



Hillsborough County Florida

BOARD OF COUNTY COMMISSIONERS Budget Public Hearing September 19, 2019 6:00 p.m.

PURPOSE OF THIS HEARING

The purpose of this hearing is to allow the public to comment on the Board of County Commissioners' Tentative Budget and Millage Rates for FY 20, and to adopt the Budget and Millage Rates for FY 20

Matters related to property assessment are under the jurisdiction of the Property Appraiser's Office and should not be addressed in this meeting.

- I. Call to Order..... Lesley "Les" Miller, Chair
- II. Reading of Calculated Change in Aggregate
Rolled-Back Rate..... Kevin Brickey, Director, Management
and Budget Department
- III. Introduction on the Status of the BudgetKevin Brickey, Director, Management
and Budget Department
- IV. Public Comment
- V. BOCC Discussion of Potential Changes to the Millage and/or Budget
- VI. Break (if necessary to recalculate millage and/or budget)
- VII. Reading of required information into the record Kevin Brickey, Director, Management
and Budget Department
- VIII. Adoption of Millage Rates for FY 20
- IX. Adoption of Budget for FY 20
- X. Adjourn

Copies of the Adopted Budget for FY 20 may be obtained by visiting the Management and Budget Department located on the 26th Floor of the County Center, 601 E. Kennedy Blvd., by accessing the Management and Budget Department web site at <http://hcfilgov.net/budget> or by calling 272-5890.



Hillsborough County Florida

MANAGEMENT & BUDGET

PO Box 1110 Tampa, FL 33601-1110

MEMORANDUM

BOARD OF COUNTY COMMISSIONERS

Ken Hagan
Pat Kemp
Lesley "Les" Miller, Jr.
Sandra L. Murman
Kimberly Overman
Mariella Smith
Stacy R. White

COUNTY ADMINISTRATOR

Michael S. Merrill

COUNTY ATTORNEY

Christine M. Beck

INTERNAL AUDITOR

Peggy Caskey

DEPUTY COUNTY ADMIN. & CHIEF FINANCIAL ADMIN.

Bonnie M. Wise

DATE: September 16, 2019

TO: Board of County Commissioners

FROM: Kevin Brickey, Director, Management and Budget Department

RE: September 19, 2019 Budget Public Hearing Information

The attached material includes the Agenda, proposed Resolutions and other background items for the Second Budget Public Hearing that the Board will hold on Thursday, September 19, 2019.

At this Public Hearing the Board will receive public comment on the budget, discuss and approve any changes to the Tentative Budget that was approved on September 12, and adopt a Millage Resolution and a Budget Resolution.

At this Public Hearing you will take a final vote on the Flag List that the Board approved for consideration on September 12. The Flag List includes recommended funding sources and is included in the attached material. Two additional items appear on the Flag List: Waterset Sports Complex and South County Cultural Center.

The Board will also conduct an additional Public Hearing on September 19 to adopt the FY 20 – FY 25 Capital Improvement Plan.

Attachment

cc: Michael S. Merrill, County Administrator
Bonnie Wise, Deputy County Administrator & Chief Financial Administrator
Tom Fesler, Assistant County Administrator, Financial Services
Christine Beck, County Attorney
Peggy Caskey, Internal Auditor

Resolution No. R19-

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF HILLSBOROUGH COUNTY, FLORIDA, ADOPTING THE RESPECTIVE AD VALOREM TAX MILLAGES TO BE LEVIED FOR ALL COUNTY PURPOSES, EXCEPT COUNTY SCHOOL PURPOSES, FOR THE CALENDAR YEAR 2019 FOR THE COUNTY-WIDE NON-VOTED LEVY, COUNTY-WIDE VOTED DEBT SERVICE, THE TAMPA/HILLSBOROUGH LIBRARY SERVICES, THE HILLSBOROUGH COUNTY MUNICIPAL SERVICE TAXING UNIT, AND VOTED DEBT SERVICE OF THE MUNICIPAL SERVICE TAXING UNIT; ANNOUNCING AN INCREASE IN THE AGGREGATE MILLAGE RATE AS COMPARED TO THE AGGREGATE ROLLED-BACK RATE; DIRECTING THE CLERK TO FORWARD COPIES OF THIS RESOLUTION TO THE OFFICIALS HEREIN SPECIFIED; AND PROVIDING AN EFFECTIVE DATE.

Upon motion by Commissioner _____, seconded by Commissioner _____, the following Resolution was adopted by a vote of _____ to _____, with Commissioner(s) _____ voting "No." Commissioner(s) _____ being absent.

WHEREAS, the Property Appraiser of Hillsborough County certified to the Board of County Commissioners of Hillsborough County, Florida (the "Board") as of July 1, 2019, the taxable value within the County for calendar year 2019; and

WHEREAS, the TRIM notice was issued, which advertised the first Public Hearing to adopt a tentative budget; and

WHEREAS, on September 12, 2019, at 6:00 p.m., at the first Public Hearing the Board met to hear comments of the public regarding the budget and adopted the tentative County Budget for FY 20, having first adopted the respective tentative ad valorem tax millages to be levied for all County purposes (excluding County School purposes) for calendar year 2019; and

WHEREAS, on September 14, 2019 the Board advertised its intent to adopt a final millage rate and budget, and published a summary of the adopted budget in the TAMPA BAY TIMES, a newspaper of general circulation in Hillsborough County; and

WHEREAS, on September 19, 2019, at 6 p.m., the Board met to hear comments of the public regarding the budget and to adopt the County Budget for FY 20, having first set forth the respective ad valorem tax millages to be levied for all County purposes (excluding County School purposes) for calendar year 2019.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF HILLSBOROUGH COUNTY, FLORIDA, that:

SECTION 1. There is hereby levied an ad valorem tax on all real and personal property save all exempt homesteads within the geographical limits of Hillsborough County for the calendar year beginning January 1, 2019, at the following rates:

	ADOPTED MILLAGE	TAX LEVY
COUNTYWIDE NON-VOTED LEVY		
General Revenue	<u>5.7309</u>	<u>\$594,421,040</u>
COUNTYWIDE VOTED DEBT SERVICE LEVY		
General Obligation Bonds:		
Environmentally-Sensitive Lands	<u>0.0604</u>	<u>\$ 6,288,480</u>
TOTAL COUNTYWIDE LEVY	<u>5.7913</u>	<u>\$600,709,520</u>

SECTION 2. There is hereby levied on non-exempt property an ad valorem tax millage of **0.5583** within the limits of the City of Tampa and the unincorporated area of Hillsborough County for the Library Services for a tax levy of **\$55,755,578.**

SECTION 3. There is hereby levied on non-exempt property an ad valorem tax millage of **4.3745** outside the limits of any municipality for the Unincorporated Area Municipal Service Taxing Unit for a tax levy of **\$273,864,816.**

SECTION 4. There is hereby levied on non-exempt property outside the limits of any municipality a voted debt service levy for Park bonds at an ad valorem tax millage of **0.0259** for a tax levy of **\$1,621,465.**

SECTION 5. The FY 19 aggregate millage rate is **8.9088 mills** which is greater than the aggregate “rolled-back rate” (as defined in Section 200.065, Florida Statutes) of **8.4240 mills** by **5.75%.**

SECTION 6. The foregoing ad valorem tax millage levies are in accordance with the Constitution and laws of the State of Florida.

SECTION 7. The Clerk of the Board is hereby directed to forward a copy of this Resolution to the Property Appraiser and the Tax Collector of Hillsborough County, and to the Department of Revenue of the State of Florida in accordance with applicable law.

SECTION 8. This Resolution shall be effective immediately upon its adoption.

STATE OF FLORIDA
COUNTY OF HILLSBOROUGH

I, Pat Frank, Clerk of the Circuit Court and Ex Officio Clerk of the Board of County Commissioners of Hillsborough County, Florida, do hereby certify that the above and foregoing is a true and correct copy of a Resolution adopted by the Board of County Commissioners of Hillsborough County, Florida, at its meeting of _____2019, as the same appears on record in Minute Book _____ of the Public Records of Hillsborough County, Florida.

WITNESS my hand and official seal this _____ day of _____, 2019.

PAT FRANK, Clerk

By: _____

Deputy Clerk

Approved as to form
and legal sufficiency:

COUNTY ATTORNEY

By: _____

Chief Assistant County Attorney

Resolution No. R19-_____

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF HILLSBOROUGH COUNTY, FLORIDA, ADOPTING THE BUDGET FOR FISCAL YEAR 20 FOR EACH FUND OF THE BOARD OF COUNTY COMMISSIONERS; AND PROVIDING AN EFFECTIVE DATE.

Upon motion by Commissioner _____, seconded by Commissioner _____, the following Resolution was adopted by a vote of _____ to _____, with Commissioner(s) _____ voting "No." Commissioner(s) _____ being absent.

WHEREAS, pursuant to Section 200.065, Florida Statutes, at a properly advertised public hearing held on September 19, 2019, at 6:00 p.m., the Board of County Commissioners of Hillsborough County, Florida (the "Board") adopted ad valorem millage rates for each fund of the Board, each special taxing district, and each municipal service taxing unit; and

WHEREAS, Sections 129.01 and 200.065, Florida Statutes, require the Board to adopt a balanced budget after estimating total anticipated receipts and expenditures, considering the comments of the public, and adopting the ad valorem tax millage rates to be levied;

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF HILLSBOROUGH COUNTY, FLORIDA, that:

SECTION 1. There is hereby adopted a budget for FY 20 with the following classifications of Funds and totals as indicated:

Countywide General Fund	<u>\$ 957,287,705</u>
Unincorporated Area General Fund	<u>\$ 556,499,534</u>
Library District Fund	<u>\$ 110,289,570</u>
Other Special Revenue Funds	<u>\$2,175,536,247</u>
Debt Service Funds	<u>\$ 321,182,793</u>
Capital Projects Funds	<u>\$ 347,683,287</u>
Enterprise Funds	<u>\$1,700,181,433</u>
Internal Service Funds	<u>\$ 431,302,027</u>
Agency Funds	<u>\$ 16,758,150</u>
Total Budget	<u>\$6,616,720,746</u>

Details of the budget are available from the Management and Budget Department, telephone (813) 272-5890 or on the internet @ www.hcflgov.net.

SECTION 2. The above-budgeted amounts shall regulate the expenditures of the County and shall have the effect of fixed appropriations and shall not be amended, altered, or exceeded except as provided in Section 129.06, Florida Statutes.

SECTION 3. This Resolution shall be effective October 1, 2019 through September 30, 2020.

STATE OF FLORIDA

COUNTY OF HILLSBOROUGH

I, Pat Frank, Clerk of the Circuit Court and Ex Officio Clerk of the Board of County Commissioners of Hillsborough County, Florida, do hereby certify that the above and foregoing is a true and correct copy of a Resolution adopted by the Board of County Commissioners of Hillsborough County, Florida, at its meeting of _____, 2019 as the same appears on record in Minute Book _____ of the Public Records of Hillsborough County, Florida.

WITNESS my hand and official seal this _____ day of _____, 2019.

PAT FRANK, Clerk

BY: _____
Deputy Clerk

Approved as to form
and legal sufficiency:

COUNTY ATTORNEY

By: _____
Chief Assistant County Attorney



Hillsborough
County Florida

SM

FY 20 Budget

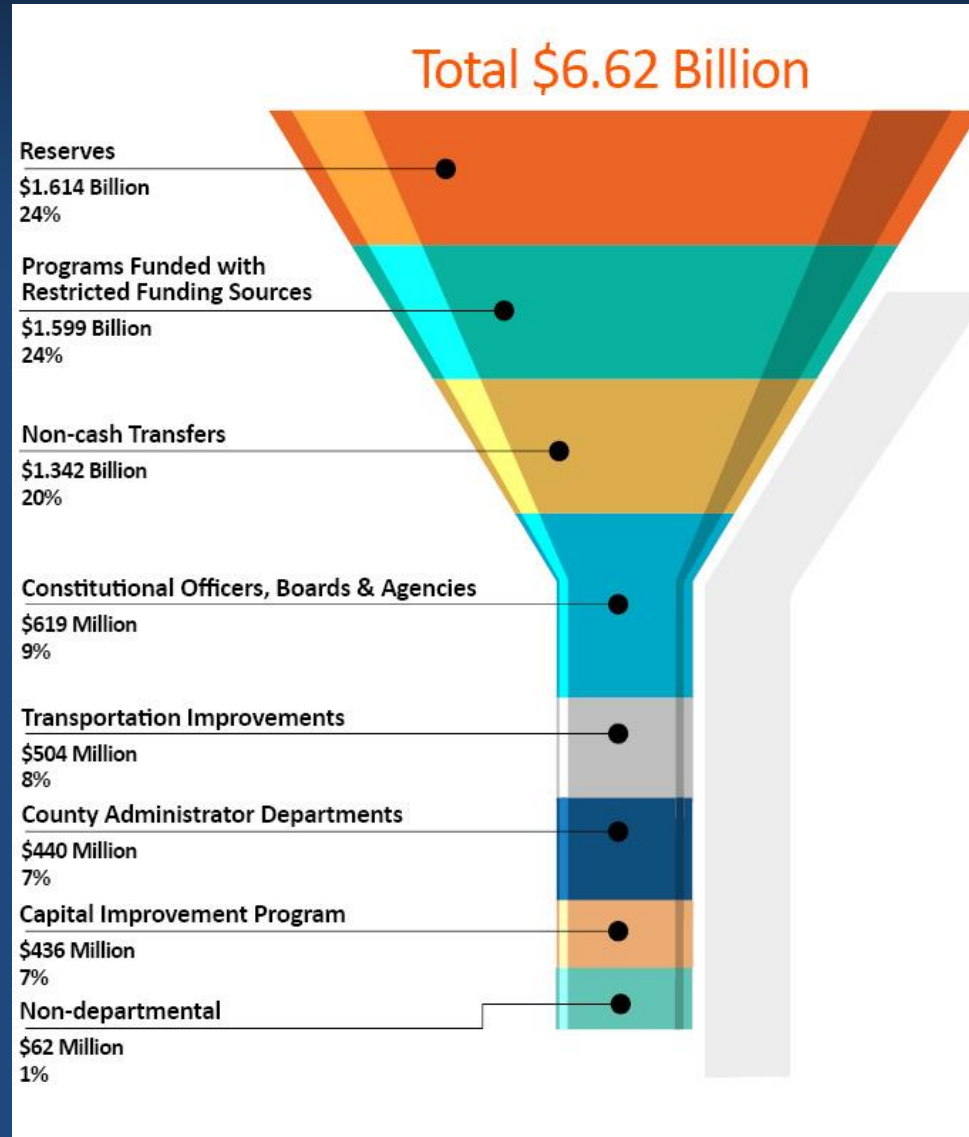
Budget Public Hearing

September 19, 2019

Budget Highlights

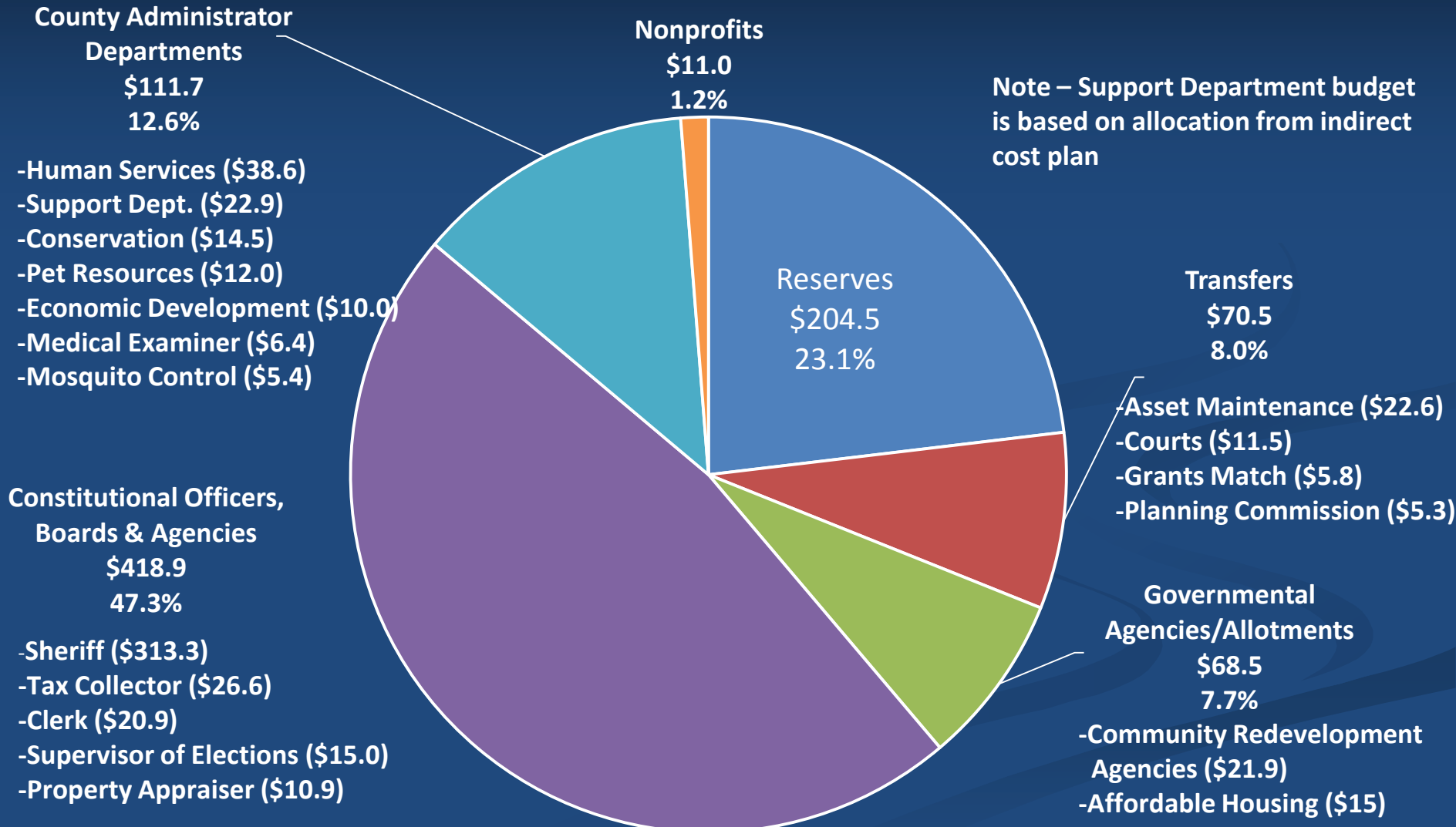
- **AAA Bond Ratings reaffirmed by Moody's, Fitch and S&P during the summer**
- **No Millage Increase**
- **General Fund Reserves**
 - **FY 20 Tentative**
 - 22.5% (Countywide 24.3%, Unincorporated Area 19.6%)
 - **FY 20 Recommended**
 - 22.6% (Countywide 25.7%, Unincorporated Area 17.8%)
- **Nearly 60 cents of every dollar of property tax revenue goes to law enforcement, fire services, and other public safety**

FY 20 Total Budget

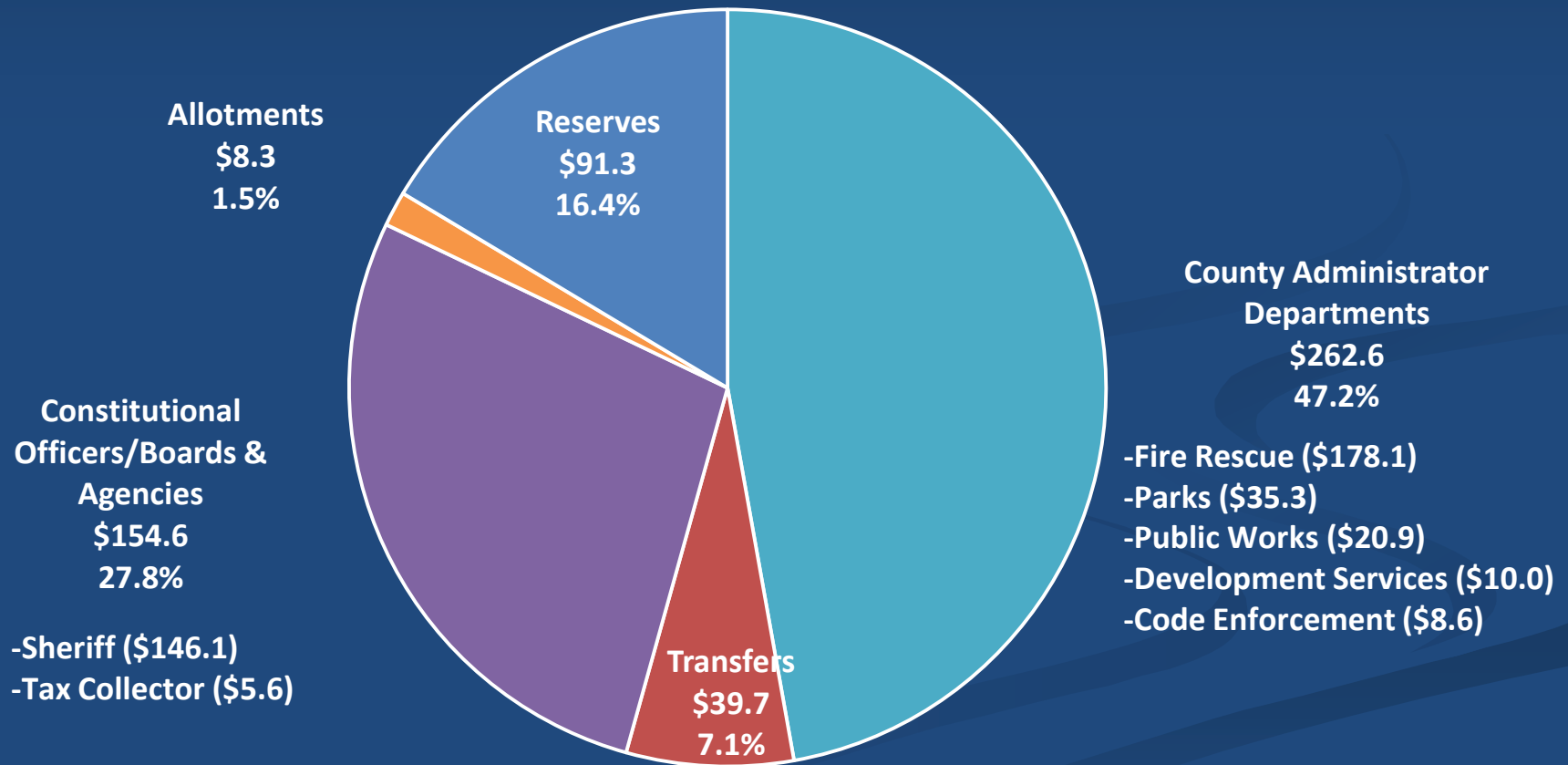


FY 20 Countywide General Fund

\$885.1 Million



FY 20 Unincorporated Area General Fund \$556.5 Million



Flag List

FY 20 Budget

					Recommended Funding Source					
		Countywide	Unincorporated			Increased				
		General Fund	Area General	Total	Fund Balance					
			Fund		and Revenue					
					Estimates					
					Debt Service	Since July 17 *	Impact Fees	Total		
Homeless	Murman	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000	\$ -	\$ 2,000,000		
Al Barnes Park - Cultural Center	Miller	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000		
Seffner Area Parks	Hagan	\$ -	\$ 500,000	\$ 500,000	\$ -	\$ 300,000	\$ 200,000	\$ 500,000		
Metropolitan Planning Organization - Study	Kemp	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000	\$ -	\$ 500,000		
Florida Orchestra	Murman	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000		
Mary and Martha House - Impact Fees	Murman	\$ 94,000	\$ -	\$ 94,000	\$ -	\$ 94,000	\$ -	\$ 94,000		
United Food Bank	White	\$ 58,600	\$ -	\$ 58,600	\$ -	\$ 58,600	\$ -	\$ 58,600		
Florida Museum of Photographic Arts	Murman	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ 50,000		
Historical Advisory Council	Smith	\$ 10,440	\$ -	\$ 10,440	\$ -	\$ 10,440	\$ -	\$ 10,440		
Tampa Bay Arts and Education	Overman	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000		
Zoo Tampa	White	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000		
Florida SUN	Kemp	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000	\$ -	\$ 15,000		
Sustany Foundation - Sustainable Buzz	Kemp	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000		
Commission on the Status of Women	Various	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000		
Public Defender		\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ 150,000		
Waterset Sports Complex (\$2.5 million)	Murman	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ -	\$ -	\$ 150,000		
South County Cultural Center (\$3 million)	Murman	\$ 180,000	\$ -	\$ 180,000	\$ 180,000	\$ -	\$ -	\$ 180,000		
		\$ 3,713,040	\$ 650,000	\$ 4,363,040	\$ 330,000	\$ 3,833,040	\$ 200,000	\$ 4,363,040		

* Note - Funding source may include increased fund balance and revenue estimates in the two general funds since delivery of the FY 20 Recommended Budget. This amount is approximately \$4.2 million.



Hillsborough County Florida

MANAGEMENT & BUDGET

PO Box 1110 Tampa, FL 33601-1110

MEMORANDUM

BOARD OF COUNTY COMMISSIONERS

Ken Hagan
Pat Kemp
Lesley "Les" Miller, Jr.
Sandra L. Murman
Kimberly Overman
Mariella Smith
Stacy R. White

COUNTY ADMINISTRATOR

Michael S. Merrill

COUNTY ATTORNEY

Christine M. Beck

INTERNAL AUDITOR

Peggy Caskey

DEPUTY COUNTY ADMIN. & CHIEF FINANCIAL ADMIN.

Bonnie M. Wise

DATE: September 9, 2019

TO: Board of County Commissioners

FROM: Kevin Brickey, Director, Management and Budget Department

RE: Adjustments to Recommended Budget

The County Administrator delivered a FY 20 Recommended Budget to the Board on June 17, 2019. Between delivery of the Recommended Budget and the Adopted Budget there are always adjustments to the Recommended Budget resulting from:

- Revised revenue estimates
- Revised Property Appraiser valuations
- Clerk of the Circuit Court audit comments
- Updated estimates of balances to be carried forward (fund balance)
- Board approved agenda items
- Additional budget decisions
- Unexpected events
- Correction of errors
- Other

In support of our commitment to transparency and diligence, all adjustments are summarized on the attached spreadsheet with explanations for your review.

As described to the Board during budget workshops, governmental accounting requires that any movement of budgeted items from one fund to another, i.e., a "transfer", be recorded as if it were a new budgeted cost. So, for example, moving sales tax dollars from the Sales Tax Fund to the Transportation Fund increases the overall County budget even though no new spendable dollars are created. Of the FY 20 budget adjustments, \$285 million represent such transfers. Two of the more significant transfers are associated with a Water Fund bond refinancing (\$115 million) and the realignment of accounting for transportation financing between the Transportation Trust Fund and the Debt Service Fund (\$178 million).

Certain capital and project costs budgeted in FY 19 that will be unspent in this fiscal year will be carried forward to FY 20 which increases the FY 20 Budget. Of the FY 20 budget adjustments, \$29 million represents such carryforward amounts. The largest portion of this amount are school impact fees of \$27 million.

Since the delivery of the FY 20 Recommended Budget, our financing team and financial advisor have identified opportunities to refinance county debt to generate debt service savings as well as to avoid the issuance of new debt that had been planned. Of the FY 20 budget adjustments, \$24 million represent such beneficial refinancing opportunities and debt deferral. There is an opportunity to refinance debt in the Water Enterprise Fund – (\$110 million) and to defer debt financing in the transportation program (negative \$88 million).

Changes in Reserves account for \$6 million of the FY 20 budget adjustments but do not create any new spendable funding.

Board approval of agenda items since the delivery of the FY 20 Recommended Budget that will impact the FY 20 Budget account for approximately \$22 million which primarily consists of proceeds from a newly approved ELAPP bond issue.

Remaining budget changes of approximately \$20 million are due to miscellaneous items such as \$3 million for the Sheriff for body cameras, \$4 million to fully fund two new Adult Day Health Senior Centers included in the current capital program, \$3 million to pay off commercial paper notes, \$3 million for County Center and other facility security improvements (scheduled for Board consideration on September 18, 2019), a \$1 million increased cost estimate for the Children's Assessment Center, and a \$1 million increase for Tax Collector and Property Appraiser commissions.

At the Budget Public Hearing on September 12, 2019, the Board will have an opportunity to discuss additional flagged items for inclusion in the final adopted budget. However, we will ask that a final vote on these items be taken at the final Budget Public Hearing on September 19, 2019 since a required budget advertisement for publication on Saturday September 14 will have already been provided to the Tampa Bay Times. A current list of flagged items is included in the backup materials for the meeting.

Attachment

cc: Michael S. Merrill, County Administrator
Bonnie Wise, Deputy County Administrator & Chief Financial Administrator
Tom Fesler, Assistant County Administrator, Financial Services
Christine Beck, County Attorney
Peggy Caskey, Internal Auditor

FY 20 Detail of Adjustments Through September 12

Adjustments Greater Than \$2 Million Individually Listed Separately

<u>General Funds</u>	<u>Amount</u>	<u>Explanation</u>
Adult Day Health Senior Services Centers	\$ 4,335,000	This increase fully funds the new Northwest and South County facilities included in the Capital Improvement Program. This change will eliminate the need to finance these projects.
Sheriff Body Cameras and Vehicles	\$ 3,885,075	The Sheriff's Office is in the process of evaluating and procuring body cameras for their officers. The estimated first year cost is \$3 million. There are also \$885,075 in vehicles budgeted in FY 19 that will not arrive until FY 20. Therefore, this funding is being carried over.
County Center and Other Facility Security	\$ 2,900,000	Due to recent events, County Administration has been working with the Sheriff's Office and other Constitutional Officers to evaluate needed security enhancements at the County Center and other County facilities. This adjustment funds both capital and operating needs identified.
Fire Rescue	\$ 2,095,030	The State of Florida Agency for Health Care Administration (AHCA) has a new program that will compensate the County to transport Medicaid patients.
<u>Countywide Special Purpose Funds</u>		
School Impact Fees	\$ 27,260,682	This amount represents anticipated School Board payments that will not occur in FY 19. Therefore, the funds are being carried over into FY 20.
Technology Project Fund	\$ 3,059,678	The County maintains a technology project fund for initiatives that may cross fiscal years. This adjustment is carrying forward unspent FY 19 project funds for previously approved projects.
Technology Project Fund	\$ 2,586,817	These are funds that were included in the IIO Department budget in the general fund in the recommended budget. They are being realigned to technology project fund. This realignment results in an increase to the budget since a transfer between funds is necessary. There is no financial impact.
<u>County Transportation Trust Fund</u>		
Transportation Plan Financing Fund	\$ (87,628,724)	After delivery of the FY 20 Recommended Budget, an evaluation of the timing of transportation plan cash flow needs associated with project delivery was completed with the Clerk's Office. This exercise is a best practice and assures that the County matches cash flow needs against needed financing. The result is that the County can maximize returns on available cash and not borrow prematurely allowing cash to be invested on a more long-term basis yielding higher returns.

FY 20 Detail of Adjustments Through September 12

Adjustments Greater Than \$2 Million Individually Listed Separately

	Amount	Explanation
Capital Projects	\$ 4,490,499	An update to the timing of expenditures for transportation capital projects was completed resulting in these funds being carried forward from FY 19 to FY 20. This update near year assures that the full budget for projects is available for use in a subsequent year's budget.
<u>Infrastructure Surtax Projects Fund</u>		
Reserves	\$ (7,577,828)	Capital project financing was reduced based on updated estimates associated with the timing of capital project completions. This results in a decrease in reserves.
Debt Service	\$ 3,160,000	Additional commercial paper payoffs are budgeted.
<u>Debt Service and Capital Project Funds</u>		
Transportation Plan Debt Fund	\$ 183,094,270	The County has been budgeting certain financing activities for the County's transportation program within the Transportation Trust Fund. County Administration and the Clerk's Office both agree that these activities are better accounted for within the Debt Service Fund. This adjustment simply realigns financing activities between these two funds. There is no financial impact to this realignment.
ELAPP Project Fund	\$ 21,146,890	The Board recently approved a new bond issue for the ELAPP program. This bond issuance resulted in a significant amount of new bond proceeds that could be supported within the current millage rate. This adjustment budgets the increased bond proceeds.
<u>Water and Wastewater Fund</u>		
Public Utilities	\$ 215,014,143	After delivery of the FY 20 Recommended budget, the County's financial advisor identified an opportunity to refinance Water bonds which will result in significant savings to the County. While new bond proceeds will total approximately \$110 million, transfers between funds of approximately \$115 million are necessary to properly account for the transaction. The necessary transfers essentially result in a budget change that is double the size of the actual transaction. However, the transfer budget has no financial impact.
<u>Special Assessment Units</u>		
Reserves	\$ 4,099,000	Certain assessment bonds were refinanced and County Administration has been working with the County Attorney's Office to determine the proper treatment of assessments associated with certain assessment units. This adjustment is the result of those conversations.
<u>All Other Adjustments, Net</u>		
	\$ 4,829,105	These adjustments are generally the result of changes in year end fund balance and revenue estimates, new grants, correction of errors, carrying forward funds associated with a contract of purchase that is in process, updated expenditure estimates, etc.
Total Budget Changes Since the Recommended Budget	\$ 386,749,637	

Citizens' Budget In Brief

FY 20



Hillsborough
County Florida



Hillsborough
County Florida

FY 20 Recommended
Citizens' Budget
In Brief

[HCFLGov.net/Budget](https://www.hcflgov.net/Budget)

Strong & Sustainable Economy



Pets Placed:

90%

found homes or rescues.



Fire Rescue:

Responded to

116,385

911 calls.



Economic

Development:

County incentives helped recruit

\$187million

in capital investment projects that bring

1,831

jobs with an average wage of

\$63,000.

Hillsborough County is home to a diverse population of over 1.3 million people across more than 1,000 square miles of land. Regardless of our backgrounds, the people of Hillsborough County share a common desire for prosperity for our families, in our careers, and for our entire community. However, each individual determines their own prosperity differently. For some, prosperity is financial security or better health; for others, it might be better education or access to recreational opportunities.

The role of local government is to foster conditions that enable individuals, businesses, and the whole community to prosper in their pursuits. Hillsborough County does this by providing services that support five strategic outcomes:

- a strong and sustainable local economy;
- enhanced public safety;
- life enrichment and recreational opportunities;
- self-sufficient individuals and families; and
- high-quality community assets

On the following pages, you will read residents' stories that illustrate how Hillsborough County helps build prosperity for individuals and the community as a whole, all the while providing stellar customer service and satisfaction through programs such as Economic Development, Affordable Housing, Children's Services, Sunshine Line, and many more.

Hillsborough County's Recommended Budget for FY 20 is fiscally responsible and allows the County to continue providing excellent service. It embodies the County's commitment to ensure that residents prosper in their personal, professional, and business lives while providing them access to learning, recreational, and other life-enriching opportunities. Because of our fiscal responsibility, the County's credit rating, which is determined by the three national credit rating agencies, remains at the highest attainable level. Further, our reserve funds remain strong and stable. Our dedication to organizational excellence and innovation is ongoing, and we will remain vigilant in adapting to service demands and technological enhancements. Hillsborough County remains well positioned to excel in meeting the needs of our residents and business community, while continuing its economic prosperity for all.

Strategic Outcomes

The County has identified five strategic outcomes, illustrated below, that together achieve the ultimate goal of building prosperity for individuals and the community, while providing stellar customer service and satisfaction that contribute to a positive quality of life.

1

**Strong & Sustainable
Local Economy**



2

**Enhanced Public
Safety**



3

**Life Enrichment
& Recreational
Opportunities**



4

**Self-Sufficient
Individuals &
Families**



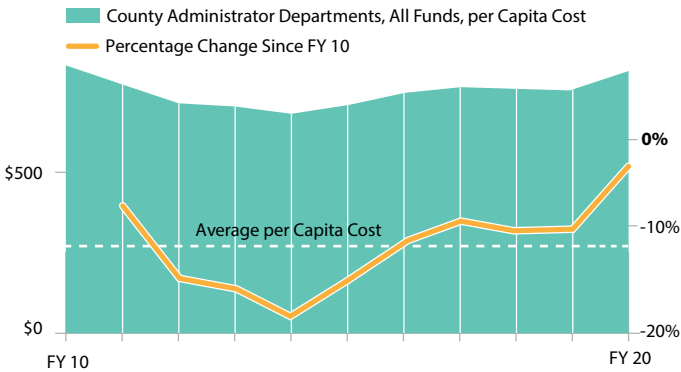
5

**High-Quality
Community Assets**

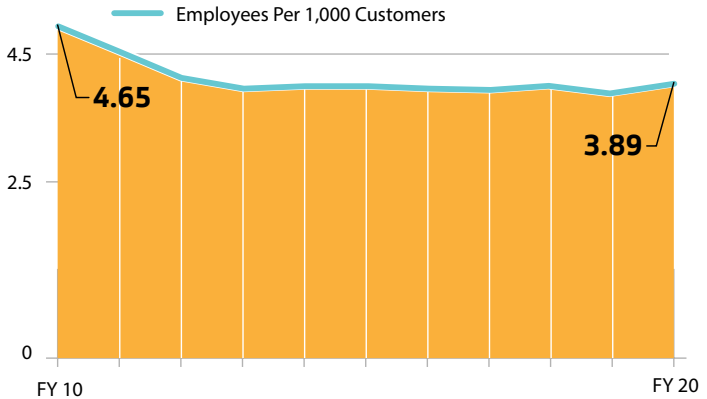


Sound Fiscal Management

Since 2010, the per-capita cost of County Administrator departments declined dramatically and remains low. The average per-capita cost over the past decade is 10.95% lower than 2010.



In 2010, the County employed 4.65 employees per 1,000 residents. In the past decade, as population and revenue grew, the County's workforce held steady. Per-capita staffing fell to an average of 3.9 employees per 1,000 residents.



Hillsborough County has retained excellent levels of service by operating efficiently. The County's administrative overhead is just 8.81% of the General Fund operating budget, well below the generally accepted level according to Federal Guidelines.

Measuring Success

To ensure optimized deployment of resources, the County has implemented Key Performance Indicators (KPIs) for many services it offers residents. These measurable standards are used to verify that the County is meeting residents' expectations.

Cost of Services

Dept.	Service	Cost	Unit
Sunshine Line	Passenger Trips	\$39	per one-way passenger trip
Conservation & Environmental Lands Mgmt	Visitors to a Conservation Park	\$3	per patron
Conservation & Environmental Lands Mgmt	Management of 63,364 acres of ELAPP Land	\$57	per acre
Fire Rescue	Fire and Medical Emergency Response	\$1,365	per call
Code Enforcement	Abandoned Property/ Foreclosure Registration	\$184	per property
Aging Services	Home Delivered Meals-Seniors	\$4	per meal
Pet Resources	Pet Adoptions	\$409	per live outcome
Parks & Recreation	Recreation Services	\$15	per recreational participation in County recreational programs
Library Services	Library Services and Operations	\$2	per patron
Public Utilities	Potable Water Treatment and Delivery	\$5	per 1,000 gallons
Public Works	Solid Waste Collection and Management	\$665	per ton
Public Utilities	Stormwater Management	\$3,885	per centerline mile of road right of way
Medical Examiner	Death Investigations	\$608.5	per investigation

Key Performance Indicators

Dept.	KPI (Key Performance Indicator)	Target	Current Performance Results
Health Care Services	Average Monthly Clients Served	15,000	13,551 for latest quarter
Management & Budget	Maintain AAA Credit Ratings from the Three Credit Rating Agencies	Yes	Yes, affirmed by Fitch, Moody's, and S&P in May 2019
Economic Development	Jobs Creation	3,500 per year	3,102 - FY18

Budget Perspective

Cont.

Dept.	KPI (Key Performance Indicator)	Target	Current Performance Results
Customer Service & Support	One-call resolution through centralized call intake and redirect online portal, initiating service requests for non-emergency inquiries, health and Safety, and BOCC cases in a timely manner.	Answer call adherence rate 94% of the time	Achieved 96% for latest quarter
Fleet Management	Fire Rescue Apparatus Availability Rate: Measures the average time (in a 24 hour period) that the assigned assets are serviceable for customer use.	94%	93% - FY 18
Fire Rescue	Urban – First unit on-scene in under 6 minutes	90% of the time	13.72% last quarter
Fire Rescue	Suburban - First unit on-scene in under 7 minutes	90% of the time	20.38% last quarter
Aging Services	Percent of new service recipients whose Assisted Daily Living (ADL) assessment score has been maintained or improved.	65%	74.7% for FY19 - Q3
Aging Services	Percent of meal recipients who report that the nutritional support enables them to continue to live independently.	85%	92.5% for FY18 Q4 - FY19 Q2
Aging Services	Percent of family and family-assisted caregivers who self-report they are very likely to continue to provide care.	90%	94.0% for FY19 - Q3
Sunshine Line	On-Time Performance	90%	90.6% for July 2018 through May 2019
Medical Examiner	Initial Death Investigation and Autopsy complete within 24 hours of death being reported to the department	100% of the time	Approximately 80% of the time last quarter
Social Services	Education Empowerment assistance, including tuition, books, GED preparation, GED testing and other fees provided to motivated, eligible low-income residents.	80% of enrolled participants complete/graduate	Attained, last 12 months
Extension Services	Gallons of Water conserved	39,000,000	75,553,765 (Annual)
Consumer & Veterans Services	Veterans Services Client Contacts	9,900 Client Contacts per Quarter	9,151 Client Contacts for FY19 - 2nd Qtr 9,598 Client Contacts for FY19 - 1st Qtr 9,796 Client Contacts for FY18 - 4th Qtr 8,790 Client Contacts for FY18 - 3rd Qtr
Homeless Services	Percent of bed occupancy obtained by contracted temporary homeless shelter providers	85% Occupancy	89% for FY19 - Q2

Budget Perspective

Cont.

Dept.	KPI (Key Performance Indicator)	Target	Current Performance Results
Public Works	Repair sidewalks (linear feet) to increase pedestrian safety	42,000 Linear Feet in FY19	66,391 Linear Feet for October 2018 through May 2019
Public Works	Roadways resurfaced (Lane Miles)	110 Lane Miles in FY19	115 Lane Miles for October 2018 through May 2019
Public Works	Mosquito Management (Adult and Larval combined)	1,078,000 acres sprayed	578,239 acres sprayed for October 2018 through May 2019
Public Utilities	Delivery of safe, potable water to customers in Hillsborough County's unincorporated service area.	Cost per 1,000 gallons	\$5.08 for FY19 - 2nd Qtr

Connecting With Customers

Hillsborough County has worked diligently to collect customer feedback to identify clear expectations for service. This includes direct interactions as well as an extensive Citizen Survey to align resources with customer expectations in a sustainable and measurable way.

98%

of Hillsborough County residents trust their local government either "a great deal" or "a fair amount."

70%

of respondents that had engaged with the County in some way were satisfied with their engagement.

Percentage of residents who would recommend to a friend, family member, or acquaintance that Hillsborough County is a great place to:

97%

Retire

98%

Live

79%

Vacation

94%

Raise Children

90%

Work

72%

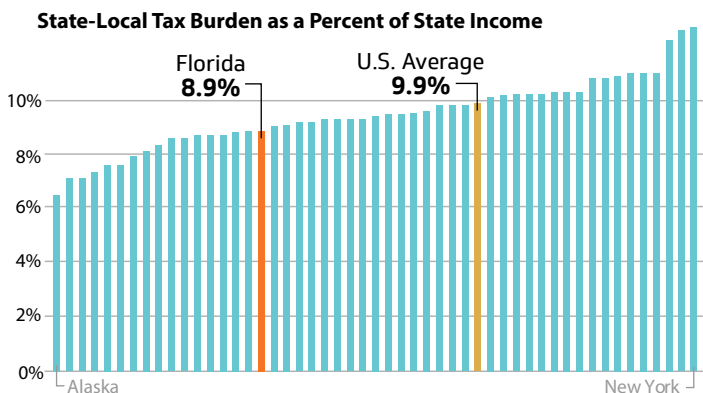
Open a Business

94%

of respondents were satisfied with their quality of life in Hillsborough County.

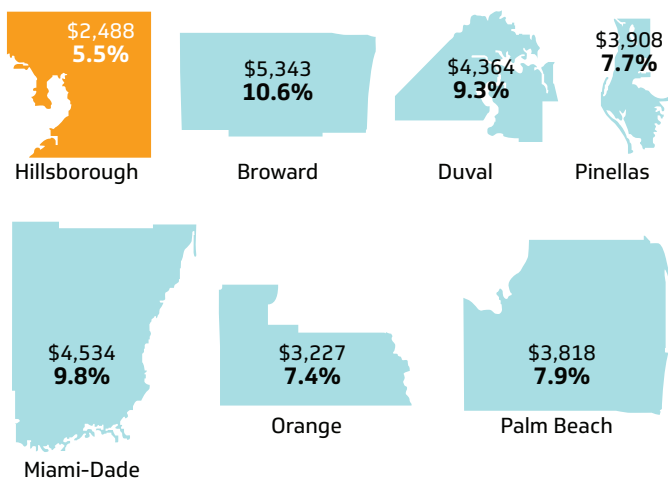
Perspective for the Future

Florida is a relatively low-tax state, consistently ranking among the lowest 20 in tax burden as a percent of income.



Within our low-tax state, Hillsborough County residents’ per-capita tax burden is low among the County’s urban peers, at \$2,488 in FY18. Local taxes, fees, and service charges as a percentage of personal income are the lowest of the state’s seven urban areas at 5.5%.

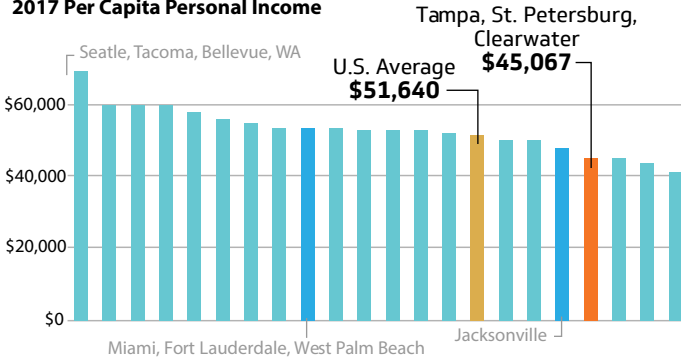
2018 Local Taxes, Fees, and Service Charges, All Authorities, Per Capita and as a Percentage of Personal Income



Budget Perspective

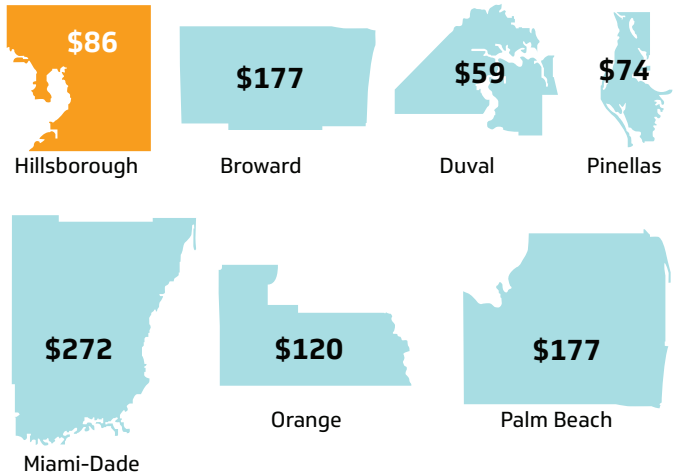
Hillsborough County has a relatively low per-capita personal income that is below the national average and trails four of Florida's seven urban areas.

2017 Per Capita Personal Income



Hillsborough's taxable property values also rank fifth out of its seven urban peers. The County's low property tax base tightens the budget, as the County relies heavily on this revenue.

2018 Countywide Taxable Value (In Billions)



Yet Hillsborough has the second-fastest growing population, meaning service demands are rising faster than its peers.

Investing in the Future

As the region's population continues to grow rapidly, Hillsborough County is committed to meeting its customers' expectations for prosperity through effective and sustainable new investments. These new investments focus on sound fiscal management and the five strategic outcomes illustrated on page 2 of this booklet. Some examples of new investments include:

Sound Fiscal & Resource Management (In millions)

\$30.5

Maintain County reserves consistent with "AAA" credit rating and Board Policy

\$11.5

LED lighting at parks and government facilities

\$10.5

Technology upgrades, replacements, security

\$5.0

Solar initiatives

Strong & Sustainable Local Economy (In millions)

\$8.1

Increased support for Community Redevelopment Areas

\$7.0

Entrepreneurial Collaborative Center

\$1.9

USF Institute of Applied Engineering – Innovation District

Enhanced Public Safety (In millions)

\$29.5

Sheriff's Office to fully fund positions, provide crossing guards at middle schools, and replace aging vehicles

\$19.0

Fire Rescue for new and replacement fire stations

Budget Perspective

\$6.4

Fire Rescue to add three new rescue units and a new Heavy Rescue unit

\$2.4

Pet Resources to increase live outcomes and improve animal control

\$2.2

Code Enforcement for new officers and equipment

Life Enrichment & Recreational Opportunities (In millions)

\$9.1

Conversion of Parks & Recreation athletic fields to synthetic and Bermuda Grass turf

\$3.5

Carrollwood Village Park future phases

\$3.5

New Tampa Cultural Center expansion

\$3.4

Parks & Recreation compliance with ADA requirements

\$3.0

Waterset Sports Complex

\$2.9

Parks & Recreation deferred and current maintenance

Self-Sufficient Individuals & Families (In millions)

\$10.0

Affordable Housing

High-Quality Community Assets (In millions)

\$45.0

(est.)

Environmental Lands Acquisition Program

\$1.6

Environmental Protection Commission

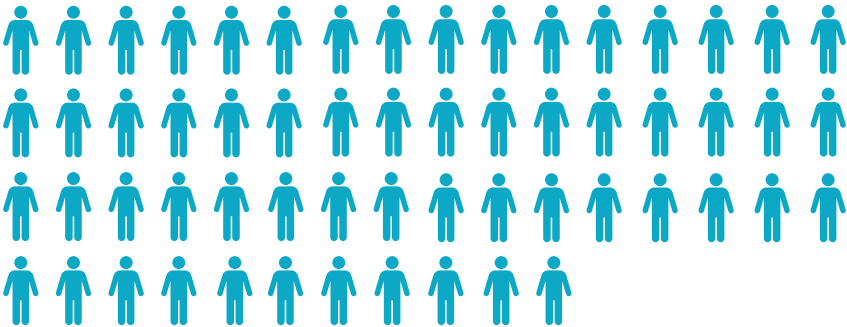
A more comprehensive list of new investments, along with the County Administrator's detailed message about the FY 20 Recommended Budget, can be found in the appendix of this booklet.

Summary of Position Changes

Hillsborough County remains committed to efficiency and fiscal responsibility, especially with regard to staffing levels. Since 2010, the County has only increased its staff by a net three positions. The County has accomplished this while increasing focus on public safety. In fact, the County Administrator has added 294 public safety positions since 2010, while cutting 291 positions from all other County departments.

+294 Public Safety Positions

- Fire Rescue
- Code Enforcement
- Medical Examiner
- Pet Resources



-291 Positions under all other County Administrator departments

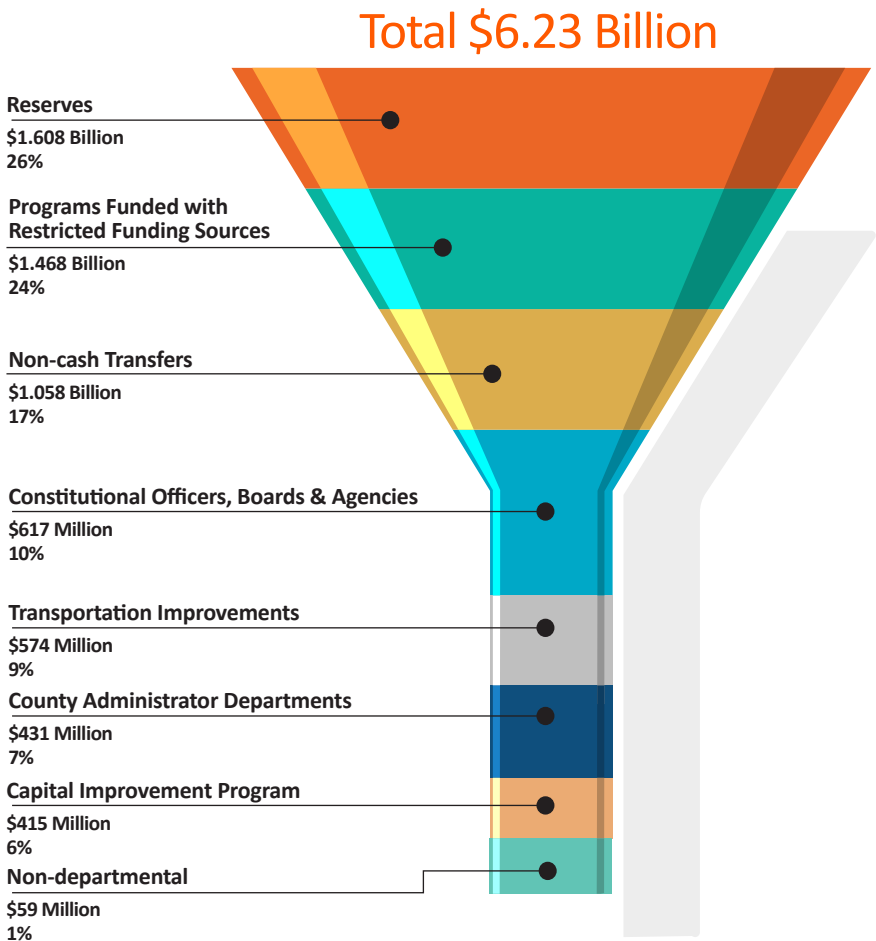
- Public Works
- Parks
- Social Services Programs



* Each figure represents approximately 5 positions.

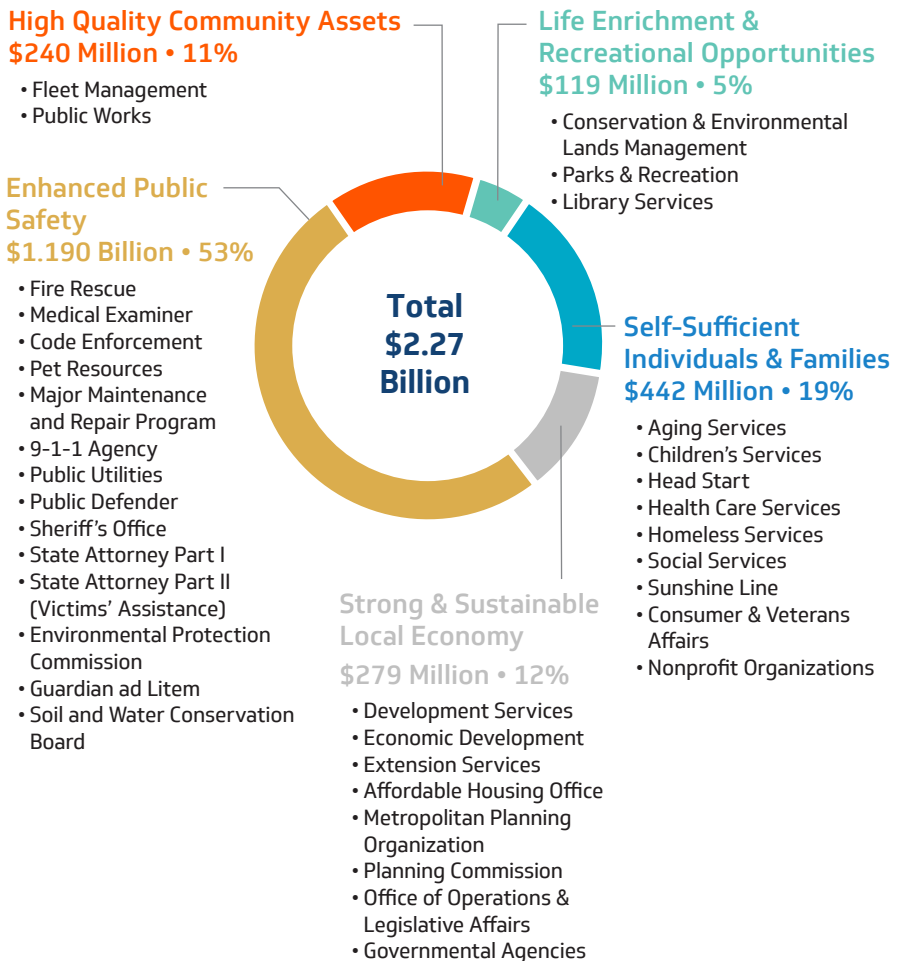
FY 20 Total Budget

The County’s budget is dedicated to keeping Hillsborough County financially strong in order to generate prosperity for decades to come. Unlike most family budgets, the County’s Total Budget has many revenue sources, and most are restricted for specific purposes. About one-sixth of the total \$6.23 billion budget includes non-cash accounting transactions (“transfers”), non-spendable items like reserves, and budgets for capital projects like roads, buildings, stormwater pipes, fire stations, and debt service – none of which are available to pay for day-to-day operations and community services.



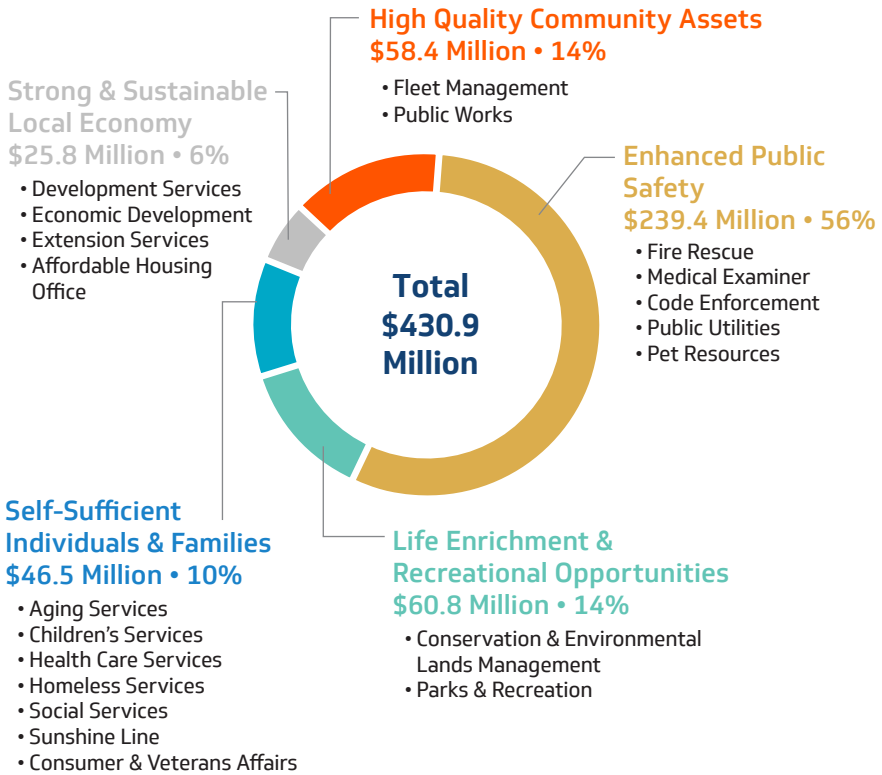
FY 20 Citizen Services Budget

The Citizen Services Budget includes the County Administrator’s budget, plus the budgets of organizations independent of the Administrator. Revenue to pay for these services comes from property taxes, sales taxes, fuel taxes, voter-approved taxes, fees, and grants. Property taxes fund many of the fundamental needs of the community. Of the total tax bill for a typical residential property in Hillsborough County, only 58 percent is distributed to the County for citizen services. Other dollars are directed to the local school system and other agencies. Of the portion the County receives, 40 percent is allocated to the justice system – law enforcement and detention services, courts, and criminal justice programs. The remaining monies are used to fund County services through the Administrator’s General Fund.



FY 20 County Administrator's General Fund Budget

The County Administrator's General Fund budget is just a piece of the larger \$2.27 billion Citizen Services budget that pays for all the services residents need to prosper. The County Administrator's General Fund budget places a priority on public safety and infrastructure. In fact, 56 percent of the County Administrator's General Fund budget is allocated to promote Enhanced Public Safety. Other service priorities include providing Life Enrichment & Recreational Opportunities; ensuring Self-Sufficient Individuals & Families; and growing a Strong & Sustainable Local Economy.



Redevelopment Program Revitalizing Commercial Sites Catches On



Great Lakes Power leases a warehouse from Franklin Property & Development Group, which is working with Economic Development on two Causeway Boulevard properties.

“Without the County’s incentives, we would not have proceeded with either of these projects,” says David Franklin, the group’s owner.

More than 50 businesses have met with Hillsborough County Economic Development to discuss a program that promotes the repurposing of commercial properties which already have access to roads, electricity, water and sewer lines, and other infrastructure. The County works with property owners and developers to invest in historically underutilized areas of the County. This encourages smart reuse of existing commercial areas, reduces sprawl, and brings jobs to areas of the community most in need. Economic Development, in turn, considers a potential project’s scope and benefits to the community, including increased property taxes.

Several businesses have completed redevelopment projects in areas identified by the County as underutilized. Franklin Property & Development Group partnered with Economic Development on two projects in the Palm River Redevelopment Area. One, a new 10,800-square-foot warehouse at 7851 Causeway Blvd., is leased by Franklin to Great Lakes Power. The building is on land once used by utility workers to practice pole climbing. Another, the former site of Chifles Plantain factory, is at 5821 Causeway Blvd. A fire in November 2017 destroyed all but the building’s front office. Franklin is erecting a warehouse on the site, and plans to lease it.

A big selling point of both the Causeway Boulevard properties is their close proximity to Port Tampa Bay. But it was the County’s involvement that spurred Franklin to make the moves.

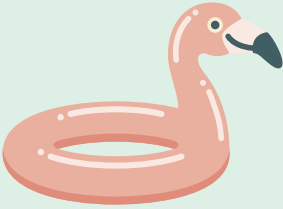
FY 19 Highlights



Created long-term housing opportunities for **233 low-income households**.



62,751 building permits issued.



Popular Choice for Visitors:

Collected over **\$34 million** in Tourist Development Tax revenues paid by visitors as tourism in the County continues to grow, attracting more jobs, conventions, and leisure visitors.

14,000+ entrepreneurs attended workshops, events, one-on-one consultations, and other programs at the Entrepreneur Collaborative Center.



Job-Creation and Capital Investment:



14 corporate startups, relocations, expansions, and other projects representing more than **2,000 jobs** and **\$100 million** in capital investment.

Total taxable value of all commercial, industrial, and residential county property now exceeds

\$85.9 billion.



18%

of total value of County contracts awarded to certified small businesses and firms owned by women and minorities.



PRC volunteers contributed **over 25,000 hours**, saving an estimated **\$139,000**.

Generated over **\$233,000** in revenue through the **Zombie Property Program**, which addresses properties that are chronic code violators.

Professional certifications earned through Extension Service programs resulted in **\$8,900,775** in increased earning capacity for Hillsborough County businesses and residents.



‘Red Dragon’ among Specialized Equipment at Ultramodern County Firehouse



The County’s largest fire station has four vehicles and an around-the-clock staff of a dozen firefighters and paramedics specially trained to respond to emergencies involving hazardous materials.

The complex is one of 11 new fire stations that have replaced outdated ones since 2010. An additional new station opened in the rapidly growing FishHawk area in 2018.

New Fire Station No. 32, at 6321 Harney Road in the East Lake area, is the County’s largest. The 12,000-square-foot station has four bays for emergency vehicles, and is manned around the clock by a dozen firefighters and paramedics specially trained to respond to hazardous material emergencies.

One such tool at their disposal is the Red Dragon, a vertical pipe on a stand, connected by a hose to a fuel tank. The device enables firefighters to safely get rid of potentially explosive liquid at accident scenes and other emergencies. Hazmat crews neutralize liquid fuel spilled on the ground with an environmentally safe foam, to prevent the fuel from igniting.

The former Station 32, on a nearby parcel, had just one fire engine and an ambulance. The County owns the new Station 32; it leased the old one. The complex is one of 11 new fire stations that have replaced outdated ones since 2010. An additional new station opened in the rapidly growing FishHawk area in 2018.

FY 19 Highlights

Ensuring Safe Communities:

34,000

code inspections completed to address ordinance violations.



Worked with **Emergency Bridge Housing** partners to shelter

1,882 households

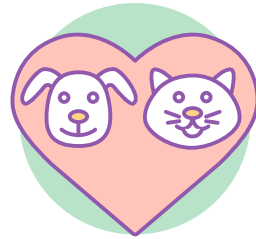
and provide case management, support services, and other crucial resources that help families become self-sufficient.



Sheltered **1,365** people and pets during **Cold Weather Shelter activation**, which lasted 10 days.

Development Services conducted **305,997 inspections** to

enforce building standards and safety.



Distributed more than **6,000 spay/neuter vouchers**

to control the pet population.

Cared for more than **17,500 pets** at the Pet Resource Center.



Emergency Management conducted safety visits to **130** hazardous materials sites.



10,454 residents

reached through emergency preparedness educational events.

More than 175 Safe Place Sites

available to youth in need of immediate help and supportive resources.

Increased safety for children with **338 child care facilities/homes inspected per month** by Child Care.



Competition and Camaraderie for the Young at Heart



Standing long jump is one of many competitions at the ongoing Tampa Bay Active Life Games.

Formerly known as the Tampa Bay Senior Games, the popular event was created 38 years ago.

Athletes age 50 and older from Hillsborough County and elsewhere enjoy friendly competition and a festive atmosphere at the Tampa Bay Active Life Games, held every fall.

The contests include Olympics-style events such as swimming and the 50-meter dash, and horseshoes and bag toss. Pickleball is by far the most popular event, followed by bowling, darts, and billiards. The games are staged by Hillsborough County, the cities of Tampa and Temple Terrace, and Friends of the County Parks and Recreation.

Margaret Genung, 71, and other table-tennis players at the 2018 contests said the Active Life Games help keep them young at heart. The events are fun, good exercise, and a chance to be among friends, they said. About 360 people, ages 50 to 96, participated in the 2018 games.

FY 19 Highlights



Continuing Education:

Extension Service had more than **213,000** contacts with residents through educational programs from the University of Florida.

Aging Services provided

12,257 seniors

with resources that engage them and improve quality of life.



5.1 million

digital items were borrowed from Hillsborough County libraries, a **45% increase** in digital borrowing that represents **47%** of total circulation of library materials.



The new **15,000-square-foot Arthenia L. Joyner University Area Community Library** expands

access to books, digital resources, cutting-edge technology, educational classes, and meeting spaces.



An estimated **77,169 residents** participated in a variety of senior, adult, and youth sport activities, which contributes to healthy and productive lifestyles.



An average of **50 dogs a day** participated in the **ROMP** (Receiving Outside Meaningful Playtime) dog enrichment program, playing with volunteers, who logged more than **3,700 hours**.

New Affordable Housing Complex, New Apartment Smell



The ribbon is cut to officially open Sweetwater Villas, one of Hillsborough County's newest affordable housing complexes.

Sweetwater Villas was developed by Blue Sky Communities and subsidized by Hillsborough County Affordable Housing through a \$4.5 million grant.

The joy on their faces said it all. They were ecstatic about their new homes at Sweetwater Villas, one of Hillsborough County's newest affordable housing complexes.

Residents set to move into the 56-unit complex were on site for a ribbon cutting, eager to see their brand new affordable apartments, including Larry Meads and his wife, Lorraine. "It's wonderful! It's a lot more than I expected. It's beautiful," said Larry. "The property is nice and the apartment is great. I really can't wait to move in."

Sweetwater Villas was developed by Blue Sky Communities and subsidized by Hillsborough County Affordable Housing through a \$4.5 million grant, as well as other local funding. Along with units designated for people with mobility disabilities, Sweetwater Villas also offers units for persons transitioning out of homelessness and persons with hearing or visual disabilities.


"Blue Sky Communities is very proud for our partnership with Hillsborough County government, the staff, the Board of County Commissioners. They do a lot," said Shawn Wilson, President and CEO of Blue Sky Communities. "We had such an amazing response from the area to Sweetwater Villas. There is an enormous need and enormous demand."

FY 19 Highlights



Sunshine Line helped approximately **6,229** customers reach their destinations, with a total of **673,541** trips, improving their quality of life, and access to medical care and other needed services.

54,667 pounds of fresh, nutritious food delivered to 1,300 households through Mobile Food Pantry events.



Ensured **3,474** students were prepared for academic success through Head Start/ Early Head Start.



1,470 Head Start parents received health education guidance and services.
1,200 Head Start parents received resources in job training to further self-sufficiency.

Process improvements made by the Medical Examiner's Office resulted in a **7% decrease** in the number of cases using the County Indigent Program, thereby lowering cremation costs that would otherwise be incurred by the County.



Created **174** housing units with improved availability and affordability with either rental assistance or new units.

County Rolls out Fields of Dreams



A worker uses a forklift to carry new sod for placement at a County park.

Weather permitting, County Parks & Recreation hopes to complete 40 fields this year.

A four-year project is underway to rejuvenate more than 100 athletic fields throughout Hillsborough County. When completed, the playing surfaces of baseball, soccer, and football fields will be level and free of bare patches and weeds. Extended maintenance of the refurbished fields is included in the undertaking approved by Hillsborough County’s Board of County Commissioners.

The work began in mid-June at Shimberg Sports Complex in Town ‘N Country, with workers removing worn grass, grading fields, and rolling out hybrid Bermuda sod. The completed fields hold up to intense use, allow for true bounces, and help prevent lower-leg injuries.

Weather permitting, County Parks & Recreation hopes to complete 40 fields this year. Most of them are used for baseball. About 30,000 children, teens, and adults play on County athletic fields every year. Many of the fields are used seven days a week, for games and practices.

The goal of the rejuvenation project is for residents to enjoy competition on their own “field of dreams.” Ensuring its athletic fields are in excellent playing condition is another way the County helps build pride in all its communities.

FY 19 Highlights



Parks and Rec added an additional **33 acres** of park space, providing access to picnic shelters, walking trails, dog parks, and outdoor fitness equipment.



48,227

customers served in the Center of Development Services, ensuring projects are completed safely while enhancing the quality of county properties.

725,831 feet of stormwater pipes, ditches, and canals, were cleaned and maintained.

42,000 linear feet of sidewalk was repaired to increase pedestrian safety.



Implemented **e-Factory**, a public-private partnership, to establish a new home for the Entrepreneur Collaborative Center, which provides entrepreneurs easy access to business/service providers, resources, mentorship, and specialty training.

Free tax return assistance at County libraries:

Over 3,500

accepted tax returns were prepared for citizens at seven library locations, resulting in **\$700,000** in savings to residents.



49 eligible high school and college students received scholarships, each worth up to **\$5,000**, that help with post-secondary education costs. **57%** of the students were first-time scholarship recipients.



496 students

participated in youth and education empowerment programs focusing on improving educational opportunities, job skills, and community involvement.

Smooth Sailing at County's Renovated Boat Ramps



Greg Leonard, at helm, fires up his pontoon boat while his son, David, waits to board the vessel.

"These ramps get me out there the quickest," says Mike Zonis of Riverview, preparing to launch his 16-foot fishing craft for a morning of angling on the bay.

Greg Leonard rolled his 15-year-old son, David, seated in a wheelchair, aboard the family's pontoon boat at the new Williams Park boat ramps, near Gibsonton. The transfer from a floating pier to the craft went smoothly, much easier than it did when ramp-side docks were bolted to pilings. That's because floating docks rise and fall with tides, keeping their surface at about the same level as the decks of moored boats.

The Williams Park ramps re-opened July 1, following extensive upgrades. The enhancements at Williams Park are part of a nearly \$2 million undertaking at seven ramps throughout unincorporated Hillsborough County, paid for with local boat registration fees collected annually. Hillsborough County's Conservation & Environmental Lands Management is overseeing the renovations.

With more than 40,000 registered boats in the County, the ramps get a lot of use. The project makes the ramps, docks, seawalls, and parking lots safer and easier for everyone to use.

FY 19 Highlights

Conservation & Environmental Lands Management

served over **2.2 million** park visitors,

and collected over **\$2.3 million** in revenue, enabling all conservation parks to remain open 7 days a week.



19,000 residents received health care through the County Health Care Plan, reducing emergency room visits and demand for Social Services.



Veterans Services played a major role in obtaining **\$503 million** in monetary benefits to Veterans living in Hillsborough County, according to the U.S. Department of Veterans Affairs.



Code Enforcement achieved compliance on nearly **56% of cases** that are referred to hearings prior to their set hearing date.

Appendix A

To the Hillsborough County Board of County Commissioners and County Residents:

I am pleased to present the Fiscal Year 2020 County Administrator's Recommended Budget. This budget continues to focus resources on public safety, customer service, quality of life, job creation, and high-quality community assets. It embodies our commitment to create opportunities for all residents to prosper in their personal, professional, and business lives while providing everyone access to learning, recreational, and other life-enriching opportunities.

Hillsborough County's financial position remains strong as evidenced by our "AAA" credit rating, reserve balances and revenue growth. We anticipate that the economy and local revenue growth will continue in support of the FY 2020-2021 Recommended Budget. However, we are late in the cycle of an extended period of economic expansion and the risk of an economic slowdown is increasing. Therefore, we must continue to make smart business and budgetary decisions that result in both a sound and sustainable budget. This Recommended Budget is the result of extensive, intensive, and thoughtful work. Each department director met with me, sometimes more than once, to discuss their services, service levels, key performance indicators, unit costs and business strategies. Since January 2019, we have held nine budget workshops with the Board and 14 individual budget briefings with Commissioners. The outcomes of these meetings served as the basis for my budget recommendations.

This Recommended Budget demonstrates that we are dedicated to meeting the challenges of a rapidly growing county. To do so, this Budget takes steps to address fiscal and operational sustainability through enhanced transportation, public safety, skills training, support for entrepreneurial business development, affordable housing, services to seniors and children, and infrastructure resiliency.

Our mission is to provide effective services that enhance our customers' quality of life. To ensure continued success in this mission, efforts are well underway to better analyze and manage the cost of services provided to residents and businesses. The value of those services to our customers is communicated to the public through the use of Key Performance Indicators (KPIs) that measure service outcomes, e.g., Fire Rescue response times. To achieve sustainable Community Prosperity, it is crucial that we clearly understand our customers and how they define prosperity. The County has worked diligently to collect and evaluate customer feedback to identify clear customer expectations. This feedback is obtained directly from customers as well as from an extensive Citizen Survey conducted in early 2019. Of those surveyed, 98% said they trust Hillsborough County Government "a great deal" or a "fair amount", and 70% of those who had engaged with the County said they were satisfied with the service they received – both results are much better than the national average, according to the Gallup Organization.

This Recommended Budget aligns resources with customer expectations in a sustainable and measurable way. This is achieved by looking at our business policies, practices, beliefs, and strategies as a holistic system that we can deploy to achieve the goal of better meeting customer expectations.

Meeting the public safety needs of a rapidly growing population is our top sustainability priority. The majority of new FY 2020 budget recommendations are committed to Public Safety initiatives. The Hillsborough County Sheriff's Office budget fully funds law enforcement positions, expands the use of school crossing guards to area middle schools, and updates an aging fleet, among other uses. The Sheriff's Office also has a six-year plan to add about 60 new law enforcement officers each year. Fire Rescue's recently completed Master Plan identified the need for as many as 24 new fire stations to address existing service gaps and to respond to a growing population. The FY 2020 budget includes two new fire stations in the Central Brandon and Rhodine areas, as well as funding to rebuild a station in Apollo Beach. Additional service enhancements – including additional fire station construction – will be instituted over the next five years to dramatically improve Fire Rescue response times.

How a community cares for its lost and abandoned pets is a reflection of the values and quality of life in that community. Since FY 2007, through innovative programs and enhanced public outreach, we have increased the live outcome rate for strays taken in at the Pet Resource Center from approximately 15% to about 90% in FY 2018. Our goal is to increase live outcomes to 95% or more. To accomplish this, the Pet Resources recommended budget funds a new animal shelter annex along with personnel and resources necessary to save and adopt-out more dogs and cats. In addition, the Recommended Budget funds increased animal control and welfare activities in the community that will further support public safety.

Like all major metropolitan counties, Hillsborough County faces a significant need for safe and affordable workforce housing. Data shows that a growing number of residents spend a significant percentage of their income on housing. This is a national problem with multiple causes, including: wages, construction costs, significantly less federal and state financial support for affordable housing construction, and land use policies. To begin to address this problem, increased recurring funding of \$10 million is included in the FY 2020 Recommended Budget for use in leveraging private investment in the construction of new affordable housing.

In addition, the County will pursue private sector partnerships, both in funding and development, to provide affordable housing options. Two recommended initiatives that will increase affordable housing options focus on, first, financial incentives to market rate multi-family builders who include affordable housing units and,

second, building an inventory of County-owned land for affordable housing developments located near transit and job centers. Finally, extensive use of private investment in affordable housing is recommended by means of Opportunity Zones created by the Federal Government in 2018 in low income areas across the nation. The proposed University Area Innovation District is one such established Opportunity Zone area in which significant private investment – which receives favorable federal capital gains tax relief – would supplement public investments in affordable housing and other needed infrastructure and technology opportunities.

Also included in the FY 2020 budget are many health and human services initiatives targeted to help our most vulnerable residents, including a new adult day care health services site in South County and funding for Suncoast Community Health Centers to provide health care services to low-income citizens who do not qualify for the County's Indigent Health Care Program. The Budget also restores Sunshine Line weekend service that provides door-to-door transportation for seniors, low-income citizens, and persons with disabilities.

Hillsborough County has enjoyed a period of strong economic and population growth. This Recommended Budget is designed to respond to that growth by re-investing in community assets that make Hillsborough County a great place to live, work, and play. The County requires additional parks and recreation options for its many new residents. The FY 2020 budget responds to deferred parks maintenance by funding new synthetic turf and natural grass fields, additional maintenance staff, and a program to fully comply with federal ADA program standards. Allocations also are set aside for the construction of the following projects: a New Tampa Cultural Center; additional amenities at the Countywide Sportsplex; site development, design and engineering for a new Waterset Sports Complex in South County; and, the next phase of Carrollwood Village Park, along with many other projects that will add and improve recreation options across the County.

These are exciting, prosperous times for Hillsborough County and for our residents. Home sales increased 5.7% in 2018. The average home sales price also rose 3.7% in 2018. The unemployment rate in Hillsborough County last year was 3.4%, and the downward trend is continuing. And, from April 2018 to April 2019, the Metro Tampa area posted 27,100 job gains.

Despite these positive trends, remaining a sustainable community will be a challenge. The County is largely dependent on property taxes to pay for services to residents and business. Over 70% of General Fund Revenue comes from property taxes. There will be growing pressure on this single, predominant revenue source to meet existing deficiencies and growing needs in public safety, affordable housing and other essential services. This will be the case even with increased fees on new development. For the sake of illustration, if the only source of future property tax revenue is an increase in the value of the existing tax base (i.e., no new development), then the Unincorporated General Fund deficit already projected to occur in five years would be 35% worse; likewise, the projected five-year surplus in the Countywide General Fund would be reduced to almost zero.

About one-third of property taxes are paid by non-residential – industrial, commercial and retail – properties. Therefore, keeping and attracting businesses is critical not only to create jobs and expand workforce skills that lead to higher median income, but is critical to sustaining a major source of revenue that pays for the cost of government services and keeps the tax burden on homeowners low. Retaining and attracting businesses requires that we make sustainable investments in high quality infrastructure, an attractive quality of life in cultural and recreational venues, and mobility choices.

To relieve the pressure on the General Fund and keep the overall tax burden reasonable, I recommend reducing the ad valorem transfer to transportation projects by \$31 million for FY 2020, and continuing this practice going forward in future budgets. This Recommended Budget is balanced on that basis. This strategy will free resources for other critical investments to address service backlogs and meet growing service demands, including additional Fire Rescue Stations, Code Enforcement staffing, Law Enforcement staffing, and Affordable Housing initiatives. The one-percent transportation surtax recently approved by voters generates a much needed, dedicated funding source for a balanced network of transit, sidewalks, trails, roads, and intersection improvements. I recommend that the Adopted Budget include an appropriation of Transportation Surtax dollars to fund the \$31 million in transportation projects that otherwise would be funded with ad valorem revenue. This approach is permitted under Board policy.

Over the past nine years, we have taken steps to enhance the service we provide residents while reducing costs. The cost per capita of County Administrator services had declined by 10.6% as of FY 2016. By FY 2020, the decline in the cost per capita of services slowed to 2.5% due to inflation and higher service demands from population growth. (The Citizens Budget in Brief booklet provides a sampling of costs by service along with measurable service outcomes.) Currently, the burden of local taxes on average personal income in the County stands at 5.5%, which compares favorably to peer counties. In short, we have done a very good job of controlling costs in the face of growing service demands without sacrificing quality as borne out by the results of the above mentioned Citizen Survey.

Ensuring fiscal sustainability for our community will require that we address how and where we grow as a community, how residents pay for services, whether a more diverse tax and fee structure is needed, and how we balance the needs and desires of a very large and diverse population.

Our dedication to organizational excellence and innovation is ongoing, and we remain vigilant in adapting to service demands and technological enhancements. As an organization, we remain committed to identifying, training, and mentoring tomorrow’s leaders. To ensure that Hillsborough County continues to attract and retain top-notch talent as competition for skilled employees increases, performance-based pay increases are budgeted at an average of 3%. Additionally, in an effort to assist the County’s lowest-paid employees with the rising costs of living, the minimum wage paid by the County is being raised to \$13.79 per hour, which combined with the existing cash cafeteria benefit, brings the total base wage to \$15.00 per hour. This change will result in a pay increase for approximately 380 employees.

This Recommended Budget is designed to strengthen Hillsborough County’s mission of creating opportunities that enhance community prosperity for all residents and businesses. In so doing, we continue our journey of ensuring sustainable growth, quality of life, and an inviting and productive business climate.

I am honored to work with you as we continue strengthening a community that comes together to bring change in forward-thinking, collaborative ways to cultivate community well-being for all of Hillsborough County and the region.

Respectfully submitted,



Michael S. Merrill
County Administrator

Appendix B

Examples of New Investments (in millions)

FY 2020 Recommended Budget

Maintain County reserves consistent with “AAA” credit rating and Board Policy.....	\$30.5
Sheriff’s Office – fully fund positions, provide crossing guards at Middle schools and replace aging vehicle fleet...	\$29.5
Technology upgrades, replacements, security.....	\$10.5
Affordable Housing.....	\$10.0
Community Redevelopment Areas – increased support.....	\$8.1
Fire Rescue – three new rescue units and a new Heavy Rescue unit.....	\$6.4
Parks – compliance with ADA requirements.....	\$3.4
Increased support to maintain County facilities.....	\$3.3
Children’s Assessment Center.....	\$3.0
Parks – deferred and current maintenance.....	\$2.9
Pet Resources – increase live outcomes and improve animal control.....	\$2.4
Nonprofit partners – increased support.....	\$2.3
Real Estate – provide support to new facilities.....	\$2.3
Code Enforcement – new Officers and equipment.....	\$2.2
Courts – increased support.....	\$2.1
Parks – replacement of athletic turf.....	\$2.1
Workforce initiatives – new jobs.....	\$2.1
USF Institute of Applied Engineering – Innovation District.....	\$1.9
Environmental Protection Commission.....	\$1.6
Mosquito Control – enhanced services.....	\$1.5
Suncoast Community Health – health care services to low income.....	\$1.0
Development Services – keep pace with growth.....	\$1.0
Medical Examiner – improved facilities and increased service level.....	\$1.0

Sunshine Line – weekend services.....	\$0.9
Geospatial Information Systems – increased service levels.....	\$0.6
Prescribed burns on ELAPP land – increase from 3,700 acres to 9,100 acres.....	\$0.6
Head Start – expanded services.....	\$0.6
Homeless initiatives.....	\$0.5
Expanded child care services.....	\$0.3
Extension Services – expanded programs.....	\$0.3
Veteran’s Affairs Officers.....	\$0.3
Veteran’s Memorial Park improvements.....	\$0.2
Swim safety program enhancements.....	\$0.2

Capital Improvement Program Budget

Environmental Lands Acquisition Program.....	\$45.0 (estimate)
New and replacement fire stations.....	\$19.0
LED lighting – parks and government facilities.....	\$11.5
Entrepreneurial Collaborative Center.....	\$7.0
Synthetic turf athletic fields.....	\$7.0
Solar initiatives.....	\$5.0
Carrollwood Village Park – future phases.....	\$3.5
New Tampa Cultural Center – expansion.....	\$3.5
Waterset Sports Complex.....	\$3.0
Courthouse land acquisition.....	\$3.0
Countywide Sportsplex enhancements.....	\$1.9
New Adult Day Health Care Center in South County.....	\$1.5





Hillsborough
County Florida

601 E. Kennedy Boulevard
Tampa, FL 33602
HCFLGov.net/Budget