funded at continuation levels. Community Development Block Grant (CDBG) funds were obtained for a Fair Housing Auditing project that enabled fair housing audits to be conducted. These audits confirmed if multi-family structures, built after March 13, 1991, provided accessibility to persons with disabilities and families with children and determined if they were subjected to housing discrimination.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted budget represented funding at continuation level.

The FY 07 recommended budget is funded at the continuation level.

FIRE RESCUE DEPARTMENT

MISSION:

Protect life and property through fire prevention and education, advanced life support, fire suppression, hazardous materials response/mitigation and other emergency services during both natural and man-made emergencies in the unincorporated areas of Hillsborough County in the most effective, professional, and efficient manner possible.

KEY OBJECTIVES:

1. By FY 15, improve fire response time a) in the urban area to be within 5 minutes, 64% of the time throughout unincorporated Hillsborough County-incrementally improving the existing performance by an average of 3.5% per year; and b) by FY 15, improve fire response time in the rural area to be within 10 minutes, 76% of the time throughout unincorporated Hillsborough County.
2. By FY 15, improve the response time of Advanced Life Support (ALS) transport vehicles to arrive within eight minutes, 71% of the time throughout unincorporated Hillsborough County-incrementally improving the existing performance by an average of 2% per year.
3. By FY 15, improve the response time of Advanced Life Support (ALS) personnel response within eight minutes, 90% of the time throughout unincorporated Hillsborough County-incrementally improving the existing performance by an average of 2% per year.
4. Maintain an active/experienced volunteer firefighter force, 90% of whom have in excess of one year service.
5. Provide professional certified training to 808 career response personnel (paramedics, firefighters, and cross trained) and 176 volunteer firefighters at an average of 50 hours per career person and 45 hours per volunteer firefighter, per year.
6. Provide fire prevention and life safety activities through fee supported fire prevention inspections to 85% of all commercial occupancies every two years and minimize property loss from fire through inspections, which evaluate each site's code compliance.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Fire Rescue Emergency Response Times	1				
<i>Workload/Demand</i>					
# of unique calls ¹		71,678	72,636	77,720	78,000
<i>Efficiency</i>					
average response time in urban area		6.71 min	6.55 min	6.0 min	6.0 min
average response time in rural area		8.38 min	8.38 min	7.5 min	7.5 min
<i>Effectiveness</i>					
% of urban fire rescue response time within 5 minutes		29.6%	36.0%	36.7 %	38.5%
% of rural fire rescue response time within 10 minutes		75.6%	75.6%	80.6%	80.6%
ALS Personnel & Transport Unit Response Times	2,3				
<i>Workload/Demand</i>					
# of responses		44,223	51,277	54,097	55,000
# of transports		25,908	31,341	33,064	35,000
<i>Efficiency</i>					
average response time countywide		8.81 min	8.7 min	8.1 min	8.0 min
<i>Effectiveness</i>					
% of response time within 8 minutes		54.0%	54.5%	58.0%	60.0%
% of ALS personnel within 8 minutes		72.9%	78.0%	79.0%	80.0%
Volunteer Firefighter Program	4				
<i>Workload/Demand</i>					
average # of active volunteers		160	176	180	185
<i>Efficiency</i>					
average # having excess of one year service		110	136	140	146
<i>Effectiveness</i>					
% of volunteer retention with excess of one year service		69.0%	77.0%	78.0%	79.0%

¹Calls for assistance responded to by Fire Rescue whether arrived at or not.

Continued in "Supplemental Information"

FIRE RESCUE DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$59,225,645	\$64,257,265	\$73,244,025	\$87,199,799
Operating Expenditure/Expense	13,221,726	13,687,275	18,406,197	19,033,577
Capital Equipment	263,107	1,629,922	909,610	213,870
Capital Projects	128,774	3,316	0	0
Grants & Aids	38,834	668,374	189,750	189,750
Total	\$72,878,086	\$80,246,152	\$92,749,582	\$106,636,996

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Unincorporated Area General Fund	\$72,086,414	\$78,537,811	\$92,272,382	\$106,361,996
Unincorporated Area Special Purpose Fund	0	132,408	0	0
Intergovernmental Grants	791,672	1,575,933	275,000	275,000
Unincorp Area Capital Projects Fund	0	0	202,200	0
Total	\$72,878,086	\$80,246,152	\$92,749,582	\$106,636,996

Funded Positions	748	764	874	891
Funded FTE Positions	747.00	763.00	873.00	890.00

The FY 04 adopted budget funded an Automatic Vehicle Locator (AVL) system for \$1,253,000 to ensure the closest emergency response vehicle is dispatched to all incidents thereby reducing response times. It provided \$213,363 and 3 driver/engineer positions to cover Tanker 25 in the Springhead area, previously staffed by volunteer firefighters and added 7 positions at \$605,620 to provide an Advanced Life Support (ALS) unit to the new River Oaks Station in the northwest part of the County. With the approval of International Association of Fire Fighters (IAFF) 2294 Fire Union contract during FY 04, a pay adjustment of \$1,140,000 was made to personal services to provide for slotting fire personnel to negotiated salary levels. The FY 05 adopted budget added 12 positions (scheduled to start in December 2004) and \$929,501 to staff the Tampa Shores Fire Station in Town 'N Country, scheduled to open in February 2005. It also added \$100,000 to provide physicals for a National Fire Protection Association (NFPA) recommended wellness program. The FY 05 adopted budget also increased funding by \$303,201 and added 4 Fire Medic I positions for the Lutz Fire Station that would be capable of providing advanced life support (ALS) procedures. During FY 05 the Board funded an additional 16 positions to provide an ALS transport unit at Station 31 in the Town and Country area and at Station 21 in the Thonotosassa area of the county. The FY 06 adopted budget provided funding for a total of 94 new positions. Included in those positions was funding for the Country Place Fire Station which is scheduled to open in October of FY 06. Funding supports having personnel and equipment in place by August of 2006. The Northdale Fire Station is also funded with all personnel and equipment in place by June of 2006 with a scheduled opening in October of 2006. This new station will provide ALS services in the northwest area of the county. The Chapman Road Fire Station is funded for personnel and equipment effective February 2006 and the station is scheduled to open April 2006 providing additional ALS services in the northwest area of the county. An additional \$75,000 per year was included in the budget to equip the fire stations with cardiovascular equipment and begin equipping each station with fitness training equipment. This is expected to allow the staff to improve physical fitness and improve muscular strength to perform safely and effectively in the fire services. It will allow staff to efficiently utilize allotted exercise time and reduce service delivery lapses. Additional Fire Inspector positions are included to improve the current inspection cycle and to comply with Florida Statute 633 mandating the annual inspection of all educational facilities. Additional Fire Medic positions have been included too assist in providing a quality of life to citizens that emphasizes public safety by the implementation of additional life support on volunteer engines and overall improvement in response time. Funding was also increased for the Heavy Rescue Unit to improve the response to difficult, complicated and time sensitive incidents. An additional ALS transport unit was funded for the South County to improve the department's performance goal of having ALS units on the scene throughout unincorporated Hillsborough County within 8 minutes 90% of the time. Three Division Chief positions were funded to reduce the overly large span of control from 18 positions to three and allow for increased focus on quality of service to the citizens. The assistance funds to volunteer fire associations were increased from \$25,000 annually to \$30,000 in FY 06 and an additional 20% going forward; plus a volunteer tuition reimbursement program of \$25,000 was established to be used to supplement educational expense at a rate of 50% of the tuition cost for fire or medical training obtained at approved, accredited community colleges, universities, or technical schools. 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 recommended budget adds 17 new positions and provides funding to establish a diversity enhancement program in an attempt to meet the Board's strategic goal of building a high performance diverse professional organization. The budget also includes additional Fire inspectors to reduce the annual inspection cycle of existing structures from every 4 years to a projected inspection cycle of every 1.4 years. Additional funding is included to provide for equipment maintenance, fleet, fuel and other operating cost. A Fiscal Manager position is funded to provide for financial and budget oversight.

FLEET MANAGEMENT DEPARTMENT

MISSION:

Provide County departments with vehicle and other fleet-related equipment that are safe, efficient, reliable and suitable for the mission requirements of our customers at the lowest possible cost. The functions involved in providing this service are fleet acquisition and disposal, preventative maintenance, repairs, fuel service, and motor pool rentals.

KEY OBJECTIVES:

1. Provide over 2 million gallons of fuel to more than 60 sites throughout the County with fuel to be available at all sites 100% of the time.
2. Maintain mechanic productivity at 1,633 labor hours per year per mechanic providing for 78.5% of labor hours billed.
3. Perform approximately 3,401 preventive maintenance quick lubes with 83% completed within 40 minutes.
4. Maintain an average turn-around time (out of service) of 6 days per repair.
5. Maintain costs per labor hour at less than the industry average current charge of \$70 per labor hour.
6. Maintain an equipment to mechanic ratio of 132:1, including autos/light trucks, ambulances, heavy trucks, and equipment and small engines.
7. Maintain an average of less than 2% for vehicles and equipment returned for repeat work.
8. Maintain 95% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.
9. Achieve 77% (27 out of 35) ASE certification for mechanics in their areas of specialization.
10. Provide more than \$2 million in parts achieving an on-demand availability rate of 80% and operating expenses to less than 15% of total parts costs.
11. Manage 25 fleet related contracts ensuring 95% of purchases are covered under contract and maintaining an internal processing time of 30 days.
12. Purchase over \$15 million in fleet related capital equipment maintaining a reduced ordering timeframe of 6 months.

SERVICES/MEASURE	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Fuel Services	1				
<i>Workload/Demand</i>					
# (gallons) of small quantity fuel deliveries		359,382	361,581	360,000	360,000
# (gallons) of contracted large fuel deliveries		1,946,196	1,963,410	2,000,000	2,000,000
<i>Efficiency</i>					
cost per gallon for small qty fuel deliveries		\$.36	\$.36	\$.37	\$.38
<i>Effectiveness</i>					
% of time fuel is available		100%	100%	100%	100%
Equipment Repair & Maintenance Services	2-9				
<i>Workload/Demand</i>					
annual labor hours per mechanic		1,633	1,522	1,633	1,633
qty. of preventive maintenance quick lubes		3,401	3,261	3,401	3,401
<i>Efficiency</i>					
% of labor billed		78.5%	73.2%	78.5%	78.5%
average cost per labor hour		\$62.47	\$63.54	\$64.44	\$66.86
equipment to mechanic ratio		132/1	125/1	132/1	132/1
<i>Effectiveness</i>					
% of repeat work		.4%	.4%	.4%	.4%
% of quick lubes under 40 minutes		83.3%	77.9%	83.3%	83.3%
customer satisfaction		95.0%	95.0%	95.0%	95.0%
% of ASE Certified Mechanics		90.0%	60.0%	71.4%	77.1%
average turnaround time (in days):					
automotive/light truck		2.59	2.66	2.59	2.59
heavy truck		3.70	3.91	3.70	3.70
heavy equipment		7.07	6.74	7.07	7.07
small engine		12.27	11.02	12.27	12.27

Continued in "Supplemental Information"

FLEET MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$3,907,793	\$3,795,128	\$4,239,011	\$4,393,851
Operating Expenditure/Expense	7,927,666	9,405,258	11,744,239	12,563,963
Capital Equipment	10,547,642	9,858,958	11,970,169	11,453,682
Total	\$22,383,101	\$23,059,344	\$27,953,419	\$28,411,496

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Fleet Services Fund	\$22,383,101	\$23,059,344	\$27,953,419	\$28,411,496
Total	\$22,383,101	\$23,059,344	\$27,953,419	\$28,411,496

Funded Positions	68	61	64	64
Funded FTE Positions	68.00	61.00	64.00	64.00

Beginning with FY 03, all vehicles and equipment were replaced solely through lease-back charges. By the end of FY 04, all vehicles and equipment in the "lease-back" program were within life cycle guidelines. The FY 03 adopted budget was funded at the continuation level.

The FY 04 adopted budget provided for the development of policies and procedures to require heavy equipment training, certification and/or licensure. As a result, a heavy equipment training specialist is included to provide/coordinate training, document/assess performance, and certify heavy equipment operators.

The FY 05 adopted budget included a reduction in force of seven full-time positions within the Fleet Management Parts Section as a result of the outsourcing contract with Genuine Auto Parts (NAPA).

The FY 06 adopted budget included \$16,320 per year to upgrade the network connectivity at Unit 2 (9809 Sheldon Road in Tampa) and Unit 4 (4710 Sydney Road in Plant City) to reduce connection problems, increase application processing speed, and improve the overall staff efficiency and effectiveness. One-time funding was added to the FY 06 adopted budget for the equipment and service to upgrade the network connectivity at both locations. Two new fleet mechanics and a tradeshelper 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 recommended budget includes one-time funding in the amount of \$279,000 to upgrade the Fleet equipment and maintenance automated system from version M4 to M5. The M5 version will assist Fleet in making efficient maintenance, replacement, and repair decisions by accurately classifying maintenance, repair and capital related expenditures. An additional \$16,320 is added for the second year to upgrade the network connectivity at Unit 2 (9809 Sheldon Road in Tampa) and Unit 4 (4710 Sydney Road in Plant City).

HEALTH AND SOCIAL SERVICES DEPARTMENT

MISSION:

Provide holistic, case-managed medical, social, and other services to eligible County residents to assist them in reaching their maximum potential of self-sufficiency; to improve their health by providing quality health services at reasonable cost and in a manner which contributes to the overall health of the community; and to provide effective, efficient and quality services using grant and/or operating funds for Ryan White, Community Service Block Grants, Veterans Assistance, Homeless, Energy and Housing Assistance, Trauma Care oversight, and Disadvantaged Transportation programs.

KEY OBJECTIVES:

1. Implement five HealthCare Program recommendations approved for immediate implementation at the October 19, 2005 BOCC meeting. Implement restructuring recommendations for the HealthCare Program approved at the November 9, 2005 BOCC Workshop.
2. Maintain a General Assistance (GA) program that assures over 12,250 households receive assistance within the dollars available in the approved budget, and manage existing social service related grant programs to assure all grant funds are spent in accordance with the terms of the grant.
3. Maintain an effective employment opportunity program that moves 500 clients into employment and helps them reach maximum self sufficiency.
4. Maintain a minimum caseload of 200 per worker during the two-year transition period while the Department implements cost cutting changes to the Health Care Plan as adopted by the Board of County Commissioners. These changes will be fully implemented by the end of FY 07 and the savings will be reflected in FY 08 and subsequent years.
5. Meet or exceed the standard 86% on time delivery performance for Sunshine Line transportation service.
6. Increase the number of bus trips provided to transportation disadvantaged persons by at least 5% annually.
7. Actively seek grant and other funding sources to offset the need for more Health Care Trust Fund and ad valorem funding for Department programs. In accordance with Strategic Plan goal, obtain minimum of one successful new grant application each year.
8. Provide services to at least 800 homeless applicants (a family or single individual) annually.
9. Coordinate the provision of at least 732,353 Summer Food services (lunches and snacks) to eligible children.
10. Provide stewardship over the Ryan White Program in order to 1) ensure high quality of services at a reasonable cost to at least 4,000 individuals annually affected by HIV, and 2) ensure that the federal, state, and County guidelines are followed.
11. Assist at least 32,500 veterans/dependents/survivors annually in obtaining veteran's benefits with emphasis on serving homeless veterans.
12. Provide housing assistance through Section 8 and general assistance funded rent programs to over 7,100 households. Provide Section 8 rental assistance for 1,738 low income families and reduce average number of days for enrollment period by days.
13. Award contract for replacement by December 31, 2006 of the client assistance management information system deployed in 1993 and currently nearing the end of its developmental life cycle. The system hardware will no longer be supported after December 31, 2006.
14. Reduce morbidity and mortality from trauma by planning, coordinating, and evaluating the trauma care system through a continuum of services. Reduce/maintain undertriage of severely injured citizens and visitors at non-trauma centers to 10% or less
15. Participate in the Prosperity Campaign of Hillsborough and Pinellas Counties and facilitate the return of approximately \$4.3 million in tax returns to residents of Hillsborough County, thus helping Hillsborough County achieve its goal of reducing the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida on the 2010 census.
16. Survey and measure customer satisfaction for Department services with the objective of making continuous improvements in customer service.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Indigent Health Care	1,7,13,16				
<i>Workload/Demand</i>					
total unduplicated members served by Health Care Trust Fund		25,121	23,675	23,550	24,600
average monthly members in Health Care Plan		15,342	13,903	13,800	14,500
<i>Efficiency</i>					
per member per month medical and pharmacy costs		\$407	\$441	\$476	\$514
% annual increase in PMPM		n/a	8.4%	8.0%	8.0%
<i>Effectiveness</i>					
% of client satisfaction with primary care medical services		97.8%	98.0%	98.0%	98.0%
% of administrative expenditures to Health Care budget		9.8%	9.9%	10.0%	10.0%

Continued in "Supplemental Information"

HEALTH AND SOCIAL SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$17,298,096	\$18,420,588	\$19,208,038	\$20,456,965
Operating Expenditure/Expense	7,338,370	6,761,276	7,475,069	7,765,636
Capital Equipment	-2,236	1,125,500	236,135	68,000
Capital Outlay	6,635	58,478	0	0
Grants & Aids	102,115,849	117,783,162	118,962,790	122,508,939
Other Uses	420,740	427,453	425,978	425,978
Total	\$127,177,454	\$144,576,457	\$146,308,010	\$151,225,518

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$11,779,646	\$12,140,136	\$25,088,595	\$13,523,390
Unincorporated Area General Fund	0	157,140	1,000,000	1,000,000
Countywide Special Purpose Revenue Fund	92,172,180	94,430,629	83,583,483	98,386,494
Intergovernmental Grants	23,225,628	37,848,552	36,635,932	38,315,634
Total	\$127,177,454	\$144,576,457	\$146,308,010	\$151,225,518

Funded Positions	331	315	326	342
Funded FTE Positions	330.25	314.50	309.73	311.02

The FY 05 adopted budget eliminated seven positions to reduce costs, resulting from audit recommendations and due to a funding shortfall. Fifteen TANF positions and 11 (10.75 FTE's) split-funded positions were deleted due to the State terminating their contract with the County in January 2004. \$3.75 million was transferred from the Countywide General Fund to the Indigent Health Care (IHC) Fund to cover the increase in Medicaid costs, and \$320,000 was included in the Sunshine Transportation budget to cover the reduction in Medicaid transportation funds. The FY 05 adopted budget included a reorganization change for the Section 8 program from being under the Office of Human Services to being under the Health and Social Services Department, and transferred 17 grant-funded positions to the department, two MSTU positions, and deleted two vacant grant positions, with a reduction in anticipated grant funding. Overall, the department had a net decrease of 16 (15.75 FTE's) positions. The FY 06 adopted budget reflected a net increase of 11 positions and decrease of 4.77 FTE's and consisted of 12 positions eliminated to reduce administrative costs in the IHCF, three (2.50 FTE's) administrative positions deleted in the Sunshine Line program as an efficiency savings, two positions transferred to the new HIPAA Compliance Office as a result of Administrative Order 05-01, seven (5.0 FTE's) Paratransit Minibus Operators and one Health Care Review Nurse added as an efficiency savings and strategic decision units to provide screening of applicants for door-to-door service, one Veterans Service Officer added as a strategic decision unit to increase the opportunities for poverty stricken veterans and their survivors to obtain financial benefits from various resources, and one position transferred from the Management and Budget Department to HSS as a strategic decision unit to continue the Earned Income Tax Credit (EITC) campaign, and the addition of 18 positions (3.73 FTE's) converted to temporary full-time and part-time staff for the Summer Youth Food Program. Efficiencies were included in the Sunshine Line program to extend the replacement cycle of vehicles, in the IHC program to reduce cost for prescription drugs as a result of the federal program change, and in the General Fund to reduce contracted security services at 4 neighborhood service centers. Funding was provided for the Financial Assistance Program to increase the level of service in both FY 06 and FY 07. Funds provided for the continuation of the Healthy Start Coalition Program and funding in the amount of \$100,000 in FY 06 and FY 07 is provided for Trinity Cafe for the homeless program. In addition, \$1 million in funding in both FY 06 and FY 07 was included for the Combat Duty Military Tax Grant. The IHC Program budget included medical analysis and measurement software so the Department can perform health care industry standard analysis and measurement of the quality of medical services. The County has historically funded State Medicaid costs through the use of Indigent Health Care Tax Funds. In FY 05, the use of these funds to pay this cost was questioned and the County requested an opinion from the State Attorney General's office. Pending receipt of this opinion, the FY 06 adopted budget was established with appropriations for State Medicaid costs being included in the Countywide General Fund. This explains the realignment between the Countywide General Fund and the Countywide Special Purpose Revenue Fund noted in HSS's budget between FY 05 and FY 06. To offset the impact of this change, the FY 06 budget realigned appropriations for the Sheriff's jail inmate health care costs from the Countywide General Fund to the IHC Tax Fund. During FY 06, an opinion was received from the State Attorney General stating Medicaid costs could be paid from IHC tax funds, and the FY 06 IHC budget and Sheriff's budget were switched back to the previous method of budgeting. The FY 07 recommended budget also reflects the IHC Program budget and Sheriff's budget with the original budgeting method. The FY 07 recommended budget includes additional funding for the Baker Act Mental Health Care Match for Northside MHC, Inc. An additional 16 (1.28 FTE's) temporary positions were added for the Prosperity Campaign as a result of realigning budget from contractual services to personal services, along with funding for increase of security services at 4 of the Prosperity Campaign centers, and the Homeless Recovery site. A switch of 2 positions between HSS and Housing and Community Code Enforcement is included, which results in a reduction of 2 35/65% split-funded positions in the General Fund and IHC fund and associated cost, and an increase in the grant fund of 2 positions, one funded by CDBG to handle the Safe Haven program and one funded by SHIP to assist with the Section 8 Family Self-Sufficiency/Home Ownership program.

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 with 95% of workforce trained achieving a passing grade.
3. Maintain security compliance by monitoring HIPAA impacted departments through electronic tracking systems, access control reports, on-site inspections, and targeted recommendations for improvements.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
<i>Workload/Demand</i>					
# of site visits completed	1,3	n/a	129	65	65
# of improvement recommendations	1	n/a	75	unknown	unknown
# of workforce successfully trained	2	n/a	5,257	95.0%	95.0%
# of electronic audits	3	n/a	204*	50	40
# of risk assessments reviewed	3	n/a	n/a	8***	8***
<i>Efficiency</i>					
<i>Effectiveness</i>					
% of compliance in site visits	1	n/a	80.0%	90.0%	98.0%
% of improvements implemented within 60 days	1	n/a	50.0%**	90.0%	95.0%
% of workforce successfully trained	2	n/a	80.0%	85.0%	90.0%
% of compliance in electronic audits	3	n/a	100%	95.0%	95.0%
% of risk assessments reviewed annually	3	n/a	n/a	100%	100%

*100% remediated--training issue to close the record

**in remaining sites remediation is in progress due to physical constraints requiring budget for completion.

***Eight (8) represents the number of Covered Entity departments/programs covered by HIPAA.

HIPAA COMPLIANCE OFFICE

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$0	\$0	\$261,280	\$269,636
Operating Expenditure/Expense	0	0	271,507	271,369
Total	\$0	\$0	\$532,787	\$541,005

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$0	\$532,787	\$541,005
Total	\$0	\$0	\$532,787	\$541,005

Funded Positions	N/A	N/A	2.00	2.00
Funded FTE Positions	N/A	N/A	2.00	2.00

As a result of Administrative Order #05-01, a separate organization titled the Health Insurance Portability and Accountability Act (HIPAA) Compliance Office was created and included in the FY 06 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 includes funding for remediation consultant, license and computer program to perform efficient testing on all employees annually to ensure awareness of HIPAA requirements, and an audit of information system to assure that they are secure. In addition, funding is provided through the ITS project fund to provide for HIPAA compliance and remediation for emerging Electronic Data Interchange (EDI) with medical providers for the Indigent Health Care and Ryan White programs and funding for compliance for physical site security, confidentiality of paper documents at remote sites, privacy notices, disaster planning and records retention.

The FY 07 recommended budget is funded at the continuation level.

HOUSING AND COMMUNITY CODE ENFORCEMENT

MISSION:

Provide residents with safe, decent, and sanitary housing stock in an acceptable and aesthetically pleasing community by enforcing the County's Land Development Code, Minimum Housing Standards, False Alarm Ordinance, demolishing unsafe structures, and making housing affordable.

KEY OBJECTIVES:

1. Code Enforcement: Respond to code enforcement complaints within 10 working days from receipt 95% of the time by September 30, 2006.
2. Code Enforcement: Increase the percentage of code violations resolved within a 12-month period to attain a 90% resolution rate by September 30, 2010 (Strategic Plan Goal 5, Objective O).
3. First Time Home Buyer Program: Provide 375 very low, low, and moderate income first-time home buyers with the down payment assistance needed to purchase an affordable home that meets the County's Minimum Housing Standards by September 30, 2006.
4. First Time Home Buyer Program: Reduce, by 5%, the number of homeowners who spend more than 50% of household income on housing costs and have an income of less than 80% of area medium income by September 30, 2012 (Strategic Plan Goal 2, Objective E).
5. Housing Rehabilitation: Rehab 200 single family owner-occupied housing units to meet the County's Minimum Housing Standards by September 30, 2006.
6. Single Family Affordable Housing: Provide financial assistance for the construction of 250 single family affordable housing units for clients below 80% of median income by September 30, 2006.
7. Multi Family Affordable Housing: Provide financial assistance for the construction of 250 multi-family affordable housing units for clients below 50% of median income by September 30, 2006.
8. Rental Inspection Program: Inspect 70% of the rental housing units (single, multiple, and mobile home) by September 30, 2006.
9. Burglar Alarm Enforcement: Notice 75% of false alarm events within 3 days of receipt of alarm by September 30, 2006.
10. Contract Management: Perform one contract monitoring per contracts by September 30, 2006.
11. Maintain a rating at, or above, the median housing affordability index for the 7- County Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida (Strategic Plan Goal 2, Objective F).
12. Need to promote redevelopment strategies, including cities. (Board Initiated Strategies 8)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Code Enforcement Inspections	1,2				
<i>Workload/Demand</i>					
# on cases initiated		n/a	11,163	11,300	11,500
# of inspections conducted for cases initiated		30,767	25,697	33,000	35,100
# of cases referred to Code Enforcement Board		1,019	527	1,650	1,755
<i>Efficiency</i>					
# of daily inspections per FTE		n/a	4.98	6	6
<i>Effectiveness</i>					
% complaints responded to within 10 working days		95.0%	37.0%	95.0%	95.0%
% cases heard by the Code Enforcement Board		2.0%	1.2%	5.0%	5.0%
% cases resolved within the same fiscal year		70.0%	61.0%	74.0%	78.0%
avg. response time to complaints		15 days	28 days	10 days	10 days
First Time Home Buyer Program	3,4				
<i>Workload/Demand</i>					
# of applicants		n/a	1,084	1,500	1,600
# first time home buyer applicants assisted		375	271	375	375
# applicants spending greater than 50% of area median income on housing		n/a	n/a	2,000	2,000
<i>Efficiency</i>					
ratio of public/private funding for first time home buyers		1:15	1:81	1:18	1:18
# of applications reviewed per FTE		n/a	n/a	187	187
<i>Effectiveness</i>					
% applicants assisted by the First Time Home Buyers Program		44.0%	25.0%	25.0%	25.0%

Continued in "Supplemental Information"

HOUSING AND COMMUNITY CODE ENFORCEMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$3,924,045	\$4,443,074	\$5,357,518	\$6,530,958
Operating Expenditure/Expense	1,872,187	2,271,550	2,759,428	2,798,170
Capital Equipment	88,354	30,573	368,000	264,000
Capital Projects	640	(478)	0	0
Grants & Aids	9,723,523	10,782,727	11,997,307	12,348,293
Other Uses	0	437	0	0
Total	\$15,608,749	\$17,527,883	\$20,482,253	\$21,941,421

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Unincorporated Area General Fund	\$2,971,383	\$3,601,184	\$5,291,822	\$6,386,040
Local Housing Assistance Program Fund	6,421,293	6,885,981	6,643,069	8,386,814
Intergovernmental Grants	6,216,073	7,040,718	8,547,362	7,168,567
Total	\$15,608,749	\$17,527,883	\$20,482,253	\$21,941,421

Funded Positions	68	71	89	103
Funded FTE Positions	68.00	71.00	89.00	103.00

The FY 04 adopted budget reflected the County Administrator's transfer of the federally funded Section 8 Rental Housing Program and Weed and Seed to the Human Services Team. There are 18 positions in Section 8 Housing Program and two positions in Weed and Seed. The FY 04 adopted budget added four positions (a Community Service Program Coordinator II, Accounting Clerk III, Senior Secretary, and Community Codes Investigator II) to implement a phased-in positive residential rental inspection program. This program was funded by regulatory fees charged per inspected unit and added charges if more than two inspections are required before a problem is corrected. The FY 04 adopted budget also included two Community Code Investigators for the development and enforcement of the County's sign ordinance. Community Improvement coordinated with Planning and Growth Management to develop and maintain a proactive program to enforce the Land Development Code regulating signs in Hillsborough County.

The FY 05 adopted budget included funding for four additional positions, and it transferred one position to Health and Social Services. Two of these positions were for Weed & Seed, and two positions were for the residential rental inspection program. Also included was funding for temporary positions to implement the enforcement of the new Burglar Alarm Ordinance approved by the Board on December 17, 2003.

The FY 06 adopted budget 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 added for the use of outside consultants during the application process of single family/multi-family reviews, market studies and appraisals.

The FY 07 recommended 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.

HUMAN RESOURCES DEPARTMENT

MISSION:

To improve the quality of life of Hillsborough County employees by providing an enriching employment experience.

KEY OBJECTIVES:

1. Conduct employee benefit guidance to all active and retired employees via benefit briefings, open enrollment, one-on-one sessions to ensure they are electing the proper benefits, and process 3,700 benefit forms per benefit's unit FTE with 98% accuracy.
2. Provide employee training and development programs, increasing the number of training hours per full time employee by 20% per year over the next two years.
3. Manage the Executive Recruitment Program with the objective of attracting and retaining management with the skills and abilities to provide high quality service and support to a high performance organization, selecting candidates that maintain County employment for at least six months.
4. Perform records management, completing 75% of all verification of employment requests by the end of the first day; file 50% of status forms received within one week, and process 99% of the public record requests in accordance to the law.
5. Provide employee relations guidance at all levels of the County Administrator's organization concerning HR policies and employment related procedures; implement new HR policies and revise HR policies to improve the quality of life for employees and ensure compliance with employment laws; investigate and respond to concerns of alleged misconduct by County employees, closing 70% of investigations within 90 days.
6. Conduct orientation sessions for newly hired employees to ensure they are educated on key policies and procedures; coordinate pre-employment drug testing and physicals; and random drug testing process for applicable positions; process Federal I-9 forms to ensure new employees are eligible for employment before approving them in the Human Resources Information System to ensure the Payroll Department receives documentation timely resulting in prompt receipt of paychecks; processing 100% of the new hires within three days of their start date.
7. Conduct wellness programs which will draw at least 12% of the County employees into participating in the wellness benefits as well as provide individual counseling on health and wellness issues that achieve 90% customer satisfaction.
8. Negotiate, implement and administer union agreements and handle employee encounters in order to achieve a 75% success rate.
9. Provide safety training to 80% of the regular employees in order to reduce accidents, losses and claims, and provide support through incentives and active involvement to departments and Safety Action Teams, while minimizing the cost of claims settlements through timely claims management.
10. Provide HRIS reports and HRIS training opportunities to management, employees, department coordinators, supervisors and HR staff, including responding to 70% of requests for services within 24 hours and achieve an 85% rating in customer satisfaction with HRIS support services.
11. By FY 08, maintain diversity in the workforce in al EEO-4 categories of Hillsborough County government, under the County Administrator, representative within a 10% variation when compared to the workforce census of Hillsborough County measured by data from the Human Resources Information System (HRIS) (Strategic Plan Goal 4, Objective A).
12. BY FY 08, improve employee relations through effective reduction of the number of employee disputes, 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 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Employee Benefits Program	1				
<i>Workload/Demand</i>					
# of benefit call/encounters (e-mails, phone calls, walk-ins)		n/a	38,973	40,000	40,000
# of benefits forms processed		18,457	20,822	21,000	21,000
# of employee benefit briefings		125	95	100	100
# of total hours for benefit briefings (includes travel and set-up)		437.5 hours	490 hours	542.5 hours	595 hours
# of employees attending benefit briefings		2,450	2,603	2,700	2,800
# of retiree calls/encounters (e-mails, phone calls, walk-ins)		n/a	7,285	7,300	7,300
# of individual retirements		206	271	250	250
# of individual retirement counseling sessions		48	178	200	200
# of executive retirement action/counseling sessions		n/a	43	40	40
# of retirement seminars		2	10	10	10
# of hours for retirement seminars (includes travel & set up)		10	37	30	30

Continued in "Supplemental Information"

HUMAN RESOURCES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$3,144,241	\$3,362,815	\$3,778,452	\$3,878,760
Operating Expenditure/Expense	862,257	800,632	1,544,825	1,549,419
Capital Equipment	17,063	42,187	8,000	0
Total	\$4,023,561	\$4,205,634	\$5,331,277	\$5,428,179

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$2,823,992	\$2,894,286	\$3,444,963	\$3,537,582
Intergovernmental Grants	10,004	2,468	0	0
County Self Insurance Fund	1,189,565	1,308,880	1,886,314	1,890,597
Total	\$4,023,561	\$4,205,634	\$5,331,277	\$5,428,179

Funded Positions	52	50	51	51
Funded FTE Positions	52.00	50.00	51.00	51.00

The FY 04 adopted budget added two positions for Equal Employment Opportunity complaint investigations. It also included additional funding for customer service training for all County employees and quality assurance training for Human Resources employees that audit Employee Group Health Insurance Plan claims. The departmental budget was increased to provide for increased costs associated with the maintenance of personnel files, provision of pre-employment and return to work physicals, and the printing of manuals. Funding for the Wellness Program was also increased to provide YMCA or similar fitness membership co-payments, wellness classes, educational material, wellness incentives, and general operating costs of the wellness center. Funding in the amount of \$100,000 per year was budgeted in Non-Departmental Allotments for Employee Development and Training for all County employees.

The FY 05 budget transferred two positions and operating costs for Equal Employment Opportunity complaint investigations to the Consumer Protection and Professional Responsibility Agency. Funding the amount of \$50,000 was added in the Self-Insurance Fund for the Safety Action Teams incentive awards program. During FY 05, one position was transferred to the Aging Services Department.

The FY 06 adopted 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 recommended budget adds funding for the employee rally (\$31,079).

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 66% 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 75%.
3. Increase ratio of users to Help Desk Analyst to 618.
4. Increase ratio of users to Network Administrators to 518.
5. Increase the number of County GIS users to 705.
6. Maintain percentage of all projects that are unplanned at 50%.
7. Ensure that automated systems are available a minimum of 99.95% of the time during business hours.
8. Resolve 95% of mini-computer cases within three days.
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 97% accuracy.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Communications Services	1				
<i>Workload/Demand</i>					
total # of telecom cases		2,008	1,979	2,100	2,212
<i>Efficiency</i>					
ratio of telecom cases per FTE		24	12	21	18
<i>Effectiveness</i>					
% of cases resolved by telecom staff within 3 days		68.33%	68.7%	66.0%	68.0%
Desktop	2-4				
<i>Workload/Demand</i>					
# of County web visitors		2,956,111	3,043,472	3,500,000	3,800,000
# of Help Desk contacts received (e-mails, phone, COIN)		32,795	36,273	36,099	36,768
<i>Efficiency</i>					
ratio of users to Help Desk FTE		525.17	641	618	619
ratio of users to network staff		288	332	518	550
<i>Effectiveness</i>					
% of cases resolved by network staff within 3 days		84.67%	86.9%	75.0%	75.0%
% of cases resolved by Help Desk staff within 3 days		98.78%	99.07%	98.0%	98.0%
Geographic Information Systems (GIS)	5				
<i>Workload/Demand</i>					
# of County users		372	499	705	916
# of service requests		253	289	428	556
<i>Efficiency</i>					
cost per GIS account		\$280	\$330	\$255	\$245
<i>Effectiveness</i>					
% of customer satisfaction w/responsiveness		0%	0%	80.0%	80.0%
Business Solutions/Services	6				
<i>Workload/Demand</i>					
# of strategic automation plan projects		43	45	40	40
# of unplanned projects (non-SAP)		49	48	43	43
<i>Efficiency</i>					
cost per hour of new project development		\$99	\$113	\$105	\$110
<i>Effectiveness</i>					
% of all projects that are unplanned		53.0%	52.0%	50.0%	50.0%
<u>Continued in "Supplemental Information"</u>					

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$7,350,173	\$7,966,469	\$8,718,846	\$10,584,988
Operating Expenditure/Expense	8,656,386	7,236,013	8,262,994	11,215,622
Capital Equipment	1,860,203	1,773,493	1,957,797	1,501,765
Capital Projects	430,316	419,992	1,228,552	904,118
Grants & Aids	(23)	0	0	1,480,171
Total	\$18,297,055	\$17,395,967	\$20,168,189	\$25,686,664

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$3,666,755	\$14,764,670	\$17,055,855	\$17,405,380
Countywide Special Purpose Revenue Fund	14,630,300	2,631,297	3,112,334	8,281,284
Total	\$18,297,055	\$17,395,967	\$20,168,189	\$25,686,664

Funded Positions	97	100	103	122
Funded FTE Positions	97.00	100.00	103.00	122.00

The FY 04 adopted budget funded two additional positions to fully meet current level of service including project related workload of the Network Administration Section. It also included \$140,109 for hardware equipment, an ArcIMS server expansion of web based GIS application and LAN/WAN test equipment. The project fund included \$1.7 million in additional funding for continued projects: PIMS; server replacement and upgrades; mini-computer replacement upgrades; VOIP telephony systems; HRIS; and HIPAA. New project initiatives of \$2.7 million included: the replacement of the Health and Social Services Client Assistance System (CLASS); a progressive replacement program for 800 MHz radios; GIS Oracle migration; and storage area network expansion.

The FY 05 adopted budget included additional project funding of \$5.1 million for the Health and Social Services CLASS project, 800MHz radios, expansion of network storage area, provision of IP video conferencing capacity for the south county regional service center and increased data storage capacity by tape library backup for County Center and Sabal Park. It also utilized savings of \$385,175 from the PIMS project to accommodate additional HIPAA security requirements. The retrofitting of covered entity sites required for HIPAA compliance with telecommunication standards was funded and managed by the Real Estate Department's R3M program. The FY 05 budget also included three new positions for security administration to ensure compliance with HIPAA security standards. It also reflected a net operating savings of \$414,600 for non-renewal of the Microsoft software maintenance and license renewal options.

Personal services and related operating funding was included for four new positions in the FY 06 adopted budget and for three additional positions in the FY 07 recommended 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 adopted budget and the FY 07 recommended budget 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, one position was transferred from ITS to the County Administrator's Office in FY 05.

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 are being transferred to ITS. ITS's FY 07 recommended budget was increased \$5,937,280 as a result of 9-1-1 Administration's operations being included in the ITS department.

LIBRARY SERVICES DEPARTMENT

MISSION:

Promote lifelong learning, an informed citizenry, individual intellectual freedom, an enhanced quality of life, and broadened horizons for all residents of Hillsborough County through a network of free libraries with open access, a community focus, welcoming environments, a broad range of relevant materials in a variety of formats, and highly trained, qualified customer-focused employees.

KEY OBJECTIVES:

1. Increase circulation by 5% in FY 06 and 9% in FY 07 through selection of new materials, improved marketing, and opening a new regional library.
2. Increase the number of registered borrowers by 1% each year.
3. Maintain or increase the percentage of customers whose questions were answered clearly.
4. Offer public access computers to meet or exceed the Florida Library Association standard for enhanced service of 1 workstation per 2,000 population.
5. Increase the number of program sessions offered by 6% in FY 06 and 8% in FY 07.
6. Increase the number of items in languages other than English by 10% each year.
7. Measure customer satisfaction with children's programming at County libraries by means of an annual survey beginning in FY 06; based on the survey results, adopt milestones for continuous improvement (Strategic Plan Goal 5, Objective K).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Member Services					
<i>Workload/Demand</i>					
# of registered borrowers	2	674,014	698,191	705,173	712,225
# of library visits	1,5	2,454,504	3,354,288 (est.)	3,522,002	3,698,102
# of annual service hours	1	73,814	78,868	80,072	83,686
# of holdings	1,6	2,677,571	2,819,837	2,999,272	3,038,895
<i>Efficiency</i>					
# of hours per week libraries are open	1	73	73	73	73
# of annual service hours per 1,000 population	1,2	67	71.2	70.7	72.5
# of square feet per capita	1,2,4	.38	.40	.43	.43
# of library visits per capita	1,3	2.23	3.00	3.11	3.20
# of holdings per capita	1,6	2.43	2.54	2.65	2.63
<i>Effectiveness</i>					
% of population registered	2	61.0%	62.9%	62.3%	61.7%
% of customer satisfaction	1,3	89.0%	89.0%	90.0%	90.0%
Circulation					
<i>Workload/Demand</i>					
# of items circulated	1,2	6,120,960	7,248,892	7,611,337	8,296,357
# of circulating items purchased (new measure)	1,2	222,767	270,515	266,811	186,278
<i>Efficiency</i>					
circulation per borrower	1,2	9.08	10.38	10.79	11.64
material turnover rate	1	2.3	2.6	2.5	2.7
circulation per capita	1,2,6	5.5	6.54	6.72	7.19
circulation per FTE	1,3	40,806	43,148	40,594	44,247
<i>Effectiveness</i>					
% of customers who found what they were looking for	1,2	85.0%	83.0%	85.0%	85.0%
% of new purchases circulated (new measure)	1,2	77.0%	84.2%	85.0%	85.0%
# of items in languages other than English	6	34,808	45,373	49,910	54,901
Information & Reference					
<i>Workload/Demand</i>					
# of customer contacts	3	2,370,805	2,644,032	2,696,912	2,723,881
# of public computers & ratio to 2,000 population (new measure)	4	607-1.10:2,000	638-1.14:2,000	707-1.24:2,000	707-1.21:2,000
<i>Efficiency</i>					
# of customer contacts per capita	3	2.15	2.35	2.36	2.34
<i>Effectiveness</i>					
% of customers whose questions were answered clearly	3	92.0%	93.0%	93.0%	93.0%
<u>Continued in "Supplemental Information"</u>					

LIBRARY SERVICES DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$15,016,030	\$16,358,184	\$18,528,835	\$20,103,499
Operating Expenditure/Expense	7,183,934	7,263,279	9,016,208	9,144,921
Capital Equipment	390,234	394,626	511,122	360,554
Capital Outlay	37,213	21,858	0	0
Library Books & Publications	4,324,556	4,749,655	5,036,316	6,048,102
Grants & Aids	643,480	656,046	680,075	680,075
Other Uses	0	1,200	0	0
Total	\$27,595,447	\$29,444,848	\$33,772,556	\$36,337,151

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Library Tax District Fund	\$27,595,447	\$29,444,848	\$33,772,556	\$36,337,151
Total	\$27,595,447	\$29,444,848	\$33,772,556	\$36,337,151

Funded Positions	390	423	467	467
Funded FTE Positions	322.69	347.44	381.90	381.90

The FY 04 and FY 05 adopted budgets reflected continued library service expansion with the renovation and expansion of the West Tampa Library and the Lutz Library. The West Tampa Library expansion added two positions (Library Technical Assistant and Library Assistant), and provided an additional eight hours of service weekly. A children's area, expanded shelving capacity, a computer lab, and new books and materials were also included in the expansion. The Lutz Library expansion added four (1.88 FTE's) positions and also increased service hours, provide a larger children's center, expanded shelving, computer training lab, private study/tutoring rooms and the addition of new books and materials. Funding was included for two positions (Sr. Librarian and Library Technical Assistant), funded in prior years with Library Services and Technology Act grant funds, that provide computer training to library customers. The FY 05 adopted budget added 30 (21.75 FTE's) positions and associated operating expenses for the opening of two new 15,000 square foot libraries, South Brandon Library and Upper Tampa Bay Library. The new libraries provide customer focused amenities such as public meeting rooms, separate children's centers, and computer training labs, along with the new books and materials. Funding by the Library Services and Technology Act grant and County match was included for three FTE positions and for the Spanish Language CyberMobile. This program expanded the availability of a Spanish language collection, traditional library services such as interlibrary loans and reference assistance, as well as electronic access to library databases and the internet.

The FY 06 adopted and FY 07 recommended budgets included funding for the new SouthShore Regional and Westgate Regional Libraries, the Technical Services Center, expansion of the Born to Read program, and unmet operating impact of Capital Improvement Projects. The FY 06 adopted budget added 40 (30.46 FTE's) positions and associated operating expenses for the opening of the new 40,000 square foot SouthShore Regional Library. The expansion of the Born to Read Program included the conversion of a part-time Librarian position to a full-time (.63 FTE) Senior Librarian and the establishment of one part-time Library Assistant (.37 FTE) for a total addition of one FTE position. Since 2003, over 80,000 square feet of new library space has been added. Funding to operate new libraries has been adequate and the impact on operational support functions such as reference, materials services and programming required the addition of four FTE positions to handle the increased workload and fulfill the unmet operating impact of the Capital Improvement Program. The FY 07 recommended budget adds six FTE positions and associated operating expenses for the opening of the new 25,000 square foot Westgate Regional Library. The FY 06 adopted and FY 07 recommended budgets reflect \$25,057 in both years in efficiency savings as a result of consolidation of Verizon automated information systems, consolidation of alarm system monitoring and the floating collection demonstration project. Efficiencies also occurred due to an adjustment to the staffing model for the new SouthShore Regional and Westgate Regional Libraries for savings in FY 06 and FY 07 of \$77,865 and \$68,116 respectively. The consolidation of Library administrative managers eliminates the Manager of Service Development and Evaluation for an FY 06 and FY 07 savings of \$111,850 and \$122,492 respectively.

The FY 07 recommended budget and six positions are reduced due to the delay in the opening of the Westgate Regional Library which is now scheduled to open in FY 08. Included in the budget is a reclassification of a Chief Librarian position to an unclassified manager position to be responsible for the planning and design of library construction projects, expansions, major repairs, renovations, and refurbishments. Due to an unanticipated high level of circulation at the new Bloomingdale and Upper Tampa Bay Regional libraries, \$500,000 is recommended to add approximately 10,000 additional books to each of the two collections.

MANAGEMENT AND BUDGET DEPARTMENT

MISSION:

Develop and use sound financial and management practices and "best practices" in budgeting to effectively allocate available resources to address the Board of County Commissioners' priorities today, while providing responsible planning to meet future priorities.

KEY OBJECTIVES:

1. Comply with requirements of Florida Statutes, Chapters 129 and 200, as evaluated by the Florida Department of Revenue in its annual review of budget process materials.
2. Develop a biennial budget in accordance with 'best practices' in budgeting to satisfy the needs of diverse "stakeholders" including County businesses and residents, investors in County bonds, and bond rating agencies, as evaluated through formal peer review of the biennial budget document. Resist unfunded mandates (Strategic Plan Goal 1, BOCC strategy).
3. Review budget amendments and other Board of County Commissioners (BOCC) agenda items in accordance with administrative directives so that at least 95% are processed by the close of the next business day after review and either approval or rejection.
4. Assist County departments, agencies, and other offices in developing, managing, and monitoring budgets developed under the County's biennial budget process and provide oversight to the capital projects in the County's capital budget and multi-year Capital Improvement Program while obtaining customer satisfaction surveys in which at least 90% of customers (departments and agencies) rate budget services as meeting or exceeding expectations.
5. Develop and administer the County's competitive and noncompetitive request for applications ("RFA") funding processes for social service and other contracts, processing at least 95% of payments within a 15-working day timeline; and obtaining customer satisfaction surveys in even-numbered fiscal years in which at least 90% of customers (contract agencies) rate contract management services as meeting or exceeding expectations.
6. Maintain departmental expenditures as a percent of total government expenditures at or below the benchmark average of 0.10% for budget offices in 9 major governments with budgets in excess of \$1 billion (for which the range was 0.07% to 0.19%).
7. Reduce over-reliance on property taxes as a general revenue by relying more on the non-property tax portion of total General Fund revenue from 16% to 18%, and by establishing a Countywide target of under 7 mills by FY 09. (Strategic Plan Goal 1, Objectives A and B.) At the same time, set priority for transportation funding from the Community Investment Tax (CIT) and ad valorem taxes (Strategic Plan Goal 7, BOCC strategy).
8. Improve protection of stabilization reserves in the General Fund by establishing specific criteria by FY 08 that will determine when such reserves may be used and how quickly they would be subsequently replaced. (Strategic Plan Goal 1, Objective C)
9. Achieve and maintain by FY 07 a financial management ("Money") rating of at least "A-" as determined by the *Governing Magazine* review of 40 counties. (Strategic Plan Goal 1, Objective E.)
10. In partnership with local communities, improve the Arts and culture ranking for Tampa-St. Petersburg-Clearwater Metropolitan Statistical Area (MSA) in the Bert Sperling national ranking and rating of cities and counties from 59th to within the top 50 by FY 07. (Strategic Plan Goal 5, Objective L.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Department-wide					
<i>Workload/Demand</i>					
Establish criteria for use & replacement of stabilization reserves	8	n/a	n/a	to be completed	completed
<i>Efficiency</i>					
Budget office expenditures as a % of total County expenditures	6	.10%	.10%	<0.08%	<0.08%
<i>Effectiveness</i>					
% of non-property tax combined General Fund revenue	7	15.9%	15.4%	16.5%	15.8%
Countywide operating millage rate (in mills)	7	7.1877	7.1757	6.9257	6.8257
<i>Governing Magazine's</i> "Money" rating of Hillsborough County	9	n/a	n/a	n/a	A- or A
Arts and Culture ranking among 331 U.S. MSA's	10	59th	59th	59th	<or=50th

Continued in "Supplemental Information"

MANAGEMENT AND BUDGET DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$2,347,655	\$2,491,948	\$2,700,490	\$2,893,481
Operating Expenditure/Expense	88,246	81,486	97,389	98,379
Capital Equipment	6,723	2,884	0	0
Total	\$2,442,624	\$2,576,318	\$2,797,879	\$2,991,860

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$2,441,886	\$2,576,318	\$2,797,879	\$2,991,860
Intergovernmental Grants	738	0	0	0
Total	\$2,442,624	\$2,576,318	\$2,797,879	\$2,991,860

Funded Positions	34	34	32	32
Funded FTE Positions	32.00	33.50	31.29	31.29

The FY 04 adopted and budget added three positions. A General Manager II position was added to assist several departments with PIMS scheduling needed to manage a large number of projects spread over several departments. There are two Budget Intern positions included to facilitate a management development intern program. It provides two annual internships, from July 1 through June 30. Each intern rotates through 4 three-month terms completing two assignments within several departments.

The FY 05 adopted budget was funded at continuation level.

The FY 06 adopted and FY 07 recommended budgets transferred one position (Budget Intern) to Health and Social Services. The department decreased the FY 06 and FY 07 budgets for contractual services, telecommunications, minor equipment, computer software, and general operating supplies to more closely align the budgets with historical expenditure patterns. The budget also reflected efficiency savings of \$127,926 in FY 06 and \$137,737 in FY 07. These savings will result from the elimination of two positions (Manager, Management Analysis Section and a permanent part-time Budget Intern) without any reduction in service levels.

The FY 07 recommended budget is funded at the continuation level.

MEDICAL EXAMINER DEPARTMENT

MISSION:

Identify criminal, accidental, suicidal, suspicious, unexpected, unattended and work-related deaths; determine causes of death for same and for all bodies to be cremated, donated to science, or removed from the State as per Section 406.11, Florida Statutes and County Ordinance 93-18. Provide dignified disposal of unclaimed or indigent bodies as mandated by F.S. 406.50 while minimizing the financial impact on the County. Foster improved medical care by disseminating autopsy results to physicians and by functioning as a teaching affiliate of the University of South Florida College of Medicine. Optimize number of organ donors without compromising prosecution of criminal defendants.

KEY OBJECTIVES:

1. Maintain ratio of total autopsies (violent and natural deaths) to violent death autopsies at 1.5 or higher.
2. Maintain average time to signing of autopsy report to less than 50 days.
3. Maintain toxicology turnaround time (specimen receipt to results ready, excludes preparation of report) for screens and alcohols at less than 30 days.
4. Investigate, by inquiry, all deaths for which the body is to be cremated or removed from the State.
5. Minimize disposition costs for unclaimed and indigent bodies by maximizing disposal by cremation.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Cause of Death Determination	1-4				
<i>Workload/Demand</i>					
# of autopsies		1,370	1,454	1,450	1,470
# of investigations of bodies to be cremated		3,902	4,204	4,200	4,250
# of investigations of bodies to be removed from the State		831	809	800	820
<i>Efficiency</i>					
# of autopsies per Medical Examiner		288 (1,370/4.75)	291 (1,454/5)	276 (1,450/5.25)	246 (1,470/6)
avg. cost/autopsy (total non-indigent expend./# of autopsies)		\$2,484	\$2,191	\$2,843	\$3,119
# of inquiries, per Medical Examiner/# of bodies to be cremated		821 (3,902/4.75)	841 (4,204/5)	800 (4,200/5.25)	708 (4,250/6)
# of inquiries, per Investigator, of bodies to be removed from the State		83	81	80	82
<i>Effectiveness</i>					
ratio of total autopsies/violent death autopsies		1.66	1.55	1.60	1.60
avg. # of days from autopsy to signed report		36.4	49.3	45.0	40.0
avg. # of days to complete toxicology testing		17.3	15.5	20.0	20.0
Disposition of Unclaimed/Indigent Bodies	5				
<i>Workload/Demand</i>					
# of cremations provided		306	321	320	335
# of burials provided		104	86	115	120
<i>Efficiency</i>					
avg. cost per cremation		\$300	\$279	\$342	\$342
avg. cost per burial		\$1,310	\$1,401	\$1,500	\$1,533
avg. cost/per body disposed (tot. indigent expenditures/total # of cremations + burials)		\$1,107	\$1,219	\$1,326	\$1,268
<i>Effectiveness</i>					
% of unclaimed/indigent bodies cremated		74.6%	78.9%	73.6%	73.6%

MEDICAL EXAMINER DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$2,556,539	\$2,682,548	\$2,999,568	\$3,442,763
Operating Expenditure/Expense	1,300,869	999,141	1,110,089	1,217,245
Capital Equipment	37,561	73,068	12,700	91,955
Total	\$3,894,969	\$3,754,757	\$4,122,357	\$4,751,963

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide Special Purpose Revenue Fund	\$3,894,569	\$0	\$0	\$0
Countywide General Fund	0	3,681,689	4,122,357	4,751,963
Intergovernmental Grants	400	73,068	0	0
Total	\$3,894,969	\$3,754,757	\$4,122,357	\$4,751,963

Funded Positions	31	31	37	38
Funded FTE Positions	31.00	31.00	34.48	35.48

The FY 04 adopted budget included funding for the purchase of three vehicles and related operational cost to be utilized by Medical Examiner Investigators for scene response.

The FY 05 adopted budget included the transfer of the Medical Examiner's budget from the restricted Local Government Criminal Justice fund to the Countywide General Fund due to changes as a result of Article V legislation.

The FY 06 adopted budget 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 recommended budget reflects an increase of one position (Forensic Toxicologist) and will provide additional credential expertise required to certify toxicology reports, provide expert witness testimony, and develop protocols to detect, identify and quantify an ever increasing array of legal and illegal drugs. The budget also includes funding for operational expenses for the new Medical Examiner facility, scheduled to open in January 2007. These expenses include computer workstations so each staff member can have their own workstation, fiberglass autopsy trays and carts to replace out-of-date equipment, and a bar coding system to provide inventory control of personal effects, evidence, and remains, to reduce the possibility of releasing the wrong remains and/or personal effects.

NEIGHBORHOOD RELATIONS

MISSION:

Improve the County's relationships with its neighborhoods and communities by working internally with departments to improve County services, and externally with neighborhood and community groups, municipalities, law enforcement, and other state and local agencies affecting neighborhoods.

KEY OBJECTIVES:

1. Assist 652 neighborhood associations to receive technical assistance within one working day 90% of the time.
2. Award 100% of available mini-grant funds to neighborhood associations with 90% of projects completed during the fiscal year.
3. Conduct outreach services for two new Community Based Plans in the unincorporated County, recruiting a minimum of 30 people per community to serve on the working committee.
4. Maintain database of neighborhood associations for contact, updating within two working days of change notices.
5. Provide an annual local conference for up to 500 participants.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Technical Assistance & Liaison	1				
<i>Workload/Demand</i>					
# of TA/service responses by staff		168	666	666	666
<i>Efficiency</i>					
# of requests handled per FTE		33	133	133	133
<i>Effectiveness</i>					
% responded to within 1 working day		90.0%	98.28%	95.0%	95.0%
% customer service survey responses excellent & good		n/a	99.54%	95.0%	95.0%
Mini-Grants	2				
<i>Workload/Demand</i>					
# of applications funded		70	70	70	70
<i>Efficiency</i>					
% of funds awarded		100%	100%	100%	100%
<i>Effectiveness</i>					
% of funds expended and projects completed		90.0%	82.83%	85.0%	85.0%
% customer service survey responses excellent & good		n/a	96.49%	97.0%	97.0%
Community Based Planning	3				
<i>Workload/Demand</i>					
# of new plans outreached		3	2	2	2
<i>Efficiency</i>					
# of citizens recruited for working committee		235	73	60	60
<i>Effectiveness</i>					
Database Maintenance	4				
<i>Workload/Demand</i>					
# of associations registered		815	866	877	904
<i>Efficiency</i>					
# of associations per coordinator		271	288	292	301
<i>Effectiveness</i>					
% of updates entered within 2 working days		90.0%	78.0%	80.0%	80.0%
Specialty Grants	2				
<i>Workload/Demand</i>					
# of applications funded		37	50	20	33
<i>Efficiency</i>					
% increase in funds awarded (Baseline \$90,652)		n/a	n/a	5.0%	5.0%
<i>Effectiveness</i>					
% customer service survey responses excellent & good		n/a	90.0%	90.0%	90.0%

Continued in "Supplemental Information"

NEIGHBORHOOD RELATIONS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$342,941	\$369,143	\$405,036	\$431,619
Operating Expenditure/Expense	250,263	202,904	315,690	303,529
Capital Equipment	14,188	0	0	0
Total	\$607,392	\$572,047	\$720,726	\$735,148

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$554,427	\$550,397	\$620,726	\$635,148
Unincorporated Area Special Purpose Fund	52,965	21,650	100,000	100,000
Total	\$607,392	\$572,047	\$720,726	\$735,148

Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

The FY 04 adopted budget provided increased funding for capital equipment that gave the staff GIS capability to create and update neighborhood maps. It also provided funding of \$23,520 for a local County Neighborhood Conference. The budget included \$50,000 in funding from the Environmental Restoration Project Fund for the new Neighborhood Tree Mini-Grant Program. This grant encouraged neighborhood associations to plant trees in the community-maintained areas and/or road rights-of-way within or adjacent to the neighborhood. The regular Neighborhood Mini-Grant program continued its collaborative effort between the County, the Duckwall Foundation, and the Children's Board. Funding for this grant consisted of \$16,000 from the Children's Board, \$5,000 from the Duckwall Foundation, and a \$25,000 increase from the County bringing the County's commitment to \$75,000 and the regular Neighborhood Mini-Grant's total funding to \$96,000.

The FY 05 adopted budget increased funding by \$50,000 annually for the Neighborhood Mini-Grant Tree program.

The FY 06 adopted budget included funding for a training program ("Citizen's Academy") that would include leadership training and information on county department, services, and policies. The leadership portion of the program was facilitated by the Jim Walter Partnership at USF. Neighborhood Relations coordinated the scheduling of presentations by County departments. The Partnership administered program evaluations and helped create a Neighborhood Advisory Council made up of program graduates. The Council then provided input to Neighborhood Relations on programs and potential improvements. The class was offered once in FY 06 and will be offered twice annually thereafter. As a result of a 3% efficiency proposal, auto mileage reimbursement and office supplies were reduced in both the FY 06 adopted and FY 07 recommended budgets by \$15,765. The Department conducted more business by e-mail, mail and fax without reducing service levels.

The FY 07 recommended budget is being funded at the continuation level.

OFFICE OF PUBLIC AFFAIRS

MISSION:

Ensure that Hillsborough County's interests are effectively represented with state, federal, and local governments and with other intergovernmental and community organizations. Coordinate and staff the Board of County Commissioners' Citizens Advisory Committee, the Council of Governments, and the Commission on the Status of Women. Staff support for the BOCC's interest in Florida Association of Counties, Florida Association of Intergovernmental Relations, Hillsborough County Hospital Authority, and National Association of Counties.

KEY OBJECTIVES:

1. Develop the County's 2006 State and Federal Legislative Program for adoption by the Board: State--by 10/05; Federal-- by 12/05.
2. Represent 54 organizations funded by Hillsborough County, reviewing all legislative bills and their iterations for fiscal and policy impact; distribute received legislation within 36 hours; collaborate with other jurisdictions for legislative resolution; prepare reports on legislation which became law.
3. Represent Hillsborough County's interests: before state and federal governments, including the U. S. Congress, the Executive branches, the Florida Legislature, and their agencies; as liaison with local governments and within the community, responding to official requests within 72 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Develop BOCC State and Federal Legislative Programs	1				
<i>Workload/Demand</i>					
# of legislative issues examined/# of issues selected		150/50	160/55^	n/a	n/a
<i>Efficiency</i>					
# of contacts solicited and processed per FTE		50	60^	n/a	n/a
<i>Effectiveness</i>					
date state program adopted		10/06/04	10/31/05^	n/a	n/a
date federal program adopted		10/06/04	12/31/05^	n/a	n/a
County Legislative Representation	2				
<i>Workload/Demand</i>					
# of meetings collaborating on legislation		275	285^	n/a	n/a
# of reports on legislation		30	40^	n/a	n/a
# of legislative services contracts managed		4	4^	n/a	n/a
<i>Efficiency</i>					
# of legislative bills reviewed and distributed		5,560	5,610^	n/a	n/a
# of contacts/responses per FTE		1,174/649	1,291/714^	n/a	n/a
# of legislative assignments per FTE		65	61^	n/a	n/a
<i>Effectiveness</i>					
% of legislation distributed within 36 hours		100%	100%^	n/a	n/a
# of reports prepared and % submitted by due date		30/99.0%	40/99.0%^	n/a	n/a
County Intergovernmental Representation/Administration	3				
<i>Workload/Demand</i>					
# of assignments/referrals		36	46^	n/a	n/a
<i>Efficiency</i>					
# of assignments completed per FTE		36	46^	n/a	n/a
<i>Effectiveness</i>					
# of assignments/% responded to by task completion date		20/56.0%	46/95.0%^	n/a	n/a

OFFICE OF PUBLIC AFFAIRS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recoommended
Personal Services	\$284,009	\$278,631	\$0	\$0
Operating Expenditure/Expense	39,716	47,939	0	0
Total	\$323,725	\$326,570	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recoommended
Countywide General Fund	\$323,725	\$326,570	\$0	\$0
Total	\$323,725	\$326,570	\$0	\$0

Funded Positions	3	3	0	0
Funded FTE Positions	3.00	3.00	0.00	0.00

The FY 04 adopted budget reflected increased funding of \$9,600 for temporary clerical staff and an intern position. A \$36,000 increase in the federal lobbyist's contract funding in Non-Departmental Allotments was approved for tasks related to grant solicitation with the stipulation that performance be evaluated after a year.

The FY 05 adopted budget represented funding at continuation level.

As a result of an organizational restructuring in FY 05, the Office of Public Affairs was merged into the County Administrator's Office.

OFFICE OF QUALITY SERVICES

MISSION:

Direct Hillsborough County's initiatives designed to improve efficiencies and effectiveness. Manage the County Administrator's Best County Plan by obtaining customer feedback, measuring performance against benchmarks, and assisting departments in making appropriate improvements.

KEY OBJECTIVES:

1. Direct programmatic improvements initiated by the BOCC or the County Administrator with 94% to 97% of participants rating the process to be "effective" to "very effective."
2. Direct evaluations of best practices, benchmarks, and customer feedback of services to identify improvements to efficiency and effectiveness with at least four services considered for changes by the County Administration.
3. Manage targeted initiatives to improve efficiency and effectiveness based on best practices, benchmarks, and customer feedback with 94% to 97% of participants rating the process to be "effective" to "very effective."

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Cross-Organizational Improvement Initiatives					
<i>Workload/Demand</i>					
# of programmatic initiatives	1	n/a	10^	n/a	n/a
<i>Efficiency</i>					
avg. time spent per initiative (in months)	1	n/a	11^	n/a	n/a
<i>Effectiveness</i>					
% of participants rating the process to be "effective" to "very effective"	1	n/a	92.0%^	n/a	n/a
Best Practices, Benchmarking, and Customer Feedback					
<i>Workload/Demand</i>					
# of services evaluated	2	n/a	n/a	n/a	n/a
<i>Efficiency</i>					
avg. time to evaluate service (in months)	2	n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
# of services considered for improvement by the County Administrator	2	n/a	n/a	n/a	n/a
Manage Targeted Initiatives to Improve Efficiency and Effectiveness					
<i>Workload/Demand</i>					
# of efficiency and effectiveness improvements managed	3	n/a	3^	n/a	n/a
<i>Efficiency</i>					
avg. time to manage efficiency and effectiveness improvements (in months)	3	n/a	5.5^	n/a	n/a
<i>Effectiveness</i>					
% of participants rating the initiative process to be "effective" to "very effective"	3	n/a	n/a	n/a	n/a

OFFICE OF QUALITY SERVICES

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$297,490	\$275,537	\$0	\$0
Operating Expenditure/Expense	33,105	15,914	0	0
Capital Equipment	1,399	0	0	0
Total	\$331,994	\$291,451	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$331,994	\$291,451	\$0	\$0
Total	\$331,994	\$291,451	\$0	\$0

Funded Positions	5	4	0	0
Funded FTE Positions	5.00	4.00	0.00	0.00

The FY 04 adopted budget was funded at continuation levels.

In the FY 05 adopted budget, one position (Quality Services Administrator) was transferred to the newly created section of Professional Responsibility in the Consumer Protection and Professional Responsibility Agency.

As a result of an organizational restructuring in FY 05, the Office of Quality Services was renamed the Office of Strategic Management Initiatives and it was merged into the County Administrator's Office.

PARKS, RECREATION AND CONSERVATION DEPARTMENT

MISSION:

To provide for the public a standard of excellence in leisure service, facilities, programs and preservation of resources while working in concert with residents and the County's leadership.

KEY OBJECTIVES:

1. Building and Grounds Maintenance: Provide over 2,300 square feet of building maintenance per day at a cost of less than \$7.50 per square foot with a 90% satisfaction rating. Provide maintenance of 184 parks of 19,852 acres, mowing 1,550 acres daily. Manage 43,000 acres of ELAPP land.
2. Recreational Programming: Provide morning, afternoon, and evening leisure programming at 45 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 41,000 youth sports participants at 231 athletic fields. Provide Therapeutic Recreational Programs to an average of 350 clients per event achieving 91% 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 \$2.20 per visit and within a 95% satisfaction rating.
5. Management of Environmental Lands: Provide administration for the Environmental Lands Acquisition and Protection Program (ELAPP) which identifies, evaluates, and protects lands meeting program criteria. Responsible for providing management activities such as site security, habitat enhancement, prescribed burn program, invasive and exotic plant removal, etc., for over 44,000 acres at 52 sites with an average of 15 prescribed burns per year.
6. For athletic and recreation programs, as measured by the department's customer survey, maintain 85% or more customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 07. (Strategic Plan Goal 5, Objective T).
7. Increase the percentage of underprivileged and hardship participants of programs within Community Development Block Grant areas by 10% by FY 07. (Strategic Plan Goal 5, Objective U). Outreach to disadvantaged children; give discounts for minority and underprivileged to afford programs offered; offer dance/music programs for disadvantaged children; improve transportation for underprivileged children to get to the facilities. (Strategic Plan Goal 5)
8. Increase participants in swim safety classes with the goal of reducing drownings (Strategic Plan Goal 5, Objective R).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Building and Grounds Maintenance	1				
<i>Workload/Demand</i>					
# of building sq. ft. maintained (excludes picnic shelters)		389,442	495,813	540,200	583,200
# of acres mowed per day		n/a	1,397	1,550	1,600
<i>Efficiency</i>					
square feet maintained per day		n/a	n/a	2,300	2,400
<i>Effectiveness</i>					
% of building maintained satisfactorily		90.0%	92.1%	90.0%	90.0%
Recreation Services	2				
<i>Workload/Demand</i>					
# of programmed recreation areas		42	42	42	45
# of participants in CDBG areas	7	2,373	2,584	2,765	3,150
# of participants in swim safety program	8	1,421	1,803	1,890	2,030
<i>Efficiency</i>					
% of customers satisfied and will return		98.0%	94.0%	95.0%	95.0%
<i>Effectiveness</i>					
% of recreation programs at capacity		95.0%	91.0%	92.0%	93.0%
# on waiting list for recreation programs		n/a	2,458	2,385	2,310
# of recreation program attendees		n/a	6,194,132	6,503,000	6,696,000

Continued in "Supplemental Information"

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Appropriations	FY 04	FY 05	FY 06	FY 07
	Actual	Actual	Adopted	Recommended
Personal Services	\$26,753,592	\$28,827,903	\$31,880,906	\$34,899,078
Operating Expenditure/Expense	12,155,777	13,213,204	14,437,171	15,950,561
Capital Equipment	316,237	217,008	1,011,030	343,285
Capital Projects	81,513	101,985	205,200	189,200
Grants & Aids	469,079	575,519	649,700	666,500
Other Uses	65,000	44,420	0	0
Total	\$39,841,198	\$42,980,039	\$48,184,007	\$52,048,624

Budget by Fund	FY 04	FY 05	FY 06	FY 07
	Actual	Actual	Adopted	Recommended
Countywide General Fund	\$11,489,399	\$12,053,716	\$14,670,694	\$15,839,783
Unincorporated Area General Fund	26,433,986	28,465,906	30,880,772	33,333,241
Countywide Special Purpose Revenue Fund	0	0	0	10,000
Unincorporated Area Special Purpose Fund	215,738	257,102	262,533	283,016
Intergovernmental Grants	496,316	473,662	0	66,000
Enviro Sensitive Lands Tax/Bond Fund	1,205,759	1,729,653	2,370,008	2,516,584
Total	\$39,841,198	\$42,980,039	\$48,184,007	\$52,048,624

Funded Positions	528	538	1,002	1,074
Funded FTE Positions	528.00	538.00	678.86	715.82

The FY 04 adopted budget added 17 positions for operation of the new Gardenville Community Center, expanded public access to ELAPP properties, maintenance of the expanding parks system, and for expanded maintenance at the Shimberg Athletic Complex. The FY 04 adopted budget also included funding for a gazebo and other amenities for the Thonotosassa Town Square Project. The FY 05 adopted budget included an additional 10 positions. These positions are for the operation of new and expanded parks and recreations centers at All People's, Westchase, and Carrollwood Meadows. The FY 05 adopted budget increased funding for improved management and restoration of ELAPP properties and for access improvements at the Cypress Creek ELAPP site. The FY 05 budget included \$150,000 for an asset inventory program, in addition to \$50,000 from the adopted FY 04 budget, for a program total of \$200,000. During FY 05, the BOCC approved the addition of one limited-duration position to act as a community liaison in support of the Mort NFL Youth Education Town (NFL/YET) grant. During FY 05, the Board approved the addition of one limited-duration position to act as a community liaison in support of the Mort NFL Youth Education Town (NFL/YET) grant. The FY 06 adopted budget included funding for the addition of 30 positions, operating expenses and equipment for new and expanded parks, recreation programs and therapeutic programs. Fifteen of the positions were for new or expanded parks and will be located at the Upper Tampa Bay Trail, Northwest Recreation Corridor, Wilderness Park and Northdale Park Addition. The remaining positions were for increased riding lessons at Bakas Equestrian Center; Blaze Sports Coordinator; Therapeutics Bus Driver; Recreation Programs Bus Drivers; regional park roving maintenance team; management and restoration of Fish Hawk Preserve; ELAPP site monitoring; Contracts and Grant Specialist for Conservation Services; and a new special event team that is responsible for the set-up and tear-down of all equipment needed for special events throughout the County. Additional funding was included for temporary staff for after school and Camp Sparks programs for children with disabilities in order to provide new programs in areas that were not being served. The FY 06 and FY 07 position count increased by 16 (16 FTE's) due to the conversion of budgeted temporaries to permanent full-time positions; by 261 (70.71 FTE's) for the conversion of budgeted temporaries to permanent part-time; and by 157 (24.15 FTE's) to account for budgeted summer temporaries. These conversions were absorbed within the Department's budget. During FY 06, the BOCC approved an increase of 49 part-time and temporary positions (15 FTE's) to allow for a larger on-call pool of substitutes to fill in during absences of permanent staff or during peak summer enrollment periods. Also during FY 06, the Board approved the conversion of 1 full-time position to 2 part-time positions to function as a head official to assist with recruiting, training, development, and retention of youth and adult sports officials as well as assisting with coaching certification and league compliance. As a result of an organizational restructuring during FY 06, the Public Safety Department was eliminated and the Marine Safety Program and one position were transferred to the Parks, Recreation and Conservation Department. The FY 07 recommended budget includes the addition of 20 positions and associated expenses. The positions are for the new All People's Life Center Gymnasium, Northwest Recreation Corridor, Carrollwood Cultural Center, and an additional Contracts and Grant Specialist for Conservation Services. The remaining 9 positions are for athletic field crews at Live Oak Sports Complex, Summerfield Soccer Complex and William Owen Pass Soccer Complex. The Fishhawk Sports Complex was removed from the FY 07 budget due to the delay in opening until spring of FY 08. Operating and maintenance costs for a new restroom building at Heather Lakes Park are included in the FY 07 budget. Additional funds were added to the FY 07 budget for the Marsh Creek Habitat Restoration Project. The FY 07 recommended budget reflects an increase to include revenue generated by cell tower leases that were approved by the BOCC during FY 06.

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

MISSION:

Protect the quality of life by actions to align, integrate, and administer the County's Planning and Growth Management System components consisting of: Community Planning, Hazard Mitigation Planning, Transportation Planning, Zoning, Permitting, Inspections, and Impact Fees in order to promote responsive organizational efficiency and effectiveness.

KEY OBJECTIVES:

1. Community Planning: Provide community-based planning for neighborhoods, corridors, and special purpose geographic areas so that growth and redevelopment is accommodated in a manner that is compatible, visually pleasing, fiscally responsible, and environmentally sensitive by completing 95% of the necessary studies/plans/reports by the assigned date.
2. Transportation Planning: Analyze the transportation impacts of development requests, administer concurrency management for roads, assist in the development of the County's Transportation Plan, coordinate plans with other entities, and prepare corridor plans and special studies so that congestion is minimized and a safe, efficient and compatible mobility system is provided, avoiding appeals of transportation analyses.
3. Zoning Services: Evaluate and assess the impacts of rezoning on the community and develop and administer zoning regulations that benefit and protect the citizens of Hillsborough County and implement the Comprehensive Plan, keeping hearing appeals at a minimum of less than 1%.
4. Hazard Mitigation Planning: Minimize the impacts on people and property from flooding and other natural and man-made disaster through education and regulation of growth and redevelopment, keeping appeals at less than 1%.
5. Permitting Plans Reviews: Provide review of subdivision and site construction plans with an average turnaround time of <15 days (Land Development Code).
6. Inspection/Code Enforcement: Protect the public health, safety, and welfare through the consistent and dependable administration, inspection and compliance with the Land Development Code and the State of Florida Building Code increasing inspections completed within 24 hours to 95%.
7. Impact Fees: Administer the assessment and collection of impact fees in a fair and legally equitable manner, with transactions recorded 99% correctly.
8. Strategic Plan-Intersection Improvement Fund: Increase the number of intersections to accommodate growth by 50% by FY 08.
9. Strategic Plan-Community Based Planning: Prepare and implement community based plans for 22 communities.
10. Customer Satisfaction: Maintain a customer satisfaction rating of 90% as measured by the County customer service survey.
11. Improve the physical appearance of the community as well as the quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life Survey beginning in FY 05 (Strategic Plan Goal 8, Objectives A & C).
12. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 2005 (Strategic Plan Goal 7, Objective M).
13. Ensure projects submitted for permitting after 12/05 that are zoned Planned Development fully comply with zoning approved by the BOCC (Strategic Plan Goal 5, Objective P).
14. Develop policies in the Comprehensive Plan by 2006 that will promote a balanced and diversified land use pattern and protect agricultural land (Strategic Plan Goal 8, BOCC Initiated Strategy 3).
15. Provide expanded protection from contamination through the permitting requirement for all the 740 potable water supply wellheads in the County by FY 07 (Strategic Plan Goal 7, Objective E).
16. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 08 (Strategic Plan Goal 8, Objective B).
17. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08 (Strategic Plan Goal 7, Objective B).
18. Online access by citizens to Planning and Growth Management documents (Strategic Plan Goal 8, BOCC Initiated Strategy 1).
19. Address timing of development in Comprehensive Plan (Strategic Plan Goal 8, BOCC Initiated Strategy 2).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Community Planning	1				
<i>Workload/Demand</i>					
# of studies/plans/reports for planning strategies		50	53	90	90
# of community planning and design projects		8	7	7	7
# of community based plans	9	2	2	2	2
<i>Efficiency</i>					
# of studies/plans/reports per FTE		3.50	3.75^	3.50	3.75
<i>Effectiveness</i>					
% of studies/plans/reports completed by the assigned date		95.0%	95.0%^	95.0%	95.0%
<u>Continued in "Supplemental Information"</u>					

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$17,850,582	\$20,100,083	\$23,231,902	\$24,275,573
Operating Expenditure/Expense	8,346,087	9,237,810	11,501,948	11,544,338
Capital Equipment	275,054	114,523	528,214	9,450
Capital Outlay	34,567	290,654	128,000	0
Grants & Aids	91,599	103,639	47,017	45,917
Other Uses	0	49,263	0	0
Total	\$26,597,889	\$29,895,972	\$35,437,081	\$35,875,278

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Unincorporated Area General Fund	\$10,339,177	\$10,820,034	\$13,032,550	\$12,952,950
Unincorporated Area Special Purpose Fund	15,012,366	17,895,377	20,914,351	21,206,778
Intergovernmental Grants	194,645	129,114	0	0
County Transportation Trust Fund	659,008	702,105	953,442	1,174,739
Water & Wastewater Utility Enterprise Fd	392,693	349,342	536,738	540,811
Total	\$26,597,889	\$29,895,972	\$35,437,081	\$35,875,278

Funded Positions	274	290	336	336
Funded FTE Positions	274.00	290.00	327.00	327.00

FY 04 funded four positions and operating costs in the Building Services Fund for an expanded sign Permitting and Inspection program, and two positions in the Unincorporated General Fund for grand oak protection. The FY 05 adopted budget re-allocated funds in the Unincorporated Area General Fund and the Building Services Fund for an electronic records management system. In the Unincorporated Area General Fund four new positions were added for improved engineering reviews. Three positions for inspection of infrastructure were transferred to Water Resource Services (one position from the Unincorporated Area General Fund and two positions from the Water & Wastewater Utility Enterprise Fund). In the Building Services Fund, the FY 05 adopted budget funds the relocation of the residential permitting operation and hazard mitigation planning. The right-of-way permitting function, as well as two positions, are transferred to the Public Works Department. Additionally, seven building inspectors were added to the Building Services Fund to improve the level of service for building inspections to 18 per day and ten other positions were added to improve site inspections and permit processing. The FY 05 adopted budget also included funding for wireless capabilities for building inspectors to improve productivity and online building permitting, which will allow citizens and the building industry to apply and pay online for contractor licensing and sub-permitting. Funding was added to the Transportation Trust Fund for public meetings in order to improve the Hillsborough County Truck Route Plan. Finally, additional funding was added to the Unincorporated General Fund for the Palm River Point Community Development Corporation (CDC).

The FY 06 adopted budget added increased funding for 25 new staff positions in the Building Services Fund. Included in these new positions are eight plumbing inspectors and four permitting positions to handle the increased volume of business. The Building Services Fund operating budget also included \$300,000 for on-line permitting. The Unincorporated Area General Fund operating budget added five new natural resource positions and added \$585,890 of funding as a result. In addition, another \$235,000 was added for strategic plan initiatives in the Unincorporated Area General Fund operating budget to provide a quality of life survey, improvements to the timing of development in the Comprehensive Plan, and a sign ordinance update. The Transportation Trust Fund was increased by \$135,000 for strategic plan initiatives to develop a constrained roadway analysis and intersection improvements. Two positions were added in the Water and Wastewater Utility Enterprise Fund for backflow prevention. In Non Departmental Allotments, \$100,000 is funded for the Historic Landmark Resource Program. Finally, 14 temporary positions were created and included in the FY 06 and future budgets for this department.

The FY 07 recommended budget includes additional funding in the Building Services Fund for online permitting software, a performance audit, outsourced plans examination and technology upgrades in the amounts of \$338,000, \$100,000, and \$117,450 respectively. The outsourced plans examination (\$108,000) will have a fee associated with it so the financial impact of this extra service won't affect the financial health of this funding source. The Transportation Trust Fund operating budget was increased by \$203,922 as a result of Board action on February 1, 2006. All other funding sources maintain continuation level funding in FY 07.

PROCUREMENT SERVICES

MISSION:

The Department of Procurement Services is committed to maintaining public trust and providing excellent customer service by obtaining the most desirable commodities and services at the lowest possible cost, delivered in a timely manner, and in compliance with all Hillsborough County's policies and applicable laws. Procurement Services has the responsibility to obtain the most value for the tax dollar in a fair, efficient, diversified and equitable manner while maintaining the highest level of professionalism, ethics, and integrity.

KEY OBJECTIVES:

1. Manage central procurement for informal bids and requests for proposals (between \$2,500 and \$25,000) with an average turnaround time of 7 days.
2. Manage central procurement for formal bids (exceeding \$25,000) with an average turnaround time of: commodities/term (60 average days), services (90 average days), and construction (110 average days), 85% of the time.
3. Manage central procurement for formal requests for proposals (exceeding \$25,000) with an average turnaround time of: commodities/term (130 days), services (180 days), and construction (155 days), 85% of the time.
4. Manage automated purchasing activity and process an average of 2,300 regular and blanket purchase orders per year.
5. Manage and train on the Purchasing Card Program offering a monthly training class for all departments and quarterly user meetings.
6. Manage bidder registration and changes through both an automated registration system and manual data entry.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Central Procurement-Informal (Between \$2,500 and \$25,000)	1				
<i>Workload/Demand</i>					
# of informal procurements		1,489	1,653^	1,835	2,037
<i>Efficiency</i>					
cost per informal procurement		\$202	\$198^	\$191	\$181
<i>Effectiveness</i>					
average turnaround time for informal procurement		7	7^	7	7
Central Procurement Formal (Exceeding \$25,000)	2				
<i>Workload/Demand</i>					
# of awards		265	263^	263	263
<i>Efficiency</i>					
cost per formal procurement		\$3,220	\$3,462^	\$3,726	\$3,913
<i>Effectiveness</i>					
% of successful procurements without protest		91.0%	91.0%^	92.0%	92.0%
% of procurements without successful protest		n/a	98.0%^	98.0%	98.0%
Automated Procurement Services Activities	3				
<i>Workload/Demand</i>					
# of purchase orders (PO's)		10,997	11,616^	12,313	12,313
<i>Efficiency</i>					
avg. cost per PO (based on Procurement Services staff only)		\$32	\$33^	\$33	\$35
<i>Effectiveness</i>					
avg. time for a PO (in days)		4	4^	4	4
Purchasing Card Program	4				
# of purchasing cards issued annually		107	90^	75	75
# of training sessions annually		37	30^	36	36
# of purchase cards transactions per year (in thousands)		36	36^	36	36
annual purchases made with PCard (in millions)		\$7.2	\$7.5^	\$7.5	\$7.5
annual rebate (per calendar year)		\$28,678	\$30,000^	\$30,000	\$30,000
# of employees trained on PCard		201	180^	183	183

Continued in "Supplemental Information"

PROCUREMENT SERVICES

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$2,214,127	\$2,391,236	\$2,530,412	\$2,712,141
Operating Expenditure/Expense	85,342	80,533	207,562	129,209
Capital Equipment	0	0	3,000	0
Total	\$2,299,469	\$2,471,769	\$2,740,974	\$2,841,350

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$2,299,469	\$2,471,769	\$2,740,974	\$2,841,350
Total	\$2,299,469	\$2,471,769	\$2,740,974	\$2,841,350

Funded Positions	34	34	35	35
Funded FTE Positions	34.00	34.00	35.00	35.00

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

The FY 06 adopted budget added one Executive Secretary position to increase the proficiency in the procurement of commodities and services for the County. The Purchasing Department's operating budget added one-time funding in the amount of \$77,400 for an online vendor application system (WebProcure) and \$30,000 for consulting services to analyze the County's procurement software. Finally, \$9,000 has been added annually for an online WebSurveyor license to better screen and manage vendors and vendor contracts for the County.

The FY 07 recommended budget adds \$25,200 for the second phase of the WebProcure vendor application software implementation.

PUBLIC SAFETY DEPARTMENT

MISSION:

Support public safety agencies by administering the 9-1-1 emergency telephone system; provide dispatch services for medical, fire, and mental health responses; provide general support to citizens and government agencies in matters relating to emergency preparedness and public safety; provide crime prevention and personnel safety for County operations; and administer the marine safety program.

KEY OBJECTIVES:

1. Answer, triage, and allocate appropriate emergency resources for 200,000 requests for service within 90 seconds, and provide pre-arrival medical instructions.
2. Plan, coordinate, and execute drills and exercises to include various volunteers, private non-profit organizations, city, county, state, and federal agencies in various areas such as natural disasters, industrial accidents, and terrorism with at least two exercises per year.
3. Enforce Florida Statute 365.171, 2, 3, 4 (9-1-1 Telephone Legislation) and HC Ordinance 89-05 (Uniform Building Numbering System) and maintain integrity of the address database to ensure 9-1-1 calls are delivered to appropriate Public Safety Answering Points (PSAP's) with 97% accuracy.
4. Perform 24 hour, 7-day a week security functions, including courthouse screening, to safeguard County personnel and property, confiscating 99.9% of prohibited items.
5. Maintain the County uniform waterway marker system. Manage the County derelict vessel removal grant program to ensure removal of vessels within three months of grant approval.
6. After the occurrence of a declared emergency, measure citizen satisfaction with Hillsborough County's preparedness and response by means of a survey; based on the survey results, adopt milestones for continuous improvement. (Strategic Plan Goal 5, Objective B.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Fire/Medical Emergency Dispatch Services	1				
<i>Workload/Demand</i>					
# of fire, medical, & miscellaneous calls received		222,596	207,283	224,082	225,586
% of calls requiring pre-arrival medical instructions		80.0%	85.0%	85.0%	85.0%
<i>Efficiency</i>					
# of calls per FTE		7,949	7,402	8,003	8,057
<i>Effectiveness</i>					
average 9-1-1 answer time (in seconds)		5	4	5	5
Emergency Management Readiness	2				
<i>Workload/Demand</i>					
# of exercises		8	10	10	11
# of emergency events		n/a	0	TBD	TBD
<i>Efficiency</i>					
# of people per event		259	251	275	280
# of people surveyed		n/a	50	TBD	TBD
<i>Effectiveness</i>					
# of individuals participating in all events		2,075	2,505	2,750	3,100
customer satisfaction		n/a	90.0%	92.0%	94.0%
9-1-1 Network	3				
<i>Workload/Demand</i>					
# of 9-1-1 calls		884,852	919,059	937,440	956,188
# of new addresses issued		15,791	12,851	15,000	16,000
<i>Efficiency</i>					
# of new addresses issued per FTE		3,948	3,213	3,750	4,000
<i>Effectiveness</i>					
% of address accuracy in 9-1-1 database (goal 95%)		99.97%	99.99%	99.97%	99.97%
% of calls answered in busiest hour (goal 95%)		97.0%	93.3%	97.0%	97.0%

Continued in "Supplemental Information"

PUBLIC SAFETY DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$6,403,913	\$7,070,230	\$8,029,075	\$0
Operating Expenditure/Expense	3,795,253	3,879,561	4,427,133	0
Capital Equipment	64,139	853,102	71,500	0
Grants & Aids	786,619	1,284,981	2,060,171	0
Total	\$11,049,924	\$13,087,874	\$14,587,879	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$4,402,892	\$4,850,510	\$5,613,618	\$0
Unincorporated Area General Fund	1,461,577	1,577,569	1,887,251	0
Countywide Special Purpose Revenue Fund	4,631,027	5,419,129	6,775,036	0
Intergovernmental Grants	554,428	1,240,666	311,974	0
Total	\$11,049,924	\$13,087,874	\$14,587,879	\$0

Funded Positions	138	141	143	0
Funded FTE Positions	138.00	141.00	141.30	0.00

The FY 04 adopted budget added twelve Public Safety Officers and one Public Safety Sergeant to provide security for the new six-story Edgecomb Family/Civil Court Building. Equipment requests of \$125,000 were included in the CIP budget. In addition, three Public Safety Officers and one Public Safety Sergeant were added to provide security for the new Floriland Mall Court Facility. An Emergency Communications Supervisor was added to the 9-1-1 Emergency Dispatch Center to assist in the supervision of the twenty-four hour staff workforce.

The FY 05 adopted budget added two positions for the enhanced address enforcement program and one position to assist in administering the Uniform Numbering And Addressing ordinance for unincorporated Hillsborough County. In addition, the FY 05 adopted budget included \$1,000 to be received from TerraBrook for the maintenance of waterway markers.

The FY 06 adopted 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 response time of 1 hour to malfunctioning traffic devices and maintain street lighting to enhance public safety.
3. Implement stormwater improvement projects and public education programs to enhance water quality, alleviate flooding, and comply with regulatory requirements.
4. Maintain and construct a safe roadway and drainage network; including an average response time of 24 hours for pothole patching.
5. Locate mosquito breeding sites; conduct source reduction to decrease larvae and adult population numbers to improve the quality of life within Hillsborough County maintaining 75% of activities on time per schedule.
6. Maintain wetlands mitigation sites within compliance standards of government agency permits by achieving less than 10% nuisance/exotic vegetation.
7. Decrease the rate of preventable intersection crashes per million entering vehicles (MEV) by 5% by FY 10 (Strategic Plan Goal 6, Objective A).
8. Board Initiated Strategies--Collector road traffic calming efforts (Strategic Plan Goal 6, BOCC Strategy 3).
9. Increase the number of bike lanes by 5% by FY 10 (Strategic Plan Goal 6, Objective D).
10. Reduce the preventable pedestrian accident rate per 100,000 population. (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.) (Strategic Plan Goal 6, Objective E)
11. Add intersection red light cameras at deadliest intersections (will have to have legislative authority and cooperation from the Florida Department of Transportation) (Strategic Goal Plan 6, BOCC Strategy 1).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
CIP Project Management	1,3				
<i>Workload/Demand</i>					
# of CIP projects managed		398	259	186	117
<i>Efficiency</i>					
contain construction contract costs within 5% of award for all projects > \$1 million		4.11%	2.70%	5.0%	5.0%
<i>Effectiveness</i>					
meet substantial completion within 60 days		83.3%	60.0%	80.0%	80.0%
avoid litigation in 98% of construction contracts		100%	89.5%	98.0%	98.0%
Roadway Maintenance	4				
<i>Workload/Demand</i>					
# of miles of shoulders maintained/repaired		168	115	170	170
# of road surface potholes patched		15,600	21,794	15,000	15,000
# of ditch/canal miles maintained/repaired		n/a	n/a	165	165
# of bridges maintained for vegetation and drainage flow		n/a	n/a	246	246
# of acres of roadside mowing		n/a	n/a	30,000	30,000
# of miles of sidewalk removed and replaced		n/a	n/a	4.6	4.6
# of miles of stormwater pipes cleaned		n/a	n/a	42	42
# of stormwater ponds cleaned/maintained		n/a	n/a	25	25
# of miles of roadway-trees trimmed to standard		n/a	n/a	260	260
# of lane miles of roadway swept		n/a	n/a	7,500	7,500
# of miles of new bike lanes		n/a	n/a	1.80	8.0
<i>Efficiency</i>					
average # of miles per FTE		24	12.5	n/a	n/a
cost per shoulder miles maintained/repaired		n/a	n/a	\$2,620	\$2,620
cost per pothole patched		n/a	n/a	\$58	\$58
<u>Continued in "Supplemental Information"</u>					

PUBLIC WORKS DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$35,205,262	\$37,444,005	\$40,923,696	\$43,781,608
Operating Expenditure/Expense	30,798,039	57,283,443	41,758,342	45,152,386
Capital Equipment	539,072	220,093	1,167,967	341,505
Capital Outlay	89,812	9,252	200,000	200,000
Total	\$66,632,185	\$94,956,793	\$84,050,005	\$89,475,499

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$2,322,195	\$2,343,235	\$2,761,210	\$2,796,990
Unincorporated Area General Fund	11,441,822	14,727,521	17,241,644	18,039,767
Countywide Special Purpose Revenue Fund	7,885	3,600	7,500	2,500
Unincorporated Area Special Purpose Fund	279,005	423,610	1,006,093	916,035
Intergovernmental Grants	748,633	25,813,694	509,998	486,778
County Transportation Trust Fund	51,832,645	51,645,133	62,523,560	67,233,429
Total	\$66,632,185	\$94,956,793	\$84,050,005	\$89,475,499

Funded Positions	653	663	758	758
Funded FTE Positions	653.00	663.00	693.85	693.85

The FY 04 adopted budget included \$2.2 million for continued transportation maintenance programs. Additional operating funding was included for the Mosquito Control program mandatory helicopter maintenance and lease payments for grounds areas on Tampa International Airport. The budget included an increase of seven positions fully funded by chargebacks to manage the increased Transportation Program approved by the Board. An additional two positions were added in residential streetlighting to plan public meetings, studies, design and deployment of street lighting upgrades for older residential street lighting districts. The FY 04 adopted budget included a net reduction of six limited-duration positions for the accelerated stormwater program. Two positions (an Engineering Technician I and Senior Engineer) were included in the budget with the responsibility for the final wrap up and close outs of the Stormwater Accelerated Program. The responsibility for the median maintenance function and 11 positions were transferred to the Public Works Department from the Parks, Recreation and Conservation Department. The FY 05 adopted budget included \$2.35 million for the continued transportation maintenance programs and a reduction of two positions no longer required for the completion of the Accelerated Stormwater Program. One position was transferred from Solid Waste Management. Two positions transferred from the Planning and Growth Management Department to support the reorganization and realignment of right-of-way management within the Public Works Transportation Maintenance Division. Nine temporary positions were converted to full-time positions for the stormwater program which was funded by realigning the departmental budget for temporary services/employees. The overall net change in positions increased by ten. Operating expenditures were increased by \$214,527 to accommodate the lease at Net Park for this section. The budget realigned \$1.2 million and 20 positions from the Transportation Trust Fund to the Unincorporated Area General Fund for the Road Wetland Mitigation section. The FY 05 budget also included one-time funding in the amount of \$262,500 for Streetsweeping Services.

The FY 06 adopted and FY 07 recommended 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 includes \$1.5 million per year to provide funding for the processing of approximately 220,000 cubic yards of accumulated ditch material at the four Transportation Maintenance Units and Stormwater Maintenance Unit. This budget includes an additional \$2.2 million in FY 06 and \$2.35 million in FY 07 for transportation maintenance programs and \$1.94 million in FY 06 and \$2.4 million in FY 07 to improve pedestrian safety and to decrease the rate of preventable intersection crashes which represents one of the Board's strategic goals in improving transportation in Hillsborough County. The FY 06 and FY 07 budgets also reflect \$557,867 and \$568,050 respectively in efficiency savings. These savings will result from the reduction of six positions and temporary salaries (\$405,258 in FY 06 and \$415,391 in FY 07); three pieces of surplus heavy equipment, in-house asphalt testing versus contractual asphalt testing, elimination of a vehicle, performance of in-kind services to offset the rental of facilities, use of generic herbicides versus brand, use of fixed wing aircraft versus helicopters for more efficient chemical applications (\$187,489 per year); placing inventory orders just in time versus carrying stockpiles, and reducing the reliance on cell phone usage (\$115,120 per year). As a result of reductions in salary, contractual services increased by \$150,000 in each year. The FY 07 recommended budget also includes 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.

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 309 County facilities with over 4.3 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 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Real Estate Acquisition	3,4				
<i>Workload/Demand</i>					
# of CIP projects/parcels completed		38/69	60/75	40/85	40/85
# of acres acquired for ELAPP (contracted)		2,456	1,101	800	800
% of purchase price secured in non-county funding for ELAPP		63.81%	43.28%	50.0%	50.0%
<i>Efficiency</i>					
ELAPP purchase as a % of highest appraised value					
<i>Effectiveness</i>					
% of parcels closed prior to litigation		93.5%	98.14%	95.0%	95.0%
		60.0%	41.83%	60.0%	60.0%
Property Management	6				
<i>Workload/Demand</i>					
# of leased/licensed properties managed		212	218	215	215
<i>Efficiency</i>					
average cost per sq. ft. of office space as tenant		\$12.02	\$12.00	\$12.50	\$12.50
<i>Effectiveness</i>					
revenue generated from leased/licensed property (includes parking revenue)		\$1.37 million	\$1.60 million	\$1.79 million	\$1.79 million
Technical Support	3				
<i>Workload/Demand</i>					
# of technical reviews for capital projects		420	322	400	400
<i>Efficiency</i>					
# of public information		1,757	1,768	1,750	1,750
<i>Effectiveness</i>					
% of BOCC approval of staff recommendations on vacating petitions		100%	98.21%	98.0%	98.0%
% customer satisfaction (based on departmental surveys)		100%	100%	100%	100%
<u>Continued in "Supplemental Information"</u>					

REAL ESTATE DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$13,582,175	\$14,329,711	\$16,014,458	\$16,729,974
Operating Expenditure/Expense	13,413,720	14,430,864	13,259,087	13,941,205
Capital Equipment	171,406	98,267	140,320	124,023
Capital Projects	18,963	529	0	0
Total	\$27,186,264	\$28,859,371	\$29,413,865	\$30,795,202

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$17,910,220	\$19,476,845	\$20,368,404	\$22,317,976
Unincorporated Area General Fund	5,569,760	5,215,509	5,686,176	4,965,373
Countywide Special Purpose Revenue Fund	12,277	17,216	0	11,693
Intergovernmental Grants	584,484	1,048,000	0	0
County Transportation Trust Fund	2,660,094	2,596,964	2,716,545	2,872,845
Enviro Sensitive Lands Tax/Bond Fund	254,167	257,021	283,213	270,914
Water & Wastewater Utility Enterprise Fd	195,262	247,816	359,527	356,401
Total	\$27,186,264	\$28,859,371	\$29,413,865	\$30,795,202

Funded Positions	254	255	266	262
Funded FTE Positions	254.00	255.00	258.57	254.57

The FY 04 adopted budget permanently funded four limited-duration positions, formerly from the Accelerated Stormwater Program to provide land acquisition and technical support to the capital improvement program by reimbursement through CIP chargebacks. There was also funding of \$72,000 to continue the interim parking expansion of 200 spaces for County employees. Additional funding was included for continued interim parking expansion of 200 spaces for County employees and the increase of another 100 spaces through FY 05. It also included funding for high resolution photogrammetric mapping aeriels of the County and mapping upgrades. There was a total of 10 new positions added for the daily housekeeping in the new Edgecomb building; management and maintenance of the new parking garage; and support for the expansion of facilities in the County. The budget also provided support for the Water Resource Services' capital improvement program and other projects generated by Water Resource Services, including identification and sale of Water Resource Services surplus land. Funding was included for a mapping server upgrade, electronic document/image management system, high end document scanner and conversion of the microfilm library to digital format. The FY 05 adopted budget included funding in the second half of the year for one Land Agent position and one Custodian position for the South County Regional Service Center opened in October 2005. One position was deleted as a result of the approval of Phase 2 of the Central Energy Plant.

The FY 06 adopted and FY 07 recommended budgets 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 are included in this FY 07 recommended budget. The FY 07 recommended budget deletes, within the Right-of-Way Inventory Program, three limited duration positions that expired at the end of FY 06. The recommended budget includes an increase of \$540,650 to cover electrical cost increases. The budget also includes \$200,000 for an update in the Building Maintenance and Repair/Property Management/Leases/Architectural and Project Management Services Master Plan. Finally, the FY 07 recommended budget includes \$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 recommended expenditure will reduce information processing and transfer time from hours to minutes.

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

MISSION:

Provide rental assistance for low-income individuals and families who meet income eligibility requirements for affordable, safe, decent and sanitary housing in privately owned dwellings located through the County through Section 8, a federally-funded program, through the Department of Housing and Urban Development (HUD). Coordinate efforts with law enforcement and social agencies to "weed" out crime and "seed" in social services in designated areas identified as high crime, low-income-, creating districts with a history of residents' involvement in community improvement efforts, an initiative funded by the U. S. Department of Justice.

KEY OBJECTIVES:

1. Increase enrollment in the Family Self-Sufficiency Program (FSS) to achieve Section 8 Management Assessment Program (SEMAP) goals; reduce Section 8 enrollment time period by three work days; reduce tenants' housing unit procurement time period by five days; provide outreach services for Section 8 and the Weed & Seed Initiatives at Town Hall forums and other community events; expand housing opportunities for applicants and tenants by increasing by 11.6% the qualifying available housing units throughout Hillsborough County; develop a website for Section 8's Public Housing Agency.
2. Provide educational development and personal growth for residents of the Palm River "Weed & Seed" district. Coordinate agreement with the School Board enabling learning accessibility for residents of the district, providing GED classes, preparing 25% of GED students for GED exam; providing an Alternative to Out-of-School Suspension Program (ATOSS) in targeted areas with a 90% retention rate; coordinate community awareness of crime prevention for youth members of the community (Scouts, etc.), direct social service resources to targeted districts.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Section 8 Housing	1				
<i>Workload/Demand</i>					
# of applicants on the waiting list		2,376	n/a	n/a	n/a
# of rental vouchers processed (applicants granted)		1,850	n/a	n/a	n/a
# of families applied for Family Self-Sufficiency Program (FSS)		100	n/a	n/a	n/a
# of families accepted into the FSS Program		25	n/a	n/a	n/a
# of informational brochures distributed for outreach		500	n/a	n/a	n/a
# of presentations at community forums for outreach		5	n/a	n/a	n/a
# of housing units available		1,965	n/a	n/a	n/a
# of new inquiries for service		3,500	n/a	n/a	n/a
<i>Efficiency</i>					
average # of days for enrollment period(apply to qualify)		45	n/a	n/a	n/a
# of Section 8 applications per FTE		308	n/a	n/a	n/a
average # of months applicants wait to get housing		21	n/a	n/a	n/a
<i>Effectiveness</i>					
% of new households enrolled and maintained active status (Section 8)		8.5%	n/a	n/a	n/a
% of constituents informed of program services		8.9%	n/a	n/a	n/a
% of applicants on waiting list housed each year		7%	n/a	n/a	n/a
	1,2				
Weed and Seed Program-GED Instructional Learning					
<i>Workload/Demand</i>					
# of individuals enrolled in GED classes		240	n/a	n/a	n/a
# of GED students		10	n/a	n/a	n/a
# of students in the ATOSS Program		300	n/a	n/a	n/a
# of community based activities offered		6	n/a	n/a	n/a
# of new communicated based activities enlisted		2	n/a	n/a	n/a
# of social services offered in targeted districts		3	n/a	n/a	n/a
# of enrollees in social services		415	n/a	n/a	n/a
<i>Efficiency</i>					
avg. # of visitors per day to the center		20	n/a	n/a	n/a

Continued in "Supplemental Information"

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

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$892,900	\$0	\$0	\$0
Operating Expenditure/Expense	265,327	3,366	0	0
Capital Equipment	1,967	0	0	0
Grants & Aids	11,870,805	(67)	0	0
Other Uses	0	75,240	0	0
Total	\$13,030,999	\$78,539	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Unincorporated Area General Fund	\$125,521	\$0	\$0	\$0
Intergovernmental Grants	12,905,478	78,539	0	0
Total	\$13,030,999	\$78,539	\$0	\$0

Funded Positions	20	0	0	0
Funded FTE Positions	20.00	0.00	0.00	0.00

The FY 04 adopted budget included the County Administrator's transfer of the federally funded Section 8 Rental Housing Program and Weed and Seed to the Human Services Team from the Housing and Community Code Enforcement Department. There were 18 positions in the Section 8 Housing Program of which 2 positions were funded from the Unincorporated Area General Fund and 16 were funded from the Section 8 HUD grant. There were two grant-funded positions in Weed and Seed. The Section 8 Rental Housing Program was funded through the U. S. Department of Housing and Urban Development to provide financial rental assistance for low-income families to obtain decent, safe and sanitary rental housing in Hillsborough County. Weed and Seed was funded by the U. S. Department of Justice to "weed" out crime and "seed" social services in designated areas in Hillsborough County.

The FY 05 adopted budget transfers the oversight of the Section 8 function and 18 positions to the Health and Social Services Department and, the Weed and Seed function and two positions to the Housing and Community Code Enforcement Department.

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 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Security Functions					
<i>Workload/Demand</i>					
# of people screened entering courthouse	1	3,497,433	2,880,632	3,000,000	4,000,000
# of escorts/visits for Children Justice Center	2	2,517	2,826	3,000	3,200
# of incident reports written	3	101	127	130	136
# of incidents reported to Risk Management	3	7	5	8	10
<i>Efficiency</i>					
# of people screened per FTE	1				
# of visits per FTE	2				
<i>Effectiveness</i>					
# of prohibited items prevented from entering courthouse	1	32,533	33,726	34,000	35,000
% of visitor satisfaction	2	100%	100%	100%	100%
% of reports completed in 24 hours	3	100%	100%	100%	100%

SECURITY SERVICES AGENCY

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$0	\$0	\$0	\$4,198,429
Operating Expenditure/Expense	0	0	0	224,259
Capital Equipment	0	0	0	38,500
Total	\$0	\$0	\$0	\$4,461,188

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$0	\$0	\$4,461,188
Total	0	0	0	4,461,188

Funded Positions	0	0	0	80
Funded FTE Positions	0.00	0.00	0.00	80.00

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 recommended budget includes additional funding to provide security at the Clerk of the Circuit Court's satellite office located at the Southshore Regional Service Center.

SOLID WASTE MANAGEMENT DEPARTMENT

MISSION:

Provide for the safe, efficient, and environmentally sensitive collection, transportation, and disposition of solid waste generated or brought into the Hillsborough County service area.

KEY OBJECTIVES:

1. Waste Collection: Provide collection services, garbage (2 times/week), yard/wood waste (1 time/week), and recyclables (1 time/week) for residential customers, transport solid waste from transfer stations to landfill or resource recovery facility.
2. Waste Disposal: Receive and landfill all solid waste which cannot be processed by other methods including ash residue, construction and demolition debris, shredded tires, non-combustibles and by-pass solid waste; receive and incinerate solid waste and convert the energy into electricity which is sold to Tampa Electric Company; receive solid waste at two transfer stations, five community collection centers, and three yard and wood waste processing facilities and transport the solid waste to the Resource Recovery facility or the Southeast County Landfill or the City of Tampa Resource Recovery Facility; receive and process yard/wood waste at the yard and wood waste processing facility.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Waste Collection	1				
<i>Workload/Demand</i>					
total tons collected (residential)		344,913	348,312	398,638	424,634
# of residential customers receiving collection service		216,570	225,657	234,145	250,397
tons of solid waste transferred		331,995	332,323	337,308	342,368
tons of recycled solid waste collected (residential)		31,193	30,200	31,820	32,138
<i>Efficiency</i>					
cost per ton of solid waste collected (residential)		\$50.85	\$54.03	\$49.08	\$50.63
<i>Effectiveness</i>					
% of services successfully completed (residential)		99.99952%	99.99952%	99.99952%	99.99952%
tons of yard/wood waste collected per residential unit		0.80	0.94	0.87	0.88
tons of recyclables collected per residential unit		0.14	0.13	0.14	0.13
Waste Disposal	2				
<i>Workload/Demand</i>					
tons of solid waste landfilled		515,840	568,452	589,624	624,715
tons of solid waste incinerated		362,891	350,408	370,000	370,000
tons of yard/wood waste processed		173,186	212,805	204,240	219,970
<i>Efficiency</i>					
costs per ton of solid waste landfilled		\$17.90	\$15.75	\$19.98	\$21.05
costs per ton of solid waste incinerated		\$40.41	\$43.50	\$45.53	\$46.58
costs per ton of yard/wood waste processed		\$13.76	\$13.92	\$15.49	\$15.74
<i>Effectiveness</i>					
Resource Recovery Boiler Availability Factor		91.1%	91.5%	91.5%	91.5%

Note: Reference Efficiency costs per ton of solid waste landfilled
 - GASB 18 requirement for FY 05 was fully funded for Landfill
 phases 1-6

SOLID WASTE MANAGEMENT DEPARTMENT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$7,691,778	\$8,321,427	\$8,888,303	\$8,943,736
Operating Expenditure/Expense	49,568,349	54,246,881	57,108,827	61,612,825
Capital Equipment	3,092,036	1,143,323	2,649,150	2,277,936
Capital Projects	58,284	0	0	0
Total	\$60,410,447	\$63,711,631	\$68,646,280	\$72,834,497

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Grants	\$12,530	\$1,315,045	\$0	\$0
Solid Waste System Enterprise Fund	60,397,917	62,396,586	68,646,280	72,834,497
Total	\$60,410,447	\$63,711,631	\$68,646,280	\$72,834,497

Funded Positions	143	142	150	154
Funded FTE Positions	143.00	142.00	150.00	154.00

The FY 04 adopted budget added four positions: Senior Engineer, Environmental Specialist I, Solid Waste Coordinator, and Special Projects Manager. These positions were added to oversee landfill capacity expansions, sampling requirements, franchise collection, and to enhance enforcement and response to complaints. Two additional positions were added to operate the Leachate Treatment Facility with in-house staff. Continuation funding for "Operation Clean-Up" was included in the FY 04 adopted budget. In FY 04, the BOCC approved a phased-in increase in Residential Collection Assessments over a two-year period. The first half of the increase included the following rate adjustments: Annual Residential Collection Assessment from \$76.20 to \$80.68; the Processable per ton rate from \$55.21 to \$56.48; and the Municipal Processable per ton rate from \$53.21 to \$54.23. In addition, a new disposal rate of \$19.92 for non-profit organizations was approved.

The FY 05 adopted budget was funded at continuation level except for the transfer of one position to the Public Works Department. The second half of the approved rate increase resulted in the following adjustment in rate: Annual Residential Collection Assessment from \$80.68 to \$85.16.

The FY 06 adopted budget 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 recommended budget for use at various Solid Waste Management facilities. Construction improvements and better task scheduling at the closed landfill facilities resulted in efficiency savings of \$78,300 in FY 06. The efficient utilization of biological treatment at the Leachate Treatment facility resulted in savings of \$60,000 in FY 06. The use of tire chips rather than sand in the construction of cells at the Southeast County landfill 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 recommended budget includes the addition of two equipment operators at the Northwest Transfer facility. Included in the FY 07 recommended budget are efficiency savings of \$128,750 which represents \$78,750 due to construction improvements and better task scheduling at the closed landfill facilities and \$50,000 due to use of tire chips at the Leachate Treatment facility. Two permanent Equipment Operator I positions are included to replace the utilization of two temporary Laborer positions. An additional \$996,518 for fuel adjustment to franchise collectors and increased curbside collection is included.

WATER RESOURCE SERVICES

MISSION:

Provide for the treatment and delivery of potable water, collection and treatment of wastewater, and the distribution of reclaimed water within the approved utility service area. Provide these services under established programs to address present and future customer needs in conformance with local, state, and federal regulations in an environmentally sensitive and cost conscious manner, utilizing continuous improvement processes.

KEY OBJECTIVES:

1. Deliver potable water to customers while maintaining the average per capita (per day) potable water use at 107 gallons per day in a wet weather year, 120 gallons per capita in an average rainfall year, and 130 gallons per capita per day in a dry weather year (Strategic Plan Goal 7, Objective A).
2. Treat and dispose all wastewater received from customers within the service area efficiently and effectively, while complying with regulatory requirements.
3. Distribute reclaimed water to customers within the service area efficiently and effectively, and delivered at least 45% of effluent produced by wastewater treatment facilities (Strategic Plan Goal 7, Objective H).
4. Maintain 5% or less bad debt write-off as a percentage of year-end accounts receivable balance.
5. In partnership with local utilities and through facility upgrades, reduce the downtime caused by electrical outages at County water and sewer treatment and pumping facilities by 15% by FY 10 (Strategic Plan Goal 5, Objective C).
6. In partnership with SWFWMD and Tampa Bay Water, protect the natural water resources in the County from adverse impacts due to excessive ground and surface water withdrawals by meeting all adopted SWFWMD minimum flow levels by FY 10. (Strategic Plan Goal 7, Objective C).
7. Ensure water supply capacity is at least 6% greater than the service area demand by FY 08 (Strategic Plan Goal 7, Objective D).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Water Program (excluding bulk water purchased)	1				
<i>Workload/Demand</i>					
average annual customer accounts (ERC's)		167,415	176,295	184,089	190,189
<i>Efficiency</i>					
average annual costs per customer account		\$211	\$214	\$245	\$246
<i>Effectiveness</i>					
average per capita potable water usage per day		102	103	130	120
% of compliance w/reg requirements for water quality standards		98.8%	100%	98.0%	98.0%
Wastewater Program	2				
<i>Workload/Demand</i>					
average annual customer accounts (ERC's)		174,212	183,785	189,742	195,537
<i>Efficiency</i>					
average annual costs per customer accounts		\$308	\$324	\$364	\$381
<i>Effectiveness</i>					
% of compliance w/reg requirements for w/water qual. standards		97.7%	87.3%	98.0%	98.0%
Reclaimed Water Program	3				
<i>Workload/Demand</i>					
average annual customer accounts		12,595	13,069	14,360	15,085
<i>Efficiency</i>					
average annual costs per customer accounts		\$133	\$139	\$161	\$152
<i>Effectiveness</i>					
percentage delivered of available effluent		47.0%	45.0%	45.0%	45.0%
Customer Service Program	4				
<i>Workload/Demand</i>					
average annual customer bills		137,191	143,964	150,345	155,955
<i>Efficiency</i>					
average annual costs per bill		\$45	\$48	\$48	\$0
<i>Effectiveness</i>					
participate in the customer satisfaction countywide survey		n/a	n/a	90.0%	90.0%
maintain a 5% or less bad debt write-off as a percentage of year-end accounts receivable balance		2.4%	1.5%	<=5.0%	<=5.0%
<u>Continued in "Supplemental Information"</u>					

WATER RESOURCE SERVICES

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$32,452,558	\$35,383,670	\$40,087,558	\$43,346,214
Operating Expenditure/Expense	67,808,632	77,100,192	85,349,671	98,614,284
Capital Equipment	2,999,511	2,449,134	3,359,313	3,119,697
Capital Projects	39,580	1,261,303	70,000	70,000
Other Uses	0	93,500	0	0
Total	\$103,300,281	\$116,287,799	\$128,866,542	\$145,150,195

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Unincorporated Area General Fund	\$59,922	\$32,836	\$192,911	\$209,507
Unincorporated Area Special Purpose Fund	132,651	94,540	11,996	13,534
Intergovernmental Grants	19,797	85,419	45,506	0
Water & Wastewater Utility Enterprise Fd	103,053,959	116,042,676	128,616,129	144,873,130
Recl Water Spcl Assessment Rev Bds 2000	5	0	0	0
Capacity Assess Special Assess Bds 2000	33,947	32,328	0	54,024
Total	\$103,300,281	\$116,287,799	\$128,866,542	\$145,150,195

Funded Positions	601	614	649	664
Funded FTE Positions	601.00	614.00	647.46	662.46

The FY 04 adopted budget added thirty one positions. These positions provided for expanded support for the operation, maintenance and design of water, wastewater, and reclaimed CIP projects, property management and disposition, and wastewater pumping and treatment. Also included was an increase in customer related services (i.e., meter reading, field service and collection, web access to customer records, and customer response). Included in the FY 04 adopted budget was \$7,076,250 for a comprehensive asset management system and an upgrade to the utility billing system. During FY 04 the acquisition of the Carrollwood Franchise resulted in the addition of five positions to oversee operations. The FY 05 adopted budget added five additional positions for processing customer accounts and providing customer service. In addition, three Senior Engineering Technician positions were transferred from Planning and Growth Management to oversee the infrastructure inspections.

The FY 06 adopted budget added thirty-five positions. Nine of the positions were being added to perform preventive maintenance on Water Resource Services facilities. The increase in customers resulted in the addition of eleven positions to handle customer inquiries, account billing, payments, and collections. Seven positions were added to accommodate the increased workload associated with a growing customer base and expansion of Residuals Reclamation Facility. One position was added to service the increased number of facilities needing odor control equipment and/or chemical treatment. Two additional positions 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 is included in the Water Resource Services budget to reflect the County Administrator's reorganization plan. Due to the increase of water line breaks and service interruptions, \$60,000 was added for contractual services for bacteriological sample collection and testing. The Water Resource Services Department provides funding for two additional positions in Planning and Growth Management and one additional position in Real Estate. Currently the Water Resource Services Department installs sewer clean-outs for all existing households. An efficiency proposal to change to installing such devices only for existing customers that experience problems resulted in a \$1,200,000 savings. The development and production of brochures on water conservation and bill reduction techniques was distributed to customers at a cost of \$25,000. The acquisition and operation of portable fuel powered pumps and generators at a cost of \$650,700 was used to keep sewage flowing even during power interruptions.

The FY 07 recommended budget adds fifteen positions. The expansion of the Residuals Reclamation Facility resulted in eight positions being added. Five positions were added to perform preventive maintenance, with two positions added for customer service. Included in the FY 07 recommended budget is \$7,000,000 for replacing the Water Resource Services Department's customer billing system and \$400,000 for replacement of the existing Aspen Laboratory Information Management System database. Also included is \$30,000 for brochures on water conservation and bill reduction techniques and \$641,500 for equipment to be used during power interruptions. An additional \$1,996,552 was included to cover an anticipated increase in Tampa Bay Water purchases.

WATER RESOURCES TEAM

MISSION:

Protect the interests of Hillsborough County, the quality of life of its citizens, and the environment from the potential adverse effects of new and existing water supply facilities operated by Tampa Bay Water.

KEY OBJECTIVES:

1. Evaluate Tampa Bay Water's applications for Primary Environmental Permits for their new and existing water supply projects and provide recommendations to the BOCC within the mandated period of 30 days.
2. Exercise the County's rights to binding arbitration under the Amended and Restated Interlocal Agreement to ensure that Tampa Bay Water addresses the concerns of the County as they relate to applications for Primary Environmental Permits, striving to settle at least 50% of these with issues resolved.
3. Monitor the implementation of the Northern Tampa Bay New Water Supply and Ground Water Withdrawal Reduction Agreement to ensure that 100% of the required wellfield reductions are met according to the SWFWMD mandated timelines, and recovery of the natural systems achieved.
4. Provide communication to the BOCC and the public in order to allow for public involvement and awareness of water supply projects, increasing outreach to all interested parties through a variety of informational methods.
5. Monitor and participate as warranted in the water resource related efforts of Tampa Bay Water, regulatory agencies (local, state, and federal), legislatures, and watershed, estuary and bay management programs.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Evaluation of New and Existing TBW Projects	1				
<i>Workload/Demand</i>					
# of projects evaluated for arbitration or Chapter 120 challenge		4	12	3	4
<i>Efficiency</i>					
average consulting hours per project		49	27	45	44
average consultant hourly rate		\$107	\$116	\$120	\$115
<i>Effectiveness</i>					
% of evaluations completed within mandated timeframe		100%	100%	100%	100%
% of projects where suggested improvements adopted by TBW		0.0%	17.0%	66.0%	25.0%
% of challenge recommendations adopted by the BOCC		100%	100%	100%	100%
Exercising of County's Arbitration Rights	2				
<i>Workload/Demand</i>					
# of arbitration or Chapter 120 Hearings initiated		0	0	1	3
<i>Efficiency</i>					
average counsel hours per project		n/a	n/a	320	320
average outside counsel hourly rate		n/a	n/a	\$165	\$165
<i>Effectiveness</i>					
% of challenges settled with issues resolved		n/a	n/a	0	33.0%
% of contested factual issues awarded through arbitration		n/a	n/a	100%	100%
Monitoring Wellfield Reductions and Recovery	3				
<i>Workload/Demand</i>					
# of meetings attended		12	19	9	12
# of SWFWMD MFL proposals evaluated		5	15	1	4
<i>Efficiency</i>					
average consulting hours per project		90	26	84	81
average consultant hourly rate		\$99	\$99	\$90	\$99
<i>Effectiveness</i>					
% of key lakes recovering to their minimum levels		79.0%	93.0%	87.0%	91.0%

Continued in "Supplemental Information"

WATER RESOURCES TEAM

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$317,032	\$338,587	\$0	\$0
Operating Expenditure/Expense	100,121	291,043	0	0
Grants & Aids	199,263	25,737	0	0
Total	\$616,416	\$655,367	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide Special Purpose Revenue Fund	\$338,748	\$359,034	\$0	\$0
Intergovernmental Grants	277,668	296,333	0	0
Total	\$616,416	\$655,367	\$0	\$0

Funded Positions	3	3	0	0
Funded FTE Positions	3.00	3.00	0.00	0.00

During 1999, the BOCC approved the \$12,191,000 funding of a Tampa Bay Water Resource Team to monitor the activities of Tampa Bay Water and the Southwest Florida Water Management District in connection with their obligations under the governance agreement. This funding was to provide staff costs in the Water Resource Services Department, County Attorney, and Environmental Protection Commission for a three year period. Also included was funding for legal and professional services within the Non-Departmental Allotments area of the budget.

In the FY 04 and FY 05 adopted budgets, \$1,811,661 in additional funding was provided to cover the continuation level of operating expenses and professional services.

The FY 06 adopted and FY 07 recommended Water Resource Team budgets are included in the Water Resource Services Department budget to reflect the County Administrator's reorganization plan.

BOCC JUDICIAL SERVICES COSTS

MISSION:

Provide funding for the cost of Jury Parking.

KEY OBJECTIVES:

1. Provide for the cost of Jury Parking.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Judicial Services	1				
<i>Workload/Demand</i>					
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for County Court		\$29,225	\$300	n/a	---
payment of expert and ordinary witness fees from the County Fine & Forfeiture Fund for Circuit Court		\$235,500	n/a	n/a	---
payment of jury parking		\$159,500	\$166,229	\$170,000	---
payment of court costs and filing fees:					
General Fund		\$1,121,500	n/a	n/a	---
Fine & Forfeiture Fund		\$1,965,095	n/a	n/a	---
<i>Efficiency</i>					
average parking cost per juror		\$6.00	\$6.00	\$6.00	---
<i>Effectiveness</i>					
% of payments processed error free		99.0%	100%	100%	---

BOCC JUDICIAL SERVICES COSTS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$482,851	\$166,529	\$170,000	\$0
Other Uses	3,022,109	0	0	0
Total	\$3,504,960	\$166,529	\$170,000	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$1,377,266	\$166,529	\$170,000	\$0
Countywide Special Purpose Revenue Fund	2,127,694	0	0	0
Total	\$3,504,960	\$166,529	\$170,000	\$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 04 adopted budget reflected the anticipated impact of the implementation of Article V on July 2004, while the FY 05 adopted budget represents the full impact of the final legislation. This new legislation substantially changed the responsibilities of the State, County, and the courts system, including the Judicial Services budget of the Clerk of the Circuit Court, regarding how various aspects of the court system are to be funded. The County will continue to have responsibility for funding jury parking while court costs and filing fees previously the responsibility of the County, will be covered by an increase in fees and court costs in the Clerk's non-Board budget. The State now has the responsibility for paying expert and ordinary witnesses. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that are no longer the responsibility of the Board of County Commissioners, while 100% of these costs were removed from the FY 05 adopted budget.

The FY 05 adopted budget represented funding for jury parking only.

The FY 06 adopted budget continued to reflect funding for jury parking only.

The FY 07 recommended budget transfers the budget for jury parking to 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 and specific independent agencies. Record revenue and expenditure 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 Board of County Commissioners 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 as a whole, in terms of the 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.

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. Process all revenue transactions within 1 business day of receipt of documents from departments or agencies.
3. Perform all reconciliation and reporting functions within 30 calendar days of each month end close.
4. Process all expenditure transactions within 11 business days of receipt of documents from departments or agencies.
5. Produce accurate and timely payroll payments each two weeks for employees of agencies covered under the payroll system.
6. Audit the appropriateness of payments to these employees.
7. Distribute moneys deducted from employees to all appropriate vendors within two days of the pay day.
8. Provide technical and functional support for the Board Financial and Payroll systems.
9. Provide training, establish and maintain security for the users of the financial and payroll systems.
10. Coordinate, develop, and maintain system programs, processes, and enhancements for the FAMIS Financial and Genesys software systems.
11. Provide financial and payroll reports to the BOCC's departments, Clerk to the Board Finance, BOCC Accounting, Payroll, other constitutional officers and independent agencies of Hillsborough County.
12. Obtain a good or better rating for customer service on at least 95% of the survey responses.
13. 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.
14. Obtain Certificate of Achievement for Excellence in Financial Reporting (for PAFR) from the Government Finance Officers Association.
15. Ensure that Hillsborough County financial statements are audited annually in accordance with Florida statutes and generally accepted auditing standards.
16. Record capital asset additions, disposals, contributions and transfers in a timely and accurate manner and inventory 100% of fixed assets on a twelve-month cycle.
17. Monitor debt service requirements and compliance with bond covenants in order to assure that all principal and interest payments are made by their respective due date.
18. 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.
19. Invest County funds while fulfilling fiduciary responsibilities for safety of principal, liquidity to meet cash needs, and optimization of earnings.
20. Monitor financial aspects of grants.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Record Keeping for BOCC	1				
<i>Workload/Demand</i>					
# of agenda items processed		2,881	2,920	3,100	3,100
# of meetings attended		179	228	240	240
<i>Efficiency</i>					
# of agenda items per FTE		1,440	1,460	1,550	1,550
# of meetings attended per FTE		49	65	69	69
<u>Continued in "Supplemental Information"</u>					

CLERK OF THE CIRCUIT COURT

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Other Uses	\$26,553,196	\$16,135,475	\$21,491,518	\$18,366,359
Total	\$26,553,196	\$16,135,475	\$21,491,518	\$18,366,359

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$26,532,674	\$16,135,475	\$21,491,518	\$18,366,359
Countywide Special Purpose Revenue Fund	20,522	0	0	0
Total	\$26,553,196	\$16,135,475	\$21,491,518	\$18,366,359

Funded Positions	304	118	119	118
Funded FTE Positions	257.00	118.00	119.00	118.00

Functions under the Clerk of the Circuit Court's budget include:

1. **Recordkeeping for the Board of County Commissioners**--Maintains minutes and records of the Board.
2. **Financial Services**--Collects, reports, disburses, and invests County funds.
3. **Internal Auditing**--Audits the adequacy and effectiveness of internal controls and procedures in BOCC departments, agencies, and programs.
4. **Recordkeeping for Circuit and County Courts**--Maintains records and files for all Courts in the 13th Judicial Circuit.
5. **County Recorder**--Records all authorized documents into the official record.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V in July 2004, while the FY 05 adopted budget represented the full impact of the final legislation. This new legislation substantially changed the responsibilities of the State, County and the courts system, including the budget of the Clerk of the Circuit Court, regarding how various aspects of the court system are to be funded. The County will continue to have responsibility for funding recordkeeping, financial services, and internal audit services for the Board of County Commissioners, while recordkeeping for the Circuit and County Courts and County recorder services will be covered by an increase in fees in the Clerk's non-Board budget. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that were no longer the responsibility of the Board of County Commissioners, while 100% of these costs were removed from the FY 05 adopted budget. The reduction in funded positions for FY 05 is the direct result of Article V.

The FY 05 adopted budget reflected a further reduction (about \$4 million) to reflect the legislative adoption of a document recording service charge to help offset the cost of court-related technology. The new fee, which represents a \$4 per page service charge for documents recorded by the Clerk of the Circuit Court, will be split between the Clerk and the Board of County Commissioners. The Board's portion will go toward funding technology needs of the State Court, Public Defender and State Attorney, while the Clerk's share reduces that portion of the budget funded by the BOCC.

The FY 06 adopted budget is funded at a level consistent with the Clerk of the Circuit Court's funding request received on April 29, 2005. In addition, \$4.4 million in estimated excess FY 05 Clerk fees are being returned to fund technology needs. The FY 06 position count reflects an additional Clerk II required to staff the courier route for the new South County Office.

The FY 07 recommended 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 position counts shown above do not include three positions associated with the Value Adjustment Board.

PROPERTY APPRAISER

MISSION:

Secure a just valuation for ad valorem tax purposes of all real and tangible personal property; provide for uniform assessment of these properties; and administer exemptions pursuant to Florida law.

KEY OBJECTIVES:

1. Assess all real and tangible property in Hillsborough County including agricultural, commercial, residential, and vacant parcels.
2. Assess all tangible property (business assets) located in the county including furniture, fixtures, tools, machinery, equipment, signs, leasehold improvements, supplies, leased equipment, and whatever is used to conduct business.
3. Administer Homestead Exemptions applications, verifying qualifications and approving or disapproving exemptions up to \$25,000 based on State statute requirements.
4. Administer disability, widow/widower, religious, seniors, and non-profit exemptions, verifying qualifications and approving or disapproving exemptions based on State statute requirements.
5. Send TRIM (Truth in Millage) notices to all property owners and implement review/appeal process.
6. Conduct individual assessment reviews for Value Adjustment Board appeals and defend assessment values.
7. Implement Amendment 10, Constitutional Amendment, limiting annual assessment of homestead property, not to exceed 3% assessment increases, or the percentage change in the Consumer Price Index (CPI) or just market value, whichever is the lowest.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
<i>Workload/Demand</i>					
TRIM notices mailed	5	437,357	453,546	465,000	477,000
Homestead Exemptions processed	3	254,072	259,081	264,000	269,000
other exemptions processed	4	31,389	31,026	32,000	32,000
<i>Effectiveness</i>					
receive State Certification of tax rolls	1,2	yes	yes	TBD	TBD

PROPERTY APPRAISER

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	180,458	198,669	220,000	0
Other Uses	10,227,592	10,959,749	11,535,362	12,105,660
Total	\$10,408,050	\$11,158,418	\$11,755,362	\$12,105,660

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$8,687,208	\$9,292,140	\$9,758,697	\$10,010,150
Unincorporated Area General Fund	1,372,258	1,495,892	1,609,378	1,688,930
Library Tax District Fund	282,235	304,869	323,535	339,530
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	13,604	13,390	12,700	13,470
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	52,745	52,127	51,052	53,580
Total	\$10,408,050	\$11,158,418	\$11,755,362	\$12,105,660

Funded Positions	155	155	155	155
Funded FTE Positions	155.00	155.00	155.00	155.00

The FY 04 adopted budget request reflected a 5.49% increase in personal services to provide funds for a salary market adjustment, a pay for performance increase, as well as funding for a projected increase in health insurance expenses and retirement contribution rates. The Property Appraiser continues to improve operational efficiency within the office as reflected in the smaller percentage increase in the budget and reduction in the number of funded positions. This decrease in positions was brought about by a combination of technology and automation improvements, along with good management.

The FY 05 adopted budget reflects continuation level funding with no change to the number of funded positions, which continues to reflect a lower staffing level than in prior years.

The FY 06 adopted budget is funded at a level consistent with the Property Appraiser's funding request received on May 19, 2005. The Board of County Commissioners' portion of the Property Appraiser's budget represents approximately 91.7% of the total budget request of \$12,581,957 for FY 06. The Board's portion of this budget is based upon the taxes levied for the County, the School Board, as well as all three municipalities in Hillsborough County. The balance of the Property Appraiser's budget is supported by other taxing authorities (i.e., Children's Board, HARTline, Southwest Florida Water Management District, Tampa Port Authority, and Tampa Palms).

The FY 07 recommended budget reflects no change to the number of funded positions, which is due to the combination of new and improved technology, good management and efficiency.

PUBLIC DEFENDER

MISSION:

We are committed to efficiently providing our clients with effective legal representation, and treating our clients, our employees, and our community with dignity and respect.

KEY OBJECTIVES:

1. Represent appointed clients arrested for or charged with a felony, a violation of probation or community control, a criminal misdemeanor or criminal traffic offense, criminal contempt, violation of municipal or County ordinance, and juveniles alleged to be delinquent clients detained under the "Baker Act" and individuals charged under the civil Commitment for Habitual Sexual Predators Act. Provide representation in other proceedings as appointed by the court (Chapter 27, F.S. mandate); reduce attorney turnover rate by 2%; achieve Strategic Goal 3 (C) by maintaining a record of no substantiated bar grievances.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Legal Representation to Indigent Clients	1				
<i>Workload/Demand</i>					
# of total appointed cases		70,736	73,281	77,986	81,886
# of felony appointed cases		32,633	34,030	35,978	37,777
# of juvenile appointed cases		6,710	8,240	7,398	7,768
# of misdemeanor appointed cases		29,315	28,640	32,320	33,936
# of civil appointed cases		2,078	2,371	2,291	2,406
<i>Efficiency</i>					
# of cases per felony attorney		653	685	720	756
# of cases per juvenile attorney		559	587	616	647
# of cases per misdemeanor attorney		1,446	1,539	1,616	1,697
# of cases per civil attorney		693	727	764	802
<i>Effectiveness</i>					
% of clients in custody contacted within 72 hours of appointment		100%	100%	100%	100%
% of cases without substantiated Bar grievances		100%	100%	100%	100%
% of cases closed within constitutional speedy trial timeliness		100%	100%	100%	100%
% of attorney turnover rate		25.29%	24.63%	23.97%	23.31%

PUBLIC DEFENDER

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$289,155	\$0	\$0	\$242,585
Operating Expenditure/Expense	1,218,165	576,826	506,187	473,760
Capital Equipment	22,748	260,197	91,816	91,816
Total	\$1,530,068	\$837,023	\$598,003	\$808,161

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$110,233	\$116,066	\$131,193
Countywide Special Purpose Revenue Fund	1,530,068	726,790	481,937	676,968
Total	\$1,530,068	\$837,023	\$598,003	\$808,161

Funded Positions	10	0	0	4
Funded FTE Positions	10.00	0.00	0.00	4.00

Prior to the implementation of Article V on July 1, 2004, Section 24.54(3), Florida Statutes, required the County to provide the Public Defender with such office space, utilities, telephone services, custodial services, library services, transportation services, and communication services as may be necessary for the proper and efficient functioning of their office. The Public Defender's office was also provided funding for pretrial consultation fees for expert or other potential witnesses consulted before trial by the public defender; travel expenses incurred in criminal cases by a public defender in connection with out-of-jurisdiction depositions; out-of-state and out-of-jurisdiction travel expenses incurred by public defenders or by investigators of public defenders while attempting to locate and interrogate witnesses for the public defender in the defense of a criminal case; court reporter costs incurred by the public defender during the course of an investigation and criminal prosecution; postindictment and postinformation deposition costs incurred by the public defender during the course of a criminal prosecution of an indigent defendant and the cost of copying depositions of defense witnesses taken by the state attorney. The office space and utilities to be provided by the counties could not be less than the standards for space allotment adopted by the Department of Management Services. The counties could not provide less of these services than were provided in the previous fiscal year.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V in July 2004, while the FY 05 adopted budget represents the full impact of the final legislation. This new legislation substantially changed the responsibilities of the State, County and the courts system, including the Public Defender's Office, regarding how various aspects of the court system are to be funded. The County will have responsibility for funding the Public Defender with office space that meets the State Department of Management Services minimum standards, telephone system infrastructure including computer lines, switching equipment, maintenance, wireless systems, cellular, video conferencing equipment, computer network and systems, and other costs defined in Chapter 29, Florida Statutes. All other costs for the Public Defender will be the responsibility of the State. The FY 04 budget continued to fund 10 attorneys, not a County responsibility under Article V, to augment the staffing of the Juvenile Division. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that were anticipated to shift to the State, while 100% of these costs were removed from the FY 05 adopted budget. The FY 04 budget included \$242,003 in one-time funding for the replacement of the phone system. Two initiatives were approved during the FY 04 budget process, but due to the uncertainty of the Article V issue, the funding for these items was placed in reserve. These initiatives included \$41,076 in FY 04 and \$164,304 in FY 05 for the upgrade to the operating system on all desktop computers, and \$370,00 in FY 05 for a document imaging system.

The FY 05 adopted budget reflected continued implementation of Article V based on more current legislation adopted by the Florida Legislature. This budget eliminates County funding for the 10 attorneys as it is understood that the funding for these positions was included in the State's budget beginning July 1, 2004. The FY 05 adopted budget also reflected the adoption of a document recording service charge to help offset the cost of court-related technology. The new fee, which represents a \$4 per page service charge for documents recorded by the Clerk of the Circuit Court, will be split between the Clerk and the Board of County Commissioners. The Board's portion went toward funding technology needs of the State Court, Public Defender and State Attorney. That portion of the Public Defender's budget associated with technology amounted to \$730,041 which included \$164,304 for upgrade to computer operating systems and \$370,000 for a document imaging system.

The FY 06 adopted budget represented continuation level funding along with additional funding of \$9,000 per year for Article V subpoena services. The technology portion of the Public Defender's budget has been increased by \$100,000 in FY 06 and \$60,446 in FY 07 for Phase II of their imaging project. This project provided integration of information with other criminal justice agencies including the courts. During FY 06, the Board added 4 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 recommended budget provides continued funding of those positions and \$15,000 for a Panic Alert System which provides for additional security at the Public Defender's location.

SHERIFF

MISSION:

The mission of the Hillsborough County Sheriff's Office is to serve, protect, and defend the community while preserving the rights and dignity of all.

KEY OBJECTIVES:

1. Provide emergency law enforcement response times within ten (10) minutes and provide proactive enforcement of traffic laws to unincorporated Hillsborough County.
2. Perform timely and objective criminal investigations of all assigned criminal incidents resulting in clearance of more than 19% of reported indexed crimes.
3. Perform the inmate booking process for 25 local, state, and federal agencies and safely house and supervise pretrial and sentenced inmates within constitutional and regulatory standards maintaining an average daily inmate census within the detention system operating capacity.
4. Provide timely court process services by attempting service for enforceable processes within ten (10) days and for non-enforceable processes within 30 days from entry date.
5. Provide security for judges, court attendees, and persons detained for trial by providing secure movement of inmates and maintaining order in the courts through assignment of at least one bailiff per criminal court session.

SERVICES/MEASURES:

	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Law Enforcement/Investigations					
<i>Workload/Demand</i>					
# of calls for service	1	488,452	506,036^	524,253	543,126
# of vehicle stops conducted	1	154,390	159,948^	165,706	171,672
# of reported Part I Crimes	2	38,240	38,400^	38,300	38,200
<i>Efficiency</i>					
ratio of law enforcement deputies per thousand residents (unincorporated)		1.61	1.59^	1.56	1.54
<i>Effectiveness</i>					
average emergency response time in minutes		8.8	8.3^	8.4	8.4
Part I Crime Index Clearance Rate		22.8	23.0^	23.2	23.2
Detention Services					
<i>Workload/Demand</i>					
# of inmates booked	3	69,310	70,690^	71,330	71,950
average daily inmate census	3	4,472	4,651^	4,837	5,030
detention operating capacity	3	4,190	4,190^	4,190	4,702
<i>Efficiency</i>					
avg. daily cost per inmate		\$62.11	\$65.22^	\$68.48	\$71.90
<i>Effectiveness</i>					
daily census as a % of operating capacity		106%	111%^	115%	107%
Court Services					
<i>Workload/Demand</i>					
# of court process services	4	263,400	272,619^	282,161	292,036
# of inmates transported for local courts	4	47,813	49,486^	51,218	53,011
# of circuit/county courts secured by bailiffs	5	52	52^	52	52
<i>Efficiency</i>					
average number of attempts for service per deputy per day		30.2	31.3^	32.4	33.5
<i>Effectiveness</i>					
% of enforceable processes actually served within 10-day period		96.0%	95.0%^	94.0%	93.0%

^Note: FY 05 data are projections.

SHERIFF

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$201,122,405	\$216,691,007	\$243,326,257	\$274,216,972
Operating Expenditure/Expense	50,938,949	54,722,421	58,250,434	59,654,053
Capital Equipment	22,388,935	24,517,274	13,269,550	11,706,410
Other Uses	300,000	0	0	0
Total	\$274,750,289	\$295,930,702	\$314,846,241	\$345,577,435

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$185,675,062	\$197,845,636	\$209,925,687	\$242,078,658
Unincorporated Area General Fund	87,171,552	91,250,264	94,991,242	102,131,242
Countywide Special Purpose Revenue Fund	1,903,675	6,834,802	9,929,312	1,367,535
Total	\$274,750,289	\$295,930,702	\$314,846,241	\$345,577,435

Funded Positions	3,371	3,452	3,555	3,697
Funded FTE Positions	3,176.75	3,259.75	3,341.75	3,480.15

In FY 00 the Board established a target ratio of 1.7 deputies per 1,000 citizens.

During FY 04 the Sheriff added 12 out-of-cycle positions: 11 Law Enforcement Deputies and 1 civilian support staff. Also during FY 04, an administrative oversight resulted in not reporting 26 phased-in detention positions. The personnel costs for these positions were included in the budget, but the personnel count was understated.

The FY 05 adopted budget, includes 43 new positions: 22 Patrol Deputies, 5 support personnel, 1 additional School Resource Deputy (Shields Middle School) and 15 Detention Deputies. The new Detention Deputies are required to manage the inmate population increase. Rising gas prices and the personnel cost for the new Detention Deputies constitute the funding increase for the adjusted FY 05 recommended budget.

Even with the additional positions, the Sheriff's Office will fall short of the target ratio of 1.7 deputies per 1,000 citizens, but the budget request is consistent with the Sheriff's commitment to the Board to add approximately 22 Patrol Deputies per year. The new deputies allowed the Sheriff to staff 1.6 certified deputies per 1,000 citizens in both FY 04 and FY 05.

During FY 05, the Sheriff approved 5 out of cycle positions: 3 law enforcement and 2 support staff.

The FY 06 budget for the Sheriff includes 98 new positions: 20 Patrol Deputies, 5 School Resource Deputies, and 17 Crossing Guards for the new schools; 2 Community Service Officers for two new Community Stations and 7 support personnel. To complete the staffing for Jail Expansion Phase Vb, this budget includes 5 Detention Sergeants, 16 Detention Deputies, and 7 support personnel. Detention transportation requires 4 new Deputies. The increase in Judicial Courts requires an additional 15 Bailiffs. Funding for indigent inmate health care costs, up to the amount of Medicaid match requirement, was shifted from the Countywide General Fund to the Indigent Health Care Fund.

The FY 07 recommended budget includes 142 new positions.

Even with the additional deputies requested in the FY 07 recommended budget, the ratio of sworn deputies per 1,000 citizens will be 1.57.

STATE ATTORNEY PART I

MISSION:

Appear in the Circuit and County Courts within the Judicial Circuit and prosecute and defend, on behalf of the State, all suits, applications or motions, civil or criminal, in which the State is a party, except as provided in Chapters 39 and 959 of the Florida Statutes (F.S. 27.22).

KEY OBJECTIVES:

1. Initiate a caseload of approximately 1377,080 criminal legal actions on behalf of the State in FY 05.
2. Maintain a 90% or greater conviction rate.
3. Continue implementation and expansion of automated informational processing throughout the Criminal Justice System.
4. Represent the citizens of Hillsborough County with quality legal services.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Initiate Criminal Legal Caseload on Behalf of the State	1-4				
<i>Workload/Demand</i>					
# of cases managed as mandated by F.S. 27.02		133,266	135,723	137,080	138,450
<i>Efficiency</i>					
automation of the criminal justice system will continue to enhance services provided to Hillsborough County citizens		continuing	continuing	continuing	continuing
# of cases per FTE (number of FTE=112)					
cost per case		\$8.12	\$4.81	\$5.23	\$5.40
<i>Effectiveness</i>					
dollars reimbursed to County through the cost of prosecutions		\$127,000	\$0	\$0	\$0
% of convictions		92.8%	92.8%	92.8%	92.8%

STATE ATTORNEY PART I

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$1,020,206	\$431,057	\$512,530	\$552,811
Capital Equipment	62,422	179,955	205,000	195,000
Total	\$1,082,628	\$611,012	\$717,530	\$747,811

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$303,769	\$355,130	\$358,811
Countywide Special Purpose Revenue Fund	1,082,628	307,243	362,400	389,000
Total	\$1,082,628	\$611,012	\$717,530	\$747,811

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The State Attorney is mandated to provide Hillsborough County citizens such services as: criminal prosecution of all felony and misdemeanor cases, hearings related to Florida's Baker Act statutes, prosecution of all delinquency cases within the juvenile criminal justice system, civil commitment hearings, certain criminal appeals of felony and misdemeanor cases, oversee diversion programs.

Prior to the implementation of Article V on July 1, 2004, Section 27.34(2) Florida Statutes required the County to provide the State Attorney with such office space, utilities, telephone service, custodial services, library services, transportation services, and communication services as may be necessary for the proper and efficient functioning of their office. The State Attorney's office was also provided with pretrial consultation fees for expert or other potential witnesses consulted before trial by the state attorney; travel expenses incurred in criminal cases by a state attorney in connection with out-of-jurisdiction depositions; out-of-state travel expenses incurred by assistant state attorneys or by investigators of state attorneys while attempting to locate and interrogate witnesses for the state attorney in the prosecution of a criminal case; court reporter costs incurred by the state attorney during the course of an investigation and criminal prosecution; and postinformation deposition costs incurred by the state attorney during the course of a criminal prosecution of an insolvent defendant; and the cost of copying depositions of state witnesses taken by the public defender, court-appointed counsel, or private retained counsel. The office space to be provided by the counties could not be less than the standards for space allotment adopted by the Department of Management Services, nor could these services and office space be less than what were provided in the prior fiscal year.

The FY 04 adopted budget reflected the anticipated impact of the implementation of Article V in July 2004, while the FY 05 adopted budget represents the full impact of the final legislation. The new legislation substantially changed the responsibilities of the State, County and the courts system, including the State Attorney's Office, regarding how various aspects of the court system are to be funded. The County will have responsibility for funding the State Attorney with office space that meets the State Department of Management Services minimum standards, utilities; custodial services; telephone system infrastructure including computer lines, telephone switching equipment and maintenance, toll charges for local and long distance service, facsimile equipment, wireless communications, cellular telephones, pagers, video teleconferencing equipment and line charges; all computer networks, systems and equipment; courier messenger and subpoena services; and auxiliary aids and services for qualified individuals with a disability which are necessary to ensure access to the courts. All other costs for the State Attorney will be the responsibility of the State. The FY 04 adopted budget was reduced by an amount equal to 25% of those costs that were anticipated to shift to the State, while 100% of these costs were removed from the FY 05 adopted budget. The FY 05 adopted budget reflects continued implementation of Article V based on more current legislation adopted by the Florida Legislature. The FY 05 adopted budget also reflects the adoption of a document recording service charge to help offset the cost of court-related technology. The new fee, which represents a \$4 per page service charge for documents recorded by the Clerk of the Circuit Court, will be split between the Clerk of the Circuit Court and the Board of County Commissioners. The Board's portion will go toward funding technology needs of the State Court, Public Defender and State Attorney. That portion of the State Attorney's budget associated with technology amounts to \$316,000.

The FY 06 adopted and FY 07 recommended budgets represent continuation level funding consistent with the request of the State Attorney. This funding includes inflationary increases for telecommunications of 2% in FY 06 and 3% in FY 07. These budgets also include \$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 include \$15,000 in FY 06 and \$50,000 in FY 07 for software that will allow the office to implement state of the art technology. The FY 06 adopted budget includes \$25,000 for the replacement of the Case Management System server which will be five years old and houses the central database for all 130,000+ cases which flow through the State Attorney's Office. Finally, the FY 07 recommended budget includes \$15,000 for the purchase of a new exchange server for the Voice-Over-IP phone system planned for the State Attorney's Office in conjunction with their move to the main courthouse when the renovation project is complete.

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

MISSION:

Enhance law enforcement by providing comprehensive services to victims of crime through all phases of the criminal justice/judicial process and to act as liaison between victims and each agency involved in law enforcement to ensure cooperation and understanding and close any service gaps among the victim population.

KEY OBJECTIVES:

1. Provide quality victim services to all victims of violent crime within Hillsborough County by: attempting initial contact with victims within 5 days of criminal offense; assisting law enforcement agencies within the County to provide 24-hour, on-site emergency services to all victims of crimes; increasing the number of crime scene call-outs by increasing awareness of service; notifying domestic violence victims in writing within 5-7 days of the crime, apprising them of available services; increasing the number of initial intake interviews by 5% for sexual battery victims; and, when possible, notifying all crime victims of the crucial stages of their case within 72 hours after court date is scheduled.
2. Divert designated worthless check cases from the criminal justice system, obtain restitution for victims in a timely manner and generate revenue from check writers' required fees.
3. In accordance with the Hillsborough County Administrator's Strategic Plan, we will strive to provide outstanding customer service to the victims of Hillsborough County and will measure our success by randomly surveying 500 victims coming into the office.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Victim Assistance Services	1				
<i>Workload/Demand</i>					
# of violent crime victims seen in the office		2,089	1,992	2,090	2,194
# of crime scene call-outs		34	24	25	25
# of domestic violence victims seen in office		2,810	3,134	3,290	3,450
# of awareness meetings/roll calls attended		239	175	183	192
# of initial interviews conducted for sexual and child abuse offenses		938	828	869	912
# of escorts provided to court hearings, depositions		1,331	1,665	1,831	1,922
# of petitioners of domestic violence injunctions contacted		4,911	4,442	4,664	4,897
<i>Efficiency</i>					
# of crime victims seen in the office per counselor FTE		364	396	393	403
<i>Effectiveness</i>					
# of violent crime victims' initial notifications within 5 days of crime (felony, misdemeanor, & Preliminary Presentation Court)		7,951	8,000^	8,200	8,500
# of victims notified of crucial court dates within 72 hours after scheduled (by automated notification system--VINE)		78,081	83,743	87,900	92,000
# of assisting petitioners of domestic violence injunctions		335	297	311	326
% of satisfied victims from those surveyed	3	n/a	95.0%^	90.0%	90.0%
Worthless Check Diversion Program	2				
<i>Workload/Demand</i>					
# of worthless checks processed		3,838	3,700^	3,580	3,470
<i>Efficiency</i>					
% success rate of Diversion Program		85.0%	85.0%	85.0%	85.0%
<i>Effectiveness</i>					
\$ amount of restitution returned to victims of worthless checks		\$620,000	\$471,563	\$363,000	\$300,000
\$ amount of revenue generated to BOCC by check writer fees		\$95,305	\$66,026	\$59,080	\$41,000

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$1,978,486	\$2,085,229	\$2,201,453	\$2,335,978
Operating Expenditure/Expense	143,507	143,567	182,522	183,290
Total	\$2,121,993	\$2,228,796	\$2,383,975	\$2,519,268

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$2,228,796	\$2,383,975	\$2,519,268
Countywide Special Purpose Revenue Fund	2,121,993	0	0	0
Total	\$2,121,993	\$2,228,796	\$2,383,975	\$2,519,268

Funded Positions	35	35	35	35
Funded FTE Positions	34.50	34.50	34.50	34.50

The FY 04 adopted budget was funded at the continuation level with the Domestic Violence Therapist position working 20 hours per week.

The FY 05 adopted budget was funded at the continuation level and realigned funding from the Countywide Special Purpose Local Criminal Justice Trust Fund to the Countywide General Fund as a result of Article V implementation.

The FY 06 adopted and FY 07 recommended budgets reflect funding at the continuation level.

SUPERVISOR OF ELECTIONS

MISSION:

Ensure the integrity of the electoral process by administering efficient elections and maintaining accurate voter registration rolls. Promote voter education and encourage voter participation in the electoral process. Continuously improve service to the public, candidates, the media, and other governmental agencies.

KEY OBJECTIVES:

1. Plan, organize, and efficiently execute four elections to serve 680,000 registered voters for the General Elections and 16,000 registered voters for the Plant City election, and 180,000 for the City of Tampa election.
2. Locate, retain and provide the support necessary to sustain 375 suitable and accessible polling places for the countywide elections, and as needed, such polling places for the City of Tampa election and for Early Voting.
3. Recruit 1,750 new poll workers and train a total of 9,380 top quality poll workers for elections.
4. Pursue an aggressive list maintenance program that accomplishes two complete database comparisons in compliance with United States Postal Service regulations, produces routine final address confirmations within one month of the Postal Service Address Change notification, and deletes voters from the registration rolls within one month from the date of notification.
5. Conduct a proactive public information and education program that increases the total number of registered voters by 5%.
6. Continue to encourage public confidence in the election process through education and improvement of voter services.
7. Successfully interface with the statewide Florida Voter Registration System.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Administer Elections/Voter Registration	1-5	4 elections	2 elections^	1 election	3 elections
<i>Workload/Demand</i>					
# of precincts required/supported		373	359^	375	375
# of poll workers needed/recruited (varies w/number of elections)		1,300	500^	1,000	750
# of poll workers required/trained (varies w/number of elections)		3,700/7,030	3,700/3,606^	3,380	6,000
# of registrations requested/approved		539,000	585,000^	658,000	680,000
<i>Efficiency</i>					
\$ election cost/# ballot cast		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
# of voters deleted from registration rolls		24,500	26,000^	25,000	26,000
% of voters deleted from registration rolls within two weeks of notification to Supervisor of Elections		100%	100%^	100%	100%
# of absentee ballots mailed		61,900	71,000^	22,500	93,000
% of absentee ballots mailed within one day after receipt of request		100%	100%^	100%	100%
# of final confirmations mailed		36,000	30,000^	60,000	70,000
% of final confirmations mailed within one month of notification		100%	100%^	100%	100%

^Note: FY 05 data are projections.

SUPERVISOR OF ELECTIONS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$107,812	\$89,977	\$0	\$0
Other Uses	6,562,654	4,102,221	8,408,471	7,302,810
Total	\$6,670,466	\$4,192,198	\$8,408,471	\$7,302,810

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$6,562,654	\$4,102,221	\$8,408,471	\$7,302,810
Intergovernmental Grants	107,812	89,977	0	0
Total	\$6,670,466	\$4,192,198	\$8,408,471	\$7,302,810

Funded Positions	29	29	33	33
Funded FTE Positions	29.00	29.00	33.00	33.00

The FY 04 adopted budget projected funding requirements to conduct two countywide elections in what was a closely scrutinized and widely publicized presidential election year. It identified the necessary resources, employing best practices, to conduct accurate, efficient, and statutorily compliant elections, conduct voter education and awareness programs to empower a well-informed electorate, as well as a voter registration program that was projected to increase the number of registered voters to 539,000 in FY 04 and 566,000 in FY 05. The Supervisor of Elections budget for FY 04 also included funding for the statutorily mandated distribution of new voting ID cards (\$231,000), the expansion of the early voting program to eight locations in addition to the County Center and the Elections Service Center (\$230,252), an increase in the number of voting precincts from 353 to 388, to eliminate multiple federal, state and County jurisdictions occurring in the same precinct (\$200,645), an increase in poll worker compensation (\$62,719), and the purchase of 400 touch-screen voting machines that were originally leased for use in the 2002 elections (\$942,800). The FY 04 adopted budget also included the addition of one new position, a Voting Systems Administrator, to provide technical support and assistance in an area where redundancy and continuity are critical to the success of the organization.

The FY 05 adopted budget represented continuation level funding based on the FY 04 budget assuming only one countywide election. The FY 05 adopted budget also included an additional \$345,000 to implement the Help America Vote Act (HAVA) of 2002. These funds intended to bring the polling sites up to the more stringent standards for access provided for in HAVA and were required to be implemented by January 1, 2006.

The FY 06 adopted and FY 07 recommended budgets are funded at a level consistent with the Supervisor of Election's funding request received on May 2, 2005.

The FY 06 adopted budget includes funding for four additional positions. The FY 07 recommended budget maintains the use of such newly established positions. This increase is based upon a continuing rise in population, which in turn has produced an increase in absentee ballot processing, an increase in maintenance needs for touch screen machines, an increase in the numbers of voter registrations processed and an increased need for community outreach endeavors conducted. Also included is a position for Director of Voter services who oversees, coordinates, and is responsible for the expeditious execution of the above enumerated activities.

TAX COLLECTOR

MISSION:

We are committed to serving our public, business, and government customers by collecting and distributing taxes, license fees, and information promptly and accurately in the most courteous, professional, innovative, and cost effective manner. We are committed to meeting all legal requirements and supporting a positive work environment for our employees.

KEY OBJECTIVES:

1. Property Tax and Other Taxes and Licenses -- Bill and collect property taxes and assessments; mail out taxpayer property tax notices within 20 days of roll certification with information on unpaid taxes and discounts allowed; distribute taxes collected to each taxing authority at least four times during the first two months after the tax roll comes into our possession and at least one time in all other months with at least 95% customer satisfaction. Issue occupational licenses, hunting, and fishing licenses with at least 95% customer satisfaction. Collect appropriate funds, disbursing such per local and State ordinances. Collect Tourist Development Tax disbursing in accordance with local ordinances.
2. Motor Vehicle -- Issue motor vehicle titles, registrations, and driver licenses in accordance with the rules of the Department of Highway Safety and Motor Vehicles (DHSMV) with 75% of counter wait =<15 minutes and an overall customer satisfaction rating of 96%. Distribute collections to the DHSMV weekly as required by Florida Statutes; distribute sales tax to Department of Revenue.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Property Tax/Other Taxes and Licenses	1				
<i>Workload/Demand</i>					
# of property parcels for tax roll		459,887	475,025	498,775	523,715
# of ad valorem transactions		407,828	448,195	470,605	494,135
property taxes collected (in millions)		\$1,243.677	\$1,371.867	\$1,440.460	\$1,512.483
other collections (in millions)		\$141.906	\$105.956	\$111.253	\$116.816
# of other transactions		78,787	84,940	89,187	93,646
<i>Efficiency</i>					
ad valorem transactions and other transactions per FTE (54)		9,011	9,872	10,366	10,884
<i>Effectiveness</i>					
% of accurate tax bills mailed to property owners		100%	100%	100%	100%
% of taxpayer property notices mailed w/in 20 days		100%	100%	100%	100%
% customer satisfaction (per survey cards)		97.8%	98.16%	96.0%	96.0%
Motor Vehicle	2				
<i>Workload/Demand</i>					
# of motor vehicle title/registration/driver license transactions		1,889,825	2,041,817	2,143,908	2,251,103
motor vehicle collections (in millions)		\$91.401	\$99.171	\$104.125	\$109.336
<i>Efficiency</i>					
motor vehicle transactions per FTE (207)		9,129	9,863	10,357	10,874
<i>Effectiveness</i>					
% voids to motor vehicle registrations and titles issued		2.7%	2.0%	2.0%	2.0%
% of time customer waits for service =<15 minutes		67.0%	62.0%	75.0%	75.0%
% customer satisfaction (per survey cards)		97.8%	98.16%	96.0%	96.0%
Department Totals (Overall)					
total collections for agency (in millions)		\$1,476.984	\$1,576.994	\$1,655.838	\$1,738.635
# of audit exceptions on annual independent audit		0	0	0	0
excess fees returned to agencies (in millions)		\$11.222	\$13.724	\$14.410	\$15.130
total transactions processed		2,376,440	2,574,952	2,703,700	2,838,884

TAX COLLECTOR

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$18,993,165	\$20,666,628	\$25,941,728	\$32,078,795
Total	\$18,993,165	\$20,666,628	\$25,941,728	\$32,078,795

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$14,731,757	\$16,253,668	\$20,376,933	\$25,179,552
Unincorporated Area General Fund	2,869,266	3,224,751	4,072,347	5,165,462
Unincorporated Area Special Purpose Fund	94,708	96,875	108,980	111,700
Sales Tax Revenue Fund	429,693	148,666	149,000	152,750
County Transportation Trust Fund	129,656	137,838	166,950	186,393
Library Tax District Fund	591,047	655,703	858,196	1,073,499
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	36,702	36,311	53,377	54,070
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	110,336	112,816	155,945	155,369
Total	\$18,993,165	\$20,666,628	\$25,941,728	\$32,078,795

*Funded Positions	305	305	305	305
*Funded FTE Positions	305.00	305.00	305.00	305.00

The budget reflected above is not the budget of the Tax Collector but represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission and School Board as a taxing authority. Other taxing authorities paying commissions to the Tax Collector for the collection of ad valorem taxes include the Tampa Port Authority, the Children's Board, HARTline, the Southwest Florida Water Management District and Tampa Palms. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (surplus funds) remaining at the end of the fiscal year. The number of funded positions and funded FTE's represent the total for the entire Tax Collector's organization.

The FY 04 adopted budget included an additional position of Executive Assistant for the Tax Collector. The FY 05 adopted budget reflects no change in the Tax Collector's funded positions.

The Tax Collector's Pre-Disaster Mitigation Program, approved by the Board of County Commissioners December 1, 2004 is on budget and approximately two months ahead of schedule. The office requested and received \$542,000 in funding from the BOCC to hurricane-proof three of their facilities. This past hurricane season proved the necessity for the office to be ready in case disaster strikes. The \$542,000 project consists of four major components: industrial-sized generators, hurricane shutters, video conferencing and the construction of a solid concrete/block "safe house." Per the agreement, the work is to be completed by September 30, 2005. The primary objectives for this project are customer service and safety as the Tax Collector's offices must continue to serve the public regardless of the circumstances.

The FY 06 adopted and the FY 07 recommended budgets reflect no change in funded positions.

Budget amounts reflect statutory fees for the collection of taxes on behalf of the BOCC and the School Board. Fees for the collection of School Board property taxes were approximately \$7.8 million in FY 04 and \$8.4 million in FY 05 and are estimated to be \$9.9 million in FY 06 and \$10.6 million in FY 07.

*Fee Funded.

VALUE ADJUSTMENT BOARD

MISSION:

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.
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 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Value Adjustment	1				
<i>Workload/Demand</i>					
# of petitions filed		4,437	4,205	4,505	5,150
# of hearings scheduled		3,035	2,195	2,455	3,000
# of hearings held		1,820	1,082	886	2,100
<i>Efficiency</i>					
# of petitions filed per FTE		1,109	1,051	1,126	1,288
# of hearings held per FTE		455	271	222	525
<i>Effectiveness</i>					
% of filings within twenty-five (25) days		100%	100%	100%	100%
hearings begun no later than sixty (60) days		yes	yes	yes	yes
# of petitions granted relief by VAB and Property Appraiser		2,840	3,004	3,066	3,420

VALUE ADJUSTMENT BOARD

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$13	(\$161)	\$0	\$0
Other Uses	539,176	562,282	373,468	402,733
Total	\$539,189	\$562,121	\$373,468	\$402,733

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$539,189	\$562,121	\$373,468	\$402,733
Total	\$539,189	\$562,121	\$373,468	\$402,733

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

Functions under the Value Adjustment Board budget include: assisting the public in filing petitions to contest property value assessments, property classification and homestead exemption, and providing petitioners an independent appeal hearing.

The Value Adjustment Board is considered part of the Clerk of the Circuit Court organization. The three positions funded in this budget are included in the total of Clerk-funded positions in the position detail listing.

The FY 04 and FY 05 adopted budgets were funded at the level requested by the Clerk of the Circuit Court and reflect an increase needed to upgrade the VAB system's database due to the vendor discontinuing support of the current database.

The FY 06 adopted 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 recommended 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.

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

MISSION:

Consider all legal actions within the Circuit, including civil, family law, criminal, juvenile, probate, guardianship and mental health, and conduct all business in a way that will instill public confidence and support the judiciary in the performance of its constitutional duties by providing programmatic, technical, and administrative assistance.

KEY OBJECTIVES:

1. Children's Justice Center: Provide a neutral, child friendly atmosphere to children who are exposed to an adult court system striving for less than 7% no shows for interviews.
2. Mediation and Diversion: Provide high quality professional mediation services at reasonable cost in a cordial and comfortable environment and resolve disputes in a timely and efficient manner.
3. Court Administration: Provide technical and administrative assistance to the judiciary to assure they have the necessary resources to fulfill their constitutional duties, processing 70% of the invoices within 7 days.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Children's Justice Center	1				
<i>Workload/Demand</i>					
# of visitations scheduled		2,600	3,157	3,000	3,000
# of interviews set		400	326	375	375
# of completed visitations		1,720	1,985	1,950	1,950
# of completed interviews		350	285	300	300
<i>Efficiency</i>					
cost per completed visitation		\$76.00	\$69.87	\$74.00	\$74.00
cost per completed interview		\$400.00	\$473.63	\$475.00	\$475.00
<i>Effectiveness</i>					
% of interviews that are no shows		6.0%	12.57%	10.0%	10.0%
% of visitations that are cancelled		35.0%	37.12%	35.0%	35.0%
Mediation and Diversion	2				
<i>Workload/Demand</i>					
# of referrals for mediation made		9,000	7,845	9,000	9,000
# of hearings held		4,000	4,620	4,700	4,700
<i>Efficiency</i>					
# of referrals per FTE		500	435.2	400	400
<i>Effectiveness</i>					
% of cases resolved		60.0%	74.3%	70.0%	70.0%
% of parties/attorneys satisfied w/mediation process		>85.0%	95.3%	90.0%	90.0%
% of parties/attorneys satisfied with mediation agreement		>82.0%	94.8%	90.0%	90.0%
Court Administration	3				
<i>Workload/Demand</i>					
# of help desk calls		12,800	11,806	13,000	13,000
# of court reporter/attorney bills processed		9,375	916	250	150
<i>Efficiency</i>					
# of payments processed per FTE		5,000	1,430	1,500	1,500
<i>Effectiveness</i>					
% of invoices processed within 7 days		60.0%	63.6%	70.0%	75.0%

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$7,462,658	\$3,038,249	\$3,125,849	\$3,260,174
Operating Expenditure/Expense	11,346,815	6,932,676	6,742,091	6,168,167
Capital Equipment	394,813	1,731,729	1,020,000	130,000
Capital Projects	651,506	20,718	0	0
Other Uses	42,956	33,898	30,000	30,000
Total	\$19,898,748	\$11,757,270	\$10,917,940	\$9,588,341

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$6,355,244	\$3,156,729	\$3,264,762	\$2,715,826
Countywide Special Purpose Revenue Fund	12,674,374	8,064,687	7,363,062	6,574,242
Intergovernmental Grants	869,130	535,854	290,116	298,273
Total	\$19,898,748	\$11,757,270	\$10,917,940	\$9,588,341

Funded Positions	168	55	56	56
Funded FTE Positions	167.00	55.00	55.50	55.50

The FY 04 adopted budget for the Courts reflected the plan to implement Article V which provided the framework for the transition to State funding of some trial court expenditures that are currently funded by the County. The target date for this transition was July 2004. The budget reserved 25% adjustments of all expenditure lines that became a State responsibility beginning in July 2004. Some of the expenditures that were transferred to the State are court reporting, court-appointed attorneys, hearing masters, legal support and most of the court administration. The County's primary responsibilities will be to provide funding for all the court facilities, security, communication and technology. The Board set aside funding in reserves for the following programs: Drug Court, Domestic Violence, Juvenile Diversion, Children's Justice, Elder Justice, and Community Mediation. Funding was also set aside to provide legal and administrative support for programs and services not funded by the State under Article V. The Guardian Ad Litem program funding and five positions were transferred from the Judicial Branch to a new organization. The budget also included funding for six positions that were currently funded by the State for the Family Diversion Unified Family Court program; this funding was for FY 04 only because the Courts expected this program to be included as a State responsibility in July 2004.

The FY 05 adopted budget incorporated the changes resulting from implementation of final impact of Revision 7 Article V which became effective July 1, 2004. It reflected a net reduction of 112 positions, 76 of which were transferred to the State and 36 positions were deleted due to functions being assigned to other agencies in State government. The following functions: court reporting, court appointed attorneys, hearing masters, legal support and most of court administration were transferred to State funding. The budget provided County funding for facilities, communications, and some court administration functions. The budget also included funding from new court fees approved as a result of Article V for technology, teen court/juvenile diversion, and State court innovations programs. In addition to new fines, supplemental County funding of \$1.8 million is included in the FY 05 budget to support State court innovations programs such as Elder Justice, Domestic Violence, Drug Court, Community Mediation and Children's Justice.

The FY 06 adopted and FY 07 recommended budgets reflect funding at the continuation level. Included in the continuation levels is \$200,000 in FY 06 and \$100,000 in FY 07 to pay the cost of court appointed attorneys assigned to cases prior to July 1, 2004 under the new provision of Article V. This obligation is expected to decrease and eventually go away once all the cases have been resolved and bills have been submitted. The continuation level funding reflects a significant increase of \$782,800 in facilities operation budget. This funding was to complete the courthouse complex security project by upgrading and replacing cameras, software alarms, and access within the Annex Building. Funding is also included for equipment to provide for the enterprise conversion from Novelle to Microsoft. This conversion will allow compatibility with the State and County supported software. A substantial portion of the capital equipment is a one-time purchase to upgrade existing computers and servers and will not be needed in FY 07.

GUARDIAN AD LITEM

MISSION:

Represent the best interests of all abused, abandoned, and neglected children in Hillsborough County's Dependency Courts, through both its volunteers and staff guardians, advocating for their safety, their security, and for any services required for their well being.

KEY OBJECTIVES:

1. Increase the number of children whose cases are currently active served by the program by 12.5% in FY 06 and 12.5% in FY 07.
2. Increase the number of volunteers by 15% in FY 06 and 15% in FY 07, or until the capacity is reached.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Guardian Ad Litem Services	1				
<i>Workload/Demand</i>					
# of children receiving services of GAL volunteer or staff advocate		1,300	1,463^	1,646	1,852
# of abused, neglected children currently on waiting list for GAL services		3,000	2,625^	2,297	2,010
<i>Efficiency</i>					
# of children served per FTE		105	119^	134	134
<i>Effectiveness</i>					
% of total entitled children receiving GAL services		29.0%	35.0%^	40.0%	45.0%
% of new court ordered appointments accepted by GAL assignment		50.0%	62.5%^	75.0%	87.5%
Volunteer Program	2				
<i>Workload/Demand</i>					
# of volunteers		323	371^	427	450
# of newly certified volunteers		90	103^	118	136
<i>Efficiency</i>					
% of trainees certified per training class		80.0%	85.5%^	90.0%	95.0%
# of children served by volunteers		800	900^	1,000	1,020
<i>Effectiveness</i>					
# of volunteers supervised by Case Managers		28	32^	36	36
# of prospective trainees enrolled in training classes		80	100^	120	150

GUARDIAN AD LITEM

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$210,397	\$193,524	\$222,479	\$219,857
Operating Expenditure/Expense	171,939	168,541	257,054	322,139
Capital Equipment	1,195	1,442	0	0
Total	\$383,531	\$363,507	\$479,533	\$541,996

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$383,531	\$363,507	\$479,533	\$541,996
Total	\$383,531	\$363,507	\$479,533	\$541,996

Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

Guardian Ad Litem is a new department created as a result of the implementation of Article V which transfers the program from under the Court Administrator to the Justice Administrative Commission at the State level. The FY 04 adopted budget reflects the transfer of current funding and five positions from the Judicial branch (Administrative Office of the Courts). The current funding represents discretionary funding by the Board of County Commissioners and is used to provide an unbiased voice in advocating what is in the child's best interest in court proceedings for abused and neglected children.

The FY 05 adopted budget was funded at the continuation level.

The FY 06 adopted budget was funded at the continuation level; however there is an annual increase of \$41,000 in the operating budget as a result of a new lease and the inclusion of \$15,000 in FY 06 to accommodate moving the entire staff to a new location.

The FY 07 recommended budget includes an additional \$65,000 to accommodate increases in the cost of their rent expense.

CHARTER REVIEW BOARD

MISSION:

Review any and all phases of County government and, upon approval of 2/3 of the members of the Charter Review Board, propose County charter amendments to be voted upon at a general election.

KEY OBJECTIVES:

1. Receive testimony and collect data on recommended changes to the County charter.
 2. Evaluate benefits of recommended charter changes.
 3. Propose County charter amendments to be placed on the ballot at a general election.
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SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
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Workload/Demand

Efficiency

Effectiveness

CHARTER REVIEW BOARD

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$0	\$796	\$0	\$0
Total	\$0	\$796	\$0	\$0

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$0	\$796	\$0	\$0
Total	\$0	\$796	\$0	\$0

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The Charter Review Board convenes every five years to conduct a comprehensive study of any or all phases of county government.

The FY 05 adopted budget provided for temporary employment of one staff person and operating expenses to maintain the Charter Review Board Office with required files, supplies, correspondence, and other administrative staff.

The next Board will convene in FY 2010.

CIVIL SERVICE BOARD

MISSION:

Provide effective human resource services and leadership to Hillsborough County citizens, agencies, and employees.

KEY OBJECTIVES:

1. Applicant Recruiting and Screening: Respond to agency requests for qualified job candidates (minimize cost per certified candidate). Release lists of certified job candidates within 15 days of the close of recruitment, 100% of the time. Professionally assist the public and current employees with the job application process.
2. Job Classification and Compensation: Respond to client requests for job classification changes (maximize number of actions per FTE). Review and update 160 formal job descriptions. Conduct a wage and benefit analysis of the relevant labor market and provide an analysis summary and pay plan adjustment recommendation to the BOCC not later than the end of February.
3. Employee Record Maintenance: Maintain employment history files for all classified employees and full-time temporaries in 21 County agencies. Process classified employee change requests (maximize actions per FTE). Carefully review, approve, and forward 98% of employee change actions to CCC Payroll that are received by the published cut-off dates and that comply with rules and policies.
4. Civil Service Board Hearings of Discipline Appeals and Grievances: Respond to employee requests for Civil Service Board hearings of discipline appeals and grievances (maximize number resolved without a full hearing). Resolve 90% of hearing requests within 90 days of receipt.
5. Job Performance Management Administration: Provide prompt and professional job performance management training to all new supervisors of classified employees in 22 County agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Applicant Recruiting & Screening	1				
<i>Workload/Demand</i>					
# of applicants assisted		57,422	53,520	60,000	65,000
<i>Efficiency</i>					
cost per applicant assisted		\$16.30	\$19.22	\$22.00	\$21.00
cost per certified applicant		\$28.03	\$32.69	\$38.00	\$36.00
<i>Effectiveness</i>					
avg number of days from recruit end to list release		7.5	5.5	8.0	10.0
Job Classification & Compensation	2				
<i>Workload/Demand</i>					
# of job descriptions updated		112	n/a	100	100
<i>Efficiency</i>					
# of position actions completed per FTE		278	n/a	250	250
<i>Effectiveness</i>					
# of days before last meeting in Feb. recommended to BOCC		13	n/a	0	15
Employee Record Maintenance	3				
<i>Workload/Demand</i>					
# of employee files maintained		10,329	10,335	11,800	12,200
<i>Efficiency</i>					
# of employee actions processed per FTE		9,590	9,562	13,200	10,000
<i>Effectiveness</i>					
% of on-time actions processed		100%	100%	100%	100%
Hearings of Discipline Appeals & Grievances	4				
<i>Workload/Demand</i>					
# of hearing requests processed		24	30	32	32
<i>Efficiency</i>					
% of requests resolved within 90 days		79.0%	70.0%	70.0%	70.0%
<i>Effectiveness</i>					
% of requests resolved prior to full hearing		80.0%	70.0%	75.0%	75.0%

Continued in "Supplemental Information"

CIVIL SERVICE BOARD

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$1,941,717	\$2,062,547	\$2,301,491	\$2,591,163
Operating Expenditure/Expense	339,915	232,204	465,265	421,092
Capital Equipment	13,515	3,760	10,000	10,000
Total	\$2,295,147	\$2,298,511	\$2,776,756	\$3,022,255

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Blended Component Units Fund	\$2,295,082	\$2,298,511	\$2,776,756	\$3,022,255
Intergovernmental Grants	65	0	0	0
Total	\$2,295,147	\$2,298,511	\$2,776,756	\$3,022,255

Funded Positions	31	31	31	34
Funded FTE Positions	31.00	31.00	31.00	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 04 adopted budget reflected \$43,265 above the minimum funding level of \$2,376,347 to fund temporary staff to support a Pay and Classification Study. FY 04 budget also included \$154,675 in reimbursements from participating authorities. The addition of a Personnel Analyst and Clerk III reduced the Office's continuing need for high levels of temporary and overtime hours to recruit and screen qualified job applicants for the 22 County agencies.

The FY 05 adopted budget reflected a minimum funding level of \$2,572,858 and reimbursements from participating authorities of \$175,102.

The FY 06 adopted budget is funded at the statutorily required minimum funding level of \$2,776,756.

The FY 07 recommended budget is funded at the statutorily required minimum funding level of \$3,022,255. The budget includes three new positions: a Personnel Analyst I 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 I for the recruitment and screening of job applicants in order to reduce overtime and temporary hours.

ENVIRONMENTAL PROTECTION COMMISSION

MISSION:

Establish and maintain standards to ensure the improved quality of water, soil, air, and sound consistent with public health and enjoyment and the propagation and protection of wildlife in Hillsborough County as required by Chapter 84-446, Laws of Florida as amended by Chapter 87-495.

KEY OBJECTIVES:

1. Air Management -- Inspect sources, issue permits, monitor air quality, respond to citizen complaints, regulate noise, oversee asbestos removal, enforce rules, conduct air quality planning and provide public information; average 240 inspections per year per inspector.
2. Water Management -- Issue domestic and industrial wastewater permits, conduct source compliance and sampling inspections, investigate citizen complaints, enforce facility compliance, conduct other surface water and ground water protection activities and operate an environmental laboratory that supports the agency; average 297 inspections per year per inspector.
3. Waste Management -- Protect soil, groundwater and surface water quality by maintaining programs for permitting and monitoring waste management facilities, investigating citizens complaints, inspecting and educating small quantity generators (SQG) of hazardous waste, inspecting pollutant storage tank facilities, oversee clean up at petroleum tank facilities and petroleum contaminated sites, and perform corrective enforcement when required; average 320 SQG inspections per inspector per year.
4. Wetlands Management -- Identify, protect, and maintain wetlands; perform wetland delineations; review development plans; review mitigation plans and monitor for compliance; conduct as-built and compliance inspections; respond to citizen inquiries and complaints; review water management plans, phosphate mining and stormwater plans and projects; averaging 340 mitigation inspections per inspector per year.
5. Environmental Resources Management -- Monitor water and sediment quality and benthic organisms in the County's public waterways. Prepare reports summarizing monitoring results, documenting environmental conditions and trends and providing natural resource and watershed management recommendations for the EPC Board. Coordinate and provide technical support for the agency-wide GIS program. Manage the Pollution Recovery Fund, Gardiner Settlement Trust Fund and Artificial Reefs programs. Monitor and review proposed water management plans and rules, and evaluate cumulative environmental impacts of water supply development projects. Respond to citizen complaints and enquiries involving surface water quality issues. Monitor 100% of water quality and benthic monitoring stations per year.
6. Increase ambient air quality in the County to meet the Federal Clean Air Standards by FY 08. (Strategic Plan Goal 7, Objective G.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Air Management	1				
<i>Workload/Demand</i>					
# of permits issued		238	202	235	240
# of compliance inspections conducted per year		1,900	1,969	2,025	2,040
<i>Efficiency</i>					
# of inspections per inspector per year		230	231	238	240
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		95.0%	95.0%	95.0%	95.0%
% of facilities found to be in compliance within one year of initial inspection		99.0%	99.0%	99.0%	99.0%
Water Management	2				
<i>Workload/Demand</i>					
# of permits issued		655	660	680	701
# of compliance inspections conducted per year		1,514*	1,487**	1,400	1,400
<i>Efficiency</i>					
# of inspections per inspector per year		288	289	294	295
<i>Effectiveness</i>					
% of facilities initially found to be in compliance		90.0%	91.0%	95.0%	95.0%
% of facilities found to be in compliance within one year of initial inspection		91.0%	94.0%	95.0%	98.0%

*Spike in inspections due to response to Hurricanes Frances and Jeanne (FTE's increased from 4.75 to 5.25 to handle additional workload.)

**Spike resulted in continued attention given to Mosaic Fertilizer.

Continued in "Supplemental Information"

ENVIRONMENTAL PROTECTION COMMISSION

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$11,486,632	\$12,329,066	\$13,475,112	\$14,440,200
Operating Expenditure/Expense	2,075,801	1,904,610	1,758,182	1,685,476
Capital Equipment	307,159	356,214	258,789	212,634
Grants & Aids	324,950	29,697	0	0
Other Uses	0	589	0	0
Total	\$14,194,542	\$14,620,176	\$15,492,083	\$16,338,310

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$7,538,886	\$8,374,088	\$9,965,739	\$10,620,119
Countywide Special Purpose Revenue Fund	2,348,828	1,845,095	1,097,272	1,150,978
Unincorporated Area Special Purpose Fund	116,994	124,419	148,794	157,348
Intergovernmental Grants	4,189,834	4,276,574	4,280,278	4,409,865
Total	\$14,194,542	\$14,620,176	\$15,492,083	\$16,338,310

Funded Positions	169	171	175	176
Funded FTE Positions	169.00	171.00	175.00	176.00

The FY 04 adopted budget included the realignment of an Environmental Specialist II from the Air Section 105-EPA/County grant program to the General Fund to continue the noise program in Hillsborough County. Additional funding was included for three positions: a Software Specialist to coordinate the EPC's GIS operations; an Environmental Scientist; and a Secretary to support the Wetland Division's operations. The Local Air Pollution Control Tag Fee program included a reduction of one Environmental Specialist II in FY 04 due to funding limitations. There is a net reduction of three positions.

The FY 05 adopted budget added one Professional Geologist to develop and implement an Old Landfill Investigation Program. This program allows for the detailed environmental investigations of 162 known historic solid waste disposal sites that exist throughout Hillsborough County. Two positions were deleted due to reductions in grant funding, but three temporary positions that conduct benthic and water quality monitoring elements of the Hillsborough Independent Monitoring Program were converted to limited duration positions. Funding was also included for a Document Management System to improve the EPC's record handling and customer service. During FY 05, a limited duration position was added for the Smart Driver Program grant. This position was not included in the FY 06 budget, but may be utilized through the duration of the grant from FY 05 through FY 08 depending on availability of funds.

The FY 06 adopted budget added three positions and associated operating costs for wetlands assessment review. These positions were needed to maintain an acceptable turnaround time for issuing permits. Another position was added to help with mitigation compliance and erosion control inspections. Another new position was added to implement the small quantity generator program to assist auto salvage yards with pollution prevention. Funding for all of the Tampa Bay Water Team related positions was transferred to other funding sources, with the cost of 5.7 FTE's to be reimbursed by the Water & Wastewater Utility Enterprise Fund. A position in the County Clean Air Program grant was eliminated due to insufficient grant funding. Funding for overtime in the amount of \$10,000 was added to allow for after-hours response and investigation of open burning and noise complaints. In addition, funding for the placement of seven senior managers of the EPC in the Florida Retirement System's Senior Management Class was added. During FY 06, two Environmental Scientist I positions were added for additional water quality sampling requested by the Public Works Department, Stormwater Management section. This is to insure compliance with the new federal mandate by the Federal Department of Environmental Protection and the Environmental Protection Agency adoption of the Total Maximum Daily Load (TMDL) regulations. Also during FY 06, one-time air program improvements were funded from the Local Air Pollution Control Tag Fee reserves, including three temporary positions that extend through FY 07.

The FY 07 recommended budget deletes an Accounting Manager position (\$116,758) as part of a 3% efficiency proposal. A position in the petroleum clean-up grant is eliminated due to insufficient grant funding.

LAW LIBRARY BOARD

MISSION:

Collect, maintain, and make available legal research materials in print and electronic format not generally obtainable elsewhere in the County for use by the bench, Bar, students, and the general public.

KEY OBJECTIVES:

1. Provide access to legal research materials.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Provide Access to Legal Research Materials	1				
<i>Workload/Demand</i>					
# of volumes		41,500	42,086	42,500	43,000
# of daily patrons		150	160	163	170
computers to provide access to electronic research		0	1	1	2
self-generated revenues (in dollars)		n/a	\$21,140	\$32,200	\$35,400
<i>Efficiency</i>					
ratio of # of volumes to patrons		277	263	261	253
ratio of # of patrons per day to staff (per day)		37.5	40.0	40.8	42.5
<i>Effectiveness</i>					
patron satisfaction of materials and staff helpfulness		89.6%	98.4%	96.5%	97.5%

LAW LIBRARY BOARD

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$240,165	\$257,731	\$276,277	\$286,248
Operating Expenditure/Expense	181,732	37,228	50,222	45,898
Capital Equipment	99,424	118,695	172,889	156,453
Total	\$521,321	\$413,654	\$499,388	\$488,599

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Blended Component Units Fund	\$521,321	\$413,654	\$499,388	\$488,599
Total	\$521,321	\$413,654	\$499,388	\$488,599

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

The Law Library receives funding from the County Blended Component Units Fund. Through FY 04, this fund contained funding from the Countywide General Fund and was further supported by revenues generated from attorney occupational license fees, court filing fees, library fines, photocopies, and fax sales from the Law Library operations.

The FY 04 adopted budget was funded at the continuation level.

The FY 05 adopted budget reflected funding as restructured under Article V. With the implementation of Article V on July 1, 2004, the County levied court costs of \$65 on anyone who is found guilty in nolo contendere pleas to a felony, misdemeanor or criminal traffic violation. The Law Library received 25% of this revenue at \$425,000. This new revenue, coupled with existing occupational license fees, fully supported the Law Library. However, the funding for rental of office space and associated insurance is included in Non-Departmental Allotments.

The FY 06 adopted and FY 07 planned budgets realigned funding from operating expenditure office supplies and provided increased capital funding for the purchase of books and other publications.

The FY 07 recommended 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, community outreach, and specified telecommunications services;
2. Constituent Services: Direct contact with persons within the private and public sectors in resolving largely state-related issues but frequently including local and federal issues;
3. Legislative Services: Bill research and drafting, bill analyses, current and historical legislative research (including appropriations), management of the local bill and public hearing/workshop processes, identification and tracking of legislation, staffing and management of ad hoc committees, reporting of findings, consultation on development of local bills and communities budget requests and any related matters. Development of Hillsborough Day in Tallahassee, including fundraising, creation and management of the event. This event showcases Hillsborough County to legislative, judicial and executive branches of state government and guests at the Capitol on event day.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
District Office Services	1				
<i>Workload/Demand</i>					
problem resolution		6,116	4,934	5,083	5,234
training manual updates		5	5	5	5
distributed e-mail reports to members and staff ¹		104/4,992	176/9,680	181/9,970	187/10,269
to staff only ²		269/8,608	42/1,638	43/1,687	45/1,738
<i>Efficiency</i>					
problem resolution (internal) per FTE		6,880	2,467	2,542	2,617
# of e-mailed reports sent to members and staff per FTE		187	109	112	116
<i>Effectiveness</i>					
% of information released on the same day as requested		100%	100%	100%	100%
Constituent Services	2				
<i>Workload/Demand</i>					
problem resolution		9,558	6,380	6,571	6,769
distributed e-mail reports (miscellaneous items to constituents)		32/5,965	62/44,950	64/46,229	66/47,687
<i>Efficiency</i>					
problem resolution (external) per FTE		11,015	3,190	3,286	3,385
# of e-mailed reports sent to constituents per FTE		31	31	32	33
<i>Effectiveness</i>					
% of information released within 24 hours		99.0%	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		2/30/750	9/30/1,500	9/30/1,500	9/30/1,500
distributed e-mail reports					
appropriation reports to constituents		14/7,616	14/10,150	14/10,455	15//10,768
local bill status reports to constituents		10/5,280	12/8,700	12/8,961	13/9,230
legislative priority reports to constituents		32/5,965	3/2,175	3/2,440	3/2,307
<i>Efficiency</i>					
cost per contact		\$3.61	\$2.54	\$2.47	\$2.55
<i>Effectiveness</i>					
respond timely, within 24 hours		100%	100%	100%	100%

LEGISLATIVE DELEGATION

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$180,400	\$211,401	\$205,043	\$212,682
Operating Expenditure/Expense	17,169	17,781	24,880	25,164
Total	\$197,569	\$229,182	\$229,923	\$237,846

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$197,569	\$229,182	\$229,923	\$237,846
Total	\$197,569	\$229,182	\$229,923	\$237,846

Funded Positions	2	2	2	2
Funded FTE Positions	2.00	2.00	2.00	2.00

The FY 04 adopted budget reflected continuation level funding with a reduction of \$5,300 in operating expenses representing implemented operating efficiencies.

The FY 05 adopted budget represented continuation level funding.

The FY 06 adopted budget represented continuation level funding.

The FY 07 recommended 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. Develop and amend as needed the Long-Range Transportation Plan (LRTP) for Hillsborough County. The plan shall have a 20-year planning horizon and be updated every five years. Identify present and future needs for improvement in the transportation network. Estimate the costs of meeting such needs and the reasonably available revenues. Prioritize the needed projects and identify those affordable in the long range. Support more than 100 meetings of the MPO Board and its Technical, Citizens, Policy, Livable Roadways, Intelligent Transportation System, Bicycle/Pedestrian Advisory Committees to set priorities for long range transportation plans. Conduct state and federally mandated regional coordination, including participating in regional teams and assisting to develop regional plans and studies. Support the West Central Florida MPO Chairs' Coordinating Committee (CCC) and Joint Citizens Advisory Committee. Annually update the Unified Planning Work Program (UPWP) documenting federally-funded transportation planning in Hillsborough County.
2. Monitor transportation systems to maintain current data for transportation planning and annually update the program of committed projects. Evaluate the performance and impacts of the transportation system, comprising major roads, sidewalks, bicycle facilities, and public transit services including share-a-van and trip reduction. Annually evaluate candidate improvement projects for federal funding and update the required Transportation Improvement Program (TIP). Forecast population and other socioeconomic data for each of more than 700 traffic analysis zones, and periodically validate the accuracy of the Tampa Bay Regional Travel Demand Forecasting Computer Model to estimate future congestion levels on each road segment. Maintain the MPO's technical capacity and federal and state certifications of the MPO.
3. Provide technical assistance, coordination, and participation in metropolitan planning to local jurisdictions. Prepare a variety of technical studies and community-supported plans to meet federal and state requirements and local requests. Examples include plans and studies for congestion management, intelligent transportation systems, public transportation, non-motorized transportation, transportation disadvantaged services, and corridor-specific needs. Respond to informational inquiries, provide technical assistance to the local jurisdictions and transportation authorities, and advise on local plans and studies as needed or requested. Provide presentations, displays, and informational materials to community stakeholders and local citizens. Record comments, analyze and respond to input.
4. Conduct required planning for the transportation disadvantaged in conformance with Chapter 427 F.S. Monitor and evaluate the quality and quantity of trips provided by the Community Transportation Coordinator to county residents who do not have means to transport themselves too life-sustaining activities. Forecast local needs for such services and annually update the Transportation Disadvantaged Service Plan. Provide a public process for addressing customer grievances. Support meetings of the Transportation Disadvantaged Coordinating Board and its advisory committees.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Conduct Long-Range Transportation Planning Activities Required to Maintain Funding Eligibility	1				
<i>Workload/Demand</i>					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		2	3	2	2
# of regional plans and studies completed under CCC auspices		1	3	2	2
# of public meetings of MPO & Committees		108	114	108	108
<i>Effectiveness</i>					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes	yes	yes
<i>Efficiency</i>					
FTE positions to prepare for and conduct MPO & Committee public meetings ¹		2.01	2.20	2.20	2.20
avg. staff time per public meeting (in hours)		33	34	34	34
FTE positions per completed update of UPWP ¹		.69	.65	.65	.65

¹Reflects hours recorded in Activity Tracking System (ACTS) at 1 FTE=200 working days/year=1,760 working hours/year.

Continued in "Supplemental Information"

METROPOLITAN PLANNING ORGANIZATION

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$1,589,508	\$1,688,208	\$1,098,992	\$1,098,292
Capital Equipment	9,911	12,800	9,300	10,000
Total	\$1,599,419	\$1,701,008	\$1,108,292	\$1,108,292

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Intergovernmental Grants	\$1,599,419	\$1,701,008	\$1,108,292	\$1,108,292
Total	\$1,599,419	\$1,701,008	\$1,108,292	\$1,108,292

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Funding for the Metropolitan Planning Organization is based on the receipt of various state and federal grants. Funding is anticipated from the FHWA Section 112 PL Fund Grant; FTA Section 5303 Grant and the Transportation Disadvantaged Planning Grant. In FY 04, there was an overall dollar match of \$26,463 for \$2,025,855 in grant dollars. During FY 04, an additional \$1.01 million was also received from the U. S. Department of Transportation for a two-year period for Long-Range Transportation Update Data Collection.

In FY 05, \$1,044,423 in federal and State grant revenue is anticipated with a total local match requirement of \$26,463.

The FY 06 adopted budget reflected a modest increase in grant revenues and the required local match.

The FY 07 recommended budget reflects continuation level funding.

PLANNING COMMISSION

MISSION:

As the countywide, single local planning agency, conduct comprehensive planning and related activities in partnership with Hillsborough County, Plant City, Tampa, and Temple Terrace, and provide objective analysis of and creative solutions to planning issues in order to enhance the quality of life for present and future residents.

KEY OBJECTIVES:

1. Conduct the Planning Commission-approved comprehensive planning Work Program consistent with Chapter 163, F.S. and Chapter 97-351 Laws of Florida and professional planning standards, processing approximately 110 plan amendments within four jurisdictions and recommending approval of proposed amendments by local government only when the proposal is consistent with the adopted comprehensive plan.
2. Develop community/neighborhood plans in partnership with the BOCC and other local governments including Ruskin, Palm River, Southside Rural Community, and Sun City Center per the approved neighborhood/community planning Work Program and the agreed upon schedule, and provide staff support to the Planning and Growth Management Department on community plans on which they are the lead.
3. Conduct the approved Work Program of the Hillsborough County Metropolitan Planning Organization keeping the urbanized area eligible for federal and state transportation funding, and support the Planning Commission Comprehensive Planning Program by updating Transportation Elements as required and reviewing proposed amendments for transportation impacts.
4. Provide administrative support to all meetings of the Hillsborough River Board and Hillsborough River Technical Advisory Council (TAC), providing minutes of meetings held by the subsequent meeting, and conduct the approved river/environmental Work Program.
5. Function as the single LPA for Hillsborough County, Plant City, Tampa, and Temple Terrace providing timely recommendations to elected/appointed bodies with land development powers, providing public access to planning, meeting at least once per month per Chapter 97-351 Laws of Florida, and conducting meetings, workshops, and public hearings in accordance with adopted bylaws and policies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Countywide Comprehensive Planning & Related Activities	1				
<i>Workload/Demand</i>					
# of plan amendments processed		111	74	110-120	110
<i>Efficiency</i>					
% of plan amendment clients counseled who chose to proceed with proposal against staff advice		0.9%	.07%	0%	0%
<i>Effectiveness</i>					
% of amendments recommended by the Planning Commission for adoption by local government that are consistent with adopted comprehensive plans		100%	100%	100%	100%
Community/Neighborhood Planning & Other Requested Studies	2				
<i>Workload/Demand</i>					
# of community/neighborhood plan meetings held		52	69	50-60	50-60
<i>Efficiency</i>					
# of community/neighborhood plans recommended to local government boards that are not adopted		0	0	0	0
<i>Effectiveness</i>					
% of plan recommendations that are not in conflict with the adopted Hillsborough County comprehensive plan		100%	100%	100%	100%

Continued in "Supplemental Information"

PLANNING COMMISSION

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$4,776,239	\$5,045,848	\$5,458,934	\$5,724,360
Operating Expenditure/Expense	742,680	643,987	657,229	824,590
Capital Equipment	60,288	63,514	62,100	62,100
Total	\$5,579,207	\$5,753,349	\$6,178,263	\$6,611,050

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
County Blended Component Units Fund	\$5,579,207	\$5,753,349	\$6,178,263	\$6,611,050
Total	\$5,579,207	\$5,753,349	\$6,178,263	\$6,611,050

Funded Positions	60	60	60	60
Funded FTE Positions	60.00	60.00	60.00	60.00

The FY 04 adopted budget was funded at continuation levels.

The FY 05 adopted budget was funded at continuation levels.

The FY 06 adopted budget was funded at the continuation level.

The FY 07 recommended budget includes \$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.

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 residential 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 Envirothon, Public Speaking Contest, and Ag-in-the-Classroom and a Poster Contest to educate Hillsborough County students and citizens about soil/water conservation. Provide and receive input at statewide meetings and conferences to stay current on on-site soils issues, water conservation issues, and water quality issues.
3. Provide Hillsborough County and Pinellas County historical aerials (1938, 1948, 1957, 1976, 1991), wetland flood plain and topographical maps for viewing to the public. Soil Surveys of Hillsborough and Pinellas Counties are also available.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Soil and Water Technical and Permitting Services					
<i>Workload/Demand</i>					
# of agriculture assistance		110	6	115	115
# of urban technical assistance		225	206	230	230
# of environmental permitting services		46	48	48	48
# of engineering plans prepared		61	61	61	61
# of tensiometers installed and maintained		65	37	80	80
# of tensiometer site visits		30	9	32	32
<i>Efficiency</i>					
average reduction in irrigation water use		15.0%	5.0%	15.0%	15.0%
average urban technical consumers surveyed		n/a	56.0%	100%	100%
<i>Effectiveness</i>					
% of informed producers using tensiometers		15.0%	20.0%	23.0%	23.0%
% of informed producers using technical and permitting services		35.0%	35.0%	37.0%	37.0%
% of satisfied consumers		n/a	100%	100%	100%
Conservation and Environmental Education					
	2				
<i>Workload/Demand</i>					
# of participants reached		1,400	1,411	1,500	1,500
# of participants at workshops		11	11	200	200
# of educational programs offered		4	4	5	5
<i>Efficiency</i>					
average annual attendance on educational programs		325	280	365	365
average attendance per workshop and/or conference		42	6	20	20
<i>Effectiveness</i>					
% of Hillsborough County students reached		2.0%	2.0%	3.0%	3.0%
Historical Maps and Books					
	3				
<i>Workload/Demand</i>					
# of soil surveys books issued		52	83	83	83
# of customers reviewed aerials		134	167	167	167
<i>Efficiency</i>					
average of soil surveys issued per month		4	7	7	7
average of customers reviewing historical aerials per month		11	14	14	14
<i>Effectiveness</i>					
% of satisfied consumers		n/a	100%	100%	100%

SOIL AND WATER CONSERVATION BOARD

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$211,426	\$222,332	\$241,425	\$250,713
Operating Expenditure/Expense	9,225	10,367	12,117	12,117
Capital Equipment	0	0	1,500	0
Total	\$220,651	\$232,699	\$255,042	\$262,830

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$220,651	\$232,699	\$255,042	\$262,830
Total	\$220,651	\$232,699	\$255,042	\$262,830

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

The FY 04 adopted budget was funded at the continuation level.

The FY 05 adopted budget reflected funding at continuation level.

The FY 06 adopted budget 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 recommended budget is funded at the continuation level.

CAPITAL IMPROVEMENT PROGRAM PROJECTS

MISSION:

Implement the Capital Improvement Program in the most cost efficient, timely manner to provide quality infrastructure to user departments and the residents of Hillsborough County.

KEY OBJECTIVES:

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
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Workload/Demand

Efficiency

Effectiveness

CAPITAL IMPROVEMENT PROGRAM PROJECTS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$2,221,817	\$6,224,084	\$5,205,000	\$650,000
Capital Equipment	1,870,848	3,811,382	9,644,722	11,070,371
Capital Projects	126,792,534	151,488,013	299,890,367	321,400,527
Grants & Aids	4,705,145	6,149,487	8,400,000	0
Other Uses	0	529,286	0	(11,000)
Total	\$135,590,344	\$168,202,252	\$323,140,089	\$333,109,898

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$3,595,516	\$895,053	(\$1,329)	\$0
Unincorporated Area General Fund	241,559	2,630,402	0	0
Countywide Special Purpose Revenue Fund	364,355	607,314	312,250	311,980
Unincorporated Area Special Purpose Fund	13,889,048	8,146,506	5,385,000	7,826,000
Intergovernmental Grants	3,093,280	2,741,526	522,000	992,000
County Transportation Trust Fund	21,322,686	25,854,354	32,578,262	26,459,004
Library Tax District Fund	4,633,339	5,858,317	3,424,000	3,607,000
Infrastructure Surtax Fixed Project Fund	46,873,566	49,242,280	107,275,954	22,708,371
Countywide Capital Projects Fund	0	3,420,896	17,337,329	22,498,000
Unincorp Area Capital Projects Fund	0	3,653,624	7,996,133	4,270,000
Cap Imp Non-Adval Tax Rev Bds Ser 98 Fd	440,967	121,528	0	0
EPC Facility Acquisition/Rehab Fund	443,383	536,503	160,000	0
General Oblig Bonds P & R Program Fund	45,339	1,500	0	0
Enviro Sensitive Lands Tax/Bond Fund	1,988,272	14,017,167	8,046,490	10,479,543
Court Facil Non-Bond Construction Fund	6,400,742	6,401,938	0	0
Court Facil Rev Bonds 99 Construction Fd	3,321,177	0	0	0
Capital Imprv Prog Bonds Series 94/96 Fd	172,640	0	0	0
Cap Impr Commercial Paper Program Fund	1,524,000	0	0	0
Falkenburg Jail Construction Fund	466,581	1,550	0	0
Solid Waste System Enterprise Fund	887,427	5,423,960	53,560,000	62,140,000
Water & Wastewater Utility Enterprise Fd	19,892,295	32,129,728	86,544,000	171,818,000
Capacity Assess Special Assess Bds 2000	5,994,172	6,518,106	0	0
Total	\$135,590,344	\$168,202,252	\$323,140,089	\$333,109,898

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

DEBT SERVICE ACCOUNTS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$2,266,790	\$1,360,646	\$120,174	\$122,667
Debt Service	312,993,015	192,720,393	167,155,506	203,526,754
Grants & Aids	0	17,602,761	0	0
Total	\$315,259,805	\$211,683,800	\$167,275,680	\$203,649,421

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Cap Imp Non-Adval Rev 98 Dbt Svc Fd	\$1,499,300	\$1,498,600	\$1,497,500	\$1,500,000
Fuel Tax Ref Rev Bds Dbt Svc Fd	2,386,221	2,394,043	2,388,134	2,378,340
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	1,325,655	1,323,755	1,334,656	1,331,030
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	5,153,468	5,151,515	5,160,403	5,155,913
Crim Just Cip Ref Rev 93& 03 Dbt Svc Fd	10,002,516	10,003,700	10,003,900	9,998,500
Ct Facil Rev Bds 99&05 Debt Svc Fd	3,648,772	49,509,900	1,079,941	2,540,097
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc	3,502,421	3,503,529	3,497,712	3,495,007
Cap Imprv Non-Adv Ref Rev 96&2006 Bd Fd	5,388,384	5,388,978	5,393,652	5,389,224
CIT Rev Bds 2001 A & B Dbt Svc Fd	4,532,562	4,527,262	4,538,262	4,532,262
CIT Rev Bds 2004 Dbt Svc Fd	0	6,446,811	6,344,769	6,341,007
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd	0	20,576,826	594,648	1,306,850
Enviro Sensitive Lands Tax/Bond Fund	65	2,557	0	0
Cap Impr Commercial Paper Program Fund	104,533,563	43,357,248	79,815,000	111,180,000
2004 Community Investment Tax Rev Bnds	67,358,563	9,401,903	0	0
Solid Waste System Enterprise Fund	70,021,445	12,600,390	12,532,606	12,549,369
Water & Wastewater Utility Enterprise Fd	27,920,825	27,891,618	27,558,929	27,569,437
Cap Impr Commercial Paper Program Fund	5,147,423	5,239,955	2,680,000	5,530,000
Recl Water Spcl Assessment Rev Bds 2000	436,714	440,653	438,645	437,637
Capacity Assess Special Assess Bds 2000	2,401,908	2,424,591	2,416,923	2,414,448
Transportation Assessment Units Fund	0	(34)	0	300
Total	\$315,259,805	\$211,683,800	\$167,275,680	\$203,649,421

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Debt Service Accounts is a collection of data associated with the County's debt service accounts including principal and interest on capital leases.

GOVERNMENTAL AGENCIES

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$88,026	\$95,769	\$72,828	\$80,841
Grants & Aids	76,609,131	76,831,880	85,786,534	90,088,234
Total	\$76,697,157	\$76,927,649	\$85,859,362	\$90,169,075

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$9,121,767	\$12,071,993	\$21,139,288	\$23,678,864
Countywide Special Purpose Revenue Fund	210,000	210,000	242,000	256,000
Unincorporated Area Special Purpose Fund	6,542,530	10,749	11,000	0
Sales Tax Revenue Fund	52,200,610	57,949,082	59,540,424	63,898,623
County Transportation Trust Fund	8,622,250	6,685,825	5,012,923	2,335,588
Infrastructure Surtax Fixed Project Fund	0	0	(86,273)	0
Total	\$76,697,157	\$76,927,649	\$85,859,362	\$90,169,075

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

This department is set up to provide a mechanism for the recording of payments to other governmental agencies that are not attributed to a specific department. Representative costs include redevelopment tax increment funding, community investment tax distribution to the Sports Authority, school board and municipalities, and distribution of the ninth-cent fuel tax to the cities.

The FY 04 adopted budget included additional funding for Hartline circulator service (\$206,000), Saturday service (\$107,000), and weekly service improvements (\$153,000). Funding for the Hartsaver Bus Passes program was increased by \$20,000 due to fare increases. In addition, the Tampa Sports Authority projected an operating deficit, so their allocation was increased by \$581,787.

The FY 05 adopted budget included funding for four new tax increment financing districts: Channelside, Drew Park, East Tampa, and Ybor II. Funding for the cost of juvenile pre-trial incarceration (\$6.7 million), which will be a reimbursement to the Florida Department of Juvenile Justice, was also added. The Youth Sports Development Program funding was moved from NonProfit Organizations because the Tampa Sports Authority will administer the program. Funding for the property taxes on Raymond James Stadium was removed (\$2.7 million) because the County now owns the stadium.

The FY 06 adopted and FY 07 recommended budgets include funding to the Tampa Sports Authority for renovations at Raymond James Stadium. In accordance with the interlocal agreement for the Community Investment Tax, \$2.5 million is allocated in FY 06 and \$750,000 is allocated in FY 07. Funding for the cost of juvenile pre-trial incarceration by \$2.1 million since actual invoices from the Florida Department of Juvenile Justice have been approximately \$700,000 per month and are likely to increase as their cost do. Two one-time FY 06 funding allocations were also made. One of those allocations is \$200,000 for signalization at the Hartline NW Transit Center. The other one-time allocation is \$100,000 for an agreement with our sister county, Hancock, MS. Funding for Youth Sports Development was shifted from the Tampa Sports Authority to the Tampa Bay Sports Commission (a Non-Profit Organization).

A detailed list of appropriations is shown on the following pages.

GOVERNMENTAL AGENCIES

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
GENERAL FUNDS				
Countywide General Fund				
<u>Planning & Growth Management</u>				
Hartsaver Bus Passes	\$104,993	\$117,342	\$120,000	\$145,000
Van Pool Discounts for County Employees	0	4,998	5,000	5,000
<u>Management & Budget</u>				
Plant City Tax Increment Financing	398,238	451,602	601,620	772,264
Temple Terrace Tax Increment Financing	0	0	40,978	127,900
Tampa Tax Increment Financing	3,765,604	6,756,882	8,327,634	10,084,210
Florida Department of Juvenile Justice	0	2,096,917	8,800,000	9,240,000
Florida Division of Forestry	7,972	15,945	8,500	8,500
Heath Department	274,771	346,920	323,728	328,741
National Estuary Program	83,974	83,974	83,974	83,974
School Board Racing Commission	446,500	446,500	446,500	446,500
Sister County Program - Hancock County, MS	0	0	100,000	0
Tampa Bay Regional Planning Council	339,797	347,468	360,433	364,095
Tampa Bay Sports Commission	125,000	175,000	0	0
Tampa Sports Authority (Property Taxes)	2,993,131	328,305	541,076	415,863
Tampa Sports Authority (Operating Deficit)	581,787	900,140	1,379,845	1,656,817
TOTAL GENERAL FUNDS	9,121,767	12,071,993	21,139,288	23,678,864
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Parks, Recreation & Conservation</u>				
Tampa Marine Law Enforcement	210,000	210,000	242,000	242,000
<u>Management & Budget</u>				
School Site Impact Fee Commissions	0	0	0	14,000
	210,000	210,000	242,000	256,000
Unincorporated Area Special Purpose Fund				
<u>Management & Budget</u>				
School Site Impact Fee Commissions	9,680	10,749	11,000	0
School Site Impact Fee Distributions	6,532,850	0	0	0
	6,542,530	10,749	11,000	0
Sales Tax Revenue Fund				
<u>Sports Authority Debt Service</u>				
Sports Authority Sports Facility Sales Tax Bonds	2,003,545	2,004,334	2,005,000	2,005,000
Sports Authority 1997B Bonds	742,931	745,366	750,000	750,000
Sports Authority/Arena 1995 Bonds	1,995,461	1,992,389	1,995,000	1,995,000
Ticket Surcharge/Arena Bonds	1,131,319	605,070	0	0
CIT Distributions/Tampa Sports Authority	9,577,000	9,564,000	9,564,000	9,564,000

GOVERNMENTAL AGENCIES

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
<u>Management & Budget</u>				
Community Investment Tax - TSA Stadium Renovations	0	0	2,500,000	750,000
Community Investment Tax Distributions/City of Tampa	13,100,612	15,560,948	15,061,719	17,579,870
Community Investment Tax Distrib/City of Temple Terrace	912,420	1,072,096	1,026,503	1,186,921
Community Investment Tax Distributions/City of Plant City	1,333,012	1,559,441	1,495,400	1,746,790
Community Investment Tax Distributions/School Board	21,404,310	24,845,438	25,142,802	28,321,042
	52,200,610	57,949,082	59,540,424	63,898,623
County Transportation Trust Fund				
<u>Hartline (Planning & Growth Management)</u>				
Hartline Circulator Service	531,000	549,000	0	0
Hartline Sunday Service	310,000	310,000	0	0
Hartline Saturday Service	282,000	285,000	0	0
Hartline Weekly Service	153,000	158,000	0	0
Hartline Event Traffic Management	30,000	32,000	0	0
Hartline - NW Transit Center Signalization	0	0	200,000	0
Road Network Impact Fee Program	123,062	191,107	237,150	96,811
<u>Planning & Growth Management</u>				
Alternative Transportation Program	23,500	23,500	23,500	23,500
<u>Management & Budget</u>				
Gas Tax Distribution - Tampa	1,776,067	1,884,731	1,826,969	1,898,809
Gas Tax Distribution - Temple Terrace	123,213	129,144	123,884	128,298
Gas Tax Distribution - Plant City	180,311	188,601	180,820	188,170
Tampa-Intermodal Port Signage	329,065	0	0	0
FDOT Advance Causeway Blvd Funding	1,000,000	0	0	0
Citrus Park Community Dev District/97 Bonds	3,761,032	2,934,742	2,420,600	0
	8,622,250	6,685,825	5,012,923	2,335,588
Infrastructure Surtax Fixed Project Fund				
<u>Hartline (Planning & Growth Management)</u>				
Hartline Fleet Allocation Adjustment	0	0	(86,273)	0
TOTAL SPECIAL REVENUE FUNDS	67,575,390	64,855,656	64,720,074	66,490,211
TOTAL GOVERNMENTAL AGENCIES	\$76,697,157	\$76,927,649	\$85,859,362	\$90,169,075

MAJOR MAINTENANCE AND REPAIR

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$8,092,781	\$5,620,561	\$6,763,861	\$9,735,714
Capital Projects	60,438	1,360	(25,000)	0
Total	\$8,153,219	\$5,621,921	\$6,738,861	\$9,735,714

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$4,016,897	\$1,739,368	\$0	\$0
Unincorporated Area General Fund	3,496,131	490,398	0	0
Countywide Special Purpose Revenue Fund	0	1,052,516	4,867,020	5,334,883
Unincorporated Area Special Purpose Fund	0	2,117,635	1,443,329	3,897,999
Library Tax District Fund	640,191	222,004	428,512	502,832
Total	\$8,153,219	\$5,621,921	\$6,738,861	\$9,735,714

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

This non-departmental organization is established to account for the management of the Small Construction Projects Program. This program is used for the repair, renovation, replacement and maintenance (R3M) of Hillsborough County facilities. Projects administered through the R3M Program are designed to ensure health and safety, prevent further damage to facilities, increase efficiency, or support changes in program requirements. These projects will generally be completed within 12 months and will generally cost under \$150,000.

NON-DEPARTMENTAL ALLOTMENTS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Personal Services	\$2,113,819	\$2,143,411	\$5,070,000	\$3,268,000
Operating Expenditure/Expense	82,572,129	87,819,971	101,194,804	124,683,491
Capital Equipment	0	163,705	22,600,000	22,600,000
Capital Outlay	11,300	10,190	0	0
Grants & Aids	4,966,974	4,266,751	7,081,452	9,124,606
Total	\$89,664,222	\$94,404,028	\$135,946,256	\$159,676,097

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$2,937,523	\$3,403,453	\$20,930,219	\$23,488,350
Unincorporated Area General Fund	3,774,151	2,632,809	17,396,670	21,347,020
Countywide Special Purpose Revenue Fund	3,848,785	3,733,665	3,500,000	6,500,000
Unincorporated Area Special Purpose Fund	150,000	150,000	150,000	150,000
County Transportation Trust Fund	0	0	252,836	252,836
County Self Insurance Fund	78,953,763	84,484,101	93,716,531	107,937,891
Total	\$89,664,222	\$94,404,028	\$135,946,256	\$159,676,097

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

This department is set up to provide a mechanism for the recording and payment of those items which are general government costs and are not distributed to specific departments. Representative costs include claim payment accounts in the county self insurance fund, funds for reappropriation of prior year encumbrances, outside legal services, the year-end audit, and funds for economic development programs.

The FY 04 adopted budget included a \$150,000 allocation to USF for a high-technology incubator, a \$100,000 allocation to the Tampa Chamber of Commerce's Committee of 100 to help facilitate its biotechnology and life sciences corporate recruitment efforts, and \$50,000 to fund a partnership with the Port Authority, City of Tampa, and the Chamber of Commerce for a protocol officer. A \$36,000 increase in the federal lobbyist's contract was approved for tasks related to grant solicitation with the stipulation that performance be evaluated after one year. Insurance premiums for Sheriff's Office facilities were moved to the Sheriff's budget and operating costs for the Commission on the Status of Women were added. Funding for a countywide employee development and training program was added as well as flexible spending accounts administrative fees for parking. The FY 05 adopted budget included several adjustments due to Article V implementation. The costs of filing fees and contracting with the State Attorney and Public Defender for local ordinance enforcement were added. The cost of document recording was increased. Courts acquittal costs, certain costs associated with the impound lot, and the Law Library's lease were moved to the Countywide General Fund. The final Article V allocation was a reserve for unexpected Article V costs in the amount of \$1.5 million. Finally, two realignments were made. The allocation for performance audits was moved to the Internal Performance Auditor's budget and the Employee Health Insurance Third Party Administrator costs were reclassified to Administrative Costs from Claims Payments.

The FY 06 adopted budget included allocations to USF for the high-technology incubator in the amounts of \$200,000 for operational support and \$200,000 for equipment. Also included was an allocation of \$89,000 for the Tampa Chamber of Commerce's Committee of 100 to help facilitate its biotechnology and life sciences corporate recruitment efforts. Funding for the Employee Suggestion program was increased by \$50,000 to help increase participation. Funding for the Affordable Housing Program was increased for future recommendations of the Affordable Housing Task Force (\$450,000). An allocation of \$100,000 was provided for the Historic Landmark Resource Program that will help fund the relocation and/or renovation of buildings of historic value. Another allocation of \$100,000 was provided for a Film Closing Fund to provide incentives for television and movie productions in the Tampa area. Funding (\$500,000) for consulting services related to Tampa Bay Water issues was added to the Countywide General Fund and the Tampa Bay Water Issues Fund was closed out. Finally, while many of the Article V implementation issues have been settled, \$200,000 was provided for unexpected costs. The FY 07 recommended budget includes \$6 million set aside for economic development initiatives and \$3 million was set aside for countywide technology systems upgrades and replacement. Funding for recommendations of the Affordable Housing Task Force was increased to \$2,050,000.

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 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
GENERAL FUNDS				
Countywide General Fund				
<u>Debt Management</u>				
Debt Issuance Costs	\$50,687	\$23,723	\$80,000	\$80,000
Bond Counsel	36,548	20,446	40,000	40,000
Financial Advisor	0	6,769	35,000	35,000
<u>Human Resources</u>				
Employee Training & Development	0	32,685	0	0
Employee Suggestion Program	3,700	500	125,000	125,000
Employee Tuition Reimbursement	43,256	47,669	50,000	85,000
Flexible Spending Account Admin Fees	35,711	25,842	65,000	65,000
Health Ins. Subsidy-Disabled (ILOD) Retirees	900	1,890	10,800	10,800
Health Insurance Subsidy-Retired Employees	82,975	99,520	125,000	135,000
<u>Economic Development</u>				
Committee of 100/Bio Technology Project	0	74,013	89,000	89,000
Economic Development Initiatives	0	0	0	3,500,000
Film Closing Fund	0	0	100,000	100,000
General Fund Industry Promotion (QTI)	373,255	309,004	1,200,000	1,200,000
International Protocol Officer Partnership	0	24,638	40,000	40,000
Tampa Bay Partnership	50,000	50,000	50,000	50,000
Tampa Chamber of Commerce	402,401	361,000	361,000	361,000
USF High Tech Incubator	198,021	100,512	200,000	200,000
USF High Tech Incubator - Equipment	0	0	200,000	200,000
USF Office for Technology Entrepreneurship	50,000	92,690	50,000	50,000
<u>Housing & Community Code Enforcement</u>				
Affordable Housing Subsidy	0	100,000	100,000	100,000
<u>Community Liaisons</u>				
JBI Commission for US Dept of Justice Reimb	0	0	34,000	34,000
<u>County Attorney</u>				
Legal Advertising	78,863	101,473	90,000	90,000
Outside Legal/Attorneys	106,294	503,443	541,200	541,200
<u>County Administrator</u>				
Intergovernmental Representation	254,274	128,929	230,750	230,750
Pay & Classification Study	2,975	215,802	0	0
Commission on Status of Women	1,325	3,750	10,000	10,000
Facilitator	37,272	20,353	100,000	100,000
<u>Performance Auditor</u>				
Performance Audits	79,967	0	0	0
<u>Communications</u>				
Cable Advisory Committee	1,840	3,327	4,000	4,000
<u>Water Department</u>				
Capacity Fee Payments - Wimauma	0	0	941,452	384,606
Capacity Fee Payments - Lake Grady	26,500	7,100	0	0
Tampa Bay Water Issues	0	0	500,000	500,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
<u>Real Estate</u>				
Impound Lot Rental	3,600	5,415	5,515	10,000
Law Library Building Lease	0	163,860	226,370	230,620
Non-Ad Valorem Assessments	15,013	12,515	35,000	35,000
<u>Management & Budget</u>				
Article V Costs	0	0	200,000	100,000
Bad Debt Write-off	3,059	5,501	2,000	2,000
Constitutional Officers Salary Increases	0	0	0	20,000
Cost Allocation Plan	0	24,900	30,000	30,000
Courts Acquittal Costs	0	0	5,000	5,000
Grants Locator Service	29,767	32,744	30,000	31,500
Emergency Acquisition of Equipment	598,215	229,031	800,000	800,000
Financial Audit Services	112,664	313,640	400,000	400,000
Impound Lot - Veterinary Svcs & Advertising	0	0	1,200	1,200
Jury Parking	0	0	0	175,000
Management Consultant	33,815	43,124	50,000	150,000
Membership - Florida Assoc. of Counties	96,821	106,637	103,010	107,130
Membership - National Assoc. of Counties	16,870	17,342	17,780	18,315
Membership - National Forum Black Public Admin.	2,025	2,025	2,025	2,025
Membership - Innovations Group	5,250	5,250	5,250	5,250
Membership - Public Technology Inc.	23,500	23,500	0	0
Other Countywide Costs	4,108	13,321	867	954
Prior Year Reappropriations	0	0	12,500,000	12,500,000
Recording Fees	5,453	8,712	24,000	24,000
Tax Deed Sale Expenses	30,142	548	60,000	60,000
Tax Deed Title Searches	0	0	0	60,000
Tax Notice Mailing Costs	0	0	0	70,000
TRIM Mailing Costs	0	0	0	230,000
Unexpected Cost Adjustments	0	0	1,000,000	0
Unemployment Benefits	40,457	40,310	60,000	60,000
	2,937,523	3,403,453	20,930,219	23,488,350
Unincorporated Area General Fund				
<u>Housing & Community Code Enforcement</u>				
Affordable Housing Program Costs	838,073	0	850,000	850,000
<u>Planning & Growth Management</u>				
Impact Fee Waiver - No Fee Zones	2,221,411	2,038,481	2,000,000	2,000,000
Historic Landmark Resource Program	0	0	100,000	100,000
<u>Economic Development</u>				
Unincorporated Area Industry Promotion (QTI)	713,983	328,352	1,150,000	1,150,000
Economic Development Initiatives	0	0	0	2,500,000
<u>Court Administrator</u>				
Hearing Masters - Parking Violations	0	0	10,000	10,000
<u>County Administrator</u>				
Affordable Housing Task Force Programs	0	0	450,000	2,050,000
<u>County Attorney</u>				
Local Ordinance Enforcement - Public Defender	0	33,600	92,000	92,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Local Ordinance Enforcement - State Attorney	0	24,000	24,000	24,000
<u>Real Estate</u>				
Viacom Billboard Lease	434	150,000	11,670	12,020
<u>Human Resources</u>				
Employee Suggestion Program	250	0	125,000	125,000
<u>Management & Budget</u>				
CATV Franchise Renewal Consultant	0	58,376	60,000	0
Constitutional Officers Salary Increases	0	0	0	10,000
Disaster Preparedness	0	0	0	3,000,000
Local Ordinance Enforcement - Filing Fees	0	0	24,000	24,000
Management Consultant	0	0	0	100,000
Emergency Acquisition of Equipment	0	0	800,000	800,000
Unexpected Cost Adjustments	0	0	3,200,000	0
Equipment - Prior Year Reappropriations	0	0	8,500,000	8,500,000
	3,774,151	2,632,809	17,396,670	21,347,020
TOTAL GENERAL FUNDS	6,711,674	6,036,262	38,326,889	44,835,370
 SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Water Resources Team</u>				
Tampa Bay Water Issues	348,785	233,665	0	0
<u>Management & Budget</u>				
Tampa General Hospital	3,500,000	3,500,000	3,500,000	3,500,000
Technology Systems Upgrade & Replacement	0	0	0	3,000,000
	3,848,785	3,733,665	3,500,000	6,500,000
 Phosphate Severance Tax Fund				
<u>Management & Budget</u>				
Physical Oceanographic Real-Time Sys (PORTS)	150,000	150,000	150,000	150,000
 County Transportation Trust Fund				
<u>Management & Budget</u>				
CIP Indirect Administrative Costs	0	0	252,836	252,836
TOTAL SPECIAL REVENUE FUNDS	3,998,785	3,883,665	3,902,836	6,902,836
 COUNTY SELF INSURANCE FUND				
<u>Human Resources</u>				
Workers Compensation Insurance				
Administrative Costs	606,590	583,327	716,311	1,048,811
Claim Payments - W/C Medical	3,295,307	4,079,418	4,637,250	6,169,113
Insurance Purchases	650,476	628,194	787,500	826,875
Wage Loss Benefits	2,073,647	2,102,601	2,760,000	2,928,000
General Liability Insurance				
Claim Payments	2,121,582	2,522,609	3,815,000	3,920,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Insurance Purchases	4,996,614	4,457,578	6,450,000	10,000,000
Administrative Costs	238,238	418,984	255,000	715,000
Employee Group Health Insurance				
Claim Payments	60,585,326	64,577,995	68,227,861	76,082,483
Insurance Purchases	313,101	164,166	1,050,000	1,050,000
Administrative Costs	4,072,882	4,949,229	5,017,609	5,197,609
TOTAL SELF INSURANCE FUND	78,953,763	84,484,101	93,716,531	107,937,891
TOTAL NON-DEPARTMENTAL ALLOTMENTS	\$89,664,222	\$94,404,028	\$135,946,256	\$159,676,097

NONPROFIT ORGANIZATIONS

Appropriations	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Operating Expenditure/Expense	\$933,684	\$801,573	\$874,443	\$874,443
Grants & Aids	19,194,619	24,150,241	22,518,982	23,041,905
Total	\$20,128,303	\$24,951,814	\$23,393,425	\$23,916,348

Budget by Fund	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund	\$7,966,690	\$10,605,353	\$9,572,403	\$9,764,124
Unincorporated Area General Fund	933,684	801,573	874,443	874,443
Countywide Special Purpose Revenue Fund	720,944	1,100,000	1,100,000	1,100,000
Sales Tax Revenue Fund	9,771,238	11,812,637	11,106,388	11,437,590
Intergovernmental Grants	735,747	632,251	740,191	740,191
Total	\$20,128,303	\$24,951,814	\$23,393,425	\$23,916,348

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Included in this budget is funding for social services competitive organizations, social services non-competitive organizations, cultural services competitive organizations, and cultural services non-competitive organizations. This funding is awarded to non-profit groups on a biennial basis for community functions not covered by departments of county government.

The FY 04 adopted budget represents continuation level funding for non-competitive organizations. Most competitive organizations received continuation level funding or increases ranging from 5% to 10% , depending on average score and requested funding. The Tampa Bay Sports Commission was awarded \$100,000 in FY 04. One-time funding was allocated to the Florida Aquarium (\$175,000) for a barge to transport seawater and MOSI (\$300,000) for operational support. The Black Heritage Festival received additional funding (\$10,000) contingent on not receiving funding from the Arts Council. Tourist Development Tax allocations were made at FY 02 levels due to slow growth in the tourism market.

The FY 05 adopted budget included one-time allocations to the Florida Aquarium (\$150,000) and the Lowry Park Zoo (\$375,000) for capital improvements. Another one-time allocation was added (\$422,837) for costs associated with the restoration of Centro Espanol de West Tampa that have not been paid for by the Urban League. The County will validate construction costs of the restoration project and pay the contractors directly. Finally, funding to the Arts Council was increased to provide 401(a) retirement benefits to its employees.

The FY 06 adopted and FY 07 recommended budgets reflect an 9.9% increase in general fund allocations (excluding the one-time FY 05 allocations noted above). Most competitive organizations received continuation level funding or increases ranging from 5% to 10 % , depending on average score and requested funding. In addition, several "new" agencies received funding, including COACH Foundation, Francis House, Greater Palm River Point, MacDonald Training Center, Public Guardian (Aging Solutions), American Victory Ship, Trinity Cafe, YO Program, and St. John Presbyterian Learning Center. Youth Sports Development funding was moved from the Tampa Sports Authority (a Governmental Agency) to the Tampa Bay Sports Commission. Overall Tourist Development Tax allocations were increased by 12%, due to growth in the tourism market in the last few years. Since Community Development Block Grant funds are projected to be lower than in FY 05, most agencies were funded at continuation or lower depending on average score.

Details by agency are shown in the following pages.

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
GENERAL FUND				
Countywide General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Arts Council	\$1,302,801	\$1,217,930	\$1,470,417	\$1,585,417
Bay Area Legal Services	142,800	310,668	0	0
Catholic Charities - Choose Life Distribution	48,402	50,195	55,000	58,000
County Historical Advisory Board	0	0	5,000	5,000
Crisis Center/Transportation/Nurse Examiner	1,670,779	1,417,130	1,847,151	1,909,662
Lowry Park Zoo	125,000	500,000	500,000	500,000
Museum of Science and Industry	575,000	2,776,695	600,000	600,000
National Conference for Community Justice	10,000	5,000	11,000	11,000
Sickle Cell Association	43,627	37,521	46,237	46,237
Tampa Bay History Center	383,654	323,077	350,000	350,000
Tampa Bay Sports Commission	0	0	200,000	200,000
Tampa/Hillsborough Community Relations	0	14,744	14,744	14,744
Tampa/Hillsborough County Youth Council	2,910	0	3,750	3,750
Tampa-Hillsborough Urban League	95,902	79,716	97,512	97,512
<u>Competitive</u>				
A Brighter Community	26,446	16,086	23,158	23,158
Aging Solutions (Public Guardian)	0	0	51,340	52,550
Alpha, Inc.	55,198	51,500	54,075	54,075
Bolesta	35,001	31,668	33,251	33,251
Boys and Girls Clubs	128,860	144,390	148,838	148,838
CDC of Tampa	34,500	65,500	47,250	47,250
Centre for Women	82,995	77,000	80,850	80,850
Centro Espanol de West Tampa	0	421,090	0	0
Child Abuse Council, Inc.	73,612	61,116	78,100	78,100
Children's Home Society	6,287	5,413	15,000	15,000
Children's Home, Inc.	137,199	116,848	140,281	140,281
COACH Foundation	0	4,676	40,000	50,000
Computer Mentors Group	13,805	16,195	21,375	21,375
Crisis Center - Eldernet	27,605	25,725	27,011	27,011
Epilepsy Services of West Central Florida	26,069	23,173	25,000	25,000
Francis House	0	0	20,000	20,000
Greater Palm River Point	0	0	20,000	20,000
Gulf Ridge Boy Scouts	28,200	0	26,649	26,649
Hispanic Needs and Services Council	72,147	58,696	64,350	64,350
Life Enrichment Center	17,600	17,430	25,000	25,000
MacDonald Training Center	0	0	20,000	20,000
Mary & Martha House	25,000	19,208	26,250	26,250
Mental Health Care, Inc.	0	73,181	120,000	120,000
Quantum Leap Farm	25,924	27,454	28,827	28,827
Redland Christian Migrants	0	0	112,180	112,180
Self Reliance	26,000	26,000	27,300	27,300
Seniors in Service	0	0	10,000	10,000
St. John Presbyterian Learning Center	0	0	20,000	20,000

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Tampa Bay Academy of Hope	49,589	60,411	63,000	63,000
Tampa Lighthouse for the Blind	35,700	35,700	37,485	37,485
Tampa Metro Area YMCA	34,763	29,375	30,844	30,844
Tampa United Methodist Center	37,948	32,335	35,000	35,000
The Spring of Tampa Bay	120,578	114,607	106,050	106,050
United Cerebral Palsy	23,819	20,612	21,084	21,084
<u>Community Liaisons</u>				
Agency for Community Treatment Services	583,096	597,615	627,496	627,496
DACCO	905,248	905,248	950,510	950,510
Goodwill Industries	446,642	411,349	468,978	468,978
Tampa Crossroads	99,226	109,276	129,560	129,560
<u>Health & Social Services</u>				
Health Department	65,475	0	0	0
The Victory Ship	0	0	20,000	20,000
Trinity Café	0	0	100,000	100,000
Veteran's Council of Hillsborough County	6,950	7,000	7,000	7,000
<u>Economic Development</u>				
Boys and Girls Clubs Summer Program	72,739	76,863	75,000	75,000
CDC of Tampa - YO Program	0	0	200,000	200,000
Economic Development External Organizations	0	0	20,000	20,000
Florida Aquarium	150,000	150,000	0	0
Hispanic Business Initiative Fund	48,500	29,937	48,500	48,500
Tampa Bay Black Heritage Festival	10,000	10,000	25,000	25,000
US-Africa Free Enterprise Education	33,094	0	100,000	100,000
	7,966,690	10,605,353	9,572,403	9,764,124
Unincorporated Area General Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Tampa Bay Cable Network	414,684	325,823	355,443	355,443
Tampa Educational Cable Consortium	519,000	475,750	519,000	519,000
	933,684	801,573	874,443	874,443
TOTAL GENERAL FUND	8,900,374	11,406,926	10,446,846	10,638,567
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
<u>Management & Budget</u>				
<u>Non-Competitive</u>				
Bay Area Legal Services	720,944	1,100,000	1,100,000	1,100,000
	720,944	1,100,000	1,100,000	1,100,000
Sales Tax Revenue Fund				
<u>Economic Development</u>				
<u>3% Tourist Development Tax</u>				
Tampa Bay CVB	5,669,293	5,915,916	6,884,000	7,179,000
Tampa Convention Center	1,713,000	1,916,000	2,166,000	2,166,000
Tampa Bay Performing Arts Center	370,000	550,000	550,000	550,000
Plant City Stadium	400,000	400,000	400,000	400,000
Plant City Chamber of Commerce	45,000	60,000	80,000	80,000

NONPROFIT ORGANIZATIONS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Southshore Alliance	11,661	58,339	0	0
Apollo Beach Chamber of Commerce	0	0	20,000	20,000
Ruskin Chamber of Commerce	0	0	20,000	20,000
Ybor City Chamber of Commerce	75,000	100,000	100,000	100,000
Lowry Park Zoo	96,666	100,000	125,000	125,000
Museum of Science and Industry	96,667	100,000	125,000	125,000
Florida Aquarium	96,667	100,000	125,000	125,000
Outback Bowl Association	150,000	200,000	0	0
Outback Pro-Am	0	25,000	25,000	25,000
Tampa Bay Sports Commission	165,210	224,790	250,000	250,000
Arts Council	15,000	20,000	20,000	20,000
Tampa History Center	10,000	15,000	15,000	15,000
Tampa Bay Black Heritage Festival	15,000	15,000	20,000	20,000
Downtown Attractions	0	0	20,000	25,000
County Arts & Cultural Co-op	0	0	50,000	50,000
Tampa's Historic Streetcar, Inc.	0	0	5,000	5,000
Tampa Bay CVB - Overage Payment	817,074	2,012,592	106,388	137,590
<u>4th Cent Tourist Development Tax</u>				
Tampa Bay CVB	25,000	0	0	0
	9,771,238	11,812,637	11,106,388	11,437,590
Intergovernmental Grants Fund				
<u>Management & Budget</u>				
<u>CDBG Human Services Programs</u>				
Bay Area Legal Services	35,000	35,000	35,000	35,000
Big Brothers Big Sisters	42,837	43,696	42,673	42,673
Boys and Girls Club	25,000	24,417	25,000	25,000
C. E. Mendez Foundation	31,018	33,155	0	0
Catholic Charities - Reach	80,000	60,222	80,000	80,000
Children's Home Society	165,431	90,953	150,000	150,000
Computer Mentors Group	0	0	28,160	28,160
Florida Institute for Community Studies	0	3,180	0	0
Gulf Coast Jewish Families	0	0	30,000	30,000
HARC - Alzheimer Care Staff	85,000	78,068	85,000	85,000
Helping Hand Nursery	1,966	0	0	0
Hispanic Services Council	23,800	23,800	23,800	23,800
Infants & Young Children	465	0	0	0
Mary & Martha House	30,800	26,121	32,340	32,340
Nova SE University	31,358	33,232	32,295	32,295
Redland Christian Migrants	63,936	60,000	60,000	60,000
Seniors in Service	21,971	24,732	22,243	22,243
Tampa Metro Area YMCA	29,772	25,000	25,000	25,000
The Spring of Tampa Bay	43,835	38,147	40,000	40,000
United Cerebral Palsy	23,558	32,528	28,680	28,680
	735,747	632,251	740,191	740,191
TOTAL SPECIAL REVENUE FUNDS	11,227,929	13,544,888	12,946,579	13,277,781
TOTAL NONPROFIT ORGANIZATIONS	\$20,128,303	\$24,951,814	\$23,393,425	\$23,916,348

RESERVES AND REFUNDS

The following table presents a four-year comparison of reserves and refunds. Unlike most four-year schedules in the various documents that comprise the Annual Budget, this table presents adopted budgets for each year. No actuals are presented. Under governmental accounting, reserves are not expended. Instead, when funds are needed, the budget is amended to reduce the budget for a particular reserve and appropriate more funds in the expenditure category where they are needed. That means there are never actual expenditures of reserves.

Reserves are lump sum dollars set aside in a budget for unanticipated needs. These moneys are not distributed or allocated to operating budgets because specific requirements are not known at the time of budget adoption, or because bond documents require their establishment.

Florida Statutes Chapter 129.01(2)(c) and (d) provides for the following reserves:

1. A reserve for contingencies may be provided in a sum not to exceed ten percent of the total of the budget.
2. A reserve for cash balance to be carried forward may be provided for the purpose of paying expenses from October 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available.
3. An appropriation for "outstanding indebtedness" shall be made to provide for the payment of vouchers which have been incurred in and charged against the budget for the current year, but which are expected to be unpaid at the beginning of the ensuing year for which the budget is being prepared.

General contingency reserves may be allocated to fund any lawful need as long as funding source guidelines are met. Specific use reserves are restricted to an individual purpose or program within the funding source. Once it has been determined that the specific need has been satisfied or is no longer necessary, the balance in these types of reserves may be reprogrammed into a general contingency account with the approval of the Board of County Commissioners through the budget amendment process. The reserve for cash balance carry-forward, however, may not be reprogrammed during the year.

Refunds are also included in this component of the budget, and may be expended. However, refunds constitute a small proportion of the budget. They usually include the refund of revenues collected in a prior fiscal year for which accounting records have been closed.

The organization of these reserves and refunds is by fund, so that it is generally clear what the funding source is for each reserve. Many of these reserves are funded from restricted revenues, such as the State Indigent Health Care Sales Tax or proceeds from bond issues or other special financings.

All capital project and grant subfunds are budgeted on an "all-years" basis. As such, each year's budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of reserves, as shown on this schedule, will only reflect the annual increase or decrease in the specific reserve, not the reserve balance.

For more information on any of these reserves or refunds, please contact the Management and Budget Department at (813) 272-5890.

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
GENERAL FUND				
Countywide General Fund				
Refund Prior Year Revenue	\$50,000	\$450,000	\$450,000	\$450,000
Reserve for Contingency (Policy 03.02.05.00)	3,908,974	5,097,956	14,671,665	9,881,290
Reserve Unrealized Fund Balance	5,000,000	7,800,000	8,000,000	7,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	16,241,879	17,529,441	19,076,469	20,601,764
Reserve Investment Fair Market Value Adj.	708,313	0	0	0
Reserve for Indigent Health Care Costs	7,500,000	2,050,000	0	0
Reserve for Aging Services Revenue Stabilization	550,000	0	0	0
Other Designated Reserves				
Reserve for Grant Match	1,050,000	1,100,000	1,000,000	1,000,000
Reserve for Attrition (Policy 03.02.02.25)	392,673	380,382	515,791	552,162
Reserve for Unreimbursed Disaster Expenses	0	0	3,000,000	3,000,000
Other Designated Reserves	0	529,516	0	0
Reserve for Article V	3,872,485	0	0	0
Adjustment to Reserve for Capital Projects	1,500,000	(1,468,421)	1,329	0
Adjustment to Reserve for Major Maintenance & Repair	1,270,000	0	0	0
	42,044,324	33,468,874	46,715,254	42,485,216
Unincorporated Area General Fund				
Refund Prior Year Revenue	25,000	225,000	225,000	225,000
Reserve for Contingency (Policy 03.02.05.00)	3,410,000	4,110,000	11,824,499	10,604,555
Reserve Unrealized Fund Balance	3,000,000	4,000,000	5,000,000	5,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	8,949,693	10,435,699	11,474,481	12,266,802
Reserve Investment Fair Market Value Adj.	230,668	0	0	0
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	483,317	501,815	1,725,141	2,032,277
Reserve for Unreimbursed Disaster Expenses	0	0	930,233	5,930,233
Reserve for Canal Advisory Task Force Recommendations	0	0	0	0
Other Designated Reserves	2,195,454	0	0	0
Reserve For Communication Services Tax/Fire Rescue	3,830,942	0	0	0
Reserve for Capital Projects - Fire Station Construction	0	0	0	0
Adjustment to Reserve for Future Capital Outlay	0	0	(50,000)	0
Adjustment to Reserve for Major Maintenance & Repair	3,683,388	0	0	0
	25,808,462	19,272,514	31,129,354	36,058,867
TOTAL GENERAL FUND	67,852,786	52,741,388	77,844,608	78,544,083

SPECIAL REVENUE FUNDS

(COUNTYWIDE & UNINCORPORATED)

Countywide Special Purpose Revenue Fund

Adjustment to Public Art Program--Countywide Ord. 89-32	10,000	10,500	159,490	167,067
School Sites Impact Fees	0	0	0	9,422,671
Criminal Justice Education/Training FS 943.14	718,310	918,548	1,353,606	2,408,693
Criminal Justice Training R95-077	125,712	234,331	474,276	562,580
County Boat Registration Fee Fund Ord. 90-13	677,994	594,760	487,603	428,103
Adjustment to Detention Deputy Recruitment/Retention Fund	280,000	149,500	0	0

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Teen Court Contingency Fund FS 938.17-19	446,690	96,177	28,356	24,147
Federal USMS/Dept of Justice Asset Forfeiture Fd.	1,338,217	1,732,762	1,916,967	2,180,115
County Fine and Forfeiture FS 142.01				
Reserve for Article V	2,694,541	0	0	0
Alcohol & Drug Abuse Contingency FS 939.017	84,809	19,159	93,414	48,114
Drug Abuse Alternative Source Fund R91-0223	108,249	63,258	199,355	182,671
800Mhz Radio Communication System Fund	1,049,398	1,136,893	1,427,594	2,371,180
Florida Contraband Forfeiture Fund FS 932.703/704	1,696,379	1,480,103	1,313,320	1,881,756
Local Government Criminal Justice Trust Fund FS27.3455				
Reserve for Article V	488,289	0	0	0
Legal Aid Program Service Fees Ord. 89-20	81,985	0	0	0
Drug Abuse Trust Fund FS938.21/Ord. 97-16	221,299	268,299	278,134	276,534
Federal Treasury Asset Forfeiture Fund	114,959	126,722	140,500	161,139
Court Facilities Fund Ord. 87-23	1,725,822	1,173,581	439,914	448,369
Mediation/Arbitration Trust Fund Contingency	491,527	827,323	66,660	11,387
Reserve for Article V	235,873	0	0	0
County Civil Mediation Trust Fund	7,250	135,659	9,720	5,727
Reserve for Article V	114,608	0	0	0
Family Mediation Trust Fund	131,700	73,312	16,539	16,869
Civil Traffic Hearing Officer Trust Fund AO 92-11	1,217,944	523,094	43,450	8,948
Reserve for Article V	99,766	0	0	0
Marriage Dissolution--General Master Trust Fund	67,509	204,460	13,150	13,410
Reserve for Article V	218,690	0	0	0
Court Technology Trust Fund Ord. 93-02	229,151	90,316	143,600	146,475
Probate/Guardianship/Trust Fund Contingency	59,201	49,802	4,435	4,520
Reserve for Article V	39,202	0	0	0
Special Master--Animal Control Fee Fund	15,750	12,562	15,795	18,295
Circuit Court Mediation Administrative Fee Fund	30,200	74,832	1,520	1,550
Reserve for Article V	26,700	0	0	0
Special Master--Water Use Restriction Fee Fund	27,200	57,008	44,790	51,490
Family Administrative Fee Fund AO 94-178	132,200	183,477	2,850	6,070
Reserve for Article V	28,451	0	0	0
Child Custody Investigation Fees AO 181	112,077	302,865	2,700	2,750
Reserve for Article V	18,825	0	0	0
Courthouse Annex Tower Contingency	2,850,464	0	0	0
County (Court Ordered) Mediation AO 99-06	59,800	59,469	2,370	45,270
Reserve for Article V	10,000	0	0	0
Children's Advocacy Center Fund AO 99-081	15,117	17,257	17,640	20,996
Public Guardian Trust Fund Ord. 99-24	29,100	26,221	0	0
Reserve for Article V	6,250	0	0	0
Drug Court Program Administration Fund FS 796.07(6)	0	0	70,532	118,937
Teen Court/Juvenile Diversion Fund (Ord 04-33; FS 939.185)	0	12,919	1,662	0
Traffic Surcharge Trust Fund (Ord 04-26; FS 318.18)	0	2,626,152	3,119,395	3,610,038
Crime Prevention/Safe Neighborhoods (FS 775.083)	0	610,000	871,334	1,892,882
Child Support Incentives Fund - SS Act Title IV-D	0	0	22,000	22,000
Emergency Management Fac Plans Review Fund	22,372	25,698	27,739	30,889

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Local Air Pollution Control Tag Fee FS 320.03	438,322	374,360	429,253	165,058
Gardinier Settlement DEP/EPC Fund	1,209,207	843,234	476,094	486,094
Pollution Recovery Fund LF 84-446	1,627,583	2,217,954	1,140,276	1,284,786
State Revenue Sharing--Revenue Stabilization Res.	12,606,051	3,193,395	6,562,548	3,999,633
911 Emergency Telephone Sys. - Land Line Ord. 86-14/87-25	4,921,781	6,884,201	5,004,110	4,763,923
911 Emergency Telephone Sys. - Wireless FS 365.1743	0	0	579,027	1,738,720
Fla Boating Improvement Fund FS 328.72 (15)	0	0	2,750	3,020
Museums/Cecile Wagnon Will Fund	82,061	85,561	83,159	85,659
Data Management Services Fund	1,559,659	0	0	0
Tampa Bay Water Issues Additional Support	24,906	107,729	0	0
Animal Ctrl Spay/Neuter Incentive Payment Prog	435,031	483,178	527,534	588,735
Animal Services Contributions Fund	6,300	14,119	4,022	17,487
	41,070,481	28,120,750	27,619,183	39,724,757
Unincorporated Area Special Purpose Fund				
Adjustment to Public Art Program	1,500	1,575	30,200	0
<u>Parks Impact Fees</u>				
Adjustment to Future Capital Outlay	2,057,990	(1,774,935)	600,175	(1,015,630)
<u>Fire Service Impact Fee (all zones)</u>				
Adjustment to Future Capital Outlay	181,750	390,725	683,770	353,480
School Sites Impact Fees	7,410,791	3,545,502	6,289,127	7,090
Capital Program Administration (Impact Fees)	45,459	162,348	178,883	380
Adjustment to Environmental Restoration Oper/Proj Fd.Ord. 92-05	251,000	153,500	200,000	350,000
Adjustment to Local Habitat Mitigation Bank Fund	30,000	31,500	25,000	25,000
Building Services Division Fund	6,272,905	5,258,617	7,222,062	4,704,790
Land Excavation Operation/Inspection 8.01.03 LDC	11,426	10,978	30,360	0
Water Conservation Trust Fund Ord. 91-27	659,908	758,250	551,240	523,602
Phosphate Severance Tax Fund FS 211.31	5,204,402	1,742,360	1,907,251	1,375,591
Adjustment to Stormwater Management Fund	240,138	(124,858)	50,227	29,898
Sun City Utility Operating/Project Fund	445	344	0	0
	22,367,714	10,155,906	17,768,295	6,354,201
TOTAL SPECIAL REV. FUNDS (TAX FUNDS)	63,438,195	38,276,656	45,387,478	46,078,958
OTHER SPECIAL REVENUE FUNDS				
County Blended Component Units Fund				
Law Library Board Sales and Other Services	0	3,331	22,005	12,355
	0	3,331	22,005	12,355
Sales Tax Revenue Fund				
<u>Indigent Health Care & Trauma Center Fund</u>				
General Contingency	11,156,669	14,114,354	31,747,625	71,390,580
Reserve Investment Fair Market Value Adj.	386,049	102,859	0	0
<u>Half Cent Sales Tax/Bonds</u>				
Revenue Stabilization Reserve	12,762,941	8,552,463	14,321,224	27,357,723
Reserve Investment Fair Market Value Adj.	252,955	200,132	58,802	0

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
<u>Professional Sports Franchise Facility Sales Tax</u>				
Debt Service Reserve	184,325	167,441	167,907	169,312
Reserve Investment Fair Market Value Adj.	5,670	3,211	1,241	236
<u>3% Tourist Development Tax</u>				
General & Other Contingencies	1,972,899	998,797	1,578,867	1,457,339
Reserve Investment Fair Market Value Adj.	61,448	19,397	0	0
Other Restricted Reserves	890,000	948,880	948,880	890,250
<u>1% Additional (4th Cent) Tourist Tax Ord. 90-03</u>				
General Contingency	4,482,551	5,003,248	6,556,312	8,460,502
Reserve Investment Fair Market Value Adj.	100,655	48,334	4,928	0
<u>1% Additional (5th Cent) Tourist Tax Ord. 94-13</u>				
General & Other Contingencies	2,360,339	2,685,695	3,654,221	5,304,228
Reserve Investment Fair Market Value Adj.	113,757	39,639	0	0
Reserve for Debt Service	1,680,000	1,680,000	0	0
	36,410,258	34,564,450	59,040,007	115,030,170
Intergovernmental Grants				
Reserve for Public Art	0	0	3,720	8,450
	0	0	3,720	8,450
County Transportation Trust Fund				
<u>Operating Fund</u>				
General & Other Contingencies	500,000	0	0	0
Prior Year Reappropriation	2,500,000	2,500,000	3,000,000	3,000,000
Reserve Investment Fair Market Value Adj.	629,086	150,432	0	0
Adjustment to Project Fund	(2,607,701)	(3,521,485)	(1,737,048)	(17,394)
Street Lighting Non-Ad Valorem Assessments	2,443,371	3,469,028	3,743,140	3,664,870
Adjustment to Ninth-Cent Fuel Tax Fund	(416,636)	(116,547)	(127,559)	30,161
Transportation Impact Fees:				
Adjustment to Future Capital Outlay	3,369,080	(842,298)	2,711,698	2,468,381
Adjustment to Citrus Park Community Dev District	78,568	75,000	0	0
Adjustment to Constitutional Fuel Tax Fund	(1,946,116)	3,700,477	(2,961,000)	259,019
County Fuel Tax (7th Cent) Fund	525,827	263,858	507,997	506,686
Local Transportation Ninth Cent Fuel Tax Fund	1,411	1,263	1,150	1,139
Adjustment to Ad Valorem Tax Transportation Fund	86,923	0	49,000	50,000
	5,163,813	5,679,728	5,187,378	9,962,862
Library Tax District Fund				
Refund Prior Year Revenue	0	50,000	75,000	75,000
General Contingency	500,000	500,000	500,000	500,000
Prior Year Reappropriation	600,000	600,000	600,000	600,000
Unrealized Fund Balance	600,000	600,000	500,000	1,000,000
Reserve for Fund Balance Carried Forward	1,150,020	1,150,020	0	0
Reserve Investment Fair Market Value Adj.	306,444	0	0	0

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Other Designated Reserves	9,910,879	7,255,758	14,540,412	21,596,396
Adjustment to Project Fund Ord. 89-32	0	0	(26,182)	(12,850)
Adjustment to Public Art Program	2,000	2,100	26,182	12,850
	13,069,343	10,157,878	16,215,412	23,771,396
Infrastructure Surtax Fixed Project Fund				
FY 97 - FY 03				
Adjustment to Future Capital Outlay	(1,950,000)	(4,067,600)	(1,349,532)	155,017
FY 03 - FY 08				
<i>Financed Project Subfund:</i>				
Adjustment to Future Capital Outlay	1,500,000	1,943,228	500,000	1,088,000
Adjustment to Other Designated Reserve	1,746,000	1,500,000	500,000	1,969,853
Reserve for Public Art	0	0	3,000	0
<i>Non-Financed Project Subfund:</i>				
Adjustment to Future Capital Outlay	1,155,381	1,310,868	388,830	0
Adjustment to Other Designated Reserve	1,500,000	3,240,000	1,429,867	0
Adjustment to Debt Service	3,194,000	(1,694,000)	0	0
Reserve for Public Art	0	0	151,170	0
FY 08 - FY 13				
Reserve for Public Art	0	0	65,000	0
	7,145,381	2,232,496	1,688,335	3,212,870
TOTAL OTHER SPECIAL REVENUE FUNDS	61,788,795	52,637,883	82,156,857	151,998,103
DEBT SERVICE FUNDS				
Refund Prior Year Revenue	0	2,500	22,000	22,000
Fund Balance Carried Forward	8,198,841	10,863,223	12,001,017	12,059,893
General & Other Contingencies	1,663,945	2,022,159	1,000,781	933,806
Reserve Investment Fair Market Value Adj.	1,875,211	1,244,324	393,600	1,502,118
Debt Service Payments	26,867,785	21,166,141	18,880,720	18,880,720
TOTAL DEBT SERVICE FUND	38,605,782	35,298,347	32,298,118	33,398,537
CAPITAL PROJECTS FUNDS				
Adjustment to Countywide Capital Projects Fund	0	0	(1,536,329)	590,000
Adjustment to Unincorp. Area Capital Projects Fund	0	0	57,206	0
Adjustment to Reserve for Future Fire Stations	0	5,123,784	5,812,587	6,218,219
Adjustment to Capital Improvement Series 1998 Fund	159,476	25,000	0	0
Environmentally Sensitive Lands	1,310,192	1,891,405	675,920	1,222,346
Adjustment to Court Facility Non-Bond Construction	(74,000)	0	0	0
Adjustment to Capital Improvement Series 94/96 Fund	160,000	0	0	0
Adjustment to Capital Improvement Rev. Bonds 94 Const. Fund	80,000	0	0	0
Adjustment to CP Allocated Credit Capacity	11,017,000	1,920,648	(16,607,621)	24,056,889
Adjustment to Falkenburg Jail - Reserve for Future Capital Outlay	532,000	125,000	0	0
TOTAL CAPITAL PROJECTS FUNDS	13,184,668	9,085,837	(11,598,237)	32,087,454
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Operating and Maintenance	9,824,766	10,204,238	10,744,980	11,314,219
Renewal and Replacement	12,597,203	11,271,114	10,634,527	10,634,527

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
Landfill Closures	26,979,849	26,295,367	28,059,287	28,680,476
Debt Service Accounts	23,798,098	24,164,418	4,971,393	4,619,217
Rate Stabilization Reserve	2,000,000	2,000,000	2,000,000	2,000,000
General Operating Reserves	12,806,389	9,102,384	14,163,704	15,134,283
	88,006,305	83,037,521	70,573,891	72,382,722
Water & Wastewater Utility Enterprise Fund				
<u>Utility System Operation & Maintenance Acct.</u>				
Reserve for Fund Balance Carried Forward	9,724,051	9,884,908	11,261,845	11,791,696
<u>Utility System Revenue Bonds Debt Svc. Acct.</u>				
Reserve for Fund Balance Carried Forward	3,036,667	3,015,834	3,165,833	3,302,500
Reserve Investment Fair Market Value Adj.	4,717,900	4,137,933	4,005,319	3,967,508
<u>Utility System General Revenue Account</u>				
Refund Prior Year Revenue	661,705	164,830	0	0
General & Other Contingencies	3,154,083	4,462,414	5,077,006	1,584,884
Fund Balance Carried Forward	4,167,450	5,140,186	1,572,687	4,446,317
Reserve Investment Fair Market Value Adj.	5,117,575	1,903,836	0	0
<u>Capacity Fees General Operating Account</u>				
General & Other Contingencies	13,153,090	0	5,965,398	0
Reserve Investment Fair Market Value Adj.	1,125,060	779,505	669,310	0
Other Debt Service Reserve	7,811,648	0	0	0
Refund Prior Year Revenue	100,000	100,000	100,000	100,000
Adjustment to Renewal and Replacement	(2,567,846)	(560,918)	(6,042,313)	(4,348,183)
Adjustment to General Revenue Capacity Expansion Account	(17,321,300)	(1,384,232)	18,303,000	4,487,000
Adjustment to Dedicated Water Capacity Fee Project Acct.	0	(1,840,480)	(4,883,000)	(1,437,000)
Adjustment to Dedicated Wastewater Capacity Fee Project Acct.	0	(4,274,000)	(7,312,000)	0
Cone Ranch Special Projects	1,380,491	1,430,375	1,646,408	1,790,408
Water Conservation	1,097,396	1,254,945	0	0
Adjustment to Long-Term System Capital Rehab./Replacement	0	(29,000,000)	(176,000)	(1,424,000)
<u>Revenue Account Rate Stabilization Fund</u>				
Other Designated Reserves	78,134,892	57,371,572	76,654,356	76,654,356
Reclaimed Water Improvement Unit Asmt. Fund	2,113,130	2,598,748	3,214,823	2,756,985
Capacity Assessment Unit Fund Ord. 96-07	126,322	73,051	0	0
Infrastructure Assessment Unit Fund 99-08	27,335	33,612	42,220	49,011
<u>Reclaimed Water Special Assessment Bonds 00</u>				
Refund Prior Year Revenue	0	0	0	43,900
Adjustment to Reserve for Debt Service	45,948	67,488	0	0
<u>Capacity Assessment Special Assessment Bonds '00</u>				
Adjustment to Reserve Future Capital Outlay	500,000	(448,000)	0	0
Adjustment to Reserve for Debt Service	114,888	(101,506)	149,217	392,541
	116,420,485	54,810,101	113,414,109	104,157,923
TOTAL ENTERPRISE FUNDS	204,426,790	137,847,622	183,988,000	176,540,645

RESERVES AND REFUNDS

Description	FY 04 Adopted	FY 05 Adopted	FY 06 Adopted	FY 07 Recommended
INTERNAL SERVICE FUND				
Fleet Services Fund				
General & Other Contingencies	2,798,712	2,130,954	4,153,320	2,564,554
Lease-Back Program Reserve	9,278,021	9,381,890	8,718,344	10,121,906
	12,076,733	11,512,844	12,871,664	12,686,460
County Self-Insurance Fund				
<u>Insurance Program Administration</u>				
General Contingency	300,000	300,000	300,000	300,000
Reserve Investment Fair Market Value Adj.	17,529	11,644	6,915	4,550
<u>Workers' Compensation Insurance</u>				
General Contingency	32,538,723	42,551,298	28,450,639	35,759,502
Long-Term Incurred Claims	4,800,000	9,163,625	14,322,000	13,973,000
Reserve Investment Fair Market Value Adj.	1,068,490	377,239	0	0
<u>General Liability Insurance</u>				
General Contingency	0	6,365,042	8,305,026	8,016,166
Claims Settlement	2,912,831	3,374,046	7,684,000	5,354,000
Reserve Investment Fair Market Value Adj.	362,233	180,789	27,425	0
<u>Catastrophic Disaster Insurance</u>				
General Contingency (Policy 03.02.04.00)	29,996,697	30,768,159	35,184,641	43,388,022
Reserve Investment Fair Market Value Adj.	599,829	198,004	0	0
<u>Employee Group Health Insurance</u>				
General Contingency	7,107,019	17,104,964	17,105,598	18,950,973
Incurred but Not Realized (IBNR) Claims	0	0	5,488,322	4,801,619
Reserve Investment Fair Market Value Adj.	458,269	129,815	0	0
	80,161,620	110,524,625	116,874,566	130,547,832
TOTAL INTERNAL SERVICE FUND	92,238,353	122,037,469	129,746,230	143,234,292
TRUST & AGENCY FUNDS				
Adjustment to Transportation Assessment Units Fund	0	0	0	8,263
TOTAL TRUST & AGENCY FUNDS	0	0	0	8,263
GRAND TOTAL	\$541,535,369	\$447,925,202	\$539,823,054	\$661,890,335

Notes:

- 1) Reserves for various capital project funds are shown on an all years budget basis and therefore reflect only the increase or decrease for that year not necessarily the reserve balance ("adjustment to")
- 2) Many reserves include an adjustment for investment fair market value change

INTERFUND TRANSFERS

The following table presents a four-year comparison of interfund transfers. Like most four-year schedules in this document, this table presents actuals for FY 04 and FY 05, the adopted budget for FY 06, and the recommended budget for FY 07.

All interfund transactions that are not loans, reimbursements or quasi-external transactions are classified as transfers. Transfers are of two types: residual equity transfers and operating transfers.

Residual equity transfers are defined as "nonrecurring or non-routine transfers of equity between funds." The GASB's Codification, Section 1800.106, specifically cites the following examples:

- Contributions of capital to proprietary funds.
- The subsequent return to the general fund of capital contributed to proprietary funds.
- Transfers of residual balances of discontinued funds to the general fund or a debt service fund.

All transfers that do not qualify as residual equity transfers are properly classified as operating transfers. Often operating transfers reflect ongoing operating subsidies between funds. For example, the Unincorporated Area General Fund reflects its

annual subsidy to the Transportation Trust Fund as an operating transfer.

The majority of the interfund transfers identified on the following schedule are operating transfers as opposed to residual equity transfers.

The organization of these interfund transfers is by fund, so that it is generally clear where the transfer originates (appropriation) and the destination of the transfer (revenue). Many of the transfers reflect the movement of funds from restricted funds established to account for the proceeds of certain revenues (e.g. Sales Tax Revenue Fund) to an operating or project fund where the County portion of the proceeds are actually expended.

All capital project and grant subfunds are budgeted on an "all-years" basis. As such, each year's budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of interfund transfers, as shown on this schedule, will only reflect the annual increase or decrease in the specific transfer, resulting in instances of a negative transfer in any given year.

For more information on any of these transfers, please contact the Management and Budget Department at (813) 272-5890.

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
GENERAL FUND				
Countywide General Fund				
<i>Revenue:</i>				
From State Revenue Sharing	\$16,832,622	\$12,424,370	\$1,725,798	\$1,705,618
From State Revenue Sharing (one-time)	2,442,800	1,500,000	210,828	0
From Civil Traffic Infractions Hearing Officer	50,000	0	0	0
From Service Fees Legal Aid Program Fund	1,333	0	0	0
From Grants Fund	221,461	210,499	0	0
From Half-Cent Sales Tax - Capital Projects Subfund	3,565,000	0	0	0
From State Revenue Sharing - Capital Projects Subfund	6,500,000	0	0	0
From Half-Cent Sales Tax	0	3,300,000	5,900,000	8,345,992
From Workers Compensation Insurance Fund	0	5,384,040	0	0
From Court Facilities & Traffic Hearing Officer Funds	1,175,000	0	0	0
Total Interfund Transfers	30,788,216	22,818,909	7,836,626	10,051,610
<i>Appropriations:</i>				
Detention Deputy Recruitment/Retention Fund	192,000	0	0	0
State Court Innovations Fund	0	1,495,352	1,394,559	1,432,786
Legal Aid Fund	0	779,715	669,812	683,101
Teen Court/Juvenile Diversion Fund	0	94,863	754,681	897,509
Court-Related Technology Fund	0	0	1,920,444	1,218,364
ELAPP Operating Millage (rev. avail. for projects)	5,489,659	5,956,191	8,046,490	10,479,543
ELAPP Administration, Management & Restoration Funds	1,236,013	1,839,371	1,712,197	1,721,662
Fine and Forfeiture Fund (1)	6,349,082	0	0	0
Local Criminal Justice Trust Fund (2)	6,670,013	0	0	0
Planning Commission (3)	4,531,157	4,724,825	5,334,158	5,617,950
Law Library (3)	518,336	40,708	0	0
Civil Service Board (3)	2,137,038	2,122,114	2,591,928	2,808,669
Aging Services Grants Match	472,659	461,214	453,691	453,691
Courts Grants Match	0	5,308	0	0
Emergency Management Grants Match	1,851,941	101,955	91,282	63,190
EPC Grants Match	499,000	499,000	497,280	523,062
Head Start Grants Match	3,009,622	3,045,251	3,037,608	2,978,466
Head Start Grants - County Supplement	0	0	1,296,973	1,836,582
Supervisor of Elections Grants Match	25,402	53,001	0	0
MPO Grants Match	26,463	26,728	26,335	26,335
Health & Social Services Grants Match	4,008,972	5,301,474	4,175,247	4,400,349
Indigent Health Care Services Fund	5,000,000	11,405,000	0	3,250,000
Countywide Construction Fund	0	27,867,996	15,960,490	22,471,760
Countywide Major Maintenance & Repair Fund (1X)	0	4,341,672	0	500,000
Countywide Major Maintenance & Repair Fund	0	2,784,792	4,867,020	5,629,883
Information & Technology Services Project Fund	0	10,565,398	3,112,334	5,344,004
Catastrophic Disaster Self Insurance Fund	0	4,161,856	0	0
Liability Self Insurance Fund	0	727,966	0	0
Transportation Trust Fund - Capital (\$10 million alloc.)	4,450,000	2,000,000	2,000,000	2,000,000
Transportation Trust Fund - Capital	0	0	0	2,400,000
Court Facilities Non-Bond Construction Fund	0	350,000	0	0

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Community Liaisons Grants Match	36,090	43,584	1,624	7,721
Public Art Funding	44,341	0	0	0
Total Interfund Transfers	46,547,788	90,795,334	57,944,153	76,744,627

Unincorporated Area General Fund

Revenue:

From Half-Cent Sales Tax	56,242,468	61,262,620	70,598,182	71,819,050
From State Revenue Sharing	5,066,000	12,849,808	5,640,684	5,046,856
From Grants Fund	0	34,604	0	0
From Workers Compensation Insurance Fund	0	10,019,320	0	0
From Unincorporated Area Capital Projects Fund	0	925,874	0	0
From Unincorporated Area Special Purpose Fund	0	103,000	0	0
From Half-Cent Sales Tax - Repair & Renovation Subfund	2,500,000	0	0	0
Total Interfund Transfers	63,808,468	85,195,226	76,238,866	76,865,906

Appropriations:

Sun City Utility Fund Subsidy	25,815	9,615	0	0
Stormwater Management Project Fund	0	558,000	0	0
Match for Operating/Project Grants	635,000	250,000	0	0
Match for FEMA Grants	0	11,391,002	0	0
Unincorporated Area Construction Fund	0	3,953,556	4,262,000	1,950,000
Unincorporated Area Construction Fund - CST	0	2,854,696	8,829,326	8,538,219
Unincorp. Area Major Maintenance & Repair Fund (1X)	0	7,628,837	0	1,000,000
Unincorp. Area Major Maintenance & Repair Fund	0	526,937	2,450,329	2,897,999
Transportation Trust Fund - Operating (\$10 million alloc.)	1,700,000	1,850,000	2,200,000	2,000,000
Transportation Trust Fund - Capital (\$10 million alloc.)	3,350,000	5,650,000	5,300,000	5,500,000
Transportation Trust Fund - Capital (Add'l \$15 million)	0	0	8,535,000	8,530,000
Transportation Trust Fund - Operating (Add'l \$15 million)	0	0	6,465,000	7,030,000
Transportation Trust Fund - O&M Subsidy	12,315,457	15,673,423	10,226,109	13,180,155
Transportation Trust Fund - Capital	1,980,203	150,000	0	0
Land Excavation Operating Fund	107,562	79,474	0	20,023
Public Art Funding	4,800	0	0	0
Total Interfund Transfers	20,118,837	50,575,540	48,267,764	50,646,396

SPECIAL REVENUE FUNDS

Countywide Special Purpose Fund

Revenue:

From Countywide Project Const. Fund - Public Art	0	0	159,490	178,760
<u>From Countywide General Fund:</u>				
Public Art Fund	44,341	0	0	0
Major Maintenance & Repair Fund	0	7,126,464	4,867,020	6,129,883
Detention Deputy Recruitment/Retention	192,000	0	0	0
County Fine & Forfeiture Fund	6,349,082	0	0	0
Local Govt Criminal Justice Trust Fund	6,670,013	0	0	0
State Court Innovations Fund	0	1,495,352	1,394,559	1,432,786
Legal Aid Fund	0	779,715	669,812	683,101
Teen Court/Juvenile Diversion Fund	0	94,863	754,681	897,509

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Court-Related Technology Fund	0	0	1,920,444	1,218,364
Indigent Health Care Services	5,000,000	11,405,000	0	3,250,000
Information & Technology Svcs. Project Fund	0	10,565,398	3,112,334	5,344,004
From Courthouse Annex Tower Fund (Close Fund)	0	0	0	0
From Indigent Health Care Sales Surtax Fund	87,693,668	83,895,828	90,438,430	91,741,164
From Unincorporated Area Special Purpose Fund	0	0	0	4,592,771
From Law Library Board Fund - State Court Innovations	45,224	0	0	0
From Workers Compensation Insurance Fund	0	108,573	0	0
From Grants Fund - Teen Court	3,776	5,902	0	0
From Half-Cent Sales Tax (Data Mgmt. Svcs. Fund)	6,695,304	0	0	0
From Half-Cent Sales Tax (CW Major Maint. & Repair Fund)	0	1,500,000	0	0
From State Revenue Sharing (Water Resources Team)	175,968	0	0	0
Total Interfund Transfers	112,869,376	116,977,095	103,316,770	115,468,342

Appropriations:

Countywide General Operating Fund	1,333	0	0	0
Countywide General Fund - Court Fac. & Traffic Hearing Off.	1,175,000	0	0	0
800 MHz Intergovernmental Radio Debt Service	1,170,511	1,128,100	1,149,651	1,121,173
Impact Fee Administration	0	0	0	36,100
Courthouse Project Debt Svc Fund	3,100,000	0	0	0
Courthouse Proj. Sinking Fund (Traffic Surcharge Trust Fund)	0	5,445,948	2,335,099	2,533,943
Countywide Capital Project Fund	0	0	0	795,000
Reimburse General Fund for Court Clerk Services	50,000	0	0	0
Match for Project Grants - Community Liaison Grant	19,482	0	0	0
<u>State Revenue Sharing:</u>				
Countywide General Fund	16,832,622	12,424,370	1,725,798	1,705,618
Countywide General Fund (one-time)	2,442,800	1,500,000	210,828	0
Countywide General Fund - Project Subfund	6,500,000	0	0	0
Unincorporated Area General Fund	5,066,000	12,849,808	5,640,684	5,046,856
Transportation Trust Fund (6-Cent Gas Tax)	0	5,800,000	0	0
Tampa Bay Water Issues	175,968	0	0	0
Total Interfund Transfers	36,533,716	39,148,226	11,062,060	11,238,690

Unincorporated Area Special Purpose Fund

Revenue:

From Unincorporated Area Construction Fund	0	0	30,200	0
From CIT Series 2004 Project Fund	1,229,681	312,698	0	0
From Impact Fee Funds for Administration	253,650	241,585	225,910	115,140
From Commercial Paper Note Issuances - Debt	0	0	0	0
From Commercial Paper Note Issuances - Projects	3,150,000	0	0	0
From Grants Fund	0	10,000	0	0
From Workers Compensation Insurance Fund	0	687,256	0	0
From Half-Cent Sales Tax (Major Maint. & Repair Fund)	0	2,500,000	0	0
<u>From Unincorporated Area General Fund:</u>				
Unincorporated Area General Fund Project Fund	4,800	0	0	0
Unincorp. Area Major Maint. & Repair Fund	0	8,155,774	2,450,329	3,897,999
Land Excavation Operation/Inspection	107,562	79,474	0	20,023

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Stormwater Management Project Fund	0	558,000	0	0
Sun City Utility Fund	25,815	9,615	0	0
Total Interfund Transfers	4,771,508	12,554,402	2,706,439	4,033,162

Appropriations:

Unincorporated Area Construction Fund	0	2,986,300	1,007,000	0
Unincorporated Area General Fund	0	103,000	0	0
Countywide Special Purpose Revenue Fund	0	0	0	4,592,771
Match for Project Grants				
Parks	183,400	(2,675)	0	20,612
Stormwater - Operating	32,632	9,043	0	186,550
Stormwater - Capital	241,659	245,786	186,550	12,405
Commercial Paper Quarterly Note Issuances	472,691	0	800,000	0
Total Interfund Transfers	930,382	3,341,454	1,993,550	4,812,338

Blended Component Units Fund

Revenue:

Interfund Transfers

From Countywide General Fund:

Civil Service Board	2,137,038	2,122,114	2,591,928	2,808,669
Law Library Board	288,416	0	0	0
Law Library Board (Rent Supplement)	229,920	0	0	0
City/County Planning Commission	4,531,157	4,724,825	5,334,158	5,617,950
Total Interfund Transfers	7,186,531	6,846,939	7,926,086	8,426,619

Appropriations:

State Court Innovations Fund	45,224	0	0	0
Total Interfund Transfers	45,224	0	0	0

State Health Care Surtax Trust Fund

Revenue:

From Workers Compensation Insurance Fund	0	250,342	0	0
Total Interfund Transfers	0	250,342	0	0

Appropriations:

Indigent Health Care Services Fund	87,693,668	83,895,828	90,438,430	91,741,164
Total Interfund Transfers	87,693,668	83,895,828	90,438,430	91,741,164

Sales Tax Revenue Fund

Revenue:

From Workers Compensation Insurance Fund	0	483	0	0
Total Interfund Transfers	0	483	0	0

Appropriations:

Data Management Services Fund	6,695,304	0	0	0
<u>Countywide General Fund:</u>				
Countywide General Fund - Operating	0	3,300,000	5,900,000	8,345,992

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Countywide General Fund - Project Subfund	3,565,000	0	0	0
<u>Unincorporated Area General Fund:</u>				
Unincorporated Area General Fund - Oper. Subfund	56,242,468	61,262,620	70,598,182	71,819,050
Unincorporated Area General Fund - R3M Subfund	2,500,000	0	0	0
Countywide Major Maintenance & Repair Fund	0	1,500,000	0	0
Unincorp. Area Major Maintenance & Repair Fund	0	2,500,000	0	0
Countywide Capital Projects Fund	0	1,191,000	0	0
Infrastructure Surtax Proj. Fd; FY 03 - 08 (non-financed)	39,289,887	46,779,829	45,780,783	54,135,548
Criminal Justice Facilities Debt Svc Fund	9,176,132	9,986,682	9,599,452	9,455,543
CIP Revenue Refunding Bonds '96 Sinking Fund	2,130,165	2,059,048	2,101,198	2,045,372
MOSI/County Center Debt Svc Fund	4,938,232	4,993,618	5,029,104	4,951,156
Capital Improvement Series 98 Bonds Debt Svc Fd.	1,341,669	1,344,925	1,336,534	1,338,130
TSA Refunding Non-Ad Valorem Bonds Debt Svc. Fd.	0	2,636,009	1,265,625	860,535
Total Interfund Transfers	125,878,857	137,553,731	141,610,878	152,951,326

Intergovernmental Grants Fund

Revenue:

From Countywide General Fund	8,180,149	9,537,515	9,580,040	10,289,396
From Countywide General Fund - FEMA Match	1,750,000	0	0	0
From Unincorporated Area General Fund	500,000	250,000	0	0
From Unincorporated Area General Fund - FEMA Match	135,000	11,391,002	0	0
From Stormwater Management Fund	273,635	254,829	186,550	186,550
From ELAPP Site Management & Restoration	15,000	31,400	0	0
From Park Impact Fee Fund	183,400	(2,675)	0	0
From CIT Project Fund (Phase I)	14,900	(13,963)	0	0
From Teen Court Fund	19,482	0	0	0
From Utility System Operation & Maint. Fund	0	55,443	0	0
Total Interfund Transfers	11,071,566	21,503,551	9,766,590	10,475,946

Appropriations:

Countywide General Fund	221,461	210,499	0	0
Unincorporated Area General Fund	0	34,604	0	0
Water Conservation Trust Fund	0	10,000	0	0
Teen Court Fund	3,776	5,902	0	0
ELAPP Site Management & Restoration	678	7	0	0
Total Interfund Transfers	225,915	261,012	0	0

County Transportation Trust Fund

Revenue:

From Countywide General Fund (Capital)	0	0	0	2,400,000
From Countywide General Fund - Cap. (\$10 million alloc.) *	4,450,000	2,000,000	2,000,000	2,000,000
From Unincorp. Area General Fd - Oper. (\$10 million alloc.) *	1,700,000	1,850,000	2,200,000	2,000,000
From Unincorp. Area General Fd - Cap. (\$10 million alloc.) *	3,350,000	5,650,000	5,300,000	5,500,000
From Unincorp. Area General Fd - Cap. (Add'l \$15 million)	0	0	8,535,000	8,530,000
From Unincorp. Area General Fd - Oper. (Add'l \$15 million)	0	0	6,465,000	7,030,000
From Unincorp. Area General Fund (O&M Subsidy)	12,315,457	15,673,423	10,226,109	13,180,155
From Unincorp. Area General Fund (Capital)	1,980,203	150,000	0	0

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
From State Revenue Sharing	0	5,800,000	0	0
From Workers Compensation Insurance Fund	0	4,075	0	0
From CIT Project Fund (Phase II)	59,292	0	0	0
Total Interfund Transfers	23,854,952	31,127,498	34,726,109	40,640,155

Appropriations:

Impact Fees/Capital Program Administration Fund	253,650	241,585	225,910	79,040
Fuel Tax Revenue Bonds Debt Svc Fund	2,249,684	2,342,203	2,397,827	2,352,515
Commercial Paper Quarterly Note Issuances	5,935,805	10,261,938	0	0
Total Interfund Transfers	8,439,139	12,845,726	2,623,737	2,431,555

Library Tax District Fund

Revenue:

From Workers Compensation Insurance Fund	0	202,679	0	0
Total Interfund Transfers	0	202,679	0	0

Infrastructure Surtax Fixed Project Fund

Revenue:

From Local Govt. Infrastructure Surtax	39,289,887	46,779,829	45,780,783	54,135,548
From CIT Series 2004 Project Fund	2,807,767	10,843,403	0	0
From CP Quarterly Note Issuances	25,030,845	10,795,585	25,450,000	17,600,000
From CP Allocated Credit Capacity	0	0	48,907,621	(33,056,889)
Total Interfund Transfers	67,128,499	68,418,817	120,138,404	38,678,659

Appropriations:

Match for Project Grants	14,242	(13,963)	0	(33,017)
Match for Transportation Trust Fund Project Grants	59,292	0	0	0
Match for Water/Wastewater Project Grants	105,094	0	0	0
CIT Series 2001A & Series 2001B Bonds	4,404,321	4,557,000	4,497,448	4,498,095
CIT Series 2004 Sinking Fund	0	9,072,568	6,295,358	6,317,340
CP Quarterly Note Issuances	328,485	66,699	1,750,000	2,575,000
Total Interfund Transfers	4,911,434	13,682,304	12,542,806	13,357,418

DEBT SERVICE FUNDS

Revenue:

From Half-Cent Sales Tax	15,644,881	16,507,236	16,150,573	15,925,717
From 800Mhz Intergovt Radio System	1,170,511	1,128,100	1,149,651	1,121,173
From Courthouse Annex Tower Fund	3,100,000	0	0	0
From 4th Cent Tourist Dev. Tax	1,941,317	1,877,037	1,915,715	1,864,484
From Traffic Surcharge Trust Fund	0	5,445,948	2,335,099	2,533,943
From 5th Cent Tourist Dev. Tax	0	2,636,009	1,265,625	860,535
From County Fuel Tax	2,249,684	2,342,203	2,397,827	2,352,515
From CIT Project Fund	4,404,321	13,629,568	10,792,806	10,815,435
From ELAPP Project Fund	0	4,641	0	0
From Cap. Imp. Refunding Rev. Bonds 1996 Const.	2	0	0	0
From Cap. Imp. Rev. Bonds 1994 Const. Fund	1	0	0	0
Total Interfund Transfers	28,510,717	43,570,742	36,007,296	35,473,802

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
CAPITAL PROJECTS FUNDS				
<i>Revenue:</i>				
From Countywide General Fund (ELAPP)	6,725,672	7,795,562	9,758,687	12,201,205
From Countywide General Fund	0	27,895,596	15,960,490	22,471,760
From Countywide Major Maint. & Repair Proj. Fund	0	322,400	0	795,000
From Unincorp. Area General Fund (Comm Svcs Tax)	0	2,854,696	8,829,326	8,538,219
From Unincorp. Area General Fund	0	3,953,556	4,262,000	1,950,000
From Unincorp. Area Major Maint. & Repair Proj. Fund	0	2,986,300	1,007,000	0
From Half-Cent Sales Tax	0	1,191,000	0	0
From Grant Funds	678	7	0	0
From Workers Compensation Insurance Fund	0	127,187	0	0
Capital Improvement Commercial Paper Program Fund:				
From CIT Project Fund	328,486	66,699	1,750,000	2,575,000
From Constitutional Gas Tax Fund	5,935,805	10,261,938	0	0
From Stormwater Management Project Fund	472,692	0	0	0
From Park Impact Fee Funds	0	0	800,000	0
From CP Quarterly Note Issuances	3,980,000	6,550,405	160,000	0
From CP Allocated Credit Capacity	0	0	0	0
Total Interfund Transfers	17,443,333	64,005,346	42,527,503	48,531,184
<i>Appropriations:</i>				
Public Art Program Countywide Fund	0	0	159,490	178,760
Public Art Program Unincorporated Area General Fund	0	0	30,200	0
Unincorporated Area General Fund	0	925,874	0	0
Grant Match - ELAPP	15,000	31,400	0	0
ELAPP Limited Ad Valorem Tax Bonds Debt Svc Fund	0	4,641	0	0
CIP Refunding Rev. Bonds '96 Sinking Fund	3	0	0	0
Capital Imp. Commercial Paper Program Fund:				
Stormwater Management Project Fund	3,150,000	0	0	0
CIT Phase II Financed Project Fund	25,030,845	10,795,585	67,792,621	(15,506,889)
CIT Phase III Project Fund	0	0	6,565,000	50,000
Central Energy Plant Phase II Const Fund	3,980,000	6,527,135	0	0
EPC Sabal Park Facility Project Fund	0	23,270	160,000	0
Solid Waste Financed Project Fund	0	0	52,055,000	59,500,000
Water/Wastewater Capacity Assmt Unit Proj Fund	0	0	0	78,765,000
Water/Wastewater Utility System Financed Proj. Fund	0	0	32,147,000	46,142,000
2004 Community Investment Tax Rev. Bonds:				
Stormwater Management Project Fund	1,229,681	312,698	0	0
CIT Phase II Financed Project Fund	2,807,767	10,843,403	0	0
Total Interfund Transfers	36,213,296	29,464,006	158,909,311	169,128,871
ENTERPRISE FUNDS				
Solid Waste Utility Enterprise Fund				
<i>Revenue:</i>				
From Workers Compensation Insurance Fund	0	786,315	0	0
From CP Allocated Credit Capacity	0	0	52,055,000	59,500,000
Total Interfund Transfers	0	786,315	52,055,000	59,500,000

INTERFUND TRANSFERS

Description	FY 04 Actual	FY 05 Actual	FY 06 Adopted	FY 07 Recommended
Water & Wastewater Utility Enterprise Fund				
<i>Revenue:</i>				
From CIT Project Fund (Phase I)	105,094	0	0	0
From Workers Compensation Insurance Fund	0	1,871,610	0	0
From CP Allocated Credit Capacity	0	0	32,147,000	124,907,000
Total Interfund Transfers	105,094	1,871,610	32,147,000	124,907,000
<i>Appropriations:</i>				
Utility System Operation & Maint. Fund				
Grant Match - Byrne Grant CL2507	0	55,443	0	0
Total Interfund Transfers	0	55,443	0	0
INTERNAL SERVICE FUNDS				
Fleet Services Fund				
<i>Revenue:</i>				
From Workers Compensation Insurance Fund	0	251,926	0	0
Total Interfund Transfers	0	251,926	0	0
County Self Insurance Fund				
<i>Revenue:</i>				
From Countywide General Fund	0	4,889,822	0	0
Total Interfund Transfers	\$0	\$4,889,822	\$0	\$0
<i>Appropriations:</i>				
Premium Refunds (Various Funds)	0	19,693,806	0	0
Total Interfund Transfers	\$0	\$19,693,806	\$0	\$0

Notes:

- (1) Fine & Forfeiture Fund paid for Court related costs and services prior to the enactment of Article V on July 1, 2004.
- (2) Local Criminal Justice Trust Fund paid for other Court costs, Medical Examiner, Public Defender, State Attorney, and Victim Assistance prior to the enactment of Article V on July 1, 2004.
- (3) Due to accounting requirements, agency funding appears outside the General Fund, but the property tax subsidy is reflected in the transfer shown here.

**County
Administrator's
Recommended
Budget
For
FY 07**

**Capital
Budget**



**Hillsborough County
Florida**



CAPITAL BUDGET

Overview

The FY 07 capital budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2006 and ending September 30, 2007. The capital budget incorporates anticipated revenues and expenditures included in the Capital Improvement Program (CIP). The County Administrator's recommended FY 07 capital budget for Hillsborough County is \$350.7 million.

A significant event impacting all programs for this recommended capital budget is the steep increase in the cost of many projects already underway. Prices for land, labor and material have been increasing at rates greatly exceeding historical levels. While a portion of the cost changes may reflect permanent increases in costs, another portion reflects temporary unique market circumstances arising from Gulf Coast reconstruction associated with hurricane damage sustained during 2005, increased world market competition for certain materials, and an overall level of construction activity in Florida that has governments competing for limited resources.

These substantial cost escalations necessitate that County staff reassess how we can best complete existing capital projects that are no longer fully funded as well as reassess the cost and feasibility of new projects previously approved by the Hillsborough County Board of County Commissioners (BOCC) in October 2005 for Community Investment Tax Phase III backed funding. Towards this end, on April 4, 2006 the BOCC approved the County Administrator's memorandum regarding the Community Investment Tax Program Deferral dated March 30, 2006. This reassessment, with recommendations for funding adjustments, will be brought back for consideration by the BOCC later this summer. Note that the challenges represented by these price increases are not unique to Hillsborough County, but are being faced by other jurisdictions across the country.

The capital budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants; these one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to be of high cost, requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees, and certain gas taxes are by statute or other legal restriction limited to use on capital improvements.

To provide direction for the capital program, the Hillsborough County Board of County Commissioners has adopted Policy 03.02.02.00 - Policy for Capital Budget and Capital Improvement Program. This policy defines requirements for projects included in the Capital Budget and Capital Improvement Program. Under

the policy a capital project is defined as a set of activities which includes one or more of the following:

- Delivery of a distinct capital asset or improvement to an existing capital asset which will become an asset of Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles and applicable state statutes.
- Any contribution by Hillsborough County to other governmental or not-for-profit entities to deliver a capital improvement. In situations where the improvement is not or will not become an asset of the County, it will be included in the Capital Improvement Program as a contribution.
- Any project or equipment funded from the Community Investment Tax (CIT).
- Any engineering study or master plan needed for the delivery of a capital project.
- Any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

In Hillsborough County, capital improvements are classified into eight programs: Fire Services, Government Facilities, Libraries, Parks and Recreation, Solid Waste, Stormwater, Transportation, and Water Services. In addition, the recommended FY 07 capital budget also includes funding for the County's ELAPP (Environmental Land Acquisition and Protection Program), the Repair, Renovate, Replace and Maintain program, and payment to the Fishhawk developer for road improvements they 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, unlike operating expenses which recur annually, only require one-time allocations for a given project. This funding flexibility allows the County to use financing and one-time revenue sources to accelerate completion of critical projects. Among capital projects being accelerated through the use of these one-time funding sources are the court facilities expansion project, numerous community investment tax funded projects, and various transportation improvements. Significant projects within each program are discussed below; more comprehensive project information can be found in the County's recommended FY 07 – FY 11 Capital Improvement Program. Interested parties can review this and other information at the County's website at www.hillsboroughcounty.org. Select the budget section on the website. The adopted Capital Improvement Program (CIP) is also available at your local regional library.

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Note that the recommended FY 07 capital budget differs from the adopted CIP budget as certain adjustments and other expenditures reflected in the adopted capital budgets are not included in the adopted CIP. For example, budgeted funds under \$150,000 for the Major Repair, Replacement, Renovation, and Maintenance program as well as payments to developers previously discussed are not reflected in the CIP.

Financial Policies

Among financial policies adopted by the Board of County Commissioners in FY 98 are several which pertain to the preparation, implementation, monitoring and financing of capital projects. While the County Administrator is responsible for the continued development, monitoring and update of these policies, specific functions are carried out by the Management and Budget and the Debt Management Departments. These and other policies are reviewed periodically by the County Administrator and the Board of County Commissioners and are detailed in the Financial Policies and Procedures section of this document.

Specific policies applying to the Capital Improvement Program and the Capital Budget are:

- BOCC Policy 03.02.01.00 - Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs
- BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program
- BOCC Policy 03.02.02.05 - Pay-As-You-Go Funding of Capital Projects
- BOCC Policy 03.02.02.06 - Prioritization of Capital Projects
- BOCC Policy 03.02.02.07 - Minimizing the Expense of Financing Capital Projects
- BOCC Policy 03.02.02.08 - Operating Impact of Capital Projects
- BOCC Policy 03.02.02.20 – Budgetary Control
- BOCC Policy 03.02.02.26 - Use of Capital Project Appropriations
- BOCC Policy 03.02.03.00 - Environmental Land Acquisition Program (ELAPP) Fund
- BOCC Policy 03.02.06.00 - Debt Management
- BOCC Policy 03.03.01.00 - Water and Wastewater Financial Policy.

- BOCC Policy 03.03.05.00 - Community Investment Tax Financial Policies.
- BOCC Policy 04.05.00.00 - Capital Funding for Outside Agencies.

Capital Planning

Capital planning refers to the process of identifying and prioritizing County capital needs for determining which capital projects should be funded in the capital budget as resources become available. Capital Planning for the County takes place on two levels – countywide and within the unincorporated area.

Countywide planning is guided by the Hillsborough County Comprehensive Plan. This plan, prepared by the Hillsborough County City-County Planning Commission and formally adopted by the Hillsborough County Board of County Commissioners, provides long-term direction for the growth and development of the County. The Comprehensive Plan is organized into different subject areas called elements. Five capital programs relate to one or more of these elements - parks and recreation, solid waste, stormwater, transportation, and water services.

Hillsborough County's plan includes a very specific growth management strategy called the Urban Services Area. This strategy is designed to direct growth into areas where public service needs can be more efficiently served and where existing services are already in place.

Proposed capital projects are reviewed for compliance to the adopted comprehensive plan as part of the budget adoption process.

The public has many opportunities to get involved both during the comprehensive plan development process and during the budget adoption process. Interested parties can view the Comprehensive Plan at the Planning Commission's website located at www.theplanningcommission.org.

Planning for the Hillsborough County Unincorporated Area is performed primarily within the County. Each capital program has different criteria for assessing project needs and priorities; however, a common characteristic of the planning processes is the recognition of the importance of obtaining input from the public and other interested governmental and private agencies. The individual program planning processes provide the guidance necessary for allocating available resources during the capital budget process. A brief description of the various planning processes follows.

Fire Rescue – The Fire Rescue Department maintains a Capital Facilities Master Plan which details new fire station needs required to meet emergency and rescue service requirements within the unincorporated area. The plan is prepared based on national service response time standards established by the

CAPITAL BUDGET

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 adopted by the County are applied to an analysis of the needs of Hillsborough County's current and projected populations and population distribution to identify where and when new fire rescue facilities will be needed.

Libraries – In September 2003, the Library Board delivered a capital facilities master plan to the BOCC. The plan identifies a need to add 286,500 square feet of library space, and a minimum of 789,000 library volumes to the Library System over the 2005 – 2015 period.

In the preparation of the master plan, two key standards for Library System performance, volumes of library material per capita and square feet of library space per capita, were selected. These standards were then applied to an analysis of the needs of Hillsborough County's current population, and projected population increases, resulting in a long-range capital facilities plan for the Tampa-Hillsborough County Public Library System. The master plan will be the primary source for adding new projects to the Library Services Capital Program.

Parks – The strategic vision of the Parks and Recreation Department includes the development of the "PR2000" plan to safeguard the inheritance of the county's future generation.

The PR2000 plan identifies future developments that may affect expected needs and wants and social environments. It identifies the most critical stakeholders and their major interests and expectations, such as safety and security, high quality experience, well maintained facilities and the preservation of our natural and cultural resources. This tool is evaluated against the current environment in order to develop a Capital Improvement Plan that is consistent with the vision of Hillsborough County and the values and expectations of our community.

Solid Waste - The Solid Waste Management Department has an established plan to determine the need to enhance and or change its Capital Improvement Program on an annual basis. This plan calls for information to be gathered from various sources such as staff, stakeholders, public meetings, etc. to identify needs that should be incorporated into the Capital Improvement Program. Management reviews the information and prioritizes each need according to a pre-established ranking system.

The ranking system takes into account mandates by federal and state agencies, health and safety concerns, capacity needs, efficiency, location requirements, population growth and aging infrastructure.

Stormwater – The County maintains a Watershed Master Plan that incorporates identified needs for each of its seventeen watershed basins. The plan is periodically updated as new development and stormwater improvements are completed throughout the County. Under the plan, the entire County (1072 sq. miles) is divided into 17 watersheds (Basins) and further divided into 7,000 sub-basins. The master plan study looks at water quantity, water quality, and the natural watershed system. The plan identifies areas with inadequate conveyance systems or poor water quality, and recommended solutions are identified.

Flood control project evaluations take into consideration the following factors: frequency of flooding, the category of the road subject to flooding (local/arterial/collector road), the number of structures flooded, stormwater asset conditions (groundwater table, erosion/siltation and structure) and the potential of available matching funds.

Water quality or natural system projects are evaluated based on concerns communicated by the Florida Department of Environmental Protection relating to the sub-watershed segment of "impaired waters/water bodies", the concern of water quality parameters, and the benefits of a natural system.

Both engineers and environmental scientists from an investigation team, specialized service unit, environmental team and master planning team contribute to this uniform matrix evaluation process.

The County also maintains a separate list of non-watershed related neighborhood stormwater needs. Criteria for neighborhood stormwater projects is similar to criteria for watershed master plan projects, with the exception that environmental issues and the availability of matching funds are not included in the evaluation.

Transportation – Efficient movement of people and goods is important to the public safety, economic viability, and overall quality of life in Hillsborough County. Planning occurs on several levels.

The Hillsborough County Metropolitan Planning Organization (MPO), working with the county and its three incorporated municipalities (City of Tampa, Plant City and Temple Terrace), and with input from county residents, is responsible by state statute for adopting the Long Range Transportation Plan, a blueprint for comprehensive transportation planning throughout the County. The MPO also consolidates the transportation capital improvement programs of various political jurisdictions constructing transportation projects within the county into an annual Transportation Improvement Program (TIP). The Long Range Transportation Plan and the Transportation Improvement Program are used by the County in prioritizing major capacity projects for funding, determining project impact fee eligibility, and in allocating state and federal grant dollars. These plans can be viewed at

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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 main sub-programs within the transportation program are roads, intersections, sidewalks and bridges. With the exception of roads, where the county adopts the prioritized list from the Long Range Transportation Plan (LRTP) and adds local road improvements not subject to inclusion in the plan, the County has prepared, and the Hillsborough County Board of County Commissioners has adopted, a master plan for intersections, bridges and sidewalks. While specific criteria used for prioritizing the projects on the plans differs by project type, they encompass public safety, traffic volume, environmental mitigation, and other key factors as well as incorporating input received during public outreach processes integral to the planning process.

Water Services - The Water Department is responsible for providing quality water, wastewater and reclaimed water services to Hillsborough County residents. This includes the operation and maintenance of these facilities including treatment plants, pumping stations, metering devices, and all related transmission piping and above ground appurtenances. The Department is also responsible, when operating the above facilities, for complying with all federal, state and local regulatory and permit requirements.

In 2000 the Department implemented a new CIP Delivery Process. This process uses a systematic approach to develop and refine the scope, schedule, and budget of existing and newly proposed expansion and renewal and replacement projects. It allows priorities to be determined and makes heavy use of schedules to ultimately deliver quality projects from conception to project completion.

The goal of the CIP Delivery Process is to deliver various department projects in an efficient and economical manner to help accomplish the above mission. The main objectives of the process are to:

- Economically build and maintain existing system assets.
- Deliver projects on schedule and within budget.
- Allow for the annual update of the CIP.
- Allow for adjustments to the approved CIP Program due to changing priorities for those projects not yet in the implementation phase.
- Seamlessly coordinate with the Countywide CIP.
- Permit performance measurement.
- Provide documentation for management and historical trending purposes.

The Board of County Commissioners policy 03.02.02.06 requires that capital projects be prioritized. The Department's Project Prioritization Model (PPM) is a formal method of documenting and tabulating the results of applying subjective criteria to prioritize the CIP each fiscal year. There are six major categories to score a project against other projects within the Department's CIP, as listed below:

- Compliance.
- Health and Safety.
- Expansion / Renewal and Replacement
- Long Range Planning.
- Community and Environmental Impacts.
- Economic / Financial Considerations.

The resulting score for each existing or new "planning" project is used at the beginning of the budget process to rank all of the projects within the CIP.

Additionally, the Department's Payback Analysis Model (PAM) incorporates several economic factors to estimate the payback period of a given capital project. It determines the payback period by modeling the average monthly revenues generated by the Equivalent Residential Customers (ERC) to be served by the capital project. Generally, the information that is required to be input into the model include:

- Project Name, CIP Number and Type.
- Payback Analysis Period.
- Discount Rate.
- Debt Service or Pay-As-You-Go.
- Expansion Percentage.
- O&M and Fixed Overhead Cost
- Capital Cost by Year
- Outside Funding Sources.
- ERC's served by the Project.
- ERC Connection Schedule.
- Rate and Debt Service Information.

The information above is used to assign a weighted economic criteria number for the project in the earlier referenced Project Prioritization Model (PPM) during each fiscal year budget process

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Finally, the CIP Master Program Schedule is used as a planning tool to lay out each of the project schedules, provide the cash flow requirements of the program as a whole, anticipate project resource needs and provide historical data for future trend analysis. In addition the Master Program Schedule is also used at the beginning of each fiscal year to facilitate the efficient distribution of work throughout a six year period.

Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma Document. It is used to put current budget and financial decisions into a longer-term context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is particularly useful in showing how capital projects, funded in the biennial budget or planned over the next several years, will impact future operating budgets in terms of maintenance, utility and staffing costs.

Another tool used in financial planning is the County's debt management strategy. Credit ratings assigned by the three international rating agencies, Moody Investors Service, Standard and Poor's Corporation, and Fitch ratings are a key factor influencing interest rates paid on local government's borrowings. Because of the significant impact interest rates have on our overall financial position, Hillsborough County places a great deal of emphasis on its business relationship with the rating agencies. The County conducts formal credit updates each year and notices of any material credit changes are provided to the rating agencies throughout the year.

The County's general credit ratings are Aa1 / AA+ / AA+ on a scale where Aaa / AAA / AAA are the highest ratings. The County's high ratings are an objective indication of sound financial management, recognition that its overall debt profile is characterized by good debt service coverage from pledged revenues and by sound legal provisions ensuring full and timely payment of debt service. On a per capita basis, Hillsborough County's debt is comparable to similarly sized counties.

To address short-term 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, the use of tax exempt short-term debt tends to be the lowest cost financing tool available to local government resulting in substantial savings to the County. Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes.

Finally, the County actively and aggressively monitors market opportunities to refinance its debt to achieve lower debt service

costs. When legally and economically feasible, lower interest debt will be issued to pay-off outstanding debt thereby making revenues available to fund County services. Occasionally, the County utilizes low-risk financial hedging techniques such as interest rate swaps to lock-in low interest rates for a future date when debt can be legally or economically refinanced.

Capital Improvement Program Process

The annual Capital Budget and Capital Improvement Program (CIP) update began in January as part of the County's budget kickoff. At this kickoff, the County Administrator and the Management and Budget Department met with program directors and managers to explain the overall process and to provide pertinent information regarding funding and expenditure issues, budget process changes and general instructions. At this meeting the County Administrator outlined her goals and direction for the new budget.

In January and February, Management and Budget Department staff conducted a series of training sessions to provide capital project management and staff specific direction relating to the capital budget process. As part of this training, those involved in the capital budget process were given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital project budgets, including revising current project estimates and submitting requests to add new capital projects.


Integral to the budget process is the identification and prioritization of unfunded capital needs. The Management and Budget Department maintains a comprehensive list of prioritized unfunded capital needs which is used in identifying new projects to be recommended for funding. This list identifies preliminary project information such as name, location, description or scope, the estimated cost, and any operating cost impact. One of the first steps in the budget process is to provide a current copy of this list to all departments for their review and revision as appropriate. This updated Unfunded Capital Projects Request List is then used to determine which new projects should be added to the new Capital Improvement Program.

Another key step in the budget process is a review of capital project estimates in the current CIP or new projects added during the current fiscal year. This is to ensure that the next CIP will reflect these revised cost estimates. Departments are asked to review and update project information in the County's Project Information Management System (PIMS) as appropriate.

A specific form – the Capital Project Initiation Request Form - is used to document project changes or new project requests. This form is designed to guide the preparer in providing all necessary information including the reason for the project, the proposed project location and scope, project funding requirements by fiscal year, proposed project schedule and completion dates, anticipated operating cost impacts and management approvals.

CAPITAL BUDGET

Using updated information, the Management & Budget Department develops draft documents showing all projects that either have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the recommended budget.

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: USF (North Tampa)						
Project Description: This project will enhance 22nd Street from Club Drive to Beach Avenue. These enhancements will include widening, expanding and improving right-of-way to include wider travel lanes, left turn lanes, storm inlets, curbs, sidewalks, bicycle lanes, street parking, streetscaping, 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.		61147						
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/ROW	1,100	1,100	0	0	0	0	0	0
Construction	15,656	15,656	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 - CIT Backed	11,700	11,700	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

Sample Capital Project Detail Page

Explanation of the Capital Project Detail Page

- Project Title** – Brief name of project
- Project No.** – Unique identification number assigned for accounting purposes.
- CIE Requirement** – Indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act.
- Level of Service Impact** – If the project addresses a CIE element, indicates what impact it has on the level of service (a full explanation of levels of service is provided in the CIP document).
- Program** – Indicates the capital program to which this project pertains.
- Project Description** – A description of the project scope

Operating Cost Impact – Indicates the ongoing annual operating and maintenance funding this project will require once completed.

Project Completion Date – The estimated date that the project will be ready for use

Neighborhood Community Area – Specifies in which area of the County the project will occur. A project location map is also provided. This allows the website visitor or CD user to easily search for all projects within a certain area of the County.

Expenditures – A breakdown by year of how the project funds will be spent.

Funding Source(s) – A breakdown by year of where the funding for the project will come from. Many projects have multiple sources of funding.

These draft documents are distributed to the departments for another review and the opportunity to correct any erroneous information. Upon completing their review, Management and Budget Department staff meets with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

Once meetings with the Program Directors are completed, the next step is to meet with the Assistant County Administrators to review and discuss the requested budgets. Any revisions requested by the Assistant County Administrators are incorporated into the documents and communicated to the appropriate departments.

The final step in preparing the recommended Capital Budget and CIP is to meet with the County Administrator for final input. Any final revisions are incorporated into the recommended Budget and Capital Improvement Program documents presented to the Board of County Commissioners during June of each year. The FY 07 recommended budget and Capital Improvement Program documents were presented to the Board on June 7, 2006.

Throughout the budget development process, the County Administrator and Management and Budget staff conduct various budget related workshops with the Board of County Commissioners to provide them with revenue projection updates and to obtain overall policy guidance.

Once the recommended budget and CIP have been presented to the Board, a series of budget workshops and public meetings are held. Three public hearings to gain public input will be conducted after the recommended budget has been presented: one non-mandated meetings in July, and two statutorily required meetings during September. During this period, the Hillsborough County City - County Planning Commission will review the recommended CIP to ensure compliance with the County's Comprehensive Plan. The final budget and CIP will be formally

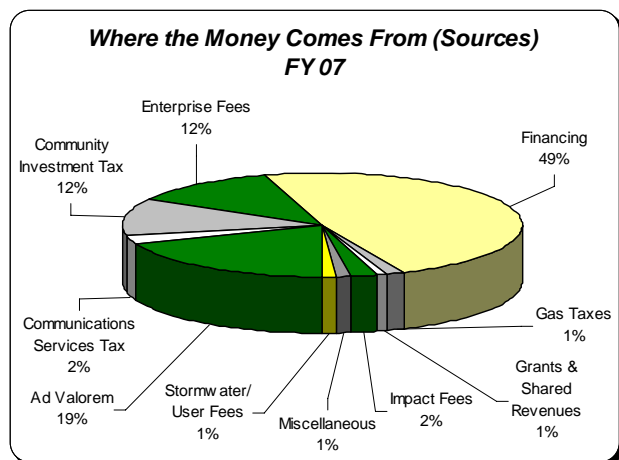
CAPITAL BUDGET

adopted by the Board of County Commissioners at the third public hearing. This year, the BOCC will hold the non-mandated public hearing on July 20, 2006. The first statutorily required public hearing to adopt the tentative budget and millage rates will be held on September 7, 2006, and the public hearing to formally adopt the FY 07 budget and millage rates will be held on September 21, 2006.

Final budget documents reflecting the adopted budget and CIP will then be prepared and distributed in both hardcopy and electronic formats. Once the capital budget and CIP are formally adopted, changes to the budget may only be made in accordance with the budget amendment process defined in BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program which ensures compliance with budget amendment requirements per in Florida State Statute 129.06. The BOCC policy also specifies that the list of projects included in the adopted CIP may only be revised through formal Board resolution.

Funding Sources

Funding for capital projects comes from a variety of sources, but generally falls into one of several categories: ad valorem taxes, the Community Investment Tax, fuel taxes, enterprise fees, special assessments, impact fees, grants or financing.



- Ad Valorem (Property) Taxes are taxes levied by the Hillsborough County Board of County Commissioners on property within the County.
- There are three ad valorem taxes imposed by Hillsborough County – the Countywide Property Tax imposed on all property within the County, with use restricted to projects providing countywide benefit; the Unincorporated Area Property Tax, imposed on all property in the unincorporated area of the county with use limited to projects serving the unincorporated area; and the Special Library Property Tax, imposed on all property within the City of Tampa and the unincorporated area of the County with use restricted to li-

brary projects. Both Temple Terrace and Plant City maintain their own library systems and are not subject to the Special Library Tax.

- The Communications Services Tax is a 4% tax imposed on local and long distance telephone calls, cable, fax, pagers and beepers, cellular phone services and other related telecommunication services. The Board of County Commissioners originally designated 1% of this tax for the construction of new fire stations. The one percent generates approximately \$5.7 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.
- The Community Investment Tax is a ½ percent sales tax imposed on the price of taxable goods, as defined by state statute, sold within the County. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure, and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax is scheduled to sunset on January 31, 2027.
- Fuel Taxes used to fund capital projects include the Six Cent Local Option Gasoline Tax, the Voted (Ninth Cent) Gasoline Tax, and the Constitutional Fuel Tax. Permitted uses for each of these taxes is defined by statute, and in the case of the Voted Ninth Cent Gasoline Tax, further restricted by County ordinance.

Use of the Six Cent Local Option Gasoline Tax is limited to transportation expenditures for public transportation operations and maintenance; roadway and right-of-way maintenance and equipment and structures used primarily for the storage and maintenance of this equipment; roadway and right-of-way drainage; street lighting; traffic signs, traffic engineering, signalization and pavement markings; bridge maintenance and operation; and debt service and current expenditures for transportation capital projects including construction or reconstruction of roads.

Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

Use of the Constitutional Fuel Tax collected by the state on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration payable from this tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and 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

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funds - Solid Waste and Water/Wastewater/Reclaimed Water.

By definition, an enterprise fund is a fund that accounts for government services that receive a substantial portion of their income from these charges for services. An annual fee schedule for each enterprise fund is set by Board of County Commissioners, and use of these revenues is restricted to operating, maintaining or building new infrastructure for the respective service for which the fee is being collected.

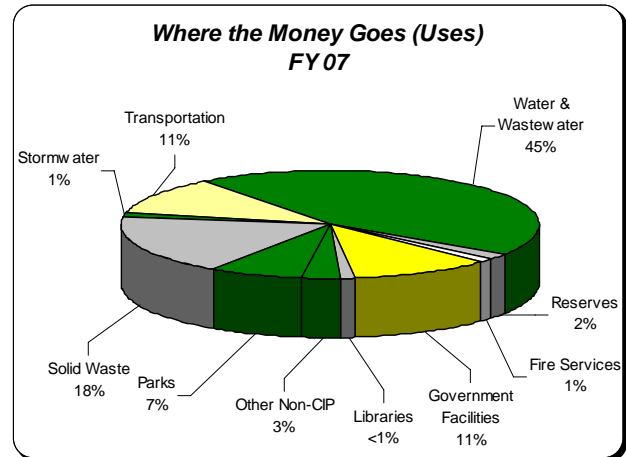
- Special assessments are charges levied by statute or ordinance for a specific purpose. One example is the stormwater fee, a non-ad valorem special assessment levied on the annual property tax bill which is used to help fund the Stormwater capital program.
- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The county is divided into zones for each type of impact fee.

Use of impact fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. There are four types of impact fees: transportation, parks, fire, and schools. Impact fees are governed by the County's Consolidated Impact Fee Assessment Program Ordinance.

- Grants & Shared Revenues can come from various sources including the federal and state governments, other local jurisdictions and agencies, and private donations. Use of grant funds is restricted to the specific purpose defined by the party providing the grant.
- Financing is the last source of funding used. Short-term financing via a commercial paper borrowing program is used to borrow funds when needed in order to accelerate project completion and to keep financing costs down. Upon completion of the projects funded with short-term debt, the debt will be converted to long-term debt.

Uses of Funds

Capital budget expenditures are related to one of the eight capital programs – Fire, Libraries, Government Facilities, Parks and Recreation, Solid Waste, Stormwater, Transportation, and Water Services – or to the Environmental Land Acquisition and Protection Program (ELAPP) or the Repair, Renovate, Replace and Maintain program. Each of these programs will be discussed in more detail below.



Fire Services

The recommended Fire Services capital budget for FY 07 is \$4.3 million. The program is funded through a combination of Impact Fees, the Community Investment Tax, the Communications Services Tax, and Ad Valorem Tax dollars. One project is scheduled to be completed during FY 06 – the Armdale Fire Station Renovations project.



Chapman Fire Station

The FY 07 capital budget includes additional funding in the amount of \$1.5 million to continue the land acquisition program for future construction of new fire stations listed in the Fire Rescue Capital Facilities Master Plan. Completion of the Chapman Road, Northdale, and Country Place fire stations in early FY 07 will improve the services provided in the Northwest.

The budget also includes funding to begin project development and design of four new fire stations (Anderson Rd., Bearss, Central Brandon, and Nuccio Park), one replacement fire station (Seffner- Mango), a new training facility, and the expansion and renovation of the Gibsonton fire station.

Government Facilities

The recommended Government Facilities capital budget for FY 07 is \$37.6 million. The budget provides funding to continue the program approved by the Board in September 2005. A total of 3

CAPITAL BUDGET

new projects are added in FY 07. Major projects within this program include the Court Facilities Expansion project, Falkenburg Road Jail Expansion Phase VI, Falkenburg Road Jail Expansion Phase VII, Brandon Regional Service Center; Children's Services Campus Enhancements, New Medical Examiner facility, Family/Civil Court Expansion, Mosquito Control Facility Relocation, Tampa Bay History Center, Town and Country Senior Center, and the East County Courthouse Redevelopment / Regional Service Center.

New projects added in FY 07 include the replacement of the a/c equipment on the first and second floor of the County Center, upgrade of maintenance systems at the Courthouse Annex, and the acquisition of right of way from CSX at Falkenburg Rd. to provide a transportation and utility easement to the property purchased from Tampa Bay Water last fiscal year.



Sheriff's Childcare Facility

Eight projects are scheduled to be completed in FY 06.

Funding sources for the program include Community Investment Tax, Financing, Ad Valorem Tax proceeds, and Enterprise fees.

The Falkenburg Road Jail Phase VI project is a \$50.4 million dollar project that will not only provide much needed jail space to alleviate jail overcrowding (512 bed direct supervision dormitory, 256 bed single confinement housing, 100 bed expansion of the Infirmary and completion of the clinic), but will also expand administrative space; provide a new Master Control System (electronic and video security controls system that includes a central video visitation facility for the entire jail system); a warehouse building, renovations to the inmate property room; prisoner transfer area and the facilities maintenance area; and completion of the inmate programs building. The project is part of a Master Plan approved in 1996 for the expansion of the Falkenburg Road Jail Site which will eventually grow to more than 4,600 beds. Previous jail construction phases were planned with an emphasis on delivering maximum inmate capacity with limited operational infrastructure. Phase VI also includes support structures that are programmed to "catch up" from prior phases and to meet the facility's needs through the eventual built-out.

The Falkenburg Road Jail is operated using a management style referred to as "direct supervision" whereby one deputy works directly inside the inmate living area - referred to as a "pod" - with 64 inmates. The absence of physical barriers found in most traditional jails, e.g. bars and steel doors, allows the deputies to run the entire jail, not just the hallways and control rooms and keeps the construction cost down. Each pod is equipped with toilet and shower areas, washing machines and dryers, a food preparation area, an outdoor exercise area and a medical procedure room - all services are decentralized. Inmate movement is limited to court appearances, infirmary visits, inmate programs and release/transfer from jail, making direct supervision a very secure method of jail operation.

The direct supervision design of the jail allows for the use of commercial, instead of detention grade, fixtures and furnishings, further lowering the construction cost. Direct supervision jails are less costly to build and to operate.

Library Services

The recommended Library Services capital budget for FY 07 is \$3.6 million. The budget provides funding to continue the work on the five new libraries added to the program last September. (Robert W. Saunders Library Expansion Phase I, Seffner Mango replacement, Sulphur Springs Partnership Library, University Area Partnership Library and the Turkey Creek Partnership Library. The County's Five-Year Pro Forma (a five year forecast of revenues and expenditures for major funding sources) indicates that anticipated capital and operating costs for these facilities can be covered with anticipated revenues.

Three projects are scheduled for completion in FY 06, including the South County Regional Library, which is scheduled to be completed in June 2006.



South County Regional Library

The Library Program is funded with a combination of Ad Valorem Tax proceeds, State Grants, and Community Investment Tax proceeds.

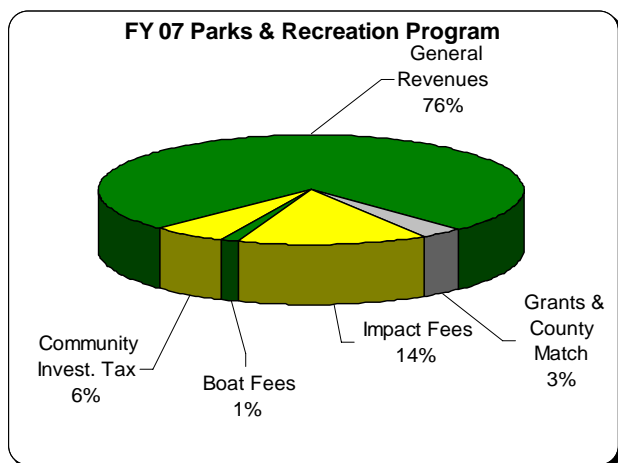
CAPITAL BUDGET

Parks and Recreation

The recommended Parks and Recreation capital budget for FY 07 is \$25.4 million. The program is funded through a combination of Impact Fees (its major source of funding), Community Investment Tax proceeds, Ad Valorem Tax proceeds, Boat Improvement Fees and Community Development Grant Funds.

The Parks and Recreation Program include a mix of recreational facilities such as parks, trails, community and recreational Centers, dog parks, and boat ramps. The program includes both local and regional parks. Regional parks serve citizens in both the incorporated and unincorporated area of the County and are normally funded with Countywide Ad Valorem Taxes. Local parks serve the citizens of the unincorporated area of the County and are normally funded with Impact Fees.

New projects for FY 07 include \$50,000 for the Ben Hill Playground /Park Construction project and \$150,000 for the Logan Gate Park Upgrade project. An additional \$1.5 million in General Revenue was used to complete the funding for the Citrus Park Community Center project.



Twenty three projects are scheduled to be completed FY 07 including the All Peoples Center Multi-purpose Gymnasium construction Phase I Project, the Live Oak Sports Complex Construction Project, the Carrollwood Village Community & recreation Center project, the Waterset Land Acquisition project and the Upper Tampa Bay Trail Phase IV Land Acquisition /PD&E project.

Environmental Lands Acquisition and Protection Program (ELAPP)

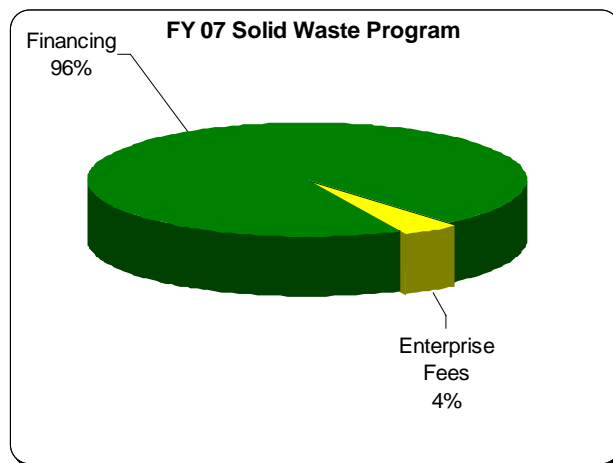
A subset of the Parks Program is the Environmental Lands Acquisition and Protection Program (ELAPP). This program is dedicated to the purchase of land for the protection and preservation of our natural resources. Some of the criteria used when considering whether to protect a property are: whether it is environmentally sensitive; in danger of development; has archaeo-

logical significance; or features native plants and animals unique to the area. Funding is secured through an operating and debt service ad valorem millage not exceeding 0.25 mills in any one year period. This property tax, approved by referendum in 1991, is scheduled to expire in 2011. As of September 2005, the program has acquired approximately 42,300 acres at a cost of \$163.0 million since its inception in 1987. Included in the Parks and Recreation capital budget, this program has been allocated \$10.5 million in FY 07 for the purchase of eligible parcels as they become available.

Solid Waste

The recommended Solid Waste capital budget for FY 07 is \$62.1million. The program is funded with a combination of enterprise fees and financing.

The program adds 4 new projects that include the replacement of the NW Transfer Station Tipping Floor and scales, an entrance to the Alderman Ford Community Collection Center and a master plan to identify current and future uses of the Southeast County Facility.



Of significance in the FY 07 Solid Waste Capital Improvement Program is the financing of \$63.5 million to include the expansion of the Resource Recovery Facility in Central Hillsborough County, the Southeast Landfill Section 9, the Hillsborough Heights Landfill Cover Improvements and the Resource Recovery Facility Entrance. The Resource Recovery Facility expansion is estimated to cost \$116.4 million and is expected to increase the daily capacity from 1,200 to 1,800 tons per day.

It is projected that in FY 07 the Solid Waste Department will receive and process 1,173,118 tons of solid waste at an average cost of \$76.12 a ton. This is a system-wide cost per ton, which includes projected debt service.

Stormwater

The recommended FY 07 Stormwater Program consists of 22 capital projects designed to reduce flooding by improving storm-

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water drainage and reducing pollution resulting from stormwater runoff. The recommended FY 07 capital budget is \$3.9 million.

In July 1998, the BOCC committed \$93.9 million for an Accelerated Stormwater Program to respond to significant flooding problems resulting from unprecedented heavy rains generated by the El Niño phenomenon in September 1997 - March 1998. This program, funded primarily from Community Investment Tax backed financing, was completed in FY 05. Over 330 stormwater projects, 175 culvert replacements and 17 Watershed Management Plans were completed under the accelerated program.

One major non-routine stormwater project is recommended for FY 07 funding - the Duck Pond Stormwater Pond Implementation project. The need for significant improvements was identified in 2004, resulting from heavy rains the County experienced during Hurricane Frances. To address drainage needs in this area, the County entered into an agreement with the City of Tampa to provide stormwater relief in the stricken



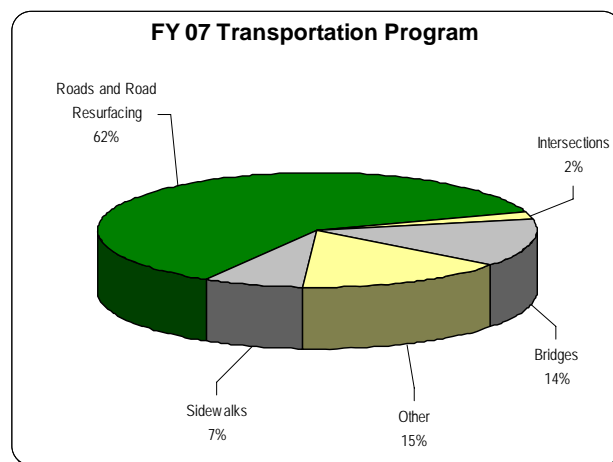
Balm Road Wetlands Restoration

area. As part of these improvements, the County will build an additional retention pond and install a second large diameter pipe between two existing ponds. The County will also install a new 24,000 gallon per minute pump station near Duck Pond East. The County and the City of Tampa will jointly pay for a new pipe going south along 30th Street that will pump water into Hillsborough River. In addition to significant County funding already committed, the County and the City will seek grant funds to help pay for these improvements. The project is tentatively scheduled to be completed by 2010.

Transportation

The recommended FY 07 capital budget is \$39.5 million. The budget reflects new or additional funding for 13 road projects; 5 bridge projects; 9 intersection projects; sidewalks and ADA sidewalks; new traffic signals; advanced right-of-way acquisition; improvements for channelization of traffic; road resurfacing; and

continued reimbursements to the Fishhawk developer. The FY 07 capital budget reflects various significant events as discussed below.



The transportation capital budget reflects completion of repayment of short-term financing used to provide cash needed to keep transportation projects on schedule. Total transportation borrowing under this program was \$24.7 million.

As previously discussed in the overview section, a major issue impacting the transportation program is the rapid escalation of estimated project costs. These cost increases have resulted in various road projects no longer being fully funded. Any anticipated shortfall is shown on the individual project page as an unfunded amount. In order to keep projects currently under construction on track, funding will be shifted to these projects from other funded projects that have not yet started construction. The reassessment process discussed at the beginning of the highlights will attempt to address any shortfalls ultimately resulting from this funding realignment. It is anticipated that a combination of state and federal grants, additional Community Investment Tax Phase III funds, and increased developer contributions for projects required to address concurrency constraints will be needed to help address the shortfalls. The transportation program includes several projects with significant actual or anticipated developer contributions. These include the US 301 road widening project and proposed improvements to Bell Shoals Road and Lithia-Pinecrest Boulevard.

The FY 07 capital budget reflects the Hillsborough County Board of County Commissioners' approval of \$15 million annual commitment to transportation over FY 05 funding levels, and is in addition to a previous \$10 million annual commitment from general revenues reflected in prior years. This increased funding will help address ongoing operational, safety and capacity needs. The additional \$15 million is distributed equally between increased operating needs, safety improvements (which can be either capital or operating in nature) in support of the Board's strategic plan, and capital projects.

In addition to a recurring \$15 million increase in transportation funding, the FY 07 capital budget incorporates new one-time

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funding from general revenues and Community Investment Tax reserves to facilitate completion of several major road projects, including Bruce B. Downs (Palm Springs to Pebble Creek Drive South) and Racetrack Road (Douglas to Linebaugh). Other projects approved for funding in FY 07 for planning and / or design include Lutz Lake Fern Road interim improvements (Suncoast Parkway to Dale Mabry), and widening Bell Shoals (Bloomingdale to Boyette) to a 4 lane divided roadway. Note that the County is in negotiations with a developer regarding a contribution to meet concurrency requirements for the Bell Shoals project, as well as a proposed Lithia Pinecrest Road project.



Racetrack Road (Before Improvements)

On March 16, 2005, the County entered into an agreement with the state and numerous developers to facilitate widening US 301 from SR 674 to Gibsonton Drive to a 4 lane divided roadway. Under the agreement, the state and developers will contribute pond sites and cash totaling \$34 million to complete improvements needed to meet concurrency requirements. Although this is a state road, to be managed and built by the Florida Department of Transportation (FDOT), the County has contributed \$27.4 million to facilitate design and right-of-way acquisition for this project. The project capital budget reflects funding from all sources, including FDOT grants.

Another significant event continuing to impact FY 07 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 road, intersection, bridge, and community based plan projects, as well as an Intelligent Transportation System initiative. Funding for many of these projects continues in FY 07 as indicated in the list of major projects.

A major project in the FY 07 capital budget is the widening of Bruce B. Downs Boulevard from Bearss Avenue to County Line Road. Based on completion of the Project Development and Environmental study by the Florida Department of Transportation (FDOT), the Bruce B. Downs project scope was revised from the initial planned widening from 4 to 6 lanes from Bearss Avenue through Regents Park Drive to its current proposed scope of widening to 8 lanes from Bearss Avenue to the Pasco County

Line. This increase in scope has resulted in a significant estimated cost increase for right-of-way acquisition and construction, allowing only the first phase of this project, from Palm Springs to Pebble Creek Drive South, to be funded. The remaining two segments, from Bearss Avenue to Palm Springs, and from Pebble Creek Drive South to County Line Road at the Pasco County line, are partially funded. It is estimated that an additional \$100 million will be required to complete these two segments. The County has and will continue to seek federal and state funding, as well as developer contributions, to help address this need.

Widening Racetrack Road is another major project FY 07 capital budget. Completing all Racetrack Road construction projects will cost \$46.5 million, of which \$3.4 million is funded in FY 07. When completed, the stretch from Hillsborough Avenue to South Mobley, or 5.83 miles of roadway, will be widened. The project will also improve roadway drainage, implement Intelligent Transportation System enhancements to improve safety and enhance traffic control, and install sidewalks, bicycle lanes and bus bays.

These improvements will help alleviate traffic backups and resulting safety issues that have resulted from significant development in the area. When completed, these projects will widen Racetrack Road from Hillsborough Avenue to Linebaugh Road from 2 to 6 lanes, from Linebaugh to Nine Eagles Road from 2 to 4 lanes, and Nine Eagles to South Mobley from 2 to four lanes.



Racetrack Road (After Improvements)

Finally, the Board previously approved \$2.4 million in FY 07 to provide the County's portion of funding for required maintenance on the Friendship Trail Bridge. Maintenance responsibility for the bridge is shared with Pinellas County, and maintenance efforts will be coordinated accordingly.

More information about specific transportation projects is located in the recommended FY 07 – FY 11 Capital Improvement Program.

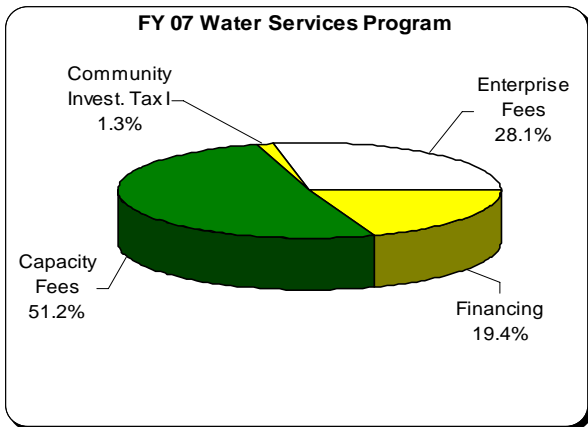
CAPITAL BUDGET

Water Services

The recommended Water Services capital budget for FY 07 is \$156.7 million. The Water Services Program includes Potable Water, Wastewater and Reclaimed Water projects and is funded with a combination of Enterprise Funds, Community Investment Tax funds, and financing.

New projects for FY 07 include the Central Drive Water Main / Phase II, the Lake Park Chemical Storage Roof Replacement, the Lithia Auxiliary Power Improvements, the Armand Drive Gravity Sewer (PS Replacement), the Large Diameter Force Main Valve Installations, and the River Oaks RAS Pump Replacement project.

The FY 07 budget also include \$19.9 million for the South Central Water Transmission Main Construction project, \$25.3 million for the Falkenburg Plant Expansion project, \$15.9 million for the Northwest Treatment Plant Expansion project, \$43.5 million for the Valrico AWTP Expansion project and \$3,1 million for the Carrollwood/Dale Mabry RW Pump Station Replacement project.



There are 9 projects scheduled to be completed in FY 07. This includes the Class A sludge processing facility in Northwest Hillsborough County at cost of \$29.9 million. This project allows for wastewater sludge to be thermally dried and pelletized to produce a reusable product that will meet class A standards and can be applied anywhere as fertilizer. Other projects include the Valrico AWTP Sludge Dewatering project, the Valrico Hills Franchise Purchase And Wastewater Connection project, the Van Dyke Reclaimed Water Tank and Pumping Improvements project, the Dale Mabry & River Oaks WWTP Sludge Holding Tank R&R project, the South County AWTP Dewatering Equipment R&R project, the Valrico AWTP Additional Sludge Holding Tank project, the Miller Mac Pump Station Replacement project and the State Road 60 And Falkenburg Road Force Main Improvements project.

Automation projects at the wastewater plants and reclaimed water pump stations comprise a significant portion of the pro-

gram. These projects will provide for more efficient operations and create greater control during emergency situations.

CAPITAL PROJECTS OPERATING IMPACTS

The Capital Improvement Program (CIP) is an integral element of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However in some cases, like the construction of a new jail, the operational impact may be phased in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay or to add new staff, jail and food supplies and operational equipment, thus spreading the increased operating impact over a number of years rather than impacting the budget all at once when the jail is completed.

Debt service payments on issued debt for capital projects is also included in the operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures reduce the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain at a prudent level. While the recommended FY 07 capital budget includes the issuance of short-term commercial paper to advance certain projects, there is no impact on the operating budget from required debt service because these costs are rolled to subsequent notes until the projects are completed, at which time long term debt is issued.

Specific FY 07 operating impacts from capital facilities are as follows:

Fire Services: The Chapman Road Fire Station is scheduled to open late FY 06, and The Country Place and Northdale Fire Stations will open in FY 07. It requires 13 positions and costs approximately \$1.0 million annually to operate a fire station without an advanced life support unit versus 21 positions and a cost of \$1.6 million to operate a fire station with an advance life support unit.

Project (In thousands)	New Positions	FY 07 Oper. Impact
Chapman Rd. Fire Station	21	\$1,644.9
Country Place Fire Station	13	1,000.2
Project (In thousands)	New Positions	FY 07 Oper. Impact
Northdale Fire Station	21	1,644.9

CAPITAL BUDGET

Government Facilities: Four projects will incur operating costs in FY 07 as follows.

Project (In thousands)	New Positions	FY 07 Oper. Impact
Animal Services Expansion	5	\$234.6
Court Facilities Expan.	2	339.7
Falkenburg Rd. Jail VI	69	3,682.4
New Medical Examiner	0	15.6

Library Services: There are no projects scheduled to be completed in FY 07.

Parks and Recreation: Twenty three projects are scheduled to be completed in FY 07. Eleven will require a total of 28 new staff members and will incur total operating costs of \$2.2 million, two will not require any staff but will incur \$62k in operating costs and ten will have no impact on operating costs.

The annual operating expenditures for an average regional park requires approximately \$500,000 in personnel cost and \$200,000 in other operating and maintenance costs. The annual operating expenditures for an average local park requires approximately \$185,000 in personnel cost and \$100,000 in other operating and maintenance costs.

Project (In thousands)	New Positions	FY 07 Op. Impact
All Peoples Center	3	\$500.8
Apollo Beach Park Exp.	2	129.3
Bellamy Playground	2	54.0
Carrollwood Village Cntr	5	359.9
Flatwoods Park Camp-ground	2	262.6
Lettuce Lake Prk	0	5.0
Lighting Imp. Rec. Cntr	0	57.0
Northwest Rec. Corridor	6	379.8
Summerfield Complex	3	184.8
Thonotosassa Main St.	1	25.4
Waterset Complex Land	1	110.6
William Owens Pass	3	184.7

Solid Waste: Six projects are scheduled to be completed in FY 07. These projects will not require additional staff or incur additional operating costs.

Stormwater: New stormwater infrastructure does not normally have explicit additional operating costs beyond additional materials and supplies for maintenance. It is estimated that ongoing

maintenance costs for stormwater improvements runs \$2.50 per \$1,000 of project cost. Stormwater infrastructure maintenance requirements include keeping drainage areas free from litter, leaves and debris as well as repairing cracked or broken stormwater pipes, culverts and other infrastructure. It is anticipated that maintenance of new stormwater infrastructure can be absorbed within the recommended FY 07 operating budget for the Transportation Maintenance Division of Public Works, the unit responsible for maintenance. As more infrastructure is brought online each year, additional staff and equipment will be needed at some future date to maintain infrastructure at desired levels.

Transportation: While new transportation infrastructure generally has no direct operating costs associated with it, there are ongoing maintenance expenditures needed to keep the roads up to County standards. Ongoing maintenance costs include pothole patching, lane and crosswalk re-striping, sign and traffic signal replacement, and roadside right-of-way mowing and maintenance. It costs approximately \$3,800 annually to maintain each lane mile of roadway. The County is responsible for maintaining over 6,270 lane miles throughout the county. Note that major road resurfacing is budgeted separately under the capital program. It is anticipated that additional transportation infrastructure scheduled for FY 07 completion can be met within the recommended budget. Like stormwater, as more transportation infrastructure continues to be brought online, additional staff and equipment will be needed at some point to maintain infrastructure at desired levels.

Water/Wastewater/Reclaimed Water There are 9 projects scheduled to be completed in FY 07. The Northwest Class A Sludge Processing Facility will require fourteen new staff members and \$1.920 million in operating costs. Two other projects will not require additional staff but will require operating costs of \$6.0 thousand. Six other projects will not require additional staff or incur additional operating costs.

In FY 07 the average annual Equivalent Residential Customers accounts (ERC's) is estimated to be 190,189 for potable water, 195,537 for wastewater and 15,085 for reclaimed water. The average annual cost per customer account is estimated to be \$246 for potable water, \$381 for wastewater and \$152 for reclaimed water.

Project (In thousands)	New Positions	FY 07 Op. Impact
Dale Mabry & River Oaks WWTP Holding Tank R&R	0	\$3
Miller Mac Pump Station	0	3
NW Class A Sludge Processing Facility	14	\$1.920

CAPITAL BUDGET

Major Repair, Replacement, Renovation, and Maintenance Program

During the FY 02 capital budget process, the Board of County Commissioners, concerned about maintaining the condition of County facilities, established the Major Repair, Renovation, Replacement and Maintenance Program. The program focuses on non-routine repairs, renovations, replacement or maintenance of existing facilities rather than construction of new facilities or infrastructure. Projects included in this program are typically under \$150,000, do not add square footage to an existing facility, and can be delivered within a twelve-month period. This program is more flexible than the CIP process, allowing the County to react in a more timely manner to facility related emergencies or non-routine repairs and maintenance needs. The projects can be identified, budgeted and completed within a twelve-month period. To ensure that funding is available to maintain existing facilities, the Board of County Commissioners sets aside a minimum of 1% of anticipated annual revenues in the Countywide General Fund, the Unincorporated Area General Fund, and the Library District Fund. This 1% allocation will provide approximately \$9.0 million in FY 07. In addition, the County Administrator has included another \$1.5 million in the recommended budget to provide additional funding for parks and fire stations.

The Major Repair, Replacement, Renovation and Maintenance program also funds Phase 1 of the ADA Transition Plan, previously approved by the Board in FY 01, as part of the County's continued commitment to comply with the American Disabilities Act by making all County facilities handicapped accessible.

Projects funded by this program in FY 07 are listed at the end of this section.

Monitoring

The Management and Budget Department conducts regular reviews of capital project status, allocations and expenditures along with related activities. The purposes of these reviews are:

- To ensure compliance with applicable statutes, ordinances, County policies and procedures, and sound accounting and budgeting practices.
- To identify projects with excess appropriations that might be subject to reallocation.
- To identify projects with total expenditures and encumbrances exceeding the current appropriation that might require additional appropriations.
- To track impact fee revenues and expenditures to ensure that impact fees are being spent in a timely manner as required by ordinance.

Results of these analyses are communicated to appropriate management and staff for follow-up and appropriate corrective action.

To assist in the reviews, Management and Budget generates numerous system generated variance and tracking reports. Among these reports are:

Monthly Community Investment Tax Report

This report shows the budget, expenditures and remaining balance of projects categorized by program and reflects the cash position of the fund. Management uses this report to determine the availability of funds that may be used to fund other needs.

Projects 90 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 90 days in the Project Information Management System. Appropriate management is requested to complete fiscal close out for these projects unless a valid reason, which they must provide, exists for keeping the project open. One example of a valid reason may be that there are outstanding eminent domain issues associated with a project. This review helps identify allocated funds that might no longer be needed for the intended purpose.

Fiscally Closed Projects with Balances

This report is run periodically to determine if any capital projects coded as fiscally closed in the Project Information Management System have outstanding balances. If any are identified, the appropriate department managing the project is requested to prepare any needed budget amendment to make residual funds available for other projects.

Negative Balance Report

This monthly report identifies any projects that have a negative balance within any funding source. This report is sent to all departments involved with capital projects to alert them of the need for corrective action.

Impact Fee Threshold Report

Used to determine the status of Impact Fee Funds as it relates to spending as required by County Ordinance. It shows revenues by impact fee zone and projects when each zone's balance needs to be spent to meet ordinance restrictions on timeliness of use. Hillsborough County, by ordinance, requires that all impact fee revenues be utilized within 6 years or may be subject to refund.

Unfunded Projects Needs List

This is a prioritized list of capital project needs by program, that is used to determine what projects should be funded next as funds become available.

CAPITAL BUDGET
FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 07 Funding	Future Funding	Total Funding
<i>Fire Services:</i>					
92103	Adamsville Fire Station	\$175	-125	\$0	\$50
91159 *	Anderson Rd. Fire Station	0	240	5,040	5,280
91155 *	Bearss Fire Station	0	190	2,151	2,341
91156 *	Central Brandon Fire Station	0	190	2,801	2,991
91151	Chapman Road Fire Station	3,062	75	0	3,137
79140	Country Place Fire Station	3,546	50	0	3,596
91157 *	East Sligh (Nuccio Park) Fire Station	0	190	2,584	2,774
91142	Fire Hydrant Installation	790	160	160	1,110
91158 *	Fire Rescue Complex Phase I (Training Facility)	0	120	7,910	8,030
79020	Fire Rescue Equipment Repl. II	5,760	1,440	1,440	8,640
91160 *	Gibsonston Fire Station Expansion	0	80	1,035	1,115
91153	Land Acquisition - New Fire Stations	4,551	1,500	6,000	12,051
92114	Northdale Fire Station	2,870	20	0	2,890
91154 *	Seffner Mango Fire Station	0	190	2,105	2,295
Total Fire Rescue Program		\$20,754	\$4,320	\$31,226	\$56,300

Government Facilities:

77711	700 Twiggs Exterior Wall Repair	\$222	\$50	\$0	\$272
79021	Animal Services. Adoption, Admin., and Ops. Expansion	1,612	350	0	1,962
79001	Animal Services Investigation Kennel	0	138	1,380	1,518
77720	Children's Services Campus Enhancements	275	5,030	4,000	9,305
77705	Children's Services Treatment Center	193	-193	0	0
77706	Plant City Headstart Renovation	140	-140	0	0
79057	Continuity of County Govt. Phase II	0	863	1,881	2,744
77737 *	County Center Expand Chill Water Lines to 1st & 2nd Floors	0	1,250	0	1,250
77709	County Center Exterior Hardscape Replacement	70	505	0	575
77712	County Govt. Interim Disaster Relocation	60	-60	0	0
70121	Court Facilities Expansion	86,644	0	0	86,644
77736 *	Courthouse Annex Maint. Systems Upgrade	0	1,545	0	1,545
77724	Expansion of Tax Collector's Office at Falkenburg Rd.	1,200	-11	0	1,189
77738 *	Falkenburg Rd. CSX ROW Acquisition	0	300	0	300
70058	Falkenburg Rd. Jail Expansion Phase VI	48,504	1,979	0	50,483
79143	Falkenburg Rd. Jail Expansion Phase VII	2,625	50	64,186	66,861
70061	Falkenburg Rd. Water Dept. Cust. Svc. Warehouse	905	15,750	65	16,720
77704*	Family / Civil Court Expansion	150	2,196	0	2,346
31935	Fawn Ridge Water Plant Bldg. Improvements	176	1,424	0	1,600
77703*	Felony Court Expansion	2,410	752	0	3,162
77710*	Indoor Air Quality Measures	500	630	0	1,130
77708*	Main Courthouse Renovation Phase III	970	2,080	0	3,050
70059	Mosquito Control Relocation to Vandenburg	3,300	250	0	3,550
92206	New Medical Examiner Facility	10,194	1,000	0	11,194
77707*	Public Defender Office Expansion	390	580	0	970
79135	Regional Svc. Ctr./Townhall-Brandon	4,841	639	0	5,480
79139	Riverview Terrace Senior Center	1,742	192	0	1,934

CAPITAL BUDGET
FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 07 Funding	Future Funding	Total Funding
77713*	Roger P. Stewart Center Chiller Plant	585	450	0	1,035
77717	Roger Stewart Fire Alarm System Upgrade	35	-35	0	0
79138	Town N' Country Senior Center	1,936	400	0	2,336
77718	Westgate Complex Addition Children's Board	590	-590	0	0
70065	Westgate Headstart Building Replacement	867	230	0	1,097
Total Govt. Facilities Program		\$171,136	\$37,604	\$71,512	\$280,252

Library Facilities:

79002	North Tampa Branch Library Exp.	\$654	\$20	\$5,205	\$5,879
70079*	Riverview Additional Land and Parking	512	27	152	691
70081*	Robert W. Saunders Sr. Public Library - PH I	30	5	7,810	7,845
70077*	Seffner - Mango Replacement	770	315	4,730	5,815
70078*	Sulphur Springs Partnership Library	70	700	422	1,192
70082*	Turkey Creek Partnership Library	0	240	3,735	3,975
70080*	University Area Partnership Library	825	1,210	3,415	5,450
79127	Westgate New Regional Library	7,526	1,090	0	8,616
Total Library Services Program		\$10,387	\$3,607	\$25,469	\$39,463

Parks, Recreation and Environmental

80339	Ben Hill Playground/Park Construction	\$0	\$50	\$0	\$50
80195	Branchton Area Park PD&E & Construction	205	2,895	0	3,100
89318	Citrus Park Community Center	1,500	1,500	0	3,000
83214	Cockroach Bay Boat Ramp Improvement	0	27	196	223
80196	Cross Creek Sports Complex PD&E & Construction	85	4,115	0	4,200
83215	E G Simmons Additional Boat Ramp Construction	0	320	0	320
89000	Environmental Land Acquisition & Protection Program (a)	48,969	10,480	51,616	111,064
80654	Fish Hawk Community Playground Construction	0	682	0	682
82533	Gardenville Community Center Restoration	42	305	0	347
80338*	Logan Gate Park Upgrade	0	150	0	150
89311C	Lutz/Oscar Cooler Football Practice Field Renovation (CIT-II)	0	500	0	500
89312C	Mango Park Improvements (CIT II)	0	750	0	750
80165	North Ruskin Park Land Acquisition/Construction	215	350	0	565
80074	Northwest Project Planning Contingency	50	-50	0	0
83639	Northwest Recreational Corridor Phase II	0	325	1,275	1,600
83635	Progress Village Sports Complex Construction	330	2,796	3,120	6,246
89314C	Town N' Country\Shimberg Soccer Field Expansion (CIT-II)	0	200	550	750
80999	Allocated Funds (Boat Improvement Fund)	340	-35	0	305
Total Parks		\$51,736	\$25,360	\$56,757	\$133,852

Solid Waste

54049*	Alderman Ford CCC Entrance/Road Imp	\$0	\$200	\$0	\$200
54045	Hillsborough Heights Collection Center Improvements	150	680	0	830
54031	Hillsborough Heights Landfill Cover Improvements	50	1,760	0	1,810
54050*	NW Transfer Station Scales Replacement	0	300	0	300

CAPITAL BUDGET
FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 07 Funding	Future Funding	Total Funding
54048*	NW Transfer Station Tipping Floor Replace	0	600	0	600
54027	Resource Recovery Facility Capacity Expansion	10,357	50,000	56,000	116,357
54044	Resource Recovery Facility Entrance Expansion - PD&E	100	2,000	0	2,100
54041	South County Transfer Station Expansion	16,110	6,000	0	22,110
54052*	Southeast County Facility Master Plan	0	50	0	50
54037	Southeast Landfill Capacity Expansion-Sect 9	8,130	550	0	8,680
<i>Total Solid Waste</i>		\$34,897	\$62,140	\$56,000	\$153,037

Stormwater

41152	Alder Way Underdrain Improvements	\$0	\$40	\$69	\$109
41061	Button Wood Pump Station Project	200	100	0	300
41145 *	Chapman Road Drainage Improvements	0	100	60	160
48516	Countywide Watershed Mgmt Masterplan Update	1,250	250	1,000	2,500
41142 *	Countywide Watershed Mgmt Masterplan Update Phase II	660	650	600	1,910
47339	Culvert Replacement Countywide FY 07	0	1,150	0	1,150
41146 *	Cypress Place Stormwater Improvements	0	100	22	122
40039	Delaney Creek Stormwater Plan Implementation	0	300	400	700
47097	Duck Pond Stormwater Plan Implementation	650	802	1,473	2,925
41150 *	Golf and Sea Boulevard Drainage Improvements	0	100	40	140
41151 *	Hancock Street Sidewalk Drainage Improvements	0	110	0	110
47343	Hillgrove and Stearns Stormwater Improvements	696	104	0	800
41072	Hollomans Branch Stormwtr Improvemnts - HBA 1A	329	310	64	703
41073	Hollomans Branch Stormwtr Improvemnts - HBA 6C	70	10	1,560	1,640
41063	Hutchinson Road Outfall Project	129	36	0	165
41075	Lake Forest Outlet Structure	69	231	0	300
41064	Lake George Pump Station	190	60	0	250
41149 *	Lake June Wetlands Restoration	0	95	575	670
48501	Neighborhood System Improvements	1,545	-1,085	1,979	2,439
41148 *	Tyler Run Avenue Stormwater Improvements	0	100	70	170
41147 *	Wee lake Outfall Improvements	0	60	330	390
41080	Wolf Branch Culvert Replacements	218	312	0	530
<i>Total Stormwater Program</i>		\$6,006	\$3,935	\$8,242	\$18,183

Transportation

Roads

61991	Allocations for Road Projects	\$0	-\$8	\$0	-\$8
69112	Bell Shoals Road Widening (Bloomingdale to Boyette)	3,625	4,300	16,250	24,175
61023	Bicycle Lanes County Rural Roads FY 07	0	700	0	700
61044	Bruce B. Downs Road Widening (Palm Springs-Pebble Crk Dr. S)	32,289	2,000	9,500	43,789
61019	Consolidated Road Median Improvements	981	100	400	1,481
61052	Lutz Lake Fern Road Improvements	700	700	3,300	4,700
69323	Neighborhood Traffic Calming FY 07 (CIT)	0	800	0	800
61977	Pave Dirt Roads Program FY 07	0	350	0	350
69044	Pavement Treatment Program FY 07	0	8,378	0	8,378
69118	Race Track Road Widening Phase I (Douglas - Linebaugh)	4,405	3,439	0	7,844

CAPITAL BUDGET
FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 07 Funding	Future Funding	Total Funding
61967	Resurfacing Roads With County Forces FY 07	0	500	0	500
61046	Symmes Road Profile Reduction	508	130	0	638
61051	US 301 Road Widening (Florida Dept. of Transportation Project)	92,350	0	0	92,350
<i>Total Roads Program</i>		\$134,858	\$21,389	\$29,450	\$185,697
<i>Bridges</i>					
62116	Consolidated Bridge & Guardrail Rehab/Repair FY 07	\$0	\$1,000	\$0	\$1,000
69217	Durant Road Over Branch of Turkey Creek Bridge	2,042	800	0	2,842
62232	Friendship Trail Bridge Repairs - Phase II	0	2,400	0	2,400
69202	South CR 39 Over Little Manatee River Bridge	3,043	49	0	3,092
<i>Total Bridges Program</i>		\$5,085	\$4,249	\$0	\$9,334
<i>Intersections</i>					
63327	Anderson Road And Waters Avenue Intersection	\$6,319	\$257	\$0	\$6,576
63947	Bruce B Downs & Pine/University Sq. Dr Intersection	773	108	0	881
63003	Countywide School Traffic Safety Devices Program	1,427	175	700	2,302
63002	Countywide School Traffic Signal, Signs & Markings	875	75	300	1,250
63000	Critical Accident Mitigation Intersection Improv.	1,150	-1,494	2,450	2,106
69351	Hanley Road & Waters Avenue Intersection	5,076	1,444	900	7,420
63082	Linebaugh Ave West and Sheldon Road	485	34	0	519
63081	Linebaugh Ave West and Wilsky Road	665	48	0	713
69353	Livingston Ave and Newberger Rd Intersection	457	403	0	860
<i>Total Intersections Program</i>		\$17,227	\$1,050	\$4,350	\$22,627
<i>Sidewalks</i>					
64037	CDBG Funded Sidewalks	\$540	\$150	\$0	\$690
64034	Sidewalk ADA Retrofit Program FY 07	0	550	0	550
69506	Sidewalk Retrofit Construction Funding FY 07	0	3,300	0	3,300
<i>Total Sidewalks Program</i>		\$540	\$4,000	\$0	\$4,540
<i>Other</i>					
69115	Advanced Right-Of-Way Acquisition	\$13,606	\$3,000	\$450	\$17,056
69344	Channelization Of Traffic FY 07 (CIT)	0	240	0	240
65008	Emergency Responders - Traffic Signal Preemption Pilot	0	60	0	60
61909	Fishhawk Developer Reimbursement for Excess Capacity	0	163	651	814
61010	Hartline Capital Allocation	2,858	97	362	3,317
63073	New Traffic Signals	4,920	4,050	2,850	11,820
65005	Railroad Crossing Reconstruction Projects	900	1,200	1,600	3,700
<i>Total Intelligent Transportation Systems & Other</i>		\$22,284	\$8,810	\$5,913	\$37,007
<i>Total Transportation Program</i>		\$179,994	\$39,498	\$39,713	\$259,205

Water Services Program

Potable Water

31962*	Central Drive Water Main / Phase II	\$0	\$112	\$288	\$400
31961*	Lake Park Chemical Storage Roof Replacement	0	126	324	450

CAPITAL BUDGET
FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 07 Funding	Future Funding	Total Funding
31960*	Lithia Auxiliary Power Improvements	0	728	4,472	5,200
31957	Fire Flow Deficiency Master Project	500	2,050	8,200	10,750
31158	Linebaugh Avenue 12" Inch WTM	1,763	1,737	0	3,500
31945	Utility Relocation - Master Project	2,192	1,000	4,000	7,192
31955	South Central Water Transmission Main Construction	3,080	19,920	0	23,000
30116	Water Treatment R&R -Master Project	4,888	1,222	4,888	10,998
31952	Central Hillsborough Water Treatment Facility	6,320	12,680	0	19,000
39158	Future Acquisition of Water/Wastewater Utility Systems	9,345	2,100	500	11,945
<i>Total Potable Water</i>		\$28,088	\$41,675	\$22,672	\$92,435

Wastewater

10641*	Armand Drive Gravity Sewer (PS Replacement)	\$0	\$224	\$576	\$800
10786	Boyette/Balm Riverview Road Master Pump Station	186	800	2,514	3,500
10770	Brandon Lakes Force Main Replacement	0	196	504	700
10771	Chelsea Pump Station Replacement	50	150	515	715
10790	Comanche Ave. Partial Force Main Replacement	588	1,512	0	2,100
10138	Countywide Major WW Pump Stations Refurbish_Master Project	10,000	2,100	12,000	24,100
10140	Countywide WW Pump Station Replacements-Master Project	5,500	1,250	10,000	16,750
10772	Falkenburg Plant Expansion from 9 To 12 Mgd	3,284	25,266	0	28,550
10642*	Large Diameter Force Main Valve Installations	0	360	1,640	2,000
10768	Low Pressure Sewer System LPSS - Master Project	4,500	1,500	6,000	12,000
10744	Manhole Inspection & Rehabilitation Program-Master Project	6,996	1,000	3,200	11,196
10769	Northwest Treatment Plant Expansion From 5 To 10 Mgd	41,618	15,883	0	57,501
10745	Regional Wastewater Treatment Plant R&R - Master Project	8,200	2,000	12,000	22,200
10788	Rhodine Road / US Hwy 301 Master Repump Station	160	480	2,660	3,300
10787	Rhodine Road/Balm Riverview Road Parallel Force Main	586	1,756	6,022	8,364
10792	River Oaks AWTP Power Distribution Reconfigure	233	767	0	1,000
10643*	River Oaks RAS Pump Replacement	0	525	1,575	2,100
10774	River Oaks Switchgear Replacement	524	1,346	0	1,870
10791	South County Filter Feed Station Replacement	33	100	342	475
10747	Sub-Regional WW Treatment Plant R&R Master Project	800	100	300	1,200
10794	Supervisory Control & Acquisition of Data for Pump Stations Phase II	0	805	19,338	20,143
10793	Tanglewood Pump Station Replacement	209	891	0	1,100
10777	Us 41 Symmes Ave Wastewater Force Main	389	2,088	0	2,477
19016	Valrico AWTP Expansion From 6 Mgd To 12 Mgd	7,500	43,500	0	51,000
10778	Valrico AWTP UV Disinfection	3,640	4,000	0	7,640
10750	Wastewater Slip Lining - Master Project	10,200	2,000	8,000	20,200
<i>Total Wastewater</i>		\$105,196	\$110,599	\$87,186	\$302,981

Reclaimed Water

10797	Abbey Grove Reclaimed Water Improvement Unit	\$41	\$212	\$0	\$253
10782	Carrollwood/Dale Mabry RW Pump Station Replacement	1,204	3,096	0	4,300
10798	Casey Lakes Manor Reclaimed Water Improvement Unit	51	265	0	316
10799	Cheval East Bordeaux Reclaimed Water Improvement Unit	116	597	0	713
10795	Reclaimed Water Pump Station Refurbishment Master Project	100	100	400	600
19017	RWTM Ext. To New Developments And RWIU's-Master Project	1,100	200	600	1,900

CAPITAL BUDGET
FY 07 Funding for Capital Projects (in thousands)

Project Number	Project Title	Prior Funding	FY 07 Funding	Future Funding	Total Funding
		\$2,612	\$4,470	\$1,000	\$8,082
	<i>Total Water Services Program</i>	\$135,896	\$156,744	\$110,858	\$403,498
<i>Other Non-CIP</i>					
	Repair, Replace, Renovate and Maintenance	\$0	\$9,735	\$39,451	\$49,186
	Other Non-CIP	0	1,363	0	1,363
	<i>Total Non-CIP</i>	\$0	\$11,098	\$39,451	\$50,549
	<i>Total Capital Budget</i>	\$610,806	\$344,306	\$439,228	\$1,394,339

* New Project

CAPITAL BUDGET

Major Repair, Replacement, Renovation and Maintenance Program

FY 07 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 07 Funding</u>	<u>Future Funding</u>	<u>Total FY 07 - FY 11 Funding</u>
<u>Fire Services:</u>			
<i>Unincorporated Area (MSTU):</i>			
Apollo Beach FS #29 Exterior Paint	\$8,000	\$0	\$8,000
Brandon FS #11 Bay Exit Door & Ventilation Project	15,000	0	15,000
Brandon FS #11 Parking Lot Repair & Renovation	75,000	0	75,000
Fire Marshall 78th St. A/C Replacement & Ducting	60,000	0	60,000
Fire Stations Code Compliance	50,000	100,000	150,000
FR Center Classroom A/C Replacement (FR99912)	7,500	0	7,500
FR HQ A/C Replacement	48,000	0	48,000
FR Hardening	75,000	0	75,000
FR HQ Warehouse Storage System Replacement	230,000	0	230,000
FR Training Trailer A/C Replacement (FR9914)	4,400	0	4,400
Gunn Highway FS #13 Concrete Apron Replacement	60,000	0	60,000
Gunn Highway FS #13 Interior Renovations	145,000	0	145,000
Springhead FS #25 Re-roof	80,000	0	80,000
Wimauma FS #22 Re-roof with BUR	40,000	0	40,000
Wimauma FS #22 A/C Replacement	16,250	0	16,250
Allocated Fund Major Maint/Repairs Fire Rescue	350,000	4,436,126	4,786,126
Total Fire Services	\$1,264,150	\$4,536,126	\$5,800,276

Government Facilities:

Countywide (General Fund):

County Buildings ADA	\$400,000	\$0	\$400,000
County Center Bldg. Renewal & Replacement	250,000	1,000,000	1,250,000
West Tampa Neighborhood Service NSC) Center Re-roof	306,000	0	306,000
Emergency Operations Center Re-roof	225,000	0	225,000
Fleet Unit #5 Roll Up Door Replacement	60,000	0	60,000
HS McCloud Re-roof	125,000	0	125,000
HS McCleod Exterior Repairs	18,000	0	18,000
Lee Davis NSC Carpet Replacement	75,000	0	75,000
Lee Davis NSC Interior Renovation	125,000	0	125,000
Lee Davis NSC Elevator Renovation	110,000	0	110,000
South Annex AHU #1 and 2 Replace VFD's	55,000	0	55,000
Cooperative Extension Water Supply System Renovation	130,000	0	130,000
Fleet Central Bay Fan Replacement	35,000	0	35,000
Fleet Central Exterior Paint	145,000	0	145,000
Fleet Unit #3 Interior Renovations	90,000	0	90,000
Edgecomb Building Re-lamp	30,000	0	30,000
Fleet Central Car Wash Roof Coating	20,000	0	20,000
HS Brandon Fire Alarm Replacement	25,000	0	25,000
HS Plant City Fire Alarm Replacement	25,000	0	25,000
HS La Paloma Fire Alarm Replacement	25,000	0	25,000
HS McCloud Fire Alarm Replacement	25,000	0	25,000

CAPITAL BUDGET

Major Repair, Replacement, Renovation and Maintenance Program

FY 07 Projects List

<u>Fund / Program / Project Title</u>	<u>FY 07 Funding</u>	<u>Future Funding</u>	<u>Total FY 07 - FY 11 Funding</u>
HS MOSI Fire Alarm Replacement	25,000	0	25,000
HS Plant City Fire Alarm Replacement	25,000	0	25,000
HS Sulphur Springs Fire Alarm Replacement	25,000	0	25,000
HS Sulphur Springs Staff Restroom Renovations	60,000	0	60,000
HS Sulphur Springs Replace Rooftop A/C Unit	15,000	0	15,000
Fleet Central Air Handlers & Ducting	65,000	0	65,000
Fleet Central Interior Wall Painting	295,000	0	295,000
Fleet Unit #3 Big Bend Rd. Exterior Paint	40,000	0	40,000
Pierce St. Garage High Bay Lighting 1st Floor	13,000	0	13,000
RE Surplus Warehouse A/C	22,500	0	22,500
Roger Stewart Complex East Bldg. Repairs	15,000	0	15,000
Roger Stewart South Replace 3rd Floor Condensing Unit	15,000	0	15,000
Roger Stewart West 2nd Floor A/C Duct Replacement	24,000	0	24,000
Senior Center Wimauma A/C	12,500	0	12,500
Clerk of the Circuit Court Space Renovations	250,000	0	250,000
Cooperative Extension Door Replacement	40,000	0	40,000
700 Twiggs St. Window Gasket Replacement	220,000	0	220,000
Aging Services Signage Replacement	25,000	0	25,000
700 Twiggs St. Chiller Demolition	125,000	0	125,000
700 Twiggs St. Security Office Duct System Replacement	50,000	0	50,000
Annex North Tower Chiller Demolition	195,000	0	195,000
County Center Generator Fuel Tank Venting	5,000	0	5,000
Zack St. Garage Interior Clean & Paint	135,000	0	135,000
Allocated Fund Major Maint/Repairs Govt. Facilities	838,883	22,962,631	23,801,514
Total Government Facilities	\$4,834,883	\$23,962,631	\$28,797,514

Library Services:

Special Library Taxing District:

Germany Auditorium Deck Water Proofing	\$95,000	\$0	\$95,000
Lutz A/C Replacement (Old Section)	125,000	0	125,000
Lutz Outdoor Water Tank for Well	25,000	0	25,000
Riverview Exterior Doors & Atrium Roof Replacement	60,000	0	60,000
Fendig Electric Door Replacement	38,000	0	38,000
Bloomingtondale Acoustical Panels	27,500	0	27,500
Germany Cooling Tower VFD in East and West Buildings	32,000	0	32,000
Germany Loading Dock & Garage Repairs	20,000	0	20,000
Austin Davis New Condenser and Ducting	30,000		30,000
Allocated Fund Major Maint/Repairs Libraries	50,332	1,953,772	2,004,104
Total Library Services	\$502,832	\$1,953,772	\$2,456,604

Parks:

Countywide (General Fund):

Allocated Fund Major Maint/Repairs Parks	\$500,000	\$0	\$500,000
Total Parks Countywide	\$500,000	\$0	\$500,000

CAPITAL BUDGET

**Major Repair, Replacement, Renovation and Maintenance Program
FY 07 Projects List**

<u>Fund / Program / Project Title</u>	<u>FY 07 Funding</u>	<u>Future Funding</u>	<u>Total FY 07 - FY 11 Funding</u>
<u>Unincorporated Area (MSTU):</u>			
Allocated Fund Major Maint/Repairs Parks	\$1,838,407	\$4,698,710	\$6,537,117
Total Parks Unincorporated	\$1,838,407	\$4,698,710	\$6,537,117
Total Parks	\$2,338,407	\$4,698,710	\$7,037,117

Public Works:

<u>Unincorporated Area (MSTU):</u>			
Road Unit #3, South Heavy Vehicle Wash Rack Repl. (EPC Order)	\$165,000		\$165,000
Road Unit #4, Plant City Heavy Vehicle Wash Rack Repl. (EPC Order)	165,000		165,000
Road Unit #2, Sheldon Heavy Vehicle Wash Rack Replacement (EPC Order)	165,000		165,000
Road Unit #1 Admin A/C Rd0101	39,600		39,600
Allocated Fund Major Maint/Repairs Public Works	260,842	3,100,000	3,360,842
Total Public Works	\$795,442	\$3,100,000	\$3,895,442

**County
Administrator's
Recommended
Budget
For
FY 07**

**Supplemental
Information**



**Hillsborough County
Florida**



DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS

This section provides a listing of full-time equivalent positions by department, pay grade, position classification, and the number of positions in each classification. Also provided are salary schedules for regular classified positions, Fire Rescue positions, executive manager positions, constitutional officer pay ranges as mandated by the State of Florida, and the Administrative Office of the Courts.

As a result of the collective bargaining agreement reached between the International Association of fire Fighters (IAFF) and the Board of County Commissioners, affected employees formerly paid under

Salary Schedules D, E, G, and H began the new Step Pay Plan effective October 3, 2004. The previous pay grade minimums and maximums are now reflected as beginning with Step 1 as the minimum and ending with the last Step for the pay grade as the maximum.

In addition to the schedules mentioned above, the following are special pay grade designations and explanations used in this section.

CO	Constitutional Officers' pay.
CTR	Contract-related pay (e.g., the County Administrator, County Attorney, and the Director of the Planning Commission).
MKT	Market-based compensation which is not controlled by Civil Service or tied specifically to the Human Resources Exempt-Pay Plan (e.g., Board/Commission unclassified positions, Assistant County Attorneys).
NCP	Positions that are tied to a pay plan other than that of Hillsborough County (e.g., Cooperative Extension Agents that are paid in accordance with the State of Florida pay plan).
SP	Special pay plans not identified in other categories to include, but not limited to, special library page positions.
TBD	(To Be Designated) Positions which had not been assigned a Manager pay grade at the time of this printing but will be determined pending results of the ongoing compensation study.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE A (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2004		Effective December 1, 2005	
	Minimum	Maximum	Minimum	Maximum
AA	\$14,913.60	\$22,360.00	\$15,433.60	23,150.40
AB	17,035.20	25,563.20	17,638.40	26,436.80
AC	18,678.40	28,038.40	19,323.20	28,995.20
AD	19,718.40	29,577.60	20,404.80	30,617.60
AE	20,862.40	31,304.00	21,590.40	32,385.60
AF	22,089.60	33,155.20	22,755.20	34,132.80
AG	23,483.20	35,214.40	24,148.80	36,212.80
AH	24,939.20	37,419.20	25,688.00	38,521.60
AI	26,499.20	39,769.60	27,164.80	40,747.20
AJ	28,163.20	42,224.00	28,870.40	43,305.60
AK	29,993.60	45,011.20	30,742.40	46,113.60
AL	32,073.60	48,089.60	32,884.80	49,316.80
AM	34,112.00	51,168.00	34,964.80	52,457.60
AN	36,337.60	54,516.80	37,252.80	55,868.80
AO	38,792.00	58,177.60	39,769.60	59,633.60
AP	41,017.60	61,526.40	42,036.80	63,065.60
AQ	44,012.80	66,019.20	45,115.20	67,662.40
AR	47,403.20	71,115.20	48,588.80	72,883.20
AS	50,856.00	76,273.60	52,124.80	78,187.20
AT	54,350.40	81,515.20	55,702.40	83,553.60
AU	58,156.80	87,235.20	59,612.80	89,419.20
AV	62,296.00	93,454.00	63,544.00	95,305.60
AW	66,518.40	99,798.40	67,849.60	101,774.40
AX	71,385.60	107,078.40	72,820.80	109,220.80
AY	76,398.40	114,587.20	77,916.80	116,896.00

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE C (CLASSIFIED) 2,080.00 HOURS ANNUALLY

Pay Grade	Effective December 1, 2003		Effective December 1, 2004	
	Minimum	Maximum	Minimum	Maximum
CA	\$14,414.40	\$21,611.20	\$14,414.40	\$21,611.20
CB	16,452.80	24,689.60	16,452.80	24,689.60
CC	18,054.40	27,081.60	18,054.40	27,081.60
CD	19,052.80	28,579.20	19,052.80	28,579.20
CE	20,176.00	30,243.20	20,176.00	30,243.20
CF	21,340.80	32,032.00	21,340.80	32,032.00
CG	22,672.00	34,028.80	22,672.00	34,028.80
CH	24,086.40	36,150.40	24,086.40	36,150.40
CI	25,604.80	38,417.60	25,604.80	38,417.60
CJ	27,206.40	40,809.60	27,206.40	40,809.60
CK	28,995.20	43,472.00	28,995.20	43,472.00
CL	30,992.00	46,508.80	30,992.00	48,131.20
CM	33,051.20	49,566.40	33,051.20	51,313.60

Note: This pay schedule is based upon a collective bargaining agreement between the American Federation of State, County and Municipal Employees (AFSCME) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE D FIRE RESCUE - IAFF - SUPPRESSION 2,496 HOURS ANNUALLY

Pay Grade	Effective October 3, 2004		Effective April 3, 2005			
	Minimum	Maximum	Minimum		Maximum	
DJ	\$28,005.12	\$29,427.84	Step 1	\$28,005.12	Step 2	\$29,427.84
DK	34,369.92	50,144.64	Step 1	34,369.92	Step 12	50,144.64
DL	40,809.60	57,532.80	Step 1	40,809.60	Step 11	57,532.80
DN	51,916.80	70,761.60	Step 1	51,916.80	Step 10	70,761.60
DR	37,864.32	53,639.04	Step 1	38,363.52	Step 12	54,138.24
DT	44,304.00	61,027.20	Step 1	44,803.20	Step 11	61,526.40
DU	51,966.72	66,144.00	Step 1	52,465.92	Step 8	66,643.20

SALARY SCHEDULE E FIRE RESCUE - IAFF - SUPPRESSION 2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 6, 2003		Effective October 3, 2004			
	Minimum	Maximum	Minimum		Maximum	
EK	\$45,676.80	\$65,998.40	Step 1	\$51,916.80	Step 10	\$70,761.60

SALARY SCHEDULE G FIRE RESCUE - IAFF - SUPERVISORY 2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 3, 2003		Effective October 3, 2004			
	Minimum	Maximum	Minimum		Maximum	
GN	\$52,499.20	\$69,555.20	Step 1	\$55,411.20	Step 8	\$70,491.20
GO	54,454.40	72,092.80	Step 1	59,550.40	Step 9	78,436.80

SALARY SCHEDULE H FIRE RESCUE - IAFF - SUPERVISORY 2,496.00 HOURS ANNUALLY

Pay Grade	Effective October 6, 2003		Effective October 3, 2004			
	Minimum	Maximum	Minimum		Maximum	
HQ	\$56,976.38	\$75,437.57	Step 1	\$59,554.56	Step 9	\$78,424.32

Note: The pay schedules on this page are based upon a collective bargaining agreement between the International Association of Fire Fighters (IAFF) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

SALARY SCHEDULE K FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC 2,819.20 HOURS ANNUALLY

Pay Grade	Effective October 6, 2003		Effective October 3, 2004	
	Minimum	Maximum	Minimum	Maximum
KM	\$26,697.82	\$51,901.47	\$26,697.82	\$55,594.62
KN	32,195.26	61,514.94	32,195.26	65,884.70

SALARY SCHEDULE L FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC 2,377.00 HOURS ANNUALLY

Pay Grade	Effective October 6, 2003		Effective October 3, 2004	
	Minimum	Maximum	Minimum	Maximum
LI	\$28,262.53	\$43,285.17	\$30,282.98	\$46,375.27
LK	31,994.42	47,991.63	34,276.34	51,414.51
LM	36,486.95	54,718.54	39,077.88	58,616.82

SALARY SCHEDULE M FIRE RESCUE - EMPACCT - NON SUPERVISORY OTHER 2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 6, 2003		Effective October 3, 2004	
	Minimum	Maximum	Minimum	Maximum
MC	\$17,950.40	\$26,956.80	\$19,219.20	\$28,870.40
ME	19,926.40	32,302.40	21,340.80	34,611.20
MG	22,193.60	35,984.00	23,774.40	38,542.40
MI	24,731.10	40,102.40	26,499.20	42,952.00

Note: Salary Schedules K, L, and M are based upon a collective bargaining agreement between Emergency Medical Personnel and Critical Care Technician Association (EMPACCT) and the Hillsborough County Board of County Commissioners.

HILLSBOROUGH COUNTY CIVIL SERVICE SALARY SCHEDULES

**SALARY SCHEDULE S
SHERIFF – CERTIFIED UNION
2,184.00 HOURS ANNUALLY**

Pay Grade	Effective August 18, 2004		Effective October 1, 2004	
	Minimum	Maximum	Minimum	Maximum
SI	\$26,208.00	n/a	\$n/a	\$
SK	30,444.96	45,645.60	n/a	n/a
SL	32,541.60	48,834.24	33,677.28	50,537.76
SM	n/a	n/a	n/a	n/a
SN	37,062.48	55,582.80	38,154.48	57,526.56
SO	39,595.92	59,382.96	40,731.60	61,457.76
SP	41,627.04	62,418.72	43,068.48	64,602.72
SQ	47,851.44	66,983.28	n/a	n/a
SR	48,222.72	72,334.00	n/a	n/a
SS	55,386.24	77,553.84	n/a	n/a
ST	55,146.00	82,708.08	n/a	n/a
SV	67,704.00	94,785.60	n/a	n/a

**SALARY SCHEDULE V
SHERIFF – CERTIFIED
2,184.00 HOURS ANNUALLY**

Pay Grade	Effective December 1, 2005	
	Minimum	Maximum
VI	\$25,584.00	\$n/a
VK	30,742.40	46,134.40
VP	44,138.64	66,218.88
VR	51,018.24	76,745.76
VS	58,618.56	82,271.28
VT	58,487.52	87,731.28
VU	62,593.44	93,890.16
VV	71,831.76	100,573.20

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE

Pay Grade	Effective October 1, 2003		Effective August 1, 2005	
	Minimum	Maximum	Minimum	Maximum
01	N/A	N/A	\$16,266.84	\$30,093.60
04	N/A	N/A	18,265.68	33,791.52
05	N/A	N/A	18,999.96	35,149.92
06	\$19,002.84	\$33,255.00	N/A	N/A
07	19,780.92	35,730.84	21,101.04	38,594.16
09	21,455.16	38,719.32	22,743.84	41,717.52
10	22,355.64	39,122.40	23,700.84	43,470.84
11	23,301.00	42,035.64	24,684.36	45,290.40
12	24,293.88	42,514.32	N/A	N/A
13	25,120.80	43,961.40	26,135.76	48,351.12
14	26,215.20	49,931.04	27,274.32	50,457.48
15	29,711.88	52,041.36	28,470.12	52,669.68
16	27,874.32	52,456.68	29,725.56	56,492.28
17	30,435.00	54,783.00	31,043.76	57,430.92
18	31,168.68	55,636.20	32,427.96	59,991.72
19	31,771.32	60,747.60	33,881.40	62,680.56
20	34,032.24	60,747.60	35,407.20	65,503.32
21	35,572.44	62,251.80	37,015.92	68,479.44
22	37,189.68	65,081.76	37,933.44	66,383.52
23	39,665.28	69,414.24	40,458.60	74,848.44
24	40,702.08	88,214.52	42,346.56	78,341.16
25	42,690.60	76,202.76	44,415.36	82,168.44
26	44,825.28	78,444.12	46,636.32	82,277.24
27	47,066.40	82,366.32	48,967.80	90,590.40
28	49,419.84	88,214.52	51,416.52	95,120.52
29	52,928.52	92,624.88	53,987.16	99,876.24
30	54,485.28	95,349.24	N/A	N/A
31	58,353.72	102,119.04	59,520.84	110,113.56
32	N/A	N/A	62,496.96	115,619.40
33	63,073.56	110,378.88	65,621.76	121,400.28
35	70,929.48	124,126.56	72,348.12	133,844.04
36	74,475.72	130,332.48	75,965.28	140,535.72
37	78,199.68	139,849.44	79,763.76	147,562.92
39	84,524.52	116,643.84	N/A	N/A
50	41,312.88	72,297.60	42,139.20	77,957.52
51	45,216.36	79,128.60	46,120.80	85,323.48
60	N/A	N/A	44,229.24	81,824.04
61	N/A	N/A	52,025.04	96,246.36
62	N/A	N/A	57,870.96	107,061.24
64	N/A	N/A	47,914.80	88,642.44
65	N/A	N/A	56,052.00	99,876.24
66	N/A	N/A	64,190.00	110,113.56
99	19,780.92	121,692.72	N/A	N/A

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE
(Continued)

Pay Grade	Effective October 1, 2003		Effective August 1, 2005	
	Minimum	Maximum	Minimum	Maximum
101	N/A	N/A	38,929.92	64,234.32
102	40,074.96	64,119.96	40,876.56	67,446.36
103	N/A	N/A	42,920.40	70,818.72
104	N/A	N/A	45,773.16	75,525.72
105	46,391.76	74,226.84	47,319.60	78,077.40
106	N/A	N/A	49,685.76	81,981.48
107	51,147.00	81,835.20	52,170.00	86,080.56
108	N/A	N/A	54,778.68	90,384.84
110	59,209.20	94,734.72	60,393.48	99,649.20
111	62,169.48	99,471.12	63,412.92	104,631.36
112	N/A	N/A	66,583.56	109,862.88
113	68,541.96	109,667.16	69,912.84	115,356.24
114	N/A	N/A	73,408.44	121,123.92
200	N/A	N/A	44,415.36	94,477.56

COUNTY ATTORNEY UNCLASSIFIED PAY STRUCTURE
2,080 HOURS ANNUALLY

Pay Grade	Minimum	Effective 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

Pay Grade	MANAGEMENT PAY RANGES			
	Effective October 1, 2004		Effective October 2, 2005	
	Minimum	Maximum	Minimum	Maximum
A1	n/a	n/a	\$116,750	\$175,157
A	\$101,712	\$152,589	104,250	156,395
B	90,834	136,219	93,101	139,630
C	81,078	121,638	83,096	124,675
D	72,405	108,618	74,214	111,342
E	64,646	96,970	66,269	99,403
F	57,741	86,570	59,176	88,733
G	51,542	77,293	52,832	79,227
H	46,010	69,014	47,154	70,741
I	41,080	61,630	42,099	63,170

Pay Grade	INFORMATION & TECHNOLOGY SERVICES MANAGER PAY RANGES			
	Effective October 1, 2004		Effective October 2, 2005	
	Minimum	Maximum	Minimum	Maximum
X1	\$82,160	\$139,672	\$84,219	\$143,166
X2	67,371	114,504	69,056	117,374
X3	55,224	93,850	56,597	96,200
X4	45,261	76,939	46,384	78,853

Pay Grade	MEDICAL POSITION PAY RANGES			
	Effective October 1, 2004		Effective October 2, 2005	
	Minimum	Maximum	Minimum	Maximum
M1	\$175,635	\$219,523	\$180,024	\$225,015
M2	157,664	196,997	161,616	201,927
M3	133,037	166,296	136,365	170,456

Note: All Management, ITS, and Medical pay ranges are increased by 2.50% effective October 2, 2005.

STATE MANDATED COUNTY CONSTITUTIONAL OFFICER SALARIES*

Office	Final FY 05 Salary	Final FY 06 Salary
Clerk of Circuit Court	\$139,624	\$145,862
County Commissioners	85,383	88,919
County Commission Chairman	93,921	97,811
Property Appraiser	139,624	145,862
Sheriff	147,593	154,161
Supervisor of Elections	121,610	127,102
Tax Collector	139,624	145,862

*These figures do not include the \$2,000 supplement for certification.

The County Commission Chairman receives an additional 10% above the statutorily set rate which is reflected above

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
BOARD OF CO COMMISSIONERS ORGANIZATION					
BOARD OF COUNTY COMMISSIONERS					
OO	County Commissioners	7.00	7.00	7.00	3.00
99	County Commissioners	0.00	0.00	0.00	4.00
XI	Senior Commission Assistant BOCC	0.00	0.00	0.00	1.00
99	Senior Commission Assistant BOCC	14.00	14.00	14.00	13.00
	Subtotal	21.00	21.00	21.00	21.00
COUNTY INTERNAL PERFORMANCE AUDITOR					
XA	County Internal Performance Auditor	1.00	1.00	1.00	1.00
XD	Senior Performance Auditor	0.00	0.00	1.00	1.00
XI	Executive Assistant	1.00	1.00	2.00	2.00
	Subtotal	2.00	2.00	4.00	4.00
	TOTAL BD OF CO COMM ORGANIZATION	23.00	23.00	25.00	25.00
COUNTY ATTORNEY ORGANIZATION					
COUNTY ATTORNEY					
AO	Accountant II	1.00	1.00	1.00	1.00
UA	Administrative Assistant County Attorney	1.00	1.00	1.00	1.00
UA	Administrative Assistant	1.00	1.00	0.00	0.00
UC	Assistant County Attorney	1.00	2.00	4.00	13.00
UB	Assistant County Attorney CAT	0.00	0.00	0.00	1.00
MKT	Assistant County Attorney II	2.00	1.00	2.00	0.00
MKT	Assistant County Attorney III	9.00	6.00	9.00	0.00
MKT	Assistant County Attorney IV	10.00	9.00	6.00	0.00
MKT	Chief Assistant County Attorney	4.00	4.00	0.00	0.00
UD	Chief Administrative Manager CAT	0.00	0.00	1.00	1.00
AG	Clerk III	1.00	1.00	3.00	0.00
AI	Clerk IV	0.00	1.00	1.00	0.00
UG	County Attorney	1.00	1.00	1.00	1.00
MKT	County Attorney Administrative Assistant	1.00	0.00	0.00	0.00
UG	Deputy County Attorney	0.00	0.00	1.00	1.00
AI	Executive Secretary	1.00	0.00	1.00	0.00
MKT	General Counsel, County Attorney	1.00	1.00	0.00	0.00
99	Law Clerk (temp)	0.00	0.00	0.78	0.77
AO	Legal Administrative Assistant	0.00	0.00	0.00	10.00
UD	Legal Office Administrator	1.00	1.00	1.00	1.00
AL	Legal Secretary	19.00	20.00	15.00	15.00
UF	Managing Attorney	0.00	0.00	8.00	8.00
MKT	Manager, Automated Systems/Services III	1.00	1.00	1.00	0.00
AG	Office Assistant II	0.00	0.00	0.00	3.00
99	Office Assistant II p/t	0.00	0.00	0.00	0.38
AI	Office Assistant III	0.00	0.00	0.00	1.00
AN	Paralegal Specialist	7.00	6.00	4.00	5.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COUNTY ATTORNEY (continued)					
AE	Secretary (temp)	0.00	0.00	0.37	0.00
AO	Senior Administrative Assistant	6.00	6.00	10.00	0.00
UE	Senior Assistant County Attorney	14.00	18.00	9.00	18.00
AO	Senior Paralegal Specialist	3.00	4.00	6.00	5.00
TOTAL COUNTY ATTORNEY ORGANIZATION		86.00	86.00	87.15	87.15
COUNTY ADMINISTRATOR ORGANIZATION					
ADMINISTRATIVE SERVICES SECTION					
AI	Clerk IV	1.00	1.00	0.00	0.00
XE	Director, Administrative Services	1.00	1.00	0.00	0.00
AI	Executive Secretary	2.00	2.00	0.00	0.00
AF	Public Relations/Information Specialist I	1.00	1.00	0.00	0.00
AO	Senior Manager	1.00	1.00	0.00	0.00
AG	Senior Secretary	1.00	1.00	0.00	0.00
Subtotal		7.00	7.00	0.00	0.00
AGING SERVICES					
AM	Accountant I	1.00	1.00	1.00	1.00
AS	Accountant III	0.00	0.00	0.00	1.00
AO	Accountant II	1.00	1.00	1.00	0.00
AE	Accounting Clerk I	2.00	2.00	2.00	0.00
AH	Accounting Clerk II	4.00	4.00	4.00	6.00
AJ	Accounting Clerk III	1.00	1.00	1.00	1.00
AG	Activity Specialist	0.00	0.00	0.00	0.00
AL	Administrative Specialists	2.00	2.00	2.00	1.00
AB	Adult Day Care Aide	16.50	16.51	16.50	16.50
AC	Adult Services Aide	0.00	0.00	0.00	11.27
AM	Adult Day Care Supervisor	6.00	6.00	6.00	0.00
AO	Aging Services Project Coordinator	3.00	4.00	4.00	4.00
AL	Aging Services Specialist	1.00	1.00	1.00	1.00
AR	Budget Analyst	0.00	0.00	0.00	0.00
AK	Center Coordinator	12.25	12.01	11.50	11.50
AC	Clerk I	5.62	6.00	6.00	0.00
AG	Clerk III	1.00	1.00	1.00	0.00
AM	Community Service Program Coordinator I	0.00	1.00	1.00	1.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CB	Custodian	4.50	4.50	4.50	4.50
AI	Data Entry Supervisor	1.00	1.00	1.00	0.00
XC	Director, Aging Services	1.00	1.00	1.00	1.00
AK	Employment & Training Specialist	0.00	1.00	0.00	0.00
AJ	Executive Secretary	3.00	3.00	3.00	3.00
XE	Financial & Admin Svcs Mgr	0.00	0.00	0.00	1.00
AB	Food Service Aid	13.50	13.50	13.19	13.19

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
	AGING SERVICES (continued)				
AQ	General Manager I	2.00	2.00	2.00	2.00
AS	General Manager III	1.00	0.00	0.00	0.00
AU	General Manager III	0.00	1.00	1.00	1.00
99	Home Meal Delivery Driver P/T	0.00	0.00	0.00	22.99
AE	Homemaker Leader	2.00	2.00	2.00	2.00
AB	Homemaker/Respite Aide	25.00	26.26	17.26	9.00
AQ	Human Services Supervisor	5.00	5.00	5.00	5.00
AM	Job Developer	1.00	1.00	0.00	0.00
AE	Lead Data Entry Operator	3.00	3.00	3.00	0.00
AI	Licensed Practical Nurse	7.00	7.01	7.00	7.00
AP	Management Systems Analyst II	0.00	0.00	0.00	0.00
AO	Manager	0.00	0.00	0.00	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
XF	Manager, Nutrition/Activity	1.00	1.00	1.00	1.00
XG	Manager, RSVP Program	1.00	1.00	1.00	1.00
XE	Manager, Senior Adult Day Care Program	1.00	1.00	1.00	1.00
AM	Nutrition Services Coordinator	6.00	5.00	5.00	5.00
AE	Office Assistant	0.00	0.00	0.00	6.00
AG	Office Assistant II	0.00	0.00	0.00	4.00
99	Part-time Service Worker	0.00	22.95	23.01	0.00
AC	Personal Care Aide	16.76	16.76	16.75	13.76
AS	Principal Business Analyst	1.00	1.00	1.00	1.00
AF	Pub Relations/Information Specialist I	1.00	0.00	1.00	1.00
AO	Registered Nurse	1.00	1.00	0.00	0.00
AE	Secretary	1.00	1.00	1.00	2.00
XF	Section Manager/Fiscal Section	1.00	1.00	1.00	0.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AG	Senior Citizens Activity Specialist	1.00	1.00	1.00	1.00
AC	Senior Food Service Aide	1.00	1.00	1.00	1.00
AO	Senior Manager	1.00	0.00	1.00	0.00
AK	Senior Personnel Assistant	1.00	0.00	1.00	1.00
AE	Senior Receptionist	1.00	1.00	1.00	0.00
AM	Senior Recreational Therapist	2.00	2.00	2.00	2.00
AG	Senior Secretary	2.50	3.00	3.00	3.00
AO	Senior Social Worker	19.00	18.00	18.00	17.00
AM	Social Worker	17.00	18.03	18.00	19.00
CE	Storekeeper II	1.00	1.00	1.00	1.00
AK	Supervisor	0.00	0.00	0.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AO	Training Specialist	1.00	0.00	0.00	0.00
	Subtotal	207.63	230.53	220.71	220.71

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
ANIMAL SERVICES					
AH	Accounting Clerk II	3.00	3.00	3.76	3.75
AK	Accounting Clerk Supervisor	1.00	1.00	0.00	0.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AL	Administrative Specialist	1.00	1.00	1.00	1.00
AK	Animal Abuse Investigator	8.00	9.00	9.00	9.00
CC	Animal Care Assistant	17.00	19.00	19.35	20.35
AL	Animal Care Supervisor	4.00	4.00	4.00	3.00
AL	Animal Control Supervisor	4.00	4.00	4.00	3.00
CH	Animal Control Officer	24.00	25.00	25.66	25.67
AG	Animal Foster Care Coordinator	0.00	0.00	1.00	1.00
AP	Business Analyst II	0.00	0.00	0.00	1.00
AE	Clerk II	8.00	6.00	6.00	0.00
AI	Clerk IV	0.00	0.00	1.00	0.00
AP	Community Relations Coordinator	0.00	0.00	1.00	1.00
AD	Data Entry Operator	3.00	3.00	3.00	0.00
AI	Data Entry Supervisor	1.00	1.00	1.00	0.00
XC	Director, Animal Services	1.00	1.00	1.00	1.00
AQ	General Manager I	0.00	0.00	0.00	1.00
AE	Lead Data Entry Operator	1.00	1.00	1.00	0.00
XH	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	0.00	0.00	14.00
AG	Office Assistant II	0.00	0.00	0.00	2.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AM	Public Relations Info Specialist	0.00	1.00	0.00	0.00
AE	Secretary	4.00	4.00	3.00	0.00
CG	Senior Animal Care Assistant	9.00	9.00	9.00	10.00
AM	Senior Supervisor	0.00	0.00	0.00	2.00
AK	Suoervisor	0.00	0.00	0.00	1.00
XE	Veterinarian	2.00	2.00	2.23	2.00
99	Veterinarian	0.00	0.00	0.00	0.50
AK	Veterinary Technician	6.00	6.00	6.00	6.00
AM	Veterinary Technician Supervisor	1.00	1.00	1.00	0.00
	Subtotal	103.00	106.00	108.00	113.27
CHILDREN'S SERVICES					
AO	Accountant II	0.00	1.00	1.00	1.00
AS	Accountant III	1.00	1.00	1.00	1.00
AE	Accounting Clerk I	0.50	0.50	0.50	0.00
AH	Accounting Clerk II	1.00	1.00	1.00	1.50
AJ	Accounting Clerk III	2.00	2.00	2.00	3.00
AU	Accounting Manager	0.00	0.00	0.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CHILDREN'S SERVICES (continued)					
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AS	Assessment/Counsel Specialist	1.00	1.00	1.00	0.00
AP	Business Analyst II	0.00	0.00	0.00	2.00
AK	Child Care Licensing Inspector	13.00	14.00	14.00	15.00
AI	Child Care Specialist	35.00	35.00	34.00	45.34
AM	Child Care Supervisor	11.00	11.00	11.00	11.00
AK	Clerical Supervisor	1.00	1.00	1.00	0.00
AE	Clerk II	2.00	2.00	2.00	0.00
XD	Clinical Director	0.00	0.00	0.00	1.00
AO	Community Services Program Coordinator II	2.00	1.00	1.00	2.00
AC	Cook	0.00	0.00	0.00	4.00
CB	Custodian	10.00	10.00	7.00	7.00
XB	Director, Children's Services	1.00	1.00	1.00	1.00
XD	Director, Head Start Division	1.00	1.00	1.00	1.00
AJ	Executive Secretary	3.00	4.00	4.00	4.00
AQ	General Manager I	3.00	4.00	4.00	4.00
AS	General Manager II	1.00	1.00	1.00	1.00
AU	General Manager III	1.00	1.00	1.00	0.00
AM	Head Start Center Coordinator	19.00	19.00	19.00	0.00
AM	Head Start/EHS Center Coord	0.00	0.00	0.00	19.00
AO	Head Start Education Manager	9.00	8.00	8.00	0.00
AO	Head Start/EHS Education Manager	0.00	0.00	0.00	8.00
AM	Head Start Services Specialist	6.00	6.00	6.00	5.00
AK	Head Start Teacher	47.00	48.00	48.00	0.00
AK	Head Start/EHS Teacher	0.00	0.00	0.00	49.00
AG	Head Start Teacher Assistant	85.00	85.00	85.00	0.00
AG	Head Start/EHS Services Teacher Asst	0.00	0.00	0.00	86.00
AQ	Human Services Supervisor	2.00	2.00	2.00	3.00
AP	Management Systems Analyst II	2.00	2.00	2.00	0.00
AM	Manager	2.00	2.00	2.00	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	1.00	1.00	0.00
XF	Manager, Center Operations	1.00	1.00	1.00	0.00
XG	Manager, Dining Facility Operations	0.00	0.00	0.00	1.00
XE	Manager, Education & Health	0.00	0.00	0.00	1.00
XG	Manager, Family Services	1.00	1.00	1.00	0.00
XF	Manager, Family & Mental Health	0.00	0.00	0.00	1.00
XF	Manager, Fiscal Services	0.00	0.00	0.00	1.00
XG	Manager, Health/Disability	1.00	1.00	1.00	0.00
XE	Manager, S.E.D. Treatment Program	1.00	1.00	1.00	1.00
XF	Manager Support Services	0.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CHILDREN'S SERVICES (continued)					
AC	Minibus Driver	12.00	12.00	12.00	12.00
AI	Multi-Trades Worker II	0.00	0.00	0.00	1.00
CI	Multi-Trades Worker II	6.00	6.00	4.00	3.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.00	0.00	2.00
AK	PC Specialist	1.00	1.00	1.00	0.00
AI	Personnel Assistant	1.00	0.00	0.00	0.00
AG	Personnel Clerk	1.00	1.00	1.00	2.00
AS	Principal Business Analyst	0.00	0.00	0.00	1.00
AS	Principal Management Systems Analyst	1.00	1.00	1.00	0.00
AS	Psychologist	0.00	0.00	0.00	2.00
XF	Quality Assurance Manager	0.00	0.00	0.00	1.00
AD	Receptionist	3.00	3.00	3.00	3.00
AK	Recreational Therapist	0.00	0.00	0.00	1.00
AO	Registered Nurse	2.00	2.00	2.00	2.00
99	Relief Substitute - Temporary Full Time	0.00	0.00	8.31	0.00
99	Relief Substitute - Temporary Part Time	0.00	0.00	3.07	0.00
AE	Secretary	1.60	0.60	0.60	0.60
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AR	Senior Budget Analyst	1.00	1.00	1.00	0.00
AM	Senior Child Care Licensing Inspector	2.00	2.00	2.00	2.00
AK	Senior Child Care Specialist	36.50	36.00	36.00	37.00
AK	Senior Executive Secretary	1.00	1.00	1.00	0.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AE	Senior Minibus Driver	2.00	2.00	2.00	2.00
AG	Senior Secretary	14.00	15.00	15.00	14.00
AK	Senior Social Services Specialist	0.00	0.00	0.00	2.00
AI	Senior Social Worker	0.00	0.00	0.00	0.00
AO	Senior Social Worker	17.00	18.00	18.00	23.00
AM	Senior Supervisor	0.00	0.00	0.00	1.00
AR	Senior Treatment Counselor	5.00	5.00	4.00	5.00
AI	Social Services Specialist	9.00	8.00	8.00	6.00
AO	Software Specialist I	0.00	0.00	0.00	1.00
CC	Storekeeper I	1.00	1.00	1.00	0.00
AK	Supervisor	0.00	0.00	0.00	1.00
AN	Supervisor of Buildings and Grounds	1.00	1.00	1.00	1.00
AO	Systems Coordinator	1.00	1.00	1.00	1.00
AP	Treatment Counselor	0.00	0.00	0.00	26.00
AO	Treatment Counselor I	24.78	23.75	23.00	0.00
AP	Treatment Counselor II	10.00	10.00	11.00	0.00
	Subtotal	425.38	425.85	430.48	439.44

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COMMUNICATIONS DEPARTMENT					
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AO	Broadcast Engineer	3.00	3.00	3.00	3.00
XG	Cable Franchise Administrator	0.00	0.00	1.00	0.00
AC	Clerk I	0.00	0.00	2.00	0.00
AE	Clerk II	0.00	0.00	2.00	0.00
AI	Clerk IV	0.00	0.00	2.00	0.00
AP	Community Relations Coordinator	0.00	1.00	2.50	3.50
AM	Community Services Program Coordinator I	0.50	0.50	0.00	0.00
XC	Director, Communications Department	1.00	1.00	1.00	1.00
AI	Executive Secretary	2.00	2.00	3.00	2.00
AS	General Manager II	1.00	1.00	1.00	1.00
AK	Graphic Artist	0.00	0.00	0.00	0.00
AG	Housing Assistance Specialist	0.00	0.00	0.00	1.00
AC	Mail Clerk	2.00	1.00	1.00	0.00
AM	Manager	1.00	2.00	0.00	0.00
XG	Manager, Citizens Action Center	1.00	1.00	0.00	0.00
XH	Manager, Citizen Board Support	1.00	1.00	1.00	1.00
XG	Manager, Community Relations	1.00	1.00	1.00	1.00
XI	Manager, Printing Services	1.00	1.00	1.00	1.00
XG	Manager, Technical Support	1.00	1.00	1.00	1.00
XE	Manager, Television Station	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.00	0.00	1.00
AG	Printer II	1.00	1.00	1.00	1.00
99	Production Assistant	0.00	0.00	0.58	0.00
AM	Public Relations/Information Representative	4.00	3.00	2.00	2.00
AF	Public Relations/Information Specialist I	0.00	0.00	1.00	1.00
AH	Public Relations/Information Specialist II	10.00	11.00	0.00	1.00
AR	Real-Time Captioner	2.50	2.50	2.50	2.50
AE	Secretary	1.00	2.00	1.00	1.00
AK	Senior Executive Secretary	2.00	2.00	1.00	0.00
AJ	Senior Public Relations/Information Specialist	2.00	2.00	1.00	1.00
AQ	Senior Television Producer/Director	3.00	5.00	5.00	5.00
AO	Television Producer/Director	2.00	0.00	1.00	1.00
AE	Television Production Assistant	0.00	0.00	0.00	2.00
AN	Television Production Specialist	1.00	1.00	1.00	1.00
AK	Television Program Specialist	4.00	4.00	4.00	4.00
CC	Trades Helper	0.00	0.00	0.00	2.00
AI	Videographer	0.00	0.00	0.87	2.00
	Subtotal	49.00	51.00	45.45	45.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COMMUNITY LIAISON SECTION					
XF	ADA Coordinator	0.75	0.75	1.00	1.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
XF	Asian-American Affairs Liaison	0.50	0.75	0.75	0.75
AM	Business Analyst	0.00	0.00	0.00	1.00
AQ	Community Service Program Manager	1.00	1.00	1.00	1.00
XF	Criminal Justice Specialist	1.00	1.00	1.00	1.00
AS	General Manager II	1.00	1.00	1.00	0.00
AU	General Manager III	0.00	0.00	0.00	1.00
AM	Manager	1.00	1.00	0.00	0.00
AM	Management Systems Analyst	0.00	0.00	1.00	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	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	2.00	1.00	1.00	0.00
AK	Senior Personnel Assistant	0.00	1.00	1.00	1.00
	Subtotal	9.25	9.50	10.75	10.75
CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY					
AM	Administrative Assistant	1.00	1.00	1.00	0.00
XF	Chief Investigator	1.00	1.00	1.00	1.00
XF	Chief Investigator, Professional Responsibility	0.00	1.00	1.00	1.00
AL	Consumer Protection Investigator I	8.00	11.00	11.00	10.00
AN	Consumer Protection Investigator II	0.00	0.00	0.00	1.00
XB	Consumer Protection and Professional Resp. Administrator	1.00	1.00	1.00	1.00
XF	EEO Manager	0.00	1.00	1.00	1.00
AO	Personnel Research Specialist	0.00	1.00	0.00	0.00
AE	Secretary	1.00	2.00	2.00	2.00
AN	Sr. Administrative Specialist	0.00	0.00	0.00	1.00
AO	Sr. Equal Opportunity Specialist	0.00	0.00	1.00	1.00
AO	Sr. Special Investigator	0.00	0.00	1.00	1.00
	Subtotal	12.00	19.00	20.00	20.00
COOPERATIVE EXTENSION					
AM	Accountant I	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	0.00	0.00	0.00
XH	Coordinator, Florida Yards & Neighborhood Program	1.00	1.00	1.00	1.00
XG	County Forester	1.00	1.00	1.00	1.00
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

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
COOPERATIVE EXTENSION (continued)					
XG	Extension Agent, Natural Resources	1.00	1.00	1.00	1.00
XG	Extension Agent, Nutrition/Health	1.00	1.00	1.00	1.00
XG	Extension Agent, Ornamental Horticulture	1.00	1.00	1.00	1.00
XG	Extension Agent, Public Policy	1.00	1.00	0.00	0.00
XG	Extension Agent, Small Farms/Gen Live	0.00	0.00	0.00	1.00
XG	Extension Agent, Vegetables	1.00	1.00	2.00	1.00
AQ	General Manager I	0.00	1.00	1.00	1.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	1.00
AI	Ornamental Horticultural Assistant	1.00	1.00	1.00	1.80
99	Part Time Program Asst.	0.00	0.00	3.06	3.06
AD	Receptionist	1.00	1.00	1.00	1.00
AG	Senior Secretary	6.00	6.00	6.00	6.00
AQ	Senior TV Producer/Director	1.00	1.00	1.00	1.00
	Subtotal	26.00	26.00	29.06	29.86
COUNTY ADMINISTRATOR					
AM	Administrative Assistant	4.00	4.00	5.00	0.00
99	Clerk I	0.00	0.00	0.42	0.00
AI	Clerk IV	0.00	0.00	1.00	0.00
XA	Assistant County Administrator Community Services	1.00	1.00	1.00	1.00
XA	Assistant County Administrator Human Services	1.00	1.00	1.00	1.00
XA	Assistant County Administrator Management Services	1.00	1.00	1.00	1.00
99	County Administrator	1.00	1.00	1.00	1.00
XA	Deputy County Administrator	1.00	1.00	1.00	1.00
XH	Executive Assistant to the County Administrator	1.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	2.00	1.00
AJ	Executive Secretary	0.00	0.00	0.00	1.00
AM	Community Services Coordinator I	0.00	0.00	1.50	1.50
XH	Manager Administrative Services	0.00	0.00	1.00	1.00
XE	Intergovernmental Affairs Manager	0.00	0.00	2.00	1.00
AM	Manager	0.00	0.00	2.00	2.00
XG	Manager Citizens Action Center	0.00	0.00	1.00	1.00
XE	Manager Intergovernmental Relations	0.00	0.00	0.00	1.00
AE	Office Assistant	0.00	0.00	0.00	0.42
AI	Office Assistant III	0.00	0.00	0.00	1.00
AS	Principal Business Analyst	0.00	0.00	1.00	1.00
AF	Public Relations Information Specialist I	0.00	0.00	1.00	1.00
AH	Public Relations Information Specialist II	0.00	0.00	10.00	8.00
XB	Public Affairs Officer	0.00	0.00	1.00	1.00
XC	Quality Services Officer	0.00	0.00	1.00	1.00
AR	Special Projects Coordinator	0.00	0.00	0.00	1.00
AO	Software Specialist I	0.00	0.00	1.00	0.00
AJ	Senior Public Relations Information Specialist	0.00	0.00	3.00	4.00
AG	Senior Secretary	0.00	0.00	0.00	1.00
AN	Senior Administrative Specialist	0.00	0.00	1.00	5.00
	Subtotal	10.00	10.00	40.92	39.92

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
DEBT MANAGEMENT					
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
XB	Director, Debt Management	1.00	1.00	1.00	1.00
XD	Manager, Debt Finance	0.00	0.00	0.00	3.00
XE	Manager, Debt Finance	3.00	3.00	3.00	0.00
XE	Senior Debt Finance Manager	0.00	0.00	0.00	1.00
XE	Strategic Financial Planning Specialist	1.00	1.00	1.00	0.00
	Subtotal	6.00	6.00	6.00	6.00
ECONOMIC DEVELOPMENT DEPARTMENT					
AM	Accountant I	2.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
XE	Agriculture Liaison/TDC AD	1.00	1.00	0.00	0.00
AM	Business Analyst I	0.00	0.00	0.00	1.00
XE	Business/Industry Development Administrator	0.00	0.00	1.00	0.00
AM	Buyer	1.00	0.00	0.00	0.00
AC	Clerk I	0.00	0.00	1.13	0.00
AE	Clerk II	1.50	0.50	0.50	0.00
AM	Clerk III	0.00	0.00	1.00	0.00
AI	Clerk IV	1.50	1.50	1.50	0.00
AM	Comm Planner I	0.50	0.00	0.00	0.00
AM	Community Services Program Coordinator I	0.00	0.50	1.80	1.50
AM	Community Services Program CoordinatorII	0.00	0.00	0.00	0.80
AQ	Community Services Program Manager	1.00	0.00	0.00	0.00
AQ	Contracts Manager	2.00	1.00	2.00	2.00
XC	Director, Economic Development Department	1.00	1.00	1.00	1.00
XD	Director, Employment and Training Division	1.00	1.00	1.00	0.00
AL	Employment & Training Systems Coordinator	1.00	0.00	0.00	0.00
AN	Engineer Specialist I	0.00	0.00	1.00	0.00
AN	Engineer I	1.00	1.00	0.00	0.00
AI	Executive Secretary	1.00	1.00	1.00	0.00
AJ	Executive Secretary	0.00	0.00	0.00	1.00
AQ	General Manager I	1.00	0.00	0.00	0.00
AO	Job Development Team Leader	1.00	0.00	0.00	0.00
AM	Management System Analyst I	0.00	0.00	0.50	0.00
AP	Management System Analyst II	1.00	1.00	0.00	0.00
XG	Manager, Agriculture Industry Development Program	1.00	1.00	1.00	1.00
XE	Manager, Business Retention& Tourism Development	0.00	0.00	0.00	1.00
XF	Manager, Corporate Business Development	1.00	1.00	1.00	1.00
XH	Manager, ETD Fiscal and Administration	1.00	0.00	0.00	0.00
XH	Manager, ETD Program Development	1.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
ECONOMIC DEVELOPMENT DEPARTMENT (continued)					
XF	Manager, Minority Business Enterprise	1.00	1.00	1.00	1.00
XE	Manager, Planning & Admin	0.00	0.00	0.00	1.00
XG	Manager, Small Business Development	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.00	0.00	1.63
AG	Office Assistant II	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	0.00	1.50
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AO	Senior Equal Opportunity Specialist	1.00	1.00	0.00	0.00
AN	Senior Job Developer	1.00	0.00	0.00	0.00
AN	Youth Employment Coordinator	1.00	0.00	0.00	0.00
	Subtotal	28.50	16.50	19.43	19.43
EMERGENCY DISPATCH CENTER					
LM	Communications Supervisor	0.00	0.00	0.00	4.00
AI	Digital Communications Dispatcher	0.00	0.00	0.00	1.00
LI	Digital Communications Dispatcher	0.00	0.00	0.00	19.30
XD	Emergency Dispatch Center Manager	0.00	0.00	0.00	1.00
AJ	Executive Secretary	0.00	0.00	0.00	1.00
AO	Manager	0.00	0.00	0.00	1.00
LK	Sr Digital Communications Dispatcher	0.00	0.00	0.00	4.00
	Subtotal	0.00	0.00	0.00	31.30
EMERGENCY MANAGEMENT					
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AM	Community Planner I	0.00	0.00	0.00	1.00
AO	Community Services Program Coordinator II	0.00	0.00	0.00	3.00
XG	Director, Public Safety	0.00	0.00	0.00	1.00
CN	Electronics Technician III	0.00	0.00	0.00	1.00
AO	Manager	0.00	0.00	0.00	2.00
XC	Manager, Emergency Management	0.00	0.00	0.00	1.00
CI	Multi-Trades Worker II	0.00	0.00	0.00	1.00
AN	Sr Administrative Specialist	0.00	0.00	0.00	1.00
AQ	Sr Planner	0.00	0.00	0.00	1.00
	Subtotal	0.00	0.00	0.00	13.00
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

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
FIRE RESCUE DEPARTMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	1.00	1.00	0.00
AJ	Accounting Clerk III	0.00	0.00	0.00	1.00
MI	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
XD	Administration Chief	0.00	0.00	0.00	1.00
XE	Administration Chief	1.00	1.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	4.00
HQ	Battalion Chief	9.00	10.00	10.00	10.00
AI	Billing Claims Supervisor	1.00	1.00	1.00	0.00
GN	Chief, Fire Equipment Mechanic	1.00	1.00	1.00	1.00
XD	Chief, Operations	1.00	1.00	1.00	1.00
XE	Chief, Rescue Division	1.00	1.00	1.00	1.00
XE	Chief, Education/Employment Development	1.00	1.00	1.00	1.00
XE	Chief, Volunteer Services	1.00	1.00	1.00	1.00
XF	Chief, Quality Management	1.00	1.00	1.00	0.00
XF	Chief, Research/Planning	1.00	1.00	1.00	0.00
MC	Clerk I	1.00	1.00	1.00	1.00
ME	Clerk II	1.00	1.00	1.00	1.00
MG	Clerk III	1.00	1.00	1.00	1.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
DN	Company Fire Captain	111.00	114.00	126.00	126.00
GO	Deputy Fire Marshall	1.00	1.00	2.00	2.00
XB	Director, Fire Rescue	1.00	1.00	1.00	1.00
DL	Driver/Engineer	129.00	133.00	146.00	145.00
CG	Equipment Mechanic I	1.00	0.00	0.00	0.00
CH	Equipment Mechanic I	0.00	1.00	1.00	1.00
CI	Equipment Mechanic II	2.00	0.00	0.00	0.00
CJ	Equipment Mechanic II	0.00	2.00	2.00	3.00
CK	Equipment Mechanic III	3.00	0.00	0.00	0.00
CL	Equipment Mechanic III	0.00	3.00	3.00	2.00
AI	Executive Secretary	2.00	2.00	2.00	0.00
AJ	Executive Secretary	0.00	0.00	0.00	2.00
DK	Fire Fighter	118.00	98.00	87.00	80.00
EK	Fire Inspector	13.00	15.00	14.00	29.00
DN	Fire Inspector (Ext. Hours)	5.00	3.00	13.00	4.00
XE	Fire Marshall	1.00	1.00	1.00	1.00
DR	Fire Medic I	180.00	191.00	331.00	340.00
DT	Fire Medic III	34.00	32.00	46.00	47.00
DU	Fire Medic IV	17.00	15.00	14.00	14.00
DJ	Fire Medic Recruit	0.00	0.00	0.00	10.00
DJ	Fire Medic Trainee	42.00	69.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
FIRE RESCUE DEPARTMENT (continued)					
EK	Fire Rescue Training Officer Fire	5.00	5.00	5.00	5.00
XH	Manager Facilities and Supply	1.00	1.00	1.00	1.00
XE	Manager, Fiscal Services	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
KM	Paramedic	9.00	8.00	8.00	7.00
AI	Personnel Assistant	1.00	1.00	1.00	1.00
XE	Personnel Project Chief	1.00	1.00	4.00	1.00
XF	Quality Management Chief	0.00	0.00	0.00	1.00
HQ	Rescue Battalion Chief	9.00	8.00	8.00	8.00
KN	Rescue Lieutenant	25.00	21.00	18.00	17.00
XF	Research Planning/Spec Chief	0.00	0.00	0.00	1.00
AE	Secretary	1.00	1.00	2.00	3.00
AQ	Senior Business Analyst	0.00	0.00	0.00	1.00
AK	Senior Executive Secretary	3.00	3.00	3.00	0.00
AQ	Senior Management System Analyst	0.00	0.00	1.00	0.00
AE	Senior Receptionist	1.00	1.00	1.00	0.00
XE	Shift Commander	0.00	0.00	0.00	3.00
CE	Storekeeper II	3.00	3.00	3.00	2.00
CG	Storekeeper III	0.00	0.00	0.00	1.00
CC	Trades Helper	1.00	1.00	1.00	1.00
AM	Training Technician	1.00	1.00	1.00	1.00
	Subtotal	747.00	763.00	873.00	890.00
FLEET MANAGEMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AK	Clerical Supervisor	1.00	1.00	1.00	0.00
AI	Clerk III	0.00	0.00	0.00	0.00
AI	Clerk IV	2.00	2.00	2.00	0.00
AG	Control Clerk	1.00	1.00	1.00	0.00
XB	Director, Fleet Management	0.00	0.00	0.00	1.00
XC	Director, Fleet Management	1.00	1.00	1.00	0.00
CK	Equipment Fabrication Specialist	3.00	3.00	3.00	3.00
AM	Equipment Fabrication Supervisor	1.00	1.00	1.00	1.00
CG	Equipment Mechanic I	0.00	0.00	0.00	0.00
CJ	Equipment Mechanic II	14.00	16.00	15.00	18.00
CL	Equipment Mechanic III	7.00	4.00	5.00	3.00
CG	Equipment Operator III	1.00	1.00	1.00	1.00
AO	Fleet Equipment Repair Supervisor	4.00	5.00	5.00	5.00
XG	Fleet Maintenance Operation Manager	1.00	1.00	1.00	1.00
CK	Fleet Mechanic II	7.00	4.00	2.00	1.00
AO	Manager	0.00	0.00	0.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
FLEET MANAGEMENT (Continued)					
XG	Manager, Equipment Training	0.00	1.00	1.00	0.00
XH	Manager, Equipment Training	0.00	0.00	0.00	1.00
XH	Manager, Fire Shop I	1.00	0.00	0.00	0.00
XF	Manager, Fleet Financial Services	1.00	1.00	1.00	1.00
XH	Manager, Fleet Management Services	1.00	1.00	1.00	1.00
CG	Multi-Trades Worker I	1.00	1.00	0.00	0.00
AG	Office Assistant II	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	0.00	2.00
AQ	Principal Buyer	1.00	1.00	1.00	0.00
AP	Procurement Analyst	1.00	1.00	1.00	0.00
AP	Senior Buyer	0.00	0.00	0.00	0.00
AO	Senior Equipment Repair Supervisor	0.00	0.00	0.00	0.00
CM	Senior Fleet Mechanic	3.00	7.00	11.00	11.00
AO	Senior Manager	0.00	0.00	1.00	0.00
AG	Senior Secretary	1.00	1.00	1.00	1.00
CK	Senior Service Writer	2.00	2.00	2.00	3.00
AQ	Senior Specification Writer	0.00	0.00	0.00	1.00
CI	Service Writer	2.00	2.00	2.00	1.00
AO	Specification Writer	0.00	0.00	0.00	1.00
CE	Storekeeper II	5.00	0.00	0.00	0.00
CG	Storekeeper III	1.00	0.00	0.00	0.00
AK	Supervisor	0.00	0.00	0.00	1.00
AO	Systems Coordinator	0.00	1.00	1.00	1.00
CC	Trades Helper	2.00	1.00	2.00	2.00
AO	Training Specialist	1.00	0.00	0.00	0.00
AM	Warehouse/Supply Manager	1.00	0.00	0.00	0.00
	Subtotal	68.00	61.00	64.00	64.00
HEALTH & SOCIAL SERVICES					
AM	Accountant I	3.00	3.00	2.00	2.00
AO	Accountant II	4.00	4.00	4.00	4.00
AR	Accountant III	3.00	3.00	3.00	0.00
AS	Accountant III	0.00	0.00	0.00	3.00
AG	Accounting Clerk II	1.50	1.50	0.00	0.00
AI	Accounting Clerk III	11.00	9.00	8.00	0.00
AJ	Accounting Clerk III	0.00	0.00	0.00	8.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
XD	Administrator, Program Services	0.00	0.00	0.00	1.00
XE	Administrator, Program Services	0.00	1.00	1.00	0.00
AM	Budget Intern	0.00	0.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
	HEALTH & SOCIAL SERVICES (continued)				
99	Clerk I - Temporary Full Time	0.00	0.00	0.42	0.00
AE	Clerk II	15.00	14.00	11.00	0.00
AG	Clerk III	7.00	5.00	5.00	0.00
AP	Community Relations Coordinator	1.00	1.00	0.00	0.00
AM	Community Services Program Coordinator I	3.00	3.00	1.00	1.00
AO	Community Services Program Coordinator II	8.00	7.00	9.00	10.00
AQ	Community Services Program Manager	1.00	2.00	1.00	2.00
AK	Contracts Management Specialist	1.00	1.00	1.00	1.00
AQ	Contracts Manager	4.00	3.00	3.00	3.00
CB	Custodian	4.00	4.00	4.00	4.00
AI	Data Entry Supervisor	1.00	1.00	1.00	0.00
XD	Director, Health & Financial Services Division	0.00	1.00	1.00	0.00
XB	Director, Health & Social Services	1.00	1.00	1.00	1.00
XD	Director, Managed Care Division	1.00	0.00	0.00	0.00
XD	Director, Social Services Division	1.00	1.00	1.00	1.00
XD	Division Director Health & Financial Services	0.00	0.00	0.00	1.00
AA	Driver/Custodian	1.00	0.00	1.00	1.00
AI	Executive Secretary	4.00	5.00	4.00	0.00
AJ	Executive Secretary	0.00	0.00	0.00	5.00
AQ	General Manager I	2.00	1.00	1.00	0.00
AS	General Manager II	4.00	4.00	4.00	3.00
XE	HIPAA Privacy Officer	1.00	1.00	0.00	0.00
AQ	Healthcare Services Review Nurse	9.00	5.00	5.00	5.00
AG	Housing Assistant Specialist	0.00	1.00	1.00	1.00
AM	Housing Counselor	0.00	6.00	6.00	0.00
AN	Housing Counselor	0.00	0.00	0.00	7.00
XI	Human Services Program Manager	0.00	0.00	0.00	1.00
AQ	Human Services Supervisor	17.00	17.00	14.00	13.00
AM	Job Developer	1.00	1.00	1.00	1.00
AO	Manager	0.00	0.00	0.00	2.00
XG	Manager, Client Assistance--East	1.00	1.00	0.00	0.00
XG	Manager, Client Assistance--West	1.00	0.00	0.00	0.00
XF	Manager, Contracts & Accounting Services	0.00	1.00	1.00	1.00
XF	Manager, Gnt/Reg Sv/Cr	1.00	0.00	0.00	0.00
XE	Manager, Housing & Shelter	0.00	0.00	0.00	1.00
XG	Manager, Lee Davis Neighborhood Service Center	1.00	1.00	1.00	0.00
XF	Manager, Managed Care & Network Services	1.00	0.00	0.00	0.00
XG	Manager, Plant City Neighborhood Service Center	1.00	1.00	1.00	0.00
XG	Manager, Ruskin Neighborhood Service Center	1.00	1.00	1.00	0.00
XG	Manager, Social Work Services	1.00	0.00	0.00	0.00
XF	Manager, Special Transportation	1.00	1.00	1.00	1.00
XI	Manager, Summer Food Program	1.00	1.00	1.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
HEALTH & SOCIAL SERVICES (continued)					
XG	Manager, University Neighborhood Service Center	1.00	1.00	1.00	0.00
XH	Manager, Veterans' Affairs	1.00	1.00	1.00	1.00
XG	Manager, West Tampa Neighborhood Service Center	1.00	1.00	1.00	0.00
AE	Office Assistant	0.00	0.00	0.00	12.70
AG	Office Assistant II	0.00	0.00	0.00	5.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
XE	Operations Manager	0.00	1.00	1.00	0.00
AE	Paratransit Dispatcher	2.00	2.00	2.00	0.00
AF	Paratransit Dispatcher	0.00	0.00	0.00	2.00
AD	Paratransit Minibus Operator	52.00	53.00	57.00	0.00
AE	Paratransit Minibus Operator	0.00	0.00	0.00	54.00
AC	Paratransit Minibus Operator Trainee	0.00	0.00	0.00	3.00
AS	Principal Business Analyst	0.00	0.00	0.00	1.00
AS	Principal Management Systems Analyst	1.00	1.00	1.00	0.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AS	Project Manager II	0.00	0.00	0.00	1.00
AH	Public Relations/Information Specialist II	1.00	1.00	1.00	1.00
AC	Receptionist	6.00	7.00	7.00	0.00
AD	Receptionist	0.00	0.00	0.00	7.00
XF	Regional Service Center Manager	0.00	0.00	0.00	5.00
XG	Ryan White Program Manager	0.00	1.00	1.00	1.00
AE	Secretary	12.75	14.00	13.00	13.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AK	Senior Executive Secretary	1.00	2.00	2.00	0.00
AL	Senior Executive Secretary		0.00	0.00	1.00
AO	Senior Housing Counselor	0.00	2.00	2.00	2.00
AO	Senior Manager	6.00	2.00	2.00	0.00
AG	Senior Secretary	9.00	10.00	8.00	7.00
AK	Senior Social Services Specialist	29.00	22.00	22.00	22.01
AO	Senior Social Worker	63.00	55.00	56.00	55.00
AI	Senior Transportation Route Scheduler	1.00	1.00	1.00	1.00
AM	Social Worker	8.00	8.00	9.00	8.00
AI	Special Needs Transportation Coordinator	0.00	0.00	0.00	4.00
AE	Summer Youth Work / Area Monitor	0.00	0.00	0.00	0.72
AE	Summer Youth Work / Site Monitor	0.00	0.00	0.00	2.59
99	Summer Youth Program Monitor - Temporary Full Time	0.00	0.00	0.71	0.00
99	Summer Youth Area Monitor - Temporary Part Time	0.00	0.00	2.60	0.00
AO	Systems Coordinator	4.00	4.00	4.00	4.00
AM	Training Technician	0.00	1.00	1.00	1.00
AI	Transportation Coordinator	4.00	4.00	4.00	0.00
AG	Transportation Route Scheduler	3.00	2.00	2.00	2.00
XG	Trauma Coordinator	1.00	1.00	1.00	1.00
AK	Veterans Service Officer	3.00	3.00	4.00	4.00
	Subtotal	330.25	314.50	309.73	311.02

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
HIPAA COMPLIANCE OFFICE					
XE	HIPAA Compliance Security Officer	0.00	0.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	1.00	1.00
	Subtotal	0.00	0.00	2.00	2.00
HOUSING AND COMMUNITY CODE ENFORCEMENT					
AM	Accountant I	1.00	0.00	0.00	0.00
AO	Accountant II	0.00	1.00	1.00	1.00
AJ	Accounting Clerk III	3.00	3.00	3.00	3.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	2.00
AK	Community Codes Investigator I	13.00	15.00	26.00	37.00
AM	Community Codes Investigator II	16.00	15.00	15.00	13.00
AP	Community Codes Investigator III	2.00	2.00	2.00	5.00
AP	Community Relations Coordinator	0.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	3.00	3.00	3.00	0.00
AO	Community Services Program Coordinator II	1.00	1.00	1.00	3.00
AO	Construction Inspector	3.00	3.00	3.00	3.00
AQ	Contracts Manager	0.00	1.00	1.00	2.00
AE	Clerk II	0.00	0.00	2.00	0.00
AI	Clerk IV	1.00	1.00	1.00	0.00
XC	Director, Housing & Code Enforcement	1.00	1.00	1.00	1.00
AM	Environmental Specialist II	0.00	0.00	1.00	1.00
AU	Executive Planner	0.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	0.00	0.00
AQ	General Manager I	4.00	3.00	3.00	2.00
AS	General Manager II	2.00	0.00	0.00	0.00
AX	General Manager IV	1.00	1.00	0.00	0.00
AG	Housing Assistant Specialist	2.00	2.00	2.00	2.00
AN	Housing Counselor	1.00	1.00	3.00	2.00
AO	Manager	0.00	0.00	0.00	2.00
XG	Manager Affordable Housing	0.00	0.00	1.00	1.00
XG	Manager, Contracts Unit	0.00	1.00	1.00	1.00
XF	Manager, Financial Services/Grants	1.00	1.00	1.00	1.00
XE	Manager, Code Enforcement & Inspection Services	0.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.00	0.00	2.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AS	Principal Planner	1.00	0.00	0.00	0.00
AK	Senior Executive Secretary	1.00	1.00	1.00	0.00
AO	Senior Housing Counselor	1.00	1.00	1.00	2.00
AO	Senior Manager	1.00	2.00	2.00	0.00
AQ	Senior Planner	1.00	1.00	1.00	1.00
AG	Senior Secretary	7.00	7.00	9.00	12.00
	Subtotal	68.00	71.00	89.00	103.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
HUMAN RESOURCES					
AR	Accountant III	1.00	0.00	0.00	0.00
AS	Accountant III	0.00	0.00	0.00	1.00
AJ	Accounting Clerk III	0.00	0.00	0.00	1.00
AM	Administrative Assistant	2.00	2.00	2.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	3.00
XD	Equal Employment Opportunity Attorney	1.00	0.00	0.00	0.00
AQ	Chief Personnel Analyst	1.00	1.00	1.00	1.00
AI	Claims Service Representative I	1.00	1.00	1.00	0.00
AK	Claims Service Representative II	2.00	2.00	1.00	2.00
XB	Director, Human Resources	1.00	1.00	1.00	1.00
XD	Director, Insurance/Claims Div.	1.00	1.00	1.00	0.00
XD	Division Director Employee Services	0.00	0.00	1.00	0.00
XD	EE Benefits & Risk Mgmt Division Director	0.00	0.00	0.00	1.00
XD	Employee/Labor Relations Division Director	0.00	0.00	1.00	1.00
XF	Employee Relations Manager	0.00	0.00	1.00	1.00
XG	Employee Relations Manager	1.00	1.00	0.00	0.00
XG	Executive Recruitment/Compensation Manager	1.00	1.00	1.00	0.00
AI	Executive Secretary	3.00	2.00	0.00	0.00
XE	Fiscal Operations Manager	1.00	1.00	0.00	0.00
AS	General Manager II	1.00	1.00	2.00	1.00
AU	General Manager III	0.00	1.00	1.00	1.00
AX	General Manager IV	0.00	0.00	0.00	1.00
XE	HIPAA Coordinator	1.00	1.00	0.00	0.00
XE	HRIS Manager	0.00	0.00	0.00	1.00
XF	HRIS Manager	1.00	1.00	1.00	0.00
XF	Labor Relations Manager	1.00	1.00	1.00	1.00
AM	Manager	0.00	0.00	1.00	0.00
XF	Manager, Departmental Support Section	1.00	1.00	0.00	0.00
XF	Manager Financial/Administration	1.00	1.00	1.00	0.00
XD	Manager, Personnel Section	1.00	1.00	0.00	0.00
AR	Manager, Special Projects	1.00	1.00	1.00	0.00
XG	Manager, Staffing Exec Recruitment & Comp	0.00	0.00	0.00	1.00
AG	Office Assistant II	0.00	0.00	0.00	1.00
AM	Personnel Analyst	4.00	3.00	2.00	5.00
AI	Personnel Assistant	2.00	2.00	1.00	1.00
AG	Personnel Clerk	3.00	3.00	3.00	2.00
AK	Safety/Loss Ctr Coordinator	3.00	3.00	3.00	3.00
XG	Safety Manager	0.00	0.00	0.00	1.00
XH	Safety Manager	1.00	1.00	1.00	0.00
AK	Senior Executive Secretary	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 04	FY 05	FY 06	FY 07
HUMAN RESOURCES (continued)					
AO	Senior Personnel Analyst	9.00	9.00	13.00	13.00
AK	Senior Personnel Assistant	3.00	4.00	4.00	2.00
AG	Senior Secretary	1.00	1.00	1.00	0.00
AM	Senior Supervisor	0.00	0.00	0.00	1.00
XG	Strategic Planning Manager	1.00	1.00	1.00	0.00
XF	Training & Development Manager	1.00	1.00	1.00	1.00
AO	Training Specialist	0.00	0.00	0.00	2.00
AM	Training Technician	0.00	0.00	1.00	1.00
	Subtotal	52.00	50.00	51.00	51.00
INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT					
AO	Accountant II	1.00	1.00	1.00	1.00
AH	Accounting Clerk II	1.00	1.00	1.00	1.00
AJ	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Administrative Assistant	1.00	1.00	0.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AG	Clerk III	2.00	2.00	2.00	0.00
AP	Community Relations Coordinator	0.00	0.00	0.00	1.00
AQ	Computer Operations Shift Supervisor	1.00	1.00	1.00	1.00
AK	Computer Programmer	1.00	1.00	1.00	1.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
X1	Director, Information & Technology Services	1.00	1.00	1.00	1.00
X2	Distributed Process Manager	1.00	1.00	1.00	1.00
AJ	Executive Secretary	0.00	0.00	0.00	1.00
AI	GIS Mapping Tech	0.00	0.00	0.00	1.00
AV	Info Systems Project Manager	0.00	0.00	0.00	7.00
XF	ITS Financial Manager	1.00	1.00	1.00	1.00
AK	Land Technician	0.00	0.00	0.00	4.00
AO	Manager	0.00	0.00	0.00	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
X3	Manager, Planning and Technical Assessment	1.00	1.00	1.00	1.00
X3	Manager, Technical Support	1.00	1.00	1.00	0.00
X2	Manager, Telecommunications	1.00	1.00	1.00	1.00
XE	Manager 9-1-1 Emergency OPN	0.00	0.00	0.00	1.00
X2	Network Administration Manager	1.00	1.00	1.00	0.00
AG	Office Assistant II	0.00	0.00	0.00	5.00
X2	Operational Service Manager	1.00	1.00	1.00	1.00
AS	Principal Business Analyst	1.00	1.00	1.00	1.00
AQ	Programmer/Analyst	10.00	10.00	10.00	7.00
AV	Project Manager	3.00	3.00	3.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT (continued)					
AK	Senior Computer Operator	4.00	4.00	4.00	4.00
AO	Senior Computer Programmer	3.00	3.00	3.00	3.00
AR	Senior Data Processing Telecommunications Technician	5.00	5.00	5.00	5.00
AK	Senior Executive Secretary	1.00	1.00	1.00	0.00
AM	Senior Land Tech	0.00	0.00	0.00	2.00
AO	Senior Manager	0.00	0.00	1.00	0.00
AU	Senior Software Specialist	6.00	10.00	10.00	7.00
AU	Senior Systems Analyst	3.00	3.00	3.00	3.00
AO	Software Specialist I	12.00	11.00	10.00	9.00
AS	Software Specialist II	15.00	15.00	19.00	23.00
AS	Systems Analyst	12.00	12.00	12.00	13.00
AU	Systems Security Administrator	0.00	0.00	0.00	1.00
X3	Tech Support Manager	0.00	0.00	0.00	1.00
X2	Technology & Security Manager	0.00	0.00	0.00	1.00
AM	Telecommunication Coordinator	1.00	1.00	1.00	1.00
AR	Webmaster	2.00	2.00	2.00	2.00
	Subtotal	97.00	100.00	103.00	122.00
LIBRARY SERVICES					
AM	Accountant I	1.00	1.00	1.00	1.00
AO	Accountant II	1.00	1.00	1.00	0.00
AS	Accountant III	0.00	0.00	0.00	1.00
AM	Administrative Assistant	1.00	0.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	2.00
AS	Chief Librarian	8.00	8.00	9.00	8.00
AE	Clerk II	3.00	3.00	0.00	0.00
AI	Clerk IV	1.00	1.00	1.00	0.00
XB	Director, Library Services	1.00	1.00	1.00	1.00
CC	Equipment Operator I	3.00	3.00	3.00	0.00
CE	Equipment Operator II	2.00	3.00	4.00	0.00
AJ	Executive Secretary	1.00	1.00	1.00	1.00
AQ	General Manager I	1.00	2.00	2.00	2.00
AE	Lead Data Entry Operator	1.00	1.00	1.00	0.00
AM	Librarian	44.00	49.00	51.00	51.00
99	Librarian P/T	0.00	0.00	0.00	11.18
AA	Library Aide	2.00	3.00	3.00	3.00
AE	Library Assistant	61.00	64.00	71.00	71.00
99	Library Asst P/T	0.00	0.00	0.00	20.01
99	Library Page P/T	36.66	38.91	43.71	43.71
AK	Library Services Specialist	2.00	2.00	2.00	2.00
AM	Library Services Specialist Supervisor	3.00	2.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
LIBRARY SERVICES (continued)					
AI	Library Technical Assistant	8.00	12.00	18.00	18.00
AC	Library Transport Assist I	0.00	0.00	0.00	3.00
AE	Library Transport Assist II	0.00	0.00	0.00	4.00
AC	Mail Room Supervisor	1.00	1.00	1.00	0.00
XE	Manager, Administration & Reference Services	0.00	1.00	1.00	1.00
XE	Manager, Automated Systems/Services	1.00	1.00	0.00	0.00
XF	Manager, Capital Planning	0.00	0.00	0.00	1.00
XE	Manager, Operations and Technology	0.00	0.00	1.00	1.00
XF	Manager, Services Development and Evaluation	1.00	1.00	0.00	0.00
XE	Manager, Staff/Administrative Support	1.00	1.00	1.00	1.00
XE	Manager, Public Services Center	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.00	0.00	1.00
AG	Office Assistant II	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AK	Personal Computer Specialist	1.00	2.00	2.00	2.00
AI	Personal Assistant	0.00	0.00	0.00	3.00
AG	Personnel Clerk	1.00	1.00	3.00	0.00
AQ	Principal Librarian	27.00	24.00	24.00	24.00
AK	Principal Library Assistant	8.00	8.00	10.00	10.00
AM	Public Relations/Information Rep	0.00	1.00	1.00	1.00
AF	Public Relations/Information Specialist I	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	0.00	1.00	1.00	0.00
AO	Senior Librarian	32.00	35.00	40.00	40.00
AG	Senior Library Assistant	37.00	39.00	42.00	42.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
AO	Software Specialist I	3.00	3.00	3.00	3.00
CE	Storekeeper II	1.00	1.00	1.00	0.00
AK	Supervisor	0.00	0.00	0.00	1.00
99	Unclassified Part-Time Librarian	8.93	9.87	11.28	0.00
99	Unclassified Part-Time Library Assistant	14.10	17.66	19.91	0.00
	Subtotal	322.69	347.44	381.90	381.90
MANAGEMENT AND BUDGET DEPARTMENT					
AL	Administrative Specialist	0.00	0.00	0.00	3.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AO	Budget Analyst I	2.00	4.00	4.00	2.00
AP	Budget Analyst II	2.00	0.00	1.00	2.00
AM	Budget Intern	1.50	2.50	1.29	1.29
XF	Budget Manager, Capital Team	1.00	1.00	1.00	1.00
XF	Budget Manager, Operating Team	1.00	1.00	1.00	1.00
AS	Budget Services Coordinator	0.00	2.00	2.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
MANAGEMENT AND BUDGET DEPARTMENT (continued)					
XG	Capital Policy Manager	1.00	1.00	1.00	1.00
XE	Capital Programs Administrator	1.00	1.00	1.00	1.00
AQ	Contracts Manager	2.00	2.00	2.00	2.00
XB	Director, Management and Budget	1.00	1.00	1.00	1.00
XE	Economist	1.00	1.00	1.00	1.00
AI	Executive Secretary	0.00	0.00	0.00	0.00
AS	General Manager II	1.00	1.00	1.00	0.00
AU	General Manager III	1.00	1.00	1.00	1.00
AM	Management Systems Analyst I	0.50	0.00	0.00	0.00
XD	Manager, Budget Programs	1.00	1.00	1.00	1.00
XF	Commodities Procurement	0.00	0.00	0.00	1.00
XG	Manager, Contract Unit	1.00	1.00	1.00	0.00
XF	Manager, Management Analysis	1.00	1.00	0.00	0.00
XG	Manager, Performance Measurement	0.00	1.00	1.00	1.00
XF	Manager, Systems and Revenue	1.00	1.00	1.00	1.00
AS	Project Manager II	0.00	0.00	0.00	1.00
XG	Research Manager	1.00	1.00	1.00	1.00
AN	Sr. Administrative Specialist	0.00	0.00	0.00	1.00
AR	Senior Budget Analyst	6.00	5.00	4.00	5.00
AK	Senior Executive Secretary	3.00	3.00	3.00	0.00
XG	Senior Management and Budget Analyst	1.00	0.00	0.00	0.00
	Subtotal	32.00	33.50	31.29	31.29
MEDICAL EXAMINER					
AL	Administrative Specialist	0.00	0.00	0.00	1.00
XO/M3	Associate Medical Examiner	3.00	3.00	4.00	4.00
AK	Autopsy Technician	4.00	4.00	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/M1	Chief Medical Examiner	1.00	1.00	1.00	1.00
AG	Clerk III	1.00	1.00	1.00	0.00
AK	Forensic Investigator I	6.00	8.00	8.00	8.00
AN	Forensic Investigator II	1.00	1.00	1.00	1.00
AP	Forensic Toxicologist I	1.00	1.00	1.00	1.00
AS	Forensic Toxicologist II	0.00	0.00	0.00	1.00
AQ	General Manager I	0.00	0.00	1.00	2.00
AQ	Human Services Supervisor	1.00	1.00	0.00	0.00
AI	Laboratory Technician	2.00	2.00	2.00	2.00
XE	Manager of Operations	1.00	1.00	1.00	1.00
AG	Office Assistant II	0.00	0.00	0.00	1.00
AL	Senior Autopsy Technician	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	1.00	1.00	0.00
AO	Senior Forensic Investigator	1.00	1.00	1.00	0.00
AG	Senior Secretary	2.00	2.00	3.00	3.00
AK	Social Services Investigator	4.00	2.00	2.00	2.00
	Subtotal	31.00	31.00	34.48	35.48

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
NEIGHBORHOOD RELATIONS					
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AO	Community Services Program Coordinator II	3.00	3.00	3.00	3.00
AQ	Community Services Program Manager	0.00	0.00	0.00	0.00
XE	Neighborhood Relations Officer	1.00	1.00	1.00	1.00
	Subtotal	5.00	5.00	5.00	5.00
OFFICE OF PUBLIC AFFAIRS					
AM	Administrative Assistant	1.00	1.00	0.00	0.00
XE	Intergovernmental Affairs Manager	1.00	0.00	0.00	0.00
XF	Intergovernmental Affairs Manager	0.00	1.00	0.00	0.00
XB	Public Affairs Officer	1.00	0.00	0.00	0.00
XC	Public Affairs Officer	0.00	1.00	0.00	0.00
	Subtotal	3.00	3.00	0.00	0.00
OFFICE OF QUALITY SERVICES					
AM	Administrative Assistant	1.00	1.00	0.00	0.00
AM	Management System Analyst I	1.00	1.00	0.00	0.00
XF	Quality Service Administrator	1.00	0.00	0.00	0.00
XD	Quality Services Officer	1.00	1.00	0.00	0.00
AO	Training Specialist	1.00	1.00	0.00	0.00
	Subtotal	5.00	4.00	0.00	0.00
PARKS, RECREATION AND CONSERVATION					
AO	Accountant II	1.00	1.00	1.00	1.00
AG	Accounting Clerk II	1.00	1.00	1.00	0.00
AH	Accounting Clerk II	0.00	0.00	0.00	1.00
AI	Accounting Clerk III	1.00	1.00	2.00	0.00
AJ	Accounting Clerk III	0.00	0.00	0.00	2.00
AL	Administrative Specialist	0.00	0.00	0.00	3.00
99	Art Camp Teacher P/T	0.00	0.00	4.70	2.70
AC	Clerk I	1.00	1.00	1.00	0.00
AE	Clerk II	2.00	2.00	1.00	0.00
AG	Clerk III	2.00	2.00	2.00	0.00
AM	Community Service Program Coord I	0.00	0.00	0.00	1.00
AO	Community Service Program Coord II	0.00	0.00	0.00	1.00
CE	Construction Equipment Operator I	2.00	2.00	2.00	2.00
CI	Construction Equipment Operator III	2.00	2.00	2.00	1.00
AG	Custodial Inspector	0.00	0.00	0.00	1.00
CB	Custodian	45.00	46.00	46.00	46.00
99	Custodian P/T	0.00	0.00	1.90	1.92
AE	Custodial Area Supervisor	0.00	0.00	1.00	0.00
AG	Customer Svc Rep	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 04	FY 05	FY 06	FY 07
PARKS, RECREATION AND CONSERVATION (continued)					
XB	Director, Parks & Recreation	1.00	1.00	1.00	1.00
CM	Electrician III	1.00	1.00	1.00	1.00
AN	Engineering Specialist I	0.00	0.00	1.00	0.00
AO	Engineering Specialist I	0.00	0.00	0.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AP	Engineering Specialist II	0.00	0.00	1.00	0.00
AQ	Engineering Specialist II	0.00	0.00	0.00	1.00
AP	Engineer II	1.00	1.00	0.00	0.00
AO	Environmental Scientist II	2.00	2.00	2.00	2.00
AK	Environmental Specialist I	6.00	6.00	6.00	7.00
AM	Environmental Specialist II	3.00	3.00	4.00	5.00
AO	Environmental Specialist III	0.00	0.00	1.00	1.00
AQ	Environmental Supervisor	1.00	1.00	1.00	0.00
AD	Environmental Technician I	1.00	1.00	2.00	0.00
99	Environmental Technician I P/T	0.00	0.00	0.95	0.95
AG	Environmental Technician II	5.00	5.00	7.00	9.00
CC	Equipment Operator I	16.00	14.00	15.00	14.00
CE	Equipment Operator II	27.00	27.00	28.00	34.00
AM	General Crew Leader	3.00	4.00	4.00	4.00
AQ	General Manager I	2.00	2.00	4.00	8.00
AS	General Manager II	2.00	3.00	3.00	2.00
AU	General Manager III	0.00	0.00	2.00	2.00
CC	Head Custodian	6.00	6.00	6.00	6.00
AJ	Head Lifeguard	0.00	0.00	0.00	2.00
CE	Landscape Gardener	2.00	2.00	2.00	3.00
AB	Lifeguard	0.00	0.00	2.00	1.04
99	Lifeguard P/T	0.00	0.00	7.80	7.80
AM	Manager	1.00	1.00	1.00	0.00
XE	Manager, Athletic Services	1.00	1.00	1.00	0.00
XF	Manager, Athletic Services	0.00	0.00	0.00	1.00
XF	Manager, Fiscal Control	1.00	1.00	1.00	1.00
XE	Manager, Recreation Services South	1.00	1.00	1.00	1.00
XE	Manager, Regional Parks Services	1.00	1.00	1.00	2.00
XE	Manager, Resource Development	1.00	1.00	1.00	1.00
XE	Manager, Therapeutic Recreation	0.00	0.00	0.00	1.00
XF	Manager, Therapeutic Recreation	1.00	1.00	1.00	0.00
AR	Manager, Special Projects	0.00	0.00	1.00	0.00
CG	Multi-Trades Worker I	15.00	15.00	15.00	12.00
CI	Multi-Trades Worker II	21.00	21.00	21.00	27.00
CK	Multi-Trades Worker III	7.00	7.00	7.00	4.00
AE	Office Assistant	0.00	0.00	0.00	2.00
AG	Office Assistant II	0.00	0.00	0.00	2.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PARKS, RECREATION AND CONSERVATION (continued)					
99	Official	0.00	0.00	6.66	6.40
CG	Painter I	0.00	0.00	0.00	1.00
CG	Painter II	1.00	1.00	1.00	0.00
AK	Park Manager	11.00	11.00	13.00	13.00
CD	Park Ranger I - Permanent Full Time	19.00	19.00	24.00	26.72
99	Park Ranger I - Permanent Part Time	0.00	0.00	1.20	1.20
99	Park Ranger I - Temporary Full Time	0.00	0.00	2.62	0.00
CG	Park Ranger II	55.00	55.00	67.00	66.00
AK	Personal Computer Specialist	0.00	0.00	0.00	1.00
AG	Personnel Clerk	1.00	1.00	1.00	1.00
AS	Principal Planner	1.00	1.00	1.00	1.00
XE	Project Director, Parks Improvement Program	1.00	1.00	1.00	1.00
AP	Procurement Analyst	1.00	1.00	1.00	1.00
AM	Program Coordinator	0.00	0.00	0.00	1.00
AQ	Project Manager I	0.00	0.00	0.00	2.00
AS	Project Manager II	0.00	0.00	0.00	2.00
AC	Receptionist	1.00	0.00	0.00	0.00
AQ	Recreation Area Supervisor	9.00	10.00	10.00	10.00
99	Recreation Leader Aide P/T	0.00	0.00	1.90	1.92
AE	Recreation Leader Aide	0.00	0.00	0.00	9.99
AE	Recreation Leader I	0.00	0.00	0.00	70.03
AD	Recreation Leader I - Permanent Full Time	51.00	51.00	49.00	0.00
99	Recreation Leader 1 P/T	0.00	0.00	0.00	31.20
99	Recreation Leader I - Permanent Part Time	0.00	0.00	30.88	0.00
99	Recreation Leader I - Temporary Full Time	0.00	0.00	21.54	0.00
AG	Recreation Leader II	60.00	63.00	65.00	0.00
AH	Recreation Leader II	0.00	0.00	0.00	65.00
AK	Recreation Specialist	29.00	29.00	30.00	31.00
99	Recreation Specialist P/T	0.00	0.00	0.00	0.96
AK	Recreation Therapist	3.00	4.00	6.00	6.00
99	Recreation Therapist Aide P/T	0.00	0.00	14.73	19.99
AG	Recreation Therapist Assistant	1.00	1.00	0.00	0.00
CK	Refrigeration/Air Conditioning Mechanic III	2.00	2.00	2.00	2.00
AE	Secretary	0.00	1.00	2.00	3.00
AR	Special Projects Coordinator	0.00	0.00	0.00	1.00
AU	Senior Architect	1.00	1.00	1.00	1.00
AK	Senior Crew Leader	3.00	4.00	4.00	8.00
AI	Senior Customer Service Rep	0.00	0.00	0.00	1.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	1.00	0.00
AT	Senior Engineering Specialist	0.00	0.00	0.00	1.00
AK	Senior Executive Secretary	3.00	3.00	3.00	0.00
AQ	Senior Graduate Architect	1.00	1.00	1.00	0.00
CB	Senior Groundskeeper	10.00	10.00	10.00	2.00
CC	Senior Groundskeeper	0.00	0.00	0.00	8.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PARKS, RECREATION AND CONSERVATION (continued)					
AO	Senior Manager	5.00	5.00	4.00	0.00
AM	Senior Park Manager	9.00	9.00	10.00	10.00
CI	Senior Park Ranger	5.00	5.00	6.00	7.00
AK	Senior Personnel Assistant	1.00	1.00	5.00	5.00
AH	Senior Recreation Leader	0.00	0.00	0.00	1.00
AI	Senior Recreation Leader	24.00	26.00	25.00	24.00
AM	Senior Recreation Specialist	17.00	17.00	22.00	23.00
AM	Senior Recreation Therapist	2.00	2.00	2.00	3.00
AE	Senior Receptionist	0.00	1.00	1.00	0.00
AG	Senior Secretary	1.00	1.00	2.00	4.00
CG	Storekeeper III	0.00	0.00	0.00	1.00
AO	Systems Coordinator	0.00	0.00	1.00	1.00
CC	Trades Helper	9.00	9.00	9.00	9.00
AO	Trades/Maintenance Superintendent	3.00	3.00	0.00	0.00
	Subtotal	528.00	538.00	678.86	715.82
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	8.00	3.00	2.00	2.00
AJ	Accounting Clerk III	2.00	1.00	1.00	1.00
AM	Administrative Assistant	3.00	4.00	4.00	0.00
XD	Administrative Services Division Director	1.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	0.00	0.00	6.00
AR	Chief Inspector	6.00	6.00	6.00	6.00
AG	Cashier I	0.00	7.00	8.00	8.00
AI	Cashier II	0.00	2.00	2.00	2.00
AC	Clerk I	2.00	2.00	2.00	0.00
AE	Clerk II	2.00	3.00	6.41	0.00
AG	Clerk III	4.00	4.00	5.00	0.00
AI	Clerk IV	2.00	2.00	2.00	0.00
AK	Community Codes Investigator I	2.00	2.00	2.00	2.00
AM	Community Codes Investigator II	1.00	1.00	1.00	5.00
AP	Community Codes Investigator III	1.00	0.00	0.00	0.00
AM	Community Planner I	4.00	3.00	3.00	3.00
AN	Community Planner II	5.00	5.00	5.00	5.00
AO	Community Services Program Coordinator II	1.00	1.00	0.00	0.00
AH	Construction Permit Clerk	17.00	17.00	0.00	0.00
AF	Construction Permit Tech Trainee	0.00	0.00	0.00	1.00
AH	Construction Permit Technician I	0.00	0.00	23.00	22.26
99	Construction Permit Technician I	0.00	0.00	1.26	0.00
AJ	Construction Permit Specialist	2.00	2.00	0.00	0.00
AJ	Construction Permit Technician II	0.00	0.00	4.00	5.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PLANNING & GROWTH MANAGEMENT (continued)					
AQ	Contracts Manager	0.00	0.00	1.00	1.00
XD	Director, Development Services Division	1.00	1.00	1.00	1.00
XB	Director, Planning & Growth Management	1.00	1.00	1.00	1.00
XD	Division Director Transport & Land Dev RW	0.00	0.00	0.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AP	Engineer II	7.00	7.00	0.00	0.00
AO	Engineering Specialist I	0.00	0.00	1.00	1.00
AQ	Engineering Specialist II	0.00	0.00	7.00	6.00
CK	Engineering Technician III	2.00	2.00	2.00	2.00
AL	Environmental Enforcement Specialist I	3.00	2.00	3.00	0.00
AT	Environmental Manager	1.00	1.00	0.00	1.00
AL	Environmental Scientist I	1.00	1.00	1.00	1.00
AO	Environmental Scientist II	2.00	2.00	2.00	1.00
AK	Environmental Specialist I	0.00	1.00	1.00	0.00
AO	Environmental Specialist III	0.00	0.00	0.00	1.00
AT	Environmental Manager	0.00	0.00	1.00	0.00
AQ	Environmental Supervisor	0.00	0.00	0.00	1.00
AU	Executive Planner	4.00	4.00	4.00	5.00
AJ	Executive Secretary	7.00	9.00	8.00	7.00
AN	Forestry Examiner	2.00	2.00	2.00	3.00
AQ	General Manager I	2.00	2.00	2.00	1.00
AS	General Manager II	1.00	2.00	2.00	2.00
AU	General Manager III	1.00	1.00	2.00	2.00
AM	GIS Analyst	2.00	2.00	2.00	0.00
XF	Impact Fee Program Manager	1.00	1.00	1.00	1.00
AQ	Impact Fee Coordinator	0.00	0.00	0.00	1.00
AK	Inspector I	1.00	0.00	0.00	0.00
AM	Inspector I	39.00	39.00	51.00	49.14
99	Inspector I	0.00	0.00	1.14	0.00
AO	Inspector II	7.00	15.00	18.00	22.00
AP	Inspector III	16.00	14.00	14.00	12.00
AU	Land Use Ombudsman	1.00	1.00	1.00	1.00
AN	Landscaping Examiner	1.00	1.00	2.00	1.00
AO	Manager	5.00	5.00	6.00	4.00
XE	Manager, Apollo Beach Office - Bldg SOP	1.00	1.00	0.00	0.00
XE	Manager, Community Planning	0.00	0.00	1.00	1.00
XE	Manager, Construction Services	1.00	1.00	1.00	1.00
XE	Manager, Development Services Center	1.00	1.00	0.00	0.00
XE	Manager, Engineering Review/Inspection	1.00	1.00	0.00	0.00
XE	Manager, Hazard Mitigation Program	1.00	1.00	1.00	1.00
XE	Manager, Permit Intake & Processing	0.00	0.00	1.00	1.00
XE	Manager, Plans/Policy	1.00	1.00	0.00	0.00
XE	Manager, Plant City Satellite Building Permits Office	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PLANNING & GROWTH MANAGEMENT (continued)					
XE	Manager, Satellite Building Permits Office	1.00	1.00	0.00	0.00
XE	Manager, Satellite Building Permits Office Northwest	0.00	0.00	1.00	1.00
XE	Manager, Satellite Building Permits Office South County	0.00	0.00	1.00	1.00
XE	Manager, Site Plan/Subdivision Review	0.00	0.00	1.00	1.00
XE	Manager, Transportation Planning Section	0.00	0.00	1.00	1.00
XE	Manager, Transportation Review Section	1.00	1.00	1.00	1.00
AE	Office Assistant	0.00	0.00	0.00	7.41
AG	Office Assistant II	0.00	0.00	0.00	6.00
AI	Office Assistant III	0.00	0.00	0.00	2.00
AK	Personal Computer Specialist	1.00	1.00	1.00	1.00
AI	Personnel Assistant	0.00	1.00	1.00	1.00
AG	Personnel Clerk	1.00	1.00	0.00	0.00
AI	Planning Technician	5.00	0.00	0.00	0.00
XD	Planning/Zoning Services Division Director	1.00	1.00	1.00	1.00
AI	Planning & Zoning Technician I	0.00	4.00	5.81	4.81
AK	Planning & Zoning Technician II	0.00	9.00	9.00	9.00
AO	Plans Examiner	4.00	7.00	7.00	7.00
AQ	Plans Examiner II	0.00	0.00	0.00	4.00
AS	Principal Planner	8.00	9.00	9.00	8.38
99	Principal Planner	0.00	0.00	0.38	0.00
AS	Professional Engineer I	0.00	2.00	2.00	2.00
AV	Professional Engineer II	1.00	2.00	3.00	2.00
AM	Program Coordinator	0.00	0.00	0.00	1.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AD	Receptionist	3.00	4.00	3.00	3.00
AE	Secretary	1.00	0.00	0.00	2.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AK	Senior Construction Permit Specialist	1.00	1.00	0.00	0.00
AS	Senior Engineer	4.00	3.00	0.00	0.00
AT	Senior Engineering Specialist	0.00	0.00	3.00	3.00
AN	Senior Engineering Technician	11.00	9.00	13.00	12.00
AK	Senior Executive Secretary	2.00	1.00	1.00	0.00
AQ	Senior Forestry Examiner	1.00	1.00	1.00	1.00
AO	Senior GIS Analyst	0.00	0.00	0.00	2.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00
AO	Senior Manager	0.00	1.00	2.00	0.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	1.00
AQ	Senior Planner	13.00	14.00	13.00	13.00
AM	Senior Planning & Zoning Technician	0.00	8.00	8.00	9.00
AQ	Senior Plans Examiner	3.00	4.00	4.00	0.00
AT	Senior Professional Engineer	0.00	0.00	0.00	1.00
AX	Senior Professional Engineer	1.00	2.00	1.00	1.00
AE	Senior Receptionist	2.00	2.00	2.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PLANNING & GROWTH MANAGEMENT (continued)					
AG	Senior Secretary	4.00	3.00	4.00	3.00
AM	Senior Supervisor	0.00	0.00	0.00	4.00
AM	Senior Zoning Technician	8.00	0.00	0.00	0.00
AO	Systems Coordinator	2.00	2.00	2.00	2.00
XE	Transportation Demand Manager	1.00	1.00	0.00	0.00
XD	Transportation Division Director	1.00	1.00	1.00	0.00
AI	Zoning Technician I	2.00	0.00	0.00	0.00
AK	Zoning Technician II	8.00	0.00	0.00	0.00
	Subtotal	274.00	290.00	327.00	327.00
PROCUREMENT SERVICES					
AJ	Accounting Clerk III	1.00	1.00	1.00	1.00
AM	Business Analyst I	0.00	0.00	0.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AM	Buyer	1.00	1.00	1.00	1.00
AE	Clerk II	1.00	1.00	1.00	0.00
AQ	Contracts Manager	9.00	9.00	0.00	0.00
XB	Director, Procurement Services	1.00	1.00	1.00	1.00
AS	Executive Buyer	4.00	4.00	4.00	0.00
AJ	Executive Secretary	4.00	5.00	6.00	6.00
AM	Manager	1.00	1.00	1.00	0.00
XF	Manager Comodities Procurement	0.00	0.00	0.00	1.00
XG	Manager Procure Admin/Info System	0.00	0.00	0.00	1.00
XF	Manager Services & Construction Procurement	0.00	0.00	0.00	1.00
AM	Management Systems Analyst I	1.00	1.00	1.00	0.00
XF	Manager, Contracts Administration	1.00	1.00	1.00	0.00
XF	Manager, Contracts Management	1.00	1.00	1.00	0.00
XF	Manager, Quality Management	1.00	1.00	1.00	0.00
AG	Office Assistant II	0.00	0.00	0.00	1.00
AP	Procurement Analyst	0.00	0.00	0.00	3.00
AS	Procurement Supervisor	0.00	0.00	0.00	4.00
AQ	Principal Buyer	1.00	1.00	10.00	0.00
AD	Receptionist	1.00	1.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AQ	Sr Procurement Analyst	0.00	0.00	0.00	10.00
AM	Sr Supervisor	0.00	0.00	0.00	1.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
	Subtotal	31.00	31.00	32.00	35.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC SAFETY					
AM	Administrative Assistant	2.00	3.00	2.00	0.00
AM	Chief Security Officer	3.00	0.00	0.00	0.00
AG	Clerk III	3.00	4.00	3.00	0.00
AI	Clerk IV	0.00	0.00	1.00	0.00
LM	Communications Supervisor	4.00	4.00	4.00	0.00
AK	Community Codes Investigator I	0.00	1.00	0.00	0.00
AM	Community Planner I	1.00	1.00	1.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	0.00
AO	Community Services Program Coordinator II	3.00	4.00	4.00	0.00
LI	Digital Comm Dispatcher	20.00	20.00	20.00	0.00
99	Digital Comm Dispatcher	0.00	0.00	0.30	0.00
XC	Director, Public Safety	1.00	1.00	1.00	0.00
CM	Electronics Technician III	1.00	1.00	1.00	0.00
AO	Emergency Communications Supervisor	1.00	1.00	1.00	0.00
AI	Executive Secretary	3.00	2.00	3.00	0.00
AK	GIS/Mapping Technician II	1.00	1.00	1.00	0.00
AK	Land Technician II	3.00	4.00	5.00	0.00
XE	Manager, 9-1-1 Emergency Operations	1.00	1.00	1.00	0.00
XE	Manager, Emergency Dispatch Operations	1.00	1.00	1.00	0.00
XE	Manager, Emergency Management	1.00	1.00	1.00	0.00
XF	Manager, Security Services	1.00	1.00	1.00	0.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	0.00
AI	Planning Technician	1.00	0.00	0.00	0.00
AM	Public Safety Lieutenant	0.00	3.00	3.00	0.00
AI	Public Safety Officer	0.00	65.00	65.00	0.00
AK	Public Safety Sergeant	0.00	9.00	9.00	0.00
AI	Security Officer	65.00	0.00	0.00	0.00
LK	Senior Digital Communications Dispatcher	4.00	4.00	4.00	0.00
AM	Senior Land Technician	0.00	1.00	1.00	0.00
AO	Senior Manager	5.00	5.00	5.00	0.00
AQ	Senior Planner	1.00	1.00	1.00	0.00
AG	Senior Secretary	1.00	0.00	0.00	0.00
AK	Senior Security Officer	9.00	0.00	0.00	0.00
	Subtotal	138.00	141.00	141.30	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	1.00
AJ	Accounting Clerk III	3.00	3.00	3.00	3.00
AM	Administrative Assistant	1.00	1.00	2.00	0.00
AM	Administrative Specialist	0.00	0.00	0.00	7.00
CG	Advanced Transportation Worker	0.00	0.00	63.00	56.00
AK	Asset Coordinator	0.00	0.00	16.00	16.00
CE	Automotive Equipment Service Specialist	5.00	5.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
AP	Budget Analyst II	1.00	1.00	0.00	0.00
AP	Chief Aircraft Pilot	1.00	1.00	1.00	1.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00
AK	Clerical Supervisor	1.00	0.00	1.00	0.00
AC	Clerk I	1.00	1.00	1.00	0.00
AE	Clerk II	12.00	11.00	5.35	0.00
AG	Clerk III	9.00	9.00	12.00	0.00
AI	Clerk IV	0.00	0.00	6.00	0.00
CE	Construction Equipment Operator I	5.00	4.00	0.00	0.00
CG	Construction Equipment Operator II	26.00	27.00	1.00	2.00
CI	Construction Equipment Operator III	34.00	35.00	3.00	2.00
AK	Contracts Management Specialist	2.00	2.00	3.00	3.00
AQ	Contracts Manager	1.00	1.00	1.00	1.00
CG	Crew Leader I	20.00	19.00	4.00	6.00
CI	Crew Leader II	21.00	21.00	2.00	1.00
XC	Director, Engineering Division	1.00	1.00	1.00	1.00
XB	Director, Public Works Department	1.00	1.00	1.00	1.00
XC	Director, Roadway Maintenance Division	1.00	1.00	0.00	0.00
XD	Director, Operations/Fiscal Div	0.00	0.00	0.00	1.00
XC	Div Director Traffic Services	0.00	0.00	0.00	1.00
XC	Director, Transportation Maintenance Division	0.00	0.00	1.00	1.00
AM	Electrician III	0.00	0.00	1.00	1.00
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	6.00	6.00	5.00	5.00
AO	Electronics Technician Supervisor	1.00	1.00	1.00	0.00
AN	Engineer I	12.00	13.00	0.00	0.00
AP	Engineer II	19.00	20.00	0.00	0.00
AO	Engineering Specialist I	0.00	0.00	13.00	12.00
AQ	Engineering Specialist II	0.00	0.00	20.00	21.00
CE	Engineering Technician I	4.00	3.00	3.00	3.00
CH	Engineering Technician II	12.00	12.00	4.00	6.00
CK	Engineering Technician III	24.00	24.00	19.00	20.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AL	Environmental Scientist I	1.00	0.00	0.00	0.00
AM	Environmental Scientist II	2.00	3.00	2.00	4.00
AO	Environmental Specialist III	3.00	3.00	3.00	1.00
AD	Environmental Technician I	5.00	4.00	4.00	4.00
AG	Environmental Technician II	4.00	4.00	4.00	4.00
CG	Equipment Mechanic I	1.00	0.00	0.00	0.00
CC	Equipment Operator I	36.00	33.00	0.00	0.00
CE	Equipment Operator II	41.00	43.00	1.00	2.00
CG	Equipment Operator III	6.00	5.00	0.00	0.00
CG	Equipment Technician I	0.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
AJ	Executive Secretary	4.00	5.00	4.00	4.00
AM	General Crew Leader	4.00	4.00	15.00	14.00
AQ	General Manager I	5.00	6.00	8.00	7.00
AS	General Manager II	4.00	6.00	6.00	5.00
AU	General Manager III	7.00	8.00	10.00	9.00
AX	General Manager IV	2.00	2.00	1.00	1.00
AM	GIS Analyst	0.00	1.00	3.00	3.00
AI	GIS Mapping Technician	0.00	3.00	3.00	4.00
AK	GIS Mapping Technician II	0.00	0.00	1.00	0.00
AO	Helicopter Pilot	1.00	0.00	1.00	1.00
CF	Inspector/Spray Equipment Operator	13.00	13.00	12.00	12.00
CA	Laborer	56.00	54.00	6.00	48.83
CE	Landscape Gardener	4.00	3.00	3.00	3.00
AE	Lead Data Entry Operator	1.00	1.00	2.94	0.00
XE	Liaison Project Manager	1.00	1.00	1.00	1.00
AM	Maintenance Repair Supervisor	1.00	1.00	0.00	0.00
AO	Manager	2.00	2.00	8.00	7.00
XF	Manager, Central Service Unit	1.00	1.00	1.00	1.00
XF	Manager, Countywide Construction Unit	1.00	1.00	1.00	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	1.00	1.00	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
XE	Manager, Road Maintenance/Administrative Services	0.00	0.00	0.00	0.00
XF	Manager, South Service Unit	1.00	1.00	1.00	1.00
XD	Manager, Stormwater Management	1.00	1.00	1.00	1.00
AX	Manager, Traffic Engineering	0.00	1.00	2.00	0.00
XF	Manager, Traffic Engineering	1.00	1.00	0.00	0.00
CE	Mason I	1.00	1.00	0.00	0.00
CG	Mason II	2.00	2.00	0.00	0.00
CI	Mason III	1.00	1.00	0.00	0.00
CJ	Mosquito Control Inspector	2.00	2.00	2.00	2.00
CG	Multi-Trades Worker I	8.00	8.00	0.00	0.00
CI	Multi-Trades Worker II	11.00	12.00	0.00	0.00
CK	Multi-Trades Worker III	4.00	6.00	0.00	0.00
AE	Office Assistant	0.00	0.00	0.00	5.22
AG	Office Assistant II	0.00	0.00	0.00	17.07
AI	Office Assistant III	0.00	0.00	0.00	8.00
AI	Personnel Assistant	1.00	1.00	0.00	0.00
AI	Planning Technician	1.00	1.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
CG	Plant Maintenance Mechanic I	0.00	2.00	2.00	2.00
CI	Plant Maintenance Mechanic II	0.00	0.00	1.00	1.00
AS	Principal Management Systems Analyst	0.00	1.00	3.00	3.00
AU	Professional Engineer II	10.00	9.00	9.00	7.00
AM	Program Coordinator	0.00	0.00	0.00	1.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AS	Project Manager II	0.00	0.00	0.00	1.00
AU	Project Manager III	0.00	0.00	0.00	1.00
AD	Receptionist	4.00	4.00	2.00	2.00
AE	Secretary	3.00	3.00	1.00	1.00
XF	Section Mgr/Operations Mgmt	0.00	0.00	0.00	1.00
CB	Spray Equipment Operator	0.00	0.00	0.00	1.73
AM	Senior Asset Coordinator	0.00	0.00	5.00	5.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AQ	Senior Business Analyst	0.00	0.00	0.00	1.00
AK	Senior Crew Leader	13.00	14.00	31.00	33.00
AT	Senior Engineering Specialist	0.00	0.00	24.00	25.00
AS	Senior Engineer	25.00	26.00	0.00	0.00
AN	Senior Engineering Technician	10.00	11.00	11.00	12.00
AI	Senior Environmental Technician	4.00	4.00	4.00	4.00
AK	Senior Executive Secretary	6.00	7.00	6.00	2.00
CB	Senior Groundskeeper	2.00	2.00	1.00	0.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00
AQ	Senior Management Systems Analyst	1.00	1.00	1.00	0.00
AO	Senior Manager	4.00	5.00	5.00	0.00
CK	Senior Manager	1.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	0.00	0.00	2.00	3.00
AX	Senior Professional Engineer	17.00	16.00	17.00	20.00
AG	Senior Secretary	7.00	6.00	5.00	3.00
AM	Senior Supervisor	0.00	0.00	0.00	13.00
CI	Senior Transportation Worker	0.00	0.00	73.00	68.00
XH	Special Program Manager	0.00	1.00	0.00	0.00
AM	Spray Operations Supervisor	1.00	2.00	0.00	0.00
CB	Spray Equipment Operator	0.00	0.00	1.73	0.00
CC	Storekeeper I	2.00	3.00	0.00	0.00
CE	Storekeeper II	1.00	1.00	0.00	0.00
CG	Storekeeper III	6.00	6.00	5.00	6.00
AI	Storeroom Manager	0.00	0.00	1.00	1.00
AM	Systems Coordinator	0.00	1.00	0.00	0.00
AO	Systems Coordinator	2.00	0.00	0.00	0.00
CC	Trades Helper	24.00	24.00	0.00	8.00
AL	Traffic Signal/Marking Supervisor	2.00	2.00	2.00	2.00
CF	Traffic Signal/Marking Technician I	11.00	10.00	10.00	10.00
CI	Traffic Signal/Marking Technician II	5.00	5.00	5.00	5.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
PUBLIC WORKS DEPARTMENT (continued)					
AH	Training Coordinator	0.00	1.00	0.00	0.00
AM	Training Technician	1.00	0.00	1.00	1.00
AR	Transportation operations Support	0.00	0.00	4.00	4.00
CE	Transportation Worker	0.00	0.00	99.00	76.00
CC	Transportation Worker Trainee	0.00	0.00	0.00	3.00
CE	Tree Trimmer	1.00	1.00	1.00	1.00
CC	Vehicle Service Attendant	3.00	3.00	1.00	0.00
AM	Warehouse/Supply Manager	0.00	0.00	5.00	0.00
99	Work Release	0.00	0.00	29.08	0.00
	Subtotal	653.00	663.00	693.10	693.85
REAL ESTATE DEPARTMENT					
AM	Accountant I	2.00	1.00	1.00	1.00
AO	Accountant II	0.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	0.00	0.00	3.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AP	Budget Analyst II	1.00	1.00	1.00	1.00
CI	Carpenter	0.00	0.00	0.00	5.00
CG	Carpenter I	1.00	0.00	1.00	0.00
CI	Carpenter II	4.00	5.00	4.00	0.00
CK	Carpenter III	2.00	2.00	2.00	0.00
AO	Chief Land Technician	0.00	0.00	4.00	4.00
AC	Clerk I	4.00	4.00	3.00	0.00
99	Clerk III	0.00	0.00	0.84	0.00
AG	Clerk III	4.00	4.00	5.00	0.00
AI	Clerk IV	2.00	2.00	2.00	0.00
AO	Community Service Program Coordinator II	1.00	1.00	1.00	0.00
AO	Construction Inspector	4.00	4.00	5.00	5.00
AK	Contracts Management Specialist	2.00	2.00	2.00	2.00
AQ	Contracts Manager	3.00	1.00	1.00	1.00
XD	County Surveyor	1.00	1.00	1.00	1.00
AG	Custodial Inspector	3.00	3.00	3.00	3.00
CB	Custodian	16.00	17.00	17.00	16.75
99	Custodian	0.00	0.00	0.75	0.00
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
AP	Engineer II	1.00	1.00	0.00	0.00
CE	Engineering Technician I	4.00	4.00	4.00	3.00
CE	Engineering Technician I	0.00	0.00	0.00	0.48
99	Engineering Technician I	0.00	0.00	0.48	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
REAL ESTATE DEPARTMENT (continued)					
CK	Engineering Technician II	0.00	0.00	0.00	1.00
CH	Engineering Technician II	13.00	12.00	12.00	8.00
CK	Engineering Technician III	10.00	10.00	9.00	8.00
AP	Engineering Specialist II	0.00	0.00	1.00	1.00
AI	Executive Secretary	4.00	4.00	3.00	2.00
AQ	General Manager I	0.00	0.00	0.00	1.00
AQ	General Manager II	0.00	1.00	0.00	0.00
AS	General Manager II	5.00	6.00	8.00	6.00
AX	General Manager III	0.00	0.00	0.00	1.00
AX	General Manager IV	0.00	0.00	1.00	1.00
AM	GIS Analyst	3.00	3.00	3.00	4.00
AH	GIS Mapping Technician	2.00	2.00	2.00	4.00
AI	GIS Mapping Technician I	0.00	0.00	0.00	0.00
AK	GIS Mapping Technician II	2.00	2.00	3.00	0.00
AM	Head Custodian	0.00	2.00	2.00	0.00
CB	Head Custodian	0.00	1.00	0.00	0.00
CC	Head Custodian	4.00	3.00	4.00	4.00
CJ	Heating/Ventilating/Air Conditioning Engineer	2.00	2.00	2.00	3.00
AL	Indoor Air Quality Specialist	1.00	1.00	1.00	1.00
AM	Land Agent I	2.00	3.00	2.00	2.00
AO	Land Agent II	10.00	10.00	10.50	10.00
CE	Landscape Gardener	1.00	1.00	1.00	1.00
AK	Land Technician	0.00	0.00	0.00	2.00
AH	Land Technician I	1.00	1.00	0.00	0.00
AK	Land Technician II	3.00	3.00	2.00	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	1.00
XG	Manager, Parking & Recovery Ctr OPS	1.00	1.00	1.00	1.00
XE	Manager, Property Management	1.00	1.00	1.00	1.00
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
XF	Manager, Technical 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 04	FY 05	FY 06	FY 07
REAL ESTATE DEPARTMENT (continued)					
CG	Multi-Trades Worker I	5.00	4.00	5.00	5.00
CI	Multi-Trades Worker II	10.00	11.00	10.00	10.00
CK	Multi-Trades Worker III	3.00	3.00	3.00	3.00
AE	Office Assistant	0.00	0.00	0.00	4.84
AE	Office Assistant II	0.00	0.00	0.00	1.00
AG	Office Assistant II	5.00	0.00	0.00	5.00
AI	Office Assistant III	0.00	0.00	0.00	3.00
CG	Painter I	0.00	0.00	0.00	5.00
CG	Painter II	5.00	5.00	5.00	0.00
CI	Painter III	2.00	2.00	2.00	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	1.00	1.00
AQ	Professional Land Surveyor/Mapper I	3.00	2.00	2.00	2.00
AS	Professional Land Surveyor/Mapper II	3.00	4.00	4.00	4.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AS	Project Manager II	0.00	0.00	0.00	1.00
AX	Project Manager IV	0.00	0.00	0.00	2.00
XE	Project Manager IV	0.00	0.00	0.00	1.00
XE	Project Manager for Community Stadium	1.00	1.00	1.00	0.00
CI	Refrigeration/Air Conditioning Mechanic I	1.00	1.00	1.00	1.00
CJ	Refrigeration/Air Conditioning Mechanic II	2.00	2.00	3.00	3.00
CK	Refrigeration/Air Conditioning Mechanic III	4.00	4.00	6.00	6.00
AE	Secretary	2.00	2.00	2.00	2.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AU	Senior Architect	4.00	4.00	4.00	3.00
AR	Senior Budget Analyst	1.00	1.00	1.00	1.00
CK	Senior Carpenter	0.00	0.00	0.00	2.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AT	Senior Engineering Specialist	0.00	0.00	1.00	1.00
AN	Senior Engineering Technician	10.00	10.00	8.00	7.00
AK	Senior Executive Secretary	1.00	1.00	2.00	0.00
AO	Senior GIS Analyst	0.00	0.00	0.00	2.00
AQ	Senior Graduate Architect	4.00	4.00	3.00	2.00
CD	Senior Head Custodian	1.00	1.00	1.00	1.00
CL	Senior Heating/Ventilating/Air Conditioning Engineer	5.00	4.00	3.00	3.00
AN	Senior Indoor Air Quality Specialist	1.00	1.00	1.00	1.00
AQ	Senior Land Agent	2.00	2.00	2.00	2.00
AM	Senior Land Technician	5.00	5.00	3.00	3.00
AO	Senior Manager	2.00	2.00	2.00	0.00
CI	Senior Painter	0.00	0.00	0.00	2.00
AV	Senior Professional Land Surveyor/Mapping	2.00	2.00	2.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
REAL ESTATE DEPARTMENT (continued)					
AS	Senior Real Estate Appraiser	1.00	1.00	1.00	1.00
AG	Senior Secretary	3.00	3.00	3.00	2.00
AM	Senior Supervisor	0.00	0.00	0.00	4.50
CC	Storekeeper I	1.00	1.00	1.00	0.00
CE	Storekeeper II	1.00	2.00	2.00	3.00
AM	Supervisor, Custodian Operations	2.00	0.00	0.00	0.00
CC	Trades Helper	3.00	3.00	3.00	3.00
AO	Trades/Maintenance Superintendent	4.00	4.00	4.00	3.00
AI	Work Control Officer	1.00	1.00	1.00	0.00
	Subtotal	259.00	255.00	258.57	254.57
SECTION 8 US HOUSING ACT; WEED AND SEED					
AM	Community Services Program Coordinator I	1.00	0.00	0.00	0.00
AI	Exec Secretary	1.00	0.00	0.00	0.00
AG	Housing Asst Spec	1.00	0.00	0.00	0.00
AM	Housing Counselor	6.00	0.00	0.00	0.00
XE	Operations Mgr	1.00	0.00	0.00	0.00
AC	Receptionist	1.00	0.00	0.00	0.00
AE	Secretary	2.00	0.00	0.00	0.00
AO	Senior Housing Counselor	3.00	0.00	0.00	0.00
AO	Senior Manager	1.00	0.00	0.00	0.00
AG	Senior Secretary	3.00	0.00	0.00	0.00
	Subtotal	20.00	0.00	0.00	0.00
SECURITY SERVICES					
AJ	Executive Secretary	0.00	0.00	0.00	1.00
XD	Manager, Security Services	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AM	Public Safety Lieutenant	0.00	0.00	0.00	3.00
AI	Public Safety Officer	0.00	0.00	0.00	65.00
AK	Public Safety Sergeant	0.00	0.00	0.00	9.00
	Subtotal	0.00	0.00	0.00	80.00
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	3.00	3.00	2.00
AL	Administrative Specialist	0.00	0.00	0.00	3.00
AK	Community Codes Investigator I	4.00	4.00	3.00	2.00
AM	Community Codes Investigator II	0.00	0.00	0.00	2.00
AP	Community Codes Investigator III	0.00	0.00	1.00	0.00
CE	Community Collection Center Attendant	9.00	8.00	9.00	9.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
AM	Community Services Program Coordinator I	0.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
SOLID WASTE MANAGEMENT (continued)					
CG	Construction Equipment Operator II	9.00	10.00	11.00	8.00
CI	Construction Equipment Operator III	2.00	2.00	2.00	3.00
XB	Director, Solid Waste Management	1.00	1.00	1.00	1.00
AN	Engineer I	1.00	1.00	0.00	0.00
AO	Engineering Specialist I	0.00	0.00	1.00	1.00
CK	Engineering Technician III	1.00	1.00	1.00	1.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AK	Environmental Specialist I	4.00	4.00	4.00	3.00
AM	Environmental Specialist II	2.00	2.00	2.00	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	0.00	0.00	4.00
CE	Equipment Operator II	4.00	5.00	4.00	5.00
CG	Equipment Operator III	30.00	29.00	36.00	39.00
AK	Franchise Activity Coordinator	3.00	3.00	3.00	0.00
AM	General Crew Leader	5.00	5.00	5.00	5.00
AS	General Manager II	0.00	0.00	0.00	1.00
AO	Hydrologist	1.00	1.00	1.00	1.00
CA	Laborer	16.00	16.00	16.00	14.00
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	0.00	0.00	1.00
XG	Manager Solid Waste South	0.00	0.00	0.00	1.00
XH	Manager, Projects Management	1.00	0.00	0.00	0.00
XH	Manager, Solid Waste #1	1.00	1.00	1.00	0.00
XH	Manager, Solid Waste #2	1.00	1.00	1.00	0.00
XH	Manager, Solid Waste #3	1.00	1.00	1.00	0.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	1.00
AI	Personal Assistant	0.00	0.00	0.00	1.00
CL	PC Plant Operator II	1.00	1.00	1.00	0.00
CI	Plant Maintenance Mechanic II	1.00	1.00	1.00	1.00
AS	Project Manager II	0.00	0.00	0.00	1.00
AS	Principal Planner	1.00	1.00	1.00	0.00
AI	Senior Customer Service Rep.	4.00	4.00	4.00	4.00
AK	Senior Crew Leader	2.00	2.00	2.00	0.00
AS	Senior Engineering Specialist	0.00	0.00	1.00	0.00
AN	Senior Engineering Technician	2.00	2.00	2.00	2.00
AS	Senior Engineer	1.00	1.00	0.00	0.00
AK	Senior Executive Secretary	3.00	3.00	3.00	0.00
AM	Senior Supervisor	0.00	0.00	0.00	1.00
AK	Solid Waste Coordinator	0.00	0.00	0.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
SOLID WASTE MANAGEMENT (continued)					
AR	Special Project Coordinator	0.00	0.00	0.00	1.00
AN	Supervisor of Buildings and Grounds	0.00	0.00	0.00	1.00
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	0.00	0.00	1.00
CM	Wastewater Plant Operator III	1.00	1.00	1.00	1.00
	Subtotal	143.00	142.00	150.00	154.00
WATER RESOURCE SERVICES					
AM	Accountant I	7.00	8.00	10.00	9.00
AO	Accountant II	2.00	2.00	4.00	3.00
AS	Accountant III	2.00	2.00	2.00	2.00
AU	Accounting Manager	1.00	1.00	1.00	0.00
AH	Accounting Clerk II	6.00	6.00	5.00	5.00
AJ	Accounting Clerk III	7.00	7.00	8.00	7.00
AU	Accounting Manager	0.00	0.00	0.00	1.00
AK	Accounting Clerk Supervisor	1.00	1.00	1.00	0.00
AM	Administrative Assistant	0.00	0.00	2.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	2.00
AO	Budget Analyst I	1.00	1.00	0.00	0.00
AP	Budget Analyst II	1.00	1.00	1.00	1.00
AM	Business Analyst I	0.00	0.00	0.00	1.00
AP	Business Analyst II	0.00	0.00	0.00	1.00
AR	Chief Environmental Scientist	3.00	3.00	3.00	3.00
AK	Clerical Supervisor	2.00	2.00	2.00	0.00
AE	Clerk II	6.00	6.00	6.00	0.00
AG	Clerk III	23.00	23.00	23.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
CI	Construction Equipment Operator III	1.00	0.00	0.00	0.00
AQ	Contracts Manager	3.00	3.00	3.00	3.00
AG	Control Clerk	1.00	1.00	1.00	0.00
CI	Crew Leader II	0.00	0.00	0.00	0.00
AG	Customer Service Representative	5.00	0.00	0.46	0.00
XB	Director, Water Department	1.00	1.00	1.00	1.00
AA	Driver/Custodian	2.00	0.00	0.00	0.00
CI	Electrician II	8.00	10.00	10.00	11.00
CM	Electrician III	8.00	8.00	8.00	8.00
CL	Electronics Technician II	1.00	1.00	1.00	2.00
CN	Electronics Technician III	9.00	9.00	9.00	9.00
AN	Engineer I	2.00	2.00	0.00	0.00
AP	Engineer II	12.00	13.00	0.00	0.00
AO	Engineering Specialist I	0.00	0.00	1.00	1.00
AQ	Engineering Specialist II	0.00	0.00	11.00	10.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
WATER RESOURCE SERVICES (continued)					
CH	Engineering Technician II	2.00	7.00	11.00	10.00
CK	Engineering Technician III	3.00	6.00	7.00	6.00
AT	Environmental Manager	3.00	3.00	3.00	1.00
AL	Environmental Scientist I	4.00	4.00	3.00	3.00
AO	Environmental Scientist II	3.00	4.00	4.00	4.00
AK	Environmental Specialist I	4.00	4.00	4.00	3.00
AM	Environmental Specialist II	9.00	6.00	7.00	8.00
AO	Environmental Specialist III	1.00	1.00	1.00	1.00
AQ	Environmental Supervisor	0.00	2.00	2.00	2.00
AG	Environmental Technician II	1.00	1.00	1.00	3.00
AS	Executive Buyer	0.00	0.00	1.00	0.00
AJ	Executive Secretary	4.00	3.00	3.00	2.00
AI	Field Collector	7.00	7.00	7.00	7.00
AH	Field Service Representative	6.00	6.00	6.00	7.00
AQ	General Manager I	3.00	4.00	6.00	10.00
AS	General Manager II	7.00	9.00	16.00	17.00
AU	General Manager III	3.00	4.00	4.00	8.00
AM	GIS Analyst	1.00	1.00	1.00	2.00
AI	GIS/Mapping Technician II	3.00	3.00	2.00	1.00
AE	Lead Data Entry Operator	2.00	3.00	3.00	0.00
CL	Maintenance Repair Leader	1.00	1.00	1.00	1.00
AP	Management Systems Analyst II	1.00	0.00	0.00	0.00
AO	Manager	12.00	13.00	14.00	6.00
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	0.00	0.00	1.00
XE	Manager, Line Maintenance	1.00	1.00	1.00	1.00
XE	Manager, Plant Operations	0.00	0.00	0.00	1.00
XE	Manager, Wastewater Section	1.00	1.00	1.00	0.00
XE	Manager, Water Section	1.00	1.00	1.00	1.00
XD	Manager, Water Resource Project Management	0.00	0.00	1.00	1.00
CE	Meter Reader	5.00	5.00	5.00	5.00
CI	Multi-Trades Worker II	5.00	5.00	5.00	3.00
CK	Multi-Trades Worker III	1.00	1.00	1.00	3.00
AE	Office Assistant	0.00	0.00	0.00	6.00
AG	Office Assistant II	0.00	0.00	0.00	28.00
AI	Office Assistant III	0.00	0.00	0.00	3.00
CL	PC Plant Operator II	32.00	32.00	33.00	0.00
CG	Plant Maintenance Mechanic I	1.00	1.00	2.00	2.00
CI	Plant Maintenance Mechanic II	33.00	34.00	38.00	38.00
CK	Plant Maintenance Mechanic III	14.00	13.00	11.00	12.00
CG	Plant Operator Trainee	4.00	2.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
WATER RESOURCE SERVICES (continued)					
AK	Procurement Supervisor	0.00	0.00	0.00	1.00
AQ	Principal Buyer	0.00	0.00	1.00	0.00
AS	Principal Business Analyst	0.00	0.00	0.00	1.00
XD	Principle Eng/Tech Oprs & Construction	0.00	0.00	0.00	1.00
AS	Principal Management Systems Analyst	1.00	0.00	1.00	0.00
AU	Professional Engineer II	6.00	7.00	9.00	9.00
AM	Program Coordinator	0.00	0.00	0.00	1.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AK	Property Control Supervisor	1.00	1.00	1.00	1.00
CF	Reclaimed/Potable Water Distribution Specialist I	5.00	6.00	5.00	5.00
CH	Reclaimed/Potable Water Distribution Specialist II	4.00	4.00	4.00	4.00
CK	Reclaimed/Potable Water Distribution Specialist III	2.00	2.00	2.00	2.00
CK	Refrigeration/Air Conditioning Mechanic III	1.00	1.00	1.00	1.00
AE	Secretary	3.00	4.00	2.00	3.00
XF	Section Manager - Financial Management	1.00	1.00	1.00	1.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AQ	Senior Business Analyst	0.00	0.00	0.00	1.00
AI	Senior Control Clerk	2.00	2.00	2.00	0.00
AK	Senior Crew Leader	16.00	16.00	16.00	16.00
AI	Senior Customer Service Representative	15.00	21.00	22.00	22.46
AS	Senior Engineer	24.00	20.00	0.00	0.00
AT	Senior Engineering Specialist	0.00	0.00	22.00	21.00
AN	Senior Engineering Technician	4.00	8.00	12.00	11.00
AI	Senior Environmental Technician	1.00	1.00	1.00	1.00
AK	Senior Executive Secretary	1.00	1.00	0.00	0.00
AK	Senior Field Collector	4.00	5.00	5.00	5.00
AI	Senior Field Service Representative	2.00	2.00	2.00	2.00
AO	Senior GIS Analyst	0.00	0.00	0.00	2.00
AO	Senior Manager	8.00	8.00	11.00	0.00
AQ	Senior Management Systems Analyst	1.00	2.00	1.00	0.00
CH	Senior Meter Reader	8.00	9.00	9.00	9.00
AK	Senior Personnel Assistant	2.00	2.00	2.00	3.00
AQ	Senior Procurement Analyst	0.00	0.00	0.00	1.00
AX	Senior Professional Engineer	4.00	4.00	5.00	5.00
AU	Senior Receptionist	1.00	1.00	1.00	0.00
AG	Senior Secretary	4.00	4.00	4.00	4.00
AM	Senior Supervisor	0.00	0.00	0.00	13.00
CI	Senior Utilities Maintenance Worker	20.00	21.00	23.00	23.00
AM	Senior Water Conservation Inspector	1.00	1.00	1.00	1.00
CE	Storekeeper II	2.00	2.00	2.00	2.00
CG	Storekeeper III	2.00	2.00	2.00	2.00
AI	Storeroom Manager	3.00	3.00	3.00	3.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
WATER RESOURCE SERVICES (continued)					
AK	Supervisor	0.00	0.00	0.00	3.00
AO	Supervisor, Plant and Production Operations	9.00	9.00	9.00	9.00
AS	Systems Analyst	0.00	0.00	0.00	1.00
AO	Systems Coordinator	1.00	2.00	2.00	0.00
CC	Trades Helper	2.00	2.00	2.00	2.00
AM	Training Technician	1.00	1.00	1.00	1.00
CM	Utilities Maintenance Specialist	1.00	1.00	0.00	0.00
AN	Utilities Maintenance Supervisor	19.00	19.00	22.00	23.00
CG	Utilities Maintenance Worker	77.00	68.00	69.00	71.00
AQ	Utilities Manager	7.00	7.00	0.00	0.00
XD	Utility System Comptroller	1.00	1.00	1.00	0.00
CI	Wastewater Plant Operator I	7.00	9.00	9.00	15.00
CL	WasteWater Plant Oerator II	0.00	0.00	0.00	35.00
CM	Wastewater Plant Operator III	3.00	8.00	8.00	7.00
AI	Water Conservation Inspector	3.00	3.00	3.00	3.00
XE	Water Supply Programming Manager	1.00	1.00	1.00	1.00
XB	Water Resource Team Administrator	0.00	0.00	1.00	1.00
CI	Water Plant Operator I	6.00	6.00	8.00	6.00
CL	Water Plant Operator II	10.00	11.00	11.00	11.00
CM	Water Plant Operator III	7.00	2.00	3.00	3.00
	Subtotal	601.00	614.00	647.46	662.46
WATER RESOURCE TEAM					
AM	Administrative Assistant	1.00	1.00	0.00	0.00
XD	Project Manager	1.00	1.00	0.00	0.00
XB	Water Resource Team Administrator	1.00	1.00	0.00	0.00
	Subtotal	3.00	3.00	0.00	0.00
	TOTAL CO ADMIN ORGANIZATION	5,298.70	5,371.82	5,807.49	5,912.07
CLERK OF THE CIRCUIT COURT--BOCC FUNDED (Including Value Adjustment Board)					
	Subtotal	260.00	121.00	122.00	121.00
PUBLIC DEFENDER					
99	Manager of Information Services	0.00	0.00	0.00	1.00
99	Personal Computer Specialist	0.00	0.00	0.00	2.00
99	Software Specialist I	0.00	0.00	0.00	1.00
99	Special Assistant Public Defender	10.00	0.00	0.00	0.00
	Subtotal	10.00	0.00	0.00	4.00
PROPERTY APPRAISER					
	Subtotal	155.00	155.00	155.00	155.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
SUPERVISOR OF ELECTIONS					
99	Administrative Assistant	2.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AE	Clerk II	7.00	7.00	7.00	0.00
AG	Clerk III	4.00	5.00	5.00	0.00
YX	Chief Deputy - SE	0.00	0.00	0.00	1.00
AI	Clerk IV/Senior Voting Services Specialist	3.00	3.00	3.00	0.00
99	Community Outreach/Education Coordinator -SE	0.00	0.00	0.00	2.00
99	Community Relations Coordinator	1.00	1.00	1.00	0.00
99	Director Operations & Support	0.00	1.00	1.00	0.00
99	Chief of Staff	1.00	0.00	1.00	0.00
99	Elections Service Center Manager	1.00	1.00	2.00	0.00
99	Elections Coordinator - SE	0.00	0.00	0.00	1.00
99	Elections Service Control Manager	0.00	0.00	0.00	2.00
AJ	Electronics Tech I	0.00	0.00	0.00	1.00
AL	Electronics Tech II	0.00	0.00	0.00	1.00
AK	GIS Mapping Technician II	1.00	1.00	1.00	0.00
AM	Manager	2.00	2.00	2.00	0.00
99	Manager, Candidate Services/Outreach	1.00	1.00	1.00	1.00
99	Manager of Voter Registration - SE	0.00	0.00	0.00	1.00
AE	Office Assistant	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	1.00	10.00
99	Petitions/Early Voting Manager - SE	0.00	0.00	0.00	1.00
AM	Program Coordinator	0.00	0.00	0.00	3.00
99	Public Information Officer	0.00	0.00	0.00	1.00
AH	Public Relations Information Specialist II	0.00	0.00	1.00	0.00
AM	Senior Supervisor	0.00	0.00	0.00	2.00
AU	Senior Systems Analyst	0.00	0.00	0.00	1.00
AE	Storekeeper II	1.00	1.00	1.00	0.00
AG	Storekeeper III	1.00	1.00	1.00	0.00
99	Supervisor of Elections	1.00	1.00	1.00	1.00
99	Systems Administrator -SE	1.00	1.00	1.00	1.00
AS	Systems Analyst	1.00	1.00	1.00	0.00
AM	Warehouse/Supply Manager	1.00	1.00	1.00	0.00
	Subtotal	29.00	29.00	33.00	33.00
HILLSBOROUGH COUNTY SHERIFF					
	Subtotal	3,176.75	3,259.75	3,341.75	3,480.15

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
STATE ATTORNEY PART II (VICTIM ASSISTANCE)					
99	Administrative Manager - VA	0.00	0.00	0.00	1.00
AG	Court Clerk I	6.00	6.00	6.00	0.00
AI	Court Clerk II	5.00	5.00	5.00	11.00
AK	Court Clerk III	1.00	1.00	1.00	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	1.00	1.00	0.00
AQ	General Manager I	2.00	1.00	1.00	1.00
AS	General Manager II	0.00	1.00	1.00	0.00
AN	Intake Counselor	17.00	16.00	16.00	16.00
AM	Manager	1.00	1.00	1.00	0.00
AE	Secretary	0.00	0.00	0.00	0.00
AO	Senior Manager	0.00	0.00	0.00	0.00
AM	Senior Supervisor	0.00	0.00	0.00	1.00
AO	Senior Social Worker	0.00	1.00	1.00	1.00
	Subtotal	34.50	34.50	34.50	34.50
TAX COLLECTOR					
	Subtotal	305.00	305.00	305.00	305.00
TOTAL ELECTED OFFICIALS ORGANIZATION		3,970.25	3,904.25	3,991.25	4,132.65
JUDICIAL ORGANIZATION					
JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS					
14	Accountant I	0.00	1.00	1.00	1.00
10	Administrative Aide	5.00	2.00	2.00	0.00
14	Administrative Assistant I	4.00	2.00	2.00	2.00
16	Administrative Assistant II	5.00	0.00	0.00	0.00
20	Administrative Assistant III	2.00	2.00	2.00	2.00
14	Administrative Secretary I	1.00	0.00	0.00	0.00
18	Case Coordinator II	1.00	0.00	0.00	0.00
37	Chief Deputy Court Administrator	1.00	1.00	1.00	1.00
33	Circuit Court Counsel	1.00	1.00	1.00	1.00
13	Communications Specialist	4.00	1.00	1.00	0.00
19	Court Counselor	10.00	9.00	10.00	10.00
18	Court Interpreter	5.00	0.00	0.00	0.00
28	Court Operations Consultant	4.00	0.00	0.00	0.00
24	Court Operations Coordinator	2.00	2.00	2.00	2.00
21	Court Program Manager	0.00	1.00	1.00	0.00
30	Court Program Manager	7.00	1.00	0.00	0.00
16	Court Program Specialist I	16.00	5.00	4.00	4.00
20	Court Program Specialist II	6.00	0.00	0.00	0.00
24	Court Reporter	14.00	0.00	0.00	0.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS (continued)					
19	Customer Service Rep	2.00	2.00	1.00	2.00
21	Custodial Area Supervisor	0.00	1.00	2.00	1.00
26	Director, Facilities Management	1.00	1.00	1.00	1.00
33	Director, Fiscal Affairs	1.00	1.00	1.00	1.00
28	Director, Mediation	1.00	0.00	0.00	0.00
111	Distributed System Network Coordinator	1.00	1.00	0.00	0.00
19	Drug Court Specialist I	2.00	2.00	2.00	2.00
21	Drug Court Specialist II	4.00	4.00	4.00	4.00
25	Family Mediator	1.00	0.00	0.00	0.00
13	Field Collector	3.00	3.00	3.00	
11	Fiscal Assistant I	1.00	0.00	0.00	0.00
13	Fiscal Assistant II	1.00	0.00	0.00	0.00
39	General Master	7.00	0.00	0.00	0.00
12	General Master Assistant	5.00	0.00	0.00	0.00
16	Help Desk Agent	2.00	0.00	0.00	0.00
16	Indigence Examiner	1.00	0.00	0.00	0.00
13	Indigence Specialist	7.75	1.00	1.00	0.00
28	Manager Court Reporting	1.00	0.00	0.00	0.00
21	Mediation Svcs Coordinator	0.00	0.00	0.00	1.00
09	Multi-Trades Worker I	1.00	1.00	1.00	1.00
13	Multi-Trades Worker II	0.00	0.00	0.00	3.00
24	Personnel Management Analyst	1.00	1.00	1.00	1.00
11	Personnel Secretary	1.00	0.00	0.00	0.00
18	Personnel Specialist	1.00	0.00	0.00	0.00
16	Personnel Technician	1.00	0.00	0.00	0.00
11	Program Assistant	1.00	1.00	1.00	3.00
09	Public Information Specialist I	1.00	0.00	0.00	0.00
11	Public Information Specialist II	0.00	2.00	2.00	2.00
10	Purchasing Assistant	1.00	0.00	0.00	0.00
09	Secretary Specialist	5.00	1.00	0.00	2.00
22	Senior Administrative Assistant	1.00	0.00	0.00	0.00
20	Senior Court Interpreter	1.00	0.00	0.00	0.00
31	Senior Court Operation Consult.	3.00	0.00	0.00	0.00
27	Senior Court Program Manager	1.00	1.00	1.00	1.00
22	Senior Court Program Specialist	0.75	0.00	0.00	0.00
25	Senior Fiscal Analyst	1.00	0.00	0.00	0.00
113	Senior Information Systems Consultant	3.00	0.00	0.00	0.00
20	Senior Program Assistant	2.00	0.00	0.00	0.00
22	Senior Purchasing Specialist	1.00	0.00	0.00	0.00
11	Senior Secretary	2.00	1.00	2.00	2.00
25	Senior Staff Attorney	1.00	0.00	0.00	0.00
51	Senior Trial Court Staff Attorney	2.50	0.00	0.50	0.50
50	Trial Court Staff Attorney	0.00	0.00	1.00	1.00
10	User Support Analyst	3.00	3.00	4.00	4.00
13	Witness Assistant	2.00	0.00	0.00	0.00
	TOTAL JUDICIAL ORGANIZATION	167.00	55.00	55.50	55.50

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
GUARDIAN AD LITEM					
16	Case Coord I	2.00	2.00	2.00	2.00
18	Case Coord II	1.00	1.00	1.00	1.00
09	Secretary Specialist	1.00	1.00	1.00	1.00
11	Senior Secretary	1.00	1.00	1.00	1.00
	TOTAL GUARDIAN AD LITEM	5.00	5.00	5.00	5.00
BOARDS/COMMISSIONS/AGENCIES ORGANIZATION					
CITY-COUNTY PLANNING COMMISSION					
AO	Accountant II	1.00	1.00	0.00	0.00
AS	Accountant III	0.00	0.00	1.00	1.00
99	Administrative Assistant - PC	1.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	0.00	0.00	1.00
99	Assistant Executive Director PC	1.00	1.00	1.00	1.00
AE	Clerk II	1.00	1.00	1.00	0.00
AM	Community Planner I	1.00	2.00	1.00	1.00
AN	Community Planner II	3.00	2.00	3.00	3.00
99	Executive Director, MPO	1.00	1.00	1.00	1.00
99	Executive Director, Planning Commission	1.00	1.00	1.00	1.00
AU	Executive Planner	2.00	2.00	2.00	2.00
AJ	Executive Secretary	1.00	1.00	1.00	1.00
AM	GIS Analyst	2.00	2.00	2.00	1.00
AK	Graphics Artist	1.00	1.00	1.00	3.00
AM	Librarian	1.00	1.00	0.00	0.00
99	Manager, Administrative Services	1.00	1.00	1.00	0.00
99	Manager, Special Projects - PC	0.00	0.00	0.00	1.00
99	Manager, Administrative Services PC	0.00	0.00	1.00	1.00
AS	Manager, Transportation Review Section	0.00	0.00	0.00	0.00
AE	Office Assistant	0.00	0.00	0.00	1.00
AK	Personal Computer Specialist	2.00	2.00	2.00	1.00
AI	Planning Technician	2.00	0.00	0.00	0.00
AK	Planning & Zoning Technician II	0.00	2.00	2.00	2.00
AS	Principal Planner	12.00	13.00	13.00	13.00
AQ	Programmer/Analyst	1.00	1.00	1.00	1.00
AE	Secretary	0.00	0.00	0.00	1.00
99	Senior Administrative Assistant, PC	1.00	1.00	0.00	0.00
AK	Senior Executive Secretary	1.00	1.00	1.00	0.00
AO	Senior Librarian	0.00	0.00	1.00	1.00
AQ	Senior Planner	11.00	10.00	10.00	10.00
99	Senior Planning Manager	1.00	1.00	1.00	1.00
AE	Senior Receptionist	1.00	1.00	1.00	0.00
AU	Senior System Analyst	1.00	1.00	1.00	1.00
AS	Software Specialist II	1.00	1.00	1.00	1.00
AW	Systems Software Manager	0.00	0.00	0.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
CITY-COUNTY PLANNING COMMISSION (continued)					
99	Team Leader Automation	1.00	1.00	1.00	1.00
99	Team Leader Countywide Planning	2.00	2.00	2.00	1.00
99	Team Leader Public Participation	1.00	1.00	1.00	1.00
99	Team Leader Research/Economic Development	1.00	1.00	1.00	1.00
99	Team Leader Town Planning	1.00	1.00	1.00	1.00
99	Team Leader Trans Planning Modeling/Program	1.00	1.00	1.00	1.00
99	Team Leader Trans Plng/Spl Program	1.00	1.00	1.00	1.00
	Subtotal	60.00	60.00	60.00	60.00
CIVIL SERVICE BOARD					
AL	Administrative Specialist	0.00	0.00	0.00	1.00
99	Chief, Administration	1.00	1.00	1.00	0.00
AQ	Chief Personnel Analyst	2.00	2.00	2.00	3.00
AG	Clerk III	2.00	2.00	1.00	0.00
AI	Clerk IV	1.00	1.00	1.00	0.00
99	Director, Civil Service Board	1.00	1.00	1.00	1.00
AJ	Executive Secretary	2.00	2.00	1.00	1.00
AS	General Manager II	3.00	3.00	0.00	0.00
AU	General Manager III	1.00	1.00	0.00	1.00
AX	General Manager IV	0.00	0.00	3.00	3.00
AO	Manager	2.00	2.00	2.00	1.00
AE	Office Assistant	0.00	0.00	0.00	1.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AM	Personnel Analyst	3.00	3.00	1.00	4.00
AQ	Personnel Research Manager	1.00	1.00	1.00	1.00
AO	Personnel Research Specialist	0.00	0.00	2.00	2.00
AQ	Programmer/Analyst	0.00	0.00	1.00	1.00
AK	Senior Executive Secretary	0.00	0.00	1.00	0.00
AM	Senior Supervisor	0.00	0.00	0.00	2.00
AO	Senior Manager	1.00	1.00	1.00	0.00
AK	Senior Personnel Assistant	10.00	10.00	11.00	10.00
AO	Senior Personnel Analyst	0.00	0.00	1.00	1.00
AO	Software Specialist I	1.00	1.00	0.00	0.00
	Subtotal	31.00	31.00	31.00	34.00
ENVIRONMENTAL PROTECTION COMMISSION					
AM	Accountant I	0.00	1.00	1.00	1.00
AS	Accountant III	1.00	1.00	1.00	1.00
AI	Accounting Clerk III	1.00	0.00	0.00	0.00
AU	Accounting Manager	1.00	1.00	1.00	0.00
99	Administrative Aide to the Executive Director, EPC	1.00	1.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	0.00	3.00
99	Attorney - EPC	1.00	1.00	1.00	1.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
ENVIRONMENTAL PROTECTION COMMISSION (continued)					
99	Chief Counsel	2.00	2.00	2.00	0.00
AR	Chief Environmental Scientist	0.00	0.00	1.00	1.00
AC	Clerk I	0.00	1.00	1.00	0.00
AE	Clerk II	1.00	0.00	0.00	0.00
AG	Clerk III	1.00	2.00	2.00	0.00
AI	Clerk IV	3.00	2.00	2.00	0.00
AP	Community Relations Coordinator	0.00	1.00	1.00	1.00
AB	Custodian	1.00	1.00	1.00	1.00
99	Director Air Management - EPC	0.00	0.00	0.00	1.00
99	Director, Air Programs	1.00	1.00	1.00	0.00
99	Director, Ecosystems Management	1.00	1.00	1.00	0.00
99	Director Environment Resources Managment - EPC	0.00	0.00	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 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	1.00	1.00	2.00	2.00
AL	Electronics Technician II	3.00	3.00	3.00	3.00
AN	Electronics Technician III	1.00	1.00	1.00	1.00
AO	Electronic Technician Supervisor	1.00	1.00	1.00	0.00
AN	Engineer I	7.00	6.00	0.00	0.00
AO	Engineering Specialist I	0.00	0.00	6.00	6.00
AP	Engineer II	9.00	9.00	0.00	0.00
AQ	Engineering Specialist II	0.00	0.00	9.00	9.00
AH	Engineering Technician II	1.00	1.00	1.00	1.00
AK	Engineering Technician III	1.00	1.00	1.00	0.00
AD	Environmental Technician I	0.00	0.00	1.00	1.00
AL	Environmental Enforcement Specialist I	2.00	2.00	2.00	0.00
AM	Environmental Enforcement Specialist II	0.00	1.00	1.00	0.00
AT	Environmental Manager	0.00	1.00	1.00	1.00
AS	Environmental Research Coordinator	0.00	1.00	1.00	1.00
AL	Environmental Scientist I	12.00	14.00	16.00	17.00
AO	Environmental Scientist II	18.00	18.00	18.00	19.00
AK	Environmental Specialist I	7.00	5.00	6.00	8.00
AM	Environmental Specialist II	21.00	20.00	19.00	18.00
AO	Environmental Specialist III	3.00	3.00	2.00	6.00
AQ	Environmental Supervisor	8.00	9.00	6.00	8.00
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	0.00	0.00	2.00
AQ	General Manager I	5.00	5.00	6.00	3.00
AS	General Manager II	1.00	1.00	2.00	5.00
AU	General Manager III	3.00	3.00	6.00	6.00
AX	General Manager IV	6.00	6.00	6.00	5.00

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
ENVIRONMENTAL PROTECTION COMMISSION (continued)					
AC	Head Custodian	2.00	2.00	1.00	0.00
AO	Hydrologist	2.00	2.00	2.00	2.00
AV	Info System Project Manager	0.00	0.00	0.00	1.00
99	Interagency Coordinator, EPC	0.00	1.00	1.00	1.00
AL	Legal Secretary	0.00	0.00	0.00	1.00
AO	Manager	0.00	0.00	0.00	1.00
AE	Office Assistant	0.00	0.00	0.00	2.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AS	Professional Engineer I	8.00	8.00	7.00	6.00
AU	Professional Engineer II	3.00	3.00	3.00	5.00
AQ	Professional Geologist	4.00	5.00	4.00	4.00
AV	Project Manager	0.00	0.00	1.00	0.00
AF	Public Relations/Info Specialist I	0.00	0.00	0.00	1.00
AD	Receptionist	0.00	0.00	0.00	1.00
AE	Secretary	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AR	Senior Data Processing Telecommunications Technician	0.00	1.00	1.00	1.00
AS	Senior Engineer	2.00	2.00	0.00	0.00
AT	Senior Engineering Specialist	0.00	0.00	2.00	2.00
AO	Senior Environmental Enforcement Specialist	2.00	2.00	2.00	0.00
AK	Senior Executive Secretary	4.00	4.00	4.00	0.00
AO	Senior GIS Analyst	0.00	0.00	0.00	1.00
AX	Senior Professional Engineer	1.00	0.00	0.00	0.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
AO	Software Specialist I	1.00	0.00	0.00	0.00
AS	Software Specialist II	3.00	3.00	2.00	2.00
AS	Systems Analyst	1.00	1.00	1.00	1.00
AO	Waste Reduction Specialist	1.00	1.00	1.00	0.00
AR	Webmaster	1.00	1.00	1.00	1.00
	Subtotal	169.00	171.00	175.00	176.00
LEGISLATIVE DELEGATION					
AN	Administrative Assistant	1.00	1.00	1.00	1.00
99	Director, Legislative Delegation	1.00	1.00	1.00	1.00
	Subtotal	2.00	2.00	2.00	2.00
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

**DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)**

		Number of FTE's			
		FY 04	FY 05	FY 06	FY 07
SOIL & WATER CONSERVATION BOARD					
AL	Administrative Specialist	0.00	0.00	0.00	1.00
AM	Administrative Assistant	1.00	1.00	1.00	0.00
AP	Engineering Specialist II	0.00	0.00	0.00	1.00
AP	Engineer II	1.00	1.00	1.00	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		269.00	271.00	275.00	279.00
 GRAND TOTAL		 9,818.95	 9,716.07	 10,246.39	 10,496.37

AGING SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Senior Centers	1B				
<i>Workload/Demand</i>					
day care clients served		656	640	675	750
hours of facility-based respite, adult day care		266,537	264,536	266,000	266,000
senior center visits		31,951	30,757	35,000	38,000
<i>Efficiency</i>					
difference in cost between home and community-based care and nursing home care		\$48,500	\$52,700	\$57,200	\$62,000
<i>Effectiveness</i>					
% of clients satisfied with Senior Center services		97.8%	96.0%	98.0%	98.0%
Nutrition (1C)	1C				
<i>Workload/Demand</i>					
# of clients served		5,562	5,097	4,500	4,500
# of home delivered meals delivered (includes breakfast)		1,573,747	1,621,436	1,000,000	1,000,000
# of congregate meals served		<u>303,175</u>	<u>297,175</u>	<u>300,000</u>	<u>300,000</u>
total meals provided		1,882,485	1,923,649	1,304,500	1,304,500
<i>Efficiency</i>					
cost per lunch meal provided		\$4.88	\$5.22	\$5.48	\$5.75
<i>Effectiveness</i>					
% of clients satisfied with meals		93.6%	94.2%	95.0%	95.0%
Case Management (1D)					
<i>Workload/Demand</i>					
# of clients served		4,494	4,705	5,000	5,200
# of case management hours		26,602	25,704	30,200	32,150
<i>Efficiency</i>					
difference in cost between home & community-based care and nursing home care		\$48,500	\$52,700	\$57,200	\$62,000
<i>Effectiveness</i>					
% of clients remaining in the community		95.4%	95.9%	94.0%	93.0%
Quality Assurance/Improvement	2				
<i>Workload/Demand</i>					
# of Adult Protective Services (APS) clients		220	228	230	240
# of Gatekeeper referrals		67	30	75	75
# of total staff trained		275	304	316	316
# of total hours training		9,939	11,725	12,000	12,000
<i>Efficiency</i>					
% of APS clients served within 72 hours		100%	99.8%	100%	100%
% of staff meeting Department's training standard		80.6%	89.0%	90.0%	95.0%
<i>Effectiveness</i>					
% of clients satisfied with in-home services		100%	96.7%	98.0%	98.0%
# of process improvement initiatives implemented/cost saving suggestions implemented		16	22	15	15

ANIMAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Enforcement/Protection (continued)					
<i>Effectiveness</i>					
avg. response time (from call to arrival) for cruelty and/or neglect*		6.61 hrs	5.40 hrs	6.85 hrs	6.97 hrs
ratio of A.C.O's to human population (population/26 officers)		1:42,394	1:43,195	1:43,977	1:44,738
avg. # of phone calls received per day (8 a.m. - 5 p.m., Mon-Fri)		372	388	402	423
total of 12 monthly summary reports/# of working days in year					
*Response time based on calls received and completed within 24 hours.					
Sheltering Animals	3,6,9				
<i>Workload/Demand</i>					
# of animals brought in by citizens for impoundment*		14,860	15,562	17,059	17,059
# of animals impounded by Animal Control Officers		18,925	20,529	21,726	21,726
total animals impounded*		33,785	36,091	38,785	38,785
# of companion animals adopted*		2,636	2,937	2,650	2,650
# of animals returned to their owners*		1,824	1,827	2,000	2,000
# of animals humanely euthanized*		27,968	29,872	32,000	32,000
Shelter customers (shelter visitors sign-in log)		56,665	51,739	60,000	60,000
<i>Efficiency</i>					
# of impounded animals per FTE (chameleon report/26 shelter employees)		1,299	1,388	1,492	1,492
# of visitors per FTE (shelter visitor's sign-in log/4 customer service employees)		14,166	12,935	15,000	15,000
<i>Effectiveness</i>					
% of recommended shelter staffing levels (1,000**/chameleon report/26 shelter employees)(**FACA standards)		77.0%	72.0%	67.0%	67.0%
Veterinary Care for Sheltered Animals	1,3,4,6				
<i>Workload/Demand</i>					
adoption screening (hand count)		5,768	6,096	6,100	6,100
adoption treatments (chameleon report)		1,861	1,710	1,900	1,900
foster screening (hand count)		1,388	1,321	1,400	1,400
investigation cases (hand count)		949	1,053	950	950
care of sick/injured (chameleon report)		7,573	8,161	8,200	8,200
surgeries (hand count)		2,177	2,167	1,900	1,400
rabies/microchip (chameleon report)		400	259	300	300
<i>Efficiency</i>					
# of adoption screenings per FTE (hand count/2 veterinary employees)		2,884	3,048	3,050	3,050
# of adoption treatments per FTE (hand count/1 veterinary employee)		1,861	1,710	1,900	1,900

(FACA Standards 1:15 - 18,000)

*Chameleon Report

(continued)

ANIMAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Veterinary Care for Sheltered Animals (continued)					
<i>Efficiency</i>					
# of foster screenings per FTE (hand count/1 veterinary employee)		1,388	1,321	1,400	1,400
# of investigation cases per FTE (hand count/1 veterinary employee)		949	1,053	950	950
# of care of sick/injured per FTE (hand count/1 veterinary employee)		7,573	8,161	8,200	8,200
# of surgeries per FTE (hand count/2 veterinary employees)		1,089	1,084	950	700
# of rabies/microchip per FTE (hand count/1 veterinary employee)		400	130	150	150
<i>Effectiveness</i>					
% of sterile adoptions* (total adoptions*-intact adoptions*/total adoptions)		96.8%	98.2%	95.0%	95.0%
Rabies Tags and Licenses	3				
<i>Workload/Demand</i>					
# of tags issued (total of monthly tag accounting reports)		149,096	159,735	155,500	158,611
<i>Efficiency</i>					
# of tags processed by staff (total of monthly tag accounting reports)/11 employees		13,554	14,521	14,136	14,419
<i>Effectiveness</i>					
% of goal in total tags sold (total tags sold/FY 04 Baseline + 2%)		103.0%	105.0%	102.0%	102.0%
Pet Overpopulation Program	7				
<i>Workload/Demand</i>					
# of spay and neuter vouchers issued		2,825	3,704	3,195	3,195
# of spay and neuter vouchers redeemed		1,857	2,261	2,100	2,100
# of registered pets (# of tags issued - "other" tags issued)		145,608	155,455	151,862	154,900
<i>Efficiency</i>					
# of vouchers issued per FTE		5,650	7,408	6,390	6,390
avg. cost per voucher (voucher reimbursement costs only)		\$64.69	\$64.92	\$64.69	\$64.69
# of registered intact animals (# of intact animal tags sold)		29,538	30,948	29,309	29,121
<i>Effectiveness</i>					
% of sterile registered animals (# of sterile tags issued/# of registered pets)		79.7%	80.1%	80.7%	81.2%

*=Chameleon Report

*=Dogs and Cats Only

CHILDREN'S SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Clinical Services-Parenting Training	6				
<i>Workload/Demand</i>					
# of parents participating		546	463	500	500
<i>Efficiency</i>					
cost per parent per class		\$51	\$67	\$64	\$64
<i>Effectiveness</i>					
parents responding with positive changes		94.7%	96.0%	95.0%	95.0%
Head Start/Early Head Start	7				
<i>Workload/Demand</i>					
Head Start funded enrollment		2,956	2,956	2,956	2,956
# of children with disabilities enrolled		343	308	300	300
<i>Efficiency</i>					
cost per child per year--Head Start		\$8,812	\$9,276.32	\$9,000	\$9,100
County cost per hour per child for Head Start		\$4.07	\$4.18	\$4.20	\$4.21
cost per hour for Early Head Start		\$5.86	\$6.04	\$6.00	\$6.10
cost per hour for School Board operated Head Start		\$5.27	\$6.18	\$5.41	\$5.42
<i>Effectiveness</i>					
daily attendance/% of enrollment		85.5%	88.0%	85.0%	85.0%
% of compliant with "PRISM" standards		100%	100%	100%	100%
% of parents responding with positive changes		99.37%	95.0%	95.0%	95.0%
Child Care Licensing	8				
<i>Workload/Demand</i>					
# of inspections of child care facilities		5,124	5,267	5,291	5,291
# of investigations of complaints against facilities		602	665	600	600
<i>Efficiency</i>					
average # of inspections annually per inspector		427	405	395	395
<i>Effectiveness</i>					
% of facilities reporting satisfactory service		93.0%	98.6%	95.0%	95.0%
In-Home Respite Care for Developmentally Disabled Children	9				
<i>Workload/Demand</i>					
units of service provided (hours of care)		441.25	11,418	33,552	33,552
<i>Efficiency</i>					
cost per unit		\$105.20	\$18.70	\$17.65	\$17.65
<i>Effectiveness</i>					
% of clients responding positively in a satisfaction survey		85.0%	93.3%	93.0%	93.0%

CIVIL SERVICE BOARD
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Job Performance Management	5				
<i>Workload/Demand</i>					
# of new supervisors trained		156	195	170	175
<i>Efficiency</i>					
cost per trainee		\$6.56	\$5.90	\$5.50	\$5.50
<i>Effectiveness</i>					
average trainee rating		4.6/5	4.4/5	4.2/5	4.4/5

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Planned FY 07
Record Keeping for BOCC (continued)	1				
<i>Effectiveness</i>					
% of agenda items processed within 10 days of receipt		100%	100%	100%	100%
% of minutes produced within 21 days		81.0%	93.0%	95.0%	97.0%
Zoning Process	1				
<i>Workload/Demand</i>					
# of applications processed		n/a	n/a	n/a	n/a
# of yearly meetings		n/a	n/a	n/a	n/a
# of party of record notification letter mail-outs		n/a	n/a	n/a	n/a
# of oral argument requests received		n/a	n/a	n/a	n/a
<i>Efficiency</i>					
# of applications per FTE		n/a	n/a	n/a	n/a
# of yearly meetings per FTE		n/a	n/a	n/a	n/a
# of party of record notification letter mail-outs per FTE		n/a	n/a	n/a	n/a
# of oral argument requests per FTE		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
% of applications processed within 10 days		n/a	n/a	n/a	n/a
% of evidence from yearly meetings processed and mailed within 24 hours		n/a	n/a	n/a	n/a
% of party of record notification mail-outs within 20 days of BOCC Land Use Meeting		n/a	n/a	n/a	n/a
% of oral argument requests copies and set out for pickup by county departments within 24 hours		n/a	n/a	n/a	n/a
Lobbyist Registration/Expenditures	1				
<i>Workload/Demand</i>					
# of registrations processed per year		n/a	n/a	n/a	n/a
# of expenditures reported per year		n/a	n/a	n/a	n/a
<i>Efficiency</i>					
# of registrations per FTE		n/a	n/a	n/a	n/a
# of expenditures per FTE		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
% of registrations posted on the Clerk's internet monthly		n/a	n/a	n/a	n/a
% of expenditures reported posted on the Clerk's internet by May		n/a	n/a	n/a	n/a
BOCC Research	1				
<i>Workload/Demand</i>					
# of research requests per year		n/a	n/a	n/a	n/a
# of copies per year		n/a	n/a	n/a	n/a
# of CD's and tapes per year		n/a	n/a	n/a	n/a
# of e-mails/faxes per year		n/a	n/a	n/a	n/a
<i>Efficiency</i>					
# of research requests per FTE		n/a	n/a	n/a	n/a
# of copies per FTE		n/a	n/a	n/a	n/a
# of CD's and tapes per FTE		n/a	n/a	n/a	n/a
# of e-mails/faxes per FTE		n/a	n/a	n/a	n/a
<i>Effectiveness</i>					
% of requests processed within 48 hours		n/a	n/a	n/a	n/a
(continued)					

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
BOCC Accounting					
<i>Workload/Demand</i>					
County departments and agencies	4	57	57	55	55
cash collection sites	2	140	141	132	132
transactions posted - revenue	2	251,638	245,847	248,743	248,743
transactions posted - expenditure	4	405,093	384,968	395,031	395,031
reconciliations - banks/subsystems/escrow	3	612	648	650	650
financial reports	3	244	244	244	244
<i>Efficiency</i>					
Full-Time Equivalent Positions (FTE's) Total Department	---	44	43	42	42
Revenue	2	10	10	10	10
Expenditure	4	29	28	27	27
Efficiencies per FTE:					
County departments and agencies per expenditure FTE	4	2	2	2	2
cash collection sites per revenue FTE	2	14	14	13	13
transactions posted - revenue	2	25,164	24,585	24,874	24,874
transactions posted - expenditure	4	13,968	13,749	14,631	14,631
Personnel Costs per Transaction:					
Revenue (total of 10 FTE's)	2	n/a	n/a	\$2.48	\$2.54
Expenditure (total of 27 FTE's)	4	n/a	n/a	\$3.61	\$3.70
<i>Effectiveness</i>					
% revenue transactions processed in 1 business day	2	98.0%	98.0%	98.0%	98.0%
% reconciliations and reports completed in 30 calendar days	3	98.0%	98.0%	98.0%	98.0%
% expenditure transactions processed in 11 business days	4	98.0%	98.0%	98.0%	98.0%
% Florida Prompt Payment Act compliance	4	99.9%	99.9%	99.9%	99.9%
Payroll					
<i>Workload/Demand</i>					
# of checks issued	5	185,834	189,550	193,341	197,207
# of employees per pay cycle	5,6	7,147	7,290	7,440	7,590
# of deduction payments reconciled and paid	7	n/a	n/a	1,014	1,035
<i>Efficiency</i>					
# of payroll checks per FTE (average)	5	16,894	17,232	17,576	17,927
# of payroll deduction payments made per FTE	7	n/a	n/a	92	94
<i>Effectiveness</i>					
% of rewrite checks to generated checks	5	n/a	1.1%	1.6%	1.5%
% of payments for deductions made within two days of payday	7	n/a	n/a	100%	100%
System Support					
<i>Workload/Demand</i>					
# of FAMIS users	8-12	1,086	1,007	1,143	1,200
# of Genesys users		n/a	n/a	712	748
# of Spoolview users		n/a	n/a	1,198	1,258
# of training classes/students for FAMIS Financial System/ Genesys Payroll/HR System/Spoolview Report Viewer System		134/470	160/623	168/654	170/660
# of system program changes and enhancements requested/ completed		885/883	809/831	850/840	850/845
# of reports requested		n/a	4,477	4,700	4,700
# of new vendors established		5,463	6,400	7,040	7,744
(continued)					

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
System Support (continued)					
<i>Efficiency</i>					
	8-12				
# of FAMIS users per FTE (9 FTE's)		120	112	127	134
# of Genesys users per FTE (4 FTE's)		n/a	n/a	178	187
# of Spoolview users per FTE (2 FTE's)		n/a	n/a	895	629
unit cost per user: (personnel budget 13 FTE's divided by number of users)		n/a	n/a	\$32.50	35.21
<i>Effectiveness</i>					
	8-12				
Customer Satisfaction:					
% of reports completed or processed within 3 business days		n/a	n/a	100%	100%
% of users that received adequate level of training		n/a	n/a	95.0%	98.0%
% of users that rated customer svc. good or above average		n/a	n/a	95.0%	98.0%
% of users that rate the FAMIS Financial system meeting their needs (Financial, Budget, Fixed Assets & Systemwide Reporting)		n/a	n/a	n/a	n/a
% of vendors set up maintenance completed in 1 business day		n/a	n/a	99.0%	99.0%
BOCC Finance-Countywide Financial Reporting					
<i>Workload/Demand</i>					
# of major annual financial reports produced	13	3	3	3	3
# of enterprise quarterly financial reports produced	13	6	6	6	6
# of federal and state grant programs or projects monitored	20	215	219	220	220
<i>Efficiency</i>					
grants monitored per FTE (\$ amount)	20	\$91 million	\$126 million	\$130 million	\$130 million
<i>Effectiveness</i>					
obtain Certificate for Achievement for Excellence. in Financial Reporting (CAFR)	14	yes	yes	yes	yes
obtain award for Outstanding Achievement in Popular Annual Financial Reporting (Annual Report Summary)	14	yes	yes	yes	yes
receive unqualified audit opinion from County's CPA on:					
CAFR	15	yes	yes	yes	yes
Single Audit document	15	yes	yes	yes	yes
Water and Wastewater System Enterprise Fund	15	yes	yes	yes	yes
Solid Waste Resource Recovery Enterprise Fund	15	yes	yes	yes	yes
BOCC Finance-Budget Monitoring					
<i>Workload/Demand</i>					
# of BOCC BA agenda items reviewed	18	294	379	400	425
# of line items adjusted via BA or administrative BA	18	6,297	5,319	5,400	5,500
# of review comments County Administrator's Recommended Budget	18	1,662	2,316	1,700	1,700
# of Account Codes created in the Financial Acct. System	18	1,662	2,316	1,700	1,700
<i>Efficiency</i>					
# of Budget Section FTE's	18	2	2	2	2
# of BA or ABA line items adjusted per FTE	18	3,149	2,660	2,700	2,750
# of Financial System Account Codes created per FTE	18	831	1,158	850	850

(continued)

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
BOCC Finance-Budget Monitoring (continued)					
<i>Effectiveness</i>					
approved BA and ABA line items entered timely in Financial System	18	100%	100%	100%	100%
# of account codes created within 1 day of request date	18	99.0%	99.0%	100%	100%
BOCC Finance-Capital Asset Reporting					
<i>Workload/Demand</i>					
total value of all County assets controlled (excludes infrastructure)	16	\$1,573	\$1,671	\$1,755	\$1,840
capital acquisitions recorded in the asset records during the fiscal year:					
governmental and internal service funds	16	\$125	\$181	\$256	\$270
enterprise funds	16	<u>\$56</u>	<u>\$66</u>	<u>\$153</u>	<u>\$160</u>
Total acquisitions	16	\$181	\$247	\$409	\$430
completed CIP projects transferred to depreciable assets	16	\$94	\$51	\$100	\$105
capital asset disposals	16	<u>\$29</u>	<u>\$43</u>	<u>\$75</u>	<u>\$78</u>
Total fiscal year activity	16	\$304	\$341	\$584	\$613
<i>Efficiency</i>					
total assets recorded, disposed, reconciled	16	\$304	\$341	\$584	\$613
# of FTE's	16	2	2	2	2
volume per FTE	16	\$152	\$170	\$292	\$307
assets inventoried	16	\$281	\$293	\$305	\$320
# of FTE's	16	3	3	3	3
volume per FTE	16	\$94	\$98	\$102	\$107
<i>Effectiveness</i>					
all asset transactions recorded/reconciled	16	100%	100%	100%	100%
BOCC Finance-Debt Management					
<i>Workload/Demand</i>					
# of bond issues outstanding	17	20	20	20	20
value of bonds outstanding	17	\$735	\$696	\$780	\$740
value of commercial paper outstanding	17	\$24	\$45	\$25	\$25
total debt service payments	17	\$85	\$92	\$99	\$99
# of debt service payments	17	45	45	45	45
# of escrowed bon issues outstanding	17	12	11	10	9
amount of the defeased/escrowed debt	17	\$156	\$88	\$64	\$40
# of arbitrage rebate reports prepared during fiscal year	17	18	14	16	19
# of new and refunding bonds issued during fiscal year	17	2	2	3	0
face value of bonds issued	17	\$128	\$56	\$222	\$0
face value of CP notes issued during fiscal year	17	\$130	\$62	\$0	\$0
# of bond covenant tests prepared	17	18	20	21	21
<i>Efficiency</i>					
# of FTE's	17	1	1	1	1
<i>Effectiveness</i>					
all transactions recorded accurately/timely	17	100%	100%	100%	100%
all debt payments made timely	17	100%	100%	100%	100%

(continued)

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
BOCC Finance-Enterprise Fund Financial Reporting					
<i>Workload/Demand</i>					
# of comprehensive audited financial reports prepared	13	2	2	2	2
quarterly financial reports prepared	13	6	6	6	6
total annual enterprise fund revenues	13	\$328	\$323	\$345	\$375
total annual enterprise fund expenses	13	\$213	\$236	\$255	\$275
total enterprise fund annual debt service	13	\$46	\$46	\$46	\$46
# of outstanding bond issues	13	3	3	3	3
value of outstanding bonds	13	\$242	\$213	\$183	\$154
# of bonds issued during fiscal year	13	1	0	0	0
face value of bonds issued	13	\$37	\$0	\$0	\$0
total enterprise funds assets	13	\$1,195	\$1,251	\$1,316	\$1,380
total enterprise funds liabilities	13	\$305	\$292	\$267	\$240
total enterprise funds net assets	13	\$890	\$959	\$1,049	\$1,140
<i>Efficiency</i>					
# of FTE's	13	1	1	1	1
<i>Effectiveness</i>					
unqualified audit opinions	15	yes	yes	expected	expected
adverse financial report comments received	15	none	none	none	none
financial reports distributed timely	13	yes	yes	expected	expected
meet rate covenant test	13	yes	yes	expected	expected

COMMUNITY LIAISON SECTION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Asian-American Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate including coordination and assistance with inter-county, state and international groups		550	567^	570	575
# of Heritage events		1	1^	1	1
# of workshops/seminars/presentations planned and conducted		3	3^	5	5
# of media outreach/contacts		5	5^	5	5
# of HTV shows planned and conducted		1	1^	1	1
# of public information pamphlets/media items		5	5^	5	5
# of interdepartmental coordination efforts		5	5^	6	7
# of queries received and handled		200	210^	280	300
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	95.0%^	95.0%	95.0%
% efforts with satisfactory arbitration/resolution		99.0%	99.0%^	98.0%	98.0%
Hispanic Affairs Liaison	1				
<i>Workload/Demand</i>					
# of community meetings/programs as County advocate		102	105^	106	108
# of Heritage events		1	1^	1	1
# of workshops/seminars/presentations planned and conducted		15	17^	16	16
# of media outreach/contacts		14	15^	30	30
# of HTV shows planned and conducted		12	12^	12	12
# of public information pamphlets/media items		10	10^	12	12
# of interdepartmental coordination efforts		28	28^	30	30
# of queries received and handled		2,200	2,300^	2,300	2,300
<i>Efficiency</i>					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship \$ to value to County \$		not provided	not provided	not provided	not provided
<i>Effectiveness</i>					
% of queries responded to within 24 hours		95.0%	96.0%^	90.0%	90.0%
% efforts with satisfactory arbitration/resolution		98.0%	98.0%^	90.0%	90.0%

(continued)

COMMUNITY LIAISON SECTION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Criminal Justice Liaison	1,3				
<i>Workload/Demand</i>					
external assignments with imposed deadlines		new	20^	25	25
numbers of units of service (UOS)		46,637	54,224^	136,016	136,016
# of community meetings/programs/events as County advocate		484	400^	175	175
amount of criminal justice funds managed		\$4.5 million	\$5.6 million^	\$11.0 million	\$11.0 million
<i>Efficiency</i>					
use external meetings to develop collaborative strategies		new	8^	10	10
external assignment completion deadline		new	98.0%^	95.0%	95.0%
non county in-kind match earned		new	\$640,235^	\$4.2 million	\$4.2 million
number of UOS delivered		46,637	46,090^	115,613	115,613
<i>Effectiveness</i>					
% of customer satisfaction surveys that are rated as good or excellent		n/a	90.0%^	90.0%	90.0%
% of UOS delivered:UOS contracted		new	85.0%^	85.0%	85.0%
collaborate to reduce crime rate to the lowest of the seven largest urban counties		n/a	4th^	4th	4th

CONSUMER PROTECTION AND PROFESSIONAL RESPONSIBILITY AGENCY

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Professional Responsibility Investigations	4				
<i>Workload/Demand</i>					
# of EEO/discrimination investigations opened		n/a	77	77	80
# of ethics/integrity investigations opened		n/a	78	78	80
# of investigations reviewed for or referred to other departments		n/a	9	5	5
<i>Efficiency</i>					
# of investigations per Investigator		n/a	38.8	39	39
# of employees per Investigator		n/a	1,375	1,375	1,375
<i>Effectiveness</i>					
avg. time to make initial investigative report (in days)		n/a	3	3	3
avg. length of investigation (in days)		n/a	29	40	40
% of investigations that allegations are founded		n/a	35.6%	35.0%	35.0%
Employee Training	5				
<i>Workload/Demand</i>					
# of training sessions conducted on professional responsibility		n/a	22	12	12
# of Newline, COIN, or other media events		n/a	11	12	12
<i>Efficiency</i>					
avg. cost per training session		n/a	\$265.00	\$270.00	\$280.40
<i>Effectiveness</i>					
avg. # of attendees per training session		n/a	51	25	25
% of participants rating training good, excellent, or outstanding		n/a	91.0%	90.0%	90.0%
Hotline and Internal Complaints	6				
<i>Workload/Demand</i>					
# of Hotline calls received		n/a	13	15	15
# of other calls received		n/a	1,066	1,122	1,234
# of emails as internal complaints or inquiries		n/a	11	15	15
<i>Efficiency</i>					
# of calls or other contacts per Investigator		n/a	316	347	378
<i>Effectiveness</i>					
avg. time to respond to employee or citizen "Hotline" contact (in hours)		n/a	3	1.8	2
Professional Responsibility program cost per capita		n/a	\$.24	\$.25	\$.26

COUNTY ADMINISTRATOR

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
<i>Efficiency</i>					
develop and recommend operating, enterprise, debt service, and capital expenses budgets for FY 06 & FY 07 by June 8th		n/a	n/a	yes	yes
% Cty Administrator budget compared to overall cty budget		.0885%	.0885%	.0885%	.0885%
ratio of staff in Cty Administrator's office per 1,000 county employees		1:316	1:316	1:158	1:158
% of administrative directives and BOCC policies updated when needed	7	n/a	95.0%	96.0%	98.0%
% of administrative assignments completed on schedule		67.0%	75.0%	80.0%	85.0%
% of BOCC agendas presented at least 3 days in advance of meeting		98.0%	100%	100%	100%
% of scheduled meetings held with employees	3	100%	100%	100%	100%
% of short- and long-term goals completed on time or on schedule		n/a	80.0%	100%	100%
% of county employees categorized as minority compared to community workforce population categorized as minority		.047%	.050%	.053%	.057%
Governing Magazine or independent rating of mgmt of the county	9	C-	n/a	B+	B
% reduction in employee disputes, grievances & lawsuits	3	n/a	0.0%	10.0%	20.0%
% of customers that rate the quality of Cty services as 'good' or 'excellent'	8	n/a	85.0%	90.0%	95.0%
Citizen Action Center	11				
<i>Workload/Demand</i>					
# of service, information/referral & after hours emergency operations		145,238	197,596	203,600	209,800
<i>Efficiency</i>					
cost per citizen contact		\$4.89	\$4.71	\$4.78	\$4.89
<i>Effectiveness</i>					
% of citizens responded to within 24 hours		99.0%	99.0%	99.0%	99.0%
Develop BOCC State and Federal Legislative Programs	12				
<i>Workload/Demand</i>					
# of legislative issues examined/# of issues selected		150/50	160/55	170/60	180//65
<i>Efficiency</i>					
# of contacts solicited and processed per FTE		50	60	70	80
<i>Effectiveness</i>					
date state program adopted		10/06/04	10/31/05	10/31/06	10/31/07
date federal program adopted		10/06/04	12/31/05	12/31/06	12/31//07
County Legislative Representation	13				
<i>Workload/Demand</i>					
# of meetings collaborating on legislation		275	285	290	300
# of reports on legislation		30	40	50	60
# of legislative services contracts managed		4	4	2	2
<i>Efficiency</i>					
# of legislative bills reviewed and distributed		5,560	5,610	5,660	5,710
# of contacts/responses per FTE		1,174/649	1,291/714	1,490/824	1,639/905
# of legislative assignments per FTE		65	61	71	81
(continued)					

COUNTY ADMINISTRATOR

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
County Legislative Representation (continued)					
<i>Effectiveness</i>					
% of legislation distributed within 36 hours		100%	100%	100%	100%
# of reports prepared and % submitted by due date		30/99.0%	40/99.0%	50/99.0%	53/99.0%
County Intergovernmental Representation/Administration	14				
<i>Workload/Demand</i>					
# of assignments/referrals		36	46	56	66
<i>Efficiency</i>					
# of assignments completed per FTE		36	46	56	66
# assignments/% responded to by task date		20/56.0%	46/95.0%	56/95.0%	66/95.0%
Strategic Initiatives					
Cross-Organizational Improvement Initiatives					
<i>Workload/Demand</i>					
# of programmatic initiatives	15	n/a	10	10	10
<i>Efficiency</i>					
average time spent per initiative (in months)	15	n/a	11 months	10 months	9 months
<i>Effectiveness</i>					
% of participants rating the process to be 'effective' to 'very effective'	15	n/a	92.0%	94.0%	97.0%
Best Practices, Benchmarking, and Customer Feedback					
<i>Workload/Demand</i>					
# of services evaluated	16	n/a	n/a	6	8
<i>Efficiency</i>					
average time to evaluate service (in months)	16	n/a	n/a	3 months	3 months
<i>Effectiveness</i>					
# of services considered for improvement by the County Administrator	16	n/a	n/a	4	6
Manage Targeted Initiatives to Improve Efficiency and Effectiveness					
<i>Workload/Demand</i>					
# of efficiency and effectiveness improvements managed	17	n/a	3	4	6
<i>Efficiency</i>					
average time to manage efficiency and effectiveness improvements (in months)	17	n/a	n/a	6 months	6 months
<i>Effectiveness</i>					
customer satisfaction with the value of county services (% rating 7-10 on a 10 point scale)	9	n/a	n/a	2.0%	2.0%
% of participants rating the initiative process to be 'effective' to 'very effective'	17	n/a	92.0%	94.0%	97.0%
customers' satisfaction with public safety (% rating 7-10 on a 10 point scale)	18	n/a	n/a	2.0%	2.0%
% customers rating staff as courteous and responsive (4 or 5 on a 5 point scale)	19	n/a	n/a	90.0%	91.0%
Governing magazine rating of Hillsborough County management	20	C (FY 02)	n/a	n/a	B+

DEBT MANAGEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Financial Advisory Services	2				
<i>Workload/Demand</i>					
# of new financial and credit analyses		15	15	18	20
# of financings of authorities and other agencies reviewed and evaluated		15	17	5	5
# design/oversight of strategic plans of Enterprise Funds		2	2	2	2
# of miscellaneous financial advisory services		30	35	45	45
<i>Efficiency</i>					
cost (Char. 10, 30 & 60) per combined Financial Advisory Workload Units		\$11,500	\$11,237	\$11,248	\$11,711
<i>Effectiveness</i>					
% consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time		100%	100%	100%	100%
Municipal Securities Market Compliance & Disclosure	3				
<i>Workload/Demand</i>					
prepare Secondary Market Disclosure Report		1	1	1	1
<i>Efficiency</i>					
cost (Char. 10) per unit		\$1,688	\$1,643	\$1,523	\$1,577
<i>Effectiveness</i>					
% completion of Secondary Market Disclosure Reports in a timely manner		100%	100%	100%	100%
# of regulatory actions against the County		0	0	0	0
Financial & Credit Evaluations of Conduit Bond Issues	4				
<i>Workload/Demand</i>					
# of CDD applications evaluated		10	11	12	10
# of conduit bond transactions evaluated		2	1	3	3
<i>Efficiency</i>					
cost (Char. 10) per unit		\$844	\$1,318	\$1,515	\$1,667
<i>Effectiveness</i>					
# of defaulted conduit bond issues		0	0	0	0
Combined Services Efficiency Measure					
<i>Efficiency</i>					
total department cost per combined # of all Workload/Demand units		\$6,366	\$6,176	\$6,797	\$6,948

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Corporate Business Development	2, 7-11				
<i>Workload/Demand</i>					
# of corporate projects/contacts		46	49	50	50
<i>Efficiency</i>					
avg. number of new jobs per project		278	198	200	200
<i>Effectiveness</i>					
# of corporate prospects making a commitment		10	14	15	15
% of total job growth that can be attributed to corporate development activity		19.0%	*25.0%	25.0%	25.0%
% of corporate prospects making a commitment		22.0%	28.0%	30.0%	30.0%
Small Business Development	3,7-10				
<i>Workload/Demand</i>					
# of small business clientele contact services		14,177	19,503	15,000	16,000
# of workshops conducted for start-up businesses		156	179	160	165
# of workshops conducted for existing businesses		31	29	40	45
# of workshops conducted for low to moderate income areas that meet HUD criteria		26	55	25	25
# of on-site business surveys		40	172	100	125
<i>Efficiency</i>					
avg. # of workshop attendees per month		163	159	165	165
avg. # of phone calls, walk-ins, e-mails, & outreach per month		788	1,225	825	850
<i>Effectiveness</i>					
% of SBIC requests responded to in 3 days		90.0%	94.0%	93.0%	93.0%
% of client satisfaction with services of SBIC (score of 1 to 5, highest)		97.0%	98.0%	98.0%	98.0%
% of customer satisfaction with workshop (score of 1 to 5, highest)		85.0%	98.0%	90.0%	90.0%
MBE/SBE Program	4				
<i>Workload/Demand</i>					
# of MBE bid reviews completed		310	382	390	398
# of MBE certifications/SBE registrations processed		465	382**	390	398
<i>Efficiency</i>					
# of bid reviews per FTE		155	191	195	199
<i>Effectiveness</i>					
% of construction projects which met the DM/DWBE goal		88.0%	72.0%	78.0%	84.0%
% of time for certification/registrations processed/approved		97.0%	97.0%	98.0%	98.0%
total \$ of MBE/SBE contracts		\$5,495,137	\$6,186,312	\$6,340,969	\$6,499,494
Agriculture Industry Development	5				
<i>Workload/Demand</i>					
# of agriculture projects facilitated		70	51	55	60
# of contacts/meetings		1,671/105	2,040/110	1,100/90	1,100/90
<i>Efficiency</i>					
ratio of resolutions to projects		58:70	43:51	44:55	48:60
<i>Effectiveness</i>					
# of agriculture projects resolved		58	43	44	48
% of agriculture inquiries responded to in 24 hours		95.0%	95.0%	90.0%	90.0%

(continued)

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Tourist Development	6				
<i>Workload/Demand</i>					
# of tourism/TDC technical assistance (TA) consults		149	245	150	150
# of TDC contracts administered		19	17	20	20
<i>Efficiency</i>					
average # of tourism TA consults per month		12	21	12	12
<i>Effectiveness</i>					
% increase in tourism/TDC TA consults		5.0%	27.0%	5.0%	5.0%
% of contracts monitored 4 times per year		100%	100%	100%	100%
% of tourism requests responded to within 3 days		90.0%	98.0%	80.0%	80.0%

*Job data for FY 05 not available yet.

**Certification & registration of DM/DWBE & SBE firms are for a two-year period.

ENVIRONMENTAL PROTECTION COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Waste Management	3				
<i>Workload/Demand</i>					
# of permits issued		15	16	16	17
# of SQG inspections conducted per year		1,557	1,853	2,300	2,300
<i>Efficiency</i>					
# of SQG inspections conducted per inspector per year		337	336	320	320
<i>Effectiveness</i>					
% of facilities found to be in compliance		82.5%	47.0%	50.0%	50.0%
% of facilities found to be in compliance within one year of initial inspection		100%	100%	100%	100%
Wetland Management	4				
<i>Workload/Demand</i>					
# of land development permits processed		5,936	5,967	6,384	6,830
# of mitigation compliance cases per year		332	342	366	373
<i>Efficiency</i>					
# of land development permits processed per inspector		989	995	798	853
# of mitigation compliance cases per inspector per year		332	342	183	186
<i>Effectiveness</i>					
% of permits processed meeting timeline requirement		75.0%	59.0%	91.0%	89.0%
% of facilities initially found to be in mitigation compliance		95.0%	90.0%	95.6%	93.8%
% of facilities found to be in mitigation compliance within one year of initial inspection		95.0%	95.0%	95.0%	95.0%
Environmental Resources Management	5				
<i>Workload/Demand</i>					
# of water quality stations monitored per month		97	131	160	160
# of benthic sampling units processed per year		1,374	1,638	2,300	2,300
# of citizen complaints received regarding water quality issues		70	41	65	65
# of water supply project site inspections/evaluations per year		54	92	82	82
# of active PRF and GSTF projects managed per year		51	45	45	45
# of artificial reef construction/monitoring events		70	30	30	30
# of requests for monitoring data from external users		34	40	40	40
<i>Efficiency</i>					
# of water quality stations monitored per Environmental Scientist/Technician per month		48	44	40	40
# of benthic sampling units processed per Env'l Scn/Tech per year		229	218	250	250
# of citizen complaints regarding water quality issues responded to per .20 FTE per year		70	41	65	65
# of water supply project site inspections evaluated per FTE per year		16	26	24	24
# of active PRF and GSTF projects managed per year per FTE		34	30	30	30

(continued)

ENVIRONMENTAL PROTECTION COMMISSION**Additional Services/Measures**

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Environmental Resources Management (continued)					
<i>Effectiveness</i>					
% of water quality monitoring stations sampled per year		99.8%	99.9%	99.9%	99.9%
% of benthic monitoring stations sampled per year		99.0%	99.9%	100%	100%
% of citizen complaints regarding water quality issues responded to within 7 days		75.0%	86.0%	80.0%	80.0%
% of water supply project site inspections reinspected within 24 months		50.0%	63.6%	65.0%	75.0%

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Training Program	5				
<i>Workload/Demand</i>					
# of personnel: career/volunteer		734/160	808/176	894/180	986/185
<i>Efficiency</i>					
# of training hours:					
career (average of 50 hours per person)		28,393	36,842	43,359	49,300
volunteer (average of 45 hours per person)		6,351	31,109*	6,600	7,000
<i>Effectiveness</i>					
% of training hours goal achieved per person (career-50 hours/volunteer-45 hours)		77.4%/88.2%	87.3%/88.8%	97.0%/88.8%	100%/88.8%
Fire Prevention Inspection Program	6				
<i>Workload/Demand</i>					
# of structures needing annual inspection ²		20,238	41,000	43,050	45,200
# of annual inspections performed		10,781	12,048	18,072	25,300
# of annual new construction inspections performed		3,830	3,326	3,393	3,461
# of annual failed re-inspections ³		4,161	4,712	4,620	4,528
# of annual school inspections performed		1,208	1,081	1,103	1,125
# of educational programs conducted/citizens contacted ⁴		1,200/300,000	849/216,255	1,224/306,000	1,248/312,000
# of Plans reviewed ⁵		2,039	3,379	3,447	3,538
# of structure fires annually in HC		1,230	1,170	1,205	1,241
<i>Efficiency</i>					
average fee per inspection		83.54	81.67	81.67	81.67
average workload (inspections) per Inspector		1,817	1,990	2,014	2,198
total fees collected for inspections		\$900,080	\$983,950	\$1,475,948	\$2,066,251
total fees collected for Plans Review		\$344,275	\$433,627	\$542,033	\$677,541
# of false alarms responded to annually/annual revenue		4,364/\$9,800	4,000/\$11,581	3,784/\$11,181	3,534/\$10,834
<i>Effectiveness</i>					
% of commercial occupancies inspected		51.0%	39.0%	42.0%	56.0%
# of fires investigated/cases closed/arrests		528/247/34	522/256/19	538/264/25	554/272/33
# of fire fatalities/injuries		6/32	4/42	4/28	3/25

²All types of structures that require ongoing inspection, including commercial/industrial, public structures, apartment complexes, nursing homes/hospitals, and day care facilities. In 2005, the number of inspections required were corrected to represent the true workload in HC, as the previously recorded data did not reflect the number of commercial and residential apartment complexes with HC.

³Inspections requiring an HCFR Inspector to return to correct deficiencies found at the first or subsequent inspection.

⁴Community Relations programs include fire safety, child fire-setter, drowning prevention, and related programs to reduce the need for Fire Rescue service.

⁵Examination of construction documents to include pre-engineered fire sprinkler and fire alarm systems for new and existing code compliance.

*One-time State-mandated volunteer training inflated this #.

FLEET MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
<i>Parts Management</i>	10				
Workload/Demand					
annual parts expense		\$1,887,980	\$2,084,451	\$2,178,000	\$2,178,000
Efficiency					
cost as a % of total parts cost		29.2%	13.8%	13.4%	13.7%
Effectiveness					
parts on-demand availability		39.9%	84.5%	80.0%	80.0%
inventory turnaround time (times turned per year)		2.0	n/a	n/a	n/a
<i>Fleet Contracts Management</i>	11				
Workload/Demand					
# of contracts managed		60	28	25	25
Efficiency					
average fleet processing time (in days)		30	10	30	30
Effectiveness					
% of operating expenses on contract		97.2%	99.0%	97.2%	97.2%
<i>Equipment Acquisition</i>	12				
Workload/Demand					
annual capital purchases		\$13,995,758	\$16,235,302	\$15,000,000	\$15,000,000
Efficiency					
time to complete FY orders		6 months	6 months	6 months	6 months
Effectiveness					
% of customer satisfaction		95.0%	95.0%	95.0%	95.0%

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Client Assistance	2,3,4,12,				
<i>Workload/Demand</i>	15,16				
total # of unduplicated households screened for GA		12,499	12,147	12,500	12,500
total # of unduplicated households qualified/receiving GA		10,737	11,912	12,250	12,250
total # of families housed through Section 8 program		1,850	1,826	1,738	1,738
<i>Efficiency</i>					
average annual cost of GA per household		\$443	\$428	\$428	\$428
# of authorizations processed per FTE		320	303	326	326
average # of cases per social worker		203	203	200	200
<i>Effectiveness</i>					
% of applicant households that received GA		75.9%	85.7%	80.8%	80.8%
Sunshine Line	5,6,16				
<i>Workload/Demand</i>					
# of specialized transport trips (door-to-door)		174,767	156,096	154,613	162,344
<i>Efficiency</i>					
average paratransit cost per trip		\$21.01	\$26.40	\$33.85	\$34.58
average total cost per bus pass ¹		\$39.48	\$33.41	\$18.38	\$19.16
<i>Effectiveness</i>					
% of transportation (door-to-door) trips on time		84.4%	87.1%	85.0%	85.0%
Ryan White Program	10,16				
<i>Workload/Demand</i>					
# of clients served ²		6,336	4,771	5,009	5,259
<i>Efficiency</i>					
dollars per client served		\$1,599	\$1,740	\$1,653	\$1,578
<i>Effectiveness</i>					
% providers compliant with contracts		92.7%	98.6%	99.0%	99.0%
Homeless Case Management	8,16				
<i>Workload/Demand</i>					
# of homeless applicants screened for services (unduplicated)		2,489	2,472	2,500	2,500
# of homeless applicants accepted for services		771	906	682	682
<i>Efficiency</i>					
average annual dollars per homeless person assisted		\$1,237	\$826	\$826	\$826
<i>Effectiveness</i>					
% of homeless stabilized and transitioned into housing		80.9%	80.0%	80.0%	80.0%

¹Sunshine Line--Average total cost per bus trip decreased from FY 05 actual \$33.41 to FY 06 projected \$18.38. This is due to no Medicaid bus passes being issued after March 2005 by Hillsborough County. Medicaid has contracted this service out to the low bidder. In FY 06 shifted clients from regular discount monthly passes to day passes.

²Ryan White Program--An update to the unique identifier to track clients has given the Department the ability to count unduplicated clients instead of the number of clients. In addition, the Department can more accurately reflect the cost of clients served based on the unduplicated count of clients.

(continued)

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Summer Food Program for Children	9,16				
<i>Workload/Demand</i>					
# of lunches and snacks served to eligible children		665,280	732,353	732,353	732,353
<i>Efficiency</i>					
average cost per lunch		\$2.15	\$2.20	\$2.25	\$2.30
<i>Effectiveness</i>					
% increase of lunches and snacks over prior year		(10.6%)	10.08%	0.0%	0.0%
Veterans Services	11				
<i>Workload/Demand</i>					
# of veterans, dependents, survivors assisted		31,793	31,545	32,500	33,500
<i>Efficiency</i>					
cost to County per client assisted		\$10.75	\$11.22	\$12.00	\$12.00
<i>Effectiveness</i>					
% of customer satisfaction		89.0%	91.6%	92.0%	93.0%
federal VA benefits to Hillsborough County citizens		\$16.3 million	\$17.9 million	\$19.0 million	\$20.4 million
Trauma Care	14				
<i>Workload/Demand</i>					
# of trauma cases reviewed or investigated		394	267	325	325
# of Trauma Audit Committee meetings		6	8	7	7
# of autopsies of institutional non-natural deaths reviewed		340	408	380	380
<i>Efficiency</i>					
average attendance at Trauma Audit meetings		29	19	22	22
<i>Effectiveness</i>					
reduce/maintain undertriage to 10% or less		n/a	5.2%	10.0%	10.0%
Section 8 Housing	12				
<i>Workload/Demand</i>					
# of applicants on the waiting list		1,277	1,073	1,073	1,073
# of rental vouchers processed (applications granted)		1,968	1,826	1,738	1,738
<i>Efficiency</i>					
avg. number of days for enrollment period (apply to qualify)		44	40	40	40
# of Section 8 applicant cases per FTE		345	325	325	325
<i>Effectiveness</i>					
% of applicants on waiting list housed each year		7.0%	1.1%	1.1%	1.1%
Health and Social Services Team Goal	7				
<i>Workload/Demand</i>					
value of grant and other funding sources		\$89,127,084	\$101,180,401	\$103,709,911	\$106,302,658
<i>Efficiency</i>					
% of successful grant applications to total grant applications		n/a	100%	50.0%	50.0%
<i>Effectiveness</i>					
number of new grant applications		n/a	3	2	2
\$ increase of grant and other funding sources		n/a	\$12,053,307	\$2,529,510	\$2,592,748
Prosperity Campaign	15				
<i>Workload/Demand</i>					
# of returns filed at free tax participation sites		n/a	4,500	5,000	5,500
<i>Efficiency</i>					
\$ return per tax return filed		n/a	\$822	\$800	\$782
<i>Effectiveness</i>					
total \$ returned to Hillsborough County residents (in millions)		n/a	\$3.7	\$4.0	\$4.3

HOUSING AND COMMUNITY CODE ENFORCEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Housing Rehabilitation	5				
<i>Workload/Demand</i>					
# of applications issued		n/a	n/a	400	400
# of owner-occupied units rehabilitated		150	112	200	200
<i>Efficiency</i>					
# of applications reviewed per FTE		n/a	n/a	70	70
<i>Effectiveness</i>					
% applicants assisted		n/a	n/a	50.0%	50.0%
% clients below 80% of median household income assisted		90.0%	96.5%	90.0%	90.0%
Single Family Affordable Housing	6				
<i>Workload/Demand</i>					
# of applications reviewed		n/a	n/a	8	8
# of single family units constructed		250	239	100	100
<i>Efficiency</i>					
ratio of public to private funding for affordable housing		1:18	1:22	1:18	1:18
<i>Effectiveness</i>					
% of applicants assisted		n/a	n/a	25.0%	25.0%
% of clients below 80% of area median income assisted		45.0%	72.7%	45.0%	45.0%
Multi-Family Affordable Housing	7				
<i>Workload/Demand</i>					
# of applications reviewed		n/a	n/a	8	8
# of multifamily units constructed		250	228	100	100
<i>Efficiency</i>					
ratio of public to private funding for affordable housing		1:18	1:43	1:18	1:18
<i>Effectiveness</i>					
% of clients below 50% of area median household income assisted		95.0%	44.4%	95.0%	95.0%
Rental Inspection Program	8				
<i>Workload/Demand</i>					
# of rental units to be inspected, interior		n/a	6,573	8,000	8,000
# of rental units to be inspected, exterior		n/a	67,278	65,000	65,000
<i>Efficiency</i>					
# inspections per FTE		n/a	2,467	3,000	3,000
<i>Effectiveness</i>					
% rental units inspected		n/a	63.0%	70.0%	70.0%
Burglar Alarm Enforcement	9				
<i>Workload/Demand</i>					
# of false alarms reported		n/a	37,785	45,625	45,625
<i>Efficiency</i>					
# of false alarm notices processed per FTE		n/a	18,893	22,812	22,812
<i>Effectiveness</i>					
% of notices sent to property owners within one day		n/a	89.8%	95.0%	95.0%

(continued)

HOUSING AND COMMUNITY CODE ENFORCEMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Contract Management	10				
<i>Workload/Demand</i>					
# of monitoring visits		n/a	n/a	60	60
# of monitoring reports issued		n/a	n/a	60	60
# of Davis-Bacon interviews conducted		n/a	n/a	15	15
<i>Efficiency</i>					
# of compliance letter follow-ups per contract		n/a	n/a	6	6
# of Davis Bacon compliances per contract		n/a	n/a	20	20
<i>Effectiveness</i>					
% of monitoring reports issued within 30 days of visit		n/a	n/a	95.0%	95.0%
% of Davis-Bacon payroll compliances issued		n/a	n/a	95.0%	95.0%

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Employee Benefits Program (continued)	1				
<i>Workload/Demand</i>					
# of short-term/long-term disability encounters		497	1,080	1,000	1,000
# of short-term/long-term disability applications received		n/a	875	900	900
# of fitness duty (FFD) requests received		n/a	93	100	100
# of family and medical leave act requests approved		391	370	390	390
# of productivity awards submitted		n/a	n/a	224	235
# of productivity awards granted		n/a	n/a	TBD	TBD
# of productivity awards implemented		n/a	n/a	TBD	TBD
<i>Efficiency</i>					
# of benefit forms processed per FTE		3,691.4	4,164	4,200	4,200
# of hours processing per benefit form		.25	.25	.25	.25
avg. attendance per benefits brief		19.6	18.9	17.4	16.6
avg. time per benefit briefing		3.5	3.5	3.5	3.5
# of hours per retirement session		2	2	2	2
avg. attendance per retirement seminar		202	221.5	245	269.5
avg. distribution per tuition reimbursement		\$749.05	\$759.85	\$771.69	\$768.67
# of processing hours per productivity award submission		n/a	n/a	TBD	TBD
<i>Effectiveness</i>					
% of employees informed on benefits		100%	100%	100%	100%
% of benefit forms processed error free		n/a	98.0%	98.0%	98.0%
% of customer satisfaction with FRS briefings		n/a	90.0%	90.0%	90.0%
% of employees using tuition reimbursement		1.0%	1.0%	1.2%	1.2%
% of employees applying for STD/LTD		5.2%	5.2%	5.2%	5.2%
% of productivity awards submitted that were granted		n/a	n/a	TBD	TBD
% of productivity awards granted that were implemented		n/a	n/a	TBD	TBD
% of productivity award budget granted		---	---	---	---
Training and Organizational Development	2				
<i>Workload/Demand</i>					
# of employees trained		n/a	4,223	4,193	5,032
# of training classes		n/a	193	284	337
# of training hours		n/a	23,907	34,661	43,819
# of tuition reimbursement applications		62	107	68	71
total amount of tuition reimbursement		\$42,696	\$47,669	\$47,073	\$49,426
<i>Efficiency</i>					
# of hours of HR training per employee		n/a	5.66	7.61	7.30
<i>Effectiveness</i>					
% of training requests filed within 90 days		n/a	70.0%	70.0%	70.0%
% of customer satisfaction from training classes		n/a	92.0%	92.0%	94.0%
% of employees using tuition reimbursement		1.0%	1.0%	1.2%	1.2%
Executive Recruitment	3				
<i>Workload/Demand</i>					
# of executive recruitments		28	49	25	29
# of resumes received and reviewed with response		3,541,	2,228	2,000	2,500
# of notices sent informing applicants that positions were filled		3,450,	2,175	1,951	2,438
# of informal requests for employment information		193	250	213	215

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Executive Recruitment (continued)					
<i>Efficiency</i>					
# of resumes received per advertised position		91	46	80	87
<i>Effectiveness</i>					
% of recruitments retained for at least 6 months		100%	100%	100%	100%
% of recruitments retained for at least 24 months		100%	99.0%	100%	100%
Records Management					
	4				
<i>Workload/Demand</i>					
# of employment/credit verifications		1,680	1,766	1,800	1,800
# of public record requests		84	90	100	110
<i>Efficiency</i>					
# of emp/credit verifications processed per day (251 workdays)		6.69	7.03	7.29	7.49
# of hours per public records requests		4	4	4	4
<i>Effectiveness</i>					
% of emp/credit verifications processed the first day		50.0%	75.0%	75.0%	75.0%
% of public records requests processed the first day		99.0%	99.0%	99.0%	99.0%
Employee Relations					
	5				
<i>Workload/Demand</i>					
# of cases investigated		80	66	60	60
# of pre-disciplinary hearings		32	72	45	45
# of employee concerns received		n/a	1,714	710	710
# of investigative interviews		n/a	206	180	180
# of due process hearings		n/a	10	7	7
# of cases closed		39	13	30	22
# of disciplinary actions reviewed (counseling/reprimands)		236	203	200	200
# of reasonable accommodation hearings		n/a	0	5	5
<i>Efficiency</i>					
# of cases investigated per FTE		20	17	15	15
avg. number of days to close of investigation		120-200 days	60-90 days	60-90 days	60-90 days
<i>Effectiveness</i>					
avg. number of days to close of investigation		120-200 days	60-90 days	60-90 days	60-90 days
% of investigations closed within 90 days		38.0%	70.0%	70.0%	70.0%
% of pre-disciplinary hearings decisions upheld by Civil Svc.		TBD	TBD	TBD	TBD
% of employee concerns mediated within 90 days		n/a	TBD	TBD	TBD
Employee Processing					
	6				
<i>Workload/Demand</i>					
# of new hires processed		993	989	855	855
# of hours for new hire processing		n/a	2,712	2,717	2,717
# of random drug tests		218	411	400	400
# of hours for random drug test processing		n/a	192	200	200
<i>Efficiency</i>					
# of processing hours per new hire		n/a	2.74	3.18	3.18
# of processing hours per random drug test		n/a	.47	.50	.50
<i>Effectiveness</i>					
% of new hires processed within 3 days of start date		n/a	100%	100%	100%

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Wellness Program	7				
<i>Workload/Demand</i>					
# of wellness programs		11	15	16	17
# of wellness sessions/screenings		20	45	55	60
# of attendees for sessions/screenings		792	1,104	1,200	1,300
# of individuals receiving wellness counseling		n/a	n/a	340	357
# of hours of individual wellness counseling		n/a	n/a	46	49
# of wellness center participating members		n/a	n/a	400	500
<i>Efficiency</i>					
# of wellness programs per month		.9	1.25	1.33	1.42
# of wellness sessions/screenings per month		1.67	3.75	4.58	5.00
# of program attendees per month		66	74	75	76
# of counseling hours per month		n/a	n/a	28.3	29.8
average daily attendance		n/a	n/a	45	50
<i>Effectiveness</i>					
% of customer satisfaction with programs		92.0%	92.0%	92.0%	92.0%
% of employees attending wellness programs		12.0%	12.0%	12.6%	13.0%
% of employees receiving wellness counseling		n/a	n/a	3.7%	3.8%
% of employees registered at the wellness center		n/a	n/a	4.3%	5.4%
Labor Relations	8				
<i>Workload/Demand</i>					
# of bargaining unit employees		2,050	2,150	2,125	2,125
# of union contracts		4	4	4	4
# of employee labor encounters		n/a	31	70	70
# of grievances reaching HR level		10	6	17	17
<i>Efficiency</i>					
% of encounters that reached grievance status		n/a	19.3%	24.2%	24.2%
# of grievances that go to arbitration		5	0	4	4
avg. time for negotiations (in hours)		n/a	200	225	225
<i>Effectiveness</i>					
% of bargaining unit employees that were encountered		n/a	1.4%	3.3%	3.3%
% of success rate in handling encounters		n/a	80.6%	75.8%	75.8%
% of success rate in handling grievances		n/a	100%	76.5%	76.5%
Risk Management-Claims Management	9				
<i>Workload/Demand</i>					
# of hours of safety training		16,316	14,778	15,517	17,844
# of safety training participants		n/a	2,896	2,954	3,013
# of workers compensation medical claims		602	596	588	588
# of workers compensation lost time claims		87	55	85	85
property values insured (in billions of \$)		\$1.29	\$1.47	\$1.29	\$1.29
avg. number of lost days per claim		n/a	36	36	36
<i>Efficiency</i>					
# of safety training hours per employee		2.9	2.2	2.9	3.6
premium per \$1,000,000		\$2,195	\$2,304	\$2,531	\$2,784
<i>Effectiveness</i>					
% of all regular employees trained in safety		62.0%	75.0%	80.0%	85.0%
customer satisfaction with safety		90.0%	88.4%	94.0%	94.0%
coverage per total asset value		15.5%	33.9%	15.5%	15.5%

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
HRIS	10				
<i>Workload/Demand</i>					
# of help calls		n/a	547	825	908
# of employees trained		n/a	334	334	334
# of training classes		n/a	74	90	90
# of training hours		n/a	725	725	725
<i>Efficiency</i>					
avg. number of days for resolution of help calls		n/a	3.78	3	2
# of hours of HRIS training per employee		n/a	2.17 hrs.	2.17 hrs	2.17 hrs
% of customer satisfaction with HRIS training		n/a	n/a	80.0%	90.0%
<i>Effectiveness</i>					
% of customer satisfaction with support help		n/a	n/a	85.0%	90.0%
Strategic Plan Goal 4, Objective A	11				
<i>Workload/Demand</i>					
# of unclassified job advertisements		n/a	n/a	12	TBD
# of diverse unclassified applicants hired		n/a	4	TBD	TBD
# of unclassified job interviews attended by HR staff		n/a	12	12	TBD
# of unclassified job descriptions reviewed		n/a	n/a	12	TBD
# of outreach efforts undertaken by community liaisons in support of this strategic goal		n/a	n/a	96	TBD
# of hiring packets reviewed by HR staffing		n/a	n/a	800	825
<i>Efficiency</i>					
# of minority journals, magazines, websites, newspapers, radio & television, etc. contacted per job advertisement		n/a	n/a	TBD	TBD
<i>Effectiveness</i>					
# of job advertisements placed in minority journals, magazines, websites, newspapers, radio & television, etc.		n/a	n/a	TBD	TBD
% of diverse unclassified applicants hired		n/a	33.0%	TBD	TBD
% of diverse unclassified employees retained after 1 year		n/a	n/a	TBD	TBD
% of categories where variation is within 10% by department					
Strategic Plan Goal 4, Objective B	12				
<i>Workload/Demand</i>					
# of seminars conducted on Alternate Dispute Resolution (ADR)		n/a	n/a	18	26
# of participants attending ADR seminars		n/a	n/a	450	650
<i>Efficiency</i>					
% of employee concerns facilitated using ADR		n/a	n/a	TBD	TBD
<i>Effectiveness</i>					
% of relevant HR staff trained in ADR		n/a	n/a	65.0%	75.0%
% of employee concerns resolved using ADR		n/a	n/a	TBD	TBD

(continued)

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Strategic Plan Goal 4, Objective A	13				
<i>Workload/Demand</i>					
avg. tenure of County Administrator employees		n/a	10.66	10.87	11.09
# of regular County Administrator employees		n/a	5,686	5,970	6,269
# of regular HR employees		n/a	48	50	53
# of employees that separated (voluntarily or involuntarily)		n/a	508	533	560
# of employees that retired		n/a	115	121	127
% of employees that retired		n/a	2.02%	2.02%	2.02%
projected # of retirees within the next three years		n/a	n/a	TBD	TBD
% of retirees separating within the next three years		n/a	n/a	TBD	TBD
# of regular new hires		n/a	591	621	652
# of promotions (including reclasses)		n/a	561	589	619
% of employees with promotions (including reclasses)		n/a	9.87%	9.87%	9.87%
# of total training hours for HR		n/a	39,410	42,539	47,496
# of total participants for all HR		n/a	7,453	7,595	7,741
# of in-service training classes for Personnel Coordinators (PC)		n/a	n/a	4	TBD
% of HR staff certification		n/a	22.92%	24.0%	24.76%
% of new ID badges issued		n/a	n/a	621	652
# of articles in HR Connections supporting these initiatives		n/a	n/a	26	30
# of policies reviewed for legal sufficiency & customer relevancy		n/a	n/a	29	TBD
# of policies revised for legal sufficiency & customer relevancy		n/a	n/a	29	TBD
# of new policies implemented as legally sufficient and with customer relevancy		n/a	n/a	6	TBD
<i>Efficiency</i>					
% turnover rate (total # that severed employment) (voluntary or involuntary)		n/a	8.93%	8.93%	8.93%
cost per unclassified applicant interviewed		n/a	n/a	TBD	TBD
% of HR employees to County Administrator employees		n/a	.84%	.84%	.84%
<i>Effectiveness</i>					
% of new hires that went on extended probation		n/a	n/a	TBD	TBD
% of new hires that are still employed after 1 year of employment		n/a	n/a	TBD	TBD
avg. HR total training hours per participant		n/a	5.29	5.60	6.14

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Information Distribution and Data Management Services	7,8				
<i>Workload/Demand</i>					
# of mini-computer systems managed		14	14	15	15
<i>Efficiency</i>					
cost per mini-computer account		\$280	\$330	\$255	\$245
<i>Effectiveness</i>					
% of system uptime during business hours		99.98%	99.75%	99.95%	99.95%
% of cases resolved by mini-computer staff within 3 days		91.75%	88.51%	95.0%	95.0%
9-1-1 Network	9				
<i>Workload/Demand</i>					
# of 9-1-1 calls		884,852	919,059	937,440	956,188
# of new addresses issued		15,791	12,851	15,000	16,000
<i>Efficiency</i>					
# of new addresses issued per FTE		3,948	3,213	3,750	4,000
<i>Effectiveness</i>					
% of address accuracy in 9-1-1 database (goal 95%)		99.97%	99.99%	99.97%	99.97%
% of calls answered in busiest hour (goal 95%)		97.0%	93.3%	97.0%	97.0%

LIBRARY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Programming					
<i>Workload/Demand</i>					
# of program participants	5	184,976	193,199	151,863	162,563
# of program sessions	5	5,338	6,365	7,104	7,672
# of storytime participants (new measure)	5,7	n/a	32,418	25,056	26,309
# of storytime sessions	5,7	1,159	1,368	1,455	1,555
# of hours of program sessions offered after 5 pm and on weekends	5	922	573	1,257	1,358
<i>Efficiency</i>					
average attendance per program session	5	34.7	30.4	21.3	21.2
average attendance per storytime session (new measure)	5,7	n/a	23.7	17.2	16.9
<i>Effectiveness</i>					
% of customer satisfaction of those attending children's programming (new measure)	5,7	75.0%	96.0%	96.0%	96.0%
% of customer satisfaction with children's programming random sample telephone survey (new measure)	7	n/a	n/a	81.5%	82.0%
% of program sessions offered after 5 pm and on weekends (new measure)	5,7	7.0%	9.0%	18.0%	18.0%
% of increase in number of program sessions offered (new measure)	5	n/a	19.0%	12.0%	8.0%

Note: The projected FY 06 and FY 07 decline in # of program participants and average attendance per program session reflects corrected figures involving Radio Reading Service (Talking Books Library) listeners.

MANAGEMENT AND BUDGET DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Budget Services and Management Services					
<i>Workload/Demand</i>					
# of agenda items processed	3	974	1,329	>1,300	>1,300
<i>Effectiveness</i>					
Florida Department of Revenue approval of budget process	1	approval	approval	approval	approval
% of "meets" or "exceeds" customer responses on budgeting (raw score vs. maximum score)	4	70.4%	>99.0%	>85.0%	>85.0%
receipt of GFOA Distinguished Budget Presentation Award for biennial budget (submitted in even numbered fiscal years)	2	n/a	4.3/5	3.5/5	3.5/5
% of agenda items processed within 1 business day	3	99.2%	>94.5%	>95.0%	>95.0%
Contract Management					
<i>Workload/Demand</i>					
# of contracts	5	60	63	67	67
# of contract payments processed	5	533	517	587	587
<i>Effectiveness</i>					
% of payments processed within 15 working days	5	99.1%	>99.8%	>95.0%	>95.0%
% of "meets" or "exceeds" customer responses on contract management (raw score vs. maximum score)	5	90.7%	n/a	>90.0%	n/a
		n/a	n/a	3.5/5	3.5/5

METROPOLITAN PLANNING ORGANIZATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Monitor Transportation Systems & Annually Update Program of Committed Projects	2				
<i>Workload/Demand</i>					
# of major road network segments		2,380	2,380	2,380	2,400
# major road network segments with deficient congestion levels		490	490	495	500
# of major road network segments with sidewalks 100% missing		367	367	367	367
# of traffic analysis forecast zones in trip demand modes		738	738	738	750
<i>Efficiency</i>					
FTE positions per completed Transportation Improvement Program ¹		.56	.52	.56	.56
<i>Effectiveness</i>					
Maintain technical capacity & state/federal certification of MPO		yes	yes	yes	yes
Provide Technical Assistance, Coordination and Participation in Metropolitan Planning to Local Jurisdictions	3				
<i>Workload/Demand</i>					
# of local congestion management system and intelligent transportation system plans and studies completed		1	2	1	1
# of pedestrian, bicycle, and livable roadways plans and studies completed		1	2	2	2
# public transit & travel demand mgmt plans & studies completed		1	1	1	1
# of corridor and sub-area plans and studies completed		1	1	1	1
# of staff-supported public forums and events in the community		73 ²	58	20	20
# of newsletters distributed		13,000 ²	14,500	12,000	12,000
# of informational inquiries and public comments processed		1,322 ²	600	600	600
<i>Efficiency</i>					
response time to informational inquiries (days per inquiry)		<1 day	<1 day	<1 day	<1 day
<i>Effectiveness</i>					
avg. # of participants at staff-supported public forums & events		46 ²	101	25	25
Conduct Required Planning for the Transportation Disadvantaged	4				
<i>Workload/Demand</i>					
# of transportation disadvantaged plans and studies completed		2	2	2	2
# of transportation disadvantaged residents		85,522	87,797	90,130	92,544
<i>Efficiency</i>					
FTE positions per completed transportation disadvantaged plan or study ¹		.08	.33	.33	.33
<i>Effectiveness</i>					
local planning agency grant submittal approved by Florida Commission for the Transportation Disadvantaged		yes	yes	yes	yes

¹Reflects hours recorded in Activity Tracking System (ACTS) at 1 FTE=220 working days/year=1,760 working hours/year.

²The MPO operates on a previously three-year, now five-year cycle to update the comprehensive Long Range Transportation Plan. Intensive public outreach efforts and processing of feedback occurs at key points in the cycle.

NEIGHBORHOOD RELATIONS

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Neighborhoods Conference	5				
<i>Workload/Demand</i>					
# attending		396	506	332	349
<i>Efficiency</i>					
% increase in attendance		n/a	27.78%	-34.39%	5.0%
<i>Effectiveness</i>					
% customer service survey responses excellent & good		98.8%	98.77%	98.77%	98.77%

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Therapeutic Programming	3				
<i>Workload/Demand</i>					
# of programmed therapeutic areas		5	5	6	7
# of therapeutic program visits		23,354	24,244	25,500	26,500
# of recreation clients served-Blaze		280	300	350	370
therapeutic programs, # of clients served		2,618	2,681	2,750	2,850
<i>Efficiency</i>					
% of customers satisfied and will return		99.0%	90.0%	91.0%	92.0%
<i>Effectiveness</i>					
% of therapeutic programs at capacity		100%	90.0%	91.0%	92.0%
Athletic Programming	3				
<i>Workload/Demand</i>					
adult softball teams		700	750	945	970
adult kickball teams		0	0	6	12
youth basketball participants (winter)		1,350	1,303	1,450	1,575
youth basketball participants (summer)		500	300	350	570
leaguerett participants (spring)		1,000	897	1,000	1,100
leaguerett participants (fall)		500	595	625	550
independent youth sports organizations		0	92	93	96
youth sports participants		n/a	40,012	41,000	42,000
youth sports coaches certified		n/a	2,194	2,400	2,400
<i>Efficiency</i>					
avg number of players/games per team:					
adult softball		15/10	15/10	15/10	15/10
youth basketball		10/10	10/10	10/10	10/10
leaguerett softball		12/24	12/24	12/25	12/25
<i>Effectiveness</i>					
% of customers satisfied (adult sports)	6	90.0%	92.0%	92.0%	92.0%
% of customers satisfied (youth sports)		n/a	93.0%	93.0%	93.0%
Regional Parks Programming & Maintenance	4				
<i>Workload/Demand</i>					
# of regional park visits		2,991,286	3,412,563	3,500,000	3,500,000
# of greenways and trails visits		303,013	311,805	320,000	325,000
<i>Efficiency</i>					
regional parks (per visit cost)		\$2.19	\$1.98	\$2.04	\$2.12
greenways and trails (per visit cost)		\$1.86	\$1.99	\$2.03	\$2.08
<i>Effectiveness</i>					
% of regional park customers satisfied		95.0%	91.0%	92.0%	93.0%
% of greenways & trails customers satisfied		100%	95.0%	96.0%	96.0%
Management of Environmental Lands	5				
<i>Workload/Demand</i>					
ELAPP (# of sites/acreage)		46/38,943	48/42,385	50/43,000	52/44,000
# of Task Force projects		4	6	8	10
# of prescribed burns per year		42	41	45	45
acreage of prescribed burns		2,130	2,718	3,000	3,000
(continued)					

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Management of Environmental Lands (continued)	5				
<i>Efficiency</i>					
% of burn acreage which met public safety and management goals		97.0%	98.0%	95.0%	95.0%
<i>Effectiveness</i>					
% of exotic plant removal per site		9.0%	11.0%	15.0%	15.0%

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Transportation Planning	2				
<i>Workload/Demand</i>					
# of development plans reviewed for transportation impacts intersection developer contributions	8	867 0	1,114 10	1,400 25	1,400 35
<i>Efficiency</i>					
% of cases appealed based on transportation analyses		0%	0%	0%	0%
<i>Effectiveness</i>					
% of transport. reviews completed within mandated timeframes		100%	100%	100%	100%
Zoning Services	3				
<i>Workload/Demand</i>					
# of rezonings & variances processed w/in mandated timeframes		479	480	500	500
<i>Efficiency</i>					
% of rezoning & variances processed w/in mandated timeframes		100%	100%	100%	100%
<i>Effectiveness</i>					
# of zoning hearing cases appealed		2	2	0	0
Hazard Mitigation Planning	4				
<i>Workload/Demand</i>					
# of reviews for Elevation Certificates, LOMA/LOMR, Building Board cases		5,000^	7,500^	7,500	7,500
<i>Efficiency</i>					
# of reviews which were appealed/challenged		10	10	10	10
<i>Effectiveness</i>					
% of Building Board cases upheld		100%	100%	100%	100%
Inspection/Code Enforcement	6				
<i>Workload/Demand</i>					
# of structural permits issued		109,889	163,955	125,000	125,000
<i>Efficiency</i>					
# of inspections per day per employee		25	22	23	23
<i>Effectiveness</i>					
% of inspection requests completed within 24 hours		93.0%	92.0%	94.0%	95.0%
Permitting/Plans Review	5				
<i>Workload/Demand</i>					
# of new subdivision and commercial plans reviewed		539	540	540	540
<i>Efficiency</i>					
average turnaround time (subdivision/commercial)		15 days	15 days	15 days	15 days
<i>Effectiveness</i>					
% of subdivision & commercial site plan reviews within Land Development Code timeframes		93.0%	94.0%	100%	100%
Impact Fees	7				
<i>Workload/Demand</i>					
# of impact fee inquiries		850	850^	850	850
# of new Impact Fee Offset Accounts		40	40^	40	40
<i>Efficiency</i>					
% of offset accounts established correctly		100%	100%^	100%	100%
<i>Effectiveness</i>					
% of impact fee account transactions recorded correctly		99.0%	99.0%^	99.0%	99.0%
(continued)					

PLANNING AND GROWTH MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Strategic Plan Initiatives					
Customer Satisfaction	10				
maintain a customer satisfaction rating of 90%		90.0%	90.0%^	90.0%	90.0%
Quality of Life Survey	11				
completed survey and report for BOCC presentation		n/a	n/a	1	1
BOCC Improvement Measures	11				
quality of life dimensions and measures		n/a	5 dimensions & measures	survey & test measures	completed
Stormwater Flooding	12				
# of impacted reviews by new guidelines		n/a	n/a	195	195
PD Zoning	13				
% of PD projects in compliance with zoning conditions		n/a	n/a	100%	100%
Balanced Land Use Pattern	14				
# of Comprehensive Plan policy amendments		n/a	10	10	completed
Wellhead Protection	15				
# of well sites protected		n/a	250^	500	750
Community Planning	16				
# of community based plans completed		n/a	2	2	2
River Overlay Districts	17				
water resource protection river overlay projects		n/a	project plan & scope	overlay districts	completed LDC amendments
Timing of Development	18				
# of Comprehensive Plan policy amendments		n/a	10^	10	completed
Online Access	19				
# of online access user accounts		n/a	35^	85	125

PLANNING COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Countywide Long-Range Transportation Planning and Related Activities	3				
<i>Workload/Demand</i>					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		2	3	2	2
# of regional plans and studies completed under CCC auspices		1	3	2	2
# of public meetings of MPO & Committees		108	114	108	108
<i>Efficiency</i>					
FTE positions to prepare for and conduct MPO & Committee public meetings		2.01	2.20	2.20	2.20
avg. staff time per public meeting (in hours)		33	34	34	34
FTE positions per completed update of UPWP		.69	.65	.65	.65
<i>Effectiveness</i>					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes	yes	yes
Hillsborough River Planning	4				
<i>Workload/Demand</i>					
# of River Board/TAC meetings held		13	14	15	15
<i>Efficiency</i>					
% of River Board/TAC meetings where a quorum was present to conduct official business		100%	100%	100%	100%
<i>Effectiveness</i>					
% of time River Board/TAC minutes are prepared in time for review at the subsequent meeting		100%	100%	100%	100%
Single LPA for Hillsborough County & Jurisdictions Therein	5				
<i>Workload/Demand</i>					
# of regular monthly meetings of the Planning Commission		11	11	12	12
<i>Efficiency</i>					
% of Planning Commission regular monthly meetings where a quorum was present to conduct official business		100%	100%	100%	100%
<i>Effectiveness</i>					
% of resolutions adopted consistent with the requirements of adopted bylaws & policies		100%	100%	100%	100%

PROCUREMENT SERVICES

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Purchasing Card Program (continued)	4				
<i>Efficiency</i>					
avg cost per PCard transaction		\$2.43	\$2.73^	\$2.94	\$3.09
<i>Effectiveness</i>					
% reduction in DPO turnaround time (8.0 hours) to PCard at 15 minutes at point of purchase		91.0%	89.0%^	89.0%	89.0%
Customer Survey	7				
<i>Efficiency</i>					
cost per survey		n/a	TBD	TBD	TBD
<i>Effectiveness</i>					
% of satisfied customers		n/a	90.0%^	90.0%	90.0%

PUBLIC SAFETY

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Security Functions	4				
<i>Workload/Demand</i>					
# of people screened entering courthouse		3,497,433	2,880,632	3,000,000	4,000,000
<i>Efficiency</i>					
# of people screened per FTE		48,575	38,927	38,961	51,948
<i>Effectiveness</i>					
# of prohibited items prevented from entering courthouse		32,533	33,726	34,000	35,000
Marine Safety	5				
<i>Workload/Demand</i>					
# of markers planned for installation		150	52	118	0
# of markers planned for maintenance		0	6	195	123
# of derelict vessels planned for removal		4	0	0	0
<i>Efficiency</i>					
# of markers installed		135	76	118	0
# of markers maintained		0	121	195	123
<i>Effectiveness</i>					
% of markers installed vs. planned		90.0%	146%	100%	N/A
% of markers maintained vs. planned		100%	2,017%	100%	100%

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Roadway Maintenance (continued)	4				
<i>Efficiency</i>					
cost per mile ditch/canals maintained/repared		n/a	n/a	\$2,512	\$2512
cost per bridge maintained for vegetation and drainage flow		n/a	n/a	\$656	\$656
cost per roadside acre mowed		n/a	n/a	\$31	\$31
cost per mile to remove and replace sidewalks		n/a	n/a	\$79,777	\$79,777
cost per mile to clean stormwater pipes		n/a	n/a	\$8,342	\$8,342
cost per stormwater pond cleaned/maintained		n/a	n/a	\$1,252	\$1,252
cost per mile of roadway-trees trimmed to standard		n/a	n/a	\$2,785	\$2,785
cost per lane mile of roadway swept		n/a	n/a	\$34	\$34
<i>Effectiveness</i>					
% of road shoulder maintenance/repair svc. requests completed within 180 days		n/a	n/a	50	50
% of pothole svc. requests completed within 24 hours		n/a	n/a	95	95
% of ditch/canal maintenance svc. requests completed within 180 days		n/a	n/a	50	50
% of bridge vegetation maintenance svc. requests completed within 180 days		n/a	n/a	90	90
% of roadside mowing svc. requests completed within 180 days		n/a	n/a	100	100
% of sidewalk repair svc. requests completed within 180 days		n/a	n/a	50	50
% of stormwater svc. requests completed within 180 days		n/a	n/a	50	50
% of stormwater pond svc. requests completed within 180 days		n/a	n/a	50	50
% of tree trimming svc. requests completed within 180 days		n/a	n/a	50	50
% of street sweeping svc. requests completed within 180 days		n/a	n/a	100	100
% increase in new bike lanes		n/a	n/a	0.4	1.75
Traffic Signal, Sign and Markings Maintenance	2				
<i>Workload/Demand</i>					
# of emergency repairs on signals and signs		2,122	2,286	2,300	2,350
# of new signs per year		13,474	12,691	12,700	12,750
<i>Efficiency</i>					
# of signal maintenance calls per FTE		240	229	240	245
<i>Effectiveness</i>					
avg. response time to signal outage		1 hour	1 hour	1 hour	1 hour
Traffic Engineering and Safety Management					
<i>Workload/Demand</i>					
RTC Program locations approved		89	40	52	65
NTC Program locations approved		2	2	4	4
# red light cameras installed (needs law change)		n/a	0	0	0
# of citizen requests		11,153	8,528	8,600	8,700
# of administrative referrals		237	293	300	300
<i>Efficiency</i>					
% of citizen requests and referrals completed on time		97.0%	97.0%	97.0%	97.0%
<i>Effectiveness</i>					
vehicle crash rate (all crashes/100M VMT)		n/a	n/a	170	167
pedestrian crash rate (fatalities/100K pop.)		n/a	n/a	3.2	3.1
satisfactory response time to citizen requests		95.0%	95.0%	95.0%	95.0%
(continued)					

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Street Lighting District Administration	2				
<i>Workload/Demand</i>					
# of requests for district/intersection lighting		140	137	150	150
<i>Efficiency</i>					
# of requests fulfilled		140	137	150	150
<i>Effectiveness</i>					
customer satisfaction		100%	100%	100%	100%
Mosquito Control	5				
<i>Workload/Demand</i>					
# of acres treated: aerial larvicide		6,930	8,221	6,930	6,930
# of acres treated: ground larvicide		267	1,491.12	267	267
# of acres treated: ground adulticide		191,134	644,922.04	52,364	52,364
# of acres treated: aerial adulticide		52,364	56.320	1.9	1.9
<i>Efficiency</i>					
cost per acre for mosquito aerial treatment		\$2.52	\$.70	n/a	n/a
cost per acre for mosquito ground treatment		.23\$	\$.24	n/a	n/a
cost per acre aerial larvicide treated		n/a	\$10.48	\$11.09	\$11.09
cost per acre aerial adulticide treated		n/a	\$.66	\$1.38	\$1.38
cost per acre ground larvicide treated		n/a	\$2.95	\$74.21	\$74.21
cost per acre ground adulticide treated		n/a	\$.12	\$.22	\$.22
<i>Effectiveness</i>					
% of work on time per schedule		75.0%	98.0%	n/a	n/a
avg. # of CDC traps per zip code		n/a	0.92	500	500
Aquatic Weed Control	5				
<i>Workload/Demand</i>					
aquatic acres (all modes)		1,043	1,106	1,040	1,040
# of acres treated		n/a	498.52	n/a	n/a
<i>Efficiency</i>					
cost per acre		\$220	\$232.93	\$221	\$221
<i>Effectiveness</i>					
% of work on time per schedule		85.0%	unavailable	n/a	n/a
% of svc. requests for aquatic area treatment completed within 180 days		n/a	n/a	50.0%	50.0%
Stormwater Management and Wetlands Maintenance/Mitigation	3,6				
<i>Workload/Demand</i>					
# of wetland acres maintained		251.5	266.5	285	330
# of ponds adopted		23	20	20	20
# of stormwater pump stations maintained		25	29	33	38
<i>Efficiency</i>					
wetland acres maintained per FTE		20.9	22.1	19	22
# of stormwater pump station callouts per FTE		105	35	55	60
<i>Effectiveness</i>					
% of exotic plants		<3.0%	<3.0%	<3.0%	<3.0%
% of wetland permit compliance		100%	100%	100%	100%

REAL ESTATE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Survey Mapping	5				
<i>Workload/Demand</i>					
# of survey projects completed		447	448	529	529
# of aerial and other printing requests		7,304	4,547	4,000	5,000
# of plat replies to PGM (initial, resubmittals, as-built inspections)		741	730	745	745
<i>Efficiency</i>					
avg. revenue generated per print room request		\$13.84	\$20.26	\$20.00	\$20.00
# of plat reviews per FTE		203.4	200	200	200
<i>Effectiveness</i>					
% of 5 or 10 day plat review deadlines met		100%	100%	100%	100%
R-O-W Inventory	5				
<i>Workload/Demand</i>					
# of sections to identify for R-O-W inventory		254	126	168	141
<i>Efficiency</i>					
average cost per section		\$6,590.23	\$8,577.02	\$6,377.66	\$6,121.96
<i>Effectiveness</i>					
% of targeted mapped sections inventoried		89.37%	80.89%	98.0%	100%
Geographical Information Systems (GIS)	5				
<i>Workload/Demand</i>					
# of GIS projects		267	336	199	302
<i>Efficiency</i>					
average hours per GIS project		13.5	17.33	23.04	13.5
<i>Effectiveness</i>					
% of GIS projects (analytical services) delivered within budgeted hours (95% target)		n/a	95.0%	95.0%	95.0%
Building Maintenance/Repair	1,2				
<i>Workload/Demand</i>					
# of maintenance-related service orders issued		14,019	15,142	14,728	15,096
# of square feet inspected doing building assessments		178,910	1,119,377	800,000	800,000
# of projects completed within 12 months (R3M)		133	120	145	145
<i>Efficiency</i>					
# of construction inspections per FTE		343	315	300	300
ratio of operating cost per square foot for Cty Class A building vs. commercial Class A building for downtown area		\$5.07:\$8.10	\$8.62:\$9.08	\$9.05:\$9.54	\$9.50:\$10.01
<i>Effectiveness</i>					
% of projects completed within 12 months (R3M)		100%	91.7%	90.0%	90.0%
cost of County Center utilities square foot cost to commercial buildings in downtown area (\$2.50 sq ft)		\$2.25:\$2.28	\$1.99:\$2.28	\$1.68:\$2.43	\$1.69:\$2.50

(continued)

REAL ESTATE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Architect Services	2				
<i>Workload/Demand</i>					
# of CIP/non-CIP projects supported:					
# of CIP		85	83	90	90
# of non-CIP		58	106	60	60
# of art projects completed		11	7	12	12
<i>Efficiency</i>					
% of construction cost within 5% of award		100%	100%	95.0%	95.0%
<i>Effectiveness</i>					
% of projects completed within 30 days of approved CIP schedule (4 projects) (FY 05 - completed 9 projects)		100%	77.77%	95.0%	95.0%

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

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
GED Instructional Learning (continued)	1				
<i>Effectiveness</i>					
% of GED enrollees that are ready to take GED exam		60%	n/a	n/a	n/a
% of students from ATOSS that re-enter public school		90%	n/a	n/a	n/a
% attendance and retention at on-site classroom during duration of ATOSS assignment		90%	n/a	n/a	n/a
% of community based activities that are newly solicited		5%	n/a	n/a	n/a
% of new enrollment in community-based activities		25%	n/a	n/a	n/a
% of new enrollment in social services		10%	n/a	n/a	n/a

Note: In FY 05, this department and its functions have been moved to the Health and Social Services Department.

WATER RESOURCE SERVICES

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Reduce Downtime Caused by Electrical Outages	5				
<i>Workload/Demand</i>					
electrical outages downtime (in hours)		17,740	86.7	100	100
<i>Efficiency</i>					
mitigated outages (in hours)		1,167	52.7	65	70
<i>Effectiveness</i>					
ratio of mitigation		6.6%	60.8%	65.0%	70.0%
% change in mitigation (reduction significant when compared to experience during the FY 04 hurricane season)		n/a	913.0%	6.9%	7.7%
Evaluation of New and Existing TBW Projects (Water Team)	6				
<i>Workload/Demand</i>					
# of projects evaluated for arbitration or Chapter 120 challenge		4	12	5	4
<i>Efficiency</i>					
average consulting hours per project		49	27	45	44
average consultant hourly rate		\$107	\$116	\$120	\$115
<i>Effectiveness</i>					
% of evaluations completed within mandated timeframe		100%	100%	100%	100%
% of projects where suggested improvements adopted by TBW		0%	17.0%	60.0%	50.0%
% of challenge recommendations adopted by the BOCC		100%	100%	100%	100%
Monitoring Wellfield Reductions and Recovery (Water Team)	7				
<i>Workload/Demand</i>					
# of meetings attended		12	19	23	22
# of SWFWMD MFL proposals evaluated		5	15	5	4
<i>Efficiency</i>					
average consulting hours per project		90	26	84	81
average consultant hourly rate		\$99	\$99	\$92	\$92
<i>Effectiveness</i>					
% of key lakes recovering to their minimum levels		79.0%	93.0%	96.0%	97.0%

WATER RESOURCES TEAM

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 04	Baseline/ Historical Actual FY 05	Projected FY 06	Projected FY 07
Communications and Public Involvement	4				
<i>Workload/Demand</i>					
# of WRT public meetings/workshops held		5	14	3	4
# of water supply related items on BOCC agenda		42	39	45	45
# of public meetings (TBW and Town Hall)		4	6	4	4
<i>Efficiency</i>					
% of WRT agenda items where consultants used at meeting		12.0%	25.0%	7.0%	9.0%
<i>Effectiveness</i>					
% of TBW projects where outreach program conducted		100%	100%	100%	100%
Monitor Water Resource Related Issues	5				
<i>Workload/Demand</i>					
# of issues affecting the County		59	67	60	60
# of various agencies Board and TAC meetings attended		82	72	72	72
<i>Efficiency</i>					
% of issues requiring consultant assistance		30.0%	51.0%	28.0%	27.0%
avg. consulting hours per issue		64	29	60	58
<i>Effectiveness</i>					
%of issues influenced by WRT participation		20.0%	22.0%	20.0%	20.0%

GLOSSARY OF KEY TERMS

AD VALOREM TAX is a tax levied in proportion (usually expressed in mills) to the assessed value of the property on which it is levied. This tax is also called PROPERTY TAX.

ADOPTED BUDGET is the financial plan for the fiscal year beginning October 1. Florida Statutes require the Board of County Commissioners to approve this budget at the second of two public hearings.

ALL YEARS BUDGETING is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. As a result, each year's budget only reflects that year's changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

ALLOTMENTS BY LEGISLATIVE ACTS is a department set up to provide a mechanism for the recording and payment of items which are general government costs and are not distributed to specific departments.

AMENDED OR REVISED BUDGET is the current year adopted budget adjusted to reflect all budget amendments approved by the Board of County Commissioners through the date indicated.

APPROPRIATION is the legal authorization of funds granted by a legislative body such as Hillsborough County's Board of County Commissioners to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to a time period within which it may be expended. It is the act of appropriation that funds a budget.

ASSESSED VALUE is a value set upon real estate or other personal property by a government as a basis for levying taxes. The assessed value in Hillsborough County is set by the Property Appraiser.

BEGINNING FUND BALANCE is the Ending Fund Balance of the previous period. (See **ENDING FUND BALANCE** definition.)

BOCC is an acronym for the Board of County Commissioners. See the definition for **BOARD OF COUNTY COMMISSIONERS**.

BOARD OF COUNTY COMMISSIONERS is the seven-member legislative body of Hillsborough County's general purpose government. This board is governed by State law and the County Charter.

BOND is written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

CAU is an acronym for Capacity Assessment Unit. See the definition for **CAPACITY ASSESSMENT UNIT**.

CAPACITY ASSESSMENT UNIT (CAU) is a "financing tool" that allows property owners to pay water and wastewater system connection charges over a 20 year period.

CAPITAL BUDGET is the financial plan of capital project expenditures for the fiscal year beginning October 1. It incorporates anticipated revenues and appropriations included in the first year of the six year Capital Improvements Program (CIP), and any anticipated unspent budget appropriation balances from the previous fiscal year. It is adopted by the Board of County Commissioners as a part of the annual County budget.

CAPITAL IMPROVEMENT PROGRAM (CIP) is the financial plan of approved capital projects, their timing and cost over a six-year period. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of Hillsborough County, as well as projects that although not owned by the county, will be part of a joint project agreement.

CAPITAL OUTLAY or **CAPITAL EQUIPMENT** is an item such as office furniture, fleet equipment, data processing equipment and other operating equipment with a unit cost of \$750 or more.

CAPITAL PROJECT is any improvement or acquisition of major facilities with a useful life of at least five years such as roads, bridges, buildings, or land.

CIP is an acronym for the **CAPITAL IMPROVEMENT PROGRAM**. See the definition for **CAPITAL IMPROVEMENT PROGRAM**.

CONTINUATION BUDGET is a level of funding which enables an organization to provide the same amount of services in the following fiscal year as the organization provides in the current fiscal year. A continuation level budget does not necessarily provide funding for growth in demand of services.

DEBT SERVICE is the dollars required to repay funds borrowed by means of an issuance of bonds or a bank loan. The components of the debt service payment typically include an amount to retire a portion of the

GLOSSARY OF KEY TERMS

principal amount borrowed (i.e., amortization), as well as interest on the remaining outstanding unpaid principal balance.

DECISION UNITS are groups of inputs which make a measurable contribution to the achievement of an established department purpose--a purpose often dictated by law and/or defined by objectives and measured by service levels or units of output. Decision units are segregated by funding source. Decision units build departmental budgets. They are rank ordered in a hierarchical format.

DEMAND is a type of measurement category. Demand represents the external factors that demonstrate the needs for the service(s) or program(s), i.e., population, service area, complaints, and waiting lists.

DEPARTMENT is, for budgeting purposes, any distinct government organizational entity receiving direct funding approved by the Board of County Commissioners.

EFFECTIVENESS is a type of measure category sometimes referred to as quality indicators. Effectiveness measures examine the degree to which services are responsive to the needs and desires of the customers (both external and internal). These measures tell how well the job is being performed, how well the intent is being fulfilled. Effectiveness encompasses both quality and quantity. Demand and the response to demand are often linked in these measures. These are the most difficult measures to collect and use, because the organization must develop a method of retrieving the information from outside those served.

EFFICIENCY is a type of measurement category sometimes called productivity. This is often measured in terms of unit costs over time. Sometimes timeliness of responses or reduction in previous delays is used to indicate efficiency. Efficiency refers to the ratio of the quantity of service (tons, gallons, hospital care days, etc.) to the cost in dollars or labor, required to produce the service. An efficiency measure can be either an output or input ratio (e.g., the number of trees trimmed per crew per day) or an input/output ratio (e.g., the dollar cost per permit application processed).

ELAPP is the acronym for Environmentally Sensitive Lands Acquisition and Protection Program. See the definition for **ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM**.

ENDING FUND BALANCE is funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues

received during the year, less expenses equals ending fund balance.

ENTERPRISE FUND is a fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM is a program established by Hillsborough County Ordinance Number 90-19 for the acquisition, preservation, protection, management and restoration of environmentally sensitive lands in Hillsborough County. Under Resolution Number 92-0131, the BOCC is authorized to issue limited ad valorem tax bonds and levy up to 0.25 mills for payment of these bonds.

FTE is the acronym for Full-Time Equivalent. See the definition for **FULL-TIME EQUIVALENT**.

FULL-TIME EQUIVALENT is one position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or 2 employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one full-time equivalent.

FUND is an accounting entity used to record cash and other financial resources as well as an offsetting amount of liabilities and other uses. The resources and uses are segregated from other resources and uses for the purpose of carrying on specific activities or attaining specific objectives in accordance with special regulations, restrictions, or limitations.

FUNDED POSITIONS is a term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

FUNDING SOURCES is a term referring to the type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, licenses, permits, and grants and non-revenues such as fund balance and interfund transfers.

FY (FISCAL YEAR) 06 ADOPTED BUDGET refers to the budget for the period beginning October 1, 2005 and ending September 30, 2006.

FY (FISCAL YEAR) 07 RECOMMENDED BUDGET refers to the budget period beginning October 1, 2006 and ending September 30, 2007.

GLOSSARY OF KEY TERMS

GAAP is an acronym for Generally Accepted Accounting Principles.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 34 is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. Compliance with GASB Statement 34 is necessary for the preparation of financial statements in accordance with Generally Accepted Accounting Principles. A significant provision of this new standard includes the preparation of government-wide financial statements that summarize the information of the government as a whole using the accrual basis of accounting (in addition to the continuing-requirements for fund financial statements using the modified accrual basis of accounting). The County has selected the "modified approach" for the accounting of these assets. Under the "modified approach," the County records infrastructure assets at estimated original cost, but does not record depreciation against these assets. Instead of recording depreciation, the County is committed to incur the maintenance expenses necessary to preserve its infrastructure assets at specified levels of condition. Infrastructure assets such as streets, bridges, and sidewalks are also to be included in the government-wide financial statements. There are also expanded disclosure requirements.

GENERAL REVENUE FUND (GENERAL FUND) is a fund that accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes, and other revenues provide services or benefits to all residents of Hillsborough County.

GRANTS AND AIDS includes all grants, subsidies, and contributions from other government agencies or private organizations.

IMPACT FEES are a type of charge for services imposed on new construction in order to support specific new demands on a given service, e.g., transportation, schools, parks and fire protection.

INFRASTRUCTURE is a permanent installation such as a building, road, or water transmission system that provides public services.

LIBRARY TAXING DISTRICT is a special taxing district encompassing the City of Tampa and the unincorporated areas of the county. It provides library services for county residents. These services are financed primarily by an ad valorem tax levied on all taxable property located in the district and accounted for in the Special Library Tax District Fund.

MANDATE is a requirement imposed by a legal act of the federal, state, or local government.

MEASURE is a term referring to any one of four different types of measure: a count, a ratio, a percentage, and a dollar amount. Before developing any measure, it is necessary to identify something that can be counted. In order to identify what is to be counted, the event being assessed must be determined, i.e., days spent in the hospital, certificates of occupancy issued, gallons of water treated, etc.

MILL is a monetary measure equating to 0.001 of a dollar. When referring to the **AD VALOREM TAX** it means that a 1-mill tax is one dollar of tax on \$1,000 of taxable value.

MILLAGE RATE is the rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

MINIMUM SERVICE LEVEL (MSL) is a term which defines the base outputs which are either legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. MSL is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

MISCELLANEOUS (FUNDING SOURCE) is revenue other than those received from standard sources such as taxes, licenses and permits, grants and user fees.

MISSION STATEMENT is a broad statement of purpose derived from an organization's and/or community's values and goals.

MOSI is an acronym for the facility and organization known in Hillsborough County as the Museum of Science and Industry.

MSTU is an acronym for Municipal Services Taxing Unit. See the definition for the **MUNICIPAL SERVICES TAXING UNIT**.

MUNICIPAL SERVICES TAXING UNIT is the taxing district encompassing the unincorporated area of the county. It provides services typically provided by a municipality (e.g., Sheriff's patrol, paramedic services, fire protection, parks and recreation, code enforcement and road network maintenance) to the residents and businesses in the unincorporated area. The services are financed primarily by an ad valorem tax levied on all taxable property located in the unincorporated area.

GLOSSARY OF KEY TERMS

NON-AD VALOREM ASSESSMENT is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a **NON-AD VALOREM ASSESSMENT**. Instead, the cost of the facility or the service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a **SPECIAL ASSESSMENT**. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill like **AD VALOREM TAXES**.

OBJECTIVE is a statement specifying achievements to be attained within a prescribed time frame. An objective is exchanged/superseded by another objective at the expiration of the time frame. An objective is directly connected to how the resources of an organization will be used. An objective statement begins with an action verb and includes the quantified statement of the results expected as an outcome of the action, such as *PROVIDE* (the action verb) *WITH EXISTING MANPOWER, 24-HOUR SECURITY COVERAGE FOR FIVE SOUTH COUNTY GOVERNMENT BUILDINGS AT DAILY COST NOT TO EXCEED \$15.60* (quantified results) *DURING THE APPLICABLE FISCAL YEAR* (explicit timeframe).

OPERATING BUDGET is the budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to-day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service payments (principle and interest), budgeted reserves, transfers between funds, and the capital projects program budget. It does include the Internal Service and Trust funds.

PERSONAL SERVICES characterizes expenses for salaries, wages, and related employee benefits provided for all persons employed by the County whether on a full-time, part-time, or temporary basis. Employee benefits include employer contributions to a retirement system, social security, insurance, sick leave, and similar direct benefits as well as other costs such as Workers' Compensation and Unemployment Insurance.

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.

GLOSSARY OF KEY TERMS

RESTRICTED REVENUES are funds collected for limited or specific expenditure purposes. These funds are earmarked for specific purposes by requirements within the resource origin, such as: regulations found in bond covenants; grant contracts; local ordinances; donations for a specific purpose; state statute; and federal law or administrative guidelines.

REVENUES are funds received from the County by external sources; income. Revenues are to be differentiated from funding sources which include fund balance, interfund transfers, reimbursements, etc.

ROLLED-BACK RATE is that millage rate which, when applied to the total amount of taxable value of property (excluding new construction), produces the same amount of tax dollars as the previous year. Calculation of the "rolled-back rate" is governed by Florida Statutes.

RWIU is an acronym for Reclaimed Water Improvement Unit. See the definition for **RECLAIMED WATER IMPROVEMENT UNIT**.

SINKING FUND is an account, sometimes called a debt service fund, into which the issuer makes periodic deposits to assure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from it are determined by the terms of the bond contract.

SPECIAL ASSESSMENT is another name for **NON-AD VALOREM ASSESSMENT**.

TAXABLE VALUE is the assessed value of property minus any authorized exemptions (i.e., agricultural, homestead exemption). This value is used to determine the amount of ad valorem tax to be levied. The **TAXABLE VALUE** is calculated by the Property Appraiser's Office in compliance with State law.

TE FLGFC is an acronym for Tax Exempt Florida Local Government Finance Commission and for the long term financing packages arranged through the Commission. This Commission is a legal entity formed

through interlocal agreement among several Florida governments. This Commission enables public agencies to benefit from the economies of scale associated with large commercial paper financings.

TRANSFERS is a term referring to monies moved from one budgetary fund or subfund to another. Because of legal or other restrictions, monies collected in one fund may need to be expended in other funds. A transfer is accomplished through Transfers-In (a source of funds) for the recipient fund and an equal Transfer-Out (a use of funds) for the donor fund. When this movement occurs between different funds, it is known as an Interfund Transfer. When it occurs between the restricted and unrestricted portions of the same fund, it is known as an Intrafund Transfer.

UNRESTRICTED REVENUES is a term referring to those revenues that can be used for any lawful expenditures supporting a wide variety of functions, or objectives.

USER FEES are charges for specific governmental services. These fees cover the cost of providing that service to the user (e.g., building permits, animal licenses, park fees).

WORKLOAD is a type of measure category. Workload data provides a comparison of how output corresponds to the demand (e.g., people served, transactions processed in certain geographic locations, complaints addressed).

ZERO-BASE BUDGETING (ZBB) is a method of detailed budget analysis and justification that combines elements of management by objectives and program evaluation. It is a vehicle to link management and planning to the budget process. ZBB starts with an examination of an agency's basic programs and services by the lowest management level, and continues up the organization as funding packages are prioritized at each level in accordance with available resources and desired outcomes. ZBB is a tool for objectively directing the allocation of funds among activities and programs. Its basis is the consideration of the efficiency and effectiveness of activities and programs.

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