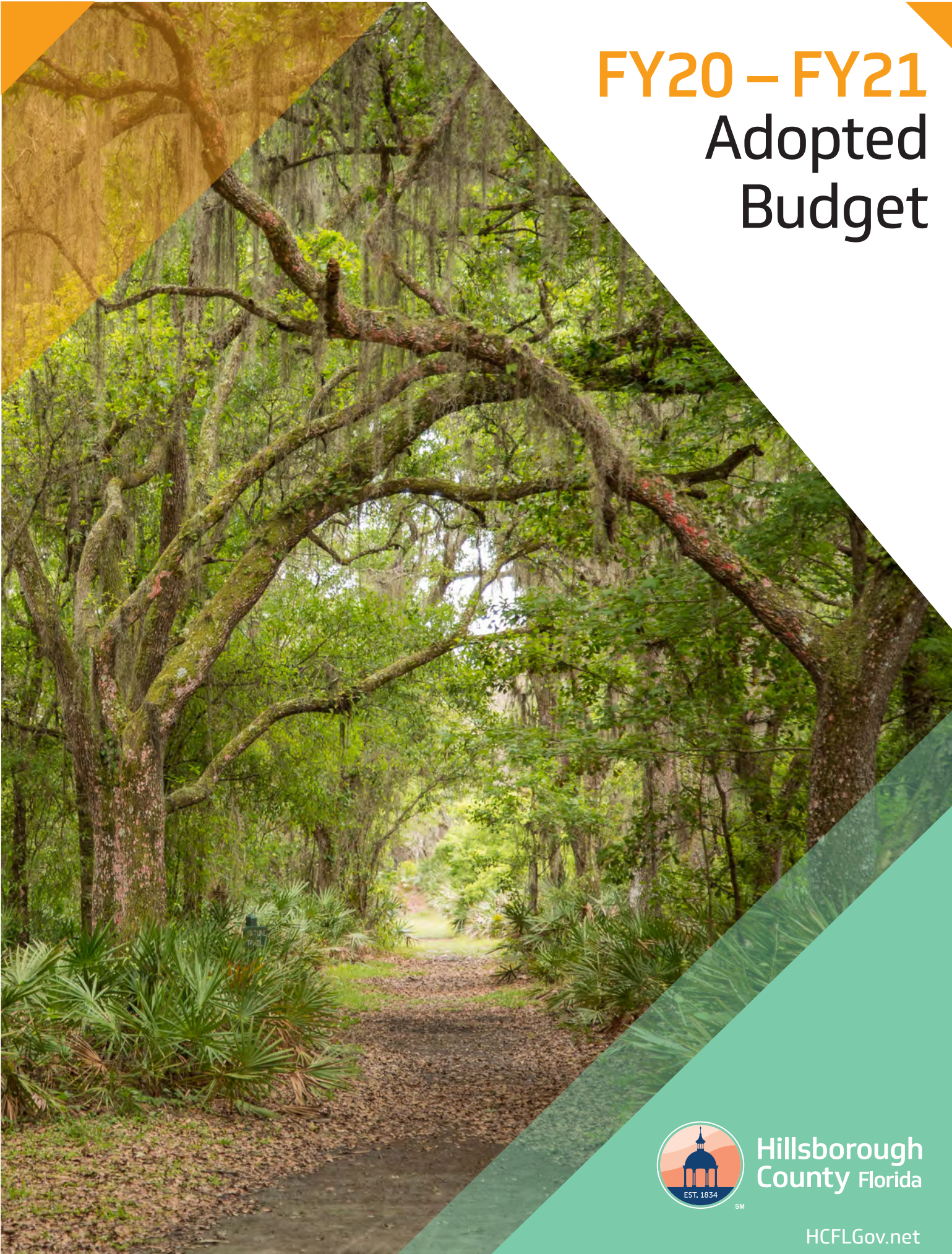


FY20 – FY21 Adopted Budget



Hillsborough
County Florida

HCFLGov.net



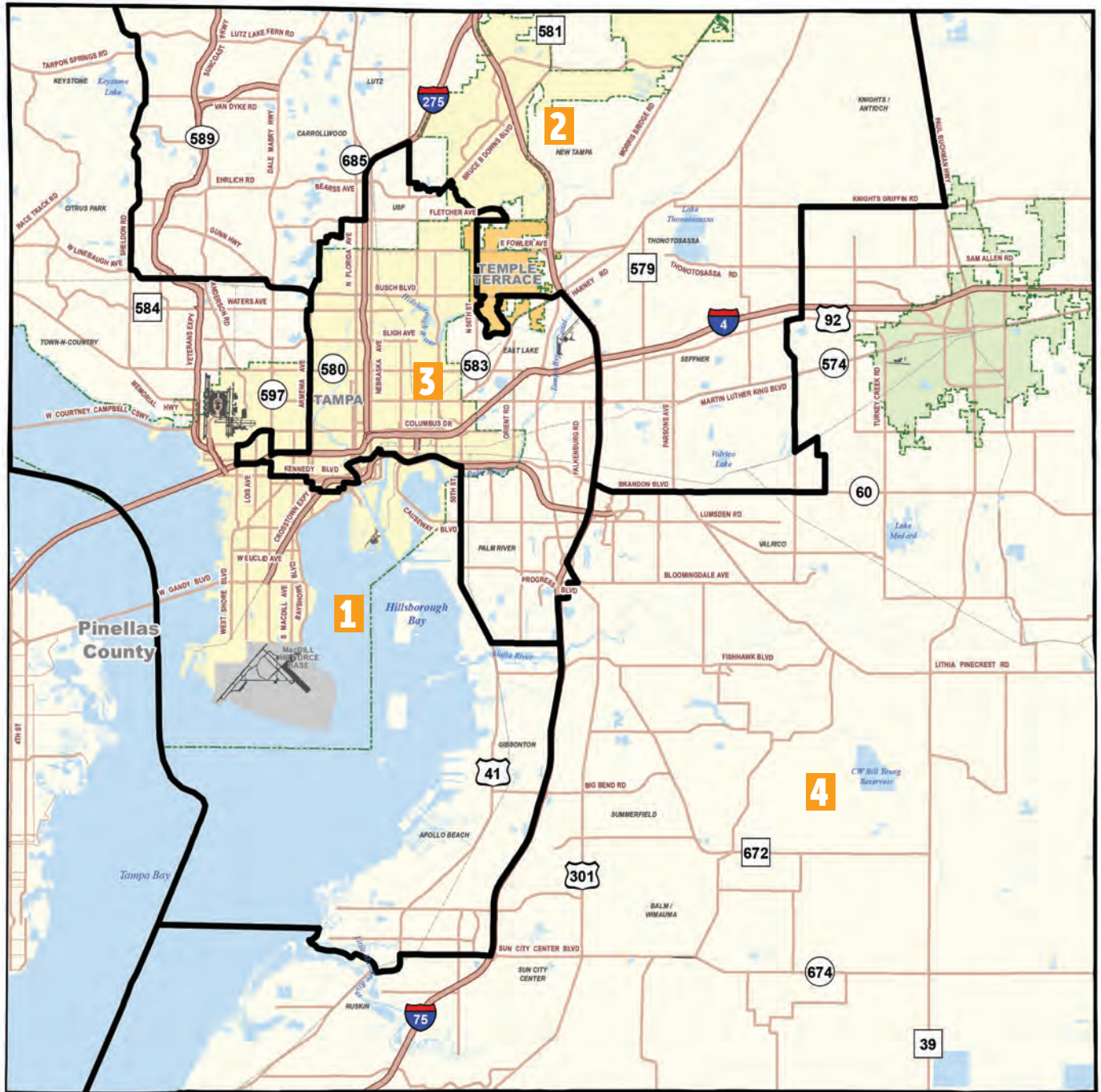
Board of County Commissioners



Front row: Lesley "Les" Miller, Jr., Chair (District 3), Pat Kemp, Vice Chair (District 6, Countywide)
Standing from left to right: Stacy R. White, Chaplain (District 4), Kimberly Overman (District 7, Countywide),
Sandra L. Murman (District 1), Mariella Smith (District 5, Countywide), Ken Hagan (District 2).



Commissioner Districts



- | | |
|--|--|
| 1 Sandra L. Murman | 5 Mariella Smith (Countywide) |
| 2 Ken Hagan | 6 Pat Kemp, Vice Chair (Countywide) |
| 3 Lesley "Les" Miller, Jr., Chair | 7 Kimberly Overman (Countywide) |
| 4 Stacy R. White, Chaplain | |



Hillsborough County Florida

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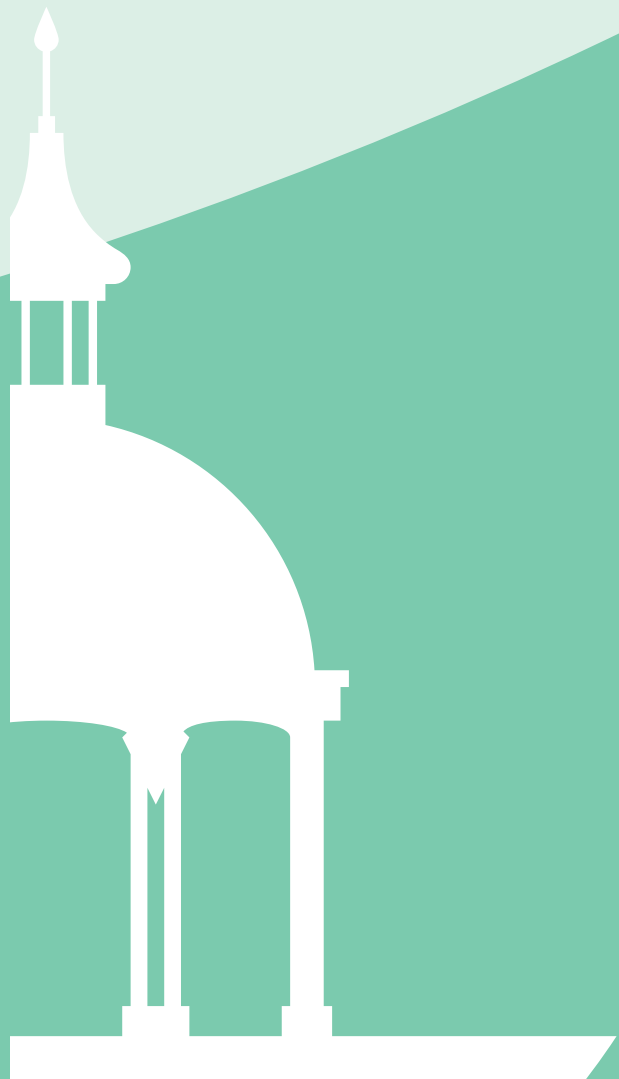
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Introduction



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Fast Facts

1,048 Square Miles of Land

24 Square Miles of Inland Water

76 Miles of Coastline

84%

The total unincorporated area that encompasses Hillsborough County

1,444,870

Total Population as of April 1, 2019

68% Population in unincorporated area

\$447.6million

Agricultural product sales - 2017 Census of Agriculture

21 Million People Visited Hillsborough County

Increase of Home Sales in 2018 **5.7%**

\$76.3 million

In new Corporate Investments

Geography & Demographics

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

The unincorporated area is 84% of the total county area. The municipalities of Tampa (the county seat), Temple Terrace, and Plant City account for the remainder. According to the latest population estimate from the University of Florida's Bureau of Economic and Business Research, the county's April 1, 2019 total population was 1,444,870 making it the fourth most populous county in the state. Of this population, 988,250 or 68% live in the unincorporated area.

A Rich History

Hillsborough County takes its name from Wills Hill, the Earl of Hillsborough and British Colonial Secretary from 1768-1772. 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 non-native population in 1834 was less than 100.

Hillsborough County's Board of County Commissioners held its first meeting on January 25, 1846. The county's first courthouse was a frontier cabin burned during the Second Seminole War 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, occupying a square block in downtown Tampa. This is the courthouse depicted on today's County seal. The current courthouse was built in 1952 and a new county government administration building, called Frederick B. Karl County Center, opened in 1994.

The County's Economy

Hillsborough County has a diversified economic base including large professional and management services, health services and financial services sectors, as well as a thriving retail sector. In 2018 the four largest employers in the public sector are Hillsborough County School Board followed by MacDill Air Force Base, University of South Florida, and Hillsborough County government. Major private sector employers include Publix Super Markets, Busch Entertainment Corporation, Amazon, Tampa Electric Company, Bank of America, and JPMorgan Chase. Port Tampa Bay serves as the closest port in the

United States to the Panama Canal. It is also the largest tonnage port in Florida and the twenty-first largest port in the United States with respect to 2017 annual tonnage. Ninety-seven 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. Along with the Florida Aquarium, it is helping spur redevelopment in the area known as the Channel District.

Agriculture remains a significant element of Hillsborough's economy. The 2017 US Census of Agriculture shows Hillsborough County's agricultural product sales were \$447.6 million. Berries accounted for 32% of those sales. Vegetables were the second largest commodity by sales at 25%.

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, Tampa Museum of Art, the Glazer Children's Museum, Zoo Tampa, the New York Yankees spring training facility, the Tampa Bay History Museum, and the Amalie Arena in downtown Tampa. The Florida State Fair is held in Hillsborough County annually. The county is also the home of the 2003 Super Bowl Champions, the Tampa Bay Buccaneers as well as the 2004 National Hockey League Stanley Cup Champions, the Tampa Bay Lightning. In July 2012, downtown Tampa was the site of the Republican National Convention. Also, in April 2014, Raymond James Stadium hosted the International Indian Film Academy Awards, and in 2017 hosted the College Football Playoff National Championship game. In 2019, the NCAA Women's Final Four was hosted at Amalie Arena. In 2021, the Super Bowl will be played in Hillsborough County.



Michael S. Merrill
County Administrator

Governing the County

A political subdivision of the State of Florida, the County is governed 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 of government by developing policy for the management of Hillsborough County. The County Administrator, a professional appointed by the Board, and his staff are responsible for the implementation of those policies. The County Internal Auditor and the County Attorney also directly report to the Board.

The Board of County Commissioners 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, parks, emergency medical services, planning, zoning, and code enforcement.

The Board of County Commissioners also serves as the Environmental Protection Commission. Individual Board members serve on various other boards, authorities, and commissions, such as the Hillsborough Area Regional Transit Authority, Tampa Bay Regional Planning Council, Tampa Bay Water, Aviation Authority, Expressway Authority, Sports Authority, Arts Council, Drug Abuse Coordinating Council, Metropolitan Planning Organization, Council of Governments and the Economic Development Corporation.

The County Administrator

The Board of County Commissioners appoints the County Administrator, who is responsible for carrying out all decisions, policies, ordinances, and motions of the Board. The current County Administrator, Michael S. Merrill, was appointed to the position in June 2010.

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, fire and emergency rescue services, parks and recreation, code enforcement and water and wastewater treatment.

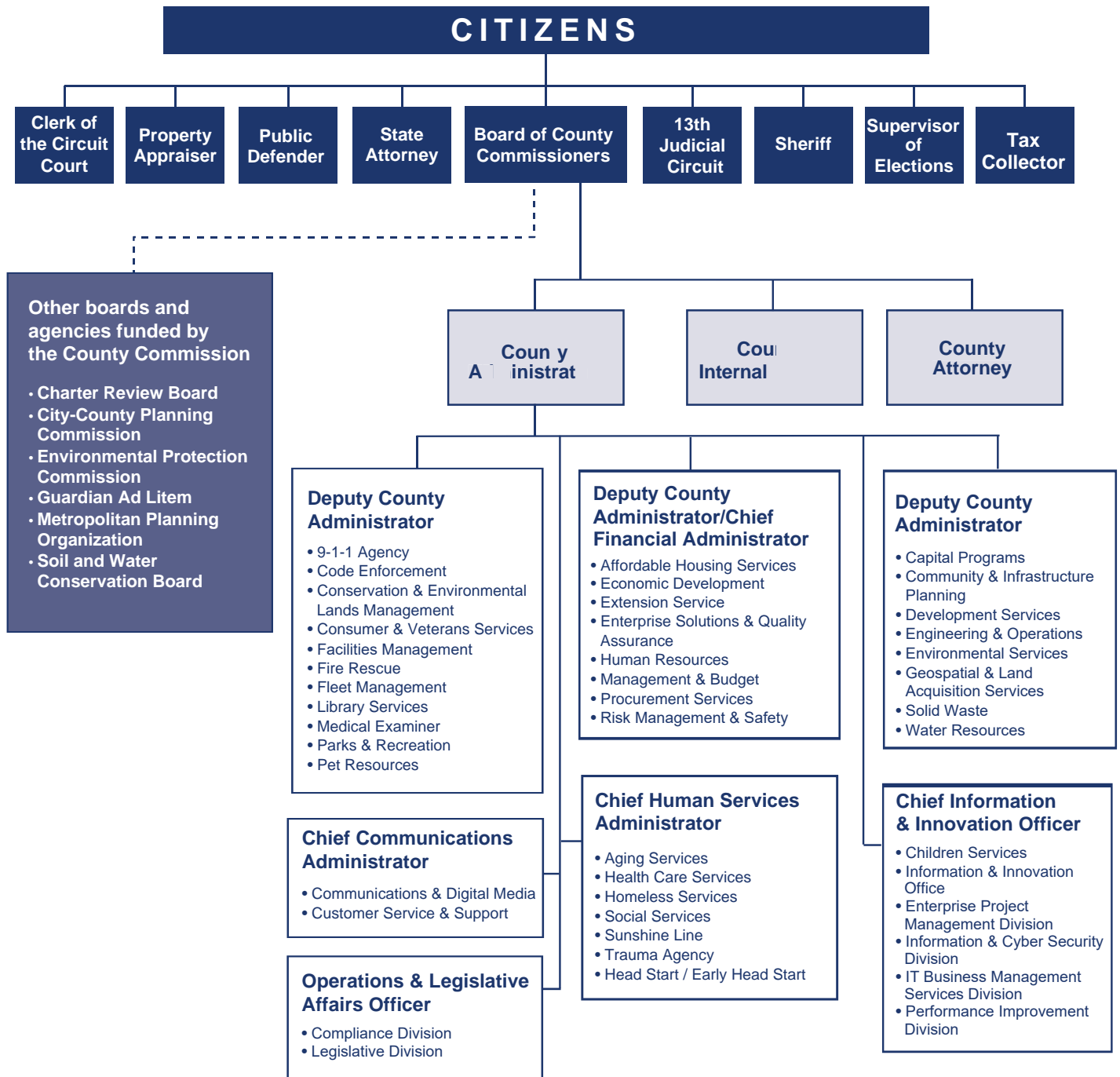
Other Government Agencies

Based on the extent 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. These are the Environmental Protection Commission, the Planning Commission, Soil and Water Conservation Board, Metropolitan Planning Organization and the Law Library Board.

The budgets of these offices and the Constitutional Officers are included in the County's budget to the extent of funding by the Board of County Commissioners.

Hillsborough County Organization Chart

This chart shows the organization of County government entities and their accountability to the electorate. Those directly elected to office by voters are shown directly below the citizens' box. Boards and commissions funded through the Board of County Commissioners, but not otherwise accountable to the Board, are connected by the dotted line.





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

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

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



Strategic Plan

This Strategic Plan was adopted by the Board of County Commissioners on May 15, 2013. It reflects a broad vision, five strategies, and a series of objectives.

The Vision

Hillsborough County, as the economic core of the Tampa Bay region, has the potential for increased job and business growth in the emerging and dynamic sectors of the global economy. Community wealth is a result of having products and services to export, experiences for which people will pay to come to the County in and the local circulation of money through local service provision. The latter is based on the number of persons and the income of those persons. It is the first two which generate the wealth upon which local services can build.

The County has significant export industries, agriculture, defense and other specialized manufacturing, patents in health care and other fields, specialists who consult globally as well as the transit infrastructure for export (sea, air, rail, overland). It also has a strong experience sector ranging from traditional tourism to health care tourism, educational experiences which draw people and convention/business meetings, the possibility of new forms of specialized tourism and retirement communities.

The County clearly has the potential to become an innovation hub in various sectors that will serve to attract entrepreneurs, investors, skilled workers and existing businesses that see benefits by locating in the County or region. The attributes of those communities that will particularly prosper as the economy continues to change are becoming clearer. They offer a high quality of life, an entrepreneurial culture, strong research institutions, civic leadership and a strong desire to compete for the industries of the future. In short, it can become the preferred community for even more people.

To become this preferred community, what must occur?

Quality of life must be enhanced. Neighborhoods must remain safe and stable, arts, culture and recreation opportunities must expand, educational opportunities must be available, health care and other “life” services must be accessible, the physical assets of the County optimized.

The infrastructure for economic growth must be in place. Adequate water, sewer, stormwater, accessible

transportation locally and globally, communication technology are all features which can facilitate or inhibit economic growth.

A start-up, entrepreneurial culture must be fostered.

While most start-ups fail, those that survive and succeed become the job creators of the industries of the future. Since who will succeed and who will fail is unknown at the start, a culture that encourages start-ups, views failure as part of the process, views diversity as a strength, and values entrepreneurship must be nurtured and supported.

Committed civic leadership. Hillsborough County is in competition regionally, nationally, and globally for the businesses and jobs of the future. To succeed competitively, an understanding of the emerging world, sustained effort and wise investment are required. These require leadership on the part of both elected and civic leaders.

Hillsborough County can be a county that draws people to make great products and create distinctive experiences. As it does that, business and job growth in the primary sectors of export and experience will grow and with that will be the commensurate growth in the local service sector where most jobs will lie.

The Strategies

Innovative Products. This strategy seeks to grow the export sector of the County by targeted infrastructure development, a comprehensive use of various economic development tools, development of competitive economic related infrastructure, and partnerships to develop the requisite workforce.

Distinctive Experiences. This strategy seeks to expand people visiting or retiring in the County through a broader set of visitor experiences and services that would attract new residents.

Pro-Market Governance. This strategy seeks to institute both policies and practices that encourage desired forms of economic growth.

Great Places. This strategy seeks to provide the safety, arts, culture, recreation and other community features that make it a desirable place to live, work and do business.

Facilitative Leadership. This strategy seeks to bring the community together to address its critical issues.



Mission



Strategy 1

INNOVATIVE PRODUCTS

- Develop, adopt and execute comprehensive economic development strategy to expand product markets.



Strategy 2

DISTINCTIVE EXPERIENCES

- Develop strategy and action plan to expand specialized tourism markets.



Strategy 3

PRO-MARKET GOVERNANCE

- Review business development and growth policies and procedures to create more timely and efficient process.
- Adopt growth design principles that will facilitate desired economic growth.
- Implement strategy management system that promotes an internal culture focused on strategies



Strategy 4

GREAT PLACES

- Adopt comprehensive redevelopment strategy that integrates existing redevelopment efforts.
- Develop strategy and action plan for transportation including pedestrian & bike.
- Establish basic level of services for all areas of the County and then develop long term plan to provide that basic level.
- Maintain homeless service efforts.
- Monitor health care changes and adapt county efforts to maintain service levels

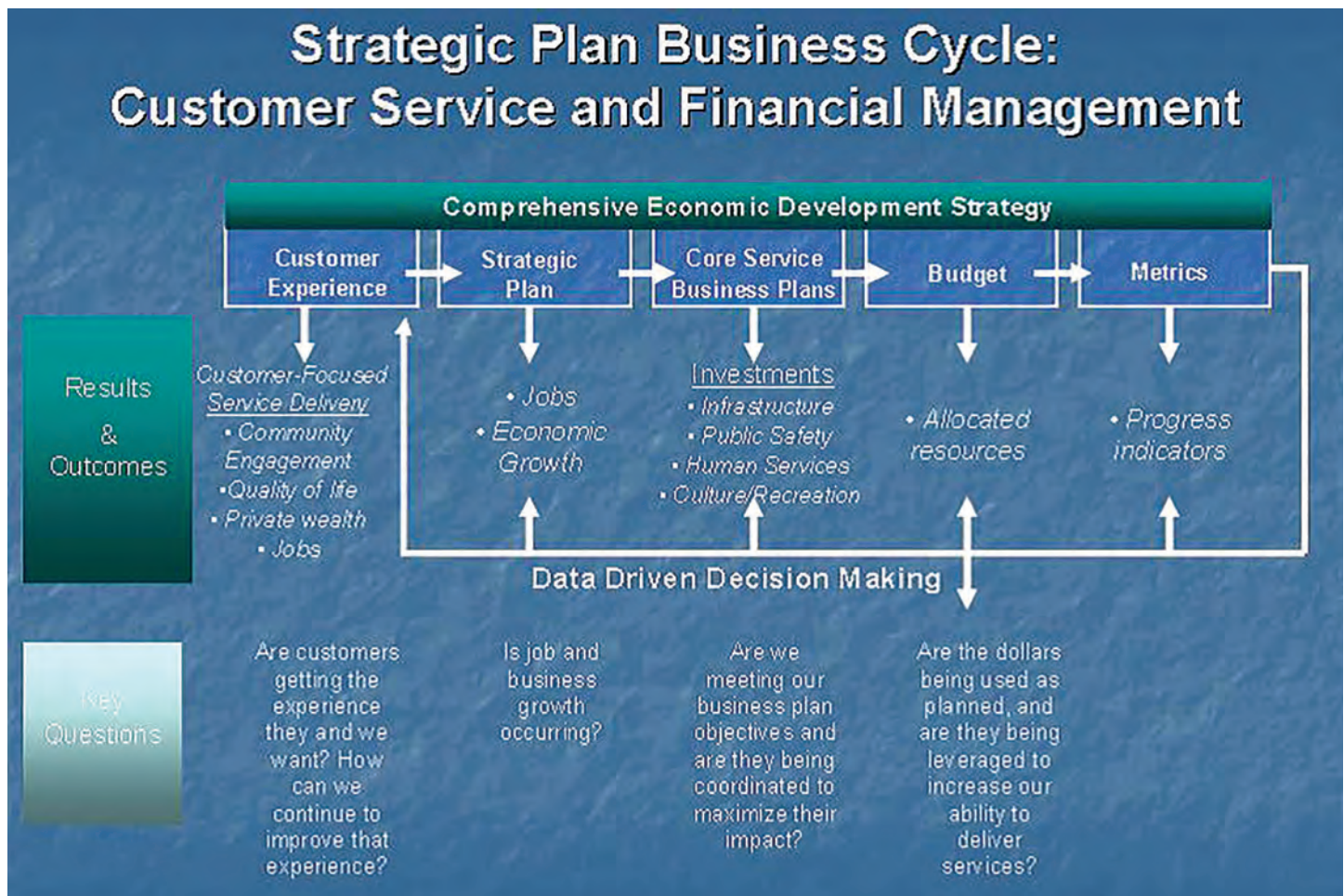


Strategy 5

FACILITATIVE LEADERSHIP

- Review and create public policies that recognize the diversity of its people while strengthening the social fabric of our society.
- Host discussion of strategic plan with other public entities.
- Facilitate development of a county-level human capital development plan with education and business stakeholders.
- Convene summit with Cities to identify business and entrepreneurial attractors and how a start-up community can be supported.

How the strategic plan interacts with the budget and other processes



Acknowledgements

Bonnie Wise
Deputy County Administrator/Chief Financial Administrator

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FY 20-FY 21:***

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Hillsborough County Communications & Digital Media Department



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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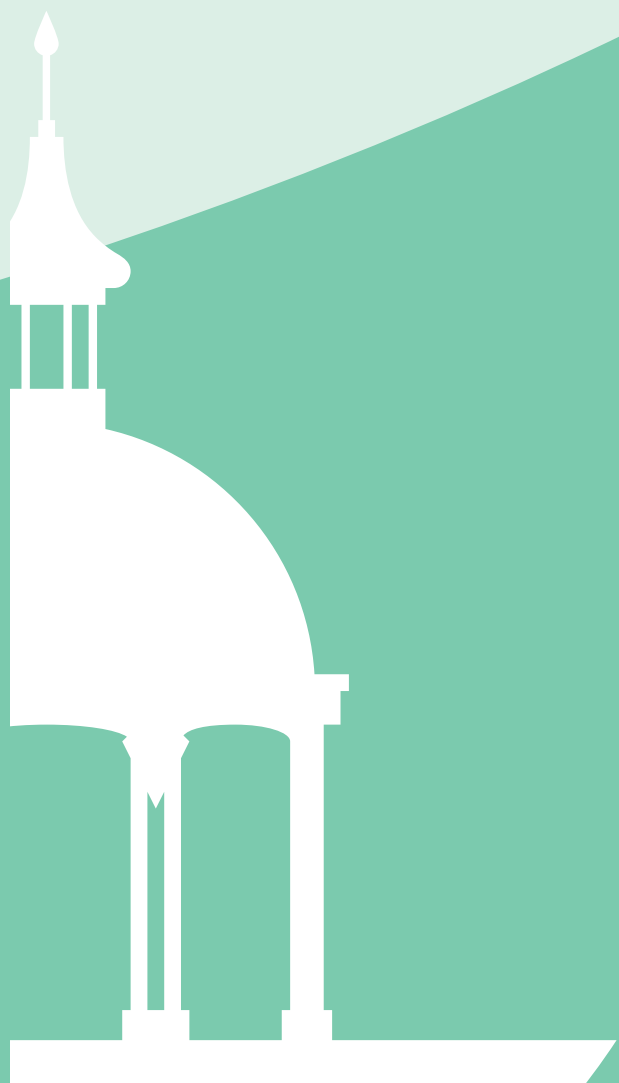
**Hillsborough County
Florida**

For the Biennium Beginning

October 1, 2017

Christopher P. Morill

Executive Director



Executive Summary



Hillsborough County Florida

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Introduction

In 1995 the Hillsborough County Board of County Commissioners (BOCC) adopted a two-year (biennial) budget process for Hillsborough County. During odd-numbered years two separate twelve-month budgets are prepared and approved. The first year of the current biennial cycle was adopted by the BOCC in September 2019, in accordance with State Statute, as the FY 20 budget. At the same time, the BOCC approved a planned budget for the second year, the Planned FY 21 budget. During calendar year 2020, staff and the Board will review the Planned FY 21 budget and adjust revenues and expenditures to accommodate needs that have arisen since the planned budget was prepared in 2019. The Board will adopt the FY 21 Budget in September 2020.

This budget book, as well as other related documents, is designed to be useful to readers with varying interests. The budget book conveys the County's priorities and allocation of resources among those priorities. Readers include financial analysts who invest in long-term securities issued by the County or who may review County finances in order to issue bond ratings as well as residents and business owners seeking a better understanding of county services and revenues that pay for those services. Other readers include researchers interested in comparing the structure of Hillsborough County's finances to other jurisdictions. County staff regularly use the budget book to reference resources allocated to their organizations in pursuit of listed mission and objectives.

The Government Finance Officers Association of the United States and Canada (GFOA) has long recognized this diversity of interest in budget documents. Its website states "The GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting." Hillsborough County is pleased to have regularly received GFOA's Distinguished Budget Presentation Award.

This book reflects the **Adopted Budget for FY 20**. It has five sections: *Executive Summary*, *Operations and Funding Guide*, *Capital Budget*, *Debt Service*, and *Supplemental Information*. Financial schedules throughout this book include multi-year information for comparison.

The first section, *Executive Summary*, contains the County Administrator's budget message; information about the process

of developing the budget; summary schedules on the budget, a summary table of funded positions; summary tables of the debt, capital, and department budgets; information on property taxes and major county revenues; and an analysis of local economic conditions.

The second section, *Operations and Funding Guide*, contains detailed information about the various budgetary funds and funding levels. It includes information on appropriations for individual County departments, commissions and boards funded through the Board of County Commissioners. Each department or organization page includes the organization's description, mission statement, major accomplishments, FY 20 and FY 21 core outcome objectives, key projects and their community value, and performance measures as well as a summary budget, a comparison of funded positions and notes explaining changes from year to year. This section also includes detailed information on reserves, non-departmental allotments, funding for non-profit organizations and interfund transfers.

The third section, *Capital Budget*, has information about the County's capital program for FY 20 and FY 21. It contains a narrative describing capital budget highlights as well as summaries showing projects to be started.

The fourth section, *Debt Service*, addresses the County's outstanding debt including debt service schedules, descriptions of each debt issues, and other statistical data regarding debt in relation to the County's budget.

The fifth section, *Supplemental Information*, contains information about various salary schedules, a listing of positions and pay grades, a glossary and an index of departments.

A second book, the **Adopted Capital Improvement Program FY 20—FY 25**, presents detailed information about each project in the Capital Improvement Program.

Persons interested in additional information regarding the **Budget** or the **Capital Improvement Program** may contact the Hillsborough County Management and Budget Department at (813) 272-5890. The 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. Electronic versions of budget and capital improvement program is also available on the County's website at: www.hcflgov.net.



Hillsborough County Florida

For more information, contact the Management & Budget Department
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**Hillsborough
County Florida**

COUNTY ADMINISTRATOR
PO BOX 1110 TAMPA, FL 33601-1110

County Administrator Michael S. Merrill

**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
Chris ne M. Beck
INTERNAL AUDITOR
Peggy Caskey

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

I am pleased to present the Fiscal Year 2020 Adopted 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 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 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. Through June 2019, we held 9 budget workshops with the Board and 14 individual budget briefings with Commissioners. The outcomes of these meetings served as the basis for this budget.

This 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 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 resources 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 items 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 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 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 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 country. 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 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 September 2018 to September 2019, the Metro Tampa area posted 26,500 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 recommended reducing the ad valorem transfer to transportation projects by \$31 million for FY 2020, and continuing this practice going forward in future budgets. This Budget is balanced on that basis. This strategy frees 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.

Over the past 9 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 2.4% 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.

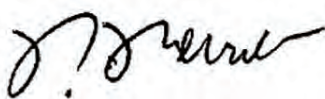
Our dedication to organizational excellence and innovation is ongoing, and we remain vigilant in adapting to service demands and technological enhancements. As an organization, we remain committed to identifying, training, and mentoring tomorrow's leaders. To ensure that Hillsborough County continues 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 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



Budget Overview

Hillsborough County's Adopted Budget for Fiscal Year 2020 (FY 20) totals \$6.650 billion; by contrast the FY 19 Adopted Budget was \$5.488 billion. This is the first year of the thirteenth biennial budget adopted by the Board of County Commissioners (Board). The FY 20 budget was adopted by the Board on September 19, 2019 for the period of October 1, 2019 through September 30, 2020.

Consistent with past practice, this budget continues a commitment to ensure that Hillsborough County is financially strong and able to influence its destiny by applying efficient and effective policies and practices. The County continues to receive positive feedback. In 2010, Fitch Ratings and Moody's upgraded the County's general credit rating to "AAA" as part of a recalibration of U.S. public finance ratings. Hillsborough County has held a "AAA" credit rating from Standard and Poor's Ratings Services since 2006. All three rating agencies reaffirmed their credit ratings for the County in 2017.

Guiding Principles

- Adequate reserves were maintained in support of "AAA" credit rating
- Budget decisions were based on data and on a clearly defined core mission
- Level-of-service commitments were strategic and sustainable, and derived with community input
- Services and programs were designed cost effectively through collaboration and measureable outcomes
- Productivity and customer service were enhanced through strategic investments in technology
- Capital program was prioritized to support these principles within available resources

The Adopted Budget for FY 20 represents a balanced, equitable plan to provide our residents with vital services. As we move into FY 20, we will continue to seek opportunities to improve the manner in which we deliver service and continue to help grow our economy.

The County's FY 18 and FY 19 budgets were developed in a conservative manner anticipating that a new third homestead exemption would be approved by the voters resulting in a \$30 million annual loss of revenue. The exemption did not pass; consequently, resources available for the FY 20 budget were greater than anticipated. These resources are important to ensuring sustainable County services. FY 20 budget decisions are designed to enhance County services, meet citizen needs and plan for population growth.

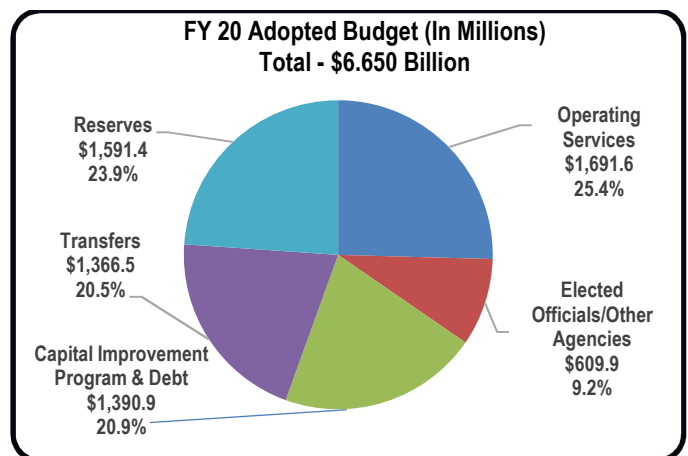
During preparation of the budget, available resources were evaluated to determine the viability of the FY 20 budget. This process identified that resources would increase from FY 19 and are based on June 1st estimated property taxable value growth for FY 20 as provided by the Hillsborough County Property Appraiser. Other revenues, such as half-cent sales tax, reflect state and staff projections of continued growth.

The FY 20 budget is balanced within available resources. The County seeks to identify ways to be more sustainable, and to identify new and increased revenues to address ever increasing service needs created by a growing population. As a consequence, the Board has taken several recent actions to maintain and enhance services to residents. Some of these include adopting a new mobility fee ordinance, and increasing Stormwater, Development and Fire Impact Fees.

Budget in Brief

The County's Adopted Budget for FY 20 totals \$6.650 billion, a \$1.16 billion increase over the adopted FY 19 budget of \$5.488 billion. Some significant changes include:

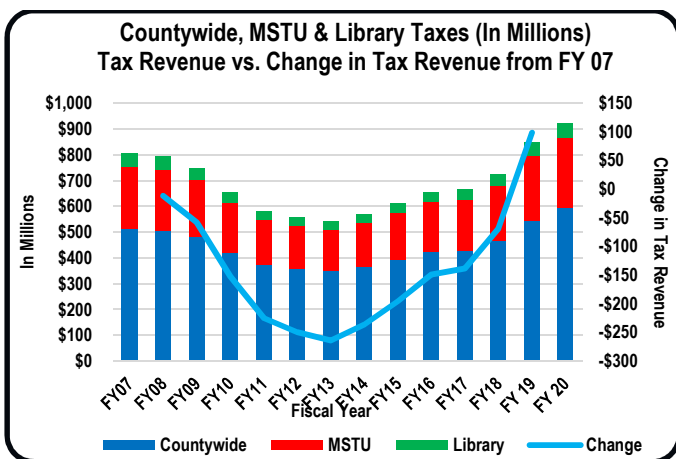
- \$30.5 million increase in Sheriff's budget to fund about 60 new law enforcement positions, expand middle school crossing guards and update the vehicle fleet
- \$14 million for 43 new Fire Rescue positions and for two new fire stations and a rebuild of a third.
- \$10 million new funding for Affordable Housing
- \$10 million increase in funding to Constitutional Officers other than the Sheriff
- \$52 million increase for ELAPP project funding
- \$417 million increase in reserves, including \$186.5 million of reserves for the new Transportation Sales Surtax



It is the operating budget that is most impacted by changes in the property tax base and sales tax collections, as these are the primary operations funding sources.

Budget Overview

The FY 20 budget reflects increased revenue levels. Estimated FY 20 operating property tax revenue is \$117.5 million above the previous peak of FY 07. For many years after FY 07 revenue was very constrained due primarily to three events. The first event was legislative action to require a millage reduction and restrict future millage increases. The second event was the voters' approval of Amendment One, increasing homestead exemption amounts and limiting assessed value increases on non-homestead properties to 10%. The third event was the effect of the economic recession and the associated decline in property values brought on by a collapse in the housing market which has rebounded. The chart below reflects these changes and the slow growth to reach tax revenue the same as 2007.



The County continues to provide services to a growing population. Areas of particular concern include transportation, fire services, affordable housing, and parks. Master planning efforts in these areas have been completed or are under way, and creative solutions will be necessary to meet identified needs. Recently, most increased revenue has been committed to meeting the needs of the Board's \$812 million transportation plan, increases for statutory requirements, agreements, and ordinances, meeting the needs of elected officials, and continuation service needs of County departments. During the FY 20 budget process the Board waived the Transportation Policy for FY 20 facilitating a transfer of General Fund dollars to Transportation in FY 20 that is \$32 million less than FY 19. This has allowed the Board to address other service demands and deficiencies in the FY 20 Budget such as two new fire stations, increased funding for Affordable Housing, and the Sheriff's request for 60 new law enforcement officers. While there are funding challenges, the County is well positioned financially and continues to maintain strong reserve levels and to use sound financial management practices.

Operating Budget

The FY 20 operating budget includes \$1.691 million for services delivered primarily by County Administrator departments as well as \$609.9 million to fund Elected Officials and Other Agencies. After several years of favorable claims experience, health care costs have started to rise. This increase impacts all departments, agencies and certain Constitutional Officers funded by the BOCC.

General fund property tax revenues, sales tax revenues and others will continue to increase in FY 20. This recurring increase is helping fund Constitutional Officer increases, compensation and health care insurance increases, statutory mandates, transportation initiatives, and payments to Community Redevelopment Agencies for incremental ad valorem taxable value growth in designated community redevelopment areas.

Capital Budget

The Adopted Capital Budget for FY 20 is \$1,129.0 million compared to \$1,003.1 million in FY 19. This represents a \$125.9 million increase from the prior year capital budget. The increase reflects transportation funding that is \$44 million over FY 19 as well as ongoing expenditures of both one-time funding carried forward from previous years, as well as new FY 20 capital funding in support of sustainable service levels and operations. Additional information can be found in the Capital Budget section.

The FY 20 Capital Budget includes funding for the following:

- \$19 million for two new fire stations, one replacement fire station and the related, required apparatus and equipment;
- \$11.5 million for LED lighting in various County buildings and Parks facilities;
- \$5 million for solar projects;
- \$0.6 million for Medical Examiner lab modifications;
- \$3.2 million for new South County Adult Day Health Services Center;
- \$10.5 million for Phase Two of the Brandon Library Replacement;
- \$3.4 million for Parks ADA safety improvements;
- \$7 million for Parks synthetic turf fields.

In November 2018, a citizen initiated transportation ballot initiative was approved by the voters resulting in a new 1% Transportation Sales Surtax. Hillsborough County's portion of the tax is anticipated to generate in excess of \$110 million annually for transportation. These funds have been placed in reserves for transportation projects in 2020 and will be incorporated in the Capital Budget pending Court decisions regarding the Surtax's continuation.

Budget Overview

Cultural and Entertainment Venues

A powerful economic development engine in our community is our major cultural and entertainment venues. The Aquarium, Zoo Tampa, Museum of Science and Industry (MOSI), Straz Center for the Performing Arts, Glazer Children's Museum and the Tampa Bay History Center are not only educational resources, they attract tourist dollars and serve as a potent marketing tool in the County's effort to attract target corporate relocations. The County has made a substantial investment in the operations of each of these entities. Dedicating a reliable, recurring revenue source to further the mission of these venues is of significant public benefit. To that end, monies from the Seminole Gaming Compact are committed as an ongoing funding source for these six venues. Staff has worked with the leadership of these venues to develop a formula for sharing an annual \$2.5 million allotment of the monies and quantifiable performance measures and criteria the venues must continue to meet to receive funding.

Strategic Planning

Prior to FY 13, the County was operating with a strategic plan that was outdated and last revised in 2008. The plan was developed during a period of strong revenue growth and unlimited expectations. It was clear that this plan no longer served as a viable guide to decision-making in the County's current environment or in the environment that will exist in future years. When the Board met at its annual retreat in December 2012, the County Administrator outlined four vision statements that he saw as describing how we should move forward in our new environment: community building, identifying essential (core) services, enhancing customer service, and creating a new and vibrant organizational culture. He laid out his personal organizational goals and objectives for each of these areas, and he embraced them as we reshaped our organization and as we built this biennial budget for Board consideration and subsequent approval.

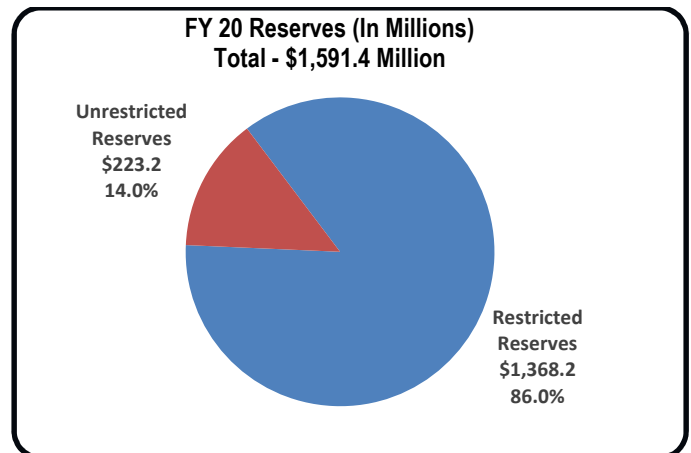
In addition to expressing support for the County Administrator's vision statements, the Board expressed a desire to revisit strategic planning and engage in a discussion of a new approach to plotting a multi-year course for this government and the community we serve. This led to a new strategic planning process facilitated by an outside consultant with the assistance of a newly created department of Strategic Planning. Numerous Board workshops were held which engaged citizen input, and identified internal organizational

strengths and weaknesses and external opportunities and threats. This process resulted in the Board adoption of a new County Strategic Plan that established organization-wide and community objectives which use performance indicators to chart progress and interconnect to current and future budget decisions.

Other Factors Considered in the FY 20 and FY 21 Budgets

Reserves – Our reserve strategy remains sound – the County maintains reserves to meet various objectives, including adhering to best business practices; complying with statutory, bond covenant, actuarial and other requirements; and to provide a safeguard for unexpected circumstances. FY 20 reserves total \$1,591.4 million. Of the FY 20 amount, \$223.2 million represents unrestricted reserves, with the remaining \$1,368.2 million representing restricted reserves.

Restricted reserves reflect amounts that are intended for and must be used to meet a specific purpose. The restriction can be set by legal agreement, such as a bond covenant required debt reserve; statute or other regulation, such as mandatory reserves associated with our various self-insurance programs; or by the nature of the revenue, such as revenues received by the enterprise fund.



Short-Term Factors Affecting The Budget

The biennial budget process used to develop this document was adopted by the BOCC in 1995. In September 2019 the BOCC adopted the first year of the thirteenth biennial budget for FY 20.

During FY 08 to FY 13, strategies used to absorb significant revenue shortfalls included a review of line item budgets and vacant positions, additional departmental restructurings and consolidations, and analysis of possible new revenue opportunities. Additionally, identified one-time revenues were used to strategically invest in high priority projects with one-time financial impacts. The FY 14 through FY 19 Adopted Budgets reflected a return to overall revenue growth. The Adopted FY 20 budget reflects continued revenue growth with budget decisions primarily focused on transportation, economic development, public safety, and capital asset preservation.

ECONOMIC FACTORS

A period of slow economic growth since the latest recession restrained revenue growth for several years. Stronger growth in 2017 to 2019, particularly in jobs and housing markets, has resulted in higher revenue growth. Legislative restraints, however, continue to limit revenue growth (see later sections in the Executive Summary entitled “Major County Revenues” and “Economic Indicators” for more detail). At the same time service demands are increasing.

USES OF FUNDS

The Operating Budget

A key component of the budget is the operating budget which includes expenditures on personnel compensation, operating expenses and equipment (also referred to as capital outlay). The operating budget is a primary focus as it funds the cost of day-to-day services to County residents. The operating budget also includes pass-throughs that now 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.

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 works 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.

Personal Services (Compensation) reflects salaries of elected officials, salaried and hourly employees and temporary employees. It includes overtime pay, mandatory contributions to the Florida Retirement System (FRS), social security and Medicare taxes, employee health insurance and life insurance premiums, disability insurance, workers compensation assessments and wage loss payments. These benefits are subject to annual review and revision.

- The FY 20 Adopted Budget includes an average 3.0% compensation increase for most County Administrator employees.
- The BOCC adopted service standard for Code Enforcement Officers is one Officer for every 18,000 persons in the unincorporated area of the County. The adopted service standard for law enforcement for the unincorporated area, is 1.7 sworn deputies per 1,000 citizens. Neither of these standards is currently being met due to on-going revenue constraints related to recent legislative actions and general economic conditions.
- The Board of County Commissioners has contracts with four collective bargaining units. The following represent general information on each:
 - **American Federation of State, County and Municipal Employees (AFSCME) Local 167**
Contract start: October 1, 2017
Contract end: September 30, 2020
Departments covered: Animal Services, Code Enforcement, Fleet Services, Facilities Management, Regional Parks Services, Public Utilities, and Public Works.
 - **International Association of Firefighters (IAFF) Local 2294 PARAMEDICS AND DISPATCHERS UNIT**
Contract start: October 1, 2018
Contract end: September 30, 2021
Departments covered: Public Safety Services - Fire Rescue & Emergency Dispatch/Communications.
 - **International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT**
Contract start: October 1, 2018
Contract end: September 30, 2021
Departments covered: Public Safety Services - Fire Rescue.

Short-Term Factors Affecting The Budget

- **International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT**
Contract start: October 1, 2018
Contract end: September 30, 2021
Department covered: Public Safety Services - Fire Rescue.

Operating Expenses reflect 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.

- Operating budgets supported by the County’s two major tax funds declined during FY 08 through FY 13 due to Legislative actions and worsening economic conditions. This trend reversed in FY 14, and the FY 14 budget reflected an overall increase in available resources. FY 20 and FY 21 will experience a further increase in available resources as property tax and sales tax revenues grow.
- The “Grants and Aids” component of Operating Expenses reflects funds that the County receives but passes through to other governments. A notable example is approximately \$71 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 as required by interlocal agreements. As these revenues have resumed growth these expenditures have grown as well.
- “Grants and Aids” 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 pass-through funds which the County receives and then passes on to providers of services in Pinellas and Pasco Counties.

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

The Capital Budget

A separate summary presenting details on FY 20 projects appears in the back of this document. The entire capital improvement program (CIP) can be reviewed in the volume containing the **Adopted Capital Improvement Program FY 20 - FY 25**.

The annual budgeting approach is used to budget for capital projects, and provides improved transparency in the County’s budget. All appropriated and unspent dollars are rebudgeted each year.

Other key points regarding the capital budget are:

- Bond proceeds are funding new or replacement fire stations, emergency generators, park improvements and four key hardened maintenance facilities to serve as operations centers during disasters.
- Sustainability initiatives are also being funded by bond proceeds and include solar projects and LED lighting at various County facilities and sports fields. Other one-time funds have been used to renovate libraries and sports courts.
- The capital program continues to reflect one percent of ad valorem revenues from the Countywide General Fund and two and one-half percent from the Unincorporated Area General Fund being set aside to maintain existing County facilities.

Debt Service

When financial conditions were appropriate, existing debt has been refinanced or defeased to lower interest expense. Detail on the County’s debt capacity and debt obligations appear in a separate section of the Adopted Budget document.

Transfers

Transfers are non-economic transactions necessary within a complex accounting system, used to transfer monies from one fund to another. Including them in the budget has the effect of overstating the amount of funds available to provide services. 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” in the General Fund while the grant fund will show a like dollar amount as a “source,” both amounts of which are reflected in the total County budget although no new funds are actually available to fund additional services.

Short-Term Factors Affecting The Budget

Reserves

Reserves reflect funds set aside to meet 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 and workers compensation insurance programs. 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 fund a stabilization reserve in each of the two major operating funds that over an 8-year period would be 5% of expenditures (exclusive of other reserves). The 5% stabilization reserve was achieved ahead of schedule as a result of strong growth in revenues and sound financial management.

The BOCC adopted an additional reserve policy on September 6, 2016 which requires total reserves for the combined Countywide General Fund and the Unincorporated Area General Fund be maintained at 20% to 25% of budgeted expenditures. The purpose of this policy is to establish guidelines that allow the County to maintain adequate levels of fund balance in the general funds to mitigate current and future risks such as revenue shortfalls, unanticipated expenditures, natural disasters, other unforeseen circumstances, and to ensure stable tax rates for the taxpayer. An additional purpose is to establish certain sound financial management practices that in combination with the fund balance guidelines will allow the County to maintain the highest possible credit ratings.

Organizational Budgets

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 BOCC 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.

Long-Term Financial Planning

PLANNING FOR SUSTAINABILITY

Hillsborough County employs a variety of long-term financial planning tools with the aim of achieving and maintaining a strong financial management function fostering sustainable County service levels. The implementation and use of these tools were the critical factor enabling the County to not only maintain service levels through the Great Recession but to also achieve “AAA” general obligation bond ratings from all three major credit rating agencies during that same time. The County continues to employ long-term planning tools to maintain sustainability and secure community prosperity.

LONG TERM FINANCIAL PLANNING

Long-term financial planning tools used by Hillsborough County include the following:

- The local planning agency, the Hillsborough County City-County Planning Commission, produces and periodically updates Comprehensive Plans for unincorporated Hillsborough County and the County’s three municipalities. These are twenty-year plans that serve as a blueprint for future growth. The Hillsborough County plan is used to guide many budget decisions.
- Periodically, certain departments contract for the production of long-range Master Plans. Recent examples of departments producing Master Plans include Parks & Recreation, Fire Rescue, and Animal Services.
- On an annual basis, the County’s Economist produces a Pro Forma Analysis combining current policies and practices with expectations of future economic conditions to project the County’s General Funds financial position five years out into the future. The model also includes sensitivity analysis which allows for changing assumptions. An indicated surplus or deficit in the General Funds frames the budget process for the following fiscal year. The FY 19 five-year Pro Forma appears in the Supplemental Information section of this document.

In addition to the County’s operating budget document, the County produces either a five or six year capital budget document annually, depending on whether it is the first or second year of the biennial budget. This document is the result of annually evaluating the County’s capital program and projecting future needs for both sources and uses of funds.

The capital budget process also includes a component that requires a projection of the operating budget impact of each active or proposed capital project.

- The County has many Board adopted financial policies which also address long-term financial planning. All of the County’s financial policies are included in a separate section in this budget document. A sample of the policies that address long-term financial planning are as follows:
 - Grants Administration—BOCC Policy 03.01.03.00
 - Capital Budget and Capital Improvement Program—BOCC Policy 03.02.02.00
 - Use of Excess Fund Balance—BOCC Policy 03.02.02.02
 - Pay-As-You-Go Funding of Capital Improvement Projects—BOCC Policy 03.02.02.05
 - Prioritization of Capital Projects—BOCC Policy 03.02.02.06
 - Minimizing the Expense of Financing Capital Projects—BOCC Policy 03.02.02.07
 - Operating Impact of Capital Projects—BOCC Policy 03.02.02.08
 - User Fees and Cost Recovery—BOCC Policy 03.02.02.09
 - Multi-Year Projection of Operating Funds—BOCC Policy 03.02.02.16
 - Reserve for Cash Balance (Stabilization Funds)—BOCC Policy 03.02.02.22
 - Reserve for Catastrophic Emergencies—BOCC Policy 03.02.04.00
 - Debt Management—BOCC Policy 03.02.06.00

LONG TERM PRIORITIES

The County’s long-term priorities are:

- improving our transportation system to support community prosperity
- preserving existing County facilities and infrastructure
- public safety
- economic development and jobs

Basis of Budgeting

THE BASIS OF ACCOUNTING

For the most part, governmental accounting and financial reporting are conducted consistent with Generally Accepted Accounting Principles (GAAP).

“Basis of Accounting” refers to the specific time at which revenues and expenditures are recognized in accounts and reported in financial statements. Hillsborough County’s governmental funds use the 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 an obligation to pay is incurred. Proprietary funds use an accrual basis of accounting similar to that used by private businesses. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred.

THE BASIS OF BUDGETING

The County uses the modified accrual basis of budgeting for both governmental funds and proprietary funds. There is no requirement that the budget be prepared consistent with GAAP. However, the comparison of budget to actual revenues and expenditures in a subsequent *Comprehensive Annual Financial Report (CAFR)* requires a reconciliation of the budgetary basis to GAAP basis. In order to minimize the required reconciliation the budget is prepared largely consistent with GAAP.

Important differences arise when comparing the basis of budgeting used to develop the County’s budget and the basis of accounting used in the CAFR as prepared by the Clerk of Circuit Court. These differences include:

- Budgets for the Sheriff's Law Enforcement Fund, the Property Appraiser's Property Assessment Fund, and the Clerk of Circuit Court’s Court System and Accounting Fund reflect transfers of funds from the General Fund and other BOCC funds. The CAFR excludes these transfers.
- On a budgetary basis, the Sheriff’s Law Enforcement Fund and the Clerk of Circuit Court’s Fund includes only the current year’s payments for certain capital leases related to equipment purchases. On a GAAP basis, the full obligation is recognized and the debt service payments are recorded as appropriate.
- On a budgetary basis, cost reimbursement type grant revenues and expenditures in the Sheriff’s Law Enforcement Fund are netted. On a GAAP basis, revenues and expenditures from these grants are presented at gross amounts in the financial statements.

- On a budgetary basis, the distribution of excess fees from the Property Appraiser’s and Tax Collector’s Funds to entities outside the County’s reporting entity is reported as an “other financing use”. On a GAAP basis, these distributions are reported as expenditures due to a reduction in the net financial resources of the County.
- The 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 proportionately disperse unspent funds at year end.
- Proprietary funds, which include internal service funds (such as fleet, employee health insurance, workers’ compensation, and risk management), and enterprise funds (the water and wastewater system and the solid waste system), are presented in the same budgetary format as the governmental funds. This 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, however, 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 budget does not include estimates of the annual change in value of investments, nor does it anticipate changes in the accrual of compensated absences including sick and vacation leave.
- The CAFR reflects the adopted budget and final revised budget including amendments occurring after the completion of the fiscal year. The adopted budget is a management plan for financial activity. Budget documents, therefore, typically disclose historical actuals for revenues and other sources, and expenditures and other uses rather than revised budgets.

The Process of Adopting the Budget

Florida law requires an annual budget, including all such funds as required by law, to 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 must be conducted in accordance with Chapters 125, 129, 200, and 218 of the Florida Statutes, as amended. Additionally, the Hillsborough County Board of County Commissioners (BOCC) has adopted a two year, biennial budget process.

BIENNIAL (TWO-YEAR) BUDGETING

The biennial budget process used to develop this document was adopted by the BOCC in 1995. While Florida Statutes require an annual process to adopt the budget, local governments are not prohibited 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 requires much less staff time to update the original plan. The update process accommodates necessary changes during each year as unplanned circumstances arise. Opportunities for public input are included in the abbreviated update process. In 2019 the BOCC adopted its thirteenth biennial budget for FY 20 and FY 21.

SPECIFIC LEGAL REQUIREMENTS

While the County employs a biennial budget process, Florida Statutes set forth requirements to adopt the annual budget for the ensuing fiscal year. Primary requirements include:

- By June 1, the Property Appraiser must send an estimate of the total assessed value of nonexempt property for the current year to the Hillsborough County Board of County Commissioners (BOCC).
- By July 1, the Property Appraiser must certify the preliminary taxable value of property within each taxing district. Taxable values for each Tax Increment Financing District must be provided.
- 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 tell the property appraiser prior year millage rates, proposed current year millage rates, the current year roll-back rate (the millage rate that will generate the same amount of revenue as the prior year for existing construction) as specified by s. 200.065, F.S., and the date, time and place for the first statutorily required 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 date, time (after 5:00 p.m.) and place for the second required public hearing is set at this time.

- Within 15 days after the first statutorily required public hearing, the County is required to publish two budget advertisements in a newspaper of general circulation in the County. One advertisement notifies county residents of the BOCC's intent to adopt final millage rates and a final 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 revenue and expenditure classifications.
- No earlier than 2 days and no later than 5 days after the advertisements have been published the second statutorily required public hearing must be held to receive public input and to adopt final millage rates and the final budget.
- Within 3 days of the final public hearing, copies of completed ordinances or resolutions adopting the final millages and budget must be forwarded to the Property Appraiser, the Tax Collector, and the Florida Department of Revenue.
- Within 30 days following adoption of the resolution establishing the property tax levy, the BOCC must certify to the Florida Department of Revenue that they have complied with the provisions of Chapter 200, F.S.
- Copies of the adopted budget are filed with the Clerk of the BOCC as public records.

Upon final adoption of the budget, the budget shall regulate expenditures of the County and the budget shall not be amended, except as provided 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 excess of budgeted amounts in each fund.

ADOPTING THE FY 20 BUDGET

In addition to complying with specific legal requirements for budget adoption and levying property taxes, the County's budget process consists of four distinct phases.

The Planning Phase began October 1, 2019 with a review of the FY 19 budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The County received GFOA's *Distinguished Budget Presentation Award* for the FY 18- FY 19 Biennial Budget. The planning phase included the preparation of budget instructions, examples, and training materials.

The Process of Adopting the Budget

The Preparation Phase began with February delivery of budget instructions to departments. The instructions highlighted the County's focus on sustainability. One workshop was conducted during this phase on April 17. This workshop discussed a budget overview for FY 20, the five year pro-forma, and a presentation on County reserves. One additional workshop and three public hearings are scheduled during the remainder of this year's budget process.

- Although Florida Statutes allow most Constitutional Officers to submit their budgets on June 1st, the Board approved a resolution, as allowed by Florida statutes, requiring the Sheriff, Clerk of the Circuit Court, and the Supervisor of Elections to submit their budgets by May 1.

The Review Phase consisted of a review of department and agency budget submissions by the County Administrator, the Budget Office, and the Executive Team. This phase also included several meetings with each commissioner to identify their needs and to communicate the needs of County departments and agencies.

The Public Adoption Phase began with the formal presentation of the **County Administrator's Recommended Budget for FY 20-FY 21** at the BOCC's regular July 17, 2019 meeting. The public process of review, change, and formal adoption was conclude in mid-September. This phase included two workshops with the BOCC and three public hearings. The final two public hearings in September are required by State law. Three important milestones occurred during the adoption phase:

- Proposed millage rates for FY 20 were set at the July 25th Board Budget Reconciliation Workshop. The Property Appraiser used these proposed millage rates to prepare Truth-in-Millage (TRIM) notices to be mailed in mid-August. A TRIM notice advises a property owner of how tax rates proposed by local taxing authorities, combined with the current taxable value of that property, will affect the taxes assessed on that property. The TRIM notice is the official notification of the time and place of the first State-required public hearing to adopt the tentative millage rates and tentative budget for each taxing authority.
- The first of two State required public budget hearings was held on September 12, 2019. After hearing public testimony, the BOCC adopted tentative millage rates and a tentative FY 20 budget.
- The BOCC adopted the FY 20 budget and millage rates at the second public hearing held on September 19, 2019. The BOCC also approved the planned FY 21 budget at this time. As required by statute, the second public hearing was advertised in the Tampa Bay Times, a newspaper of general circulation with a published notice containing detailed information of the tentative millage rates and the tentative budget.

The Process of Adopting the Budget

BUDGET PROCESS MILESTONES

Planning

- **October - December 2019** - Staff reviews the previous biennial budget process, comments from GFOA reviewers, and Board policies

Preparation

- **March 2019**—Budget submissions due from all organizations except Constitutional Officers
- **May 1, 2019**—Budget submissions due from Sheriff, Clerk, and Supervisor of Elections
- **June 1, 2019**—Budget submission due from Property Appraiser

Review

- **February-June**—County Administrator review of proposed budgets and decision units with Management and Budget Department staff and Departments
- **April-May**—Budget meetings with commissioners to discuss budget priorities
- **April 4, 2019**—Budget Workshop on Solid Waste
- **April 9, 2019**—Budget Workshop on Transportation
- **May 1, 2019**—Budget Workshop on Stormwater
- **May 7, 2019**—Budget Workshop on Mobility Fees
- **May 16, 2019**—Budget Workshop on Environmental Lands Acquisition Program
- **June 1, 2019**—Preliminary tax roll information from the Property Appraiser's Office available.
- **June 27, 2019**—Budget Workshop on Water/Wastewater
- **July 18, 2019**—Budget Public Hearing

Public Adoption

- **July 17, 2019**—County Administrator delivery of the **Recommended Budget for FY 20-FY 21** and the **Recommended Capital Improvement Program FY 20-FY 25** to the Board of County Commissioners.
- **Budget Workshops During Adoption Phase:**
July 17, 2019—Budget Public Hearing
July 25, 2019—Budget Reconciliation and Setting of TRIM millage rates
- **Mandatory Public Hearings**
September 12, 2019—First State Required Public Hearing to adopt tentative millage rates and a tentative budget.
September 19, 2019—Second State Required Public Hearing to adopt final millage rates and the FY 20 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 formal adoption of the budget each September by the Board of County Commissioners (BOCC) for the fiscal year beginning October 1st, changes may only 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. When a budget is amended, an offset is required to ensure that the budget remains in balance. At no time can the budget be amended so that it is no longer balanced.

Items requiring action by the BOCC are initiated by the individual department or agency requesting the action item. Action items are documented on an Agenda Item Cover Sheet Form. Action items for BOCC action fall into one of two categories: actions that have no impact on the adopted budget, and actions requiring an amendment to the adopted budget. In requesting a budget amendment, the following additional information is required:

- The subject section of the Agenda Item Cover Sheet Form must state "Request for Budget Amendment Resolution" and identify the subject of the amendment and the fiscal year impacted.
- 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 of the change on the current year's budget as well as any recurring impact on future years' budgets. Any change to reserves reflect the balance of the reserve both prior to and subsequent to the changes requested in the budget amendment.
- A separate form entitled Line Item Detail showing the specific line item accounts affected must accompany the Agenda Item Cover Sheet Form.
- Each department director is responsible for initiating agenda items, via an electronic agenda workflow system, that affect their department's activities or budget. The

completed Agenda Item Cover Sheet Form with the Line Item Detail Form, including the estimated impact on the current and 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 and Budget)
- 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.

As part of the overall review process, the Management and Budget Department reviews the proposed budget amendment 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 for revision and re-submitted for electronic approval.

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.

Upon final 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.



Hillsborough County Florida

For more information, contact the Management & Budget Department
(813) 272-5890 • [HillsboroughCounty.org/Budget](https://www.HillsboroughCounty.org/Budget)

Budget Summary

Fiscal Year	FY 18 Actuals	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	5.7913	5.7913	5.7913	5.7913
Library District ⁽²⁾	0.5583	0.5583	0.5583	0.5583
General Purpose MSTU ⁽³⁾	4.4004	4.4004	4.4004	4.4004
VALUE OF 1 MILL (In Millions of \$) ⁽⁴⁾				
Countywide	\$86.2	\$95.0	\$103.7	\$111.7
Library District	83.2	91.5	99.8	107.5
Unincorporated	52.3	57.4	62.6	67.5
BUDGET SUMMARY (In Millions of \$) ⁽⁵⁾				
Operating Program	\$1,876.6	\$2,110.0	\$2,301.5	\$2,292.0
Capital Improvement Program ⁽⁶⁾	291.1	1,003.1	1,129.0	967.5
Debt Service ⁽⁷⁾	180.9	144.8	121.6	121.6
Reserves & Refunds ⁽⁸⁾	0,000.1	1,174.8	1,174.8	1,174.8
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$3.2	\$3.6	\$3.7	\$3.8
County Administrator	972.0	1,192.9	1,325.6	1,326.8
County Attorney	8.4	9.1	9.3	9.5
Elected Officials	495.1	514.2	555.9	574.0
Judicial	11.3	13.7	12.8	12.8
Boards, Commissions & Agencies	25.7	32.7	37.5	36.5
Non-Departmental ⁽⁹⁾	361.0	343.8	356.7	328.5
	\$1,876.6	\$2,110.0	\$2,301.5	\$2,292.0
CAPITAL IMPROVEMENT PROGRAM (In Millions of \$)				
Fire	10.2	\$11.8	\$32.6	\$1.9
Government Facilities	15.7	158.4	204.6	16.4
Libraries	8.1	30.5	37.7	0.6
Parks	33.2	83.7	149.9	2.2
Solid Waste	0.5	21.7	33.4	0.9
Stormwater	18.6	50.3	59.2	20.0
Transportation	50.9	383.0	426.9	214.7
Water/Wastewater & Reclaimed Water	153.8	263.8	184.7	26.0
Total Programs Budget	\$291.1	\$1,003.1	\$1,129.0	\$282.6
Carryforward ⁽¹⁰⁾	0.0	0.0	0.0	684.9
Total Capital Budget	\$291.1	\$1,003.1	\$1,129.0	\$967.5

Detail may not add to totals because of rounding.

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

Countywide includes millage levy for Environmental Land Acquisition General Obligation millage.

⁽²⁾ Assessed on properties within the City of Tampa and the unincorporated areas of the County only.

⁽³⁾ Assessed only on properties in the unincorporated area - includes Parks General Obligation millage.

⁽⁴⁾ Based on projected taxable assessed values as of June 1.

⁽⁵⁾ Excludes interfund transfers, which represent accounting entries to move monies from one fund to another.

⁽⁶⁾ Reflects budget for capital projects included in the County Capital Improvement Program. These amounts can include both capital and operating expenditures, and may differ from total capital expenditures shown in other schedules.

⁽⁷⁾ Debt service amount reflects debt service capital and interest payments only; it includes other expenses associated with debt.

⁽⁸⁾ 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.

⁽⁹⁾ Reflects expenditures that are not allocable to a single department.

⁽¹⁰⁾ Reflects projects balance carried forward from prior year.

FY 20 BUDGET SUMMARY BY MAJOR FUND

	COUNTYWIDE GENERAL	UNINCORPORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE ⁴	INTERGOVERNMENTAL GRANTS	COUNTY TRANSPORTATION
Fund Balances (Beginning of Year)	\$ 269,683,372	\$ 113,546,893	\$ 261,056,811	\$ 156,911,100	\$ 12,375,448	\$ 163,944,426
REVENUES BY SOURCE:						
Taxes	598,471,040	275,364,816	144,167,471	296,114,245	0	36,689,297
Permits, Fees, & Assessments	564,796	10,696	39,583,000	0	0	22,422,555
Intergovernmental Revenue	4,884,000	34,557,076	15,053,589	120,268,585	141,237,977	25,672,939
Charges for Services	68,187,426	30,116,182	9,498,630	0	240,209	1,202,488
Fines and Forfeitures	25,923	6,372,100	760,125	0	0	0
Miscellaneous Revenues	7,556,246	2,916,125	9,727,117	602,853	6,750,916	1,612,045
Other Financing Sources ¹	11,463,942	93,665,646	220,909,819	(17,129,374)	8,637,091	250,651,621
Total Revenues and Other Financing Source	691,153,373	443,002,641	439,699,751	399,856,309	156,866,193	338,250,945
Total Revenues and Balances	\$ 960,836,745	\$ 556,549,534	\$ 700,756,562	\$ 556,767,409	\$ 169,241,641	\$ 502,195,371

APPROPRIATIONS:

Personnel Services	139,723,877	178,875,550	13,356,074	306,174	43,787,395	37,332,163
Operating Expenditures	88,973,742	86,539,667	49,015,415	276,317	49,950,129	42,382,878
Capital Outlay	4,952,081	3,823,766	10,853,855	0	13,604,601	344,278,385
Debt Service ³	0	0	0	0	0	0
Grants and Aids	64,475,180	1,676,095	190,380,629	97,495,129	49,169,601	8,528,873
Other Uses	0	0	0	0	6,038,456	0
Transfers	88,974,347	39,740,411	208,523,266	190,201,988	700,000	48,705,470
Transfers to Constitutional Officers	390,386,634	154,550,518	3,351,970	335,849	0	207,000
Total Expenditures/Expenses	777,485,861	465,206,007	475,481,209	288,615,457	163,250,182	481,434,769
Reserves and Refunds	183,350,884	91,343,527	225,275,353	268,151,952	5,991,459	20,760,602
Total Appropriated Expenditures and Reserve	\$ 960,836,745	\$ 556,549,534	\$ 700,756,562	\$ 556,767,409	\$ 169,241,641	\$ 502,195,371

1. Other financing sources are net of a 5% reduction of revenues as required by Florida Law. These reductions will offset other financing sources, and in certain funds, result in a negative number in this category.

2. This category includes Unincorporated Area Special Revenue Funds, Library Tax District Special Revenue Funds, Discretely Presented Component Unit Funds (City-County Planning Commission), Debt Service Funds, Capital Project Funds, and BOCC General Agency Funds.

3. Debt Service as shown on this schedule reflects only costs charged to a debt account as defined by the Florida Uniform Accounting System. It excludes debt related costs charged to operating expense accounts, such as consulting fees.

4. Includes Transportation Surtax.

FY 20 BUDGET SUMMARY BY MAJOR FUND

	INFRA- STRUCTURE SURTAX PROJECTS	OTHER GOVERN- MENTAL FUNDS ²	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE SERVICES	INTERNAL SERVICE	TOTAL
Fund Balances (Beginning of Year)	\$ 44,028,918	\$ 450,709,435	\$ 410,738,110	\$ 214,235,013	\$ 259,616,705	\$ 2,356,846,231

REVENUES BY SOURCE:

Taxes	0	86,479,040	0	0	0	1,437,285,909
Permits, Fees, & Assessments	0	64,018,159	13,702,694	250,000	0	140,551,900
Intergovernmental Revenue	0	9,438,565	3,650,316	0	5,000	354,768,047
Charges for Services	0	4,986,872	272,002,535	119,216,098	157,453,667	662,904,107
Fines and Forfeitures	0	134,798	57,750	0	200	7,350,896
Miscellaneous Revenues	244,487	4,540,579	9,112,507	3,514,772	9,442,507	56,020,154
Other Financing Sources ¹	35,229,862	367,628,349	494,767,001	163,934,637	4,783,948	1,634,542,542
Total Revenues and Other Financing Source	35,474,349	537,226,362	793,292,803	286,915,507	171,685,322	4,293,423,555
Total Revenues and Balances	\$ 79,503,267	\$ 987,935,797	\$ 1,204,030,913	\$ 501,150,520	\$ 431,302,027	\$ 6,650,269,786

APPROPRIATIONS:

Personnel Services	0	46,213,108	68,767,052	12,987,521	8,701,426	550,050,340
Operating Expenditures	40,000	73,978,355	130,044,266	80,469,152	146,166,298	747,836,219
Capital Outlay	66,788,673	381,503,461	236,192,256	38,133,173	20,740,500	1,120,870,751
Debt Service ³	3,995,000	115,865,753	126,730,705	12,929,150	0	259,520,608
Grants and Aids	2,062,933	43,003,189	0	0	0	456,791,629
Other Uses	0	0	0	0	0	6,038,456
Transfers	0	226,157,861	392,123,119	170,008,660	1,400,000	1,366,535,122
Transfers to Constitutional Officers	0	2,431,650	0	0	0	551,263,621
Total Expenditures/Expenses	72,886,606	889,153,377	953,857,398	314,527,656	177,008,224	5,058,906,746
Reserves and Refunds	6,616,661	98,782,420	250,173,515	186,622,864	254,293,803	1,591,363,040
Total Appropriated Expenditures and Reserve	\$ 79,503,267	\$ 987,935,797	\$ 1,204,030,913	\$ 501,150,520	\$ 431,302,027	\$ 6,650,269,786

FY 20 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

	COUNTYWIDE GENERAL	UNINCORP- ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE ⁴	INTERGOVERN- MENTAL GRANTS
BOARD OF COUNTY COMMISSIONERS					
Board of County Commissioners	\$ 2,935,169	\$ 0	\$ 0	\$ 0	\$ 0
County Internal Audit	805,363	0	0	0	0
TOTAL BOCC	3,740,532	0	0	0	0
COUNTY ATTORNEY	9,273,387	0	0	0	0
COUNTY ADMINISTRATOR					
9-1-1 Agency	0	0	6,411,744	0	0
Affordable Housing Services	0	1,101,194	0	0	25,821,009
Aging Services	10,482,370	0	0	0	13,227,768
Capital Programs	0	1,714,227	0	0	0
Children's Services	6,151,398	0	7,000	0	8,023,681
Code Enforcement	0	8,569,208	0	0	0
Communications & Digital Media	5,456,342	0	0	0	0
Community & Infrastructure Planning	0	0	0	0	0
Conservation & Environmental Lands Management	14,655,195	1,855,796	281,928	0	271,430
Consumer and Veteran Services	4,074,353	665,971	657,546	0	0
County Administrator	3,198,626	0	0	0	0
Customer Service & Support	614,940	1,972,919	1,002,344	0	0
Development Services	0	9,994,014	115,081	0	0
Economic Development	8,232,018	1,362,086	0	1,602,491	367,126
Engineering and Operations	5,345,277	16,791,652	0	0	311,036
Enterprise Solutions and Quality Assurance	6,646,115	0	1,448,817	0	0
Environmental Services Division	0	132,633	27,213	0	0
Extension Service	1,802,855	0	0	0	175,880
Facilities Management	31,006,073	90,130	0	0	441,275
Fire Rescue	2,368,611	179,097,910	655,874	0	3,368,241
Fleet Management	0	0	0	0	0
Geospatial & Land Acquisition	2,953,652	4,436,083	742,548	0	0
Head Start - Early Head Start	0	0	0	0	42,536,112
Health Care Services	353,823	0	199,702,488	0	17,488,361
Homeless Services	4,761,786	0	0	0	0
Human Resources	6,230,529	0	300,000	0	200,000
Information and Innovation Office	27,143,950	0	11,905,281	0	0
Library Services Department	0	0	313,250	0	0
Management & Budget	3,386,903	0	2,798,614	0	4,018,921
Medical Examiner	6,390,902	0	0	0	0
Office of Operations and Legislative Affairs	2,475,881	0	0	0	0
Parks & Recreation	1,285,096	35,738,437	0	0	0
Pet Resources	12,017,435	0	467,500	0	0
Procurement Services	3,221,934	0	0	0	0
Risk Management & Safety Division	0	0	0	0	0
Social Services	6,955,167	700,000	1,100,000	0	7,045,010
Solid Waste	0	0	0	0	0
Sunshine Line Agency	6,099,098	0	0	0	4,652,449
Water Resources	0	137,862	1,000,000	0	0
TOTAL COUNTY ADMINISTRATOR	183,310,329	264,360,122	228,937,228	1,602,491	127,948,299

FY 20 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

COUNTY TRANSPORT- ATION	INFRA- STRUCTURE SURTAX PROJECTS	OTHER GOVERN- MENTAL FUNDS ³	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	TOTAL
\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 2,935,169
0	0	0	0	0	0	805,363
0	0	0	0	0	0	3,740,532
0	0	0	0	0	0	9,273,387
0	0	0	0	0	0	6,411,744
0	0	9,464,044	0	0	0	36,386,247
0	0	0	0	0	0	23,710,138
817,742	0	0	0	0	0	2,531,969
0	0	0	0	0	0	14,182,079
0	0	0	0	0	0	8,569,208
0	0	0	116,786	0	0	5,573,128
1,981,028	0	0	0	0	0	1,981,028
0	0	200,000	0	0	0	17,264,349
0	0	0	0	0	0	5,397,870
0	0	0	0	0	0	3,198,626
494,583	0	100,000	0	0	0	4,184,786
2,349,016	0	25,039,912	431,722	0	0	37,929,745
0	0	0	0	0	0	11,563,721
71,410,934	0	4,770,751	263,698	0	0	98,893,348
0	0	0	0	0	0	8,094,932
0	0	510,855	9,206,874	90,111	0	9,967,686
0	0	77,984	0	0	0	2,056,719
0	0	0	0	259,794	0	31,797,272
0	0	0	0	0	0	185,490,636
0	0	0	0	0	42,166,891	42,166,891
2,610,746	0	0	637,380	18,942	0	11,399,351
0	0	0	0	0	0	42,536,112
0	0	0	0	0	0	217,544,672
0	0	0	0	0	0	4,761,786
0	0	0	0	0	1,483,251	8,213,780
0	0	285,571	1,093,566	348,574	0	40,776,942
0	0	44,348,169	0	0	0	44,661,419
0	0	0	0	0	0	10,204,438
0	0	0	0	0	0	6,390,902
0	0	0	0	0	0	2,475,881
0	0	0	0	0	0	37,023,533
0	0	0	0	0	0	12,484,935
0	0	0	401,184	86,815	0	3,709,933
0	0	0	0	0	1,007,862	1,007,862
0	0	0	0	0	0	15,800,177
268,154	0	0	204	91,071,321	0	91,339,679
0	0	0	0	0	0	10,751,547
0	0	204,457	199,607,139	6,194,450	0	207,143,908
79,932,203	0	85,001,743	211,758,553	98,070,007	44,658,004	1,325,578,979

FY 20 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

	COUNTYWIDE GENERAL	UNINCORP- ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE ⁴	INTERGOVERN- MENTAL GRANTS
Elected Officials					
Clerk of the Circuit Court & Comptroller	20,871,524	0	0	0	0
Property Appraiser	10,984,125	1,887,914	0	0	0
Public Defender	312,292	0	1,687,778	0	0
Sheriff's Office	313,405,570	146,974,120	3,151,970	0	0
State Attorney - Part I	335,684	0	2,475,639	0	0
State Attorney - Part II (Victim Assistance)	2,383,537	0	0	0	0
Supervisor of Elections	15,262,884	0	0	0	0
Tax Collector	27,459,002	5,688,484	0	335,849	0
TOTAL ELECTED OFFICIALS	391,014,618	154,550,518	7,315,387	335,849	0
JUDICIAL BRANCH	3,185,061	0	8,166,615	0	1,454,866
BOARDS, COMMISSIONS, & AGENCIES					
Charter Review Board	8,000	0	0	0	0
Civil Service	0	0	0	0	0
Environmental Protection Commission	10,455,685	0	1,832,882	0	6,505,493
Guardian ad Litem	568,825	0	0	0	0
Metro Planning Organization	0	0	0	0	7,056,631
Planning Commission	0	0	0	0	0
Soil & Water Conservation District	276,929	0	0	0	124,032
Value Adjustment Board	713,529	0	0	0	0
TOTAL BOARDS, COMMISSIONS, AND AGENCIE	12,022,968	0	1,832,882	0	13,686,156
NON-DEPARTMENTAL					
Capital Improvement Program Projects ¹	0	0	12,910,783	0	12,504,083
Debt Service Accounts ²	0	0	0	0	0
Governmental Agencies	26,238,037	0	3,690,268	75,679,898	0
Non-Departmental Allotments	46,858,497	8,269,183	4,104,780	0	6,956,778
Nonprofit Organizations	11,153,858	0	0	20,795,231	0
TOTAL NON-DEPARTMENTAL	84,250,392	8,269,183	20,705,831	96,475,129	19,460,861
TRANSFERS, RESERVES, & REFUNDS					
Reserves and Refunds	183,350,884	91,343,527	225,275,353	268,151,952	5,991,459
Interfund Transfers	88,974,347	39,740,411	208,523,266	190,201,988	700,000
TOTAL TRANSFERS, RESERVES, & REFUNDS	272,325,231	131,083,938	433,798,619	458,353,940	6,691,459
TOTAL BOCC AND CONSTITUTIONAL OFFICE	\$ 959,122,518	\$ 558,263,761	\$ 700,756,562	\$ 556,767,409	\$ 169,241,641

1. Includes only costs included in the Capital Improvement Program(CIP). Excludes capital funding not associated with a CIP project.

2. Includes all costs related to debt service, not only costs associated with interest and principal payments, and includes consulting fees and other costs not classified as Debt Service under the Florida Uniform Accounting System.

3. This category includes Unincorporated Area Special Revenue Funds, Library Tax District Special Revenue Funds, Discretely Presented Component Unit Funds (City-County Planning Commission), Debt Service Funds, Capital Projects Funds, and BOCC General Agency Funds.

4. Includes Transportation Surtax.

FY 20 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

COUNTY TRANSPORT- ATION	INFRA- STRUCTURE SURTAX PROJECTS	OTHER GOVERN- MENTAL FUNDS ³	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	TOTAL
0	0	0	0	0	0	20,871,524
0	0	446,214	0	0	0	13,318,253
0	0	0	0	0	0	2,000,070
0	0	0	0	0	0	463,531,660
0	0	0	0	0	0	2,811,323
0	0	0	0	0	0	2,383,537
0	0	0	0	0	0	15,262,884
207,000	0	1,985,436	0	0	0	35,675,771
207,000	0	2,431,650	0	0	0	555,855,022
0	0	0	0	0	0	12,806,542
0	0	0	0	0	0	8,000
0	0	0	0	0	0	0
0	0	0	0	0	0	18,794,060
0	0	0	0	0	0	568,825
0	0	4,274,522	0	0	0	11,331,153
0	0	5,690,713	0	0	0	5,690,713
0	0	0	0	0	0	400,961
0	0	0	0	0	0	713,529
0	0	9,965,235	0	0	0	37,507,241
350,346,360	68,851,606	428,714,934	222,275,021	33,419,839	0	1,129,022,626
0	4,035,000	117,133,810	127,700,705	13,029,150	0	261,898,665
2,239,736	0	19,748,144	0	0	0	127,596,083
4,000	0	0	0	0	130,950,220	197,143,458
0	0	0	0	0	0	31,949,089
352,590,096	72,886,606	565,596,888	349,975,726	46,448,989	130,950,220	1,747,609,921
20,760,602	6,616,661	98,782,420	250,173,515	186,622,864	254,293,803	1,591,363,040
48,705,470	0	226,157,861	392,123,119	170,008,660	1,400,000	1,366,535,122
69,466,072	6,616,661	324,940,281	642,296,634	356,631,524	255,693,803	2,957,898,162
\$ 502,195,371	\$ 79,503,267	\$ 987,935,797	\$ 1,204,030,913	\$ 501,150,520	\$ 431,302,027	\$ 6,650,269,786

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY18 Actuals	FY19 Adopted	FY20 Adopted	FY21 Planned
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$ 2,720,780	\$ 2,897,005	\$ 2,935,169	\$ 3,018,683
County Internal Audit	518,909	678,545	805,363	822,253
TOTAL BOARD OF COUNTY COMMISSIONERS	3,239,689	3,575,550	3,740,532	3,840,936
COUNTY ATTORNEY	8,350,939	9,056,079	9,273,387	9,545,936
COUNTY ADMINISTRATOR				
9-1-1 Agency	5,713,569	5,836,649	6,411,744	6,424,752
Affordable Housing Services	18,264,293	39,079,462	36,386,247	35,488,992
Aging Services	15,509,930	23,424,233	23,710,138	23,942,986
Capital Programs	1,630,058	1,535,566	2,531,969	2,554,008
Children's Services	9,297,343	14,468,169	14,182,079	14,363,113
Code Enforcement	6,133,708	5,666,302	8,569,208	8,190,385
Communications & Digital Media	4,282,115	4,722,317	5,573,128	5,682,244
Community & Infrastructure Planning	877,737	373,818	1,981,028	1,520,044
Conservation & Environmental Lands Management	12,842,579	15,122,806	17,264,349	17,017,417
Consumer and Veteran Services	4,510,687	5,395,253	5,397,870	5,425,677
County Administrator	2,684,207	2,832,751	3,198,626	3,063,610
Customer Service & Support	2,350,928	2,876,411	4,184,786	3,227,068
Development Services	25,573,020	29,511,289	37,929,745	37,363,115
Economic Development	5,110,541	8,384,039	11,563,721	12,708,835
Engineering and Operations	76,904,899	86,344,503	98,893,348	97,119,358
Enterprise Solutions and Quality Assurance	4,861,878	8,004,952	8,094,932	8,209,580
Environmental Services Division	3,315,947	8,258,948	9,967,686	9,566,078
Extension Service	1,433,173	1,635,026	2,056,719	2,092,959
Facilities Management	30,581,468	33,513,545	31,797,272	30,872,277
Fire Rescue	149,794,023	170,094,550	185,490,636	199,276,668
Fleet Management	29,851,293	40,907,676	42,166,891	40,676,291
Geospatial & Land Acquisition	4,977,730	6,973,386	11,399,351	11,870,617
Head Start - Early Head Start	36,089,631	38,062,436	42,536,112	42,647,645
Health Care Services	115,139,542	179,408,719	217,544,672	222,466,822
Homeless Services	3,523,326	4,194,084	4,761,786	4,791,514
Human Resources	5,325,207	6,763,817	8,213,780	7,953,983
Information and Innovation Office	25,417,054	29,886,133	40,776,942	37,670,533
Library Services Department	39,935,077	42,997,296	44,661,419	45,550,369
Management & Budget	6,080,932	11,055,857	10,204,438	8,022,748
Medical Examiner	5,414,732	6,276,616	6,390,902	6,524,876
Office of Operations & Legislative Affairs	1,395,682	2,495,372	2,475,881	2,539,107
Parks & Recreation	24,629,102	30,357,596	37,023,533	37,209,033
Pet Resources	9,062,690	9,978,626	12,484,935	11,884,390
Procurement Services	2,974,826	3,506,863	3,709,933	3,856,214
Risk Management & Safety Division	771,349	581,147	1,007,862	1,031,173
Social Services	13,557,914	15,707,208	15,800,177	15,979,719
Solid Waste	81,081,832	87,416,335	91,339,679	90,211,361
Sunshine Line Agency	6,145,682	9,549,811	10,751,547	10,498,467
Water Resources	178,941,878	199,679,597	207,143,908	201,268,596
TOTAL COUNTY ADMINISTRATOR	971,987,582	1,192,879,164	1,325,578,979	1,326,762,624

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY18 Actuals	FY19 Adopted	FY20 Adopted	FY21 Planned
ELECTED OFFICIALS				
Clerk of the Circuit Court & Comptroller	19,312,834	20,338,010	20,871,524	21,357,882
Property Appraiser	12,114,448	12,363,735	13,318,253	13,253,020
Public Defender	1,138,506	1,185,514	2,000,070	1,850,200
Sheriff's Office	418,991,520	433,040,485	463,531,660	482,827,640
State Attorney - Part I	1,045,069	1,064,361	2,811,323	2,419,799
State Attorney - Part II (Victim Assistance)	2,203,592	2,348,702	2,383,537	2,470,157
Supervisor of Elections	12,423,634	13,868,295	15,262,884	12,822,051
Tax Collector	27,829,734	30,027,637	35,675,771	36,993,157
TOTAL ELECTED OFFICIALS	495,059,337	514,236,739	555,855,022	573,993,906
JUDICIAL BRANCH	11,291,303	13,747,421	12,806,542	12,821,575
BOARDS, COMMISSIONS, & AGENCIES				
Charter Review Board	0	0	8,000	2,000
Civil Service	1,430,213	1,777,164	0	0
Environmental Protection Commission	15,324,024	18,165,507	18,794,060	18,932,401
Guardian ad Litem	348,837	414,664	568,825	653,164
Metro Planning Organization	2,912,674	6,133,631	11,331,153	10,049,414
Planning Commission	4,704,258	5,088,108	5,690,713	5,842,421
Soil & Water Conservation District	256,523	456,971	400,961	282,945
Value Adjustment Board	696,655	706,445	713,529	717,157
TOTAL BOARDS, COMMISSIONS, AND AGENCIE	25,673,184	32,742,490	37,507,241	36,479,502
NON-DEPARTMENTAL				
Capital Improvement Program Projects ¹	291,061,731	1,003,123,106	1,129,022,626	967,520,808
Debt Service Accounts ²	180,880,767	144,810,208	261,898,665	122,755,008
Governmental Agencies	182,424,973	119,151,898	127,596,083	120,354,883
Non-Departmental Allotments	156,563,552	201,071,614	197,143,458	177,446,723
Nonprofit Organizations	22,010,596	23,576,046	31,949,089	30,732,464
TOTAL NON-DEPARTMENTAL	832,941,619	1,491,732,872	1,747,609,921	1,418,809,886
TRANSFERS, RESERVES, & REFUNDS				
Reserves and Refunds ³	143,453	1,174,809,295	1,591,363,040	1,713,951,547
Interfund Transfers	922,525,506	1,054,834,707	1,366,535,122	1,320,200,633
TOTAL TRANSFERS, RESERVES, & REFUNDS	922,668,959	2,229,644,002	2,957,898,162	3,034,152,180
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICER	\$ 3,271,212,612	\$ 5,487,614,317	\$ 6,650,269,786	\$ 6,416,406,545

1. Includes only costs included in the Capital Improvement Program (CIP). Excludes capital funding not associated with a CIP project.

2. Includes all costs related to debt service, not only costs associated with interest and principal payments,
and includes consulting fees and other costs not classified as Debt Service under the Florida Uniform Accounting System.

3. For years reflecting actual expenditures, this amount reflects refunds only, since no expenditures are made against reserve budgets.

Budget Sources and Uses of Funds

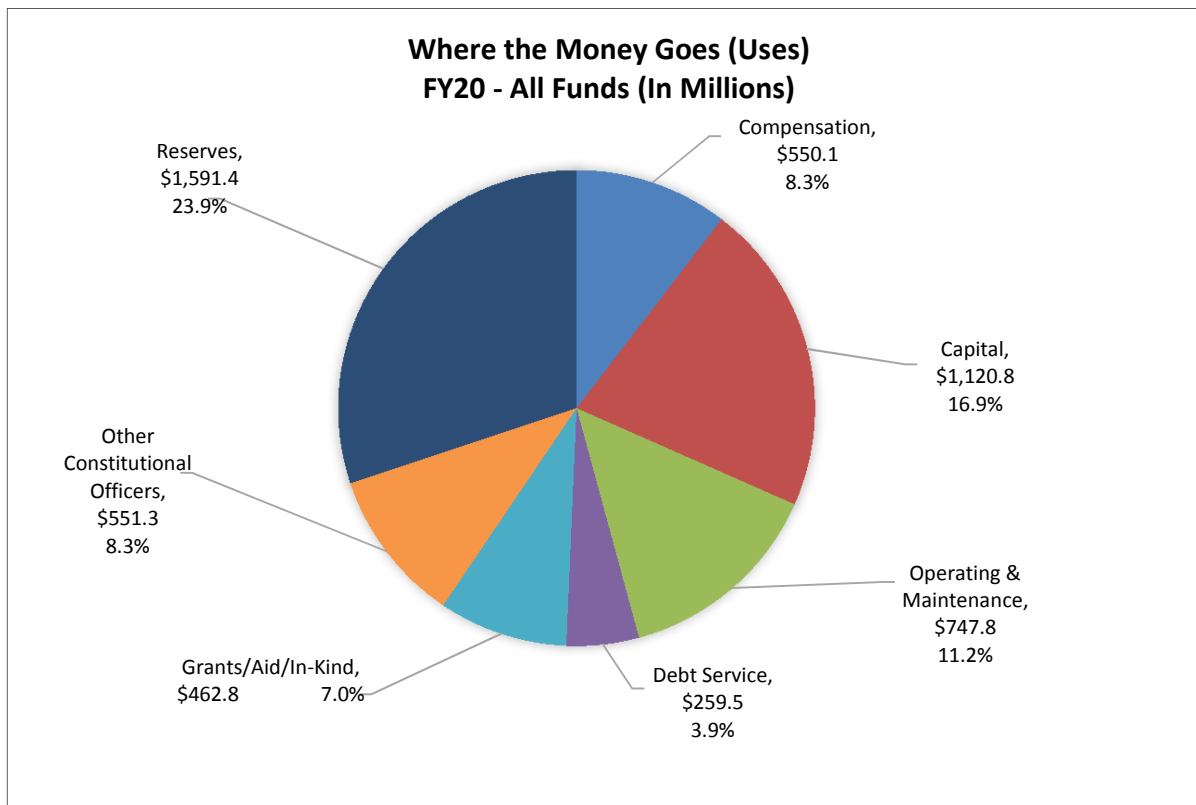
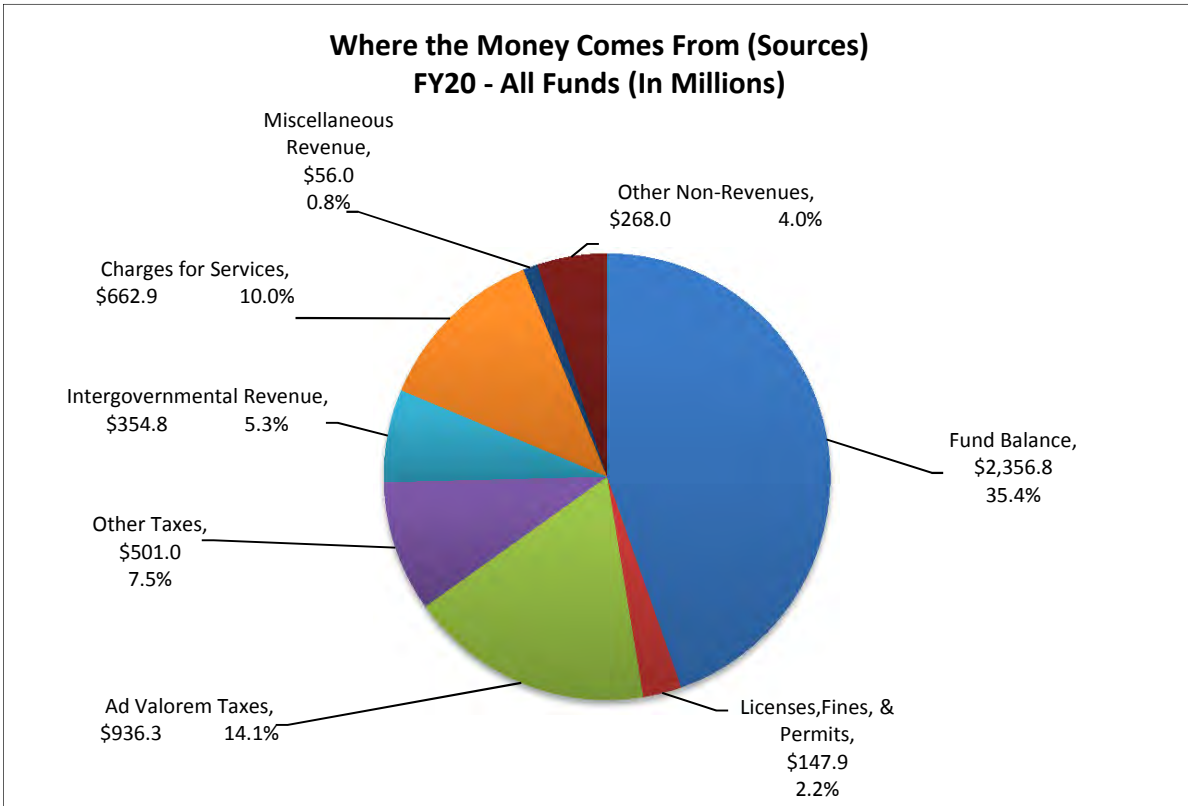
SOURCES	FY 18 Actuals	FY 19 Adopted	FY 20 Recommend	FY 21 Planned
Fund Balance Beginning of Year	\$2,949.9	\$1,813.6	\$2,356.8	\$2,109.5
Revenue:				
Ad Valorem Taxes	747.7	858.0	936.3	982.4
Other Taxes	357.5	367.0	501.0	513.3
Licenses and Permits	116.0	113.1	140.5	141.2
Intergovernmental Revenue	282.4	344.6	354.8	337.8
Charges for Services	612.8	624.5	662.9	669.3
Fines and Forfeits	8.6	8.0	7.4	7.4
Miscellaneous Revenue (Including Interest)	65.1	47.1	56.0	54.7
TOTAL REVENUE	2,190.1	2,362.3	2,658.9	2,706.1
Interfund Transfers	922.5	1,054.8	1,366.5	1,320.2
Other Non-Revenues ¹	127.8	256.9	268.0	280.6
TOTAL AVAILABLE	\$6,190.3	\$5,487.6	\$6,650.2	\$6,416.4
USES				
Compensation	\$439.2	\$502.3	\$550.1	\$579.9
Operating & Maintenance	590.9	715.6	747.8	702.6
Capital	298.0	988.5	1,120.8	974.5
Debt Service ²	179.9	140.9	259.5	121.5
Grants, Aids, & In-Kind	349.0	399.5	462.8	433.9
Transfers to Constitutional Officers	491.6	511.2	551.3	569.9
Interfund Transfers	922.5	1,054.8	1,366.5	1,320.2
Reserves and Refunds	0.1	1,174.8	1,591.4	1,713.9
TOTAL USES	\$3,271.2	\$5,487.6	\$6,650.2	\$6,416.4

Detail may not add to totals because of rounding.

1. Other non revenues include debt proceeds for Enterprise Funds, unspent funds returned by Board funded Constitutional Officers, and 5% statutory reductor.

2. Excludes certain debt issuance related costs not categorized as debt under the State of Florida Uniform Accounting System.

BUDGET SOURCES AND USES OF FUNDS



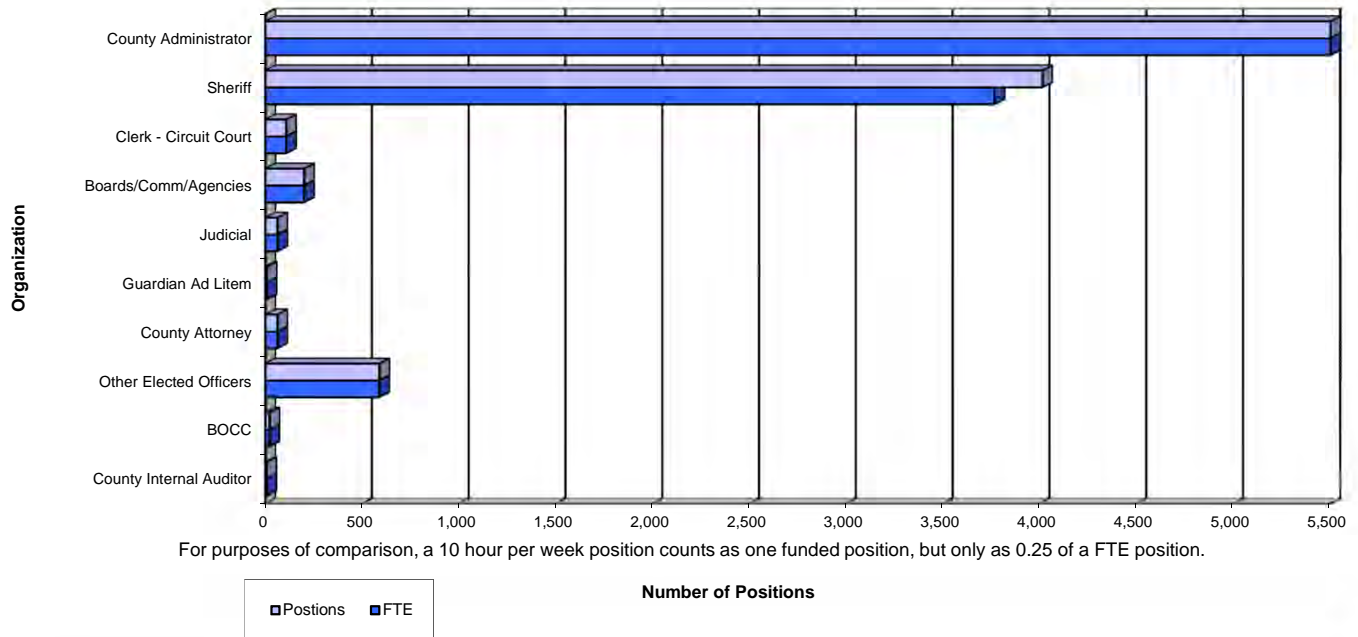
Note: Sources and Uses shown above exclude \$1,366 billion in Transfers In and Transfers Out, respectively.

With the exception of Fund Balance, Other Non-Revenues, and Transfers In many of the other revenues are subject to a statutory 5% reduction. Totals may not add up to 100% due to rounding.

Summary of Funded Full-Time Equivalent Positions and Funded Positions

Organization	FY 16 Adopted	FY 17 Adopted	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	Changes FY 19 to FY 20
County Administrator - Funded FTE	4,930.93	5,035.45	5,139.20	5,214.70	5,511.98	297.29
Funded Positions	5,180	5,282	5,385	5,440	5,749	309.00
Sheriff - Funded FTE	3,670.50	3,675.50	3,675.50	3,675.50	3,767.00	91.50
Funded Positions	3,830	3,833	3,833	3,833	4,014	181.00
Clerk of the Circuit Court/VAB - Funded FTE	108.00	107.00	107.00	107.00	107.00	0.00
Funded Positions	108	107	107	107	107	0.00
Boards, Commissions, and Agencies - Funded FTE	208.86	202.86	200.00	203.00	200.00	-3.00
Funded Positions	210	204	201	203	200	-3.00
Judicial - Funded FTE	59.70	59.70	59.70	60.70	61.70	1.00
Funded Positions	60	60	60	61	62	1.00
Guardian Ad Litem - Funded FTE	4.00	5.00	5.00	5.00	7.00	2.00
Funded Positions	4	5	5	5	7	2.00
County Attorney - Funded FTE	59.00	59.50	59.50	59.50	61.50	2.00
Funded Positions	60	60	60	60	62	2.00
Other Elected Officers - Funded FTE	562.10	569.10	589.60	589.60	588.10	-1.50
Funded Positions	563	573	596	596	589	-7.00
Board of County Commissioners - Funded FTE	21.00	21.00	21.00	21.00	21.00	0.00
Funded Positions	21	21	21	21	21	0.00
County Internal Auditor - Funded FTE	3.00	3.00	4.00	4.00	5.00	1.00
Funded Positions	3	3	4	4	5	1.00
Total Funded FTE's	9,627.09	9,738.11	9,860.50	9,940.00	10,330.28	390.29
Total Funded Positions	10,039.00	10,148.00	10,272.00	10,330.00	10,816.00	486.00

FY 20 FTE AND TOTAL POSITIONS



Budget by Program

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

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

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

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

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

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

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

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

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

For example, to increase the allocation to economic environment and housing in the **All Funds – FY 20** chart by one percentage point would require an added \$27.3 million increase in funding. A \$27.3 million shift to economic environment and housing in the **Unincorporated Area General Fund** would require a 7 percentage point shift in priorities from one or more other program areas because each percentage point shift in that fund equals only \$3.9 million.

Program Descriptions

The Budget by Program schedules in the following pages reflect expenditures by major State of Florida Uniform Accounting System (UAS) classifications. The classification descriptions below will assist the reader in understanding what major County services and functions are included within each classification. They appear in the same order in which they appear in the detailed schedules. For those interested, the complete State of Florida Uniform Accounting System Manual is available as a downloadable file from the State of Florida website.

Public Safety – services related to the security of persons and property. These include:

- **Law Enforcement** – expenditures related to enforcement of applicable laws by the Sheriff’s Office and other law enforcement agencies.
- **Fire Rescue** – expenditures related to both fire control and ambulance and rescue services.
- **Detention/Corrections** – expenditures related to confinement of prisoners, sentenced or otherwise, and rehabilitation of offenders. These include costs associated with the County jail, parole and probation services, juvenile homes, work release programs and other related expenses.
- **Public Safety Protective Inspections** - expenditures related to provision of inspections relevant to issuance of a license, permit or certificate relating to public safety not included elsewhere. These include costs relating to code enforcement inspections, child care facility inspections and building and zoning inspections.
- **Emergency and Disaster Relief Services** - expenditures related to defense against and relief from disasters. These include costs associated with County emergency management, including operating the Emergency Operations Center, certain Fire Rescue operations and other emergency preparation and relief costs.

Physical Environment – services for achieving a satisfactory living environment by controlling and utilizing elements of the environment. These include:

- **Solid Waste** – expenditures related to collection and disposal of garbage, refuse and solid waste.
- **Water/Sewer Combination Services** - expenditures related to provision of water and sewer services as a combined unit operation.

- **Conservation and Resource Management** - expenditures related to conservation and management of natural resources. These include costs relating to environmental protection, aquatic plant control, programs run by the Extension Department, the County Environmentally Sensitive Land Acquisition Program, review of development plans for determination of environmental impact and other related costs.
- **Flood Control** – expenditures related to flood control programs and facilities, primarily encompassed in the County stormwater program.
- **Other Physical Environment** – all other expenditures related to the physical environment not provided for above. These costs primarily include review of development plans for environmental impacts.

Transportation – services for provision of safe and adequate flow of vehicles, travelers, and pedestrians. These include:

- **Road and Street Facilities** – expenditures related to provision and maintenance of road and street facilities and ancillary facilities such as bridges, viaducts, sidewalks, traffic control devices, street lights, right-of-way, shoulders and other facilities incidental to the proper movement of traffic.
- **Transport Transit Systems** – expenditures related to the provision of mass transit systems. This consists primarily of funds provided to the Hillsborough Area Regional Transit Authority (HART) from transportation impact fee revenues.
- **Other Transportation** – all other transportation related expenditures not provided for above.

Economic Environment – services related to development and improvement of the economic condition of the community and its residents. These include:

- **Industry Development** – expenditures related to promotion and encouragement of industry development which will directly or indirectly benefit the community. This includes promotion of tourism as well as encouragement of a desirable firm or industry to relocate to the County.
- **Veterans Services** – expenditures related to the provision of services including counseling, assistance in attaining educational and financial benefits, housing and employment opportunities to eligible veterans. These costs also include the County’s expenditures for the ad valorem tax relief program for veterans.

Program Descriptions

Housing and Urban Development – expenditures related to the provision of public housing and other urban development projects. These costs include affordable housing, Section 8 housing, and Community Development Block Grant fund expenditures.

- **Other Economic Environment** – all other costs primarily related to the economic environment not already provided for above. These costs include the impact fee waiver program implemented to encourage development in targeted areas of the County, and grants to non-profit agencies providing tourism or economic development related services.

Human Services – services for care, treatment and control of human illness, injury or handicap; and for the welfare of the community as a whole and its individuals. These include mental health, physical health, public assistance programs, indigent health care, and programs to assist developmentally disabled persons. These include:

- **Health – expenditures** related to the provision of nursing, dental, diagnostic, rehabilitation and other services for the care and treatment of the sick, and for the control and prevention of disease. These costs include the County indigent health care program, mosquito control, physical health and well-being services provided by the Health and Social Services Department, certain animal services costs and the County’s annual contribution to Tampa General Hospital.
- **Mental Health** – expenditures related to diagnosis and treatment of mental illnesses, and the provision of mental health services for public use. These costs primarily consist of mental health services provided by the Health and Social Services Department.
- **Human Services Public Assistance** – expenditures related to the provision of economic assistance to the indigent residents of the County, including case management, counseling, general assistance, and indigent burial services.
- **Other Human Services** – expenditures related to the provision of other human services that cannot reasonably be classified into one of the above classifications. These include services to the aging, children’s services, Headstart and Early Headstart, respite care programs, transportation assistance, food programs, education and counseling programs and grants to non-profit agencies providing rehabilitation and care programs.

Culture/Recreation – services related to the provision and maintenance of cultural and recreational facilities and activities for the benefit of citizens and visitors. These include:

- **Libraries** – expenditures related to the provision, maintenance and operation of library facilities and services.
- **Parks and Recreation** – expenditures related to the provision and operation of recreational facilities and activities for both participant and spectator involvement, including parks and recreational facilities, but excluding stadiums, auditoriums, civic centers and marinas.
- **Cultural Services** – expenditures related to the provision and maintenance of facilities and services for citizen involvement in activities of a cultural nature. These include any County funding for the Museum of Science and Industry, the Lowry Park Zoo, the Tampa Aquarium and the Performing Arts Center.
- **Special Recreation Facilities** – expenditures related to the provision and maintenance of special purpose facilities such as stadiums, auditoriums, civic centers, and marinas. These costs include funding provided to the Tampa Sports Authority relating to the County’s share of operating deficits and ad valorem taxes for the Raymond James Stadium, Legends Field, and the St. Petersburg Times Forum and debt service related to certain stadium related bond issues.
- **Other Culture/Recreation** – expenditures related to the maintenance of other cultural or recreational services not otherwise classified above. These include funds provided for historic landmark preservation, the public art program and funding provided to non-profit agencies providing cultural or recreational services to County residents.

Courts – expenditures for State mandated County payments for the Judicial Branch, State Attorney, Public Defender, Conflict Counsel and Guardian Ad Litem facilities and technology.

General Government Services – non-court related services provided by the legislative and administrative branches of the County for the benefit of the public and the governmental body as a whole. This does not include administrative services provided by a specific department in support of services including in another classification above. These include:

- **Legislative** – direct costs charged for the performance of the Board of County Commissioners’ primary and subsidiary activities.
- **Executive** – expenditures related to the provision of executive management and administration as provided by the

Program Descriptions

County Administrator and other staff in the County Administrator's Office.

- **Financial and Administrative** – expenditures related to the provision of financial and administrative services including budgeting, accounting, auditing, property appraisal, tax collecting, personnel, purchasing, pension administration, communication, printing, stores, property control and grants development.
- **Legal Counsel** – expenditures related to the provision of legal services by the County Attorney's Office.
- **Comprehensive Planning** – expenditures related to the provision of master planning, zoning and development.
- **General Government Debt Service** – expenditures related to principal and interest payments and other non-proprietary fund debt associated costs.

Other General Government – expenditures related to other general government services not otherwise classified above. These include capital and maintenance for general government facilities not associated with one of the classifications previously discussed, including fleet management, communications, the County self-insurance programs, legislative delegation, procurement services, non-project specific real estate surveying, acquisition, and maintenance, maintenance and operation of parking facilities and security services.

Nonexpenditure Disbursements – Use of funds that do not represent expenditures for operating or capital purposes. Includes inter- and intrafund transfers and reserves and refunds.

- **Transfers** – represent transfers from one County fund to another, which are not repayable and do not constitute payment or reimbursement for goods provided or services performed, and do not represent an expenditure of the County as whole.
- **Reserves and Refunds** – reserves represent non-spendable budgetary appropriations. Before reserves can be expended, they must be appropriated for a specific use by the Board of County Commissioners. Reserves are used to provide a mechanism to meet unanticipated costs relating to normal operations or disasters, to provide a cushion against revenue shortfalls, or to set aside funding for future use. Certain types of reserves may be required by bond covenants or other agreements. Refunds relate to reimbursements by the County in the current fiscal year to payors for revenues received in a prior fiscal year.

Other Nonoperating Costs – payments by proprietary funds (enterprise funds) other than those for operating purposes. These consist primarily of budgeted interest and principal for debt service on enterprise fund commercial paper and long term debt.

BUDGET BY PROGRAM ALL FUNDS

Program	FY 18 Actuals	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Public Safety				
Law Enforcement	\$ 243,671,090	\$ 252,200,383	\$ 277,012,939	\$ 289,615,856
Fire Control	120,829,603	142,608,273	174,724,845	177,259,928
Ambulance and Rescue	31,986,984	31,500,389	35,151,766	36,175,813
Detention/Corrections	179,054,375	187,320,745	191,708,821	197,218,628
Public Safety Protective Inspections	28,827,552	33,015,195	42,209,870	41,670,883
Emergency & Disaster Relief Services	16,422,381	17,732,081	12,652,839	10,088,215
Medical Examiner	5,512,110	6,384,348	6,412,532	6,546,860
Consumer Affairs	589,645	1,083,785	1,090,004	1,237,941
Other Public Safety	17,270,679	21,623,404	23,771,598	17,715,291
	644,164,419	693,468,603	764,735,214	777,529,415
Physical Environment				
Conservation & Resource Management	23,219,049	54,159,728	108,664,864	80,064,127
Flood Control	30,172,054	63,179,405	73,738,311	53,764,831
Electric Utility Services	15,007	0	0	0
Physical Environment/Solid Waste	86,632,970	116,498,166	131,520,810	114,219,087
Sewer/Wastewater Services	145	0	0	0
Water/Sewer Combination Services	332,302,414	467,438,167	397,612,654	394,925,804
Water Utility Services	0	0	0	0
Other Physical Environment	576,591	2,763,389	1,807,663	1,317,663
	472,918,230	704,038,855	713,344,302	644,291,512
Transportation				
Road & Street Facilities	138,357,919	472,576,741	507,185,688	534,550,601
Transport Transit Systems	2,581,818	5,196,129	2,842,377	436,681
Parking Facilities	29,543	0	0	0
Other Transportation	898	2,410,039	3,428,048	652,797
	140,970,178	480,182,909	513,456,113	535,640,079
Economic Environment				
Employment Opportunity & Development	378,677	500,000	500,000	500,000
Industry Development	44,827,144	67,651,635	86,568,294	75,268,502
Veterans Services	807,047	895,588	1,581,651	1,188,393
Housing & Urban Development	18,264,315	45,804,485	51,386,273	45,489,019
Other Economic Environment	2,935,857	4,957,678	3,448,142	3,433,142
	67,213,040	119,809,386	143,484,360	125,879,056
Human Services				
Health	124,053,886	184,819,100	197,427,160	201,872,991
Mental Health	6,882,416	12,894,173	35,669,059	35,616,644
Hospital Services	241	0	0	0
Human Services Public Assistance	7,204,921	5,983,113	6,952,147	7,036,174
Other Human Services	79,027,333	107,502,783	115,210,171	107,667,959
	217,168,797	311,199,169	355,258,537	352,193,768
Culture/Recreation				
Libraries	48,092,659	73,598,644	82,450,414	68,688,171
Parks & Recreation	69,137,717	96,005,122	117,721,900	98,433,007
Cultural Services	106,001	1,059,545	1,603,400	2,858,400
Special Recreation Facilities	1,713,274	1,968,681	1,963,991	2,420,353
Other Culture/Recreation	5,834,210	12,209,797	9,202,138	3,003,626
	124,883,861	184,841,789	212,941,843	175,403,557
Courts				
Court-Related Services	20,313,139	23,237,585	26,063,927	22,190,350
	20,313,139	23,237,585	26,063,927	22,190,350
Total Citizen Programs	\$ 1,687,631,664	\$ 2,516,778,296	\$ 2,729,284,296	\$ 2,633,127,737

BUDGET BY PROGRAM ALL FUNDS

General Government Services

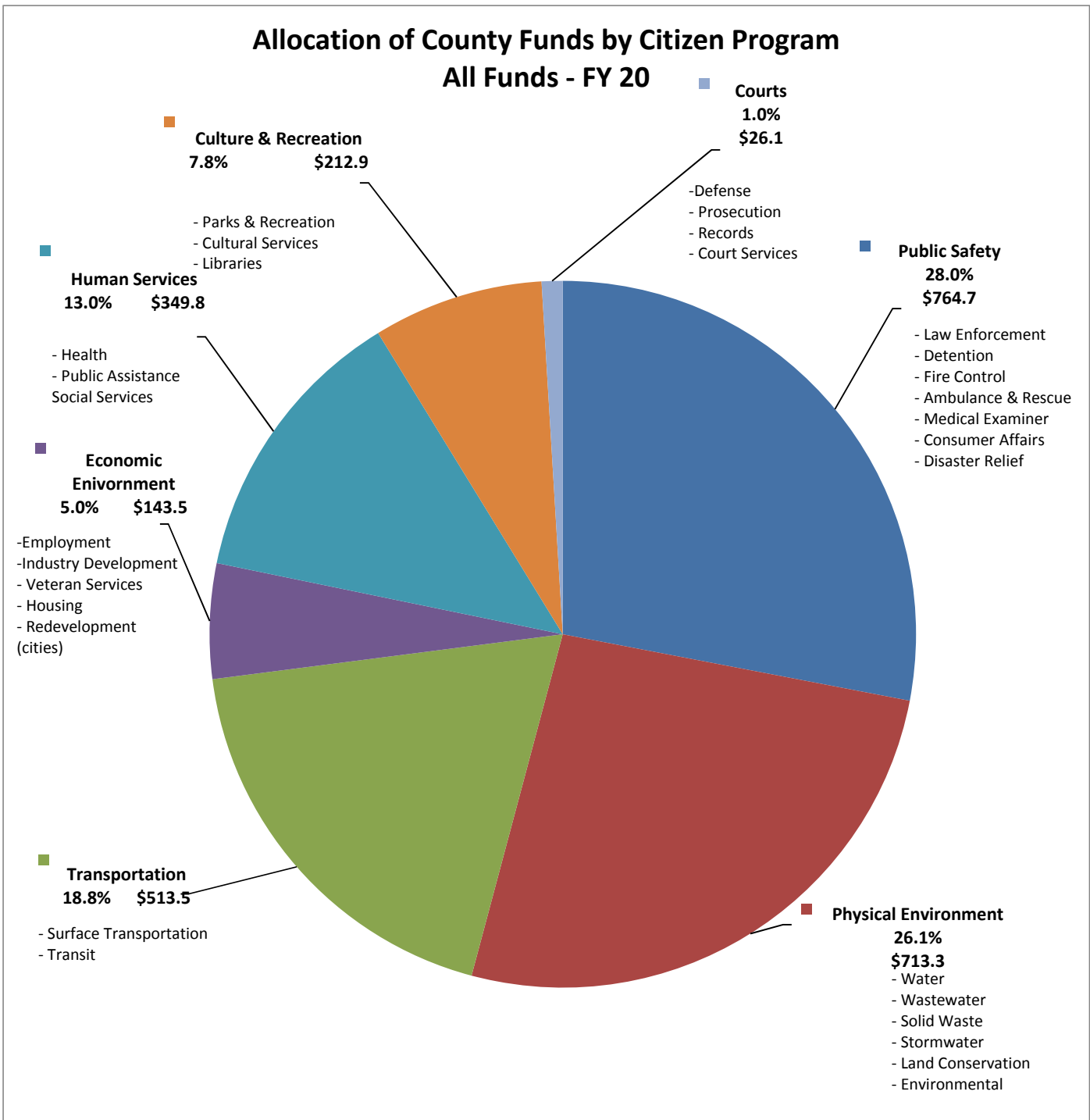
Legislative	2,962,997	3,125,623	3,164,897	3,248,411
Executive	3,543,078	4,144,501	5,954,337	5,704,582
Financial & Administrative	184,423,518	196,665,434	235,522,457	232,006,583
Legal Counsel	8,700,894	9,686,079	9,903,387	10,175,936
Comprehensive Planning	17,748,632	24,592,202	30,667,879	29,573,530
Debt Service	180,127,196	144,601,208	260,911,665	121,793,008
Other General Government	263,405,674	358,376,972	416,962,706	346,624,578
	660,911,989	741,192,019	963,087,328	749,126,628

Nonexpenditure Disbursements

Transfers	922,525,506	1,054,834,707	1,366,535,122	1,320,200,633
Reserves & Refunds	143,453	1,174,809,295	1,591,363,040	1,713,951,547
	922,668,959	2,229,644,002	2,957,898,162	3,034,152,180

Grand Total	\$ 3,271,212,612	\$ 5,487,614,317	\$ 6,650,269,786	\$ 6,416,406,545
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BUDGET BY PROGRAM ALL FUNDS



Each 1% equals \$27.3 million
 Total funding equals \$2.73 billion

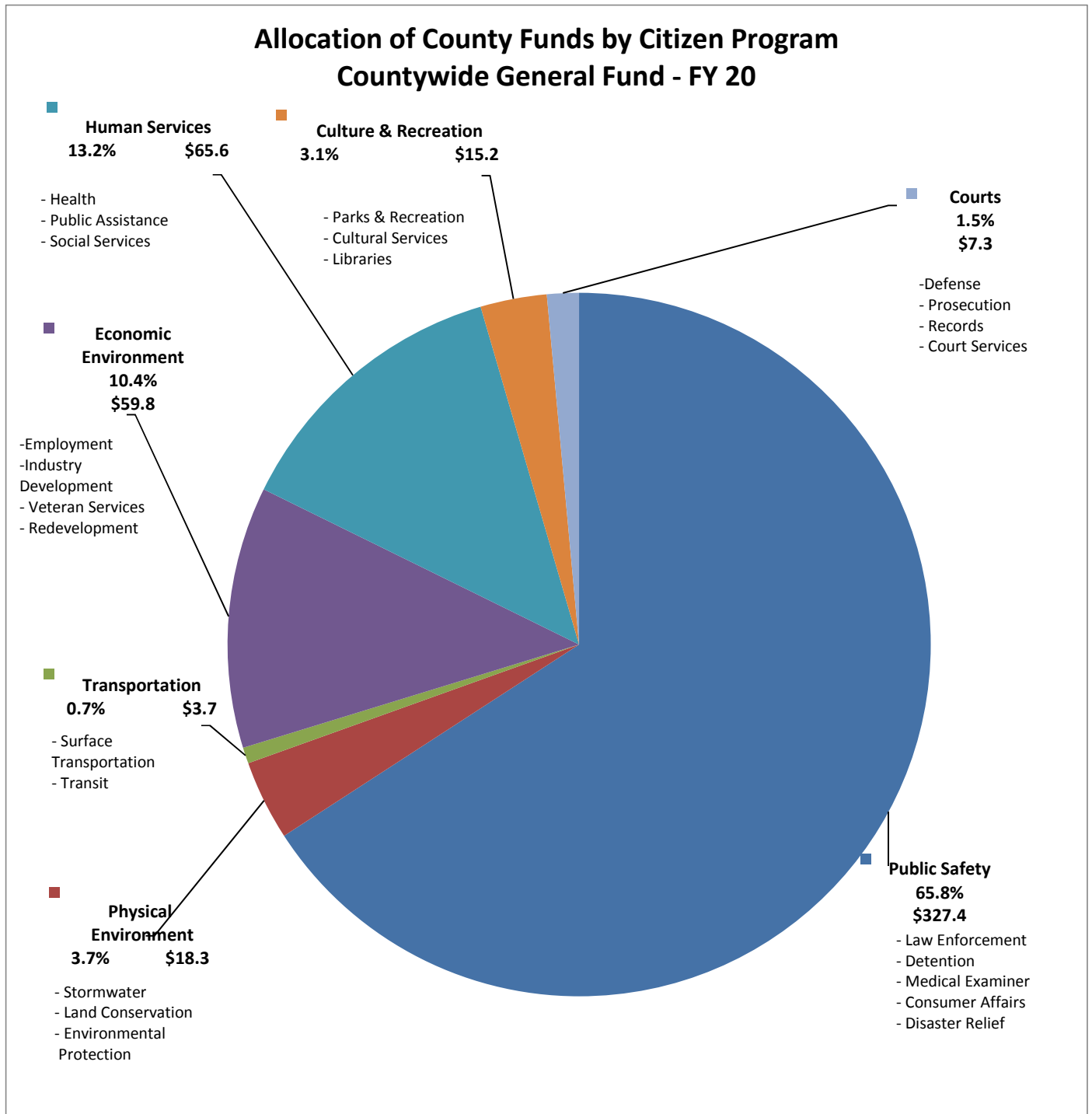
BUDGET BY PROGRAM COUNTYWIDE FUND

Program	FY 18 Actuals	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Public Safety				
Law Enforcement	\$ 119,118,882	\$ 123,578,713	\$ 127,372,235	\$ 130,621,411
Fire Control	39,093	116,609	35,109	35,109
Ambulance and Rescue	26,909	0	0	0
Detention/Corrections	174,231,172	180,427,820	186,107,505	192,753,180
Public Safety Protective Inspections	2,870,194	3,161,032	2,577,027	2,810,978
Emergency & Disaster Relief Services	2,523,773	5,488,783	3,274,278	2,126,107
Medical Examiner	5,449,160	6,286,116	6,400,402	6,534,376
Consumer Affairs	486,376	541,695	660,716	829,072
Other Public Safety	1,226,448	933,154	944,702	1,032,747
	305,972,007	320,533,922	327,371,974	336,742,980
Physical Environment				
Conservation & Resource Management	14,108,249	15,766,818	18,205,319	17,563,930
Electric Utility Services	0	0	0	0
Flood Control	0	143,663	0	0
Gas Utility Services	0	0	0	0
Physical Environment/Solid Waste	12,648	0	0	0
Sewer/Wastewater Services	0	0	0	0
Water Utility Services	0	0	0	0
Water/Sewer Combination Services	49,786	50,000	50,000	50,000
Other Physical Environment	5,000	5,000	55,000	5,000
	14,175,683	15,965,481	18,310,319	17,618,930
Transportation				
Road & Street Facilities	355,091	105,829	1,058,795	1,176,819
Transport Transit Systems	2,402,337	3,484,000	1,734,000	334,000
Parking Facilities	0	0	0	0
Other Transportation	898	127,000	876,855	376,855
	2,758,326	3,716,829	3,669,650	1,887,674
Economic Environment				
Employment Opportunity & Development	378,677	500,000	500,000	500,000
Industry Development	17,622,077	26,603,620	39,727,303	39,984,096
Veterans Services	807,047	895,588	1,581,651	1,188,393
Housing & Urban Development	2	6,725,023	15,000,026	10,000,027
Other Economic Environment	2,710,964	2,910,528	2,946,088	2,931,088
	21,518,767	37,634,759	59,755,068	54,603,604
Human Services				
Health	12,086,777	13,713,996	17,638,254	16,866,404
Mental Health	91,178	110,000	120,000	120,000
Human Services Public Assistance	4,403,009	5,423,945	6,238,651	6,303,881
Hospital Services	241	0	0	0
Other Human Services	24,637,513	33,703,854	41,645,669	36,676,619
	41,218,718	52,951,795	65,642,574	59,966,904
Culture/Recreation				
Libraries	301,764	0	0	0
Parks & Recreation	9,769,237	10,988,904	11,294,517	11,393,892
Cultural Services	34,973	493,400	493,400	493,400
Special Recreation Facilities	1,713,274	1,618,681	1,613,991	2,070,353
Other Culture/Recreation	1,510,138	1,854,186	1,778,626	1,778,626
	13,329,386	14,955,171	15,180,534	15,736,271
Courts				
Court-Related Services	7,866,432	6,883,851	7,305,749	7,386,554
	7,866,432	6,883,851	7,305,749	7,386,554
Total Citizen Programs	\$ 406,839,319	\$ 452,641,808	\$ 497,235,868	\$ 493,942,917

BUDGET BY PROGRAM COUNTYWIDE FUND

General Government Services				
Legislative	2,962,997	3,125,623	3,164,897	3,248,411
Executive	3,543,078	4,144,501	4,404,378	4,160,630
Financial & Administrative	100,712,315	112,760,965	128,416,798	127,140,324
Legal Counsel	8,700,759	9,686,079	9,903,387	10,175,936
Comprehensive Planning	435,026	443,377	452,836	452,836
Debt Service	0	0	0	0
Other General Government	33,333,718	40,918,659	44,933,350	44,165,742
	149,687,893	171,079,204	191,275,646	189,343,879
Nonexpenditure Disbursements				
Transfers	39,613,081	62,424,025	88,974,347	53,273,378
Reserves & Refunds	0	185,182,479	183,350,884	225,739,754
	39,613,081	247,606,504	272,325,231	279,013,132
Grand Total	\$ 596,140,293	\$ 871,327,516	\$ 960,836,745	\$ 962,299,928

BUDGET BY PROGRAM COUNTYWIDE GENERAL FUND



Each 1% equals \$4.9 million
 Total funding equals \$497.2 million

BUDGET BY PROGRAM UNINCORPORATED AREA FUND

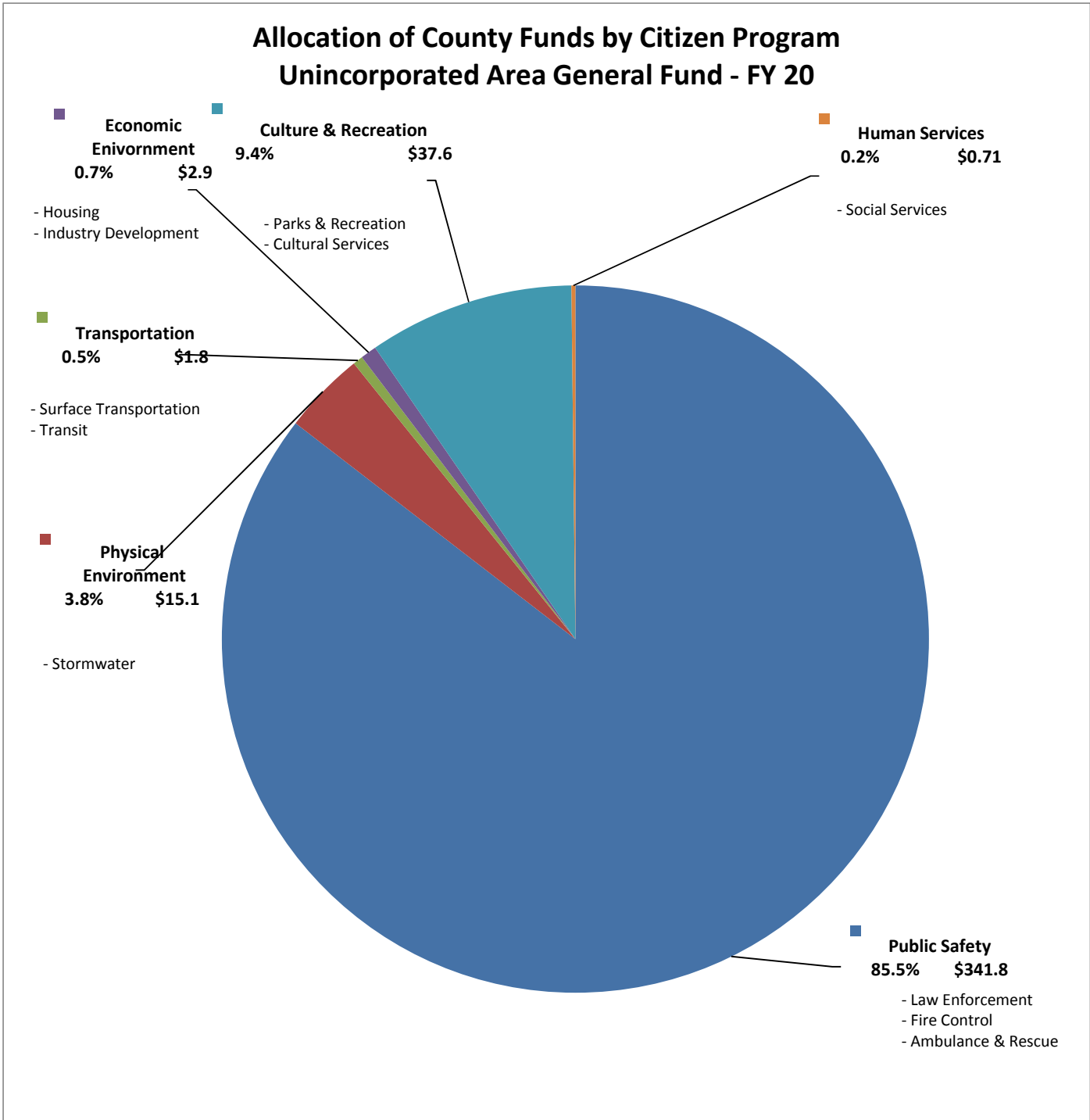
Program	FY 18 Actuals	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Public Safety				
Law Enforcement	\$ 122,294,451	\$ 126,207,370	\$ 147,046,097	\$ 156,035,612
Fire Control	111,266,261	129,875,110	141,049,822	154,737,493
Ambulance and Rescue	31,790,382	31,332,389	35,044,186	36,175,813
Detention/Corrections	0	0	0	0
Public Safety Protective Inspections	8,166,531	8,509,558	11,208,059	10,996,700
Emergency & Disaster Relief Services	482,353	589,284	473,378	473,378
Medical Examiner	62,950	98,232	0	0
Consumer Affairs	0	0	0	0
Other Public Safety	2,787,513	3,515,499	6,960,183	4,189,936
	276,850,441	300,127,442	341,781,725	362,608,932
Physical Environment				
Conservation & Resource Management	35,690	200,000	200,000	200,000
Electric Utility Services	0	0	0	0
Flood Control	10,191,377	11,585,657	13,083,579	13,386,336
Gas Utility Services	0	0	0	0
Physical Environment/Solid Waste	0	0	0	0
Sewer/Wastewater Services	0	0	0	0
Water Utility Services	0	0	0	0
Water/Sewer Combination Services	0	99,228	165,194	166,632
Other Physical Environment	421,591	2,608,389	1,602,663	1,162,663
	10,648,658	14,493,274	15,051,436	14,915,631
Transportation				
Road & Street Facilities	19,282,422	22,889,895	1,834,854	1,795,241
Transport Transit Systems	0	650,000	0	0
Parking Facilities	0	0	0	0
Other Transportation	0	0	0	0
	19,282,422	23,539,895	1,834,854	1,795,241
Economic Environment				
Employment Opportunity & Development	0	0	0	0
Industry Development	745,690	1,700,141	1,347,995	1,223,164
Veterans Services	0	0	0	0
Housing & Urban Development	481,150	751,780	1,101,194	1,125,877
Other Economic Environment	224,893	401,808	502,054	502,054
	1,451,733	2,853,729	2,951,243	2,851,095
Human Services				
Health	2,881	0	15,300	16,836
Mental Health	0	0	0	0
Human Services Public Assistance	0	0	0	0
Hospital Services	0	0	0	0
Other Human Services	600,000	700,000	700,000	700,000
	602,881	700,000	715,300	716,836
Culture/Recreation				
Libraries	0	0	0	0
Parks & Recreation	24,877,799	30,515,277	37,467,459	37,669,247
Cultural Services	70,000	100,000	90,000	90,000
Special Recreation Facilities	0	0	0	0
Other Culture/Recreation	39	25,000	45,000	25,000
	24,947,838	30,640,277	37,602,459	37,784,247
Courts				
Court-Related Services	4,299	3,000	3,000	3,000
	4,299	3,000	3,000	3,000
Total Citizen Programs	\$ 333,788,272	\$ 372,357,617	\$ 399,940,017	\$ 420,674,982

BUDGET BY PROGRAM UNINCORPORATED AREA FUND

General Government Services				
Legislative	0	0	0	0
Executive	0	0	0	0
Financial & Administrative	6,837,406	7,018,880	8,331,750	8,497,385
Legal Counsel	0	0	0	0
Comprehensive Planning	8,389,849	10,605,168	11,994,214	11,965,925
Debt Service	0	0	0	0
Other General Government	3,971,324	4,978,973	5,199,615	5,237,434
	19,198,579	22,603,021	25,525,579	25,700,744
Nonexpenditure Disbursements				
Transfers	45,989,988	63,530,464	39,740,411	34,451,151
Reserves & Refunds	10,296	77,890,964	91,343,527	93,481,717
	46,000,284	141,421,428	131,083,938	127,932,868
Grand Total	\$ 398,987,135	\$ 536,382,066	\$ 556,549,534	\$ 574,308,594

BUDGET BY PROGRAM

UNINCORPORATED AREA GENERAL FUND



Each 1% equals \$3.9 million
 Total funding equals \$399.9 million

Capital Improvement Program Budget

Sources and Uses of Funds

(in Millions of \$)

SOURCES ⁽¹⁾	FY 18 Actuals ⁽¹⁾	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Boat Fees	\$0.5	\$3.0	\$1.2	\$1.5
Community Invest. Tax	25.1	87.0	68.9	33.3
Enterprise Fees	62.8	230.8	232.8	222.6
Financing	111.1	335.6	428.8	481.4
Gas Taxes	11.8	30.9	23.7	27.9
General Revenues	35.0	166.0	170.2	104.7
Grants & County Match	12.7	22.7	22.0	0.0
Impact Fees	6.8	31.8	36.5	15.5
Library Fund	7.6	30.0	37.1	22.7
Mobility Fees	0.2	2.8	19.3	5.6
Other	14.4	36.6	47.4	14.1
Stormwater Fees	3.0	25.8	41.0	38.2
TOTAL SOURCES	\$291.1	\$1,003.1	\$1,129.0	\$967.5

USES	FY 18 Actuals	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Fire	\$10.2	\$11.8	\$32.6	\$1.9
Government Facilities	15.7	158.4	204.6	16.4
Libraries	8.1	30.5	37.7	0.6
Parks	33.2	83.7	149.9	2.2
Solid Waste	0.5	21.7	33.4	0.9
Stormwater	18.6	50.3	59.2	20.0
Transportation	50.9	383.0	426.9	214.7
Water & Wastewater	153.8	263.8	184.7	26.0
Total Programs Budget	291.1	1,003.1	1,129.0	282.6
Carryforward ⁽²⁾	0.0	0.0	0.0	684.9
TOTAL USES	\$291.1	\$1,003.1	\$1,129.0	\$967.5

(1) This amount represent the funding source of the uses not the actual revenues.

(2) Reflects projects carryforward balance from prior year.

Debt Service Budget Summary

**Debt Service Requirement for County Debt Only
(in Millions)**

	FY 18 Actual	FY 19 Budget	FY 20 Adopted	FY 21 Planned
DEBT SERVICE BUDGET				
Principal	\$75.8	\$68.2	\$60.0	\$58.2
Interest Payments, except capitalized ¹	46.6	53.5	52.7	44.8
Total Principal & Interest	122.4	121.7	112.7	103.0
Debt Administration Expenses ²	0.6	5.7	5.7	1.8
Principal Payment Defeased Debt ³			110.3	
Redemption of Debt				
Redemption of Short term Loans	56.9	13.5	30.9	16.7
Interfund Short term Loans				
Sub Total	\$179.9	\$140.9	\$259.5	\$121.5
Other Debt Services Costs and Fees ⁴	1.0	3.9	2.4	1.3
Net Debt Service Funding <i>(not including Commercial Paper rollovers)</i>	\$180.9	\$144.8	\$261.9	\$122.8
COUNTY DEBT OUTSTANDING BY TYPE: <i>(As of Fiscal Year End) ⁵</i>				
General Obligation Debt	\$56.4	\$109.5	\$106.8	\$103.7
Self-Supporting Debt ¹	479.9	460.7	441.2	425.6
Non Self-Supporting Debt	525.9	624.9	556.5	530.6
TOTAL COUNTY DEBT OUTSTANDING <i>(As of Fiscal Year End)</i>	\$1,062.2	\$1,195.0	\$1,104.5	\$1,060.0

Notes:

1 Amounts shown include Special Assessment debt but 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 The principal amount of outstanding bonds placed in irrevocable escrow for payment when due or callable. Does not include principal payments made from Commercial Paper rollover notes which are shown separately below.

4 Includes debt issuance costs, tax liability consultant services and assessment collection services. Under Florida Uniform Accounting Standards (UAS), these costs are not classified as debt service, but as operating costs. They are shown here to provide full disclosure of all debt related costs.

5 FY2019-FY2021 includes Actual/Projected new Bond issuances and refinancings completed in FY2019, but excluded from the FY2019 Budget adopted September 20, 2018.

Major County Revenues

Hillsborough County relies on a number of revenue sources to finance ongoing operations and construction activities. These sources of revenue include various taxes, special assessments, fines and forfeitures, fees, shared intergovernmental funding, federal, state, local and private grants, and charges for services (fees). Of these, the major revenues consist of ad valorem (property) taxes, federal and state grants, user fees funding the County's solid waste and water and wastewater utilities, fuel taxes on gasoline and diesel fuel to help fund roadway construction and maintenance, permit fees to pay for building permit and inspection programs, sales tax and other revenue shared with counties by the State of Florida, business license fees, and parks and recreation fees.

Various factors impact revenues from year to year. These include changes in overall county-wide and unincorporated area population, changes in specific service populations and associated demand for related services, overall economic trends which can contribute to increases or decreases in real disposable income (which measures residents' after-tax buying power, adjusted for inflation), changes in taxable property values, and inflation. State legislative action can also significantly impact revenues.

Economic downturns decrease real disposable income, making it more difficult for residents to pay property taxes, and results in consumers and businesses buying fewer goods which reduces revenue from sales taxes. Less real disposable income and/or higher gas prices can result in fewer miles being driven by residents, which reduce fuel tax revenue. Less disposable income negatively impacts home sales, reducing both demand for new construction and existing home resales, lowering County revenue associated with these activities. Lower real disposable income can also reduce revenues associated with tourism, as there are fewer out-of-state visitors, and those that do visit stay for shorter periods of time. Fewer visitors negatively impact revenue sources such as the tourist development tax, sales taxes and fuel taxes.

Each March and August, the Florida Legislature's Office of Economic & Demographic Research (EDR) publishes statewide revenue projections from the Florida Revenue Estimating Conference (REC). The REC provides estimates of revenue and/or the tax base for the Local Government Half-Cent Sales Tax, Indigent Care Surtax, Community Investment Surtax, Communications Services Tax, Tourist Development Tax, various State collected fuel taxes, and the State's County Revenue Sharing program (which is based on the sales tax and a cigarette tax). Early statewide REC estimates are provided on the State's fiscal year basis (July 1 – June 30). These are converted by staff to the County's fiscal year (October 1 – September 30), and are then applied to local revenues.

Projecting County revenues based on State forecasts is just one of several forecasting methods used to project County revenues. In addition to using the REC estimates, Management and Budget Department staff forecasts revenues using various trend forecasting methods including moving average models, year-to-date rate of growth trend, year-to-date monthly averages, regression analysis models, and calculating the average of the various estimates generated by these methods.

In addition to the Revenue Estimating Conference's state-wide forecasts, during mid- to late summer each year the Florida Department of Revenue (DOR) provides specific local guidance on revenues and/or the tax base for the Local Government Half-Cent Sales Tax, Indigent Care Surtax, Community Investment Surtax, Communications Services Tax, Tourist Development Tax, various State-collected fuel taxes and the State's County Revenue Sharing program. When appropriate, County revenue forecasts are updated using these localized DOR estimates, and normally serve as the basis for final revenue estimates for the budget adopted in September.

Estimates of revenues are gathered from a variety of sources, including professional organization forecasts, state forecasts, and federal forecasts. 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. Their forecasts are based on past trends, current conditions, and forecasts of future conditions.

In preparing the FY 20 and FY 21 budget, staff noted a small range among revenue forecast results from the various forecasting methods and consequently used the average of the various forecasts, after dropping the high and low forecast estimates for most non-grant major revenues such as sales tax-based revenues and fuel tax revenues. FY 20 estimates and FY 21 projections generally reflect strong economic activity that is expected to continue through 2021.

Discussion of various economic factors impacting revenue forecasts can be found in the Economic Indicators section of the Executive Summary.

Ad Valorem Taxes

In modern times, property taxes, also called *ad valorem* taxes, have traditionally been the major source of revenue for local governments.¹ In Hillsborough County these taxes comprise the single largest component of all current year's revenues – 22% in FY 20 and 23% in FY 21.

Ad valorem property tax revenues depend upon two components - the ad valorem tax rate, expressed as a millage rate (a

¹ Section 9(a), Article VII, Florida Constitution

Major County Revenues

mill is \$1 per \$1,000) set by each taxing authority, and the *taxable* value of property, established by the Property Appraiser. Taxable value is the assessed value of real and personal property less any exemptions, such as a homestead exemption or a senior exemption. By statute, the County can assess no more than 10 mills for countywide purposes and 10 mills for services in the unincorporated area. Millages required to pay debt service on voter approved debt do not count against these caps.

Hillsborough County levies a property tax on all property within the County, including property within municipalities, for services provided countywide. This tax, referred to as the *Countywide Ad Valorem Tax*, is deposited in the County's Countywide Operating General Fund to fund programs having countywide benefit. Examples of Countywide tax funded programs include services to children and the elderly, emergency management and emergency dispatch functions, jail operations provided by the Sheriff's Office, Medical Examiner, economic development, and animal control and spay/neuter services. With a non-debt related countywide millage rate of 5.7309 mills, FY 20 revenue prior to the 5% statutory reduction is projected to be \$594 million. Revenue prior to the 5% statutory reduction is projected to be \$624 million in FY 21.

Hillsborough County also levies a *Municipal Services Taxing Unit (MSTU) Ad Valorem Tax* to fund municipal type services provided in the unincorporated area 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. Proceeds from this tax may only be used to provide services in the unincorporated area of the County.² Examples of MSTU tax funded services are unincorporated area fire rescue and ambulance services, law enforcement services provided by the Sheriff's Office, and code enforcement services. Since the three municipalities assess their own property tax to provide municipal services, including fire rescue and police services, within their own boundaries, the County only assesses residents outside of the municipalities for these and other unincorporated area services. With a non-debt related unincorporated area (Municipal Services Taxing Unit, or MSTU) millage rate of 4.3745 mills, FY 20 revenue prior to the 5% statutory reduction is projected to be \$274 million. Revenue prior to the 5% statutory reduction is projected to be \$287 million in FY 21.

To fund operations of the city-county library system, the County levies a third property tax called the *Special Library District Ad Valorem 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. With a library services millage rate of 0.5583 mills, FY 20 revenue prior to the 5%

statutory reduction is projected to be \$56 million. Revenue prior to the 5% statutory reduction is projected to be \$59 million in FY 21.

The County also levies separate property taxes to meet annual debt service requirements for payment of voter approved general obligation bonds. This millage does not count against the ten mill caps previously discussed. The FY 20 budget includes a countywide millage of 0.0604 mills for voter approved general obligation debt for the acquisition of environmentally sensitive land and an unincorporated area millage of 0.0259 for voter approved debt for additional park facilities located in the unincorporated area. FY 20 combined revenue prior to the 5% statutory reduction is projected to be \$8 million. FY 21 combined revenue prior to the 5% statutory reduction is projected to be \$8 million.

In addition to the Hillsborough County Board of County Commissioners (BOCC), other jurisdictions in the County have independent authority to levy property taxes. Non-BOCC taxing authorities include 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. These taxing authorities are all authorized by the state to levy their own ad valorem taxes, over which the Board of County Commissioners has no input or authority.

As a separately elected constitutional officer, the Hillsborough County Property Appraiser is responsible for assessing property values and establishing taxable values for all property in the County. By statute, assessed values are based on property values as of the preceding January 1st. The Property Appraiser is required to provide taxing authorities initial taxable values by June 1st of each year, followed by Preliminary Taxable Values by July 1st of each year. State law mandates that these preliminary taxable values be used to forecast ad valorem tax revenue for the adopted budget. The taxable values delivered each July 1st are considered preliminary as they are subject to change based on property owner appeals to the Value Adjustment Board, which is authorized to make taxable value decisions that could change a property's value. Once all appeals are heard and decisions rendered, the taxable values become final. The historical annual impact of Value Adjustment Board changes on ad valorem tax revenues has been well below 1%.

Each August, the Property Appraiser mails a Truth in Millage (TRIM) notice to property owners showing tentative millage rates that each taxable authority proposes for the year. By statute, each taxing authority has to adopt its tentative millage(s) for the TRIM notices by July 31st. Once these tentative millage

² Section 125.01(1)(q), Florida Statutes

Major County Revenues

rates are adopted, they may only be lowered at the final statutory public hearing in September unless a revised TRIM notice is mailed to each taxpayer at the taxing authority's expense.

Each taxing authority adopts its final millage rates at a mandated public hearing in September. These rates are then used by the Tax Collector for the consolidated tax bill mailed to taxpayers in early November.

Discounts are offered for early payment of ad valorem taxes: 4% if paid by November 30th, 3% if paid by December 31st, 2% if paid by January 31st, and 1% if paid by February 28th (February 29th for leap years). Ad valorem taxes and non-ad valorem assessments on the tax bill are considered delinquent if not post-marked by March 31st, after which an interest rate of 18% per year (1.5% per month) plus any advertising costs are charged.

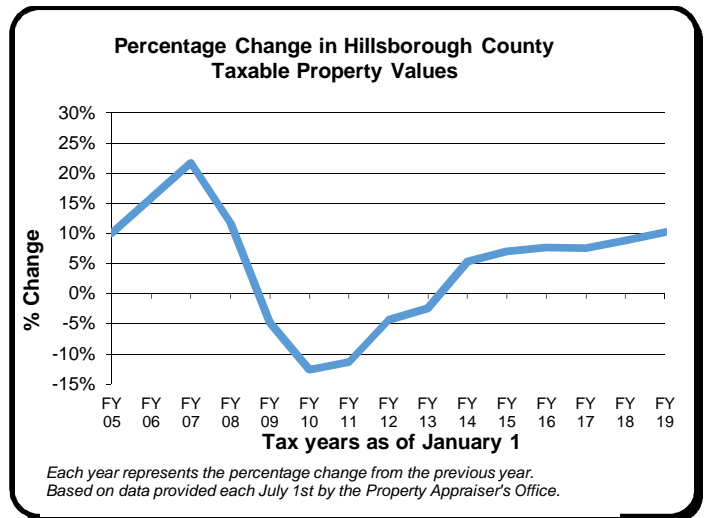
For those properties for which property taxes were not paid on time, the Tax Collector holds an auction of tax certificates by June 1st. Bids are offered on an interest rate to be earned by the purchaser, and the lowest interest rate bid wins the auction. Winners are required to pay the full tax bill amount; interest associated with the interest rate they bid becomes what they earn if a property owner subsequently pays what is owed. Property owners are required to pay the certificate holder both the amount of the tax bill plus accrued interest. If a tax certificate is not redeemed within three years, the tax certificate holder can file with the court to take the property.

Several factors constrain annual growth in assessed property values:

- Amendment 10 of the Florida Constitution, known as the Save Our Homes (SOH) constitutional amendment, was approved by voters in 1992. This amendment took effect January 1, 1995 and limits annual increases in assessed values for homesteaded properties to the lesser of 3% or the rise in the Consumer Price Index. The FY 20 SOH limit is 1.9%.
- A state mandated roll-back of property taxes starting in FY 08, and an approved constitutional amendment both increasing exemptions on homestead properties and capping the percentage that taxable values of non-homestead properties can increase each year have decreased ad valorem revenue on an ongoing basis.
- Additional tax reform measures approved by the State and by voter referendum since 2007 further limit increases in taxable values and millage rates which can be assessed by local authorities, and impact the taxable values not only for homesteaded properties but for residential and commercial property as well. These regulatory constraints will limit growth of property tax revenue for the foreseeable future.

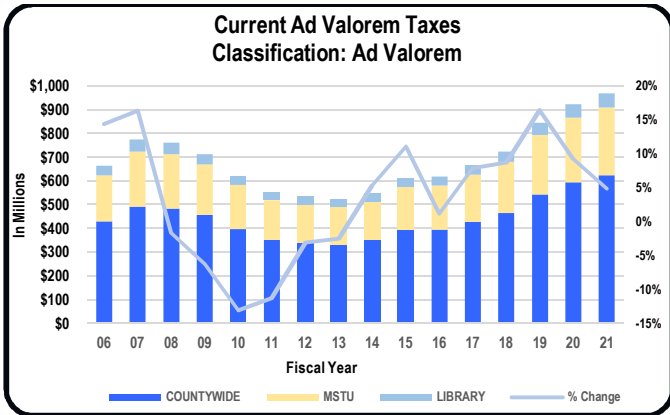
For a given ad valorem tax rate (millage), an increase in taxable values will result in higher County ad valorem tax revenues. Conversely, a decrease in taxable values will result in lower ad valorem revenues. As the chart below shows, taxable values fluctuate over time – the sharp decline from 2006 to 2009 reflects a combination of factors – new State legislation and voter approved referenda capping growth in assessed values, a collapse in real estate prices, and the resulting weakening economy. It is only since 2013 that taxable values have rebounded; 2013 taxable values increased 2.88% from 2012, and FY 15 values increased an additional 8.5%. FY 16 taxable values increased by 7.7%, and FY 17 values increased an additional 7.6%. FY 18 taxable values increased by 8.9%, with FY 19 taxable values increasing by 10.2%.

Projections of ad valorem tax revenues used for the budget are continuously updated throughout the budget process by staff as revised information on economic activity and the tax roll became available. While the adopted budget is based on taxable values provided by the Property Appraiser each July 1st, earlier estimates are based on key forecasting tools including state forecasts, trend analysis, preliminary data from the Property Appraiser, building permit activity, and expert knowledge.



The chart on Current Ad Valorem Taxes shows the changes in the County's ad valorem tax revenues for the Countywide, MSTU, and Library District ad valorem taxes since 2005. Strong growth in taxable values through FY 07 allowed the County to reduce total BOCC millage each year during that period while maintaining ad valorem revenues needed to fund County needs.

Major County Revenues



(Note: All graphs show FY 06 – FY 18 actual revenue and budgeted FY 19 – FY 21 revenue

Total BOCC millage rates and associated budgeted ad valorem taxes were reduced from FY 08 through FY 13 due to mandated millage rollback and property tax reforms previously discussed. Starting in FY 14, ad valorem tax revenues started to increase due primarily to the recovery in the economy and the real estate markets. There have been no millage increases during this period.

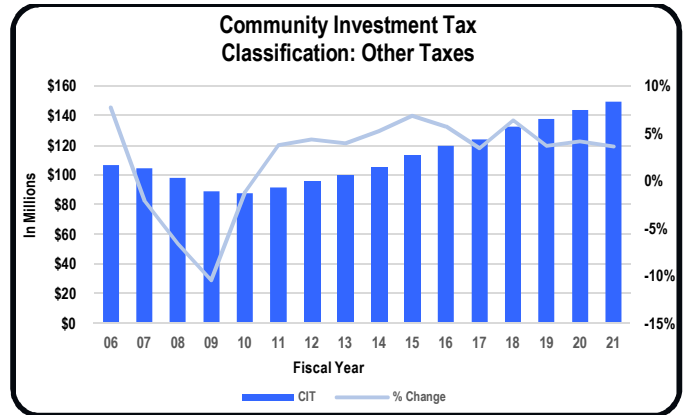
Non-Ad Valorem Taxes

Non-ad valorem taxes include receipts from non-ad valorem sources such as certain types of locally imposed fuel and sales taxes, the Communications Services Tax, certain lawyer and occupational license taxes, and Tourist Development Taxes. During Non-ad valorem taxes account for 12% of FY 20 revenues and 12% of FY 21 revenues.

Local Government Infrastructure Surtax - 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”³ are used to acquire, construct and improve transportation, stormwater, general government, public education and public safety infrastructure to promote the health, safety and welfare of Hillsborough County residents. This tax is due to sunset on November 30, 2026.

By agreement, several other governmental entities share in the proceeds of this tax. The Hillsborough County School Board receives 25% of gross revenue, distributed monthly. Annual debt service on a \$318 million bond issue that financed Raymond James Stadium is also paid from gross revenue. The stadium is used by the University of South Florida football team, the Tampa Bay Buccaneers of the National Football League, and multiple special events annually. The remaining Community Investment Tax proceeds are shared by the County and its three municipalities using the same population based distribution formula that applies to the regular Local Government Half-Cent Sales Tax.

³ Section 212.055(2), Florida Statutes



As previously discussed, staff prepares short and long term projections of sales surtax revenues based on various trend analyses, state forecasts, and economic conditions. The FY 20 and FY 21 estimates reflect the average of the various forecast results after dropping the high and low results.

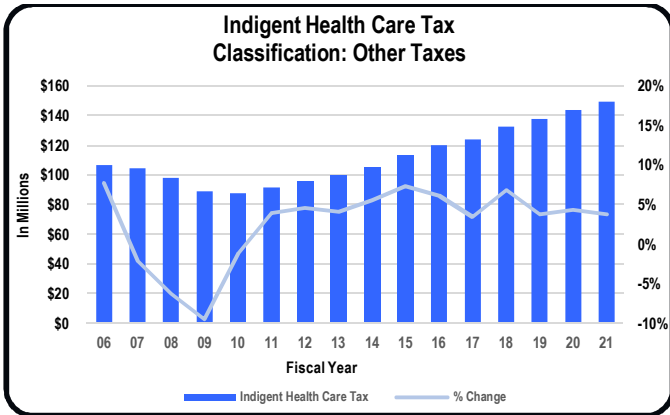
Surtax for Transportation Improvements – on November 7, 2018 the voters of Hillsborough County approved a 1% sales surtax to fund transportation improvements throughout Hillsborough County, including road and bridge improvements; the expansion of public transit options; fixing potholes; enhancing bus service; relieving rush hour bottlenecks; improving intersections; and making walking and biking safer. The Transportation Surtax commenced on January 1, 2019 and is in effect for 30 years. The surtax is a shared revenue with the municipalities of Hillsborough County, Hillsborough Area Regional Transit Authority and Metropolitan Planning Organization. Currently the validity of the tax is pending review by the Florida Supreme Court.

Indigent Care and Trauma Center Sales Surtax - The Indigent Care and Trauma Center Sales Surtax⁴ funds Hillsborough County’s nationally acclaimed Indigent Health Care Program and was initially authorized by the State in 1984. Extended twice, the sunset provision was permanently removed in 2003.

The chart for this tax reflects revenues since FY 06. Since the tax is assessed similarly to the Local Government Infrastructure Surtax (CIT), revenue trends, barring rate changes, other structural tax changes and audit adjustments, will mirror the CIT.

⁴ Section 212.055(4), Florida Statutes

Major County Revenues



Fuel Taxes - This tax classification includes two County levied fuel taxes, the Voted (9th Cent) Fuel Tax⁵ and the Local Option (6 Cents) Fuel Tax⁶. Two other fuel taxes – the Constitutional Fuel Tax and the County Fuel Tax – are levied by the State with proceeds distributed to the County and are discussed below in the Intergovernmental Revenues section.

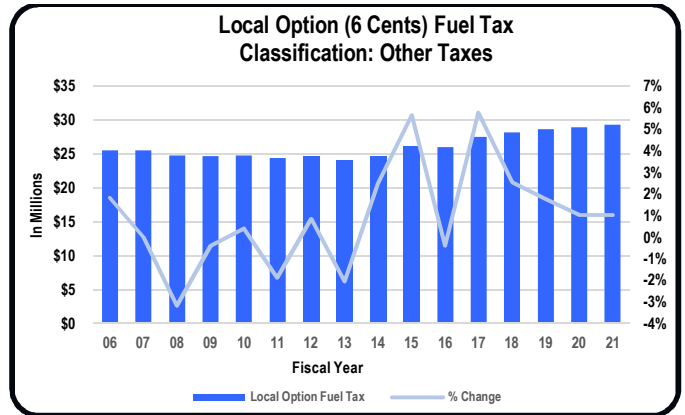
Fuel taxes levied by the County are shared among the County and its three municipalities. These taxes reflect a fixed assessment per gallon of fuel; therefore associated revenues correlate strictly to the number of gallons of fuel sold, not to the price of fuel. When fuel prices increase, demand, along with associated revenue from these fuel taxes, tends to decline. Conversely, when fuel prices decline, demand, along with associated revenue, tends to increase. Over time, revenue increases due to higher demand are mitigated by the replacement of older vehicles with more fuel efficient vehicles.

Fuel taxes are the primary source of funds for road maintenance and road resurfacing. In general, fuel tax revenues are not subject to large fluctuations from year to year, as reflected in the graphs below.

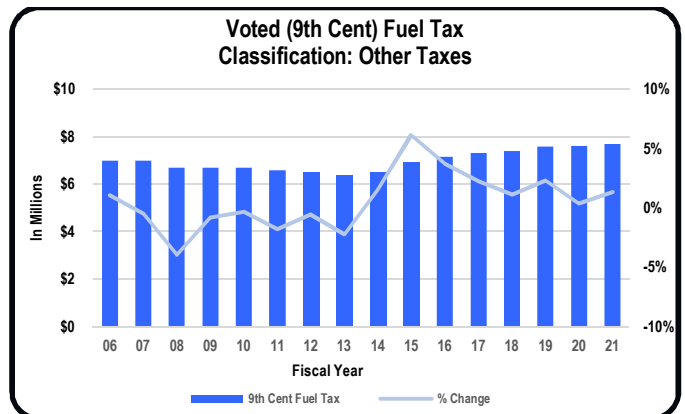
Hillsborough County levies the maximum 6 cents of the 1-6 Cents Local Option Fuel Tax; the tax is levied on each gallon of gasoline or diesel fuel. The Ninth Cent Fuel Tax is also levied on both gasoline and diesel fuel. By ordinance, use of the Ninth Cent Fuel Tax is restricted to pothole repair and road resurfacing.

Reflecting projections of continued low fuel prices through the end of 2019, FY 20 fuel tax revenue is projected to increase 1.05% over FY 19, and 1.03% in FY 21.

⁵ Section 336.021(1)(a), Florida Statutes
⁶ Sections 206.41(1)(e), 206.87(1)(c), and 336.025, Florida Statutes



The Voted (9th Cent) Fuel Tax is scheduled to sunset December 31, 2021, while the Local Option (6 Cents) Fuel Tax is scheduled to sunset on December 31, 2042. The sunset dates of these taxes can be extended by a resolution approved by the Board of County Commissioners. Staff used the average of the various forecasts previously discussed, less high and low fuel tax estimates, for the budget.

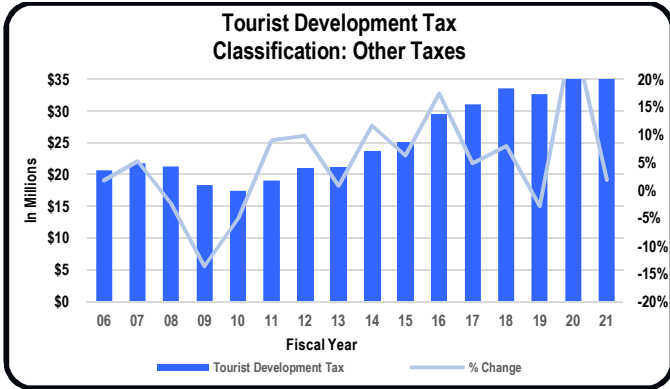


Local Option Tourist Development Tax⁷ - This tax, authorized by the State and levied by BOCC vote, is imposed primarily on tourist related resorts and facilities and provides funding for tourism and economic development. Proceeds are used to fund debt service and capital improvements for Raymond James Stadium, home to the Tampa Bay Buccaneers. In October 1995, an additional one percent was added to finance the Amalie Arena, an indoor sports and entertainment arena constructed in downtown Tampa, bringing the total tourist development tax to 5%. Hillsborough qualified as “high tourism impact” County in FY 19 as sales subject Tourist Developments Taxes (TDT) exceeded \$600 million in FY 18. The BOCC voted and additional 1% in June 2019.

⁷ Section 125.0104, Florida Statutes

Major County Revenues

As the graph below illustrates, tourist tax revenues can vary widely from year to year, depending on the state of the economy and the success in attracting large conferences, national sports events, and other national events to the County. This is reflected in the chart below.



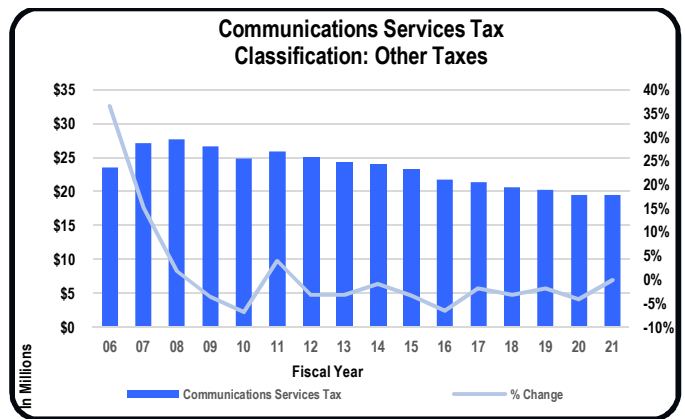
Based on forecasts provided by the Economic Development Department, tourist development tax revenue is projected to increase 28.52% in FY 20 reflecting the 6th cent, and by 1.9% in FY 21 as improved national economic conditions and increased tourism support more travel and improved local occupancy rates.

Communications Services Tax – In 2001 the State of Florida established the Communications Services Tax (CST)⁸ in order to simplify taxes on telecommunications, cable television, direct-to-home satellite, and related services. The law replaced and consolidated various taxes with a single tax comprised of two parts: the Florida communications services tax and the local communications services tax. Communications services subject to the tax include voice, data, audio, video, or any other transmitted information or signals, including cable services that are transmitted by any medium that originate and terminate in the state, or originate or terminate in the state and are billed to an address within the state.

The 2001 legislation established 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 up to 5.22% on communications services rather than use the default rate. The tax replaced various franchise fees previously assessed. Hillsborough County currently levies only 4% of the authorized 5.22%.

A percentage of the revenue is allocated each year to support fire rescue construction and capital equipment acquisitions. The percentage dedicated for this purpose has been 37.5% since FY 10. Communication Services Tax backed debt was issued in 2016 to fund a new Public Safety Operations Center and fire station renovation and replacement at several locations.

Communications Services Tax revenue continues to reflect the rapid change occurring in the communications industry. New technologies, such as mobile phones, internet and wireless, are changing the way we use telephones, computers and television. Some of these technologies and arrangements are not currently taxable, and some, such as Voice over Internet Protocol (VOIP), and internet streaming of television programs and movies, continue to supplant taxable services. As the chart below reflects, revenues have been declining annually since FY 11. FY 20 revenue is projected to decrease by 4% and FY 21 revenues are projected to remain flat.



The County only collects revenue from this tax from residents in the unincorporated area, and the revenue is used to fund services provided only in the unincorporated area. The three municipalities levy their own communications services taxes from residents within their borders, so the County's revenue is not subject to sharing.

The FY 20 and FY 21 estimates reflect the average of the various forecast results after dropping the high and low results.

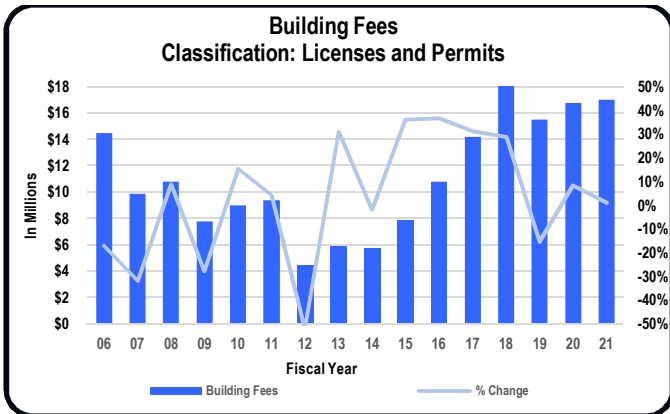
Licenses and Permits

Fees from licenses and permits will provide 4.56% of total FY 20 and FY 21. Although contributing only a small amount to County revenues, these fees merit mention due to their relationship to the regulatory functions of County government and their usefulness in helping gauge activity of growth in related segments of the County's economy.

Building Permit Fees - Building Permit Fee revenue generally parallels the general health of the local building industry, and is tied closely to economic conditions. In response to higher interest rates, residential building permits fell 32.2% in FY 07, with associated revenue falling 31.7%. In 2007, in recognition of increased permit application processing costs, the Board of County Commissioners approved an increase in permitting fees.

⁸ Section 202.19(1), Florida Statutes

Major County Revenues

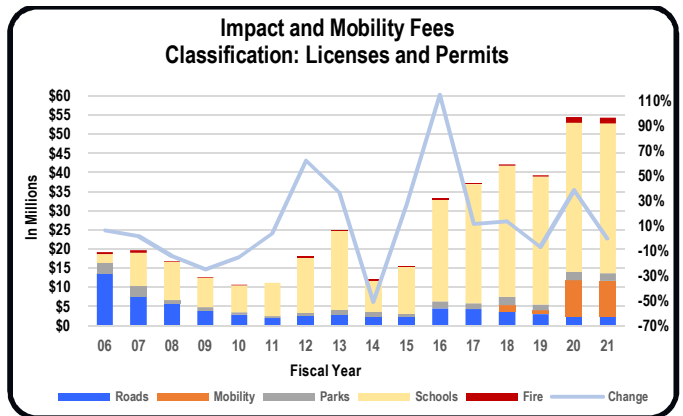


Despite permit activity falling another 28.2% in FY 08 due to the continued backlog of unsold existing and new homes, revenue increased 9.1%, realizing a full year of revenues based on the increased fee structure. Actual year-end FY 09 revenues fell 27.8%, or almost \$3 million, from FY 08 revenues, reflecting the weak economy and decline in the real estate markets. FY 10 revenue rose 15.4%, reflecting the improving economy and rebound in construction. FY 11 revenues were \$9.4 million, a 4.4% increase over FY 10.

FY 12 revenue was \$4.5 million, reflecting a temporary 50% decrease in permit fee rates approved by the Board of County Commissioners on September 8, 2011. The reduction was intended to help encourage economic development, and applied to construction related permit applications and applications for service filed between October 1, 2011 and December 31, 2012. Rates returned to FY 11 levels on January 1, 2013, resulting in higher revenue. Revenues increased to \$8.4 million for FY 14 due to the continued improvement in the economy and a decrease in the inventory of homes for sale from a high of 15 months to 4 months in mid-FY 13. FY 15 revenues declined to \$6.8 million, a 20.1% reduction, despite BOCC approval to lower permit fee rates to draw down excess reserves, strong permitting demand was reflected in FY 15 revenue, which grew by 24.1% to \$7.2 million. FY 16 revenues increased to \$10.8 million, or 36.7%, with FY 17 revenues increasing to \$14.2 million, or 31.5%. FY 18 revenues increased to \$18.3 or 29% and FY 20 revenues are projected to increase by 8.9% and FY 21 by 1.2%. The forecasts are based on the expert judgment of Development Services staff regarding projected permitting activity.

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

However, on January 1, 1993, school impact fees began to be collected in both incorporated and unincorporated areas of the county.



In July 2006, the Board voted to increase school impact fees beginning November 2006. School impact fees are remitted directly to the Hillsborough County School Board for use in constructing new schools. In FY 18, school impact fees represent 59.5% of impact fee revenue. In April 2016 the Board of County Commissioners voted to phase out roadway (transportation) impact fees and implement mobility fees effective January 1, 2017.

In July 2019 the Board voted to increase the Fire Impact fees for use in building new fire stations and reducing response time.

Mobility fees, unlike impact fees, can be spent on projects such as trails, sidewalks, bicycle lanes, and transit stops, in addition to intersections and road capacity improvements. Mobility fees are based on how far the new development is to various activity centers. The further out the development, the larger the fee, as people would have to travel more miles on roadways to get to the activity centers.

Mobility fees apply to any development for which a completed building permit application is submitted. Completed building permit applications submitted prior to the effective date of January 1, 2017 are grandfathered in and are subject to paying roadway impact fees. Only roadway impact fees are being replaced by mobility fees; development will still be subject to Fire, Parks and School impact fees. Mobility fees are projected to generate \$9.3 million in both FY 20 and FY 21.

As shown in the chart above, impact fee revenues from FY 07 to FY 10 were adversely impacted by the weak real estate market. Revenue rebounded slightly in FY 11, and then showed strong growth in FY 12 and FY 13, reflecting the strengthening economy and real estate markets. FY 14 amounts reflect a slowdown in building permit activity and associated revenues, with FY 15

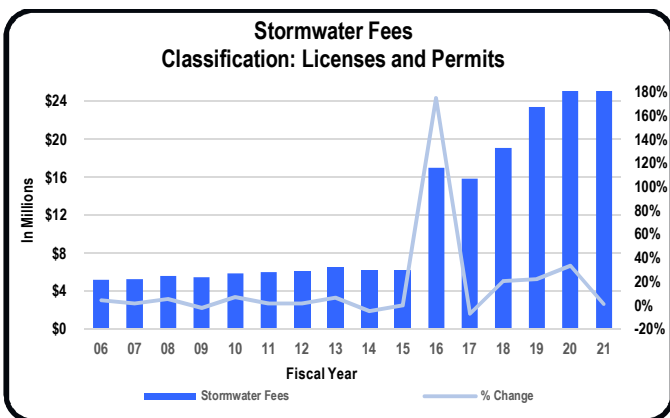
Major County Revenues

through FY 21 reflecting an anticipated rebound in new construction. Fees are estimated by staff based on forecasts of new construction and expert staff judgment.

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

In 2015, wanting to address the growing backlog of needed stormwater improvements, the Board of County Commissioners approved the first rate increase since the fee was implemented in 1991. The rates, effective in FY 16, were increased by 150%. The rates were increased in FY 19 with the annual assessment for single family residential and agricultural parcels is \$42 per year. Other residential parcels, such as apartment complexes and condominiums, are assessed \$21 per dwelling unit on the parcel. For non-residential parcels the assessment is \$.035 for each 1.5 square feet of area which cannot absorb water.

The FY 20 and FY 21 budgets include an increase in rates using a new tiered systems. The additional revenue will allow for increased maintenance activities such as mowing, ditch and pipe cleaning, and street sweeping to improve conveyance and reduce roadway flooding. Additionally the funding will be used to accelerate replacement of failing pipes and other infrastructure.



Forecasts are based on property tax roll data provided by the Property Appraiser and Public Works staff projections.

Intergovernmental Revenues

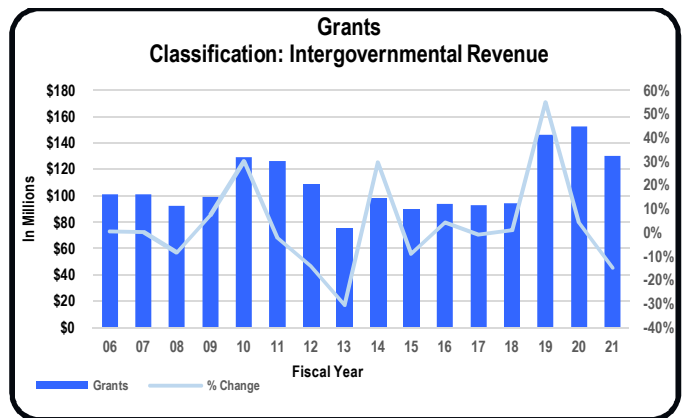
The County is projected to receive 8.23% of FY 20 revenue and 7.82% of FY 21 revenue from intergovernmental sources such as federal and state grants and State levied taxes shared with local

governments. The two largest components of this category is the Local Government Half-Cent Sales Tax, which represents 33.3%

Of intergovernmental revenues, and federal, state, and local grants, which represent another 44.6% of intergovernmental revenues. Other revenues in this category include county revenue sharing and various restricted revenues collected by the State and shared with local jurisdictions.

Grants - Major grants are received by the county to help fund head start and early head start, children and elderly food programs, anti-drug abuse programs, environmental issues, and Housing and Urban Development grants for community development and housing rental. Most grants require the County to provide matching funds, generally 10% to 20% of the grant amount. Grant amounts fluctuate significantly from year-to-year, based on grantor funding decisions and availability of funds.

The County's largest grants are for Head Start/Early Head Start Programs. These programs provide 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. The centers are located throughout the County and transportation is provided for all participating children. Participating families also receive health, dental, and preventive mental health services as well as parent involvement opportunities.



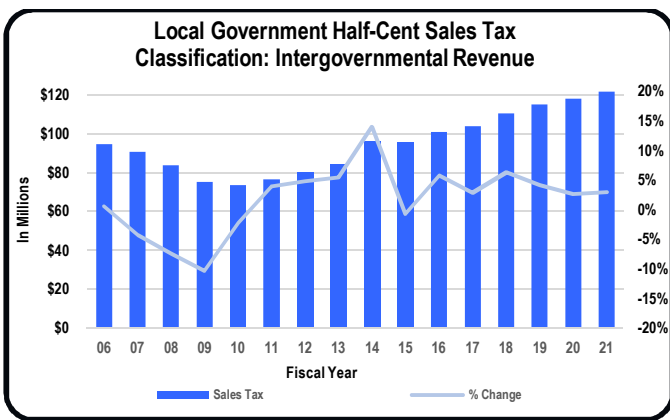
On December 1, 1992, the Hillsborough County Board of County Commissioners was designated as the grantee agency for the Ryan White CARE Act of 1990 for Title I funds to be allocated among service providers for HIV+ individuals in the Tampa-St. Petersburg area, comprised of Hillsborough, Pinellas, Pasco,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

Major County Revenues

Health Care Services Department in accordance with allocations of the Ryan White Care Council.

The chart above reflects actual grant revenue received through FY 18, and forecast revenue for FY 19, FY 20 and FY 21.

State Shared Revenues - Two State shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax*⁹ levied by the State has been a major source of revenue for the County since its inception in FY 83 and has historically been the largest state shared revenue. The impact of the recession and lower consumer spending can be seen starting in FY 08 and continuing into FY 10, during which period annual revenue declined a total of 20.1%.

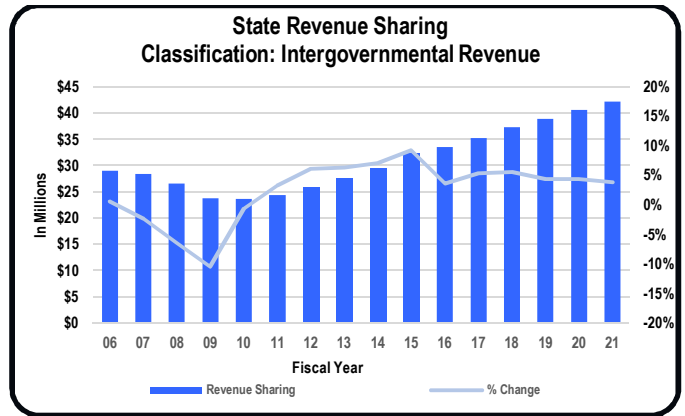


As consumer spending rose with a stronger economy and renewed job growth, half-cent sales tax revenue has risen each year since FY 11. FY 14 reflects a one-time audit adjustment associated with an accounting change, resulting in a one-time increase of \$7.3 million. Excluding this adjustment, FY 15 revenue increased 5.7% above FY 14. Continuing economic growth increased half-cent growth by 5.75% in FY 16 and by 2.83% in FY 17. Projections call for additional growth of 2.61% in FY 20, and 2.96% in FY 21. Forecasts were developed using the average of the various forecast techniques after dropping the high and low forecast results.

The second important State revenue source is the State Revenue Sharing Program¹⁰. This revenue is comprised of proceeds from a one-cent State cigarette tax and 2.25% of State sales tax revenue. State Revenue Sharing projections closely track half-cent sales tax forecasts.

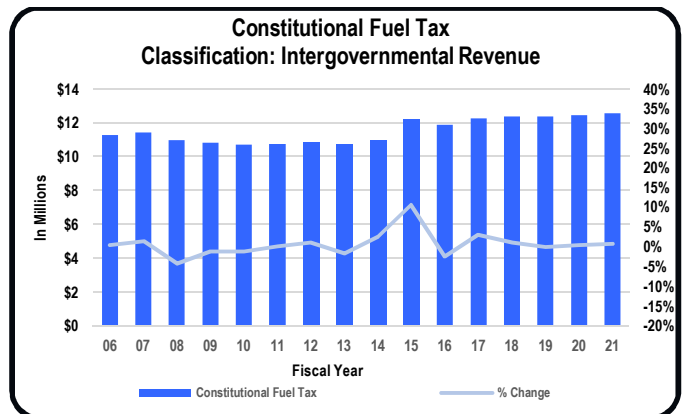
A weakening economy, with its associated impact on consumer spending, resulted in reductions in revenue from FY 07 through FY 10. Increased spending associated with an improving economy is evident starting in FY 11, when state revenue sharing revenue increased 3.3%. FY 15 actual revenue rose 9.3% over FY

14. FY 16 actual revenue exceeded FY 15 revenue by 3.7%, while FY 17 reflected a 5.4% increase and FY 20 and FY 21 continue to show continued growth of 4.38% and 3.9% increases respectively.



The *Constitutional Fuel Tax*¹¹ is a two cent per gallon of motor fuel State levy shared only with counties. Eighty percent of the revenue can be used for debt service and is managed by the State Board of Administration. Any remainder of the 80 percent portion not needed for debt service is then distributed to the County for use in meeting transportation needs. The County has no current debt funded by this portion, so receives the entire 80%. The other 20 percent is given to the County for the acquisition, construction and maintenance of roads.

As the associated chart shows, revenues from this tax have remained within a relatively narrow range since FY 06. The increase in FY 15 was the result of a one-time accounting adjustment. FY 16 revenue decreased 2.4%, and FY 17 increase by 3.0%. FY 18 revenue reflects growth of 1.1%. FY 20 is projected to increase by .5%, and FY 21 revenue is projected to increase slightly by .8%. The forecasts were developed using the average of the various forecast techniques previously discussed after dropping the high and low forecasts.



⁹ Section 212.20(6)(d)2, Florida Statutes

¹⁰ Sections 210.20(2), 212.20(6) and 218.20, Florida Statutes

¹¹ Section 9(c), Article XII, Florida Constitution

Major County Revenues

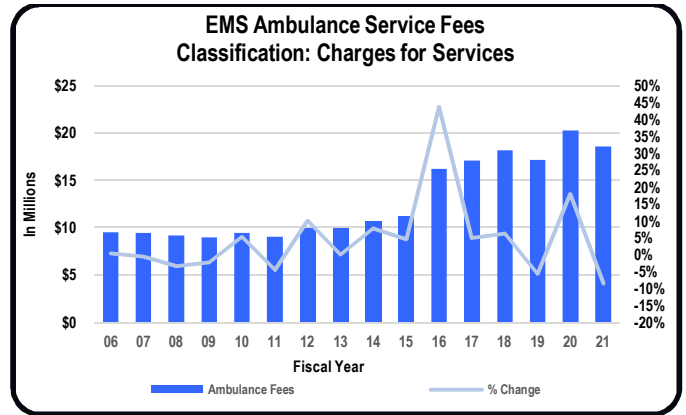
The *County (7th Cent) Fuel Tax*¹² is a one cent per gallon of motor fuel tax considered a State Shared Revenue since its distribution is based on a State-set formula not based solely on total collections within the county of collection. This revenue, along with other gasoline taxes and road network impact fees, is used to support road network maintenance and improvements.

This fuel tax generally mirrors the Constitutional Fuel Tax, and the revenue outlook is similar. FY 20 revenue is forecast to be \$5.5 million, and FY 21 revenue is forecast to be \$5.6 million. The forecast was developed using the average of the various forecast techniques previously discussed after dropping the high and low forecasts.

Charges for Services

Charges for Services comprise 15.4% of FY 20 budgeted income, and 15.5% of budgeted FY 21 revenue. The largest component is water/wastewater and solid waste utility user charges, which represent 59% of total FY 20 charges for services, and 60% of total FY 21 charges for services. Internal service charges for services rendered by a central service department to other departments represents another 23.8% of FY 20 charges for services and 23.5% of FY 21 charges for services. Examples of internal service charges include charges for fleet services and allocation of central service department costs funded from the countywide general fund to all other funds. Other charges are assessed for such services as ambulance transports, special recreation programs, fees for housing federal prisoners, various inspections, environment and physical resource fees, health and human services fees, and a myriad of other fees that generate relatively small amounts of revenue. In preparing the County's annual budget, departments whose operations are supported by these fees provide estimates of anticipated revenue. Departments rely upon past trends and their accumulated expert knowledge to project revenues.

One example of this type of revenue is *EMS Ambulance Service Fees*. As the graph illustrates, these fees have been a steady source of revenue since FY 06. FY 15 through FY 18 actuals reflect an increase in ambulance rates approved by the Board of County Commissioners in 2014. FY 20 budget reflects continued growth of 18%. Annual growth is associated with continued strong population growth in the County. Revenue estimates are provided by the Fire Rescue Department and are based on a five year trend analysis and expert judgment.

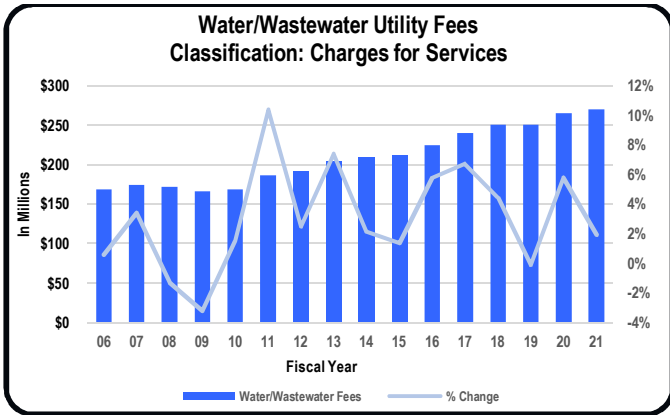


Water and Wastewater Utility User Charges - The primary source of revenue for the Hillsborough County Water and Wastewater utility system is the monthly charges to its customers. These charges are composed of three parts – Base Facility Charges, Volumetric Charges and a Customer Service Charge. The rates were adjusted October 1, 2019, resulting in the following rates: a Residential Base Facility Charge for Potable Water of \$9.18, a Residential Base Facility Charge for Wastewater of \$14.83, and a Customer Service Charge of \$4.78. These base charges are in addition to Volumetric Charges, which are tiered as follows: \$0.75 for each 1,000 gallons up to 5,000 gallons, \$2.09 for each 1,000 gallons from 5,001 to 15,000 gallons, \$3.50 for each 1,000 gallons from 15,001 to 30,000 gallons, and \$5.23 per 1,000 gallons over 30,000 gallons. In addition, customers are charged a Purchased-Water Pass-Through Charge of \$2.93 per 1,000 gallons. Wastewater billable flow is charged at \$4.78 for each 1,000 gallons.

In order to ensure that rates are sufficient to meet financial needs of the County's Water and Wastewater System, and to satisfy debt covenants, a rate study is conducted by the Public Utilities Department every two years to set the rates for the biennial budget. Each completed study is validated by an independent consultant. This study, with the exception of the "Purchased-Water Pass-Through" consumption charge, is the basis for the monthly user charges for the next two years. The "Purchased-Water Pass-Through" consumption charge is set to recover the cost of all retail and bulk potable water purchases, and is recalculated annually. Increased demand, coupled with the need to reduce reliance on ground water pumping, have required Tampa Bay Water to construct additional water projects, including a water desalination plant, which have increased the cost of bulk water purchased.

¹² Section 206.41(1)(b), Florida Statutes

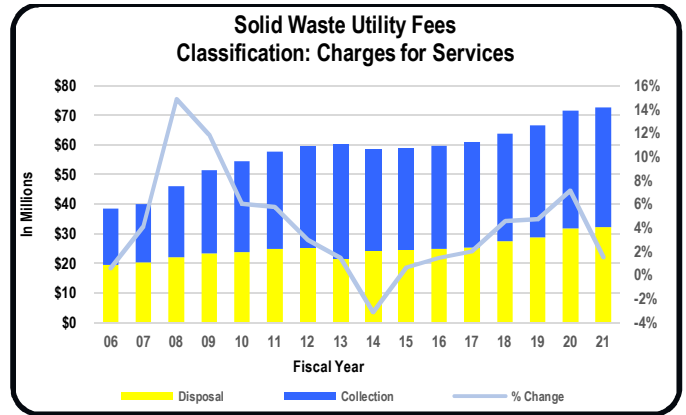
Major County Revenues



The Water/Wastewater chart shows that overall revenues from user, base and service charges remained relatively flat from FY 06 through FY 10. Reflecting the improving economy and associated growth in the housing market, revenues from FY 11 through FY 14 increased an average of 6.0% per year. FY 15 revenue increased a slight 1.4% increase from FY 14; with FY 16 growth of 4.2% and FY 17 growth of 5.0%. FY 20 revenues are projected to increase by 5.78% and FY 21 by 2%, reflecting both population growth and annual rate indexing that went into effect on June 1, 2015. Estimates are provided by Public Utilities based on a rate model which is validated by an independent consultant.

Solid Waste Residential Assessments - These non-ad valorem assessments appear on the ad valorem tax bill, and fund residential solid waste collection and disposal while providing a stable revenue source to pay debt service on Solid Waste Management System bonds. Since FY 98 there have been two separate assessments, a collection assessment and a disposal assessment. Both assessments are collected only in the unincorporated area of the County. Solid Waste collection and disposal rates are reviewed annually and revised as needed to pay expenses and comply with debt service coverage requirements defined in bond covenants.

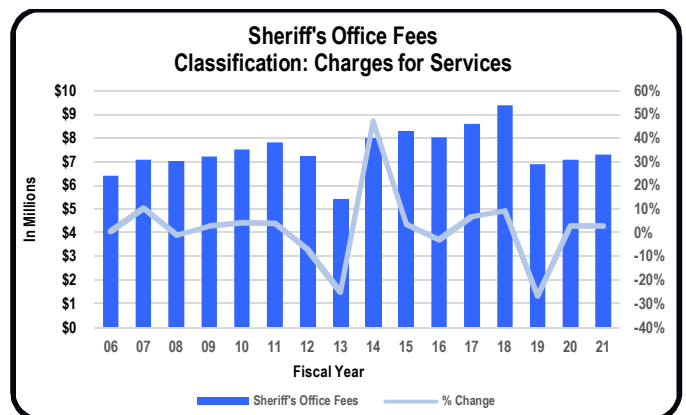
The solid waste collection and disposal assessments were initially approved by the Board of County Commissioners (BOCC) on November 13, 1996, and went into effect on October 1, 1997. The assessment replaced the annual fee residents previously paid directly to collectors for curbside service. Franchise collectors are now paid directly by the County. Bond covenant requirements dictate that the collection rate be reviewed annually. As of January 1, 2018, the residential curbside collection rate was \$131.43; it is anticipated that the rate will remain unchanged through FY 20 and FY 21.



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. As of January 1, 2018, the residential disposal rate was \$97.53; that the rate will remain unchanged through FY 19. The FY 20 rate will be increased to \$102.89. Refuse originating from non-residential sources is subject to a tipping fee per ton at the time of disposal, the fee being based on the type of refuse being tipped.

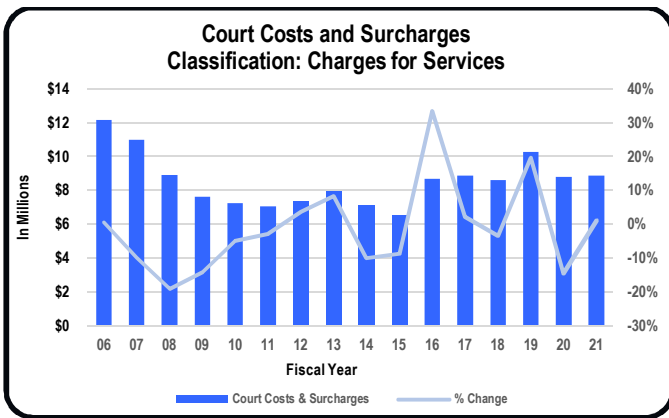
Revenues for FY 20 are forecast to increase 7.2% primarily to population growth and disposal rate increase and FY 20 a 1.5% increase. Estimates are provided by the Public Utilities Department based on a detailed rate model that incorporates expert staff judgment and existing property tax rolls.

Sheriff's Office Fees – The Sheriff is a separately elected constitutional officer whose office receives its funding from the BOCC. There are fees generated by the Sheriff's Office that are budgeted for and collected by the BOCC. These fees represent charges for services provided by the Sheriff's Office. Examples of these fees include the cities' reimbursements for School Crossing Guards and payments from the School District for half of the costs for the School Resource Deputy program.



Major County Revenues

Court Costs and Surcharges – Prior to FY 05, court 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. These revenues were budgeted by the BOCC. 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. To help the BOCC offset that revenue loss, 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; and the third is a criminal court surcharge used to fund the court innovations, a law library, legal aid, and teen court/juvenile diversion programs. In return, the County was required to fund technology and facility costs for the 13th Judicial Circuit Court out of these revenues. These costs had previously been funded by the State. Revenues from these sources have not been sufficient to fully fund the mandated costs, requiring an increasing allocation from County general revenue to fund budget requests.



The Clerk of the Circuit Court develops the estimates for these fees using state forecasts and expert judgment, along with a five year trend analysis of similar fees. In the 2008 legislative session, the Legislature repealed the Documentary Stamp Tax Return requirement. The associated 1% administrative fee was no longer assessed as of FY 09. This factor, combined with a weakening real estate market, resulted in weaker revenues since FY 08. Annual fluctuations in transactions subject to these fees between FY 11 and FY 16 are reflected in annual revenue collected. The increase in FY 17 is attributable to 3 new court fees initiated by the Florida Legislature in 2016. FY 20 and FY 21 revenues are projected to increase by 3.53% and 1.14% respectively, primarily due to higher recording fees associated with real estate transactions.

Court fee estimates were provided by the Clerk of the Circuit Court.

Fines and Forfeitures

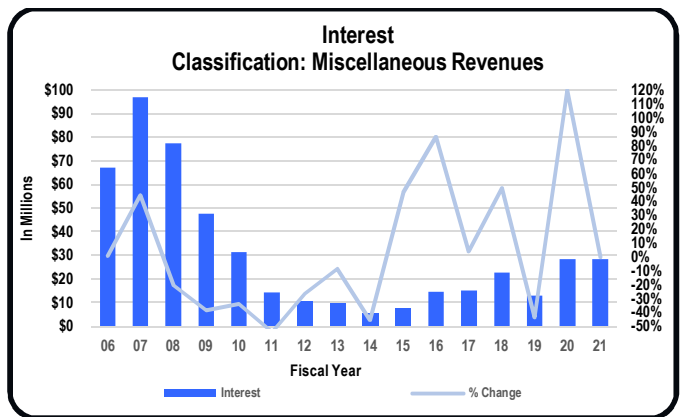
Fines and Forfeitures comprise only 0.09% of FY 20 and .09% for FY 21 projected revenues. Prior to July 1, 2004, these revenues consisted mainly of court, local ordinance and library fines. However, State legislation related to Article V implementation redirected court fines to the Clerk of the Circuit Court to carry out court-related functions. This resulted in an estimated ongoing annual revenue reduction of over \$1.0 million.

Miscellaneous Revenues

Miscellaneous Revenues account for 1% of projected FY 20 revenues and for 1% of FY 21 revenues. While still at near historical lows, rising interest rates projected for FY 20 and FY 21 will result in higher interest revenues as reflected on the chart below. In addition to interest, this category also includes rental income, reimbursement of prior year expenditures, sale of surplus equipment, property and land, and contributions and donations. Prior year actuals also reflect the net change in the fair value of investments, as required by 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 budgets through changes in the fund balance brought forward each year.

Interest Earnings – Although a very small component of total County revenues, interest revenue is the largest component of Miscellaneous Revenues and affects every county fund. As the chart below shows, there is a great deal of fluctuation in interest earnings from year to year due to changes in interest rates and changes in investment term structure.

County projections on investment earnings are 200 basis points (2%) in FY 20 and 200 basis points (2%) in FY 21. FY 20 and FY 21 interest revenues are projected to be \$28 million.



Management and Budget staff combines national interest rate forecasts with a three year average cash balance model to derive forecasts for interest earnings in each fund.

County Revenues by Source

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned	% Total FY 20
Taxes					
Ad Valorem Tax	\$ 747,744,353	\$ 857,962,355	\$ 936,246,379	\$ 982,410,195	35.3%
Communications Services Tax	20,708,472	20,321,640	19,530,492	19,472,413	0.7%
Community Investment Tax	132,896,963	138,023,379	144,134,471	149,639,163	5.4%
Indigent Healthcare Surtax	132,896,834	138,031,915	144,134,471	149,639,163	5.4%
Local Option Six-Cents Fuel Tax	28,236,382	28,718,046	29,045,080	29,287,930	1.1%
Ninth-Cent Gas Tax	7,438,177	7,572,698	7,644,217	7,708,131	0.3%
Tourist Development Tax	33,629,434	32,678,597	41,979,774	42,819,371	1.6%
Other Tax	1,687,710	1,614,912	114,571,025	114,683,226	4.3%
Total Taxes	\$ 1,105,238,325	\$ 1,224,923,542	\$ 1,437,285,909	\$ 1,495,659,592	54.2%
Licenses & Permits					
Building Permit	18,368,876	15,609,541	16,808,845	17,144,070	0.6%
Fire Impact Fee	375,717	256,000	1,640,000	1,640,000	0.1%
Parks Impact Fee	2,245,148	1,485,000	2,111,394	2,111,394	0.1%
School Impact Fee	34,238,792	33,538,000	39,063,000	39,063,000	1.5%
Transportation Impact Fee	5,460,308	3,024,739	11,974,105	11,743,875	0.5%
Water/Wastewater Impact Fee	-	-	-	-	0.0%
Special Assessments - Capital Improvement	15,580,314	24,821,176	25,944,571	26,024,453	1.0%
Special Assessments - Stormwater	19,118,910	23,400,404	31,215,493	31,576,956	1.2%
Special Assessments - Street Lighting	9,597,238	9,569,768	10,448,450	10,552,935	0.4%
Other Licenses & Permit	10,983,628	1,345,530	1,346,042	1,346,042	0.1%
Total Licenses & Permits	\$ 115,968,931	\$ 113,050,158	\$ 140,551,900	\$ 141,202,725	5.3%
Intergovernmental Revenue					
<u>State Shared Revenues</u>					
Constitutional Fuel Tax	12,409,899	12,412,473	12,475,629	12,579,289	0.5%
County Fuel Tax	5,467,201	5,536,669	5,544,647	5,591,206	0.2%
Local Government Half-Cent Sales Tax	110,711,423	115,293,066	118,268,581	121,813,218	4.5%
Shared State General Revenue	5,218,695	4,926,500	5,288,000	5,288,000	0.2%
Shared State Restricted Revenue	8,610,716	9,258,622	8,543,375	8,560,140	0.3%
State Revenue Sharing	37,278,046	38,915,517	40,619,550	42,196,802	1.5%
Other Culture & Recreation	2,858,548	2,830,004	2,825,004	2,825,004	0.1%
Other Intergovernmental Revenue	5,604,988	9,200,993	8,483,944	8,687,270	0.3%
	188,159,516	198,373,844	202,048,730	207,540,929	7.6%
<u>Intergovernmental Grants</u>					
Federal Grant	75,698,241	115,591,437	113,233,380	104,374,115	4.3%
State Grant	15,814,833	23,553,952	29,092,061	25,097,351	1.1%
Local Grant	2,736,286	7,046,197	10,393,876	824,840	0.4%
	94,249,360	146,191,586	152,719,317	130,296,306	5.8%
Total Intergovernmental Revenue	\$ 282,408,876	\$ 344,565,430	\$ 354,768,047	\$ 337,837,235	13.4%

County Revenues by Source

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned	% Total FY 20
Charges for Services					
<i>Water/Wastewater Utility Fees</i>					
Water/Reclaimed Water Utility Fee	124,085,475	124,618,207	132,981,600	134,698,095	5.0%
Wastewater Utility Fee	117,181,079	120,728,256	128,228,500	131,668,866	4.8%
Water/Wastewater Combination Fee	9,230,357	10,052,190	10,582,746	10,925,624	0.4%
	250,496,911	255,398,653	271,792,846	277,292,585	10.2%
<i>Solid Waste Fees</i>					
Solid Waste Collection/Disposal Fee	90,159,329	92,731,118	99,920,735	101,192,585	3.8%
Solid Waste Recycling Revenue	17,166,464	18,447,411	19,295,363	20,395,085	0.7%
	107,325,793	111,178,529	119,216,098	121,587,670	4.5%
<i>Other User Fees</i>					
Ambulance Fee	18,184,412	17,200,000	20,260,030	18,613,000	0.8%
Court Costs & Surcharge	8,297,195	10,317,446	8,897,182	8,985,941	0.3%
Sheriff's Office Fee	71,624,990	72,717,706	73,534,672	73,509,531	2.8%
Public Safety Fee	2,501,534	2,831,545	2,913,941	2,990,188	0.1%
Environment & Physical Resource Fee	6,473,549	4,819,871	6,260,272	6,486,187	0.2%
Transportation Fee	5,006,749	2,118,177	3,754,521	3,754,759	0.1%
Health & Human Services Fee	26,056,747	26,465,381	26,427,222	24,834,607	1.0%
Culture & Recreation Fee	4,390,652	3,965,928	3,950,466	3,951,791	0.1%
Economic Environment Fee	126,070	119,150	119,150	119,150	0.0%
Internal Service Charge	34,057,062	36,086,103	39,830,000	41,080,000	1.5%
Other User Fee	78,238,043	81,317,387	85,947,707	86,060,006	3.2%
	254,957,003	257,958,694	271,895,163	270,385,160	10.2%
Total Charges for Services	\$ 612,779,707	\$ 624,535,876	\$ 662,904,107	\$ 669,265,415	25.0%
Fines & Forfeits	8,604,158	8,020,238	7,350,896	7,442,831	0.3%
Miscellaneous Revenue					
Interes	22,905,551	13,009,333	28,692,103	28,307,475	1.1%
Other Miscellaneous Revenue	42,192,557	42,506,742	21,289,595	21,508,932	0.8%
Total Miscellaneous Revenue	\$ 65,098,108	\$ 55,516,075	\$ 49,981,698	\$ 49,816,407	1.9%
Total Revenue	\$ 2,190,098,105	\$ 2,370,611,319	\$ 2,652,842,557	\$ 2,701,224,205	100.0%

Notes:

1. Major revenues are discussed in more detail in the narrative accompanying this table.
2. Schedule excludes non-operating revenues including fund balances, transfers, debt proceeds, and residual equity.
3. Detail may not equal total due to rounding.

Millage Comparison

	FY 18		FY 19	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATII				
General Revenue	5.7309	\$494,049,153	5.7309	\$544,476,096
TOTAL OPERATII	5.7309	494,049,153	5.7309	544,476,096
DEBT SERVI				
Environ. Sensitive	0.0604	5,230,189	0.0604	5,760,955
TOTAL DEI	0.0604	5,230,189	0.0604	5,760,955
TOTAL OPERATING & DEBT	5.7913	499,279,342	5.7913	550,237,051
NON COUNTYWIDE				
OPERATII				
General Purpose I	4.3745	228,576,076	4.3745	250,919,288
Library Se	0.5583	46,427,350	0.5583	51,060,404
TOTAL OPERATII	4.9328	275,003,426	4.9328	301,979,692
DEBT SERVI				
Parks & Recreation I	0.0259	1,354,014	0.0259	1,485,612
TOTAL OPERATING & DEBT	4.9587	276,357,440	4.9587	303,465,304
TOTAL BOCC	10.7500	\$775,636,782	10.7500	\$853,702,355

TAXABLE PROPERTY VALUES		
	FY 18	FY 19
COUNTYWIDE		
Value of Existing Property	\$101,799,869,280	\$92,349,390,564
Value of New Construction	1,922,240,715	2,657,693,224
Total Taxable Value	\$86,207,952,167	\$95,007,083,788
ELAPP DEBT SERVICE		
Value of ELAPP Property	\$86,592,536,146	\$95,380,054,168
Total Taxable Value	\$86,592,536,146	\$95,380,054,168
UNINCORPORATED(MSTU)		
Value of Existing Property	\$61,361,420,411	\$55,760,020,868
Value of New Construction	1,243,406,723	1,599,514,665
Total Taxable Value	\$52,251,931,864	\$57,359,535,533
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$97,996,674,351	\$88,901,984,449
Value of New Construction	1,870,024,777	2,554,945,588
Total Taxable Value	\$83,158,427,187	\$91,456,930,037
PARKS & RECREATION DEBT SERVICE		
Value of Existing Property	\$51,035,129,103	\$51,644,341,328
Value of New Construction	1,243,406,723	5,715,194,205
Total Taxable Value	\$52,278,535,826	\$57,359,535,533

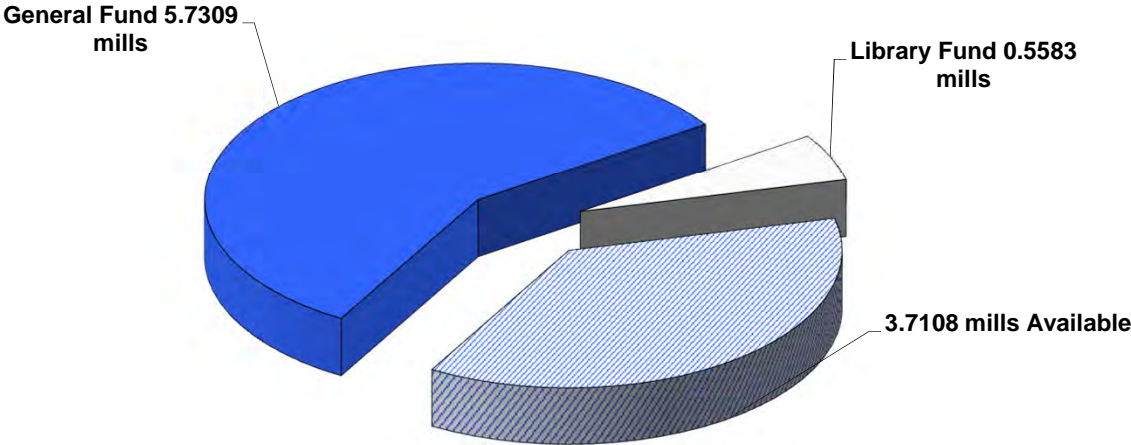
Millage Comparison

	<u>FY 20</u> <u>Adopted</u>		<u>FY 21</u> <u>PLANNED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATII				
General Revenue	5.7309	\$594,421,040	5.7309	\$624,019,881
TOTAL OPERATII	5.7309	594,421,040	5.7309	624,019,881
DEBT SERVI				
Environ. Sensitive	0.0604	6,288,480	0.0604	6,731,935
TOTAL DEI	0.0604	6,288,480	0.0604	6,731,935
TOTAL OPERATING & DEBT	5.7913	600,709,520	5.7913	630,751,816
NON COUNTYWIDE				
OPERATII				
General Purpose I	4.3745	273,864,816	4.3745	287,039,629
Library Se	0.5583	55,755,578	0.5583	58,587,746
TOTAL OPERATII	4.9328	329,620,394	4.9328	345,627,375
DEBT SERVI				
Parks & Recreation I	0.0259	1,621,465	0.0259	1,736,004
TOTAL OPERATING & DEBT	4.9587	331,241,859	4.9587	347,363,379
TOTAL BOCC	10.7500	\$931,951,379	10.7500	\$978,115,195

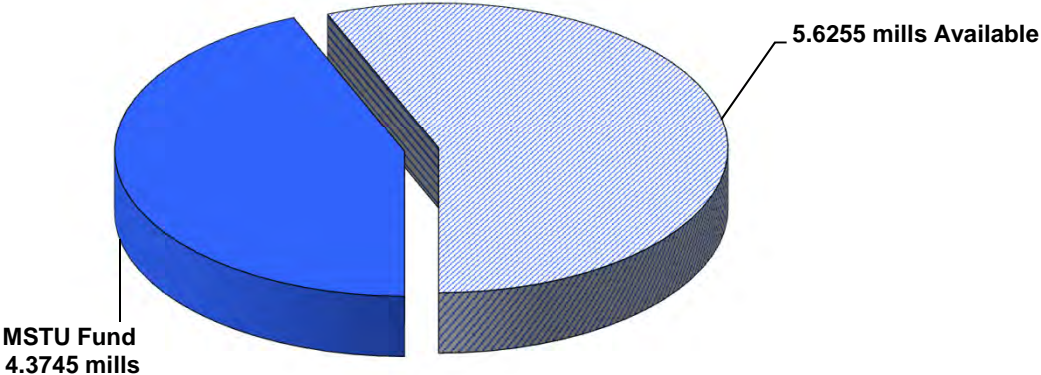
TAXABLE PROPERTY VALUES		
	FY 20	FY 21
COUNTYWIDE		
Value of Existing Property	\$100,942,618,148	\$108,886,890,315
Value of New Construction	2,779,491,847	N/A
Total Taxable Value	\$103,722,109,995	\$108,886,890,315
ELAPP DEBT SERVICE		
Value of ELAPP Property	\$104,113,912,510	\$111,287,005,242
Total Taxable Value	\$104,113,912,510	\$111,287,005,242
UNINCORPORATED(MSTU)		
Value of Existing Property	\$60,630,416,506	\$65,616,311,869
Value of New Construction	1,974,410,628	N/A
Total Taxable Value	\$62,604,827,134	\$65,616,311,869
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$97,157,164,740	\$104,545,735,154
Value of New Construction	2,709,534,388	N/A
Total Taxable Value	\$99,866,699,128	\$104,545,735,154
PARKS & RECREATION DEBT SERVICE		
Value of Existing Property	\$56,828,959,100	\$67,003,937,375
Value of New Construction	5,775,868,034	N/A
Total Taxable Value	\$62,604,827,134	\$67,003,937,375

Millage Comparison

Hillsborough County's Use of the Countywide 10-mill Cap FY 20

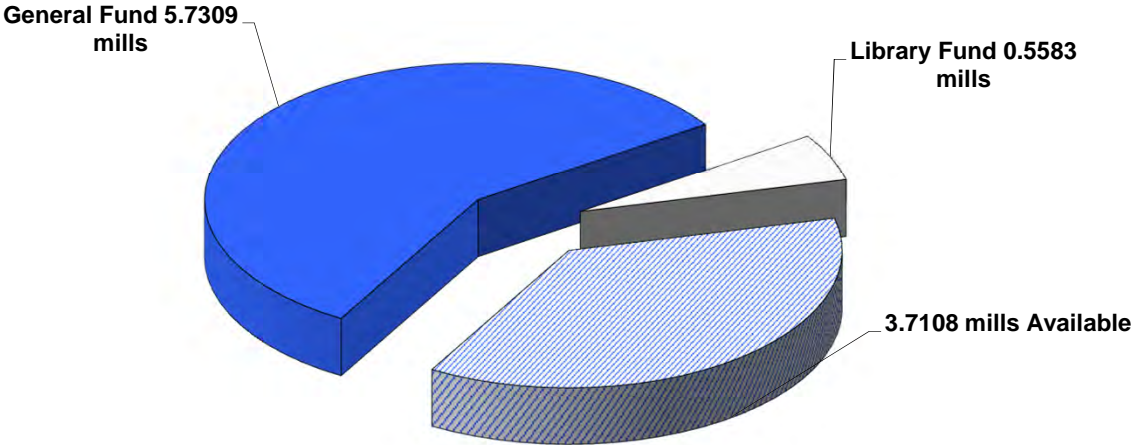


Hillsborough County's Use of the Unincorporated Area 10-mill Cap FY 20

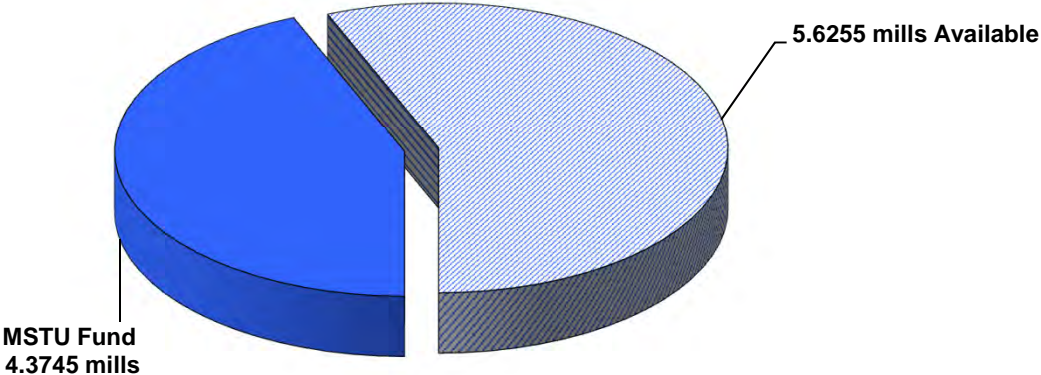


Millage Comparison

Hillsborough County's Use of the Countywide 10-mill Cap FY 21



Hillsborough County's Use of the Unincorporated Area 10-mill Cap FY 21



Basic Information on Property Taxes

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

EXEMPTIONS

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

Homestead—For all permanent residents of Florida, the first \$25,000 of the assessed value of an owner-occupied residence is exempt. Certain elderly low-income homeowners may also qualify for an additional exemption called the *Senior Homestead Exemption*. The Board of County Commissioners has set this additional exemption at \$50,000.

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

Government—Government owned property 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 must know three factors: the assessed value as determined by the Property Appraiser; the amount of the value which is not subject to the tax due to the application of exemptions; and the millage rate authorized by a taxing authority.

Example:

Assessed Value of Property	\$165,000
Minus Exemptions:	
First Homestead Exemption	-25,000
Second Homestead Exemption	-25,000
Equals Taxable Value of Property	\$115,000
Divide the Taxable Value of Property by \$1,000	\$115
Multiply \$115 by the FY 20 adopted countywide millage rate	5.7309
Equals the amount of countywide property tax levied on property	\$659.05

THE AGGREGATE ROLLED-BACK RATE

In recent years, much of the legislation in Florida governing the setting of millage rates has been centered on the concept of the "rolled-back rate". The "rolled-back rate" is that millage rate which when applied to the total amount of taxable value of property (excluding new construction and dedicated tax increment value) adjusted for payments to tax increment financing districts 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."

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

Basic Information on Property Taxes

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

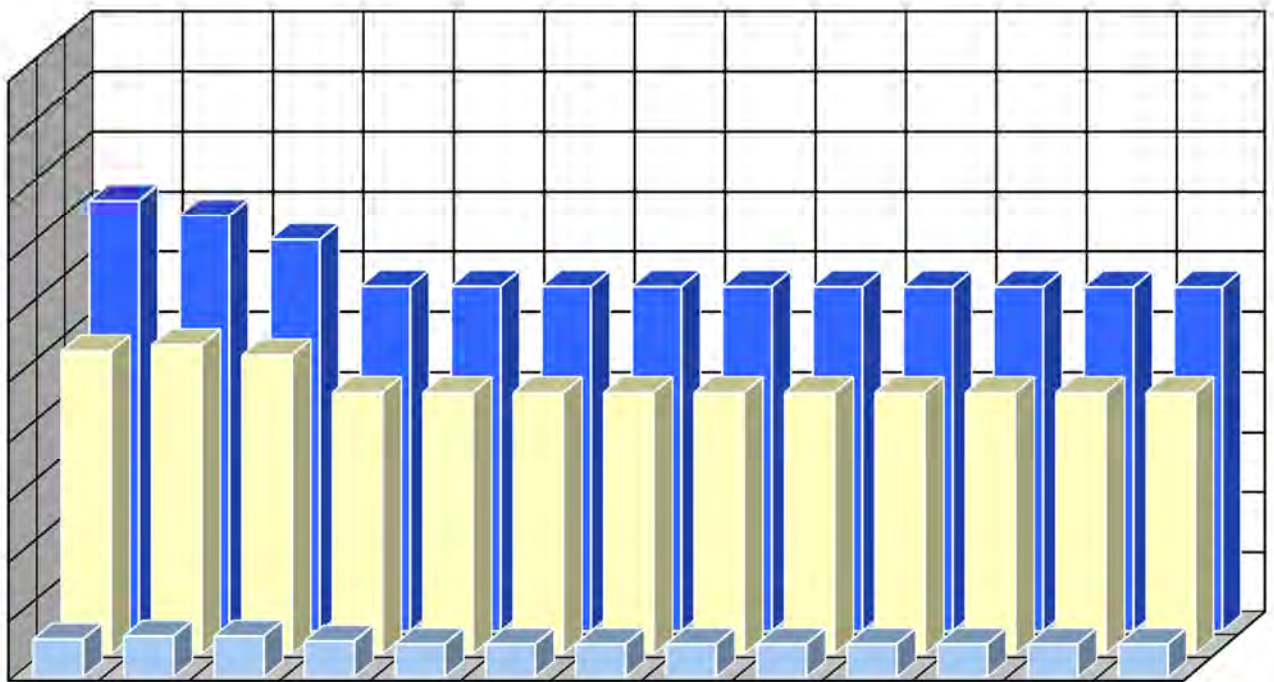
EXAMPLE OF CALCULATION OF THE ESTIMATED AGGREGATE ROLLED-BACK RATE ¹

Amount of Property Taxes Assessed in the Previous Year for the General Revenue Fund, MSTU, and Library District Less Payments to Tax Increment Financing Districts = \$833,330,626

Divided by

Amount of Taxable Value of Countywide Property Less New Construction and Less Dedicated Tax Increment Values in the Current Year = \$98,923,904,383

The result of this calculation is the Aggregate Rolled-Back Rate of 8.4240 Mills or \$8.42 per \$1,000 of Taxable Value

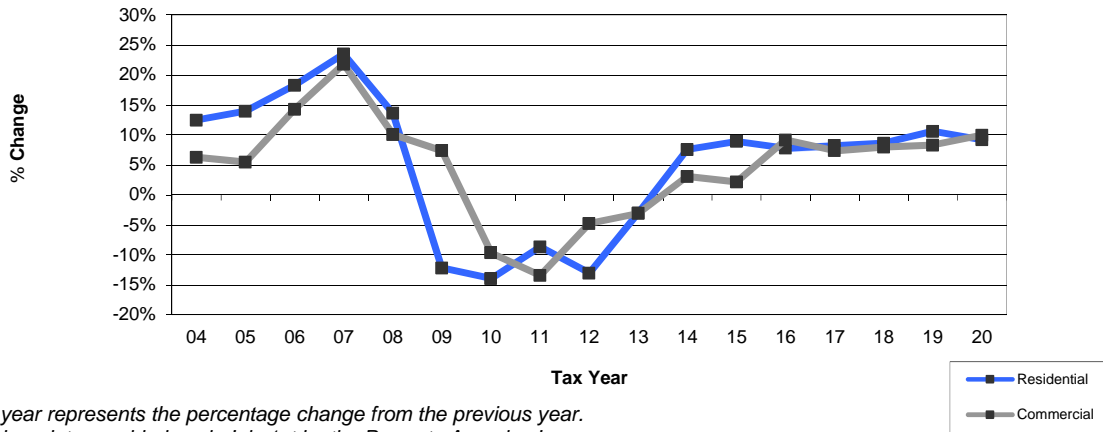


Fiscal Year

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

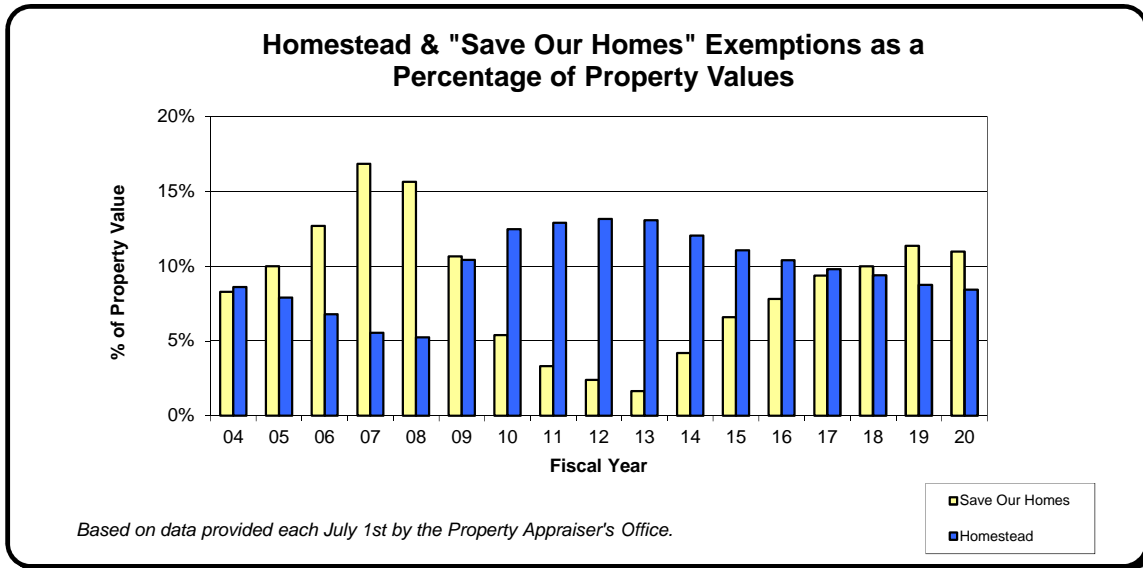


Each year represents the percentage change from the previous year.
Based on data provided each July 1st by the Property Appraiser's

Real Property Value Changes by Fiscal Year

	Single Family Residential	Percent Change	Other Residential	Percent Change	Commercial Property	Percent Change
FY 04	22,934,737,007	12.45%	6,793,625,845	6.58%	9,581,626,323	6.30%
FY 05	26,138,770,886	13.97%	7,873,449,051	15.89%	10,104,938,385	5.46%
FY 06	30,915,682,246	18.28%	9,450,610,601	20.03%	11,548,275,836	14.28%
FY 07	38,181,151,543	23.50%	12,001,265,292	26.99%	14,063,864,736	21.78%
FY 08	43,386,629,568	13.63%	13,681,720,036	14.00%	15,479,774,389	10.07%
FY 09	38,109,677,299	-12.16%	13,777,882,807	0.70%	16,622,293,677	7.38%
FY 10	32,798,589,745	-13.94%	10,777,667,774	-21.78%	15,019,620,709	-9.64%
FY 11	29,953,253,770	-8.68%	8,471,705,956	-21.40%	13,004,472,215	-13.42%
FY 12	28,528,801,337	-13.02%	8,319,781,336	-1.79%	12,382,858,678	-4.78%
FY 13	27,669,609,104	-3.01%	8,178,200,222	-1.70%	12,001,773,800	-3.08%
FY 14	29,759,828,385	7.55%	8,834,123,507	8.02%	12,369,456,398	3.06%
FY 15	32,413,326,378	8.92%	9,737,466,602	10.23%	12,637,185,161	2.16%
FY 16	34,943,064,891	7.80%	10,776,277,983	10.67%	13,794,390,404	9.16%
FY 17	37,817,808,556	8.23%	12,035,185,007	11.68%	14,812,306,845	7.38%
FY 18	41,073,218,173	8.61%	13,581,839,931	12.85%	15,996,564,906	8.00%
FY 19	45,434,858,223	10.62%	15,433,388,551	13.63%	17,324,512,154	8.30%
FY 20	49,606,552,717	9.18%	17,204,385,107	11.48%	19,050,497,113	9.96%
	Industrial Property	Percent Change	All Others	Percent Change	Total	Percent Change
FY 04	2,710,479,291	11.55%	2,160,187,908	3.70%	44,180,656,374	9.64%
FY 05	2,993,070,247	10.43%	2,123,812,544	-1.68%	49,234,041,113	11.44%
FY 06	3,341,283,872	11.63%	2,408,233,519	13.39%	57,664,086,074	17.12%
FY 07	4,220,918,748	26.33%	2,916,843,920	21.12%	71,384,044,239	23.79%
FY 08	4,646,865,076	10.09%	3,260,681,228	11.79%	80,455,670,297	12.71%
FY 09	4,835,110,396	4.05%	3,061,497,599	-6.11%	76,406,461,778	-5.03%
FY 10	4,558,538,544	-5.72%	2,638,311,645	-13.82%	65,792,728,417	-13.89%
FY 11	3,994,332,744	-12.38%	2,258,313,613	-14.40%	57,682,078,298	-12.33%
FY 12	3,790,689,960	-5.10%	2,139,229,808	-5.27%	55,161,361,119	-4.37%
FY 13	3,629,873,686	-4.24%	2,091,759,025	-2.22%	53,571,215,837	-2.88%
FY 14	3,686,015,706	1.55%	2,142,673,418	2.43%	56,792,097,414	6.01%
FY 15	3,535,088,664	-4.09%	2,315,976,287	8.09%	60,639,043,092	6.77%
FY 16	3,871,607,485	9.52%	2,420,588,585	4.52%	65,805,929,348	8.52%
FY 17	4,153,593,720	7.28%	2,546,249,066	5.19%	71,365,143,194	8.45%
FY 18	4,495,872,336	8.24%	2,791,329,779	9.63%	77,938,825,125	9.21%
FY 19	5,005,530,582	11.34%	2,712,497,672	-2.82%	85,910,787,182	10.23%
FY 20	5,615,393,941	12.18%	2,940,147,489	8.39%	94,416,976,367	9.90%

Major Tax Exemptions as a Percentage of Property Values



Exemption Percentages by Fiscal Year					
	Homestead Exemption	Percent Value	Save Our Homes Capped Value	Percent Value	Total Just Value
FY 04	6,232,289,649	8.59%	6,007,667,195	8.28%	72,567,375,597
FY 05	6,368,801,924	7.90%	8,052,535,399	9.99%	80,616,025,668
FY 06	6,485,566,862	6.77%	12,150,844,977	12.68%	95,836,796,083
FY 07	6,624,674,302	5.53%	20,163,626,163	16.83%	119,776,510,189
FY 08	6,808,035,527	5.23%	20,353,986,976	15.64%	130,134,318,243
FY 09	13,164,111,107	10.43%	13,449,284,468	10.65%	126,272,071,232
FY 10	13,272,349,483	12.47%	5,741,024,515	5.39%	106,437,479,757
FY 11	12,060,696,636	12.89%	3,095,016,986	3.31%	93,536,916,919
FY 12	11,691,712,610	13.16%	2,115,377,944	2.38%	88,874,185,134
FY 13	11,331,635,284	13.08%	1,424,903,045	1.64%	86,627,296,537
FY 14	11,211,929,982	12.05%	3,886,149,714	4.18%	93,048,519,146
FY 15	11,164,864,607	11.06%	6,645,231,427	6.58%	100,956,959,399
FY 16	11,379,234,666	10.39%	8,548,286,690	7.80%	109,546,502,173
FY 17	11,683,785,946	9.80%	11,183,151,399	9.38%	119,262,935,375
FY 18	12,159,990,461	9.38%	12,931,703,458	9.98%	129,579,530,251
FY 19	12,633,735,556	8.75%	16,408,452,011	11.37%	144,359,931,974
FY 20	13,097,548,218	8.42%	17,072,682,812	10.98%	155,515,806,716
	Governmental Exemption	Percent Value	Institutional Exemption	Percent Value	Total Just Value
FY 04	6,070,710,125	8.37%	2,310,504,198	3.18%	72,567,375,597
FY 05	6,393,756,217	7.93%	2,458,348,568	3.05%	80,616,025,668
FY 06	7,533,544,648	7.86%	3,091,491,665	3.23%	95,836,796,083
FY 07	8,471,291,561	7.07%	3,409,197,015	2.85%	119,776,510,189
FY 08	8,565,739,625	6.58%	3,484,187,822	2.68%	130,134,318,243
FY 09	9,158,454,504	7.25%	3,685,045,431	2.92%	126,272,071,232
FY 10	8,355,520,371	7.85%	3,447,058,024	3.24%	106,437,479,757
FY 11	7,546,502,188	8.07%	3,090,445,552	3.30%	93,536,916,919
FY 12	7,287,453,720	8.20%	2,979,434,475	3.35%	88,874,185,134
FY 13	7,390,147,182	8.53%	3,070,061,016	3.54%	86,627,296,537
FY 14	7,491,569,124	8.05%	3,237,801,671	3.48%	93,048,519,146
FY 15	7,620,845,796	7.55%	3,391,141,487	3.36%	100,956,959,399
FY 16	7,909,061,680	7.22%	3,621,891,843	3.31%	109,546,502,173
FY 17	8,240,613,466	6.91%	3,825,479,910	3.21%	119,262,935,375
FY 18	8,682,731,491	6.70%	4,000,103,773	3.09%	129,579,530,251
FY 19	9,277,533,432	6.43%	4,553,993,190	3.15%	144,359,931,974
FY 20	9,914,479,566	6.38%	468,279,162	0.30%	155,515,806,716

**Impact of Local Taxes on a Family
in the Unincorporated Area of Hillsborough County
with a House Assessed at \$165,000 Less \$50,000
in Homestead Exemptions (\$115,000 Taxable Value)**

	FY 15 Adopted	FY 16 Adopted	FY 17 Adopted	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
TAXES LEVIED COUNTYWIDE							
BOCC - General Fund	\$659.40	\$659.20	\$659.20	\$659.05	\$659.05	\$659.05	\$659.05
BOCC - General Obligation Debt	6.95	6.95	6.95	6.95	6.95	6.95	6.95
Southwest Florida Water Mgmt District *+	42.07	40.11	38.15	36.01	33.98	33.98	N/A
School Board (incl. General Oblig. Debt)*	845.60	833.41	794.19	758.54	737.61	737.61	N/A
Children's Board *	52.77	52.77	52.77	52.77	52.77	52.77	N/A
Port Authority*	18.98	17.83	16.68	14.95	13.23	13.23	N/A
TOTAL COUNTYWIDE TAXES	\$1,625.76	\$1,610.26	\$1,567.93	\$1,528.27	\$1,503.59	\$1,503.59	\$666.00
TAXES LEVIED WITHIN SPECIFIC AREAS							
Library District	\$64.20	\$64.20	\$64.20	\$64.20	\$64.20	\$64.20	\$64.20
Municipal Services Taxing Unit (MSTU) **	503.07	503.07	503.07	503.07	\$503.07	\$503.07	\$503.07
MSTU Parks General Obligation Debt **	2.98	2.98	2.98	2.98	\$2.98	\$2.98	\$2.98
Hillsborough Area Regional Transit*	57.50	57.50	57.50	57.50	\$57.50	\$57.50	N/A
TOTAL TAXES WITHIN SPECIFIC AREAS	\$627.75	\$627.75	\$627.75	\$627.75	\$627.75	\$627.75	\$570.25
TOTAL AD VALOREM TAXES	\$2,253.51	\$2,238.02	\$2,195.68	\$2,156.02	\$2,131.34	\$2,131.34	\$1,236.25
\$ change from preceding year:	(\$44.69)	(\$15.49)	(\$42.33)	(\$39.67)	(\$24.68)	\$0.00	N/A
% change from preceding year:	(1.9%)	(0.7%)	(1.9%)	(1.8%)	(1.2%)	0.0%	N/A

Notes:

* Not a tax levy, assessment, or fee of the Hillsborough County Board of County Commissioners (BOCC).

** Homeowners residing within the municipalities of Tampa, Temple Terrace, or Plant City pay city taxes instead of MSTU. The Hillsborough Area Regional Transit Tax is not levied in Plant City. The Library Tax is not levied in Temple Terrace or Plant City. Starting in FY 09, the taxable value for School Board taxes is \$140,000 because the second \$25,000 homestead exemption approved by voters in January 2008 does not apply to the School Board assessment.

Assumptions:

Excludes any exemption other than the homestead exemptions.

Excludes any other special district assessment (i.e., street lighting tax district or maintenance district).

+ For the purposes of consistency, the Hillsborough River Basin was selected. Other basins may have different tax rates.

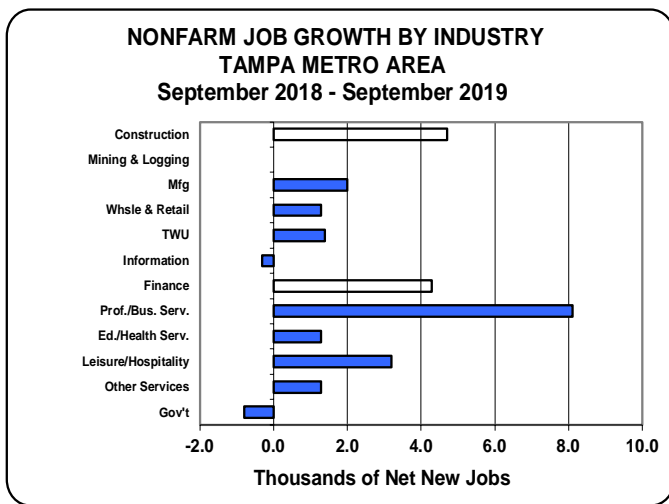
Economic Indicators

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

After rising 3.1% in the first quarter of 2019 US Gross Domestic Product (GDP) growth has dropped. Third quarter growth fell to 1.9% as the effects of 2017's large tax cuts faded and higher interest rates had a greater impact. Additionally concerns regarding world trade and tariffs have negatively impacted business sentiments. The Fed has transitioned to interest rate cuts in 2019 to support growth.

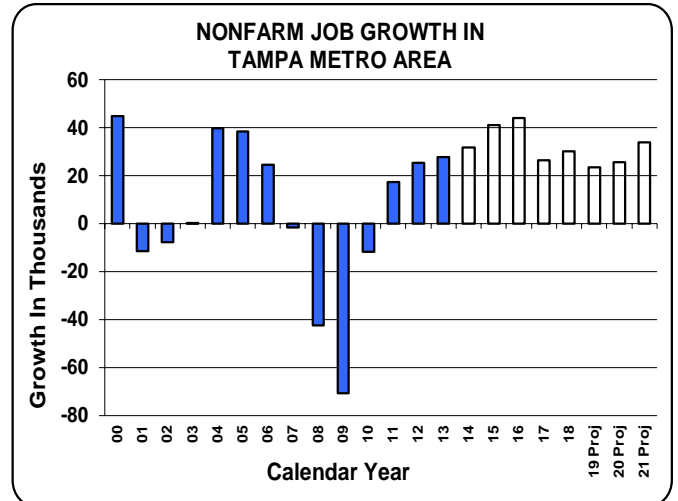
Job growth is slowing. US nonfarm jobs rose 1.5% in September 2019 compared to nearly 2% in January. Yet even slower growth is maintaining a low unemployment rate. Consumers remain confident and are spending. As the economy strongly expanded, wage growth accelerated. The current economic expansion entered its tenth year in June 2019 and is now the longest expansion on record. Economy.com forecasts growth for all of 2019 should be about 2.3%. compared to 2.9% for 2018. 2020 growth is forecasted at 1.7% followed by 2.1% growth in 2021. Primary down-side risks to growth are potential trade wars and related business confidence levels.

Analysts now estimate that US economy is operating near full employment in mid-2019. This should support stronger wage gains and housing demand, but also means businesses will have more difficulty hiring in a very tight labor market.



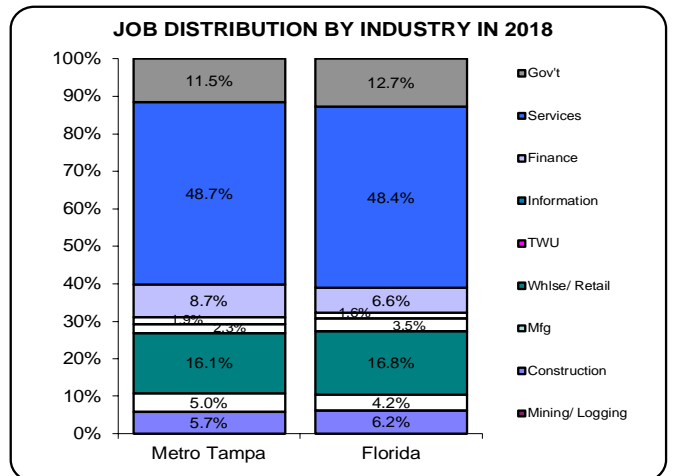
During the twelve months to September 2019 Metro Tampa job gains totaled 26,500. Job gains are particularly strong in construction, finance, and professional and business services.

Metro Tampa's May 2.0% job growth rate outpaced the US rate of 1.5%. Florida jobs posted a 2.6% gain. The University of Central Florida forecasts 1.8% job growth for Tampa Bay in both 2019 and 2020 before rising to 2.4% in 2021.



Source: Florida Department of Economic Opportunity, Labor Market Statistics Center and Institute for Economic Competitiveness, University of Central Florida

Unemployment rates are reflecting the tight labor market. Hillsborough County's September 2019 rate is 2.9%, compared to 3.1% in September 2018. Hillsborough's unemployment rate is at the lowest levels since 2000. September 2019's Florida rate is 3.0%. The US rate is 3.3%, the lowest since 1969.



Note: TWU = Transportation, Warehousing & Utilities

Source: Florida Department of Economic Opportunity, Labor Market Statistics Center

Long-term job growth in Metro Tampa, and, indeed, Florida and the nation, is concentrated in services industries. In 2018 services industries accounted for more than 48% of existing jobs in Metro Tampa and Florida. Services industries include high wage industries such as finance, insurance, legal services, engineering services, computer design, and health. Wholesale and retail trade accounted for about 16% of all

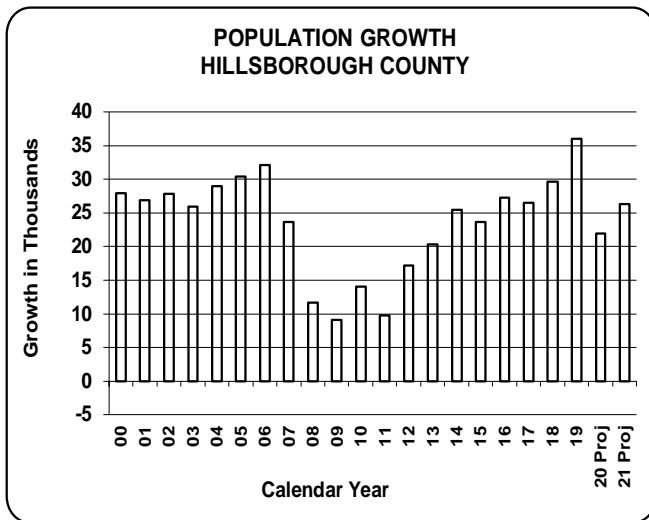
Economic Indicators

jobs. Most of Hillsborough’s ten largest employers in 2018 are government or health related.

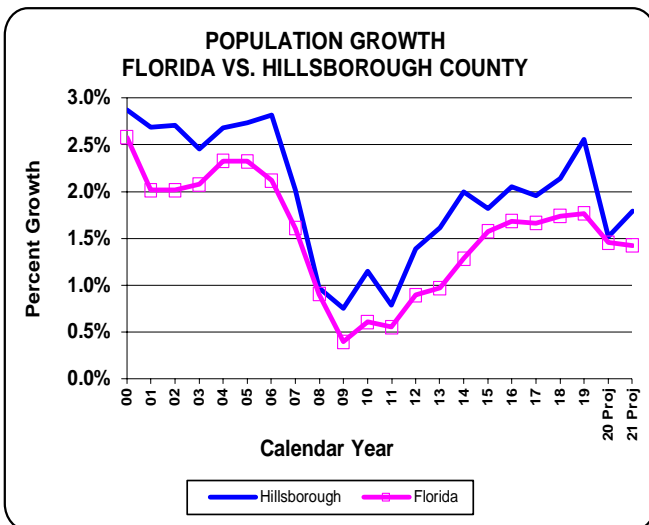
LARGEST HILLSBOROUGH EMPLOYERS, 2018

Hillsborough County School Board	25,173
MacDill Air Force Base	19,978
University of South Florida	16,028
Hillsborough County Government	9,134
Publix Supermarkets	7,333
Tampa International Airport	7,215
Tampa General Hospital	7,076
Baycare Health System	6,250
H Lee Moffitt Cancer Center	5,200
James A. Haley VA Hospital	4,670

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018



Source: Bureau of Economic and Business Research (BEBR)

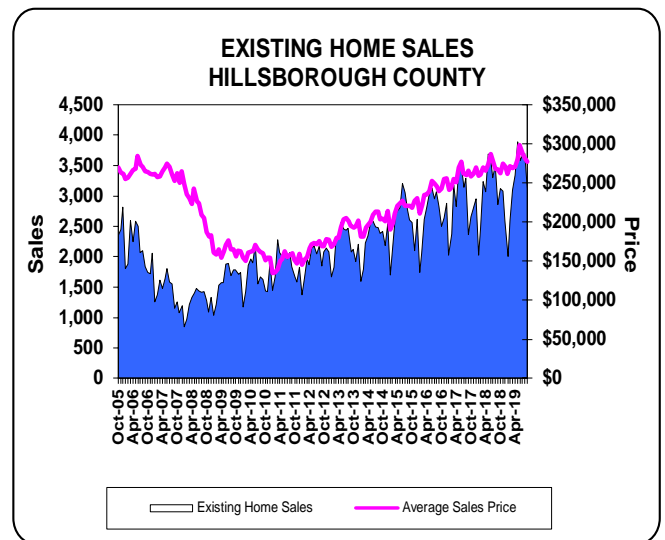


Source: Bureau of Economic and Business Research (BEBR)

While job growth is perhaps the single most important and visible economic indicator for a local area, other indicators

play important roles as well. The University of Florida’s Bureau of Economic and Business Research (BEBR) reports that Florida and Hillsborough population growth has accelerated since dramatically slowing in 2008 and 2009 as a result of the last recession. After average annual population growth of 26,300 in Hillsborough County during 1997-2007, BEBR estimated Hillsborough’s population rose at an annual rate of only 11,100 during 2007-2011. Recovering population growth averaged 24,300 annually during 2011-2018. BEBR estimated Hillsborough gained 36,000 residents in 2019. BEBR forecasts Hillsborough population growth during 2020 - 2025 will average 26,300 annually.

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Greater Tampa Association of Realtors (GTAR) reports 2018 sales rose 5.7%. As 2018 sales rose, GTAR reports months of inventory fell to 3.8 months in December 2018. Sales growth has dropped to 4.6% for the first nine months of 2019. Months of inventory fell to 2.7. September 2019 inventory levels dropped to 8,425, the lowest since 2005. Sales growth will stay positive in 2019 and 2020 as it is supported by strong job growth.



Source: Greater Tampa Association of Realtors

Hillsborough County foreclosure filings rose 15.2% in 2018 but at 2,597 filings are still far below 2009’s 21,884 filings. Year-to-date September 2019 foreclosures have reversed course and are 11.8% below the same period in 2018.

Low inventories and months of supply combined with continuing in-migration of workers as well as retirees will continue to drive home price gains in Florida and Hillsborough. Lower inventories helped to push 2018’s

Economic Indicators

average sales price to a 3.7% gain over 2017. Price gains have eased from the recent quick pace. Year-to-date September 2019 average sales price is 2.8% above a year ago, reflecting somewhat slower sales growth.

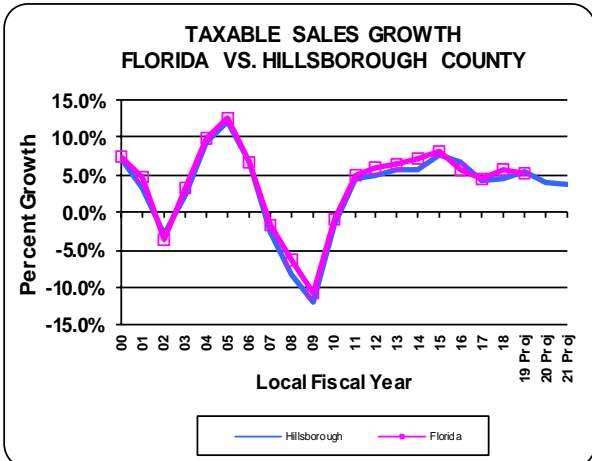
LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, FY 18

	\$ Millions
Tampa Electric Company	46.6
Hillsborough County Aviation Authority	13.9
Frontier Communications	9.1
Highwoods/Florida Holding LP	8.3
Mosaic Company	8.0
Post Apartment Homes LP	6.4
Westfield	6.3
Wal-Mart	4.7
Metropolitan Life	4.3
Tampa Port Authority	3.7

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2018

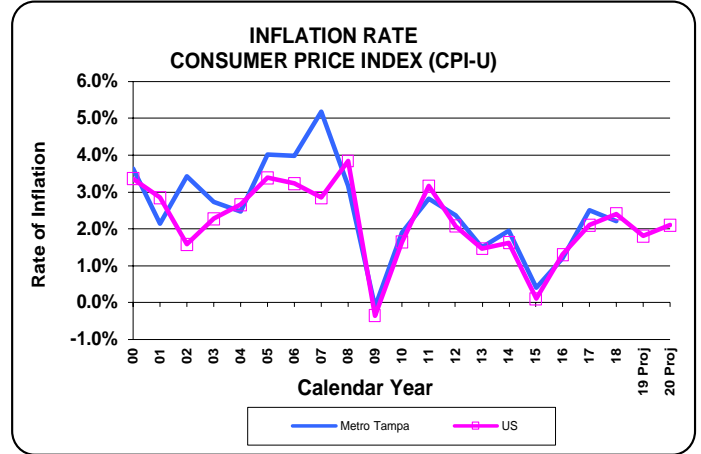
Job growth and general economic growth in 2019 and 2020 should sustain rising housing sales and prices, even as investor demand softens due to higher prices and lower distressed inventories.

Consumer spending is following gains in jobs. Taxable Sales in Hillsborough County have risen on a year ago basis since 2010. Taxable sales in FY 15 rose 7.8%, the highest gain since FY 06. FY 16 taxable sales rose a further 6.6%, slowing to 4.1% in FY 17 and 4.5% in FY 18. The Management and Budget Department expects sales surtax revenue to increase about 5.5% for FY 19 followed by about 4% growth in FY 20 and FY 21.



Sources: Florida Department of Revenue, Revenue Estimating Conference and Management and Budget Dept.

US inflation rose to 2.4% in 2018. Although this is the highest rate since 2011, inflation remains low. Inflation expectations are also low. The National Association for Business Economics expects inflation to fall to 1.8% for 2019 and to 2.1% for 2020. Low inflation combined with lower economic growth has led the Federal Reserve to three interest rate cuts in 2019.



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

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 various team administrators and the Management and Budget 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 is involved in the ongoing effort to research, document, publish and update financial policies and guidelines.

The Board of County Commissioners has adopted a series of financial policies, presented in this section, as a major effort towards documenting a 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 have particular importance. All BOCC policies can be found at: <http://www.hcflgov.net/en/government/board-of-county-commissioners/board-policies> and require Adobe Reader to view.

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

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

There are two key Florida Statutes regulating local government budget development and implementation, Chapters 129 and 200. Chapter 129, entitled "County Annual Budget,"

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

Due to recent reorganizations, some of the names and responsibilities of departments and sections have changed. These will be examined and changes will be adopted then. Staff will also be reviewing recently enacted State legislation to determine impacts on the County budget process.

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 fund, 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 129.03(3)(d), Florida Statutes:**
By October 15, 2019, and each October 15 annually thereafter, the county budget officer shall electronically submit the following information regarding the final budget and the county's economic status to the Office of Economic and Demographic Research

Financial Policies and Procedures

6. **Chapter 129.06(2)(a), Florida Statutes:** Budget changes may be made through the budget amendment process.
7. **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.
8. **Chapter 129.06(3)(b), Florida Statutes:** Interfund transfers are fixed when the budget is adopted.
9. **Hillsborough County Ordinance 02-12: Safety of Investment Principal.** The highest priority in the handling of investments for the County is safety of principal. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they be from securities, defaults, or erosion of market value. Investments shall be diversified to the extent practicable to control risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. From time to time, securities may be traded for other similar securities to improve yield, maturity, or credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:
 - Yield has been increased
 - Maturity has been reduced
 - Quality of investment has been improved
 - A positive blend for arbitrage purposes has been accomplished
10. **Hillsborough County Ordinances 92-8 and 95-18:** Reverse repurchase agreements are specifically prohibited.
11. **Grants Administration—BOCC Policy 03.01.03.00:** It is the policy of the Board of County Commissioners that the County will seek grant funding for activities and assets that are determined to further core County functions, or that provide for activities and assets that are in the best interest of the County and its residents. Unless exempted by Board action, all organizations directly funded by the Board shall participate in a uniform grants administration program under the direction of the County Administrator that will adequately assess grants prior to submittal and ensure that grant award functions follow the highest standards of the grantor or the County.

Grants Identification, Application, and Tracking: Grants

pursued by the County must be consistent with the County's mission, strategic priorities, or adopted business plans, and no grant shall be submitted without signature approval of the County's authorized organizational representative or designee; therefore, the submission of grant proposals shall be coordinated by a central authority designated by the County Administrator so that the effects on the County can be reviewed and understood beforehand and the authorizing signatures obtained; and grant applications shall provide reasonable and realistic outcomes that are based on information that will help to best assess the impact and efficacy of grant activities. Individuals planning to apply for an external grant should notify the grants management office a minimum of fifteen business days prior to the submission date on a form established under the direction of the County Administrator. All grants will be recorded and tracked in a manner that assures transparency and accountability to the Board, grantors, and the public.

Funding Analysis: Grants that align with the strategic priorities of the County shall be analyzed to examine the total effects and costs to the County due to matching requirements or new operating costs; allowance of indirect costs; whether General Revenue is necessary to cover the gap between cash expended and revenues received; and whether General Revenue is necessary to support the project after the expiration of the grant.

Analysis of Grant Renewals and Continuations: At the end of the initial grant period, all grants shall be evaluated to determine the extent to which the grant project has produced desired benefits. Such an analysis shall include a review of actual costs to determine whether using General Revenue associated with the grant could be better used for other purposes that are better aligned with the County's mission, priorities, and business plans. Grants awarded on a multi-year basis shall be evaluated through a cost effectiveness analysis that relates the project costs to its key outcomes or benefits, to determine the extent to which they have produced positive, meaningful outcomes that provide cost effective services or improvements.

Provision of Administrative and Operational Support: In a manner specified by the County Administrator, the County shall develop procedures that ensure a detailed understanding of the regulatory and financial requirements of grant awards and that specify how grants shall be implemented and monitored.

Purpose: Grants are an exceptional way to fund County projects; however, they come with the expectation that all work including the management of the grant award will follow the highest standards of the regulatory and budgetary requirements of the grantor and the County. Failure to comply with such requirements can lead to a loss of goodwill and the return of funds. Inadequate review of grant proposals or grant awards may lead to the County spending General Revenue funds to support

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a grant project inconsistent with overall strategic direction, or may commit the County to General Revenue spending beyond the grant period. The purpose of this policy is to set forth guidance for the application of grant proposals and the administration of grants awarded to the County that ensure the efficiency and impact of grant funded programs, services, and capital improvements; increase grant revenues; limit the County's exposure to grant related legal liability; and assure grantors and the public that the County shall discharge its responsibilities with the highest of standards.

Responsibility: It is the responsibility of the Strategic Planning Department under the direction of the County Administrator to implement this policy and to provide procedures that detail the grant proposal seeking process and the proper execution, management, and close-out of the County's grant awards; and report on the submission and status of grants in a manner that assures transparency and accountability to the Board, grantors, and the public.

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

exempt from the provisions of Chapter 119.07(1) of the Florida Statutes.

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

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

13. 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.

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

The Planning Commission, Constitutional Officers, Environmental Protection Commission, County Administrator and their departments, other agencies which provide services to Hillsborough County residents, and organized citizen groups, will have the opportunity to

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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.

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

- 1) **A Capital Project** is a set of activities, with related expenditures and schedule which includes one or more of the following:
 - a) delivery of a distinct asset or improvements to an existing asset, which will become an asset owned by Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles,
 - b) any contribution by Hillsborough County to other governmental or not-for-profit entities for the purpose of delivering a capital improvement. In situations where the improvement is not nor will it become an asset of the County, it will be included in the Capital Improvement Program as a contribution,
 - c) any project, including equipment, which is funded from the Community Investment Tax (CIT),
 - d) any engineering study or master plan necessary for the delivery of a capital project, and
 - e) major repair, renovation or replacement of existing facilities.

The cost and timing of these Capital Improvements are to be identified in the Capital Improvement

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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.

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

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

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

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

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

- 1) a Capital Improvement Budget; and
- 2) a Capital Improvement Program for Hillsborough County.

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

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.

16. 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:

- Twenty-five percent (25%) 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

- Twenty-five percent (25%) 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,
- Fifty percent (50%) will be appropriated to the catastrophic emergency reserve in the Self Insurance Fund until reserves in that account match eight percent of expenditures in the General Fund and General Purpose MSTU Fund; and any additional funds remaining as a result of meeting the required thresholds identified in (1), (2) or (3) will be split in the same ratio to meet the remaining threshold(s).

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

Excess fund balance is defined as both, (1) under-expenditures which may be realigned in the budget in which it was appropriated pursuant to Section 129.06(2)(a), Florida Statutes and, (2) unanticipated revenue which may be appropriated pursuant to Section 129.06(2)(f), Florida Statutes, that 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.

17. 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.

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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.

18. 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.

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

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

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

20. 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.

21. 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.

22. 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

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

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

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

23. 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.

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

24. Recovery of Indirect Costs—BOCC Policy 03.02.02.10: It is the policy of the BOCC that for the calculation of the value of indirect services provided to a department (exclusive of any grant-funded programs), the County use the most current, "full-cost" cost allocation plan.

- Enterprise operations - Each County enterprise operating shall reimburse the General Fund for the Calculated Value of indirect services provided to the enterprise. These costs should be incorporated into service charges levied by the enterprise. The amount actually charged should be based on the amount derived during the budget process.
- Internal service operations - Each County internal service operation shall reimburse the General Fund for the calculated value of indirect services provided to the internal service department. These costs should be incorporated into service charges levied by the internal service fund.
- Building Division - The Building Division of the Planning and Growth Management Department shall reimburse the General Fund for the calculated value of indirect services provided to the Building Division. These costs should be incorporated into permit and licensing fees levied by the Division.
- Special Library District - The Library Services Department, which is funded through the Special Library District, shall reimburse the General Fund for the calculated value of indirect services provided to the Library Services Department. These costs should be incorporated into the annual budget, and should be covered by the millage levied for the Special Library District Fund.
- Other Funds - As appropriate, other operating funds such as the General Purpose MSTU Fund and the Transportation Trust Fund will reimburse the General Fund for the calculated value of indirect services provided to departments funded from those funds. The Management and Budget Department should determine where such charges are appropriate. These costs should be incorporated into the annual budget, and should be covered by the revenues available to those funds.

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

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

25. 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.

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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.

26. 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.

27. Pay Comparability with Public and Private Employers—BOCC Policy 03.02.02.13: It is the policy of the BOCC that pay ranges for all employees be targeted to the 50th percentile in a comparison of pay with public and private employers. As a targeted goal for comparison purposes, the midpoint of each County pay range should represent the imputed market value of a job and should be set so that one-half of comparable employers pay lower (the basis for a 50th percentile) and the other one-half pay higher. However, as the BOCC considers the targeted percentile along with the total employee compensation

package, it will be the BOCC discretion in determining where the actual pay ranges shall be established.

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

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

28. Performance Pay—BOCC Policy 03.02.02.14: It is the policy of the BOCC that the budget include an annual pay adjustment for employees, with each employee's actual pay adjustment based on an assessment of job performance.

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

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

29. 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.

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30. 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.

31. 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 re-alignment is not inconsistent with the work program in the approved budget. For departments and agencies that report to the BOCC, this also applies to temporary positions.

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

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

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

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

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

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

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

32. 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

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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.

33. 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. 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.

34. 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 fund, 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.

35. 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.

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

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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.

37. 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.

38. 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.

39. 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.

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Purpose: The purpose of this policy is to allow the budget to reflect anticipated year-end personnel expenditures while ensuring that adequate funds are available to fund all positions throughout a fiscal year. Budgeting the cost of positions based on historic knowledge of savings that result from turnover resulting from resignations, terminations, retirements, 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.

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

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

On an all years basis, the contingency balance for capital projects within any subfund shall equal at least 10% of the subfund's total all years appropriation less the sum of actual all years expenditures, all reserves, and all years appropriations for allocated funds for future land acquisition and future capital projects.

- 2) Once contingency balance requirements have been met, remaining capital project appropriations may be used to reduce outstanding debt within the applicable program if permitted by bond covenants and if doing so does not create an economic or financial loss.
- 3) If the requirements in 1) and 2) above have been met, remaining funds may be used to initiate new projects.
- 4) Depending on the original funding source, if no unfunded needs currently exist, if no other requirements are specified under bond covenants, grant contracts, statutory provisions or other legal

requirements, excess funds shall be added to Reserve for Future Capital Outlay. If the funds were originally transferred from a tax fund then remaining appropriations may be returned to that tax fund.

Note that any time a budget amendment (either administrative or Board agenda item) is submitted to reduce the total funding for a given project, the amount of the proposed reduction will be deemed to be "remaining" appropriations subject to this policy. Appropriations associated with projects from general allocations for a type of project (i.e., the annual appropriation for road resurfacing, sidewalks, intersection improvements, median barriers, school flashers, etc.) will be returned to the allocated funds account established for that purpose and will not be subject to these requirements.

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

41. 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 funds may be adjusted (added to or subtracted from) for any actual fund balance in excess of or below that budgeted. Use of excess balances will be determined during the review of reappropriation requests.
- 2) Operating expenses relating to an encumbrance that is limited to one-time costs budgeted in a prior fiscal year with an obligation to pay carried into the subsequent year. The expenses must be necessary and material in amount in relation to the department's budget (e.g., the balance of a professional services contract that cannot be absorbed within the current fiscal year budget). Eligible items should come primarily from encumbrances within objects 031 Professional Services and 034 Other Contractual Services. Encumbrances for "supplies" typically do not meet the eligibility criteria for reappropriation. All reappropriation requests must be specifically documented and supported by a valid purchase order or encumbered contract.
- 3) Grants and aids and capital items where a purchase order was issued and funds encumbered in a prior fiscal year, but payment was not made prior to the close of that fiscal year.

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

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

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

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

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

42. Method of Funding Citizen Initiated Localized Capital Projects or Services—Board Policy 03.02.02.28: It is the policy of the Board of County Commissioners that it will use non-ad valorem assessments to fund the full cost of citizen initiated capital projects or services that will benefit limited areas within the unincorporated area, that exceed the current general levels of services provided to residents of unincorporated area by Hillsborough County and have not been previously provided by the County. These non-ad valorem assessments will be imposed through Municipal Service Benefit Units (MSBU) the BOCC may establish under Chapter 125.01(1)(q) of the Florida Statutes.

- 1) The area to be included in an MSBU is compact and amenable to the efficient and effective delivery of service.
- 2) A fair and reasonable methodology can be developed to apportion the full cost of the capital project or

service to those properties benefiting.

- 3) The citizen initiated project or service is not the remediation of a tangible action of the Hillsborough County Charter Government.

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

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

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

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

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

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

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valorem taxes at a rate not exceeding .25 mills in any one year for a period not to exceed 20 years from the first levy.

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

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

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

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

Purpose: The purpose of this policy is to maintain emergency reserves that will provide for unanticipated financial impacts on the Board of County Commissioners.

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

45. The policy of the Board of County Commissioners (BOCC) to reduce the draw downs on the Reserve for Contingencies to only those re- quests 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 with the following exception: if funding is appropriated in the current year’s budget for the Fallen Heroes Fund program, a supermajority vote is not required to increase the appropriation of funding in that General Fund program to a maximum of one million dollars for the fiscal year.

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 Management and 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.

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

[The term "Debt Obligations" shall mean bonds, notes,

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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.

47. Policy Concerning Conduit Private Activity Bond Issuance—Board Policy 03.02.06.01: - All requests for County approval of PAB's proposed to be issued by a Conduit Issuer or issued directly by the County on behalf of a Borrower must comply with the policies, guidelines and procedures described in the attached Borrower Application Forms.

Furthermore, Conduit Issuers and Borrowers shall use the County's bond counsel, and the County Attorney's Office shall serve as General Counsel to all Conduit Issuers whose members are appointed by the County Commission. Finally, fees payable to the Hillsborough County Board of County Commissioners by the Borrower are established as follows: (1) a non-refundable \$2,000 application fee, (2) a fee in the amount of ½ of 1% of the total par amount of bonds issued, payable from bond proceeds (minimum fee of \$25,000), and (3) a surcharge of \$2,500 for expedited review of completed applications received less than 31 days prior to the desired date of presentation to the Board.

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

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

1). Conduit Issuer means any city, county, or in-

dependent governmental authority established by statute excluding, however, the Hillsborough County Housing Finance Authority and the Hillsborough County Industrial Development Authority.

2) Conduit Private Activity Bonds (PAB's) mean a type of revenue bond, issued by a Conduit Issuer on behalf of a Borrower, specifically authorized by statute and by the U.S. Tax Code of 1986, as amended, and the proceeds of which are used to fund eligible capital projects. PAB's are payable solely from revenues derived from loan, lease or installment sale payments made by the Borrower.

3) Borrower means a not-for-profit entity, or other entity permitted by the U.S. Tax Code of 1986, as amended, to utilize Private Activity Bond financing.

Responsibility: Debt Management Department.

48. 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 CAU's shall be accounted for as set forth in appropriate county ordinances and bond covenants. Also, these fees and all other Water Department fees, rates and charges shall be reviewed on an annual basis to determine their sufficient for providing service in compliance with the bond resolution.

Purpose: The purpose of this policy is to insure that the Hillsborough County Water Department utilizes a

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financial program using acceptable and sound procedures consistent with standard criteria for operating utilities and that the Water Department shall be an enterprise fund existing solely on its own revenues and that such funds are utilized only for the use of the Water Department.

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

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

A reserve is established to cover unanticipated costs of projects funded by the Community Investment Tax. The County Administrator may use the reserve to cover contingencies and cost increases which are within 10% or \$100,000 (whichever is less). If cost increases are over 10% or \$100,000, then the County Administrator may recommend a funding alternative which may include the reserve. If a project cost is lower, its scope is reduced, or it is not feasible to implement, then funds originally allocated to the project will be allocated to the reserve. If the reserve is sufficient to cover contingencies in a given year, the County Administrator may recommend expediting a project programmed for funding in future years. In the event a project programmed for future years becomes needed sooner than anticipated, the County Administrator may recommend using the reserve, detaining a current project, or consider financing. Financing may be recommended if the following conditions are met: the reserve is insufficient; there is a cost savings or other economic reason, and there are sufficient staff resources to implement the project.

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

Responsibility: It is the responsibility of the Management and Budget Department and the Office of the Capital Program Administrator, under the direction of

the County Administrator, to implement this policy.

50. Guidelines for Use of Phosphate Severance Taxes—BOCC Policy 03.04.24.00:

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

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

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

51. Budget Preparation and Limitations—BOCC Policy 03.05.07.00: It is the policy of the BOCC that, commencing with the preparation of the proposed annual budget for the 2008 Fiscal Year and each fiscal year thereafter, in preparing the annual budget for submission

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

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

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

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

52. Recording of Infrastructure Assets – Board Policy:

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

documentation of the fair market value of the asset.

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

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

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

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

53. Ten Year Commitment to Increase Funding for Transportation – Budget Preparation - 03.05.09.00

It is the policy of the BOCC that, in preparing the proposed annual tentative budget for presentation to the BOCC for each fiscal year through the 2026 Fiscal Year, the County's Budget Officer shall ensure that, except as otherwise directed by this policy, increased amounts over base transportation funding in FY 16 will be budgeted for transportation uses annually and on a cumulative basis and will be based upon the following targeted amounts:

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(In Millions)

	<u>Annual</u>	<u>Cumulative</u>
FY 17	\$35	\$35
FY 18	\$40	\$75
FY 19	\$45	\$120
FY 20	\$50	\$170
FY 21	\$55	\$225
FY 22	\$60	\$285
FY 23	\$65	\$350
FY 24	\$75	\$425
FY 25	\$85	\$510
FY 26	\$90	\$600

Such increased amounts for transportation uses shall not supplant or replace the amount of base transportation funding in FY 16. Eligible funding sources include recurring and one-time sources from any funding source, such as: ad valorem, local government half-cent sales tax, grants, new financing (i.e. – Community Investment Tax and sales tax supported), additional recurring commitments, eligible reserves, etc.; provided, that mobility fees are expressly excluded as an eligible funding source. If the BOCC adopts a new fuel tax after implementation of this policy, this new source would also be excluded as an eligible funding source, but would serve as supplemental funding. Any surplus funding over a given year’s cumulative target would be applied to subsequent years’ funding targets.

In the course of preparing the proposed annual tentative budget, the Budget Officer shall provide the BOCC with an initial review of the financial condition of the County. In the event the County’s Budget Officer finds that the recommended targeted transportation funding as provided for in this policy should be revised in order to (i) dedicate funds to public safety expenditures and other expenditures consistent with the BOCC’s proposed fiscal policies for the next fiscal year, (ii) pay expenditures resulting from a natural, technological, or civil emergency that causes damage of sufficient severity and magnitude to result in a declaration of a state of emergency by the County, the Governor of the State of Florida, or the President of the United States, as provided for in Chapter 252 of the Florida Statutes, (iii) avoid the occurrence of the County being subject to review and oversight by the Governor of the State of Florida for a financial emergency, as provided for in Part V of Chapter 218 of the Florida Statutes, (iv) fund County reserves at such minimum amounts consistent with applicable law and the BOCC’s Debt Management Policy, Section Number 03.02.06.00, as are necessary to ensure and sustain the long-term financial integrity of the County and to retain the highest possible credit ratings of the County, and/or (v) avoid or limit the possibility of any adverse change in a published rating on any existing or future County debt, or a material

reduction in the size and/or material increase in the costs of the County’s commercial paper program, the County’s Budget Officer shall advise the BOCC of such findings in advance of his or her presentation of the proposed annual tentative budget in order to obtain direction from the BOCC. Thereafter, the BOCC shall by motion provide direction to the County’s Budget Officer regarding inclusion of such funding in the proposed annual tentative budget to be subsequently presented to the BOCC.

Notwithstanding anything in this policy to the contrary, consistent with Section 129.01(2)(d), Florida Statutes, each proposed annual tentative budget shall include appropriations to pay obligations created but not paid in the prior fiscal year, including appropriations to pay the following: the County’s obligations under that certain Amended and Restated Interlocal Agreement Regarding Creation and Expansion of Community Redevelopment Areas among the County, the City of Tampa (“Tampa”) and the Community Redevelopment Agency of the City of Tampa (“Tampa CRA”) as of October 15, 2014, as amended; the County’s obligations under that certain Redevelopment Project Agreement among the County, Tampa and the Tampa CRA entered into as of January 1, 2015, as amended; the County’s obligations with respect to the Community Redevelopment Area of the City of Plant City under Ordinance Nos. 46-1987 and 35-1990, enacted by the City Commission of the City of Plant City on December 28, 1987 and November 12, 1990, respectively; the County’s obligations with respect to the Temple Terrace Redevelopment Area under Resolution Nos. R04-004 and R12-164, adopted by the Board on January 7, 2004, and December 5, 2012, respectively, and that certain Interlocal Agreement between the City of Temple Terrace, the County and the Temple Terrace Redevelopment Agency entered into as of January 7, 2004, as amended; and any future CRA’s and any existing or future County debt.

Expenditure of Targeted Transportation Funding

Consistent with applicable law and, to the extent applicable, the BOCC’s Policy for Capital Budget and Capital Improvement Program, Section Number 03.02.02.00, no later than September 30th of each year through September 30, 2025, the BOCC will adopt by resolution a list of expenditures of the targeted transportation funding provided for in this policy for the next fiscal year. Consistent with the BOCC’s Policy for Prioritization of Capital Projects, Section Number 03.02.02.06, such expenditures will prioritize capital maintenance of existing transportation infrastructure over new construction. The Hillsborough Transit Authority and other governmental agencies may individually or collectively propose expenditures for inclusion in the list of expenditures to be considered for

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adoption by the BOCC. The BOCC shall designate whether the County or another governmental agency, including but not limited to, the Hillsborough Transit Authority, will be assigned the responsibility of implementing each of the undertakings associated with such expenditures; provided, that the receipt of any targeted transportation funding by another governmental agency is subject to the provision of matching funds by such agency as approved by the BOCC. The form of any interlocal agreements with other governmental agencies addressing the implementation of, and match funding for, such undertakings shall be approved by the BOCC.

This policy is designed to allow maximum flexibility in identifying eligible funding sources to be used to increase the amount of transportation funding over base transportation funding in FY 16.

Purpose: The purpose of this policy is to establish a fiscal policy of the Board of County Commissioners (“BOCC”) that transportation is one of Hillsborough County’s top priorities and that the proposed annual tentative budget for each fiscal year through FY 26 will reflect increases in funding for transportation uses.

Responsibility: It is the responsibility of the County Budget Officer, assisted by the Management and Budget Department, to ensure that, except as otherwise directed by this policy, increased amounts over base transportation funding in FY 16 will be budgeted for transportation uses as indicated above. Any deviation or amendment to this policy shall require a supermajority vote of the BOCC.

54. Fund Balance and Sound Financial Management Practices—BOCC Policy: 03.05.10.00

Policy: It is the policy of the BOCC that combined fund balance in the countywide and unincorporated area general funds will be budgeted at a level necessary to maintain general fund budgeted reserves between a minimum of 20% and a maximum of 25% of general fund expenditure appropriations, or as otherwise required by applicable law. The Government Finance Officers Association <http://www.gfoa.org/> (GFOA) recommends, at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures. However, the GFOA also provides that the adequacy of unrestricted fund balance general funds should take into account each government’s own unique circumstances. The unrestricted fund balance and reserve levels established by this policy exceed the minimum level recommended by the GFOA based on the following factors:

- Maintaining a AAA general credit rating from all three rating agencies
- Susceptibility to natural disasters (hurricanes and flooding)
- Risks of unanticipated changes in general fund budgets associated with Constitutional Officer annual budget requests, one-time needs, and new State and Federal mandates
- Maintaining stable and/or decreasing tax rates
- Commitment to sound financial management practices

Under certain circumstances, there may be a temporary need to use fund balances to meet a need(s) that require a fund balance draw down resulting in noncompliance with minimum funding levels identified in this policy. Examples of these circumstances may include, but are not limited to the following:

- Unanticipated revenue shortfalls due to unforeseen circumstances including a significant and prolonged downward trend in an economic cycle
- A natural disaster of significance
- New federal and state mandates/legislation
- Immediate capital needs

If such a need is addressed as part of the County’s annual budget process, the County’s Budget Officer will communicate the need to the Board at a Budget Workshop or Public Hearing and will present a plan and timeline to replenish fund balance to levels consistent with this policy. The plan may include one-time or recurring expenditure reductions, budget surpluses, transfers from other funding sources, etc. The plan of replenishment should not extend beyond a three year planning horizon as recommended by the GFOA.

Usage of fund balance/reserves during a fiscal year are governed by Board Policy 03.02.05.00 – Reserve for Contingency.

Sound Financial Management Practices It is the policy of the BOCC to employ sound financial management practices resulting in the highest possible general credit rating and stable finances allowing for consistent, efficient, and value driven delivery of service to County residents. The financial practices shown below shall be employed by County Administration in management of the County’s budget and finances:

- External Financial advisory services will be contracted when appropriate to engage expert specialized services.
- Decisions made in the County’s annual budget process will be service driven and based on existing

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Community Standards and performance metrics.

- County reserve levels will be set according to this Board policy
- The County will maintain debt service coverage at levels necessary to maintain the highest possible credit rating.
- The County will annually strive to achieve a structurally balanced budget consistent with guidance provided by the GFOA.
- Bond issues will be continually monitored to identify and act on any refunding opportunities.
- The annual Operating and Capital budget documents will be prepared consistent with GFOA guidelines and state law.
- The County will employ sound long-term financial planning strategies and will annually prepare a five-year pro forma analysis.
- The County will follow its other adopted financial policies not specifically identified in this policy. Those policies are also designed to operate using sound financial management practices.

Purpose: This policy establishes guidelines that allow the County to maintain adequate levels of fund balance in the general funds to mitigate current and future risks such as revenue shortfalls, unanticipated expenditures, natural disasters, other unforeseen circumstances, and to ensure stable tax rates for the taxpayer. An additional purpose is to establish certain sound financial management practices that, in combination with the fund balance guidelines, will allow the County to maintain the highest possible credit ratings.

Responsibility: It is the responsibility of the County Budget Officer, assisted by the Management and Budget Department, to ensure that adequate levels of fund balance are maintained during the budgeting process. Any deviation or amendment to this policy shall require a supermajority vote of the BOCC.

55. Budget Development and Monitoring Controls—BOCC

Policy: 03.05.11.00 It is the policy of the BOCC that the County's proposed annual tentative budget for presentation to the BOCC (the "Budget") will be developed based on a set of industry recognized best practices. Those practices are as follows:

- The Budget process will be consistent with Florida Statutes and other applicable laws and regulations.
- The Budget process will be in compliance with Truth-In-Millage requirements.
- Revenue estimates and projections will be developed using appropriate sources (including state estimates), historical analysis, comparison techniques, modeling, and other methods.

- Each year a five-year general fund proforma analysis will be completed in order to assure that the following year's Budget is consistent with long-term planning objectives.
- The BOCC will annually establish service priorities and levels of service standards ("community service standards") to guide the budget development process and resource allocations.
- The Budget will be structurally balanced so that recurring revenue sources are matched with recurring expenditures.
- Budgeted general fund reserves will be set according to BOCC policy to allow the County to achieve the highest possible credit ratings.
- Each annual Budget process will include an exercise to identify budget efficiencies and other business opportunities.
- Each annual Budget process will include an exercise to review vacant positions in an effort to identify possible Budget efficiencies.
- All County funded agencies must submit annual funding requests to justify any changes to their continuation level budget.
- Any approved Budget request must be supported by performance data/metrics and be consistent with the County's community standards.
- Budget decisions must be consistent with the BOCC's strategic planning focus.
- Commissioner budget requests must provide a justification, indicate if they are recurring or one-time, comply with this policy, reflect community service standards, and be approved by a simple majority vote of the BOCC.
- A quarterly budget to actual financial report will be placed on the BOCC's consent agenda.
- A regular staff agenda item will be placed on the BOCC's agenda when there is a change greater than \$100,000 in a reserve for contingency balance in the general funds.

Purpose: This policy establishes annual budget process guidelines resulting in an annual adopted budget based on sound fiscal principles which delivers valuable services to County residents in an efficient manner.

Responsibility: It is the responsibility of the Management and Budget Department to ensure that the tentative budget is developed in accordance with this policy. Any deviation or amendment to this policy shall require a supermajority vote of the BOCC.

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56. Capital Funding for Outside Agencies—BOCC Policy:

04.05.00.00 It is the policy of the BOCC that, in recognition of the need to ensure that county citizens are well-served through effective use and administration of county funds, the Board does hereby establish and adopt a uniform procedure for submission, review and approval of capital funding requests from applicable outside agencies and for administration of such funding, if approved by the Board.

Applicability: These procedures are applicable whenever any request for capital funding from outside, non-County, non-governmental agencies are made to the County. Applicable agencies include but are not be limited to private, not-for-profit corporations. This policy does not apply to projects funded by Tourist Development Taxes, economic development projects pursuant to Section 288.075 Florida Statutes or projects that are governed by other applicable Board Policies or Agreements.

Procedures:

4.1 Placement on Regular Agenda: All actions by the Board related to applicable capital funding requests (including funding decisions, agreements, modification agreements, license agreements, leases, etc.) shall be placed on the Regular agenda or on a public hearing agenda, but not on the Consent agenda.

4.2 Submission, Review and Approval of Request: Prior to Board consideration, any applicable request for capital funding must be accompanied by appropriate documents in order to provide the Board specific information regarding the request and assurance of the public purpose of the request. These documents are as follows:

1. A Completed Capital Funding Request Information Form: The form shall be available on the Department of Business and Support Services website and will require the following information:
 - a) A complete project description.
 - b) A discussion of the project justification and benefits that the completed project will provide to the citizens of Hillsborough County.
 - c) A discussion of why the funds are necessary and how the funds will be spent.
 - d) An indication of whether the project will help the Board meet its Strategic Plan objectives, and if so, which objective.
 - e) The proposed project location.

- f) A complete project cost estimate, (including any non-County funding sources anticipated) with costs estimated by year in which they will be incurred..
 - g) A discussion on how the project cost was determined.
 - h) The estimated project schedule, including construction start and completion dates.
 - i) An estimate of annual operating and/or maintenance costs once the project is completed.
 - j) A discussion on how the annual operating and/or maintenance costs were determined.
 - k) The signature of the agency head or chief financial officer attesting to the accuracy of the information.

2. A Business Plan: The Business Plan will include a discussion of how the agency proposes to meet annual operating and maintenance cost requirements, and will provide a sensitivity analysis for the agency's anticipated ability to meet ongoing cost commitments at various revenue levels. It should identify any other anticipated funding sources (actual or proposed) and the estimated amount from each source. The Business Plan should also include 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. The Business Plan format shall be available on the Department of Business and Support Services website and will include the following:

- a) Table of Contents
- b) Executive Summary (no more than 2 pages)
- c) Organization Profile
- d) Community Need
- e) Scope of Service
- f) Program Goals and Objectives
- g) Evaluation Plan
- h) Project Management
- i) Leverage of Other Funds
- j) Financial Capabilities
- k) Budget Information

4.2.2 Capital funding requests from Board members for applicable agencies shall be referred to the County Administrator for staff review. After review, the County Administrator shall present a report to the Board concerning the request and a recommended source of funding.

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4.2.3. As part of the process of approval of the capital funding request, the Board shall make a finding on the public record by Resolution that the capital funding request, the business plan, funding sources, and ownership issues meet all requirements for funding under the specified revenue source and the funding serves a public purpose.

4.2.4 A capital funding request budgeted prior to the completion of the requirements of sections 4.2.1 through 4.2.3 shall be considered conditional funding subject to completion of those requirements. No agreement or disbursement of funds shall be authorized prior to meeting these requirements.

4.2.5. If the capital funding request is approved by the Board, then pursuant to Board Policy 03.02.02.00, the capital funding request shall be included in the Capital Improvement Program (CIP).

4.3 Monitoring and Agreement for the Capital Funding/Project

4.3.1 Capital project funding and construction for applicable agencies shall be monitored by designated County staff to ensure the proper use of County funds.

4.3.2 Prior to disbursement of any County funds, an Agreement with the applicable agency shall be approved by the Board. Specific responsibility shall be assigned to designated County staff to review and approve capital funding agreements for compliance with County policy, procedures and sound business practices. Specific responsibility shall be assigned to designated County staff to monitor and review the project as well as to ensure that payments are made accordance with the Board-approved Agreement.

4.3.3 In addition to other appropriate conditions, the Agreement with the applicable agency shall include the following specific provisions:

1. Definition and limitation of the use of County's funds;
2. Stipulation concerning the County's rights to use the facility;
3. Stipulation that the County is to be repaid its funding portion if the property or facility is later transferred to another party, unless the sale proceeds are to be used for a specifically approved purpose by the Board of County Commissioners;
4. Stipulation that the County is to be repaid its funding portion if the use of the property or

facility substantially deviates from original funding agreement without approval of the Board of County Commissioners;

5. Reference to building plans and estimates showing how dollars will be spent;
6. Stipulation that changes to scope, budget and schedule shall be subject to Board approval;
7. Stipulation that the project design, the construction and the associated costs shall be consistent with County standards; that the project shall be durable and functional and that County funds shall not be used for non-functional/non-essential embellishments, as determined by County standards;
8. Stipulation that the funding will be on a reimbursement basis subject to receipt and review of paid invoices for authorized expenditures; require detailed documentation such as copies of checks bank statements and other appropriate documents to confirm payments;
9. Stipulation to maintain a separate bank account for County funds in order to segregate County funds from other funding sources;
10. Stipulation of County's right to monitor entire project for all funding sources, including but not limited to monitoring for project overfunding;
11. Should there be any funding restrictions dictated by funding source, it shall be addressed in the Agreement.
12. Stipulation that only costs incurred after the execution of the agreement by both parties may be reimbursed. Costs incurred prior to the execution date of the agreement shall not be reimbursed.

Purpose: To establish a uniform procedure for submission, review and approval of capital funding requests from applicable outside agencies and for administration of such funding, if approved.

Responsibility: It is the responsibility of the Management and Budget Department, the Fiscal and Support Services Department – Infrastructure and Development Services and the Fiscal and Support Services Department – Public Safety and Community Services using input from other appropriate departments under the direction of the County Administrator, to implement this policy.

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

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

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

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

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

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

a. Reclaimed Water Facilities – Transmission. These will be funded from existing Utility Enterprise Fund Bond proceeds through specific Capital Improvement Program (CIP) projects. If bond proceeds are not sufficient, other Utilities Enterprise funds may be used upon BOCC approval.

b. Reclaimed Water Facilities – Distribution. The initial funds to design and construct these may come from either:

- Utility System Rate Stabilization Fund;
- Short-term bond anticipation notes (BAN) and/or,
- Other Utility Enterprise funds approved by the BOCC.

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

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

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

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 re- claimed 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.

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

- 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.

60. **Fallen Heroes Program—BOCC Policy 10.06.00.00:** It is the policy of the Board of County Commissioners that a Fallen Heroes Program (Program) be established to provide monetary benefits for the support, and maintenance of the beneficiaries of specified fallen First Responders who have died while in the performance of their duties to the citizens of Hillsborough County, which Program shall be administered pursuant to the requirements of this Policy as described below. County funding for the Program will be provided in the form of an annual General Fund non-departmental appropriation with provisions for total annual funding not to exceed one million dollars.

Definitions:

A. First Responder:

A First Responder includes:

1. A law enforcement or correctional officer as defined in §943.10, F.S.;
2. A firefighter as defined in §633.30, F.S.; or
3. An emergency medical technician or a paramedic as defined in §401.23, F.S., who is employed (including full-time, part-time, or volunteer) by Hillsborough County or one of the municipalities of Tampa, Temple Terrace, and Plant City.

B. In the Line of Duty:

In the Line of Duty means a First Responder who at the time of death, or an injury that is the direct and proximate cause of death, is in the course of actually:

1. Engaging in law enforcement;
2. Performing fire suppression and prevention related activity;
3. Responding to a hazardous-material emergency;
4. Performing rescue activity;
5. Providing emergency medical services;
6. Performing disaster relief activity;

7. Otherwise engaging in emergency response activity; or

8. Engaging in a department or agency authorized training exercise related to any of the above events or activities; and the employing public agency legally recognizes him or her to have been in such course at the time of the event directly and proximately causing the death or injury. A heart attack or stroke which causes death, or causes an injury resulting in death, must occur within 24 hours of one of the above events or activities and must be determined to have been directly and proximately caused by the event or activity.

C. Beneficiary

Benefits shall be paid to surviving beneficiaries in the following descending order:

1. The beneficiary designated in writing by the First Responder on the form approved by the Fallen Heroes Program Administrator, which form has been filed with the employing agency prior to the death or injury;
2. The First Responder's surviving children and spouse in equal portions;
3. The First Responder's surviving parents; or
4. If none of the above is applicable, the First Responder's estate.

D. Fund Administrator

The Fund Administrator is the staff of the Hillsborough County Management and Budget Department.

Fallen Heroes Program: The Hillsborough County Board of County Commissioners hereby establishes the Fallen Heroes Program for the purpose of providing monetary benefits to the beneficiaries of First Responders who have died, or suffered an injury resulting in death, while In the Line of Duty, serving and protecting the citizens of Hillsborough County. County funding for the Program, including any mid-year supplemental appropriations, will be provided in the form of an annual General Fund non-departmental appropriation with provisions for total annual funding not to exceed one million dollars. The amount of County monetary benefits paid to the Beneficiary, as defined above, of a fallen First Responder shall be up to \$100,000. County monetary benefits paid under the program may be supplemented by private and/or outside donations through the establishment of a temporary escrow account within the County's financial system. Except as otherwise provided in this Policy, the Clerk of the Circuit Court (Clerk) is authorized through adoption of this policy to establish and account for such escrow account upon the request of the Program

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Administrator for ninety (90) days from the time of the death of an eligible First Responder for the purpose of paying such additional benefits that are funded by such private and/or outside donations. The Clerk is also authorized to issue payment(s), at the direction of the Program Administrator, without further action of the Board of County Commissioners, to eligible Beneficiaries, as defined above, in shares proportionate to the distribution of the County funds.

Line of Duty Determination and Request for Benefits:

The employing agency shall be responsible for determining whether the death or injury resulting in death occurred In the Line of Duty and shall submit to the County Program Administrator sufficient documentation from its investigation of the event to support its determination. The employing agency shall be responsible for submitting an approved request for benefits form to the County Program Administrator on behalf of the Beneficiary, as defined above.

Benefits Paid Due to a Catastrophic or Terrorist Event:

The Board of County Commissioners reserves the right to adjust the amount of County benefits paid under the Program to a Beneficiary, as defined above, due to the occurrence of a catastrophic (natural or manmade) or terrorist event, which results in multiple deaths or injuries resulting in death in order to ensure annual County appropriations do not exceed one million dollars.

Termination: This Policy, and the Fund established by it, shall continue from year to year subject to an annual appropriation by the Board.

Delivery of Funds to Beneficiaries: When reasonably possible, funds from this Program shall be delivered personally to each Beneficiary. It is the responsibility of the Chairman of the Board of County Commissioners to designate a Board member or member of the County Administrator's staff to deliver the funds on behalf of the County.

Purpose: To provide financial assistance to the beneficiaries of county and municipal First Responders whose death occurred In the Line of Duty on behalf of Hillsborough County. The Board finds that this policy serves a public purpose to assist in the support of the beneficiaries of Hillsborough County First Responders who have died while in the performance of their duties to the citizens of Hillsborough County.

Responsibility: It is the responsibility of the County Administrator, through the Management and Budget Department, to implement this Policy and to establish procedures for its administration. The Management and Budget Department shall be the Program Administrator. The Program Administrator shall be responsible for collecting, receipting, depositing, and acknowledging private and outside donations.

Calculation of Statutory Operating Budget

	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Total Budget	\$5,118.2	\$5,487.6	\$6,650.3	\$6,414.4
Reductions:				
Internal Service Funds (Net of Transfers)	375.8	398.6	429.9	441.2
Trust and Agency Funds (Net of Transfers)	18.3	12.4	16.7	19.5
Debt Redemption, Defeasance and Commercial Paper Rollovers	11.0	13.5	140.9	16.4
Transfers	909.2	1,054.8	1,366.5	1,320.2
Capital Budget (Net of Reserves)	917.9	1,003.1	1,129.0	967.5
Capital Reserves	46.5	38.9	249.8	382.8
Total Reductions	2,278.7	2,521.3	3,332.9	3,147.7
Statutory Operating Budget⁽¹⁾	\$2,839.5	\$2,966.3	\$3,317.4	\$3,266.8

Detail may not add to totals because of rounding.

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

Notes:

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

Estimating the County's Ending Fund Balance

Fund balance reflects the net financial resources of a fund – the difference between assets and liabilities. In simpler terms, fund balance reflects what is available to spend for a fund.

In estimating ending fund balance, the County's practice is to appropriate all beginning fund balances and all revenues and other sources. As a result, it appears that the County intends to end the fiscal year with no remaining funds. This is not the case.

The County's estimation of a fund's fiscal position at fiscal year-end can be looked at in two ways - on a budgetary basis and on a projected year-end basis.

On a budgetary basis State law requires a balanced budget, so a significant portion of the adopted budget is placed in reserves. Since these adopted reserves cannot be expended until they are first appropriated by amendment of the adopted budget, the reserves reflect 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 schedule of reserves by fund is located in the operations section of this document. FY 20 reserves total \$1,591 million.

On a projected year-end basis, the County projects how much of appropriated funds in the adopted budget will actually be spent. Staff bases projections on past experience and current year-to-date trends. The remaining (unspent) appropriations will increase ending fund balance. Similarly, by projecting excess revenues, the second component of ending fund balance can be established.

Excess revenues for local governments in Florida often result from a statutory requirement that governments only appropriate 95% of anticipated 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 frequently results in understatement of collections from other revenues. Actual revenues received in excess of the budget will also increase ending fund balance.

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 table presents a simplified fund-by-fund estimate of ending fund balance.

The first column reflects the budgeted beginning fund balance. The second column reflects anticipated revenues and other

sources (no 95% factor is applied), and may differ from budgeted revenues. The third column reflects estimated expenditures and other uses, excluding reserves. All authorized positions are budgeted at 100% for the year. However, due to a variety of factors, chiefly turnover, not every department will use their entire Personal Services budget.

Operating and Maintenance is budgeted at 100% for the year. Again, due to a variety of factors, not every department will use their entire Operating and Maintenance budget. The unspent balance will flow to year-end fund balance and an estimate of the unspent balance is reflected in the expenditure column.

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 structured as reimbursements for services provided with a maximum that equals the allocation. Not all agencies provide the levels of service allowing them to receive the maximum allocation by fiscal year end, so there is normally a balance remaining, reflected in the expenditures shown.

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, again resulting in unexpended budgeted funds that flow into year-end fund balance.

The final column, which reflects a somewhat conservative projection of ending fund balance at September 30th is column one plus column two, less column three. The total for all funds is \$2.1 million for FY 20.

Best budget practices require disclosure when there is a significant change in fund balance (defined as an increase or decline by more than 10%) in a major fund or in the aggregate fund balance total for nonmajor funds.

As defined in the annual Comprehensive Annual Financial Report (CAFR) for Hillsborough County, the County's major funds include the Countywide General Fund, the Unincorporated Area General Fund, the Sales Tax Revenue Fund, the Intergovernmental Grants Fund, the County Transportation Trust Fund, the Infrastructure Surtax Fixed Project Fund, the Water Resource Services System Fund and the Solid Waste Resource Recovery Fund. All other funds shown in the following schedules are classified as non-major, and the each year's aggregate change in fund balance for non-major funds is indicated at the end of each year's discussion.

Estimating the County's Ending Fund Balance

For FY 20, the following major funds are estimated to have an actual fund balance change of more than 10% (as indicated on the schedule following this narrative):

- Unincorporated Special Revenue Fund – During FY 20, fund balance is projected to decrease by \$20 million, or 31.7%. The decrease represents \$13 million in culvert repair and replacement and Stormwater improvements of \$8.7million.
- Sales Tax Revenue Fund – During FY 20, fund balance is projected to increase by \$18.4 million, or 24.5%. This increase is due increase in Tourist Tax Reserves. A 1% additional tax was approved late in FY 19.

- County Transportation Trust Fund – FY 20 anticipates a decrease in fund balance of \$39.4 or 24%. This reflects the County's dedication to transportation improvements. Two major projects is the Big Bend and Interstate 75 exchange improvements in the amount of \$37.5 million and the University Area improvements of \$28.5 million.
- Library District Fund – During FY 20 the fund balance is anticipated to decrease by \$10.4 million or 26.9% as a result of a new library in Brandon.

The aggregate fund balance for non-major funds is estimated to decrease by 5.1% in FY 20.

FY 20 Estimated Ending Fund Balance

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Change	Percent Change
General Fund						
Countywide General Fund	\$269,683,372	\$725,979,983	\$728,185,861	\$267,477,494	(\$2,205,878)	-0.8%
Unincorporated Area General Fund	113,546,893	459,389,363	458,356,007	114,580,249	1,033,356	0.9%
Subtotal	383,230,265	1,185,369,346	1,186,541,868	382,057,743	(1,172,522)	-0.3%
Special Revenue Funds						
Countywide Special Revenue Fund	261,056,811	450,061,969	465,521,114	245,597,666	(15,459,145)	-5.9%
Unincorporated Area Special Revenue Fund ⁽¹⁾	63,329,606	87,476,362	107,536,375	43,269,593	(20,060,013)	-31.7%
Discretely Presented Component Units Fund	1,966,833	8,593,206	9,965,235	594,804	(1,372,029)	0.0%
Sales Tax Revenue Fund ⁽¹⁾	74,911,100	306,985,683	288,615,457	93,281,326	18,370,226	24.5%
Intergovernmental Grants Fund ⁽²⁾	12,375,448	156,866,193	160,226,079	9,015,562	(3,359,886)	N/A
Transportation Surtax Trust Fund	82,000,000	110,000,000		192,000,000	110,000,000	N/A
County Transportation Trust Fund ⁽²⁾	163,944,426	342,095,733	381,484,769	124,555,390	(39,389,036)	-24.0%
Local Housing Assistance Program Fund ⁽²⁾	0	9,464,044	9,464,044	0	0	N/A
Library Tax District Fund ⁽¹⁾	39,814,617	73,316,402	84,027,711	29,103,308	(10,711,309)	-26.9%
Infrastructure Surtax Fixed Project Fund ⁽²⁾	44,028,918	35,477,201	72,886,606	6,619,513	(37,409,405)	N/A
Subtotal	743,427,759	1,580,336,793	1,579,727,390	744,037,162	609,403	0.1%
Debt Service Funds⁽³⁾						
P&R GO Ref Bnds 2002 Sk Fd-20024000	433,000	1,649,065	1,405,121	676,944	243,944	N/A
ELAPP Series 2009/2019 Bds Sk Fd-20029003	30,600	6,402,993	5,309,395	1,124,198	1,093,598	N/A
ELAPP Series 2019 Bds Sk Fd	2,462,000	0	0	2,462,000	0	N/A
Whse/Shrf Non Ad Ref Rev Bds 08/17 Note Sk Fd	355,000	1,315,770	1,334,824	335,946	(19,054)	N/A
4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001	1,539,000	2,443,066	2,300,732	1,681,334	142,334	N/A
5th Cent TDT 06A/16 Ref Rev Bds	1,478,000	2,088,805	2,084,695	1,482,110	4,110	N/A
CIP Ref Rev Bds Series 06/16 Sk Fd-20038004	475,000	2,738,275	2,754,425	458,850	(16,150)	N/A
CIT 2012A&B Rev (2001A&B /2004 Ref)-20053001	7,912,000	10,044,888	9,859,700	8,097,188	185,188	N/A
CIP Rev Bds 12/17 Note Sk Fd-20054001	2,400,000	4,513,990	4,097,750	2,816,240	416,240	N/A
CST Series 2015 Bonds Sk Fd	2,850,000	6,230,377	6,678,764	2,401,613	(448,387)	N/A
CIT Series 2015 Refunding Revenue Bonds	16,204,000	20,465,290	20,336,000	16,333,290	129,290	N/A
CIT Series 2018 Sk Fd	5,208,000	6,547,117	6,836,825	4,918,292	(289,708)	N/A
CP Note Sk Fd-Stadium Impr Notes-20044004	13,505,000	77,100	11,900,000	1,682,100	(11,822,900)	N/A
CP Note Sk Fd-Arena Impr-20044005	2,300,000	2,280,640	2,580,000	2,000,640	(299,360)	N/A
CIP Series 2019 Sk Fd	1,022,000	5,429,611	5,618,429	833,182	(188,818)	N/A
Half Cent 2020 Sk Fd	0	5,950,000	5,950,000	0	0	N/A
Transportation Plan Sk Fd	0	183,094,270	183,094,270	0	0	N/A
M2Gen Proj Rev/Sinking Fd-DS0155 Note 37	145,000	1,202,100	1,162,000	185,100	40,100	N/A
M2Gen Proj Rev/Sinking Fd-DS0169 Note 39	152,000	540,800	546,000	146,800	(5,200)	N/A
CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd	1,791,000	2,049,807	2,110,399	1,730,408	(60,592)	N/A
Arena Non-Ad Ref Rev Bds 05/15 Note Sk Fd	1,403,000	840,604	1,153,969	1,089,635	(313,365)	N/A
Subtotal	61,664,600	265,904,568	277,113,298	50,455,870	(11,208,730)	N/A

FY 20 Estimated Ending Fund Balance

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Change	Percent Change
Capital Projects Funds⁽²⁾						
Countywide Capital Projects Fund	27,542,643	20,004,250	25,344,328	22,202,565	(5,340,078)	N/A
BP Oil Spill	0	13,500,000	13,500,000	0	0	N/A
Unincorporated Area Capital Projects Fund	11,163,784	10,689,645	14,574,900	7,278,529	(3,885,255)	N/A
Court Facil Imprvrnts Non-Bd Proj Fund	125,084	20,355	94,480	50,959	(74,125)	N/A
CST Series 2015 Project Fund	4,800,942	159,753	2,908,839	2,051,856	(2,749,086)	N/A
Stadium Improvements Project Fund	0	11,700,000	11,700,000	0	0	N/A
CIP Bonds /Notes Project Fund	153,092,745	(133,092,745)	20,000,000	0	(153,092,745)	N/A
NextGeneration911 Capital Project Fund	980,920	0	30,920	950,000	(30,920)	N/A
Environmental Lands Acq & Protect Fund	66,147,903	15,459,883	57,013,952	24,593,834	(41,554,069)	N/A
Commercial Paper & Credit Capacity Fund	15,163,258	149,224,887	164,355,545	32,600	(15,130,658)	N/A
Subtotal	279,017,279	87,666,028	309,522,964	57,160,343	(221,856,936)	N/A
Enterprise Funds						
Solid Waste System Enterprise Fund	214,235,013	292,989,530	310,723,329	196,501,214	(17,733,799)	-8.3%
Water & Wastewater Utility Enterprise Fund ⁽¹⁾	410,738,110	807,873,946	782,757,398	435,854,658	25,116,548	6.1%
Subtotal	624,973,123	1,100,863,476	1,093,480,727	632,355,872	7,382,749	1.2%
Internal Service Fund						
Fleet Services Fund ⁽¹⁾	41,367,901	39,156,394	36,166,891	44,357,404	2,989,503	7.2%
County Self Insurance Fund	218,248,804	135,612,240	131,480,812	222,380,232	4,131,428	1.9%
Subtotal	259,616,705	174,768,634	167,647,703	266,737,636	7,120,931	2.7%
Trust & Agency Funds⁽³⁾						
CAU Special Assessment Bonds 2006	4,916,500	12,327,000	9,343,917	7,899,583	2,983,083	N/A
Subtotal	4,916,500	12,327,000	9,343,917	7,899,583	2,983,083	N/A
Total	\$2,356,846,231	\$4,407,235,845	\$4,623,377,867	\$2,140,704,209	(\$216,142,022)	-9.2%

Funds that are primarily capital projects, grants, or debt service are represented by an N/A in the Percent Change column.

Notes:

- (1) - See accompanying narrative for explanation of planned fund balance change.
- (2) - Reductions are due to planned expenditures of one-time funding for associated capital projects or grant funded programs.
- (3) - Debt service fund changes primarily reflect carryover of unexpended proceeds and annual reserve adjustments required under bond covenants.

FY 21 Estimated Ending Fund Balance

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Change	Percent Change
General Fund						
Countywide General Fund	\$267,477,494	\$731,146,400	\$729,560,174	\$269,063,720	\$1,586,226	0.6%
Unincorporated Area General Fund	114,580,249	476,786,311	477,226,877	114,139,683	(440,566)	-0.4%
Subtotal	382,057,743	1,207,932,711	1,206,787,051	383,203,403	1,145,660	0.3%
Special Revenue Funds						
Countywide Special Revenue Fund	245,597,666	423,894,979	461,682,320	207,810,325	(37,787,341)	-15.4%
Unincorporated Area Special Revenue Fund ⁽¹⁾	43,269,593	100,469,610	87,643,169	56,096,034	12,826,441	29.6%
Discretely Presented Component Units Fund	594,804	8,835,204	8,835,204	594,804	0	0.0%
Sales Tax Revenue Fund ⁽¹⁾	93,281,326	306,303,785	312,877,269	86,707,842	(6,573,484)	-7.0%
Intergovernmental Grants Fund ⁽²⁾	9,015,562	144,624,849	141,534,049	12,106,362	3,090,800	N/A
Transporation Surtax Trust Fund	192,000,000	104,500,000	0	296,500,000	104,500,000	N/A
County Transportation Trust Fund ⁽²⁾	124,555,390	460,908,183	468,322,380	117,141,193	(7,414,197)	-6.0%
Local Housing Assistance Program Fund ⁽²⁾	0	9,167,370	9,167,370	0	0	N/A
Library Tax District Fund ⁽¹⁾	29,103,308	66,486,319	62,554,600	33,035,027	3,931,719	13.5%
Infrastructure Surtax Fixed Project Fund ⁽²⁾	6,619,513	45,755,163	49,887,299	(2,487,377)	(9,106,890)	N/A
Subtotal	744,037,162	1,670,945,462	1,602,503,660	807,504,210	63,467,048	8.5%
Debt Service Funds⁽³⁾						
P&R GO Ref Bnds 2002 Sk Fd-20024000	676,944	1,681,660	1,407,997	950,607	273,663	N/A
ELAPP Series 2009/2019 Bds Sk Fd-20029003	1,124,198	6,505,823	5,601,836	2,028,185	903,987	N/A
ELAPP Series 2019 Bds Sk Fd	2,462,000	(2,462,000)	375	(375)	(2,462,375)	N/A
Whse/Shrf Non Ad Ref Rev Bds 08/17 Note Sk Fd	335,946	1,334,544	1,403,083	267,407	(68,539)	N/A
4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001	1,681,334	2,315,914	2,596,108	1,401,140	(280,194)	N/A
5th Cent TDT 06A/16 Ref Rev Bds	1,482,110	2,105,820	2,083,059	1,504,871	22,761	N/A
CIP Ref Rev Bds Series 06/16 Sk Fd-20038004	458,850	2,757,934	2,758,800	457,984	(866)	N/A
CIT 2012A&B Rev (2001A&B /2004 Ref)-20053001	8,097,188	10,056,471	9,852,925	8,300,734	203,546	N/A
CIP Rev Bds 12/17 Note Sk Fd-20054001	2,816,240	6,252,471	6,678,464	2,390,247	(425,993)	N/A
CST Series 2015 Bonds Sk Fd	2,401,613	34,653,511	34,274,491	2,780,633	379,020	N/A
CIT Series 2015 Refunding Revenue Bonds	16,333,290	(9,432,845)	(9,832,799)	16,733,244	399,954	N/A
CIT Series 2018 Sk Fd	4,918,292	6,965,138	6,865,200	5,018,230	99,938	N/A
CP Note Sk Fd-Stadium Impr Notes-20044004	1,682,100	2,177,723	2,109,799	1,750,024	67,924	N/A
CP Note Sk Fd-Arena Impr-20044005	2,000,640	2,802,000	2,802,000	2,000,640	0	N/A
CIP Series 2019 Sk Fd	833,182	5,049,088	5,094,447	787,823	(45,359)	N/A
Half Cent 2020 Sk Fd	0	450,000	450,000	0	0	N/A
Transporation Plan Sk Fd	0	335,377,699	335,377,699	0	0	N/A
M2Gen Proj Rev/Sinking Fd-DS0155 Note 37	185,100	1,201,000	1,147,000	239,100	54,000	N/A
M2Gen Proj Rev/Sinking Fd-DS0169 Note 39	146,800	540,700	551,000	136,500	(10,300)	N/A
CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd	1,730,408	(42,663)	457,813	1,229,932	(500,476)	N/A
Arena Non-Ad Ref Rev Bds 05/15 Note Sk Fd	1,089,635	1,171,034	1,151,947	1,108,722	19,087	N/A
Subtotal	50,455,870	411,461,022	412,831,244	49,085,648	(1,370,222)	N/A

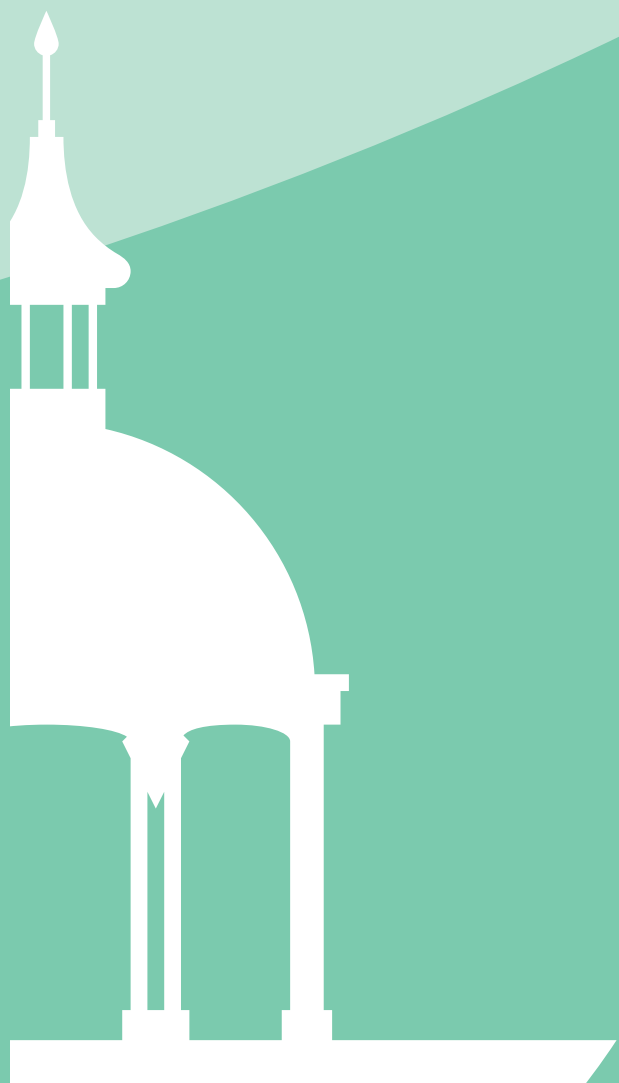
FY 21 Estimated Ending Fund Balance

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Change	Percent Change
Capital Projects Funds⁽²⁾						
Countywide Capital Projects Fund	22,202,565	6,137,103	5,918,103	22,421,565	219,000	N/A
BP Oil Spill	0	0	0	0	0	N/A
Unincorporated Area Capital Projects Fund	7,278,529	11,955,378	11,655,378	7,578,529	300,000	N/A
Court Facil Imprvments Non-Bd Proj Fund	50,959	8,521	(212,770)	272,250	221,291	N/A
CST Series 2015 Project Fund	2,051,856	695,412	(5,002,075)	7,749,343	5,697,487	N/A
Stadium Improvements Project Fund	0	400,000	400,000	0	0	N/A
Non Ad Val Bonds (2019) Project Fund	0	84,736,222	84,736,222	0	0	N/A
NextGeneration911 Capital Project Fund	950,000	(520,330)	(520,330)	950,000	0	N/A
Environmental Lands Acq & Protect Fund	24,593,834	38,319,366	38,275,406	24,637,794	43,960	N/A
Commercial Paper & Credit Capacity Fund	32,600	22,290,800	22,290,800	32,600	0	N/A
Subtotal	57,160,343	164,022,472	157,540,734	63,642,081	6,481,738	N/A
Enterprise Funds						
Solid Waste System Enterprise Fund	196,501,214	239,020,550	249,140,315	186,381,449	(10,119,765)	-5.1%
Water & Wastewater Utility Enterprise Fund ⁽¹⁾	435,854,658	506,107,763	593,903,775	348,058,646	(87,796,012)	-20.1%
Subtotal	632,355,872	745,128,313	843,044,090	534,440,095	(97,915,777)	-15.5%
Internal Service Fund						
Fleet Services Fund ⁽¹⁾	44,357,404	36,519,612	40,676,291	40,200,725	(4,156,679)	-9.4%
County Self Insurance Fund	222,380,232	142,486,850	136,908,467	227,958,615	5,578,383	2.5%
Subtotal	266,737,636	179,006,462	177,584,758	268,159,340	1,421,704	0.5%
Trust & Agency Funds⁽³⁾						
CAU Special Assessment Bonds 2006	7,899,583	14,515,089	4,671,281	17,743,391	9,843,808	N/A
Subtotal	7,899,583	14,515,089	4,671,281	17,743,391	9,843,808	N/A
Total	\$2,140,704,209	\$4,393,011,531	\$4,404,962,818	\$2,123,778,168	(\$16,926,041)	-0.8%

Funds that are primarily capital projects, grants, or debt service are represented by an N/A in the Percent Change column.

Notes:

- (1) - See accompanying narrative for explanation of planned fund balance change.
- (2) - Reductions are due to planned expenditures of one-time funding for associated capital projects or grant funded programs.
- (3) - Debt service fund changes primarily reflect carryover of unexpended proceeds and annual reserve adjustments



Operations & Funding Guide



Hillsborough County Florida

For more information, contact the Management & Budget Department
(813) 272-5890 • [HillsboroughCounty.org/Budget](https://www.HillsboroughCounty.org/Budget)

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 and 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 actuals for FY 18, the FY 19 adopted budget, the FY 20 adopted budget, and the FY 21 planned budget.

The Budget by Fund schedule follows next. Funds 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 funds presented since each fund has unique sources and uses. Interest is earned, fund balances are estimated, and reserves are established, as needed

The numbers that precede fund titles are primarily presented for the benefit of County staff that may use the table to identify funds in automated accounting reports and budget reports.

Information by department/agency immediately follows the Budget by Fund section. These summaries include department descriptions, summary budgets, and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners.

For questions regarding the statutory authority of specific County services, please contact the County Attorney's Office at 813-272-5670 or the Management and Budget Department at 813-272-5890.

Hillsborough County Major Funds

Hillsborough County's funds follow the structure defined in the State of Florida's Uniform Accounting System (UAS). The County's major funds are:

Governmental Funds

General Funds—To account for all financial resources of the general government except those required to be accounted for in other funds. The County's General Fund is subdivided into the Countywide and Unincorporated Area Funds.

General Fund—Countywide—To account for the revenues and expenditures of the countywide portion of the General Fund—which are activities that benefit all County residents. Countywide activities include Administration, Management and Budget, Animal Services, Consumer and Veterans Affairs, County Attorney, Economic Development, Emergency Management, Family and Aging Services, Parks and Recreation, Conservation and Environmental Lands Management, Public Works, Real Estate and Facilities Management, Procurement Services, the Environmental Protection Commission, and certain payments to the court system, Constitutional Officers, and nonprofit agencies.

General Fund—Unincorporated Area—To account for the revenues and expenditures of the Unincorporated Area portion of the General Fund—which are activities that benefit County residents who do not live in the three municipalities (Tampa, Plant City or Temple Terrace). Unincorporated Area activities include Affordable Housing, Code Enforcement, Fire Rescue, Development Services, Parks and Recreation, Public Works, and certain payments to Constitutional Officers.

Countywide Special Purpose Revenue Fund—To account for special purpose revenues used to provide services for residents throughout the County. The revenues in these funds are restricted to specific uses by statute, resolution, or other constraints. Examples include funds for state revenue sharing, the discretionary sales surtax for indigent health care, the 911 emergency telephone system, pollution settlement and recovery, and state contraband forfeitures.

Sales Tax Revenue Fund—To account for the local government infrastructure discretionary sales surtax known as the Community Investment Tax, the local government half-cent sales tax distributed by the state of Florida (which is transferred to other funds for various program expenditures); the various tourist development taxes designated to promote tourism in the County; and the professional sports franchise sales tax revenues.

Intergovernmental Grants Fund—To account for federal, state, local government, or other grants for programs including aging services, children's services, social services, transportation, public assistance, housing, public safety, physical environment, and capital projects.

County Transportation Fund—To account for motor fuel taxes, state revenue sharing, and various grant funds designated to finance road and street construction, maintenance, and other transportation projects.

Local Housing Assistance Program Fund—To account for State Housing Initiatives Partnership (SHIP) program moneys received from the state of Florida. This program makes loans to low and moderate income persons, first time home buyers, builders and others for funding home purchases, new home construction, existing home renovation, and for the payment of matching funds needed to obtain grants.

Infrastructure Surtax Projects Fund—To account for use of the County's share of the voter-approved local government infrastructure discretionary sales surtax levied per Section 212.055, Florida Statutes. This sales tax, commonly known as the Community Investment Tax, may be used to purchase or construct equipment or infrastructure related to jails, criminal justice computer systems, fire stations, roads and traffic intersections, stormwater systems, parks, and libraries. This tax is shared with the Hillsborough County School Board, the Tampa Sports Authority, and the three municipalities located in the County.

Proprietary Funds

Water Enterprise Fund—To account for the operations of the Water Enterprise Fund, a division of the Public Utilities Department, which provides water and wastewater-related services in the unincorporated areas of the County. Water and wastewater fees are determined annually by rate studies and are set at levels to recover operating expenses, 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.

Solid Waste Enterprise Fund—To account for the operations of the Solid Waste Enterprise Fund, a division of the Public Works Department, which provides solid waste disposal services 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 dumping fees are reviewed annually and are set at levels sufficient to recover operating and debt service expenses, and to also account for landfills owned and operated by the Solid Waste Fund as well as monitoring closed landfills.

The following pages provide detailed information about each of the above major funds, as well as other non-major funds.

Fund Accounting

The operations of the County are recorded in the following fund types for FY 16 and FY 17 actuals, and the adopted budgets for FY 18 and FY 19:

Governmental Funds

Most of the County's basic services are reported in governmental funds, which focus on how money or other spendable resources flow into and out of those funds and the level of balances remaining at year-end that are available for expenditure. The following are the County's governmental fund types:

A—General Fund

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

Special revenue funds are those 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

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

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:

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

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

Internal service funds are used to account for goods or services provided by one County department to other County departments or agencies on a cost-reimbursement basis.

Agency Funds:

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. Fiduciary funds are specifically used for purposes such as: holding bond proceeds and related bonds payable liabilities of the reclaimed water improvement units and capacity assessment units which are not obligations of Hillsborough County. Agency funds are fiduciary funds used to account for assets that the County holds on behalf of others as their agent.

Source of definitions: Hillsborough County 2018 Comprehensive Annual Financial Report (CAFR)

Budget Summary by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
GENERAL FUNDS				
00003 Countywide General Fund	\$ 596,140,292	\$ 871,327,516	\$ 960,836,745	\$ 962,299,928
00050 Unincorporated Area General Fund	398,987,136	536,382,066	556,549,534	574,308,594
	995,127,428	1,407,709,582	1,517,386,279	1,536,608,522
SPECIAL REVENUE FUNDS				
10002 Countywide Special Revenue Funds	343,756,410	562,390,891	700,756,562	658,841,272
10003 Unincorporated Area Special Revenue Funds	65,461,730	114,860,879	147,067,718	139,965,940
10004 Transportation Trust Fund	157,613,160	449,142,409	502,195,371	581,602,665
10005 Library Tax District Special Rev Fd	52,488,504	107,712,050	110,289,570	92,605,098
10006 CIT Special Revenue Fund	78,106,214	93,289,953	79,503,267	52,373,803
10007 Blended Component Units Spec Rev Fund	1,430,213	1,971,750	0	0
10008 Grants (Not Transportation-Related)	108,938,659	159,506,468	169,241,641	153,640,411
10009 Sales Tax Revenue Fund	265,767,437	343,431,675	370,267,409	387,588,628
10010 Discretely Presented Component Units	4,704,258	5,088,108	10,540,235	9,410,204
10011 Local Housing Assistance Program Fund	7,320,775	11,323,872	9,464,044	9,167,370
10012 Transportation Surtax Trust Fund	0	0	186,500,000	291,000,000
	1,085,587,360	1,848,718,055	2,285,825,817	2,376,195,391
DEBT SERVICE FUNDS				
20003 2008 Non-AdVal Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd	1,149,191	1,669,433	1,667,053	1,666,773
20005 2017A/2017B 4th Ct TDT Rev Bonds Sinking Fund	2,360,719	3,961,368	3,981,686	3,996,868
20006 2016 5th Ct TDT Ref Rev Bonds Sinking Fund	2,027,544	3,547,604	3,566,730	3,587,855
20007 2002 Parks & Rec General Obligation Bonds Sinking Fd	1,384,649	1,723,486	1,999,611	2,270,423
20009 2009 (ELAPP) General Obligation Bonds Sinking Fund	4,696,820	10,958,126	6,113,494	7,288,674
20010 2015 Court Facilities Ref Revenue Note Sinking Fund	2,102,770	3,896,298	3,840,807	3,859,323
20011 2016 Capital Improve Program Ref Rev Bonds Sinking Fd	2,749,025	3,212,830	3,212,475	3,215,984
20016 Comm Paper Notes Sink Fd-Stadium Cap Imp Projects	0	13,162,689	13,578,245	1,687,745
20017 Comm Paper Notes Sink Fd-Arena Capital Imp Projects	2,027,481	4,573,391	4,580,000	4,802,000
20020 2007 CIT Revenue Bonds Sinking Fund	10,957,250	0	0	0
20023 2012A/2012B Comm Inv Tax Ref Rev Bds Sinking Fund	9,874,325	17,764,722	17,954,888	18,151,659
20024 2012 Capital Improvement Program Rev Bds Sinking Fund	33,921,102	8,991,535	9,077,592	9,067,481
20025 2015 Arena Non-AdValorem Ref Rev Note Sinking Fund	1,144,284	2,478,003	2,226,699	2,243,764
20026 2015 Communications Svcs Tax Rev Bds Sinking Fund	4,034,350	6,843,751	6,912,760	6,897,660
20028 Comm Paper Notes Redevelopment Project Seed Money	0	377,488	0	0
20029 2015 Comm Invest Tax Ref Rev Bonds Sinking Fund	9,364,200	36,302,250	36,668,500	37,054,334
20030 2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fund	0	2,462,000	2,462,000	0
20031 2018 Capital Improve Program (Taxable) Sinking Fd	200,000	49,372,900	6,451,611	5,882,270
20032 2017 Capital Improve Program (Taxable) Sinking Fd	0	6,489,004	0	0
20033 2018 Community Investment Tax Sinking Fd	66,431,010	10,963,267	11,754,617	11,882,930
20034 Half Cent Transportation Plan Sinking Fund	0	0	183,094,270	335,377,699
20035 2020 CIP Half Cent Sinking Fund	0	0	5,950,000	450,000
20101 Commercial Paper Notes-M2Gen (Moffitt) Cap Proj Fd	1,090,205	1,711,348	2,039,755	2,073,455
	155,514,925	190,461,493	327,132,793	461,456,897

Budget Summary by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
CAPITAL PROJECTS FUNDS				
30002 Countywide Construction Fd	11,258,777	37,331,556	47,546,893	28,339,668
30003 Unincorp Area Construction Fd	8,521,033	21,114,439	21,853,429	19,233,907
30010 Court Facil Imprvmt Non-Bd Proj Fd	108,222	943,637	145,439	59,480
30013 CST Ser 2015 Project Fund (PSOC)	7,350,116	6,848,199	4,960,695	2,747,268
30014 Stadium Improvements Project Fund	0	10,690,156	11,700,000	400,000
30015 NextGeneration911 Capital Proj Fund	2,545,069	1,003,825	980,920	429,670
30018 Non Ad Val Bonds (2019) Project Fund	11,464,226	107,055,326	153,058,745	84,736,222
30020 4th Cent TDT Bonds (2017B) GMS Facility Project Fund	4,136,000	0	0	0
30023 Half Cent CIP Bonds (2020) Project Fund	0	0	5,500,000	0
30024 BP Oil Spill Proceeds Project Fund	0	0	13,500,000	0
30100 Environmental Lands Acq & Protect Fund	3,872,851	33,239,133	81,607,786	62,913,200
30101 Commercial Paper & Credit Capacity Fund	2,297,903	15,599,706	25,829,380	22,323,380
	51,554,197	233,825,977	366,683,287	221,182,795
ENTERPRISE (PUBLIC UTILITIES) FUNDS				
40001 Public Works Solid Waste Resource Recovery	211,108,580	391,679,465	501,150,520	429,329,017
40099 Public Utilities Water/Wastewater	602,898,433	994,039,963	1,204,030,913	927,100,285
	814,007,013	1,385,719,428	1,705,181,433	1,356,429,302
INTERNAL SERVICE FUNDS				
50001 Fleet Management Fund	29,851,293	69,220,750	78,597,734	78,891,485
50002 Self-Insurance Fund	130,411,334	331,047,935	352,704,293	363,710,331
	160,262,627	400,268,685	431,302,027	442,601,816
AGENCY FUNDS				
61001 2006 Impact Fee Special Assessment Revenue Sinking Fund	9,137,599	12,087,250	12,450,650	12,484,150
61004 2000 CAU Special Assessment Bonds Reserve Fund	0	841,645	8,500	0
61006 2000 Impact Fee Special Assessment Bonds	21,463	5,443,056	4,299,000	6,719,000
61008 2019 Dana Shores Civic Association Special Assessment Revenue	0	2,539,146	0	2,728,672
	9,159,062	20,911,097	16,758,150	21,931,822
	\$ 3,271,212,612	\$ 5,487,614,317	\$ 6,650,269,786	\$ 6,416,406,545

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
00001 GENERAL FUNDS				
00003 Countywide General Fund				
Personnel Services	\$ 112,162,121	\$ 127,826,368	\$ 139,723,877	\$ 143,304,813
Operating Expenditures/Expenses	55,665,567	75,083,496	88,973,742	81,863,855
Capital Outlay	2,351,946	5,164,559	4,952,081	519,461
Grants & Aids	28,865,610	43,181,548	64,475,180	58,272,349
Reserves & Refunds	0	185,182,479	183,350,884	225,739,754
Interfund Transfers	39,613,081	62,424,025	88,974,347	53,273,378
Other Non Operating	357,481,968	372,465,041	390,386,634	399,326,318
	<u>596,140,293</u>	<u>871,327,516</u>	<u>960,836,745</u>	<u>962,299,928</u>
00050 Unincorporated Area General Fund				
Personnel Services	145,360,782	163,552,092	178,875,550	196,510,798
Operating Expenditures/Expenses	76,808,443	95,627,419	86,539,667	84,280,437
Capital Outlay	1,649,187	594,918	3,823,766	175,000
Grants & Aids	814,380	2,296,095	1,676,095	1,656,095
Reserves & Refunds	10,296	77,890,964	91,343,527	93,481,717
Interfund Transfers	45,989,988	63,530,464	39,740,411	34,451,151
Other Non Operating	128,354,059	132,890,114	154,550,518	163,753,396
	<u>398,987,135</u>	<u>536,382,066</u>	<u>556,549,534</u>	<u>574,308,594</u>
GENERAL FUNDS TOTAL	<u>995,127,428</u>	<u>1,407,709,582</u>	<u>1,517,386,279</u>	<u>1,536,608,522</u>
10000 SPECIAL REVENUE FUNDS				
10002 Countywide Special Revenue Fund				
Personnel Services	10,438,231	11,798,944	13,356,074	13,858,611
Operating Expenditures/Expenses	24,274,888	41,094,853	49,015,415	42,533,191
Capital Outlay	2,881,225	8,915,422	10,853,855	7,215,880
Grants & Aids	185,323,315	153,136,561	190,380,629	196,067,169
Reserves & Refunds	15,441	173,293,384	225,275,353	182,158,952
Interfund Transfers	117,367,340	170,768,632	208,523,266	213,265,424
Other Non Operating	3,455,970	3,383,095	3,351,970	3,742,045
	<u>343,756,410</u>	<u>562,390,891</u>	<u>700,756,562</u>	<u>658,841,272</u>
10003 Unincorporated Area Special Revenue Funds				
Personnel Services	11,670,958	12,722,822	16,500,550	16,946,483
Operating Expenditures/Expenses	10,100,714	13,878,141	26,608,001	23,670,472
Capital Outlay	17,073,633	47,299,692	55,881,992	45,133,514
Grants & Aids	250,000	250,000	0	0
Reserves & Refunds	17,654	19,401,005	24,631,343	32,322,771
Interfund Transfers	25,966,393	20,905,558	22,814,022	21,253,661
Other Non Operating	382,378	403,661	631,810	639,039
	<u>65,461,730</u>	<u>114,860,879</u>	<u>147,067,718</u>	<u>139,965,940</u>
10004 Transportation Trust Fund				
Personnel Services	29,999,688	32,755,622	37,332,163	38,894,583
Operating Expenditures/Expenses	40,611,808	38,705,121	42,382,878	41,569,461
Capital Outlay	37,484,347	291,716,283	344,278,385	417,167,661
Grants & Aids	4,722,441	14,296,793	8,528,873	5,360,947
Reserves & Refunds	96,197	22,230,587	20,760,602	31,280,285
Interfund Transfers	44,506,734	49,239,108	48,705,470	47,120,728
Other Non Operating	191,945	198,895	207,000	209,000
	<u>157,613,160</u>	<u>449,142,409</u>	<u>502,195,371</u>	<u>581,602,665</u>

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10005 Library Tax District Special Rev Fd				
Personnel Services	19,149,425	22,097,443	23,775,326	24,527,582
Operating Expenditures/Expenses	19,386,820	19,804,731	20,331,479	18,809,625
Capital Outlay	8,866,569	30,903,700	36,937,587	24,170,959
Grants & Aids	392,346	393,328	412,742	407,742
Reserves & Refunds	0	18,603,388	12,261,859	22,550,498
Interfund Transfers	3,440,964	14,528,113	15,032,318	556,584
Other Non Operating	1,252,380	1,381,347	1,538,259	1,582,108
	52,488,504	107,712,050	110,289,570	92,605,098
10006 CIT Special Revenue Fund				
Operating Expenditures/Expenses	336,041	30,000	40,000	40,000
Capital Outlay	24,639,551	86,101,524	66,788,673	33,292,625
Debt Service Costs	52,697,839	1,942,100	3,995,000	3,995,000
Grants & Aids	432,783	937,322	2,062,933	0
Reserves & Refunds	0	3,466,977	6,616,661	15,046,178
Interfund Transfers	0	812,030	0	0
Other Non Operating	0	0	0	0
	78,106,214	93,289,953	79,503,267	52,373,803
10007 Blended Component Units Spec Rev Fund				
Personnel Services	870,506	1,167,077	0	0
Operating Expenditures/Expenses	536,328	545,087	0	0
Capital Outlay	23,379	65,000	0	0
Reserves & Refunds	0	194,586	0	0
	1,430,213	1,971,750	0	0
10008 Grants (Not Transportation-Related)				
Personnel Services	31,222,595	42,883,934	43,787,395	43,827,803
Operating Expenditures/Expenses	46,028,361	51,954,411	49,950,129	46,302,569
Capital Outlay	5,629,211	11,749,504	13,604,601	961,640
Grants & Aids	21,963,747	49,100,869	49,169,601	47,866,186
Reserves & Refunds	0	729,625	5,991,459	9,082,259
Interfund Transfers	2,997,238	0	700,000	700,000
Other Non Operating	1,097,507	3,088,125	6,038,456	4,899,954
	108,938,659	159,506,468	169,241,641	153,640,411
10009 Sales Tax Revenue Fund				
Personnel Services	141,336	316,259	306,174	315,051
Operating Expenditures/Expenses	181,772	319,212	276,317	276,340
Grants & Aids	86,634,261	88,569,771	97,495,129	100,156,483
Reserves & Refunds	0	53,433,368	81,651,952	89,711,359
Interfund Transfers	178,557,848	200,527,019	190,201,988	196,787,250
Other Non Operating	252,220	266,046	335,849	342,145
	265,767,437	343,431,675	370,267,409	387,588,628
10010 Discretely Presented Component Units				
Personnel Services	4,237,951	4,594,639	5,637,442	5,802,378
Operating Expenditures/Expenses	450,865	477,969	4,297,293	3,002,326
Capital Outlay	15,442	15,500	30,500	30,500
Reserves & Refunds	0	0	575,000	575,000
	4,704,258	5,088,108	10,540,235	9,410,204

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10011 Local Housing Assistance Program Fund				
Personnel Services	299,411	256,097	299,790	308,484
Operating Expenditures/Expenses	365,377	46,944	36,133	36,152
Capital Outlay	0	0	0	0
Grants & Aids	6,655,984	11,020,831	9,128,121	8,822,734
Other Non Operating	3	0	0	0
	7,320,775	11,323,872	9,464,044	9,167,370
10012 Transportation Surtax Trust Fund				
Reserves & Refunds	0	0	186,500,000	291,000,000
	0	0	186,500,000	291,000,000
SPECIAL REVENUE FUNDS TOTAL	1,085,587,360	1,848,718,055	2,285,825,817	2,376,195,391
20000 DEBT SERVICE FUNDS				
20003 2008 Non-AdVal Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd				
Operating Expenditures/Expenses	1,568	3,000	3,000	3,000
Debt Service Costs	1,147,623	1,334,227	1,331,824	1,331,915
Reserves & Refunds	0	332,206	332,229	331,858
	1,149,191	1,669,433	1,667,053	1,666,773
20005 2017A/2017B 4th Ct TDT Rev Bonds Sinking Fund				
Operating Expenditures/Expenses	600	10,000	10,000	10,000
Debt Service Costs	2,360,119	2,296,589	2,290,732	2,296,411
Interfund Transfers	0	0	0	0
Reserves & Refunds	0	1,654,779	1,680,954	1,690,457
	2,360,719	3,961,368	3,981,686	3,996,868
20006 2016 5th Ct TDT Ref Rev Bonds Sinking Fund				
Operating Expenditures/Expenses	600	5,000	5,000	5,000
Debt Service Costs	2,026,944	2,079,944	2,079,695	2,077,445
Reserves & Refunds	0	1,462,660	1,482,035	1,505,410
	2,027,544	3,547,604	3,566,730	3,587,855
20007 2002 Parks & Rec General Obligation Bonds Sinking Fd				
Debt Service Costs	1,337,353	1,336,288	1,336,538	1,334,288
Other Non Operating	47,296	56,013	68,583	69,639
Reserves & Refunds	0	331,185	594,490	866,496
	1,384,649	1,723,486	1,999,611	2,270,423
20009 2009 (ELAPP) General Obligation Bonds Sinking Fund				
Operating Expenditures/Expenses	1,365	7,000	7,000	7,000
Debt Service Costs	4,544,400	4,545,150	5,109,397	5,397,569
Other Non Operating	151,055	175,395	192,998	197,217
Reserves & Refunds	0	6,230,581	804,099	1,686,888
	4,696,820	10,958,126	6,113,494	7,288,674

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
20010 2015 Court Facilities Ref Revenue Note Sinking Fund				
Operating Expenditures/Expenses	73,186	81,000	81,000	81,000
Debt Service Costs	2,029,584	2,029,412	2,029,399	2,028,535
Reserves & Refunds	0	1,785,886	1,730,408	1,749,788
	2,102,770	3,896,298	3,840,807	3,859,323
20011 2016 Capital Improve Program Ref Rev Bonds Sinking Fd				
Operating Expenditures/Expenses	600	9,000	10,000	10,000
Debt Service Costs	2,748,425	2,746,425	2,744,425	2,748,300
Reserves & Refunds	0	457,405	458,050	457,684
	2,749,025	3,212,830	3,212,475	3,215,984
20016 Comm Paper Notes Sink Fd-Stadium Cap Imp Projects				
Debt Service Costs	0	10,990,156	11,900,000	450,000
Reserves & Refunds	0	2,172,533	1,678,245	1,237,745
	0	13,162,689	13,578,245	1,687,745
20017 Comm Paper Notes Sink Fd-Arena Capital Imp Projects				
Operating Expenditures/Expenses	0	0	0	0
Debt Service Costs	2,027,481	2,327,991	2,580,000	2,802,000
Other Non Operating	0	9	0	0
Reserves & Refunds	0	2,245,391	2,000,000	2,000,000
	2,027,481	4,573,391	4,580,000	4,802,000
20020 2007 CIT Revenue Bonds Sinking Fund				
Debt Service Costs	10,957,250	0	0	0
	10,957,250	0	0	0
20023 2012A/2012B Comm Inv Tax Ref Rev Bds Sinking Fund				
Operating Expenditures/Expenses	0	10,000	10,000	10,000
Debt Service Costs	9,874,325	9,848,075	9,849,700	9,842,825
Other Non Operating	0	0	0	0
Reserves & Refunds	0	7,906,647	8,095,188	8,298,834
	9,874,325	17,764,722	17,954,888	18,151,659
20024 2012 Capital Improvement Program Rev Bds Sinking Fund				
Operating Expenditures/Expenses	84,723	3,000	3,000	3,000
Debt Service Costs	33,836,379	7,877,574	6,675,764	6,674,964
Reserves & Refunds	0	1,110,961	2,398,828	2,389,517
	33,921,102	8,991,535	9,077,592	9,067,481
20025 2015 Arena Non-AdValorem Ref Rev Note Sinking Fund				
Operating Expenditures/Expenses	1,200	9,000	9,000	9,000
Debt Service Costs	1,143,084	1,144,759	1,144,969	1,142,747
Reserves & Refunds	0	1,324,244	1,072,730	1,092,017
	1,144,284	2,478,003	2,226,699	2,243,764
20026 2015 Communications Svcs Tax Rev Bds Sinking Fund				
Operating Expenditures/Expenses	600	50,000	50,000	50,000
Debt Service Costs	4,033,750	4,049,750	4,047,750	4,067,650
Reserves & Refunds	0	2,744,001	2,815,010	2,780,010
	4,034,350	6,843,751	6,912,760	6,897,660

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
20028 Comm Paper Notes Redevelopment Project Seed Money				
Other Non Operating	0	377,488	0	0
	0	377,488	0	0
20029 2015 Comm Invest Tax Ref Rev Bonds Sinking Fund				
Operating Expenditures/Expenses	600	15,000	15,000	15,000
Debt Service Costs	9,363,600	20,327,250	20,321,000	20,308,500
Reserves & Refunds	0	15,960,000	16,332,500	16,730,834
	9,364,200	36,302,250	36,668,500	37,054,334
20030 2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fund				
Debt Service Costs	0	1,510,000	0	0
Reserves & Refunds	0	952,000	2,462,000	0
	0	2,462,000	2,462,000	0
20031 2018 Capital Improve Program (Taxable) Sinking Fd				
Operating Expenditures/Expenses	0	595,558	0	0
Debt Service Costs	0	4,882,000	5,618,429	5,049,088
Other Non Operating	200,000	40,895,342	0	0
Reserves & Refunds	0	3,000,000	833,182	833,182
	200,000	49,372,900	6,451,611	5,882,270
20032 2017 Capital Improve Program (Taxable) Sinking Fd				
Operating Expenditures/Expenses	0	200,000	0	0
Debt Service Costs	0	623,000	0	0
Other Non Operating	0	5,666,004	0	0
Reserves & Refunds	0	0	0	0
	0	6,489,004	0	0
20033 2018 Community Investment Tax Sinking Fd				
Operating Expenditures/Expenses	321,010	0	0	0
Debt Service Costs	0	2,365,220	6,836,825	6,848,575
Other Non Operating	66,110,000	3,500,000	0	0
Reserves & Refunds	0	5,098,047	4,917,792	5,034,355
	66,431,010	10,963,267	11,754,617	11,882,930
20034 2018 Community Investment Tax Sinking Fd				
Operating Expenditures/Expenses	0	0	0	0
Debt Service Costs	0	0	5,350,000	5,350,000
Other Non Operating	0	0	177,744,270	330,027,699
Reserves & Refunds	0	0	0	0
	0	0	183,094,270	335,377,699
20035 2020 CIP Half Cent Fund				
Operating Expenditures/Expenses	0	0	0	0
Debt Service Costs	0	0	450,000	450,000
Other Non Operating	0	0	5,500,000	0
Reserves & Refunds	0	0	0	0
	0	0	5,950,000	450,000

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
20101 Commercial Paper Notes-M2Gen (Moffitt) Cap Proj Fd				
Operating Expenditures/Expenses	0	7,000	7,000	7,000
Debt Service Costs	1,090,205	1,477,124	1,701,000	1,691,000
Other Non Operating	0	16,534	0	0
Reserves & Refunds	0	210,690	331,755	375,455
	<u>1,090,205</u>	<u>1,711,348</u>	<u>2,039,755</u>	<u>2,073,455</u>
DEBT SERVICE FUNDS TOTAL	155,514,925	190,461,493	327,132,793	461,456,897
30000 CAPITAL PROJECTS FUNDS				
30002 Countywide Construction Fd				
Operating Expenditures/Expenses	777,675	9,983,406	10,316,892	2,500,000
Capital Outlay	4,820,859	13,755,618	28,852,202	24,014,002
Grants & Aids	5,660,243	12,190,729	7,771,133	1,000,000
Other Non Operating	0	1,401,803	606,666	825,666
	<u>11,258,777</u>	<u>37,331,556</u>	<u>47,546,893</u>	<u>28,339,668</u>
30003 Unincorporated Area Construction Fd				
Operating Expenditures/Expenses	96,155	510,000	505,000	100,000
Capital Outlay	2,496,925	14,662,436	15,567,053	13,116,271
Grants & Aids	66,721	510,816	43,049	0
Other Non Operating	5,861,232	5,431,187	5,738,327	6,017,636
	<u>8,521,033</u>	<u>21,114,439</u>	<u>21,853,429</u>	<u>19,233,907</u>
30010 Court Facil Imprvmt Non-Bd Proj Fd				
Capital Outlay	108,222	913,592	94,480	4,480
Other Non Operating	0	30,045	50,959	55,000
	<u>108,222</u>	<u>943,637</u>	<u>145,439</u>	<u>59,480</u>
30013 CST Bonds (2015) Project Fund (PSOC)				
Capital Outlay	7,350,116	6,302,108	4,960,695	2,747,268
Other Non Operating	0	546,091	0	0
	<u>7,350,116</u>	<u>6,848,199</u>	<u>4,960,695</u>	<u>2,747,268</u>
30014 Stadium Improvements Project Fund				
Grants & Aids	0	10,690,156	11,648,144	315,757
Other Non Operating	0	0	51,856	84,243
	<u>0</u>	<u>10,690,156</u>	<u>11,700,000</u>	<u>400,000</u>
30015 NextGeneration911 Capital Proj Fund				
Operating Expenditures/Expenses	1,780,256	710,848	615,500	0
Capital Outlay	764,813	292,977	365,420	429,670
	<u>2,545,069</u>	<u>1,003,825</u>	<u>980,920</u>	<u>429,670</u>

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
30018 Non Ad Val Bonds (2019) Project Fund				
Operating Expenditures/Expenses	0	1,786,057	346,057	0
Capital Outlay	7,086,093	94,270,430	138,062,799	84,736,222
Debt Service Costs	78,133	10,649,909	10,649,889	0
Grants & Aids	0	0	4,000,000	0
Other Non Operating	4,300,000	348,930	0	0
	<u>11,464,226</u>	<u>107,055,326</u>	<u>153,058,745</u>	<u>84,736,222</u>
30020 4th Cent TDT Bonds (2017B) GMS Facility Project Fund				
Grants & Aids	4,136,000	0	0	0
	<u>4,136,000</u>	<u>0</u>	<u>0</u>	<u>0</u>
30023 Half Cent CIP Bonds (2020) Project Fund				
Capital Outlay	0	0	5,500,000	0
	<u>0</u>	<u>0</u>	<u>5,500,000</u>	<u>0</u>
30024 BP Oil Spill Proceeds Prj Fd				
Capital Outlay	0	0	11,600,000	0
Grants & Aids	0	0	1,900,000	0
	<u>0</u>	<u>0</u>	<u>13,500,000</u>	<u>0</u>
30100 Environmental Lands Acq & Protect Fund				
Operating Expenditures/Expenses	389,352	9,937,162	10,000,000	0
Capital Outlay	2,548,986	19,802,239	69,150,733	60,413,200
Other Non Operating	934,513	3,499,732	2,457,053	2,500,000
	<u>3,872,851</u>	<u>33,239,133</u>	<u>81,607,786</u>	<u>62,913,200</u>
30101 Commercial Paper & Credit Capacity Fund				
Capital Outlay	0	0	14,500,000	10,500,000
Debt Service Costs	97,963	5,650,794	3,195,000	2,689,000
Grants & Aids	1,999,940	9,845,342	8,100,000	9,100,000
Other Non Operating	200,000	103,570	34,380	34,380
	<u>2,297,903</u>	<u>15,599,706</u>	<u>25,829,380</u>	<u>22,323,380</u>
CAPITAL PROJECTS FUNDS TOTAL	<u>51,554,197</u>	<u>233,825,977</u>	<u>366,683,287</u>	<u>221,182,795</u>
40000 ENTERPRISE (PUBLIC UTILITIES) FUNDS				
40001 Public Works Solid Waste Resource Recovery				
Personnel Services	10,171,754	11,357,748	12,987,521	13,402,590
Operating Expenditures/Expenses	75,072,230	79,471,172	80,469,152	80,471,439
Capital Outlay	1,419,052	25,111,597	38,133,173	19,763,787
Debt Service Costs	12,966,431	13,078,552	12,929,150	12,925,692
Other Non Operating	111,479,113	262,660,396	356,631,524	302,765,509
	<u>211,108,580</u>	<u>391,679,465</u>	<u>501,150,520</u>	<u>429,329,017</u>

Fund Summary by Type of Expenditure

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
40099 Public Utilities Water/Wastewater				
Personnel Services	56,520,979	63,065,279	68,767,052	73,273,665
Operating Expenditures/Expenses	118,731,075	129,830,617	130,044,266	130,836,770
Capital Outlay	159,021,805	309,473,567	236,192,256	210,086,658
Debt Service Costs	16,524,650	16,581,550	126,730,705	19,063,450
Other Non Operating	252,099,924	475,088,950	642,296,634	493,839,742
	<u>602,898,433</u>	<u>994,039,963</u>	<u>1,204,030,913</u>	<u>927,100,285</u>
ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL	814,007,013	1,385,719,428	1,705,181,433	1,356,429,302
50000 INTERNAL SERVICE FUNDS				
50001 Fleet Management Fund				
Personnel Services	4,570,873	4,933,744	5,366,039	5,568,086
Operating Expenditures/Expenses	13,529,741	14,653,932	16,071,852	15,108,205
Capital Outlay	11,750,679	21,320,000	20,729,000	20,000,000
Other Non Operating	0	28,313,074	36,430,843	38,215,194
	<u>29,851,293</u>	<u>69,220,750</u>	<u>78,597,734</u>	<u>78,891,485</u>
50002 Self-Insurance Fund				
Personnel Services	2,399,247	2,978,856	3,335,387	3,391,297
Operating Expenditures/Expenses	105,107,087	129,478,103	130,094,446	130,105,670
Capital Outlay	0	20,000	11,500	11,500
Other Non Operating	22,905,000	198,570,976	219,262,960	230,201,864
	<u>130,411,334</u>	<u>331,047,935</u>	<u>352,704,293</u>	<u>363,710,331</u>
INTERNAL SERVICE FUNDS TOTAL	160,262,627	400,268,685	431,302,027	442,601,816
60000 AGENCY FUNDS				
61001 2006 Impact Fee Special Assessment Revenue Sinking Fund				
Operating Expenditures/Expenses	129,963	512,000	512,000	512,000
Debt Service Costs	9,007,636	9,024,834	8,623,417	731,054
Other Non Operating	0	0	0	0
Reserves & Refunds	0	2,550,416	3,315,233	11,241,096
	<u>9,137,599</u>	<u>12,087,250</u>	<u>12,450,650</u>	<u>12,484,150</u>
61004 2000 Impact Fee Special Assessment Bonds Revenue Sinking Fund				
Other Non Operating	0	841,645	8,500	0
61006 2000 CAU Special Assessment Bonds Reserve Fund				
Operating Expenditures/Expenses	21,463	0	200,000	200,000
Other Non Operating	0	5,443,056	0	0
Reserves & Refunds	0	0	4,099,000	6,519,000
	<u>21,463</u>	<u>5,443,056</u>	<u>4,299,000</u>	<u>6,719,000</u>
61008 2019 Dana Shores Civic Assn Spec Assmt Rev Bonds				
Operating Expenditures/Expenses	0	135,000	0	135,000
Debt Service Costs	0	185,920	0	186,000
Other Non Operating	0	2,218,226	0	2,407,672
	<u>0</u>	<u>2,539,146</u>	<u>0</u>	<u>2,728,672</u>
AGENCY FUNDS TOTAL	9,159,062	20,911,097	16,758,150	21,931,822
GRAND TOTAL	\$ 3,271,212,612	\$ 5,487,614,317	\$ 6,650,269,786	\$ 6,416,406,545

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 the Unincorporated Area Special Purpose Fund. Effective FY 12, Communications Services Tax revenues were also moved into the Unincorporated Area Special Purpose Fund to allow segregation of the CST revenues that will be committed to pay debt service on new Public Safety Operations Complex bonds. This separation provides a better picture of the use of unrestricted and restricted County funds.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Current Ad Valorem Taxes	\$466,362,124	\$544,476,096	\$594,421,040	\$624,019,881
Delinquent Ad Valorem Taxes	10,005,639	2,500,000	2,500,000	2,500,000
Local Business Taxes	1,528,635	1,500,000	1,550,000	1,550,000
Permits, Fees & Special Assessments	588,830	584,796	564,796	564,796
Intergovernmental Revenue	4,815,817	4,922,500	4,884,000	4,884,000
Charges for Services	66,467,486	67,574,225	68,187,426	68,133,879
Fines and Forfeits	10,051	75,828	25,923	25,963
Miscellaneous Revenues	8,127,848	5,758,992	7,556,246	7,566,044
Gross Revenue	557,906,430	627,392,437	679,689,431	709,244,563
Less 5% required By Law	0	(33,299,036)	(34,826,610)	(36,323,966)
Interfund Transfers	24,900,155	19,637,973	23,111,328	24,369,146
Intrafund Transfers	2,323,000	2,323,000	3,000,000	3,000,000
Residual Equity	39,367,438	24,077,213	20,100,000	20,100,000
Other	72,622	79,224	79,224	79,224
Fund Balance	222,929,441	231,116,705	269,683,372	241,830,961
	289,592,656	243,935,079	281,147,314	253,055,365
Total	\$847,499,086	\$871,327,516	\$960,836,745	\$962,299,928

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Board of County Commissioners				
Board of County Commissioners	\$2,720,779	\$2,897,005	\$2,935,169	\$3,018,683
Internal Auditor	518,909	678,545	805,363	822,253
	3,239,688	3,575,550	3,740,532	3,840,936
County Attorney				
County Attorney	8,350,941	9,056,079	9,273,387	9,545,936

Countywide General Fund

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Affordable Housing	(20)	0	0	0
Aging Services	6,650,572	10,893,120	10,482,370	10,715,022
Capital Programs	0	0	1,714,227	1,718,501
Children's Services	5,070,125	6,279,068	6,151,398	6,310,208
Communications & Digital Media Department	4,175,689	4,614,940	5,456,342	5,562,039
Conservation & Environmental Lands Mgmt	11,421,978	13,245,206	14,655,195	14,427,794
Consumer & Veterans Affairs	3,644,093	4,056,443	4,074,353	4,102,870
County Administrator	2,684,208	2,832,751	3,198,626	3,063,610
Customer Service & Support	412,293	486,894	614,940	620,153
Economic Development Department	3,782,254	5,984,601	8,232,018	8,309,179
Engineering and Operations	3,763,863	4,016,517	5,345,277	5,182,554
Enterprise Solutions & Quality Assurance	4,710,595	6,077,570	6,646,115	6,760,763
Extension Service Department	1,216,123	1,415,319	1,802,855	1,841,235
Facilities Management	28,038,383	30,515,347	31,006,073	30,065,600
Fire Rescue	1,090,164	2,263,996	2,368,611	2,504,718
Geospatial & Land Acquisition	319,494	930,520	2,953,652	3,103,744
Health Care Services	270,084	440,571	353,823	356,623
Homeless Service Department	3,523,328	4,194,084	4,761,786	4,791,514
Human Resources Department	4,676,835	5,352,102	6,230,529	6,238,009
Information & Innovation Office	20,299,138	22,767,132	27,143,950	27,088,718
Management & Budget	2,791,338	3,130,299	3,386,903	3,482,939
Medical Examiner Department	5,414,729	6,276,616	6,390,902	6,524,876
Operations & Legislative Affairs	1,395,685	2,495,372	2,475,881	2,539,107
Parks & Recreation	1,001,229	1,249,755	1,285,096	1,296,327
Pet Resources Department	8,714,951	9,511,126	12,017,435	11,416,890
Procurement Services	2,534,245	2,974,510	3,221,934	3,354,046
Risk Management & Safety Division	(87)	0	0	0
Social Services	6,302,585	7,159,640	6,955,167	7,080,154
Solid Waste	41			
Sunshine Line Agency	3,564,858	4,762,047	6,099,098	5,846,018
	<u>137,468,773</u>	<u>163,925,546</u>	<u>185,024,556</u>	<u>184,303,211</u>
Elected Officials				
Clerk of the Circuit Court	19,312,834	20,338,010	20,871,524	21,357,882
Property Appraiser	10,010,082	10,203,021	10,984,125	10,918,892
Public Defender	109,896	122,995	312,292	162,422
Sheriff	293,506,745	303,650,020	313,405,570	323,324,035
State Attorney Part I	310,721	335,569	335,684	335,807
State Attorney Part II (Victim Assistance)	2,203,592	2,348,702	2,383,537	2,470,157
Supervisor of Elections	12,424,070	13,868,295	15,262,884	12,822,051
Tax Collector	21,531,572	23,024,250	27,459,002	28,496,301
	<u>359,409,512</u>	<u>373,890,862</u>	<u>391,014,618</u>	<u>399,887,547</u>

Countywide General Fund

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
13th Judicial Branch				
Administrative Office of the Courts	2,918,108	3,102,092	3,185,061	3,244,648
Boards, Commissions & Agencies				
Charter Review Board	0	0	8,000	2,000
Environmental Protection Commission	9,634,322	9,800,133	10,455,685	10,582,739
Guardian ad Litem	348,840	414,664	568,825	653,164
Soil and Water Conservation Board	179,667	281,703	276,929	282,945
Value Adjustment Board	696,655	706,445	713,529	717,157
	<u>10,859,484</u>	<u>11,202,945</u>	<u>12,022,968</u>	<u>12,238,005</u>
Non-Departmental Organizations				
Governmental Agencies	16,897,535	20,017,039	26,238,037	26,861,315
Non-Departmental Allotments	9,761,109	30,274,853	46,858,497	32,384,940
Nonprofit Organizations	7,622,445	8,676,046	11,153,858	10,980,258
	<u>34,281,089</u>	<u>58,967,938</u>	<u>84,250,392</u>	<u>70,226,513</u>
Non-Expenditure Accounts				
Reserves and Refund	0	185,182,479	183,350,884	225,739,754
Interfund Transfers	39,613,081	62,424,025	88,974,347	53,273,378
	<u>39,613,081</u>	<u>247,606,504</u>	<u>272,325,231</u>	<u>279,013,132</u>
Total	<u>\$596,140,676</u>	<u>\$871,327,516</u>	<u>\$960,836,745</u>	<u>\$962,299,928</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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Current Ad Valorem Taxes	\$215,822,915	\$250,919,288	\$273,864,816	\$287,039,629
Delinquent Ad Valorem Taxes	4,446,025	1,500,000	1,500,000	1,500,000
Permits, Fees & Special Assessments	13,083	10,234	10,696	10,696
Intergovernmental Revenue	31,237,834	32,859,543	34,557,076	36,134,328
Charges for Services	27,801,395	25,689,624	30,116,182	28,750,118
Fines and Forfeits	7,508,346	6,826,868	6,372,100	6,454,354
Miscellaneous Revenues	4,025,734	2,889,688	2,916,125	2,940,451
Gross Revenue	290,855,332	320,695,245	349,336,995	362,829,576
Less 5% required By Law	0	(16,004,147)	(16,386,722)	(17,057,966)
Interfund Transfers	102,879,901	104,927,404	103,631,368	108,533,753
Intrafund Transfers	1,000,000	1,000,000	1,000,000	1,000,000
Residual Equity	13,834,355	13,814,182	5,421,000	5,421,000
Fund Balance	114,000,742	111,949,382	113,546,893	113,582,231
	231,714,998	215,686,821	207,212,539	211,479,018
Total	\$522,570,330	\$536,382,066	\$556,549,534	\$574,308,594

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Affordable Housing	481,147	751,780	1,101,194	1,125,877
Capital Programs	1,094	0	0	0
Code Enforcement	6,198,682	6,146,878	8,569,208	8,190,385
Communications & Digital Media Department	6,476	0	0	0
Community & Infrastructure	106,554	236	0	0
Conservation & Environmental Lands Mgmt	1,194,180	1,388,945	1,855,796	1,829,137
Consumer & Veteran Affairs	589,456	149,939	665,971	681,330
Customer Service & Support	1,495,968	1,842,739	1,972,919	1,998,078
Development Services	7,972,536	8,612,037	9,994,014	9,960,688
Economic Development Department	747,204	1,407,724	1,362,086	1,231,381
Engineering and Operations	13,077,023	16,324,416	16,791,652	17,146,992
Environmental Services Division	0	0	132,633	135,420
Facilities Management	439,141	610,728	90,130	92,688
Fire Rescue	145,655,794	164,056,173	179,097,910	194,150,544
Geospatial & Land Acquisition	3,132,892	3,701,426	4,436,083	4,585,059
Head Start	(27)	0	0	0
Parks & Recreation	23,627,865	29,107,841	35,738,437	35,912,706
Water Resources	0	137,862	137,862	137,862
Social Services	600,000	700,000	700,000	700,000
	205,325,985	234,938,724	262,645,895	277,878,147

Unincorporated Area General Fund

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Elected Officials				
Property Appraiser	1,708,755	1,753,661	1,887,914	1,887,914
Sheriff	122,228,805	126,207,370	146,974,120	155,961,560
Tax Collector	4,416,499	4,929,083	5,688,484	5,903,922
	<u>128,354,059</u>	<u>132,890,114</u>	<u>154,550,518</u>	<u>163,753,396</u>
Non-Departmental Organizations				
Governmental Agencies	0	650,000	0	0
Non-Departmental Allotments	19,306,781	26,481,800	8,269,183	4,744,183
	<u>19,306,781</u>	<u>27,131,800</u>	<u>8,269,183</u>	<u>4,744,183</u>
Non-Expenditure Accounts				
Reserves & Refunds	10,296	77,890,964	91,343,527	93,481,717
Interfund Transfers	45,989,988	63,530,464	39,740,411	34,451,151
	<u>46,000,284</u>	<u>141,421,428</u>	<u>131,083,938</u>	<u>127,932,868</u>
Total	<u>\$398,987,109</u>	<u>\$536,382,066</u>	<u>\$556,549,534</u>	<u>\$574,308,594</u>

Countywide Special Revenue Funds

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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Local Option Taxes	\$ 132,896,834	\$ 138,031,915	\$ 144,134,471	\$ 149,639,163
Local Business Taxes	34,150	33,000	33,000	33,000
Permits, Fees & Special Assessments	34,772,294	34,038,000	39,583,000	39,583,000
Intergovernmental Revenue	14,705,184	14,346,674	15,053,589	15,053,589
Charges for Services	8,436,822	10,701,409	9,498,630	9,585,570
Fines and Forfeits	809,797	804,640	760,125	766,820
Miscellaneous Revenues	6,945,986	8,034,858	9,727,117	9,766,930
Gross Revenue	<u>198,601,067</u>	<u>205,990,496</u>	<u>218,789,932</u>	<u>224,428,072</u>
Less 5% required By Law	0	(9,864,879)	(10,362,218)	(10,651,373)
Interfund Transfers	22,675,406	18,433,521	32,080,544	28,340,120
Intrafund Transfers	108,664,781	161,156,480	198,881,493	203,536,514
Residual Equity	1,418,113	2,055,360	310,000	310,000
Fund Balance	245,823,221	184,619,913	261,056,811	212,877,939
	<u>378,581,521</u>	<u>356,400,395</u>	<u>481,966,630</u>	<u>434,413,200</u>
Total	<u>\$ 577,182,588</u>	<u>\$ 562,390,891</u>	<u>\$ 700,756,562</u>	<u>\$ 658,841,272</u>

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
9-1-1 Agency	\$ 5,713,568	\$ 5,836,649	\$ 6,411,744	\$ 6,424,752
Children's Services	4,028	7,000	7,000	6,744
Conservation & Environmental Lands Mgmt	0	0	281,928	289,056
Consumer & Veteran Affairs	212,155	708,295	657,546	641,477
Customer Service & Support	0	0	1,002,344	0
Development Services	0	0	115,081	117,302
Enterprise Solutions & Quality Assurance	151,283	1,927,382	1,448,817	1,448,817
Environmental Services Division	0	0	27,213	27,213
Fire Rescue	425,170	527,444	655,874	688,924
Geospatial & Land Acquisition	697,406	823,926	742,548	757,143
Health Care Services	104,090,497	162,108,766	199,702,488	204,673,763
Human Resources	0	0	300,000	0
Information & Innovation Office	3,531,068	5,539,019	11,905,281	8,717,554
Library Services Department	287,876	322,252	313,250	316,010
Management & Budget	2,156,404	3,062,748	2,798,614	2,824,150

Countywide Special Revenue Funds

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Recommend	FY 21 Planned
County Administrator (continued)				
Pet Resources Department	347,740	467,500	467,500	467,500
Water Resources	0	0	1,000,000	0
Social Services	1,100,000	1,100,000	1,100,000	1,100,000
	<u>118,717,195</u>	<u>182,430,981</u>	<u>228,937,228</u>	<u>228,500,405</u>
Elected Officials				
Sheriff	1,028,607	3,183,095	3,151,970	1,687,778
Public Defender	3,255,970	1,062,519	1,687,778	3,542,045
State Attorney Part 1	734,347	728,792	2,475,639	2,083,992
	<u>5,018,924</u>	<u>4,974,406</u>	<u>7,315,387</u>	<u>7,313,815</u>
13th Judicial Branch				
Administrative Office of the Courts	7,463,635	7,919,902	8,166,615	8,210,557
Boards, Commissions & Agencies				
Environmental Protection Commission	1,380,451	1,555,793	1,832,882	1,817,169
Non-Departmental Organizations				
Capital Improvement Projects	1,418,445	6,326,872	4,026,915	4,156,493
Governmental Agencies	84,964,893	3,690,268	3,690,268	3,690,268
Major Maintenance & Repair	3,635,004	7,475,873	8,883,868	5,928,189
Non-Departmental Allotments	3,775,071	3,954,780	4,104,780	3,800,000
	<u>93,793,413</u>	<u>21,447,793</u>	<u>20,705,831</u>	<u>17,574,950</u>
Non-Expenditure Accounts				
Reserves & Refunds	15,441	173,293,384	225,275,353	182,158,952
Interfund Transfers	117,367,340	170,768,632	208,523,266	213,265,424
	<u>117,382,781</u>	<u>344,062,016</u>	<u>433,798,619</u>	<u>395,424,376</u>
Total	<u>\$ 343,756,399</u>	<u>\$ 562,390,891</u>	<u>\$ 700,756,562</u>	<u>\$ 658,841,272</u>

Unincorporated Area Special Revenue Funds

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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Other General Taxes	\$ 20,708,472	\$ 20,321,640	\$ 19,530,492	\$ 19,472,413
Local Business Taxes	124,925	81,912	105,336	107,443
Permits, Fees & Special Assessments	40,069,457	40,681,487	51,728,159	52,424,847
Intergovernmental Revenue	568,281	560,000	0	0
Charges for Services	4,105,788	2,911,208	3,871,797	3,927,707
Fines and Forfeits	101,314	189,302	81,798	84,744
Miscellaneous Revenues	840,194	549,056	1,286,668	1,289,305
Gross Revenue	66,518,431	65,294,605	76,604,250	77,306,459
Less 5% required By Law	0	(3,264,146)	(3,738,250)	(3,773,263)
Interfund Transfers	3,779,759	3,972,829	6,612,057	7,024,915
Intrafund Transfers	1,176,967	900,000	4,260,055	2,754,869
Residual Equity	124,765	0	0	0
Fund Balance	47,550,458	47,957,591	63,329,606	56,652,960
	52,631,949	49,566,274	70,463,468	62,659,481
Total	\$ 119,150,380	\$ 114,860,879	\$ 147,067,718	\$ 139,965,940

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Conservation & Environmental Lands Mgmt	\$ 226,412	\$ 488,655	\$ 200,000	\$ 200,000
Customer Service & Support	0	81,909	100,000	100,000
Development Services	16,325,687	18,751,562	25,039,912	24,439,048
Engineering and Operations	1,147,442	1,148,085	4,770,751	2,129,758
Environmental Services Division	0	0	510,855	520,271
Extension Services Department	55,929	58,314	77,984	78,844
Information & Innovation Office	197,138	210,349	285,571	286,971
Public Utilities	53,492	204,457	204,457	204,457
	18,006,100	20,943,331	31,189,530	27,959,349
Elected Officials				
Tax Collector	382,378	403,661	631,810	639,039

Unincorporated Area Special Revenue Funds

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Boards, Commissions & Agencies				
Environmental Protection Commission	357,898	368,364	0	0
Non-Departmental Organizations				
Capital Improvement Projects	16,979,777	48,741,782	60,559,575	50,973,929
Major Maintenance & Repair	3,601,526	3,947,178	7,241,438	6,817,191
Non-Departmental Allotments	150,000	150,000	0	0
	<u>20,731,303</u>	<u>52,838,960</u>	<u>67,801,013</u>	<u>57,791,120</u>
Non-Expenditure Accounts				
Reserves and Refund	17,654	19,401,005	24,631,343	32,322,771
Interfund Transfers	25,966,393	20,905,558	22,814,022	21,253,661
	<u>25,984,047</u>	<u>40,306,563</u>	<u>47,445,365</u>	<u>53,576,432</u>
Total	<u>\$ 65,461,726</u>	<u>\$ 114,860,879</u>	<u>\$ 147,067,718</u>	<u>\$ 139,965,940</u>

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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Local Option Taxes	\$ 35,674,559	\$ 36,290,744	\$ 36,689,297	\$ 36,996,061
Permits, Fees & Special Assessments	15,057,546	12,594,507	22,422,555	22,296,810
Intergovernmental Revenue	24,768,945	26,803,283	25,672,939	18,778,970
Charges for Services	2,638,823	0	1,202,488	1,202,488
Miscellaneous Revenues	19,948,771	4,459,934	1,612,045	1,612,709
Gross Revenue	98,088,644	80,148,468	87,599,324	80,887,038
Less 5% required By Law	0	(3,489,780)	(3,844,788)	(3,860,908)
Interfund Transfers	44,045,145	68,353,419	207,662,502	358,461,659
Intrafund Transfers	44,449,097	44,239,108	46,833,907	47,013,004
Residual Equity	62,629	0	0	0
Other	0	128,093,228	0	0
Fund Balance	110,744,941	131,797,966	163,944,426	99,101,872
	199,301,812	368,993,941	414,596,047	500,715,627
Total	\$ 297,390,456	\$ 449,142,409	\$ 502,195,371	\$ 581,602,665

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Customer Service & Support	\$ 442,660	\$ 464,869	\$ 494,583	\$ 508,837
Capital Programs	1,628,964	1,535,566	817,742	835,507
Community & Infrastructure	771,183	373,582	1,981,028	1,520,044
Development Services	844,031	1,813,998	2,349,016	2,401,974
Engineering and Operations	58,778,633	64,760,864	71,410,934	72,388,445
Geospatial & Land Acquisition	827,934	1,050,241	2,610,746	2,749,540
Information & Innovation Office	91,513	0	0	0
Solid Waste	0	316,420	268,154	275,942
Facilities Management	1,509,848	1,441,448	0	0
	64,894,766	71,756,988	79,932,203	80,680,289
Elected Officials				
Tax Collector	191,945	198,895	207,000	209,000

Transportation Trust Fund

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	39,949,475	303,478,167	350,346,360	420,050,097
Debt Service Accounts	0	0		
Governmental Agencies	2,180,494	2,234,664	2,239,736	2,258,266
Non-Departmental Allotments	5,793,549	4,000	4,000	4,000
	<u>47,923,518</u>	<u>305,716,831</u>	<u>352,590,096</u>	<u>422,312,363</u>
Non-Expenditure Accounts				
Reserves and Refund	96,197	22,230,587	20,760,602	31,280,285
Interfund Transfers	44,506,734	49,239,108	48,705,470	47,120,728
	<u>44,602,931</u>	<u>71,469,695</u>	<u>69,466,072</u>	<u>78,401,013</u>
Total	<u>\$ 157,613,160</u>	<u>\$ 449,142,409</u>	<u>\$ 502,195,371</u>	<u>\$ 581,602,665</u>

Library Tax District

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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Current Ad Valorem Taxes	\$ 43,810,763	\$ 51,060,404	\$ 55,755,578	\$ 58,587,746
Delinquent Ad Valorem Taxes	942,768	200,000	200,000	200,000
Intergovernmental Revenue	1,496,065	1,550,850	974,521	969,521
Charges for Services	226,630	343,000	389,000	389,000
Fines and Forfeits	125,987	73,600	53,000	53,000
Miscellaneous Revenues	554,987	52,195	641,985	641,985
Gross Revenue	47,157,200	53,280,049	58,014,084	60,841,252
Less 5% required By Law	0	(2,680,095)	(2,841,449)	(2,984,529)
Interfund Transfers	0	478,113	0	0
Intrafund Transfers	3,440,964	14,050,000	15,032,318	556,584
Residual Equity	300,074	250,000	270,000	270,000
Fund Balance	40,910,650	42,333,983	39,814,617	33,921,791
	44,651,688	54,432,001	52,275,486	31,763,846
Total	\$ 91,808,888	\$ 107,712,050	\$ 110,289,570	\$ 92,605,098

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Library Services Department	\$ 39,647,203	\$ 42,675,044	\$ 44,348,169	\$ 45,234,359
Elected Officials				
Property Appraiser	346,339	356,420	383,706	383,706
Tax Collector	906,041	1,024,927	1,154,553	1,198,402
	1,252,380	1,381,347	1,538,259	1,582,108
Non-Departmental Organizations				
Capital Improvement Projects	8,147,958	30,524,158	37,108,965	22,681,549
Non-Expenditure Accounts				
Reserves and Refund	0	18,603,388	12,261,859	22,550,498
Interfund Transfers	3,440,964	14,528,113	15,032,318	556,584
	3,440,964	33,131,501	27,294,177	23,107,082
Total	\$ 52,488,505	\$ 107,712,050	\$ 110,289,570	\$ 92,605,098

Community Investment Tax Special Revenue Fund

This fund is to account for the County share of a discretionary half-cent sales surtax 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	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Miscellaneous Revenues	\$ 201,508	\$ 136,094	\$ 244,487	\$ 169,515
Gross Revenue	201,508	136,094	244,487	169,515
Less 5% required By Law	-	(1,676)	(2,852)	(873)
Interfund Transfers	93,097,898	32,513,677	18,554,023	20,709,533
Other	-	44,045,573	16,678,691	9,638,628
Fund Balance	11,042,378	16,596,285	44,028,918	21,857,000
	<u>104,140,276</u>	<u>93,153,859</u>	<u>79,258,780</u>	<u>52,204,288</u>
Total	<u>\$ 104,341,784</u>	<u>\$ 93,289,953</u>	<u>\$ 79,503,267</u>	<u>\$ 52,373,803</u>

Appropriations by Organization	FY18 Actual	FY19 Adopted	FY20 Adopted	FY21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 25,072,335	\$ 87,038,846	\$ 68,851,606	\$ 33,292,625
Debt Service Accounts	53,033,880	1,972,100	4,035,000	4,035,000
	<u>78,106,215</u>	<u>89,010,946</u>	<u>72,886,606</u>	<u>37,327,625</u>
Non-Expenditure Accounts				
Reserves and Refund	0	3,466,977	6,616,661	15,046,178
Interfund Transfers	0	812,030	0	0
	<u>-</u>	<u>4,279,007</u>	<u>6,616,661</u>	<u>15,046,178</u>
Total	<u>\$ 78,106,215</u>	<u>\$ 93,289,953</u>	<u>\$ 79,503,267</u>	<u>\$ 52,373,803</u>

Blended Component Units Special Revenue Fund

This fund was established to account for the revenues and expenditures of the Hillsborough County Civil Service Board. 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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Charges for Services	\$ 51,662	\$ 90,000	\$ 0	\$ 0
Gross Revenue	51,662	90,000	0	0
Less 5% required By Law	0	(4,500)	0	0
Interfund Transfers	1,378,572	1,886,250	0	0
Fund Balance	(20)	0	0	0
	1,378,552	1,881,750	0	0
Total	\$ 1,430,214	\$ 1,971,750	\$ 0	\$ 0

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Boards, Commissions & Agencies				
Civil Service Board	\$ 1,430,214	\$ 1,777,164	\$ 0	\$ 0
Non-Expenditure Accounts				
Reserves & Refunds	0	194,586	0	0
Total	\$ 1,430,214	\$ 1,971,750	\$ 0	\$ 0

Grants (Not Transportation Related)

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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Intergovernmental Revenue	\$ 81,531,102	\$ 136,790,495	\$ 141,237,977	\$ 129,531,235
Charges for Services	92,631	116,692	240,209	240,209
Miscellaneous Revenues	548,187	510,421	712,460	712,460
Gross Revenue	<u>82,171,920</u>	<u>137,417,608</u>	<u>142,190,646</u>	<u>130,483,904</u>
Interfund Transfers	21,522,020	9,056,518	7,937,091	8,014,645
Intrafund Transfers	103,996	0	700,000	700,000
Other	1,097,507	3,124,624	6,038,456	4,899,954
Fund Balance	12,837,670	9,907,718	12,375,448	9,541,908
	<u>35,561,193</u>	<u>22,088,860</u>	<u>27,050,995</u>	<u>23,156,507</u>
Total	<u>\$ 117,733,113</u>	<u>\$ 159,506,468</u>	<u>\$ 169,241,641</u>	<u>\$ 153,640,411</u>

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Affordable Housing Services	\$ 10,462,391	\$ 27,003,810	\$ 25,821,009	\$ 25,195,745
Aging Services	8,859,351	12,531,113	13,227,768	13,227,964
Children's Services	4,223,185	8,182,101	8,023,681	8,046,161
Conservation & Environmental Land Management	0	0	271,430	271,430
Economic Development	257,970	356,243	367,126	301,884
Engineering and Operations	137,935	94,621	311,036	0
Extension Service	161,111	161,393	175,880	172,880
Facilities Management	323,788	486,707	441,275	450,078
Fire Rescue	2,622,893	3,246,937	3,368,241	1,932,482
Head Start	36,089,658	38,062,436	42,536,112	42,647,645
Health Care Services	10,778,959	16,859,382	17,488,361	17,436,436
Human Resources	0	0	200,000	200,000
Management & Budget	1,125,907	4,862,810	4,018,921	1,715,659
Social Services	5,555,327	6,747,568	7,045,010	7,099,565
Sunshine Line Agency	2,580,822	4,787,764	4,652,449	4,652,449
	<u>83,179,298</u>	<u>123,382,885</u>	<u>127,948,299</u>	<u>123,350,378</u>
13th Judicial Branch				
Administrative Office of the Courts	909,561	2,725,427	1,454,866	1,366,370

Grants (Not Transportation Related)

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Boards, Commissions & Agencies				
Environmental Protection Commission	3,951,348	6,441,217	6,505,493	6,532,493
Metropolitan Planning Organization	2,912,674	6,133,631	7,056,631	7,056,631
Soil & Water Conservation Board	76,855	175,268	124,032	0
	<u>6,940,877</u>	<u>12,750,116</u>	<u>13,686,156</u>	<u>13,589,124</u>
Non-Departmental Organizations				
Capital Improvement Projects	3,213,887	10,196,331	12,504,083	0
Non-Departmental Allotments	11,697,798	9,722,084	6,956,778	5,552,280
	<u>14,911,685</u>	<u>19,918,415</u>	<u>19,460,861</u>	<u>5,552,280</u>
Non-Expenditure Accounts				
Reserves and Refund	0	729,625	5,991,459	9,082,259
Interfund Transfers	2,997,238	0	700,000	700,000
	<u>2,997,238</u>	<u>729,625</u>	<u>6,691,459</u>	<u>9,782,259</u>
Total	<u>\$ 108,938,659</u>	<u>\$ 159,506,468</u>	<u>\$ 169,241,641</u>	<u>\$ 153,640,411</u>

Sales Tax Revenue Fund

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

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Local Option Taxes	\$ 166,526,396	\$ 170,701,976	\$ 186,114,245	\$ 192,458,534
Intergovernmental Revenue	112,711,427	117,293,070	120,268,585	123,813,222
Miscellaneous Revenues	455,113	241,755	602,853	674,218
Gross Revenue	279,692,936	288,236,801	306,985,683	316,945,974
Less 5% required By Law	-	(10,896,644)	(11,629,374)	(11,996,483)
Interfund Transfers	-	377,488	-	-
Fund Balance	63,499,731	65,714,030	74,911,100	82,639,137
	63,499,731	55,194,874	63,281,726	70,642,654
Total	\$ 343,192,667	\$ 343,431,675	\$ 370,267,409	\$ 387,588,628

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Economic Development Department	\$ 323,106	\$ 635,471	\$ 1,602,491	\$ 2,866,391
Elected Officials				
Tax Collector	252,221	266,046	335,849	342,145
Non-Departmental Organizations				
Governmental Agencies	72,246,110	73,669,771	75,679,898	78,129,277
Nonprofit Organizations	14,388,151	14,900,000	20,795,231	19,752,206
	86,634,261	88,569,771	96,475,129	97,881,483
Non-Expenditure Accounts				
Reserves & Refunds	-	53,433,368	81,651,952	89,711,359
Interfund Transfers	178,557,848	200,527,019	190,201,988	196,787,250
	178,557,848	253,960,387	271,853,940	286,498,609
Total	\$ 265,767,436	\$ 343,431,675	\$ 370,267,409	\$ 387,588,628

Discretely Presented Component Units

This fund was established to account for the revenues and expenditures of the 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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Local Option Taxes	\$ 0	\$ 0	\$ 2,882,689	\$ 2,992,783
Charges for Services	939,154	387,075	396,075	396,075
Fines and Forfeits	40	0	0	0
Gross Revenue	939,194	387,075	3,278,764	3,388,858
Less 5% required By Law	0	(19,354)	(19,804)	(19,804)
Interfund Transfers	3,764,788	4,720,387	5,314,442	5,466,150
Fund Balance	0	0	1,966,833	575,000
Total	\$ 4,703,982	\$ 5,088,108	\$ 10,540,235	\$ 9,410,204

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Boards, Commissions & Agencies				
Metropolitan Planning Organization	\$ 0	\$ 0	\$ 4,274,522	\$ 2,992,783
Planning Commission	4,704,257	5,088,108	5,690,713	5,842,421
	4,704,257	5,088,108	9,965,235	8,835,204
Non-Expenditure Accounts				
Reserves and Refund	0	0	575,000	575,000
Total	\$ 4,704,257	\$ 5,088,108	\$ 10,540,235	\$ 9,410,204

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 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Intergovernmental Revenue	\$ 5,575,959	\$ 9,182,993	\$ 8,464,044	\$ 8,667,370
Miscellaneous Revenues	1,638,914	2,140,879	1,000,000	500,000
Gross Revenue	7,214,873	11,323,872	9,464,044	9,167,370
Interfund Transfers	3	0	0	0
Fund Balance	7,203,027	0	0	0
	7,203,030	0	0	0
Total	\$ 14,417,903	\$ 11,323,872	\$ 9,464,044	\$ 9,167,370

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
County Administrator				
Affordable Housing	\$ 7,320,771	\$ 11,323,872	\$ 9,464,044	\$ 9,167,370
Non-Expenditure Accounts				
Interfund Transfers	3	0	0	0
Total	\$ 7,320,774	\$ 11,323,872	\$ 9,464,044	\$ 9,167,370

Transportation Surtax Trust Fund

The Transportation Surtax Trust Fund accounts for the proceeds of a 1% transportation sales surtax approved by the voters in November 2018.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Local Option Taxes	\$ 0	\$ 0	\$ 110,000,000	\$ 110,000,000
Gross Revenue	0	0	110,000,000	110,000,000
Less 5% required By Law	0	0	(5,500,000)	(5,500,000)
Fund Balance	0	0	82,000,000	186,500,000
	0	0	76,500,000	181,000,000
Total	\$ 0	\$ 0	\$ 186,500,000	\$ 291,000,000

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY20 Adopted	FY21 Planned
Non-Expenditure Accounts				
Reserves and Refund	0	0	186,500,000	291,000,000
Total	\$ 0	\$ 0	\$ 186,500,000	\$ 291,000,000

2017 Non-Ad Valorem Refunding Revenue Note (Warehouse/Sheriff's Facilities Project)-Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2008 Bonds and on the Series 2017 Non-Ad Valorem Refunding Revenue Note which was issued to partially refund the Series 2008 Bonds. In turn, the Series 2008 Bonds were issued to refund the Series 1998 Capital Improvement Non Ad-Valorem Refunding Revenue bonds (Warehouse and Sheriff's Facilities Project). The underlying debt was issued in order to finance the acquisition, construction, and equipping of the County Warehouse and Sheriff's facilities. Final maturity of the Series 2017 Note will occur on July 1 2028 and final maturity of the unrefunded Series 2008 Bonds occurred on July 1, 2018.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 77,139	\$ 70,844	\$ 74,344	\$ 74,344
Gross Revenue	77,139	70,844	74,344	74,344
Less 5% Required By Law	0	(3,542)	(3,717)	(3,717)
Interfund Transfers	1,344,776	1,048,131	1,241,426	1,263,946
Fund Balance	290,585	554,000	355,000	332,200
	<u>1,635,361</u>	<u>1,598,589</u>	<u>1,592,709</u>	<u>1,592,429</u>
Total	<u>\$ 1,712,500</u>	<u>\$ 1,669,433</u>	<u>\$ 1,667,053</u>	<u>\$ 1,666,773</u>

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 1,149,192	\$ 1,337,227	\$ 1,334,824	\$ 1,334,915
Non-Expenditure Accounts				
Reserves & Refunds	0	332,206	332,229	331,858
Total	<u>\$ 1,149,192</u>	<u>\$ 1,669,433</u>	<u>\$ 1,667,053</u>	<u>\$ 1,666,773</u>

2017A/2017B 4th Cent Tourist Development Tax Revenue Bonds-Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2017A Fourth Cent Tourist Development Tax Refunding Revenue Bonds (Tax Exempt) and the 2017B Fourth Cent Tourist Development Tax revenue Bonds (Taxable). The 2017A Bonds were issued to refund the Series 2006 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, which were issued to refund the Series 1997B Tampa Sports Authority Tourist Development Tax Revenue Bonds. The Series 1997B Bonds financed the acquisition and construction of capital improvements to the facility formerly known as Legends Field, and now known as George M. Steinbrenner Field, and the Tampa Convention Center. The Series 2017B Bonds are being issued in order to fund capital renovations improvements the Steinbrenner Field facility. The 2017 bonds are payable from the proceeds of the Fourth Cent Tourist Development Tax. Final maturity date of the Series 2017A Bonds is October 1, 2035 and the final maturity date of the Series 2017B Bonds is October 1, 2046.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 13,363	\$ 1,000	\$ 7,600	\$ 7,600
Gross Revenue	13,363	1,000	7,600	7,600
Less 5% Required By Law	0	(50)	(380)	(380)
Interfund Transfers	1,613,180	2,173,418	2,435,466	2,309,648
Fund Balance	2,393,472	1,787,000	1,539,000	1,680,000
	<u>4,006,652</u>	<u>3,960,368</u>	<u>3,974,086</u>	<u>3,989,268</u>
Total	\$ 4,020,015	\$ 3,961,368	\$ 3,981,686	\$ 3,996,868

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 2,360,719	\$ 2,306,589	\$ 2,300,732	\$ 2,306,411
Non-Expenditure Accounts				
Reserves & Refunds	0	1,654,779	1,680,954	1,690,457
Total	\$ 2,360,719	\$ 3,961,368	\$ 3,981,686	\$ 3,996,868

2016 5th Cent Tourist Development Tax Refunding Revenue Bonds-Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2016 Bonds. The Series 2016 Bonds were issued to refund the County's Series 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds, which were issued to refund the Tampa Sports Authority County Interlocal Payments Refunding Revenue Bonds, Series 1998. The Series 1998 Bonds were issued to provide funding required to complete capital renovation improvements necessary for long term viability of the Amalie Arena. These bonds are payable from the proceeds of the Fifth Cent Tourist Development Tax. The final maturity date of the 2016 Bonds is October 1, 2046.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 7,709	\$ 1,500	\$ 1,500	\$ 1,500
Gross Revenue	7,709	1,500	1,500	1,500
Less 5% Required By Law	0	(75)	(75)	(75)
Interfund Transfers	2,235,519	2,318,179	2,087,305	2,104,430
Fund Balance	1,022,058	1,228,000	1,478,000	1,482,000
	<u>3,257,577</u>	<u>3,546,104</u>	<u>3,565,230</u>	<u>3,586,355</u>
Total	\$ 3,265,286	\$ 3,547,604	\$ 3,566,730	\$ 3,587,855

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 2,027,544	\$ 2,084,944	\$ 2,084,695	\$ 2,082,445
Non-Expenditure Accounts				
Reserves & Refunds	0	1,462,660	1,482,035	1,505,410
Total	\$ 2,027,544	\$ 3,547,604	\$ 3,566,730	\$ 3,587,855

2002 Parks & Recreation

General Obligation Bonds-Sinking Fund

This debt service fund accounts for both the collection of ad valorem tax revenue levied in the unincorporated area of the County, and the payment of principal and interest on general obligation bonds issued by the County to fund acquisition of land and construction of park facilities in the unincorporated area. Such acquisitions and improvements were originally funded with proceeds from the Series 1993 and Series 1996 General Obligation Bond issues, which were then refunded by the Series 2002 bonds. The County is obligated to levy millage in an amount sufficient to pay annual debt service on the Series 2002 Bonds, but the millage is not included in the calculation of the constitutional 10 mill limitation on the annual millage levy. The final maturity date of the Series 2002 Bonds is July 1, 2025.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Current Ad Valorem Taxes	\$ 1,280,052	\$ 1,485,612	\$ 1,621,465	\$ 1,736,004
Delinquent Ad Valorem Taxes	26,414	10,000	20,000	20,000
Miscellaneous Revenues	10,307	2,577	7,600	7,600
Gross Revenue	1,316,773	1,498,189	1,649,065	1,763,604
Less 5% Required By Law	0	(74,703)	(82,454)	(88,181)
Residual Equity	12,245	0	0	0
Fund Balance	393,383	300,000	433,000	595,000
	405,628	225,297	350,546	506,819
Total	\$ 1,722,401	\$ 1,723,486	\$ 1,999,611	\$ 2,270,423

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Elected Officials				
Property Appraiser	\$ 10,167	\$ 10,366	\$ 19,159	\$ 19,159
Tax Collector	37,129	45,647	49,424	50,480
	47,296	56,013	68,583	69,639
Non-Departmental Organizations				
Debt Service Accounts	1,337,353	1,336,288	1,336,538	1,334,288
Non-Expenditure Accounts				
Reserves & Refunds	0	331,185	594,490	866,496
Total	\$ 1,384,649	\$ 1,723,486	\$ 1,999,611	\$ 2,270,423

2019 (ELAPP) General Obligation Bonds- Sinking Fund

This debt service fund accounts for both the collection of certain ad valorem tax revenues, and the payment of principal, interest and other debt service expenses related to general obligation bonds issued by the County to finance the acquisition, management, and restoration of environmentally sensitive lands designated for inclusion in the County's Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP). The County was authorized by voter referendum to levy millage in an amount sufficient to pay annual debt service on the bonds, but not to exceed one-fourth (0.25) of one mill. The Series 2019A Bonds and 2019B Bonds were issued in July 2019. The Series 2019A Bonds were issued in order to refund the Series 2009A General Obligation ELAPP Bonds, and the Series 2019B Bonds were issued in order to provide funding for additional ELAPP projects. The Series 2019A Bonds have a final maturity date of July 1, 2039 and the Series 2019B Bonds have a final maturity date of July 1, 2049.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Current Ad Valorem Taxes	\$ 4,941,403	\$ 5,760,955	\$ 6,288,480	\$ 6,731,935
Delinquent Ad Valorem Taxes	106,250	50,000	75,000	75,000
Miscellaneous Revenues	64,616	20,220	38,500	20,000
Gross Revenue	5,112,269	5,831,175	6,401,980	6,826,935
Less 5% Required By Law	0	(290,562)	(320,099)	(341,347)
Interfund Transfers	934,513	1,148,513	1,013	0
Residual Equity	37,030	0	0	0
Fund Balance	3,082,849	4,269,000	30,600	803,086
	4,054,392	5,126,951	(288,486)	461,739
Total	\$ 9,166,661	\$ 10,958,126	\$ 6,113,494	\$ 7,288,674

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Elected Officials				
Property Appraiser	\$ 39,105	\$ 40,267	\$ 43,349	\$ 43,349
Tax Collector	111,950	135,128	149,649	153,868
	151,055	175,395	192,998	197,217
Non-Departmental Organizations				
Debt Service Accounts	4,545,765	4,552,150	5,116,397	5,404,569
Non-Expenditure Accounts				
Reserves & Refunds	0	6,230,581	804,099	1,686,888
Total	\$ 4,696,820	\$ 10,958,126	\$ 6,113,494	\$ 7,288,674

2015 Court Facilities

Refunding Revenue Note-Sinking Fund

This debt service fund accounts for the payment of principal and interest on the series 2015 Note issued to refund the Series 2005 Court Facilities Refunding Revenue Bonds, which were issued to refund the Series 1999 Court Facilities Revenue Bonds, which were issued to finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County. This debt is secured by Court Surcharge Revenue and the Community Investment Tax. The final maturity date of the refunding note is November 1, 2026.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 15,565	\$ 0	\$ 0	\$ 0
Gross Revenue	15,565	0	0	0
Interfund Transfers	1,139,298	2,126,298	2,049,807	2,128,923
Fund Balance	2,670,570	1,770,000	1,791,000	1,730,400
	3,809,868	3,896,298	3,840,807	3,859,323
Total	\$ 3,825,433	\$ 3,896,298	\$ 3,840,807	\$ 3,859,323

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 2,102,769	\$ 2,110,412	\$ 2,110,399	\$ 2,109,535
Non-Expenditure Accounts				
Reserves & Refunds	0	1,785,886	1,730,408	1,749,788
Total	\$ 2,102,769	\$ 3,896,298	\$ 3,840,807	\$ 3,859,323

2016 Capital Improvement Program Refunding Revenue Bonds—Sinking Fund

This debt service fund accounts for the principal and interest on the Series 2016 Capital Improvement Program (CIP) Refunding Revenue Bonds, which were issued to refund the 2006 CIP refunding Revenue Bonds, which were issued to refund the Series 1996 Series CIP Refunding Revenue Bonds, which were issued to refund the outstanding Series 1994 CIP revenue bonds. The 1994 Bonds were issued to finance the acquisition of an 800 MHz Radio Communications System, the acquisition, construction and equipping of a spring training facility for the New York Yankees, and other capital projects. The Series 2016 bonds are secured by the Local Government Half-Cent Sales Tax. The final maturity of the Series 2016 bonds is August 1, 2024.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 298,156	\$ 565,707	\$ 591,787	\$ 591,787
Gross Revenue	298,156	565,707	591,787	591,787
Less 5% required By Law	0	(50)	(800)	(800)
Interfund Transfers	1,563,031	1,875,173	2,146,488	2,166,997
Fund Balance	1,399,917	772,000	475,000	458,000
	<u>2,962,948</u>	<u>2,647,123</u>	<u>2,620,688</u>	<u>2,624,197</u>
Total	\$ 3,261,104	\$ 3,212,830	\$ 3,212,475	\$ 3,215,984

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 2,749,025	\$ 2,755,425	\$ 2,754,425	\$ 2,758,300
Non-Expenditure Accounts				
Reserves and Refund	0	457,405	458,050	457,684
Total	\$ 2,749,025	\$ 3,212,830	\$ 3,212,475	\$ 3,215,984

Commercial Paper Notes Sinking Fund- Stadium Capital Projects

This debt service fund accounts for principal, interest and other debt service payments related to commercial paper notes issued to fund all or a portion of the County's obligation regarding capital improvements and renovations to Raymond James Stadium.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 107,868	\$ 10,000	\$ 77,100	\$ 10,000
Gross Revenue	107,868	10,000	77,100	10,000
Less 5% Required By Law	0	(500)	(3,855)	(500)
Interfund Transfers	0	2,494,189	0	0
Fund Balance	10,804,276	10,659,000	13,505,000	1,678,245
	10,804,276	13,152,689	13,501,145	1,677,745
Total	\$ 10,912,144	\$ 13,162,689	\$ 13,578,245	\$ 1,687,745

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 10,990,156	\$ 11,900,000	\$ 450,000
Non-Expenditure Accounts				
Reserves & Refunds	0	2,172,533	1,678,245	1,237,745
Total	\$ 0	\$ 13,162,689	\$ 13,578,245	\$ 1,687,745

Commercial Paper Notes Sinking Fund- Arena Capital Projects

This debt service fund accounts for principal, interest and other debt service payments related to commercial paper notes issued to fund all or a portion of the County's obligation regarding capital improvements and renovations to Amalie Arena.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 20,345	\$ 10,000	\$ 12,800	\$ 12,800
Gross Revenue	20,345	10,000	12,800	12,800
Less 5% Required By Law	0	(500)	(640)	(640)
Interfund Transfers	2,273,100	1,900,349	2,267,840	2,789,840
Intrafund Transfers	0	5,542	0	0
Fund Balance	2,430,882	2,658,000	2,300,000	2,000,000
	4,703,982	4,563,391	4,567,200	4,789,200
Total	\$ 4,724,327	\$ 4,573,391	\$ 4,580,000	\$ 4,802,000

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 2,027,481	\$ 2,327,991	\$ 2,580,000	\$ 2,802,000
Non-Expenditure Accounts				
Reserves & Refunds	0	2,245,391	2,000,000	2,000,000
Interfund Transfers	0	9	0	0
	0	2,245,400	2,000,000	2,000,000
Total	\$ 2,027,481	\$ 4,573,391	\$ 4,580,000	\$ 4,802,000

2007 Community Investment Tax Revenue Bonds-Sinking Fund

This debt service fund accounts for principal and interest on the Series 2007 bonds, which were issued to finance the construction of transportation and other CIT capital projects in the County. In 2015, the Series 2007 Bonds were partially refunded by the Series 2015 Community Investment Tax Revenue Bonds. Three maturities of the Series 2007 Bonds remained outstanding after the refunding. Final maturity of the remaining outstanding Series 2007 Bonds occurred on November 1, 2018.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 1,913	\$ 0	\$ 0	\$ 0
Gross Revenue	1,913	0	0	0
Interfund Transfers	885,496	0	0	0
Fund Balance	10,069,840	0	0	0
	10,955,336	0	0	0
Total	\$ 10,957,249	\$ 0	\$ 0	\$ 0

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 10,957,250	\$ 0	\$ 0	\$ 0
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	0
Total	\$ 10,957,250	\$ 0	\$ 0	\$ 0

2012A/2012B Community Investment Tax Refunding Revenue Bonds-Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2012A and 2012B Bonds, which were issued to refund the County's Series 2001A, 2001B and 2004 Community Investment Tax (CIT) Revenue Bonds. The Series 2001A and 2001B Bonds were issued to finance acquisition and construction of capital improvements to the County's jail and stormwater facilities and were refunded by the Series 2012A Bonds. The Series 2004 Bonds were issued to finance the acquisition and construction of stormwater, transportation, and other Board-approved capital projects, and were refunded by the Series 2012B Bonds. The Series 2012 Bonds mature in 2026.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 56,678	\$ 30,000	\$ 40,000	\$ 40,000
Gross Revenue	56,678	30,000	40,000	40,000
Less 5% Required By Law	0	(1,500)	(2,000)	(2,000)
Interfund Transfers	9,997,492	9,098,222	10,004,888	10,018,659
Fund Balance	7,634,518	8,638,000	7,912,000	8,095,000
	<u>17,632,010</u>	<u>17,734,722</u>	<u>17,914,888</u>	<u>18,111,659</u>
Total	\$ 17,688,688	\$ 17,764,722	\$ 17,954,888	\$ 18,151,659

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 9,874,325	\$ 9,858,075	\$ 9,859,700	\$ 9,852,825
Non-Expenditure Accounts				
Reserves & Refunds	0	7,906,647	8,095,188	8,298,834
Total	\$ 9,874,325	\$ 17,764,722	\$ 17,954,888	\$ 18,151,659

2012 Capital Improvement Program Revenue Bonds/ 2017 Refunding Revenue Note—Sinking Fund

This debt service fund accounts for the payment of principal and interest on bonds issued to pay off \$50 million in commercial paper notes, and to provide \$25 million in new funding for capital improvement projects. In 2017, the Series 2012 Bonds were partially refunded by the Series 2017 Capital Improvement Program Refunding Revenue Note. Five maturities of the Series 2012 Bonds remained outstanding after the refunding, the last of which will mature on August 1, 2022.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 29,948	\$ 20,000	\$ 24,600	\$ 24,600
Gross Revenue	29,948	20,000	24,600	24,600
Less 5% Required By Law	0	(1,000)	(1,230)	(1,230)
Interfund Transfers	6,094,080	7,816,535	6,654,222	6,654,111
Fund Balance	1,170,213	1,156,000	2,400,000	2,390,000
	7,264,293	8,971,535	9,052,992	9,042,881
Total	\$ 7,294,241	\$ 8,991,535	\$ 9,077,592	\$ 9,067,481

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 33,921,102	\$ 7,880,574	\$ 6,678,764	\$ 6,677,964
Non-Expenditure Accounts				
Reserves & Refunds	0	1,110,961	2,398,828	2,389,517
Total	\$ 33,921,102	\$ 8,991,535	\$ 9,077,592	\$ 9,067,481

2015 Arena Non-Ad Valorem Refunding Revenue Note—Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2015 Tampa Bay Arena Refunding Revenue Note, which was issued to refund the Series 2005 Tampa Bay Arena Refunding Revenue Bonds, which were issued to refund the TSA Series 1995 Taxable Special Purpose Florida Surcharge Loan Revenue Bonds. The Series 1995 Bonds were originally issued to fund a portion of the acquisition, construction and equipping of the building then known as the Tampa Bay Arena and now known as the Amalie Arena. The Series 2015 Note is secured by the County's legally available non-ad valorem revenues. The final maturity date of the Series 2015 Note is October 1, 2026.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Charges for Services	\$ 409,798	\$ 330,000	\$ 330,000	\$ 330,000
Miscellaneous Revenues	12,754	2,000	8,100	8,100
Gross Revenue	422,552	332,000	338,100	338,100
Less 5% Required By Law	0	(16,600)	(16,905)	(16,905)
Interfund Transfers	154,729	848,603	502,504	849,869
Fund Balance	1,990,014	1,314,000	1,403,000	1,072,700
	2,144,743	2,146,003	1,888,599	1,905,664
Total	\$ 2,567,295	\$ 2,478,003	\$ 2,226,699	\$ 2,243,764

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 1,144,284	\$ 1,153,759	\$ 1,153,969	\$ 1,151,747
Non-Expenditure Accounts				
Reserves & Refunds	0	1,324,244	1,072,730	1,092,017
Total	\$ 1,144,284	\$ 2,478,003	\$ 2,226,699	\$ 2,243,764

2015 Communications Services Tax Revenue Bonds—Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2015 Bonds, which were issued to fund the construction of a new Public Safety Operations Complex, as well as the construction of several fire stations and other government facilities. The final maturity date of the Series 2015 Bonds is October 1, 2045.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 20,487	\$ 5,263	\$ 15,800	\$ 15,800
Gross Revenue	20,487	5,263	15,800	15,800
Less 5% Required By Law	0	(263)	(790)	(790)
Interfund Transfers	4,043,751	4,044,751	4,047,750	4,067,650
Fund Balance	2,855,770	2,794,000	2,850,000	2,815,000
	6,899,521	6,838,488	6,896,960	6,881,860
Total	\$ 6,920,008	\$ 6,843,751	\$ 6,912,760	\$ 6,897,660

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 4,034,350	\$ 4,099,750	\$ 4,097,750	\$ 4,117,650
Non-Expenditure Accounts				
Reserves & Refunds	0	2,744,001	2,815,010	2,780,010
Total	\$ 4,034,350	\$ 6,843,751	\$ 6,912,760	\$ 6,897,660

Commercial Paper Notes

Redevelopment Project Seed Money

This debt service fund accounts for the payment of principal and interest on the planned issuance of debt for redevelopment activities.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 3,760	\$ 0	\$ 0	\$ 0
Gross Revenue	3,760	0	0	0
Fund Balance	376,604	377,488	0	0
Total	\$ 380,364	\$ 377,488	\$ 0	\$ 0

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 0	\$ 0	\$ 0
Non-Expenditure Accounts				
Reserves & Refunds	0	377,488	0	0
Total	\$ 0	\$ 377,488	\$ 0	\$ 0

2015 Community Investment Tax Refunding Revenue Bonds—Sinking Fund

This debt service fund accounts for the principal and interest on the 2015 Bonds, which were issued to pay off \$49.5 million in commercial paper notes and to advance refund \$103.745 million in outstanding maturities from the Series 2007 Community Investment Tax Revenue Bonds. The commercial paper notes were issued to finance numerous and varied capital improvement projects eligible for funding with Community Investment Tax (CIT) surtax revenues. The 2007 Bonds were issued to finance the acquisition and construction of transportation and other CIT capital projects in the County. The final maturity of the Series 2015 Bonds occurs in 2025.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 114,523	\$ 20,000	\$ 55,700	\$ 55,700
Gross Revenue	114,523	20,000	55,700	55,700
Less 5% Required By Law	0	(1,000)	(2,785)	(2,785)
Interfund Transfers	19,775,959	20,699,400	20,411,585	20,671,419
Fund Balance	5,267,266	15,583,850	16,204,000	16,330,000
	25,043,225	36,282,250	36,612,800	36,998,634
Total	\$ 25,157,748	\$ 36,302,250	\$ 36,668,500	\$ 37,054,334
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Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 9,364,200	\$ 20,342,250	\$ 20,336,000	\$ 20,323,500
Non-Expenditure Accounts				
Reserves & Refunds	0	15,960,000	16,332,500	16,730,834
Total	\$ 9,364,200	\$ 36,302,250	\$ 36,668,500	\$ 37,054,334

2018 Non Ad-Valorem Revenue Bonds (ELAPP Projects)—Sinking Fund

This debt service fund accounts for the payment of principal and interest on a planned issuance of debt for the acquisition, management and restoration of environmentally sensitive lands. It is anticipated that the bonds will be secured by a pledge of non-ad valorem revenues. The bond issuance occurred in 2019 but the related debt servicing costs are instead being budgeted in the 2019 (ELAPP) General Obligation Bonds sinking fund.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Fund Balance	\$ 2,462,361	\$ 2,462,000	\$ 2,462,000	\$ 0
Total	\$ 2,462,361	\$ 2,462,000	\$ 2,462,000	\$ 0
<hr/>				
Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 1,510,000	\$ 0	\$ 0
 Non-Expenditure Accounts				
Reserves & Refunds	0	952,000	2,462,000	0
Total	\$ 0	\$ 2,462,000	\$ 2,462,000	\$ 0

2019 Capital Improvement Non-Ad Valorem Revenue Bonds—Sinking Fund

This debt service fund accounts for the principal and interest on the Series 2019 Capital Improvement Non-Ad Valorem Revenue Bonds, which were issued to finance, refinance and/or reimburse the costs of acquisition, construction, reconstruction, expansion, replacement and/or equipping of various County facilities which primarily include: fire stations, court facilities, parks, recreation facilities, operations centers, maintenance facilities, emergency generators and solar and LED lighting, including without limitation land acquisition and the retrofitting and hardening of certain facilities for hurricane resiliency and used by the County for emergency preparedness and post-disaster response. The final maturity date of the Series 2019 Bonds is August 1, 2049.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenue	\$ 4,259	\$ 0	\$ 0	\$ 0
Gross Revenue	4,259	0	0	0
Interfund Transfers	200,000	7,882,000	5,429,611	5,049,270
Other	0	41,490,900	0	0
Fund Balance	609,175	0	1,022,000	833,000
	809,175	49,372,900	6,451,611	5,882,270
Total	\$ 813,434	\$ 49,372,900	\$ 6,451,611	\$ 5,882,270

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 5,477,558	\$ 5,618,429	\$ 5,049,088
Non-Expenditure Accounts				
Reserves & Refunds	0	3,000,000	833,182	833,182
Interfund Transfers	200,000	40,895,342	0	0
	200,000	43,895,342	833,182	833,182
Total	\$ 200,000	\$ 49,372,900	\$ 6,451,611	\$ 5,882,270

2017 Capital Improvement Program

Taxable Commercial Paper-Sinking Fund

This debt service fund includes principal and interest payments related to the anticipated issuance of taxable bonds, which were to be issued for the purpose of refunding taxable commercial paper notes, which were previously issued to acquire Pinebrooke Office Park Bldg IV. The fund accounts for the planned payment of principal and interest on the taxable bonds.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other	\$ 0	\$ 6,489,004	\$ 0	\$ 0
Total	\$ 0	\$ 6,489,004	\$ 0	\$ 0

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 823,000	\$ 0	\$ 0
Non-Expenditure Accounts				
Interfund Transfers	0	5,666,004	0	0
Total	\$ 0	\$ 6,489,004	\$ 0	\$ 0

2018 Community Improvement Tax Refunding Revenue Bonds—Sinking Fund

This debt service fund accounts for the payment of principal and interest on the Series 2018 Bonds which were issued to refund \$51.6 million in outstanding commercial paper notes and to provide approximately \$14.5 million in bond proceeds to fund Community Investment Tax-eligible transportation projects. Final maturity of the Series 2018 Bonds is November 1, 2026.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 14,047	\$ 0	\$ 10,000	\$ 10,000
Gross Revenue	14,047	0	10,000	10,000
Less 5% Required By Law	0	0	(500)	(500)
Interfund Transfers	675,626	6,787,646	6,537,117	6,956,430
Other	69,933,797	0	0	0
Fund Balance	0	4,175,621	5,208,000	4,917,000
	<u>70,609,423</u>	<u>10,963,267</u>	<u>11,744,617</u>	<u>11,872,930</u>
Total	\$ 70,623,470	\$ 10,963,267	\$ 11,754,617	\$ 11,882,930

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 321,010	\$ 2,365,220	\$ 6,836,825	\$ 6,848,575
Non-Expenditure Accounts				
Reserves & Refunds	0	5,098,047	4,917,792	5,034,355
Interfund Transfers	66,110,000	3,500,000	0	0
	<u>66,110,000</u>	<u>8,598,047</u>	<u>4,917,792</u>	<u>5,034,355</u>
Total	\$ 66,431,010	\$ 10,963,267	\$ 11,754,617	\$ 11,882,930

Transportation Master Plan Financing— Sinking Fund

This debt service fund accounts for the payment of principal and interest on debt to be issued in connection with the County's Board-approved Transportation Master Plan initiative.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 0	\$ 0	\$ 0	\$ 0
Gross Revenue	0	0	0	0
Less 5% Required By Law	0	0	0	0
Interfund Transfers	0	0	0	0
Other	0	0	183,094,270	335,377,699
Fund Balance	0	0	0	0
	0	0	183,094,270	335,377,699
Total	\$ 0	\$ 0	\$ 183,094,270	\$ 335,377,699

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 0	\$ 5,350,000	\$ 5,350,000
Non-Expenditure Accounts				
Reserves & Refunds	0	0	0	0
Interfund Transfers	0	0	177,744,270	330,027,699
	0	0	177,744,270	330,027,699
Total	\$ 0	\$ 0	\$ 183,094,270	\$ 335,377,699

2020 Non Ad-Valorem Capital Improvement Program— Sinking Fund

This debt service fund accounts for the payment of principal and interest on future non-ad valorem debt to be issued in connection with various capital improvement projects.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 0	\$ 0	\$ 0	\$ 0
Gross Revenue	0	0	0	0
Interfund Transfers	0	0	450,000	450,000
Other	0	0	5,500,000	0
Total	\$ 0	\$ 0	\$ 5,950,000	\$ 450,000
Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 0	\$ 450,000	\$ 450,000
Non-Expenditure Accounts				
Interfund Transfers	0	0	5,500,000	0
Total	\$ 0	\$ 0	\$ 5,950,000	\$ 450,000

Commercial Paper Notes— M2GEN (Moffitt) Capital Project Fund

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

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 3,031	\$ 1,500	\$ 2,900	\$ 2,900
Gross Revenue	3,031	1,500	2,900	2,900
Less 5% Required By Law	0	(75)	(145)	(145)
Interfund Transfers	1,486,100	1,132,923	1,740,000	1,740,000
Fund Balance	183,607	577,000	297,000	330,700
	<u>1,669,707</u>	<u>1,709,848</u>	<u>2,036,855</u>	<u>2,070,555</u>
Total	<u>\$ 1,672,738</u>	<u>\$ 1,711,348</u>	<u>\$ 2,039,755</u>	<u>\$ 2,073,455</u>

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Debt Service Accounts	\$ 1,090,207	\$ 1,484,124	\$ 1,708,000	\$ 1,698,000
Non-Expenditure Accounts				
Reserves & Refunds	0	210,690	331,755	375,455
Interfund Transfers	0	16,534	0	0
	<u>0</u>	<u>227,224</u>	<u>331,755</u>	<u>375,455</u>
Total	<u>\$ 1,090,207</u>	<u>\$ 1,711,348</u>	<u>\$ 2,039,755</u>	<u>\$ 2,073,455</u>

Countywide Construction 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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 0	\$ 2,020,000	\$ 0	\$ 0
Gross Revenue	0	2,020,000	0	0
Interfund Transfers	10,625,000	10,325,000	20,004,250	3,500,000
Fund Balance	21,957,136	24,986,556	27,542,643	24,839,668
	32,582,136	35,311,556	47,546,893	28,339,668
Total	\$ 32,582,136	\$ 37,331,556	\$ 47,546,893	\$ 28,339,668

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 11,258,773	\$ 35,929,753	\$ 46,940,227	\$ 27,514,002
Non-Expenditure Accounts				
Reserves & Refunds	0	1,401,803	606,666	825,666
Total	\$ 11,258,773	\$ 37,331,556	\$ 47,546,893	\$ 28,339,668

Unincorporated Area Construction 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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 148,697	\$ 60	\$ 129,462	\$ 129,462
Gross Revenue	148,697	60	129,462	129,462
Interfund Transfers	13,206,232	8,396,584	10,560,183	6,937,047
Fund Balance	8,393,351	12,717,795	11,163,784	12,167,398
	21,599,583	21,114,379	21,723,967	19,104,445
Total	\$ 21,748,280	\$ 21,114,439	\$ 21,853,429	\$ 19,233,907

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 2,659,801	\$ 15,683,252	\$ 16,115,102	\$ 13,216,271
Non-Expenditure Accounts				
Reserves & Refunds	0	91,603	680,589	980,589
Interfund Transfers	5,861,232	5,339,584	5,057,738	5,037,047
	5,861,232	5,431,187	5,738,327	6,017,636
Total	\$ 8,521,033	\$ 21,114,439	\$ 21,853,429	\$ 19,233,907

Court Facility Improvement Non-Bond Project 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.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 8,728	\$ 6,063	\$ 20,355	\$ 20,355
Gross Revenue	8,728	6,063	20,355	20,355
Fund Balance	956,828	937,574	125,084	39,125
Total	\$ 965,556	\$ 943,637	\$ 145,439	\$ 59,480

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 108,222	\$ 913,592	\$ 94,480	\$ 4,480
Non-Expenditure Accounts				
Reserves & Refunds	0	30,045	50,959	55,000
Total	\$ 108,222	\$ 943,637	\$ 145,439	\$ 59,480

Communication Services Tax Series 2015

Project Fund (PSOC)

This capital project fund accounts for bond proceeds associated with a financing that was used to build a new Public Safety Operations Complex (PSOC), various parks, miscellaneous government facilities and fund various fire station expansions, renovations and replacements.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 80,866	\$ 101,354	\$ 159,753	\$ 159,753
Gross Revenue	80,866	101,354	159,753	159,753
Residual Equity	4,885	0	0	0
Fund Balance	13,427,029	6,746,845	4,800,942	2,587,515
Total	\$ 13,512,780	\$ 6,848,199	\$ 4,960,695	\$ 2,747,268

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 7,350,115	\$ 6,302,108	\$ 4,960,695	\$ 2,747,268
Non-Expenditure Accounts				
Reserves & Refunds	0	546,091	0	0
Total	\$ 7,350,115	\$ 6,848,199	\$ 4,960,695	\$ 2,747,268

Stadium Improvements Project Fund

This capital project fund accounts for 4th Cent Tourist Development Tax revenues and short-term commercial paper proceeds allocated to meet the County's requirement to provide up to \$41.9 million through 2028 to the Tampa Sports Authority (TSA) in order to fund required capital improvements and renovations to Raymond James Stadium. Payments to TSA will be paid from this fund as approved improvements to the stadium are completed.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other	\$ 0	\$ 10,690,156	\$ 11,700,000	\$ 400,000
Total	\$ 0	\$ 10,690,156	\$ 11,700,000	\$ 400,000

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Governmental Agencies	\$ 0	\$ 10,690,156	\$ 11,648,144	\$ 315,757
Non-Expenditure Accounts				
Reserves & Refund	0	0	51,856	84,243
Total	\$ 0	\$ 10,690,156	\$ 11,700,000	\$ 400,000

NextGeneration911 (NG911) Capital Project Fund

This capital projects fund accounts for funds transferred from the County's 911 Fund which will be used to purchase and install Next Generation 911 equipment for emergency dispatch operations.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Fund Balance	\$ 3,535,317	\$ 1,003,825	\$ 980,920	\$ 429,670
Total	\$ 3,535,317	\$ 1,003,825	\$ 980,920	\$ 429,670

Appropriations by Organization	FY 18 Actual	FY 21 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 2,545,069	\$ 1,003,825	\$ 980,920	\$ 429,670
Total	\$ 2,545,069	\$ 1,003,825	\$ 980,920	\$ 429,670

Non-Ad Valorem Bonds (2019) Project Fund

This capital project fund accounts for bond proceeds that will finance, refinance and/or reimburse a large and diverse number of capital improvement projects including, but not limited to: the acquisition, construction, reconstruction, expansion, replacement and/or equipping of various fire stations, court facilities, parks, recreation facilities, operations centers, maintenance facilities, emergency generators and solar and LED lighting, including land acquisition and the retrofitting and hardening of certain facilities for hurricane resiliency and used by the County for emergency preparedness and post disaster response.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ (3,818)	\$ 0	\$ 0	\$ 0
Gross Revenue	(3,818)	0	0	0
Interfund Transfers	0	33,055,326	0	0
Other	0	74,000,000	0	0
Fund Balance	4,412,627	0	153,058,745	84,736,222
	4,412,627	107,055,326	153,058,745	84,736,222
Total	\$ 4,408,809	\$ 107,055,326	\$ 153,058,745	\$ 84,736,222

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 7,086,093	\$ 94,270,430	\$ 142,062,799	\$ 84,736,222
Debt Service Accounts	78,133	12,435,966	10,995,946	0
	7,164,226	106,706,396	153,058,745	84,736,222
Non-Expenditure Accounts				
Reserves & Refunds	0	346,929	0	0
Interfund Transfers	4,300,000	2,001	0	0
	4,300,000	348,930	0	0
Total	\$ 11,464,226	\$ 107,055,326	\$ 153,058,745	\$ 84,736,222

2017B 4th Cent TDT Bonds GMS Facility Project Fund

This capital project fund accounts for payments made in connection with capital renovations to the County-owned George M. Steinbrenner Field facility. The facility is the spring training home of the New York Yankees MLB franchise (NYY) and as such attracts both residents and visitors to the area, and promotes economic development in the region. In fiscal 2016, a cost-sharing agreement was entered into by the County, the NYY and the State of Florida for the purpose of completing a large-scale renovation of the facility, and the multi-year renovation began. The County's share of the project costs is being funded by 4th Cent Tourist Development Tax revenues, in accordance with Sec. 125.0104, Florida Statutes.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 7,043	\$ 0	\$ 0	\$ 0
Gross Revenue	7,043	0	0	0
Fund Balance	4,280,428	0	0	0
Total	\$ 4,287,471	\$ 0	\$ 0	\$ 0

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Governmental Agencies	4,136,000	-	-	-
Total	\$ 4,136,000	\$ 0	\$ 0	\$ 0

Half Cent CIP Bonds (2020) Project Fund

This capital project fund accounts for the financing of the South County Cultural Arts Center and Waterset Sports Complex capital improvement projects.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Interfund Transfers	0	0	5,500,000	0
Total	\$ -	\$ -	\$ 5,500,000	\$ -

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	-	-	5,500,000	-
Total	\$ 0	\$ 0	\$ 5,500,000	\$ 0

BP Oil Spill Proceeds Project Fd

This capital project fund accounts for BP settlement funds allocated by the Board of County Commissioners to various Capital Improvement Program (CIP) projects. The projects focus on stormwater improvements, economic development initiatives, transportation safety improvements, trail development and various parks and recreation initiatives.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Interfund Transfers	0	0	13,500,000	0
Total	\$ -	\$ -	\$ 13,500,000	\$ -

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	-	-	13,500,000	-
Total	\$ 0	\$ 0	\$ 13,500,000	\$ 0

Environmental Lands Acquisition & Protection 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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Intergovernmental Revenue	\$ 3,471,623	\$ 0	\$ 0	\$ 0
Miscellaneous Revenues	568,043	239,660	296,625	293,625
Gross Revenue	4,039,666	239,660	296,625	293,625
Interfund Transfers	0	16,800,000	0	0
Other	937,359	935,413	0	0
Fund Balance	13,938,384	15,264,060	81,311,161	62,619,575
	14,875,743	32,999,473	81,311,161	62,619,575
Total	\$ 18,915,409	\$ 33,239,133	\$ 81,607,786	\$ 62,913,200

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 2,938,338	\$ 29,439,401	\$ 79,150,733	\$ 60,413,200
Debt Service Accounts	0	300,000	0	0
	2,938,338	29,739,401	79,150,733	60,413,200
Non-Expenditure Accounts				
Reserves & Refunds	0	2,351,219	2,456,040	2,500,000
Interfund Transfers	934,513	1,148,513	1,013	0
	934,513	3,499,732	2,457,053	2,500,000
Total	\$ 3,872,851	\$ 33,239,133	\$ 81,607,786	\$ 62,913,200

Commercial Paper & Credit Capacity Fund

This capital projects 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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ (6,381)	\$ 380	\$ 400	\$ 400
Gross Revenue	(6,381)	380	400	400
Less 5% required By Law	0	(20)	(20)	(20)
Interfund Transfers	400,000	40,366,672	3,195,000	2,689,000
Other	1,543	82,200,000	22,600,000	19,600,000
Fund Balance	61,429	88,000	34,000	34,000
	462,972	122,654,652	25,828,980	22,322,980
Total	\$ 456,591	\$ 122,655,032	\$ 25,829,380	\$ 22,323,380

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$ 7,086,093	\$ 95,915,772	\$ 14,500,000	\$ 10,500,000
Debt Service Accounts	176,096	18,086,760	3,195,000	2,689,000
Governmental Agencies	1,999,940	8,200,000	8,100,000	9,100,000
	9,262,129	122,202,532	25,795,000	22,289,000
Non-Expenditure Accounts				
Reserves and Refund	0	408,289	34,380	34,380
Interfund Transfers	4,500,000	44,211	0	0
	4,500,000	452,500	34,380	34,380
Total	\$ 13,762,129	\$ 122,655,032	\$ 25,829,380	\$ 22,323,380

Public Utilities Solid Waste Resource Recovery Division

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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Permits, Fees & Special Assessments	\$250,000	\$250,000	\$250,000	\$250,000
Charges for Services	107,325,794	111,178,529	119,216,098	121,587,670
Miscellaneous Revenues	2,802,543	1,565,222	3,514,772	3,517,684
Gross Revenue	110,378,337	112,993,751	122,980,870	125,355,354
Less 5% Required By Law	0	(5,638,163)	(6,074,023)	(6,192,747)
Intrafund Transfers	111,475,248	121,633,968	170,008,660	134,576,807
Other	(7,241,602)	0	0	0
Fund Balance	166,857,051	162,689,909	214,235,013	175,589,603
	271,090,697	278,685,714	378,169,650	303,973,663
Total	\$381,469,034	\$391,679,465	\$501,150,520	\$429,329,017

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
County Administrator				
Environmental Services Division	\$163	\$95,499	\$90,111	\$91,745
Facilities Management	85,391	272,951	259,794	263,911
Geospatial & Land Acquisition	0	16,666	18,942	19,484
Information & Innovation Office	307,318	332,363	348,574	358,648
Procurement Services	68,213	86,513	86,815	89,338
Water Resources	4,758,832	6,367,784	6,194,450	6,321,567
Solid Waste	80,998,624	87,013,526	91,071,321	89,843,123
	86,218,541	94,185,302	98,070,007	96,987,816
Non-Departmental Organizations				
Capital Improvement Projects	434,298	21,655,215	33,419,839	16,550,000
Debt Service Accounts	12,976,630	13,178,552	13,029,150	13,025,692
	13,410,928	34,833,767	46,448,989	29,575,692
Non-Expenditure Accounts				
Reserves & Refunds	3,865	141,026,428	186,622,864	168,188,702
Interfund Transfers	111,475,248	121,633,968	170,008,660	134,576,807
	111,479,113	262,660,396	356,631,524	302,765,509
Total	\$211,108,582	\$391,679,465	\$501,150,520	\$429,329,017

Public Utilities Water/Wastewater Division

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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Permits, Fees & Special Assessments	\$ 13,963,264	\$ 15,191,134	\$ 13,702,694	\$ 13,832,576
Intergovernmental Revenue	1,521,375	156,022	3,650,316	0
Charges for Services	251,124,494	256,140,741	272,002,535	277,502,512
Fines and Forfeits	48,583	50,000	57,750	57,750
Miscellaneous Revenues	8,657,570	6,188,280	9,112,507	8,602,507
Gross Revenue	275,315,286	277,726,177	298,525,802	299,995,345
Less 5% Required By Law	0	(13,664,356)	(14,581,143)	(14,862,136)
Interfund Transfers	0	6,344,701	5,068,500	0
Intrafund Transfers	252,099,924	283,275,178	391,623,119	279,343,232
Other	(21,957,478)	2,376,259	112,656,525	538,691
Fund Balance	1,376,983,033	437,982,004	410,738,110	362,085,153
	1,607,125,479	716,313,786	905,505,111	627,104,940
Total	\$ 1,882,440,765	\$ 994,039,963	\$ 1,204,030,913	\$ 927,100,285

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
County Administrator				
Communications & Digital Media	\$ 99,947	\$ 107,377	\$ 116,786	\$ 120,205
Development Services	430,756	333,692	431,722	444,103
Engineering and Operations	0	0	263,698	271,609
Environmental Services Division	3,315,784	8,163,449	9,206,874	8,791,429
Geospatial & Land Acquisition	0	450,607	637,380	655,647
Information & Innovation Office	990,878	1,037,270	1,093,566	1,218,642
Procurement Services	372,370	445,840	401,184	412,830
Water Resources	174,129,556	192,969,494	199,607,139	194,604,710
Solid Waste	83,167	86,389	204	92,296
Facilities Management	184,918	186,364	0	0
	179,607,376	203,780,482	211,758,553	206,611,471
Non-Departmental Organizations				
Capital Improvement Projects	154,662,612	298,550,981	222,275,021	207,509,622
Debt Service Accounts	16,528,524	16,619,550	127,700,705	19,139,450
	171,191,136	315,170,531	349,975,726	226,649,072
Non-Expenditure Accounts				
Reserves & Refunds	0	191,813,772	250,173,515	214,496,510
Interfund Transfers	252,099,924	283,275,178	392,123,119	279,343,232
	252,099,924	475,088,950	642,296,634	493,839,742
Total	\$ 602,898,436	\$ 994,039,963	\$ 1,204,030,913	\$ 927,100,285

Fleet Management 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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Charges for Services	\$ 31,636,263	\$ 33,887,303	\$ 37,151,200	\$ 38,301,200
Miscellaneous Revenues	1,264,835	1,179,480	1,947,934	2,154,700
Gross Revenue	\$ 32,901,098	\$ 35,066,783	\$ 39,099,134	\$ 40,455,900
Less 5% Required By Law	0	(1,694,305)	(1,926,561)	(1,985,531)
Interfund Transfers	0	271,157	57,260	52,463
Other	(818,581)	0	0	0
Fund Balance	66,731,135	35,577,115	41,367,901	40,368,653
	65,912,554	34,153,967	39,498,600	38,435,585
Total	\$ 98,813,652	\$ 69,220,750	\$ 78,597,734	\$ 78,891,485

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
County Administrator				
Fleet Services	\$ 29,851,292	\$ 40,907,676	\$ 42,166,891	\$ 40,676,291
Non-Expenditure Accounts				
Reserves & Refunds	0	28,313,074	36,430,843	38,215,194
Total	\$ 29,851,292	\$ 69,220,750	\$ 78,597,734	\$ 78,891,485

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 worker's 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 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Charges For Services	\$ 111,522,959	\$ 115,186,070	\$ 120,302,467	\$ 118,918,987
InterGovernmental Revenue	5,260	100,000	5,000	5,000
Judgments; Fines & Forfeits (Not Ct-Related)	40	0	200	200
Miscellaneous Revenues	6,203,191	7,162,863	7,494,573	8,144,573
Gross Revenue	<u>117,731,450</u>	<u>122,448,933</u>	<u>127,802,240</u>	<u>127,068,760</u>
Less 5% Required By Law	0	(1,256,273)	(1,156,751)	(1,156,751)
Interfund Transfers	0	4,295,408	3,000,000	3,000,000
Intrafund Transfers	1,100,000	1,700,000	1,400,000	1,400,000
Residual Equity	3,649,496	500,000	3,410,000	3,410,000
Fund Balance	208,502,079	203,359,867	218,248,804	229,988,322
	<u>213,251,575</u>	<u>208,599,002</u>	<u>224,902,053</u>	<u>236,641,571</u>
Total	\$ 330,983,025	\$ 331,047,935	\$ 352,704,293	\$ 363,710,331

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
County Administrator				
Human Resources	\$ 648,374	\$ 1,411,715	\$ 1,483,251	\$ 1,515,974
Management & Budget	7,284	0	0	0
Risk Management & Safety Division	771,436	581,147	1,007,862	1,031,173
	<u>1,427,094</u>	<u>1,992,862</u>	<u>2,491,113</u>	<u>2,547,147</u>
Non-Departmental Organizations				
Non-Departmental Allotments	106,079,240	130,484,097	130,950,220	130,961,320
Non-Expenditure Accounts				
Reserves & Refunds	0	196,870,976	217,862,960	228,801,864
Interfund Transfers	22,905,000	1,700,000	1,400,000	1,400,000
	<u>22,905,000</u>	<u>198,570,976</u>	<u>219,262,960</u>	<u>230,201,864</u>
Total	\$ 130,411,334	\$ 331,047,935	\$ 352,704,293	\$ 363,710,331

2015 Capacity Assessment Special Assessment Refunding Revenue Note Sinking Fund

This agency fund accounts for both the collection of special assessment revenues and the payment of principal and interest on the related special assessment debt. The Series 2015 Note was secured in order to refund all outstanding maturities of the Series 2006 Capacity Assessment Special Assessment Revenue Bonds, which were issued to fund water and wastewater capacity expansion. The Series 2015 Bonds are not a part of the County's general obligations, and are secured solely by a pledge of capacity assessment revenues collected via special assessment and a back-up pledge of Utility System revenues.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Permits, Fees & Special Assessments	\$9,661,443	\$9,700,000	\$9,670,000	\$9,620,000
Miscellaneous Revenues	39,335	15,000	37,000	37,000
Gross Revenue	9,700,778	9,715,000	9,707,000	9,657,000
Less 5% Required By Law	0	(485,750)	(485,350)	(482,850)
Fund Balance	21,200,816	2,858,000	3,229,000	3,310,000
	21,200,816	2,372,250	2,743,650	2,827,150
Total	\$30,901,594	\$12,087,250	\$12,450,650	\$12,484,150

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$9,137,600	\$9,536,834	\$9,135,417	\$1,243,054
Non-Expenditure Accounts				
Reserves & Refunds	0	2,550,416	3,315,233	11,241,096
Total	\$9,137,600	\$12,087,250	\$12,450,650	\$12,484,150

2000 Reclaimed Water Special Assessment Revenue Bonds Reserve Fund

This agency fund accounts for ongoing debt servicing activities related to the Series 2000 Reclaimed Water Revenue Bonds. The Bonds were paid off by the County during FY 2015.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Miscellaneous Revenues	\$ 8,400	\$ 0	\$ 0	\$ 0
Gross Revenue	8,400	0	0	0
Less 5% Required By Law				
Fund Balance	1,155,450	841,645	8,500	0
	1,155,450	841,645	8,500	0
Total	\$ 1,163,850	\$ 841,645	\$ 8,500	\$ 0

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Expenditure Accounts				
Interfund Transfers	\$ 0	\$ 841,645	\$ 8,500	\$ 0
Total	\$ 0	\$ 841,645	\$ 8,500	\$ 0

2000 Capacity Assessment Unit

Special Assessment Revenue Bonds Reserve Fund

This agency fund accounts for the debt service reserve and ongoing debt servicing activities related to the Series 2000 Capacity Assessment Revenue Bonds. The Bonds were paid off by the County during FY 2015.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Permits, Fees & Special Assessments	\$ 1,592,912	\$ 0	\$ 2,620,000	\$ 2,620,000
Miscellaneous Revenues	54,681	0	0	0
Gross Revenue	1,647,593	0	2,620,000	2,620,000
 Fund Balance	 6,890,518	 5,443,056	 1,679,000	 4,099,000
	6,890,518	5,443,056	1,679,000	4,099,000
Total	\$ 8,538,111	\$ 5,443,056	\$ 4,299,000	\$ 6,719,000

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 21,463	\$ 0	\$ 200,000	\$ 200,000
 Non-Expenditure Accounts				
Reserves and Refunds			4,099,000	6,519,000
Interfund Transfers	0	5,443,056	0	0
	0	5,443,056	4,099,000	6,519,000
Total	\$ 21,463	\$ 5,443,056	\$ 4,299,000	\$ 6,719,000

2019 Dana Shores Civic Association Special Assessment Revenue Note

This debt service fund accounts for the payment of principal and interest on the planned issuance of the Dana Shores Civic Association Special Assessment Revenue Note, which will provide financing for the undergrounding of electrical utility lines in the Dana Shores residential community. While originally planned for 2019, the Note is now projected to be issued in late 2020. The Note will be secured by special assessment revenues levied and collected via the annual real estate tax bills of assessed homeowners, and will have a back-up pledge of Utility System revenues. The Note will not be a part of the County's general obligations.

Revenues by Source	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other	\$ 0	\$ 2,539,146	\$ 0	\$ 2,728,672
Total	\$ 0	\$ 2,539,146	\$ 0	\$ 2,728,672

Appropriations by Organization	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$ 0	\$ 320,920	\$ 0	\$ 321,000
Non-Expenditure Accounts				
Interfund Transfers	0	2,218,226	0	2,407,672
Total	\$ 0	\$ 2,539,146	\$ 0	\$ 2,728,672

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
00002 GENERAL FUNDS				
00003 Countywide General Fund				
00004 CW General Operating Fund-01001001	\$592,224,682	\$849,909,323	\$935,941,969	\$940,708,523
00005 Economic Devel Activity Fund-01001006	1,439,943	14,681,432	16,223,227	12,919,856
00006 CW Gaming Compact Grf-01001005	2,475,667	6,736,761	8,671,549	8,671,549
	596,140,292	871,327,516	960,836,745	962,299,928
00050 Unincorporated Area General Fund				
00051 UA Gen Op Fund-01003001	398,322,617	528,903,803	548,344,643	566,018,365
00052 UA Econ Devel Activity Fund-01003006	664,519	7,478,263	8,204,891	8,290,229
	398,987,136	536,382,066	556,549,534	574,308,594
GENERAL FUNDS TOTAL	995,127,428	1,407,709,582	1,517,386,279	1,536,608,522
10000 SPECIAL REVENUE FUNDS				
10002 Countywide Special Revenue Funds				
10100 Public Art Prog Fd Ord 89-32-10002602	252,468	290,223	254,709	305,414
10101 Major Maint & Repair Proj Fd-R3M-10002606	4,350,320	11,555,002	12,365,993	8,296,839
10102 School Site Impact Fee Fd (10/05-10/06)10002636	0	416,400	0	0
10103 School Site Impact Fee Fd (11/06-)10002637	81,641,248	31,861,100	65,135,333	65,135,333
10104 School Impact Fee Interest Fd (11/06-) Ord 06-16 Art8 Secl	0	2,694,391	3,976,392	4,461,033
10105 Crim Just Ed/Trg Fd-Fs318.18(11)D/938.15-10002702	692,215	5,503,694	5,663,695	5,175,298
10106 Crim Just Training Trust Fd R95-077-10002703	600,000	1,142,455	1,567,679	1,577,810
10107 County Boat Registr Fee Fd Ord08-32-10002705	516,205	1,080,802	1,106,699	1,059,862
10108 Sheriff'S Child Protect/Trng Facility Fd-10002708	0	585,761	564,996	564,996
10109 US Marshals/DOJ Asset Forfeiture Fd-10002709	306,920	4,924,580	4,090,171	3,531,013
10110 Drug Abuse Alternate Source Fd R91-0223-10002713	25,915	298,441	272,612	272,675
10111 800Mhz Intrgv Radio Comm Sys Fd Fs318.21-10002714	611,302	2,426,217	2,848,810	2,708,558
10112 Fla Contraband Forfeit Fd Fs 932.703/704-10002715	284,500	5,206,540	5,262,904	4,573,284
10113 Drug Abuse Tr Fd Fs 938.21/Ord 97-16-10002718	0	444,222	495,830	485,692
10114 Federal Treasury Asset Forfeiture Fd-10002719	85,475	230,828	298,591	302,252
10115 Children'S Advocacy Ctr Fd Ao 99-081-10002736	0	20,677	21,834	23,448
10116 Drug CT Prog Admin Fd Fs 796.07(6) 10002738	44,921	93,566	47,718	7,743
10117 State Court Innov Ord 04-33;Fs 939.185-10002742	1,740,881	2,086,650	2,170,886	2,210,684
10118 Legal Aid Fd Ord 04-33; Fs 939.185-10002743	1,100,000	1,100,000	1,100,000	1,100,000
10119 Teen Ct/Juv Divrs Fd Ord 04-33; Fs 939.185-10002744	1,794,220	1,849,222	1,707,707	1,756,545
10120 Court-Related Tech Fd Fs 28.24(12)E)1-10002745	6,751,429	6,835,420	9,350,768	8,979,535
10121 Traf Surcharge Tr Fd Fs 318.18/Ord 04-26-10002746	1,139,298	6,361,004	5,597,405	6,618,846
10122 Crime Prev/Safe Neighborhds Fs 775.083(2)10002747	726,093	2,918,090	2,705,991	2,218,787
10123 Child Supprt Incent Fd-Ss Act Title Iv-D-10002749	0	229,649	262,619	283,870
10124 Florida Dept Of Juvenile Justice Fd-10002750	3,217,572	3,493,268	3,978,350	3,972,311
10125 Vict Asst; Crime Prev & Yth Advoc R09-132-10002751	0	1,507,272	1,734,104	2,022,943
10126 Emerg Mgt Facil Plns Rev Fd Fac 9G-20.004-10002904	0	49,483	51,563	52,663
10127 Lcl Air Poll Ctrl Tag Fee Tr Fd Fs 320.03-10002905	1,203,432	1,302,976	1,374,965	1,374,965
10128 Medicaid Certified Match Prog-10002906	0	83,144	88,014	89,008
10129 Indigent Health Care Svcs Fd Fs 212.055-10002907	109,494,772	165,861,067	203,463,618	208,442,500
10131 Pollution Recovery Fd Lf 84-446-10002909	177,022	1,066,969	710,045	710,045
10133 State Rev Sharing Fd; Entitlement I & II-10002911	6,831,474	11,814,546	12,087,380	12,139,184
10134 911 Emer Tel Sys-Combined Fs365.173(2)?-10002917	6,836,146	10,226,259	10,035,622	10,763,332
10135 FL Boating Improv Prog Project Fd-Fs 328.72(15)-10002925	450,663	3,026,163	2,549,344	1,962,569
10137 Child Svcs Contrib Fd-10002968 BA A-40;7/13/11	4,028	8,952	7,094	6,744
10138 Animal Cont Spay/Neuter Inc Pymt Prog- BA B-1;9/5/01	343,940	457,500	457,500	457,500
10139 Animal Svcs Contributions Fd B-1; 9/5/01-10002972	3,800	204,416	220,859	231,384
10140 Its Project Fund-10002992	3,449,610	7,696,480	17,395,312	12,197,634
10141 CTY Lcl Alcohol/Drg Tr Fd 938.13 & 89-29 10002712	0	485,072	544,648	591,549
10142 JT County-City Cecile Wagnon Will Prj Fd 10002959	0	1,076	0	0
10144 Safe and Sound Hillsborough	275,071	304,780	326,130	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10002 Countywide Special Revenue Funds (continued)				
10145 Misdemeanor Probationary Services FS 163.01(4)&(5)	1,698,666	2,400,000	1,806,083	1,824,142
10147 Vehicle for Hire Services Ord. 17-22	119,953	1,222,298	792,237	576,276
10148 Capital Project Priv/Dev Contributions (Non Transport)	0	35,000	35,099	15,000
10149 FL Boating Improv Prog Op Fd-Fs 328.72(15)	0	72,000	83,371	85,640
10900 County Law Library Bd Fd-Ord 14-27; Fs 939.18510006002	287,874	322,159	312,900	315,660
10901 County Law Library Sales/Svcs Ord 14-27; Sec 810006903	0	93	350	350
15001 Indigent & Trauma Health Care Center Fund10009001	106,698,977	260,594,984	314,868,630	278,378,883
10150 Phosphate Severance Tax Fd Fs 211.31	0	0	964,002	981,473
	343,756,410	562,390,891	700,756,562	658,841,272
10003 Unincorporated Area Special Revenue Funds				
10200 Public Art Prog Fd Ord 89-32-10004602	44,877	154,341	251,809	401,809
10201 Major Maint & Repair Proj Fd-R3M-10004610	3,601,525	5,624,234	9,560,089	9,368,604
10202 Parks Impact Fee (Nw Zone) Fd-10004620	867,993	2,102,463	2,511,011	1,986,978
10203 Parks Impact Fee (Ne Zone) Fd-10004621	304,247	1,341,846	1,471,416	1,231,192
10204 Parks Impact Fee (Cnt Zone) Fd-10004622	962,256	3,303,418	3,279,617	2,877,965
10205 Parks Impact Fee (S Zone) Fd-10004623	389,830	2,817,736	4,020,753	972,640
10206 Fire Svc Impact Fee (Nw Zone) Fd-10004630	817	343,122	538,895	577,385
10207 Fire Svc Impact Fee (Ne Zone) Fd-10004631	(1,173)	110,462	292,908	301,549
10208 Fire Svc Impact Fee (Cnt Zone) Fd-10004632	1,615	726,699	1,305,032	1,032,836
10209 Fire Svc Impact Fee (S Zone) Fd-10004633	2,136	331,248	1,222,152	1,516,518
10210 Impact Fees Administration-10004641	90,799	392,949	263,795	210,633
10211 Communication Services Tax-10004645	23,266,363	19,824,112	19,426,880	19,371,705
10212 Enviro Restoration Operating Fd (Ldc Sec 4.01.15)	0	9,880,538	11,631,984	9,492,627
10213 Local Habitat Mitigation Bank Fd (R96-294)10004893	0	1,409,524	1,464,339	1,281,184
10214 Bldg Svc Div Fd; Ord 05-12/Fs553.80(7)10004900	16,082,317	23,885,949	30,980,226	25,143,041
10215 Land Excav Ops/Inspect Sec 8.01.03 Ldc-10004908	90,089	137,731	206,344	241,238
10216 Water Conserv Tr Fd Ord 03-7 Amended-10004913	109,423	788,726	542,278	804,082
10217 Phosphate Severance Tax Fd Fs 211.31-10004922	1,126,228	944,832	0	0
10218 Stormwater Mgmt Proj Fd Ord 89-27-10004924	17,395,086	39,294,200	52,436,176	57,376,123
10219 Stormwater Mgmt Oper Fd Ord 89-27-10004925	1,127,302	1,446,749	1,595,656	1,605,079
10223 Enviro Restoration Projects Fund	0	0	4,066,358	4,172,752
	65,461,730	114,860,879	147,067,718	139,965,940
10004 Transportation Trust Fund				
10300 Transportation Trust Fund Operating-10013001	56,572,602	63,835,903	70,814,595	71,562,674
10301 Transp Trust Fd Projects- 6 Cent Fuel Tx-10013002	31,894,254	42,268,938	35,209,496	37,769,589
10302 Street Lighting Non-Ad Val Assessment Fd-10013005	8,525,342	10,546,684	13,308,950	12,168,224
10305 Dev/Privatey Funded Transportation Proj-10013300	211,445	17,821,962	16,173,074	8,053,317
10306 Local Voted/9Th Cent Fuel Tx Proj Fd-10013940	2,780,712	7,091,909	8,145,966	9,472,270
10307 Road Impact Fee Zone 01 Fund-10013970	644,091	3,053,131	2,477,106	928,331
10308 Road Impact Fee Zone 02 Fund-10013971	142,023	572,891	716,553	302,740
10309 Road Impact Fee Zone 03 Fund-10013972	295	138,231	144,107	142,225
10310 Road Impact Fee Zone 04 Fund-10013973	26,278	2,693,208	3,045,678	1,980,699
10311 Road Impact Fee Zone 05 Fund-10013974	843,318	1,516,885	286,048	95,511
10312 Road Impact Fee Zone 06 Fund-10013975	9,613	219,858	238,366	233,482
10313 Road Impact Fee Zone 07 Fund-10013976	2,782,119	2,732,706	3,535,966	2,376,156
10314 Road Impact Fee Zone 08 Fund-10013977	3,655,691	7,542,838	8,877,235	5,112,036
10315 Road Impact Fee Zone 09 Fund-10013978	1,887,539	5,061,969	4,772,164	3,423,682

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10004 Transportation Trust Fund (continued)				
10316 Road Impact Fee Zone 10 Fund-10013979	216,234	1,255,571	1,247,553	1,265,368
10317 Constitutional Fuel Tax Fund-10013989	10,853,850	17,692,291	19,201,571	16,951,712
10318 County 7Th Cent Fuel Tax Fund- 10013990	5,464,413	5,929,652	6,231,147	6,275,378
10319 Local Voted/9Th CT Fuel Tx Rev Fd Ord 00-0110013991	7,438,178	7,304,787	7,556,358	7,618,003
10320 CW Ad Valorem Tax Transp Fd-10013995	2,841,355	16,073,188	11,442,458	4,748,242
10321 Uninc Ad Valorem Tax Transp Fd-10013992	8,919,636	75,207,945	64,216,918	33,734,051
10322 US 301 Road Widening Tier I - Cp0020	0	6,372,246	6,536,052	6,665,052
10323 US 301 Road Widening Tier II - Cp0026	0	858,301	893,531	903,531
10324 Madison Ave/Us41/66Th St Improvements - Cp0030	301,779	363,739	86,915	0
10325 Lake Hutto Dri-Boyette/Bell Shoals Int - Cp0031	0	723,118	723,118	0
10327 Sligh/Orient - CP0023	61,181	390,826	401,718	0
10328 LAP Falkenburg Rd @Leroy Av Improv	0	0	85,007	0
10331 Dev Prop Share Zn 1	0	2,851,259	2,851,259	1,425,630
10332 Dev Prop Share Zn 2	0	102,000	0	0
10334 Dev Prop Share Zn 4	0	276,431	276,431	0
10336 Dev Prop Share Zn 6	0	34,000	34,000	0
10337 Dev Prop Share Zn 7	86,914	830,710	1,066,702	0
10338 Dev Prop Share Zn 8	0	1,680,955	1,680,955	0
10339 Dev Prop Share Zn 9	0	136,000	136,000	0
10340 Dev Prop Share Zn 10	0	120,145	120,145	0
10351 Mobility Fee Benefit District 1	214,029	1,739,818	5,700,000	5,500,000
10352 Mobility Fee Benefit District 2	7,341	2,697,824	8,634,126	6,567,063
10353 Mobility Fee Benefit District 3	0	538,316	1,584,971	2,000,000
10354 Mobility Fee Benefit District 4	27,261	1,536,933	5,232,543	3,000,000
10355 Mobility Fee Benefit District 5	0	674,805	1,034,757	1,300,000
10360 Transportation Plan Financing Fund	2,568,371	128,093,228	177,744,270	330,027,699
12402 Mort Elementary	0	266,786	240,738	0
12403 Gibsonton Elementary	0	169,707	158,034	0
12404 Kenly Elementary	0	211,777	145,541	0
12876 Atms Dale Mabry & Gunn Hg CP3101	0	1,837,002	1,837,002	0
12881 BB Downs (Bearss-Plm SpgsI Rd Widening CP2407	2,267,393	3,241,669	2,739,422	0
12882 Int Imp-Valrico@ Sydney Trf Signal CP0002	0	141,065	141,065	0
12883 Int Imp-Mt Carmel@ Front St Trf Signal CP0003	0	24,108	24,108	0
12884 Int Imp-US 41@11th Trf Signal CP0004	0	132,224	132,224	0
12885 Int Imp-Sunlake @ Dale Mabry Hwy Trf Sig CP0005	0	583,169	583,169	0
12887 Int Imp-Gibsonton@ I-75 Trf Sig/Int Imp CP0007	0	202,768	202,768	0
12888 Int Imp-Van Dyke@ Simmons Rd Sig/Int Imp CP0019	0	380,195	380,195	0
12889 Big Bend Rd/S Shore Commons PD&E(NRI) CP0028	0	16,220	16,220	0
12890 Blmngdale & Provd Int Imp CP0032	0	3,817	3,817	0
12895 Lithia/Pinecrest CP0300	9,985	33,275	24,015	0
12896 Madison Ave Improv CP0301	0	34,000	119,511	0
12901 W Waters Av & UTBT Improv-CP0432	0	143,118	143,118	0
12903 George Rd/Hillsborough Av Improv-CP0303	0	70,596	70,596	0
12904 Madison Av Improv-LLT Academy-CP0310	0	51,511	0	0
12915 BB Downs (Pebble Crk to Cty Line Rd) TRIP	5,914,411	1,598,562	410,159	0
12917 Van Dyke Road Safety Project - C61035	106,347	178,814	3,503	0
12918 Gunn Highway Safety Project C61035	114,960	284,944	4,584	0
12919 Cypress Creek Elementary Sidewalk Project C69508	21,747	365,618	347,150	0
12920 Stowers Elementary Sidewalk Project C69508	992	146,575	145,683	0
12921 Summerfield Elementary Sidewalk Project C69508	1,042	167,071	166,129	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10004 Transportation Trust Fund (continued)				
12922 Old Big Bend Rd Eisenhower MS Sidewalk Project C69508	1,105	238,454	242,618	0
12923 Tanglewood Lane Drainage Improvements Project C46129	199,314	38,163	0	0
10330 BBD Blvd & Richard Silver Way	0	0	1,437,443	0
12930 PW12930-19 Lutz Lake Fern Road	0	0	12,750	0
	157,613,160	449,142,409	502,195,371	581,602,665
10005 Library Tax District Special Rev Fd				
10400 Library Tax District Operating Fd-10014001	43,324,190	75,672,921	71,739,769	68,952,028
10401 Library Tax District Proj Fd-10014002	6,234,572	29,827,683	36,654,035	21,785,378
10402 Library Major Maint & Repair (R3M) Fd-10014003	1,413,385	609,070	864,531	871,115
10405 Library Tax District Public Art Fd-10014602	0	51,526	56,714	27,056
10416 LS10416-17 C. Blythe Andrews Library State Aid	500,000	500,000	0	0
10419 LS10419-18 State Aid To Lib	1,016,357	0	0	0
10420 LS10420-19 State Aid To Lib	0	1,050,850	5,000	0
10421 LS10421-20 State Aid To Lib	0	0	969,521	0
10422 LS10422-21 State Aid To Lib	0	0	0	969,521
	52,488,504	107,712,050	110,289,570	92,605,098
10006 CIT Special Revenue Fund				
10500 CIT Proj Fd (Phase I 97-03)10030002	184,676	3,037,585	275,555	0
10501 CIT Proj Fd (Phase II 03-08)10030003	542,092	6,035,706	5,195,644	3,329,241
10502 CIT Proj Fd (Ph III Feb 08 - Sept 16)10030005	19,434,505	52,016,898	43,635,038	30,370,934
10503 CIT Proj Fd (Transportation Task Force)10030006	4,911,061	29,415,634	29,522,030	17,798,628
10506 Commercial Paper Notes Fd li -10030044	53,033,880	2,784,130	875,000	875,000
	78,106,214	93,289,953	79,503,267	52,373,803
10007 Blended Component Units Spec Rev Fund				
10600 County Civil Service Board Fd10006001	1,430,213	1,971,750	0	0
10008 Grants (Not Transportation-Related)				
10702 Disaster Events Fd (IRMA)	11,697,798	5,722,084	6,705,696	8,287,033
10706 Courthouse Facility Impro JB2838	70,288	0	0	0
10707 Brownflds PG2002/ED3220/ED3221	0	41,143	45,004	46,490
10708 Nfl - Youth Education Tow PR2002	0	166,381	181,583	183,587
10709 Nfl - Youth Education Tow PR2902	0	522,101	560,954	566,980
10710 Future Disaster Event Fund	0	4,000,000	3,455,000	3,550,449
10727 HUD Neighborhood Stabiliz AH2920	82,159	50,104	90,500	90,500
10733 Home Investment Partnersh AH3103	44	0	0	0
10739 HUD Community Development AH3215	208,785	0	0	0
10743 HUD Community Development AH3315	797,669	760,825	40,991	40,991
10746 HUD Community Development AH3415	293,771	479,165	440,946	361,692
10748 Home Investment Partnersh AH3503	318,800	709,040	468,836	468,836
10749 HUD Community Development AH3515	151,822	48,105	48,105	0
10762 Federal Justice Assistanc SP3514	1,210	0	0	0
10772 AH10772-16 HUD CDBG	694,851	333,764	248,236	248,256
10773 AH10773-17 HUD CDBG	754,053	1,800,352	1,259,099	750,000
10774 AH10774-16 HOME Investment Ptp	3,543,764	3,065,300	116,855	116,855
10775 AH10775-17 HOME Investment Ptp	422,944	1,613,387	207,780	207,780
10776 AH10776-16 Emergency Shelter Grant	2,598	0	0	0
10777 AH10777-17 Emergency Shelter Grant	372,161	326,660	0	0
10779 SP10779-17 Federal Justice Assistance	21,978	0	0	0
10783 SP10783-17 State JAG HCSO	148,459	0	0	0
10784 SP10784-17 CJMSAMHRG	566,520	1,255,923	251,458	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
10785 SP10785-18 CJMSA DPTIP	225,317	2,238,519	1,048,041	0
10786 SP10786-19 Hillsbor Commun Recidivisms Reduc Initiative	0	0	574,904	287,452
10791 EL10791-19 Cockroach Bay Inv Plant Rmvl	0	0	271,430	271,430
10792 HR10792-19 Hands on Interns	0	0	200,000	200,000
10793 Future Disaster Events_Fund	0	0	2,000,000	2,000,000
10794 Disaster Preparedness Fd (General)	0	0	700,000	700,000
11202 AG11202-17 Congregate Meals Title III-C1	257,740	0	0	0
11204 AG11204-17 Home Deliv Meals Title III-C2	285,320	0	0	0
11206 AG11206-17 Homemkr Local Svc Prog	91,868	0	0	0
11208 AG11208-17 Caregiver Svcs Title III-E	95,299	0	0	0
11210 AG11210-17 Community Care For The El	2,106,101	0	0	0
11212 AG11212-17 Home Care For The Elderly	50,915	0	0	0
11214 AG11214-17 NSIP Nutrition Service Incentive Prog	89,919	0	0	0
11216 AG11216-17 Alzheimer Disease Initiat	707,373	0	0	0
11218 AG11218-17 Summer Food Svc Children DACS	(252)	0	0	0
11220 AG11220-17 Sr Adult Day Care III-B	109,958	0	0	0
11222 AG11222-17 ADI Day Care Alzheimers	(30)	0	0	0
11223 SS11223-16 Community Action Prog (Chase)	57,467	0	0	0
11225 11225 BOCC-HC11225-19 National Training and Technical Assist	0	0	100,000	0
11301 SS11301-16 Community Svcs Block Grant (CSBG)	(166)	0	0	0
11302 SS11302-17 Community Svcs Block Grant (CSBG)	1,226,736	0	0	0
11304 SS11304-17 Emergency Home Assist Prog (EHEAP)	165,322	0	0	0
11306 SS11306-17 Low-Income Home Energy Assist Prg (LIHEAP)	1,120,203	0	0	0
11308 HC11308-17 Ryan White Part A-HIV/AIDS Prog Svcs	5,186,219	0	0	0
12036 Fed Transit Admin Sec 531 HS3025	211,423	0	0	0
12041 Homeless Vets Reintegrati HS3032	(8,657)	0	0	0
12095 Headstart Prg FY12 Hhs FA3200	840	0	0	0
12098 Child Daycare Licensing F FA3204	30,982	0	0	0
12099 Natl Sch Lunch/Breakfast FA3205	15,244	0	0	0
12100 Florida Network Prog 12 FA3222	150,470	0	0	0
12103 Emerg Shelter Care Reside FA3230	116,367	0	0	0
12104 Child Care Licensing Scho FA3234	(32,310)	0	0	0
12109 Scnap Congregate Meals C- FA3252	100	0	0	0
12112 Medicaid Waiver Reimb Pro FA3258	72,240	0	0	0
12114 Alzheimer Disease Initiat FA3262	13,962	0	0	0
12115 Alzh Disease Initiative D FA3263	370	0	0	0
12116 Community Care For The El FA3265	(5,878)	0	0	0
12121 Emer Home Energy Assist F FA3282	(1,055)	0	0	0
12122 Low Income Home Ener Assi FA3283	(1,650)	0	0	0
12135 Early Headstart Program F FA3302	48	0	0	0
12136 Child Daycare Licensing F FA3304	26,892	0	0	0
12139 Florida Network Prog 13 FA3322	407,989	0	0	0
12141 Emerg Shelter Care Reside FA3330	(86,454)	0	0	0
12142 Child Care Licensing Scho FA3334	(2,268)	0	0	0
12147 Scnap Congregate Meals C- FA3352	(1,642)	0	0	0
12148 Scnap Home Delivered Meal FA3354	(157)	0	0	0
12152 Alzheimer Disease Initiat FA3362	2,436	0	0	0
12154 Community Care For The El FA3365	(15)	0	0	0
12158 Community Svcs Block Gran FA3380	430	0	0	0
12159 Emer Home Energy Assist F FA3382	(57)	0	0	0
12160 Low Income Home Ener Assi FA3383	(39,328)	0	0	0
12167 Sunshine Line Program 13 FA3395	415,065	0	0	0
12168 Summer Food Svc Children FA3397	3	0	0	0
12169 Headstart Prg FY14 Hhs FA3400	613,246	0	0	0
12173 Natl Sch Lunch Prog Educ FA3405	3,698	0	0	0
12174 Natl Sch Breakfast Prog E FA3406	3,466	0	0	0
12175 Florida Network Prog 14 FA3422	381,738	0	0	0
12176 Emerg Shelter Care Reside FA3430	72,140	0	0	0
12177 Child Care Licensing Scho FA3434	104,030	0	0	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
12178 Dom Violence Respite Svcs FY14 to18; FA3436	184,538	258,220	325,757	325,757
12189 Title Iiie Caregiver Svcs FA3470	8,473	0	0	0
12192 Low Income Home Ener Assi FA3483	(86)	0	0	0
12195 Sunshine Line Program 14 FA3495	(61,757)	0	0	0
12200 Child Daycare Licensing F FA3504	190,847	0	0	0
12204 Emerg Shelter Care Reside FA3530	48,114	0	0	0
12205 Child Care Licensing Scho FA3534	47,320	0	0	0
12223 Sunshine Line Program 15 FA3595	237,162	0	0	0
12225 Summer Day Camp Sessions FA3345	13,403	0	0	0
12227 DJJ After School Prog FA3446	11,888	0	0	0
12231 SL12231-17 Sunshine Line Program	2,042,793	0	0	0
12232 HS12232-16 Head Start Prog HHS	(276,687)	0	0	0
12233 HS12233-17 Head Start Prog HHS	788,177	0	0	0
12234 HS12234-16 Early Head Start Prog HHS	23,253	0	0	0
12235 HS12235-17 Early Head Start Prog HHS	221,789	0	0	0
12237 CS12237-17 Child Care Food Prog	9,632	0	0	0
12240 CS12240-16 CCL School Readiness	(300)	0	0	0
12241 CS12241-17 CCL School Readiness	772,058	0	0	0
12242 CS12242-16 Florida Network Prog	44,789	0	0	0
12243 CS12243-17 Florida Network Prog	1,001,699	0	0	0
12245 CS12245-17 Emerg Shelter Care Reside	(493)	0	0	0
12247 CS12247-17 Natl Sch Brkfst/Lunch Prog Educ	84,291	0	0	0
12284 Envirofocus Technologies EP3039	10,002	18,300	32,025	32,025
12343 EP12343-17 Air Pollution Control TitV	233,120	0	0	0
12345 EP12345-17 Air Monitoring Sec 103;	47,032	0	0	0
12346 EP12346-16 Petro Site Cleanup Fdep G	70,174	0	0	0
12347 EP12347-17 Petro Site Cleanup Fdep G	991,594	0	0	0
12348 EP12348-16 Pollutant Stge Sys Compli	32,466	0	0	0
12349 EP12349-17 Pollutant Stge Sys Compli	405,287	0	0	0
12351 EP12351-17 National Air Toxics Trend	97,704	0	0	0
12353 EP12353-17 Federal Bio Watch Program	286,040	0	0	0
12355 EP12355-17 Baywide Benthic Monitorin	30,000	0	0	0
12356 EP12356-16 Artificial Reef Monitoring	13,866	0	0	0
12357 EP12357-16 6861 McKay Bay Dredge Hole Assessment	1,999	0	0	0
12358 EP12358-16 6863 Tampa Bay Dredge Hole Assessment	18,709	0	0	0
12359 HS12359-18 Head Start Prog HHS	28,372,635	1,983,072	0	0
12360 HS12360-18 Child Care Food Prog	1,256,926	143,391	0	0
12361 HS12361-18 Early Head Start Prog HHS	5,765,030	497,202	0	0
12362 HS12362-19 Head Start Prog HHS	0	28,707,948	1,507,040	1,507,040
12363 HS12363-19 Child Care Food Prog	0	1,345,000	141,250	141,250
12364 HS12364-19 Early Head Start Prog HHS	0	5,872,530	407,821	407,821
12365 AH12365-18 HOME Investment Ptp	173,286	1,964,076	1,853,717	1,853,276
12366 AH12366-18 HUD CDBG	2,221,470	4,901,742	2,861,737	2,861,479
12367 AH12367-18 Emergency Solution Grant	516,038	500,706	0	0
12369 AH12369-19 HOME Investment Ptp	0	2,911,057	2,634,951	2,635,310
12370 AH12370-19 HUD CDBG	0	6,992,758	4,832,258	4,832,474
12371 AH12371-19 Emergency Solution Grant	0	546,769	266,414	266,424
12373 ED12373-18 Florida SBDC st USFSmall Busi Dev Center	237,407	85,620	0	0
12374 ED12374-19 Florida SBDC st USFSmall Busi Dev Center	0	270,623	70,624	0
12393 SC12393-17 FDACS Contract for AG-BMP	76,855	175,268	124,032	0
12395 SP12395-18 Federal Justice Assistance	128,654	144,422	0	0
12396 SP12396-18 State JAG	33,769	303,928	337,697	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
12397 SP12397-19 State JAG	0	350,824	337,189	0
12398 SP12398-19 Federal Justice Assistance	0	156,694	0	0
12399 WMP- Hillsborough County Peak/Volume project	0	400,000	300,000	0
12400 WMP Duck Pond Update Project	0	250,000	199,121	0
12406 Pemberton/Baker Canal Watershed Mgmt	187,157	84,665	130,805	0
12407 Hillsborough River/Tampa Bypass Canal WMP	301,783	500,863	274,695	0
12408 PW12408-19 HC SCADA Long-Term Planning	0	0	200,000	0
12447 Delaney/Archie Creek Wate CP3200	36	0	0	0
12448 Cypress Creek Watershed P CP3201	2,026	0	0	0
12455 Holloway Rd Drnge Imp N 474/CP3302	13,270	99,780	99,780	0
12456 Lk Thonotosassa Implmt Proj W765-3/CP3303	14,164	114	0	0
12459 Flood Prot Providence Rd Imp N436-3/CP3306	157,885	112,216	0	0
12460 Hollowman's Branch Drainage Improvements	0	1,490,000	1,490,000	0
12462 PW12462-15 East Lake NSE Proj - SWFWMD	1,804	478	0	0
12464 W Bearss Drng Improv N594	132,788	0	0	0
12466 Alafia Watershed Master Pln N588	240,853	209,193	313,738	0
12469 Veterans Memorial Park- Hillsborough County	376,517	0	0	0
12470 AG12470-18 Congregate Meals Title III-C1	1,026,386	474,919	0	0
12471 AG12471-18 Home Deliv Meals Title III-C2	895,359	395,948	0	0
12472 AG12472-18 Homemkr Local Svc Prog	15,744	92,949	0	0
12473 AG12473-18 Summer Food Svc Children DACS	834,791	122,742	0	0
12474 AG12474-18 Community Care For The El	752,606	2,072,637	0	0
12475 AG12475-18 Home Care For The Elderly	14,092	59,500	0	0
12476 AG12476-18 NSIP Nutrition Incentive Svc Prog	239,288	130,691	0	0
12477 AG12477-18 Alzheimer Disease Initiat	197,675	747,495	0	0
12478 AG12478-18 Caregivers Svcs Tital IIIE	227,059	65,142	0	0
12479 AG12479-18 Senior Adult Daycare III-B	862,141	233,350	0	0
12480 AG12480-18 ADI Day Care Alzheimers	0	97,765	0	0
12481 AG12481-19 Congregate Meals Title III-C1	0	1,356,910	477,703	477,749
12482 AG12482-19 Home Deliv Meals Title III-C2	0	1,131,279	373,491	373,510
12483 AG12483-19 Homemkr Local Svc Prog	0	109,352	90,762	90,762
12484 AG12484-19 Summer Food Svc Children DACS	0	1,022,851	191,054	191,065
12485 AG12485-19 Community Care For The El	0	2,416,010	2,005,646	2,005,694
12486 AG12486-19 Home Care For The Elderly	0	23,098	58,224	58,230
12487 AG12487-19 NSIP Nutrition Incentive Svc Prog	0	373,404	100,432	100,432
12488 AG12488-19 Alzheimer Disease Initiat	0	634,844	627,478	627,490
12489 AG12489-19 Caregivers Svcs Title IIIIE	0	186,120	76,318	76,323
12490 AG12490-19 Sr Adult Day Care III-B	0	666,715	288,624	288,660
12491 AG12491-19 ADI Day Care Alzheimers	0	117,392	149,359	149,372
12492 SS12492-18 Community Svcs Block Grant (CSBG)	1,036,214	1,810,097	1,740,673	1,761,625
12493 SS12493-18 Emergency Home Assist Prog (EHEAP)	14	158,640	155,620	155,921
12494 SS12494-18 Low-Income Home Energy Assist Prg (LIHEAP)	1,948,684	4,778,831	5,148,717	5,182,019
12495 HC12495-18 Ryan White Part A-HIV/AIDS Prog Svcs	5,592,740	6,222,303	0	0
12499 HC12499-19 Ryan White Part A-HIV/AIDS Prog Svcs	0	10,637,079	6,591,640	0
12502 MP12502-18 Fed Transit Admin Sec 5303 Plng	589,379	209,000	0	0
12503 MP12503-19 Fed Transit Admin Sec 5303 Plng	0	604,254	573,610	573,610
12504 MP12504-18 Fed Hwy Adm Sec 112 Plng	250,203	1,755,290	243,000	243,000
12505 MP12505-19 Fed Hwy Adm Sec 112 Plng	0	1,755,290	1,755,290	1,755,290
12506 MP12506-18 Comm for Transp Disadvantaged Plng	250	54,041	22,000	22,000
12507 MP12507-19 Comm for Transp Disadvantaged Plng	0	48,144	48,144	48,144
12508 MP12508-18 Long Range Transp Plan	0	400,000	435,600	435,600
12509 MP12509-19 Long Range Transp Plan	0	500,000	500,000	500,000
12566 Emer Medical Svcs Cnty Gr FR3401	518	0	0	0
12581 FR12581-17 Emer Medical Svcs Cnty Grt	839	0	0	0
12583 FR12583-17 DHS Emergency Responder Trg Part A	77,287	0	0	0
12585 FR12585-17 Emer Mgt State/Lcl Prog	389,105	0	0	0
12587 FR12587-17 Emer Mgt Prep/Assist	90,711	0	0	0
12589 FR12589-17 HazMat Planning	30,017	0	0	0
12594 FR12594-16 Port Security Grant	705,645	0	0	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
12595 FR12595-17 DHS Emergency Responder Trg Part B	7,500	0	0	0
12596 FR12596-17 State Homeland Security Grant	14,716	0	0	0
12597 JB12597-18 VOCA Crime Vict Asst	91,536	158,433	0	0
12598 JB12598-18 Eckerd Supervised Visitation	11,896	45,000	0	0
12599 JB12599-18 Florida Network For Children's Advocacy (DCF)	0	3,333	0	0
12604 Hillsborough MPO Resiliency Pilot Study	0	250,000	173,000	173,000
12680 JB12680-17 Supervised Visitation	37,407	0	0	0
12686 JB12686-17 Case Mgmt & Advocacy	51,208	0	0	0
12690 JB12690-17 HC Drug Court (SAMHSA)	7,685	0	0	0
12691 JB12691-17 SAMHSA Veterans Treat Court Enhancement	750	0	0	0
12692 FR12692-18 Emer Medical Svcs Cnty Grt	169,693	0	0	0
12693 FR12693-19 Emer Medical Svcs Cnty Grt	0	168,000	0	0
12694 FR12694-18 DHS Emergency Responder Trg	15,575	109,075	83,180	0
12695 FR12695-19 DHS Emergency Responder Trg	0	150,000	109,000	0
12696 FR12696-18 Emer Mgt State/Lcl Prog	130,171	422,667	0	0
12697 FR12697-19 Emer Mgt State/Lcl Prog	0	520,000	414,866	0
12698 FR12698-18 Emer Mgt Prep/Assist	28,396	97,347	0	0
12699 FR12699-19 Emer Mgt Prep/Assist	0	116,000	80,677	0
12700 FR12700-18 HazMat Planning	0	29,916	0	0
12701 FR12701-19 HazMat Planning	0	30,000	28,362	0
12702 FR12702-18 Staffing Adequate Fire/Emer Response (SAFER)	964,077	1,507,277	1,571,376	479,032
12703 FR12703-18 DHS TF3 Equipment	0	24,850	0	0
12704 FR12704-18 DHS MARC Equipment	0	71,805	0	0
12706 CX12706-18 FL-Friendly Landscaping Prog	161,111	0	0	0
12707 CX12707-19 FL-Friendly Landscaping Prog	0	161,393	3,000	0
12708 SL12708-18 Sunshine Line Program	538,029	2,332,834	0	0
12709 SL12709-19 Sunshine Line Program	0	2,454,930	2,197,519	2,197,519
12713 Upper Town & Country (N-761)SWFWMDAg #17CF0000417	0	1,700,000	1,200,000	0
12715 W. Lambright St Prj CIP#46132.024-SWFWMDAg#17CF0000	0	1,100,000	643,758	0
12716 Lk Carroll Outfall Proj CIP #46129.009-SWFWMD Ag #17C	1,000,000	0	0	0
12751 MP12751-17 Fed Hwy Adm Sec 112 Plng	1,664,806	399,745	0	0
12753 MP12753-17 Comm for Transp Disadvantaged Plng	47,321	12,663	0	0
12755 MP12755-17 Long Range Transp Plan	357,121	143,204	0	0
12756 MP12756-17 Healthiest Cities & Counties Challenge	3,594	2,000	55,386	55,386
12765 JB12765-19 VOCA Crime Vict Asst	0	181,410	79,290	0
12766 JB12766-19 Eckerd Supervised Visitation	0	50,000	50,000	0
12767 JB12767-19 Fla Network for Children's Advocacy (DCF)	0	3,963	3,963	0
12768 JB12768-19 Fla Network for Children's Advocacy (NCA)	0	7,000	0	0
12769 JB12769-19 Fla Network for Children's Advocacy (OSCA)	0	62,320	62,320	0
12770 JB12770-19 SAMHSA Marchman Drug Court	0	325,000	0	0
12772 ED12772-17 Fla SBDC st USF Small Business Dev Center	20,563	0	0	0
12773 EP12773-18 County Clean Air Program	1,061,920	0	0	0
12774 EP12774-19 County Clean Air Program	0	1,003,759	0	0
12775 EP12775-18 Air Pollution Control TitV	76,403	250,000	0	0
12776 EP12776-19 Air Pollution Control TitV	0	299,956	250,000	250,000
12777 EP12777-18 Air Monitoring Sec 103;	35,096	45,328	0	0
12778 EP12778-19 Air Monitoring Sec 103;	0	95,000	54,250	54,250
12779 EP12779-18 Petro Site Cleanup Fdep G	347,320	1,270,900	0	0
12780 EP12780-19 Petro Site Cleanup Fdep G	0	1,507,425	1,256,188	1,256,188
12781 EP12781-18 Pollutant Stge Sys Compli	151,284	399,000	0	0
12782 EP12782-19 Pollutant Stge Sys Compli	0	523,216	436,014	436,014

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
12783 EP12783-18 National Air Toxics Trend	24,303	89,333	0	0
12784 EP12784-19 National Air Toxics Trend	0	135,000	112,500	112,500
12785 EP12785-18 Federal Bio Watch Program	99,068	326,000	0	0
12786 EP12786-19 Federal Bio Watch Program	0	390,000	325,000	352,000
12787 EP12787-18 Baywide Benthic Monitorin	20,601	25,000	0	0
12788 EP12788-19 Baywide Benthic Monitorin	0	40,000	25,000	25,000
12789 CS12789-18 CCL School Readiness	280,199	1,058,904	0	0
12790 CS12790-19 CCL School Readiness	0	1,058,904	825,510	847,990
12791 CS12791-18 Florida Network Prog	337,879	1,312,742	0	0
12792 CS12792-19 Florida Network Prog	0	1,313,242	1,312,742	1,312,742
12793 CS12793-18 Emerg Shelter Care Reside	1,210,033	2,779,723	0	0
12794 CS12794-19 Emerg Shelter Care Reside	0	0	984,556	984,556
12795 CS12795-18 Natl Sch Brkfst/Lunch Prog Educ	14,365	62,500	0	0
12796 CS12796-19 Natl Sch Brkfst/Lunch Prog Educ	0	82,000	82,000	82,000
12797 JB12797-18 Fla Network for Children's Advocacy (NCA)	0	7,000	0	0
12799 JB12799-18 SAMHSA Marchman Drug Court YR 3 OF 3	277,502	325,000	0	0
12810 JB12810-18 SAMHSA Veterans Drug Court	233,932	324,100	0	0
12811 JB12811-19 SAMHSA Veterans Drug CourtyR 3 OF 3	0	324,100	217,167	0
12812 EP12812-17 NFWF ? Tampa Bay Hardbottom Mapping	0	23,000	0	0
12816 PW12816-18 WMP- Delany Creek (N887)	0	346,126	346,126	0
12817 PW12817-18 WMP-Temple Terrace Hwy Drain Imp (N883)	0	1,400,000	700,000	0
12818 PW818-18 WMP-E Lake Watershed Mgt Plan Update (N903)	0	100,000	100,000	0
12819 PW12819-18 WMP- Silver/Twin Lake (N872)	0	50,000	767	0
12820 PW12820-18 Mosquito Control Prog (St)	0	47,311	0	0
12822 BOCC -PW822-18 FEMA Flood Mitig @ Sonora Drive	2,772	0	155,518	0
12823 PW12823-17 Lowr Sweetwater Crk N763 Tanglewood Ln	850,166	191,976	296,006	0
12824 PW12824-18 WMP- Floodplain Redelineation (N894)	0	300,000	250,000	0
12850 FEMA Flood Mitig @ 111 18th St.	0	0	155,518	0
12851 FEMA Flood Mitig @ 8614 Parkway Cr.	135,169	0	0	0
12853 PW12853-17 Mosquito Control Prog (St)	0	47,310	0	0
12859 PW12859-16 Flood Mit Assist Prog (xxxx272)	(6)	0	0	0
12924 JB12924-18 SAMHSA Family Depcy Treat Court Exp Yr 1/5	177,498	424,939	0	0
12925 JB12925-19 SAMHSA Family Depcy Treat Court Exp Yr 2/5	0	424,939	276,853	0
12926 JB12926-18 National Childr Alliance (NCA) Dpt of Justice	9,184	0	0	0
12927 JB12927-18 SAMHSA Enhanced Jail Diversion Grant	0	412,500	379,500	379,500
12682 JB12682-17 Florida Network for Children?s Advocacy DCF	3,963	0	0	0
12684 JB12684-17 Florida Network for Child Advocacy NCA	7,000	0	0	0
12798 JB12798-18 Florida Network for Children?s Advocacy AOG	0	58,890	0	0
12394 SP12394-19 Domestic Violence Innovation Project	0	0	609,278	231,237
12401 TPA Bypass Canal Trail Proj - CIP - Proj Dev &Envir - LAP	0	730,000	750,000	0
12465 Lynette Dr Drng Improv N608	200,000	0	0	0
12467 Palm River Water & Sewer Expansion Project	0	1,130,920	1,909,315	0
12705 CS12705-18 Child Daycare Licensing	55,166	255,866	0	0
12717 N. Falkenburg Road Drainage Imp	0	0	1,000,000	0
12758 MP12758-20 Fed Hwy Adm Sec 112 Plng	0	0	1,755,290	1,755,290
12813 FR12813-19 DHS TF3 Equipment	0	0	68,200	0
12814 FR12814-19 DHS MARC Equipment	0	0	96,500	0
12928 EP12928-19 EPC/COT ? MS4 NPDES Permit Mon. Svcs	0	0	97,000	97,000
13001 AG13001-20 Congregate Meals Title III-C1	0	0	1,455,939	1,455,939
13002 AG13002-20 Home Deliv Meals Title III-C2	0	0	1,232,730	1,232,730
13003 AG13003-20 Sr Adult Day Care III-B	0	0	873,349	873,349
13004 AG13004-20 Homemkr Local Svc Prog	0	0	109,352	109,352
13005 AG13005-20 Alzheimer Disease Initiat	0	0	755,244	755,244
13006 AG13006-20 ADI Day Care Alzheimers	0	0	179,441	179,441

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
13007 AG13007-20 Community Care For The El	0	0	2,554,474	2,554,474
13008 AG13008-20 Home Care For The Elderly	0	0	69,876	69,876
13009 AG13009-20 NSIP Nutrition Incentive Svc Prog	0	0	304,339	304,339
13010 AG13010-20 Caregiver Svcs Title III E	0	0	231,082	231,082
13011 AG13011-20 Summer Food Svc Children DACS	0	0	1,022,851	1,022,851
13012 AH13012-20 HOME Investment Ptp	0	0	2,911,057	2,919,917
13013 AH13013-20 HUD CDBG	0	0	6,992,758	6,994,774
13014 AH13014-20 Emergency Shelter Grant	0	0	546,769	547,181
13015 CS13015-20 Emerg Shelter Care Reside	0	0	1,168,000	1,168,000
13016 CS13016-20 Florida Network Prog	0	0	1,312,742	1,312,742
13017 CS13017-20 Natl Sch Brkfst/Lunch Prog Educ	0	0	82,000	82,000
13018 CS13018-20 CCL School Readiness	0	0	1,058,904	1,058,904
13019 CX13019-20 FL-Friendly Landscaping Prog	0	0	172,880	172,880
13020 EP13020-20 Air Pollution Control TitV	0	0	299,956	299,956
13021 EP13021-20 Petro Site Cleanup Fddep G	0	0	1,415,000	1,415,000
13022 EP13022-20 Pollutant Stge Sys Compli	0	0	520,000	520,000
13023 EP13023-20 National Air Toxics Trend	0	0	135,301	135,301
13024 EP13024-20 Federal Bio Watch Program	0	0	400,000	400,000
13025 EP13025-20 County Clean Air Program	0	0	1,012,259	1,012,259
13026 EP13026-20 Air Monitoring Sec 103;	0	0	95,000	95,000
13028 FR13028-20 DHS Emergency Responder Trg	0	0	109,000	0
13029 FR13029-20 HazMat Planning	0	0	30,000	30,000
13030 FR13030-20 Emer Mgt State/Lcl Prog	0	0	520,000	396,500
13031 FR13031-20 Emer Mgt Prep/Assist	0	0	116,000	88,450
13032 FR13032-20 Emer Medical Svcs Cnty Grt	0	0	107,580	0
13033 HC13033-20 Ryan White Part A-HIV/AIDS Prog Svcs	0	0	10,796,721	7,131,525
13034 HS13034-20 Head Start Prog HHS	0	0	32,629,349	32,629,349
13035 HS13035-20 Child Care Food Prog	0	0	1,359,579	1,359,579
13036 HS13036-20 Early Head Start Prog HHS	0	0	6,932,348	7,052,684
13037 JB13037-20 Eckerd Supervised Visitation	0	0	50,000	50,000
13038 JB13038-20 Fla Net for Child Advocacy Center	0	0	7,069	7,069
13039 JB13039-20 Fla Net for Child Advocacy Center (FNCAC)	0	0	55,000	55,000
13040 JB13040-20 VOCA (Victim of Crime Act)	0	0	228,265	168,778
13041 ED13041-20 Fla SBDC at USFSmall Business Dev Center	0	0	296,502	301,884
13042 JB13042-20 SAMHSA-Family Depend Treat Court Exp	0	0	424,939	422,339
13044 SL13044-20 Sunshine Line Program	0	0	2,454,930	2,454,930
13045 SP13045-20 Federal Justice Assistance	0	0	144,238	144,238
13046 SP13046-20 State JAG	0	0	336,616	673,232
13053 CS13053-19 Child Daycare Licensing	0	0	258,242	258,242
13055 FR13055-20 Homeland Secuity EM training Material Gr	0	0	33,500	0
13056 CS13056-20 Quality Early Education System	0	0	268,906	268,906
13137 JB13137-21 Eckerd Supervised Visitation	0	0	0	50,000
13138 JB13138-21 Florida Net for Child Advocacy Center	0	0	0	7,069
13139 JB13139-21 Fla Net for Child Advocacy Center (FNCAC)	0	0	0	55,000
13140 JB13140-21 VOCA (Victim of Crime Act)	0	0	0	126,176
13142 JB13142-21 SAMHSA-Family Depend Treat Court Exp	0	0	0	424,939
13150 CS13150-20 Child Daycare Licensing	0	0	344,322	344,322
12718 MP12718-20 Fed Transit Admin Sec 5303 Plng	0	0	685,866	685,866
12759 MP12557-20 Comm for Transp Disadvantaged Plng	0	0	59,445	59,445
12809 MP12809-20 Long Range Transp Plan	0	0	750,000	750,000
13027 EP13027-20 Baywide Benthic Monitorin	0	0	40,000	40,000
13050 W Lambright St COT	0	0	259,972	0
13051 56th St and Hanna Ave Drainage	0	0	240,000	0
13052 Gibson Ave Drain Impr	0	0	1,800,000	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
10008 Grants (Not Transportation-Related) (continued)				
13128 FR13128-21 DHS Emergency Responder Trg	0	0	0	109,000
13129 FR13129-21 HazMat Planning	0	0	0	30,000
13130 FR13130-21 Emer Mgt State/Lcl Prog	0	0	0	520,000
13131 FR13131-21 Emer Mgt Prep/Assist	0	0	0	116,000
13132 FR13132-21 Emer Medical Svcs Cnty Grt	0	0	0	130,000
13133 HC13133-21 Ryan White Part A-HIV/AIDS Prog Svcs	0	0	0	10,304,911
13155 FR13155-21 Homeland Secutity EM Train Material Grant	0	0	0	33,500
	108,938,659	159,506,468	169,241,641	153,640,411
10009 Sales Tax Revenue Fund				
10800 Half-Cent Sales Tax Rev Fd10010010	104,663,693	141,239,788	147,797,549	151,154,676
10801 Local Govt Infrastructure Surtax Fd10010090	131,306,427	143,913,099	146,614,358	151,981,432
10802 Prof Sports Franchise Facil Sales Tax Fd10010020	2,000,004	2,179,513	2,187,551	2,189,696
10803 3% Tourist Development Tx Fd; Fs 125.010410010030	20,566,795	24,882,215	28,672,648	29,071,456
10804 1% Addl (4Th Ct) Tourist Tax Fd Ord 03-0310010040	2,516,726	18,481,246	21,909,356	25,497,748
10805 1% Addl (5Th Ct) Tourist Tax Fd Ord 03-0310010050	4,713,792	12,735,814	15,442,265	17,760,206
10811 1% Addl (6Th Ct) Tourist Tax Fd Ord 03-031	0	0	7,643,682	9,933,414
10820 1% Addl (6Th Ct) Tourist Tax Fd Ord 03-0310010050	0	0	0	0
	265,767,437	343,431,675	370,267,409	387,588,628
10010 Discretely Presented Component Units				
10902 City-Cnty Planning Com Fd-Ch 97/351 LOF10006006	4,704,258	5,088,108	5,690,713	5,842,421
10903 MPO Transp Imp Surtax	0	0	4,849,522	3,567,783
	4,704,258	5,088,108	10,540,235	9,410,204
10011 Local Housing Assistance Program Fund				
10769 SHIP AH10769-15 YR 23	1,064,885	346,725	0	0
10770 SHIP AH10770-16 YR 24	4,797,933	4,282,972	961,873	961,873
10771 SHIP AH10771-17 YR 25	1,449,347	4,849,286	3,024,396	3,023,981
12368 SHIP AH12368-18 YR 26	15,723	1,844,889	1,710,176	1,710,296
10721 SHIP AH3101 -11 YR 19	3	0	0	0
10722 SHIP AH3201 -12 YR 20	0	0	0	0
10764 SHIP AH3301 -13 YR 21	(2)	0	0	0
10768 SHIP AH3401 -14 YR 22	(7,114)	0	0	0
10787 SHIP AH10787-20 YR 28	0	0	1,844,489	1,548,110
12372 SHIP AH12372-19 YR 27	0	0	1,923,110	1,923,110
	7,320,775	11,323,872	9,464,044	9,167,370
10012 Transporation Surtax Trust Fund				
10508 TIS Maintenance & Vulnerability Reduction Proj Fd	0	0	37,300,000	58,200,000
10509 TIS Congestion Reduction Proj Fd	0	0	48,490,000	75,660,000
10510 TIS Safety Impr Proj Fd	0	0	50,355,000	78,570,000
10511 TIS Transp Network Impr Proj Fd	0	0	22,380,000	34,920,000
10512 TIS Remaining Proj Fd FS 212.055(1)	0	0	27,975,000	43,650,000
	0	0	186,500,000	291,000,000
SPECIAL REVENUE FUNDS TOTAL	1,085,587,360	1,848,718,055	2,285,825,817	2,376,195,391
20000 DEBT SERVICE FUNDS				
20104 Revenue Bonds Sinking Funds				
20003 Whse/Shrf Non Ad Ref Rev Bds 08/17 Note Sk Fd	1,149,191	1,669,433	1,667,053	1,666,773
20005 4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001	2,360,719	3,961,368	3,981,686	3,996,868
20006 5th Cent TDT 06A/16 Ref Rev Bds	2,027,544	3,547,604	3,566,730	3,587,855
20011 CIP Ref Rev Bds Series 06/16 Sk Fd-20038004	2,749,025	3,212,830	3,212,475	3,215,984
20020 CIT Rev Bds 2007 Sk Fd-20051001	10,957,250	0	0	0
20023 CIT 2012A&B Rev (2001A&B /2004 Ref)-20053001	9,874,325	17,764,722	17,954,888	18,151,659
20024 CIP Rev Bds 12/17 Note Sk Fd-20054001	33,921,102	8,991,535	9,077,592	9,067,481
20026 CST Series 2015 Bonds Sk Fd	4,034,350	6,843,751	6,912,760	6,897,660
20029 CIT Series 2015 Refunding Revenue Bonds	9,364,200	36,302,250	36,668,500	37,054,334
20033 CIT Series 2018 Sk Fd	66,431,010	10,963,267	11,754,617	11,882,930

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
20000 DEBT SERVICE FUNDS (continued)				
20034 Half Cent Transportation Plan Sinking Funfd	0	0	183,094,270	335,377,699
20035 CIP Half Cent Series 2020 Sinking Fund	0	0	5,950,000	450,000
	142,868,716	93,256,760	283,840,571	431,349,243
20103 General Obligation Bonds Sinking Funds				
20007 P&R GO Ref Bnds 2002 Sk Fd-20024000	1,384,649	1,723,486	1,999,611	2,270,423
20009 ELAPP Series 2009/2019 Bds Sk Fd-20029003	4,696,820	10,958,126	6,113,494	7,288,674
20030 ELAPP Series 2019 Bds Sk Fd	0	2,462,000	2,462,000	0
	6,081,469	15,143,612	10,575,105	9,559,097
20105 Commercial Paper Sinking Funds				
20014 M2Gen Proj Rev/Sinking Fd-DS0155 Note 37 DS0155	715,732	1,083,256	1,346,995	1,385,995
20015 M2Gen Proj Rev/Sinking Fd-DS0169 Note 39 DS0169	374,473	628,092	692,760	687,460
20016 CP Note Sk Fd-Stadium Impr Notes-20044004	0	13,162,689	13,578,245	1,687,745
20017 CP Note Sk Fd-Arena Impr-20044005	2,027,481	4,573,391	4,580,000	4,802,000
20028 CP Note Redev Seed Money Sinking Fd	0	377,488	0	0
20031 CIP Series 2019 Sk Fd	200,000	49,372,900	6,451,611	5,882,270
20032 CP (Taxable) Series 2017 Sk Fd	0	6,489,004	0	0
	3,317,686	75,686,820	26,649,611	14,445,470
20106 Direct Borrowing and Placement Note Sinking Funds				
20010 CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd	2,102,770	3,896,298	3,840,807	3,859,323
20025 ARENA Non-Ad Ref Rev Bds 05/15 Note Sk Fd	1,144,284	2,478,003	2,226,699	2,243,764
	3,247,054	6,374,301	6,067,506	6,103,087
DEBT SERVICE FUNDS TOTAL	155,514,925	190,461,493	327,132,793	461,456,897
30000 CAPITAL PROJECTS FUNDS				
30002 Countywide Construction Fd-30002604	11,258,777	37,331,556	47,546,893	28,339,668
30003 Unincorp Area Construction Fd-30004608	8,521,033	21,114,439	21,853,429	19,233,907
30010 Court Facil Imprvmt Non-Bd Proj Fd-30034002	108,222	943,637	145,439	59,480
30013 CST Bonds (2015) Project Fund (PSOC)	7,350,116	6,848,199	4,960,695	2,747,268
30014 Stadium Improvements Project Fund-30080002	0	10,690,156	11,700,000	400,000
30015 NextGeneration911 Capital Proj Fund	2,545,069	1,003,825	980,920	429,670
30018 Non Ad Val Bonds (2019) Project Fund	11,464,226	107,055,326	153,058,745	84,736,222
30020 4th Cent TDT Bonds (2017B) GMS Facility Proj Fd	4,136,000	0	0	0
30023 Half Cent CIP Bonds (2020) Project Fund	0	0	5,500,000	0
30024 BP Oil Spill Proceeds Prj Fd	0	0	13,500,000	0
	45,383,443	184,987,138	259,246,121	135,946,215
30100 Environmental Lands Acq & Protect Fund				
30005 ELAPP Projects (Non-Bond) Fund-30029002	1,074,158	15,748,073	15,459,883	10,995,688
30006 ELAPP Bonds (2009A) Project Fund-30029007	1,802,823	99,369	0	0
30007 ELAPP Bonds (2009B) Project Fund-30029008	61,357	795,278	0	0
30009 ELAPP Bonds (2009B) Bld Amer Bonds Subsidy	934,513	1,296,413	1,013	0
30019 ELAPP Bonds (2019) Project Fund	0	15,300,000	66,146,890	51,917,512
	3,872,851	33,239,133	81,607,786	62,913,200
30101 Commercial Paper & Credit Capacity Fund				
30011 Commercial Paper Note Issuance Fd I-30044001	1,999,940	8,261,360	8,134,380	9,134,380
30017 Redev Seed Money CP Note Proceeds	200,000	1,645,342	0	0
30021 Taxable CP Notes Govt Facilities	97,963	5,693,004	3,195,000	2,689,000
30022 CIP CP Notes Project Fund	0	0	14,500,000	10,500,000
	2,297,903	15,599,706	25,829,380	22,323,380
CAPITAL PROJECTS FUNDS TOTAL	51,554,197	233,825,977	366,683,287	221,182,795

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
40000 ENTERPRISE (PUBLIC UTILITIES) FUNDS				
40001 Public Works Solid Waste Resource Recovery				
40003 SW & RR System Operating/Maintenance Fd	84,194,861	105,655,784	104,704,898	99,271,223
40004 SW & RR System Revenue Fund-40032003	111,475,248	121,396,932	170,008,660	134,576,807
40007 SW Sys Renewal/Repl Fd-Ord 06-28;Sec9.06	1,275,426	22,655,215	34,419,839	17,550,000
40009 SW/RR Sys (Fin Assur/GASB) LF Closure Fd-40032019	0	35,382,203	40,806,713	39,694,515
40010 SW/RR Sys Closed L/F Maintenance Fund-40032024	1,178,071	3,156,991	5,448,880	5,527,880
40011 SW/RR System Debt Service Fund-40032027	12,981,631	14,493,018	14,106,291	14,103,079
40012 SW/RR System General Purpose Fund-40032029	0	4,988,967	12,035,467	12,035,467
40013 Taylor Road Landfill Superfund Site Fund-40032041	8,343	128,559	128,559	128,559
40014 Landfill Closure Fd-Phase II (Cell 7) GASB-40032043	0	2,014,583	2,148,555	2,038,516
40016 SW/RR System Rate Stabilization Fd-40032049	0	75,714,721	111,474,260	98,525,903
40017 Internal Capital Improvement Fund-40032058	0	701,330	714,272	722,942
40018 Series 2006A Rev Bds Proj Fd (Amt)-40032059	0	0	0	0
40019 Series 2006B Rev Bds Proj Fd(Non-Amt)-40032060	0	0	0	0
40022 Solid Waste Series 2013 Bond (AMT) Fd-40032080	0	0	0	0
40023 Solid Waste Series 2016A (AMT)	(5,000)	182,542	0	0
40024 Solid Waste Series 2016A (AMT) Debit Service Reserve	0	4,016,184	4,016,184	4,016,184
40025 Solid Waste Series 2016B (Non-AMT)	0	54,494	0	0
40026 Solid Waste Series 2016B (Non-AMT) Debt Svc Reserve	0	1,137,942	1,137,942	1,137,942
	211,108,580	391,679,465	501,150,520	429,329,017
40099 Public Utilities Water/Wastewater				
40100 Utility Sys Operating & Maintenance Acct-40040001	179,403,288	250,999,961	228,654,140	220,687,556
40101 Utility Sys Rev Bds Debt Service Acct-40040002	16,528,524	23,745,262	128,972,940	13,735,762
40102 Utility Sys General Revenue Acct-40040003	222,859,597	241,716,526	256,536,987	261,501,089
40103 Util Sys Impact Fees Gen Oper Acct-40040005	4,520,500	46,078,181	80,675,560	65,903,433
40104 Utility Sys Renewal & Replacement Acct A-40040007	14,717,288	54,468,719	64,667,104	79,849,781
40105 Utility Sys Gen Rev Cap Exp Acct-40040010	45,330,883	155,802,303	131,048,502	126,226,433
40115 Revenue Account Rate Stabilization Fund-40040046	13,340,000	79,845,393	113,291,129	95,035,602
40116 Reclaimed Water Impvmt Unit Assessmnt Fd-40040050	11,089	7,066,291	12,020,096	12,866,662
40117 Reclaimed Water Impvmt Unit Project Fd-40040051	544,215	2,038,079	9,943,832	9,139,318
40118 Impact Fees Assessmnt Unit Fd Ord96-07-40040052	9,190,575	24,857,233	21,395,208	20,710,234
40119 Infrastructure Assessment Unit Fd 99-08-40040054	76	140,953	144,171	149,791
40124 Series 10A Tx-Ex Rev Bds Proj Fd-Tradn'L-40040069	77,165	211,692	0	0
40125 Series 10B Txble Bab Rev Bds Proj Fd-35%-40040070	17,596	215,092	0	0
40127 Tax-Exempt 2010B Bab Subsidy-40040073	1,847,765	4,115,830	2,594,048	0
40128 Tax-Exempt 2010C Bab Subsidy-40040074	534,407	957,829	610,577	540,591
40129 Series 2010A Debt Service Reserve-40040075	0	1,392,467	1,392,467	0
40130 Series 2010B Debt Service Reserve-40040076	0	8,513,469	8,513,469	8,513,469
40131 Series 2010C Debt Service Reserve-40040077	0	1,675,439	1,675,439	1,675,439
40154 Aquifer Recharge Project CP3100	13,543	1,095,024	0	0

Budget by Fund

Fund Title	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
40099 Public Utilities Water/Wastewater (continued)				
40156 NW Consolid Proj Bond Fd	92,175,736	88,948,198	17,917,599	1,433,408
40157 SWFWMD RW Study	0	156,022	0	0
40159 Summerfield Sports Complex RWTM	0	0	77,500	0
40160 Palm River Water & Sewer Expansion Project (NEW)	1,786,186	0	859,145	0
40161 19th Ave RWTM SWFWMD	0	0	2,713,671	0
40162 Series 19 Utility Ref Rev Bds	0	0	115,327,329	9,131,717
40163 Series 2020 Utility Rev Bds Project Fund	0	0	0	0
40164 BP Oil Spill Proceeds (Water) Project Fund	0	0	5,000,000	0
	602,898,433	994,039,963	1,204,030,913	927,100,285
ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL	814,007,013	1,385,719,428	1,705,181,433	1,356,429,302
50000 INTERNAL SERVICE FUNDS				
50001 Fleet Management Fund				
50003 Operating Fund-50066001	18,165,358	22,194,870	22,515,024	21,164,544
50004 Lease Back Program Fund-50066003	11,685,935	47,025,880	56,082,710	57,726,941
	29,851,293	69,220,750	78,597,734	78,891,485
50002 Self-Insurance Fund				
50100 Insurance Program Admin Fd-50067000	920,373	1,702,800	1,818,806	1,659,436
50101 Workers Compensation Insur Fd-50067001	6,563,790	27,009,218	30,894,491	29,014,950
50102 General Liability Insurance Fd-50067002	8,807,975	19,370,568	19,400,211	18,335,453
50103 Catastrophic Disaster Recov Fd-50067003	21,760,000	79,542,241	84,639,733	86,039,733
50104 Employee Group Health Insur Fd-50067004	92,359,196	133,920,136	138,339,574	137,394,444
50105 OPEB/Retiree Health Insur Fd-50067005	0	18,583,703	21,044,217	22,755,424
50106 TX Coll OPEB/Retiree Health Ins Fd-50067006	0	391,951	410,916	419,528
50107 Sheriff OPEB/Retiree Health Ins Fd-50067007	0	15,844,843	17,195,024	26,147,462
50108 Sheriff Grp Hlth & Sht Term Dis State Req'd Rsv Fd	0	34,682,475	35,656,772	38,501,892
50109 Sheriff Workers' Comp Reserve Fd	0	0	3,104,549	3,242,009
50110 Sheriff Legal Liabilities Reserve Fd	0	0	200,000	200,000
	130,411,334	331,047,935	352,704,293	363,710,331
INTERNAL SERVICE FUNDS TOTAL	160,262,627	400,268,685	431,302,027	442,601,816
60000 AGENCY FUNDS				
61000 Noncommitment Debt Service Funds				
61001 Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002	9,137,599	12,087,250	12,450,650	12,484,150
61004 Rev/Sinking Fd RW Spcl Assmnt 00 Rev Bds-65046002	0	841,645	8,500	0
61006 Rev/Sking Fd Imp Fee Spcl Assmnt 2000-65047002	21,463	5,443,056	4,299,000	6,719,000
61008 Dana Shores Civic Assn Spec Assmt Rev Bds Series 2019	0	2,539,146	0	2,728,672
	9,159,062	20,911,097	16,758,150	21,931,822
AGENCY FUNDS TOTAL	9,159,062	20,911,097	16,758,150	21,931,822
GRAND TOTAL	\$3,271,212,612	\$5,487,614,317	\$6,650,269,786	\$6,416,406,545

Department Summaries

DEPARTMENT SUMMARIES

The Departmental Summaries that follow in this section include department descriptions; department accomplishments; performance measures; summary budgets; and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners.

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. 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.

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

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

9-1-1 ADMINISTRATION

Countywide 9-1-1 System Administration
Countywide 9-1-1 Database Administration
Street Naming & Address Administration

ADMINISTRATIVE OFFICE OF THE COURTS

Court Communications & Technology Services
Court Facilities Court Programs

Children's Justice Center
Community Mediation
Domestic Violence
Drug Court
Elder Justice Center
Juvenile Diversion/Teen Court

AFFORDABLE HOUSING SERVICES

First Time Homebuyer Down-Payment Assistance
Funding for Homeless Services/Facilities
Funding for Public Services/Facilities
Multi-Family New Construction/Rehabilitation Funding
Single Family Homeowner Rehabilitation Assistance

AGING SERVICES

Active Senior Centers
Adult Day Care Services
Care Management
Customer Care Line/Information & Referral
In-Home Care Services
Personal Care Assistance

Emergency Alert Response
Caregiver Respite, etc.

Nutrition Services

Home Delivered Meals
Congregate Dining
Summer Food Program for Children

Transportation
Volunteer Support

BOARD OF COUNTY COMMISSIONERS

Set Policy & Directives/Implementation of Comp Plan
Internal Auditor

CAPITAL PROGRAMS

Architecture Services
Construction Services
Planning and Design
Capital Construction Program Management

CHILDREN'S SERVICES

Children's Services Division

Career, Vocational & Education Services
Child Care Licensing & Regulatory Services
Children In Need of Services & Families In Need of
Foster Care- residential services
Mental Health & Substance Abuse Services

CHILDREN'S SERVICES (continued)

Respite & Domestic Violence Services
Services (residential & non-residential services)
Staff Secure Shelter & Case Staffing Services

CIRCUIT & COUNTY COURTS

Assign guardian ad litem to represent minors
Conduct arraignments, hearings, & trials
Coordinate court appearances, conferences, & depositions
Divert cases from the judiciary

CIVIL SERVICE BOARD

Recruit & Assess Job Candidates
Classify & Price Jobs
Hear Employee Appeals & Grievances
Audit Personnel Actions

CLERK OF CIRCUIT COURT

Court Recorder
County Comptroller
Internal Auditing
Recordkeeping for BOCC
Recordkeeping for Circuit & County Courts

CODE ENFORCEMENT

Inspectional Services Division

911 Administrative Enforcement
Burglar Alarm Ordinance Administration
Gas Pumping Assistance Ordinance (County-wide)
H& Sanitizer Ordinance
L& Development Code
Agricultural Stand Enforcement
Sign Enforcement
Zoning Regulations
Vendor Requirements

Property Maintenance
Sexually Orientated Business Ordinance
Shopping Cart Ordinance
Solid Waste Ordinance

Administration of Regulatory Ordinances

Pain Management Clinic Ordinance
PIP Insurance Fraud Ordinance
Synthetic Drug Ordinance
Locksmith Ordinance

Compliance Inspections—Businesses Regulated by Ordinance
Liaison to Law Enforcement & Regulatory Agencies

COMMUNICATIONS & DIGITAL MEDIA

Closed Captioning
Graphic Design & Photography
Market Research
Media Relations
Promotional Services
Public Meetings
Public Relations/Marketing Strategy

Matrix of Services

COMMUNICATIONS & DIGITAL MEDIA (continued)

Public/Special Events
Social Media
Sponsorship
Television
Video Production
Website Administration

CONSERVATION & ENVIRONMENTAL LANDS MANAGEMENT

Environmental Lands Management (ELAPP)

Environmental Grant/Contract Compliance
Exotic Plant Control
Feral Animal Control
Habitat Restoration
Prescribed Burning
Public Access & Recreation
Site Security

Regional Parks Management

Public Access & Recreation
Environmental Programming
Trails Planning & Management
Parks Planning & Design
Ecotourism Development

CONSUMER & VETERAN SERVICES

Advocate in Accessing Federal/State/Local Veterans Benefits
Consumer Complaint Investigation
Liaison to Outside Agencies Concerning Veterans Issues
Outreach & Education Aimed at Preventing
Fraud/Victimization
Single Point of Contact for All Veterans' Activities
Regulatory Compliance & Citizen Boards Support
Administration of Code Liens
Administration of Ordinance Violation Hearings
Code Board Hearings
Code Special Magistrate Hearings
Red Light Hearings
Water Restriction Violation Hearings
False Alarm Violation Hearings

COUNTY ADMINISTRATOR

Administrative Support
County Intergovernmental Representation
County Legislative Representation
Develop Federal Legislative Program
Develop State Legislative Program
ERP Project Implementation Management

COUNTY ATTORNEY

Legal Counsel & Representation

COUNTY INTERNAL AUDITOR

Conduct performance, operational, compliance, management
& other Internal Audits

CUSTOMER SERVICE & SUPPORT

Customer Service Center

Receives, monitors, & coordinates incoming citizen requests
Provides statistical analysis of citizen request types, categories & geographic locations

Citizen Engagement

Public meetings/hearings/projects/programs
Notices of road/lane closures to media traffic agencies, fire rescue agencies

Neighborhood Relations

Government Leadership University
Neighborhood conference
Neighborhood Mini Grant program
Liaison with neighborhoods

DEVELOPMENT SERVICES

Building, Permitting & Inspections
Center for Development Services—Customer Service
Contractor Licensing
Land Development Code Administration
Land Excavation & Phosphate Mining
Natural Resources Permitting
Site Development Review
Subdivision Review
Zoning

ECONOMIC DEVELOPMENT

Agriculture Industry Development
Competitive Sites
Corporate Business Development
Disadvantaged Minority/Women & Small Business Inclusion
Economic Development Innovation Initiative
Entrepreneur Collaborative Center/Entrepreneur Services
Redevelopment
Tourist Development
Workforce Development

ENGINEERING AND OPERATIONS

Bridge Inspection & Maintenance
Engineering & Construction
Mosquito Control
Right of Way Management
Roadway Maintenance
Stormwater Maintenance
Traffic Engineering & Operations

ENTERPRISE SOLUTIONS & QUALITY ASSURANCE

System Support for Financial/Administrative Functions

ENVIRONMENTAL PROTECTION COMMISSION

Air Management
Environmental Resources Management
Waste Management
Water/Wastewater Management

Matrix of Services

ENVIRONMENTAL PROTECTION COMMISSION (continued)

Wetlands Management

ENVIRONMENTAL SERVICE DIVISION

Environmental Laboratory
Innovation & Resiliency
Sustainable Water Resources

EXTENSION SERVICE

4-H & Youth Programs
Agricultural Production & Forestry Programs
Horticulture—Residential & Commercial
Family & Consumer Sciences—Nutrition, Family Life, & Family
Financial Education

FACILITIES MANAGEMENT SERVICES

Environmental Land Acquisition (ELAPP)
Land Care & Maintenance
Lease Administration
Real Estate Acquisition & Technical Services Support
OCA Records Center Management
Real Estate Appraisal & Valuation Services
Major Repair & Preservation of Facilities
Facility Portfolio/Space Management & Planning
Operations & Maintenance
Custodial Operations
Parking Administration
Surplus Warehouse Operations
Pest Control Services
Sale of Surplus Real Estate
Strategic Facility & Master Planning
Emergency Management/Response
Recycling Programs

FIRE RESCUE

Arson Investigation
Emergency Management
Fire Inspection
Fire Prevention
Fire Suppression
Fire Training (County employees & volunteers)
Fire/Medical Emergency Dispatch Services
Paramedic Services (Advanced Life Support)

FLEET MANAGEMENT

Equipment Acquisition
Equipment Repair & Maintenance Services
Fuel Services
Motor Pool Services
Parts Management

GEOSPATIAL AND LAND ACQUISITIONS

Survey and Mapping
GIS Mapping
Asset Management

GUARDIAN AD LITEM

Advocacy for Children in Foster Care

HEAD START

Early Childhood Development & Education
Family Support Services
Health & Mental Health Support & Services
Nutrition Services & Education

HEALTH CARE SERVICES

Health Care Claims Recovery & Coordination of Benefits Program
Hillsborough County Health Care Plan (HCHCP)
Hillsborough County Health Care Responsibility Act (HCRA)
Ryan White Program

HOMELESS SERVICES

Homeless Resources Coordination & Referral
Homelessness Services—Rapid Rehousing

HUMAN RESOURCES

Benefits Administration
Learning & Organizational Development
Recruiting & Hiring
Classification & Compensation
Employee Health & Wellness Programs
Employee/Labor Relations
Human Rights Ordinance Administration
Investigation Administration
Worker's Compensation Administration
Employee Benefits—Fiscal Control

INFORMATION & INNOVATION OFFICE

Application Analysis, Development & Integration
Business Consulting Services
Communications Services
Desktop Services
Geographic Information Systems (GIS)
Oracle Enterprise Business Suite & Business Intelligence
Solutions Support

LIBRARY SERVICES

Circulating Print & Digital Collections
Community, Education & Entrepreneurial Support
Information & Reference Services
Law Library
Local & Family History Preservation
Programs & Classes

MANAGEMENT & BUDGET

Management & Budget Division

Budget Systems & Revenue Analysis
Capital Budget Services
Debt Management
Financial Reviews

Matrix of Services

MANAGEMENT & BUDGET (continued)

Merchant Banking
Multi-Year Financial Planning/Economic Analysis
Operating Budget Services
Truth-in-Millage (TRIM) Compliance
Criminal Justice Community Liaison
Grants Management

MEDICAL EXAMINER

Cause of Death Determination
Disposition of Unclaimed Bodies

METROPOLITAN PLANNING ORGANIZATION

Conduct Req. Transportation Plans, Programs & Studies
Develop, Monitor & Evaluate Transportation Systems
Long-Range Transportation Planning
Technical Assistance to Local Governments

OPERATIONS & LEGISLATIVE AFFAIRS

ADA/HIPAA Compliance Services
Agenda Management
Charter Review Board Staffing
Citizens Advisory Committee Staffing
Commission on the Status of Women Staffing
Community Affairs (Liaisons)
Council of Governments Staffing
Diversity Advisory Council Staffing
Equal Opportunity Compliance
Hillsborough County Hospital Authority Staffing
Intergovernmental Relations
Legislative Affairs

OPERATIONS & LEGISLATIVE AFFAIRS (continued)

Local, State, & Federal Legislative Program Development
Operations Management
Special Projects

PARKS & RECREATION

Active Adult Programs (50 & up)
After-School Recreation Programs
Community Service & Volunteer Programs
Community Special Events
Cultural & Fine Arts Programs (All ages)
Fitness & Wellness Programs (All ages)
Nature Based Programs (All ages)
Neighborhood Parks, Recreation & Athletic Maintenance
Organized Adult Athletic Programs
Organized Youth Athletic Programs
Paralympic Sports Programs
Parks Construction Services
Parks Planning & Design
Recreation Programs for People with Disabilities
Safety Awareness Programs
Social Programs (50 & up)
Summer Youth Enrichment Programs

PARKS & RECREATION (continued)

Teen Enhancement Programs

PET RESOURCES

Adoption/Rescue/Foster for Pets
Animal Abuse & Neglect Investigation
Animal Shelter
Enforcement of Ordinance/Investigation of State Law Violation
Pet Friendly Emergency Shelter Mgmt./Disaster Planning
Pet Ownership Information/Expert Resource
Pet Registration/Licensing
Proactive Programs for Retention/Sterilization of Pets
Rabies Control/Bite Case Mgmt.
State ESF-17 Emergency Response

PLANNING COMMISSION

Community/Neighborhood Planning
Countywide Comprehensive Planning
Countywide Long-range Transportation Planning
Hillsborough River Planning
Local Planning Agency (LPA) Administration

PROCUREMENT SERVICES

Administration of Purchase Orders
Centralized Procurement—Formal
Centralized Procurement—Informal
Management of Automated Purchasing Activities
Purchasing Card Program
Vendor Development

PROPERTY APPRAISER

Exemptions Administration
Real & Tangible Property Assessment
TRIM Notice Administration

PUBLIC DEFENDER

Legal Representation to Indigent Clients

RISK MANAGEMENT & SAFETY DIVISION

Risk Management & Safety

SHERIFF

Office of the Chief Deputy

Legal Section
Office of the Comptroller
Public Information Office
Information Services Division
Professional Standards Section

Department of Patrol Services

District I
District II
District III
District IV

Department of Operational Support

Matrix of Services

SHERIFF (continued)

Training Division
General Services Bureau
Risk Management Bureau
Human Resources Bureau
Homeland Security Division
Community Outreach Division
Facility Management Bureau
Legislative & Grants Section

Department of Investigative Services

Special Investigations Division
Criminal Investigations Division
Child Protection Investigations Division

SOCIAL SERVICES

Adult Education & Training
Family Empowerment/Self-Sufficiency
Free Tax Preparation
Homelessness Prevention/Rental Assistance
Utilities/Energy Assistance
Youth Development

SOIL & WATER CONSERVATION DISTRICT

Conservation & Environmental Education
Soil & Water Technical & Permitting Assistance

SOLID WASTE DIVISION

Environmental Services
Landfill Operations & Maintenance
Solid Waste Collection & Disposal

STATE ATTORNEY

Domestic Crime Assistance
Initiate Criminal Legal Actions on Behalf of the State
Notification of Hearings Service to Victims
On-site Emergency Service to Violent Crime Victims
Sexual Battery Medical Screening
Victim Assistance
Worthless Check Diversion Program

SUNSHINE LINE

Transportation Disadvantaged Services

Door-to-Door Transportation
Bus Passes

SUPERVISOR OF ELECTIONS

Administer Elections
Candidate Services
Voter Registration & Education

TAX COLLECTOR

Bill & Collect Property Taxes & Assessments
Collect Tourist Development Tax
License Issuance (Occupational, Hunting & Fishing Licenses)
Motor Vehicle Registration/Title

WATER RESOURCES

Accounting Support Services
Business Services
Communications & Public Involvement
Customer Service – Employee Services
Engineering
Evaluation of Water Supply Projects
Exercising of County Arbitration Rights
Field Maintenance Services
Management Services
Monitoring Well-Field Reductions
Planning & Operations
Reclaimed Water Disposal
Reclaimed Water treatment & Delivery



Board of County Commissioners

There are seven members of the Board of County Commissioners. Voters elect four commissioners to serve single-member districts, and three for countywide representation. The Board approves the County’s operating and capital budgets, and the County’s Capital Improvement Program. County Commissioners develop policy for the management of Hillsborough County, and provide direction to the County Administrator for the improvement of the county and the welfare of its residents. The Board serves as the Environmental Protection Commission, and individual commissioners serve on various other boards, authorities, and commissions.



Front row: Lesley “Les” Miller, Jr., Chair (District 3), Pat Kemp, Vice Chair (District 6, Countywide)
Standing from left to right: Stacy R. White, Chaplain (District 4), Kimberly Overman (District 7, Countywide), Sandra L. Murman (District 1), Mariella Smith (District 5, Countywide), Ken Hagan (District 2).

FY 20 and FY 21 Key Projects

- The Board will adopt a balanced budget that is linked to its strategic objectives, to ensure transparent and stable government operations.
- The Board will continue a history of making budget decisions consistent with sound financial management practices resulting in the maintenance of the County’s AAA general credit rating from all three credit rating agencies.
- The Board will continue to respond to resident requests to maximize two-way dialogue between the public and their government.

FY 18 and FY 19 Accomplishments

- The Board adopted a plan to provide crossing guards at all middle schools in Hillsborough County.
- The Board understands the growing challenge of citizens locating Affordable Housing and in response approved a \$5 million budget allocation in the FY 19 budget with an additional \$10 million included in the FY 20 Recommended Budget.
- The Board is committed to moving towards sustainable practices in delivering County services and approved a bond issue that includes proceeds to be used for LED lighting projects and solar initiatives in the County’s government facilities and parks.

FY 20 and FY 21 Core Goals

- The County’s population is growing rapidly with an expectation of over 500,000 new residents within the next 20 years. To properly plan for this growth, the Board has been working with County administration in the development of master plans in the areas of Fire Rescue, Parks, Stormwater, and Affordable Housing. Identification of creative funding solutions is a key goal in assuring that the service needs of both current and future residents are met with expected quality standards.

Board of County Commissioners

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,691,835	\$ 2,836,445	\$ 2,874,413	\$ 2,957,708
Operating Expenditures/Expenses	28,945	60,560	60,756	60,975
	\$ 2,720,780	\$ 2,897,005	\$ 2,935,169	\$ 3,018,683

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 2,720,780	\$ 2,897,005	\$ 2,935,169	\$ 3,018,683
	\$ 2,720,780	\$ 2,897,005	\$ 2,935,169	\$ 3,018,683

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

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted for Commissioner Aides. Commissioner salaries are budgeted at statutory amounts.

OPERATING EXPENDITURES:

- Continuation budget.



County Internal Auditor

The County Internal Auditor's Office performs independent and objective reviews and evaluations of all departments, offices, boards, activities, functions, and agencies under the control of the Board of County Commissioners. These reviews may include performance, operational, compliance, management, and other audits conducted in accordance with applicable professional auditing standards, such as those provided by the U.S. Government Accountability Office and the Institute of Internal Auditors.

FY 20 and FY 21 Core Goals

- Provide assurance, advice, and value for the money. Serve in an advisory capacity in the development of controls.
- Align products and services to the Board of County Commissioners' strategic goals and objectives.
- Identify and review emerging risks before they become problematic. Keep the County Administrator informed of emerging risks and situations that may have a material negative impact to County operations and programs.

FY 18 and FY 19 Accomplishments



- Reviewed and evaluated activities to improve County operations. Assisted the Board of County Commissioners with achieving economical, efficient, and effective administration of its areas of responsibilities to residents.
- Informed the County Administrator of emerging risks and situations that would have had a material and negative impact on County operations or programs; and served in an advisory capacity in the development of controls.
- Assisted management by identifying process improvement opportunities. Analysis and risk assessments indicate that control maturity levels for County operations are increasing and significance of risk factors are decreasing. This positive shift is due to timely identification of risks and process improvements as a result of audit services.

FY 20 and FY 21 Key Projects

- Perform audit services: independent, objective assurance activities; internal audits; management of outsourced performance audit contracts on behalf of the County Administrator; consulting activities; studies; special reviews; investigations; management assistance projects; monitor remediation; investigations of cone of silence violations; and technical assistance.
- Provide reasonable assurance of economy and efficiency of resources deployed; consistency between operations and programs with their established objectives; reliability and integrity of financial and operational information; overall compliance between policies, plans, and procedures with written guiding principles, grants, and contracts; and adequacy of controls.



Contact Information

(813) 274-6795

HCFLGov.net/InternalAuditor

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Completed audit services. Measured by the number of final communications issued.	16	16	16	16

County Internal Auditor

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 502,759	\$ 616,992	\$ 734,681	\$ 756,126
Operating Expenditures/Expenses	16,150	59,053	70,682	66,127
Capital Outlay	0	2,500	0	0
	\$ 518,909	\$ 678,545	\$ 805,363	\$ 822,253

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 518,909	\$ 678,545	\$ 805,363	\$ 822,253
	\$ 518,909	\$ 678,545	\$ 805,363	\$ 822,253

Funded Positions	4	4	5	5
Funded FTE Positions	4.00	4.00	5.00	5.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted. The Internal Auditor's salary and benefits are budgeted per contract terms.
- One position was transferred from Non-Departmental Allotments.

OPERATING EXPENDITURES:

- The increase in operating expenses is primarily due to an additional position being added as well as purchasing an additional data analytics software license.



County Attorney

The County Attorney’s Office provides legal counsel and representation to the Board of County Commissioners, the County Administrator, and County departments on all matters pertaining to the business of Hillsborough County. Duties include participation in all litigation and providing legal counsel and advice on issues affecting overall County administration, including innovative legal solutions. In addition, the County Attorney’s Office provides legal representation to various Hillsborough County agencies at the direction of the Board of County Commissioners.



Attorneys with the County Attorney’s Office volunteer for intake night at Bay Area Legal Services.

FY 18 and FY 19 Accomplishments



- Successfully defended all lawsuits filed against Hillsborough County, providing significant savings.
- Provided preventative legal advice to County departments and agencies, which reduced the risk of liability to the County.
- Maintained Florida Bar Board Certification for 44% of the attorneys in the office, and maintained paralegal certification or Florida Bar registration for 43% of the paralegals.
- Coordinated 3,110 public records requests in calendar year 2018.
- Managed the registration of 167 lobbyists in calendar year 2018.



FY 20 and FY 21 Core Goals

- Continue to enhance in-house training programs to provide quality training and cost-effective continuing legal education, which will enhance staff members’ abilities to perform their jobs with increased professionalism while fostering the development of exceptional lawyers and support staff.
- Continue to support the professional development of those

interested in the legal profession by enhancing the in-house mentoring program to include internships for law and paralegal students from local institutions for course credit, a true community benefit.

- Continue to promote Board Certification by staff attorneys by allocating funds for the training and certification process while recognizing that Board

Certification is a capstone accomplishment of a legal career, requiring a peer review process, extensive practical experience, and passing a test to demonstrate knowledge in a specialized area of law.

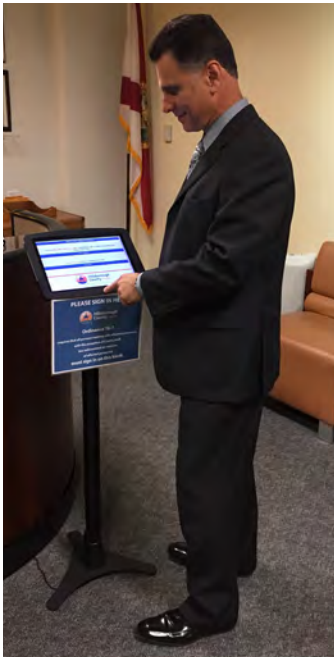
- Continue to improve technology capabilities in the office to further improve efficiency and provide a cost savings to attorney travel.

FY 20 and FY 21 Key Projects

- Continue to emphasize customer service for clients (BOCC, County departments, and agencies) and the public in order to create an atmosphere of cooperation with clients and to assure consistency with BOCC and County Administrator objectives.
- Continue to enhance professionalism and excellence in legal services, as quality legal services are the foundation of a successful law office.
- Maintain standards of practice for both attorney and non-attorney personnel to reinforce the responsibility of all staff to conduct themselves consistently and within the expectations associated with their professions.
- Increase efficiency of legal services by providing exceptional services as cost effectively as possible without jeopardizing quality.

Innovation

At the direction of the Board of County Commissioners, the County Attorney's Office has hired a nationally known litigation team to take action against all responsible parties associated with the opioid crisis in Hillsborough County as part of the County's efforts to recover its costs caused by the negative impacts of opioids and to help eliminate future opioid abuse in Hillsborough County.



Contact Information
 (813) 272-5670
HCFLGov.net/CountyAttorney

Far left: Lobbyist Registrar Dave Couvtrates sign-in procedures for lobbyists and visitors at one of the County's electronic meetings.

Top: Senior Assistant County Attorney Ken Pope delivers a Constitutional Education to the County Attorney.

Bottom: Senior Assistant County Attorney Ricardo Cox argues in court on behalf of Hillsborough County Animal Services.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Enhanced in-house training for CLE	Yes	Yes	Yes	Yes
In-house mentoring program	Yes	Yes	Yes	Yes
Promote Board Certification	Yes	Yes	Yes	Yes
Improve technology capabilities	Yes	Yes	Yes	Yes

County Attorney

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 8,182,633	\$ 8,856,131	\$ 9,070,919	\$ 9,342,832
Operating Expenditures/Expenses	168,306	199,948	202,468	203,104
	\$ 8,350,939	\$ 9,056,079	\$ 9,273,387	\$ 9,545,936

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 8,350,939	\$ 9,056,079	\$ 9,273,387	\$ 9,545,936
	\$ 8,350,939	\$ 9,056,079	\$ 9,273,387	\$ 9,545,936

Funded Positions	60	60	62	62
Funded FTE Positions	59.50	59.50	61.50	61.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One position was transferred from Non-Departmental Allotments during FY 19.
- One new position is included for FY 20.

OPERATING EXPENDITURES:

- Continuation budget.

9-1-1 Agency

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 205,056	\$ 211,673	\$ 314,497	\$ 327,490
Operating Expenditures/Expenses	3,808,990	3,919,176	4,165,577	4,165,592
Capital Outlay	23,723	30,000	0	0
Grants & Aids	1,675,800	1,675,800	1,931,670	1,931,670
	\$ 5,713,569	\$ 5,836,649	\$ 6,411,744	\$ 6,424,752

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide Special Revenue Fund	\$ 5,713,569	\$ 5,836,649	\$ 6,411,744	\$ 6,424,752
	\$ 5,713,569	\$ 5,836,649	\$ 6,411,744	\$ 6,424,752

Funded Positions	2	2	2	2
Funded FTE Positions	2.00	2.00	2.00	2.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was reclassified.

OPERATING EXPENDITURES:

- Changes in operating expenditures is primarily due to the prevention and maintenance of telecommunication issues.

CAPITAL AND OTHER EXPENDITURES:

- The increase in grants and aids expenditures is primarily due to the prevention and maintenance of telecommunication issues.
- The decrease in capital expenditures is due to a decreased need for computer equipment.

Affordable Housing Services

The Affordable Housing Services department enhances the quality of life for Hillsborough County residents by helping low- and moderate-income families retain or find safe, quality affordable housing, and improves life in low- to moderate-income areas through the use of federal and State funding. Each year, the department effectively manages Housing and Urban Development and State grants: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), and Emergency Shelter Grant (ESG) and State Housing Initiative Partnership (SHIP). The department actively fosters housing development through public/private partnerships and by creating incentives and impact fee waiver programs, which support the overall goals to preserve existing affordable housing, provide rehabilitation assistance for lower-income households, and fund the development of single-family and multifamily affordable housing units.



Another example of Affordable Housing Services' good work in the community is this home. The original structure was demolished, and a new home was built.

FY 18 and FY 19 Accomplishments



277

Clients assisted with down payments family development.

297

Improved accessibility and sustainability units.

10

Public facilities received funding for infrastructure improvements countywide, which directly assisted **13,779** citizens.

FY 20 and FY 21 Core Goals

- Increase and sustain decent, affordable sustainable housing for low-income families.
- Create long-term housing
- Preserve decent housing provided accessibility and sustainability.



The facility housing the Freddie Solomon Boys & Girls Club at Nuccio Park was expanded to add a 1,550-square-foot building. In addition, the original building, which is 6,044 square feet, was renovated.

FY 20 and FY 21 Key Projects



Diana Gardens consists of 24 single-family units with three bedrooms and two bathrooms. The units are accessible for people with mobility disabilities.

- Funding for home improvements for low- and moderate-income households, providing healthy and enjoyable places to live, work, and play.
- Funding for down-payment assistance for low- and moderate-income households, providing self quality of life for those who need help.
- Funding for rental units for low- and moderate-income households and the homeless, providing safe, a e c residents are proud to call home.

Affordable Housing Services held an Affordable Housing Forum with residents and local leaders for public input on how to spend an additional \$5.1 million set aside for affordable housing in the County.



Innovation

Through the examination of Affordable Housing Services' core services, it was determined that building and growing public/private relationships would provide maximum benefit. The process being developed with Management & Budget to improve the programming aspects of the grant process, which will enhance streamlining and procedures have been developed with the Purchasing department when processing grant proposals and bids to ensure that residents receive the best value for their tax dollars.



Contact Information
(813) 612-5397
HCFLGov.net/
AffordableHousing

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
To increase and sustain decent affordable housing opportunities for low-income families.	90 households	980 households	92 households	450 households
To create long-term housing opportunities.	111 households	277 households	351 households	350 households
Preserve decent housing opportunities with improved accessibility and sustainability.	64 units	297 units	104 units	400 units

Affordable Housing Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 1,798,340	\$ 2,425,013	\$ 2,577,848	\$ 2,652,551
Operating Expenditures/Expenses	888,039	373,302	482,772	483,036
Capital outlay	1,863,604	725,829	134,658	86,553
Grants & Aids	13,714,310	35,555,318	33,190,969	32,266,852
	\$ 18,264,293	\$ 39,079,462	\$ 36,386,247	\$ 35,488,992

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ (20)	\$ 0	\$ 0	\$ 0
Unincorporated Area General Fund	481,150	751,780	1,101,194	1,125,877
Grants (Not Transportation-Related)	10,462,391	27,003,810	25,821,009	25,195,745
Local Housing Assistance Program Fund	7,320,772	11,323,872	9,464,044	9,167,370
	\$ 18,264,293	\$ 39,079,462	\$ 36,386,247	\$ 35,488,992

Funded Positions	21	21	26	26
Funded FTE Positions	21.00	21.00	26.00	26.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Three Contract Manager positions and one Project Manager position were established in response to the need to preserve and increase the number of affordable housing units.
- One Accounting Clerk position was established for departmental fiscal support.

OPERATING EXPENDITURES:

- Changes in operating expenses are primarily a result of fluctuations in grant appropriations.

CAPITAL AND OTHER EXPENDITURES:

- Changes in expenses are primarily a result of fluctuations in grant appropriations.



Aging Services

The Aging Services department promotes independence and prosperity for older adults by coordinating essential health and wellness services. These services include intake and screening assessments, individualized information and referral, case management, congregate dining, personal care, homemaking, caregiver respite, nutrition counseling, consumables, emergency alert response buttons and lock boxes, transportation, pest control services, adult day health care services, and the customer care line. Active senior programming offers field trips, exercise classes, seminars, and group activities with an evidence-based focus aimed at preventing the need for long-term care services. Services are provided directly by the department as well as through contracted vendors, volunteers, and community partners.



Members enjoy an exercise class, one of a multitude of activities and programs offered by Aging Services.

FY 20 and FY 21 Core Goals

- Aging Services intends to implement an electronic visit verification (EVV) system department- and vendor-wide. The EVV system will begin as a pilot project with the Case Management Section in FY 19 and expand to other sections of the department and in-home services vendors during FY 20.
- Aging Services plans to expand its vendor network for essential in-home care services and temporary nurse staffing. Additional vendors will help expedite service initiation and maintain continuity of care
- Aging Services is preparing to apply for accreditation for the Adult Day Health Care Centers from the

Commission on Accreditation of Rehabilitation Facilities (CARF). With the expansion of Person-Centered Care, Adult Day Health Care participants, in partnership with an interdisciplinary team, will achieve desired outcomes and goals.

The Town 'N Country Senior Center provides music classes to seniors.



FY 18 and FY 19 Accomplishments



- Aging Services received national senior center accreditation for Brandon Senior Center, Oaks at Riverview Senior Center, Town 'N Country Senior Center, and the Wimauma Senior Center.
- Aging Services launched the Person-Centered Care (PCC) approach at Adult Day Health Care Centers in conjunction with the Florida Agency for Health Care Administration's (AHCA) quarterly assessments. Person-centered care planning is led by an interdisciplinary team to expand the network of services available to participants and their caregivers.
- Aging Services implemented three pilot projects made possible by additional funding from the Board of County Commissioners. The projects focus on providing in-home care, home-delivered meals, and Emergency Alert Response (EAR) services to seniors who are on a waiting list to receive grant-funded services.



FY 20 and FY 21 Key Projects

- Aging Services plans to have the Lutz and Ruskin Senior Centers apply for and receive their national senior center accreditations.
- Aging Services plans to submit the survey application to the Commission on Accreditation of Rehabilitation Facilities (CARF) for the Bloomingdale and Phyllis Busansky Adult Day Health Care

Centers. The accreditation process strengthens overall center operations and affirms the program's commitment to quality.

- Aging Services is exploring short-term case management for applicants who need assistance navigating the multitude of senior care services and providers.



The 2018 Annual Caregiver Workshop was a tremendous success. Gift baskets were handed out, making many people happy.



Innovation

Modeling the concept of telehealth, the department is exploring a telephonic/Skype case management project. Through this new approach to case management, staff will complete comprehensive assessments for lower-risk, non-grant-funded clients over the telephone or Skype. Efficiency will be achieved by reducing transit time and associated costs with conducting home visits. Consequently, staff will improve timeliness of completed work products and have more time for direct service provision.



Contact Information

(813) 272-5250
HCFLGov.net/Aging

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Maintained or improved independence in performing activities of daily living as a result of services provided, creating greater ability to remain at home and avoid long-term care placement.	75.93%	75%	76%	77%
Seniors reporting they feel healthier as a result of the meal program, which provides 1/3 of the Dietary Reference Intake as established by the Food and Nutrition Board of the Institute of Medicine.	82%	83%	84%	85%
Maintained or improved ability of caregivers to continue to provide care after receiving caregiver support services.	95%	95%	95%	95%
Seniors attending Hillsborough County Senior Centers who report taking better care of their health after enrolling in our healthy lifestyle/wellness programs.	88.87%	89%	90%	91%
Residents receiving services through Hillsborough County Aging Services (adult day health care, care management, in-home care, nutrition, senior center, or information and referral services).	12,257	12,500	13,000	13,500

Aging Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 7,279,263	\$ 8,713,389	\$ 9,027,682	\$ 9,288,893
Operating Expenditures/Expenses	7,377,143	13,566,637	13,571,922	13,567,858
Capital Outlay	0	45,450	19,250	0
Grants & Aids	707,710	918,688	980,677	975,628
Other Non Operating	145,815	180,069	110,607	110,607
	\$ 15,509,931	\$ 23,424,233	\$ 23,710,138	\$ 23,942,986

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 6,650,579	\$ 10,893,120	\$ 10,482,370	\$ 10,715,022
Grants (Not Transportation Related)	8,859,352	12,531,113	13,227,768	13,227,964
	\$ 15,509,931	\$ 23,424,233	\$ 23,710,138	\$ 23,942,986

Funded Positions	146	147	148	148
Funded FTE Positions	120.02	122.86	123.86	123.86

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- A Project Coordinator position is added to increase performance in the area of contracts management and quality monitoring of programs.

OPERATING EXPENDITURES:

- The change in the operating expenditures category is a result of a fluctuation in the carry forward of prior year grant revenue.

CAPITAL AND OTHER EXPENDITURES:

- Funds are included for additional laptop computers to support operations for mobilized staff, as well as for improving the technology infrastructure for the call center to capture automated performance data.



Capital Programs

The Capital Programs department oversees the planning, design, and construction of the County’s capital improvement program projects for transportation, stormwater, and facilities such as parks, libraries, and fire stations. The department is also responsible for the inspection of developer construction, including subdivision infrastructure and land alteration, private and public utilities in County Right-of-Way, public contributed assets in County Right-of-Way, and commercial property improvements.



The new Carrollwood Village Park includes a splash pad.

FY 18 and FY 19 Accomplishments



- Successful delivery of the Transportation and Stormwater Capital Programs, including approximately \$100 million in expenditures in FY19 on projects providing for increased road capacity, improved operations and safety, and expansion and repair of sidewalks, bike lanes, and stormwater drainage systems.
- Completion of the northern and final phase of Bruce B. Downs Boulevard from north of Cross Creek to Countyline Road that includes over 200 lane miles of roadway resurfacing, 93,500 linear feet of sidewalk repairs and new sidewalk, and repair/replacement of 15,000 linear feet of failing stormwater culverts.
- Completion of several park and library capital improvement projects, including Carrollwood Village Park Phase 1, the Hillsborough County Tournament Sportsplex, C. Blythe Andrews Library replacement, Courts Downtown Training Facility, Jan Platt Library interior renovations, Citrus Park Drive expansion/improvements, Saladino Park improvements, and the Veterans Memorial Park expansion.

FY 20 and FY 21 Core Goals

- Ensure on-time and within budget delivery of projects in order to address the needs and expectations of County government staff and the community.
- Customer Service: Continuing to enhance responsiveness in meeting goals for initial and follow up contact. Improving metrics in closing out cases that are not identified as pending (CIP-related).
- Safety: Reducing at-fault incidents of injury and/or property damage. Reducing the number of “How’s My Driving?” complaints.

The new C. Blythe Andrews Library provides valuable resources to residents in East Tampa.





FY 20 and FY 21 Key Projects

- Citrus Park Drive Extension – The approximately 3-mile extension of Citrus Park Drive from Countryway Boulevard to Sheldon Road as a four-lane divided road to reduce traffic congestion. This project will improve safety for drivers, pedestrians, and bicyclists, increasing overall mobility along Citrus Park Drive while maximizing safety along the corridor.
- Bell Shoals Road Widening Project – Widening of Bell Shoals Road from Bloomingdale Avenue to Boyette Road from two to four lanes, with raised median and traffic operations with directional turn movements and turn lanes, as well as installation of intersection signalization at Starwood Street. The project will also include bridge and signal components.
- Riverview Library Replacement - This new 35,000 square-foot facility will be located at Balm-Riverview Drive and will replace the existing Riverview Library at Riverview Drive. Site selection and design were achieved with residents' input.



Innovation

In collaboration with the Engineering & Operations and Public Utilities departments, Capital Programs began an assessment for the implementation of a capital delivery solution (CDS). When implemented, the initiative will create a construction project management solution consistent among all of the County's Capital Improvement Program projects, streamline manual processes, and increase decision support analytics.



Contact Information
 (813) 307-1868
[HCFLGov.net/PublicWorks](https://www.hcflgov.net/PublicWorks)

The Hillsborough County Tournament Sportsplex will host national-level competitions.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Recommended	FY 21 Planned
Repair sidewalks (linear feet) to increase pedestrian safety	40,400	40,400	40,400	40,400
Culverts (linear feet) to repair and/or replace	35,375	45,000	45,000	45,000
Roadways Resurfaced (Lane Miles)	106	110	110	110

Capital Programs

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 1,602,774	\$ 1,326,151	\$ 2,171,254	\$ 2,193,103
Operating Expenditures/Expenses		27,284	209,415	360,715
	\$ 1,630,058	\$ 1,535,566	\$ 2,531,969	\$ 2,554,008

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 0	\$ 0	\$ 1,714,227	\$ 1,718,501
Unincorporated Area General Fund	1,094	0	0	0
Transportation Trust Fund	1,628,964	1,535,566	817,742	835,507
	\$ 1,630,058	\$ 1,535,566	\$ 2,531,969	\$ 2,554,008

Funded Positions	57	60	70	70
Funded FTE Positions	57.00	60.00	70.00	70.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Addition of ten positions as part of Public Works reorganization.

OPERATING EXPENDITURES:

- Operating expenditures budget increased due to Public Works reorganization.



Children's Services

The Children's Services department administers highest-quality, evidence-based treatment services designed to empower and protect children, youth, and families in Hillsborough County. The department provides therapeutic, residential foster care services, residential respite and outpatient counseling services, as well as licensing and regulatory services to child day care facilities/homes. The department's primary goal is to promote self-sufficiency, reduce juvenile crime, and protect children, youth, and families.



The 2019 Community Fair hosted 295 families.

FY 20 and FY 21 Core Goals

- Provide comprehensive, enhanced short-term prevention and early intervention programs for youth and their families, resulting in an 85% customer satisfaction rating. These services will benefit the community by intervening, stabilizing, and then positively reintegrating youth back into their families and communities.
- Provide comprehensive, enhanced short-term prevention and early intervention programs for youth and their families, resulting in an 85% customer satisfaction rating. These services will benefit the community by intervening, stabilizing, and then positively reintegrating youth back into their families and communities. Increase revenue generation through new funding streams, such as new services and contracts.
- Increase revenue and/or identify reduction in costs to maintain a sustainable and financially viable business model. Financial viability increases community confidence in the program's ability to identify and maximize business efficiencies.

FY 18 and FY 19 Accomplishments



- Five Children's Services employees successfully completed the Residential Child and Youth Care Professionals national certification on Nov. 14, 2018. This rigorous national certification demonstrates an ongoing commitment to excellence by providing the highest-quality safety and protection measures for Hillsborough County's most vulnerable youth.
- FY18 saw savings of \$22,852.86, with FY19 expected to exceed this amount. At current levels, the expected 10-year savings of \$197,442.62 should increase proportionately. By the close of FY21, 90% of the facilities are expected to be converted to LED systems. These green initiatives reduce energy costs, extend equipment life cycles, and reduces overall maintenance cost.
- In 2018, Hillsborough Community College, in partnership with Child Care Licensing (CCL), received grant funding of \$1.7 million from the Children's Board of Hillsborough County for Quality Early Education System (QEES). As a key partner in the grant, CCL will provide on-site organizational and operational management coaching and training to child care facilities and homes.



2019 professional development training took place at A Child's World.



FY 19 and FY 20 Key Projects

- Increase family and community participation in the Annual Children’s Services Community Fair, which involves public and non-profit human service vendors, other county agencies, and select private/public partners in building community networks and fostering civic pride. The event also connects citizens to services that benefit the community.
- Digital and technology-based solutions will support faster interventions for families, better responsiveness to customer needs, greater agility in responding to contractual requirements, reduction in reliance on paper, and enhance employee engagement through training. These solutions will strengthen program practices and improve how residents experience services.
- Program preparation: Provide intervention and therapeutic services to youth and their families experiencing domestic violence within the family. Determine resources and develop a therapeutic model of care to be in compliance with the federally-mandated Family First Prevention Services Act regarding Children’s Services role in the Hillsborough County child welfare system.



The 2018 Foster Care Youth Trip was to Morehouse College in Atlanta.



Innovation

Children’s Services is using emerging technologies to create sustainable program practices that reduce inefficiencies, streamline processes, and improve accuracy and accountability across the department. Program Operations will use NoteActive, a digital logbook that allows accurate documentation to capture traditional youth care functions, and make key information available program-wide in real time. The software will optimize performance by improving decision-making and risk assessment.



Contact Information

(813) 264-3807, Children’s Services
HCFLGov.net/Children

(813) 264-3925, Child Care Licensing
HCFLGov.net/ChildCareLicensing

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of filled bed days vs. contracted days for the CINS/FINS program	2,354 bed days	2,856 bed days	2,856 bed days	2,856 bed days
Percentage of youth who do not get arrested after completing services in CINS/FINS program	96%	97%	97%	97%
Percentage of youth who are living at home 60 days after program completion	98%	90%	90%	90%
Number of child care facilities/homes inspected per fiscal year	4,151	4,151	3,800	3,800
Number of Safe Place sites that are trained	184	182	185	185

Children's Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 7,254,592	\$ 10,501,062	\$ 11,319,312	\$ 11,653,664
Operating Expenditures/Expenses	1,402,297	3,362,927	2,255,436	2,154,154
Capital Outlay	194,341	82,180	85,331	33,295
Grants & Aids	446,113	522,000	522,000	522,000
	\$ 9,297,343	\$ 14,468,169	\$ 14,182,079	\$ 14,363,113

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 5,070,130	\$ 6,279,068	\$ 6,151,398	\$ 6,310,208
Countywide Special Revenue Fund	4,028	7,000	7,000	6,744
Grants (Not Transportation Related)	4,223,185	8,182,101	8,023,681	8,046,161
	\$ 9,297,343	\$ 14,468,169	\$ 14,182,079	\$ 14,363,113

Funded Positions	148	146	148	148
Funded FTE Positions	127.67	125.67	127.67	127.67

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Three limited-duration positions are approved for a contract between Hillsborough Community College and the Child Care Licensing division to provide operational and management coaching to licensed child care providers.
- One position is transferred to Sunshine Line as a result of the realignment of duties.
- The increase in the personnel services category is a result of a fluctuation in the carry forward of prior year grant revenue.

OPERATING EXPENDITURES:

- The change in the operating expenditures category is a result of a fluctuation in the carry forward of prior year grant revenue.

CAPITAL AND OTHER EXPENDITURES:

- Funds are included for modifications to content control and security for the Encore cable decoder system and for computer equipment for the Domestic Violence Program.

Code Enforcement

The Code Enforcement Department consists of an Operations Division responsible for Code Enforcement investigations and abatements in Unincorporated Hillsborough County, the Property Registration Team responsible for Code compliance over foreclosed properties, and an Administrative Section. The department works to exceed goals to provide stellar customer service while protecting the health and safety of residents, creating an atmosphere for private investment and a growing local economy, and fostering a sense of community prosperity.



Community volunteers and Code Enforcement officers work together to bring the home of a disabled veteran into code compliance.

FY 18 and FY 19 Accomplishments



- Code Enforcement continues to exceed the goal of responding to all calls for service in under three days. The department's average is well below this, at 1.15 days.
- Code Enforcement has proactively addressed active code cases to push violators to cure their violations prior to their scheduled hearings. Between FY18 and FY19, Code Enforcement has achieved compliance on nearly 56% of cases that are referred prior to their hearing date. This translates to a reduced case backlog awaiting hearing, as well as improved compliance in the community.
- In an effort to proactively address code issues in the community, as well as combat the plague of illegal dumping, Code Enforcement reinstated the Fight the Blight initiative in FY19. This initiative addresses problems in under-served communities, with the goal of educating residents, improving outreach, and achieving compliance with code issues.

FY 20 and FY 21 Core Goals

- Code Enforcement's core goal is to inspect code complaints within 72 hours of notification to enforce property maintenance and land development ordinances to ensure compliance and promote public safety; and increase quality of life and property values within unincorporated Hillsborough County.
- Continue to find innovative ways to improve efficiencies and operational effectiveness to provide our customers with the highest level of service by improving response time and case resolution, thus reducing the negative impact of nuisance properties and increasing property values.
- Leverage the resources and capabilities of the Code Enforcement Rapid Response Team in partnership with the Hillsborough County Sheriff's Office to investigate, abate, and ultimately reduce environmental crimes in Hillsborough County.

The Rapid Response Team conducts a community cleanup.





FY 20 and FY 21 Key Projects

- Code Enforcement's Zombie Property program continues to be a success story for the County and Community. The program targets for foreclosure properties in violation where ownership is unclear or not responsive to Code Enforcement. This has resulted in 141 cases in compliance and nearly \$1.5 million in revenue to the County.
- Code Enforcement continues to leverage its public safety partnership with the Sheriff's Office to curb environmental crimes in communities. To date, Code Enforcement's efforts with the Sheriff's Office have netted 60 criminal charges and 20 citations, all of which help ensure safer and more prosperous communities.
- Code Enforcement leveraged technology and existing County programs to successfully modernize ESF-19 Operations. Using GIS-based mobile applications already owned and used by the County, and coordinating with the Emergency Operations Center for the procurement of I-Pads, Code Enforcement is currently in a much better posture to respond to Emergency Operations.



Contact Information

(813) 274-6600

HCFLGov.net/Code



Innovation

Code Enforcement has leveraged existing technology to integrate apps into daily operations. Using the Workforce and Survey123 apps, the department has been able to geo-code inspection and outreach efforts related to Fight the Blight, as well as the Public Pool Inspection initiative, and integrate photos of initial inspections performed in one central case file. This initiative modernizes a once-complex, paper-based set of steps into a seamless and efficient digital process.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 19 Planned
Number of Code Cases referred to hearing	3,166	3,100	3,100	3,100
Time to respond to an initial complaint (days)	.87	1.15	0.9	0.8
Responding to re-inspections in timely manner (days)	5.17	6.93	5.5	5
Number of illegal snipe signs collected	40,162	41,000	42,000	42,000
Processing time from referral through hearing date (days)	71.45	65	60	60

Code Enforcement

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,941,558	\$ 3,265,631	\$ 4,513,118	\$ 4,693,874
Operating Expenditures/Expenses	3,111,570	2,345,871	3,472,390	3,496,511
Capital outlay	80,580	54,800	583,700	0
	\$ 6,133,708	\$ 5,666,302	\$ 8,569,208	\$ 8,190,385

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund	\$ 6,133,708	\$ 5,666,302	\$ 8,569,208	\$ 8,190,385
	\$ 6,133,708	\$ 5,666,302	\$ 8,569,208	\$ 8,190,385

Funded Positions	50	45	58	58
Funded FTE Positions	49.50	44.50	57.50	57.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position moved to Conservation & Environmental Land Management.
- A net of three positions were transferred from Consumer & Veteran Services due to the Rapid Response Team moving to Code Enforcement.
- Five Code Enforcement Officer positions were added to meet the increased needs of operations and services of Code Enforcement for the community.
- Six Multi-Trades Worker positions were added to allow the current Rapid Response Team to more equally distribute resources which will lead to improved response times.

OPERATING EXPENDITURES:

- The partial increase in operating expenditures is due to the Rapid Response Team moving from Consumer & Veteran Services to Code Enforcement.
- The remaining increase in operating expenditures is related to the increase in Fleet Services cost, an E-Signature System, and demolition of dangerous structures.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay includes new vehicles and equipment for the Rapid Response Team positions and Code Enforcement Officer positions.
- Funding is included for two additional Dell Ruggedized Toughbooks and two additional mobile iPad Charging Stations.



Communications & Digital Media

Communications & Digital Media (CDM) provides residents, businesses, and community partners with timely, accurate information related to County government programs, services, and emergency matters. Its expertise fosters two-way communication that is meaningful, clear, and concise. It engages the community using both traditional and digital channels, emerging media, printed material, the County's website, and social media. The department's work supports the County's vision and all its aspects by fostering awareness of the programs and services available to residents, and helping them access tools to improve their quality of life, grow businesses, and learn about County government.

FY 20 and FY 21 Core Goals

- Grow digital audiences across established and emerging social media platforms by leveraging CDM's compelling, informative content and extensive social network.
- Increase social media engagement while reducing message response time. With close to 18,000 messages received annually through social media, the department is continuing to increase accessibility through customer service interactions in real-time online conversations.
- Further collaborate across departments to produce high-quality and creatively inspired branded materials, including newsletters, advertisements, brochures, signage, photography, digital graphics, and flyers that enhance the County's services and initiatives, social impact, and organizational cohesion.
- Expand internal communications efforts to encourage engagement by County employees, who are vital to projecting a positive image of Hillsborough County, and providing them the tools and information they need to become effective brand ambassadors.
- Increase subscribers to the Hillsborough County Meetings YouTube channel. This topic-specific channel provides the audience with a transparent view of government meetings in a format that is convenient and efficient.
- Increase subscribers to Hillsborough County's main YouTube channel, which contains all of the County's informational programming, by utilizing more of the advanced features YouTube provides, such as live-streaming, premieres, promotion, and how-to content.

FY 18 and FY 19 Accomplishments

- CDM's use of strategic media relations and targeted public engagement campaigns continues to lift the County's positive media sentiment score, which at 89% exceeds the industry average of 70%.
- CDM had 3,090 media placements in FY 18 covering topics such as emergency messaging, affordable housing, park openings, and adoptable pets, among many others. The department forecasts a 5% increase in FY 19 to more than 3,200 placements. Increasing media placements amplifies the reach of our messages to ensure more residents and visitors are informed about County programs, services, and resources available to them. Positive placements also further the County's mission by building public trust.
- Organic use of the County newsroom by members of the media and the public continues to grow as Hillsborough County's social media accounts, Friday 5 campaigns, and HTV programming drive more people to rich, online content. This helps strengthen the County's mission in a changing media landscape, resulting in more positive media placements that allow the County to connect directly with the public.
- CDM developed and implemented an updated version of the COIN intranet that provides an improved experience for COIN users while increasing the site's functionality as a cross-departmental collaborative tool.
- CDM transitioned to cloud-based project management and time-tracking systems that help manage information about the progress of projects, establish performance goals, and provide detailed data on the cost of services provided to the department's internal and external customers.

FY 20 and FY 21 Key Projects

- Develop a robust internal communications program geared toward unifying and aligning critical County messaging about Human Resources efforts, mission-critical messaging, and policies. This will include tools to celebrate and motivate employees, as well as innovate ideas and problem solve. This will strengthen the direct link between internal and external communications and customer service.
- CDM will deploy and integrate a new search service to replace the current search solution that is integrated into the County's website. The new solution offers a better search experience with search suggestions, faster indexing, faceted search, and geo-based search capabilities.



CDM was instrumental in planning and executing a heartwarming double-ribbon-cutting ceremony to open the new Veterans Resource Center and unveil the World War II Memorial.

Innovation

Communications & Digital Media introduced social media captioning as a standard for communications on all platforms to further accessibility and inclusion for individuals with disabilities. CDM also installed closed-captioning systems in the County's Public Safety Operations Complex (PSOC) that allow captioning to all video broadcasts during emergencies. American Sign Language (ASL) translators are not always available on short notice, and closed captioning provides communications to the hard-of-hearing and English-as-a-second-language communities.



Contact Information

(813) 272-5314

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

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Expand outreach, increase conversation, and connect with influencers through the most widely used social media platforms to complement traditional media outlets, measured by social media engagement.	Facebook: 13,688 Twitter: 70,475 LinkedIn: 8,201 Instagram: 4,022	Facebook: 15,940 Twitter: 74,100 LinkedIn: 11,690 Instagram: 4,850	Facebook: 17,534 Twitter: 77,700 LinkedIn: 12,859 Instagram: 5,335	Facebook: 19,287 Twitter: 81,300 LinkedIn: 14,144 Instagram: 5,868
Web page views	9,788,385	9,886,268	9,985,148	10,084,999
Provide information about Hillsborough County services and programs, measured by the amount of new, original programming created by HTV, other than coverage of meetings. Original programming includes special events coverage, community outreach, and public service productions.	176	173	185	203
CDM's Customer Service Index (CDMSI) is a weighted average of individual indicators from CDM's five teams: Visual Identity & Brand Management; HTV; Digital Engagement (Web services); Public Relations Production; and Public Relations & Marketing. Certain indicators carry more weight than others when the final monthly CDMSI is calculated. CDM continually evaluates the measurements and benchmarks and adjustments goals, as well as the indicators to increase the standards for customer service.	108.7	105	105	105

Communications & Digital Media

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 3,659,018	\$ 3,896,672	\$ 4,281,965	\$ 4,408,227
Operating Expenditures/Expenses	510,455	690,607	1,106,037	1,122,560
Capital outlay	112,642	135,038	185,126	151,457
	\$ 4,282,115	\$ 4,722,317	\$ 5,573,128	\$ 5,682,244

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 4,175,693	\$ 4,614,940	\$ 5,456,342	\$ 5,562,039
Unincorporated Area General Fund	6,476	0	0	0
Public Utilities Water/Wastewater	99,946	107,377	116,786	120,205
	\$ 4,282,115	\$ 4,722,317	\$ 5,573,128	\$ 5,682,244

Funded Positions	42	43	45	45
Funded FTE Positions	41.50	42.50	44.50	44.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One full-time position was transferred to the Office of Operations and Legislative Affairs in FY 19.
- Three full-time positions have been added to accommodate increasing workload and responsibilities.

OPERATING EXPENDITURES:

- Operating funds have been added for offsite web hosting during disasters and additional resources to assist in improving ADA compliance in the County's online presence.

CAPITAL AND OTHER EXPENDITURES:

- Capital funds have been added to replace equipment used to record and to make available public hearings and other Hillsborough County TV (HTV) programming.



Community & Infrastructure Planning

The Community & Infrastructure Planning department maintains County roadway systems to make roads safer, provides functional stormwater systems to convey rainfall and reduce flooding, and operates a mosquito control to protect public health. The department is responsible for maintaining more than 3,300 centerline miles of roadway or 7,111 traffic-lane miles, 272 bridges, 1,300 miles of pipes, 1,224 miles of ditches, 41,545 drainage structures, 36 pump stations, 17 watersheds (1,354 square miles) and 143 miles of channels. The department operates from its main office in downtown Tampa and seven other facilities to provide timely response for transportation and stormwater maintenance. Proportionally speaking, Hillsborough County has more pavement than the States of Hawaii, Rhode Island, New Jersey, Vermont and Massachusetts, with pavement stretching from the County Center to the Golden Gate Bridge.



Public Works projects include the Bearss Ave. pedestrian crossing.

FY 20 and FY 21 Core Goals

- **Customer Service:** Continuing to enhance responsiveness in meeting Administrator’s goals for initial and follow up contact. Improving metrics in closing out CRM cases that are not identified as pending (CIP related).
- **Safety:** Reducing at-fault incidents of injury and/or property damage. Reducing the number of "How’s my Driving?" complaints.
- **Ensuring on-time and within-budget delivery of projects** in order to address the needs and expectations of County government staff and the community. In addition, maintaining and ensuring compliance status with American Public Works Association (APWA) accreditation standards and practices.

FY 18 and FY 19 Accomplishments



- Widening Bruce B. Downs Blvd. from Bearss Ave. to Palm Springs, and from Pebble Creek to Pasco County, from four to eight lanes; installing new storm sewer systems, ponds, flood plain and wetland mitigation to reduce traffic congestion and improve safety for drivers, pedestrians, and bicyclists; and increasing mobility along Bruce B. Downs and maximizing the corridor's safety.
- Development and launch of Capital Improvement Program (CIP) Viewer in support of County’s commitment to transparency in government. The CIP Viewer is a geographic information system (GIS) tool used to communicate to residents all major capital projects for the County. Residents can navigate the viewer to obtain project details such as current phase and cost estimate.
- Completion of 12 neighborhood drainage projects to enhance water quality of the communities. This was accomplished by improving stormwater infrastructure, alleviating local flooding issues, and preventing damage caused by flooding and surface waters. Additionally, the department finished 18 bridge repairs to maintain serviceability, reduce deterioration, preserve structural integrity, and avoid pricey replacement costs.



FY 20 and FY 21 Key Projects

- Citrus Park Drive Extension: Reducing traffic congestion from Sheldon Drive to Countryway Blvd., and improving safety for drivers, pedestrians, and bicyclists; increasing the overall mobility along Citrus Park Drive while maximizing safety along the corridor.
- Widening Bell Shoals Road from Knowles Road to Boyette Road to reduce traffic congestion, improve safety, and increase access to transit and alternative transportation while preserving infrastructure assets.
- Lithia Pinecrest/Lumsden/Bell Shoals/Durant Intersection Improvements – to improve pedestrian, driver, and bicyclist safety, and improve traffic mobility.



Staff works on Lambright Drainage Project.



Innovation

In collaboration with Real Estate & Facilities Services and Public Utilities departments, Community & Infrastructure Planning began an assessment for the implementation of a capital delivery solution (CDS). When implemented, the initiative will create a construction project management solution consistent among all of the County's Capital Improvement Program projects, streamline manual processes, and increase decision support analytics.

Contact Information

(813) 635-5400

HCFLGov.net/PublicWorks

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Stormwater maintenance: Repair and/or replace failing storm pipe (feet)	725,000	725,831	725,831	725,831
Repair sidewalks (linear feet) to increase pedestrian safety	40,400	42,000	42,000	42,000
Culverts (linear feet) to repair and/or replace	35,375	45,000	45,000	45,000
Roadways resurfaced (lane miles)	106	110	110	110
Mosquito Management (acres sprayed)	1,075,000	1,078,000	1,078,000	1,078,000

Community & Infrastructure Planning

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 837,591	\$ 359,015	\$ 1,467,229	\$ 1,506,219
Operating Expenditures/Expenses	40,146	14,803	513,799	13,825
	\$ 877,737	\$ 373,818	\$ 1,981,028	\$ 1,520,044

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund	\$ 106,554	\$ 236	\$ 0	\$ 0
Transportation Trust Fund	771,183	373,582	1,981,028	1,520,044
	\$ 877,737	\$ 373,818	\$ 1,981,028	\$ 1,520,044

Funded Positions	0	0	6	6
Funded FTE Positions	0.00	0.00	6.00	6.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Six positions were added (three new positions, one position transferred from Healthcare, one position transferred from Homeless, and one position transferred from Social Services) to focus on transportation issues.

OPERATING EXPENDITURES:

- The increase in operating expenses is primarily due to an increase in funding for transportation planning.



Conservation & Environmental Land Management

Conservation parks and preserves are an essential component of every community. There are proven correlations between the presence of parks and preserves and enhanced environmental, economic, and social conditions. The Hillsborough County Conservation & Environmental Lands Management (CELM) department provides outdoor recreational opportunities for residents and visitors. It oversees the management of all conservation lands, often referred to as ELAPP (Environmental Lands Acquisition and Protection Program) sites, as well as the County's regional conservation parks system. The department manages 81,000 acres of park and preserve lands, serving over 2.2 million visitors annually.



Above: This guided canoe paddle trip at Edward Medard Park is a favorite among visitors.

Left: Prescribed fire not only helps maintain healthy natural areas, it reduces the risk of wildfires.

FY 18 Accomplishments



\$2,330,976

Conservation parks revenue

Collected \$2,330,976 in conservation parks revenue during FY18, resulting in a 31.2% cost recovery for conservation park operations, which allowed all parks to remain open seven days a week.

9.4%

 Reduction in wildfire threats

During FY18, achieved a 9.4% reduction in wildfire threats on preserved lands utilizing prescribed fire over 3,479 acres, despite challenging weather conditions. During the first two quarters of FY19, utilized prescribed fire over 4,096 acres (11.1% reduction), exceeding the Department's annual benchmark of 3,700 acres (10% reduction), within a six-month period.

Completed Phases I and II of the County's Internal Audit of the ELAP Program. Key audit recommendations provided to the BOCC include:

- 1) provide additional bond funds to acquire prioritized ELAPP sites
- 2) emphasize state and federal partnerships for joint acquisition funding; and
- 3) utilize indicators of success to measure land acquisition/management progress.

FY 20 and FY 21 Core Goals

- Achieve a 90% customer satisfaction rating at conservation parks and ELAPP preserves to better serve the public and meet County customer service objectives.
- Provide an average cost recovery of at least 28% to offset annual conservation park operational costs, allowing all parks to remain open seven days a week.
- Reduce vegetation and overall fuel loads on 3,700 acres of County-managed lands using prescribed fire and mechanical treatment methods. These techniques will reduce the overall wildfire threat on preserved lands by 10% per year, while enhancing a variety of native habitats.

FY 20 and FY 21 Key Projects

- **Implementation of Carbon Credit Program-Lower Green Swamp Preserve** in October 2017: The County entered into an agreement with the Oregon Climate Trust to develop a carbon offset program at the Lower Green Swamp Preserve. The agreement provides the County with \$1,158,300 of revenue through 2027. The first payment of \$128,700 will be delivered in October 2019.
- **National Convening on Urban Forested Natural Areas:** Hillsborough County is one of 12 jurisdictions from across the nation to be selected to participate in the National Convening on Urban Forested Natural Areas. The practices learned from this initiative will be implemented to ensure Hillsborough County's natural areas will be sustainable and resilient well into the future.
- **Balm-Boyette Scrub Preserve-Stallion Hammock Restoration Project:** Twenty years in the making, this 30-acre stream restoration project will provide native forested wetland and stream habitats by re-contouring highly disturbed phosphate mine pits at the Balm-Boyette Scrub Nature Preserve. A unique "hydroblasting" technique will be used to recreate a historic stream channel.



CELM staff lead a guided birding tour at the Golden Aster Scrub Preserve near Gibsonton.

Innovation

During FY18, the CELM department established the County's first Carbon Credit Revenue Project at the Lower Green Swamp Preserve. The County, through an agreement with the Oregon Climate Trust, will receive up to \$1,158,300 in carbon credit revenue through June 2027 to fund continued habitat restoration efforts throughout the preserve.



Contact Information

(813) 635-3547

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

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Provide a minimum cost recovery of 28% to offset annual conservation park operational costs, allowing all parks to remain open 7 days/week.	31.2%	31%	28%	28%
Reduce vegetation and fuel loads on 3,700 acres of County-managed lands using prescribed fire and mechanical treatment methods. These techniques will reduce the overall wildfire threat by 10% per year.	9.4%	13.5%	10%	10%
Continue implementation of an online survey system to determine levels of customer satisfaction within the Conservation Parks & Preserves system, and achieve a 90% satisfaction rating.	98%	95%	90%	90%
Through the use of CELM staff, nonprofit groups and volunteers, provide a minimum of 80 environmental programs serving at least 1,000 participants on an annual basis.	134/3,711	120/3,500	125/3,600	130/3,800
During FY18, the average unit cost to manage 63,364 acres of ELAPP land was \$57.19/acre. As more conservation easements are acquired through ELAPP, this unit cost is expected to decrease.	\$57.19/acre	\$58.10/acre	\$56.80/acre	\$54.94/acre

Conservation & Environmental Lands Management

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Appropriations				
Personnel Services	\$ 8,935,530	\$ 10,727,977	\$ 12,091,755	\$ 12,263,856
Operating Expenditures/Expenses	3,331,959	3,806,858	4,490,994	4,465,466
Capital Outlay	305,193	299,876	393,505	0
Grants & Aids	269,897	288,095	288,095	288,095
	\$ 12,842,579	\$ 15,122,806	\$ 17,264,349	\$ 17,017,417

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Budget by Fund				
Countywide General Fund	\$ 11,421,984	\$ 13,245,206	\$ 14,655,195	\$ 14,427,794
Unincorporated Area General Fund	1,194,183	1,388,945	1,855,796	1,829,137
Countywide Special Revenue Fund	0	0	281,928	289,056
Unincorporated Area Special Revenue Fund	226,412	488,655	200,000	200,000
Grants (Not Transportation Related)	0	0	271,430	271,430
	\$ 12,842,579	\$ 15,122,806	\$ 17,264,349	\$ 17,017,417

Funded Positions	181	177	191	191
Funded FTE Positions	167.63	166.14	179.84	179.84

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred from Parks and Recreation, one position from Code Enforcement, and one position from Real Estate.
- Six positions were included for the Prescribed Fire Team.
- An additional three positions were included for the Maintenance Team for the maintenance and repair of parks, preserves, and boat ramp facilities.
- Two positions were included for environmental education and programming related to public outreach and ecotourism efforts.

OPERATING EXPENDITURES:

- Funding was included for increased fleet and equipment-related expenditures (i.e. fuel, insurance, and maintenance).

CAPITAL AND OTHER EXPENDITURES:

- One-time funding was included for fleet vehicles and equipment related to the maintenance and repair of parks, preserves, and boat ramps, equipment replacements, mulch, and a metal storage facility for sandbag operations.



Consumer & Veterans Services

Consumer & Veterans Services provides assistance to ensure fair and proper treatment of the community's Veterans and consumers through various education, mediation, and administrative activities. The department aims to deliver outreach and educational programs throughout the community to maximize awareness of services and benefits available to Hillsborough County Veterans and all citizens as consumers. The department is organized into three distinct divisions. The Veteran Services Division provides all military Veterans, their dependents, and survivors with assistance in accessing federal, state, and local benefits. This division serves as a single point of contact for other governmental jurisdictions and private agencies concerning Veterans' issues. The Consumer Protection Division investigates complaints from citizens who claim to be victims of unfair or deceptive trade practices, theft, fraud lost wages, or transportation services. When investigations result in simple disputes and no violation of County code, mediation is offered in accordance with objectives to resolve complaints and provide superior customer service. The department's Business and Operations Division oversees the County's False Alarm and Lien Settlement programs, as well as Citizen Board Support, an administrative program that ensures citizens' due process by preparing and sending legal notices of hearings to all violators.



The Veterans Resource Center, a one-stop shop connecting military members and their dependents to federal, state, and local benefits, is located on the grounds of Veterans Memorial Park.

FY 20 and FY 21 Core Goals

- In response to an increasingly high demand, Veteran Service Officers provide a professional, ethical, efficient, and high level of advocacy that positively impacts the quality of life for military members and other residents in the community.
- To help ensure and protect public safety, Consumer Protection Services responds quickly and efficiently to complaints about theft, fraud, and other unfair or deceptive trade practices involving consumer transactions, loss of wages, or transportation issues with for-hire vehicles and trespass towing.

FY 18 and FY 19 Accomplishments



39,500

Clients were served by the Veteran Services Division, with an annual economic impact of \$503 million.

523 cases

The Consumer Protection Division mediated or conciliated 523 cases, returning a total of \$756,390 to consumers. Additionally, the Consumer Protection Outreach Program conducted or participated in 38 events.

The department completed a new 115-space auxiliary parking area to supplement the growing event attendance and patronage at Veterans Memorial Park & Museum.



Consumer Protection staff hosts its annual Shred Fest and educates citizens to thwart identity theft.



FY 20 and FY 21 Key Projects

- Strengthen arrangements with federal and state military partners at the Veteran Resource Center for enhanced delivery of services at the County’s “One-Stop Shop.”
- Explore public/private partnerships to develop an amphitheater on the grounds of Veterans Memorial Park, thereby creating an even more inviting and comfortable

space for patriots and visitors attending events at this popular and central location.

- To meet demands of an ever-increasing Veteran population in the county, and expand accessibility to County Veteran service officers on location at the new VA outpatient clinic in the South Shore region.



Veterans Memorial Park & Rear Admiral LeRoy Collins, Jr. Veterans Museum includes the World War I Memorial.



Innovation

In partnership with the county’s IIO and CDM departments, Consumer & Veterans Services is debuting a pair of cell phone apps (one for each section) to augment customer service for military Veterans and all citizen consumers.



Contact Information

(813) 635-8316
HCFLGov.net/Veterans
HCFLGov.net/Consumer

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Department citizens served/cost per unit	190,914 / \$21.82	190,914 / \$21.82	159,691 / \$11.63	154,691 / \$11.63
Veterans Park: Number of visitors and residents served	84,159	86,683	89,283	89,283
Department customer satisfaction	93%	93%	94%	94%
Consumer Protection and Veterans Services outreach and education events	149	179	196	215

Consumer & Veteran Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 3,941,891	\$ 4,256,515	\$ 4,318,100	\$ 4,441,584
Operating Expenditures/Expenses	552,856	1,138,738	961,140	964,663
Capital Outlay	15,940	0	118,630	19,430
	\$ 4,510,687	\$ 5,395,253	\$ 5,397,870	\$ 5,425,677

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 3,644,093	\$ 4,056,443	\$ 4,074,353	\$ 4,102,870
Unincorporated Area General Fund	654,436	630,515	665,971	681,330
Countywide Special Revenue Fund	212,158	708,295	657,546	641,477
	\$ 4,510,687	\$ 5,395,253	\$ 5,397,870	\$ 5,425,677

Funded Positions	42	49	49	49
Funded FTE Positions	42.00	48.28	48.28	48.28

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred from Pet Resources.
- A net of three positions were transferred to Code Enforcement due to the Rapid Response Team moving to Code Enforcement.
- Two Veteran Service Officer positions were added to increase the overall efficiency and meet the rise in demand for services in line with our growing veteran population in Hillsborough County.

OPERATING EXPENDITURES:

- The decrease in operating expenses is primarily due to the Rapid Response Team moving to Code Enforcement and the reduction in indirect costs for the Vehicle For Hire Program.
- Additional funding for the increase in Fleet Services costs and the operational needs of the Marine Safety Unit is included in the operating expenditures.

CAPITAL AND OTHER EXPENDITURES:

- Included in capital outlay is the replacement of Marine Safety Unit radios, an ice machine and tents, as well as signage for the Veteran's Resource Center.
- The acquisition of two vehicle are included for two Veteran Service Officer positions and one vehicle for the Vehicle For Hire Program in capital outlay.



County Administrator

The County Administrator and his immediate staff are the senior executive leadership for all Hillsborough County government operations and programs under the authority of the Hillsborough County Board of County Commissioners. The County Administrator implements and manages all of the Board's policies to provide sound administration of County programs and finances, as evidenced by comparisons with other local governments, and provides opportunities for the public to interact with the Board.

FY 19 and FY 20 Core Goals

- The County Administrator will deliver a balanced budget to the Board of County Commissioners to ensure transparent and stable government operations and programs.
- The Administrator strives to employ sound financial management practices resulting in the County continuing to be AAA-rated by all three rating agencies for its general obligation debt. This will ensure that future borrowings can be completed with the lowest possible interest rates, thereby providing the best value for the taxpayer.
- County Administration will continue to map services and develop performance measures and outcomes that provide meaningful information to the public about the value created by County services. This activity involves benchmarking against other comparable entities and identifying best practices in local government operations.

FY 19 and FY 20 Key Projects

- The County Administrator will use a conservative FY 19 budget process to prepare for a potential new homestead exemption in FY 20 that would result in a significant loss of revenue. This will continue a history of making budget decisions consistent with sound financial management practices resulting in the maintenance of the County's AAA general credit rating from all three credit rating agencies.

FY 18 Accomplishments



- The County's new Public Safety Operations Complex was completed on time and within budget. This new state-of-the-art facility is a platform for the County to provide world class emergency management services for many years into the future.
- The County continued to maintain its AAA credit rating from all three rating agencies. Hillsborough County is one of only three counties in the State of Florida to hold this distinction.
- The County adopted a 10-year transportation plan that commits \$812 million of future budget growth to meet the transportation needs of a growing population. Concurrently, the County also adopted two new financial policies governing fund balance and budget development that support maintaining sound, sustainable County operations.

County Administrator

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,622,140	\$ 2,761,189	\$ 3,106,227	\$ 2,991,009
Operating Expenditures/Expenses	62,067	71,562	92,399	72,601
	\$ 2,684,207	\$ 2,832,751	\$ 3,198,626	\$ 3,063,610

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 2,684,207	\$ 2,832,751	\$ 3,198,626	\$ 3,063,610
	\$ 2,684,207	\$ 2,832,751	\$ 3,198,626	\$ 3,063,610

Funded Positions	13	13	13	13
Funded FTE Positions	13.00	13.00	13.00	13.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted. The County Administrator’s compensation is based on an employment contract.

OPERATING EXPENDITURES:

- \$20,000 is added to the budget for County event sponsorships.

CAPITAL AND OTHER EXPENDITURES:

- No changes



Customer Service & Support

Customer Service & Support provides support to most departments through centralized call in-take. Additionally, the department engages residents and communities to facilitate positive exchanges with the public regarding county efforts and projects. CSS monitors the quality of customer service delivery throughout various departments and provides guidance and resources to achieve service goals. The Customer Service Call Center receives, processes, and monitors over 75,650 customer service requests annually. The department standardizes citizen engagement activities by coordinating and scheduling public meetings for departments under the County Administrator, and by strategizing outreach to communities regarding programs, projects, and policies that may affect them. Additionally, the Office of Neighborhood Relations administers grants and initiatives, such as the annual Neighborhoods Conference and the Hillsborough Backstage Pass leadership program, which fosters neighborhood improvements and seeks to involve members of the community respectively.



Backstage Pass participants learn about Hillsborough County's Public Utilities with a tour and overview of the wastewater treatment facility that serves the community's needs.

FY 20 and FY 21 Core Goals

- Drive customer satisfaction by providing guidance, training, and resources to employees in accordance with Hillsborough County's customer service standards set forth by county administration.
- Engage residents, neighborhood associations, faith-based organizations, and civic organizations in County programs, projects, and policies by facilitating outreach, hosting informative events, meetings, and programs, and by having direct contact with stakeholders through the Office of Neighborhood Relations.
- Collaborate with other departments on projects, programs, processes, and initiatives from a quality assurance standpoint to ensure overall customer service quality and drive customer satisfaction.

FY 18 and FY 19 Accomplishments



- Customer Service & Support received over 27,000 more calls, with an improved adherence rate from 92% to 94%, and 50,000 more service requests annually with the same amount of staff.
- Citizen Engagement issued 2,244 road and lane closure notices to first responders, transportation officials, and media organizations to foster safe travels and an informed public. This team also provided logistical support for Board of County Commissioners' proclamations, commendations, special events, meetings, hearings, and other requests.
- The department installed and removed 5,051 public meeting, hearing, and event signs with just two full-time employees at a total cost of only \$.94 per viewer. These signs have proven time and again to be a main way participants are notified about activities and attend them.



The 2019 Backstage Pass Class visits Fire Rescue for a tour of Hillsborough County's Public Safety Operations Center, the 911 call center, and equipment demonstrations by firefighters.

FY 20 and FY 21 Key Projects

- Outsource a provider to continue Customer Service Call Center service after hours, on holidays, and as needed during regular business hours. The new provider will use the County's software.
- Neighborhood Relations will continue to revamp Hillsborough Backstage Pass into an exciting, engaging, and unique opportunity for established and aspiring community leaders interested in learning about the internal workings of County government. Participants benefit both professionally and personally, and attain knowledge that equips them for civic and community engagement.
- Increase the number of neighborhood, faith-based, and civic organizations registered in the Neighborhood Registry.
- Continue to further enhance mini-grant application process to ensure quality projects in neighborhoods and communities.



Innovation

Consolidate within Customer Service & Support certain customer service functions currently independently managed by various County departments, and facilitate the selection and implementation of telephone and computer software technologies necessary to support the level of customer service the public has come to expect. The goal is to make customer service delivery more manageable, efficient, and effective, while removing existing operational and technological barriers.



Contact Information

(813) 272-5900, Customer Service Center
HCFLGov.net/AtYourService

(813) 272-5860, Neighborhood Relations
HCFLGov.net/ONR

(813) 307-1700, Customer Service &
 Support Administration



The County's call center team is always ready to hear citizen's concerns.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Customer Service Center (CSC) supports one-call resolution through a centralized call intake and redirect online portal, initiating service requests for non-emergency inquiries, for all County Departments	127,958 Calls Received	149,584 Calls Received	182,492 Calls Received	222,641 Calls Received
Neighborhood Relations is responsible for the implementation of the Neighborhood Policy adopted by the BOCC to improve the quality of life for all residents and engage them.	943 HOA & Civic Associations	1,020 HOA & Civic Associations	1,035 HOA & Civic Associations	1,050 HOA & Civic Associations
Citizen Engagement is responsible for posting government informational signs.	5,051 Signs Installed & Removed	5,960 Signs Installed & Removed	6,869 Signs Installed & Removed	7,917 Signs Installed & Removed

Customer Service & Support

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 1,963,403	\$ 2,138,331	\$ 2,382,604	\$ 2,450,897
Operating Expenditures/Expenses	390,129	735,580	1,792,182	776,171
Capital Outlay	(2,604)	2,500	10,000	0
	\$ 2,350,928	\$ 2,876,411	\$ 4,184,786	\$ 3,227,068

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 412,297	\$ 486,894	\$ 614,940	\$ 620,153
Unincorporated Area General Fund	1,495,971	1,842,739	1,972,919	1,998,078
Countywide Special Revenue Fund	0	0	1,002,344	0
Unincorporated Area Special Revenue Fund	0	81,909	100,000	100,000
Transportation Trust Fund	442,660	464,869	494,583	508,837
	\$ 2,350,928	\$ 2,876,411	\$ 4,184,786	\$ 3,227,068

Funded Positions	27	28	29	29
Funded FTE Positions	27.00	28.00	29.00	29.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One full-time position was added to accommodate increased workload and responsibilities.

OPERATING EXPENDITURES:

- Operating funds were added for training.
- Operating funds were added to complete the countywide Customer Experience Transformation Project.

CAPITAL AND OTHER EXPENDITURES:

- Capital funds have been added for employee workstations.



Development Services

The Development Services department administers the Hillsborough County Land Development Code and provides planning, zoning, development review, permitting, and building inspection services for unincorporated areas of Hillsborough County. The department reviews and processes rezoning requests and applications for other development orders, performs review and permitting of site development plans and proposed subdivisions of land, and administers and enforces the Florida Building Code. This includes issuance of building permits, inspection of permitted work, and administration of the impact fee program.



Development Services reviews building plans, just one of its many functions.

FY 20 and FY 21 Core Goals

- Continue using emerging technologies to improve processes and increase customer satisfaction.
- Working with zoning staff, Planning Commission staff, neighborhoods, and applicants to address land use proposals, questions, and challenges so that 80% of land use matters brought to the Board of County Commissioners may be placed on the consent agenda for a quick vote. This helps residents reach a consensus on land use needs and objectives.
- Continue revising and updating all business processes to increase productivity, improve efficiencies, and better report benchmarks and indicators. This will allow the Department to better serve residents and the building industry, and inform them on the County's development trends.

FY 18 and FY 19 Accomplishments



- Implemented the Alternative Residential New Construction Permit Process Pilot Program. This program streamlines the site plan and building plan review processes in order to expedite the issuance of building permits by reducing review time up to 75% on new single-family homes, townhomes, and villas submitted by larger residential tract builders.
- Building Services has averaged a 0.11% rollover rate during FY 19, with a 13% year-over-year increase in requested inspections during the same period. Low rollovers imply that requested inspections are conducted in a timely manner.
- Created the Land Use Customer Engagement Team as a concierge for customer assistance on land use process participation and records access.
- Building services conducted an average of 1,172 inspections per day to ensure compliance with established codes and enhance public safety.



FY 20 and FY 21 Key Projects

- Implement a new Agenda Information System for Land Use Hearings, facilitating automatization of current processes and enhancing residents’ access to land use records.
- Implement the Accela automation software. Accela will improve workflows, enable accurate time accounting, and make more information available to the public through the County’s website and mobile applications.
- Review the current rezoning process, including, but not limited to, requirements for the Land Use Consent Agenda, and Oral Argument, among others. This will allow more efficiencies in the rezoning process, increasing transparency.



Contact Information
 (813) 272-5600
 HCFLGov.net/Development



Innovation

Created CenterPass to allow clients of the Center for Development Services to better manage their time. Clients can now view service waiting times online, create a mobile pass allowing them to reserve a place in line prior to arrival, and schedule service consultations with staff at their convenience from their mobile device. This tool also allows staff to more efficiently organize workload and priorities ahead of time to better service our clients.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Building Permits Issued	59,763	62,751	69,026	79,379
Maintain an 80% Ratio for Consent Land Use Cases on the BOCC Land Use Agenda	87.1%	89.0%	94.1%	98.6%
Customers Served in Center for Development Services	45,931	48,227	53,049	61,006

Development Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 16,932,989	\$ 19,784,023	\$ 24,905,363	\$ 25,373,178
Operating Expenditures/Expenses		8,536,298	9,622,266	11,984,382
Capital Outlay		103,733	105,000	1,040,000
	\$ 25,573,020	\$ 29,511,289	\$ 37,929,745	\$ 37,363,115

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund	\$ 7,972,542	\$ 8,612,037	\$ 9,994,014	\$ 9,960,688
Countywide Special Revenue Fund		0	0	115,081
Unincorporated Area Special Revenue Fund	16,325,692	18,751,562	25,039,912	24,439
Transportation Trust Fund		844,031	1,813,998	2,349,016
Public Utilities Water/Wastewater		430,755	333,692	431,722
	\$ 25,573,020	\$ 29,511,289	\$ 37,929,745	\$ 37,363,115

Funded Positions	203	220	255	255
Funded FTE Positions	203.00	220.00	255.00	255.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Thirty-five positions were added to handle permitting and planning demands.

OPERATING EXPENDITURES:

- The increase in operating expenses was primarily due to an increase in planning and permitting activities.

CAPITAL AND OTHER EXPENDITURES:

- Capital expenditures include new vehicles and equipment for additional personnel.

Economic Development

Economic Development focuses its primary functions and services on how it can best support the 10 economic development drivers identified in the County's Comprehensive Economic Development Strategy: Competitive Sites and Redevelopment; Technology and Innovation; Entrepreneurial and Small Business Ecosystem; Infrastructure; Economic Gateways; Quality Places; Targeted Industries; Conventions, Tourism, and Sports; Workforce and Knowledge Infrastructure; and Competitive Positioning. While the department engages directly in support of several of the drivers, many of the driver goals are achieved through intradepartmental teams, contractual relationships, and partnerships.



Attendees seek insight and discuss strategies at the ECC Partner Showcase.

FY 20 and FY 21 Core Goals

- The department will identify, advance, and secure corporate development projects, in collaboration with contracted partners, to grow higher-wage job opportunities in targeted industries, increase capital investment, and diversify the tax base.
- The department will further advance the Entrepreneur Collaborative Center as a destination for entrepreneurial services and as a location where numerous nonprofit service providers convene training and one-on-one consulting to increase small business and entrepreneur success as measured by job creation and retention, business formations, and capital investment.
- The department will draw out and encourage private sector investment in underutilized properties found in the four Redevelopment Pilot Project Areas, as well as on Competitive Sites found throughout the County, to attract and retain targeted industry jobs and businesses in the community, and improve the aesthetics of the built environment.

FY 18 and FY 19 Accomplishments



17

Job-Generating Corporate Projects Advanced

Advanced 17 job-generating corporate projects, representing more than 2,000 jobs and more than \$190 million in new capital investment in the community.

85

Community Partnerships

Established more than 85 community partnerships at the Entrepreneur Collaborative Center (ECC), and provided more than 20,982 points of technical assistance to entrepreneurs through workshops, events, one-on-one consulting, and other programs. In addition to partnering with multiple local entrepreneur service organizations, the ECC has secured additional national programs.

1,300,000

Square Feet Of Office And Industrial Space Developed

As part of the Hillsborough County Redevelopment Pilot Project Area program, supported the development of more than 1.3 million square feet of office and industrial space, and investment of more than \$273 million in private capital.

FY 20 and FY 21 Key Projects

- The department will establish the e-Factory to serve as the home to the region's entrepreneur ecosystem and epicenter for entrepreneurial resources and information, collaboration, and mentoring. This will be the next iteration of the award-winning Entrepreneur Collaborative Center, as well as provide space for community partners.
- The department will continue its momentum through engaging the private sector in meaningful redevelopment and competitive sites projects that result in targeted industry job growth. Through the use of an award-winning redevelopment tool-kit, the department will leverage private investment in some of the most underutilized areas of the County to promote reuse.



Above: A large crowd was on hand for the launch of Make It Tampa Bay, a joint effort to attract more talent and business relocations to Hillsborough County.



Left: Homebrew Hillsborough is Hillsborough County's monthly collaborative networking coffee for techies and entrepreneurs.



Innovation

Through the data-driven Competitive Sites and Redevelopment initiatives, the department has undertaken a comprehensive, GIS-based analysis of properties suitable for large-scale job creation projects and developments, as well as opportunities to drive investments to underutilized areas. The results of this analysis are used to identify changing patterns in private-sector investment, and drive public investment strategy to secure longer-term economic prosperity for Hillsborough County residents.

Contact Information

(813) 272-7232
[HCFLGov.net/EconDev](https://www.hcflgov.net/EconDev)
[HCFLGov.net/ECC](https://www.hcflgov.net/ECC)
[HCFLGov.net/EDI2](https://www.hcflgov.net/EDI2)

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of announced jobs in assisted projects	2,096	2,000	2,250	2,500
Use of MBE/SBE firms in county contracting as a percentage of total contract values	19.5%	18%	18.5%	19%
Tourist Development revenue	\$33,790,343	\$34,804,053	\$35,500,000	\$36,000,000

Economic Development

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Appropriations				
Personnel Services	\$ 2,695,162	\$ 3,034,713	\$ 3,370,474	\$ 3,401,842
Operating Expenditures/Expenses	1,899,671	3,705,515	3,529,436	3,388,182
Grants & Aids	515,708	1,643,811	4,663,811	5,918,811
	\$ 5,110,541	\$ 8,384,039	\$ 11,563,721	\$ 12,708,835

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Budget by Fund				
Countywide General Fund	\$ 3,782,259	\$ 5,984,601	\$ 8,232,018	\$ 8,309,179
Unincorporated Area General Fund	747,204	1,407,724	1,362,086	1,231,381
Grants (Not Transportation Related)	257,970	356,243	367,126	301,884
Sales Tax Revenue Fund	323,108	635,471	1,602,491	2,866,391
	\$ 5,110,541	\$ 8,384,039	\$ 11,563,721	\$ 12,708,835

Funded Positions	30	30	31	31
Funded FTE Positions	30.00	30.00	31.00	31.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was added to Economic Development to support cultural affairs duties previously outsourced to the Arts Council.

OPERATING EXPENDITURES:

- Funding in operating expenditures decreased in order to fund the position being added to Economic Development that was previously outsourced to the Arts Council.

GRANTS AND AIDS:

- Additional funding in the amount of \$2,000,000 is included for the Workforce Readiness program for the underemployed, unemployed, youth and other disadvantaged groups leading to better job and income opportunities.
- Additional of \$1,020,000 is included in the FY 20 budget for the Cultural and Attraction Based Capital and



Engineering & Operations

The Engineering & Operations department maintains, manages, and engineers County roadway systems to make roads safer, provides functional stormwater systems to convey rainfall and reduce flooding, and operates mosquito management to protect public health. The department is responsible for maintaining more than 3,300 centerline miles of roadway or 7,111 traffic-lane miles, 272 bridges, 1,300 miles of pipes, 1,224 miles of ditches, 41,545 drainage structures, 36 pump stations, 17 watersheds (1,354 square miles) and 143 miles of channels. The department operates from its main office in downtown Tampa and seven other facilities to provide timely response for transportation and stormwater maintenance.



Countywide Construction Services crew workers resurface a County road.

FY 20 and FY 21 Core Goals

- Fiscal – Continue to improve efficiency in processing and payment of invoices in compliance to the Prompt Payment Act.
- Expand proactive larvaciding program, increase education and outreach, and enhance inspections of mosquito larval production sites through Mosquito Management programs.
- Customer Service – Continue to enhance responsiveness in meeting goals for initial and follow-up contact. Improve metrics in closing out CRM cases that are not identified as pending.

FY 18 and FY 19 Accomplishments

- In collaboration with the Capital Programs Department, developed and launched the Capital Improvement (CIP) Viewer in support of the County’s commitment to transparency in government. CIP Map Viewer is a Geographic Information System (GIS) tool used to communicate to residents all major capital projects for the County as a whole. In addition to obtaining a one-page project fact sheet, residents are given the opportunity to navigate and perform basic functions to obtain project details such as current phase, and cost estimate.
- Performed stormwater maintenance on 725,000 linear feet of rights of way within the unincorporated areas of Hillsborough County.
- Conducted multiple Mosquito Aerial Spray Missions covering a total of 1.1 million acres of land.



Transportation Maintenance crews repair a failing stormwater pipe

FY 20 and FY 21 Key Projects

- Development of intersection operations and safety improvements, including new and lengthened turn lanes, enhanced medians, new traffic signals, and signal alternatives.
- Implemented the Mort Elementary School Pedestrian Safety Project – Construction is projected to begin in early 2020.

Innovation

In collaboration with Capital Programs and Public Utilities departments, Engineering & Operations began an assessment for the implementation of a capital delivery solution (CDS). When implemented, the initiative will create a construction project management solution consistent with all of the County's Capital Improvement Program projects, streamline manual processes, and increase decision support analytics.



Contact Information

(813) 307-1868

HCFLGov.net/PublicWorks



Mosquito Management Services conducts an aerial spray mission to administer larvicide on local lands

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Recommended	FY 21 Planned
Conduct Stormwater Maintenance (linear feet) including ditch maintenance, pipe repair, and replacement	725,000	725,831	725,831	725,831
Roadways Resurfaced (Lane Miles) Level 2 Maintenance	9.34	15.43	20	20
Mosquito Control Aerial Spray Missions (Acres sprayed)	800,000	1,078,000	1,078,000	1,078,000
Mosquito Public Awareness and Outreach	18	14	14	14

Engineering & Operations

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 34,134,045	\$ 35,984,202	\$ 40,711,545	\$ 42,415,329
Operating Expenditures/Expenses	42,675,130	50,006,961	57,728,141	54,483
Capital Outlay		95,724	353,340	453,662
	\$ 76,904,899	\$ 86,344,503	\$ 98,893,348	\$ 97,119,358

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 3,763,865	\$ 4,016,517	\$ 5,345,277	\$ 5,182,554
Unincorporated Area General Fund	13,077,023	16,324,416	16,791,652	17,146
Unincorporated Area Special Revenue Fund	1,147,442	1,148,085	4,770,751	2,1
Transportation Trust Fund	58,778,634	64,760,864	71,410,934	72,388
Grants (Not Transportation Related)	137,935		94,621	311,036
Public Utilities Water/Wastewater		0		0263,698
	\$ 76,904,899	\$ 86,344,503	\$ 98,893,348	\$ 97,119,358

Funded Positions	457	442	457	457
Funded FTE Positions	456.85	439.38	454.38	456.38

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Addition of fifteen positions (12 new positions and 3 transferred from Capital Programs department) to handle design review.

OPERATING EXPENDITURES:

- Operating expenditures increased primarily due to additional environmental projects and increase in the cost of mosquito control chemicals and equipment maintenance

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes new equipment for mosquito control.



Enterprise Solutions & Quality Assurance

Enterprise Solutions & Quality Assurance improves the efficiency and effectiveness of County operations by providing innovative quality solutions and support services. The department serves as an internal adviser and system support provider for the County’s financial and administrative functions, which are integral to the County’s delivery of core services, such as public safety, transportation, and human services. Enterprise Solutions & Quality Assurance assists with streamlining processes and maximizing the County’s enterprise resource planning system. In addition, the department supports County leadership and management by providing critical management tools, training, and information.



ESQA Fiscal Analyst, Jonathan Rushnak, presents a session during the Florida Government Finance Officer Association’s Annual Conference.

FY 18 and FY 19 Accomplishments



- Implemented upgrades and enhancements to modernize the timekeeping systems utilized by more than 5,000 County employees. This effort included providing end-user hands-on and virtual training classes, resulting in a more user-friendly experience and the elimination of various technical issues with the current environment.
- Replaced the evaluation process that maintains and scores professional vendors who conduct business with Hillsborough County. This project consolidated critical functionality within the umbrella of the County’s integrated e-Business system.
- Implemented a workforce business analytics tool. Utilizing data from the County’s time and attendance system, Workforce Analytics provides robust reporting and dashboards that produce information necessary to manage staff and workloads and provide data for enhanced analytics.

FY 20 and FY 21 Core Goals

- Increase system reliability and end user productivity of Hillsborough County employees who use the Oracle EBS system accounting, purchasing, and human resources functions.
- Reduce costs, cycle times, and error rates associated with the Oracle EBS system so County employees can more effectively serve their customers.
- Provide timely, quality information to County executives, directors, and managers so they can more effectively serve their customers.

FY 20 and FY 21 Key Projects

- Implement Phase II and Phase III of Cost of Services. Phase II encompasses obtaining, validating and reporting Key Performance Metrics for County Services. Combining those metrics with the costs from Phase I enhances our ability to measure and report effectiveness of our services, and will enable analyses that should result in options for sustaining and optimizing services and service delivery methods that continue to promote community prosperity. Phase III will introduce predictive analytics. When combined with historical data and an understanding of those factors that influence service choices, service costs, needs and environmental changes, predictive analytics will provide information necessary to make decisions for sustaining and providing needed services in the future.
- Implementing an automated inventory and reordering system for the Pet Resources department. ESQA is working with Pet Resources to implement requirements for an inventory system in Oracle EBS. This implementation will reduce manual efforts involved with inventory management in Pet Resources, and will result in updated and accurate inventory information.
- The Oracle Business Intelligence system is a key application for providing management reporting and decision support. As part of the normal software lifecycle, continuing maintenance and upgrades are required. The upgraded version comes with many critical new dashboard and reporting features to support the County Administrator and department initiatives.

Innovation

Designed the County's Cost of Services program and implemented Phase I. Phase I includes service and unit cost capture, reporting and dashboards. Cost of Services is a comprehensive County Administrator initiative for measuring our performance, quantifying the cost of service delivery and reporting our successes in supporting a prosperous community.

"Our residents must be able to gauge our achievements, understand why each of our missions is important, believe they are receiving value, and share in the sense of pride that we feel in our work and the positive impacts we generate for our community."

**Quote from Mike Merrill,
County Administrator.**



A monthly Oracle Financials training session, led by ESQA employees, is conducted for County Administration department employees.

Contact Information
(813) 272-6671

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Incident Resolution Rate	91%	95%	95%	95%
Customer Satisfaction (On a scale of 1 to 5)	4.9	4.9	4.9	4.9
Training Hours Delivered	850	1,000	1,000	1,000
Support Cost of ESQA (includes Licensing and maintenance for Oracle EBS/Kronos/Telestaff)	\$765	\$987	\$987	\$1,038

Enterprise Solutions & Quality Assurance

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,970,587	\$ 3,839,786	\$ 4,290,306	\$ 4,417,673
Operating Expenditures/Expenses	1,891,291	4,158,166	3,791,026	3,791,907
Capital Outlay	0	7,000	13,600	0
	\$ 4,861,878	\$ 8,004,952	\$ 8,094,932	\$ 8,209,580

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 4,710,595	\$ 6,077,570	\$ 6,646,115	\$ 6,760,763
Countywide Special Revenue Fund	151,283	1,927,382	1,448,817	1,448,817
	\$ 4,861,878	\$ 8,004,952	\$ 8,094,932	\$ 8,209,580

Funded Positions	27	32	34	34
Funded FTE Positions	27.00	32.00	34.00	34.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Two positions were established for Fiscal Oversight of County Administrator departments.

OPERATING EXPENDITURES:

- Fluctuations in expenses are due to carry-forward balances from FY 19 to FY 20 associated with Oracle Business Intelligence, Kronos upgrade, and Enterprise Resource Planning (ERP) migration.

CAPITAL AND OTHER EXPENDITURES:

- Funding was realigned from operating expenditures for the purchase of laptops for employees.



Environmental Management

Environmental Management is responsible for ensuring environmental regulatory and permitting compliance, leads the development of County innovation and resiliency programs, and provides policies, education, and outreach activities for integrated One Water (water, wastewater, reclaimed water, and stormwater) initiatives to protect the public health and safety of Hillsborough County residents.



FY 19 Accomplishments



This department was established in FY 19 and data does not exist for that time.

FY 19 and FY 20 Key Projects

- Development of a green infrastructure technical manual for capital improvement projects and developer-built projects within the County.
- Implement an innovation initiative within Public Utilities Administration.
- Improve community outreach for water conservation, recycling, and stormwater protection.

FY 20 and FY 21 Core Goals

- Implement a countywide resiliency program.
- Maintain regulatory compliance for environmentally permitted, County-owned infrastructure.
- Improve turnaround time for environmental laboratory testing.



Contact Information

(813) 272-5977

HCFLGov.net/PublicUtilities

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Recommended	FY 21 Planned
Environmental sample analyses completed by in-house and contract labs.	N/A	N/A	Establish Baseline	Establish Baseline
Utility Regulatory Actions (URA) completed.	N/A	N/A	Establish Baseline	Establish Baseline
Environmental Regulatory Actions (ERA) completed.	N/A	N/A	Establish Baseline	Establish Baseline

Environmental Service Division

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,250,530	\$ 5,850,420	\$ 7,124,236	\$ 7,219,446
Operating Expenditures/Expenses		993,350	2,128,028	2,366,650
Capital Outlay		72,067	280,500	476,800
	\$ 3,315,947	\$ 8,258,948	\$ 9,967,686	\$ 9,566,078

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund	\$ 0	\$ 0	\$ 132,633	\$ 135,420
Countywide Special Revenue Fund		0	0	27,213
Unincorporated Area Special Revenue Fund		0	0	510,855
Public Works Solid Waste Resource Recovery		163	95,499	90,111
Public Utilities Water/Wastewater	3,315,784	8,163,449	9,206,874	8,7
	\$ 3,315,947	\$ 8,258,948	\$ 9,967,686	\$ 9,566,078

Funded Positions	36	45	52	52
Funded FTE Positions	35.59	45.00	52.00	52.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Seven positions were transfer from Water Resources to deal with environmental workload.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay increased primarily due to replacement of environmental lab equipment.



Extension Service

Hillsborough County Extension Service is a partnership of Hillsborough County government and the University of Florida Institute of Food and Agricultural Sciences. The objectives of Extension Service are to strengthen communities, sustain agriculture and natural resources, promote healthy families and individuals, and enhance personal and community quality of life. The Extension Service accomplishes these objectives with practical, how-to, education-based university research in agriculture and natural resources, urban and commercial horticulture, family and consumer sciences, and 4-H youth development. These resources are available to all Hillsborough County residents.



FY 18 and FY 19 Accomplishments



- In 2018, the Hillsborough County Extension Service provided more than 213,000 educational contacts engaging county residents to improve their lives and communities through research-based educational programming from the University of Florida for individuals, families, businesses, and organizations.
- The application of practices or recommendations learned, and professional certifications earned through the Extension Service provided an estimated economic value of \$16,078,442 to participants in 2018.
- Water conservation educational programs such as Florida Friendly Landscaping, Water Wise, and Rain Barrel Harvesting resulted in an estimated annual water savings of 75,553,765 gallons.

FY 20 and FY 21 Core Goals

- To measure the effectiveness of Extension Service educational programs. The organization will determine the percentage of program participants who indicate an increase in knowledge or improved quality of life as a result of Extension programs.
- Extension Service education programs will provide economic value to customers based on their application of practices or recommendations learned from those programs.
- Extension shall leverage the use of trained volunteers to enhance the capacity to carry out the department's mission to educate and improve the lives of Hillsborough County residents through Extension Service programs.



Nutrition education programs teach healthy eating habits resulting in improved lifestyle and food cost savings.

FY 20 and FY 21 Key Projects

- While many people recognize the 4-H and agricultural program components of the Extension Service, the department has much more to offer residents. Staff will work more closely with the County's Communications staff and the University of Florida Institute of Food and Agricultural Sciences to market available services.
- Extension Service will continue to collaborate with and provide services to other County departments. Examples include

providing workshops through the County Wellness Program, Green Industry Best Management Practices training to County landscape maintenance crews, and horticulture programming for Hillsborough County Libraries.

- Staff will collaborate with other County departments to determine if Extension Service educational programs and University of Florida resources could provide benefits to other County departments and their customers.



Innovation

For every \$1 of County General Fund investment, Hillsborough County Extension generated \$15.04 in additional funding and economic benefits to program participants.



The Extension Small Farm and Alternative Enterprises program teaches new farmers and home gardeners how to set up hydroponic growing systems as an alternative to growing plants in soil.



Contact Information

(813) 744-5519

Hillsborough County Extension:
HCFLGov.net/Extension

Hillsborough County Extension Service (UF/IFAS Site):
Hillsborough.ifas.ufl.edu

University of Florida Institute of Food and Agricultural Sciences:
ifas.ufl.edu

UF/IFAS Extension:
SolutionsForYourLife.ufl.edu

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Percentage of participants who indicate a knowledge gain or improved quality of life as a result of Extension education programs	91%	85%	85%	85%
Value gained from application of practices learned through Extension education or implementing Extension recommendations	\$7,177,667	\$8,100,000	\$8,200,000	\$8,200,000
Value of Extension Volunteer hours	\$763,734	\$850,000	\$850,000	\$850,000
Increased earning capacity as a result of professional certifications earned through Extension programs	\$8,900,775	\$9,750,000	\$9,750,000	\$9,750,000
Total Educational Contacts	213,363	215,000	220,000	220,000

Extension Service

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 1,199,516	\$ 1,385,933	\$ 1,598,936	\$ 1,634,530
Operating Expenditures/Expenses	233,657	249,093	457,783	458,429
	\$ 1,433,173	\$ 1,635,026	\$ 2,056,719	\$ 2,092,959

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 1,216,131	\$ 1,415,319	\$ 1,802,855	\$ 1,841,235
Unincorporated Area Special Revenue Fund	55,931	58,314	77,984	78,844
Grants (Not Transportation Related)	161,111	161,393	175,880	172,880
	\$ 1,433,173	\$ 1,635,026	\$ 2,056,719	\$ 2,092,959

Funded Positions	23	23	26	26
Funded FTE Positions	21.66	21.66	24.66	24.66

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Two positions were established for the Florida-Friendly Landscaping TM (FFL) program.
- One position was transferred from the Office of Operations and Legislative Affairs.

OPERATING EXPENDITURES:

- An additional \$15,108 was included for increased costs of annual agreements with the University of Florida providing personnel, education, technical, and research information to Hillsborough County residents.
- \$162,000 was included to contract with the University of Florida for three additional Program Assistants to deliver nutrition education to clients with limited resources.



Facilities Management

Facilities Management provides the planning, design, construction, operation, maintenance, and energy management of Hillsborough County-owned facilities, as well as lease administration of County-owned facilities. The department also manages the County's real property by providing land acquisition and technical services for County departments and agencies. Further, the department manages the County's Public Art Program and County parking facilities.



Above: Carrollwood Village Community Park includes a dog park, walkways and trails, a splash pad, playground, pavilions, and restrooms.

Right: The new seven-bay East Lake Fire Station #32 replaced the old two-bay station. The station meets current standards, enhances operation, and provides better response for the East Lake/Orient Park area.



The WAD (wave attenuation device) system has improved the shoreline, and increased vegetation and aquatic life.

FY 18 and FY 19 Accomplishments

- The Surplus Warehouse added over \$95,000 of revenues. Reused, reissued, or recycled over 17,000 surplus assets and 75.5 tons of scrap metal. Waste diversion/recycling for downtown facilities reduced the County's carbon footprint. Solar initiatives supplemented power, increased building efficiencies, and added costs savings, like University Area Library's roof-top system (reduced by 39%).
- Completed three new fire stations, new C. Blythe Andrews, Jr. library, major renovations of three libraries; several new parks such as the Hillsborough County Tournament Sportsplex, Northdale Splash Pad, and Brandon Area Dog Park, providing recreation opportunities, services, and enhanced public safety for Hillsborough County citizens.
- For FY 18, Central Chilled Water Plant reduced electric consumption by 18,527,956 kWh. This saved \$1,568,761 and reduced CO2 emissions by 13,896 tons, which allows the County to limit electric use while providing cool air for the downtown facilities. The department earned \$52,185 from TECO's EnerNoc program, and \$117,957 from sales to the Hillsborough County School District for chilled water sales.

FY 20 and FY 21 Core Goals

- To evaluate the condition of the County's real property and facility assets, ensuring they are properly maintained, sanitary, and secure for effective and enhanced-service delivery to the citizens of Hillsborough County. Properly caring for facilities extends their life, thereby helping to keep costs down for taxpayers.
- To ensure on-time and within-budget delivery of projects in order to address the needs and expectations of County

government staff and the community.

- To implement and facilitate throughout the County options that allow departments to more efficiently utilize allocated space. Options will include the creation of collaboration spaces, reconfiguration of traditional cubicles into more open pod configurations, or identifying consolidation opportunities to reduce overall space footprints.

FY 20 and FY 21 Key Projects

- Development and design of the New Tampa Cultural Arts Center, in conjunction with a Public Private Partnership (P3) development of County-owned land in New Tampa. The Center will provide arts instruction and theater performances for the community.
- Design and construct four new, hardened maintenance facilities - consolidating Public Works, Public Utilities, and Fleet Management Services - within more efficient structures that are capable of withstanding Category 5 hurricanes and provide secure locations for expediting pre/post disaster responses. Total cost of replacing the 40-50-years-old facilities is estimated at \$87.6 million.
- Continue phased replacement of original air handling units (AHUs) throughout County Center. The project's total estimated cost is \$6 million dollars and anticipates replacement of 1-2 floors per year. The 27th and 20th floors have been completed. The 15th & 16th floors are scheduled for completion in FY 19. The 13th, 17th, 18th, and 22nd floors will be completed during FY 20.

Innovation

Solar power systems that supplement on-site power and increase building efficiency include the 59 kW solar parking canopy recently installed at the Southshore Community Resource Center, and a 52 kW roof-top solar system at Arthenia L. Joyner University Area Community Library, scheduled for installation in August 2018, with estimated electricity costs savings of 39%. Funding commitment is credited to developing sound strategic planning that incorporates innovative ideas with sustainable growth.



Contact Information

(813) 272-5810

HCFLGov.net/REFS

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Cost to operate facilities (cleaning, maintenance, utilities) compared to the annual Building Owners and Managers Association industry benchmark standards.	\$5.07/ SF (BOMA \$5.72/SF)	\$5.72/ SF (BOMA \$5.72/SF)	≤ \$6.65/ SF (BOMA \$6.65/SF)	≤ \$6.65/ SF (BOMA \$6.65/SF)
Cost to deliver repair and preservation projects as a percentage of total costs compared to industry standard of 14% (California benchmark).	9%	≤ 14%	≤ 14%	≤ 14%
Cost to deliver capital projects as a percentage of total cost compared to the industry standard of 43% for large projects, as compared to the California Multi-Agency CIP Benchmarking Study, 2016.	38%	≤ 43%	≤ 43%	≤ 43%
Provide efficient workspace utilization compared to annual Building Owners and Managers Association industry standard of # of square feet per employee.	207 square feet per em- ployee (BOMA 304 square feet per employee)	≤ 237 square feet per em- ployee (BOMA 237 square feet per employee)	≤ 237 square feet per employee (BOMA 237 square feet per employee)	≤ 237 square feet per employee (BOMA 237 square feet per employee)
Process and submit 90% of invoices within 30 calendar days. Florida Statutes Chapter 218.74 (2) Prompt Payment Act requires 100% within 45 calendar days after receipt of valid invoice.	90%	≥ 90%	≥ 90%	≥ 90%

Facilities Management Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 12,979,985	\$ 14,965,869	\$ 12,333,080	\$ 12,514,146
Operating Expenditures/Expenses	17,474,568	18,172,977	19,199,493	18,358
Capital Outlay		126,915	374,699	264,699
	\$ 30,581,468	\$ 33,513,545	\$ 31,797,272	\$ 30,872,277

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 28,038,382	\$ 30,515,347	\$ 31,006,073	\$ 30,065,600
Unincorporated Area General Fund		439,141	610,728	90,130
Transportation Trust Fund	1,509,848	1,441,448		0
Grants (Not Transportation Related)		323,788	486,707	441,275
Public Works Solid Waste Resource Recovery		85,391	272,951	259,794
Public Utilities Water/Wastewater		184,918	186,364	0
	\$ 30,581,468	\$ 33,513,545	\$ 31,797,272	\$ 30,872,277

Funded Positions	198	202	176	176
Funded FTE Positions	197.48	201.48	176.00	176.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Decrease of 26 positions (13 transferred to Capital Programs, 24 transferred to Geospatial, 1 transferred to Conservation & Environmental Land Management, and 12 new positions added) as part of Public Works reorganization.

OPERATING EXPENDITURES:

- Operating expense increased primarily due to additional maintenance cost.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes additional vehicles for maintenance crews.



Fire Rescue

Hillsborough County Fire Rescue preserves and protects life and property by providing quality, timely emergency services, and by enhancing public safety through public education, fire prevention, and emergency planning. It is the largest fire rescue department on the West Coast of Florida, and the third-largest in the state. Personnel respond to emergencies in the unincorporated areas of Hillsborough County from 43 fire rescue stations. The response area of 909 square miles includes residential and commercial properties in urban, suburban, and rural areas. Hillsborough County Fire Rescue provides fire suppression, advanced life support, ambulance transport, vehicle extrication, hazardous materials response, technical rescue, fire and life safety inspections, construction plan review, public education, emergency dispatch services, and emergency management operations.



Fire Station 32 was replaced. The new facility houses the Special Operations team.

FY 20 and FY 21 Core Goals

- Continue to remain fiscally responsible by managing expenditures and increasing collections for inspections and ambulance fees. Leverage a newly-created State program that allows for additional cost recovery for ambulance transports. The FY 19 expansion of the program will result in a significant revenue increase above the \$1.3 million the program generated in FY 18.
- Obtain approval and start implementing Fire Rescue's Master Plan. The Master Plan projects current and future facility needs for 2020-2030, identifying and prioritizing new fire station

demands to support the current and projected population of unincorporated Hillsborough County. It will improve response times and the current overutilization of resources.

- Emergency Management will continue to refine the Employee Emergency Response Program. This program serves as the primary vehicle for employees to become involved in a large-scale disaster, and identifies roles that employees will fill before, during, or after a disaster. The program also helps employees and their families be better prepared for a disaster.

FY 18 AND FY 19 Accomplishments



- During FY19, Fire Rescue implemented a new Computer Aided Dispatch (CAD) system. This new CAD system allows for a more efficient response to 911 calls, upgraded infrastructure and an Automatic Vehicle Locator (AVL) system which recognizes and recommends the closest unit to be dispatched to a 911 alarm.
- During FY 18/FY 19, Fire Station No. 32 was replaced. The new station houses our Special Operations team and additional personnel. Additionally, a new fire station, No. 44, was constructed in the FishHawk area, which has had rapid growth. The department has experienced significant call volume in this community.
- Executed a comprehensive review and reorganized the Office of Emergency Management (OEM). In addition, OEM updated and obtained State approval of the County's Comprehensive Emergency Management Plan.



FY 20 and FY 21 Key Projects

- The Self-Contained Breathing Apparatus (SCBA) is essential to firefighter safety. The department will be working on standardizing and replacing the aging SCBA equipment to continue protecting firefighters as they respond to more than 100,000 emergency calls each year.
- The department will replace current extrication tools that have been in service for over 14 years. The automobile industry has made significant changes to the materials used to make cars. The current tools are no longer able to effectively overcome new car metals during an extrication.
- Deploy MobileCAD to field units via the mobile device terminal (MDT). This solution provides for turn-by-turn real-time directions, and enhances communication by providing relevant incident updates while in route.



Personnel work a vehicle rollover.



Innovation

Acquired Deccan suite of software products in an effort to improve response times and optimize resources. These products will allow for predictive modeling, recommendations to assist telecommunicators to make quicker decisions, automation of static apparatus response priority, and serve as back-up in the event of a network outage or Computer Aided Dispatch system downtime.



Contact Information
(813) 272-6600
HCFLGov.net/FireRescue

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Percentage of Fire Rescue customers reporting a satisfied or above level of service experience	98.9%	100%	100%	100%
Percentage of viable cardiac arrest victims resuscitated	24.7%	12%	12%	12%
1st unit on scene, Urban, Fire and/or Medical, Include "B" calls, < 6 minutes & OMIT response times > 20 minutes	16.7%	90%	90%	90%
1st unit on scene, Suburban, Fire and/or Medical, Include "B" calls, < 7 minutes & OMIT response times > 20 minutes	22.0%	90%	90%	90%
1st unit on scene, Rural, Fire and/or Medical, Include "B" calls, < 10 minutes & OMIT response times > 20 minutes	35.5%	90%	90%	90%

Fire Rescue

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 116,795,247	\$ 130,760,917	\$ 140,818,089	\$ 156,828,351
Operating Expenditures/Expenses	30,478,900	37,528,092	40,835,217	41,532,592
Capital Outlay	1,922,127	881,322	2,501,697	70,500
Grants & Aids	102,563	92,400	65,169	74,500
Other Non Operating	495,186	831,819	1,270,464	770,725
	\$ 149,794,023	\$ 170,094,550	\$ 185,490,636	\$ 199,276,668

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 1,090,165	\$ 2,263,996	\$ 2,368,611	\$ 2,504,718
Unincorporated Area General Fund	145,655,794	164,056,173	179,097,910	194,150,544
Countywide Special Revenue Fund	425,171	527,444	655,874	688,924
Grants (Not Transportation Related)	2,622,893	3,246,937	3,368,241	1,932,482
	\$ 149,794,023	\$ 170,094,550	\$ 185,490,636	\$ 199,276,668

Funded Positions	1068	1091	1140	1208
Funded FTE Positions	1068.00	1091.00	1138.43	1206.43

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted for general staff and 5% for unionized employees.
- Four emergency management coordinators were added for Emergency Management.
- One telecommunications analyst, one telecommunicator, and one fire inspector positions were added.
- One Division Chief Planning and Technology position was added to manage and implement best practices for new and emerging technology.
- One full-time telecommunicator position was converted into three part-time positions.
- Twelve positions were added to fully staff a heavy rescue unit.
- Twenty seven positions were added to fully staff three additional rescue units at existing fire stations.
- Funding for sixty six positions are included in FY 21 for the two fire stations being built in FY 20. Also, one telecommunicator and one telecommunication technician in FY 21 were added.

OPERATING EXPENDITURES:

- Additional operating expenses is included for the heavy rescue and three additional rescue units.
- Funding of \$580,000 is included for the lease of Opticom Emergency Traffic Signal Preemption system
- Funding for the operating expenditures for the newly built fire stations is included in the FY 21 Planned Budget.
- Funding of \$807,215 is included for the County's participation in the Managed Care Option payment program for Medicaid Manage Care patients.
- Additional increase funding of \$320,000 is included for the City of Tampa to resume fire service coverage in the Pebble Creek area.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay includes new equipment for the one heavy rescue unit and three additional rescue units to be housed at existing fire stations.
- Funding for one vehicle for the Fire Inspector is included in capital outlay.
- Capital outlay includes new equipment for the Division Chief Planning and Technology position.
- Funding for four vehicles approved in FY 19 was carry forward based on the uncertainty of delivery of the vehicles in FY 19.
- Increase in Other Non Operating is related to the Staffing Adequate Fire & Emergency Response (SAFER) Grant. The SAFER Grant requires a greater portion of matching funds from the County in the third year of the grant.



Fleet Management

Fleet Management is an internal service-funded department committed to “Predictive” and “Responsive” vehicle life cycle support, thereby meeting the department’s operational requirements by providing: 1) high customer satisfaction, 2) affordable levels of service, and 3) customer service solutions. Fleet contributes to community prosperity by providing asset preservation services to our customers. Fleet ensures vehicles and equipment are maintained in a condition that minimizes replacement costs, enhances efficient operations, and creates a safe environment. Fleet services include asset and fuels management responsibilities to Hillsborough County Board of County Commissioners’ departments, County Constitutional Offices, and various non-County and State of Florida governmental organizations.



Master Technician Heath Davis and Technician Bill Cain discuss repair actions for a Public Works asphalt paver.

FY 18 and FY 19 Accomplishments

- Fleet Management received national accreditation from the American Public Works Association for meeting industry standards in 185 measured areas to include strategic planning, finance, maintenance, safety, emergency mgmt., asset mgmt., and environmental mgmt. Fleet was the 145th agency to receive this national designation.



Technicians Tony Mulero and Louis Perea review a HCFR fire truck repair.

FY 20 and FY 21 Core Goals

- Achieve a 92 percent or higher availability rate for vehicle and equipment assets. This ensures County customers have sufficient resources to support their core duties. Fleet uses Lean Six Sigma principles to help achieve this rate by improving processes and repair capacity.
- Achieve an 18 percent or higher return of sale for surplus sedans and light/medium trucks by taking proper, pre-auction, preparation actions and maintaining a reliable fleet that drives aftermarket demand. This outcome helps the County maintain a financially strong replacement fund and illustrates the desirability of County assets to aftermarket customers.
- Achieve a 78 percent or higher technician productivity rating as compared to an industry standard of 70 percent. Productivity measures the amount of time a technician is directly supporting vehicle repairs versus indirect functions like training, holidays, and vacation. Higher productivity ratings increases the department’s capacity to support customer requirements.

- The department was recognized by the National Association of Fleet Administrators with a Fleet Excellence Award for Public Fleets and a Top 100 Fleets in North America designation for 2019. Annually, over 38,000 fleets are eligible to compete in this competition that compares fleets in twelve areas to include efficiency, competitive pricing, and effectiveness.
- Fleet was recognized by the National Institute for Automotive Service Excellence (ASE) for earning Blue Seal distinction in 2018. To earn this distinction, at least 75 percent of assigned technicians performing diagnosis and repairs must be ASE certified. Additionally, each area of service offered must have at least one ASE-Certified Technician.



FY 20 and FY 21 Key Projects

- Fleet will support planning efforts to design and construct new Fleet, Public Works, and Public Utilities-hardened maintenance facilities planned for East, West, and South County. The new facilities will improve daily and contingency responsiveness to countywide customers.
- Fleet will evaluate maintenance repair processes and procedures using Lean Six Sigma principles to improve overall effectiveness and efficiency. These actions can lead to a reduction in repair charges and asset downtime while increasing technician productivity rates.
- Fleet will complete the upgrade of its vehicle management information software system in order to improve database reliability, increase processing time, and provide additional customer features. One feature of interest is on-line scheduling for vehicle repairs that will provide customers more flexibility to meet their internal workload schedules.



Innovation

Fleet strives to provide best-in-class asset management, fuels management, and policy guidance to all customers. Through work force inputs, the department continued to make quality of life, infrastructure, and process improvements to increase efficiency of operations. These efforts enhanced customer support by providing timely and affordable costs of services.



Technician DeJue Johns and Property Control Specialist Gilbert DeJesus inspect a Public Works Bucket Loader.



Contact Information
 (813) 744-5580
HCFLGov.net/Fleet

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Fleet vehicle availability rate (goal is 92% or higher). Increased metric from 90% in FY 18.	94%	92%	92%	92%
General-purpose vehicle return of sale on surplus assets (goal is 18% or higher). Increased metric from 15% in FY 18.	20%	18%	18%	18%
Fleet point of sale customer positive survey results (goal is 95% or higher).	98.6%	95%	95%	95%
Fleet technician productivity rating (goal is 78% or higher).	83%	78%	78%	78%
Average turn time for emergency response vehicle repairs (goal is less than 3 days).	2.4 days	3 days	3 days	3 days

Fleet Management Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 4,570,873	\$ 4,933,744	\$ 5,366,039	\$ 5,568,086
Operating Expenditures/Expenses	13,529,741	14,653,932	16,071,852	15,108,205
Capital Outlay	11,750,679	21,320,000	20,729,000	20,000,000
	\$ 29,851,293	\$ 40,907,676	\$ 42,166,891	\$ 40,676,291

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Fleet Management Fund	\$ 29,851,293	\$ 40,907,676	\$ 42,166,891	\$ 40,676,291
	\$ 29,851,293	\$ 40,907,676	\$ 42,166,891	\$ 40,676,291

Funded Positions	58	60	62	62
Funded FTE Positions	58.00	60.00	62.00	62.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Two positions were added to provide a higher level of organic maintenance services.

OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily due to an increase in funding for vehicle maintenance, parts, and fuel.

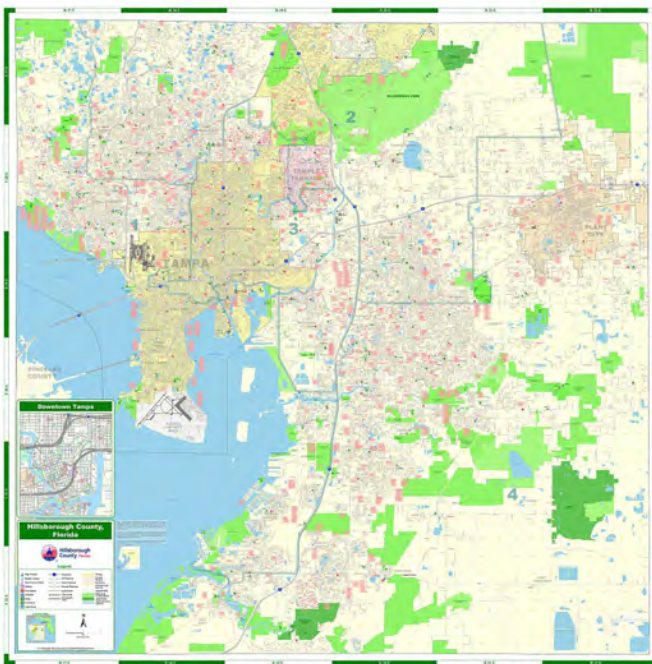
CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay represents funding for vehicles included in the replacement program.



Geospatial & Land Acquisition Services

The Geospatial & Land Acquisition Services department provides a variety of services in support of the County’s vision of a sustainable and innovative government. The department maintains the County’s Geographic Information Systems (GIS) enterprise, supports the development community by assigning street names and addresses, and inventories the County’s transportation, stormwater, and telecommunications assets. The department is also responsible for land acquisition, disposition, technical services, vacating, and survey and mapping services such as plat reviews and contract management.



FY 20 and FY 21 Core Goals

- Fully implement GIS data interoperability with the Fire Rescue Department in support of their Computer Aided Dispatch system. This will allow 9-1-1 call takers to route emergency services more efficiently.
- Modernize the County’s Enterprise GIS infrastructure, which will streamline data maintenance activities and allow for real-time information availability to decision makers.
- Continue development of the department’s Geohub site to allow residents access to mapping solutions and data relevant to Hillsborough County.

FY 18 and FY 19 Accomplishments



- Completed the Local Update of Census Addresses (LUCA) in partnership with the U. S. Census Bureau to ensure efficient address verification. This is the dataset used for congressional districts, vulnerable populations, and a host of analyses which engender economic development.
- Developed a suite of applications which assisted the Mosquito Control group in their transition from paper maps (for planning) to a modern GIS-based solution.
- Acquired remaining parcels for the Bell Shoals Road Widening Project. This entire project consisted of over 100 right-of-way parcels needed to widen three miles of Bell Shoals Road from two lanes to four lanes, beginning at Boyette Road and ending north of Bloomingdale Avenue in Valrico. Construction is set to begin in November 2019.

FY 20 and FY 21 Key Projects

- Scan and link all Real Property data within the department in a digital, searchable format. This will allow integration with online maps and provide protection against damage to paper files.
- Develop an internal “Portal” solution which will display necessary mapping information to facilitate community engagement and support decision making.
- Create and maintain an accurate inventory of infrastructure within intersections. This will feed into the Engineering & Operations traffic management centers to assist in congestion relief.



Innovation

The department se st-of-its-kind “geodata service” with the City of Tampa to seamlessly transfer data between the two en a nightly basis. This ensures that addressing data — which feeds into the 9-1-1 syst group , accurate, and eliminates duplica ort.



Contact Information

(813) 272-5810

HCFLGov.net/GIS

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Recommended	FY 21 Planned
Condition code 10% of the County’s stormwater assets (~28,000) per year in compliance with the National Pollutant Discharge Elimination System permit.	225 per day	240 per day	250 per day	260 per day
Review plat submissions in support of the development community.	110	120	125	130
Create high-quality geospatial products using GIS. Projects include online maps and applications, data creation, and maintenance, and spatial analysis in support of County departments.	160	175	200	225

Geospatial & Land Acquisitions

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 3,724,025	\$ 4,636,093	\$ 7,843,008	\$ 8,742,804
Operating Expenditures/Expenses	1,253,705	2,337,293	3,114,341	3,1
Capital Outlay		0		0442,002
	\$ 4,977,730	\$ 6,973,386	\$ 11,399,351	\$ 11,870,617

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 319,498	\$ 930,520	\$ 2,953,652	\$ 3,103,744
Unincorporated Area General Fund		3,132,892	3,701,426	4,436,083
Countywide Special Revenue Fund		697,406	823,926	742,548
Transportation Trust Fund		827,934	1,050,241	2,610,746
Public Works Solid Waste Resource Recovery			0 16,666	18,942
Public Utilities Water/Wastewater			0 450,607	637,380
	\$ 4,977,730	\$ 6,973,386	\$ 11,399,351	\$ 11,870,617

Funded Positions	45	56	80	80
Funded FTE Positions	45.00	56.00	80.00	80.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Twenty four positions were transferred from Facilities Management as part of the Public Works reorganization.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes replacement of database servers.

Head Start

Hillsborough County's Head Start and Early Head Start (HS/EHS) programs provide early childhood development services and education; medical, dental, and mental health services; nutrition; and parental involvement/engagement opportunities. The department's program also provides family support services for men, women, and expectant mothers. The program is targeted for low-income families with children from birth through age 5, including those with special needs. Staff members screen children to determine their overall level of development, and make ongoing assessments to monitor each child's progress. Each child is provided with experiences that maximize his or her development.



The Breakfast with Dads event at all Head Start/Early Head Start programs on March 26, 2019, was for fathers, grandfathers, uncles, big brothers, or any male figure in a Head Start child's life.

FY 20 and FY 21 Core Goals

- Empower and educate parents to make healthy nutrition and lifestyle choices for themselves and their children, especially for families residing within zip code areas where 30% or more of households are enrolled in the Women, Infants and Children Nutrition Program (WIC). This reflects an increase of about 5% since the last data collection.
- Ensure that children with special needs are identified and receive high-quality, comprehensive health, and developmental services in an efficient and timely manner. Hillsborough County HS/EHS continues to exceed the 10% percent disability enrollment requirement outlined in Head Start Performance Standard 1302.14 (b) (1) (2).
- Increase the capacity of the mental health team to meet the needs of children with identified behavioral challenges by adding licensed mental health behavioral specialists to work with children, staff and families. To achieve this outcome, the department has contracted with an external organization that will provide access to a larger pool of professionals.

FY 18 and FY 19 Accomplishments



- The department implemented improved technologies in the education unit through Waterford SmartStart, a high-quality, interactive curriculum. The program adapts to each child's pace and needs in a developmentally-appropriate amount of time, 15 to 20 minutes a day, and expands technology in the classrooms.
- The department successfully partnered with Tampa General Hospital to execute a pilot project called Incredible Years, which provided specialized training for staff and parents in the community. Participants were equipped with the tools and techniques needed to ensure that education and other developmental outcomes were maximized during the most critical years of childhood development.
- Throughout the year, Head Start and Early Head Start impacted the lives of 4,294 children. The department achieved this at an average cost per child that was 5% below the state average and 6% below the federal average.



Volunteers who have given time and energy to the Head Start family were celebrated at a Volunteer Appreciation Luncheon.

FY 20 and FY 21 Key Projects

- The Head Start department is moving to implement an app-based, technology-driven parenting curriculum that will increase parent participation in training activities aimed at improving parenting skills and contributions to their children's education.
- The department will focus on implementing proven research-based strategies that will increase male involvement in the lives of their children and families. We are

currently at the research stage of identifying programs that will produce the most effective outcomes.

- Implement technologies that will facilitate a paperless environment and improve data collection at the point of service delivery. This will ultimately result in improved accessibility to key performance and statistical data in an electronic format. The project will allow for timelier and better informed decision making.



Head Start/Early Head Start participated in Children's Services Community Fair, which attracted over 366 participants.



The Head Start Awareness Family Fun Day and Health Fair in September drew 400 children and families. opportunities.



Contact Information

(813) 272-5140

HCFLGov.net/HeadStart

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Maintain enrollment level at 3,474 or 100% of funded enrollment	3,474	3,474	3,474	3,474
Number of parents receiving Health Education guidance and services	1,495	1,470	1,470	1,600
Number of parents receiving resources in Job Training	1,078	1,200	1,200	1,200
Number of students receiving disability services or resources (mandated at 10% of enrollment)	493	348	348	348
Number of students/parents receiving mental health services or referrals	452	450	450	450

Head Start

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 14,596,936	\$ 15,469,450	\$ 14,950,444	\$ 15,531,182
Operating Expenditures/Expenses	21,460,662	22,289,451	23,193,236	22,724,031
Capital Outlay	(72,420)	158,671	518,692	518,692
Other Non Operating	104,453	144,864	3,873,740	3,873,740
	\$ 36,089,631	\$ 38,062,436	\$ 42,536,112	\$ 42,647,645

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund	\$ (27)	\$ 0	\$ 0	\$ 0
Grants (Not Transportation Related)	36,089,658	38,062,436	42,536,112	42,647,645
	\$ 36,089,631	\$ 38,062,436	\$ 42,536,112	\$ 42,647,645

Funded Positions	262	263	263	263
Funded FTE Positions	262.00	262.00	262.00	262.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- The change in the personnel services category is a result of a fluctuation in the carry forward of prior year grant revenue.

OPERATING EXPENDITURES:

- Additional funding is included for the maintenance of funding levels which will enable the Head Start program to attract quality staff while operating a high quality program. Also included are funds for new work order and facilities management software that will improve facilities and maintenance.

CAPITAL AND OTHER EXPENDITURES:

- Funding is included for the reduction of the Early Head Start wait list and to improve transition services as mandated by Head Start Performance Standards by performing minor renovations to the existing space to create three additional classrooms and for the purchase of additional computer equipment.
- The increase of other non-operating revenue is due to the non-federal share for delegates which predominantly is donated space as well as donated time and services from parents.

Health Care Services

Health Care Services manages the Hillsborough County Health Care Plan, the Ryan White Program, and the Health Care Responsibility Act. Functions of the department include: a specialized customer call center, provider-relations responsibility for four contracted medical service organizations, nine hospitals that also contract with about 2,500 specialists, and a host of other providers of primary, specialty, and other services to Hillsborough County Health Care Plan members and Ryan White Program clients. The department manages and provides oversight of vendors who perform reviews of services and pay health care claims for the plan. Health Care Services certifies eligibility for both the Hillsborough County Health Care Plan and the Ryan White Program, and conducts enrollments and re-enrollments for both.



Above: Health Care Services hosts quarterly events with Health Care Plan partners to educate the residents on the health care options available to them in their neighborhoods.

Right: Health Care Services has state-of-the-art work out equipment at all of their Healthy Living Centers that are located in the heart of many Hillsborough County neighborhoods making it easily accessible to residents to use.



FY 20 and FY 21 Core Goals

- Establish public/private partnerships to provide resources to address the financial, physical, emotional, and mental well-being of eligible participating residents through services that will take a holistic approach.
- Promote efficient and effective access to health care services in the county. This will ensure we are able to provide for a healthier community – physically, mentally, and economically.
- Continue to develop and implement measurement systems to evaluate and improve the quality and effectiveness of the Hillsborough Health Care Plan. These measurement systems will enable the department to continue providing meaningful data to decision makers to help drive better outcomes for Hillsborough County residents.

FY 18 and FY 19 Accomplishments



- Through Board of County Commissioners' actions, the department expanded eligibility and services for the Hillsborough County Health Care Plan. This is expected to result in an estimated addition of 1,760 new plan members and a five-year cumulative community savings of \$34.8 million.
- Health Care Services and the Health Care Advisory Board's Behavioral Health Task Force also increased our behavioral health services capacity by adding 22 Intermediate Care beds to the system of care. In addition, providers received just under \$1 million in additional funding, a new provider was added, and a partnership was established with the Hillsborough County Sheriff's Office to create a pre-release case management program at the jail.
- Health Care Services' SOAR unit has an approval rate of 86%, which is 20 percentage points above the national average. As of April 2019, the program helped individuals receive about \$991,000 from the Social Security Administration for back pay and annual award amounts.

FY 20 and FY 21 Key Projects

- Initiate public/private partnerships with the department’s four Medical Service Organizations to expand the Healthy Living Program to include full-service health clinics as well as services related to the social determinants of health. Analysis indicates that each clinic established brings a five-year cumulative economic impact of \$35 million to the county.
- Establish public/private partnerships to transform the 1800 Orient Road facility for use by Hillsborough County Health Care Plan members exiting hospitals and jail facilities for transition care, not currently available. This will include services related to the social determinants of health.
- Address availability of specialty doctors and services by establishing additional avenues to provide this care to Hillsborough County Health Care Plan members. This will decrease wait times and enable members to receive timely services.



The Healthy Living Program partners with Feeding Tampa Bay to provide fresh, healthy food distributions at all of its Healthy Living Center Open Houses throughout Hillsborough County.



Innovation

The department opened three Healthy Living Centers at Hillsborough County Community Resource Centers in Tampa, Plant City, and Ruskin. These centers are open to Hillsborough County Health Care Plan members, community members, and Hillsborough County employees. By providing access to services such as exercise equipment, health and nutrition education, employment placement, geriatrics, and family strengthening, the department hopes to positively impact participants’ quality and length of life.



Contact Information

(813) 272-5040

HCFLGov.net/HealthCare

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Promote efficient and effective access to health care services as measured by the Per Member, Per Month (PMPM) costs for the Hillsborough County Health Care Plan members.	\$432 PMPM	\$495 PMPM	\$495 PMPM	\$495 PMPM
Emphasize customer service delivery systems to increase customer satisfaction gauged through standardized surveys and measurements as conducted by Suncoast Health Council.	94.3% Average Satisfaction Score	85% Average Satisfaction Score	90% Average Satisfaction Score	90% Average Satisfaction Score
Emphasize customer service delivery systems to increase customer satisfaction gauged through standardized surveys and measurements as conducted by Suncoast Health Council.	90% Utilization	86% Utilization	90% Utilization	90% Utilization
Average number of Hillsborough County residents receiving medical services per month through the Hillsborough County Health Care Plan.	13,092	13,500	14,000	14,500

Health Care Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 5,806,593	\$ 6,858,975	\$ 7,139,124	\$ 7,220,382
Operating Expenditures/Expenses	6,021,311	12,468,526	15,185,645	13,470,105
Capital Outlay	11,383	2,004,770	2,000,000	2,000,000
Grants & Aids	103,300,255	158,076,448	193,219,903	199,776,335
	\$ 115,139,542	\$ 179,408,719	\$ 217,544,672	\$ 222,466,822

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 270,085	\$ 440,571	\$ 353,823	\$ 356,623
Countywide Special Revenue Fund	104,090,498	162,108,766	199,702,488	204,673,763
Grants (Not Transportation Related)	10,778,959	16,859,382	17,488,361	17,436,436
	\$ 115,139,542	\$ 179,408,719	\$ 217,544,672	\$ 222,466,822

Funded Positions	74	79	79	79
Funded FTE Positions	74.00	79.00	79.00	79.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred to Community and Infrastructure.
- One position was added for department fiscal support.

OPERATING EXPENDITURES:

- The increase in operating expense is primarily due to an increase and expansion of services

CAPITAL AND OTHER EXPENDITURES:

- The increase in grants and aids expenditures is primarily due to an increase in Hillsborough County Care Plan services, the fight against the opioid crisis, and development of a Public Private Partnership.
- The decrease in capital outlay is due to a decreased need for computer equipment.



Homeless Services

Homeless Services coordinates County and community resources to implement best practices and models that reduce and end homelessness in partnership with the Tampa Hillsborough Homeless Initiative (THHI). The County leverages grants, local funds, and other County resources as part of the County’s investment and commitment to provide safe, temporary, and permanent housing options for residents emerging from homelessness. County resources contribute to the service system that includes community partners to make homelessness rare, brief, and non-recurring.



The Cold Weather Shelter Appreciation Luncheon wrapped up a busy FY 18 season that served 2,081 individuals on cold nights.



VA employees volunteered for the 2019 Tampa/Hillsborough County Point-in-Time Count of the homeless in Hillsborough County.

FY 18 and FY19 Accomplishments



- Managed contracts that provided emergency bridge housing, case management, and supportive services to 2,518 individuals.
- Participated in a multisector collaboration that resulted in a 13% decrease in the number of veterans facing homelessness in Hillsborough County.
- Participated in a multisector collaboration that resulted in reducing the total homeless population in Hillsborough County by 8%.

FY 20 and FY 21 Core Goals

- Reduce street homelessness by 5% in FY 20 and another 5% in FY 21.
- Reduce the chronically homeless population by 5% in FY 20 and an additional 5% in FY 21.
- Preserve and increase affordable housing stock while identifying opportunities to include set- asides for the homeless population.



A Veteran goes home on Nov. 11 at the end of Operation: REVEILLE-, a successful program that helps Veterans experiencing homelessness. The Veteran homelessness population decreased 13 percent in the past year. Since 2014, Veteran homelessness has decreased 37 percent.

FY 20 and FY 21 Key Projects

- Collaborate with internal and external partners to streamline resources for a system of service to coordinate efforts to make chronic homelessness rare, brief, and non-recurring.
- Coordinate the Cold Weather Shelter Program, which provides temporary housing, food, and blankets for the homeless or those who live in homes without adequate heat.
- Collaborate with local developers and landlords on rental unit subsidies to increase affordable housing inventory and expand rental options for residents emerging from homelessness.



County Commissioner Sandra Murman, third from the left, joins other participants at the 2019 Point-in-Time Count command center at Sparkman's Wharf.

Innovation

Homeless Services partners with Metropolitan Ministries for a program called the Metro BrigAIDe, whose mission is to care for persons experiencing homeless and persons at risk of becoming homeless through services that alleviate suffering, promote dignity, and instill self-sufficiency. BrigAIDe members locate these residents and assist them in securing identification, employment assistance, food stamps, Hillsborough County Health Care, SSI/SSDI, family reunification, temporary/permanent housing, and other needed resources.



Contact Information

(813) 274-6834

HCFLGov.net/HomelessServices

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Percent decrease in overall homelessness	Increase 16%*	8%	5%	5%
Number of clients assisted with temporary housing, case management, and supportive services leading to permanent supportive housing.	2,518	2,511	2,520	2,520
Number of beds/apartments the County has with Community Partners to provide Emergency Bridge Housing	443 beds/20 apartments	442 beds/20 apartments	445 beds/20 apartments	445 beds/20 apartments
Number of annual inspections completed	137	150	150	150

* The increase in homelessness is a result of the 2017 hurricane season; 187 reported being displaced by a hurricane; 184 emergency shelter beds were occupied by hurricane evacuees

Homeless Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 714,046	\$ 828,394	\$ 871,960	\$ 901,463
Operating Expenditures/Expenses	2,809,281	3,365,690	3,889,826	3,8
	\$ 3,523,327	\$ 4,194,084	\$ 4,761,786	\$ 4,791,514

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 3,523,327	\$ 4,194,084	\$ 4,761,786	\$ 4,791,514
	\$ 3,523,327	\$ 4,194,084	\$ 4,761,786	\$ 4,791,514

Funded Positions	8	8	8	8
Funded FTE Positions	8.00	8.00	8.00	8.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred from Human Resources and one position was transferred to Community and Infrastructure, resulting in a net zero change of position and FTE.

OPERATING EXPENDITURES:

- Operating expense increased to fund cold weather and temporary shelters.

Human Resources

Hillsborough County Human Resources is partnering with County leaders and business units to realize the department's mission: to engage talent inspired to excel. The department has two core functional areas that optimize employee engagement. One focuses on recruiting and hiring top talent, promoting learning and organizational development, and supporting effective performance management and employee relations. The second core area focuses on total compensation to attract and retain quality talent. It includes competitive pay and classification, robust benefits, and a culture of wellness.

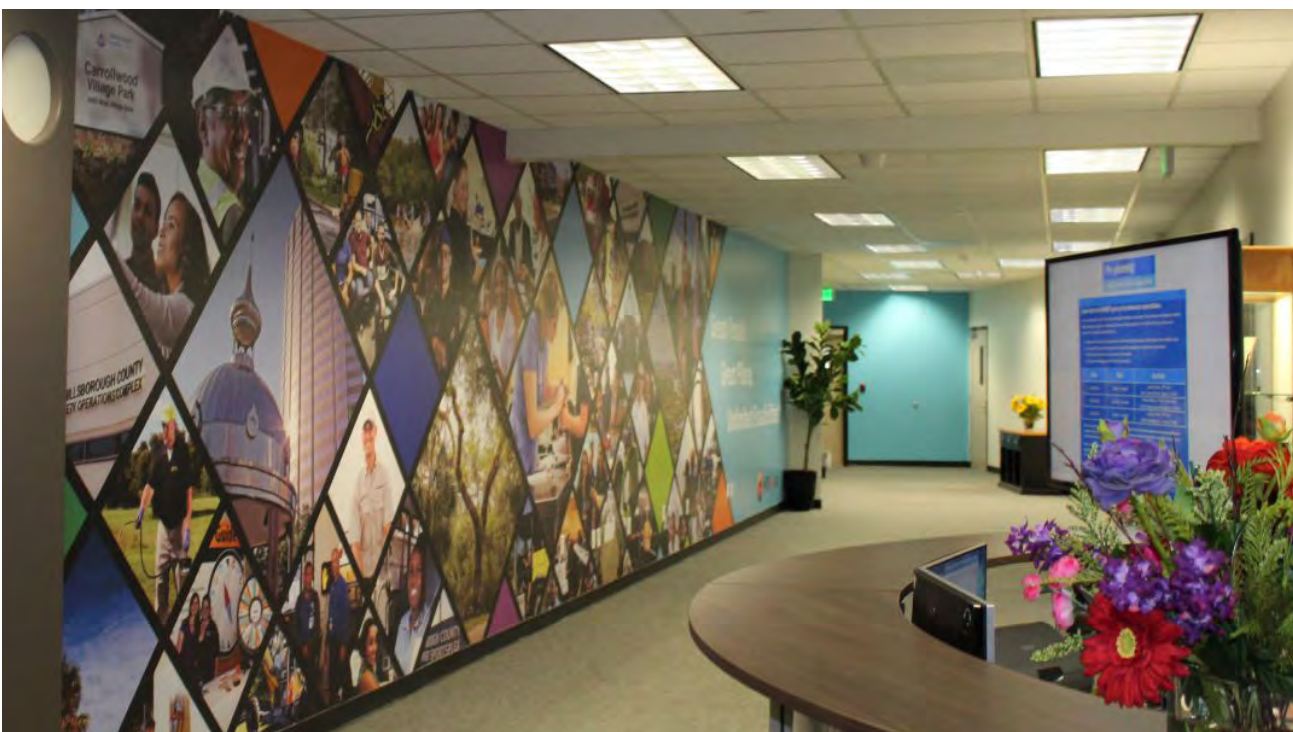
FY 20 and FY 21 Core Goals

- Reduce new-hire turnover by 5% over the next two years while striving to improve the quality of all hires. Reducing this rate will save time and money.
- Enhance employee engagement through increased communication with all employees through an amplified communication strategy.
- In partnership with all employees, accelerate change in building a culture of health.

FY 18 and FY 19 Accomplishments



- Implementation of a new classification and compensation structure that provides greater flexibility and career pathing. Each employee received a Total Compensation Statement that highlights direct and indirect compensation received throughout the year.
- Implemented an online Leadership training curriculum (Leadership Pathways) that allows future and current leaders to develop their supervisory and leadership competencies to increase the organization's strategic and succession-planning capabilities.
- Partnered with Human Resource departments of Constitutional Officers to successfully design an appeals process to replace the role played by the Civil Service Board.



Human Resources held an open house to showcase renovations on the 17th floor of County Center, including an inviting space for employees and a large training room.



FY 20 and FY 21 Key Projects

- Increase wellness engagement through gamification, leveraging technology to foster a culture of health.
- Reduce the average time required to fill a position to 60 days. Having a new employee on board more quickly reduces productivity lost to vacancies, cuts overtime needed to cover gaps, and allows project completion in a more timely and efficient manner. High-value candidates are less likely to be lost due to the time required to be hired.
- In response to the abolishment of the Civil Service Act, ensure a smooth transition to the new appeals process and provide replacement HR services to the agencies impacted by the dissolution of Civil Service.



The Summer Youth Internship Program provides local students a unique opportunity to work in various Hillsborough County departments to learn real, on-the-job skills.



Innovation

Starting a new job can be stressful and full of unknowns. Hillsborough County launched a new app that can assist in answering some of these questions. New hires can download the Guidebook app, which provides helpful tools before starting with the County. The app includes information on where to park on your first day, orientation information, and a map of downtown Tampa. Supervisors can also download the supervisory Guidebook app, which provides valuable information and common FAQs.



Contact Information
(813) 272-6400
HCFLGov.net/HumanResources

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Average time to fill a position (calendar days).	66	60	54	45
Employee development program hours of delivered training.	12,507	12,700	13,100	13,500
Individual participation in Wellness Incentives Program.	4,710	4,800	4,900	5,000

Human Resources

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 4,709,950	\$ 5,744,701	\$ 6,305,157	\$ 6,349,422
Operating Expenditures/Expenses	615,257	1,010,616	1,904,076	1,604,561
Capital Outlay	0	8,500	4,547	0
	\$ 5,325,207	\$ 6,763,817	\$ 8,213,780	\$ 7,953,983

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 4,676,833	\$ 5,352,102	\$ 6,230,529	\$ 6,238,009
Countywide Special Revenue Fund	0	0	300,000	0
Grants (Not Transportation Related)	0	0	200,000	200,000
Self-Insurance Fund	648,374	1,411,715	1,483,251	1,515,974
	\$ 5,325,207	\$ 6,763,817	\$ 8,213,780	\$ 7,953,983

Funded Positions	80	85	110	110
Funded FTE Positions	61.15	66.16	74.80	74.80

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred to Homeless Services and two positions were transferred to Risk Management.
- With the elimination of Civil Service, three positions were included to continue to provide services to those agencies that had not opted out of Civil Service support.
- Ten part-time positions were added to expand the summer youth internship program bringing the total number of interns to 30.
- Fifteen part-time positions were added during FY 19 as a partnership with the Hands On Vocational Explorations Program.

OPERATING EXPENDITURES:

- With the elimination of Civil Service, \$415,000 was added to continue to provide services to those agencies that had not opted out of Civil Service support.
- Funding was included for a more robust and feature-rich replacement applicant tracking system within the Innovation and Information Office Project Fund.

CAPITAL AND OTHER EXPENDITURES:

- Funds were included for the replacement of a color copier.



Information & Innovation Office



Grouped together on the 26th floor are the Initial IIO staff members who successfully completed their ITILv3 (Information Technology Infrastructure Library) certification.

The Information & Innovation Office provides customer-centric, strategic, and innovative enterprise technology and performance improvement solutions that are both agile and reliable. As an internal consultancy, the IIO works in partnership with County departments and other Hillsborough County agencies to achieve Hillsborough County’s overall strategic goals while improving customer service. The IIO includes the following divisions:

- Information Technology Department
- Enterprise Program Management Office
- Information & Cyber Security Services
- IT Business Management Services
- Performance Improvement
- Enterprise Data & Analytics

FY 20 and FY 21 Core Goals

- To act as a business partner and internal consultancy. IIO aims to collaborate with departments to conceive of, design, and implement solutions that materially impact service quality, speed, and efficiency for the good of departments and, by extension, County residents.
- To apply enterprise thinking to critical business requirements. IIO will partner with County departments to deliver process-driven technology solutions that consistently and cost-effectively improve service delivery and customer experiences across the enterprise.
- To improve services that will empower County Government customers. IIO’s aim is to make it easy and fast for residents and our other customers to conduct business with the County. As such, IIO will pursue innovative solutions that empower customers to complete transactions online without inconvenient, time-consuming trips to County facilities.

FY 18 and FY 19 Accomplishments

- Digital Government Initiatives:**
 - Established an Enterprise Content Management Platform to digitize manual paper processes, leading to automated workflows and reduced paper consumption
 - Worked closely with Pet Resources to launch a virtual online pet adoption information portal that provides key information on adoptable pets for citizens and advocacy groups.
- Internal Initiatives:**
 - Established training program focused on the improvement of IT Service Management utilizing Industry Best Practices (ITIL).
 - Partnered with Emergency Management to improve disaster recovery response processes and technologies.
 - Expanded workforce mobility solutions, thereby enhancing remote workers’ capabilities to complete job functions in real time.
- Self Sufficiency and Efficiency Initiatives:**
 - Worked in concert with Social Services to deploy self-service kiosks to improve the customer experience when applying for social services.
 - Launched an improved Hillsborough HealthCare client management portal, streamlining and modernizing client enrollment and interaction processes for the County’s most vulnerable population.



FY 20 and FY 21 Key Projects

- To expand and enhance the Traffic Network technology capabilities to facilitate traffic pattern improvements for citizens, as well as emergency vehicles, resulting in improved citizen mobility and emergency service response time.
- To implement an intuitive and customer-friendly Citizen Engagement Portal that provides visibility into citizen and community inquiries from request to resolution.
- To mature the County’s Data Management capability. This is accomplished by leveraging enterprise data as a strategic asset to identify opportunities for improvement, resulting in measurable, efficient, and effective service delivery to the customers.



Innovation

Establish the Hillsborough County Continuous Improvement Academy to concentrate on furthering IIO’s already successful Lean Six Sigma training and certification program, which has already trained hundreds of employees to date. Upon graduation, students will engage in leading, strategically aligned process improvement projects within their departments, and work as practitioners and system thinkers to reengineer and improve government processes, resulting in optimized customer service.



Contact Information
(813) 272-5464

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide clients providing "satisfied" and "very satisfied" ratings regarding their overall satisfaction with IIO services based on responses to an annual survey.	88.75%	90%	90%	90%
Overall customer satisfaction with a “satisfactory” or better rating based on responses to surveys for closed case tickets.	97.89%	98%	98%	98%

Information & Innovation Office

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 13,908,608	\$ 16,397,084	\$ 19,378,722	\$ 19,489,598
Operating Expenditures/Expenses	9,692,413	9,558,254	14,781,249	15,347,708
Capital Outlay	1,816,033	3,930,795	6,616,971	2,833,227
	\$ 25,417,054	\$ 29,886,133	\$ 40,776,942	\$ 37,670,533

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 20,299,138	\$ 22,767,132	\$ 27,143,950	\$ 27,088,718
Countywide Special Revenue Fund	3,531,068	5,539,019	11,905,281	8,717,554
Unincorporated Area Special Revenue Fund	197,139	210,349	285,571	286,971
Transportation Trust Fund	91,513	0	0	0
Public Works Solid Waste Resource Recovery	307,318	332,363	348,574	358,648
Public Utilities Water/Wastewater	990,878	1,037,270	1,093,566	1,218,642
	\$ 25,417,054	\$ 29,886,133	\$ 40,776,942	\$ 37,670,533

Funded Positions	137	145	160	160
Funded FTE Positions	137.00	145.00	160.00	160.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred from Water Resources as a result of realignment of duties.
- The increased funding is a result of the reorganization of the department and the creation of fourteen positions.

OPERATING EXPENDITURES:

- Funds were included for disaster recovery, contract renewal increases, implementation of a best in breed client eligibility system to replace legacy client assistance system (CLASS), replacement of security incident event management (SIEM) system, participation in the multi-state information sharing and analysis center (MS-ISAC), endpoint detection and response (EDR), firewall monitoring and compliance, and the transition of various County records from paper filing to an electronic records management system (On Base).

Library Services

Library Services provides customer-focused library materials, services, and resources to meet the diverse educational, recreational, and cultural needs of Hillsborough County residents. Services include the traditional, such as book collections and story programs, as well as technology instruction, free wireless Internet, and access to federal, state, and local e-government services. The primary services offered by the library have a direct impact on economic development and community prosperity through numerous outcomes, such as improved job skills, school readiness, and availability of educational and leisure materials.



Library collections support early learning and grade-level reading.

FY 18 and FY 19 Accomplishments

- The new Arthenia L. Joyner University Area Community Library, nationally featured in Library Journal for its partnership with Muller Elementary Magnet School, and the expanded C. Blythe Andrews, Jr. Public Library replacement show our commitment to building dynamic neighborhood focal points that contribute to the well-being and prosperity of our communities.
- Tampa-Hillsborough County Public Library was recognized by the Florida Library Association as 2019 Library of the Year and the Urban Libraries Council as a 2018 Top Innovator for modernizing our staffing model and eliminating late fines while yielding an annual savings of \$780,000 with no jobs lost, improving service, and increasing access.
- Several library locations began accepting U.S. Passport applications in cooperation with the U.S. Department of State as an additional benefit to the community. Application fees provide a revenue stream that covers the cost of staffing the service.

FY 20 and FY 21 Core Goals

- Provide convenient access to materials and online services. Buildings and digital spaces are intuitive and easy to use, featuring materials in a variety of formats, multiple ways of accessing information, and opportunities for learning, personal growth, and economic development.
- Implement classes, events, and library learning experiences that contribute to economic development, entrepreneurial support/career enhancement, and school readiness.
- Operate a network of free library facilities with open access, a community focus, and welcoming environments. The library's network of 27 locations and two mobile library service vehicles provide access to materials and staff expertise, meeting rooms, computers, wireless Internet, and collaborative workspace.



Engaging and popular cultural events such as LibCon and AfroCon celebrate diversity and support local creativity.

FY 20 and FY 21 Key Projects

- Construct replacement facilities that respond to population growth and user needs and provide a broader array of services and amenities than current buildings can accommodate. The Riverview Library replacement opening in FY 20 will quadruple the size of the existing facility, and potential sites are being considered for relocating and replacing the Brandon Library.
- Extend Books-by-Mail service to underserved areas that have above-average drive times to the nearest library. Improve wait times for popular materials as more copies are purchased. Provide faster and more productive searches for books, electronic resources, and events through Bibliocommons, a new interface that integrates our website, catalog, and online calendar.
- Expand the library’s traditional summer programming schedule to include summer camps for young people that will offer age-appropriate learning and skill-development activities in cooperation with Parks & Recreation.



Innovation

The Library’s 2020 Vision Strategic Planning and public input process brought about the need to reimagine our workforce to meet the needs of the community and facilitate access to all the public library has to offer. Position descriptions and job classifications were completely revised, and self-service mechanisms were put into place so that staff efforts are now fully focused on customers.

Contact Information
(813) 273-3652
hcplc.org

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Percent of customers who rate library staff as friendly and competent.	97%	96%	96%	96%
Percent of customers who found what they were looking for in libraries and on our library website.	97%	97%	97%	97%
Percent of customers who feel library in-person educational programs improved their quality of life.	96%	95%	95%	95%
Percent of households within library service areas with at least one active card holder.	70%	70%	70%	70%

Library Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 19,436,626	\$ 22,418,965	\$ 24,087,464	\$ 24,842,457
Operating Expenditures/Expenses	17,949,280	17,867,892	17,800,688	17,939,645
Capital Outlay	2,156,824	2,317,111	2,360,525	2,360,525
Grants & Aids	392,346	393,328	412,742	407,742
	\$ 39,935,076	\$ 42,997,296	\$ 44,661,419	\$ 45,550,369

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide Special Revenue Fund	\$ 287,874	\$ 322,252	\$ 313,250	\$ 316,010
Library Tax District Special Revenue Fund	39,647,202	42,675,044	44,348,169	45,234,359
	\$ 39,935,076	\$ 42,997,296	\$ 44,661,419	\$ 45,550,369

Funded Positions	396	390	385	388
Funded FTE Positions	363.98	366.90	368.20	371.20

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- A reorganization of the department resulted in the elimination of six part-time positions.
- One position was established for the new Brandon Library replacement.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay primarily reflects the annual funding for replacement and renewal of books and publication inventory.



Management & Budget

The Management & Budget department uses sound financial and business practices to budget available resources in accordance with the priorities of the Board of County Commissioners and statutory requirements. It manages the issuance of debt, provides financial analysis services, and is responsible for the County's risk management activities.



The department has earned the Distinguished Budget Presentation Award from the Government Finance Officers Association for 32 years.

FY 18 and FY 19 Accomplishments



- Maintained a AAA general obligation bond rating, as determined by all three major rating agencies.
- Complied with Florida Statutes, Chapters 129 and 200, for Truth in Millage requirements.
- Assisted the County Administrator and the Board in implementing initial strategies for fiscal sustainability.

FY 19 and FY 20 Core Goals

- Earn the Government Finance Officers Association's Distinguished Budget Presentation Award for the 32nd consecutive year. Receipt of the award is an indicator that Hillsborough County is communicating budget information to its citizens using the best practices, which results in budget transparency.
- Maintain compliance with Florida Statutes, Chapters 129 and 200, to assure continuing funding, and prevent potential service interruptions.
- Achieve a customer satisfaction rating of 4.5 (out of 5) to validate that the Management & Budget Department is providing superior service to its customers.



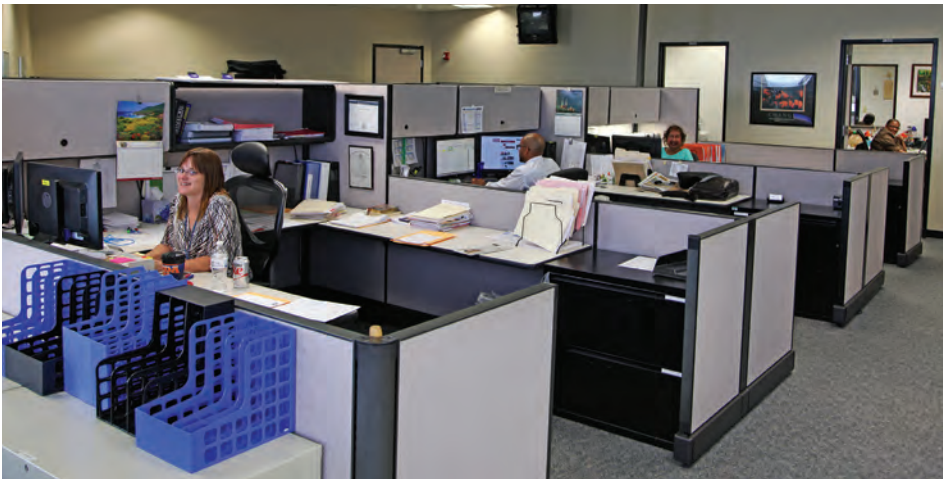
FY 20 and FY 21 Key Projects

- Continue development of financial/budgetary strategies to ensure fiscal sustainability of service delivery.
- Update key financial policies to ensure that they are consistent with the County’s most current business model.



Innovation

The department has evolved its five-year proforma analysis into a more dynamic tool that analyzes multiple possible economic and financial scenarios. The model evaluates the possible implementation of master plans, the impacts of a Board-approved transportation plan, anticipated normal economic growth, and fiscal sustainability. The new model provides both the County Administrator and the Board more information on which to make budgetary decisions.



Management & Budget staff.



Contact Information

(813) 272-5890

HCFLGov.net/Budget

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Truth in Millage	Approved	Approved	Approved	Approved
Budget Award	32th Year Award	N/A	34nd Year Award (pending)	N/A
Customer Satisfaction	4.20	4.5	4.5	4.5

Management & Budget

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,981,501	\$ 3,319,818	\$ 3,567,868	\$ 3,645,866
Operating Expenditures/Expenses	1,839,724	2,626,628	2,079,938	1,981,475
Grants & Aids	707,654	3,046,007	3,671,651	2,112,907
Other Non Operating	552,053	2,063,404	884,981	282,500
	\$ 6,080,932	\$ 11,055,857	\$ 10,204,438	\$ 8,022,748

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 2,791,338	\$ 3,130,299	\$ 3,386,903	\$ 3,482,939
Countywide Special Revenue Fund	2,156,403	3,062,748	2,798,614	2,824,150
Grants (Not Transportation Related)	1,125,907	4,862,810	4,018,921	1,715,659
Self-Insurance Fund	7,284	0	0	0
	\$ 6,080,932	\$ 11,055,857	\$ 10,204,438	\$ 8,022,748

Funded Positions	25	27	28	28
Funded FTE Positions	25.00	27.00	28.00	28.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- During FY 19 one position transferred from Non Departmental Allotments to Management and Budget.

OPERATING EXPENDITURES:

- The decrease in operating expenditures is due the decrease in Misdemeanor Probationary Services collections..

GRANTS AND AIDS:

- The changes in grants & aids and other non operating is a result of a fluctuation in the carry forward of prior year grant revenue.



Medical Examiner

The Medical Examiner investigates or reviews more than 8,000 of the approximately 10,000 deaths that occur annually in the county. The department has two core responsibilities: a statutorily-mandated mission to determine cause and manner of death in a specific set of circumstances defined in Section 406.11, Florida Statutes, and the disposal of unclaimed bodies. A body is deemed unclaimed if no family, friend, or organization comes forward to fund private disposition of remains.



The Morgue

FY 18 and FY 19 Accomplishments



- Acquired updated forensic imaging equipment to assist with rapid identification of injuries and foreign objects.
- Continued successful partnership with Lifelink of Florida and Lions Eye Institute in an effort to help save lives through the tissue, vascular organ, and eye donation process.
- Decreased the number of cases using the county indigent program by 7%.

FY 20 and FY 21 Core Goals

- One of the department's ongoing goals is to obtain N.A.M.E. (National Association of Medical Examiners) accreditation.
- To increase the number of trained investigators, thereby increasing the number of scene responses.



The family services coordinator assists a family through the indigent cremation process.

FY 20 and FY 21 Key Projects

- Reconfigure the instrument room of the toxicology lab in order to purchase and utilize additional equipment, thereby decreasing the amount of testing that needs to be sent to an outside lab.
- Conduct outreach events in order to educate the community about water safety, co-sleeping issues, the negative effects of drug and alcohol abuse, and other various topics.
- Continue partnership with USF's Institute of Forensic Anthropology and Applied Sciences to identify unknown decedents.



Left: The Medical Examiner Complex
Below: The toxicology lab includes state-of-the-art instrumentation.



Innovation

The department has provided education opportunities to police academy cadets on the role of the medical examiner and its relationship with law enforcement agencies. Pathologists and toxicologists in the department have conducted numerous lectures at University of South Florida and University of Tampa.



Contact Information

(813) 914-4500 HCFLGov.net/MedicalExaminer

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Death investigations - total number of death investigations conducted	9,890	10,000	10,120	10,200
Cremation authorizations	7,124	7,480	7,854	7,900
Indigent body disposition	679	700	725	750

Medical Examiner

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 4,066,628	\$ 4,287,738	\$ 4,850,010	\$ 4,981,042
Operating Expenditures/Expenses		1,340,609	1,535,878	1,540,892
Capital Outlay		7,495	453,000	0
	\$ 5,414,732	\$ 6,276,616	\$ 6,390,902	\$ 6,524,876

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 5,414,732	\$ 6,276,616	\$ 6,390,902	\$ 6,524,876
	\$ 5,414,732	\$ 6,276,616	\$ 6,390,902	\$ 6,524,876

Funded Positions	40	38	43	43
Funded FTE Positions	34.96	35.48	40.48	40.48

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Addition of five positions (4 new positions and 1 position transferred from Children Services) to assist with increased caseloads.

OPERATING EXPENDITURES:

- Continuation budget.



Operations & Legislative Affairs

Operations & Legislative Affairs communicates information about Hillsborough County government programs and services to County residents, members of Congress, the Florida Legislature, and other officials and leaders. The Office also develops and coordinates state and federal legislative programs as directed by the Board of County Commissioners and County Administrator.



FY 20 and FY 21 Core Goals

- Expand and improve the communication and implementation of County priorities that improve services and quality of life at the local, state, and federal levels of government.
- Continue to seek and implement reliable, efficient, and effective procedures that improve service delivery across all lines of business.
- Implement meaningful measures to gauge service outcomes and delivery satisfaction to identify opportunities for improvement.



FY 18 and FY 19 Accomplishments



- Successfully advocated for policy and funding priorities to advance service needs on behalf the County and its residents.
- Provided numerous and varied services to promote and protect civil rights, and the security of health information.
- Professionally staffed advisory boards and councils appointed by the Board of County Commissioners.





FY 20 and FY 21 Key Projects

- Increase proactive interaction with key constituencies on matters of interest through various media and personal engagements to build additional relationships and improve understanding of County actions and community needs.
- Implement both comprehensive grants development and strategic project services tied to the County's goals and budget process to seek additional resources and ability to deliver needed service.
- Enhance government relations resources to more effectively advance County priorities and citizens services at the state and federal levels.

Contact Information

(813) 635-3500

HCFLGov.net/OLA



Innovation

The Investigative Services Team enhanced their case management processes and tools to more effectively intake inquiries, conduct investigations, and track key performance indicators.

Health Insurance Portability and Protection Act (HIPAA) internal controls were greatly improved via development of a centralized system of control that further protects sensitive information.

Operations & Legislative Affairs

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 1,275,386	\$ 2,112,846	\$ 2,086,015	\$ 2,149,089
Operating Expenditures/Expenses	120,296	382,526	389,866	390,018
	\$ 1,395,682	\$ 2,495,372	\$ 2,475,881	\$ 2,539,107

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 1,395,682	\$ 2,495,372	\$ 2,475,881	\$ 2,539,107
	\$ 1,395,682	\$ 2,495,372	\$ 2,475,881	\$ 2,539,107

Funded Positions	11	17	17	17
Funded FTE Positions	11.00	17.00	17.00	17.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred from Communications and Digital Media to accommodate additional services to be provided by the department.
- One position was transferred to Extension Service to accommodate additional services to be provided by that department.

OPERATING EXPENDITURES:

- The increase in operating expenditures reflects the addition of multiple roles and divisions added to the department.



Parks & Recreation

Parks & Recreation provides competitive athletic and recreational opportunities for people of all ages and abilities, including Hillsborough County’s approximately 1.4 million residents. The department manages a wide range of facilities, including 53 recreation centers, seven gymnasiums, six fitness centers, three skate parks, eight off-leash dog parks, 170 baseball and softball fields, 30 football fields, 53 soccer fields, and three lacrosse fields. In addition, there are 104 non-programmed neighborhood parks consisting of approximately 1,200 acres of open space, courts, walking paths, playgrounds, and picnic shelters. Adaptive programs for residents with disabilities, and special events with community and civic organizations round out Parks & Recreation’s offerings.



Athletes compete for the gold at the Tampa Bay Active Life Games.

FY 20 and FY 21 Core Goals

- Recreation staff intends to increase recreation participation through several initiatives. These initiatives include increasing park access by opening skate parks seven days a week, increasing program amenities through partnerships, expansion of inclusion programs, and crosswalk access to establish safe routes to recreation sites.
- Parks Services will measure citizen’s requests for service on park amenities versus inspections performed. The result will show that inspections and preventative maintenance performed by staff – which includes identifying and correcting issues during inspections in a timely manner - will reduce service interruptions, thereby reducing service calls and increasing citizen enjoyment.
- The department will utilize the FY 19 allocated budget to improve athletic turf fields countywide. Beginning in FY 19, almost 40 fields will receive Celebration Bermuda sod to provide safe and level playing surfaces that will provide for a more enjoyable playing experience. Coupled with routine maintenance, these efforts will improve access and participation rates.

Kids have some fun playing youth flag football.



FY 18 and FY 19 Accomplishments



- The Swim Safety Initiative program was launched in spring of 2015 to reduce the number of childhood drowning deaths and to educate our community on the benefits of swim safety. In 2018, the program increased by almost 100 participants and is projected to increase by approximately 318 in 2019, with the average progression rate increasing from 73% to 90% this year.
- In fall of 2018, the department completed an American with Disabilities Act (ADA) Title II assessment of all Park facilities and amenities. The assessment identified various areas requiring ADA improvements. The goal is to address and correct the deficiencies in order to become ADA compliant, thereby providing an enhanced experience for all residents and ensuring the best practices for CAPRA.
- The department continues to expand operations and services through its 8,486 volunteers, who contribute 127,738 hours. Supported organizations included Special Olympics, therapeutic recreation, and Girl/Eagle Scouts by way of reading to kids, leading teen camps and youth athletic coaching, community clean-up, and helping with special community events.



FY 20 and FY 21 Key Projects

- The department will partner with the University of Florida's Environmental Horticulture Department to catalog all park assets on 150 sites. PHD students will collect GIS data on all buildings and hardscapes (shelters, playgrounds, benches, etc.), and all trees in spaces where people congregate. Tree conditions will be evaluated, and future tree sites will be identified.
- Carrollwood Village Park is a 50-acre, \$10 million redevelopment project that started in 2015. In October 2018, Phase One opened and included site development, parking, utilities, lighting,

landscaping, multi-use trail, lawn games, exercise area, and large and small dog parks. Phase One is still on-going, and the new park has become a model for future developments.

- For FY 20, The BOCC approved \$7 million for synthetic turf fields and \$3 million for Phase One of the Waterset Sports Complex. This additional funding will provide for new construction of synthetic, multi-purpose athletic fields throughout the county to address field capacity issues and expand field access for increased participation.



Innovation

Park Services will complete a conversion of the work order system from MP2 to EAM (Enterprise Asset Management) for tracking and guiding maintenance of all park amenities and grounds support services in early FY 20. This will allow for tracking of on-going work orders, automated requestor work order status, automatic generation and tracking of preventative maintenance inspections, as well as routing for maximum efficiency of manpower allocation.



Tampa Bay Strong Dogs Basketball Team show their moves against the Music City Lightning.

Contact Information
 (813) 635-3500
HCFLGov.net/Parks

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Increase in participation of seniors, adults, and youth in recreational sport activities	75,780	77,169	78,712	80,287
Customer services satisfaction rating for child care programming	90% satisfied	90% satisfied	90% - 91% satisfied	91% - 91% satisfied
Increase participation in athletic sports activities	34,804	35,514	36,224	36,949

Parks & Recreation

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 10,607,679	\$ 14,207,175	\$ 15,655,366	\$ 16,117,791
Operating Expenditures/Expenses	13,643,612	15,967,070	20,459,287	20,921
Capital Outlay	377,811	138,351	863,880	45,000
Grants & Aids		0	45,000	45,000
	\$ 24,629,102	\$ 30,357,596	\$ 37,023,533	\$ 37,209,033

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 1,001,230	\$ 1,249,755	\$ 1,285,096	\$ 1,296,327
Unincorporated Area General Fund	23,627,872	29,107,841	35,738,437	35,912
	\$ 24,629,102	\$ 30,357,596	\$ 37,023,533	\$ 37,209,033

Funded Positions	312	317	330	332
Funded FTE Positions	195.35	199.45	211.39	213.39

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Net Increase of 13 positions (14 new positions added, 1 position transferred to Conservation and Environmental Land Management) to assist in park maintenance.

OPERATING EXPENDITURES:

- The operating budget increased in order to support parks and fields maintenance and to upgrade amenities.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes new vehicles for additional maintenance staff.

GRANTS AND AIDS:

- Continuation budget.

Pet Resources

The Pet Resources Department serves multiple roles for the people and pets of Hillsborough County. It's a public safety agency that investigates and enforces both civil infractions and criminal offenses related to animals. Rabies control, picking up stray pets, ending abuse and neglect, controlling dangerous dogs, and eliminating pet-created nuisances are examples of the department's public safety role. As the County's pet shelter, the department reunites pets with their owners, and finds homeless pets new homes. This improves the social capital of the community, and makes Pet Resources the "First Place for Pets." Pet Resources provides public education, outreach, and expert resources, making it a key partner for those looking to adopt a new pet.

A happy pet gets adopted at the WFLA "Clear the Shelter" adoption event, one of the many adoption events held at Pet Resource Center that helped find more than 15,000 pets homes in 2018.



FY 18 and FY 19 Accomplishments



- The Pet Resource Center became the first municipal animal shelter in Florida to become a "Certified Service Enterprise" by the Points of Light Foundation, recognizing the effort to incorporate volunteers in all aspects of the organization.
- The department's Animal Control section improved the ability to house quarantine and investigation animals by opening a dedicated, secure facility specifically for these pets.
- In addition to the more than 13,000 pet sterilizations performed and provided through partnerships in the department's ongoing effort to reduce pet overpopulation and demands on the shelter, Pet Resources veterinarians performed an additional 277 lifesaving

FY 20 and FY 21 Core Goals

- To protect the safety and welfare of the county through a community-based animal control program that also seeks to improve pet ownership and assist those in need.
- To provide the best care possible to the thousands of pets in the department's custody throughout the year, with a focus on best available quality of life options.
- To engage the community in helping improve overall pet ownership through education, assistance, and understanding of the issues the county faces.



Pet Resource Center's vet services play a vital part in bringing up the next generation of veterinary technicians with several educational partnerships, including with Hillsborough Community College, that provide invaluable hands-on experience for students looking to join the veterinary field.



FY 20 and FY 21 Key Projects

- Engage the Sulphur Springs Community through our Community Liaison program to educate and assist citizens with available resources, thereby enhancing the quality of pet ownership, improving pet owner responsibility, and reducing animal control violations.
- Create cooperative programs between Pet Resources and Children’s Services to utilize pets in teaching responsibility, proper pet ownership, and basic pet training/grooming skills.
- Maintain and expand the department’s leadership role in the community, the state, and the nation as a model of quality public animal sheltering and animal control, in addition to enhancing the collaboration started with the Tampa Bay Municipal Shelters Meetings – a quarterly assembly of municipal shelter leaders from nine surrounding counties.



Innovation

Pet Resources began active intervention and education programs to help keep pets in their homes and improve pet ownership.



With the help of 826 volunteers, PRC’s Volunteer Program became a certified Points of Light Service Enterprise program in 2018, becoming the only open-admission shelter in the state to receive the certification.

Contact Information
(813) 744-5660
HCFLGov.net/Pets

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Animal Control cases closed	21,352	23,500	25,500	27,500
Actual number of pets placed into homes or rescues (does not include TNVR or RTF cats)	15,601	16,000	16,500	16,500
Positive outcome rate for pets (% live outcome)	88.23%	89.00%	90.00%	90.00%
Residents and guests served	354,000	370,000	395,000	410,000

Pet Resources

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 6,217,884	\$ 6,446,048	\$ 8,096,169	\$ 8,271,101
Operating Expenditures/Expenses	2,811,248	3,266,578	3,625,978	3,613,289
Capital Outlay	33,558	266,000	762,788	0
	\$ 9,062,690	\$ 9,978,626	\$ 12,484,935	\$ 11,884,390

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 8,714,950	\$ 9,511,126	\$ 12,017,435	\$ 11,416,890
Countywide Special Revenue Fund	347,740	467,500	467,500	467,500
	\$ 9,062,690	\$ 9,978,626	\$ 12,484,935	\$ 11,884,390

Funded Positions	97	97	120	120
Funded FTE Positions	96.00	96.50	120.00	120.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was transferred to Consumer & Veteran Services.
- One Veterinary Technician position was converted from part-time to full-time.
- Thirteen positions were added to meet the increased needs of operations and services of Pet Resources for the community.
- Six positions were added to staff the Animal Control Shelter Annex where aggressive animal cases will be contained.
- Two positions were added to develop programs with Children's Services and the Sheriff's Office to help at-risk people working with at-risk dogs.
- Two positions were added for the Pet Retention Program to provide counseling and resources dedicated to owners keeping their pets.
- One position was added to assist in developing curriculum age-appropriate educational programs for the in-school and in-shelter programs.

OPERATING EXPENDITURES:

- The increase in operating expenses was primarily due to an increase in operating and services of Pet Resources.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay represents funding for dog play yards, a covered office unloading of pets, various veterinarian equipment for the staffing of the Animal Control Shelter Annex, building costs to modify facilities for the Pet Behaviorist programs, kennel shades to two-thirds of the kennel structures, replacement and additional equipment for surgery, and two vehicles for positions that were added.

Procurement Services

The Procurement Services department's mission is to serve as trusted advisers who passionately, predictably, and promptly source high-value solutions so that our communities prosper and lives improve. As stewards of public funds, Procurement Services serves with integrity, strives for excellence in every procurement endeavor, and is committed to the fair and equitable treatment of all vendors. Employees in the Procurement Services department are empowered to take the actions necessary to exceed customers' expectations, add value, and make a positive difference in every transaction within the confines of applicable law, policies, and procedures. In the end, the Procurement Services department provides centralized procurement for the acquisition of supplies and services in support of all County departments, government agencies, and other offices that choose to use its services.



Above: Procurement Services participated in the National Institute of Governmental Purchasing Reverse Trade Show Conference.

Below: Procurement Services shows its support for minority and small businesses at the 6th Annual Open Doors Forum.

FY 18 and FY 19 Accomplishments

- Completed our departmental transformation, which was designed to expedite the delivery of goods and services, increase vendor participation, and create an environment that is open, transparent, and welcoming. Initiated a Procurement Liaison Working Group, implemented a procurement project management capability, and published a procurement quick-reference guide.
- Sustained our vendor engagement commitment by leading departmental events, iSupplier training, and participation in multiple collaborative outreach programs. Highlighted outreach events were the 6th Annual Open Doors Forum and the NIGP (National Institute of Governmental Procurement) Reverse Trade Show Conference.
- Worked with our department partners to procure sustainable cost-saving solutions countywide, including internal waste diversion and recycling program for several county-owned buildings, hyper-spectral mapping to mark the removal of invasive plants not native to Florida, and a drinking water dispensing trailer for residents attending Hillsborough County events.



FY 20 and FY 21 Core Goals

- Procure the goods and services that County departments and agencies need to deliver quality services to the residents and visitors of Hillsborough County.
- Preserve and strengthen our reliable network of vendor businesses through active engagement, outreach, and support activities.
- Cultivate meaningful and strategic business partnerships to maximize value and support sustainable community prosperity.



FY 20 and FY 21 Key Projects

- Increase efficiency to achieve sustainable cycle times by implementing a solution that will allow Procurement Services to manage content electronically, replace paper workflows with automated and time-stamped electronic workflows, provide process transparency to customers, speed up decision making, and establish a document storage, retrieval, and archiving solution.
- Continue to support the County Energy and Sustainability Program through the procurement of planned energy conservation products and services, such as the installation of solar power systems at seven libraries throughout Hillsborough County.
- Support the existing Spanish language vendor training program with the creation of a Spanish language version of the iSupplier Training Manual to help vendors register to do business with Hillsborough County. Facilitate outreach to the Hispanic community to increase the registration of small, minority and/or women-owned businesses.



Innovation

Procurement Services leveraged the county's existing enterprise business system to create CAPES (Consultant Automated Performance Evaluation System), an online solution for project managers to evaluate the performance of Professional Services Firms (CCNA certified). This solution will help ensure Professional Services Firms are evaluated in a fair, transparent, and reliable manner.

Contact Information

(813) 272-5790

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

ProcurementServices@HCFLGov.net

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of vendors registered in the Oracle EBS iSupplier system.	7,488	9,233	10,618	12,211
Revenue generated for the county from Purchasing Card and Rebate Programs	\$345,460	\$345,694	\$331,950	\$337,475
Number of Awarded Procurements	317	345	355	366
Total dollar amount of all Awarded Procurements	\$253,393,268	\$712,086,150	\$733,448,735	\$755,452,197

Procurement Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,933,002	\$ 3,419,571	\$ 3,576,125	\$ 3,681,365
Operating Expenditures/Expenses		41,824	87,292	133,808
	\$ 2,974,826	\$ 3,506,863	\$ 3,709,933	\$ 3,856,214

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 2,534,245	\$ 2,974,510	\$ 3,221,934	\$ 3,354,046
Public Works Solid Waste Resource Recovery		68,211	86,513	86,815
Public Utilities Water/Wastewater		372,370	445,840	401,184
	\$ 2,974,826	\$ 3,506,863	\$ 3,709,933	\$ 3,856,214

Funded Positions	42	36	39	39
Funded FTE Positions	42.00	36.00	39.00	39.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Three positions were added to assist with construction procurement contracts.

OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily due to the establishment of a new certification program for project managers.

Risk Management Division

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 669,296	\$ 395,865	\$ 807,686	\$ 830,964
Operating Expenditures/Expenses	102,053	173,782	188,676	188,709
Capital Outlay	0	11,500	11,500	11,500
	\$ 771,349	\$ 581,147	\$ 1,007,862	\$ 1,031,173

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ (87)	\$ 0	\$ 0	\$ 0
Self-Insurance Fund	771,436	581,147	1,007,862	1,031,173
	\$ 771,349	\$ 581,147	\$ 1,007,862	\$ 1,031,173

Funded Positions	4	5	10	10
Funded FTE Positions	4.00	5.00	10.00	10.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Two positions were transferred from Human Resources.
- Three positions were added to enhance safety and risk management functions within the County.

OPERATING EXPENDITURES:

- Increase in operating expenditures is due to the addition of new positions.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.



Social Services

The Social Services department serves some of the most vulnerable residents in the county who require stability or long-term, comprehensive case-management services, including basic living needs, housing, education, and training. Programs and services are provided at five locations throughout Hillsborough County: Lee Davis, West Tampa, University, Plant City, and SouthShore Community Resource Centers. In addition, staff is deployed to remote sites and partner agencies to provide specialized services across the county.



Visitors build a community garden in a low-income area during a Community Engagement Event.

FY 18 and FY 19 Accomplishments



- The department stabilized 1,646 households in danger of losing their shelter, in addition to 9,519 utility accounts that were in danger of having their service interrupted.
- The department provided education assistance - including tuition, books, GED preparation, GED testing, and other fees - to 374 motivated, low-income residents.
- The Youth Development Program provided opportunities to at-risk youth, including: 27 participated in a four-week summer college experience, 59 obtained a \$5,000 scholarship towards funding for post-secondary education, and 407 participated in summer camp where they were engaged in peer activities, which allowed their guardians to seek or maintain education and/or employment.

FY 20 and FY 21 Core Goals

- Parent Empowerment through Education – Empower Head Start parents to set and achieve goals to improve overall prosperity. This is accomplished by offering a two-generational approach to combating poverty by focusing jointly on educational development of both parents and children simultaneously.
- Job Training/Tuition Assistance – Provide job training and tuition assistance to motivated individuals, which helps them obtain the necessary skills to gain stable employment. By facilitating job training and the subsequent attainment of stable employment, the department helps move families along the continuum to economic self-sufficiency.
- Youth Development – Provide youth engagement activities that offer opportunities to gain access and exposure to educational programs. These educational programs serve as a conduit to higher education or vocational training. This program provides opportunities to break the generational cycle of poverty.



Social Services partners with Feeding Tampa Bay to provide numerous distribution events throughout Hillsborough County for residents in need.

FY 20 and FY 21 Key Projects

- The department will participate in the upcoming Call Center Centralized Intake Project to improve efficiencies. This will also ensure that Social Services' customers are included in the 360-degree view of interactions, addressing multiple needs with an integrated approach.
- As the newly assigned lead for ESF6, the department will prepare all shelter workers for their assignments through full course training, training refreshers, and "just in time" training. The department will also develop post-disaster recovery plans, in conjunction with other County department community partners, to increase overall shelter capacity.
- The department will launch a partnership with Head Start and Parks & Recreation that offers priority access to comprehensive case-management services for families currently engaged in other County programs at select partner locations.

Innovation

As the ESF6 Mass Care lead, the Social Services Department - in collaboration with the University of South Florida's (USF) College of Public Health - will develop and orchestrate a resiliency project designed to assess disaster readiness, identify perceived needs, and capture insights on such for some of Hillsborough County's most vulnerable populations.

Hillsborough County's Community Action Board Scholarship program awarded scholarships up to \$5,000 to 49 deserving students, 57% of which were first-time scholarship recipients.



Contact Information

(813) 272-6770

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

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Offers Community Services Block Grant-funded college scholarships to cover tuition and school-related expenses to eligible, low-income youth for up to \$5,000.	59 youth recipients	49 youth recipients	Based on grant funding	Based on grant funding
Offers job training and tuition assistance to low-income, motivated individuals, which helps them obtain the necessary skills to gain stable employment.	374 individuals	218 individuals	Based on grant funding	Based on grant funding
Assists with services to help low-income individuals and families resolve any housing crisis that would result in homelessness.	1,646 households	1,515 households	Based on fair market rent rate	Based on fair market rent rate
Assists low-income individuals and families in achieving financial independence by identifying and addressing short- and long-term goals. Case management, along with financial assistance, is provided.	81 households	74 households	Based on grant funding	Based on grant funding
In partnership with Feeding Tampa Bay, presents monthly distribution events, which provides nutritional options to food insecure households throughout Hillsborough County.	1,300 households	1,300 households	Based on grant funding	Based on grant funding

Social Services

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 5,355,142	\$ 5,953,565	\$ 6,038,518	\$ 6,214,814
Operating Expenditures/Expenses	1,601,887	1,945,901	1,957,691	1,957,691
Grants & Aids	6,600,885	7,807,742	7,803,968	7,803,968
	\$ 13,557,914	\$ 15,707,208	\$ 15,800,177	\$ 15,979,719

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 6,302,587	\$ 7,159,640	\$ 6,955,167	\$ 7,080,154
Unincorporated Area General Fund		600,000	700,000	700,000
Countywide Special Revenue Fund	1,100,000	1,100,000	1,100,000	1,100,000
Grants (Not Transportation Related)	5,555,327	6,747,568	7,045,010	7,045,010
	\$ 13,557,914	\$ 15,707,208	\$ 15,800,177	\$ 15,979,719

Funded Positions	92	73	75	75
Funded FTE Positions	84.13	73.00	75.00	75.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Three positions were added to facilitate emergency management shelter training.
- One position was transferred to Community & Infrastructure Planning.

OPERATING EXPENDITURES:

- Continuation budget



Solid Waste

The Solid Waste Management Division provides solid waste collection, disposal, and recycling services to unincorporated Hillsborough County and the New Tampa area. This includes providing materials management for over 1 million tons of solid waste and recycling each year. The vision of the Solid Waste Division is to establish a path to long-term, sustainable, and financially responsible integrated materials management in Hillsborough County that is based on: 1) stewardship to residents and stakeholders, 2) community prosperity, 3) protection of public health and safety, and 4) customer service.



Staff loads compost at the Southeast Landfill Biosolids Composting Site.

FY 20 and FY 21 Core Goals

- Rebid and award the Residential Solid Waste Collection contract in order to: realign the collection districts, allow for the County to be the primary source of customer service, and incorporate additional accountability of contract requirements. This will provide our residents with improved customer service and more reliable solid waste collection services.
- Relocate the Sheldon Road Household Hazardous Waste (HHW) Facility to the Northwest Transfer Station. By relocating this facility, it will provide our residents easier and more convenience access to dispose of their HHW. This will provide one convenient location for residents to dispose of all types of waste at one location.
- Receive and compost all biosolids that are generated in the Public Utilities Department (PUD) system at the Southeast County Landfill composting facility. This will generate a disposal cost savings to PUD, divert the waste from landfill disposal, and create a marketable soil amendment.

FY 18 and FY 19 Accomplishments



- Processed over 1 million tons of municipal, commercial, and residential waste.
- Converted over 500,000 tons of solid waste to energy, generating enough energy to power up to 35,000 households.
- Recycled 200,000 tons of metal, curbside recyclables, and yard waste.



FY 20 and FY 21 Key Projects

- Complete the renovation of the Northwest CCC and Household Hazardous Waste Drop-Off Facility. This project will double the size of the CCC, which will allow for easier and safer access for our residents and eliminate wait times at the facility.
- Solid Waste will begin accepting credit card payments at all scalehouses and community collection centers. This will allow residents who are not assessed solid waste disposal on their tax

bill to access all disposal facilities. Currently, these customers are limited to solid waste sites with scalehouses, which only accept cash.

- Complete the construction of a storage warehouse at the County's Resource Recovery Facility. This will provide the customers with safer and faster access to the RRF. Currently, parts and supplies needed for the maintenance of the facility are stored on the RRF tipping floor and the facility parking lot.

Contact Information
 (813) 272-5680
HCFLGov.net/SolidWaste



Innovation

Biosolids Composting at the Southeast Landfill is a partnership between the Public Utilities Department (PUD) and the Solid Waste Management Division. This is an innovative process to dispose of biosolids, with a significant saving to PUD for disposal fees and for the Solid Waste Division to increase revenue by way of tipping fees, in addition to saving valuable landfill air space. Once the process is completed, the compost is sold as a soil amendment.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Tons of solid waste transferred by County Staff to the disposal facility and recycling facilities	399,000 tons	430,000 tons	480,000 tons	510,000 tons
Number of homes receiving solid waste collection services	285,000	289,500	294,150	298,800
Tons of solid waste landfilled at the Southeast County Landfill	331,000 tons	395,000 tons	450,000 tons	495,000 tons
Tons of solid waste converted to energy	540,000 tons	541,000 tons	545,000 tons	555,000 tons
Tons of material recycled by the Solid Waste Division	212,000 tons	220,000 tons	231,000 tons	245,000 tons

Solid Waste Division

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 7,670,195	\$ 8,588,324	\$ 10,012,004	\$ 10,379,242
Operating Expenditures/Expenses	72,432,719	75,371,629	76,668,041	76,667,232
Capital Outlay	978,918	3,456,382	4,659,634	3,164,887
	\$ 81,081,832	\$ 87,416,335	\$ 91,339,679	\$ 90,211,361

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 41	\$ 0	\$ 0	\$ 0
Transportation Trust Fund	0	316,420	268,154	275,942
Public Works Solid Waste Resource Recovery	80,998,624	87,013,526	91,071,321	89,843,123
Public Utilities Water/Wastewater	83,167	86,389	204	92,296
	\$ 81,081,832	\$ 87,416,335	\$ 91,339,679	\$ 90,211,361

Funded Positions	134	133	150	150
Funded FTE Positions	134.00	133.00	150.00	150.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Increase of 17 positions (16 new positions and 1 position transferred from Public Utilities) to accommodate additional workload.

OPERATING EXPENDITURES:

- Operating increase due to additional cost of solid waste collection and disposal.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay increase due to equipment replacement.

Sunshine Line

Sunshine Line creates community prosperity by offering transportation services to those who, because of disability, age, or income, are unable to provide or purchase their own transportation, and do not qualify for other sources of local transportation. Sunshine Line provides access to medical appointments, grocery shopping, social services, and other resources. The department provides daily or monthly bus passes to those who are able to use the local bus service. Door-to-door transportation, including assistance to and from the vehicle, is provided for those who are unable to use transit service, or where fixed-route transit service is not available.



Above: Local customers enjoy taking a ride in a Sunshine Line van.

Left: Sunshine Line staff assists homeless Veterans at Operation Reveille.

FY 18 and FY 19 Accomplishments



- Sunshine Line removed most restrictions on trip purposes. Riders can now take trips for social activities, recreation, health and wellness, and other activities. This has greatly enhanced quality of life for residents who would otherwise not be able to attend these events.
- The department participated in 60 community outreach events annually to increase residents' awareness of the services available through Sunshine Line.

FY 20 and FY 21 Core Goals

- To expand service hours and days for weekend and evening transportation.
- To increase services for employment and job training for the transportation disadvantaged.
- To redesign the current transportation disadvantaged service model to one that is dynamic and flexible to help reduce the multiple, unmet needs of the transportation disadvantaged, thereby creating synergy among various individuals and stakeholders through transportation support.

FY 20 and FY 21 Key Projects

- Sunshine Line is applying for grant funding for a pilot project that will expand service to weekends, and for employment and job training.



A Sunshine Line staff uses a lift to help their customers enter the vehicle.



Innovation

Last year, Sunshine Line was able to change the Bus Pass Program. Therefore, most clients will now receive a 31-day pass for unlimited transit trips all month, instead of 1-day passes for a limited number of days. This greatly increases client independence, and provides them with greater access to resources throughout the county.

Contact Information
(813) 272-7272
HCFLGov.net/Sunshine

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
On-time performance (% of trips on time)	90.6%	90%	93%	93%
Customer satisfaction	97%	97%	97%	97%
Improved quality of life for users of service	99%	97%	97%	97%
Increased independence for users of service	99%	97%	97%	97%
Door-to-door trips provided	164,203	165,768	175,000	182,000

Sunshine Line Agency

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 3,711,091	\$ 5,337,039	\$ 6,651,143	\$ 6,803,046
Operating Expenditures/Expenses	2,434,591	4,164,628	3,775,904	3,695,421
Capital Outlay	0	0	324,500	0
Grants & Aids	0	48,144	0	0
	\$ 6,145,682	\$ 9,549,811	\$ 10,751,547	\$ 10,498,467

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 3,564,860	\$ 4,762,047	\$ 6,099,098	\$ 5,846,018
Grants (Not Transportation Related)	2,580,822	4,787,764	4,652,449	4,652,449
	\$ 6,145,682	\$ 9,549,811	\$ 10,751,547	\$ 10,498,467

Funded Positions	74	74	83	83
Funded FTE Positions	74.00	74.00	83.00	83.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- A Safety, Security and Emergency Manager position was established during FY 19. Eight new Paratransit Minibus positions are included.

OPERATING EXPENDITURES:

- Additional operating funding is provided to support the new positions as well as increased fleet charges. Additional changes in operating expenditures are due to the fluctuation in the prior year carry forward of grant revenue.

CAPITAL AND OTHER EXPENDITURES:

- \$320,000 is included for additional passenger vans.

Water Resources

The Water Resources department provides drinking water, wastewater treatment, and reclaimed water services in the unincorporated areas of Hillsborough County.



FY 20 and FY 21 Core Goals

- The department will deliver high-quality potable water, collect, and consolidate wastewater services, and distribute reclaimed water to support current and future customers for a sustainable economy.
- The department will continue to make public outreach programs a priority in order to share information and receive community feedback on how best to meet their needs. The Water Resources department will modify plans and services, as necessary, to better meet those needs.
- The department will maintain a safe work environment that is cost effective and efficient by planning repairs in advance of emergency situations where possible, and reducing the cost associated with accidents through prevention.

FY 18 and FY 19 Accomplishments



- Reached 90% of substantial completion of the \$181 million design/ build expansion of the Northwest Regional Water Reclamation Facility within the original project schedule.
- Successfully procured a new customer care and billing system that will bring new technology functionality and security to our 240,000 residential and commercial accounts.
- Reached substantial completion of the initial construction project to deliver potable water to the Palm River area.

FY 20 and FY 21 Key Projects

- The department will successfully implement the new customer care and billing system, moving the technology into the cloud, and allowing for a safer and more customer-facing use of technology.
- The department will expand the ability to deliver and treat additional water in the high-growth area of South County.
- The department will continue to expand reuse opportunities and the investigation of projects to minimize and ultimately eliminate surface water discharge of reclaimed water. This will provide the full, beneficial use of the community's reclaimed water.



Innovation

Solar power installation – A pilot unit is currently in operation at the Fawn Ridge Water Plant, with a new larger-scale installation planned for FY20 at the Valrico Advanced Wastewater Treatment Plant.

Compost operations – A small-scale project is currently in operation at the Southeast Landfill. A full-scale facility is currently under construction, in partnership with the Solid Waste department, at the Southeast Landfill, to beneficially reuse two waste streams and produce a marketable end product.



Contact Information

(813) 272-5977

HCFLGov.net/PublicUtilities

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Recommended	FY 21 Planned
Percentage of unplanned maintenance vs unplanned repair (planned/unplanned)	80%/20%	80%/20%	80%/20%	80%/20%
100% of water and wastewater treatment facilities supported by back-up power.	Yes	Yes	Yes	Yes
Number of work-related injuries where injuries could have been avoided.	18	6	0	0

Water Resources

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 54,402,142	\$ 57,158,224	\$ 62,009,173	\$ 66,292,418
Operating Expenditures/Expenses	120,246,775	131,481,313	131,640,600	132,350,242
Capital Outlay	4,292,962	11,040,060	13,494,135	2,625,936
	\$ 178,941,879	\$ 199,679,597	\$ 207,143,908	\$ 201,268,596

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund	\$ 0	\$ 137,862	\$ 137,862	\$ 137,862
Countywide Special Revenue Fund	0	0	1,000,000	0
Unincorporated Area Special Revenue Fund	53,492	204,457	204,457	204,457
Public Works Solid Waste Resource Recovery	4,758,832	6,367,784	6,194,450	6,321,567
Public Utilities Water/Wastewater	174,129,555	192,969,494	199,607,139	194,604,710
	\$ 178,941,879	\$ 199,679,597	\$ 207,143,908	\$ 201,268,596

Funded Positions	686	702	736	760
Funded FTE Positions	686.00	702.00	736.00	760.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- A total of forty-three positions were added to provide increased fiscal, technology, field maintenance and customer service support to Hillsborough County water customers.
- As a result of the reorganization, seven positions were transferred to Environmental Services, one position to Solid Waste and one position to the Information and Innovation Office

OPERATING EXPENDITURES:

- Fluctuation in budget is attributed to the reorganization of the department

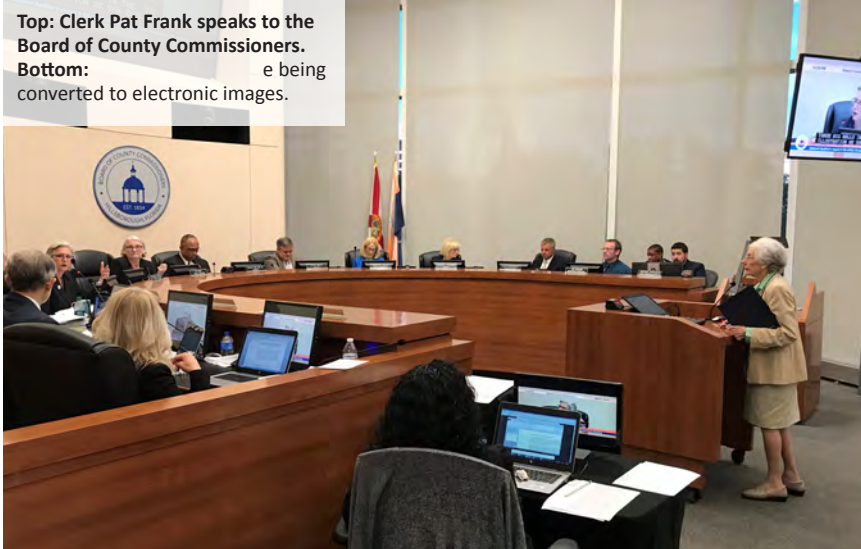
CAPITAL AND OTHER EXPENDITURES

- FY20 includes funding for new and replacement vehicles and equipment.

Clerk of the Circuit Court and Comptroller

The Clerk of the Circuit Court is one of five Constitutional Officers whom Hillsborough County voters elect to perform specific functions in County government. The Clerk of the Circuit Court is responsible for all Circuit and County Court records. The Clerk also serves as ex-officio clerk of the Board of County Commissioners, Chief Financial Officer, auditor, recorder, and custodian of all County funds. In addition, the Clerk records documents such as deeds, mortgages, and satisfaction of liens. The office maintains alimony and child support records, issues marriage licenses, performs marriage ceremonies, accepts passport applications, and auctions real property for nonpayment of taxes or mortgage foreclosure.

Top: Clerk Pat Frank speaks to the Board of County Commissioners.
Bottom: e being converted to electronic images.



FY 18 and FY 19 Accomplishments



- Awarded Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association for the Hillsborough County, Florida Comprehensive Annual Financial Report for the last 37 consecutive fiscal years.
- Participated in the achievement of the County's Aaa/AAA/AAA general bond rating, the highest attainable credit rating.
- Implemented Call Center Optimization with enhanced Interactive Voice Response, reducing wait times and enabling self-service capabilities for payments and case status. Included call-backs, which enables customers to request a call back in lieu of holding for an agent.

FY 20 and FY 21 Core Goals

- The Clerk's Office will receive unqualified audit opinions on Comprehensive Annual Financial Report, Federal and State Single Audits, and Water and Solid Waste Enterprise Funds from the County's independent auditor that conform to audit requirements as stated in Sections 218.39, 125.01, 218.32, and 11.45, Florida Statutes.
- The Clerk's Office will complete minutes of all Board of County Commissioners meetings within 21 calendar days to provide timely and accurate information to the public, staff, and County Commissioners.
- The Clerk's Office will exceed 80% of court docket entries within three days of the event or receipt of the document, to comply with timeliness standards developed by the Florida Clerk of Courts Operations Corporation and to aid in the efficient operation of the state court system.

FY 20 and FY 21 Key Projects

- The Clerk’s Office will implement a new Official Records system for recording and indexing mortgages, deeds, marriage licenses, and other records. This will allow for more efficient recording and indexing of documents and more convenient public access.
- The Clerk’s Office will continue converting paper documents to electronic. This includes redaction of certain sensitive information that cannot be publicly disclosed in accordance with Florida Supreme Court rules. This conversion allows for fully electronic workflow of documents, provides convenient public access, and lessens the need for storage space.
- The Clerk’s Office will permanently withdraw about 400 rolls of microfilm from Iron Mountain and assign staff to convert the film to electronic images. Images will be stored permanently in the OnBase document management system along with current records.

A courtroom clerk records in Judge Perrone’s Courtroom.



Innovation

The Clerk’s Office has made a substantial push to allow for more automated services, which allows us to serve customers at any time either online or by phone. We enhanced our IVR services to allow for services such as making payments, checking on case status, or setting court dates through speaking to an automated teller on the phone. We enabled call-backs, where customers can request a call back in lieu of staying on hold. We redesigned our external website to provide for various self-service capabilities, such as reserving a place in line, making passport appointments, and seeing real-time wait times for locations.



Contact Information
 (813) 272-8100
 HillsClerk.com

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Paychecks issued for County and Clerk employees	153,333	154,664	156,211	157,773
Invoices processed	178,760	176,440	176,440	176,440
Documents recorded into County’s official records	514,176	531,000	535,000	536,000
BOCC Agenda items processed and distributed within 10 days	4,523	4,550	4,560	4,560
Number of payments issued for invoices	42,086	40,960	40,960	40,960

Clerk of the Circuit Court & Comptroller

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other Non Operating	\$ 19,312,834	\$ 20,338,010	\$ 20,871,524	\$ 21,357,882
	\$ 19,312,834	\$ 20,338,010	\$ 20,871,524	\$ 21,357,882

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 19,312,834	\$ 20,338,010	\$ 20,871,524	\$ 21,357,882
	\$ 19,312,834	\$ 20,338,010	\$ 20,871,524	\$ 21,357,882

Funded Positions	102	102	102	102
Funded FTE Positions	102.00	102.00	102.00	102.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

The FY 20 and FY 21 budget reflects a 3% compensation increase for employees. The Clerk's budget also reflects an increase of \$325,000 to account for the cost of an audit that is required under a ballot initiative approved by the voters in November 2018 for a new 1% transportation surtax.

Property Appraiser

The Hillsborough County Property Appraiser is charged with the duty and responsibility to appraise all of the property in the county. This includes real estate and tangible personal property (the equipment, machinery, and fixtures) of businesses. The Property Appraiser prepares the tax roll, but does not collect taxes or determine tax rates. The Appraiser is required by law to assess all property within the county each Jan. 1. This means the Property Appraiser determines the market value for hundreds of thousands of individual parcels, including residential, agricultural, multifamily, commercial, and industrial, as well as thousands of personal property accounts. In addition to appraising property, the Appraiser must administer homestead exemptions, agricultural classification, determine the eligibility of certain religious, charitable, educational, and municipal property for tax exemption, as well as administer widow, widower, and disability exemptions. The Property Appraiser also maintains current and up-to-date legal descriptions and ownership tax maps of all the real property in Hillsborough County.

FY 20 and FY 21 Core Goals

- Value all real and tangible properties in Hillsborough County in order to meet the requirement of the duties of the property appraiser per Florida Statute 193.
- Administer all property tax exemptions to fulfill the statutory requirements of the duties of the property appraiser.
- Mail Notice of Proposed Property Taxes to all real and tangible property owners in Hillsborough County as required by state statute.
- Receive the Florida Department of Revenue's approval of the property tax roll as required by state statute.
- Receive and answer all questions from customers (approximately 40,000 per year) with accurate and timely information to meet and exceed the obligation of the HCPA to serve all real and tangible property owners in Hillsborough County.

FY 20 and FY 21 Key Projects

- Increase public interaction and data-sharing through improvements in social media, HCPA website interface and utilization, and community outreach.
- Improve the ease of public use and access of HCPA services at all our offices.
- Complete the recertification process for the IAAO Certificate of Excellence in Assessment Administration.
- Introduce self-service kiosks at all branch locations where customers can apply online for homestead exemption.
- Improve website ease-of-use with how-to videos.
- Finalize field parcel review process by introducing the ability to input data live on site.

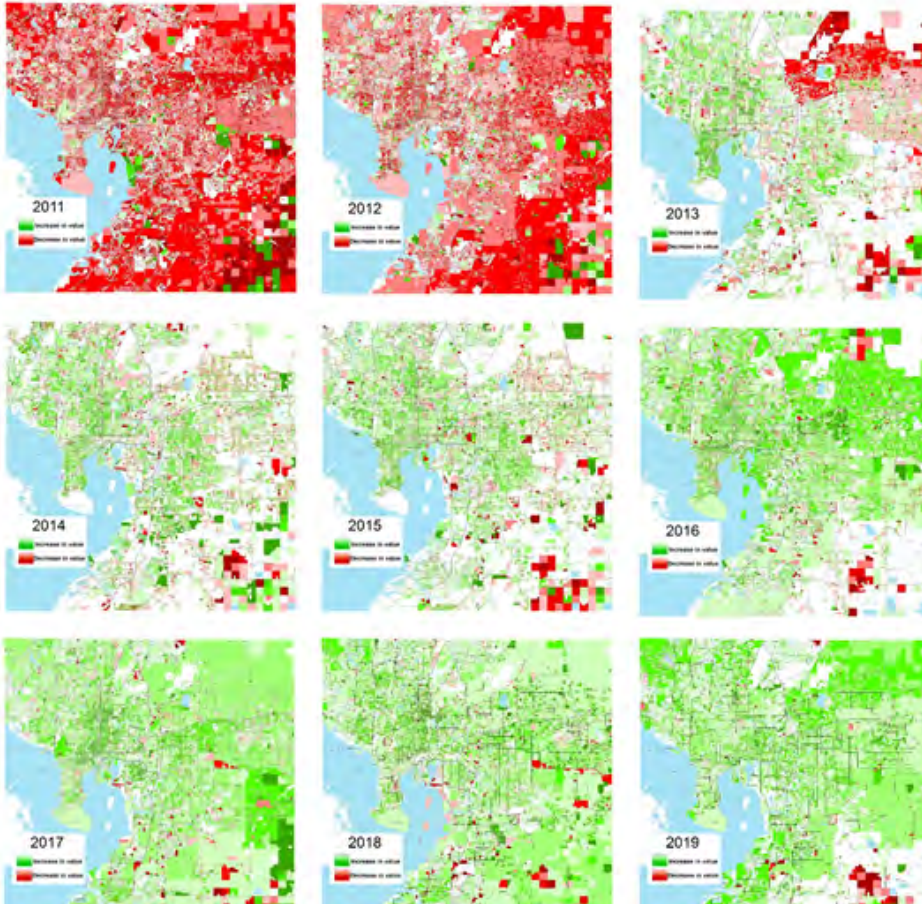
FY 18 and FY 19 Accomplishments



- Valued all real estate and tangible personal property in Hillsborough County.
- Administered all county homestead exemption applications and homestead exemptions .
- Designed and launched an intranet site to improve interoffice communication between employees.
- Made available to the public on the HCPA website all high-resolution aerial imagery collected annually of Hillsborough County.
- Developed in-house solution for electronic collection of field data with the use of iPads and mobile phones, saving time and reducing paper costs.
- Provided to the public free training on the use and features of the HCPA website.



Hillsborough County Real Estate Value



Innovation

Hillsborough County Property Appraiser Bob Henriquez continues to make strides toward his goal of becoming “the nation’s leading property appraiser’s office through continuous innovation, technological implementation, and maximization of human potential.” This year, the HCPA’s Innovation and Business Services department developed a method for appraisers to collect data in the field on electronic tablets and route them to their destinations with software on their cell phones. Work is assigned through a cloud service, and data is collected and placed into this same cloud. Once all properties are visited and reviewed in the field, the appraiser returns to the office to input the data. This new collection and recording method on tablets saves money by eliminating the need for thousands of sheets of paper. And the use of routing software on their mobile phones saves hundreds of hours the appraisers normally require to plan and route their field reviews.



Contact Information
 (813) 272-6100
hcpafl.org

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of parcels per employee	4,223	4,271	4,357	4,401
Budget per number of parcels	\$24.69	\$24.90	\$25.71	\$26.22

Property Appraiser

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other Non Operating	\$ 12,114,448	\$ 12,363,735	\$ 13,318,253	\$ 13,253,020
	\$ 12,114,448	\$ 12,363,735	\$ 13,318,253	\$ 13,253,020

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 10,010,082	\$ 10,203,021	\$ 10,984,125	\$ 10,918,892
Unincorporated Area General Fund	1,708,755	1,753,661	1,887,914	1,887,914
Library Tax District Special Revenue Fund	346,339	356,420	383,706	383,706
2002 Parks & Recreation General Obligation Bonds-Sinking Fund	10,167	10,366	19,159	19,159
2009 (ELAPP) General Obligation Bonds- Sinking Fund	39,105	40,267	43,349	43,349
	\$ 12,114,448	\$ 12,363,735	\$ 13,318,253	\$ 13,253,020

Funded Positions	125	125	125	125
Funded FTE Positions	125.00	125.00	125.00	125.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

The Hillsborough County Property Appraiser is not required to submit their budget to the County for consideration during the budget process. They submit their budget directly to the State of Florida for approval. Once approved by the State, the Property Appraiser provides the County a copy of the approved budget.

Public Defender

The Office of the Public Defender is provided for in the Florida Constitution and is statutorily required to represent indigent persons who are charged with felonies (including homicide), misdemeanors, criminal traffic offenses, violations of probation, and violations local ordinances. Attorneys' representation includes juveniles who are alleged to be "delinquent" (i.e., charged with misdemeanor or felony crimes). Assistant Public Defenders also represent individuals held under the "Baker Act," as well as persons detained under the Involuntary Civil Commitment for Habitual Sexual Predators Act.



Julianne Holt attending the BOCC Human Trafficking proclamation.

FY 20 and FY 21 Core Goals

- Provide legal representation to indigent defendants charged with criminal offenses by protecting the clients' constitutional rights to due process and equal protection, effective assistance of counsel, and a speedy and public trial.
- Provide first-time offenders charged with non-serious offenses with diversion and intervention programs. This increases public safety by allowing law enforcement to properly align investigative resources, and improves the criminal justice system by reducing recidivism rates.
- Increase public safety by ensuring appropriate and ethical attorney caseloads, timely case disposition, and the efficient use of taxpayer money to benefit our clients, all parties in the criminal justice system, and Hillsborough County residents.
- Increase the efficiency of the criminal justice system through technology for case management, document management, witness management, data exchange, e-service, and so forth to eliminate redundant work, allowing staff resources to be reallocated to handle the office's constitutional responsibilities.
- Provide continuing legal education and related training programs for attorneys and support staff to remain abreast of developments in criminal law, criminal procedure, and ethics.

FY 18 and FY 19 Accomplishments



- Provided legal representation on more than 48,000 court-appointed cases.
- Resolved 47,480 cases total and 1,290 through trial.
- Provided more than 211 hours of continuing legal education and training programs for attorneys and support staff.
- Continued as an active partner and participant in the Hillsborough County community, and criminal justice agencies and groups, including Safe & Sound Hillsborough Violence Prevention Collaborative, Public Safety Coordinating Council, Juvenile Justice Board, etc.



Julianne Holt participating in the annual Chief's Challenge Bowl for Kids' Sake.



Julianne Holt participating in the Strawberry Festival Parade.



FY 20 and FY 21 Key Projects

- Working with the State Attorney to electronically transfer documents for court- appointed cases to the Public Defender’s case management system. This eliminates the paper handling between offices and to further increase access time to discovery document.
- Working with the Clerk of Court to electronically transfer documents for court appointed cases to the Public Defender’s case management system. This eliminates the paper handling between offices and to further increase access time to discovery document.

Contact Information
 (813) 272-5980
 pd13.state.fl.us



Innovation

In 2018, the Public Defender’s Office continued the Veterans Services Initiative, which focuses on early identification of veterans in need of services and efforts to fully utilize the County’s existing diversion pathways. In addition to representation in Veterans Treatment Court, the Initiative focuses on educating criminal justice partners in all divisions, allowing the Public Defender to link our clients with services appropriate for their unique needs. The grant funds are from the Edward Byrne Memorial Justice Assistance Grant Program.

In 2018, the Public Defender’s Office continued the Mental Health Pre-Trial Intervention (MHPTI) Program, which focuses on: identifying persons who are eligible for the program, referring them to the Mental Health Court Liaison, advocating to the SAO for the defendant’s acceptance into the MHPTI, and reviewing the contract with the client. The grant funds are from the Edward Byrne Memorial Justice Assistance Grant Program.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Court-appointed and reappointed cases to the Public Defender’s Office				
Felony-Capital, Sex, Non-Felony	23,233	23,485	22,900	22,950
Misdemeanor/Juvenile	22,127	21,288	20,516	20,700
Mental Health, SVP, Appeals	3,693	3,332	3,900	3,908
Trials on court-appointed and reappointed cases to the Public Defender’s Office				
Felony-Capital, Sex, Non-Felony	400	451	454	456
Misdemeanor/Juvenile	1,150	742	518	617
Mental Health, SVP, Appeals	117	98	107	110
Disposed cases on court appointed and reappointed cases to the Public Defender’s Office				
Felony-Capital, Sex, Non-Felony	22,810	22,795	23,039	23,100
Misdemeanor/Juvenile	21,702	21,357	20,476	21,000
Mental Health, SVP, Appeals	3,658	3,312	3,891	3,911

Public Defender

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 627,614	\$ 664,216	\$ 857,723	\$ 857,853
Capital Outlay	51,004	61,410	61,410	61,410
Grants & Aids	459,888	459,888	1,080,937	930,937
	\$ 1,138,506	\$ 1,185,514	\$ 2,000,070	\$ 1,850,200

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 109,898	\$ 122,995	\$ 312,292	\$ 162,422
Countywide Special Revenue Fund	1,028,608	1,062,519	1,687,778	1,687,778
	\$ 1,138,506	\$ 1,185,514	\$ 2,000,070	\$ 1,850,200

Funded Positions

Funded FTE Positions

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

OPERATING EXPENDITURES:

- The FY 20 budget includes funding for employee parking, courier messenger and subpoena services.

CAPITAL AND OTHER EXPENDITURES:

- Funding for data processing staff, subpoena and courier messenger services and related expenditures was included.

Sheriff's Office

Established in 1846, the Hillsborough County Sheriff's Office (HCSO) provides comprehensive public safety services within one of the nation's largest and fastest-growing states and counties. Employing more than 3,500 personnel, the HCSO is consistently ranked as one of the 20 largest law enforcement agencies in the nation for total law enforcement and civilian staffing. The HCSO provides law enforcement and 9-1-1 call dispatch services for approximately 965,000 residents of unincorporated Hillsborough County, and detention, court security, and child protection services to a population of more than 1.4 million throughout the entire county. Only one of Florida's 67 Sheriff's Offices serves a population greater than is served by the HCSO. The HCSO continuously pursues and implements improvements and efficiencies to meet the public safety needs of the large and growing population the office serves. The mission of the HCSO is to serve, protect, and defend the community, while preserving the rights and dignity of all.



Above: A young woman remained calm when her car flipped. She was able to rescue her.
Left: HCSO personnel, including the Marine and Avia WAT and Bomb team in training at Port Tampa Bay.

FY 18 and FY 19 Accomplishments



- Reduced the crime rate in unincorporated Hillsborough County for the 12th consecutive year.
- Launched Spanish language social media channels to better meet the needs of the communities the office serves.
- Established a dedicated unit specifically to address DUI, reckless driving, wrong-way driving, and preventable crashes.



HCSO crossing guards play a key role in keeping children safe in the county. Many Hillsborough County elementary schools have crossing guards, and the program is expanding to middle schools in 2019.

FY 20 and FY 21 Core Goals

- Public Safety – Reduce criminal activity and conditions that foster crime and fear of crime.
- Child Protection – Safeguard, protect, and promote the well-being of Hillsborough County children.
- Traffic Safety – Reduce traffic crashes and unsafe driving behavior through education and enforcement.

FY 20 and FY 21 Key Projects

- Reduce both violent crime and recidivism by matching persons who have co-occurring disorders with services when they return to the community from jail.
- Expand the school crossing guard program to Hillsborough County middle schools.
- Implement geographically-enabled, situational awareness software countywide, in conjunction with Port Tampa Bay and in partnership with the Tampa Bay Regional Intelligence Center.

Contact Information

(813) 247-8200
hcs0.tampa.fl.us



Innovation

The Florida Legislature expanded criminal justice data-sharing requirements during the 2018 Legislative Session (Chapter 2018-127), while also encouraging the development of arrest diversion programs in the state. The responsibilities of sheriffs were expanded by the provisions of the Marjory Stoneman Douglas High School Public Safety Act (Chapter 2018-3). In December 2018, the Federal Legislature signed into law the First Step Act to address federal prison sentencing and ethical treatment of inmates. With additional criminal justice reform laws expected in 2019, HCSO will be striving to meet the additional requirements of the new responsibilities and data-sharing technologies. HCSO has made the first vital steps in this initiative by upgrading the jail management system, instituting both adult and juvenile diversion programs that offer rehabilitation as an alternative to a criminal record. These programs have contributed to the trend toward lower numbers of arrests as shown in our performance measures.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of calls for service requiring the dispatch of one or more HCSO personnel.	628,809	642,930	650,000	655,000
Number of HCSO personnel dispatched to calls for service.	1,054,183	1,067,264	1,079,000	1,113,500
Property crime rate (per 1,000 residents)	12.97	12.90	12.50	12.00
Violent crime rate (per 1,000 residents)	1.92	1.92	1.90	1.88
Arrests made in Hillsborough County.	44,852	44,300	43,900	43,250

Sheriff's Office

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other Non Operating	\$ 418,991,520	\$ 433,040,485	\$ 463,531,660	\$ 482,827,640
	\$ 418,991,520	\$ 433,040,485	\$ 463,531,660	\$ 482,827,640

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 293,506,745	\$ 303,650,020	\$ 313,405,570	\$ 323,324,035
Unincorporated Area General Fund	122,228,805	126,207,370	146,974,120	155,961,560
Countywide Special Revenue Fund	3,255,970	3,183,095	3,151,970	3,542,045
	\$ 418,991,520	\$ 433,040,485	\$ 463,531,660	\$ 482,827,640

Funded Positions	3,833	3,833	4,014	4,014
Funded FTE Positions	3,675.50	3,675.50	3,767.00	3,767.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

The Sheriff's Office budget reflects the implementation of a Middle School Crossing Guard Program in addition to the existing Elementary School Crossing Guard Program. The implementation of this program requires the hiring, training, and equipping of additional school crossing guards and crossing guard supervisors. They are also fully funding certain positions that were not funded in previous years and are beginning a process of replacing an aging fleet of vehicles.

State Attorney

13th Judicial Circuit

Pursuant to Article V, Section 17 of the Constitution of the State of Florida, the State Attorney is charged with being the Chief Prosecuting Officer of all criminal trial courts in his/her respective circuit and shall perform all other duties prescribed by general law. Chapter 27 and 29 of the Florida Statutes and the Florida Rules of Criminal Procedure further elaborate upon the duties of the State Attorney. The State Attorney, with the aid of appointed assistants and staff, shall appear in the circuit and county courts within his/her Judicial Circuit and prosecute or defend on behalf of the state all suits, applications, or motions - civil and criminal - in which the State is a party. The staff of 343 includes 133 attorneys, 10 investigators, and a dedicated support staff.



Above: State Attorney Andrew Warren providing a policy update to prosecutors on the Reducing Impaired Driving Recidivism (RIDR) program.
Below: The State Attorney conducted a mock trial for the Criminal Justice Academy at Jefferson High School.



FY 18 and FY 19 Accomplishments



- Processed more than 94,182 criminal case referrals in FY 18.
- Launched and implemented Hillsborough County's first Conviction Review Unit, a specialized division that identifies and remedies wrongful convictions.
- Helped launch Florida's first juvenile mental health court program.

FY 20 and FY 21 Core Goals

- To establish a new baseline for prosecutorial performance apart from conviction and crime rates by using a range of data points and case filings from internal case management systems.
- To develop an employee evaluation tool that allows executive leadership, division chiefs, line attorneys and support staff to better understand their role in executing the public safety mission of the office.
- To increase community awareness about the mission of the office by developing subject matter experts and establishing a Speakers' Bureau to reach residents throughout Hillsborough County.

FY 20 and FY 21 Key Projects

- To develop an implementation guide for prosecutorial performance indicators based on research from the MacArthur research project.
- To increase community engagement by holding organized discussions with community stakeholders about the County's criminal justice system.
- To continue exploring prosecutorial efficiencies and remedies that reduce recidivism, increase public safety, and build trust among community stakeholders.



State Attorney Warren hosted students from four Hillsborough County schools on an odyssey through the criminal justice system.



Innovation

Launched a newly designed website for victims and witnesses that shares pertinent information and increases engagement by establishing a web 2.0 experience for users, including social media-sharing capabilities and a live Twitter stream.



Contact Information

Phone (Tampa Office):

(813) 272-5400

Phone (Plant City Office):

(813) 757-3890

sao13th.com

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of cases each attorney handles per fiscal year.	Number of cases managed as mandated by F.S. 27.02: 94,182	Number of cases managed as mandated by F.S. 27.02: 95,124	Number of cases managed as mandated by F.S. 27.02: 96,075	Number of cases managed as mandated by F.S. 27.02: 97,036
	Number of cases per FTE (number of FTE attorneys = 133): 708	Number of cases per FTE (number of FTE attorneys = 133): 715	Number of cases per FTE (number of FTE attorneys = 133): 722	Number of cases per FTE (number of FTE attorneys = 133): 730

State Attorney Part I

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 907,707	\$ 1,064,361	\$ 1,139,471	\$ 1,139,594
Capital Outlay	137,362	0	471,970	80,323
Grants & Aids	0	0	1,199,882	1,199,882
	\$ 1,045,069	\$ 1,064,361	\$ 2,811,323	\$ 2,419,799

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 310,721	\$ 335,569	\$ 335,684	\$ 335,807
Countywide Special Revenue Fund	734,348	728,792	2,475,639	2,083,992
	\$ 1,045,069	\$ 1,064,361	\$ 2,811,323	\$ 2,419,799

Funded Positions

Funded FTE Positions

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- The FY 20 budget includes funding to provide minimum Information Technology staff requirements to maintain and support the operation of the integrated case management system, desktop support, network support, applications support and continued collaboration and sharing of information with our CIIS partners.

OPERATING AND CAPITAL EXPENDITURES:

- Capital outlay increases reflect funding for new and replacement technology equipment.

State Attorney Part II

Victim Assistance

Hillsborough County’s Victim Assistance Program provides victims and witnesses with resources and support throughout their involvement with the criminal justice system. Counselors help victims with any issues associated with the court process and victimization. The Victim Notification Unit helps keep victims informed, whenever possible, of crucial court dates and proceedings. The Worthless Check Diversion Unit provides assistance to victims of bad checks.



FY 18 and FY 19 Accomplishments



- The program received a proclamation from the Board of County Commissioners during National Crime Victims’ Rights Week for its work on behalf of victims in Hillsborough County.
- With the passage of the Marsy’s Law Amendment in 2018, the program established procedures that address the expansion of victims’ rights and services to include, but are not limited to: first appearance court, information on victim opt-in procedures, and confidentiality.
- The program received letters of appreciation from multiple local agencies, businesses, and individuals in Hillsborough County.

Counselors provide
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the community.

FY 20 and FY 21 Core Goals

- The program will notify victims about crucial court dates and proceedings. This will result in an improved prosecution rate and a safer community.
- The program will assist and educate all victims of crime to improve safety in the community.
- The program will provide

- escorts to court hearings and depositions, as needed. This increases participation by victims throughout the prosecutorial process and provides support for both victims and prosecutors.
- The program will offer public presentations and informative booths throughout Hillsborough County. This will increase

- awareness of services and demonstrate achievement of the Board of County Commissioners Strategic Plan priorities.
- The program will assist victims who have received a worthless check by educating the check writer and by working with the victim, which helps deter future worthless check transactions.



Contact Information
(813) 272-6472
sao13th.com/victim_assistance

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Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of notifications provided to victims	412,340	N/A	N/A	N/A
Number of victims assisted	44,659	N/A	N/A	N/A
Number of escorts provided	1,487	N/A	N/A	N/A
Number of public presentations	36	N/A	N/A	N/A
Number of worthless check charges	383	N/A	N/A	N/A

State Attorney Part II (Victim Assistance)

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 2,165,359	\$ 2,253,686	\$ 2,275,299	\$ 2,361,756
Operating Expenditures/Expenses	38,233	95,016	108,238	108,401
	\$ 2,203,592	\$ 2,348,702	\$ 2,383,537	\$ 2,470,157

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 2,203,592	\$ 2,348,702	\$ 2,383,537	\$ 2,470,157
	\$ 2,203,592	\$ 2,348,702	\$ 2,383,537	\$ 2,470,157

Funded Positions	29	29	33	33
Funded FTE Positions	28.10	28.10	32.10	32.10

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Two positions were added as a result of new legislation requiring additional demands for notification, confidentiality and communication to victims of crime.
- Two positions were added to provide additional domestic violence related services.

OPERATING EXPENDITURES:

- Continuation budget.

Supervisor of Elections

The Hillsborough County Supervisor of Elections allows citizens to fairly and efficiently elect local, state, and federal officials, and to vote on issues. The office maintains one of the largest voter registration databases in the United States, using data and strategic planning to serve our growing population in a fiscally responsible way. In preparation for each election, the agency conducts community outreach, works with candidates, tests and maintains election technology, and trains and manages thousands of poll workers – all culminating in the accurate and timely reporting of election results. As the first elections office to earn the Governor’s Sterling Award, the agency is a role model for performance excellence.



Above: The Supervisor of Elections forms a public logic and accuracy test on ballot tabulators before ever
Left: Voters can visit VoteHillsborough.org if they want to receive their ballot, a postage-paid return envelope, and an “I Voted” sticker in the mail.



FY 18 and FY 19 Accomplishments



- During the 2018 election cycle, the Supervisor of Elections provided more than 527,000 voters a voice in choosing our next governor, senator, and other elected officials, and a say in 12 amendments to the Florida Constitution and two county referenda – with convenient voting options, minimal wait times, and timely results reporting. The office also successfully conducted a City of Tampa Municipal Election and Runoff Election.
- The office piloted new online training for poll workers during the City of Tampa Election, laying the groundwork to make training more consistent and efficient, while bolstering its efforts to recruit and retain tech-savvy poll workers.
- The office adopted emerging technology to improve the accessibility of voting and to further improve efficiency in election management, including field operations and inventory control.

FY 20 and FY 21 Core Goals

- The Supervisor of Elections will provide citizens with accessible, convenient opportunities to participate in democracy by conducting three countywide elections (2020 Presidential Preference Primary, 2020 Primary Election, and 2020 General Election) and up to six municipal elections (2020 and 2021 Plant City Election and Runoff Election, 2020 Temple Terrace Election and Runoff Election), with the possibility of special elections, if needed.
- The Supervisor of Elections will continue to protect the integrity of our elections through redundant systems, contingency plans, and robust cybersecurity measures in partnership with the Department of Homeland Security, the FBI, other law enforcement agencies, and private technology experts.
- With an expected 900,000 registered voters in 2020, the office will continually update voter information, using verified information from voters, the U.S. Postal Service, and the Florida Department of State, thus ensuring the most accurate voter list possible.

FY 20 and FY 21 Key Projects

- To attract and retain high-quality, community-oriented, tech-savvy election workers and ensure excellent performance, the elections office will continue to modernize poll worker training and recruitment with interactive, online training modules and a focus on developing strong community partnerships.
- Data shows that at least 60% of those who vote in each election will vote before Election Day, so the Supervisor of Elections will increase the number of Early Voting sites from 20 to up to 24, maintain more than 250 Election Day polling places (consistent with 2018's countywide elections), and plan for increased demand for Vote By Mail.
- The replacement of aging ADA-accessible equipment with 400 new, accessible, state-of-the-art ballot marking devices will require new training for staff and poll workers, an update to storage and maintenance procedures, and a community outreach program to make voters aware of new equipment that will be available in all polling places.



Innovation

In an effort to continue to increase transparency and sustain confidence in election outcomes, the elections office will be implementing a new, state-certified ballot inventory system that records digital images of every ballot, and makes it possible to conduct an automated, independent audit of the ballots cast in every election. This equipment was successfully piloted during the 2019 City of Tampa Election and will be purchased in FY 20.



The Supervisor of Elections and staff members with community members and children.

Contact Information

(813) 744-5900

VoteHillsborough.org

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Conduct Elections. The most important thing the office does is conduct elections that are fair, accessible, and accurate, so that citizens in the community have a voice. (Planned elections include potential runoffs; special elections may also be required.)	Primary Election	General Election, Temple Terrace Election, City of Tampa Election, City of Tampa Runoff Election	Presidential Preference Primary Election, Primary Election, Plant City Election, Plant City Runoff Election	General Election, Temple Terrace Election and Runoff Election, Plant City Election and Runoff Election
Secure and Equip Voting Locations. The office secures and equips voting locations for voters in Florida's fourth most populous county. Early Voting sites are open weekdays and weekends in locations convenient to where voters work, live, or play. Election Day sites are neighborhood-based because Florida law requires Election Day voters to vote in their precinct.	Primary: 390 Election Day precincts, 19 Early Voting sites	General: 390 Election Day precincts, 20 Early Voting sites; Temple Terrace: Concurrent with General Election; Tampa and Tampa Runoff: 103 Election Day precincts, 7 Early Voting sites	Primary: 390 Election Day precincts, up to 24 Early Voting sites; Plant City and Plant City Runoff: 7 Election Day precincts, 1 Early Voting site	General: 390 Election Day precincts, up to 24 Early Voting sites; Temple Terrace: Concurrent with General Election; Plant City and Plant City Runoff: 7 Election Day precincts, 1 Early Voting site
Serve at Least 60% of Voters Before Election Day. In an effort to increase polling place efficiency and voter turnout, the office encourages voters to take advantage of the convenience of Early Voting and Vote By Mail during countywide elections.	65% voted before Primary Election Day	69% voted before General Election Day	At least 60% voting before Primary Election Day	At least 60% voting before General Election Day

Supervisor of Elections

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other Non Operating	\$ 12,424,079	\$ 13,868,295	\$ 15,262,884	\$ 12,822,051
Operating Expenditures/Expenses	(9)	0	0	0
	\$ 12,424,070	\$ 13,868,295	\$ 15,262,884	\$ 12,822,051

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 12,424,070	\$ 13,868,295	\$ 15,262,884	\$ 12,822,051
	\$ 12,424,070	\$ 13,868,295	\$ 15,262,884	\$ 12,822,051

Funded Positions	43	44	48	48
Funded FTE Positions	43.00	44.00	48.00	48.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

The budget for the Supervisor of Elections changes year-to-year based on the number of general and special elections held. The FY 20 budget includes funding for the 2020 Presidential Elections. The FY 20 budget includes an increase in minimum salary of permanent and temporary staff and poll workers. Funding for voter education and poll worker training, heightened cybersecurity measures for 2020 and increased Early Voting sites is also included.



Tax Collector

The Hillsborough County Tax Collector provides a wide range of services to the citizens of Hillsborough County, including the collection of property taxes, tangible personal property taxes, business and tourist development taxes; registration and titling of motor vehicles and vessels, and the collection of related fees; and the issuance of hunting and fishing licenses, driver licenses, birth certificates, concealed weapons licenses, and vehicle-for-hire and tow truck permits.

The Tax Collector is the only Hillsborough County official who has the authority and resources to manage both state and local revenue programs, and serves as a vital link between the citizens and the diverse programs that affect them. The Tax Collector is a constitutional officer elected to independently carry out state duties provided by state law for the collection and distribution of revenues.

The Tax Collector serves as an agent for the state of Florida’s Department of Highway Safety and Motor Vehicles, the Department of Environmental Protection, Florida Department of Health in Hillsborough County’s Vital Statistics office, the Florida Fish and Wildlife Conservation Commission, the Department of Agriculture and Consumer Services, and the Department of Revenue.

The Tax Collector’s office operates as a “fee office,” which means a fee or commission is earned for each of the services rendered. These fees and commissions are established by the Florida Legislature and are outlined in the Florida Statutes. The Tax Collector’s annual budget is approved by the Florida Department of Revenue. The work volume, combined with the cost-effective operations, results in revenues well beyond the budget required to provide Tax Collector services to the public in Hillsborough County.

FY 20 and FY 21 Core Goals

- The Tax Collector will continue to ensure fiscal responsibility in the collection and distribution of property, business, tangible, and tourist development taxes.
WHY: These activities fund and support essential services and infrastructure throughout Hillsborough County.
- The Tax Collector’s office will issue motor vehicle titles and registrations, driver licenses, and identification cards in compliance with Federal Homeland Security, the Real ID Act, and the Department of Highway Safety & Motor Vehicles.
WHY: To ensure that the residents of Hillsborough County are

compliant and have the proper documentation for their motor vehicles, vessels, and mobile homes, as well as verifying the identity of Florida residents living in Hillsborough County, to prevent fraud and ensure the safety of residents.

- The Tax Collector’s office will strive to provide excellent service while meeting the increasing demands and expectations of customers by continually improving services via technology and innovation.
WHY: One of the Tax Collector’s core competencies and top strategic priorities is to provide excellent service.

FY 18 and FY 19 Accomplishments



- **MV Express - First Self-Service Kiosk in the State of Florida:** The Hillsborough County Tax Collector’s office is the first in the state of Florida to offer a self-service kiosk for customers with easy-to-use touch screen prompts to renew vehicle registrations. The self-service kiosks are offered at the Tax Collector’s Brandon, Drew Park, and North Tampa branches, and will be coming soon to the Southshore office in Ruskin.
- **Contact Center Enhancements:** In FY 2018, the contact center received 376,000 calls, an increase of over 23,000 calls from FY 2017. Call volume is expected to increase annually due to projected growth in the County. To accommodate this growth, a dedicated contact center was established with staff focused solely on handling customer calls. As a result, the abandoned call rate significantly decreased, and the rate of calls answered in 20 seconds improved.
- **New and Improved Website:** The development of the new, improved, and streamlined Tax Collector’s website and content management system will ensure that web content is organized and designed to provide fast and easy access to the information needed in conducting business with the Tax Collector’s office. The new site is designed to meet all ADA requirements and ensures customers with disabilities have the same access to our 24/7 virtual office. The new website will also be mobile responsive. It is scheduled to launch in late summer of 2019.



FY 20 and FY 21 Key Projects

- **Future Facilities:** The Tax Collector’s office is actively conducting zip code studies and analyzing population growth to ensure we are assisting the underserved areas in Hillsborough County. In addition, the Tax Collector’s AAA location within the AAA office on Westshore Boulevard is currently undergoing an expansion scheduled to be complete in August 2019. The Tax Collector is also exploring opportunities in Plant City and Lithia.
- **“Wait Anywhere” Customer Service Enhancement:** This enhancement to our customer queuing system, which is coming in FY 2020, will allow customers to get in line remotely from anywhere via their mobile device or desktop. Then, a text message or email alert will let them know what time to arrive at the office, reducing the amount of time they must wait in an office for service.

Contact Information
hillstax.org



Innovation

Through the Tax Collector’s Office Productivity Award Program, two staff members developed Titan, a modular application that increases the efficiency of the office by boosting the productivity of the organization. It provides new channels of communication between the office’s clerks, real-time notifications on necessary tasks, and better transaction tracking for the customers. Titan continues to evolve to meet the ever-changing needs of the organization by adding new modules when processes can be improved through technology. The Tax Collector’s office expects to see a labor cost savings of \$235,401.00 over the next three years by utilizing Titan’s tracking and analytics modules.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Customer satisfaction ratings received on customer feedback mechanisms, including comment cards, feedback panels, and phone surveys - based on top box ratings (Excellent and Very Good service ratings).	96%	97%	98%	98%
Excess fees distributed to the Hillsborough County Board of County Commissioners; represents difference between fees and commissions earned by the Tax Collector for services provided, less the budget expended by the Tax Collector’s office.	\$14,502,000	\$15,498,000	\$16,848,900	TBD
The total customers served in branch offices throughout Hillsborough County. The Tax Collector’s office is projected to serve approximately 5,000 customers in all branch offices daily by 2021.	1,115,531	1,137,841	1,160,597	1,183,808
The number of calls the Tax Collector’s Office receives annually.	441,314 (1.5% increase)	447,933 (estimated): (Actual FY to date: 238,687)	454,000	456,000
Total driver license customers served in Hillsborough County	496,551	506,482	516,611	526,943

Tax Collector

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Other Non Operating	\$ 27,829,734	\$ 30,027,637	\$ 35,675,771	\$ 36,993,157
	\$ 27,829,734	\$ 30,027,637	\$ 35,675,771	\$ 36,993,157

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 21,531,572	\$ 23,024,250	\$ 27,459,002	\$ 28,496,301
Unincorporated Area General Fund	\$ 4,416,499	\$ 4,929,083	\$ 5,688,484	\$ 5,903,922
Unincorporated Area Special Revenue Fund	\$ 382,378	\$ 403,661	\$ 631,810	\$ 639,039
Transportation Trust Fund	\$ 191,945	\$ 198,895	\$ 207,000	\$ 209,000
Library Tax District Special Revenue Fund	\$ 906,041	\$ 1,024,927	\$ 1,154,553	\$ 1,198,402
Sales Tax Revenue Fund	\$ 252,220	\$ 266,046	\$ 279,874	\$ 285,121
Transportation Surtax Trust Fund	0	0	55,975	57,024
2002 Parks & Recreation General Obligation Bonds-Sink	37,129	45,647	49,424	50,480
2009 (ELAPP) General Obligation Bonds- Sinking Fund	111,950	135,128	149,649	153,868
	\$ 27,829,734	\$ 30,027,637	\$ 35,675,771	\$ 36,993,157

Funded Positions	394	394	383	383
Funded FTE Positions	388.50	388.50	383.00	383.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

The budget presented for the Tax Collector does not represent the organization's State approved budget. It 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, HART, the Southwest Florida 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 (residual equity) remaining at the end of the fiscal year.



Administrative Office of the Courts 13th Judicial Circuit Judicial Branch

The Trial Court Administrator performs a range of functions to help the chief judge carry out administrative duties related to the operation of county and circuit courts in the Thirteenth Judicial Circuit. As head of the Administrative Office of the Courts, she is responsible for ensuring there are adequate resources available, including personnel and budgetary. The duties range from management of court programs to facilities management. Other duties include: case flow management; information system oversight; court technology and communication; dispute resolution alternatives; development of policies and procedures; new program and service proposals; public information; interagency coordination; justice administration analysis; program performance audits; contract negotiations; all other administrative duties associated with day-to-day operations of the courts.



The public entrance to the courthouse complex is through the George Edgecomb Family and Civil Courthouse, located at 800 E. Twiggs St. in Tampa. A covered walkway provides access to the Criminal Court Annex.

FY 18 and FY 19 Accomplishments



- Established a Juvenile Mental Health Court. This initiative includes a regularly scheduled docket; informal interactions between court officials and participants; age-appropriate screening and assessment for trauma, substance abuse use, and mental disorders; team oversight of participants' treatment; system-wide accountability enforced by the juvenile delinquency court; and use of graduated incentives and sanctions.
- Implemented final phase of electronic domestic violence injunctions in January 2018. In addition to reviewing petitions to determine if case documents meet the requirements of Florida law for issuance of temporary injunctions for protection or creating orders setting hearings for protection, judges now can issue final injunction orders from the bench.
- Conducted a Problem-Solving Courts Needs Assessment to identify gaps in services needed by court participants; to ensure that evidence-based practices are being used by providers receiving court referrals; and to develop eligibility criteria that future providers must meet to contract with the court or receive court referrals.
- Purchased and installed new disaster recovery equipment at the Public Safety Operations Complex (PSOC), ensuring data is secure during a natural disaster.

FY 20 and FY 21 Core Goals


- Continue with Criminal Courthouse master planning and site development options, partnering with county personnel and community stakeholders, including the Hillsborough County Sheriff, Clerk of the Court, State Attorney, and Public Defender. This work will address the current functional and physical deficiencies in the existing building.
- Increase use of technology for judges on the bench by installing "all-in-one" computers to allow greater versatility in viewing and capturing data, as well as generating electronic orders.
- Increase use of technology for the duty judge in issuing search warrants by adding 15 specific types of search warrants, including cellphones, GPS, and co-affiant.

FY 20 and FY 21 Key Projects

- Installation of software to monitor the court’s internal network infrastructure and generate reports on network access, internet utilization, and bandwidth.
- Upgrade the court’s intranet, providing a more user-friendly platform.
- Procure 62 laptops to improve judicial access to JAWS (Judicial Automated Workflow System) and eWarrants (for 24-hour warrant issuance).



Chief Judge Ronald Ficarra, Public Defender Julianne Holt, State Attorney Andrew Warren, and other members of the court staff, treatment providers, and staff of the Juvenile Mental Health Court on Feb. 4, 2019.



Contact Information
 (813) 272-5894
fljud13.org

Innovation

The Juvenile Arrest Avoidance Program (JAAP) was established in 2011 to divert juveniles who commit non-serious crimes from the juvenile justice system. At the time, nine offenses were eligible for diversion. The Delinquent Act Citation (DAC) Pilot of 2016 established a means to divert juvenile offenders who possess 20 grams or less of cannabis and/or drug paraphernalia. Then, in August 2017, the DAC Pilot concluded, and JAAP was expanded to include the aforementioned drug offenses and many others, excluding 13 misdemeanor offenses. In March 2019, a JAAP Addendum expanded the eligible offenses even further, making only five offenses ineligible for diversion. Most notably, the addendum included family domestic violence as an eligible offense. These tiers of expansion are a result of stakeholder collaboration and community engagement. The 13th Circuit’s Juvenile Diversion Program is proud to have represented the Administrative Office of the Court in this very important process, promoting long-term, positive outcomes for juveniles and community safety.

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Number of total users supported by JAWS, the Judicial Automated Workflow System	30,096	32,245	33,000	33,100
Percent of custodians and visiting parents reporting they feel safe during supervised visitations at the Children’s Justice Center	99%	99%	99%	99%
Percent of defendants who graduate from drug court pretrial intervention	76%	77%	77%	77%
Number of website page views at www.fljud13.org	1,986,620	2,043,823	2,500,000	2,800,300
Percent of youth who successfully complete Juvenile Diversionary Programs and do not re-offend within one year	88%	88%	88%	88%

Administrative Office of the Courts (13th Judicial Circuit)

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 4,066,558	\$ 4,479,665	\$ 4,752,611	\$ 4,885,429
Operating Expenditures/Expenses	6,411,384	8,674,512	7,430,592	7,349,089
Capital Outlay	813,361	525,275	524,675	524,675
Other Non Operating	0	67,969	98,664	62,382
	\$ 11,291,303	\$ 13,747,421	\$ 12,806,542	\$ 12,821,575

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 2,918,107	\$ 3,102,092	\$ 3,185,061	\$ 3,244,648
Countywide Special Revenue Fund	7,463,635	7,919,902	8,166,615	8,210,557
Grants (Not Transportation Related)	909,561	2,725,427	1,454,866	1,366,370
	\$ 11,291,303	\$ 13,747,421	\$ 12,806,542	\$ 12,821,575

Funded Positions	60	61	62	62
Funded FTE Positions	59.70	60.70	61.70	61.70

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- One position was added to provide support to the Court Technology Officer.

OPERATING EXPENDITURES:

- The decrease in operating expenditures is primarily due to the expiration of multi-year grants.

CAPITAL AND OTHER EXPENDITURES:

- The increase in other non-operating expenses is due to rollover expenses from FY 19.

Charter Review Board

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 0	\$ 0	\$ 8,000	\$ 2,000
	\$ 0	\$ 0	\$ 8,000	\$ 2,000

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 0	\$ 0	\$ 8,000	\$ 2,000
	\$ 0	\$ 0	\$ 8,000	\$ 2,000

Funded Positions

Funded FTE Positions

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

Chapter 2000-445 of the The Charter Review Board convenes every five years to conduct a comprehensive study of any or all phases of county government.

The Board will convene in FY 20.

Civil Service Board

The Hillsborough County Civil Service Board is established by Chapter 2000-445, Florida Statutes, as amended, as an independent County agency empowered to provide a discipline appeal process for the more than 9,000 classified employees who are employed by 20 Hillsborough County agencies listed below:

- Arts Council
- Aviation Authority
- Children’s Board
- Civil Service Board
- Clerk of the Circuit Court
- County Administrator
- County Attorney
- Environmental Protection Commission
- Expressway Authority
- Internal Auditor
- Planning Commission/MPO
- Property Appraiser
- Public Transportation Commission
- Sheriff’s Office
- Soil and Water District
- Supervisor of Elections
- Tampa Port Authority
- Tampa Sports Authority
- Tax Collector
- Victim Assistance Program

In addition, the board is empowered to provide recruiting, classification and compensation, and other human resource services. The board consists of seven members who are appointed by the governor and receive no compensation for their service to Hillsborough County government agencies and employees.



Civil Service Board staff, family, board members, and community members participating in a rewarding “Day of Giving” at Trinity Café.

FY 17 Accomplishments



- The CSB office conducted a comprehensive survey of our client agencies, board members, and staff to evaluate our services and future direction, and with that information, carried out the development of a strategic plan designed in collaboration with our clients, board, and staff.
- Transitioned to near paperless board meetings and electronic appeal filing process, which will greatly reduce the amount of paper previously circulated to carry out these functions.
- Formed a partnership with the Clerk of the Circuit Court to streamline and digitize our personnel records and management system by transitioning to ONBASE, which will allow our clients to electronically complete, submit, and store all forms and documents.

FY 18 and FY 19 Core Goals

- The CSB office will focus on the implementation of its strategic plan. The agency is in the process of building and refining its value proposition for HRTrust and building the infrastructure needed to support its mission. This will allow the CSB to expand services beyond the public sector and help those small businesses who seek help through the County’s small business development center.
- The board will continue to improve its efficiency efforts and offer better access to online services and training.

FY 18 and FY 19 Key Projects

- Extend services to government and quasi-government entities located within Hillsborough County that are not specifically covered by the Civil Service Act. The benefits of this endeavor are reduced expenses for human resource services within each government entity that chooses to partner with the board.
- Streamline and digitize all personnel records and documents used and/or created within the appeals process by transitioning to ONBASE, which will allow clients to electronically complete, submit, and store all forms and documents.
- Relocate the CSB office from the 17th to the 18th floor of County Center, which will remove the current potential conflict of interest that exists by our agency cohabitating offices with client agency staff. The renovation will also assist us in rebranding our agency and allow us to offer new and innovative services and meeting space to our clients, prospective clients, and taxpayers.



Innovation

The board implemented a couple of efficiencies during the current fiscal year. One was transitioning to near paperless board meetings, and the other was transitioning to an electronic appeal filing process, which involved creating and implementing new processes on our website to accomplish the electronic filing process.



Above: Civil Service Board and client agency staff in a full day of collaborative strategic planning.

Right: Civil Service Board staff in weekly staff meetings with Director Kevin Beckner.



Contact Information

813) 272-5625

HCCSB.org

Performance Measures

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Recommended
Talent acquisition searches (not including executive searches)	141	76	85	100
Jobs evaluated for proper classification	65	43	55	55
Discipline appeals heard	18	21	21	20

Civil Service Board

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 870,506	\$ 1,167,077	\$ 0	\$ 0
Operating Expenditures/Expenses	536,328	545,087	0	0
Capital Outlay	23,379	65,000	0	0
	\$ 1,430,213	\$ 1,777,164	\$ -	\$ -

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Blended Component Units Special Revenue Fund	\$ 1,430,213	\$ 1,777,164	\$ 0	\$ 0
	\$ 1,430,213	\$ 1,777,164	\$ -	\$ -

Funded Positions	8	9	N/A	N/A
Funded FTE Positions	7.50	9.00	N/A	N/A

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

In May 2019 the Florida Legislature voted to revise the Civil Service Act resulting in the elimination of the Civil Service Board. The services provided by Civil Service will now be administered by the Human Resources Department.



Environmental Protection Commission

The mission of the Environmental Protection Commission (EPC) of Hillsborough County is to protect the natural resources, environment, and quality of life in Hillsborough County. The EPC accomplishes this by protecting air, water, and soil from pollution, in addition to safeguarding wetlands and helping control nuisances such as noise and odor. In order to provide these services, EPC Commissioners promulgate and adopt relevant environmental rules. Based on these rules, the Executive Director issues permits and authorizations, and maintains air and water quality monitoring networks to ensure good environmental health. Staff conducts routine compliance inspections to ensure that the specific terms of each permit and authorization are being met.



Did you know a tree's stain lines can tell you about the hydrology of the site?

FY 18 and FY 19 Accomplishments

- Red Tide Response: EPC conducted rapid-response monitoring, analysis, and reporting of red tide in Tampa Bay, which kept resource managers, residents, and commissioners informed of the bloom's effects on Hillsborough County waters. EPC staff performed 18 weeks of additional monitoring from August 2018 through January 2019, and closely coordinated with the Florida Fish and Wildlife Conservation Commission, Hillsborough County Emergency Operations Center, Pinellas and Manatee counties, and the Tampa Bay Estuary Program to share data and information on the progress of the bloom.
- Hillsborough County Solar Co-Operative Initiative: EPC partnered with Hillsborough County and FL SUN to facilitate solar education sessions and establish Solar Co-ops where residents were able to bundle solar-purchasing power and buy installs at bulk rates. The co-ops led to 47 new residential solar energy systems, for a total of 463 kW of solar power. As a result, over \$1 million were injected into the local economy, and 17.7 million pounds of carbon were offset. Another co-op was launched in 2019, and is expected to meet or exceed the success of 2018.
- Brownfields Redevelopment: As a result of the redevelopment of contaminated sites through EPC's delegated Brownfields Redevelopment Program, property values associated with these sites have increased nearly \$36 million. The tax dollars gained from these higher property values will provide money for infrastructure improvements and new or expanded services to Hillsborough County residents.
- Wetlands Mitigation: EPC received about three times the amount of total mitigation, as compared to the number of acres impacted, by working with developers to ensure compensation for wetland impacts.

FY 20 and FY 21 Core Goals

- Average 30 days or less to issue State-delegated environmental permits (three times quicker than required by statute) despite expected increases in applications. This efficient processing of permits provides good customer service while maximizing resource protection.
- Resolve 90% or more of all compliance issues within 180 days, or refer to enforcement. The timely resolution of noncompliance with environmental rules means there will be less impact to the environment and less potential for harm to the public.
- Initiate investigation of 90% of all resident-based environmental complaints within three business days of receipt. Resident support is one of the EPC's core functions, and timely customer service is critical to being effective.
- Send formal notices of violation to owners/operators with serious violations within 60 days for at least 90% of enforcement cases. Timely enforcement leads to quicker resolutions of environmental rule violations and lessens any adverse impact to the environment.

FY 20 and FY 21 Key Projects

- **Environmental GIS mapping:** EPC is currently developing GIS mapping data in order to geographically identify agency activity locations, such as permitted sources, complaint origination, and inspection history. The information will then be linked to existing agency databases made available to the public. Upon its completion, this project will allow the public easy access to much of EPC’s environmental information.
- **Clean Air Fair:** EPC’s award-winning annual Clean Air Fair will celebrate its 20th year in FY20. This free event offers direct public engagement and emphasizes the importance of good air quality. It is highlighted by over 60 exhibitors, and regularly attracts 1,000 attendees. Many outreach items are distributed, and student photos are showcased in an annual photography contest.
- **Identification of Efficiencies:** For several years, EPC has had a strong relationship with area universities whose students are required to complete an internship as part of their undergraduate degrees. The utilization of interns has allowed EPC to augment its field capabilities while giving students valuable work and science experience. EPC will continue to participate in this initiative and look for added efficiencies in coming fiscal years.
- **Philanthropic Outreach:** EPC carries on a legacy of continuous involvement with charitable activities that benefit the local community. Through the agency’s Philanthropic Committee, EPC donates food to the homeless, toys and clothes to underprivileged children, and provides assistance to low-income elderly residents. Through the committee’s efforts, the agency maximizes the impact our employees have on the community, through both environmental protection and philanthropy.



Innovation

Paperless and Technology Initiative: EPC is implementing an agency-wide paperless initiative designed to convert all the agency’s paper files to an electronic format and storing that information using the Oculus software system. The agency also has implemented an online application and fee submittal process that allows us to streamline the permit submittal and payment process.



Contact Information
(813) 627-2600
epchc.org

Performance Measures

	FY 18 Actual	FY 19 Projected	FY 20 Adopted	FY 21 Planned
Time to process state- delegated permits	16 days	17 days	<30 days	<30 days
Time to process EPC permits	26 days	26 days	<30 days	<30 days
Timely resolution of non-compliance cases	95%	91%	>90%	>90%
Timely response to citizen complaints	98% in 3 days	98% in 3 days	>90% in 3 days	>90% in 3 days
Timely administrative enforcement notification	93%	95%	>90%	>90%

Environmental Protection Commission

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 13,455,481	\$ 16,040,085	\$ 16,473,619	\$ 16,897,946
Operating Expenditures/Expenses	1,367,830	1,523,946	1,754,769	1,615,183
Capital Outlay	218,510	187,476	285,976	139,576
Grants & Aids	282,203	414,000	279,696	279,696
	\$ 15,324,024	\$ 18,165,507	\$ 18,794,060	\$ 18,932,401

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 9,634,325	\$ 9,800,133	\$ 10,455,685	\$ 10,582,739
Countywide Special Revenue Fund	1,380,454	1,555,793	1,832,882	1,817,169
Unincorporated Area Special Revenue Fund	357,897	368,364	0	0
Grants (Not Transportation Related)	3,951,348	6,441,217	6,505,493	6,532,493
	\$ 15,324,024	\$ 18,165,507	\$ 18,794,060	\$ 18,932,401

Funded Positions	142	142	144	144
Funded FTE Positions	141.50	142.00	144.00	144.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Two Environmental Scientist I positions are added in the Wetlands Division.

OPERATING EXPENDITURES:

- Additional operating costs are included for a new telecommunications service, increased service fee costs and professional services for replacement of the building access control system.

CAPITAL AND OTHER EXPENDITURES:

- Capital funds are included to replace air and water monitoring instruments, computer and server replacement and the capital portion for the building access control system.



Guardian ad Litem

The Guardian ad Litem Program is a court-appointed program that utilizes volunteers and staff members to advocate for children who are involved with the foster care system.



The Guardian ad Litem Program partners with Kaiya Designs to provide over 150 pairs of pajamas for kids in foster care.

FY 17 Accomplishments



- Represented about 3,600 children involved in the foster care system in Hillsborough County.
- Recruited and trained 215 new volunteers to represent the best interests of children, and supported over 700 volunteers.
- Completed a public service announcement featuring Tony and Lauren Dungy that aired throughout the county and also on Spirit FM Radio.

FY 18 and FY 19 Core Goals

- The program is seeking to recruit and train about 250 new volunteers by the end of FY 19 so more children in the court system can have a voice.
- Guardian ad Litem seeks to represent all children in out-of-home care, which is about to 2,400 children in Hillsborough County.
- The program is striving to have 80 percent of the children appointed to the program assigned to a volunteer in lieu of a staff member.



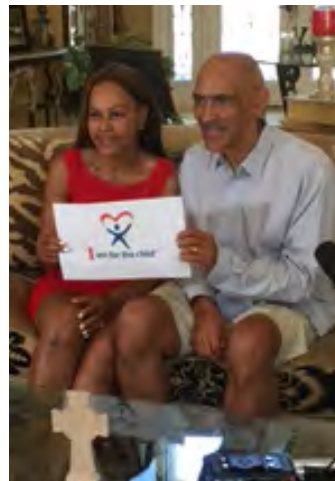
The program partners with Eckerd Connects to provide prom dresses to teen girls in foster care.

FY 18 and FY 19 Key Projects

- Continue increasing community awareness about Guardian ad Litem by participating in various events in the upcoming fiscal year. This will aid with recruiting volunteers and advocating for Hillsborough County's most vulnerable children.
- Work to have all children in the program assigned to a Guardian ad Litem volunteer or staff member.
- Improve volunteer retention efforts, which results in a more active volunteer base.



Left: The Guardian ad Litem Founda named Hillsborough County its County of the Year thanks to the success of the Hillsborough County Guardian ad Litem Program. **Below:** Tony Dungy, a Pro Football Hall of Fame coach, and his wife, Lauren, vice announcement pr the need for Guardian ad Litem volunteers.



Innovation

During FY 17, Guardian ad Litem hired a full-time training specialist. This has allowed the program to be more flexible for prospective volunteers by offering volunteer training during the evenings, weekends, and business hours. Training also has been revised to offer needed improvements and enhancements to make it more inviting and informative for prospective volunteers.



Contact Information
 (813) 272-5110
 GalTampa.org

Performance Measures

	FY 16 Actual	FY 17 Actual	FY 18 Adopted	FY 19 Recommended
The GAL Program relies on volunteers to advocate for the best interests of children in the foster care system.	Trained and Certified 157 Volunteers	Trained and Certified additional 215 volunteers	Certify Additional 225 Volunteers	Certify Additional 250 Volunteers
The GAL Program advocates for the best interests of children in the foster care system.	Served 3,452 Children	Served 3,650 Children	Projected to Serve About 3,800 children	Projected to Serve About 4,000 Children

Guardian ad Litem

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 243,115	\$ 265,115	\$ 419,190	\$ 503,509
Operating Expenditures/Expenses	100,240	124,549	130,635	134,655
Capital Outlay	5,482	25,000	19,000	15,000
	\$ 348,837	\$ 414,664	\$ 568,825	\$ 653,164

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 348,837	\$ 414,664	\$ 568,825	\$ 653,164
	\$ 348,837	\$ 414,664	\$ 568,825	\$ 653,164

Funded Positions	5	5	7	7
Funded FTE Positions	5.00	5.00	7.00	7.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted. Personnel services decreased approximately \$30,000 due to changes in health options.
- Two Case Coordinator positions were added for FY 20.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL EXPENDITURES:

- Capital funding is added to provide technology for expanded operations.



Metropolitan Planning Organization

The Hillsborough Metropolitan Planning Organization (MPO) is a transportation policymaking board mandated by federal and state law. The MPO is responsible for making sure federal and state dollars spent on transportation arise from a continuing, cooperative, and comprehensive planning process. Its board includes members of all local governing boards and transportation authorities as well as the Hillsborough County School Board and the Planning Commission.

The MPO was one of 10 national winners of the AETNA/APHA Health 50 Challenge, receiving a grant to help neighborhoods in “food desert” areas establish community gardens with walking and bicycling access.



FY 20 and FY 21 Core Goals

- Develop components of and amend as needed the countywide Long-Range Transportation Plan (LRTP). The plan addresses all modes of transportation, and identifies priority improvements to meet current and future needs, within budget constraints. Major efforts in FY 20-21: propose a balanced long-range spending plan addressing needs for roadway, bus/rail, walk/bike, and other improvements that reflect widespread public feedback.
- Annually update the countywide Transportation Improvement Program (TIP), which assigns available federal and state funds and grants to projects in Hillsborough County, and also documents all major projects by local governments and agencies for public reference.
- Continue a countywide Congestion Management/Crash Mitigation Process (CMCMP) for the major road network that addresses traffic operations, safety, smart technology, travel demand management, and alternatives to driving alone. Collect data, prepare State of the System and Level of Service reports, and study problem areas in collaboration with local agencies.
- Annually update the Transportation Disadvantaged Service Plan (TDSP), forecasting the transportation needs of county residents who do not have the means to transport themselves to life-sustaining activities, evaluating current services, and setting priorities for the provision of future services.
- Coordinate transportation plans with neighboring counties through the MPO Chairs’ Coordinating Committee (CCC) and the Tampa Bay Transportation Management Area Leadership Group. Provide a forum for local consensus on the region’s priorities, and work together to secure discretionary funding.

FY 18 and FY 19 Accomplishments



- **Tri-County Planning Collaboration:** Last year marked the first time that the MPOs of Hillsborough, Pinellas, and Pasco counties collaborated to draft potential growth and transportation scenarios for the long-range future. The scenarios showed what decisions on express lane, bus, and rail systems could mean for urban growth, traffic, job access, and quality of life. The most widely supported elements were used to create a shared vision for the tri-county area and shape the Hillsborough Planning Commission’s 2045 population/job growth forecast.
- **It’s Time Tampa Bay:** The MPO broke national records with over 9,575 responses to a public survey on the tri-county growth scenarios. Dubbed It’s Time Tampa Bay, the online, game-like survey was widely publicized and distributed by all three MPOs as well as Hillsborough’s City-County Planning Commission. Live for two months in 2018, it received more responses than some similar surveys by U.S. states.
- **Resiliency and Durability to Extreme Weather:** In 2018, the MPO won a major grant from the Federal Highway Administration to assess the Tampa Bay area transportation system’s vulnerability to flooding. The goal is to identify specific transportation projects to reduce vulnerability in critical areas of Hillsborough, Pinellas, and Pasco counties. High-priority projects will be candidates for future funding in each county’s long-range transportation plan.



FY 20 and FY 21 Key Projects

- Support the five implementing agencies of, and the independent oversight committee for, the new 1-cent sales surtax for transportation improvements. Support includes planning-level feasibility studies, data collection and analysis, and public information and transparent reporting.
- Following the adoption of the Hillsborough Long-Range Transportation Plan (LRTP) in November 2019, prepare a

multicounty LRTP in cooperation with Hillsborough’s neighboring MPOs, highlighting important transportation connections of all kinds with Pinellas, Pasco, Polk, Sarasota/Manatee, and Hernando/Citrus counties.

- To support the county’s and cities’ resolutions to work toward Vision Zero traffic deaths, complete a countywide speed management study and a safety implementation plan for high-priority school areas.



The interchange design dubbed “diverging diamond” was recommended by the MPO in its 2013 Crash Severity R Strategies report for smoother tra w and to reduce the chance of dangerous “t-bone” collisions. st such project in Hillsborough County was funded by the Florida Department of Transporta t I-75 and Dr. M.L. King Jr. Boulevard.



Innovation

What’s your transportation level-of-service? The methods for evaluating driving conditions are well established, but residents’ expectations for safe walking and cycling conditions continue to evolve. To keep up, the MPO conducted a national best-practices review and then updated how it calculates Walk and Bike Level-of-Service (now known as Level-of-Traffic-Stress). New maps are available countywide.



Contact Information
 (813) 272-5940
 PlanHillsborough.org

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Annually updated Transportation Improvement Program, approved by U.S. DOT, identifying projects and making them eligible for designated state and federal funding within the next five years	1	1	1	1
Government-in-the-Sunshine meetings of the board and its advisory committees, providing full public access to the transportation priorities decision-making process	88	91	90	90

Metropolitan Planning Organization

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 930,742	\$ 1,923,967	\$ 2,374,986	\$ 2,402,431
Operating Expenditures/Expenses	1,971,020	4,179,664	8,898,167	7,631,983
Capital Outlay	10,912	30,000	58,000	15,000
	\$ 2,912,674	\$ 6,133,631	\$ 11,331,153	\$ 10,049,414

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Grants (Not Transportation Related)	\$ 2,912,674	\$ 6,133,631	\$ 7,056,631	\$ 7,056,631
Discretely Presented Component Units	0	0	4,274,522	2,992,783
	\$ 2,912,674	\$ 6,133,631	\$ 11,331,153	\$ 10,049,414

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

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.

OPERATING EXPENDITURES:

- \$4.25 million is included in Transportation Improvement Surtax funding. The additional increase in operating expenses is a result of fluctuation in the carry forward of prior year funding.

CAPITAL AND OTHER EXPENDITURES:

- Additional capital funding is included from the Transportation Improvement Surtax.



Planning Commission

The Hillsborough County City-County Planning Commission develops and recommends long-range comprehensive plans to the elected officials of Hillsborough County and the cities of Tampa, Temple Terrace, and Plant City. The agency coordinates land use, transportation, infrastructure, and environmental planning for all four local governments. The agency also provides staff to the Metropolitan Planning Organization and the Hillsborough River Board. The agency mission is:

The Planning Commission promotes, coordinates, and facilitates the involvement of all people in the long-range planning and vision for our community to improve economic development, quality of life, and provides value-added services.



Planning Commission staff gets input from Plant City residents and business owners on the future plans for development along the new Alexander Street corridor.

FY 18 and FY 19 Accomplishments



- The Planning Commission completed the allocation of projected population and jobs for all of Hillsborough County for a planning horizon of 2045. Based on existing plans and input from the community, an envisioned future scenario of where people would live and work was developed in conjunction with the Metropolitan Planning Organization. This data set is used in many other planning initiatives for infrastructure, facilities, and growth.
- Several special area studies were completed during FY 18 and 19. These included the East Rural Agricultural Reserve Assessment, North Alexander Street Land Use and Market Study for Plant City, and the Fowler Avenue Land Use Study.
- The Planning Commission continues to manage an increasing number of requests to amend the Comprehensive Plan. In FY 18, the number of amendments was 55. Planning Commission recommendations on the amendments were agreed to by the local governments 91% of the time.



FY 20 and FY 21 Core Goals

- The Planning Commission will continue to monitor, evaluate, and update comprehensive plans to ensure each addresses the long-range needs of the citizens of Hillsborough County, meets state law requirements, and furthers the visions and strategic plans of all four local governments.
- The Planning Commission will continue to focus on better coordination of land use and transportation planning so expanding multimodal choices are supported by the scale and development patterns envisioned for each community, thus ensuring adequate infrastructure capacities are planned and available when development occurs.
- By serving as staff to the Hillsborough River Interlocal Planning Board & Technical Advisory Council, the Planning Commission furthers the goal of protecting this potable water source, natural resources, wildlife and habitat, and recreational opportunities available in and along the Hillsborough River, a community asset.



Plan Hillsborough

FY 20 and FY 21 Key Projects

- Requested special area studies for each local government, including the Ybor City CRA Vision Map, Ruskin Community Profile, S.R. 39 Mixed-Use Gateway in Plant City, Transit Orient Development Station Area Plans with HART, and other Community Plan and corridor studies to enhance quality of life in Hillsborough County.
- The Planning Commission will make recommendations to each local government on needed changes to the Future Land Use Maps reflecting trends and changes in development patterns in specific areas. Examples include: Tampa’s Transitional Use-24 Study and implementation of the Fowler Avenue Land Use Study for Tampa, Temple Terrace, and Hillsborough County.
- Complete policy changes to reflect best practices, changes in state law, and/or local government visions. Implement innovative planning processes, policies, and approaches, including recommendations from soon-to-be-completed studies, such as an evaluation of Coastal High Hazard area policies, a County Sustainability Study, and Industrial Land Use trends.



Members of the Planning Commission, Metropolitan Planning Organization, Hillsborough Interlocal River Board come together to discuss the creation of a strategic plan to outline future work projects for the organization as part of its strategic plan that was completed by all three boards together.



Innovation

With the goal of making it easier to find key information, a new search tool was added to the Plan Amendment section of the Plan Hillsborough website. This tool allows users to search current amendment requests, and grants access to historical plan amendment data going back to the year 2000. Amendments for Unincorporated Hillsborough County and the cities of Tampa, Temple Terrace, and Plant City are accessible from the Plan Amendments sub-page on PlanHillsborough.org.

Contact Information

(813) 272-5940
PlanHillsborough.org

Performance Measures

	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Comprehensive Plans, amendments, and updates prepared to meet State requirements	Yes	Yes	Yes	Yes
Percentage of plan amendment consistency findings where the local jurisdiction agreed with the agency’s recommendation	91%	90%	90%	90%
Number of outreach presentations to community or business groups	30	25	30	30
Percentage of customer service surveys rating agency services excellent or good	100%	97%	97%	97%
Number of meetings of the Hillsborough River Interlocal Planning Board and Technical Advisory Council	14	14	14	14

Planning Commission

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 4,237,951	\$ 4,594,639	\$ 5,154,653	\$ 5,304,332
Operating Expenditures/Expenses	450,865	477,969	520,560	522,589
Capital Outlay	15,442	15,500	15,500	15,500
	\$ 4,704,258	\$ 5,088,108	\$ 5,690,713	\$ 5,842,421

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Discretely Presented Component Units	\$ 4,704,258	\$ 5,088,108	\$ 5,690,713	\$ 5,842,421
	\$ 4,704,258	\$ 5,088,108	\$ 5,690,713	\$ 5,842,421

Funded Positions	40	41	45	45
Funded FTE Positions	40.00	41.00	45.00	45.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Four planning positions were added during FY 19.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

Soil & Water Conservation District

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 204,979	\$ 348,987	\$ 292,182	\$ 211,970
Operating Expenditures/Expenses	22,095	107,984	108,779	70,975
Capital Outlay	29,449	0	0	0
	\$ 256,523	\$ 456,971	\$ 400,961	\$ 282,945

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 179,668	\$ 281,703	\$ 276,929	\$ 282,945
Grants (Not Transportation Related)	76,855	175,268	124,032	0
	\$ 256,523	\$ 456,971	\$ 400,961	\$ 282,945

Funded Positions	3	4	4	3
Funded FTE Positions	3.00	4.00	4.00	3.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- The differences between expenditure categories are a result of a fluctuation in the carry forward of prior year grant revenue.
- The elimination of one position in FY 21 reflects a grant which ends on June 30, 2020 from the Florida Department of Agriculture and Consumer Services (FDACS).

OPERATING EXPENDITURES:

- The continuation budget includes the carry forward of prior year FDACS grant revenue.

Value Adjustment Board

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ (1)	\$ 0	\$ 0	\$ 0
Other Non Operating	696,656	706,445	713,529	717,157
	\$ 696,655	\$ 706,445	\$ 713,529	\$ 717,157

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 696,655	\$ 706,445	\$ 713,529	\$ 717,157
	\$ 696,655	\$ 706,445	\$ 713,529	\$ 717,157

Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

NON OPERATING EXPENDITURES:

- Continuation budget

Capital Improvement Program Projects

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 12,806,620	\$ 39,627,097	\$ 48,972,810	\$ 24,425,560
Capital Outlay	269,553,417	936,149,671	1,057,983,564	938,992,567
Grants & Aids	8,701,694	27,346,338	22,066,252	4,102,681
	\$ 291,061,731	\$ 1,003,123,106	\$ 1,129,022,626	\$ 967,520,808

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide Special Revenue Funds	\$ 5,053,451	\$ 13,802,745	\$ 12,910,783	\$ 10,084,682
Unincorporated Area Special Revenue Funds	20,581,301	52,688,960	67,801,013	57,791,120
Transportation Trust Fund	39,949,475	303,478,167	350,346,360	420,050,097
Library Tax District Special Rev Fd	8,147,957	30,524,158	37,108,965	22,681,549
CIT Special Revenue Fund	25,072,334	87,038,846	68,851,606	33,292,625
Grants (Not Transportation-Related)	3,213,887	10,196,331	12,504,083	0
Countywide Construction Fd	11,258,777	35,929,753	46,940,227	27,514,002
Unincorporated Area Construction Fd	2,659,801	15,683,252	16,115,102	13,216,271
Court Facil Imprvmt Non-Bd Proj Fd	108,222	913,592	94,480	4,480
CST Bonds (2015) Project Fund (PSOC)	7,350,116	6,302,108	4,960,695	2,747,268
NextGeneration911 Capital Proj Fund	2,545,069	1,003,825	980,920	429,670
Non Ad Val Bonds (2019) Project Fund	7,086,093	94,270,430	142,062,799	84,736,222
ELAPP Bonds (2019) Project Fund		15,000,000	66,146,890	51,917,512
BP Oil Spill Proceeds Project Fd	0	0	13,500,000	0
Half Cent CIP Bonds (2020) Project Fund	0	0	5,500,000	0
Environmental Lands Acq & Protect Fund	2,938,338	14,439,401	13,003,843	8,495,688
Commercial Paper & Credit Capacity Fund	0	1,645,342	14,500,000	10,500,000
Public Works Solid Waste Resource Recovery	434,298	21,655,215	33,419,839	16,550,000
Public Utilities Water/Wastewater	154,662,612	298,550,981	222,275,021	207,509,622
	\$ 291,061,731	\$ 1,003,123,106	\$ 1,129,022,626	\$ 967,520,808

Debt Service Accounts

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 987,593	\$ 3,905,615	\$ 2,378,057	\$ 1,273,000
Debt Service Costs	179,893,174	140,904,593	259,520,608	121,482,008
	\$ 180,880,767	\$ 144,810,208	\$ 261,898,665	\$ 122,755,008

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
CIT Ph 3 Proj Fund (Transportation Task Force)	\$ 0	\$ 0	\$ 3,160,000	\$ 3,160,000
Half Cent Transportation Plan Sinking Fund	0	0	5,350,000	5,350,000
CIT Special Revenue Fund	53,033,880	1,972,100	875,000	875,000
2008 Non-Ad Val Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd	1,149,192	1,337,227	1,334,824	1,334,915
2017A/2017B 4th Ct TDT Rev Bonds Sinking Fd	2,360,719	2,306,589	2,300,732	2,306,411
2016 5th Ct TDT Ref Rev Bonds Sinking Fund	2,027,544	2,084,944	2,084,695	2,082,445
2002 Parks & Rec General Obligation Bonds Sinking Fd	1,337,353	1,336,288	1,336,538	1,334,288
2009 (ELAPP) General Obligation Bonds Sinking Fd	4,545,765	4,552,150	5,116,397	5,404,569
2015 Court facilities Ref Revenue Note Sinking Fund	2,102,769	2,110,412	2,110,399	2,109,535
CIP Ref Bds Series 06 Fund	2,749,025	2,755,425	2,754,425	2,758,300
M2Gen Proj Rev/Sinking Fund Note 37	1,090,207	1,484,124	1,708,000	1,698,000
Comm Paper Notes Sink Fd-Stadium Cap Imp Proj	0	10,990,156	11,900,000	450,000
Comm Paper Notes Sink Fd-Arena Capital Imp Proj	2,027,481	2,327,991	2,580,000	2,802,000
2007 CIT Revenue Bonds Sinking Fund	10,957,250	0	0	0
2012A/2012B Comm Inv Tax Ref Rev Bds Sinking Fd	9,874,325	9,858,075	9,859,700	9,852,825
2012 Cap Improvement Prog Rev Bds Sinking Fd	33,921,102	7,880,574	6,678,764	6,677,964
2015 Arena Non-AdValorem Ref Rev Note Sinking Fd	1,144,284	1,153,759	1,153,969	1,151,747
2015 Communications Svcs Tax Rev Bds Sinking Fund	4,034,350	4,099,750	4,097,750	4,117,650
2015 Comm Invest Tax Ref Rev Bonds Sinking Fund	9,364,200	20,342,250	20,336,000	20,323,500
2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fd	0	1,510,000	0	0
2018 Capital Improve Program (Taxable) Sinking Fd	0	5,477,558	5,618,429	5,049,088
2017 Capital Improve Program (Taxable) Sinking Fd	0	823,000	0	0
2018 Community Investment Tax Sinking Fund	321,010	2,365,220	6,836,825	6,848,575
2020 CIP Half Cent Sinking Fund	0	0	450,000	450,000
Non Ad Val Bonds (2019) Project Fund	78,133	12,435,966	10,995,946	0
Environmental Lands Acq & Protect Fund	0	300,000	0	0
Commercial Paper & Credit Capacity Fund	97,963	5,650,794	3,195,000	2,689,000
Public Works Solid Waste Resource Recovery	12,976,630	13,178,552	13,029,150	13,025,692
Public Utilities Water/Wastewater	16,528,524	16,619,550	127,700,705	19,139,450
Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002	9,137,600	9,536,834	9,135,417	1,243,054
Rev/Sking Fd Imp Fee Spcl Assmnt 2000-65047002	21,463	0	200,000	200,000
Dana Shores Civic Assn Spec Assmt Rev Bds Series 2019	0	320,920	0	321,000
	\$ 180,880,769	\$ 144,810,208	\$ 261,898,665	\$ 122,755,008

Debt Service Accounts is a collection of data associated with the County's debt service accounts excluding principal and interest on capital leases.

Governmental Agencies

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 206,859	\$ 168,778	\$ 172,583	\$ 176,638
Grants & Aids	182,218,114	118,983,120	127,423,500	120,178,245
	\$ 182,424,973	\$ 119,151,898	\$ 127,596,083	\$ 120,354,883

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 16,897,535	\$ 20,017,039	\$ 26,238,037	\$ 26,861,315
Unincorporated Area General Fund	0	650,000	0	0
County wide Special Revenue Fund	84,964,894	3,690,268	3,690,268	3,690,268
Sales tax Revenue Fund	72,246,110	73,669,771	75,679,898	78,129,277
Transportation Trust Fund	2,180,494	2,234,664	2,239,736	2,258,266
Stadium Improvements Project Fund		10,690,156	11,648,144	315,757
4th Cent TDT Bonds (2017B) GMS Facility Project Fund	4,136,000	0	0	0
Commercial Paper & Credit Capacity Fund	1,999,940	8,200,000	8,100,000	9,100,000
	\$ 182,424,973	\$ 119,151,898	\$ 127,596,083	\$ 120,354,883

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

CAPITAL AND OTHER EXPENDITURES:

- Increased revenue from Community Investment Tax increase payments (sharing) to the City of Tampa, City of Temple Terrace and the Plant City \$1,046,562.
- Increased revenue from the Community Investment Tax increase payments (sharing) to the Hillsborough School Board by \$1,527,773.
- Increase in Tax Increment Financing payments to the City of Tampa, City of Temple Terrace and the Plant City in the amount of \$8,052,881.
- Decrease in debt service for the Plant City Stadium \$400,000.
- Decrease in in funding improvements and operating for Tampa Sports Authority (TSA) \$913,965.

A detailed list of appropriations is shown on the following pages.

Governmental Agencies

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
GENERAL FUNDS				
Countywide General Fund				
Florida Division of Forestry	\$ 28,061	\$ 28,609	\$ 28,609	\$ 28,609
Florida Department of Juvenile Justice	0	0	25,000	0
Hart saver Bus Passes	68,167	184,000	184,000	184,000
Hart	2,334,170	3,000,000	0	0
Hart Enterprising Latinas	0	0	650,000	0
Health Department	320,888	480,678	484,483	488,538
National Estuary Program	90,431	92,692	95,009	97,384
Plant City Tax Increment Financing	634,232	713,012	830,213	923,023
School Board Racing Commission	446,500	446,500	446,500	446,500
Tampa Bay Regional Planning Council	434,895	443,377	452,836	452,836
Tampa Sports Authority (Property Taxes & Oper Deficit)	1,709,429	768,681	1,283,991	1,720,353
Tampa Sports Authority Soccer Complex	0	850,000	330,000	350,000
Tampa Tax Increment Financing	10,484,198	12,980,819	20,605,017	21,306,632
Tampa Bay Area Regional Transit Authority	-	125,000	223,000	223,000
Temple Terrace Tax Increment Financing	98,556	144,671	190,379	231,440
The Children's Board of Hillsborough County	191,008	350,000	350,000	350,000
University of Florida Aquaculture Lab	57,000	57,000	57,000	57,000
Van Pool Discounts for County Employees	0	2,000	2,000	2,000
TOTAL GENERAL FUNDS	16,897,535	20,667,039	26,238,037	26,861,315
 Countywide Special Purpose Revenue Fund				
School Site Impact Fees Administration	147,871	105,000	105,000	105,000
City of Tampa Marine Law Enforcement	182,000	182,000	182,000	182,000
City of Temple Terrace Marine Law Enforcement	60,000	60,000	60,000	60,000
Florida Department of Juvenile Justice	3,217,572	3,343,268	3,343,268	3,343,268
Hillsborough County School Board	81,357,451	0	0	0
	<u>84,964,894</u>	<u>3,690,268</u>	<u>3,690,268</u>	<u>3,690,268</u>
 Sales Tax Revenue Fund				
CIT Distributions/Tampa Sports Authority	10,291,840	9,682,500	9,684,292	9,682,667
Community Investment Tax Distrib/City of Temple Terrace	1,410,146	1,483,861	1,531,581	1,595,855
Community Investment Tax Distributions/City of Plant City	2,062,796	2,151,657	2,249,423	2,343,822
Community Investment Tax Distributions/City of Tampa	19,902,879	20,929,904	21,830,980	22,747,138
Community Investment Tax Distributions/School Board	33,224,241	34,505,845	36,033,618	37,409,791
Sports Authority Sports Facility Sales Tax Bonds	2,000,004	2,000,004	2,000,004	2,000,004
	<u>68,891,906</u>	<u>70,753,771</u>	<u>73,329,898</u>	<u>75,779,277</u>

Governmental Agencies

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
County Transportation Trust Fund				
Alternative Transportation Program	11,000	23,500	23,500	23,500
Gas Tax Distribution - Tampa	1,847,639	1,884,323	1,889,527	1,905,326
Gas Tax Distribution - Temple Terrace	130,680	133,402	132,341	133,447
Gas Tax Distribution - Plant City	191,175	193,439	194,368	195,993
	<u>2,180,494</u>	<u>2,234,664</u>	<u>2,239,736</u>	<u>2,258,266</u>
6th Cent Tourist Development Tax Fund				
Tampa Convention Center Capital Costs	0	0	2,000,000	2,000,000
	<u>0</u>	<u>0</u>	<u>2,000,000</u>	<u>2,000,000</u>
3 Cent Tourist Development Tax Fund				
Plant City Stadium	391,011	400,000	0	0
Tampa Convention Center Debt Service	166,000	166,000	0	0
Tampa Convention Center Capital Costs	2,797,193	2,000,000	0	0
Tampa Sports Authority Soccer Complex	0	350,000	350,000	350,000
	<u>3,354,204</u>	<u>2,916,000</u>	<u>350,000</u>	<u>350,000</u>
TOTAL SPECIAL REVENUE FUNDS	159,391,498	79,594,703	81,609,902	84,077,811
CAPITAL PROJECTS FUNDS				
Commercial Paper Note Issuance Fund				
Arena Improvements	1,999,940	8,200,000	8,100,000	9,100,000
Raymond James Stadium Capital Improvements	4,136,000	10,690,156	11,648,144	315,757
TOTAL CAPITAL FUNDS	6,135,940	18,890,156	19,748,144	9,415,757
TOTAL GOVERNMENTAL AGENCIES	\$ 182,424,973	\$ 119,151,898	\$ 127,596,083	\$ 120,354,883

Non-Departmental Allotments

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Personnel Services	\$ 1,307,121	\$ 4,222,035	\$ 3,612,172	\$ 3,620,191
Operating Expenditures/Expenses	148,587,902	177,740,431	163,262,844	152,033,368
Capital Outlay	856,494	2,906,160	2,331,824	375,000
Grants & Aids	5,812,035	15,527,988	26,246,618	19,728,164
Other Non Operating	0	675,000	1,690,000	1,690,000
	\$ 156,563,552	\$ 201,071,614	\$ 197,143,458	\$ 177,446,723

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 9,761,115	\$ 30,274,853	\$ 46,858,497	\$ 32,384,940
Unincorporated Area General Fund	19,306,779	26,481,800	8,269,183	4,744,183
Countywide Special Revenue Funds	3,775,071	3,954,780	4,104,780	3,800,000
Unincorporated Area Special Revenue Funds	150,000	150,000	0	0
Transportation Trust Fund	5,793,549	4,000	4,000	4,000
Grants (Not Transportation-Related)	11,697,798	9,722,084	6,956,778	5,552,280
Self Insurance Fund	106,079,240	130,484,097	130,950,220	130,961,320
	\$ 156,563,552	\$ 201,071,614	\$ 197,143,458	\$ 177,446,723

Funded Positions	27	18	15	15
Funded FTE Positions	26.75	18.75	15.00	15.00

This department is set up to provide a mechanism for the recording and payment of those items which are general government costs and are not distributed to specific departments. Representative costs include claim payment accounts in the county self insurance fund, outside legal services, the year-end audit, and funds for economic development programs.

BUDGET CHANGES AND OPERATIONAL IMPACT FY 19 TO FY 20

PERSONNEL SERVICES:

- Fifteen temporary pooled positions are funded.

OPERATING EXPENDITURES:

- A \$4 million budget is established for Homeless.
- A one-time \$3 million budget is established for Sheriff's body cameras.
- A \$1,909,018 budget is established for a new three year agreement with the USF Institute of Applied Engineering.
- A \$500,000 budget is established for Fire Rescue special health claims.
- A \$200,000 budget is established for a Human Trafficking Initiative.
- A \$75,000 budget is established for the census.
- A one-time budget for \$60,000 is established for a study on the creation of a film school.
- The Pictometry Initiative budget is increased by \$331,692.

CAPITAL AND OTHER EXPENDITURES:

- A \$500,000 budget is established for water sampling equipment for the Environmental Protection Commission.

GRANTS AND AID:

- The Affordable Housing budget is increased to \$15 million.
- The Children's Services Assessment Center Budget is increased by \$1.5 million.
- The Film Commission budget is increased by \$90,000.

Non-Departmental Allotments

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
GENERAL FUNDS				
Countywide General Fund				
Affordable Housing	\$ 0	\$ 5,125,000	\$ 15,000,000	\$ 10,000,000
Affordable Housing - Future	0	1,600,000	0	0
Aging Services	616,157	0	0	0
Black Heritage Tourism Initiative	0	250,000	250,000	250,000
Bond Counsel	0	120,000	120,000	120,000
Brandon Chamber of Commerce	13,200	32,000	32,000	32,000
Carrollwood Traffic Control	0	220,000	220,000	220,000
Census	0	0	75,000	0
Center Place Renovations	0	0	50,000	0
Children's Services Assessment Center	0	1,500,000	3,000,000	2,000,000
Children's Services Foster Care Needs - Future	0	500,000	0	0
Clerk's Armed Guard Services	81,849	100,000	100,000	100,000
Commercial Insurance	855,113	924,548	961,277	1,042,389
Commissioners Surety Bonds	0	10,000	10,000	10,000
Comprehensive Plan Updates	118,255	240,000	350,000	150,000
Constitutional Officers Salary Increases	0	5,000	5,000	5,000
Cost Allocation Plan	25,000	35,000	35,000	35,000
County Parking Subsidy	92,820	231,188	230,960	230,975
County Survey	0	100,000	100,000	100,000
Cultural Assets Program	0	1,000,000	1,850,000	1,000,000
Deferred Compensation Plan Consultant	0	50,000	50,000	50,000
Disaster Preparedness	1,668,159	3,638,631	1,261,259	0
Employee Tuition Reimbursement	30,540	50,000	50,000	50,000
EPC Water Sampling Equipment	0	0	500,000	0
Fallen Heroes Fund	0	200,000	200,000	200,000
Financial Advisor	16,269	787,914	600,000	600,000
Financial Audit Services	(225,487)	500,000	500,000	500,000
Flexible Spending Account Admin Fees	111,789	187,000	225,000	225,000
Greater Riverview Chamber of Commerce	11,000	25,000	25,000	25,000
Gasparilla Bowl	0	25,000	25,000	25,000
Health Insurance Subsidy - Disabled Retirees	0	2,080	2,080	2,080
Health Insurance Subsidy - Retired Employees	487,295	425,000	501,040	501,040
Homeless	0	0	4,000,000	0
Human Trafficking Initiative	0	0	200,000	200,000
Impound Lot - Veterinary Svcs and Advertising	1,167	1,200	1,200	1,200
Intergovernmental Representation	252,000	353,000	353,000	353,000
International Protocol Officer Partnership	72,200	80,000	80,000	80,000
Jail Diversion Program	0	200,000	0	0
Junior Achievement	248,000	0	0	0
Jury Parking	135,750	218,750	218,750	218,750
Law Library Building Lease	87	94	100	106
Legal Advertising	33,537	80,000	80,000	80,000
Membership - Florida Assoc. of Counties	119,440	120,599	121,709	121,709
Membership - National Assoc. of Counties	22,274	23,019	23,019	23,019
Membership - National Forum Black Public Admin.	0	2,500	2,500	2,500
Metropolitan Planning Organization Study	0	0	500,000	0
Miscellaneous	(33,939)	0	0	0

Non-Departmental Allotments

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund (continued)				
Municode Subscription	0	30,000	30,000	30,000
Non-Ad Valorem Assessments	0	35,000	35,000	35,000
One Time Unallocated Funds	306,473	800,000	1,625,600	1,055,000
Other Countywide Costs - Clerk	2	1,400	1,519	1,523
Outside Legal/Attorneys	297,956	400,000	400,000	400,000
PCORI Fee	0	26,000	0	0
Performance Audits	476,887	610,000	500,000	500,000
Pictometry Initiative	529,590	329,590	661,282	661,282
Plant City Chamber of Commerce	11,000	25,000	25,000	25,000
Poet Laureate	0	18,000	18,000	18,000
Pool Positions	52,683	1,050,038	793,808	801,827
Recording Fees	7,544	15,000	15,000	15,000
Redevelopment	709,043	2,000,000	2,000,000	2,000,000
Security Services - County Center	668,046	675,000	1,690,000	1,690,000
South Shore Chamber of Commerce	11,000	25,000	25,000	25,000
South Tampa Chamber of Commerce	11,000	25,000	25,000	25,000
Strategic Planning	60,000	170,000	170,000	170,000
Swimmer Safety Program	3,618	0	0	0
Tampa to St. Petersburg Ferry Pilot Program	0	150,000	150,000	150,000
Tampa Bay Passenger Ferry	18,932	50,000	0	0
Tampa Bay Water Issues	48,440	50,000	50,000	50,000
Tampa Downtown Partnership - Downtowner	0	50,000	0	0
Tampa-Hillsborough Econ Dev Corporation	450,000	450,000	450,000	450,000
Tax Collector Tax Notice Mailing Costs	76,841	95,000	95,000	95,000
Tax Deed Title Searches	12,250	25,000	25,000	25,000
Temple Terrace Chamber of Commerce	11,000	25,000	25,000	25,000
TRIM Mailing Costs	232,113	275,000	275,000	275,000
Unemployment Benefits	2,795	50,000	50,000	50,000
University Area Circulator Service	0	750,000	750,000	0
USF Area Innovation District-Master Plan	15,000	1,534,302	1,432,376	1,432,376
USF High Tech Incubator	200,000	200,000	200,000	200,000
Veterans Park - Military Learning Center Design	0	50,000	50,000	50,000
Workforce Initiatives	378,677	500,000	500,000	500,000
	9,343,365	29,451,853	43,976,479	29,308,776
Economic Development Activity Fund				
Film Commission	417,750	823,000	913,000	913,000
USF IAE Grant	0	0	1,909,018	2,163,164
One Time Unallocated Funds	0	0	60,000	0
	417,750	823,000	2,882,018	3,076,164
Unincorporated Area General Fund				
Affordable Housing Program Costs	224,208	400,000	400,000	400,000
Coastal Canal Program	0	200,000	200,000	200,000
Constitutional Officers Salary Increases	0	5,000	5,000	5,000
Dana Shores Underground Utility	22,091	2,218,226	1,440,000	1,000,000
Fire Rescue Special Health Claims	0	0	500,000	500,000
Hearing Masters - Parking Violations	1,080	3,000	3,000	3,000

Non-Departmental Allotments

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area General Fund (continued)				
Historic Landmark Resource Program	0	25,000	45,000	25,000
Impact Fee Offset Buyback Program	17,675,610	21,000,000	0	0
Land Development Code Revisions	135,000	200,000	200,000	200,000
Local Ordinance Enforcement - Filing Fees	680	5,000	5,000	5,000
Local Ordinance Enforcement - Public Defender	14,000	50,000	50,000	50,000
Local Ordinance Enforcement - State Attorney	18,000	24,000	24,000	24,000
One Time Unallocated Funds	49,498	274,000	315,012	250,012
Palm River Water Project	339,500	227,500	0	0
Pool Positions	357	250,074	467,171	467,171
Property Registration Contractor	0	750,000	750,000	750,000
Red Light Camera Monitoring Costs (ATS)	619,978	700,000	715,000	715,000
Red Light Camera Monitoring Review Costs (HCSO)	41,855	50,000	60,000	60,000
Ruskin Firehouse Cultural Center	104,922	100,000	90,000	90,000
Sheriff's Body Cameras	0	0	3,000,000	0
South County Water Tower	60,000	0	0	0
	19,306,779	26,481,800	8,269,183	4,744,183
TOTAL GENERAL FUNDS	29,067,894	56,756,653	55,127,680	37,129,123
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Level 1 Trauma Care (Tampa General Hospital)	3,500,000	3,500,000	3,500,000	3,500,000
Unincorporated Area Special Purpose Revenue Fund				
Impact Fee Offset Buyback Program	5,793,316	0	0	0
Crime Prevention/Safe and Sound				
Safe & Sound Hillsborough (Formerly Safe Neighborhoods)	275,071	304,780	304,780	0
Florida Department of Juvenile Justice Fund				
JBI Commission for US Dept. of Justice Reimbursement	0	150,000	150,000	150,000
Phosphate Severance Tax Fund				
Physical Oceanographic Real-Time Sys (PORTS)	150,000	150,000	150,000	150,000
Operating Grants Fund				
Disaster Event Costs	11,697,798	5,722,084	1,501,778	1,831
Future Disaster Event Costs	0	4,000,000	5,455,000	5,550,449
County Transportation Trust Fund				
SBA Administration Fees	233	4,000	4,000	4,000
TOTAL SPECIAL REVENUE FUNDS	21,416,418	13,830,864	11,065,558	9,356,280
COUNTY SELF INSURANCE FUND				
Workers Compensation Insurance	6,013,790	9,615,900	9,608,448	9,608,548
General Liability Insurance	8,257,975	9,411,912	9,782,873	9,793,873
Employee Group Health Insurance	91,807,475	111,454,100	111,556,292	111,556,292
OPEB Retiree Indirect Administrative Costs		2,185	2,607	2,607
TOTAL SELF INSURANCE FUND	106,079,240	130,484,097	130,950,220	130,961,320
TOTAL NON-DEPARTMENTAL ALLOTMENTS	\$ 156,563,552	\$ 201,071,614	\$ 197,143,458	\$ 177,446,723

Nonprofit Organizations

Appropriations	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Operating Expenditures/Expenses	\$ 0	\$ 0	\$ 200,000	\$ 200,000
Capital outlay	0	0	50,000	50,000
Grants & Aids	22,010,596	23,576,046	31,699,089	30,482,464
	\$ 22,010,596	\$ 23,576,046	\$ 31,949,089	\$ 30,732,464

Budget by Fund	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund	\$ 7,622,445	\$ 8,676,046	\$ 11,153,858	\$ 10,980,258
Sales Tax Revenue Fund	14,388,151	14,900,000	20,795,231	19,752,206
	\$ 22,010,596	\$ 23,576,046	\$ 31,949,089	\$ 30,732,464

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.

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 19 TO FY 20

GRANTS AND AID:

- The majority of nonprofits are funded at continuation level for FY 20 with the exception of several agencies that were funded on a one-time only basis in FY 19.
- A \$1 million budget is established for Suncoast Community Health Centers.
- A \$300,000 budget is established for REACHUP.
- A \$276,000 budget is established for Early Learning Coalition.
- A \$140,560 budget is established for the Dr. Martin Luther King Parade Foundation.
- A \$35,000 one-time budget is established for Sustany Foundation.
- A \$20,000 budget is established for Gamma Theta Omega.
- A \$10,000 budget is established for Tampa City Ballet.
- The Crisis Center is increased by \$400,000.
- Feeding Tampa Bay is increased by \$197,200.
- The Tampa Heights Junior Civic Association is increased by \$100,000.
- The Tampa Museum of Art is increased by \$50,000.
- The Girl Scouts of Suncoast Council is increased by \$18,012.

Details by agency are shown in the following pages.

Nonprofit Organizations

Descriptions	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
GENERAL FUNDS				
<u>Countywide General Fund</u>				
A Brighter Community	\$5,310	\$5,314	\$5,314	\$5,314
Alpha House of Tampa	41,368	41,368	41,368	41,368
America United Inc. (YES)	48,500	33,500	33,500	33,500
AMI Kids	181,204	106,204	106,204	106,204
AMI Kids Y.E.S.	25,000	100,000	100,000	100,000
Arts Council of Hillsborough Co.	993,437	995,626	995,626	995,626
Back To School Coalition of Hillsborough County	70,000	70,000	70,000	70,000
Black Heritage Festival	50,000	100,000	100,000	100,000
Boys and Girls Club Summer	22,500	22,500	22,500	22,500
Boys and Girls Clubs	64,298	64,298	64,298	64,298
Champions for Children	45,900	45,900	45,900	45,900
Commission on The Status of Women	0	0	10,000	10,000
Community Tampa Bay/NCCJ	5,012	5,012	5,012	5,012
Computer Mentors	9,739	9,739	9,739	9,739
Cornerstone Family Ministries	17,010	17,010	17,010	17,010
Corp to Develop Communities	200,450	225,450	225,450	225,450
County Historical Commission	7,215	9,560	20,000	20,000
Crisis Center Admin	912,130	912,130	1,312,130	1,312,130
Dr. Martin Luther King Parade Foundation	0	0	140,560	140,560
Early Learning Coalition	0	0	276,000	276,000
Economic Development External Organizations	10,750	12,572	12,572	12,572
Egmont Key	5,000	5,000	5,000	5,000
Feeding Tampa Bay	165,025	165,025	362,225	362,225
Florida-Israel Business Accelerator Program	100,000	100,000	100,000	100,000
Florida Solar United Neighborhoods Cooperative	0	0	15,000	15,000
Francis House	8,640	8,640	8,640	8,640
Gamma Theta Omega	0	0	20,000	20,000
Girl Scouts of Suncoast Council	17,988	17,988	36,000	36,000
Greater Palm River Point CDC	9,100	74,746	74,746	74,746
Greater Tampa Bay Area Council Inc. Boys Scouts of America	36,000	36,000	36,000	36,000
Hillsborough Crisis Center/Eldernet	8,274	13,127	13,127	13,127
Hillsborough Veterans Council Inc.	9,990	10,000	10,000	10,000
Hispanic Business Initiative Fund	160,000	160,000	160,000	160,000
Hispanic Services Council Inc.	12,636	31,275	31,275	31,275
Humane Society	0	30,000	30,000	30,000
Life Enrichment Center	100,000	100,000	100,000	100,000
Live Fresh	0	250,000	250,000	250,000
NAACP Empowerment Center	10,125	10,125	10,125	10,125
One Time Unallocated Funds	50,000	45,000	60,000	60,000
Positive Coaching Alliance	9,847	40,000	40,000	40,000
Quantum Leap Farm	11,674	11,675	11,675	11,675
Radio Tower - WMNF	13,969	136,000	0	0
REACHUP	0	0	300,000	300,000
Redland Christian Migrant Association	54,520	54,520	54,520	54,520
Self Reliance	13,220	13,268	13,268	13,268
Seniors in Service	5,400	5,400	5,400	5,400
Sickle Cell Association	33,876	33,876	33,876	33,876
Solar and Energy Loan Fund	0	100,000	100,000	100,000
Starting Right Now	75,109	130,000	130,000	130,000
Sulphur Springs Museum	0	53,000	53,000	53,000
Suncoast Community Health Centers	0	0	1,000,000	1,000,000

Nonprofit Organizations

Descriptions	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Countywide General Fund (continued)				
Sustany Foundation	0	0	35,000	35,000
Tampa Bay Arts & Education Network	0	0	120,000	20,000
Tampa Bay Community Network	212,700	200,000	200,000	200,000
Tampa Bay Sports Commission	300,000	300,000	300,000	300,000
Tampa City Ballet	0	0	10,000	10,000
Tampa Heights Jr Civic Association	121,593	121,600	216,600	216,600
Tampa Hillsborough Homeless Initiative	475,000	475,000	475,000	475,000
Tampa Jewish Family Services	(19,075)	0	0	0
Tampa Lighthouse for the Blind	19,702	24,291	24,291	24,291
Tampa Museum of Art	100,000	100,000	150,000	150,000
Tampa YMCA Metro Weed & Seed	13,325	13,325	13,325	13,325
Teaching Tools	25,000	50,000	50,000	50,000
The Children's Home Inc.	100,521	100,521	100,521	100,521
The Spring Inc.	167,549	201,129	201,129	201,129
United Cerebral Palsy	10,247	10,247	10,247	10,247
United Food Bank of Plant City	0	52,000	58,600	0
	5,146,778	6,058,961	8,641,773	8,483,173
Seminole Gaming Compact Fund				
African American Art Museum	0	250,000	250,000	250,000
Florida Aquarium	307,135	307,135	307,135	307,135
Glazer Children's Museum	264,839	264,839	264,839	264,839
Lowry Park Zoo	479,353	479,353	494,353	479,353
MOSI	852,582	744,000	624,000	624,000
Straz Center for Performing Arts	221,758	221,758	221,758	221,758
Tampa Bay History Center	350,000	350,000	350,000	350,000
	2,475,667	2,617,085	2,512,085	2,497,085
COUNTYWIDE GENERAL FUND TOTAL	7,622,445	8,676,046	11,153,858	10,980,258
SPECIAL REVENUE FUNDS				
Sales Tax Revenue Fund				
3% Tourist Development Tax				
Festivals and Events Program	150,000	166,400	100,000	106,000
NFL Host Committee	0	0	2,000,000	1,000,000
Out-of-Area Marketing Co-op Program	903,081	960,000	1,029,000	1,094,000
Plant City Sports Complex	0	0	500,000	0
Tampa Bay Convention and Visitors Bureau	11,925,000	12,300,000	13,611,000	13,907,000
Tampa Bay Sports Commission	795,000	820,000	907,000	927,000
TBCVB Business Incentive Payment	465,070	500,000	500,000	500,000
Visitor Experience Program	150,000	153,600	150,000	159,000
	14,388,151	14,900,000	18,797,000	17,693,000
1% Addl (6Th Ct) Tourist Tax Fund				
Tampa Bay Convention and Visitors Bureau	0	0	1,998,231	2,059,206
	0	0	1,998,231	2,059,206
SPECIAL REVENUE FUNDS TOTAL	14,388,151	14,900,000	20,795,231	19,752,206
NONPROFIT ORGANIZATIONS TOTAL	\$22,010,596	\$23,576,046	\$31,949,089	\$30,732,464

Reserves and Refunds

The following table presents a four-year comparison of reserves and refunds. Unlike most 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.

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 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
GENERAL FUND				
Countywide General Fund				
Refund Prior Year Revenue	\$400,000	\$400,000	\$400,000	\$400,000
Reserve for Contingency (Policy 03.02.05.00)	83,250,941	83,350,698	69,835,550	70,847,546
Reserve Unrealized Fund Balance	9,000,000	9,000,000	9,000,000	9,000,000
Reserve Cash Bal-Stabiliz Funds (03.02.02.22)	25,600,000	35,751,910	58,159,475	103,666,352
Other Designated Reserves				
Reserve for Grant Matc	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for BP Oil Spill Settlemr	22,780,940	21,780,940	780,940	780,940
Reserve for Attrition (Policy 03.02.02.25)	479,091	469,387	499,305	499,303
Reserve for Unreimbursed Disaster Expense	5,006,878	(((
Other Designated Reserve	15,493,235	18,067,881	26,791,438	26,143,998
	163,011,085	169,820,816	166,466,704	212,338,135
Gaming Compact Revenue Fund				
Reserve for Contingency (Policy 03.02.05.00)	477,116	3,579,676	249,709	249,709
Reserve Unrealized Fund Balance	540,000	540,000	5,909,755	5,924,755
	1,017,116	4,119,676	6,159,464	6,174,464
Countywide Economic Development Activity Fund				
Reserve for Contingency (Policy 03.02.05.00)	8,100,004	11,241,987	10,724,716	7,227,151
	8,100,00	11,241,987	10,724,716	7,227,151
	172,128,20	185,182,475	183,350,884	225,739,754
Unincorporated Area General Fund				
Refund Prior Year Revenue	200,000	332,810	((
Reserve for Contingency (Policy 03.02.05.00)	13,956,596	24,626,085	27,319,675	27,527,556
Reserve Unrealized Fund Balance	16,807,000	16,807,000	16,807,000	16,807,000
Reserve Cash Bal-Stabiliz Funds (03.02.02.22)	15,082,781	15,082,781	25,367,422	26,789,064
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	2,394,672	2,425,000	2,459,636	2,752,258
Reserve for Unreimbursed Disaster Expense	5,930,235	((0
Reserve for Economic Developmer	5,518,544	6,172,347	6,944,855	7,160,902
Other Designated Reserve	12,804,937	12,444,937	12,444,937	12,444,937
	72,694,763	77,890,964	91,343,527	93,481,717
TOTAL GENERAL FUND	244,822,968	263,073,445	274,694,411	319,221,471

Reserves and Refunds

Description	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
SPECIAL REVENUE FUNDS				
(COUNTYWIDE & UNINCORPORATED)				
Countywide Special Purpose Revenue Fund				
Public Art Program--Countywide Ord. 89-32	52,205	28,037	58,795	59,500
School Sites Impact Fees	81,057,323	34,866,891	69,006,725	69,491,366
Criminal Justice Education/Training FS 318.18(11)E	4,639,245	4,784,925	4,897,510	4,401,968
Criminal Justice Training R95-077	927,655	1,142,455	1,467,675	1,077,810
County Boat Registration Fee Fund Ord. 08-32	373,541	562,597	537,812	488,894
Sheriff's Child Protection/Training Facility	564,996	585,761	564,996	564,996
Federal USMS/Dept of Justice Asset Forfeiture Fd.	3,132,074	4,048,250	61,081	50,313
Alcohol & Drug Abuse Contingency FS 938.13	436,171	485,072	544,648	591,549
Drug Abuse Alternative Source Fund R91-0223	310,594	271,477	272,548	272,609
Brownfields	40,37	41,143	45,004	46,490
800MHz Radio Communication System Fund	2,299,525	1,692,837	2,009,318	1,861,045
Fla Contraband Forfeiture Fund FS 932.703/704	3,341,510	4,905,540	4,714,174	3,961,879
Drug Abuse Trust Fund FS938.21/Ord. 97-16	418,346	444,222	449,206	437,738
Federal Treasury Asset Forfeiture Fund	244,790	230,828	298,591	302,252
Children's Advocacy Center Fund AO 99-081	18,064	20,677	21,834	23,448
Drug Court Prog Admin Fund FS 796.07(6)	86,435	48,645	2,797	0
Traffic Surcharge Trust Fd (Ord 04-26;FS 318.18)	2,601,810	4,234,706	3,547,598	4,489,923
Crime Prevent/Safe Neighborhoods (FS 775.083)	2,283,370	2,045,974	1,799,896	1,306,547
Child Support Incentives Fund - SS Act Title IV-D	208,600	229,645	262,615	283,870
Victim Assist/Crime Prevent/Youth Advocacy R09-:	1,190,044	1,467,524	1,389,576	1,983,195
Emergency Management Fac Plans Review Fund	49,248	49,483	51,563	52,663
Local Air Pollution Control Tag Fee FS 320.03	44,820	84,522	134,897	158,732
Medicaid Certified Match Program	82,636	83,144	88,014	89,008
Major Maint & Repair Proj Fd-R3M-10002606	776,490	1,003,606	907,343	0
Vehicle of Hire Services Fund	0	680,208	362,945	167,407
Pollution Recovery Fund LF 84-446	486,995	729,630	507,011	507,011
State Revenue Sharing/-Revenue Stabiliz Res	4,997,000	5,062,072	5,334,906	5,386,710
Indigent Health Care Services FS 212.055	75,925,055	99,787,660	116,396,638	74,928,009
911 Emergency Telephone Sys-Combined Fund	3,747,878	3,038,240	2,225,456	2,892,513
FEMA - Diaster Event	0	0	5,203,918	8,285,202
Fla Boating Improvement Fund FS 328.72 (15)	123,497	0	1,244,853	350,000
US Marshal/DOJ Forfeiture	0	0	3,418,285	2,977,570
Joint County-City Wagnon Will Project Fund	1,140	0	0	0
NFL - Youth Education	668,550	688,482	742,537	750,567
Children's Services Contribution Fund	1,178	1,952	94	0
Florida Dept Of Juvenile Justice	0	0	485,082	479,043
ITS Project Fund	0	482,380	2,000,000	2,300,000
Animal Services Contributions Fund	187,318	194,416	210,855	221,384
	191,318,496	174,023,005	231,266,812	191,241,211

Reserves and Refunds

Description	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Unincorporated Area Special Purpose Fund				
Public Art Program MSTU Fund ORD89-32	7,442	9,131	12,612	112,612
<u>Parks Impact Fees</u>				
Adjustment to Future Capital Outlay	947,788	646,224	1,219,234	2,664,715
<u>Fire Service Impact Fee (all zones)</u>				
Future Capital Outlay	1,155,531	16,538	125,946	1,765,000
Impact Fee Program Administration	114,400	198,660	58,147	0
Communications Services Tax	1,000,000	518,554	872,913	872,913
Adjust to Environ Rector Oper/Proj Fd.Ord. 92-05	703,304	9,798,629	4,669,609	6,719,307
Adjust to Local Habitat Mitigation Bank Fund	1,152,790	1,209,524	1,264,339	1,081,184
Building Services Division Fund	2,979,535	4,543,633	5,853,296	620,608
Land Excavation Opr/Inspection Fund	0	106,288	169,489	204,335
Water Conservation Trust Fund Ord. 91-27	276,159	525,955	259,837	520,781
Phosphate Severance Tax Fund FS 211.31	25,334	0	0	0
Major Maint & Repair Proj Fd R3M-10002606	0	129,966	367,426	250,000
Stormwater Management Fund	647,198	1,697,903	9,758,495	17,511,316
	9,009,481	19,401,005	24,631,343	32,322,771
TOTAL SPECIAL REVENUE FUNDS (TAX FUNDS)	200,327,977	193,424,014	255,898,155	223,563,982
 OTHER SPECIAL REVENUE FUNDS				
Sales Tax Revenue Fund				
<u>Half Cent Sales Tax/Bonds</u>				
General Contingency	23,589,242	19,586,532	11,366,521	11,759,057
Revenue Stabilization Reserve	5,110,000	5,110,000	16,855,542	16,855,054
<u>Professional Sports Franchise Facility Sales Tax</u>				
Other Restricted Reserve	178,616	179,509	187,547	189,692
<u>3% Tourist Development Tax</u>				
General & Other Contingencie	4,176,923	712,116	0	0
Debt Service Reserv	141,500	0	0	0
Other Restricted Reserve	2,558,290	5,559,000	8,775,233	10,265,992
<u>1% Additional (4th Cent) Tourist Tax Ord. 90-03</u>				
General Contingenc	10,763,225	10,336,961	15,846,363	19,548,330
Other Restricted Reserve	2,400,000	2,400,000	2,400,000	2,400,000
<u>1% Additional (5th Cent) Tourist Tax Ord. 94-13</u>				
General & Other Contingencie	4,721,762	6,505,398	9,228,641	10,659,043
Other Restricted Reserve	1,300,000	1,300,000	1,300,000	1,300,000
<u>1% Additional (6th Cent) Tourist Tax Ord. 03-0310010050</u>				
General Contingenc	0	0	2,569,476	3,542,184
<u>Local Gov't Infrastructure Surtax Fund</u>				
Other Restricted Reserve	9,478,315	1,743,852	13,122,629	13,192,007
	64,417,873	53,433,368	81,651,952	89,711,359
 Blended Component Units Fund				
Reserve for Contingency - General	556,693	194,586	0	0
	556,69	194,586	0	0
 Discretely Presented Component Units Fund				
Reserve for Contingency - General	0	0	575,000	575,000
	0	0	575,000	575,000

Reserves and Refunds

Description	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
County Transportation Trust Fund				
Refund of Revenue	87,000	0	85,000	0
Other Designated Reserves	4,300,000	0	1,190,210	46,875
Reserve for Contingency - General	1,952,485	2,399,204	922,211	922,413
Reserve for Future Capital Outlay	22,134,090	18,331,216	16,035,212	27,782,635
Reserve for Fund Balance Carryforward	1,500,530	1,500,167	2,527,962	2,528,362
	29,974,111	22,230,587	20,760,602	31,280,285
Transportation Surtax Trust Fund				
Reserve for Future Capital Outlay	0	0	186,500,000	291,000,000
	0	0	186,500,000	291,000,000
Library Tax District Fund				
General Contingency	20,578,775	14,821,067	5,994,425	4,640,353
Reserve for Attrition	137,905	137,905	120,852	120,852
Unrealized Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000
Reserve Cash Bal-Stabiliz Funds (03.02.02.22)	0	2,067,555	4,680,265	7,931,457
Other Restricted Reserves	170,475	112,742	0	8,855,836
Reserve for Future Capital Outlay	220,405	464,121	466,315	2,000
	22,107,562	18,603,388	12,261,855	22,550,498
Infrastructure Surtax Fixed Project Fund				
Reserve for Future Capital Outlay	3,445,530	3,466,977	6,616,661	15,046,178
	3,445,53	3,466,977	6,616,661	15,046,178
TOTAL OTHER SPECIAL REVENUE FUNDS	119,945,076	97,734,320	308,366,074	450,163,320
DEBT SERVICE FUNDS				
Fund Balance Carried Forward	34,227,701	49,609,292	45,557,495	47,060,530
General & Other Contingencies	2,000,000	2,245,391	2,000,000	2,000,000
Debt Service Reserve	8,060,162	3,124,535	2,462,000	0
TOTAL DEBT SERVICE FUND	44,287,863	54,979,218	50,019,495	49,060,530
CAPITAL PROJECTS FUNDS				
Reserve for Future Capital Outlay	4,203,935	4,767,690	3,846,110	4,445,498
Other Designated Reserves	61,710	61,360	34,380	34,380
TOTAL CAPITAL PROJECTS FUNDS	4,265,645	4,829,050	3,880,490	4,479,878
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Reserve for Future Capital Outlay	11,241,701	5,690,297	12,749,735	12,758,409
Reserve for Fund Balance Carryforward	113,577,730	91,485,808	122,036,775	104,761,856
Debt Service Reserve	5,154,126	5,154,126	5,154,126	5,154,126
Other Designated Reserves	36,148,832	38,696,197	46,682,224	45,514,311
	166,122,389	141,026,428	186,622,860	168,188,702

Reserves and Refunds

Description	FY 18 Adopted	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
Water & Wastewater Utility Enterprise Fund				
Reserve for Future Capital Outlay	4,763,592	6,194,336	16,286,896	12,867,347
Reserve for Contingency - General	34,070,406	46,274,537	16,747,087	14,427,585
Other Designated Reserves	134,143,182	120,560,692	206,950,624	177,012,670
Debt Service Reserve	18,792,912	18,784,206	10,188,902	10,188,908
	191,770,092	191,813,771	250,173,512	214,496,510
TOTAL ENTERPRISE FUNDS	357,892,484	332,840,206	436,796,375	382,685,212
INTERNAL SERVICE FUND				
Fleet Services Fund				
Reserve for Future Capital Outlay	11,823,074	25,825,880	36,082,710	37,726,941
Reserve for Attrition	22,034	25,172	26,121	26,121
General & Other Contingencies	1,672,122	2,462,022	322,012	462,132
	13,517,230	28,313,074	36,430,843	38,215,194
County Self-Insurance Fund				
<u>Insurance Program Administration</u>				
General Contingen	15,332	450,967	254,436	57,626
<u>Workers' Compensation Insurance</u>				
General Continger	14,568,331	16,519,012	20,586,042	18,706,402
Long-Term Incurred Claim	(((0
Other Designated Reserves (Sheriff)	(((0
<u>General Liability Insurance</u>				
General Contingen	10,196,707	9,108,656	8,917,332	7,841,580
<u>Catastrophic Disaster Insurance</u>				
General Contingency (Policy 03.02.04.0	94,722,522	79,542,241	84,639,732	86,039,733
<u>Employee Group Health Insurance</u>				
General Contingen	38,456,852	21,749,307	25,856,532	24,892,815
Other Designated Reserves	49,389,144	69,500,787	77,608,871	91,263,708
	207,348,892	196,870,976	217,862,960	228,801,864
TOTAL INTERNAL SERVICE FUND	220,866,122	225,184,050	254,293,802	267,017,052
AGENCY FUNDS				
<u>Capacity Assessment Special Assessment Bonds '06</u>				
Adjustment to Designated Reserves	8,899,277	2,550,416	7,414,232	17,760,096
TOTAL AGENCY FUNDS	8,899,277	2,550,416	7,414,232	17,760,096
GRAND TOTAL	\$1,201,864,111	\$1,174,809,295	\$1,591,363,040	\$1,713,951,547

Note:

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 the actual Interfund transfers for FY 18, FY 19 and FY20 adopted budget and the FY 21 planned budget.

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.

For more information on any of these transfers, please contact the Management and Budget Department at (813) 272-5890.

Interfund Transfers

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
GENERAL FUND				
<u>Countywide General Fund</u>				
Revenue:				
From Disaster Fund	2,000,000	0	0	0
From Countywide General Fund - Operating	2,323,000	2,323,000	3,000,000	3,000,000
From Half-Cent Sales Tax	22,808,375	19,405,058	23,111,328	24,369,146
From Various Grant Funds	91,780	232,915	0	0
Total Interfund Transfers	\$ 27,223,155	\$ 21,960,973	\$ 26,111,328	\$ 27,369,146
Appropriations:				
Animal Control Spay/Neuter Program Fund	241,412	138,458	248,298	346,889
Civil Service Board (3)	1,378,572	1,886,250	0	0
Countywide Construction Fund	8,275,000	9,625,000	18,185,010	3,500,000
Court-Related Technology Fund	4,705,137	2,388,681	5,262,651	4,770,517
Disaster Funds	0	8,295,408	3,000,000	3,000,000
Economic Development Activity Fund	2,323,000	2,323,000	3,000,000	3,000,000
BP Oil Spill Project Funds	0	0	18,500,000	0
Phosphate Fund	0	412,784	266,319	266,319
ELAPP Non-Bond Fund	0	1,500,000	0	0
Fleet Operating Fund	0	271,157	57,260	52,463
Florida Department of Juvenile Justice Fund	2,965,933	3,090,812	3,081,190	3,081,190
Grants Fund - Match	2,632,345	5,060,785	7,937,091	8,014,645
Information & Technology Services Project Fund	4,114,011	3,222,663	13,335,634	10,748,817
Legal Aid Fund	847,588	1,070,373	778,000	789,200
Major Maintenance and Repair Fund	4,692,142	5,150,360	5,612,029	5,928,189
Planning Commission (3)	3,764,788	4,720,387	5,314,442	5,466,150
Public Art Program Fund	0	0	100,000	100,000
State Court Innovations Fund	1,793,490	1,078,886	993,363	845,951
Teen Court/Juvenile Diversion Fund	1,570,693	1,589,021	1,403,060	1,463,048
Transportation Trust Fund	308,970	10,600,000	1,900,000	1,900,000
Total Interfund Transfers	39,613,081	62,424,025	88,974,347	53,273,378
<u>Unincorporated Area General Fund</u>				
Revenue:				
From Communication Services Tax Fund	13,888,035	10,448,478	9,977,534	9,935,092
From Half-Cent Sales Tax	80,211,915	83,633,347	86,012,677	88,582,465
From State Revenue Sharing	5,345,374	5,715,024	5,012,474	5,012,474
From Unincorporated Area Construction Fund	3,434,577	2,912,329	2,628,683	2,596,050
From Unincorporated Area General Fund	1,000,000	1,000,000	1,000,000	1,000,000
From Various Funds	0	2,218,226	0	2,407,672
Total Interfund Transfers	103,879,901	105,927,404	104,631,368	109,533,753
Appropriations:				
ITS Project Fund	1,700,000	0	500,000	0
Various Funds	2,991	0	0	0
Public Art Program Fund	0	0	100,000	100,000
Water Operating Fund	0	60,000	60,000	0
Transportation Trust Fund - O&M Subsidy	14,657,960	17,170,058	19,477,559	21,300,198
Transportation Trust Fund - Project Fund	24,778,215	40,583,361	8,540,673	5,233,762
Unincorp Area Economic Devel Activity Fund	1,000,000	1,000,000	1,000,000	1,000,000
Unincorp. Area Major Maintenance & Repair Fund	3,265,822	3,560,045	6,459,734	6,817,191
Unincorporated Area Construction Fund	585,000	1,157,000	3,602,445	0
Total Interfund Transfers	45,989,988	63,530,464	39,740,411	34,451,151

Interfund Transfers

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
SPECIAL REVENUE FUNDS				
<u>Countywide Special Purpose Fund</u>				
<i>Revenue:</i>				
From Countywide General Fund	20,930,406	17,733,521	31,080,544	28,340,120
From Unincorporated Building Fund	0	700,000	0	0
From Crime Prevent/Safe Neighborhoods Fund	294,271	276,080	0	0
From Indigent Health Care Sales Surtax Fund	108,370,510	160,807,324	198,471,992	203,450,874
From Various Funds	45,000	73,076	909,501	85,640
From Unincorporated Area General Fund	1,700,000	0	500,000	0
Total Interfund Transfers	131,340,187	179,590,001	230,962,037	231,876,634
<i>Appropriations:</i>				
800 MHz Intergovernmental Radio Debt Service	611,302	733,380	839,492	847,513
Courthouse Proj. Sink Fd (Traf Surchrg Trust Fd)	1,139,298	2,126,298	2,049,807	2,128,923
Grants Match	0	1,076	21,350	0
Impact Fee Funds for Administration	120,485	0	0	0
Boating Improvement Fund	0	72,000	83,371	85,640
Indigent Health Care Fund	108,370,510	160,807,324	198,471,992	203,450,874
M2Gen Project Revenue/Sinking Fund	1,486,100	1,037,450	1,740,000	1,740,000
Safe and Sound Hillsborough Fund	294,271	276,080	304,780	0
Unincorporated Area General Fund	5,345,374	5,715,024	5,012,474	5,012,474
Total Interfund Transfers	117,367,340	170,768,632	208,523,266	213,265,424
<u>Unincorporated Area Special Purpose Fund</u>				
<i>Revenue:</i>				
From Countywide General Fund	0	412,784	0	0
From Impact Fee Funds for Administration	30,230	0	41,383	41,383
From Road Impact Fee Funds for Administration	57,637	0	52,323	107,724
From School Site Impact Fee Fund	120,485	0	0	0
From Stormwater Management Project Fund	1,146,737	900,000	998,297	1,041,166
From Unincorporated Environment Restoration	0	0	3,220,375	1,672,320
From Unincorporated Area General Fund	3,268,813	3,560,045	6,559,734	6,917,191
From Various Funds	332,824	0	0	0
Total Interfund Transfers	4,956,726	4,872,829	10,872,112	9,779,784
<i>Appropriations:</i>				
Impact Fee Funds for Administration - Various	30,230	0	41,383	41,383
Countywide ITS Project Fund	0	700,000	0	0
Environment Restoration Projects Fund	0	0	3,220,375	1,672,320
Public Safety Complex Bond Sinking Fund FY 11	1,617,096	1,617,496	1,618,695	1,626,653
Unincorporated Area Construction Fund	9,007,969	7,239,584	6,957,738	6,937,047
Unincorporated Area General Fund	13,888,035	10,448,478	9,977,534	9,935,092
Unincorporated Area Special Revenue Fund	1,423,063	900,000	998,297	1,041,166
Total Interfund Transfers	25,966,393	20,905,558	22,814,022	21,253,661
<u>Blended Component Units Fund</u>				
<i>Revenue:</i>				
From Countywide General Fund	5,149,360	6,606,637	5,314,442	5,466,150
Total Interfund Transfers	5,149,360	6,606,637	5,314,442	5,466,150

Interfund Transfers

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Sales Tax Revenue Fund</u>				
<i>Revenue:</i>				
From CIT Series 2015 Bonds	0	377,488	0	0
Total Interfund Transfers	0	377,488	0	0
<i>Appropriations:</i>				
4th Cent TDT 06 Refunding Bonds Sinking Fund	1,613,180	2,173,418	2,435,466	2,309,648
5th Cent TDT 06A Refunding Bonds Sinking Fund	2,235,519	2,318,179	2,087,305	2,104,430
Capital Improvement Commercial Paper Prog Fd	0	4,456,396	0	0
CIP Revenue Refunding Bonds 06/16 Sinking Fund	951,729	3,635,982	1,306,996	1,319,484
CIT Project Fund Transportation Task Force	0	0	8,160,000	8,160,000
Countywide Construction Fund	2,350,000	0	0	0
CIT Project Fund Phase III	26,020,289	27,844,583	9,654,583	11,691,121
Commercial Paper Fund	2,273,100	1,660,500	2,267,840	2,789,840
Commercial Paper Taxable- Govt Facilities	0	0	3,195,000	2,689,000
Countywide General Fund - Operating	22,808,375	19,405,058	23,111,328	24,369,146
CP Quarterly Note Issuances	965,583	1,219,019	739,440	858,412
Series 2007 Bond Sinking Fund	885,496	0	0	0
Series 2008 Bond Sinking Fund	1,344,776	1,048,131	1,241,426	1,263,946
Series 2012 CIP Bond Sinking Fund	6,094,080	7,816,535	6,654,222	6,654,111
Series 2012 CIT Bond Sinking Fund	9,997,492	9,098,222	10,004,888	10,018,659
Series 2015 CIT Bond Sinking Fund	19,775,959	20,699,400	20,411,585	20,671,419
Series 2017 CIP Bond Sinking Fund	200,000	7,882,000	5,429,611	5,049,270
Series 2018 CIP Bond Sinking Fund	675,626	6,787,646	6,537,117	6,956,430
CIP 2020 Fund	0	0	450,000	450,000
TSA Ref Non-Ad Valorem Bonds Debt Svc Fd	154,729	848,603	502,504	849,869
Unincorporated Area General Fund	80,211,915	83,633,347	86,012,677	88,582,465
Total Interfund Transfers	178,557,848	200,527,019	190,201,988	196,787,250
<u>Intergovernmental Grants Fund</u>				
<i>Revenue:</i>				
From Countywide General Fund	21,626,018	9,056,518	8,637,091	8,714,645
Total Interfund Transfers	21,626,018	9,056,518	8,637,091	8,714,645
<i>Appropriations:</i>				
Countywide General Fund	2,558,391	0	0	0
Special Revenue Fund	438,847	0	700,000	700,000
Total Interfund Transfers	2,997,238	0	700,000	700,000
<u>County Transportation Trust Fund</u>				
<i>Revenue:</i>				
From 9th Cent Fuel Tax Fund	5,268,684	5,093,456	5,156,581	5,199,696
From Countywide General Fund	308,970	10,600,000	1,900,000	1,900,000
From Transportation Trust Funds - Various	43,480,413	39,145,652	219,421,596	371,841,007
From Unincorp. Area General Fd (O&M Subsidy)	39,436,175	57,753,419	28,018,232	26,533,960
Total Interfund Transfers	88,494,242	112,592,527	254,496,409	405,474,663
<i>Appropriations:</i>				
Countywide General Fund	0	700,000	1,819,240	0
Impact Fee Fund - Various	57,637	0	0	0
Ninth-Cent Fuel Tax Projects Fund	5,268,684	5,093,456	5,156,581	5,199,696
Seven-Cent Fuel Tax Projects Fund	5,464,413	5,429,652	5,731,147	5,775,378
Transportation Trust - Operating	33,716,000	33,716,000	35,998,502	36,145,654
Unincorporated Area General Fund	0	4,300,000	0	0
Total Interfund Transfers	44,506,734	49,239,108	48,705,470	47,120,728

Interfund Transfers

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>Library Tax District Fund</u>				
<i>Revenue:</i>				
From Library Operating Fund	3,440,964	14,528,113	15,032,318	556,584
Total Interfund Transfers	3,440,964	14,528,113	15,032,318	556,584
<i>Appropriations:</i>				
Library Project Fund	3,000,000	14,050,000	14,505,727	0
Library Maintenance Fund	440,964	478,113	526,591	556,584
Total Interfund Transfers	3,440,964	14,528,113	15,032,318	556,584
<u>Infrastructure Surtax Fixed Project Fund</u>				
<i>Revenue:</i>				
From Series 2012 Revenue Bonds Project Fund				
From CIT Project Fund	2,026	0	0	0
From Surtax Fund	93,095,872	32,513,677	18,554,023	20,709,533
Total Interfund Transfers	93,097,898	32,513,677	18,554,023	20,709,533
<i>Appropriations:</i>				
Countywide General Fund	0	215,626	0	0
Debt Service	0	330,817	0	0
Capital Project Fund	0	265,587	0	0
Total Interfund Transfers	0	812,030	0	0
<u>DEBT SERVICE FUNDS</u>				
<i>Revenue:</i>				
From 4th Cent Tourist Dev. Tax	2,466,282	5,691,076	3,607,018	3,492,394
From 5th Cent Tourist Dev. Tax	4,663,348	5,160,037	4,857,649	5,744,139
From 800MHz Intergovt Radio System	611,302	733,380	839,492	847,513
From CIT Surtax Fund	37,428,653	44,401,803	43,607,812	44,300,619
From Communication Services Tax Fund	1,617,096	1,617,496	1,618,695	1,626,653
From ELAPP 2009B Build America Bonds Subsidy Fd	934,513	1,148,513	1,013	0
From Half-Cent Sales Tax	1,643,403	9,048,455	7,256,481	6,899,954
From State Revenue Sharing	1,486,100	1,037,450	1,740,000	1,740,000
From Traffic Surcharge Trust Fund	1,139,298	2,126,298	2,049,807	2,128,923
From Unincorporated Construction Fund	2,426,655	2,435,364	2,429,055	2,440,997
Total Interfund Transfers	54,416,650	73,399,872	68,007,022	69,221,192
<u>CAPITAL PROJECTS FUNDS</u>				
<i>Revenue:</i>				
From CIP Series 2017 Rev Bond Fund	400,000	5,666,013	0	0
From CIP Series 2019 Fund		40,895,342		
From CIP Series 2020 Sinking Fund	0	0	5,500,000	0
From Countywide General Fund	8,275,000	11,125,000	31,685,010	3,500,000
From Communication Services Tax Fund	7,761,232	7,239,584	6,957,738	6,937,047
From Half Cent Sales Tax Fund	0	4,456,396	3,195,000	2,689,000
From Phosphate Severance Tax Fund	100,000	0	0	0
From Various Funds	7,110,000	348,749	0	0
From Unincorporated Area Operating Fund	585,000.0	1,157,000	3,602,445	0
From Countywide Tax Transportation Fund	0	700,000	1,819,240	0
From Unincorporated Tax Transportation Fund	0	4,300,000	0	0
Total Interfund Transfers	24,231,232	75,888,084	52,759,433	13,126,047

Interfund Transfers

Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
<u>CAPITAL PROJECTS FUNDS (continued)</u>				
<i>Appropriations:</i>				
CIP Series 2017 Bonds Sinking Fund	4,500,000	46,571,393	0	0
CIP Series 2018 Bonds Sinking Fund	66,110,000	3,533,355	0	0
Transportation Plan	0	0	183,244,270	330,027,699
Countywide General Fund	0	17,343	0	0
ELAPP Series 2009 Bonds Sinking Fund	934,513	1,148,513	1,013	0
PSOC Series 2014 Bond Sinking Fund	2,426,655	2,427,255	2,429,055	2,440,997
Unincorporated Area General Fund	3,434,577	2,912,329	2,628,683	2,596,050
Various Funds	200,000	377,497	0	0
Total Interfund Transfers	77,605,745	56,987,685	188,303,021	335,064,746
<u>ENTERPRISE FUNDS</u>				
<u>Solid Waste Utility Enterprise Fund</u>				
<i>Revenue:</i>				
From Revenue Fund	111,475,248	121,396,932	170,008,660	134,576,807
From Series 2016	0	237,036	0	0
Total Interfund Transfers	111,475,248	121,633,968	170,008,660	134,576,807
<i>Appropriations:</i>				
Debt Fund	11,394,745	13,132,327	12,158,241	12,970,029
Landfill Closure Fund	4,614,574	2,518,420	6,700,000	6,600,000
Operating Fund	87,164,676	91,647,671	95,181,096	94,020,912
Rate Stabilization Fund	8,301,253	3,513,074	43,351,397	14,877,610
Renewal and Rehab Fund	0	10,822,476	12,617,926	6,108,256
Total Interfund Transfers	111,475,248	121,633,968	170,008,660	134,576,807
<u>Water and Wastewater Utility Enterprise Fund</u>				
<i>Revenue:</i>				
From Water Conservation Trust Fund				
From 2010B Bab Subsidy Fund	1,847,765	2,171,156	2,594,048	0
From General Fund	0	0	5,000,000	0
From 2010C Bab Subsidy Fund	534,407	534,407	610,577	540,591
From Capacity Assessment Unit Fund	8,991,568	15,282,438	16,090,100	12,004,865
From Unincorporated Area Operating Fund	0	60,000	60,000	0
From Aquifer Recharge Project	0	1,095,024	0	0
From Bond Refund	0	0	111,657,467	0
From Impact Fee Fund	4,520,500	4,520,500	4,142,440	5,296,687
From Revenue Fund	222,859,687	241,716,526	256,536,987	261,501,089
From Revenue Stabilization Fund	13,340,000	24,240,000	0	0
Total Interfund Transfers	252,093,927	289,620,051	396,691,619	279,343,232
<i>Appropriations:</i>				
Debt Fund	11,609,370	18,352,652	123,222,219	17,760,429
General Capital Fund	41,340,000	25,335,024	28,340,518	20,000,000
Impact Fee Fund	8,997,565	8,997,565	11,883,400	12,004,865
Operating Fund	164,746,009	211,461,895	212,903,965	205,671,958
Renewal and Replacement Fund	25,406,980	15,413,099	14,389,756	14,375,772
Revenue Rate Stabilization Account	0	3,714,943	883,261	9,530,208
ITS Project Fund	0	0	500,000	0
Total Interfund Transfers	252,099,924	283,275,178	392,123,119	279,343,232

Interfund Transfers

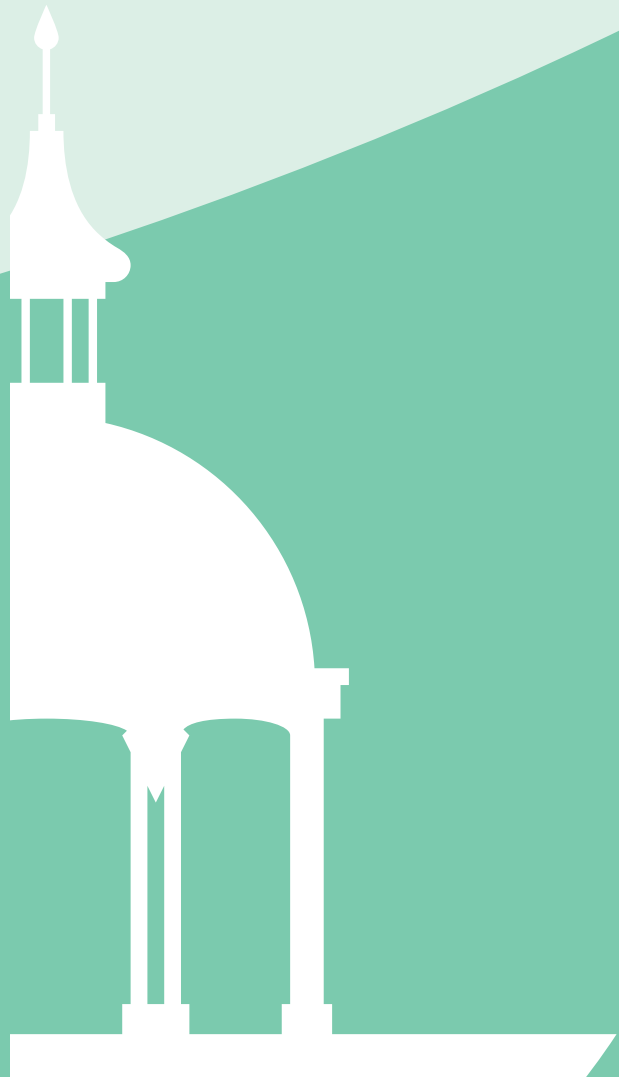
Description	FY 18 Actual	FY 19 Adopted	FY 20 Adopted	FY 21 Planned
INTERNAL SERVICE FUNDS				
<u>Fleet Operating Fund</u>				
<i>Revenue:</i>				
From Countywide General Fund	0	271,157	57,260	52,463
Total Interfund Transfers	0	271,157	57,260	52,463
<u>Catastrophic Disaster Recovery Fund</u>				
From Countywide General Fund	0	4,295,408	3,000,000	3,000,000
Total Interfund Transfers	0	4,295,408	3,000,000	3,000,000
<i>Appropriations:</i>				
Countywide General Fund	2,000,000	0	0	0
Intergovernmental Grant Fund	15,000,000	0	0	0
Unincorporated Area Construction Fund	4,760,000	0	0	0
Total Interfund Transfers	21,760,000	0	0	0
<u>County Self Insurance Fund</u>				
<i>Revenue:</i>				
From General Liability Fund	550,000	850,000	700,000	700,000
From Workers Compensation Fund	550,000	850,000	700,000	700,000
Total Interfund Transfers	1,100,000	1,700,000	1,400,000	1,400,000
<i>Appropriations:</i>				
Various Funds	45,005	0	0	0
Self Insurance Administration Fund	1,100,000	1,700,000	1,400,000	1,400,000
Total Interfund Transfers	1,145,005	1,700,000	1,400,000	1,400,000
AGENCY FUNDS				
<u>Special Assessment Funds</u>				
<i>Appropriations:</i>				
Reclaimed Water Assessment Funds	0	841,645	8,500	0
Unincorporated Area Operating Fund	0	2,218,226	0	2,407,672
Various Fee Assessment Funds	0	5,443,056	0	0
Total Interfund Transfers	\$0	\$8,502,927	\$8,500	\$2,407,672



Hillsborough County Florida

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Capital Budget





Hillsborough County Florida

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CAPITAL BUDGET

Overview

The Adopted FY 20 Capital Budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2019 and ending September 30, 2020. The Capital Budget incorporates anticipated revenues and expenditures included in the first year of the Capital Improvement Program (CIP).

The Adopted Capital Budget for FY 20 is \$1.1 billion. The Planned Capital Budget for FY 21 is \$967.5 million. A Sources and Uses schedule can be found in the Executive Summary section of this document. In addition, a list of projects is included at the end of this section.

The Capital Budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants. These one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to have higher costs requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees and certain gas taxes are limited to use on certain types of capital improvements by statute or other legal restrictions.

To provide direction for the capital program, the Hillsborough County Board of County Commissioners approved Policy 03.02.02.00 - Policy for Capital Budget and Capital Improvement Program. This policy defines requirements for projects included in the Capital Budget and Capital Improvement Program. Under the policy, a capital project is defined as a set of activities meeting one or more of the following criteria:

- Delivery of a distinct capital asset or improvement to an existing capital asset which will become an asset of Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles and applicable State statutes;
- Any contribution by Hillsborough County to other governmental or not-for-profit entities to deliver a capital improvement. In situations where the improvement is not or will not become an asset of the County, it will be included in the Capital Improvement Program as a contribution for tracking purposes;
- 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.

Hillsborough County categorizes capital improvements into eight programs: Fire Services, Government Facilities, Libraries, Parks Facilities, Solid Waste Enterprise, Stormwater, Transportation and Water Enterprise. The Adopted FY 20 Capital Budget also includes the County's Environmental Land Acquisition and Protection Program (ELAPP). While not specifically meeting the criteria above, this program is tracked through the CIP to provide for better accountability and control.

As previously noted, capital projects only require one-time allocations for a given project unlike operating expenses which recur annually. This funding flexibility allows the County to use financing and one-time revenue sources to accelerate completion of critical projects. Significant projects within each program are discussed below. More comprehensive project information can be found in the County's Adopted FY 20 – FY 25 Capital Improvement Program document. Interested parties can review this and other information at the County's website at www.hillsboroughcounty.org.

Financial Policies

Among financial policies approved by the Board of County Commissioners since FY 98, there are several pertaining to the preparation, implementation, monitoring and financing of capital projects. While the County Administrator is responsible for the continued development, monitoring and update of these policies, specific functions are carried out by the Management and Budget Department and the Clerk of the Circuit Court. 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 03.02.02.28 - Method of Funding Citizen Initiated Localized Capital Projects or Services
- BOCC Policy 03.02.03.00 - Environmental Land Acquisition Program (ELAPP) Fund

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- 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 03.05.09.00 - Ten Year Commitment to Increase Funding for Transportation - Budget Preparation
- BOCC Policy 04.05.00.00 - Capital Funding for Outside Agencies

Capital Planning

Capital planning refers to the process of identifying and prioritizing the County's capital needs to determine which capital projects should be funded in the Capital Budget as resources become available.

In general, capital planning for projects within the unincorporated area of Hillsborough County is guided by the Hillsborough County Comprehensive Plan. In particular, capital planning for certain types of parks and recreation, solid waste, stormwater, transportation and water facilities are guided by the Capital Improvements Element (CIE) of the Comprehensive Plan. This plan, prepared by the Hillsborough County City-County Planning Commission and formally adopted by the Hillsborough County Board of County Commissioners, provides long-term direction for the growth and development of the county. Proposed capital projects are reviewed for compliance to the adopted comprehensive plan as part of the budget adoption process.

The public has many opportunities to be involved in capital planning both during the comprehensive plan development process and during the budget adoption process. Interested parties can view the Comprehensive Plan at the Planning Commission's website located at www.planhillsborough.org.

Hillsborough County's plan includes a specific growth management strategy called the Urban Service Area. This strategy is designed to direct growth into areas where public service needs can be more efficiently provided and where existing services are already in place.

In addition to the standards in the Comprehensive Plan and the Capital Improvements Element of the Plan, the planning for parks and recreation, solid waste, stormwater, transportation and water facilities also is guided by master and visioning plans developed by County staff. Planning for fire, government facilities, and library infrastructure in Hillsborough County's unincorporated area is performed primarily within County government. Each capital program has different criteria for assessing project needs and priorities; however, a common characteristic of the planning processes is the recognition of the importance of obtaining input from the public and other interested governmental and private agencies. The individual

program planning processes provide the guidance necessary for allocating available resources during the capital budget process. A brief description of the various planning processes follows.

Fire Services— The Fire Rescue Department maintains a Capital Facilities Master Plan which details new fire station needs required to meet emergency and rescue service requirements within the unincorporated area. The plan is prepared based on national service response time standards established by the National Fire Protection Association, the Insurance Service Organization and on the relevant goals, objectives and policies incorporated in the County's Comprehensive Plan discussed above.

In developing this plan, which is updated every five years, the response time standards along with current response data 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. This plan was recently updated and presented to the Board with additional analysis being performed to ensure that current facilities in need of a major remodel are presently in the best locations. This process may result in the relocation of some existing facilities.

Libraries— Library Services gauges the effectiveness of its facilities through a variety of metrics including current and potential use of a facility, state of existing buildings, grounds, and parking, total cost of operation for all facilities, existence and willingness of neighboring partner agencies, distance from population concentrations, and public demand and presents recommendations for potential capital projects to the Library Board. Annually the Library Board evaluates the data and sends a prioritized list of recommendations for funded and unfunded projects to the Board of County Commissioners.

Parks— The strategic vision of the Parks & Recreation and Conservation & Environmental Lands Management Departments includes the development of goals and objectives to safeguard the inheritance of the County's future generations.

The planning process identifies future developments that may affect expected needs, 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. The tool is evaluated against the current environment in order to develop a Capital Improvement Plan consistent with the vision of Hillsborough County and the values and expectations of our community.

CAPITAL BUDGET

In FY 17, Hillsborough County Parks & Recreation and Conservation & Environmental Lands Management Departments delivered their Master Plans to the BOCC. The Master Plans are long-range planning documents that are meant to help shape the direction, development, and delivery of the County's parks, recreation, and conservation sites. Based on a comprehensive planning approach, these plans take into consideration department goals, existing conditions, and community needs assessments that provide for the framework of recommendations and prioritization strategies. These Master Plans represent the collective vision for the Hillsborough County Parks & Recreation and Conservation & Environmental Lands departments. They serve as a guide for the Department's investments and strategies over the next ten years, shaping the delivery of services in a manner that is consistent with the County's sustainability goals and the community's level of service expectations. The cohesive vision for continually improving parks, recreation, and conservation opportunities in Hillsborough County represents the culmination of the public engagement process. The vision, along with guiding principles and mission statement will guide the implementation of the Master Plans and the future of parks, recreation, and conservation throughout the County.

Solid Waste Enterprise— The Solid Waste Enterprise 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 CIP. 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 (1,072 sq. miles) is divided into 17 watersheds (basins) and further subdivided 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 recommends solutions.

Flood control project evaluations take into consideration the following factors: frequency of flooding, the category of the road subject to flooding (local/arterial/collector road), the number of structures flooded, stormwater asset conditions

(groundwater table, erosion/siltation and structure) and the potential of available matching funds.

The County also maintains a separate list of non-watershed related neighborhood stormwater needs. Criteria for neighborhood stormwater projects is similar to criteria for watershed master plan projects, with the exception that environmental issues and the availability of matching funds are not included in the evaluation.

Water quality or natural system projects are evaluated based on concerns identified by the Florida Department of Environmental Protection, or the County related 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 within the Stormwater Services Section of the Public Works Department contribute to this uniform matrix evaluation process.

Transportation— Efficient movement of people and goods is important to the public safety, economic viability, and overall quality of life in Hillsborough County. Planning occurs on several levels. The Hillsborough County Metropolitan Planning Organization (MPO), working with the County and its three incorporated municipalities (City of Tampa, Plant City and Temple Terrace), and with input from county residents, is responsible by State statute for adopting the Long Range Transportation Plan, a blueprint for comprehensive transportation planning throughout the County. The MPO also consolidates the transportation capital improvement programs of various political jurisdictions constructing transportation projects within the county into an annual Transportation Improvement Program (TIP). The Long Range Transportation Plan and the Transportation Improvement Program are used by the County in prioritizing major capacity projects for funding, determining project impact fee eligibility, and in allocating State and federal grant dollars. These plans can be viewed at the Metropolitan Planning Organization's website www.planhillsborough.org. Apart from these long-established processes, the Transportation for Economic Development initiative engaged in a community-wide effort to identify transportation needs and included the County, the cities and relevant transportation entities.

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 determined to have county-

CAPITAL BUDGET

wide significance 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 and Capital Improvement Program.

Planning for the transportation program is performed on a sub-program basis. The sub-programs within the transportation program are roads, intersections, sidewalks and bridges. With the exception of roads, where the County adopts the prioritized list from the Long Range Transportation Plan (LRTP) and adds local road improvements not subject to inclusion in the plan, the County has prepared a master plan for intersections, bridges and sidewalks. While specific criteria used for prioritizing the projects on the plans differ by project type, they encompass public safety, traffic volume, environmental mitigation and other key factors as well as incorporating input received during the public outreach part of the planning process.

Water Enterprise— The Water Enterprise is responsible for providing quality water, wastewater and reclaimed water services to Hillsborough County residents within its designated service area, unincorporated Hillsborough County. This includes the operation and maintenance of these facilities including treatment plants, pumping stations, metering devices and all related transmission piping and above ground appurtenances. The department is also responsible, when operating the above facilities, for complying with all federal, State and local regulatory and permit requirements.

The department uses a CIP Delivery Process. This process uses a systematic approach to develop and refine the scope, schedule and budget for existing and newly proposed expansion and renewal and replacement projects. It allows priorities to be determined and uses schedules to ultimately deliver quality projects from conception to project completion. The goal of the CIP Delivery Process is to deliver department projects in an efficient and economical manner.

The objectives of the process are to:

- Economically build and maintain existing system assets;
- Deliver projects on schedule and within budget;
- Allow for the annual update of the CIP;
- Allow for adjustments to the approved CIP due to changing priorities for those projects not yet in the implementation phase;
- Seamlessly coordinate with the County's CIP;
- Permit performance measurement; and
- Provide documentation for management and historical trending purposes.

The Board of County Commissioners policy 03.02.02.06 requires that capital projects be prioritized. The Department's Project Prioritization Model (PPM) is a formal method of documenting and tabulating the results of applying subjective criteria to prioritize the CIP each fiscal year. There are six categories to score a project against other projects within the Department's CIP:

- Compliance
- Health and Safety
- Expansion / Renewal and Replacement
- Long Range Planning
- Community and Environmental Impacts
- Economic / Financial Considerations

The resulting score for each existing or new "planning" project is used at the beginning of the budget process to rank all of the projects within the CIP.

Additionally, the Department's Payback Analysis Model (PAM) incorporates several economic factors to estimate the payback period of a given capital project. It determines the payback period by modeling the average monthly revenues generated by the Equivalent Residential Customers (ERC) to be served by the capital project. Generally, the information that is required to be input into the model includes:

- Project Name, CIP Number and Type
- Payback Analysis Period
- Discount Rate
- Debt Service or Pay-As-You-Go
- Expansion Percentage
- Operating, Maintenance and Fixed Overhead Cost
- Capital Cost by Year
- Outside Funding Sources
- ERCs served by the Project
- ERC Connection Schedule
- Rate and Debt Service Information

The information is used to assign a weighted economic criteria number for the project in the earlier referenced Project Prioritization Model (PPM) during each fiscal year budget process.

Finally, the CIP Master Program Schedule is used as a planning tool to lay out each of the project schedules, provide the cash flow requirements of the program as a whole, anticipate project resource needs and provide historical data for future trend analysis. In addition, the Master Program Schedule is also used at the beginning of each fiscal year to facilitate the efficient distribution of work throughout a six year period.

Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma document. This docu-

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ment is used to put current budget and financial decisions into a longer-term context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is particularly useful in showing how capital projects, funded in the biennial budget or planned over the next several years, will impact future operating budgets in terms of maintenance, utility and staffing costs.

Another tool used in financial planning is the County's debt management strategy. Credit ratings assigned by the three international rating agencies, Moody's Investors Service, Standard and Poor's Ratings Services, and Fitch Ratings are key factors influencing interest rates paid on local governments' borrowings. Because of the significant impact interest rates have on our overall financial position, Hillsborough County places a great deal of emphasis on its credit worthiness. The County conducts 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 Aaa / AAA / AAA 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. These high credit ratings enable the County to meet its borrowing needs at the lowest cost of capital.

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 in appropriate amounts. Furthermore, tax exempt short-term debt tends to be the lowest cost financing tool available to local governments resulting in substantial savings to the County. Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding. The County issues debt in accordance with its debt policy which governs the type and amount of borrowings that are best suited to achieving its financing objectives. The policy guides the County's borrowings by means of targets and ratios, such as direct debt per capita or general governmental debt as a percent of general fund revenue, that balance the need for flexibility to ensure the availability of capital with the need to ensure continued access to the capital markets.

When it is prudent and in the County's economic interest to do so, infrastructure improvements may be financed by means of public-private partnerships in which private corporations, such as real estate developers, agree to fund a portion of such improvements together with funding from the County, State, and/or federal government. Such partnerships enable the County to construct needed infrastructure, in particular transportation improvements, at a lower cost to taxpayers as a result of leveraging private funding sources.

Finally, the County actively and aggressively monitors market opportunities to refinance its debt to achieve lower debt service costs. When legally and economically feasible, lower interest debt will be issued to pay off outstanding debt thereby making revenues available to fund County services.

Capital Improvement Program Process

The annual Capital Budget and Capital Improvement Program (CIP) update begins in January with a request to the Capital Program directors to review, update and re-prioritize the unfunded capital needs list.

The Capital Budget Team of 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. The list identifies preliminary project information such as name, location, description or scope, the estimated cost and any operating cost impact. The updated Unfunded Capital Projects Request List is then used to determine which new projects will be added to the new Capital Improvement Program.

During the month of January (in the first year of the biennial budget cycle), the Capital Budget Team conducts training sessions to provide capital project management and staff specific direction relating to the capital budget process. As part of this training, those involved in the capital budget process are given a calendar of key budget cycle dates and written documentation including forms, instructions, and definitions to be used in preparing their capital projects budget including revising current project estimates and submitting requests to add new capital projects.

Another key step in the budget process is a review of capital project cost estimates in the current CIP or new projects added during the current fiscal year. This is to ensure that the next CIP will reflect these revised cost estimates. Departments are asked to review and update project information that will be presented in the Capital Improvement Program.

A specific form – the Capital Project Initiation Request Form - is used to document project changes or new project requests.

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This form is designed to guide the preparer in providing necessary information including the reason for the project, proposed location and scope, funding requirements by fiscal year, proposed project schedule and completion dates, anticipated operating cost impacts and management approvals.

Using updated information, the Capital Budget Team develops draft documents showing projects that have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the recommended budget.

These draft documents are distributed to the departments for another review and the opportunity to correct information. Upon completing their review, the Capital Budget Team meets with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

Budget preparation meetings held with Directors, Executive Team members and budget staff during February through April include discussions regarding capital projects. Decisions made at these meetings are incorporated into the documents and communicated to the appropriate departments.

Final revisions are incorporated into the Recommended Capital Budget and the Recommended Capital Improvement Program (CIP) in mid-May and delivered to the Board of County Commissioners in June.

Components for Each Capital Project Page:

Project Title – This is the project’s name.

Project No. – This is a unique identification number assigned to the project for accounting purposes.

CIE Requirement – This indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act of 1985.

Level of Service Impact – If the project addresses a CIE element, this indicates what impact it has on the level of service:

(M) – This indicates a project relates to the repair, remodeling, renovation or replacement of an existing County facility in order to maintain levels of service in the Comprehensive Plan.

(E) – This indicates the construction of a new facility or expansion of an existing facility that will reduce or eliminate deficiencies in the levels of the service in the Comprehensive Plan.

(F) – This indicates the construction of a new facility or expansion of an existing facility is needed to meet levels of service for new development.


(N/A) – This indicates that the project is not covered by the Capital Improvements Element.

Sample Capital Project Detail Page

PROJECT TITLE: WATERSSET SPORTS COMPLEX
CIE REQUIREMENTS: 1
LEVEL OF SERVICE IMPACT: E

PROJECT NUMBER: C80324000
PROGRAM: PARKS

PROJECT DESCRIPTION:
 This project will provide planning, design and construction for Phase I of a proposed youth sports complex in the South County area. The complex will be within the Watersset development west of I-75. Land exchange with the developer has been achieved. Construction to be funded in phases as scope is developed.

Neighborhood Community Area:


OPERATING COST IMPACT:
 Operating cost is estimated to be an additional \$250,000 per year.

PROJECT COMPLETION DATE: TBD

Sources of Funds in \$000's	Total		FY 20		FY 21	FY 22	FY 23	FY 24	FY 25	Future
	Estimated	Prior	Carriedover	Additional						
Boat Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Community Invest. Tax III	0	0	0	0	0	0	0	0	0	0
Financing	5,500	0	3,000	2,500	0	0	0	0	0	0
General Revenues-CW	0	0	0	0	0	0	0	0	0	0
General Revenues-ELARP	0	0	0	0	0	0	0	0	0	0
General Revenues-RDM	0	0	0	0	0	0	0	0	0	0
General Revenues-LIA	500	95	405	0	0	0	0	0	0	0
Grants & County Match	0	0	0	0	0	0	0	0	0	0
Impact Fees	1,500	0	0	1,000	500	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Undetermined	0	0	0	0	0	0	0	0	0	0
Total	\$7,500	\$95	\$3,405	\$3,500	\$500	\$0	\$0	\$0	\$0	\$0

Uses of Funds in \$000's	Total		FY 20		FY 21	FY 22	FY 23	FY 24	FY 25	Future
	Estimated	Prior	Carriedover	Additional						
Administration	\$5	\$5	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Construction	7,455	58	3,400	3,500	500	0	0	0	0	0
Design	23	23	0	0	0	0	0	0	0	0
Development	0	0	0	0	0	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0	0	0
Land/ROW	8	8	0	0	0	0	0	0	0	0
Non-Capital	5	0	5	0	0	0	0	0	0	0
Total	\$7,500	\$95	\$3,405	\$3,500	\$500	\$0	\$0	\$0	\$0	\$0

Program – This indicates the capital program to which this project pertains.

Project Description – This describes the scope of work.

Operating Cost Impact – This is an estimate of the ongoing annual operating and maintenance funding this project will require once completed.

Project Completion Date – This is the estimated date the project will be ready for its intended use.

Neighborhood Community Area – This indicates the area of the county the project will occur. A copy of the Neighborhood Community Area map can be found in the Appendix section of the Capital Improvement Program document.

Source of Funds – This shows by year the sources of funding. Many projects have multiple sources of funding.

Uses of Funds – This shows by year the planned uses of funds summarized by project phase.

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Throughout the budget development process, the County Administrator and Management and Budget staff conduct several budget workshops with the Board of County Commissioners to provide them with revenue projection updates and to obtain overall policy guidance.

Once the recommended budget and CIP are delivered to the Board, a series of budget workshops and public meetings are held. During this period, the Hillsborough County City - County Planning Commission also reviews the recommended CIP to ensure compliance with the County's Comprehensive Plan. Two statutorily required public hearings are held in September to gain public input. A separate public hearing is held following the budget adoption to also adopt the CIP.

Final budget documents reflecting the Adopted Budget and Adopted Capital Improvement Program are then prepared and distributed in both hardcopy and electronic formats. Once the Capital Budget and CIP are formally adopted, changes to the budget can only be made in accordance with the budget amendment process defined in BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program, which ensures compliance with budget amendment requirements per Florida State Statute 129.06. The BOCC policy also specifies that the list of projects included in the adopted 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 Communications Services Tax, the Community Investment Tax, gasoline taxes, enterprise fees, special assessments, impact fees, mobility 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 properties within the county with use restricted to projects providing countywide benefit; the unincorporated area property tax imposed on all properties in the unincorporated area of the county with use limited to projects that benefit the unincorporated area; and the special library property tax, imposed on all properties within the City of Tampa and the unincorporated area of the County with use restricted to library projects. Both Temple Terrace and Plant City maintain their own library systems so properties within these two municipalities are not subject to the special library tax.

Additionally, two voter approved ad valorem taxes are used to pay debt service on the Jan K. Platt Environmental

Lands Acquisition and Protection Program (ELAPP) bonds and on Parks and Recreation bonds.

- 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. Beginning in FY 06, the Board increased the allocation by an additional ½ %, for a total of 1½% for the construction of fire stations. However, due to the continuing ad valorem roll back requirements by the State Legislature and the effects of Amendment 1, approved by the voters on January 29, 2008, the amount and the percentage allocated to the construction of new fire stations in FY 09 was reduced to ½%. The remainder of the 1½% is used to offset a portion of the reduction in property tax revenues funding operating expenditures.
- The Community Investment Tax is a ½% sales tax on the price of taxable goods, as defined by State statute, sold within the County. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax expires on November 30, 2026.
- Gasoline taxes used to fund capital projects are the Six Cent Local Option Gasoline Tax, the Voted (Ninth Cent) Gasoline Tax and the Constitutional Fuel Tax. Permitted uses for each of these taxes are defined by statute, and in the case of the Voted Ninth Cent Gasoline Tax, are further restricted by County ordinances.

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; debt service and current expenditures for transportation capital projects including construction or reconstruction of roads.

Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

The Constitutional Fuel Tax collected by the State on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration

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payable from this tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and maintenance of roads as defined by statute or as matching funds for grants specifically related to these purposes.

- Enterprise fees are charges for services imposed on users of facilities of the two programs funded through enterprise funds - Solid Waste and Water / Wastewater / Reclaimed Water. An annual fee schedule for each enterprise fund is set by the Board of County Commissioners. Use of these revenues is restricted to operating, maintaining or building new infrastructure for the respective service for which the fee is being collected.
- Special assessments are charges levied by statute or ordinance for a specific purpose. One example is the storm-water fee, a non-ad valorem special assessment levied on the annual property tax bill, used to help fund the storm-water capital program.
- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The unincorporated area of the County is divided into zones for each type of impact fee.

Use of impact fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. There are four types of impact fees: transportation, parks, fire and schools. Impact fees are governed by the County's Consolidated Impact Fee Assessment Program Ordinance.

- Mobility Fees are a one-time charge on new development to pay for offsite transportation improvements that are necessitated by new development. On April 26, 2016 the Board of County Commissioners adopted the Mobility Fee Ordinance that would replace the current transportation impact fees and transportation concurrency. The Mobility Fee Program became effective January 1, 2017.
- Financing is the last source of funding. It includes both long-term and short-term financing. Short-term financing via a commercial paper borrowing program is used to borrow funds when needed in order to keep projects on schedule and to keep financing costs down.

Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding.

Uses of Funds

Capital budget expenditures are related to one of the eight capital programs: Fire Services, Libraries, Government Facilities, Parks, Solid Waste Enterprise, Stormwater, Transportation, and Water Enterprise. It also includes the Environmental Land Acquisition and Protection Program (ELAPP) and the Major Repair, Renovation, Replacement and Maintenance (R3M) program. Planned capital project expenditures are summarized into the following categories:

Project Development - These are costs incurred by the County to identify project requirements, and to define a project's work scope including preliminary design studies, permitting requirements, data collection, public involvement, legal and technical documentation, cost estimates and assessment of alternatives.

Design - These are costs incurred by the County to design a project in accordance with the scope of work set forth in the development phase. This includes professional consultant fees, legal and technical documentation, constructability review, data collection, advertising, assessment of alternatives related to project design, construction management services and bid reviews.

Land / ROW - Costs incurred by the County for the purchase of land, easements and right-of-way. This also includes purchase price, surveys, appraisals, environmental audit, permitting, legal costs, maps, charts, aerial photography and other costs such as wetlands restoration.

Equipment - These are costs incurred by the County for the purchase of equipment required to complete the project.

Construction - Costs incurred by the County for all construction related tasks required to place a project in service. Includes project construction contracts, professional and technical assistance, advertising, legal and technical documentation, costs, inspection, testing and permitting.

Administration - Costs incurred by the County for in-house project management, supervision and administration of capital projects. Administration costs include project design, technical reviews, construction management, construction inspection, technical specifications, surveying and mapping, cost of preparing reports and maintaining the capital projects management information system, eminent domain, contract management, monitoring and processing the related financial transactions.

Non-Capital - These are costs incurred as part of delivering the project but won't be capitalized with the asset when the project is complete. Maintenance / replacement costs, minor equipment and contributions to other entities are examples of non-capital costs.

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Capital Projects Operating Impacts

The Capital Budget and Capital Improvement Program (CIP) are integral elements of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However, in some cases, like the construction of a new jail, the operational impact may be phased-in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay, add new staff, jail and food supplies, and operational equipment, thus spreading the increased operating impact over a number of years rather than impacting the budget all at once when the jail opens. Historically, operating costs of non-enterprise facilities have been funded from property taxes. Consideration of operating costs becomes particularly critical with the property tax restrictions now in effect and the past property tax reductions due to the recession. In some cases, it may be prudent to defer or cancel construction of a facility because there will be no funds to operate it.

Debt service payments on issued debt for capital projects are also included in the operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures reduce the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain at a prudent level.

Issuance of short-term commercial paper to provide adequate cash flow for approved projects does not have an impact on the operating budget. This is because these costs are rolled to subsequent notes until the projects are completed, at which time available cash or long-term debt is used at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term debt.

Specific FY 20 – FY 21 incremental operating cost impacts of capital facilities are discussed below in each program's highlights section. The Adopted Budget for FY 20 – FY 21 includes these operating costs. A full listing of incremental operating cost impacts can be found in the appendix section of the Adopted Capital Improvement Program document.

Program Highlights

The following program highlights focus on each program's portion of the Adopted Capital Budget for FY 20 – FY 21 (which includes estimated funding carried forward from FY 19 and any new, additional funding).

A number of projects that are shown in the program sections appear in the Capital Improvement Program (CIP) as "Post

Construction". These projects have finished their primary construction phases and may have been placed in use; nevertheless, some of these projects still have unspent balances that are earmarked for post-construction project costs.

Fire Services

The Fire Services Program Adopted Capital Budget for FY 20 is \$32.6 million. The additional funding in the Planned FY 21 Capital Budget is \$1.9 million. The program is funded with fire impact fees, Communications Services Tax, general revenues, financing and 911 service fees.

Two new projects that focus on maintenance needs are being added as part of the Capital Budget update. Drainage issues at the Palm River Fire Station and fire alarm code compliance issues at various fire stations will be addressed by these projects.

During FY 19, a new bond was issued that supported various governmental, fire and parks facilities projects. Four of the new projects are in the Fire Services program to help address capacity needs. Two new stations are being constructed to help improve response times – one in Brandon (Central Brandon Fire Station #45) and one in Riverview (Rhodine Fire Station #46). Apollo Beach Fire Station #29 is being built in a new location to replace the existing station which will result in improved response times and a better functioning facility. The Fire Apparatus and Equipment for New Fire Stations project has been established to equip these new stations.

Projects continuing into FY 20 include installing a new roof on Sabal Park Fire Station #9 and post construction activities on the East Lake Fire Station #32 Replacement and Fishhawk Fire Station projects.



East Lake Fire Station #32

In order to fund the purchase of important fire and safety equipment, the Fire Rescue Equipment Replace-

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ment/Modernization project receives \$1.9 million each year from FY 20 through FY 25 from the Communications Services Tax allocated to Fire Rescue. Impact fees were added to this project in FY 19 to fund the purchase Self Contained Breathing Apparatus (SCBA) equipment.

On June 5, 2019, the Board of County Commissioners adopted an Ordinance amending the County's Consolidated Impact Assessment Program Ordinance to update the fire service impact fee schedule and to add an impact assessment for emergency medical services that are currently provided by Hillsborough County Fire Rescue. The revised fees take effect on October 1, 2019 and incremental revenues for FY 20 have been programmed into the Land Acquisition for New Fire Stations project.

Three projects reached substantial completion during FY 19. Chapman Fire Station #40, Northdale Fire Station #41 and Country Place Fire Station #42 received new HVAC systems.

Operating Impact – Two projects are scheduled for completion in FY 20 and one project in FY 21. All three are maintenance related (Fire Station #9 Roof Replacement, Fire Station Fire Alarm Code Compliance and Palm River Fires Station Drainage Improvements) so there will be no significant change in operating cost at those locations. An ongoing project to harden fire stations will result in a minor increase in operating cost related to generator maintenance and testing.

Fire Services Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Fire Stations Hardening	0	\$5.0	\$10.0

Government Facilities

The Government Facilities Program Adopted Capital Budget for FY 20 is \$204.6 million. The additional funding in the Planned FY 21 Capital Budget is \$16.4 million. Funding sources for the program are Community Investment Tax, enterprise fees, financing, grants, general revenues and the BP oil spill fund.

Thirteen new projects are being added to the program in this adopted Capital Budget with many being maintenance related. Emergency generators will be replaced at the 700 Twiggs building and the Clerk's Warehouse while a new generator will be installed at the Children's Services campus. Cooperative Extension will have its HVAC system replaced and the County Center will have its roof fans replaced in conjunction with the re-roof added to last year's Capital Budget. The second phase of a repaving project at the Central Fleet facility will help restore traffic lanes and parking areas.

Two of the new projects will improve space utilization at existing facilities. A new meeting / training space will be created at the Environmental Protection Commission office and equipment and systems will be reconfigured at the Medical Examiner facility. A project has been added to provide for security enhancements at the County Center and other County buildings. A contribution is being made through a project to the historic Glover School in Bealsville to help install new floors. Funds have been set aside to help establish a future film studio / film school in the county. Funding is also provided for two new facilities. A new Tax Collector building will be constructed in Plant City and a new Adult Day Health Services Center will be developed in South County.

During FY 19, a new bond was issued that supported various governmental, fire and parks facilities projects. Four of the new projects are in the Government Facilities program. Two projects promote sustainability by upgrading lighting in existing facilities to LED and adding solar panels to various buildings. Land will be acquired in downtown Tampa to accommodate a future planned expansion of the court complex. The final project will help fund a new Entrepreneur Collaborative Center (e-Factory) to create a new home for this program.

An important set of projects added during FY 18 and now in large part funded by the bond issue mentioned above are the Consolidated and Hardened Maintenance Facilities projects. These projects will design and construct four new consolidated and hardened maintenance facilities for the Public Works, Public Utilities and Fleet Services Departments to replace the following existing facilities: West Service Unit, East Service Unit, South Service Unit and Traffic Operations/Maintenance Facility at Sabal Park. The current facilities are 40 – 50 years old and are near the end of their useful lives. The new facilities will provide efficient and secure shelter for pre and post disaster response.

Many other important projects are continuing into this adopted Capital Budget. Roofs will be replaced at four locations (700 Twiggs, Cooperative Extension, County Center and Falkenburg Warehouse South Building), a water line will be replaced at Children's Services and downtown buildings will be waterproofed. The Emergency Generators at Various Locations project includes engineering and installation of emergency generators and associated infrastructure upgrades at various emergency shelters (such as public schools) and other critical facilities to provide back-up power capability. The South County Cultural Arts Center project will develop options for locations, scope and cost for a cultural arts center in the Southshore area of Hillsborough County. A contribution to Mary and Martha House will assist the organization with various capital improvements.

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The Falkenburg Road Jail Expansion Phase VIIA project continues the expansion, renovation and enhancement work that is underway at the jail. Most of the court related projects are being constructed under a common contract and nearing completion. A project at the Pet Resources facility will replace the roof and improve functionality. The South County Workforce Center is not currently funded, but represents a possible future County investment in that facility.

The Hanna Facility Repurpose project will renovate portions of the former Fire Rescue headquarters to accommodate other County agencies. The ERP System Enhancements will provide funding to address improvement opportunities related to the recently implemented Oracle E-Business Suite software.



Courts Downtown Training Facility

The Historical Preservation Matching fund program continues in FY 20 to help preserve historic community assets. The Capital Asset Preservation Program supports the preservation of community capital assets that enhance tourism, arts and culture, entertainment and community education. (Note: Future funding for this program will come from tourist development taxes and will no longer appear in the CIP after current funds are expended.) The Northwest Area Head Start / Service Center project (formerly known as the Town 'N Country Service Center) will develop a new Head Start facility and research opportunities for a new service center to provide enhanced customer service in the northwest area of Hillsborough County.

Additional funds have been allocated to the Public Art project in FY 20 and FY 21. The Annual Public Art Plan, as recommended by the Public Art Committee, is included within the appendix section of this document but does not yet reflect the additional funds.

Two projects reached substantial completion during FY 19. The Courts Downtown Training Facility was completed and ready for use and the last contribution payments were made

on the Ybor Historical Buildings Preservation project. Two other projects were canceled since they are no longer needed. The MOSI has consolidated all operations into the newer Kids in Charge building reducing maintenance needs on the old building and the scope of the Redevelopment Project is covered elsewhere in the budget.

There are nine projects that are scheduled to reach substantial completion in FY 20. Generators will be replaced at the 700 Twiggs building and the Clerk's Warehouse. The Central Fleet facility and Cooperative Extension Office will receive new roofs while the County Center will get new roof fans. In addition to the new roof, the Cooperative Extension Office will have its HVAC system replaced. The Central Fleet facility will get new paving and Children's Services will get a new water line installed. Functionality will be improved at the Pet Resources facility when the work on their facility is complete.

During FY 21, thirteen projects are targeted for completion. Five of the projects involve the delivery of the new Consolidated and Hardened Maintenance Facilities which will enhance operational resilience. Another major project that will reach completion is the Falkenburg Road Jail Expansion project that will deliver various enhancements to the facility. Roofs will be replaced at 700 Twiggs, the County Center and the Falkenburg Warehouse. Facility functionality will improve after work is completed on the EPC Meeting Room and Medical Examiner Toxicology Lab Modifications projects. A new generator will be installed at Children's Services to enhance disaster preparedness and County owned buildings in downtown Tampa will be waterproofed.

Operating Impact – Of the projects that are scheduled to reach substantial completion in FY 20, none of them have a major operating cost impact. For the ones listed above reaching substantial completion in FY 21, only the Consolidated and Hardened Facilities will have an operating cost impact. These projects will replace existing facilities which are already being operated. Net operating impact, if any, will be determined during the design phase of the projects.

Government Facilities Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Consolidated & Hardened Maintenance Facilities	TBD	\$0.0	TBD

Libraries

The Library Services Program Adopted Capital Budget for FY 20 is \$37.7 million. The additional funding in the Planned FY 21 Capital Budget is \$557,000. The program is funded with ad

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valorem tax proceeds from the Special Library Taxing District and grant funding.

Seven new projects are being added to the program this year. The Brandon Library Replacement – Phase 2 project provides funds to construct a new, expanded and relocated library in Brandon. The other six new projects will renovate existing libraries (Austin Davis, Fendig, Lutz, North Tampa, Southshore and Town ‘N Country).

One library construction project continues into FY 20. The Riverview Library Expansion/Replacement project will replace the existing library with a new, larger facility in a different location. This library will increase square footage by 2.5 times and will give library customers increased access to public computers, meeting space, enclosed children’s areas, and maker spaces.

There are other carry-over projects included in this program. The John Germany (Main Library) Various Improvements and Planning Study project includes various renovations to the building and site to meet customer needs. The Burgert Brothers Photo Archive Preservation project will preserve and digitize the prints and negatives of the collection. Landscaping will be improved at various libraries with the Landscape Renovation project. The Solar Power Systems for Various Libraries project will install new systems to showcase and educate the community on solar energy technology and to reduce operating costs.



C. Blythe Andrews, Jr. Library

Two projects reached substantial completion during FY 19. The C. Blythe Andrews, Jr. Library opened and is fully operational and work completed on the Jan Platt Library Interior Renovations project.

Operating Impact – The New Tampa Library HVAC Replacement project is scheduled to reach substantial completion in FY 20 and will not significantly impact operating

costs. Three projects will reach substantial completion in FY 21. The Riverview Library will open and will incur incremental operating costs since it is larger than the facility it is replacing. The Jimmie B. Keel Library Parking Improvements will allow for better pedestrian access but should not impact operating costs. The first group of solar power systems installed on various libraries will be functional and are expected to save approximately \$15,000 to \$20,000 annually at each location.

Library Services Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Riverview Library Expansion / Replacement	13	\$0.0	\$620.0
Solar Power Systems for Various Libraries	0	0.0	(105.0)

Parks

The Parks Facilities Program Adopted Capital Budget for FY 20 is \$149.9 million. The additional funding in the Planned FY 21 Capital Budget is \$2.2 million. The program is funded through a combination of impact fees, Community Investment Tax proceeds, ad valorem tax proceeds, long-term financing, BP oil spill funds and Boat Improvement Fees.

Fifteen new projects have been added to the Parks Capital Budget including the Lithia Springs Shop Replacement at \$667,000, the Medard Park Observation Tower and Fishing Pier at \$400,000, the Mann Wagnon Storage Building at \$150,000, the Veterans Memorial Park Amphitheater at \$200,000, the Park Tree Restoration Project at \$2.5 million, Kenly, Mango, Heather Lake, North Brandon, and Apollo Beach Parks Basketball and/or Tennis Court Replacements at \$975,000 and Parks ADA Safety Improvements at \$3.4 million. The Parks ADA Safety Improvements project will bring all Hillsborough County Parks properties to meet ADA Standards for accessible design.

Ten projects are scheduled for completion in FY 20 including the County Marine Safety Facility Improvements, the Marine Safety Program project, the Basketball and/or Tennis Court Replacements at Kenly, Mango, Heather Lake, North Brandon, and Apollo Beach Parks, the Northlakes Park Improvements and the Veterans Memorial Park Expansion Phase I/II/III and others. The Veterans Memorial Park Expansion Phase I/II/III project will re-design and expand the existing Veteran's Memorial Park and Museum located on Highway 301 North. Phase I included installation of an entry feature, signage and icon, site work, roads, parking and a caretaker area. Phase II included construction of a "Freedom Trail" and observation decks. Phase III included county funding for design and construction of individual memorials. The memorial projects

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are as follow: Seminole Indian Wars, Mexican War, Civil War, Spanish American War, World War I, World War II, Korean War, Vietnam War, Gulf War, Iraq, Afghanistan, Field of Honor, Committed Forces, Purple Heart, Medal of Honor, and POW/MIA. The project also included an 8,000 square foot Veterans Resource Center, construction of additional parking and fitness equipment to be installed outside the park boundaries along the By-Pass Canal.

Seventeen projects were completed in FY 19 including the Baker Creek Boat Ramp, the Brandon Aquatic Center, the Citrus Park Expansion, Cockroach Bay Boat Ramp, the Courtney Campbell Scenic Highway Trail, the Northdale Splash Pad, the Parks Playground Improvements, the Saladino Park Improvements and the EG Simmons/Eco Tourism. The EG Simmons/Eco Tourism project designed and constructed improvements to the EG Simmons Park such as beach erosion control and other amenities to expand eco-friendly and recreational activities at the park.



Carrollwood Village Park

One significant project in the program is the Carrollwood Village Park. The project's purpose is to acquire a part of the former Dale Mabry Wastewater Treatment Plant site and develop the land into a community park. This project will be developed in phases and will involve master planning, project development, design and construction. Amenities will be prioritized with input from citizens and will include various types of improvements.

Another significant project in the Capital Budget is the Lucy Dell Community Pond / Central County Area Park Improvements. This project developed County-owned surplus property located in the vicinity of Nuccio Park into a new Community Park that will encourage prosperity and citizen interaction, deter crime and increase community safety and well-being. The project scope also includes improvements at various other parks located within the Central County Area as budget permits.

Some projects are shown in the Adopted Capital Improvement Program with undetermined funding in "Future" years. Future funding may be determined based on project prioritization and available options at the Board of County Commissioners' discretion.

Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP)

The Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP) is a voluntary land preservation program based in the Conservation and Environmental Lands Management Department. The ELAP Program is dedicated to the protection and preservation of natural and environmentally significant resources, as well as restoration of natural habitat. Properties preserved through ELAPP are available for recreational uses compatible with the preservation objectives. Some of the criteria used when considering a property for protection are: contains unique or scarce natural habitat for endangered species, protection of water resources, or lands that buffer, link or provide access to existing environmentally sensitive lands.

Historically, funding was secured through an operating and debt service ad valorem millage not exceeding 0.25 mills in any one year period. A four year property tax was originally approved by 71% of the voters in 1987 and in 1990 a referendum authorizing \$100 million in bonds was approved by 73% of the voters. In November 2008, nearly 79% of the voters approved the issuance of up to \$200 million in bonds to continue capital funding for the ELAP Program. So far \$128.4 million has been issued of the \$200 million authorized by the voters.

As of October 1, 2017, the County has preserved approximately 61,811 acres at a cost of \$262.8 million, of which \$87.1 million (or 33%) has been funded by other agencies.

Operating Impact – The following table identifies the stand-alone projects that are scheduled for completion in FY 20 and FY 21 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

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Parks Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Apollo Beach Recreation Center Improvements	0	\$0.0	\$25.0
Carrollwood Village Park	3	0.0	120.1
Central County Parks Improvements	0	60.0	60.0
County Marine Safety Facility & Equipment Improvements	0	1.3	5.0
Lucy Dell Community Pond/Central County Area Park Improvements	0	100.0	100.0
Marine Safety Program	0	60.0	72.0
Riverview/Brandon/East Area Parks	0	15.0	15.0
Veterans Memorial Park Expansion Phase I/II/III	0	16.7	20.0
Winston Park Improvements	0	0.0	25.0

Solid Waste Enterprise

The Solid Waste Enterprise Program Adopted Capital Budget for FY 20 is \$33.4 million. The additional funding in the Planned FY 21 Capital Budget is \$850,000. The Solid Waste Enterprise Program is funded with financing and revenues generated from fees and assessments paid by customers of the enterprise.

Two new projects have been added to the Solid Waste Enterprise Capital Budget including the Replacement of a 575,000 gallon Leachate Storage Tank at \$2.2 million and the Southeast County Landfill Expansion at \$600,000. The Southeast County Landfill Expansion project will perform a geotechnical study of the design and construction to expand the landfill capacity in order to accommodate the additional waste generated from the growing population of Hillsborough County.

The program has an additional seven active projects which concentrate on enhancing some of the service centers throughout the county. One of these projects is the Northwest Transfer Facility Improvements. This project will design, permit, construct and provide quality assurance for the Northwest Community Collection Center Improvements project. The improvements are necessary to provide a better site configuration thus improving safety, customer traffic flow, efficiency of the operation and improve the overall customer experience while using the facility.

The Resource Recovery Facility Warehouse which is scheduled for completion in FY 21 at a cost of \$3.3 million, will construct a new warehouse at the Resource Recovery Facility. A new warehouse will allow for the covered storage of parts and

equipment that are currently either stored outdoors or on the tipping floor, which reduces the ability to store additional municipal solid waste. Inside storage will result in improved safety, housekeeping, additional storage space for municipal solid waste on the tipping floor and better organization of spare parts and equipment.



Resource Recovery Facility Warehouse

Another significant project in the program is the Southeast County Landfill Facility Improvements. The project will design and construct a new administration building and a new scale house within the Southeast County Landfill Facility at a cost of \$1.5 million.

Operating Impact – No projects are scheduled to begin incurring operating costs in FY 20 or FY 21.

Stormwater

The Stormwater Program Adopted Capital Budget for FY 20 is \$59.2 million. The additional funding in the Planned FY 21 Capital Budget is \$20.0 million. The program is funded with a combination of Stormwater Fees, Community Investment Tax, Enterprise Fees, general revenue, grants and the BP oil spill fund.

One new master project is being added in FY 20 for Stormwater System Maintenance. This project provides for a working plan and implementation of countywide roadside drainage system restorations/improvements through an assessment of roadside swales, ditches, channels, roadway category, condition (sediment/erosion/side slope), flooding condition, and possible impacts of safety. The program also includes ongoing funding for the following Master Programs: Culvert Renewal and Replacement; Neighborhood Drainage Improvements; Stormwater Pumping Station Renewal and Replacement; Master Plan Implementation; Water Quality Improvement and

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Environmental; Watershed Drainage Improvements; and Watershed Master Plan Updates.

The Countywide Culvert Renewal and Replacement Program replaces or repairs culverts at various locations throughout Hillsborough County. The Watershed Master Plan Updates project studies the water quantity, and water quality if applicable in various watersheds within Hillsborough County. The Neighborhood Drainage Improvements Program is intended to alleviate flooding on County-maintained roadways that do not meet the County's level of service for flood protection. These projects are initiated at the conclusion of a drainage investigation of actual flooding identifying the deficiencies.

The Canal Dredging Grant Program continues into FY 20. This project will provide matching grants for communities that want to have canals dredged to improve navigability.

No stand-alone projects finished in FY 19, but many sub-projects were completed to provide improved Stormwater system performance. One stand-alone project, the Holloman's Branch Stormwater Improvements project, will reach completion in FY 20.



Neighborhood System Improvements

Operating Impact – New stormwater infrastructure normally does not have explicit additional operating costs beyond additional materials and supplies for maintenance. Ongoing annual maintenance costs for stormwater improvements are estimated at \$2.50 per \$1,000 of project cost. Stormwater infrastructure maintenance requirements include keeping drainage areas free from silt, litter, leaves and debris as well as repair-

ing cracked or broken stormwater pipes, culverts and other stormwater infrastructure. Unanticipated maintenance of new stormwater infrastructure can be absorbed within the operating budget of the various maintenance components of the Public Works Department. However, as more infrastructure becomes operational each year, additional staff and equipment will be needed at some future date to maintain infrastructure at desired levels.

One stand-alone project with an annual operating cost impact of \$4,753 will finish in in FY 20 – Holloman's Branch - HBA 6C (Knights Griffin). Ongoing master projects that have an operating impact are also listed in the table below.

Stormwater Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Culvert Renewal and Replacement Program	0	\$47.4	\$81.2
Holloman's Branch – HBA 6C (Knights Griffin)	0	2.8	4.8
Major Neighborhood Drainage Improvements	0	6.9	6.9
Neighborhood Drainage Capital Improvements	0	15.8	26.6
Neighborhood Drainage Improvements	0	21.3	21.3
Water Quality Improvement & Environmental Program	0	6.1	6.1
Water Quality Improvements and Environmental Program	0	8.3	9.6
Watershed Drainage Improvements	0	5.0	5.9

Transportation

The Transportation Program Adopted Capital Budget for FY 20 is \$426.9 million. The additional funding in the Planned FY 21 Capital Budget is \$214.7 million. The program is funded with a combination of Fuel Tax, Community Investment Tax, Financing, General Revenues, Grants, Impact Fees, Mobility Fees and the BP oil spill fund.

In November 2018, a citizen initiated transportation ballot initiative was approved by the voters resulting in a new 1% Transportation Sales Surtax. Hillsborough County's portion of the tax is anticipated to generate in excess of \$110 million annually for transportation. These funds are slated to be available for transportation projects in 2020 and will be incorporated in the Capital Budget. In FY 20, available funds are anticipated to be the \$110 million of FY 20 revenue and \$82 million of carryforward funding from FY 19 reflecting the Surtax's effective date of January 1, 2019. A schedule summariz-

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ing the new surtax revenue is included in the appendix section of the FY 20 - FY 25 Adopted Capital Improvement Program document.

The Board of County Commissioners has committed to direct more resources towards transportation. On September 8, 2016, the Board approved Policy number 03.05.09.00, Ten Year Commitment to Increase Funding for Transportation - Budget Preparation, which targets / prioritizes increased funding for transportation over a ten year period. Key areas in the Transportation Work Plan include widening projects (Big Bend Road, Lithia Pinecrest Road, Van Dyke Road), a road extension (Citrus Park Drive), intersection / interchange improvements (Big Bend Road at I -75, various locations on State Road 60, safety enhancements at various locations) and roadway improvements (East 131st Avenue improvements, University Area improvements, Progress Boulevard and South 78th Street improvements, Sun City Center pedestrian mobility improvements and Westshore Boulevard complete street improvements).



Lithia Pinecrest / Lumsden / Bell Shoals / Durant Intersection Improvements

Two new projects have been added to the Transportation capital budget in FY 20 that are funded by the BP oil spill fund. The Safe Routes to School Program includes sidewalks near

schools, school safety circulation enhancements, new sidewalks on county roads, new and enhanced pedestrian crossings, signs and pavement markings. To help complete an important trail, the South Coast Greenway Trail Gibsonton Gap (Phase VI) project will construct a 10 to 12 foot wide paved trail from Symms Road to Riverview Drive. The trail will have landscaping, benches, bike racks and shade shelter.

To enhance reporting, ten projects now appear as stand-alone projects in the Capital Budget that were once part of a master project. Eight of them are intersection enhancements, one involves improvements to South 78th Street and one breaks out a phase of the South Coast Greenway Trail. These projects are noted on the list of projects at the end of this section.

Many other previously funded projects continue in this adopted capital budget. Nature's Way Safety Improvements will provide pedestrian and bike lane improvements. Progress Village Middle School Access Project, a joint project with the Hillsborough County School District, will build a multi-lane circulation roadway storage area on school property for vehicle queuing and make changes to the access and circulation roads for Jack R. Lamb Elementary School and Progress Village Middle School including a traffic signal at the 78th Street school entrance.

The program includes funding for important bridge replacements (2nd Street and Maydell bridges), Bell Shoals Road Widening, bridge repairs, intersection improvements, sidewalks, pavement preservation and paved shoulders / bicycle lanes for County rural roads.

Funds have been allocated for extending Kinnan Street to Pasco County if the project is allowed to move forward. Three trails projects (South Coast Greenway, Tampa Bypass Canal and Upper Tampa Bay) are now being managed by Public Works and are included in the Transportation program.

Two stand-alone construction projects finished in FY 19 (Bruce B. Downs Road Widening from Pebble Creek to Pasco County and Traffic Signal LED Replacement) and two reimbursements type projects (one to HART for a Hyperlink Pilot and one to Plant City for transportation projects) were completed. Many sub-projects were completed to enhance multiple aspects of the transportation system.

Operating Impact – While new transportation infrastructure generally has no immediate direct operating costs associated with it, future and ongoing maintenance expenditures are needed to keep the roads up to County standards. Ongoing maintenance costs include pothole patching, lane and cross-walk re-striping, sign and traffic signal replacement, and roadside right-of-way mowing and maintenance. Not including residential street lighting, the County expends approximately

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\$9,022 annually per lane mile on ongoing maintenance. The County is responsible for maintaining over 6,933 lane miles throughout the county. Note that major road resurfacing is budgeted separately under the capital program. Like stormwater, as more transportation infrastructure continues to become operational, additional staff and equipment will be needed to maintain infrastructure at operational levels. The annual cost to maintain traffic signals is approximately \$6,000 per signalized intersection; \$2,400 for utility cost and \$3,600 for maintenance costs.

The following table identifies the stand-alone projects that are scheduled for completion in FY 20 and FY 21 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

Transportation Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Advanced Traffic Management System Improvement Program	0	\$450.0	\$450.0
East Keysville over West Branch Bridge	0	1.3	1.4
Intersection Improvement Program	0	100.0	100.0
Lithia Pinecrest/Lumsden/Bell Shoals/Durant Intersection Improvements	0	0.9	2.6
New & Improved Signalization Program	0	100.0	100.0
Paved Shoulders and Bicycle Lanes Rural Roads	0	12.0	12.0
Sidewalk Retrofit Construction Funding	0	18.0	18.0

Water Enterprise

The Water Enterprise Program Adopted Capital Budget for FY 20 is \$184.7 million. The additional funding in the Planned FY 21 Capital Budget is \$26.0 million. The Water Enterprise Program includes potable water, wastewater and reclaimed water projects and is funded with a combination of long-term financing, revenue generated from fees, rates and charges paid by customers of the enterprise and \$5 million from the BP oil spill fund.

Nine new projects have been added to the Water Enterprise Capital Budget including the Advanced Water Treatment Demonstration Program at \$3.0 million, the Falkenburg Structural Rehabilitation at \$4.0 million, the Hillsborough County One Water Campus (Potable Water Treatment & Distribution) at \$179.6 million, the Hillsborough County One Water Campus (Wastewater Treatment & Collection) at

\$440.1 million, the Palm River Utility Expansion Program (Septic to Sewer) at \$30.0 million, the Ruskin & Wimauma Sewer System at \$42.0 million, the Van Dyke Flow Diversion (Pump Station and Pipeline) at \$200,000, the South County Regional Advance Water Treatment Facility Odor Control at \$1.0 million and the Gibsonton Area Septic to Sewer Conversion Program at \$33.0 million. The Gibsonton Area Septic to Sewer Conversion Program which includes \$3 million from the BP oil spill fund, will build wastewater collection system for existing residents and future developments in the Gibsonton Area.

Seventeen projects were completed in FY 19 including the Brushy Creek Pump Station Rehabilitation, the South County Water Repump Station, the Wastewater Plan Sludge Holding/Thickening, the Westchase High Density Polyethylene Replacement, two projects in Valrico for the Pump & Dewatering Replacement, three projects at 19th Ave. for Water, Reclaimed and Wastewater purposes and the Countywide Potable Water Quality Monitoring. The Countywide Potable Water Quality Monitoring project at \$2.1 million replaced the old potable water monitoring equipment with new monitoring and communication equipment.

Three projects are scheduled for completion in FY 20 including the South County Repump Station Chemical Addition & Yard Piping, the Southeast County Landfill Biosolids Composting Facility and the Palm River Utility Expansion Program project. The Palm River Utility Expansion Program project will design and construct utility infrastructure for the Palm River area. Several projects are scheduled for completion in FY 21 including the South County Wastewater Treatment Plant Expansion at a cost of \$102.2 million. This project will expand the existing South County Regional Advanced Wastewater Treatment Plant from 4.5 million gallons per day (MGD) to 10 MGD. The design of the expansion used new technologies including membrane biological reactor (MBR) treatment processes to reduce the foot print of the expanded facility.

An ongoing project of importance is the Valrico Solar Power Installation at \$3.0 million. The project will design and construct a solar panel and battery system to provide supplemental power to the Valrico Advanced Wastewater Treatment Facility. The program is exploring alternative energy sources both to save money on power costs and reduce the carbon footprint of its facilities.

One significant project in the program is the Northwest Regional Water Reclamation Facility System Improvements & Expansion project at \$204.0 million. The project will design, permit and construct improvements to the facility. The current facility is permitted to treat 10.0 million gallons per day. The anticipated improvements will increase the permitted capacity to 30.0 million gallons per day. This permitted capacity allows

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for one full treatment train to be out of service for maintenance and operational flexibility. Improvements are essential to long-term environmental needs and the necessary decommissioning of the River Oaks and Dale Mabry Wastewater Treatment Plants.



Northwest Regional Water Reclamation Facility System Improvement & Expansion

Operating Impact – The following table identifies the stand-alone projects that are scheduled for completion in FY 20 and FY 21 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

Water Enterprise Projects	New Positions	Operating Impact (In thousands)	
		FY 20	FY 21
Public Utilities Telemetry/Data Network and Support Program	0	\$50.0	\$50.0
RWTM Extensions To New and Existing Customers	0	1.2	1.2
South County WWTP Expansion Program	5	0.0	234.3
Waterset Reclaimed Water Pump Station and Storage Tank	1	0.0	7.6

Major Repair, Replacement, Renovation, and Maintenance Program

During the FY 02 capital budget process, the Board of County Commissioners, concerned about maintaining the condition of County facilities, established the Major Repair, Replacement, Renovation and Maintenance Program (R3M). 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. The FY 20 Adopted Budget includes an increase of the set aside for the Unincorporated Area General Fund from 1% to 2½%. The adopted FY 20 allocations will generate approximately \$5.6 million for Countywide General Fund, \$6.5 million for the Unincorporated Area General Fund and \$527,000 for the Library District Fund. A list of proposed FY 20 R3M projects can be found in the appendix section of this document.

Monitoring

The Capital Budget Team 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 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 corrective action. To assist in the reviews, the Capital Budget Team generates numerous variance and tracking reports from the County's financial system.

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FY 20 - FY 21 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 20 Adopted	FY 21 Planned	Future Funding	Total Cost
<u>Fire Services:</u>						
C91204000**	Apollo Beach Fire Station #29 Replacement	\$0	\$4,710	\$0	\$0	\$4,710
C91202000**	Central Brandon Fire Station #45	0	4,610	0	0	4,610
C91179000	East Lake Fire Station # 32 Replacement	4,199	601	0	0	4,800
C91206000**	Fire Apparatus and Equipment for New Fire Stations	0	4,500	0	0	4,500
C91191000	Fire Rescue Equipment Replacement/Modernization	6,792	7,490	1,900	7,600	23,782
C91197000	Fire Station # 9 Roof Replacement (R3M)	24	376	0	0	400
C91201000*	Fire Station Fire Alarm Code Compliance (R3M) (MP)	0	300	0	0	300
C91207000^	Fire Station Hardening (MP)	0	680	0	0	680
C91170000^^	Fire Stations Hardening	5,891	32	0	0	5,923
C91189000	Fishhawk Fire Station	3,248	503	0	0	3,751
C91192000	Land Acquisition for New Fire Stations (MP)	515	2,321	0	0	2,835
C91190000	Next Generation 911 Equipment	4,819	981	0	0	5,800
C91205000*	Palm River Fire Station Drainage Improvements (R3M)	0	300	0	0	300
C91203000**	Rhodine Fire Station #46	0	5,180	0	0	5,180
Total Fire Services		\$25,488	\$32,584	\$1,900	\$7,600	\$67,572

Government Facilities:

C77844000*	700 Twiggs Emergency Generator Replacement (R3M)	\$0	\$300	\$0	\$0	\$300
C77837000	700 Twiggs Roof Replacement	7	993	0	0	1,000
CM1500000	Boating Improvement R3M Program (MP)	130	188	0	0	318
C77815000	Capital Asset Preservation Program (MP)	5,309	1,735	0	0	7,044
C77823000	Central Fleet Maintenance Facility Re-roof Phase II	282	618	0	0	900
C77843000*	Central Fleet Paving Phase II (R3M)	0	250	0	0	250
C77855000*	Children's Services Emergency Generator	0	525	0	0	525
C77839000	Children's Services Water Line Replacement	24	226	0	0	250
C77845000*	Clerk's Warehouse Emergency Generator Replacement (R3M)	0	200	0	0	200
C77832002	Consolidated & Hardened Maint Facilities-East Service Unit	1,219	29,812	0	0	31,031
C77832003	Consolidated & Hardened Maint Facilities-South Service Unit	2,487	26,397	0	0	28,884
C77832004	Consolidated & Hardened Maint Facilities-Traffic Ops/Mnt Ctr	356	13,031	0	0	13,387
C77832001	Consolidated & Hardened Maint Facilities-West Service Unit	492	31,100	0	0	31,592
C77846000*	Cooperative Extension HVAC Replacement (R3M)	0	400	0	0	400
C77836000	Cooperative Extension Roof Replacement	0	450	0	0	450
C77829000	County Center Air Handler Replacements	1,655	5,845	2,500	0	10,000
C77851000*	County Center Roof Fan Replacements (R3M)	0	600	0	0	600
C77834000	County Center Roof Replacement	15	1,085	0	0	1,100
CM1200000	Countywide R3M Program (MP)	6,785	8,695	5,928	0	21,409
C70121000	Court Facilities Expansion (MP)	89,747	94	0	0	89,841
C77736000	Courthouse Annex Maintenance Systems Upgrades	10,981	427	0	0	11,408
C77847000**	Courthouse Land Acquisition	0	3,000	0	0	3,000
C77833000	Downtown Buildings Waterproofing Project (MP)	14	236	0	0	250
C79136000	East County Court Redevelopment / Regional Service Center	23,261	79	0	0	23,339
C77841000	Emergency Generators at Various Locations (MP)	401	16,359	0	0	16,760
C77850000*	EPC Meeting Room Build Out	0	1,230	0	0	1,230
C77824000	ERP System Enhancements	266	734	0	0	1,000
C79143000	Falkenburg Road Jail Expansion Phase VII A	30,113	1,164	0	0	31,277
C77835000	Falkenburg Warehouse Roof Replacement (South Building)	900	300	0	0	1,200
C77859000*	Film Studio / Film School	0	2,000	0	0	2,000
C77858000*	Glover School - New Floors	0	100	0	0	100
C77818000	Hanna Facility Repurpose	571	129	0	0	700
C77796000	Historic Preservation Matching Fund Program (MP)	4,238	4,176	1,000	4,000	13,414
C77710000	Indoor Air Quality Measures/Environmental Remediation (MP)	929	601	0	0	1,530
C77849000**	LED Lighting Various Buildings (MP)	0	7,500	0	0	7,500
C77842000	Mary and Martha House	0	594	0	0	594
C77856000*	Medical Examiner Toxicology Lab Modifications	0	620	0	0	620

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FY 20 - FY 21 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 20 Adopted	FY 21 Planned	Future Funding	Total Cost
C77854000*	New Adult Day Health Services Center - South County	0	3,230	0	0	3,230
C77852000**	New Entrepreneur Collaborative Center (e-Factory)	0	7,000	0	0	7,000
C77853000*	New Tax Collector Building - Plant City	0	4,500	0	0	4,500
C77814000 ⁽¹⁾	Northwest Area Head Start / Service Center	41	4,739	0	0	4,780
C79146000	Pet Resources Facility Improvements	3,664	339	0	0	4,003
C70000000	Public Art Program (MP)	3,242	1,468	200	0	4,910
C77857000*	Security Enhancements at County Facilities (MP)	0	1,900	0	0	1,900
C77848000**	Solar Projects Various Buildings (MP)	0	5,000	0	0	5,000
C77840000	South County Cultural Arts Center	10	3,090	0	0	3,100
C77830000"	South County Workforce Center	0	0	0	3,000	3,000
C69107000	Traffic Management Center	5,217	2,283	0	0	7,500
CM1300000	Unincorporated R3M Program (MP)	7,064	7,241	6,817	0	21,122
C77806000	West Tampa Community Resource Center	0	2,000	0	0	2,000
Total Government Facilities		\$199,419	\$204,584	\$16,445	\$7,000	\$427,448

Libraries:

C76039000*	Austin Davis Library Renovation	\$0	\$580	\$0	\$0	\$580
C76031000	Brandon Library Replacement - Phase 1	2,326	675	0	0	3,000
C76033000*	Brandon Library Replacement - Phase 2	0	10,500	0	0	10,500
C76030000	Burgert Brothers Photo Archive Preservation	0	450	0	0	450
C76017000	C. Blythe Andrews, Jr. Library Expansion / Replacement	6,945	805	0	0	7,750
C76034000*	Fendig Library Renovation	0	450	0	0	450
C76026000	Jan Platt Library Interior Renovations	525	40	0	0	565
C76028000	Jimmie B. Keel Library Parking Improvements	26	449	0	0	475
C76001000^^	John Germany (Main Library) Various Improvements & Planning Study	3,980	76	0	0	4,056
C76040000^	John Germany (Main Library) Various Imprvmnts & Planning Study (MP)	0	1,500	0	0	1,500
C76018000	Land Acquisition For Future Library Projects (MP)	216	1,168	0	0	1,384
C76029000	Landscape Renovation at Various Libraries (MP)	50	1,150	0	0	1,200
CM1400000	Library R3M Program (MP)	1,558	865	557	0	2,979
C76038000*	Lutz Library Renovation	0	460	0	0	460
C76032000	New Tampa Library HVAC Replacement	3	997	0	0	1,000
C76035000*	North Tampa Library Renovation	0	580	0	0	580
C76016000	Riverview Library Expansion / Replacement	1,017	11,683	0	0	12,700
C76027000	Solar Power Systems for Various Libraries (MP)	99	2,901	0	0	3,000
C76037000*	Southshore Library Renovation	0	775	0	0	775
C76036000*	Town 'N Country Library Renovation	0	1,550	0	0	1,550
Total Libraries		\$16,744	\$37,654	\$557	\$0	\$54,954

Parks:

C83309000*	Al Barnes Park – Cultural Center	\$0	\$500	\$0	\$0	\$500
C83294000	Apollo Beach Recreation Center Improvements	20	680	0	0	700
C83282000	Apollo Beach Site Improvement	275	410	0	0	685
C83299000*	Apollo Beach Tennis Court Replacement (R3M)	0	225	0	0	225
C83225000"	Brandon Area Recreation Center	0	0	0	2,200	2,200
C83287000	Buddy Baseball New Field - Temple Terrace	0	250	0	0	250
C83263000	Carrollwood Village Park	5,368	4,732	0	0	10,100
C83277000	Central County Parks Improvements (MP)	335	1,065	0	0	1,400
C89318000	Citrus Park Expansion/Improvements	2,807	234	0	0	3,042
C83264000	County Fairground Event Center	764	43	0	0	807
C83262000	County Marine Safety Facility & Equipment Improvements	206	267	0	0	472
C83278000	Countywide Park Impact Fee Enhancements (MP)	1,056	2,344	0	0	3,400
C80209000	Countywide Soccer Complex	17,350	1,900	0	0	19,250
C83253000	Courtney Campbell Scenic Highway Trail	909	216	0	0	1,125
C80005000	Cross Creek Park Construction	406	1,448	0	0	1,854
C83247000	EG Simmons/Eco Tourism	1,382	150	0	0	1,531

CAPITAL BUDGET

FY 20 - FY 21 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 20 Adopted	FY 21 Planned	Future Funding	Total Cost
C83229000 ¹	Fishhawk Recreation Center	0	0	0	2,200	2,200
C83293000	Forest Hills / Orange Grove Park Improvements	0	772	0	0	772
C83297000*	Heather Lake Tennis Court Replacement (R3M)	0	175	0	0	175
C83312000*	Indoor Athletic Facility	0	2,000	0	0	2,000
C89900000**	Jan K Platt (ELAPP) Property Acquisition Capital Project (MP)	0	67,581	0	0	67,581
C89200000	Jan K Platt (ELAPP) Property Restoration Capital Project (MP)	9,346	13,688	1,222	1,831	26,087
C83295000*	Kenly Basketball Court Replacement (R3M)	0	225	0	0	225
C80236000	Keystone Park Expansion	194	2,306	0	0	2,500
C83302000**	LED Sports Lighting Upgrade (MP)	0	4,000	0	0	4,000
C83303000*	Lithia Springs Shop Replacement	0	667	0	0	667
C83232000	Live Oak / Branchton Regional Park	1,312	5,661	0	0	6,973
C83260000	Lucy Dell Community Pond / Central County Area Park Improvements (MP)	2,184	1,316	0	0	3,500
C83296000*	Mango Basketball Court Replacement (R3M)	0	175	0	0	175
C83307000*	Mann Wagon Storage Building	0	150	0	0	150
C83290000	Marine Safety Program	0	195	0	0	195
C83304000*	Medard Park Observation Tower and Fishing Pier	0	400	0	0	400
C83259000 ⁽²⁾	New Tampa Performing Arts Center	162	8,657	0	0	8,819
C83298000*	North Brandon Tennis Court Replacement (R3M)	0	175	0	0	175
C83276000	Northlakes Park Improvements	282	229	0	0	511
C83300000*	Park Tree Restoration Project (MP)	0	1,348	450	850	2,648
C83306000*	Parks ADA Safety Improvements (MP)	0	3,352	0	0	3,352
C83222000	Progress Village Recreation Center at Larry Sanders Complex	2,601	349	0	0	2,950
C83266000	Riverview / Brandon / East Area Parks (MP)	3,526	2,674	0	0	6,200
C83268000	Ruskin Commongoods Boat Ramp	29	571	0	0	600
C83310000*	Seffner Area Parks	0	500	0	0	500
C83311000*	South County Boat Ramp	0	600	0	0	600
C83275000	South County Parks Improvements (MP)	427	573	0	0	1,000
C83274000	South East County Skate Park	32	568	0	0	600
C83301000**	Synthetic Turf Fields (MP)	0	7,000	0	0	7,000
C83291000	The Historic Moseley Homestead Renovations/Preservation	0	1,450	0	0	1,450
C83227000 ¹	Thonotosassa Area Recreation Center	0	0	0	2,200	2,200
C83292000	UACDC Aquatic Center & Community Center Improvements	0	750	0	0	750
C83285000	University Area Community Center Improvements	297	38	0	0	335
C83308000*	Veterans Memorial Park Amphitheater	0	200	0	0	200
C80219000	Veterans Memorial Park Expansion Phase I/II/III	5,822	17	0	0	5,839
C80324000	Waterset Sports Complex	95	6,905	500	0	7,500
C83273000	Winston Park Improvements	11	189	0	0	200
Total Parks		\$57,197	\$149,922	\$2,172	\$9,281	\$218,572

Solid Waste Enterprise:

C54065000	Countywide Solid Waste Management Facilities R&R (MP)	\$3,325	\$3,805	\$550	\$0	\$7,680
C54074000	Hardening of 2nd Floor Conference Room at the Resource Recovery Facility	0	350	0	0	350
C54067000	Northwest Transfer Facility Improvements	268	14,573	0	0	14,842
C54078000*	Replacement of 575,000 Gallons Leachate Storage Tank	0	0	0	2,200	2,200
C54075000 ⁽³⁾	Resource Recovery Facility Improvements	0	3,300	0	0	3,300
C54064000	Resource Recovery Facility Warehouse	620	2,630	0	0	3,250
C54077000*	Southeast County Landfill Expansion	0	300	300	0	600
C54076000	Southeast County Landfill Facility Improvements	120	1,380	0	0	1,500
C54068000	Southeast County Landfill Leachate Management Improvements	419	7,081	0	0	7,500
Total Solid Waste Enterprise		\$4,752	\$33,420	\$850	\$2,200	\$41,222

Stormwater:

C41175000	Canal Dredging and Preventative Measures Study Implementation	\$258	\$142	\$0	\$0	\$400
C46143000	Canal Dredging Grant Program (MP)	50	50	0	0	100
C41142000	Countywide Watershed Masterplan Update Phase II (MP)	3,284	314	0	0	3,598

CAPITAL BUDGET

FY 20 - FY 21 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 20 Adopted	FY 21 Planned	Future Funding	Total Cost
C46142000	Culvert Renewal & Replacement Program (MP)	20,406	18,961	13,500	54,000	106,866
C41073000	Hollomans Branch - HBA 6C (Knights Griffin)	459	2,212	0	0	2,671
C46132000	Major Neighborhood Drainage Improvements (MP)	8,660	2,778	0	0	11,438
C46129000	Master Plan Implementation Program (MP)	9,690	2,916	0	0	12,606
C46131000	Minor Neighborhood Drainage Improvements (MP)	17,729	1,153	0	0	18,882
C46145000^	Neighborhood Drainage Capital Improvements (MP)	0	6,320	4,320	17,280	27,920
C46139000^^	Neighborhood Drainage Improvements (MP)	8,202	8,536	0	0	16,739
C46144000^	Stormwater Pumping Replacement (MP)	0	900	900	3,600	5,400
C46138000^^	Stormwater Pumping Station Renewal & Replacement (MP)	184	969	0	0	1,153
C46147000*	Stormwater System Maintenance (MP)	0	3,000	0	0	3,000
C46266000	Stormwater Utility Allocation (MP)	74	297	0	0	370
C46134000	Water Quality Improvement & Environmental Program (MP)	7,113	2,459	0	0	9,572
C46141000	Water Quality Improvements and Environmental Program (MP)	353	3,320	500	2,000	6,173
C46137000	Watershed Drainage Improvements (MP)	535	1,985	380	1,520	4,420
C46140000	Watershed Master Plan Updates (MP)	1,681	2,890	400	1,600	6,571
Total Stormwater		\$78,676	\$59,203	\$20,000	\$80,000	\$237,878

Transportation:

C69640000	19th Avenue NE Widening - US 41 to US 301	\$23	\$2,477	\$0	\$450	\$2,950
C69633000	2nd Street Bridge Replacement	913	1,437	0	0	2,350
C69602000	Advanced Traffic Management System Improvement Program (MP)	23,345	11,214	0	0	34,559
C69643000	Apollo Beach Blvd I-75 Overpass	0	10,000	0	16,250	26,250
C69673000***	Bearss Avenue at Zambito Road and Ehrlich Road at Hutchinson Road	0	3,000	1,800	0	4,800
C69112000	Bell Shoals Road Widening (Bloomingdale to Boyette)	22,066	45,580	0	0	67,646
C69647000	Big Bend Road Widening	131	3,919	3,950	24,100	32,100
C61149000	Big Bend Road Widening (Simmons Loop to US 301)	1,210	2,466	0	0	3,676
C69657000	Big Bend/I-75 Interchange Improvements	88	39,062	0	0	39,150
C69656000	Big Bend/I-75 Interchange Improvements Phase 1A	203	1,097	0	0	1,300
C69629000	Bloomingdale Area Improvements	295	530	0	0	825
C69655000	Brandon Blvd/SR 60 Inter. Imp. (Lakewood Dr,Kings Ave,St.Cloud Ave) (MP)	0	1,952	3,136	0	5,088
C69668000***	Brandon Blvd/SR60 at Mount Carmel Road	0	3,224	1,400	0	4,624
C69669000***	Brandon Blvd/SR60 at Parsons Avenue	0	3,665	5,630	0	9,295
C69667000***	Brandon Blvd/SR60 at Valrico Road	0	813	2,480	0	3,293
C69677000^	Bridge and Guardrail Program (MP)	0	4,400	4,400	22,000	30,800
C62120000^^	Bridge and Guardrail Rehabilitation and Repair (MP)	4,804	7,221	0	0	12,025
C61045000	Bruce B. Downs (Bearss Avenue To Palm Springs) Road Widening	55,397	2,821	0	0	58,219
C61043000	Bruce B. Downs (Pebble Creek To Pasco County) Road Widening	25,212	542	0	0	25,754
C61134000	Citrus Park Drive Extension (Countryway Blvd To Sheldon Rd)	6,720	51,051	0	0	57,772
C69200000	Community Investment Tax (CIT) Funded Bridge Improvements (MP)	1,206	11,917	0	0	13,124
C61153000^^	Dangerous Intersection / Pedestrian Safety Program	8,256	93	0	0	8,350
C69652000	Davis Road Extension	0	0	3,000	0	3,000
C69642000	East 131st Avenue Improvements - North 30th Street to US 41	103	1,477	3,800	11,520	16,900
C69218000	East Keyville Road Over West Branch	1,411	1,333	0	0	2,744
C69674000***	Falkenburg Rd at Broadway Ave and Woodberry Rd	0	900	2,100	0	3,000
C69653000	Ferry Station - South County to MacDill Air Force Base	892	368	0	0	1,260
C69670000***	Gunn Highway at Tarpon Springs Rd / Walker Middle / North Mobley	0	2,000	2,900	0	4,900
C61010000	Hartline Capital Allocation	3,638	1,108	103	411	5,260
C63090000^^	Intersection and Pedestrian Safety Program (MP)	6,586	210	0	0	6,796
C69679000^	Intersection Capital Improvement Program (MP)	0	9,409	17,498	0	26,907
C69600000	Intersection Improvement Program (MP)	42,653	21,351	5,120	0	69,124
C69645000^^	Intersection Operation and Safety Program (MP)	4,769	16,946	0	0	21,715
C69662000	Kinnan Street Extension	0	250	0	0	250
C69649000	Lithia Pinecrest Road Widening - Fishhawk Blvd to Lumsden Avenue	64	8,184	42,062	49,990	100,300
C63077000	Lithia Pinecrest/Lumsden/Bell Shoals/Durant Intersection Improvements	11,586	4,705	0	0	16,291
C69672000***	Lumsden Rd at Heather Lake Blvd/Paddock Club/Kensington Ridge Blvd	0	2,000	1,474	0	3,474
C61150000	Madison Avenue Improvements - US 41 To 78th Street	1,411	14,259	0	3,500	19,170

CAPITAL BUDGET

FY 20 - FY 21 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 20 Adopted	FY 21 Planned	Future Funding	Total Cost
C69634000	Maydell Bridge Replacement	1,249	5,251	0	3,500	10,000
C69665000	Natures Way Safety Improvements	0	1,500	0	0	1,500
C69601000	New & Improved Signalization Program (MP)	12,288	3,691	0	0	15,979
C63520000	Orient Road/Sligh Avenue Traffic Signal	290	1,151	0	0	1,441
C69671000***	Parsons Ave at Windhorst Rd	0	850	3,000	0	3,850
C69680000^	Paved Shoulders and Bicycle Lanes Rural Roads (MP)	0	700	250	1,000	1,950
C61035000^^	Paved Shoulders/Bicycle Lanes County Rural Roads (MP)	8,549	502	0	0	9,051
C69638000	Pedestrian Safety and Mobility Enhancement Program (MP)	1,708	9,347	9,975	7,950	28,980
C69644000	Progress Boulevard	0	4,300	12,700	0	17,000
C69664000	Progress Villlage Middle School Access Project	0	1,700	0	0	1,700
C69631000	Roadway Pavement Preservation Program (MP)	64,481	48,978	24,900	124,500	262,859
C69676000*	Safe Routes To School Programs (MP)	0	4,600	0	0	4,600
C69630000^^	Sidewalk Repair and Improvement Program (MP)	7,537	558	0	0	8,095
C69678000^	Sidewalk Repair Program (MP)	0	3,050	3,050	15,250	21,350
C69508000	Sidewalk Retrofit Construction Funding (MP)	7,254	1,536	0	0	8,790
C69666000***	South 78th Street Improvements	0	3,000	4,000	0	7,000
C69681000*	South Coast Greenway Trail Gibsonton Gap (Phase VI)	0	3,000	0	0	3,000
C69675000***	South Coast Greenway Trail Adamsville (Phase III)	0	1,250	2,500	0	3,750
C69659000	South Coast Greenway Trail Ruskin Gap (Phase 1A and 1B) (MP)	26	858	0	1,617	2,500
C69639000	Sun City Center Pedestrian Mobility (MP)	52	4,948	0	0	5,000
C69660000	Tampa Bypass Canal Trail	0	750	0	0	750
C69635000	Transportation Utility Allocation (MP)	947	10,889	0	0	11,836
C69625000	Turkey Creek Road Improvements from MLK Blvd to Sydney Road	622	7,244	0	0	7,866
C69654000	University Area Transportation Improvements (MP)	548	4,663	42,454	18,000	65,666
C69661000"	Upper Tampa Bay Trail IV	0	200	0	4,800	5,000
C69646000	Van Dyke Road Widening - Whirley Road to Suncoast Parkway	1,561	7,439	11,000	20,000	40,000
C69641000	Westshore Blvd Complete Street Improvements-W Kennedy to W Boy Scout	0	2,000	0	0	2,000
Total Transportation		\$330,096	\$426,939	\$214,682	\$324,837	\$1,296,555

Water Enterprise:

C31982000	19th Ave. Water Transmission Main (I-75 to US 41)	\$6,302	\$822	\$0	\$0	\$7,125
C10217000	19th Avenue Reclaimed Water Transmission Main	6,800	3,363	0	0	10,163
C10243000	19th Avenue Wastewater Forcemain	5,937	1,536	0	0	7,473
C10294000*	Advanced Water Treatment Demonstration Program	0	2,300	700	0	3,000
C31968000	Countywide Fire Hydrant Replacement (MP)	2,119	130	0	0	2,250
C31979000	Countywide Non-Urgent Facility R&R (MP)	3,614	2,449	0	0	6,063
C31986000	Countywide Potable Water Main Extension Program (MP)	713	327	0	0	1,040
C31987000	Countywide Potable Water Quality Monitoring	1,519	556	0	0	2,075
C31977000	Countywide Potable Water Transmission and Distribution System (MP)	15,840	12,078	0	0	27,918
C10171000	Countywide Wastewater Collection and Transmission System (MP)	11,143	16,947	730	0	28,819
C10138000	Countywide Wastewater Pump Stations R&R (MP)	62,324	22,644	0	0	84,969
C10275000	Falkenburg AWTP Mechanical Bar Screens Replacements	242	3,608	0	0	3,850
C10289000	Falkenburg Install De-watering Equipment	824	676	0	0	1,500
C10293000*	Falkenburg Structural Rehabilitation	0	500	3,500	0	4,000
C31957000	Fire Flow Deficiency (MP)	20,038	359	0	0	20,397
C10280000 ⁽⁴⁾	Flow Diversion From Falkenburg (Pump Stations & Pipelines)	158	3,904	12,495	0	16,557
C10299000*	Gibsonton Area Septic to Sewer Conversion Program	0	3,000	0	30,000	33,000
C32011000*	Hillsborough County One Water Campus (Potable Water Treatment & Distribution)	0	1,117	0	178,482	179,599
C10298000*	Hillsborough County One Water Campus (Wastewater Treatment & Collection)	0	3,081	0	437,019	440,100
C10287000	Kracker Ave Estuary Reclaimed Water Main Extension	32	1,108	0	0	1,140
C10768000	Low Pressure Sewer System (LPSS) (MP)	16,301	2,405	0	0	18,706
C10238000	Northwest Hillsborough Aquifer Recharge Program (NHARP)	3,088	2,162	0	0	5,250
C10239000	Northwest Regional WRF System Improvements & Expansion	185,642	18,373	0	0	204,015
C31992000	Palm River Utility Expansion Program (Potable Water)	10,356	4,987	0	0	15,343
C10297000*	Palm River Utility Expansion Program (Septic to Sewer)	0	0	0	30,000	30,000
C30116000	Potable Water Treatment Plant R&R (MP)	16,765	2,731	0	0	19,496

CAPITAL BUDGET

FY 20 - FY 21 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 20 Adopted	FY 21 Planned	Future Funding	Total Cost
C31978000	Public Utilities Telemetry / Data Network and Support Program	4,702	2,393	0	0	7,095
C10795000	Reclaimed Water Pump Station & Remote Telemetry Monitoring (MP)	3,723	1,319	0	0	5,043
C19017000	Reclaimed Water Transmission Main Extensions to New and Existing Customers (MP)	2,187	1,538	0	0	3,725
C10745000	Regional Wastewater Treatment Plant R&R (MP)	49,176	5,384	0	0	54,560
C10276000	River Oaks Diversion Forcemain and Pump Station	27,407	4,767	0	0	32,174
C10296000*	Ruskin and Wimauma Sewer System	0	2,000	0	40,000	42,000
C32001000	South County Potable Repump Station Expansion (includes tank and pumps)	124	2,876	0	0	3,000
C10295000*	South County Regional AWTF Odor Control	0	1,000	0	0	1,000
C31999000	South County Repump Station Chemical Addition and Yard Piping	753	797	0	0	1,550
C10143000	South County WWTP Expansion Program	94,803	7,347	0	0	102,150
C10259000	South Hillsborough Aquifer Recharge Program (SHARP)	1,483	14,020	8,600	0	24,102
C10281000	Southeast County Landfill Biosolids Composting Facility	4,643	1,507	0	0	6,150
C31945000	Utility Relocation (MP)	22,819	6,568	0	0	29,387
C10291000	Valrico Equalization Basin	175	4,825	0	0	5,000
C10290000	Valrico Solar Power Installation	321	2,679	0	0	3,000
C10300000*	Van Dyke Flow Diversion (Pump Station and Pipeline)	0	200	0	0	200
C10288000	Van Dyke Generator Replacement	69	1,931	0	0	2,000
C10750000	Wastewater Slip Lining (MP)	24,232	1,751	0	0	25,984
C10242000	Waterset Reclaimed Water Pump Station and Storage Tank	2,953	8,047	0	0	11,000
C10292000	Woodberry Super Station Rehabilitation	95	2,605	0	0	2,700
Total Water Enterprise		\$609,422	\$184,718	\$26,025	\$715,501	\$1,535,666
Total Programs		\$1,321,795	\$1,129,023	\$282,632	\$1,146,419	\$3,879,868
Carryforward ^^^		\$0	\$0	\$684,889	\$0	\$684,889
Total Capital Budget		\$1,321,795	\$1,129,023	\$967,521	\$1,146,419	\$4,564,757

* New Projects

** Added to the CIP as part of a Budget Amendment in June 2019

*** New stand-alone project previously included under a master project

^ Accounting changes to the financial system requires the creation of this new project in order to properly account for the capitalization of fixed assets

^^ Accounting changes to the financial system require the conversion of this project to a new project in order to properly account for the capitalization of fixed assets

^^^ Reflects projects carryforward balance from prior year

" Project includes undetermined funding in the Future column. Future funding to be determined based on project prioritization and available options at BOCC discretion

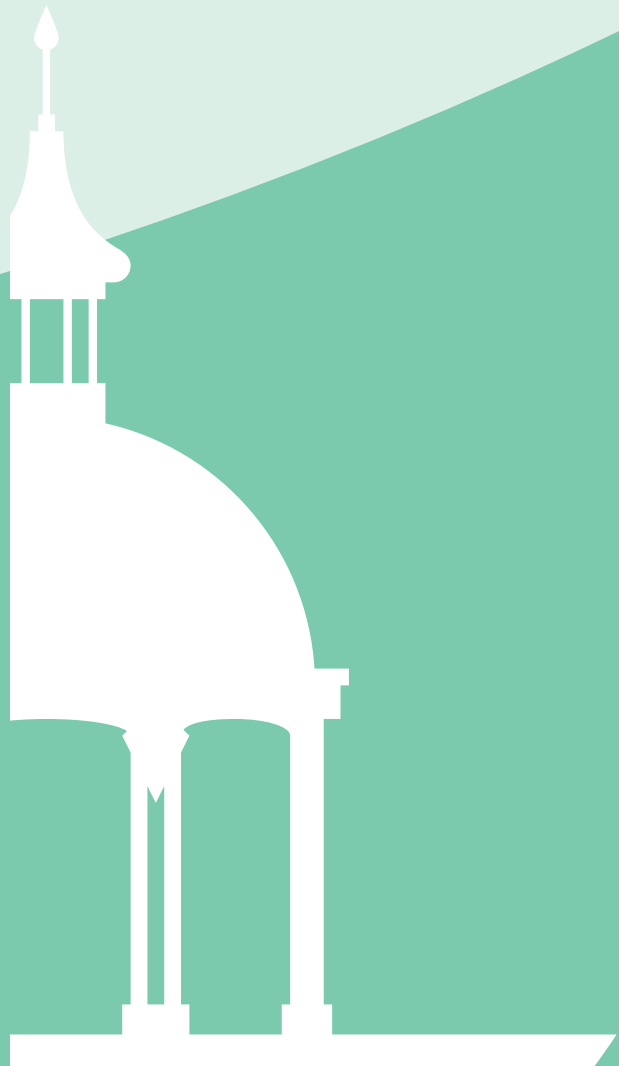
(MP) - Master Project - A sub-projects schedule under this master project can be found in the Appendix section of the FY 20 - FY 25 Adopted Capital Improvement Program

⁽¹⁾ Formerly known as Town N Country Service Center

⁽²⁾ Formerly known as New Tampa Cultural Center

⁽³⁾ Formerly known as Road Improvements at the Resource Recovery Facility

⁽⁴⁾ Formerly known as South Central Wastewater Alternative Evaluation



Debt Service Budget



Hillsborough County **Florida**

For more information, contact the Management & Budget Department
(813) 272-5890 • [HillsboroughCounty.org/Budget](https://www.HillsboroughCounty.org/Budget)

Debt Service Budget

EXECUTIVE SUMMARY

The County issues debt in accordance with its Debt Policy, adopted by the County Commission, which governs the type and amount of borrowings that are best suited to achieving its financing objectives. As of September 30, 2019, total County debt outstanding is \$1,274,889,000 which includes \$69,725,000 in debt issued by the Tampa Sports Authority, and \$1,214,229,000 in County-issued debt consisting of \$451,588,000 in enterprise fund debt, \$109,490,000 in general obligation and limited ad valorem debt, and \$644,086,000 in non-ad valorem revenue supported debt (including \$33,238,000 in tax-exempt commercial paper and \$5,507,000 in taxable commercial paper).

Of the \$1.21 billion in total County-issued debt outstanding on September 30, 2019, about \$1.17 billion is financed with fixed interest rates and about \$39 million with variable interest rates resulting in a mix of 97% long-term fixed rate and 3% short-term variable rate debt. This represents a conservative portfolio that is well insulated from interest rate volatility. Depending on market conditions, the County plans to vary its short-term debt issuance in order to lower the County's cost of capital without overexposing the County to short-term spikes in interest rates. This objective is reflected in the County's FY20 – FY25 Capital Improvements Program (the "CIP").

The County has significant debt capacity remaining and is in compliance with its anti-dilution test¹. However, inasmuch as all County revenues are being used to either pay debt service or to fund County operations and reserves, any use of County revenues to secure and pay additional debt could impact County operations unless additional revenue sources are identified. One exception is the Community Investment Tax ("CIT") which was originally levied in fiscal year 1997 for 30 years and may be used only for capital projects. Because of the relatively short time frame remaining until expiration of the CIT, it is no longer used as a security pledge on long term-bond issues, but is instead used to fund pay-go projects and may also be used as the repayment source for short- or medium-term bank loans, if appropriate.

When appropriate, the County utilizes its Commercial Paper program to address short-term capital project funding needs, such as to encumber contracts and provide short-term financing prior to the issuance of long-term debt. Under this

program the Board authorizes short-term borrowings when needed to provide adequate cash flow for active projects. This approach ensures that long-term debt is issued only when needed and is only issued in appropriate amounts. Furthermore, tax exempt short-term debt tends to be the lowest cost financing tool available to local governments resulting in substantial savings to the County. Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an advantage in keeping short-term, variable rate notes outstanding. As a part of its funding plan, the CIP includes future issuance of commercial paper notes, in addition to bonds, as a major source of capital funding.

The County has credit ratings on its debt from Moody's Investors Service, Standard and Poor's, and Fitch Ratings. Each of the three credit rating agencies has assigned the County general credit ratings of "Aaa", "AAA", and "AAA", respectively. These ratings represent the highest attainable credit rating assigned by each agency. The rating agencies have separately rated other bonds of the County which are secured by specific revenue pledges. These are described later in this report.

The County's enterprise fund, general obligation, and limited ad valorem tax debt continue to be "self- supporting" in that this debt is secured solely by and paid from enterprise fund revenue and ad valorem taxes. Many of the non-enterprise, non-ad valorem revenue bonds are supported by revenues specifically earmarked for such purpose. For example, bonds issued for Criminal Justice facilities are repaid with the State Shared Sales Tax, Community Investment Tax or court fees.

Professional Sports Venues

Bonds issued to finance construction of the Amalie Arena (formerly the Tampa Bay Times Forum), a multi-purpose arena which is the home to the NHL Lightning franchise are repaid from the County's 5th Cent of the Tourist Development Tax (the "TDT"), which can only be used for debt service on professional sports franchise facilities and for tourism marketing costs. Bonds issued to finance construction of Raymond James Stadium (home of the NFL Buccaneers) are repaid with CIT² revenue, the 4th Cent of the TDT, and payments from a State of Florida sales tax rebate.

¹ An Anti-Dilution test is computed with respect to debt secured by the County's covenant to budget and appropriate from legally available non-ad valorem revenues. This test measures the extent to which the County can use non-ad valorem revenues for debt service on additional bonds in relation to general government services. The purpose of this test is to ensure that the County does not excessively leverage its non-ad valorem revenues.

² This Sales Surtax was approved by referendum, and the proceeds are allocated among the Hillsborough County School District, the County, and the cities of Tampa, Temple Terrace, and Plant City pursuant to an interlocal agreement. The interlocal agreement provides a specific allocation of revenues for debt service and certain other capital expenditures in connection with the stadium.

Debt Service Budget

Local Government Infrastructure Surtax (CIT)

A major funding source for the County's governmental capital projects is the Local Government Infrastructure Surtax, referred to locally as the CIT. Because capital projects are front-loaded in the early years, financing is required. Furthermore, because the CIT is scheduled to sunset in about eight years (on December 31, 2026), bank notes and commercial paper notes will be the predominant financing source as opposed to traditional long-term bonds. Currently, approximately \$270 million in active capital improvement projects are funded through the CIT program. The majority of this will be funded via issuance of commercial paper, which may subsequently be refinanced with short or medium term fixed rate debt which will mature prior to the expiration of the CIT program.

SUMMARY OF RECENT AND FUTURE DEBT ISSUANCES

On July 31, 2019 the County issued its Series 2019A General Obligation Refunding Bonds (Environmental Lands Acquisition and Protection Program) and its Series 2019B General Obligation Bonds (Environmental Lands Acquisition and Protection Program). The 2019A Bonds were issued in order to refinance the County's outstanding Taxable General Obligation Bonds (Environmental Lands Acquisition and Protection Program), Series 2009B. The 2019B Bonds were issued for the purpose of financing or refinancing the acquisition, preservation, protection, management and restoration of environmentally sensitive lands.

On June 20, 2019 the County issued its Series 2019 Capital Improvement Non-Ad Valorem Revenues Bonds in the amount of \$142,720,000 for the purpose of funding land acquisition and the retrofitting and hardening of certain facilities for hurricane resiliency and for use by the County for emergency preparedness and post-disaster response, and for the acquisition, construction, reconstruction, expansion, replacement and/or equipping of various fire stations, court facilities, parks, recreation facilities, operation centers, maintenance facilities, emergency generators and solar and LED lighting.

On July 24, 2018 the County issued its Series 2018 Community Investment Tax Refunding Revenue Bonds in the amount of \$61,135,000 for the purpose of refunding \$51,610,000 of outstanding commercial paper notes, together with financing the design, engineering, acquisition, construction and reconstruction of certain transportation and other capital improvements in the County.

On December 21, 2017 the County issued its Series 2017 Capital Improvement Program Refunding Revenue Note in the amount of \$27,216,000 in order to refinance a portion of the

outstanding Capital Improvement Program Refunding Revenue Bonds, Series 2012.

On September 26, 2017, the County issued its Series 2017 Capital improvement Non-Ad Valorem Refunding Revenue Note in the amount of \$11,749,000. The note was issued to refinance the Series 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, which were issued to refund the County's Capital Improvement Non-Ad Valorem Revenue Bonds, Series 1998 which were issued to 1) fund the acquisition and construction of a combined warehouse and operations center for various County agencies and two regional substations for the County sheriff's department, and 2) redeem an outstanding note to the Florida Local Government Finance Commission.

On February 16, 2017, the County issued its Series 2017A and 2017B Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds. The Series 2017A Bonds were issued to refund the County's outstanding Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2006, which were issued to refund Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project), Series 1997B, which in turn were issued to fund the acquisition and/or construction of various capital improvements to the County-owned Steinbrenner Field (fka Legends Field) baseball stadium, and the City-owned Tampa Convention Center. The 2017B Bonds were issued to fund certain cost reimbursements for various improvements to George M. Steinbrenner Field (fka Legends Field), a professional spring training baseball facility.

On November 21, 2016, the County issued its Series 2016A and 2016B Solid Waste and Resource Recovery Refunding Revenue Bonds. The Series 2016A Bonds were issued to refund the County's outstanding Solid Waste Resource Recovery Bonds, Series 2006A (AMT) which were issued to fund the costs of design, acquisitions, construction and equipping of solid waste disposal and resource recovery facilities owned by the County. The Series 2016B Bonds were issued to refund the County's outstanding Solid Waste and Resource Recovery Revenue Bonds, Series 2006B (NON-AMT) which were issued to fund the costs of design, acquisition, construction and equipping of solid waste disposal and resource recovery facilities owned by the County.

On October 25, 2016, the County issued its Series 2016 Fifth Cent Tourist Development Tax Refunding Revenue Bonds in the amount of \$39,075,000 to refund the 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds (Ice Palace Project) and redeem outstanding Commercial Paper related to Amalie Arena, formerly known as the Tampa Bay Times Forum, St Pete Times Forum and as the Ice Palace.

Debt Service Budget

SUMMARY OF DEFEASANCE AND REDEMPTION OF DEBT

On July 31, 2019, the County defeased all outstanding maturities of its Taxable General Obligation Bonds (Environmental Lands Acquisition and Protection Program), Series 2009B using proceeds from the issuance of its General Obligation Refunding Bonds (Environmental Lands Acquisition and Protection Program), Series 2019A. The outstanding Bonds had a par value of \$48,125,000 at the time of refunding.

On July 24, 2018, the County used proceeds from the issuance of its Series 2018 Community Investment Tax Refunding Revenue Bonds to refinance approximately \$51 million in outstanding commercial paper notes which were previously issued to fund projects approved as part of the CIT capital improvements program.

On December 21, 2017, the County defeased a portion of its Series 2012 Capital Improvement Program Revenue Bonds using proceeds from the issuance of its Capital Improvement Program Refunding Revenue Note, Series 2017. The outstanding Bonds had a par value of \$48,185,000, of which \$24,150,000 was defeased and refunded.

On September 26, 2017, the County defeased a portion of its Series 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds using proceeds from the issuance of its Capital Improvement Non-Ad Valorem Refunding Revenue Note (Warehouse and Sheriff's Facilities Project), Series 2017. The outstanding Bonds had a par value of \$12,325,000, of which \$11,420,000 was defeased and refunded.

On February 16, 2017, the County defeased all outstanding maturities of its Series 2006 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds using proceeds from the issuance of its Fourth Cent Tourist Development Tax Refunding Revenue Bonds (Tax-Exempt), Series 2017A. The refunded bonds had an outstanding par value of \$13,430,000 at the time of refunding.

On November 21, 2016, the County defeased all outstanding maturities of its Series 2006A (AMT) and 2006B (NON-AMT) Solid Waste Recovery Bonds using proceeds from the issuance of its Solid Waste and Resource Recovery Refunding Revenue Bonds, Series 2016A (AMT) and Series 2016B (Non AMT). The refunded Bonds had outstanding par values of \$102,395,000 and \$31,265,000, respectively, at refunding.

On October 25, 2016, the County defeased all outstanding maturities of its Series 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds using proceeds from the issuance of its Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2016. The refunded Bonds had an outstanding par value of \$23,685,000 at defeasance. Also on October 25, 2016, the County redeemed \$16,500,000 of outstanding Commercial

Paper Notes, which were issued to finance capital projects eligible to be funded with Fifth Cent Tourist Development Tax Revenues. Proceeds from the issuance of the Series 2016 Bonds were used to pay off the Notes.

CONCLUSION

The County issues debt in accordance with its Debt Policy, adopted by the County Commission, which governs the type and amount of borrowings that are best suited to achieving its financing objectives. The policy guides the County's borrowings by means of targets and ratios, such as direct debt per capita or general governmental debt as a percent of general fund revenue, that balance the need for flexibility to ensure the availability of capital with the need to ensure continued access to the capital markets. On a per capita basis, Hillsborough County debt is comparable to similarly sized counties.

The County actively and aggressively monitors market opportunities to refinance, defease or redeem its outstanding debt to achieve lower debt service costs. When legally and economically feasible, lower interest rate debt or available reserves will be issued to pay off higher interest rate debt.

In summary, as confirmed by its credit ratings, the County's financial condition is characterized by strong debt service coverage from pledged revenue, a broad and varied local economy, and strong financial management.

Debt Service Budget

COUNTY CREDIT RATINGS

The County has credit ratings on its debt from Moody's Investors Service ("Moody's"), Standard & Poor's Ratings Services ("S&P"), and Fitch Ratings ("Fitch") and has general credit ratings of Aaa/AAA/AAA. As stated in Moody's credit report for Hillsborough County, an improved credit rating reflects continued health, diversity and growth in the County's economy, strong tax base expansion, strong financial

administration and a manageable debt position. The County's strategic goal is to maintain general credit ratings of at least A2/AA/AA. All the County's credit ratings as of September 30, 2018 are shown in the following table. The County's high credit ratings are a notable achievement since they generally lead to lower interest costs on debt financings. The County's debt obligations are issued and administered in such a manner as to ensure and sustain long-term financial integrity of the County, and to achieve the highest possible credit ratings

Hillsborough County, Florida Credit Ratings as of September 30, 2019

<u>Type of Debt Issue</u>	Moody's	S&P	Fitch Ratings
General Obligation Bonds	Aaa	AAA	AAA
Revenue Bonds supported by the County's share of the Community Investment Tax (CIT)	A1	AA	AA
Revenue Bonds supported by the County's share of the Half-Cent Sales Tax from the State of Florida	Aa2	AA+	AA+
Revenue Bonds supported by A Covenant to Budget and Appropriate Legally Available Non-Ad Valorem Revenue	Aa1	AAA	AA+
Revenue Bonds supported by Water and Wastewater Enterprise System Revenue	Aaa	AA+	AAA
Revenue Bonds supported by Solid Waste Enterprise System Revenue	A1	AA+	A+
Revenue Bonds supported by the County's Fourth Cent Tourist Development Tax ("4th Cent TDT")	A1	A+	AA-
Revenue Bonds supported by the County's Fifth Cent Tourist Development Tax ("5th Cent TDT")	A1	AA-	AA-
Revenue Bonds supported by the County's Communications Services Tax	Aa1	AA+	AA+
Commercial Paper Notes (rating includes letter of credit enhancement)	P-1	A-1	F1

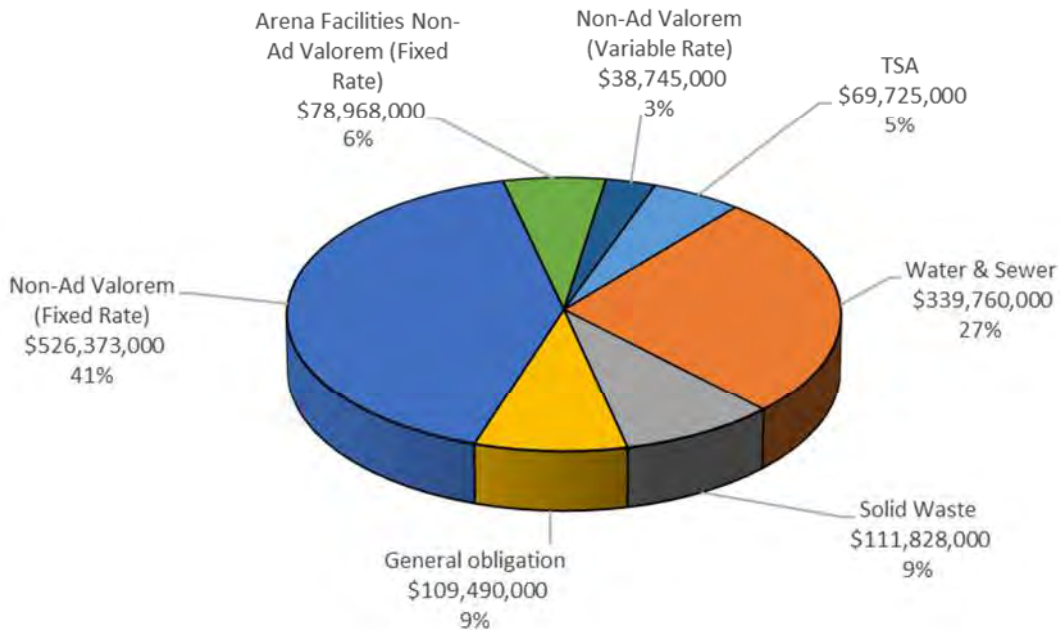
Highest rating: Aaa/AAA Investment grade ratings: Aaa/AAA through Baa/BBB-

Debt Service Budget

COUNTY DEBT OUTSTANDING (AS OF 9/30/2019)		
	<u>Amount Outstanding</u>	<u>Total</u>
COUNTY-ISSUED DEBT*		
General Obligation Bonds		
Environmental Lands Acquisition and Preservation (ELAPP)	103,780,000	
Parks Facilities	5,710,000	
Subtotal		\$109,490,000
Non-Ad Valorem Revenue Bonds and Notes		
Government Facilities except Stadium & Arena	526,373,000	
County Stadium & Arena	78,968,000	
Subtotal		605,341,000
Tax-Exempt Commercial Paper (TECP)		33,238,000
Taxable Commercial Paper (TCP)		5,507,000
Enterprise Fund Bonds		
Water/Wastewater Utility	339,760,000	
Solid Waste Disposal/Resource Recovery	111,828,000	
Subtotal		451,588,000
Total County-Issued Debt		\$1,205,164,000
NON COUNTY-ISSUED DEBT PAID WITH COUNTY REVENUE		
TSA--Raymond James Stadium Bonds		69,725,000
ALL COUNTY DEBT OUTSTANDING		<u>\$1,274,889,000</u>

*Excludes County-issued Special Assessment Revenue Bonds

All County Debt Outstanding as of 9/30/19 is \$1.3 billion



Non-Ad Valorem Debt Financings:

- (1) Commercial Paper
- (2) Stadium and Arena debt
- (3) Transportation, Criminal Justice, Culture and Recreation, County Offices

Debt Service Budget

Debt Service on County-Issued Debt—FY 2020

------(in millions)-----

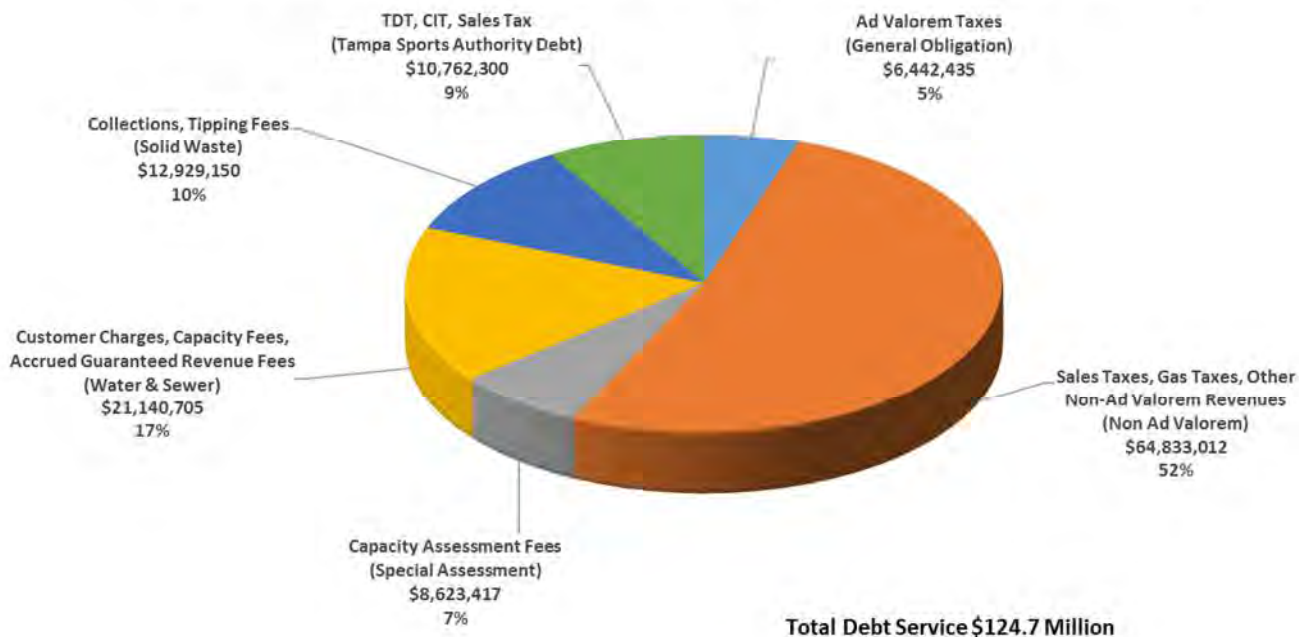
<u>Types of County Issued Debt</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
General Obligation	\$ 2.69	\$ 3.76	\$ 6.45
Non-Ad Valorem*	40.38	24.46	64.84
Enterprise Fund	<u>15.64</u>	<u>18.43</u>	<u>34.07</u>
Total	\$58.71	\$46.65	\$105.36

Debt Ratios on County-Issued Debt (As of 9/30/19)

<u>DESCRIPTION</u>	<u>Limit</u>	<u>Actual</u>
General Obligation Debt Per Capita (based on 1,444,870 pop.)	<\$137.00	\$75.78
General Obligation as % of Taxable Value (based on \$103.7 billion)	<0.5%	0.11%
Non-Self Supporting Revenue Debt Per Capita* (based on 1,444,870 pop.)	<\$870.00	\$418.96
Non-Self Supporting Debt as % of Taxable Value* (based on \$103.7 billion)	<1.0%	0.58%
General Government Direct Debt Per Capita (based on 1,444,870 pop.)	<\$1,020	\$521.55
Direct Debt as a % of Taxable Value (based on \$103.7 billion)	<1.50%	.073%

* Excludes Taxable and Tax-exempt Commercial Paper

FY20 Debt Service on County-issued Debt Including Special Assessment Debt and County-supported Tampa Sports Authority Debt

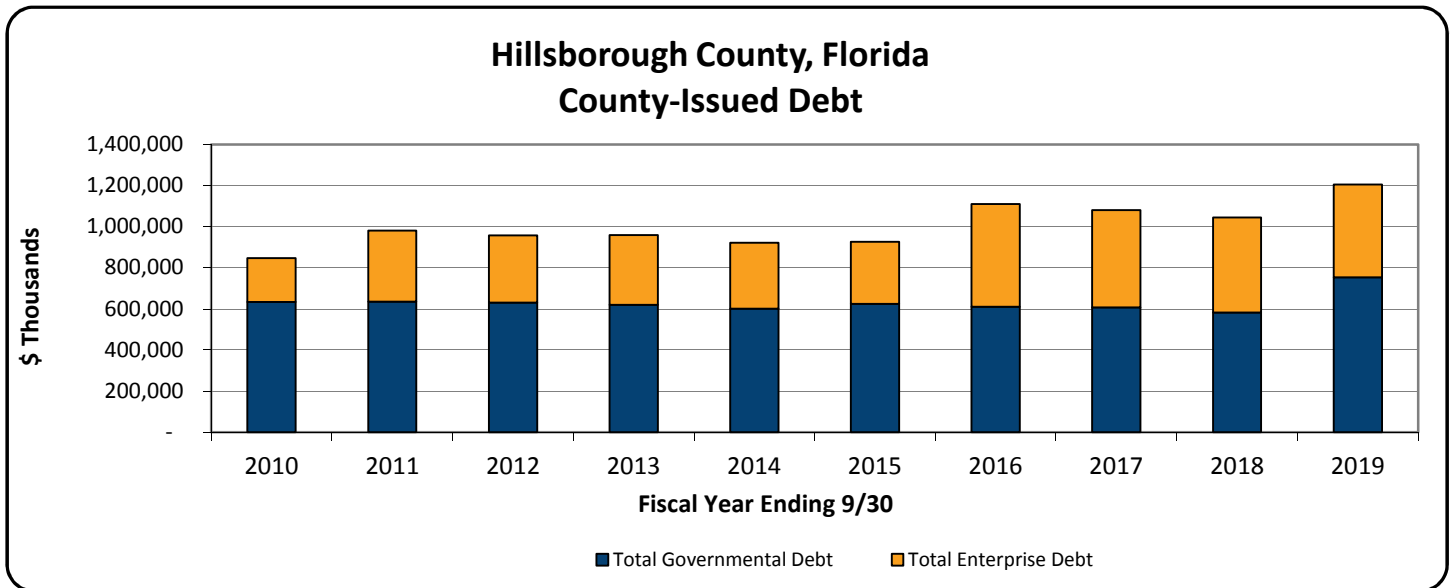


ALL COUNTY DEBT

As of the fiscal year ending September 30, 2019, the County had total indebtedness of \$1.3 billion including County-supported debt issued by the Tampa Sports Authority, but excluding County-issued Special Assessment Revenue Bonds (described at the end of this section).

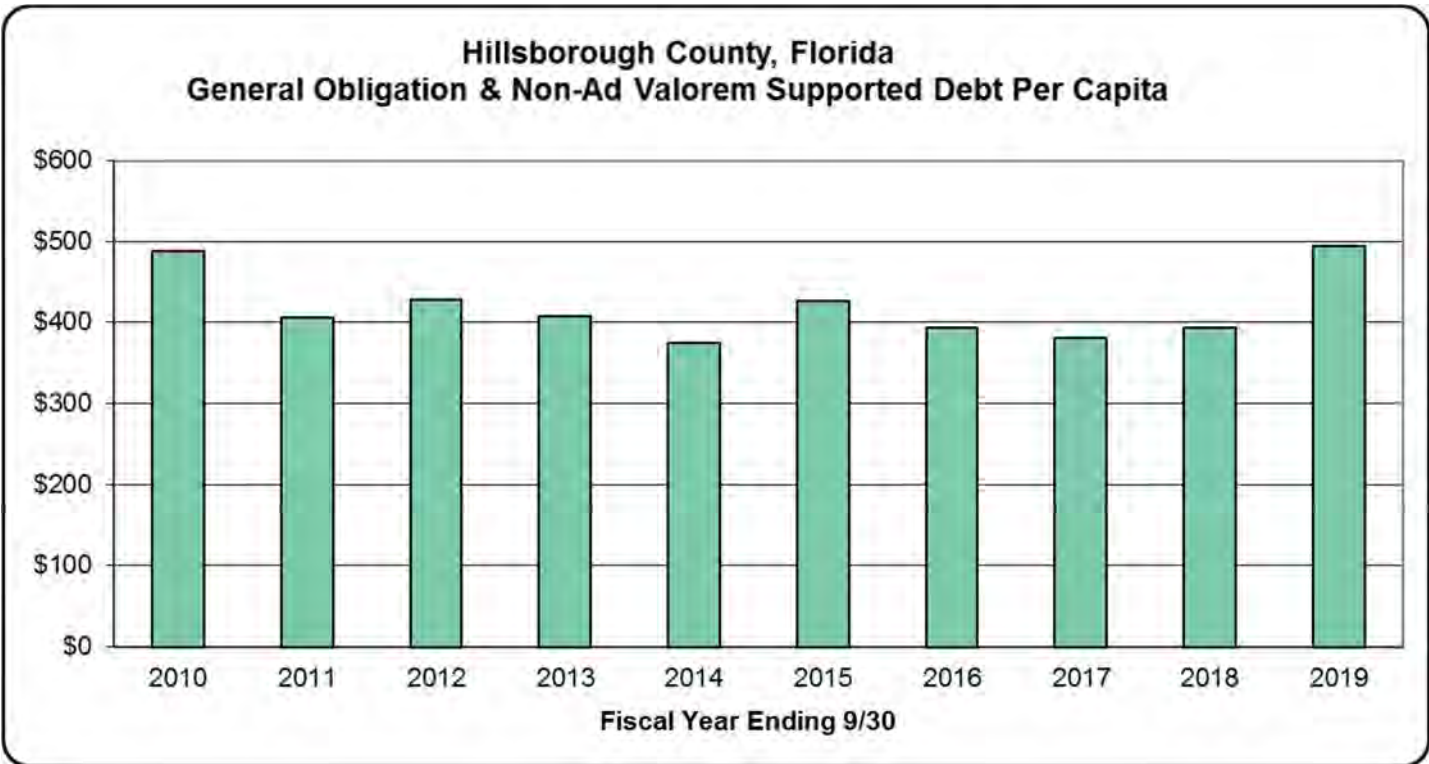
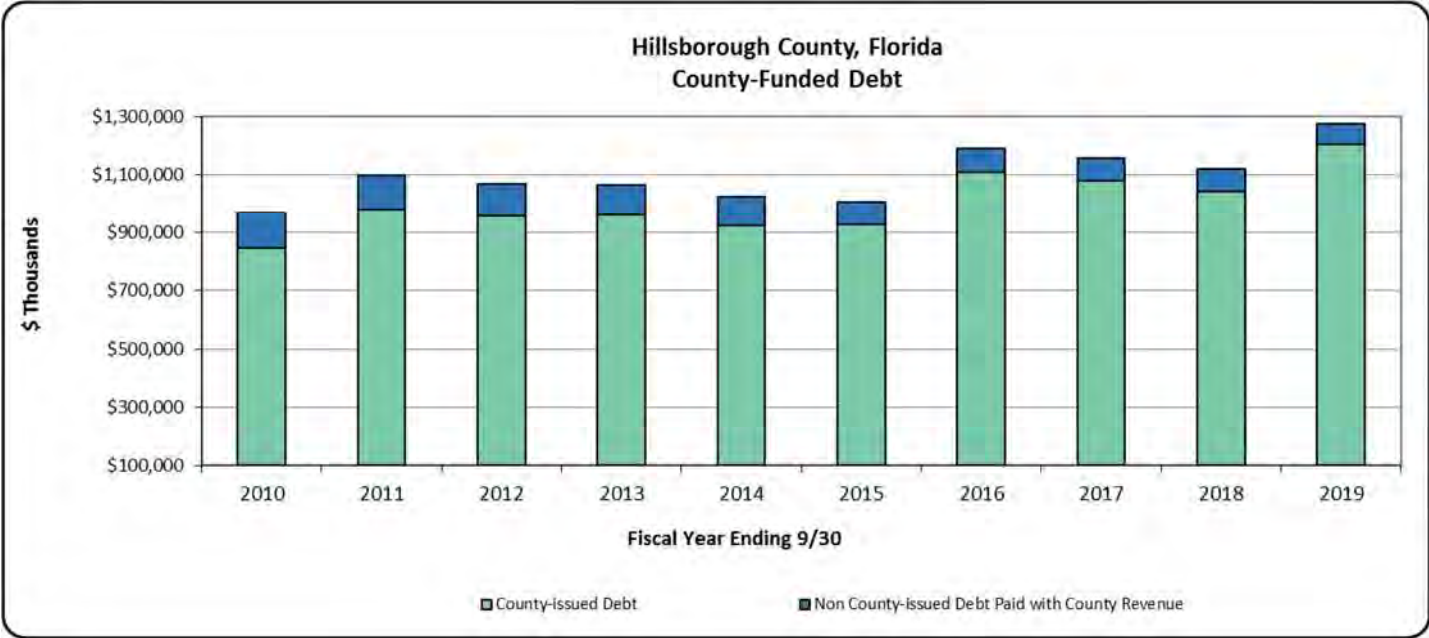
All County Debt is divided into seven categories consisting of:

	Fiscal Year Ended September 30,				
	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>
<u>Governmental</u>					
General Obligation	\$63,660,000	\$61,345,000	\$58,940,000	\$56,435,000	\$109,490,000
Non-Enterprise/Non-Ad Valorem	495,995,000	459,277,000	466,242,000	497,502,000	605,341,000
Taxable Commercial Paper			5,504,533	5,507,000	5,507,000
Tax-Exempt Commercial Paper	<u>65,110,000</u>	<u>89,455,000</u>	<u>77,263,000</u>	<u>22,853,000</u>	<u>33,238,000</u>
Total Governmental Debt	<u>\$624,765,000</u>	<u>\$610,077,000</u>	<u>\$607,949,533</u>	<u>\$582,297,000</u>	<u>\$753,576,000</u>
<u>Enterprise</u>					
Water & Wastewater	\$142,720,000	\$347,940,000	\$345,305,000	\$342,565,000	\$339,760,000
Solid Waste	<u>158,709,000</u>	<u>151,735,000</u>	<u>126,733,000</u>	<u>119,443,000</u>	<u>111,828,000</u>
Total Enterprise Debt	<u>\$301,429,000</u>	<u>\$499,675,000</u>	<u>\$472,038,000</u>	<u>\$462,008,000</u>	<u>\$451,588,000</u>
Total County Issued Debt	<u>\$926,194,000</u>	<u>\$1,109,752,000</u>	<u>\$1,079,987,533</u>	<u>\$1,044,305,000</u>	<u>\$1,205,164,000</u>
<u>Non County-Issued Debt Paid with County Revenue</u>					
Tampa Sports Authority (TSA)	<u>\$81,625,000</u>	<u>\$80,340,000</u>	<u>\$79,000,000</u>	<u>\$76,605,000</u>	<u>\$69,725,000</u>
Total County Debt	<u>\$1,007,819,000</u>	<u>\$1,190,092,000</u>	<u>\$1,158,987,533</u>	<u>\$1,120,910,000</u>	<u>\$1,274,889,000</u>



Includes Commercial Paper Notes. Excludes debt issued by Tampa Sports Authority and general government other long-term debt (arbitrage rebate, accreted interest, landfill closure and remediation, agency fund CAU & RWIU debt as reflected in the Audited Statements).

ALL COUNTY DEBT



Debt Service on All County Debt Obligations

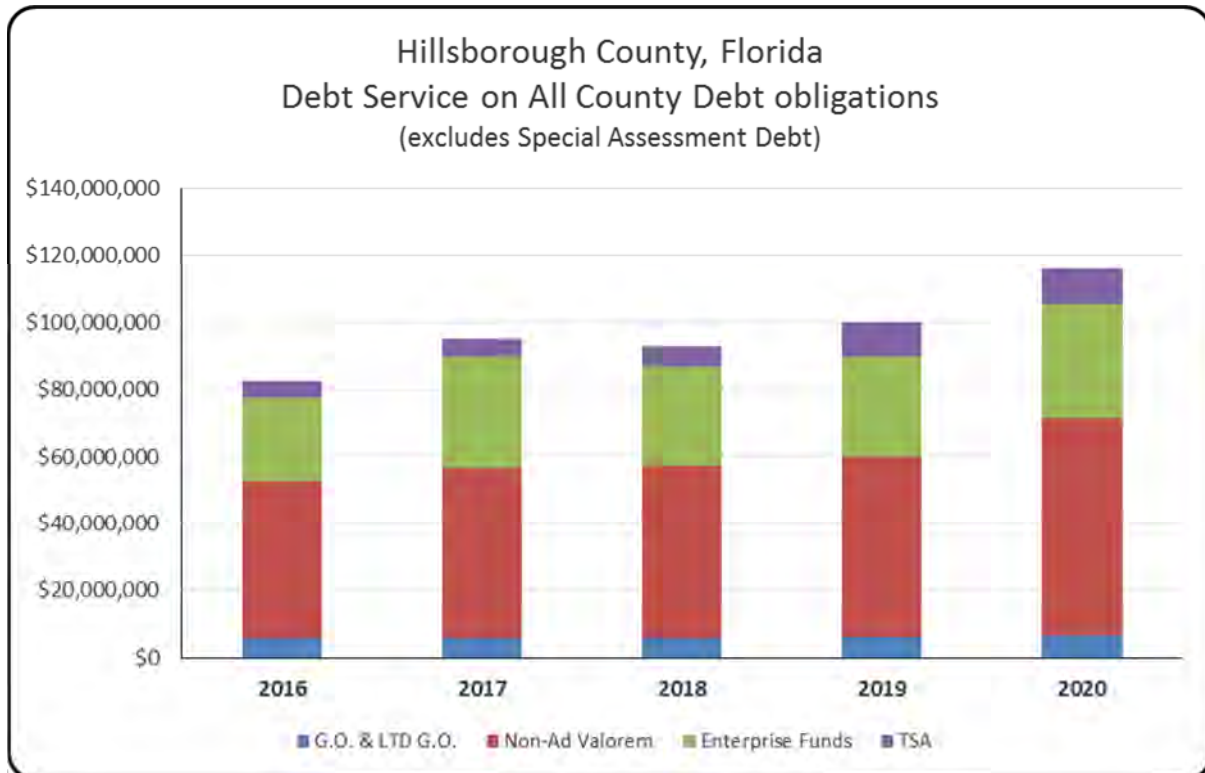
For the fiscal year ending September 30, 2019, total debt service on County-issued debt was **\$89,751,046**. Total debt service including County-supported debt of the Tampa Sports Authority for the fiscal year ending 2019 was **\$100,061,846**. The following table illustrates debt service obligations for the Fiscal Years Ending September 30, 2016 through 2020.

	Fiscal Year Ended September 30 *				
	2016	2017	2018	2019**	2020***
County Issued Debt:					
Governmental					
General Obligation (G.O.)	\$ 5,883,263	\$ 5,879,783	\$ 5,881,753	\$ 6,274,465	\$ 6,442,435
Limited G.O. (Limited Ad Valorem)	0	0	0	0	0
Non-Enterprise/Non-Ad Valorem ¹	<u>46,776,061</u>	<u>50,779,934</u>	<u>51,343,806</u>	<u>53,816,479</u>	<u>64,833,012</u>
Total Direct Debt	\$ 52,659,323	\$ 56,659,716	\$ 57,225,559	\$ 60,090,944	\$ 71,275,447
Enterprise Funds					
Water & Wastewater	10,950,127	16,630,717	16,524,650	\$ 16,581,550	\$ 21,140,705
Solid Waste	<u>13,863,099</u>	<u>16,643,330</u>	<u>12,966,430</u>	<u>13,078,552</u>	<u>12,929,150</u>
Total Enterprise Funds Debt	\$ 24,813,226	\$ 33,274,046	\$ 29,491,080	\$ 29,660,102	\$ 34,069,855
Total County-issued Debt *	\$ 77,472,550	\$ 89,933,763	\$ 86,716,639	\$ 89,751,046	\$ 105,345,302
Non County Issued Debt Paid with County Revenue:					
Tampa Sports Authority ²	<u>\$ 5,074,450</u>	<u>\$ 5,077,450</u>	<u>\$ 6,053,350</u>	<u>\$ 10,310,800</u>	<u>\$ 10,762,300</u>
All County Debt ^{3,4}	\$ 82,547,000	\$ 95,011,213	\$ 92,769,989	\$ 100,061,846	\$ 116,107,602

* Excludes County-issued Special Assessment Revenue Bonds.

** Unaudited

*** Adopted budget



¹ Excludes interest on Commercial Paper.

² For a more complete description of Tampa Sports Authority debt see the section titled "Revenue Bonds: Debt Issued by Independent Authorities".

³ Excludes Principal Payments on Defeased Debt

⁴ Includes Capitalized Interest

Debt Capacity of Selected Revenues

The Florida Constitution does not limit the amount of ad valorem taxes a county may levy for the payment of bonds authorized by voter referendum. The County is limited by Article VII, Section 9 of the Florida Constitution, however, to a maximum levy of 10 mills per \$1,000 of the assessed value of real estate and tangible personal property for county purposes other than the payment of voted bonds. The countywide millage rate for calendar year 2019 (fiscal year 2020) is 5.7309 mills.

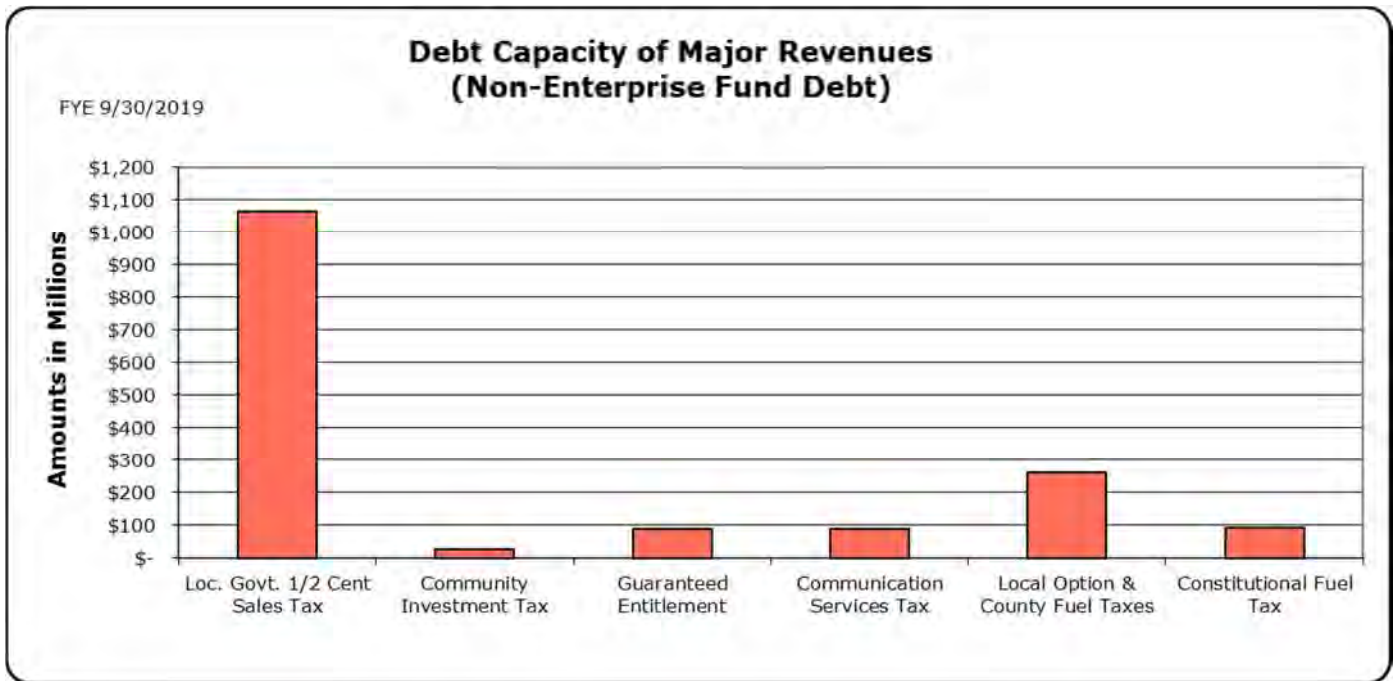
Debt related to rate-based County services, such as water/wastewater utilities and solid waste collection and disposal, does not affect operations because pledges are made only on net revenues (i.e., total revenue minus operating and maintenance costs of the systems). Therefore, debt capacity for these enterprise operations is a function of the adequacy of rates and fees to support outstanding and additional debt.

The County has considerable debt capacity remaining. However, inasmuch as all County revenues are being used to

pay debt service, fund County operations or increase reserves, any use of County revenues to secure and pay additional debt could impact County operations unless additional revenue sources are identified.

Appendix B of this report shows calculations of the debt capacity of County major non-ad valorem revenues in relation to current outstanding general fund debt of the County. These calculations serve three major purposes. First, they enable the County to determine its ability to pledge the revenues for additional projects. Secondly, they are used to determine the general debt capacity of the non-ad valorem revenues of the County taking into consideration the constraints of the anti-dilution test required by the County's outstanding bond issues and interlocal agreements. Finally, the debt capacity calculation provides an indication of the financial condition of the County.

A graph of the debt capacity of major revenues is illustrated below:



Debt Capacity of Selected Revenues

The County currently has twelve major non-ad valorem revenues as follows:

- the local government half-cent sales tax,
- the guaranteed entitlement,
- the communications services tax,
- the local option infrastructure surtax for community reinvestment (the “Community Investment Tax or CIT”),
- the voted fuel tax (9th ¢),
- the local option fuel tax (1-6¢),
- the county fuel tax (7th ¢),
- the constitutional fuel tax,
- the 4th cent tourist development tax,
- the 5th cent tourist development tax,
- traffic surcharge revenues, and
- the Indigent Care half-cent sales tax

In addition, the County has a mix of other non-ad valorem revenues. However, these revenues on a stand-alone basis are difficult to pledge as security for a bond issue due to

the volatility and uncertainties of collections on an annual basis. Therefore, the debt capacity analysis primarily provides information on the above referenced major non-ad valorem revenue sources.

Many of the non-ad valorem revenues discussed here are limited as to use. For example, the county fuel tax and local option fuel tax are limited to transportation and road improvement related costs, including debt service payments on transportation bonds; the 4th and 5th cents of the tourist development tax are limited to capital construction and maintenance of tourist-related facilities such as convention centers, sports arenas and stadiums; and, the Indigent Care half-cent sales tax is limited to indigent care services. The primary, unrestricted direct revenue sources available as security for a non-ad valorem/non-enterprise bond issue are the local government half-cent sales tax, the guaranteed entitlement, the communication services tax, the community investment tax, and the constitutional fuel tax.

Description of Types of Debt Issued by the County

There are several different types of debt incurred by cities and counties in Florida, including general obligation debt, revenue debt, long-term leases and government loans. To date, Hillsborough County has used the methods summarized below. For a more detailed discussion, see Appendix A.

GENERAL OBLIGATION DEBT

General obligation ("G.O.") bonds of municipalities, counties, school districts and states are backed by a pledge of the full faith and credit of the issuing entity. This pledge generally is supported by a commitment of the issuer to levy and to collect ad valorem taxes, without limitations as to millage rate or amount, for the payment of principal and interest on its bonds. With the County's excellent "Aaa/AAA/AAA" credit rating, G.O. debt offers the lowest interest cost of any form of county debt. The County is limited by Article VII, Section 9 of the Florida Constitution, however, to a maximum levy of 10 mills per \$1,000 of the assessed value of real estate and tangible personal property for county purposes other than the payment of voted bonds. Because of the impact on property owners, the issuance of general obligation debt in Florida requires the consent of the voters through a referendum. The Florida Constitution does not limit the amount of ad valorem taxes a county may levy for the payment of bonds authorized by voter referendum.

REVENUE DEBT: BONDS, NOTES AND GOVERNMENTAL LOANS

Most, if not all, state constitutions authorize either explicitly or implicitly the issuance of revenue debt. Revenue debt may be issued without voter referendum because of a public policy called the "special fund doctrine". The essence of revenue debt is that a particular stream of revenue is

designated as the sole source of repayment of the debt. This revenue source may be derived from a specific project or enterprise, a loan program or even a special tax. In the event that such a source proves inadequate or default is otherwise threatened, the issuer is under no obligation to repay the debt from its other general governmental funds.

Debt related to rate-based County services, such as water and wastewater utilities, does not affect system operations because the initial size of the borrowing as well as the related debt service payments are structured around net system revenues.

FIXED VS. VARIABLE INTEREST RATE DEBT

Historically, short-term variable interest rates ("short-term rates") tend to be lower than long-term fixed interest rates ("long-term rates"). Short-term rates promote the assets/liabilities matching principle. However, long-term rates provide debt service certainty and protect against short-term spikes in interest rates. Of the \$1.21 billion in total County-issued debt outstanding on September 30, 2019, about \$1.17 billion is financed with fixed interest rates and about \$39 million with variable interest rates (i.e. tax-exempt and taxable commercial paper notes), resulting in a debt portfolio mix of 97% long-term fixed rate and 3% short-term variable rate debt, which is conservative and well-insulated from interest rate volatility. Depending on market conditions, the County plans to achieve a more moderate debt portfolio mix in the future by increasing its short-term debt issuance. The objective will be to further lower the County's cost of capital without overexposing the County to short-term spikes in interest rates.

General Obligation Bonds

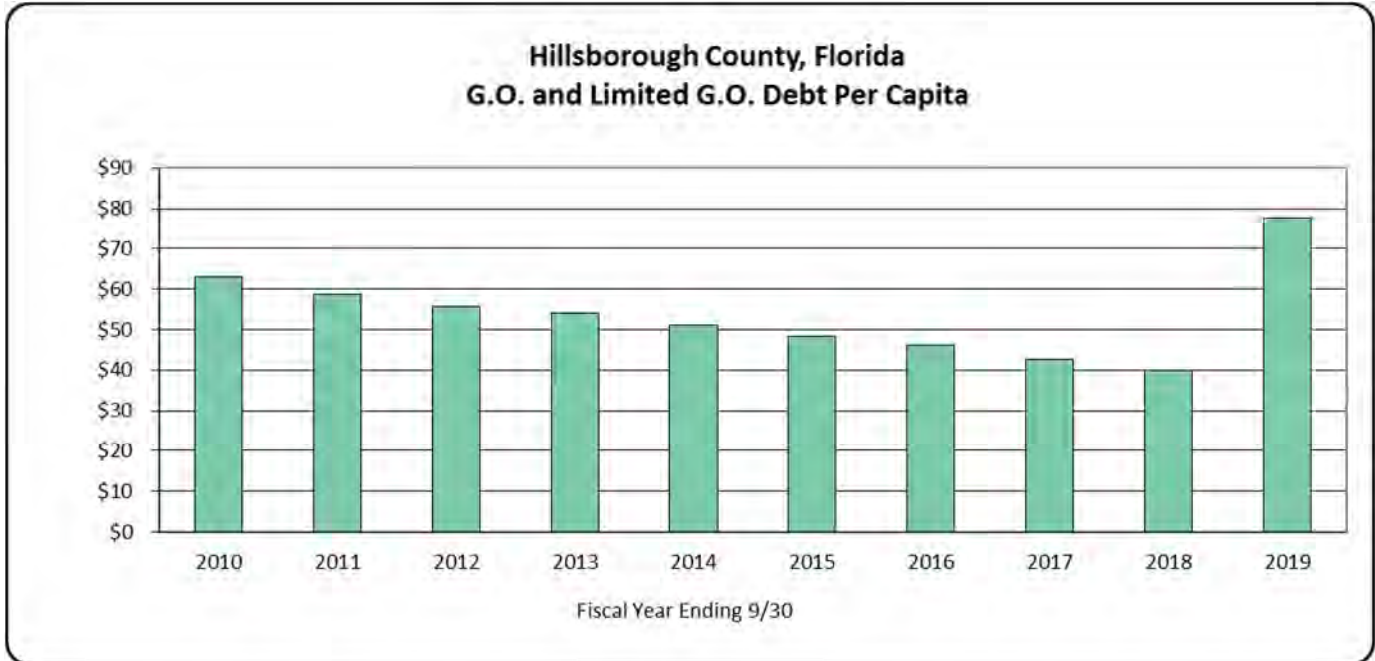
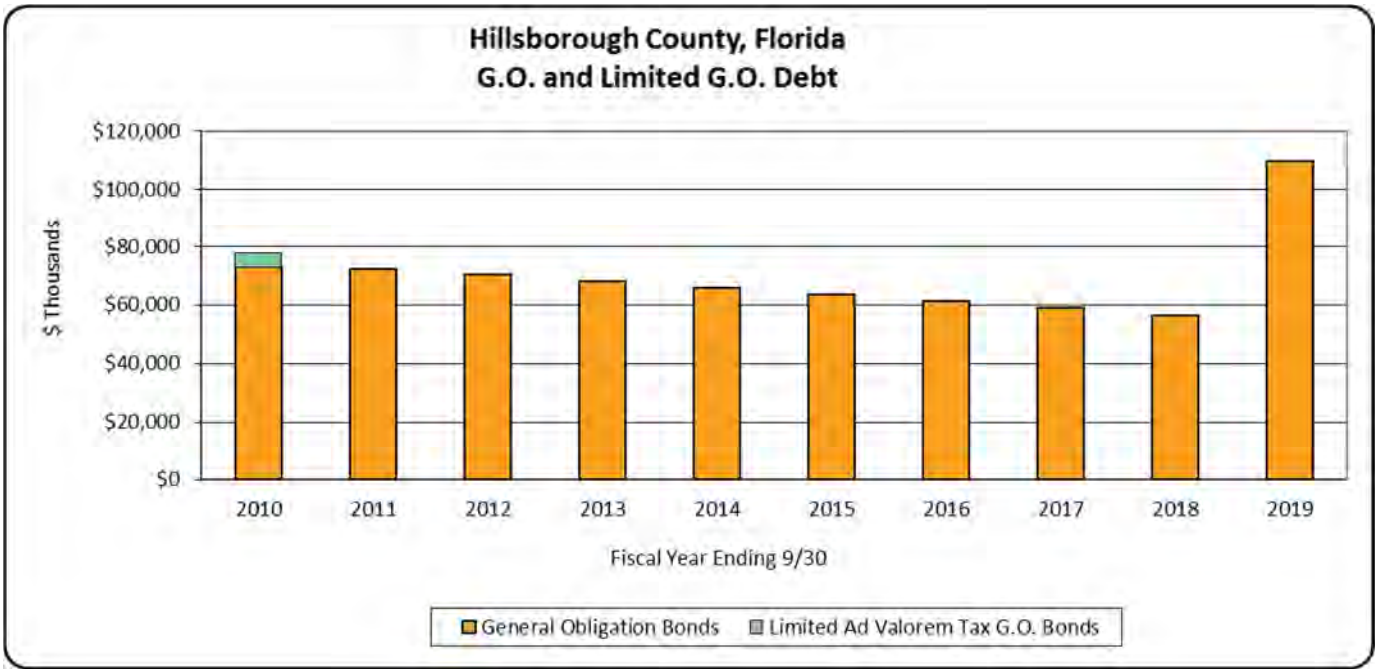
General Obligation Bonds are secured by a pledge of the full faith and credit of the County to levy sufficient ad valorem taxes to pay the debt service on the bonds. The County has three series of general obligation bonds outstanding. The \$18,540,000 **Series 2002 General Obligation Refunding Bonds (Parks)** were issued to refund the Series 1993 and Series 1996 Bonds, each of which was issued in the original par amount of \$10,000,000 to fund the acquisition and development of parks.

The \$38,830,000 **Series 2019A General Obligation Refunding Bonds (ELAPP)** and \$64,950,000 **Series 2019B General Obligation Bonds (ELAPP)** were issued to refund the Series 2009B Taxable General Obligation Bonds (ELAPP – Federally Taxable Build America Bonds – Direct Subsidy), and to continue the ELAPP program in accordance with the 2008 referendum authorization. The total amount of debt authorized by the referendum was \$200 million, which would leave \$37.975 million available for future issuances. The final maturity date of the outstanding 2019A Bonds is July 1, 2039 and the final maturity date of the 2019B Bonds is July 1, 2049.

<u>Amount Outstanding FYE 2019</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings 1*</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>General Obligation Bonds</u>						
\$ 5,710,000	8/01/2002	\$18,540,000 General Obligation Refunding Bonds, Series 2002 (Parks)	Ad Valorem Tax	Aaa/AAA/AAA Aaa/AAA/AAA	MBIA	07/01/25
\$ 38,830,000	8/20/2019	\$38,830,000 General Obligation Refunding Bonds, Series 2019A (ELAPP)	Ad Valorem Tax	Aaa/AAA/AAA Aaa/AAA/AAA	None	07/01/39
<u>\$64,950,000</u>	8/20/2019	\$64,950,000 General Obligation Bonds, Series 2019B (ELAPP)	Ad Valorem Tax	Aaa/AAA/AAA Aaa/AAA/AAA	None	07/01/49
<u>Total General Obligation Bonds</u>						
\$109,490,000						

* Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

General Obligation Bonds



General Obligation and Limited Ad Valorem Bonds

As of 9/30/2019

AGGREGATE DEBT SERVICE SCHEDULE

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding ⁽¹⁾</i>
2020	\$ 2,685,000	\$ 3,307,433	\$ 5,992,433	\$ 106,805,000	97.55%
2021	3,080,000	3,648,356	6,728,356	103,725,000	94.73%
2022	3,235,000	3,494,356	6,729,356	100,490,000	91.78%
2023	3,400,000	3,332,606	6,732,606	97,090,000	88.67%
2024	2,880,000	3,159,569	6,039,569	94,210,000	86.04%
2025	3,025,000	3,014,106	6,039,106	91,185,000	83.28%
2026	2,530,000	2,861,319	5,391,319	88,655,000	80.97%
2027	2,655,000	2,734,819	5,389,819	86,000,000	78.55%
2028	2,735,000	2,656,519	5,391,519	83,265,000	76.05%
2029	2,870,000	2,519,769	5,389,769	80,395,000	73.43%
2030	2,950,000	2,439,481	5,389,481	77,445,000	70.73%
2031	3,080,000	2,311,781	5,391,781	74,365,000	67.92%
2032	3,215,000	2,178,381	5,393,381	71,150,000	64.98%
2033	3,310,000	2,081,931	5,391,931	67,840,000	61.96%
2034	3,400,000	1,993,656	5,393,656	64,440,000	58.85%
2035	3,490,000	1,902,956	5,392,956	60,950,000	55.67%
2036	3,585,000	1,806,938	5,391,938	57,365,000	52.39%
2037	3,685,000	1,705,338	5,390,338	53,680,000	49.03%
2038	3,790,000	1,600,900	5,390,900	49,890,000	45.57%
2039	3,900,000	1,493,475	5,393,475	45,990,000	42.00%
2040	4,010,000	1,379,700	5,389,700	41,980,000	38.34%
2041	4,135,000	1,259,400	5,394,400	37,845,000	34.56%
2042	4,255,000	1,135,350	5,390,350	33,590,000	30.68%
2043	4,385,000	1,007,700	5,392,700	29,205,000	26.67%

General Obligation and Limited Ad Valorem Bonds

As of 9/30/2019

AGGREGATE DEBT SERVICE SCHEDULE

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i> ⁽¹⁾
2044	\$ 4,515,000	\$ 876,150	\$ 5,391,150	\$ 24,690,000	22.55%
2045	4,650,000	740,700	5,390,700	20,040,000	18.30%
2046	4,790,000	601,200	5,391,200	15,250,000	13.93%
2047	4,935,000	457,500	5,392,500	10,315,000	9.42%
2048	5,080,000	309,450	5,389,450	5,235,000	4.78%
2049	5,235,000	157,050	5,392,050	-	0.00%
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	\$ 109,490,000	\$ 58,167,889	\$ 167,657,889		

⁽¹⁾ Percentage of Amount Outstanding at fiscal year end 2019

General Obligation and Limited Ad Valorem Bonds

\$18,540,000
HILLSBOROUGH COUNTY, FLORIDA
General Obligation Refunding Bonds
Unincorporated Area Parks and Recreation Program
Series 2002

DATED: August 1, 2002
DELIVERED: August 28, 2002
Initial Call Date / Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC): 4.250829%
Arbitrage Yield: 4.197273%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aaa	Aaa
S&P	AAA	AAA
Fitch	AAA	AAA

* Insurer: MBIA Insurance Corp. (MBIA)

PURPOSE
To refund the Series 1993 and Series 1996 Bonds, which were issued to finance the acquisition, development and improvement of parks in the unincorporated area of the County.

SECURITY
Ad Valorem Tax levied on all taxable property within the unincorporated area of the County constituting the Municipal Services Taxing Unit. These are general obligation bonds, secured by the full faith and credit and taxing powers of the County (with respect to the unincorporated area).

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Interest</i>	<i>Fiscal Year Debt Service **</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
01/01/2020				\$ 145,769	\$ 145,769			\$ 5,710,000	30.80%
07/01/2020	1,045,000	Serial	5.00%	145,769	1,190,769	291,538	1,336,538	4,665,000	25.16%
01/01/2021	-			119,644	119,644			4,665,000	25.16%
07/01/2021	1,095,000	Serial	5.00%	119,644	1,214,644	239,288	1,334,288	3,570,000	19.26%
01/01/2022	-			92,269	92,269			3,570,000	19.26%
07/01/2022	1,155,000	Serial	5.00%	92,269	1,247,269	184,538	1,339,538	2,415,000	13.03%
01/01/2023	-			63,394	63,394			2,415,000	13.03%
07/01/2023	1,215,000	Term 1	5.25%	63,394	1,278,394	126,788	1,341,788	1,200,000	6.47%
01/01/2024	-			31,500	31,500			1,200,000	6.47%
07/01/2024	585,000	Term 1	5.25%	31,500	616,500	63,000	648,000	615,000	3.32%
01/01/2025	-			16,144	16,144			615,000	3.32%
07/01/2025	615,000	Term 1	5.25%	16,144	631,144	32,288	647,288	-	0.00%
				\$ 937,438	\$ 6,647,438	\$ 937,438	\$ 6,647,438	\$ 30,640,000	

**** Modified Accrual Basis**

07/01/2025 \$ 2,415,000 Term Bond 1, CUSIP number 432290KP8

General Obligation and Limited Ad Valorem Bonds

\$38,830,000

HILLSBOROUGH COUNTY, FLORIDA

General Obligation Refunding Bonds

(Environmental Lands Acquisition and Protection Program)

Series 2019A

DATED: August 20, 2019
DELIVERED: August 20, 2019
 Initial Call Date / Price: Not subject to Optional Redemption prior to maturity
 True Interest Cost (TIC): 2.722086%
 Arbitrage Yield: 2.642477%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aaa	None
S&P	AAA	None
Fitch	AAA	None

PURPOSE
 To refund the Series 2009B Bonds, which were issued to finance Capital Projects related to the acquisition, preservation, protection, management and restoration of environmentally sensitive lands.

SECURITY
 Ad Valorem Tax levied on all taxable property within the corporate limits of the County. These are general obligation bonds, secured by the full faith and credit and taxing powers of the County.

<u>Coupon Date</u>	<u>Principal</u>	<u>Bond Type</u>	<u>Coupon Rate</u>	<u>Interest</u>	<u>Periodic Debt Service</u>	<u>Fiscal Year Interest</u>	<u>Fiscal Year Debt Service **</u>	<u>Outstanding Debt</u>	<u>Percent Outstanding</u>
07/01/2020	\$ 1,120,000	Serial	5.000%	\$ 1,169,851	\$ 2,289,851	\$ 1,169,851	\$ 2,289,851	\$ 37,710,000	97.12%
01/01/2021				649,084	649,084			37,710,000	97.12%
07/01/2021	1,355,000	Serial	5.000%	649,084	2,004,084	1,298,169	2,653,169	36,355,000	93.63%
01/01/2022				615,209	615,209			36,355,000	93.63%
07/01/2022	1,425,000	Serial	5.000%	615,209	2,040,209	1,230,419	2,655,419	34,930,000	89.96%
01/01/2023				579,584	579,584			34,930,000	89.96%
07/01/2023	1,495,000	Serial	5.000%	579,584	2,074,584	1,159,169	2,654,169	33,435,000	86.11%
01/01/2024				542,209	542,209			33,435,000	86.11%
07/01/2024	1,570,000	Serial	5.000%	542,209	2,112,209	1,084,419	2,654,419	31,865,000	82.06%
01/01/2025				502,959	502,959			31,865,000	82.06%
07/01/2025	1,645,000	Serial	5.000%	502,959	2,147,959	1,005,919	2,650,919	30,220,000	77.83%
01/01/2026				461,834	461,834			30,220,000	77.83%
07/01/2026	1,730,000	Serial	5.000%	461,834	2,191,834	923,669	2,653,669	28,490,000	73.37%
01/01/2027				418,584	418,584			28,490,000	73.37%
07/01/2027	1,815,000	Serial	2.000%	418,584	2,233,584	837,169	2,652,169	26,675,000	68.70%
01/01/2028				400,434	400,434			26,675,000	68.70%
07/01/2028	1,855,000	Serial	5.000%	400,434	2,255,434	800,869	2,655,869	24,820,000	63.92%
01/01/2029				354,059	354,059			24,820,000	63.92%
07/01/2029	1,945,000	Serial	1.750%	354,059	2,299,059	708,119	2,653,119	22,875,000	58.91%
01/01/2030				337,041	337,041			22,875,000	58.91%
07/01/2030	1,980,000	Serial	4.000%	337,041	2,317,041	674,081	2,654,081	20,895,000	53.81%
01/01/2031				297,441	297,441			20,895,000	53.81%
07/01/2031	2,060,000	Serial	4.000%	297,441	2,357,441	594,881	2,654,881	18,835,000	48.51%
01/01/2032				256,241	256,241			18,835,000	48.51%
07/01/2032	2,140,000	Serial	3.000%	256,241	2,396,241	512,481	2,652,481	16,695,000	43.00%
01/01/2033				224,141	224,141			16,695,000	43.00%
07/01/2033	2,205,000	Serial	2.500%	224,141	2,429,141	448,281	2,653,281	14,490,000	37.32%
01/01/2034				196,578	196,578			14,490,000	37.32%
07/01/2034	2,260,000	Serial	2.500%	196,578	2,456,578	393,156	2,653,156	12,230,000	31.50%
01/01/2035				168,328	168,328			12,230,000	31.50%
07/01/2035	2,315,000	Serial	2.625%	168,328	2,483,328	336,656	2,651,656	9,915,000	25.53%
01/01/2036				137,944	137,944			9,915,000	25.53%
07/01/2036	2,380,000	Serial	2.750%	137,944	2,517,944	275,888	2,655,888	7,535,000	19.41%
01/01/2037				105,219	105,219			7,535,000	19.41%
07/01/2037	2,445,000	Serial	2.750%	105,219	2,550,219	210,438	2,655,438	5,090,000	13.11%
01/01/2038				71,600	71,600			5,090,000	13.11%
07/01/2038	2,510,000	Serial	2.750%	71,600	2,581,600	143,200	2,653,200	2,580,000	6.64%
01/01/2039				37,088	37,088			2,580,000	6.64%
07/01/2039	2,580,000	Serial	2.875%	37,088	2,617,088	74,175	2,654,175	-	0.00%
	\$ 38,830,000			\$ 13,881,008	\$ 52,711,008	\$ 13,881,008	\$ 52,711,008		

** Modified Accrual Basis

General Obligation and Limited Ad Valorem Bonds

\$64,950,000
HILLSBOROUGH COUNTY, FLORIDA
General Obligation Bonds
(Environmental Lands Acquisition and Protection Program)
Series 2019B

DATED: August 20, 2019
DELIVERED: August 20, 2019
Initial Call Date / Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC): 2.722086%
Arbitrage Yield: 2.642477%

Ratings	Underlying	Insured
Moody's	Aaa	None
S&P	AAA	None
Fitch	AAA	None

PURPOSE
To finance the acquisition, preservation, protection, management and restoration of environmentally sensitive lands.

SECURITY
Ad Valorem Tax levied on all taxable property within the corporate limits of the County. These are general obligation bonds, secured by the full faith and credit and taxing powers of the County.

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	Fiscal Year Interest	Fiscal Year Debt Service **	Outstanding Debt	Percent Outstanding
07/01/2020	\$ 520,000	Serial	5.00%	\$ 1,846,044	\$ 2,366,044	\$ 1,846,044	\$ 2,366,044	\$ 64,430,000	99.20%
01/01/2021				1,055,450	1,055,450			64,430,000	99.20%
07/01/2021	630,000	Serial	5.00%	1,055,450	1,685,450	2,110,900	2,740,900	63,800,000	98.23%
01/01/2022				1,039,700	1,039,700			63,800,000	98.23%
07/01/2022	655,000	Serial	5.00%	1,039,700	1,694,700	2,079,400	2,734,400	63,145,000	97.22%
01/01/2023				1,023,325	1,023,325			63,145,000	97.22%
07/01/2023	690,000	Serial	5.00%	1,023,325	1,713,325	2,046,650	2,736,650	62,455,000	96.16%
01/01/2024				1,006,075	1,006,075			62,455,000	96.16%
07/01/2024	725,000	Serial	5.00%	1,006,075	1,731,075	2,012,150	2,737,150	61,730,000	95.04%
01/01/2025				987,950	987,950			61,730,000	95.04%
07/01/2025	765,000	Serial	5.00%	987,950	1,752,950	1,975,900	2,740,900	60,965,000	93.86%
01/01/2026				968,825	968,825			60,965,000	93.86%
07/01/2026	800,000	Serial	5.00%	968,825	1,768,825	1,937,650	2,737,650	60,165,000	92.63%
01/01/2027				948,825	948,825			60,165,000	92.63%
07/01/2027	840,000	Serial	5.00%	948,825	1,788,825	1,897,650	2,737,650	59,325,000	91.34%
01/01/2028				927,825	927,825			59,325,000	91.34%
07/01/2028	880,000	Serial	5.00%	927,825	1,807,825	1,855,650	2,735,650	58,445,000	89.98%
01/01/2029				905,825	905,825			58,445,000	89.98%
07/01/2029	925,000	Serial	5.00%	905,825	1,830,825	1,811,650	2,736,650	57,520,000	88.56%
01/01/2030				882,700	882,700			57,520,000	88.56%
07/01/2030	970,000	Serial	5.00%	882,700	1,852,700	1,765,400	2,735,400	56,550,000	87.07%
01/01/2031				858,450	858,450			56,550,000	87.07%
07/01/2031	1,020,000	Serial	5.00%	858,450	1,878,450	1,716,900	2,736,900	55,530,000	85.50%
01/01/2032				832,950	832,950			55,530,000	85.50%
07/01/2032	1,075,000	Serial	3.00%	832,950	1,907,950	1,665,900	2,740,900	54,455,000	83.84%
01/01/2033				816,825	816,825			54,455,000	83.84%
07/01/2033	1,105,000	Serial	3.00%	816,825	1,921,825	1,633,650	2,738,650	53,350,000	82.14%
01/01/2034				800,250	800,250			53,350,000	82.14%
07/01/2034	1,140,000	Serial	3.00%	800,250	1,940,250	1,600,500	2,740,500	52,210,000	80.38%
01/01/2035				783,150	783,150			52,210,000	80.38%
07/01/2035	1,175,000	Serial	3.00%	783,150	1,958,150	1,566,300	2,741,300	51,035,000	78.58%
01/01/2036				765,525	765,525			51,035,000	78.58%
07/01/2036	1,205,000	Serial	3.00%	765,525	1,970,525	1,531,050	2,736,050	49,830,000	76.72%
01/01/2037				747,450	747,450			49,830,000	76.72%
07/01/2037	1,240,000	Serial	3.00%	747,450	1,987,450	1,494,900	2,734,900	48,590,000	74.81%
01/01/2038				728,850	728,850			48,590,000	74.81%
07/01/2038	1,280,000	Serial	3.00%	728,850	2,008,850	1,457,700	2,737,700	47,310,000	72.84%
01/01/2039				709,650	709,650			47,310,000	72.84%
07/01/2039	1,320,000	Serial	3.00%	709,650	2,029,650	1,419,300	2,739,300	45,990,000	70.81%
01/01/2040				689,850	689,850			45,990,000	70.81%

General Obligation and Limited Ad Valorem Bonds

\$64,950,000
HILLSBOROUGH COUNTY, FLORIDA
General Obligation Bonds
(Environmental Lands Acquisition and Protection Program)
Series 2019B

DATED: August 20, 2019
DELIVERED: August 20, 2019
Initial Call Date / Price: Not subject to Optional Redemption prior to maturity
True Interest Cost (TIC): 2.722086%
Arbitrage Yield: 2.642477%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aaa	None
S&P	AAA	None
Fitch	AAA	None

PURPOSE
To finance the acquisition, preservation, protection, management and restoration of environmentally sensitive lands.

SECURITY
Ad Valorem Tax levied on all taxable property within the corporate limits of the County. These are general obligation bonds, secured by the full faith and credit and taxing powers of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Interest</i>	<i>Fiscal Year Debt Service **</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
07/01/2040	\$ 4,010,000	Serial	3.00%	\$ 689,850	\$ 4,699,850	\$ 1,379,700	\$ 5,389,700	\$ 41,980,000	64.63%
01/01/2041				629,700	629,700			41,980,000	64.63%
07/01/2041	4,135,000	Serial	3.00%	629,700	4,764,700	1,259,400	5,394,400	37,845,000	58.27%
01/01/2042				567,675	567,675			37,845,000	58.27%
07/01/2042	4,255,000	Serial	3.00%	567,675	4,822,675	1,135,350	5,390,350	33,590,000	51.72%
01/01/2043				503,850	503,850			33,590,000	51.72%
07/01/2043	4,385,000	Serial	3.00%	503,850	4,888,850	1,007,700	5,392,700	29,205,000	44.97%
01/01/2044				438,075	438,075			29,205,000	44.97%
07/01/2044	4,515,000	Serial	3.00%	438,075	4,953,075	876,150	5,391,150	24,690,000	38.01%
01/01/2045				370,350	370,350			24,690,000	38.01%
07/01/2045	4,650,000	Serial	3.00%	370,350	5,020,350	740,700	5,390,700	20,040,000	30.85%
01/01/2046				300,600	300,600			20,040,000	30.85%
07/01/2046	4,790,000	Serial	3.00%	300,600	5,090,600	601,200	5,391,200	15,250,000	23.48%
01/01/2047				228,750	228,750			15,250,000	23.48%
07/01/2047	4,935,000	Serial	3.00%	228,750	5,163,750	457,500	5,392,500	10,315,000	15.88%
01/01/2048				154,725	154,725			10,315,000	15.88%
07/01/2048	5,080,000	Serial	3.00%	154,725	5,234,725	309,450	5,389,450	5,235,000	8.06%
01/01/2049				78,525	78,525			5,235,000	8.06%
07/01/2049	5,235,000	Serial	3.00%	78,525	5,313,525	157,050	5,392,050	-	0.00%
				\$ 43,349,444	\$ 108,299,444	\$ 43,349,444	\$ 108,299,444		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

Debt classified as “non-enterprise/non-ad valorem” is supported by a variety of fees, taxes and other revenues of the County, excluding enterprise system revenues and ad valorem taxes. All currently outstanding debt in this category is tax-exempt. The following overview provides a description of each outstanding issue, the original amount and purpose of the issue, and a description of pledged revenues.

The tax-exempt debt issued under the County’s Commercial Paper Program (the “Program”), established in April 2000, is payable from and secured by the County’s covenant to budget and appropriate from non-ad valorem revenues. The County’s borrowings under the Program are also secured by a \$275 million revolving credit agreement from Union Bank-Mitsubishi UFJ. Since its inception, the Program has provided cost-efficient, short-term financing for projects until such time as final project costs are known, sufficient revenue is available to support a long-term financing, multiple projects can be combined into a single long-term financing of adequate dollar size, or a favorable interest rate environment exists.

The **Series 2012A Community Investment Tax Refunding Revenue Bonds** were issued in the amount of \$38,130,000 on May 23, 2012. The Series 2012A Bonds were issued to refund a portion of the outstanding CIT Revenue Bonds, Series 2001A (Jail Project), and a portion of the outstanding CIT Revenue Bonds, Series 2001B (Stormwater Project). The Series 2012A Bonds are payable solely from and secured by the CIT Revenues. The CIT Revenues securing the Series 2012A Bonds are on a parity and equal status with the County’s outstanding CIT Revenue Bonds, Series 2007; the CIT Refunding Revenue Bonds, Series 2012B; the CIT Refunding Revenue Bonds, Series 2015; and the Court Facilities Refunding Revenue Note, Series 2015.

The **Series 2012B Community Investment Tax Refunding Revenue Bonds** were issued in the amount of \$51,625,000 on May 23, 2012. The Series 2012B Bonds were issued to refund a portion of the outstanding CIT Revenue Bonds, Series 2004. (The final remaining unrefunded portion of the series 2004 CIT Bonds was paid off during fiscal 2015) The Series 2012B Bonds are payable solely from and secured by the CIT Revenues. The CIT Revenues securing the Series 2012B Bonds are on a parity and equal status with the County’s outstanding CIT Revenue Bonds, Series 2007; the CIT Refunding Revenue Bonds, Series 2012A; the CIT Refunding Revenue Bonds, Series 2015; and the Court Facilities Refunding Revenue Note, Series 2015.

The **Series 2012 Capital Improvement Program Revenue Bonds** were issued in the amount of \$67,445,000 on June 21, 2012. The Series 2012 Bonds were issued to pay off \$50 million of outstanding commercial paper and to fund approximately \$29 million of capital improvement projects approved as part the adopted CIP. The Series 2012 Bonds are secured by half-cent sales tax revenues, but may be repaid in part by CIT Revenues depending on excess CIT capacity.

The **Series 2015 Communications Services Tax Revenue Bonds** were issued in the amount of \$67,800,000 on April 16, 2015. The series 2015 Bonds were issued in order to provide funds sufficient to finance, refinance and/or reimburse the acquisition, construction and equipping of a new Public Safety Operations Complex (“PSOC”), new Sheriff’s facilities, improvements to various existing fire stations and to new fire stations, and various parks, recreation and other public facilities improvements. The Bonds are secured by and will be repaid from Communication Services Tax revenues.

The **Series 2015 Community Investment Tax Refunding Revenue Bonds** were issued in the amount of \$139,215,000 on July 29, 2015. The Series 2015 Bonds were issued in order to refinance \$49,500,000 of outstanding commercial paper notes, and \$103,745,000 of outstanding Community Investment Tax Revenue Bonds, Series 2007. The Series 2015 Bonds are payable solely from and secured by the CIT Revenues. The CIT Revenues securing the 2015 Series Bonds are on a parity and equal status with the County’s outstanding Court Facilities Refunding Note, Series 2015; CIT Revenue Bonds, Series 2007 (unrefunded portion), Series 2012A and CIT Revenue Bonds Series 2012B.

The **Series 2015 Tampa Bay Arena Refunding Revenue Note** was issued in the amount of \$11,176,000 on November 5, 2015. The Series 2015 Note was issued in order to refund all of the outstanding 2005 Tampa Bay Arena Refunding Revenue bonds originally issued to refund the Tampa Sports Authority taxable 1995 Special Purpose Bonds and to pay the cost of terminating a forward interest rate swap agreement.

The **Series 2015 Court Facilities Refunding Revenue Note** was issued in the amount of \$19,756,000 on November 5, 2015. The Series 2015 Note was issued to refund the Court Facilities Series 2005 Bonds, which were issued to refund the Court facilities Series 1999 Bonds, which were issued to finance capital improvements to the court system facilities of the County and to refund the Courthouse Annex Note and the 700 Twiggs Street Commercial Paper Loan. The Note is on a parity and equal status as the CIT Revenue Bonds, Series 2007; the CIT Refunding Revenue Bonds, Series 2012 A and B; and the CIT Refunding Revenue Bonds, Series 2015.

The **Series 2016 Capital Improvement Program Refunding Revenue Bonds** were issued in the amount of \$18,185,000 on July 14, 2016. The Series 2016 Bonds were issued to refund all the outstanding 2006 Capital Improvement Program Refunding Revenue Bonds, which were issued to refund the Series 1996 Capital Improvement Program Refunding Revenue Bonds (Steinbrenner/Legends Field and 800 MHz Radio Communication System). The Bonds are secured by the half-cent sales tax revenues, but may be repaid in part by the 4th cent TDT revenues.

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

The Series 2016 Fifth Cent Tourist Development Tax Refunding Revenue Bonds were issued in the amount of \$39,075,000 on October 25, 2016. The Series 2016 Bonds were issued to refund the 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds (Ice Palace Project) and redeem outstanding Commercial Paper related to Amalie Arena, formerly known as the Tampa Bay Times Forum, St Pete Times Forum and as the Ice Palace. The 5th Cent Tourist Development Tax Revenues are the sole payment source for the Series 2016 Bonds.

The Series 2017A Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds were issued in the amount of \$12,875,000. The Series 2017A Bonds were issued to refund the County's outstanding Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2006, which were issued to refund Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project), Series 1997B, which in turn were issued to fund the acquisition and/or construction of various capital improvements to the County-owned Steinbrenner Field (fka Legends Field) baseball stadium, and the City-owned Tampa Convention Center. The 4th Cent Tourist Development Tax is the sole payment source for the Series 2017A Bonds.

The Series 2017B Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds were issued in the amount of \$22,020,000. The 2017B Bonds were issued to fund certain cost reimbursements for various improvements to George M. Steinbrenner Field (fka Legends Field), a professional spring training baseball facility. The 4th Cent Tourist Development Tax is the sole payment source for the Series 2017B Bonds.

The Series 2017 Capital improvement Non-Ad Valorem Refunding Revenue Note was issued in the amount of \$11,749,000 on September 26, 2017. The Series 2017 Note was issued in order to refinance \$11,420,000 of outstanding Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2008 which were issued to refund the County's Capital Improvement Non-Ad Valorem Revenue Bonds, Series 1998 which were issued to 1) fund the acquisition and

construction of a combined warehouse and operations center for various County agencies and two regional substations for the County sheriff's department, and 2) redeem an outstanding note to the Florida Local Government Finance Commission.

The Series 2017 Capital Improvement Program Refunding Revenue Note was issued in the amount of \$27,216,000, on December 21, 2017. The Series 2017 Note was issued to refinance a portion of the outstanding Capital Improvement Program Refunding Revenue Bonds, Series 2012, which were issued to pay off \$50 million of outstanding commercial paper and to fund approximately \$29 million of capital improvement projects approved as part the adopted CIP. As a result of this refinancing the county will realize more than \$905,000 in NPV savings in interest expense over the life of the debt.

The Series 2018 Community Investment Tax Refunding Revenue Bonds were issued in the amount of \$61,135,000 on July 24, 2018. The Series 2018 Bonds were issued for the purpose of refunding \$51,610,000 of outstanding commercial paper notes, together with financing the design, engineering, acquisition, construction and reconstruction of certain transportation and other capital improvements in the County. The Bonds are secured by CIT Revenues.

The Series 2019 Capital Improvement Non-Ad Valorem Revenue Bonds were issued in the amount of \$142,720,000 on June 20, 2019. The Series 2019 Bonds were issued to fund the acquisition, construction, reconstruction, expansion, replacement and/or equipping of various fire stations, court facilities, parks, recreation facilities, operations centers, maintenance facilities, emergency generators and solar and LED lighting, including capital improvements related to the hardening of certain facilities for hurricane resiliency and used by the County for emergency preparedness and post-disaster response. The Bonds are secured by a pledge of Non-Ad Valorem Revenues but are being repaid from Half-Cent Sales Tax Revenues.

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

Amount Outstanding FYE 2019	Dated Date	Issue	Security	Insured/ Underlying Ratings	Bond Insurance	Final Maturity
<u>Non-Ad Valorem Bonds</u>						
\$ 58,705,000	05/23/2012	\$89,755,000 Community Investment Tax Refunding Revenue Bonds, Series 2012A and B (Series 2012A=\$38,130,000 and Series 2012B=\$51,625,000)	Local Option Infrastructure Surtax (Community Investment Tax "CIT")	A1/AA/AA	None	11/01/25
\$ 15,190,000	05/30/2012	\$67,445,000 Capital Improvement Program Revenue Bonds, Series 2012	Local Government Half-Cent Sales Tax	Aa2/AA+/AA+	None	02/01/26
\$ 64,315,000	04/09/2015	\$67,800,000 Communication Services Tax Revenue Bond Series 2015	Communications Services Tax (CST)	Aa1/AA+/AA+	None	10/01/45
\$120,160,000	07/09/2015	\$139,215,000 Community Investment Tax Refunding Revenue Bonds, Series 2015	Local Option Infrastructure Surtax (Community Investment Tax "CIT")	A1/AA/AA	None	11/01/25
\$ 8,448,000	11/05/2015	\$11,176,000 Tampa Bay Arena Refunding revenue Note, Series 2015	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	None	None	10/01/2016
\$ 14,849,000	11/05/2015	\$19,756,000 Court Facilities Refunding Revenue Note, Series 2015	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	None	None	11/01/2026
\$ 12,100,000	07/14/2016	\$18,185,000 Capital Improvement Program Refunding Revenue Bonds, Series 2016	Local Government Half-Cent Sales Tax	Aa2/AA+/AA+	None	08/01/24
\$ 37,595,000	10/27/2016	\$39,075,000 Fifth Cent Tourist Development Tax Refunding Revenue Bonds Series 2016	5 th Cent Tourist Development Tax	A1/AA-/AA-	AGM	10/01/2046
\$ 32,925,000	02/16/2017	\$34,985,000 Fourth Cent Tourist Development Tax refunding and Improvement Revenue Bonds Series 2017A and B. (Series 2017A=\$12,875,000 and Series 2017B=\$22,020,000	4 th Cent Tourist Development Tax	NR/A+/AA-	None	10/01/2035 10/01/2046
\$ 10,688,000	09/26/2017	\$11,749,000 Capital Improvement Non-Ad valorem Refunding Revenue Note, Series 2017	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	None	None	07/01/2028
\$ 26,511,000	12/21/2017	\$27,216,000 Capital Improvement Program Revenue Note, Series 2017	Local Government Half-Cent Sales Tax	None	None	08/01/2026
\$61,135,000	07/24/2018	\$61,135,000 Community Investment Tax Refunding Revenue Bonds, Series 2018	Local Option Infrastructure Surtax (Community Investment Tax "CIT")	A1/AA/AA	None	11/01/2026
\$142,720,000	06/20/2019	\$142,720,000 Capital Improvement Non-Ad Valorem Revenue Bonds, Series 2019	Covenant to Budget & Appropriate Non-Ad Valorem Revenues	Aa1/AAA/AA+	None	08/01/2049
<u>Total Non-Ad Valorem Bonds</u>						
<u>\$605,341,000</u>						

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

As of 9/30/2019

AGGREGATE DEBT SERVICE SCHEDULE (excluding Commercial Paper Program)

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding ⁽¹⁾</i>
2020	\$ 40,377,000	\$ 24,456,008	\$ 64,833,008	\$ 564,964,000	93.33%
2021	42,255,000	22,033,951	64,288,951	522,709,000	86.35%
2022	44,204,000	20,054,879	64,258,879	478,505,000	79.05%
2023	46,324,000	17,962,446	64,286,446	432,181,000	71.39%
2024	48,310,000	15,942,426	64,252,426	383,871,000	63.41%
2025	47,599,000	13,919,826	61,518,826	336,272,000	55.55%
2026	49,541,000	11,960,539	61,501,539	286,731,000	47.37%
2027	39,343,000	10,022,022	49,365,022	247,388,000	40.87%
2028	8,588,000	8,920,484	17,508,484	238,800,000	39.45%
2029	8,960,000	8,553,273	17,513,273	229,840,000	37.97%
2030	9,365,000	8,148,283	17,513,283	220,475,000	36.42%
2031	9,785,000	7,727,644	17,512,644	210,690,000	34.81%
2032	10,170,000	7,346,457	17,516,457	200,520,000	33.13%
2033	10,550,000	6,949,311	17,499,311	189,970,000	31.38%
2034	10,975,000	6,533,744	17,508,744	178,995,000	29.57%
2035	11,390,000	6,096,725	17,486,725	167,605,000	27.69%
2036	11,855,000	5,627,006	17,482,006	155,750,000	25.73%
2037	10,870,000	5,164,706	16,034,706	144,880,000	23.93%
2038	11,260,000	4,771,256	16,031,256	133,620,000	22.07%
2039	11,665,000	4,362,372	16,027,372	121,955,000	20.15%
2040	12,085,000	3,957,025	16,042,025	109,870,000	18.15%
2041	12,480,000	3,556,756	16,036,756	97,390,000	16.09%
2042	12,890,000	3,143,141	16,033,141	84,500,000	13.96%
2043	13,310,000	2,714,813	16,024,813	71,190,000	11.76%
2044	13,765,000	2,261,906	16,026,906	57,425,000	9.49%
2045	14,230,000	1,793,359	16,023,359	43,195,000	7.14%
2046	14,705,000	1,308,813	16,013,813	28,490,000	4.71%
2047	11,135,000	884,047	12,019,047	17,355,000	2.87%
2048	8,540,000	564,038	9,104,038	8,815,000	1.46%
2049	8,815,000	286,488	9,101,488	-	0.00%
	\$ 605,341,000	\$ 237,023,743	\$ 842,364,743		

⁽¹⁾ Percentage of Amount Outstanding at fiscal year end 2019

NOTE: All Data Above Excludes Commercial Paper Program

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$38,130,000

HILLSBOROUGH COUNTY, FLORIDA

Community Investment Tax Refunding Revenue Bonds

Series 2012A

DATED: May 10, 2012
DELIVERED: May 23, 2012
 Initial Call Date / Price: 11/01/2023 100%
 True Interest Cost (TIC): 2.461684%
 Arbitrage Yield: 2.420960%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	A1	N/R
S&P	AA	N/R
Fitch	AA	N/R

PURPOSE

To refund a portion of the County's outstanding Community Investment Tax Revenue Bonds, Series 2001A and Series 2001B.

SECURITY

The Local Option Infrastructure Surtax (Community Investment Tax, "CIT"). The lien and pledge on the CIT Revenues is on a parity with the outstanding Community Investment Tax Revenue Bonds, Series 2007, Series 2012B, Series 2015 and Court Facilities Refunding Revenue Note, Series 2015.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/01/2019	\$ 3,030,000	Serial	5.00%	\$ 508,725	\$ 3,538,725		\$ 19,715,000	51.70%
05/01/2020		Serial		432,975	432,975	3,971,700	19,715,000	51.70%
11/01/2020	3,180,000	Serial	5.00%	432,975	3,612,975		16,535,000	43.36%
05/01/2021		Serial		353,475	353,475	3,966,450	16,535,000	43.36%
11/01/2021	3,345,000	Serial	5.00%	353,475	3,698,475		13,190,000	34.59%
05/01/2022		Serial		269,850	269,850	3,968,325	13,190,000	34.59%
11/01/2022	3,505,000	Serial	5.00%	269,850	3,774,850		9,685,000	25.40%
05/01/2023		Serial		182,225	182,225	3,957,075	9,685,000	25.40%
11/01/2023	3,695,000	Serial	5.00%	182,225	3,877,225		5,990,000	15.71%
05/01/2024		Serial		89,850	89,850	3,967,075	5,990,000	15.71%
11/01/2024	3,840,000	Serial	3.00%	89,850	3,929,850		2,150,000	5.64%
05/01/2025		Serial		32,250	32,250	3,962,100	2,150,000	5.64%
11/01/2025	2,150,000	Serial	3.00%	32,250	2,182,250		-	0.00%
05/01/2026		Serial		-	-	2,182,250	-	0.00%
\$ 22,745,000				\$ 3,229,975	\$ 25,974,975	\$ 25,974,975		

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$51,625,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Refunding Revenue Bonds
Series 2012B

DATED: May 10, 2012
DELIVERED: May 23, 2012
Initial Call Date / Price: 11/01/2023 100%
True Interest Cost (TIC): 2.557791%
Arbitrage Yield: 2.420960%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	A1	N/R
S&P	AA	N/R
Fitch	AA	N/R

PURPOSE
To advance refund a portion of the County's outstanding Community Investment Tax Revenue Bonds, Series 2004.

SECURITY
The Local Option Infrastructure Surtax (Community Investment Tax, "CIT"). The lien and pledge on the CIT Revenues is on a parity with the outstanding Community Investment Tax Revenue Bonds, Series 2007, Series 2012A, Series 2015 and Court Facilities Refunding Revenue Note, Series 2015.

<u>Coupon Date</u>	<u>Principal</u>	<u>Bond Type</u>	<u>Coupon Rate</u>	<u>Interest</u>	<u>Periodic Debt Service</u>	<u>Fiscal Year Debt Service**</u>	<u>Outstanding Debt</u>	<u>Percent Outstanding</u>
11/01/2019	\$ 4,420,000	Serial	5.00%	\$ 784,250	\$ 5,204,250		\$ 31,540,000	61.09%
05/01/2020		Serial		673,750	673,750	5,878,000	31,540,000	61.09%
11/01/2020	4,645,000	Serial	5.00%	673,750	5,318,750		26,895,000	52.10%
05/01/2021		Serial		557,625	557,625	5,876,375	26,895,000	52.10%
11/01/2021	4,880,000	Serial	5.00%	557,625	5,437,625		22,015,000	42.64%
05/01/2022		Serial		435,625	435,625	5,873,250	22,015,000	42.64%
11/01/2022	5,130,000	Serial	5.00%	435,625	5,565,625		16,885,000	32.71%
05/01/2023		Serial		307,375	307,375	5,873,000	16,885,000	32.71%
11/01/2023	5,410,000	Serial	5.00%	307,375	5,717,375		11,475,000	22.23%
05/01/2024		Serial		172,125	172,125	5,889,500	11,475,000	22.23%
11/01/2024	5,640,000	Serial	3.00%	172,125	5,812,125		5,835,000	11.30%
05/01/2025		Serial		87,525	87,525	5,899,650	5,835,000	11.30%
11/01/2025	5,835,000	Serial	3.00%	87,525	5,922,525		-	0.00%
05/01/2026		Serial		-	-	5,922,525	-	0.00%
\$ 35,960,000				\$ 5,252,300	\$ 41,212,300	\$ 41,212,300		

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$67,445,000
HILLSBOROUGH COUNTY, FLORIDA
Capital Improvement Program Revenue Bonds
Series 2012

DATED: May 30, 2012

DELIVERED: June 21, 2012

Initial Call Date / Price: 08/01/2023 100%

True Interest Cost (TIC): 2.496803%

Arbitrage Yield: 2.163706%

Ratings

Moody's

S&P

Fitch

Underlying

Aa2

AA+

AA+

Insured

N/R

N/R

N/R

PURPOSE

To provide funds to pay costs of the acquisition and construction of various capital projects including, but not limited to, County government facilities, recreational park improvements, stormwater utility improvements, and various transportation-related capital improvements, and to refinance certain outstanding commercial paper notes.

SECURITY

Local Government Half-Cent Sales Tax. On parity with the Capital Improvement Program Refunding Revenue Bonds, Series 2016.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
02/01/2020	\$ -			\$ 379,750	\$ 379,750		\$ 15,190,000	22.52%
08/01/2020	4,820,000	Serial	5.00%	379,750	5,199,750	5,579,500	10,370,000	15.38%
02/01/2021				259,250	259,250		10,370,000	15.38%
08/01/2021	5,060,000	Serial	5.00%	259,250	5,319,250	5,578,500	5,310,000	7.87%
02/01/2022				132,750	132,750		5,310,000	7.87%
08/01/2022	5,310,000	Serial	5.00%	132,750	5,442,750	5,575,500	-	0.00%
02/01/2023				-	-		-	0.00%
08/01/2023		Serial	5.00%	-	-	-	-	0.00%
\$ 19,780,000				\$ 2,532,500	\$ 22,312,500	\$ 22,312,500		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$11,176,000

HILLSBOROUGH COUNTY, FLORIDA

Tampa Bay Arena Refunding Revenue Note

Series 2015

DATED: November 5, 2015
DELIVERED: November 5, 2015
 Initial Call Date / Price: Not Callable
 True Interest Cost (TIC): 2.234277%
 Arbitrage Yield: 2.160156%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	None	None
S&P	None	None
Fitch	None	None

PURPOSE

To refund the 2005 Tampa Bay Arena Refunding Revenue Bonds, which were used to refund the Tampa Sports Authority Taxable 1995 Special Purpose Bonds and pay the cost of terminating a forward interest rate swap agreement.

SECURITY

Covenant to budget and appropriate from legally available Non-Ad Valorem revenues. (The 5th Cent Tourist Development Tax and ticket surcharges on events at the Amalie Arena are the source of payment for debt service.)

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/01/2019	\$ 973,000		2.16%	\$ 91,238	\$ 1,064,238		\$ 7,475,000	66.88%
04/01/2020				80,730	80,730	1,144,968	7,475,000	66.88%
10/01/2020	992,000		2.16%	80,730	1,072,730		6,483,000	58.01%
04/01/2021				70,016	70,016	1,142,746	6,483,000	58.01%
10/01/2021	1,022,000		2.16%	70,016	1,092,016		5,461,000	48.86%
04/01/2022				58,979	58,979	1,150,995	5,461,000	48.86%
10/01/2022	1,044,000		2.16%	58,979	1,102,979		4,417,000	39.52%
04/01/2023				47,704	47,704	1,150,682	4,417,000	39.52%
10/01/2023	1,064,000		2.16%	47,704	1,111,704		3,353,000	30.00%
04/01/2024				36,212	36,212	1,147,916	3,353,000	30.00%
10/01/2024	1,093,000		2.16%	36,212	1,129,212		2,260,000	20.22%
04/01/2025				24,408	24,408	1,153,620	2,260,000	20.22%
10/01/2025	1,113,000		2.16%	24,408	1,137,408		1,147,000	10.26%
04/01/2026				12,388	12,388	1,149,796	1,147,000	10.26%
10/01/2026	1,147,000		2.16%	12,388	1,159,388	1,159,388	-	0.00%
\$ 8,448,000				\$ 752,112	\$ 9,200,112	\$ 9,200,112		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$139,215,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Refunding Revenue Bonds
Series 2015

DATED: July 29, 2015
DELIVERED: July 29, 2015
Initial Call Date / Price: Not Callable
True Interest Cost (TIC): 2.1857620%
Arbitrage Yield: 2.1452940%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	A1	N/R
S&P	AA	N/R
Fitch	AA	N/R

PURPOSE
To refund the County's 2007 Community Investment Tax Revenue Bonds which were issued to finance the acquisition and construction of transportation and other capital improvement projects in the County and to refinance certain outstanding commercial paper notes.

SECURITY
The Community Investment Tax Revenues. The lien and pledge on the CIT Revenues is on a parity with the outstanding Community Investment Tax Revenue Bonds, Series 2007, Series 2012A, Series 2012B, and Court Facilities Refunding Revenue Note, Series 2015.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>County's Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/01/2019	\$ 14,680,000	Serial	5.00%	\$ 3,004,000	\$ 17,684,000		\$ 105,480,000	75.77%
05/01/2020				2,637,000	2,637,000	20,321,000	105,480,000	75.77%
11/01/2020	15,420,000	Serial	5.00%	2,637,000	18,057,000		90,060,000	64.69%
05/01/2021				2,251,500	2,251,500	20,308,500	90,060,000	64.69%
11/01/2021	16,205,000	Serial	5.00%	2,251,500	18,456,500		73,855,000	53.05%
05/01/2022				1,846,375	1,846,375	20,302,875	73,855,000	53.05%
11/01/2022	17,085,000	Serial	5.00%	1,846,375	18,931,375		56,770,000	40.78%
05/01/2023				1,419,250	1,419,250	20,350,625	56,770,000	40.78%
11/01/2023	17,845,000	Serial	5.00%	1,419,250	19,264,250		38,925,000	27.96%
05/01/2024				973,125	973,125	20,237,375	38,925,000	27.96%
11/01/2024	18,705,000	Serial	5.00%	973,125	19,678,125		20,220,000	14.52%
05/01/2025				505,500	505,500	20,183,625	20,220,000	14.52%
11/01/2025	20,220,000	Serial	5.00%	505,500	20,725,500		-	0.00%
05/01/2026				-	-	20,725,500	-	0.00%
	\$ 120,160,000			\$ 22,269,500	\$ 142,429,500	\$ 142,429,500		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$67,800,000

HILLSBOROUGH COUNTY, FLORIDA

Communication Services Tax Revenue Bonds (PSOC)

Series 2015

DATED: April 9, 2015
DELIVERED: April 9, 2015
 Initial Call Date / Price: 10/01/2026 100%
 True Interest Cost (TIC): 3.6818580%
 Arbitrage Yield: 3.4630810%

Ratings	Underlying	Insured *
Moody's	Aa1	A2
S&P	AA+	AA
Fitch	AA+	N/A

* Insurer: Assured Guaranty Municipal Corp.

PURPOSE
 To fund the Series 2015 Project, which generally consists of the acquisition, construction and equipping of a new Public Safety Operations Complex (PSOC), new Sheriff's facilities, improvements to various fire stations, and new fire stations and various parks, recreation and other public facilities improvements.

SECURITY
 Local Communications Services Tax Revenues pursuant to the Florida Statutes.

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	County's Fiscal Year Debt Service **	Outstanding Debt	Percent Outstanding
10/01/2019	\$ 1,270,000	Serial	5.00%	\$ 1,397,250	\$ 2,667,250		\$ 63,045,000	92.99%
04/01/2020				1,365,500	1,365,500	4,032,750	63,045,000	92.99%
10/01/2020	1,335,000	Serial	2.00%	1,365,500	2,700,500		61,710,000	91.02%
04/01/2021				1,352,150	1,352,150	4,052,650	61,710,000	91.02%
10/01/2021	1,360,000	Serial	5.00%	1,352,150	2,712,150		60,350,000	89.01%
04/01/2022				1,318,150	1,318,150	4,030,300	60,350,000	89.01%
10/01/2022	1,430,000	Serial	2.00%	1,318,150	2,748,150		58,920,000	86.90%
04/01/2023				1,303,850	1,303,850	4,052,000	58,920,000	86.90%
10/01/2023	1,455,000	Serial	5.00%	1,303,850	2,758,850		57,465,000	84.76%
04/01/2024				1,267,475	1,267,475	4,026,325	57,465,000	84.76%
10/01/2024	1,530,000	Serial	5.00%	1,267,475	2,797,475		55,935,000	82.50%
04/01/2025				1,229,225	1,229,225	4,026,700	55,935,000	82.50%
10/01/2025	1,605,000	Serial	5.00%	1,229,225	2,834,225		54,330,000	80.13%
04/01/2026				1,189,100	1,189,100	4,023,325	54,330,000	80.13%
10/01/2026	1,685,000	Serial	5.00%	1,189,100	2,874,100		52,645,000	77.65%
04/01/2027				1,146,975	1,146,975	4,021,075	52,645,000	77.65%
10/01/2027	1,770,000	Serial	5.00%	1,146,975	2,916,975		50,875,000	75.04%
04/01/2028				1,102,725	1,102,725	4,019,700	50,875,000	75.04%
10/01/2028	1,860,000	Serial	5.25%	1,102,725	2,962,725		49,015,000	72.29%
04/01/2029				1,053,900	1,053,900	4,016,625	49,015,000	72.29%
10/01/2029	1,955,000	Serial	5.25%	1,053,900	3,008,900		47,060,000	69.41%
04/01/2030				1,002,581	1,002,581	4,011,481	47,060,000	69.41%
10/01/2030	2,060,000	Serial	5.25%	1,002,581	3,062,581		45,000,000	66.37%
04/01/2031				948,506	948,506	4,011,088	45,000,000	66.37%
10/01/2031	2,165,000	Serial	4.00%	948,506	3,113,506		42,835,000	63.18%
04/01/2032				905,206	905,206	4,018,713	42,835,000	63.18%
10/01/2032	2,255,000	Serial	5.00%	905,206	3,160,206		40,580,000	59.85%
04/01/2033				848,831	848,831	4,009,038	40,580,000	59.85%
10/01/2033	2,365,000	Serial	4.00%	848,831	3,213,831		38,215,000	56.36%
04/01/2034				801,531	801,531	4,015,363	38,215,000	56.36%
10/01/2034	2,460,000	Term (1) (A)	5.00%	801,531	3,261,531		35,755,000	52.74%
04/01/2035				740,031	740,031	4,001,563	35,755,000	52.74%
10/01/2035	2,585,000	Term (1) (A)	5.00%	740,031	3,325,031		33,170,000	48.92%
04/01/2036				675,406	675,406	4,000,438	33,170,000	48.92%
10/01/2036	2,715,000	Term (1) (A)	5.00%	675,406	3,390,406		30,455,000	44.92%
04/01/2037				607,531	607,531	3,997,938	30,455,000	44.92%
10/01/2037	2,850,000	Term (1) (A)	5.00%	607,531	3,457,531		27,605,000	40.72%
04/01/2038				536,281	536,281	3,993,813	27,605,000	40.72%
10/01/2038	2,990,000	Term (1) (A)	5.00%	536,281	3,526,281		24,615,000	36.31%
04/01/2039				461,531	461,531	3,987,813	24,615,000	36.31%
10/01/2039	3,140,000	Term (2) (B)	3.75%	461,531	3,601,531		21,475,000	31.67%
04/01/2040				402,656	402,656	4,004,188	21,475,000	31.67%
10/01/2040	3,260,000	Term (2) (B)	3.75%	402,656	3,662,656		18,215,000	26.87%
04/01/2041				341,531	341,531	4,004,188	18,215,000	26.87%

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$67,800,000

HILLSBOROUGH COUNTY, FLORIDA
Communication Services Tax Revenue Bonds (PSOC)
Series 2015

DATED: April 9, 2015
DELIVERED: April 9, 2015
Initial Call Date / Price: 10/01/2026 100%
True Interest Cost (TIC): 3.6818580%
Arbitrage Yield: 3.4630810%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	Aa1	A2
S&P	AA+	AA
Fitch	AA+	N/A

* Insurer: Assured Guaranty Municipal Corp.

PURPOSE
To fund the Series 2015 Project, which generally consists of the acquisition, construction and equipping of a new Public Safety Operations Complex (PSOC), new Sheriff's facilities, improvements to various fire stations, and new fire stations and various parks, recreation and other public facilities improvements.

SECURITY
Local Communications Services Tax Revenues pursuant to the Florida Statutes.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>County's Fiscal Year Debt Service **</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/01/2041	\$ 3,380,000	Term (2) (B)	3.75%	\$ 341,531	\$ 3,721,531		\$ 14,835,000	21.88%
04/01/2042				278,156	278,156	3,999,688	14,835,000	21.88%
10/01/2042	3,505,000	Term (2) (B)	3.75%	278,156	3,783,156		11,330,000	16.71%
04/01/2043				212,438	212,438	3,995,594	11,330,000	16.71%
10/01/2043	3,640,000	Term (2) (B)	3.75%	212,438	3,852,438		7,690,000	11.34%
04/01/2044				144,188	144,188	3,996,625	7,690,000	11.34%
10/01/2044	3,775,000	Term (2) (B)	3.75%	144,188	3,919,188		3,915,000	5.77%
04/01/2045				73,406	73,406	3,992,594	3,915,000	5.77%
10/01/2045	3,915,000	Term (2) (B)	3.75%	73,406	3,988,406		-	0.00%
04/01/2046						3,988,406		
	\$ 64,315,000			\$ 44,014,975	\$ 108,329,975	\$ 108,329,975		

**** Modified Accrual Basis**

(A) 10/1/2038 \$ 13,600,000 Term Bond 1
(B) 10/1/2045 11,140,000 Term Bond 2

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$19,756,000
HILLSBOROUGH COUNTY, FLORIDA
Court Facilities Refunding Revenue Notes
Series 2015

DATED:	November 5, 2015	Ratings	Underlying	Insured
DELIVERED:	November 5, 2015	Moody's	None	None
Initial Call Date / Price:	Not Callable	S&P	None	None
True Interest Cost (TIC):	2.284154%	Fitch	None	None
Arbitrage Yield:	2.284154%			

PURPOSE
To refund the Court Facilities Series 2005 Bonds, which were issued to refund the Court Facilities Series 1999 Bonds, which in turn were issued to finance capital improvements to the court system facilities of the County and to refund the Courthouse Annex Note and the 700 Twiggs Street Commercial Paper Loan.

SECURITY
Covenant to budget and appropriate from legally available Non-Ad Valorem revenues. (Traffic surcharge revenues are the source of payment for debt service.)

Coupon Date	Principal Principal	Bond Type	Coupon Rate	Interest Interest	Periodic Debt Service	Fiscal Year Debt Service**	Outstanding Debt	Percent Outstanding
11/01/2019	\$ 1,716,000		2.24%	\$ 166,309	\$ 1,882,309		\$ 13,133,000	66.48%
05/01/2020				147,090	147,090	2,029,398	13,133,000	66.48%
11/01/2020	1,754,000		2.24%	147,090	1,901,090		11,379,000	57.60%
05/01/2021				127,445	127,445	2,028,534	11,379,000	57.60%
11/01/2021	1,793,000		2.24%	127,445	1,920,445		9,586,000	48.52%
05/01/2022				107,363	107,363	2,027,808	9,586,000	48.52%
11/01/2022	1,833,000		2.24%	107,363	1,940,363		7,753,000	39.24%
05/01/2023				86,834	86,834	2,027,197	7,753,000	39.24%
11/01/2023	1,875,000		2.24%	86,834	1,961,834		5,878,000	29.75%
05/01/2024				65,834	65,834	2,027,667	5,878,000	29.75%
11/01/2024	1,916,000		2.24%	65,834	1,981,834		3,962,000	20.05%
05/01/2025				44,374	44,374	2,026,208	3,962,000	20.05%
11/01/2025	1,959,000		2.24%	44,374	2,003,374		2,003,000	10.14%
05/01/2026				22,434	22,434	2,025,808	2,003,000	10.14%
11/01/2026	2,003,000		2.24%	22,434	2,025,434		-	0.00%
05/01/2027				-	-	2,025,434	-	0.00%
\$ 14,849,000				\$ 1,369,054	\$ 16,218,054	\$ 16,218,054		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$18,185,000

HILLSBOROUGH COUNTY, FLORIDA

Capital Improvement Program Refunding Revenue Bonds

Series 2016

DATED: July 14, 2016

DELIVERED: July 14, 2016

Initial Call Date / Price: Not Callable

True Interest Cost (TIC): 4.280156%

Arbitrage Yield: 4.160435%

Ratings

Moody's

S&P

Fitch

Underlying

Aa2

AA+

AA+

Insured

N/R

N/R

N/R

PURPOSE

To refund the Capital Improvement Program Refunding Revenue Bonds, Series 2006.

SECURITY

Local Government Half-Cent Sales Tax. (The 4th Cent Tourist Development Tax and Half-Cent Sales Tax are the repayment source for debt service on the Bonds).

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
02/01/2020	\$ -			\$ 249,713	\$ 249,713		\$ 12,100,000	66.54%
08/01/2020	2,245,000	Serial	2.50%	249,713	2,494,713	2,744,425	9,855,000	54.19%
02/01/2021				221,650	221,650		9,855,000	54.19%
08/01/2021	2,305,000	Serial	4.00%	221,650	2,526,650	2,748,300	7,550,000	41.52%
02/01/2022				175,550	175,550		7,550,000	41.52%
08/01/2022	2,395,000	Serial	5.00%	175,550	2,570,550	2,746,100	5,155,000	28.35%
02/01/2023				115,675	115,675		5,155,000	28.35%
08/01/2023	2,515,000	Serial	5.00%	115,675	2,630,675	2,746,350	2,640,000	14.52%
02/01/2024				52,800	52,800		2,640,000	14.52%
08/01/2024	2,640,000	Serial	4.00%	52,800	2,692,800	2,745,600	-	0.00%
\$ 12,100,000				\$ 1,630,775	\$ 13,730,775	\$ 13,730,775		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$39,075,000

HILLSBOROUGH COUNTY, FLORIDA

Fifth Cent Tourist Development Tax Refunding Revenue Bonds

Series 2016

DATED: October 27, 2016
DELIVERED: October 27, 2016
 Initial Call Date / Price: 10/27/2026
 True Interest Cost (TIC): 3.051275%
 Arbitrage Yield: 2.860211%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A1	A2
S&P	AA-	A+
Fitch	AA-	AA-

* Insurer: AGM Assured Guaranty Municipal

PURPOSE
 To refund the 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds (Ice Palace Project) and redeem outstanding Commercial Paper related to Amalie Arena, formerly known as the Tampa Bay Times Forum, St Pete Times Forum and as the Ice Palace.

SECURITY
 The County's Fifth Cent Tourist Development Tax ("5th Cent TDT").

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/01/2019	\$ 825,000	Serial	5.00%	\$ 637,659	\$ 1,462,659		\$ 36,770,000	94.10%
04/01/2020				617,034	617,034	2,079,694	36,770,000	94.10%
10/01/2020	865,000	Serial	5.00%	617,034	1,482,034		35,905,000	91.89%
04/01/2021				595,409	595,409	2,077,444	35,905,000	91.89%
10/01/2021	910,000	Serial	5.00%	595,409	1,505,409		34,995,000	89.56%
04/01/2022				572,659	572,659	2,078,069	34,995,000	89.56%
10/01/2022	955,000	Serial	5.00%	572,659	1,527,659		34,040,000	87.11%
04/01/2023				548,784	548,784	2,076,444	34,040,000	87.11%
10/01/2023	1,000,000	Serial	5.00%	548,784	1,548,784		33,040,000	84.56%
04/01/2024				523,784	523,784	2,072,569	33,040,000	84.56%
10/01/2024	1,050,000	Serial	5.00%	523,784	1,573,784		31,990,000	81.87%
04/01/2025				497,534	497,534	2,071,319	31,990,000	81.87%
10/01/2025	1,105,000	Serial	5.00%	497,534	1,602,534		30,885,000	79.04%
04/01/2026				469,909	469,909	2,072,444	30,885,000	79.04%
10/01/2026	1,160,000	Serial	5.00%	469,909	1,629,909		29,725,000	76.07%
04/01/2027				440,909	440,909	2,070,819	29,725,000	76.07%
10/01/2027	1,215,000	Serial	5.00%	440,909	1,655,909		28,510,000	72.96%
04/01/2028				410,534	410,534	2,066,444	28,510,000	72.96%
10/01/2028	1,280,000	Serial	2.13%	410,534	1,690,534		27,230,000	69.69%
04/01/2029				396,934	396,934	2,087,469	27,230,000	69.69%
10/01/2029	1,305,000	Serial	2.25%	396,934	1,701,934		25,925,000	66.35%
04/01/2030				382,253	382,253	2,084,188	25,925,000	66.35%
10/01/2030	1,335,000	Serial	2.38%	382,253	1,717,253		24,590,000	62.93%
04/01/2031				366,400	366,400	2,083,653	24,590,000	62.93%
10/01/2031	1,365,000	Serial	2.50%	366,400	1,731,400		23,225,000	59.44%
04/01/2032				349,338	349,338	2,080,738	23,225,000	59.44%
10/01/2032	1,400,000	Serial	2.63%	349,338	1,749,338		21,825,000	55.85%
04/01/2033				330,963	330,963	2,080,300	21,825,000	55.85%
10/01/2033	1,440,000	Serial	2.75%	330,963	1,770,963		20,385,000	52.17%
04/01/2034				311,163	311,163	2,082,125	20,385,000	52.17%
10/01/2034	1,475,000	Serial	3.00%	311,163	1,786,163		18,910,000	48.39%
04/01/2035				289,038	289,038	2,075,200	18,910,000	48.39%
10/01/2035	1,520,000	Serial	3.00%	289,038	1,809,038		17,390,000	44.50%
04/01/2036				266,238	266,238	2,075,275	17,390,000	44.50%
10/01/2036	1,355,000	Serial	3.00%	266,238	1,621,238		16,035,000	41.04%
04/01/2037				245,913	245,913	1,867,150	16,035,000	41.04%
10/01/2037	1,395,000	Serial	3.00%	245,913	1,640,913		14,640,000	37.47%
04/01/2038				224,988	224,988	1,865,900	14,640,000	37.47%
10/01/2038	1,440,000	Serial	3.00%	224,988	1,664,988		13,200,000	33.78%
04/01/2039				203,388	203,388	1,868,375	13,200,000	33.78%
10/01/2039	1,480,000	Serial	3.00%	203,388	1,683,388		11,720,000	29.99%
04/01/2040				181,188	181,188	1,864,575	11,720,000	29.99%
10/01/2040	1,525,000	Term 1 (A)	3.00%	181,188	1,706,188		10,195,000	26.09%
04/01/2041				158,313	158,313	1,864,500	10,195,000	26.09%
10/01/2041	1,575,000	Term 1 (A)	3.00%	158,313	1,733,313		8,620,000	22.06%
04/01/2042				134,688	134,688	1,868,000	8,620,000	22.06%

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$39,075,000

HILLSBOROUGH COUNTY, FLORIDA

Fifth Cent Tourist Development Tax Refunding Revenue Bonds

Series 2016

DATED: October 27, 2016
DELIVERED: October 27, 2016
 Initial Call Date / Price: 10/27/2026
 True Interest Cost (TIC): 3.051275%
 Arbitrage Yield: 2.860211%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured *</u>
Moody's	A1	A2
S&P	AA-	A+
Fitch	AA-	AA-

* Insurer: AGM Assured Guaranty Municipal

PURPOSE

To refund the 2006A Fifth Cent Tourist Development Tax Refunding Revenue Bonds (Ice Palace Project) and redeem outstanding Commercial Paper related to Amalie Arena, formerly known as the Tampa Bay Times Forum, St Pete Times Forum and as the Ice Palace.

SECURITY

The County's Fifth Cent Tourist Development Tax ("5th Cent TDT").

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/01/2042	\$ 1,620,000	Term 2 (B)	3.13%	\$ 134,688	\$ 1,754,688		\$ 7,000,000	17.91%
04/01/2043				109,375	109,375	1,864,063	7,000,000	17.91%
10/01/2043	1,670,000	Term 2 (B)	3.13%	109,375	1,779,375		5,330,000	13.64%
04/01/2044				83,281	83,281	1,862,656	5,330,000	13.64%
10/01/2044	1,725,000	Term 2 (B)	3.13%	83,281	1,808,281		3,605,000	9.23%
04/01/2045				56,328	56,328	1,864,609	3,605,000	9.23%
10/01/2045	1,775,000	Term 2 (B)	3.13%	56,328	1,831,328		1,830,000	4.68%
04/01/2046				28,594	28,594	1,859,922	1,830,000	4.68%
10/01/2046	1,830,000	Term 2 (B)	3.13%	28,594	1,858,594		-	0.00%
04/01/2047				-	-	1,858,594	-	0.00%
	\$ 37,595,000			18,227,535	55,822,535	55,822,535		

**** Modified Accrual Basis**

(A) 10/01/2041 \$ 3,100,000 Term Bond 1, CUSIP number 43232ABZ9
 (B) 10/01/2039 8,620,000 Term Bond 2, CUSIP number 43232ACA3

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$12,875,000

HILLSBOROUGH COUNTY, FLORIDA

Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds

Series 2017A

DATED:	February 16, 2017		Ratings	Underlying	Insured
DELIVERED:	February 16, 2017		Moody's	--	N/R
Initial Call Date / Price:	10/01/2027	100%	S&P	A+	N/R
True Interest Cost (TIC):	3.1324780%		Fitch	AA-	N/R
Arbitrage Yield:	2.9964650%				

PURPOSE
 To refund the County's outstanding Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2006, which were issued to refund Tampa Sports Authority Tourist Development Tax Revenue Bonds (Stadium Project), Series 1997B, which in turn were issued to fund the acquisition and/or construction of various capital improvements to the County-owned Steinbrenner Field (fka Legends Field) baseball stadium, and the City-owned Tampa Convention Center.

SECURITY
 The County's Fourth Cent Tourist Development Tax ("4th Cent TDT").

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	Fiscal Year Debt Service**	Outstanding Debt	Percent Outstanding
10/01/2019	\$ 620,000	Serial	5.00%	\$ 230,666	\$ 850,666		\$ 11,085,000	86.10%
04/01/2020				215,166	215,166	1,065,831	11,085,000	86.10%
10/01/2020	650,000	Serial	5.00%	215,166	865,166		10,435,000	81.05%
04/01/2021				198,916	198,916	1,064,081	10,435,000	81.05%
10/01/2021	685,000	Serial	5.00%	198,916	883,916		9,750,000	75.73%
04/01/2022				181,791	181,791	1,065,706	9,750,000	75.73%
10/01/2022	720,000	Serial	3.00%	181,791	901,791		9,030,000	70.14%
04/01/2023				170,991	170,991	1,072,781	9,030,000	70.14%
10/01/2023	740,000	Serial	3.00%	170,991	910,991		8,290,000	64.39%
04/01/2024				159,891	159,891	1,070,881	8,290,000	64.39%
10/01/2024	765,000	Serial	5.00%	159,891	924,891		7,525,000	58.45%
04/01/2025				140,766	140,766	1,065,656	7,525,000	58.45%
10/01/2025	800,000	Serial	5.00%	140,766	940,766		6,725,000	52.23%
04/01/2026				120,766	120,766	1,061,531	6,725,000	52.23%
10/01/2026	825,000	Serial	5.00%	120,766	945,766		5,900,000	45.83%
04/01/2027				100,141	100,141	1,045,906	5,900,000	45.83%
10/01/2027	570,000	Serial	3.00%	100,141	670,141		5,330,000	41.40%
04/01/2028				91,591	91,591	761,731	5,330,000	41.40%
10/01/2028	585,000	Serial	5.00%	91,591	676,591		4,745,000	36.85%
04/01/2029				76,966	76,966	753,556	4,745,000	36.85%
10/01/2029	615,000	Serial	3.00%	76,966	691,966		4,130,000	32.08%
04/01/2030				67,741	67,741	759,706	4,130,000	32.08%
10/01/2030	635,000	Serial	3.00%	67,741	702,741		3,495,000	27.15%
04/01/2031				58,216	58,216	760,956	3,495,000	27.15%
10/01/2031	655,000	Serial	3.13%	58,216	713,216		2,840,000	22.06%
04/01/2032				47,981	47,981	761,197	2,840,000	22.06%
10/01/2032	675,000	Serial	3.25%	47,981	722,981		2,165,000	16.82%
04/01/2033				37,013	37,013	759,994	2,165,000	16.82%
10/01/2033	700,000	Serial	3.25%	37,013	737,013		1,465,000	11.38%
04/01/2034				25,638	25,638	762,650	1,465,000	11.38%
10/01/2034	720,000	Serial	3.50%	25,638	745,638		745,000	5.79%
04/01/2035	-			13,038	13,038	758,675	745,000	5.79%
10/01/2035	745,000	Serial	3.50%	13,038	758,038		-	0.00%
04/01/2036						758,038	-	0.00%
	\$ 11,705,000			\$ 3,643,878	\$ 15,348,878	\$ 15,348,878		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$22,020,000

HILLSBOROUGH COUNTY, FLORIDA

Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds

Series 2017B

DATED: February 16, 2017
DELIVERED: February 16, 2017
 Initial Call Date / Price: 10/01/2027 100%
 True Interest Cost (TIC): 4.2145810%
 Arbitrage Yield: 2.9964650%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	--	N/R
S&P	A+	N/R
Fitch	AA-	N/R

PURPOSE
 To fund certain cost reimbursements for various improvements to George M. Steinbrenner Field (fka Legends Field), a professional spring training baseball facility.

SECURITY
 The County's Fourth Cent Tourist Development Tax ("4th Cent TDT").

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/01/2019	\$ 380,000	Serial	1.750%	\$ 424,113	\$ 804,113		\$ 20,840,000	94.64%
04/01/2020				420,788	420,788	1,224,900	20,840,000	94.64%
10/01/2020	395,000	Serial	2.150%	420,788	815,788		20,445,000	92.85%
04/01/2021				416,541	416,541	1,232,329	20,445,000	92.85%
10/01/2021	390,000	Serial	2.500%	416,541	806,541		20,055,000	91.08%
04/01/2022				411,666	411,666	1,218,208	20,055,000	91.08%
10/01/2022	405,000	Serial	2.800%	411,666	816,666		19,650,000	89.24%
04/01/2023				405,996	405,996	1,222,663	19,650,000	89.24%
10/01/2023	415,000	Serial	3.050%	405,996	820,996		19,235,000	87.35%
04/01/2024				399,668	399,668	1,220,664	19,235,000	87.35%
10/01/2024	435,000	Serial	3.250%	399,668	834,668		18,800,000	85.38%
04/01/2025				392,599	392,599	1,227,266	18,800,000	85.38%
10/01/2025	445,000	Serial	3.450%	392,599	837,599		18,355,000	83.36%
04/01/2026				384,923	384,923	1,222,521	18,355,000	83.36%
10/01/2026	475,000	Serial	3.600%	384,923	859,923		17,880,000	81.20%
04/01/2027				376,373	376,373	1,236,295	17,880,000	81.20%
10/01/2027	815,000	Serial	3.700%	376,373	1,191,373		17,065,000	77.50%
04/01/2028				361,295	361,295	1,552,668	17,065,000	77.50%
10/01/2028	845,000	Serial	3.800%	361,295	1,206,295		16,220,000	73.66%
04/01/2029				345,240	345,240	1,551,535	16,220,000	73.66%
10/01/2029	880,000	Serial	3.900%	345,240	1,225,240		15,340,000	69.66%
04/01/2030				328,080	328,080	1,553,320	15,340,000	69.66%
10/01/2030	915,000	Serial	4.000%	328,080	1,243,080		14,425,000	65.51%
04/01/2031				309,780	309,780	1,552,860	14,425,000	65.51%
10/01/2031	950,000	Serial	4.050%	309,780	1,259,780		13,475,000	61.19%
04/01/2032				290,543	290,543	1,550,323	13,475,000	61.19%
10/01/2032	985,000	Serial	4.100%	290,543	1,275,543		12,490,000	56.72%
04/01/2033				270,350	270,350	1,545,893	12,490,000	56.72%
10/01/2033	1,025,000	Term 1 (A)	4.250%	270,350	1,295,350		11,465,000	52.07%
04/01/2034				248,569	248,569	1,543,919	11,465,000	52.07%
10/01/2034	1,070,000	Term 1 (A)	4.250%	248,569	1,318,569		10,395,000	47.21%
04/01/2035	-			225,831	225,831	1,544,400	10,395,000	47.21%
10/01/2035	1,115,000	Term 1 (A)	4.250%	225,831	1,340,831		9,280,000	42.14%
04/01/2036				202,138	202,138	1,542,969	9,280,000	42.14%
10/01/2036	675,000	Term 1 (A)	4.250%	202,138	877,138		8,605,000	39.08%
04/01/2037				187,794	187,794	1,064,931	8,605,000	39.08%
10/01/2037	705,000	Term 1 (A)	4.250%	187,794	892,794		7,900,000	35.88%
04/01/2038				172,813	172,813	1,065,606	7,900,000	35.88%
10/01/2038	735,000	Term 1 (B)	4.375%	172,813	907,813		7,165,000	32.54%
04/01/2039				156,734	156,734	1,064,547	7,165,000	32.54%
10/01/2039	770,000	Term 1 (B)	4.375%	156,734	926,734		6,395,000	29.04%
04/01/2040				139,891	139,891	1,066,625	6,395,000	29.04%
10/01/2040	800,000	Term 1 (B)	4.375%	139,891	939,891		5,595,000	25.41%
04/01/2041				122,391	122,391	1,062,281	5,595,000	25.41%
10/01/2041	835,000	Term 1 (B)	4.375%	122,391	957,391		4,760,000	21.62%
04/01/2042				104,125	104,125	1,061,516	4,760,000	21.62%

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$22,020,000

HILLSBOROUGH COUNTY, FLORIDA

Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds

Series 2017B

DATED: February 16, 2017
DELIVERED: February 16, 2017
 Initial Call Date / Price: 10/01/2027 100%
 True Interest Cost (TIC): 4.2145810%
 Arbitrage Yield: 2.9964650%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	--	N/R
S&P	A+	N/R
Fitch	AA-	N/R

PURPOSE

To fund certain cost reimbursements for various improvements to George M. Steinbrenner Field (fka Legends Field), a professional spring training baseball facility.

SECURITY

The County's Fourth Cent Tourist Development Tax ("4th Cent TDT").

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
10/01/2042	\$ 870,000	Term 1 (B)	4.375%	\$ 104,125	\$ 974,125		\$ 3,890,000	17.67%
04/01/2043				85,094	85,094	1,059,219	3,890,000	17.67%
10/01/2043	910,000	Term 1 (B)	4.375%	85,094	995,094		2,980,000	13.53%
04/01/2044				65,188	65,188	1,060,281	2,980,000	13.53%
10/01/2044	950,000	Term 1 (B)	4.375%	65,188	1,015,188		2,030,000	9.22%
04/01/2045				44,406	44,406	1,059,594	2,030,000	9.22%
10/01/2045	995,000	Term 1 (B)	4.375%	44,406	1,039,406		1,035,000	4.70%
04/01/2046				22,641	22,641	1,062,047	1,035,000	4.70%
10/01/2046	1,035,000	Term 1 (B)	4.375%	22,641	1,057,641		-	0.00%
04/01/2047						1,057,641	-	0.00%
	\$ 21,220,000			\$ 14,207,018	\$ 35,427,018	\$ 35,427,018		

**** Modified Accrual Basis**

10/01/2037	4,590,000	Term 1 (A)
10/01/2046	7,900,000	Term 1 (B)

Revenue Note: Non-Enterprise/Non-Ad Valorem

\$11,749,000

HILLSBOROUGH COUNTY, FLORIDA

Capital Improvement Non-Ad Valorem Refunding Revenue Note

Warehouse and Sheriff's Facilities Projects

Series 2017

DATED: September 26, 2017

DELIVERED: September 26, 2017

Initial Call Date / Price: N/A

True Interest Cost (TIC): 2.300277%

Arbitrage Yield: 2.300277%

Ratings

Moody's

S&P

Fitch

Underlying

N/R

N/R

N/R

Insured

N/R

N/R

N/R

PURPOSE

To refund the County's Capital Improvement Non-Ad Valorem Revenue Bonds, Series 2008, which in turn were issued to refund the County's Capital Improvement Non-Ad Valorem Revenue Bonds, Series 1998 which were issued to 1) fund the acquisition and construction of a combined warehouse and operations center for various County agencies and two regional substations for the County sheriff's department, and 2) redeem an outstanding note to the Florida Local Government Finance Commission.

SECURITY

Covenant to budget and appropriate legally available county non-ad valorem revenues.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
01/01/2020	\$ -			\$ 122,912	\$ 122,912		\$ 10,688,000	90.97%
07/01/2020	1,083,000		2.300%	122,912	1,205,912	1,328,824	9,605,000	81.75%
01/01/2021				110,458	110,458		9,605,000	81.75%
07/01/2021	1,108,000		2.300%	110,458	1,218,458	1,328,915	8,497,000	72.32%
01/01/2022				97,716	97,716		8,497,000	72.32%
07/01/2022	1,132,000		2.300%	97,716	1,229,716	1,327,431	7,365,000	62.69%
01/01/2023				84,698	84,698		7,365,000	62.69%
07/01/2023	1,158,000		2.300%	84,698	1,242,698	1,327,395	6,207,000	52.83%
01/01/2024				71,381	71,381		6,207,000	52.83%
07/01/2024	1,186,000		2.300%	71,381	1,257,381	1,328,761	5,021,000	42.74%
01/01/2025				57,742	57,742		5,021,000	42.74%
07/01/2025	1,213,000		2.300%	57,742	1,270,742	1,328,483	3,808,000	32.41%
01/01/2026				43,792	43,792		3,808,000	32.41%
07/01/2026	1,242,000		2.300%	43,792	1,285,792	1,329,584	2,566,000	21.84%
01/01/2027				29,509	29,509		2,566,000	21.84%
07/01/2027	1,268,000		2.300%	29,509	1,297,509	1,327,018	1,298,000	11.05%
01/01/2028				14,927	14,927		1,298,000	11.05%
07/01/2028	1,298,000		2.300%	14,927	1,312,927	1,327,854	-	0.00%
	\$ 10,688,000			\$ 1,266,265	\$ 11,954,265	\$ 11,954,265		

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$27,216,000

HILLSBOROUGH COUNTY, FLORIDA

Capital Improvement Program Revenue Note

Series 2017

DATED: December 21, 2017

DELIVERED: December 21, 2017

Initial Call Date / Price: 100%

True Interest Cost (TIC): 2.400198%

Arbitrage Yield: 2.400198%

Ratings

Moody's

S&P

Fitch

Underlying

N/R

N/R

N/R

Insured

N/R

N/R

N/R

PURPOSE

To partially refund the outstanding Capital Improvement Revenue Bonds, Series 2012, which were issued To provide funds to pay costs of the acquisition and construction of various capital projects including, but not limited to, County government facilities, recreational park improvements, stormwater utility improvements, and various transportation-related capital improvements, and to refinance certain outstanding commercial paper notes.

SECURITY

Local Government Half-Cent Sales Tax. On parity with the Capital Improvement Program Refunding Revenue Bonds, Series 2012 and Series 2016.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
02/01/2020				\$ 318,132	\$ 318,132		\$ 26,511,000	97.41%
08/01/2020	450,000		2.400%	318,132	768,132	1,086,264	26,061,000	95.76%
02/01/2021				312,732	312,732		26,061,000	95.76%
08/01/2021	461,000		2.400%	312,732	773,732	1,086,464	25,600,000	94.06%
02/01/2022				307,200	307,200		25,600,000	94.06%
08/01/2022	472,000		2.400%	307,200	779,200	1,086,400	25,128,000	92.33%
02/01/2023				301,536	301,536		25,128,000	92.33%
08/01/2023	6,059,000		2.400%	301,536	6,360,536	6,662,072	19,069,000	70.07%
02/01/2024				228,828	228,828		19,069,000	70.07%
08/01/2024	6,205,000		2.400%	228,828	6,433,828	6,662,656	12,864,000	47.27%
02/01/2025				154,368	154,368		12,864,000	47.27%
08/01/2025	6,357,000		2.400%	154,368	6,511,368	6,665,736	6,507,000	23.91%
02/01/2026				78,084	78,084		6,507,000	23.91%
08/01/2026	6,507,000		2.400%	78,084	6,585,084	6,663,168	-	0.00%
\$ 26,511,000				\$ 3,401,760	\$ 29,912,760	\$ 29,912,760		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$61,135,000
HILLSBOROUGH COUNTY, FLORIDA
Community Investment Tax Refunding Revenue Bonds
Series 2018

DATED: July 24, 2018
DELIVERED: July 24, 2018

Initial Call Date / Price: Not Callable
True Interest Cost (TIC): 2.643778%
Arbitrage Yield: 2.574698%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	N/R	N/R
S&P	AA	N/R
Fitch	AA	N/R

PURPOSE
To refund certain outstanding commercial paper notes and financing the design, engineering, acquisition, construction and reconstruction of certain transportation and other capital improvements in the County.

SECURITY
The Community Investment Tax Revenues. The lien and pledge on the CIT Revenues is on a parity with the outstanding Community Investment Tax Revenue Bonds, Series 2007, Series 2012A, Series 2012B, and Court Facilities Refunding Revenue Note, Series 2015.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>County's Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
11/01/2019	\$ 3,865,000	Serial	5.00%	\$ 1,504,475	\$ 5,369,475		\$ 57,270,000	93.68%
05/01/2020				1,407,850	1,407,850	6,777,325	57,270,000	93.68%
11/01/2020	4,085,000	Serial	5.00%	1,407,850	5,492,850		53,185,000	87.00%
05/01/2021				1,305,725	1,305,725	6,798,575	53,185,000	87.00%
11/01/2021	4,305,000	Serial	5.00%	1,305,725	5,610,725		48,880,000	79.95%
05/01/2022				1,198,100	1,198,100	6,808,825	48,880,000	79.95%
11/01/2022	4,485,000	Serial	5.00%	1,198,100	5,683,100		44,395,000	72.62%
05/01/2023				1,085,975	1,085,975	6,769,075	44,395,000	72.62%
11/01/2023	4,780,000	Serial	4.00%	1,085,975	5,865,975		39,615,000	64.80%
05/01/2024				990,375	990,375	6,856,350	39,615,000	64.80%
11/01/2024	5,055,000	Serial	5.00%	990,375	6,045,375		34,560,000	56.53%
05/01/2025				864,000	864,000	6,909,375	34,560,000	56.53%
11/01/2025	6,560,000	Serial	5.00%	864,000	7,424,000		28,000,000	45.80%
05/01/2026				700,000	700,000	8,124,000	28,000,000	45.80%
11/01/2026	28,000,000	Serial	5.00%	700,000	28,700,000		-	0.00%
05/01/2027						28,700,000	-	
	\$ 61,135,000			\$ 16,608,525	\$ 77,743,525	\$ 77,743,525		

** Modified Accrual Basis

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$142,720,000

HILLSBOROUGH COUNTY, FLORIDA

Capital Improvement Non-Ad Valorem Revenue Bonds

Series 2019

DATED: June 20, 2019
DELIVERED: June 20, 2019
 Initial Call Date / Price: 08/01/2030
 True Interest Cc 3.109146%
 Arbitrage Yield: 3.011781%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aa1	N/A
S&P	AAA	N/A
Fitch	AA+	N/A

PURPOSE
 To finance, refinance and/or reimburse costs of acquisition, construction, reconstruction, expansion, replacement and/or equipping of various County facilities including fire stations, court facilities, parks, recreation facilities, operations centers, maintenance facilities, emergency generators and solar and LED lighting, including land acquisition, retrofitting and hardening of certain facilities for hurricane resiliency and used by the County for emergency preparedness and post-disaster response.

SECURITY
 Covenant to budget and appropriate from legally available Non-Ad Valorem revenues. (Local Government Half-Cent Sales Tax revenues are the repayment source for debt service on the Bonds.)

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Interest</i>	<i>Fiscal Year Debt Service **</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
02/01/2020	\$ -			\$ 3,068,884	\$ 3,068,884			\$ 142,720,000	100.00%
08/01/2020				2,499,544	2,499,544	5,568,428	5,568,428	142,720,000	100.00%
02/01/2021				2,499,544	2,499,544			142,720,000	100.00%
08/01/2021				2,499,544	2,499,544	4,999,088	4,999,088	142,720,000	100.00%
02/01/2022				2,499,544	2,499,544			142,720,000	100.00%
08/01/2022				2,499,544	2,499,544	4,999,088	4,999,088	142,720,000	100.00%
02/01/2023				2,499,544	2,499,544			142,720,000	100.00%
08/01/2023				2,499,544	2,499,544	4,999,088	4,999,088	142,720,000	100.00%
02/01/2024				2,499,544	2,499,544			142,720,000	100.00%
08/01/2024				2,499,544	2,499,544	4,999,088	4,999,088	142,720,000	100.00%
02/01/2025				2,499,544	2,499,544			142,720,000	100.00%
08/01/2025				2,499,544	2,499,544	4,999,088	4,999,088	142,720,000	100.00%
02/01/2026				2,499,544	2,499,544			142,720,000	100.00%
08/01/2026				2,499,544	2,499,544	4,999,088	4,999,088	142,720,000	100.00%
02/01/2027				2,499,544	2,499,544			142,720,000	100.00%
08/01/2027	2,780,000	Serial	5.000%	2,499,544	5,279,544	4,999,088	7,779,088	139,940,000	98.05%
02/01/2028				2,430,044	2,430,044			139,940,000	98.05%
08/01/2028	2,920,000	Serial	5.000%	2,430,044	5,350,044	4,860,088	7,780,088	137,020,000	96.01%
02/01/2029				2,357,044	2,357,044			137,020,000	96.01%
08/01/2029	4,390,000	Serial	5.000%	2,357,044	6,747,044	4,714,088	9,104,088	132,630,000	92.93%
02/01/2030				2,247,294	2,247,294			132,630,000	92.93%
08/01/2030	4,610,000	Serial	5.000%	2,247,294	6,857,294	4,494,588	9,104,588	128,020,000	89.70%
02/01/2031				2,132,044	2,132,044			128,020,000	89.70%
08/01/2031	4,840,000	Serial	4.000%	2,132,044	6,972,044	4,264,088	9,104,088	123,180,000	86.31%
02/01/2032				2,035,244	2,035,244			123,180,000	86.31%
08/01/2032	5,035,000	Serial	4.000%	2,035,244	7,070,244	4,070,488	9,105,488	118,145,000	82.78%
02/01/2033				1,934,544	1,934,544			118,145,000	82.78%
08/01/2033	5,235,000	Serial	4.000%	1,934,544	7,169,544	3,869,088	9,104,088	112,910,000	79.11%
02/01/2034				1,829,844	1,829,844			112,910,000	79.11%
08/01/2034	5,445,000	Serial	4.000%	1,829,844	7,274,844	3,659,688	9,104,688	107,465,000	75.30%
02/01/2035				1,720,944	1,720,944			107,465,000	75.30%
08/01/2035	5,665,000	Serial	4.000%	1,720,944	7,385,944	3,441,888	9,106,888	101,800,000	71.33%
02/01/2036				1,607,644	1,607,644			101,800,000	71.33%
08/01/2036	5,890,000	Serial	4.000%	1,607,644	7,497,644	3,215,288	9,105,288	95,910,000	67.20%
02/01/2037				1,489,844	1,489,844			95,910,000	67.20%
08/01/2037	6,125,000	Serial	3.000%	1,489,844	7,614,844	2,979,688	9,104,688	89,785,000	62.91%
02/01/2038				1,397,969	1,397,969			89,785,000	62.91%
08/01/2038	6,310,000	Serial	3.000%	1,397,969	7,707,969	2,795,938	9,105,938	83,475,000	58.49%
02/01/2039				1,303,319	1,303,319			83,475,000	58.49%
08/01/2039	6,500,000	Serial	3.000%	1,303,319	7,803,319	2,606,638	9,106,638	76,975,000	53.93%
02/01/2040				1,205,819	1,205,819			76,975,000	53.93%

Revenue Bonds: Non-Enterprise/Non-Ad Valorem

\$142,720,000
HILLSBOROUGH COUNTY, FLORIDA
Capital Improvement Non-Ad Valorem Revenue Bonds
Series 2019

DATED: June 20, 2019
DELIVERED: June 20, 2019
Initial Call Date / Price: 08/01/2030
True Interest Cc 3.109146%
Arbitrage Yield: 3.011781%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aa1	N/A
S&P	AAA	N/A
Fitch	AA+	N/A

PURPOSE
To finance, refinance and/or reimburse costs of acquisition, construction, reconstruction, expansion, replacement and/or equipping of various County facilities including fire stations, court facilities, parks, recreation facilities, operations centers, maintenance facilities, emergency generators and solar and LED lighting, including land acquisition, retrofitting and hardening of certain facilities for hurricane resiliency and used by the County for emergency preparedness and post-disaster response.

SECURITY
Covenant to budget and appropriate from legally available Non-Ad Valorem revenues. (Local Government Half-Cent Sales Tax revenues are the repayment source for debt service on the Bonds.)

08/01/2040	\$ 6,695,000	Serial	3.000%	\$ 1,205,819	\$ 7,900,819	\$ 2,411,638	\$ 9,106,638	\$ 70,280,000	49.24%
02/01/2041	-			1,105,394	1,105,394			70,280,000	49.24%
08/01/2041	6,895,000	Serial	3.000%	1,105,394	8,000,394	2,210,788	9,105,788	63,385,000	44.41%
02/01/2042				1,001,969	1,001,969			63,385,000	44.41%
08/01/2042	7,100,000	Serial	3.000%	1,001,969	8,101,969	2,003,938	9,103,938	56,285,000	39.44%
02/01/2043				895,469	895,469			56,285,000	39.44%
08/01/2043	7,315,000	Serial	3.125%	895,469	8,210,469	1,790,938	9,105,938	48,970,000	34.31%
02/01/2044				781,172	781,172			48,970,000	34.31%
08/01/2044	7,545,000	Serial	3.125%	781,172	8,326,172	1,562,344	9,107,344	41,425,000	29.03%
02/01/2045				663,281	663,281			41,425,000	29.03%
08/01/2045	7,780,000	Serial	3.125%	663,281	8,443,281	1,326,563	9,106,563	33,645,000	23.57%
02/01/2046				541,719	541,719			33,645,000	23.57%
08/01/2046	8,020,000	Serial	3.125%	541,719	8,561,719	1,083,438	9,103,438	25,625,000	17.95%
02/01/2047				416,406	416,406			25,625,000	17.95%
08/01/2047	8,270,000	Serial	3.250%	416,406	8,686,406	832,813	9,102,813	17,355,000	12.16%
02/01/2048				282,019	282,019			17,355,000	12.16%
08/01/2048	8,540,000	Serial	3.250%	282,019	8,822,019	564,038	9,104,038	8,815,000	6.18%
02/01/2049				143,244	143,244			8,815,000	6.18%
08/01/2049	8,815,000	Serial	3.250%	143,244	8,958,244	286,488	9,101,488	-	0.00%
	\$ 142,720,000			\$ 99,606,572	\$ 242,326,572	\$ 99,606,572	\$ 242,326,572		

** Modified Accrual Basis

Revenue Bonds: Enterprise Funds

WATER AND WASTEWATER

The County's water and wastewater bonds are secured solely by a pledge of the revenues of the water and wastewater utility system (the "Utility System"). Utility System debt outstanding as of September 30, 2019 is \$339,760,000.

The **Series 2016 Utility Revenue Bonds**, issued in the amount of \$207,795,000, funded the cost of design and acquisition of various capital improvements to the County's water and waste water utility system. The Bonds are being repaid from water and wastewater utility system revenues.

The **Series 2010B Utility Revenue Bonds** (Federally Taxable - Build America Bonds), issued in the amount of \$110,265,000 and the **Series 2010C Utility Revenue Bonds** (Federally Taxable - Recovery Zone Economic Development Bonds), issued in the amount of \$21,700,000, provided \$131 million in project funding for the Utility System's capital improvement program. The Bonds are being repaid from water and wastewater utility system revenues. Subject to federal sequestration legislation, the U.S Treasury subsidizes interest on the Federally Taxable Bonds at a rate of 35% on the Build America Bonds and 45% on the Recovery Zone Economic Development Bonds.

WATER AUTHORITY

In September 1998, a new regional water authority was created. This authority, Tampa Bay Water (TBW), replaced the previous West Coast Regional Water Supply Authority ("WCRWSA") and issued \$372.25 million in bonds to retire the debt of the WCRWSA. In October 1999, TBW issued an additional \$372,761,143 of Utility System Revenue Bonds to construct new water supply projects. On August 1, 2001, TBW issued its Series 2001A Bonds in the principal amount of \$309,370,000 to advance refund a portion (\$287,900,000) of its Series 1999 Bonds. On October 1, 2001, TBW issued its Series 2001B Bonds in the amount of \$238,230,000 to construct new water supply projects. On May 15, 2002, TBW issued its Series 2002 Bonds in the amount of \$108.39 million to purchase a newly constructed desalination facility and to

pay outstanding short-term interim loans. As of September 30, 2018, TBW has debt outstanding, including accreted interest on capital appreciation bonds, in the amount of \$1,233,359,771. The County's current proportionate obligation to TBW is treated as a current operating and maintenance expense of the County's water and wastewater system and is not reflected as a debt of the County.

SOLID WASTE

Solid Waste and Resource Recovery Revenue Bonds are secured solely by a pledge of the revenues of the solid waste system. Solid waste system debt outstanding as of September 30, 2019 is \$111,828,000.

The **Series 2013 (AMT) Solid Waste and Resource Recovery Bond**, issued in the amount of \$25,160,000 funded capital project costs associated with the fabrication and distribution of residential garbage and recycling roll carts to end users in conjunction with the implementation of the County's new automated collection system. The Bond is being repaid from solid waste system revenues.

The **Series 2016A (AMT) Solid Waste and Resource Recovery Revenue Bonds** issued in the amount of \$89,010,000 and the **Series 2016B (NON AMT) Solid Waste and Resource Recovery Revenue Bonds** issued in the amount of \$25,220,000. The Series 2016A Bonds were issued to refund the County's outstanding Solid Waste Resource Recovery Bonds, Series 2006A (AMT) which were issued to fund the costs of design, acquisitions, construction and equipping of solid waste disposal and resource recovery facilities owned by the County. The Series 2016B Bonds were issued to refund the County's outstanding Solid Waste and Resource Recovery Revenue Bonds, Series 2006B (NON-AMT) which were issued to fund the costs of design, acquisition, construction and equipping of solid waste disposal and resource recovery facilities owned by the County. The Series 2016 Bonds will be repaid from solid waste system revenues.

Revenue Bonds: Enterprise Funds

<u>Amount Outstanding FYE 2019</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings¹</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Water and Wastewater Bonds</u>						
\$110,265,000	11/16/2010	\$110,265,000 Utility Revenue Bonds, Series 2010B (Federally Taxable – Build America Bonds)	Utility System Net Revenues/ Available Capacity Fees	Aaa/AAA/AAA Aa1/AA+/AAA	AMBAC	08/01/37
\$21,700,000	11/16/2010	\$21,700,000 Utility Revenue Bonds, Series 2010C (Federally Taxable – Recovery Zone Economic Development Bonds)	Utility System Net Revenues/ Available Capacity Fees	Aaa/AAA/AAA Aa1/AA+/AAA	AMBAC	08/01/40
\$207,795,000	7/26/2016	\$207,795,000 Utility Revenue Bonds, Series 2016	Utility System Net Revenues/ Available Capacity Fees	Aa1/AA+/AAA	None	08/01/46
<u>\$339,760,000</u>		Water and Wastewater total				
<u>Solid Waste Revenue Bonds</u>						
\$10,603,000	5/08/2013	\$25,160,000 Solid Waste and Resource Recovery Bonds, Series 2013 (AMT)	Net Revenues of Solid Waste & Resource Recovery System	Not Rated	None	9/01/23
\$76,005,000	11/21/2016	\$89,010,000 Solid Waste & Resource Recovery Revenue Bonds, Series 20016A (AMT)	Net Revenues of Solid Waste & Resource Recovery System	Aaa/AAA/AAA A1/A/A+	AMBAC	9/01/30
\$25,220,000	11/21/2016	\$25,220,000 Solid Waste and Resource Recovery Bonds, Series 2016B (NON-AMT)	Net Revenues of Solid Waste & Resource Recovery System	Aaa/AAA/AAA A1/A/A+	None	9/01/23
<u>\$111,828,000</u>		Solid Waste total				
<u>Total Water, Wastewater and Solid Waste Revenue Bonds</u>						
<u>\$451,588,000</u>		Grand Total				

¹ Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

Revenue Bonds: Enterprise Funds

As of 9/30/2019

AGGREGATE DEBT SERVICE SCHEDULE (Excluding Commercial Paper Program)

<i>Fiscal Year</i>	<i>Principal</i>	<i>Fiscal Year Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i> ⁽¹⁾
2020	\$ 15,635,000	\$ 18,812,102	\$ 34,447,102	\$ 435,953,000	96.54%
2021	16,102,000	18,266,905	34,368,905	419,851,000	92.97%
2022	16,714,000	17,588,674	34,302,674	403,137,000	89.27%
2023	17,347,000	16,875,089	34,222,089	385,790,000	85.43%
2024	15,250,000	16,128,368	31,378,368	370,540,000	82.05%
2025	15,910,000	15,383,058	31,293,058	354,630,000	78.53%
2026	16,440,000	14,598,608	31,038,608	338,190,000	74.89%
2027	16,260,000	13,818,420	30,078,420	321,930,000	71.29%
2028	16,940,000	13,043,307	29,983,307	304,990,000	67.54%
2029	17,600,000	12,270,971	29,870,971	287,390,000	63.64%
2030	18,240,000	11,461,898	29,701,898	269,150,000	59.60%
2031	18,800,000	10,616,910	29,416,910	250,350,000	55.44%
2032	19,585,000	9,734,812	29,319,812	230,765,000	51.10%
2033	20,570,000	8,768,128	29,338,128	210,195,000	46.55%
2034	21,390,000	7,760,983	29,150,983	188,805,000	41.81%
2035	13,165,000	6,828,293	19,993,293	175,640,000	38.89%
2036	13,605,000	6,240,536	19,845,536	162,035,000	35.88%
2037	14,060,000	5,632,519	19,692,519	147,975,000	32.77%
2038	14,530,000	5,004,738	19,534,738	133,445,000	29.55%
2039	14,980,000	4,367,536	19,347,536	118,465,000	26.23%
2040	15,445,000	3,710,361	19,155,361	103,020,000	22.81%
2041	15,925,000	3,050,788	18,975,788	87,095,000	19.29%
2042	16,405,000	2,571,838	18,976,838	70,690,000	15.65%
2043	16,895,000	2,078,463	18,973,463	53,795,000	11.91%
2044	17,405,000	1,570,338	18,975,338	36,390,000	8.06%
2045	17,925,000	1,046,888	18,971,888	18,465,000	4.09%
2046	18,465,000	507,788	18,972,788	-	0.00%
\$ 451,588,000		\$ 247,738,313		\$ 699,326,313	

⁽¹⁾ Percentage of Amount Outstanding at fiscal year end 2019

Revenue Bonds: Enterprise Funds

\$110,265,000

HILLSBOROUGH COUNTY, FLORIDA

Utility Revenue Bonds

Series 2010B (Federally Taxable-Build America Bonds-Direct Payment)

DATED: November 16, 2010
DELIVERED: November 16, 2010
 Initial Call Date / Price: 08/01/2020 100%
 True Interest Cost 3.525488%
 Arbitrage Yield 3.433300%

Ratings	Underlying	Insured *
Moody's	Aaa	Aaa
S&P	AA+	AAA
Fitch	AAA	AAA
* Insurer: Ambac Assurance Corporation		

PURPOSE
 Fund the costs of acquiring, constructing, renovating and equipping certain improvements to the County's Utility System.

SECURITY
 A lien on the County's Utility System Pledged Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	Fiscal Year Debt Service	Outstanding Debt	Percent Outstanding
02/01/2020	\$ -			\$ 2,818,463	\$ 2,818,463		\$ 110,265,000	100.00%
08/01/2020	4,675,000	Serial	3.85%	2,818,463	7,493,463	10,296,926	105,590,000	95.76%
02/01/2021	-			2,728,469	2,728,469		105,590,000	95.76%
08/01/2021	4,790,000	Serial	4.05%	2,728,469	7,518,469	10,230,771	100,800,000	91.42%
02/01/2022	-			2,631,471	2,631,471		100,800,000	91.42%
08/01/2022	4,920,000	Serial	4.20%	2,631,471	7,551,471	10,165,723	95,880,000	86.95%
02/01/2023	-			2,528,151	2,528,151		95,880,000	86.95%
08/01/2023	5,050,000	Serial	4.35%	2,528,151	7,578,151	10,087,996	90,830,000	82.37%
02/01/2024	-			2,418,314	2,418,314		90,830,000	82.37%
08/01/2024	5,195,000	Serial	4.60%	2,418,314	7,613,314	10,011,713	85,635,000	77.66%
02/01/2025	-			2,298,829	2,298,829		85,635,000	77.66%
08/01/2025	5,350,000	Serial	4.80%	2,298,829	7,648,829	9,926,258	80,285,000	72.81%
02/01/2026	-			2,170,429	2,170,429		80,285,000	72.81%
08/01/2026	5,515,000	Serial	5.00%	2,170,429	7,685,429	9,832,878	74,770,000	67.81%
02/01/2027	-			2,032,554	2,032,554		74,770,000	67.81%
08/01/2027	5,695,000	Serial	5.10%	2,032,554	7,727,554	9,735,904	69,075,000	62.64%
02/01/2028	-			1,887,331	1,887,331		69,075,000	62.64%
08/01/2028	5,885,000	Serial	5.20%	1,887,331	7,772,331	9,634,161	63,190,000	57.31%
02/01/2029	-			1,734,321	1,734,321		63,190,000	57.31%
08/01/2029	6,085,000	Serial	5.30%	1,734,321	7,819,321	9,526,767	57,105,000	51.79%
02/01/2030	-			1,573,069	1,573,069		57,105,000	51.79%
08/01/2030	6,295,000	Serial	5.40%	1,573,069	7,868,069	9,412,810	50,810,000	46.08%
02/01/2031	-			1,403,104	1,403,104		50,810,000	46.08%
08/01/2031	6,515,000	Term 1	5.50%	1,403,104	7,918,104	9,291,347	44,295,000	40.17%
02/01/2032	-			1,223,941	1,223,941		44,295,000	40.17%
08/01/2032	6,750,000	Term 1	5.50%	1,223,941	7,973,941	9,166,945	37,545,000	34.05%
02/01/2033	-			1,038,316	1,038,316		37,545,000	34.05%
08/01/2033	6,990,000	Term 1	5.50%	1,038,316	8,028,316	9,034,595	30,555,000	27.71%
02/01/2034	-			846,091	846,091		30,555,000	27.71%
08/01/2034	7,240,000	Term 1	5.50%	846,091	8,086,091	8,898,999	23,315,000	21.14%
02/01/2035	-			646,991	646,991		23,315,000	21.14%
08/01/2035	7,495,000	Term 2	5.55%	646,991	8,141,991	8,754,318	15,820,000	14.35%
02/01/2036	-			439,005	439,005		15,820,000	14.35%
08/01/2036	7,770,000	Term 2	5.55%	439,005	8,209,005	8,612,074	8,050,000	7.30%
02/01/2037	-			223,388	223,388		8,050,000	7.30%
08/01/2037	8,050,000	Term 2	5.55%	223,388	8,273,388	8,459,544	-	0.00%
\$ 110,265,000				\$ 61,284,473	\$ 171,549,473	\$ 171,079,729		

Revenue Bonds: Enterprise Funds

\$21,700,000

HILLSBOROUGH COUNTY, FLORIDA

Utility Revenue Bonds

Series 2010C (Federally Taxable-Recovery Zone Economic Development Bonds-Direct Payment)

DATED: November 16, 2010
DELIVERED: November 16, 2010
 Initial Call Date / Price: 08/01/2020 100%
 True Interest Cost (TIC) 3.277003%
 Arbitrage Yield 3.217700%

Ratings	Underlying	Insured *
Moody's	Aaa	Aaa
S&P	AA+	AAA
Fitch	AAA	AAA
* Insurer: Ambac Assurance Corporation		

PURPOSE
 Fund the costs of acquiring, constructing, renovating and equipping certain improvements to the County's Utility System.

SECURITY
 A lien on the County's Utility System Pledged Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	Fiscal Year Debt Service	Outstanding Debt	Percent Outstanding
02/01/2020	\$ -			\$ 634,725	\$ 634,725		\$ 21,700,000	100.00%
08/01/2020	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2021	-			634,725	634,725		21,700,000	100.00%
08/01/2021	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2022	-			634,725	634,725		21,700,000	100.00%
08/01/2022	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2023	-			634,725	634,725		21,700,000	100.00%
08/01/2023	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2024	-			634,725	634,725		21,700,000	100.00%
08/01/2024	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2025	-			634,725	634,725		21,700,000	100.00%
08/01/2025	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2026	-			634,725	634,725		21,700,000	100.00%
08/01/2026	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2027	-			634,725	634,725		21,700,000	100.00%
08/01/2027	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2028	-			634,725	634,725		21,700,000	100.00%
08/01/2028	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2029	-			634,725	634,725		21,700,000	100.00%
08/01/2029	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2030	-			634,725	634,725		21,700,000	100.00%
08/01/2030	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2031	-			634,725	634,725		21,700,000	100.00%
08/01/2031	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2032	-			634,725	634,725		21,700,000	100.00%
08/01/2032	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2033	-			634,725	634,725		21,700,000	100.00%
08/01/2033	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2034	-			634,725	634,725		21,700,000	100.00%
08/01/2034	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2035	-			634,725	634,725		21,700,000	100.00%
08/01/2035	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2036	-			634,725	634,725		21,700,000	100.00%
08/01/2036	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2037	-			634,725	634,725		21,700,000	100.00%
08/01/2037	-			634,725	634,725	1,269,450	21,700,000	100.00%
02/01/2038	-			634,725	634,725		21,700,000	100.00%
08/01/2038	7,005,000	Term 1	5.85%	634,725	7,639,725	8,240,301	14,695,000	67.72%
02/01/2039	-			429,829	429,829		14,695,000	67.72%
08/01/2039	7,230,000	Term 1	5.85%	429,829	7,659,829	8,054,411	7,465,000	34.40%
02/01/2040	-			218,351	218,351		7,465,000	34.40%
08/01/2040	7,465,000	Term 1	5.85%	218,351	7,683,351	7,865,311	-	0.00%
\$ 21,700,000				\$ 25,415,910	\$ 47,115,910	\$ 47,010,123		

Revenue Bonds: Enterprise Funds

\$25,160,000
HILLSBOROUGH COUNTY, FLORIDA
Solid Waste and Resource Recovery Bond
Series 2013 (AMT)

DATED: May 8, 2013
DELIVERED: May 8, 2013

Initial Call Date / Price: 05/01/2018
True Interest Cost (TIC): 1.791167%
Arbitrage Yield: 1.791167%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	N/R	N/R
S&P	N/R	N/R
Fitch	N/R	N/R

PURPOSE

Fund the costs of acquiring, assembling, and initially distributing garbage and recycling roll carts.

SECURITY

A lien on solid waste and resource recovery System Net Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
03/01/2020	\$ -			\$ 94,950	\$ 94,950		\$ 10,603,000	42.14%
09/01/2020	2,580,000	Term 1	1.79%	94,950	2,674,950	2,766,049	8,023,000	31.89%
03/01/2021				71,846	71,846		8,023,000	31.89%
09/01/2021	2,627,000	Term 1	1.79%	71,846	2,698,846	2,766,771	5,396,000	21.45%
03/01/2022				48,321	48,321		5,396,000	21.45%
09/01/2022	2,674,000	Term 1	1.79%	48,321	2,722,321	2,766,651	2,722,000	10.82%
03/01/2023				24,376	24,376		2,722,000	10.82%
09/01/2023	2,722,000	Term 1	1.79%	24,376	2,746,376	2,766,688	-	0.00%
	\$ 10,603,000			\$ 478,985	\$ 11,081,985	\$ 11,066,160		

Revenue Bonds: Enterprise Funds

\$207,795,000
HILLSBOROUGH COUNTY, FLORIDA
Utility Revenue Bonds
Series 2016

DATED: July 26, 2016
DELIVERED: July 26, 2016
Initial Call Date / Price: 08/01/2020 100%
True Interest Cost (TIC) 2.833121%
Arbitrage Yield 2.722194%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aaa	N/R
S&P	AA+	N/R
Fitch	AAA	N/R

PURPOSE
Fund the costs of acquiring, constructing, expanding, renovating and demolishing certain facilities comprising the County's Utility System.

SECURITY
A lien on the County's Utility System Pledged Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<u>Coupon Date</u>	<u>Principal</u>	<u>Bond Type</u>	<u>Coupon Rate</u>	<u>Interest</u>	<u>Periodic Debt Service</u>	<u>Fiscal Year Debt Service</u>	<u>Outstanding Debt</u>	<u>Percent Outstanding</u>
02/01/2020	\$ -			\$ 3,393,013	\$ 3,393,013		\$ 207,795,000	100.00%
08/01/2020	3,195,000	Serial	1.50%	3,393,013	6,588,013	9,977,031	204,600,000	98.46%
02/01/2021	-			3,369,050	3,369,050		204,600,000	98.46%
08/01/2021	3,245,000	Serial	5.00%	3,369,050	6,614,050	9,969,579	201,355,000	96.90%
02/01/2022	-			3,287,925	3,287,925		201,355,000	96.90%
08/01/2022	3,405,000	Serial	5.00%	3,287,925	6,692,925	9,966,663	197,950,000	95.26%
02/01/2023	-			3,202,800	3,202,800		197,950,000	95.26%
08/01/2023	3,575,000	Serial	5.00%	3,202,800	6,777,800	9,965,704	194,375,000	93.54%
02/01/2024	-			3,113,425	3,113,425		194,375,000	93.54%
08/01/2024	3,755,000	Serial	5.00%	3,113,425	6,868,425	9,966,204	190,620,000	91.73%
02/01/2025	-			3,019,550	3,019,550		190,620,000	91.73%
08/01/2025	3,940,000	Serial	5.00%	3,019,550	6,959,550	9,962,683	186,680,000	89.84%
02/01/2026	-			2,921,050	2,921,050		186,680,000	89.84%
08/01/2026	4,140,000	Serial	4.00%	2,921,050	7,061,050	9,968,300	182,540,000	87.85%
02/01/2027	-			2,838,250	2,838,250		182,540,000	87.85%
08/01/2027	4,305,000	Serial	4.00%	2,838,250	7,143,250	9,967,150	178,235,000	85.77%
02/01/2028	-			2,752,150	2,752,150		178,235,000	85.77%
08/01/2028	4,475,000	Serial	3.00%	2,752,150	7,227,150	9,968,113	173,760,000	83.62%
02/01/2029	-			2,685,025	2,685,025		173,760,000	83.62%
08/01/2029	4,610,000	Serial	3.00%	2,685,025	7,295,025	9,968,525	169,150,000	81.40%
02/01/2030	-			2,615,875	2,615,875		169,150,000	81.40%
08/01/2030	4,745,000	Serial	3.00%	2,615,875	7,360,875	9,964,888	164,405,000	79.12%
02/01/2031	-			2,544,700	2,544,700		164,405,000	79.12%
08/01/2031	4,890,000	Serial	3.00%	2,544,700	7,434,700	9,967,175	159,515,000	76.77%
02/01/2032	-			2,471,350	2,471,350		159,515,000	76.77%
08/01/2032	5,035,000	Serial	4.00%	2,471,350	7,506,350	9,960,917	154,480,000	74.34%
02/01/2033	-			2,370,650	2,370,650		154,480,000	74.34%
08/01/2033	5,240,000	Serial	4.00%	2,370,650	7,610,650	9,963,833	149,240,000	71.82%
02/01/2034	-			2,265,850	2,265,850		149,240,000	71.82%
08/01/2034	5,450,000	Serial	4.00%	2,265,850	7,715,850	9,963,533	143,790,000	69.20%
02/01/2035	-			2,156,850	2,156,850		143,790,000	69.20%
08/01/2035	5,670,000	Serial	3.00%	2,156,850	7,826,850	9,969,525	138,120,000	66.47%
02/01/2036	-			2,071,800	2,071,800		138,120,000	66.47%
08/01/2036	5,835,000	Serial	3.00%	2,071,800	7,906,800	9,964,013	132,285,000	63.66%
02/01/2037	-			1,984,275	1,984,275		132,285,000	63.66%
08/01/2037	6,010,000	Serial	3.00%	1,984,275	7,994,275	9,963,525	126,275,000	60.77%
02/01/2038	-			1,894,125	1,894,125		126,275,000	60.77%
08/01/2038	7,525,000	Serial	3.00%	1,894,125	9,419,125	11,294,438	118,750,000	57.15%
02/01/2039	-			1,781,250	1,781,250		118,750,000	57.15%
08/01/2039	7,750,000	Serial	3.00%	1,781,250	9,531,250	11,293,125	111,000,000	53.42%
02/01/2040	-			1,665,000	1,665,000		111,000,000	53.42%
08/01/2040	7,980,000	Serial	3.00%	1,665,000	9,645,000	11,290,050	103,020,000	49.58%
02/01/2041	-			1,545,300	1,545,300		103,020,000	49.58%
08/01/2041	15,925,000	Serial	3.00%	1,545,300	17,470,300	18,975,788	87,095,000	41.91%
02/01/2042	-			1,306,425	1,306,425		87,095,000	41.91%
08/01/2042	16,405,000	Serial	3.00%	1,306,425	17,711,425	18,976,838	70,690,000	34.02%
02/01/2043	-			1,060,350	1,060,350		70,690,000	34.02%

Revenue Bonds: Enterprise Funds

\$207,795,000
HILLSBOROUGH COUNTY, FLORIDA
Utility Revenue Bonds
Series 2016

DATED: July 26, 2016
DELIVERED: July 26, 2016
Initial Call Date / Price: 08/01/2020 100%
True Interest Cost (TIC) 2.833121%
Arbitrage Yield 2.722194%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aaa	N/R
S&P	AA+	N/R
Fitch	AAA	N/R

PURPOSE
Fund the costs of acquiring, constructing, expanding, renovating and demolishing certain facilities comprising the County's Utility System.

SECURITY
A lien on the County's Utility System Pledged Revenues. The Bonds do not constitute general obligation or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
08/01/2043	\$ 16,895,000	Serial	3.00%	1,060,350	\$ 17,955,350	\$ 18,973,463	\$ 53,795,000	25.89%
02/01/2044				806,925	806,925		53,795,000	25.89%
08/01/2044	17,405,000	Serial	3.00%	806,925	18,211,925	18,975,338	36,390,000	17.51%
02/01/2045				545,850	545,850		36,390,000	17.51%
08/01/2045	17,925,000	Serial	3.00%	545,850	18,470,850	18,971,888	18,465,000	8.89%
02/01/2046				276,975	276,975		18,465,000	8.89%
08/01/2046	18,465,000	Serial	3.00%	276,975	18,741,975	18,972,788	-	0.00%
	\$ 207,795,000			\$ 119,891,575	\$ 327,686,575	\$ 327,121,073		

Revenue Bonds: Enterprise Funds

\$89,010,000

HILLSBOROUGH COUNTY, FLORIDA

Solid Waste and Resource Recovery Revenue Bonds

Series 2016A (AMT)

DATED:	November 21, 2016	Ratings	Underlying	Insured
DELIVERED:	November 21, 2016	Moody's	A1	N/R
Initial Call Date / Price:	09/01/2026 100%	S&P	AA+	N/R
True Interest Cost (TIC):	2.937660% (Series 2016A & 2016B)	Fitch	A+	N/R
Arbitrage Yield:	2.598037% (Series 2016A & 2016B)			

PURPOSE
 Funds to refund all of the County's outstanding Solid Waste Resource Recovery Bonds, Series 2006A (AMT) and fund the series 2016 Reserve Account in an amount equal to a portion of the Series 2016 Reserve Requirement.

SECURITY
 A lien on Solid Waste and Resource Recovery System net revenues. The Bonds do not constitute general obligation or indebtedness of the County.

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	Fiscal Year Debt Service	Outstanding Debt	Percent Outstanding
03/01/2020	\$ -			\$ 1,856,625	\$ 1,856,625		\$ 76,005,000	85.39%
09/01/2020	5,185,000	Serial	5.00%	1,856,625	7,041,625	8,876,646	70,820,000	79.56%
03/01/2021				1,727,000	1,727,000		70,820,000	79.56%
09/01/2021	5,440,000	Serial	5.00%	1,727,000	7,167,000	8,871,333	65,380,000	73.45%
03/01/2022				1,591,000	1,591,000		65,380,000	73.45%
09/01/2022	5,715,000	Serial	5.00%	1,591,000	7,306,000	8,873,188	59,665,000	67.03%
03/01/2023				1,448,125	1,448,125		59,665,000	67.03%
09/01/2023	6,000,000	Serial	5.00%	1,448,125	7,448,125	8,871,250	53,665,000	60.29%
03/01/2024				1,298,125	1,298,125		53,665,000	60.29%
09/01/2024	6,300,000	Serial	5.00%	1,298,125	7,598,125	8,870,000	47,365,000	53.21%
03/01/2025				1,140,625	1,140,625		47,365,000	53.21%
09/01/2025	6,620,000	Serial	5.00%	1,140,625	7,760,625	8,873,667	40,745,000	45.78%
03/01/2026				975,125	975,125		40,745,000	45.78%
09/01/2026	6,785,000	Serial	5.00%	975,125	7,760,125	8,706,979	33,960,000	38.15%
03/01/2027				805,500	805,500		33,960,000	38.15%
09/01/2027		-	5.00%	805,500	805,500	1,611,000	33,960,000	38.15%
03/01/2028				805,500	805,500		33,960,000	38.15%
09/01/2028		-	5.00%	805,500	805,500	1,611,000	33,960,000	38.15%
03/01/2029				805,500	805,500		33,960,000	38.15%
09/01/2029		-	5.00%	805,500	805,500	1,611,000	33,960,000	38.15%
03/01/2030				805,500	805,500		33,960,000	38.15%
09/01/2030	1,725,000	Serial	5.00%	805,500	2,530,500	3,328,813	32,235,000	36.22%
03/01/2031				762,375	762,375		32,235,000	36.22%
09/01/2031	7,395,000	Serial	5.00%	762,375	8,157,375	8,888,938	24,840,000	27.91%
03/01/2032				577,500	577,500		24,840,000	27.91%
09/01/2032	7,800,000	Serial	5.00%	577,500	8,377,500	8,922,500	17,040,000	19.14%
03/01/2033				382,500	382,500		17,040,000	19.14%
09/01/2033	8,340,000	Serial	5.00%	382,500	8,722,500	9,070,250	8,700,000	9.77%
03/01/2034				174,000	174,000		8,700,000	9.77%
09/01/2034	8,700,000	Serial	4.00%	174,000	8,874,000	9,019,000	-	0.00%
\$ 76,005,000				\$ 30,310,000	\$ 106,315,000	\$ 106,005,563		

Revenue Bonds: Enterprise Funds

\$25,220,000

HILLSBOROUGH COUNTY, FLORIDA

Solid Waste and Resource Recovery Revenue Bonds

Series 2016B (NON-AMT)

DATED:	November 21, 2016		Ratings	Underlying	Insured
DELIVERED:	November 21, 2016		Moody's	A1	N/R
Initial Call Date / Price:	09/01/2026 100%		S&P	AA+	N/R
True Interest Cost (TIC):	2.937660% (Series 2016A & 2016B)		Fitch	A+	N/R
Arbitrage Yield:	2.598037% (Series 2016A & 2016B)				

PURPOSE
 Funds to refund all of the County's outstanding Solid Waste and Resource Recovery Revenue Bonds, Series 2006B (NON-AMT) and fund the Series 2016 Reserve account in an amount equal to a portion of the Series 2016 Reserve Requirement.

SECURITY
 A lien on Solid Waste and Resource Recovery System net revenues. The Bonds do not constitute general obligation or indebtedness of the County.

Coupon Date	Principal	Bond Type	Coupon Rate	Interest	Periodic Debt Service	Fiscal Year Debt Service	Outstanding Debt	Percent Outstanding
03/01/2020	\$ -			\$ 630,500	\$ 630,500		\$ 25,220,000	100.00%
09/01/2020				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2021				630,500	630,500		25,220,000	100.00%
09/01/2021				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2022				630,500	630,500		25,220,000	100.00%
09/01/2022				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2023				630,500	630,500		25,220,000	100.00%
09/01/2023				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2024				630,500	630,500		25,220,000	100.00%
09/01/2024				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2025				630,500	630,500		25,220,000	100.00%
09/01/2025				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2026				630,500	630,500		25,220,000	100.00%
09/01/2026				630,500	630,500	1,261,000	25,220,000	100.00%
03/01/2027				630,500	630,500		25,220,000	100.00%
09/01/2027	6,260,000	Serial	5.00%	630,500	6,890,500	7,494,917	18,960,000	75.18%
03/01/2028				474,000	474,000		18,960,000	75.18%
09/01/2028	6,580,000	Serial	5.00%	474,000	7,054,000	7,500,583	12,380,000	49.09%
03/01/2029				309,500	309,500		12,380,000	49.09%
09/01/2029	6,905,000	Serial	5.00%	309,500	7,214,500	7,495,229	5,475,000	21.71%
03/01/2030				136,875	136,875		5,475,000	21.71%
09/01/2030	5,475,000	Serial	5.00%	136,875	5,611,875	5,725,938	-	0.00%
	\$ 25,220,000			\$ 11,928,750	\$ 37,148,750	\$ 37,043,667		

Revenue Bonds: Debt Issued by Independent Authorities

The Tampa Sports Authority (TSA) has issued debt to finance a multipurpose arena (“Amalie Arena”, formerly known as the Tampa Bay Times Forum, St. Pete Times Forum and as the Ice Palace) and a community stadium (“Raymond James Stadium”). This debt is primarily secured by certain revenues of the County as described in more detail below. As of September 30, 2019, \$69,725,000 of TSA-issued bonds related to these facilities are outstanding.

ARENA BONDS

Currently the TSA does not have any debt outstanding related to the Amalie Arena (the multipurpose arena). However, the County issued direct debt (refunding revenue bonds) to defease TSA bonds related to the arena in order to achieve debt service savings. That debt is still outstanding and is described more fully in the section of this report titled “Revenue Bonds: Non Enterprise/ Non-ad Valorem”. A history of all financing transactions related to the arena is presented here for informational purposes:

The TSA issued its \$27,685,000 Special Purpose Bonds, Series 1995 (the 1995 County-supported Bonds), and its \$17,020,000 Taxable Surcharge Bonds, Series 1995 (the 1995 Surcharge Bonds) in order to finance a portion of the cost to construct the multipurpose arena then known as the Ice Palace. The 1995 Surcharge Bonds were subsequently refunded for debt service savings by the County’s Arena Refunding Revenue Bonds, Series 2005 (the 2005 Bonds), which were then refunded by the Tampa Bay Arena Refunding Revenue Note, Series 2015. The 2015 Note is secured by a covenant to budget and appropriation of County non-ad valorem revenues. The 5th Cent Tourist Development Tax is the primary payment source for the Series 2015 Bonds.

The 1995 County-supported Bonds were refunded for debt service savings by TSA’s \$30,185,000 County Interlocal Payments Refunding Revenue Bonds, Series 1998 (the 1998 Bonds). The 1998 bonds were, in turn, refunded by the County-issued Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2006A (the Series 2006A Bonds). In addition, on December 19, 2006, the County also issued new money bonds, the Fifth Cent Tourist Development Tax Improvement Revenue Bonds, Series 2006B (the Series 2006B Bonds), to pay for certain capital improvements to the arena. In 2016 the county refunded the outstanding Series 2006A Bonds with the Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2016 (the “Series 2016 Bonds”) for debt service savings. The Series 2016 Bonds are secured solely by the 5th Cent Tourist Development Tax. The above referenced Series 2006B Bonds have been paid off.

The County expects that the 5th Cent Tourist Tax will produce sufficient revenues to pay debt service on the outstanding Series 2015 Note and 2016 bonds.

STADIUM BONDS

Currently, the TSA has two debt issues outstanding, both issued in 2015, that are related to Raymond James Stadium (the community stadium): the **Series 2015 Tampa Sports Authority Florida Sales Tax Payments Refunding Revenue Bonds (Stadium Project)** (the “2015 FST Bonds”), and the **Series 2015 Tampa Sports Authority Local Option Sales Tax Refunding Revenue Bonds** (the “2015 LOST Bonds”). In addition, the County has issued direct debt to refund a portion of the TSA’s outstanding stadium debt and to raise money for certain other capital projects. A history of the TSA transactions related to the stadium is presented here for informational purposes.

On July 10, 1997, the TSA issued three series of bonds as part of the plan of finance for the construction of a new professional sports franchise community stadium: the Series 1997 Local Option Sales Tax Revenue Bonds (Stadium Project) (the “1997 LOST Bonds”), the Series 1997 Florida Sales Tax Payments Revenue Bonds (Stadium Project) (the “1997 FST Bonds”), and the Series 1997B Tourist Development Tax Revenue Bonds (Stadium Project) (the “1997B TDT Bonds”). The 1997 LOST Bonds, the 1997 FST Bonds, and the 1997B TDT Bonds have since been refunded. (The TSA also issued its Series 1997A Tourist Development Tax Revenue Bonds on July 10, 1997, for the purpose of refunding its outstanding Series 1977 Refunding Revenue Bonds. The Series 1997A Bonds were **not** issued as part of the plan of finance for the construction of the new community stadium.)

The 1997 LOST Bonds were issued in the amount of \$148,945,000 to partially fund the acquisition, construction and equipping of a new professional sports franchise stadium and related parking facilities, as well as demolition of the then-existing stadium. The Bonds were secured by and repaid from CIT revenues. The 1997 LOST Bonds were subsequently refunded in November 2005 by the TSA Series 2005 LOST Bonds in the amount of \$114,865,000 (the “2005 LOST Bonds”); the 2005 LOST Bonds were subsequently refunded in January 2015 by the TSA Series 2015 LOST Bonds in the amount of \$63,020,000.

The 1997 FST Bonds were issued in the amount of \$30,010,000 to partially fund the acquisition, construction and equipping of a new professional sports franchise stadium and related parking facilities. The Bonds were secured by and repaid from sales tax revenues distributable to the County by the State of Florida pursuant to Sections 288.1162 and 212.20(6)(g)5.a, Florida Statutes, as amended. The 1997 FST Bonds were subsequently refunded in November 2005 by the TSA Series 2005 FST Bonds in the amount of \$27,015,000; the 2005 FST Bonds were subsequently refunded in January 2015 by the TSA Series 2015 FST Bonds in the amount of \$19,240,000.

The 1997B TDT Bonds were issued in the amount of \$11,190,000 to partially finance the acquisition, construction

Revenue Bonds: Debt Issued by Independent Authorities

and equipping of a new professional sports franchise stadium and related parking facilities, as well as demolition of the then-existing stadium. The Bonds were secured by and repaid from an additional one percent tourist development tax levied by the County pursuant to Section 125.0104(3)(l), Florida Statutes (the 4th Cent of the County's levied Tourist Development Tax). The 1997B TDT Bonds were subsequently refunded in December 2006 by the County's Series 2006 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds in the amount of \$18,270,000 (the "2006 TDT Bonds"). In addition to providing the funds necessary to refund the 1997B TDT Bonds, the 2006 TDT Bonds provided the

County with funding necessary to finance the acquisition and/or construction of certain capital improvements to Steinbrenner Field (formerly known as "Legends Field") and to fund a grant to the City of Tampa to pay for certain capital improvements to the Tampa Convention Center. The 2006 TDT Bonds were subsequently refunded by the 2017A TDT Bonds in January 2017. The 4th Cent Tourist Development Tax is the sole security pledge and payment source for the 2017A TDT Bonds. Please see Revenue Bonds: Non-Enterprise/Non-Ad Valorem for more details on the 2017A TDT Bonds.

<u>Amount Outstanding FYE 2019</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/Underlying Ratings¹</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Tampa Sports Authority Debt</u>						
\$13,125,000	01/06/2015	\$19,240,000 Tampa Sports Authority Florida Sales Tax Payments Refunding Revenue Bonds (Stadium Project) Series 2015	Sales Tax Receipts pursuant to Florida Statutes	Aaa/AAA/AAA Aa3/AA+/AA+	None	01/01/27
<u>\$56,600,000</u>	01/06/2015	\$63,020,000 Tampa Sports Authority Local Option Sales Tax Refunding Revenue Bonds (Stadium Project) Series 2015	The Authority Share of Local Option Infrastructure Surtax (Community Investment Tax "CIT")	Aaa/AAA/AAA Aa3/A+/AA-	None	01/01/27
<u>Total Tampa Sports Authority Debt</u>						
\$69,725,000		Grand total				

¹ Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

Revenue Bonds: Debt Issued by Independent Authorities

As of 9/30/2019

AGGREGATE DEBT SERVICE SCHEDULE

<i>Fiscal Year</i>	<i>Principal*</i>	<i>Interest*</i>	<i>Debt Service*</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding ⁽¹⁾</i>
2020	\$ 7,695,000	\$ 3,067,300	\$ 10,762,300	\$ 62,030,000	88.96%
2021	8,075,000	2,677,900	10,752,900	53,955,000	77.38%
2022	8,465,000	2,281,500	10,746,500	45,490,000	65.24%
2023	8,870,000	1,865,900	10,735,900	36,620,000	52.52%
2024	9,295,000	1,434,575	10,729,575	27,325,000	39.19%
2025	9,730,000	996,100	10,726,100	17,595,000	25.23%
2026	10,175,000	536,650	10,711,650	7,420,000	10.64%
2027	7,420,000	143,475	7,563,475	-	0.00%
	\$ 69,725,000	\$ 13,003,400	\$ 82,728,400		

* Represents payments to bond holders by independent authorities. County's portion of these payments is paid on an accrual basis and is reported on the individual debt service schedules.

⁽¹⁾ Percentage of Amount Outstanding at fiscal year end 2019

Revenue Bonds: Debt Issued by Independent Authorities

\$63,020,000
TAMPA SPORTS AUTHORITY
 Local Option Sales Tax Refunding Revenue Bonds (Stadium Project)
 Series 2015

DATED: January 6, 2015
DELIVERED: January 6, 2015
 Initial Call Date / Price: 01/01/2026 100%
 True Interest Cost (TIC): 4.4016910%
 Arbitrage Yield: 4.3544360%

<u>Ratings</u>	<u>Underlying</u>	<u>Insured</u>
Moody's	Aa2	None
S&P	AA+	None
Fitch	AA+	None

PURPOSE
 To advance refund the Tampa Sports Authority local Option Sales Tax Revenue Bonds (Stadium Project), Series 2005 which were issued as a part of the plan of finance in connection with Raymond James Stadium.

SECURITY
 Tampa Sports Authority share of Local Option Infrastructure Surtax (Community Investment Tax, "CIT").

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>County's</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
						<i>Fiscal Year Debt Service*</i>		
01/01/2020	\$ 6,160,000	Serial	5.00%	\$ 1,382,825	\$ 7,542,825		\$ 50,440,000	80.04%
07/01/2020			5.00%	1,228,825	1,228,825	8,771,650	50,440,000	80.04%
01/01/2021	6,470,000	Serial	5.00%	1,228,825	7,698,825		43,970,000	69.77%
07/01/2021			5.00%	1,067,075	1,067,075	8,765,900	43,970,000	69.77%
01/01/2022	6,790,000	Serial	5.00%	1,067,075	7,857,075		37,180,000	59.00%
07/01/2022			5.00%	897,325	897,325	8,754,400	37,180,000	59.00%
01/01/2023	7,130,000	Serial	5.00%	897,325	8,027,325		30,050,000	47.68%
07/01/2023			5.00%	719,075	719,075	8,746,400	30,050,000	47.68%
01/01/2024	7,490,000	Serial	5.00%	719,075	8,209,075		22,560,000	35.80%
07/01/2024			5.00%	531,825	531,825	8,740,900	22,560,000	35.80%
01/01/2025	7,865,000	Serial	5.00%	531,825	8,396,825		14,695,000	23.32%
07/01/2025			5.00%	335,200	335,200	8,732,025	14,695,000	23.32%
01/01/2026	8,260,000	Serial	5.00%	335,200	8,595,200		6,435,000	10.21%
07/01/2026			5.00%	128,700	128,700	8,723,900	6,435,000	10.21%
01/01/2027	6,435,000	Serial	4.00%	128,700	6,563,700		-	0.00%
07/01/2027				-	-	6,563,700	-	0.00%
\$ 56,600,000				\$ 11,198,875	\$ 67,798,875	\$ 67,798,875		

Revenue Bonds: Debt Issued by Independent Authorities

\$19,240,000

TAMPA SPORTS AUTHORITY

Florida Sales Tax Payments Refunding Revenue Bonds (Stadium Project)

Series 2015

DATED: January 6, 2015

DELIVERED: January 6, 2015

Initial Call Date / Price: 01/01/2015 100%

True Interest Cost (TIC): 5.5206184%

Arbitrage Yield: 5.4636000%

Ratings

Moody's

S&P

Fitch

Underlying

Aa2

AA+

AA+

Insured

None

None

None

PURPOSE

To advance refund the Tampa Sports Authority Florida Sales Tax Payments Revenue Bonds (Stadium Project), Series 2005 which were issued as a part of the plan of finance in connection with Raymond James Stadium.

SECURITY

State Sales Tax receipts pursuant to the Florida Statutes.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>County's Fiscal Year Debt Service*</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
01/01/2020	\$ 760,000	Serial	5.00%	\$ 237,325	\$ 997,325		\$ 12,365,000	64.27%
07/01/2020	775,000	Serial	5.00%	218,325	993,325	1,990,650	11,590,000	60.24%
01/01/2021	795,000	Serial	4.00%	198,950	993,950		10,795,000	56.11%
07/01/2021	810,000	Serial	4.00%	183,050	993,050	1,987,000	9,985,000	51.90%
01/01/2022	830,000	Serial	4.00%	166,850	996,850		9,155,000	47.58%
07/01/2022	845,000	Serial	4.00%	150,250	995,250	1,992,100	8,310,000	43.19%
01/01/2023	860,000	Serial	4.00%	133,350	993,350		7,450,000	38.72%
07/01/2023	880,000	Serial	4.00%	116,150	996,150	1,989,500	6,570,000	34.15%
01/01/2024	895,000	Serial	3.00%	98,550	993,550		5,675,000	29.50%
07/01/2024	910,000	Serial	3.00%	85,125	995,125	1,988,675	4,765,000	24.77%
01/01/2025	925,000	Serial	3.00%	71,475	996,475		3,840,000	19.96%
07/01/2025	940,000	Serial	3.00%	57,600	997,600	1,994,075	2,900,000	15.07%
01/01/2026	950,000	Serial	3.00%	43,500	993,500		1,950,000	10.14%
07/01/2026	965,000	Serial	3.00%	29,250	994,250	1,987,750	985,000	5.12%
01/01/2027	985,000	Serial	3.00%	14,775	999,775		-	0.00%
07/01/2027				-	-	999,775	-	0.00%
	\$ 13,125,000			\$ 1,804,525	\$ 14,929,525	\$ 14,929,525		

Special Assessment Revenue Bonds

During fiscal 2015, the County redeemed its Reclaimed Water Special Assessment Revenue Bonds, Series 2000 as well as its Capacity Assessment Special Assessment Revenue Bonds, Series 2000. In addition, the County refunded its Capacity Assessment Special Assessment Revenue Bonds, Series 2006 for debt service savings. Special assessment debt is not considered to be "County debt" because it is secured solely by special assessments and liens on the property comprising the respective assessment districts which benefit from the improvements funded by the debt. Accordingly, special assessment debt is not included in any of the debt summaries presented earlier in this report.

WATER AND WASTEWATER

The Capacity Assessment Special Assessment Refunding Revenue Note, Series 2015 was issued in the amount of \$42,835,000 on September 4, 2015. The Series 2015 Note was issued to advance refund the outstanding Capacity Assessment Special Assessment Revenue Bonds, Series 2006. The Series 2015 Note is payable solely from non-ad valorem assessments levied and collected annually in conjunction with real property taxes.

<u>Amount Outstanding FYE 2019</u>	<u>Dated Date</u>	<u>Issue</u>	<u>Security</u>	<u>Insured/ Underlying Ratings ¹</u>	<u>Bond Insurance</u>	<u>Final Maturity</u>
<u>Special Assessment Revenue Bonds</u>						
\$9,265,000	9/04/2015	\$42,835,000 Capacity Assessment Special Assessment Refunding Revenue Note, Series 2015	Non-Ad Valorem Special Capacity Assessment	Aaa/AAA/NR A3/A+/NR	FSA	03/01/21
<u>Total Special Assessment Revenue Bonds</u>						
\$9,265,000		Grand total				

¹ Underlying ratings: Moody's/Standard & Poor's/Fitch Ratings

Revenue Bonds: Special Assessment

As of 9/30/2019

AGGREGATE DEBT SERVICE SCHEDULE

<i>Fiscal Year</i>	<i>Principal</i>	<i>Interest</i>	<i>Fiscal Year Debt Service</i>	<i>Outstanding Debt (FYE)</i>	<i>Percent Outstanding</i> ⁽¹⁾
2020	\$ 8,540,000	\$ 83,417	\$ 8,623,417	\$ 725,000	7.83%
2021	725,000	6,054	731,054	-	0.00%
	\$ 9,265,000	\$ 89,470	\$ 9,354,470		

⁽¹⁾ Percentage of Amount Outstanding at fiscal year end 2019

Revenue Bonds: Special Assessment

\$42,835,000

HILLSBOROUGH COUNTY, FLORIDA

Capacity Assessment Special Assessment Revenue Note

Series 2015

DATED:	September 4, 2015	Ratings	Underlying	Insured
DELIVERED:	September 4, 2015	Moody's	None	None
Initial Call Date / Price:	Not subject to Optional Redemption prior to maturity.	S&P	None	None
True Interest Cost (TIC):	1.670023%	Fitch	None	None
Arbitrage Yield:	1.670023%			

PURPOSE
To refund the County's outstanding Capacity Assessment Special Assessment Revenue Bonds, Series 2006

SECURITY
Non-Ad Valorem Special Capacity Assessments levied within the beneficial Capacity Assessment Units set forth in the Bond Resolution. The bonds shall not constitute general obligations or indebtedness of the County.

<i>Coupon Date</i>	<i>Principal</i>	<i>Bond Type</i>	<i>Coupon Rate</i>	<i>Interest</i>	<i>Periodic Debt Service</i>	<i>Fiscal Year Debt Service**</i>	<i>Outstanding Debt</i>	<i>Percent Outstanding</i>
03/01/2020	8,540,000		1.67%	\$ 77,363	\$ 8,617,362.75		725,000	1.69%
09/01/2020				6,054	6,054	8,623,417	725,000	1.69%
03/01/2021	725,000		1.67%	6,054	731,054		-	0.00%
09/01/2021				-	-	731,054	-	0.00%
	\$ 9,265,000			\$ 89,470	\$ 9,354,470	\$ 9,354,470		

** Modified Accrual Basis

Explanation of Types of Debt Issued by the County

REVENUE DEBT: BONDS, NOTES AND GOVERNMENTAL LOANS

The issuance of revenue debt is usually subject to fewer, less severe restrictions than are imposed on general obligation debt. This is because the purpose of such restrictions is to minimize the loss of popular control over the public purse (i.e., to protect future taxpayers against heavy tax burdens they must bear without their consent). Since the County cannot be compelled to levy taxes or fees, other than those specific taxes or fees pledged to revenue debt, future taxpayers are not burdened with the debt service associated with revenue debt. Therefore, the same level of restrictions is not necessary. Nevertheless, in the case where a revenue source such as a sales tax or franchise fee flows to the General Fund to offset operating expenses, the utilization of such revenues as a security pledge for bond indebtedness will have a direct impact on General Fund revenues. Thus, in order to maintain the same level of general services, the issuer may need to identify other supplemental revenues or reduce operating costs.

Self-Supporting Revenue Debt. The source of funds securing an issuance of self-supporting revenue debt is usually the receipts from the operation of a facility or enterprise (e.g. a solid waste resource recovery facility or utility system) built with bond proceeds. As such revenues are received, they immediately become subject to the pledge established by the indenture or resolution that such revenues are received by the issuer to: (i) be held in trust for the benefit of the bond or note holder; and, (ii) be applied solely as specified in the indenture or resolution. In accordance with this quasi-fiduciary relationship, it is provided that, upon receipt of the revenues, they are to be deposited into a Trust Fund which is usually deemed the "Revenue Fund."

As stated above, repayment of revenue debt is dependent upon a particular source of funds, not upon any general governmental commitment to provide the amount needed for payment. Therefore, it is essential that the funds flowing from such a revenue source be allocated exclusively for such payment, for building required reserves, and for operating the project or program which generated the funds. Surplus funds may be applied for other uses. Such exclusive allocation is achieved by means of: (1) formally pledging all funds flowing from the source as security for the bonds or notes; (2) specifying the manner of its application, including restrictions on the alternative application of any surplus; and, (3) covenanting not to apply any such funds except as so specified. Most bond or note resolutions

include a requirement that the issuer (such as the County's water/wastewater utility system) charge rates high enough to produce system revenues sufficient to pay not only operating expenses and debt service, but also to provide an adequate margin to protect bond or note holders should there be an unforeseen revenue shortfall. Most such margins are in the range of 25% to 40% of annual debt service, depending primarily on the strength of the revenue source.

Commercial Paper. The most common type of Commercial Paper (CP) is short-term, unsecured promissory notes issued by organizations of recognized credit quality. While corporations usually issue CP on an unsecured basis, legal differences normally require that municipal issuers secure CP with a specific pledge. CP is issuable in virtually any amount at any time on very short notice. The dollar amount of each maturity is usually tailored to the needs of the issuer on the date the notes are brought to market. Virtually all municipal CP is supported by a credit facility from a commercial bank (e.g. letter of credit). The funds available under this credit facility are generally sufficient to pay the outstanding principal of and interest on the CP. Bank-support facilities can take various forms.

Credit ratings by at least one of the major rating agencies (Moody's, Standard & Poor's, Fitch) are essential to enable a CP issuer to reach a broad range of investors, obtain competitive interest rates and be able to issue CP in amounts consistent with its overall program. The best or "prime" ratings are P-1 by Moody's, A-1+ by Standard & Poor's and F-1+ by Fitch, which are the ratings of the County's CP.

CP has many advantages when used in a suitable borrowing situation. Relative to other short-term financing options, the short average maturity of CP results in significant interest rate savings in most economic environments. The effect of this lower average interest rate is a decrease in the overall borrowing costs of the County. Principal amounts and maturities ranging from 1 to 270 days can be tailored to meet the County's changing financial needs in amounts up to the Board authorized limit established by the CP resolution. Finally, CP has the lowest issuance costs of any long- or short-term, public or private placement financing alternative.

Debt Capacity Analysis

Table 1

**Hillsborough County
Debt Capacity Analysis
Non Enterprise Debt Secured by Major Revenues
(Amounts in 000s)
General Governmental Use**

Description	Local Government Half Cent Sales Tax ^(1,8)	Guaranteed Entitlement ⁽²⁾	Communications Services Tax ⁽⁹⁾	County Share Community Investment Tax (CIT) ^(1,4)
<i>FYE 9/30/19 Revenues ⁽³⁾</i>	\$ 113,955	\$ 6,752	\$ 18,788	\$ 65,329
<u>Existing Debt (Maximum Annual Debt Service)</u>				
\$38,130,000 Series 2012 A CIT Refunding Revenue Bonds	-	-	-	3,972
\$51,625,000 Series 2012 B CIT Refunding Revenue Bonds	-	-	-	5,923
\$67,445,000 Series 2012 CIP Revenue Bonds	5,580			
\$67,800,000 Series 2015 CST Revenue Bond			4,053	
\$139,215,000 Series 2015 CIT Refunding Bonds	-	-	-	20,726
\$18,185,000 Series 2016 Capital Improvement Program Refunding Revenue Bonds	2,748			
\$27,216,000 Series 2017 CIP Revenue Note	6,666			
\$61,135,000 Series 2018 CIT Refunding Bonds	-	-	-	28,700
Total Maximum Annual Debt Service	\$ 14,994	\$ -	\$ 4,053	\$ 59,320
Available Revenues ⁽⁵⁾	\$ 98,962	\$ 6,752	\$ 14,735	\$ 6,009
Estimated Unused Revenue Debt Capacity ^(6,7)	\$ 1,065,398	\$ 89,217	\$ 89,233	\$ 28,195

(1) Assumes a 1.35 X Coverage Requirement.

(2) Assumes a 1.10 X Coverage Requirement; Pursuant to the Revenue Sharing Act, commencing July 1, 2004, the County can assign, pledge or set aside as a trust for debt service on bonds or other indebtedness, an amount up to 50% of its Revenue Sharing Moneys received in the prior state fiscal year.

(3) Source: Hillsborough County Clerk of the Circuit Court.

(4) The County's share of such revenues is determined by Florida Statutes 218.62 to be about 73.8525% of collections after the following deductions: 25% of total collections are paid to the Hillsborough County School District and, on average, about \$9,685,000 is paid to the Tampa Sports Authority, all as set forth in the Interlocal Agreement for Distribution of Community Investment Tax dated July 17, 1996 between the County, the School District, and the Cities of Tampa, Temple Terrace and Plant City.

(5) Revenues less Maximum Annual Debt Service.

(6) Assumes AAA/AAA rated debt with average interest rate of 5.5%. Estimated Unused Revenue Debt Capacity is determined by dividing Available Revenues by the applicable coverage factor, and then calculating the amount of debt which can be supported by those revenues assuming the 5.5% average interest rate and a 30 year amortization of debt for Half-Cent Sales Tax, Communication Services Tax and for Guaranteed Entitlement, and 8 years for CIT.

(7) Capacity exceeds amount available to fund projects by amount necessary to pay financing costs and fund reserve accounts.

(8) Local government half-cent sales tax revenues are used to pay debt service on other debt including bonds secured by the County's covenant to budget and appropriate from non-ad valorem revenues, such as: the Capital Improvement Non-Ad Valorem Refunding Revenue Note, Series 2017 (Warehouse and Sheriff's Facilities Project) and the Tax-Exempt Commercial Paper.

(9) Assumes a 1.50 X Coverage Requirement; only 62.5% of the Communications Services Tax is available for additional bonding capacity given 37.5% of it has been committed for public safety uses.

Debt Capacity Analysis

Table 2

**Hillsborough County
Debt Capacity Analysis
Non Enterprise Fund Debt
(Amounts in 000s)
Road/Transportation Related Use**

Description	Voted Fuel Tax (9th Cent) ⁽¹⁾	Local Option Fuel Tax (6th Cent) ⁽²⁾	County Fuel Tax (7th Cent)	Constitutional Fuel Tax ⁽⁴⁾	
				20%	80%
<i>FYE 9/30/19 Revenues ⁽³⁾</i>	\$ 7,537	\$ 28,595	\$ 5,515	\$ 2,499	\$ 9,997
<u>Existing Debt (Maximum Annual Debt Service)</u>					
None Outstanding	-	-	-	-	-
Total Maximum Annual Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
Available Revenues ⁽⁵⁾	\$ 7,537	\$ 28,595	\$ 5,515	\$ 2,499	\$ 9,997
Estimated Unused Revenue Debt Capacity ^(6,7)	N/A	\$ 260,781	\$ 50,294	\$ 22,793	\$ 91,172

(1) The funds are used for operational expenses only and therefore, not used for the calculation of debt capacity.

(2) For Transportation related expenses, including reduction of bonded indebtedness.

(3) Source: Hillsborough County Clerk of the Circuit Court.

(4) For acquisition, construction and maintenance of roads.

(5) Revenues less Maximum Annual Debt Service.

(6) Capacity exceeds amount available to fund projects by amount necessary to pay financing costs and fund reserve accounts.

(7) Assumes Aaa/AAA rated, 25 year issue with average interest rate of 5.3% and 1.5X coverage requirement. Estimated Unused Revenue Debt Capacity is determined by dividing Available Revenues by the applicable coverage factor, and then calculating the amount of debt which can be supported by those revenues assuming the 5.3% average interest rate and a 25 year amortization of debt.

Debt Capacity Analysis

Table 3

**Hillsborough County
Debt Capacity Analysis
Non Enterprise Fund Debt
(Amounts in 000s)
Restricted Revenues**

Description	Tourist Development Tax (4th Cent) ⁽¹⁾	Tourist Development Tax (5th Cent) ⁽²⁾
FYE 9/30/19 Revenues ⁽³⁾	\$ 7,005	\$ 7,005
<u>Existing Debt (Maximum Annual Debt Service)</u>		
\$12,875,000 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2017A	1,073	
\$22,020,000 Fourth Cent Tourist Development Tax Refunding and Improvement Revenue Bonds, Series 2017B	1,553	
\$39,075,000 Fifth Cent Tourist Development Tax Refunding Revenue Bonds, Series 2016	-	2,087
Total Maximum Annual Debt Service	\$ 2,626	\$ 2,087
Available Revenues ⁽⁴⁾	\$ 4,379	\$ 4,918
Estimated Unused Revenue Debt Capacity ⁽⁵⁾	\$ 42,429	\$ 47,648

(1) These revenues are also used to pay debt service on that portion of the Series 2016 Capital Improvement Program Refunding Revenue Bonds that refunded the Series 2006 Capital Improvement Program Refunding Revenue Bonds which refunded the Series 1996 Capital Improvement Program Refunding Revenue Bonds in FY06, which originally financed George M. Steinbrenner Field (formerly known as Legends Field), the spring training facility for the New York Yankees.

(2) These revenues are also used to pay debt service on that portion of the Series 2015 Tampa Bay Arena Refunding Revenue Note, which refunded the Series 2005 Tampa Bay Arena Refunding Revenue Bonds, which in turn refunded the Series 1995 Bonds originally financing Tampa Bay Arena Project.

(3) Source: Hillsborough County Clerk of the Circuit Court.

(4) Revenues less Maximum Annual Debt Service.

(5) Assumes Aaa/AAA rated, 30 year debt with average interest rate of 5.5%. Estimated Unused Revenue Debt Capacity is determined by dividing Available Revenues by the applicable coverage factor of 1.5X, and then calculating the amount of debt which can be supported by those revenues assuming the 5.5% average interest rate and a 30 year amortization of debt.

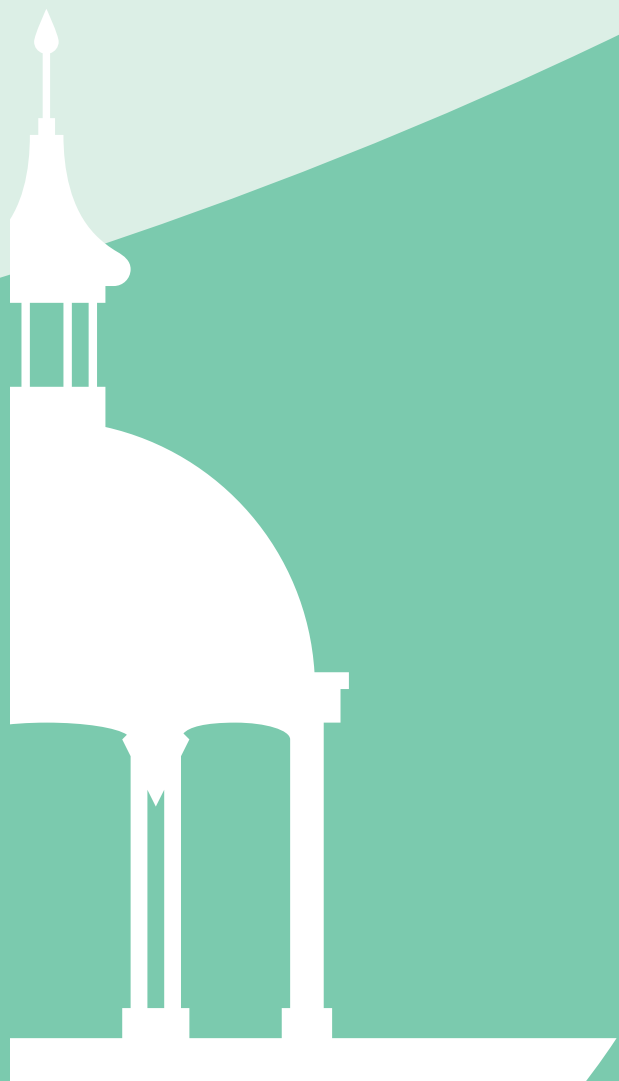
Historical Bonds Debt Service Coverage

BONDS SECURED BY COVENANT TO BUDGET AND APPROPRIATE NON-AD VALOREM REVENUES
FISCAL YEARS ENDED SEPTEMBER 30, 2015 THROUGH SEPTEMBER 30, 2019
 (Amounts in Thousands)

Year Ended September 30 (audited data except where noted)	2015	2016	2017	2018	2019 (unaudited)
Major Non-Ad Valorem Revenue Sources ⁽¹⁾⁽²⁾					
Guaranteed Entitlement	1,836	1,836	1,836	1,836	1,836
Second Guaranteed Entitlement	4,917	4,917	4,917	4,917	4,917
Available Half-Cent Sales Tax	88,935	91,673	95,745	95,718	98,962
Available Communication Service Tax ⁽³⁾	14,555	9,557	9,307	8,890	14,735
Beverage License Fees	813	467	436	486	
Mobile Home Fees	415	421	403	399	397
Clerk Of Circuit Excess Court Fees					
Clerk Of Circuit Court Excess Other Fees ⁽⁴⁾	1,279	1,163	1,561	443	
Professional And Occupational License Fees	1,547	1,532	1,424	1,529	1,480
Available 5th Cent Tourist Development Tax ⁽⁵⁾	3,630	4,145	4,130	4,638	4,918
Arena Ticket Surcharge Revenues ⁽⁶⁾	377	309	429	410	408
Total	118,303	116,020	120,188	119,265	127,652
Non-Ad Valorem Maximum Annual Debt Service ⁽⁷⁾					
1998/2008 CIP Non-Ad Valorem Refund. Rev. Bonds ⁽⁸⁾	1,442				
2014/2018 CIP Commercial Paper Program ⁽⁹⁾	3,254	4,470	4,136	1,502	1,766
1995/2005 Arena Refunding Revenue Bonds ⁽¹²⁾	1,307				
2015 Court Facilities Refunding Revenue Note		2,030	2,030	2,029	2,029
2015 Tampa Bay Arena Refunding Revenue Note ⁽¹⁰⁾		1,159	1,159	1,159	1,159
2017 Capital Improvement Non-Ad Valorem Refunding Revenue Note ⁽¹¹⁾			1,331	1,331	1,331
Total	6,003	7,659	8,656	6,021	6,286
Debt Service Coverage	19.71 x	15.15 x	13.89 x	19.81 x	20.31 x

- (1) Does not include the Community Investment Tax proceeds which are payable to the County nor any indebtedness pledging the Community Investment Tax proceeds. The County has, by ordinance, limited the use of such funds to projects expressly approved by the Board as specified in the procedure set forth in the enacting ordinance.
- (2) The amounts shown are the county's major sources of Non-Ad Valorem Revenues that are available for the payment of debt service on the outstanding Bonds. In addition, the County has other significant non-ad valorem revenue sources, however, these revenues are either volatile on an annual basis or limited as to their use.
- (3) The amount shown as "Available" Communications Service Tax are 62.5% of total CST collections with the remaining specifically allocated to public safety.
- (4) The Clerk of the Circuit Court has no expectation that this revenue source will continue in the future.
- (5) The amount shown is total Fifth Cent TDT collections less maximum annual debt service on Fifth Cent TDT pledged bonds. This excess may not be used to pay any of the items in the "Non-Ad Valorem Maximum Annual Debt Service" section of the table except for the 2015 Arena Refunding Revenue Note and is not legally available to pay debt service on the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (Warehouse and Sheriff's Facilities Project), or the 2017 Capital Improvement NAV Refunding Revenue Note.
- (6) Upon the issuance of the 2005 Arena Refunding Revenue Bonds (which were subsequently refunded by the 2015 Arena note) the surcharges were included as part of the lease payments paid to the County for use of the Arena. Due to a cap on the amount of surcharges that may be collected without impacting the tax exempt status of the 2005 Bonds and 2015 Note, the County anticipates cessation of such payments by the TSA in the future, the timing of which depends on the rate of receipt of such revenues. The Surcharge has been revenue of the TSA and thus is not shown in the County's audited Financial Statements.
- (7) Consists of County debt issues that are secured by a covenant to budget and appropriate legally available County Non-ad Valorem revenue, which include the County's obligations under certain Interlocal Agreements. Debt service coverage for the year ended September 30, 2016 is not materially affected by debt service on bonds delivered after September 30, 2017 either to refund any of this debt, to refund debt for which debt service has been netted from major non-ad valorem revenue shown above, or to repay debt issued to fund new projects.
- (8) The 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds (Warehouse and Sheriff's Facilities Projects) were refunded in September 2017 by the 2017 Capital Improvement NAV Refunding Revenue Note.
- (9) For the purpose of calculating maximum annual debt service, outstanding commercial paper is amortized over 30 years utilizing the Bloomberg MuniBond 30 Year Yield.
- (10) The 1995 Bonds were refunded in June 2005 by the 2005 Tampa Bay Arena Refunding Revenue Bonds, which in turn were refunded in November 2015 by the 2015 Note.
- (11) The 2017 Capital Improvement NAV Refunding Revenue Note, was issued in September 2017 for the purposes of refunding the 2008 Capital Improvement Non-Ad Valorem Refunding Revenue Bonds.

Supplemental Information





Hillsborough County **Florida**

For more information, contact the Management & Budget Department
(813) 272-5890 • [HillsboroughCounty.org/Budget](https://www.HillsboroughCounty.org/Budget)

Salary Schedules

This section provides salary schedules for the following types of positions: the Office of the County Administrator classified general; the American Federation of State, County and Municipal Employees (AFSCME); the International Association of Fire Fighters (IAFF); Fire Rescue; unclassified management; and constitutional officer pay ranges as mandated by the State of Florida.

**Office of the County Administrator
Classified General Pay Schedule
Effective March 31, 2019**

Pay Grade	Minimum	Maximum
Operations and Support		
CNUOS.1	\$24,003.20	\$36,004.80
CNUOS.2	25,688.00	38,521.60
CNUOS.3	27,476.80	41,225.60
Paraprofessional and Administrative Support		
CNUPP.1	28,142.40	43,638.40
CNUPP.2	30,971.20	48,006.40
CNUPP.3	34,070.40	52,790.40
CNUPP.4	37,460.80	58,073.60
CNUPP.5	38,771.20	62,025.60
CNUPP.6	41,100.80	65,748.80
Professional		
CNUPR.1	36,254.40	57,990.40
CNUPR.2	39,873.60	63,793.60
CNUPR.3	43,867.20	70,179.20
CNUPR.4	48,235.20	77,188.80
CNUPR.5	53,060.80	84,905.60
CNUPR.6	58,385.60	93,392.00
CNUPR.7	64,209.60	102,731.20
CNUPR.8	75,691.20	121,118.40
Supervisor and Manager		
CNUMG.1	39,686.40	63,502.40
CNUMG.2	43,929.60	70,304.00
CNUMG.3	49,587.20	79,352.00
CNUMG.4	53,580.80	85,737.60
CNUMG.5	56,596.80	90,563.20
CNUMG.6	65,104.00	104,270.40

Salary Schedules

Office of the County Administrator
 Unclassified Pay Schedule
 Effective March 31, 2019

Pay Grade	Minimum	Maximum
Unclassified Senior Management		
UNSRMG.1	\$139,131.20	\$222,601.60
UNSRMG.2	120,993.60	193,585.60
UNSRMG.3	109,990.40	175,968.00
UNSRMG.4	99,985.60	159,993.60
UNSRMG.5	90,916.80	145,433.60
Unclassified Management		
UNCLMG.1	97,011.20	155,230.40
UNCLMG.2	88,212.80	141,107.20
UNCLMG.3	80,184.00	128,294.40
UNCLMG.4	72,904.00	116,625.60
UNCLMG.5	66,268.80	106,017.60
UNCLMG.6	60,236.80	96,366.40
Unclassified Professional		
UNCLPR.1	77,105.60	123,364.80
UNCLPR.2	68,827.20	110,136.00
UNCLPR.3	61,464.00	98,342.40
UNCLPR.4	54,870.40	87,796.80
UNCLPR.5	49,004.80	78,395.20
Unclassified Medical		
MEDUNCL.1	193,356.80	290,035.20
MEDUNCL.2	173,513.60	260,291.20
MEDUNCL.3	146,473.60	219,710.40

Salary Schedules

Office of the County Administrator
 AFSCME Pay Schedule
 Effective September 1, 2019

Pay Grade	Minimum	Maximum
AFSCME General		
CAFSG.1	\$24,003.20	\$36,004.80
CAFSG.2	24,772.80	37,148.80
CAFSG.3	25,500.80	39,499.20
CAFSG.4	26,769.60	41,475.20
CAFSG.5	28,100.80	43,555.20
CAFSG.6	29,494.40	45,718.40
CAFSG.7	30,992.00	48,027.20
CAFSG.8	32,531.20	50,419.20
CAFSG.9	34,153.60	52,915.20
CAFSG.10	35,859.20	55,577.60
CAFSG.11	37,648.00	58,344.00
CAFSG.12	39,540.80	61,276.80
CAFSG.13	41,516.80	64,334.40
CAFSG.14	43,596.80	67,558.40
CAFSG.15	45,780.80	70,948.80
CAFSG.16	48,048.00	74,464.00
CAFSG.17	53,622.40	83,116.80
AFSCME Broad Bands		
CAFSB.I1	28,516.80	28,516.80
CAFSB.I2	31,969.60	39,166.40
CAFSB.I3	37,107.20	51,355.20
CAFSB.I4	38,625.60	58,697.60
CAFSB.J1	30,409.60	44,595.20
CAFSB.J2	40,955.20	59,009.60
CAFSB.J3	45,281.60	67,849.60
CAFSB.J4	51,147.20	78,249.60
CAFSB.K1	30,763.20	41,600.00
CAFSB.K2	38,272.00	51,667.20
CAFSB.K3	45,240.00	61,214.40
CAFSB.M1	37,564.80	50,897.60
CAFSB.M2	52,166.40	67,288.00
CAFSB.N1	39,187.20	47,340.80
CAFSB.N2	49,712.00	57,844.80
CAFSB.N3	61,568.00	69,804.80
CAFSB.O1	41,537.60	58,468.80
CAFSB.O2	55,931.20	70,928.00
CAFSB.T1	28,259.71	39,567.84
CAFSB.T2	31,378.46	43,917.12
CAFSB.T3	33,436.42	50,133.41

Salary Schedules

Office of the County Administrator
IAFF Pay Schedule
Effective October 1, 2018

Pay Grade	Job Classification	Step	Minimum	Step	Maximum
Supervisory					
2496/48.Q	Battalion Chief	1	\$81,893.76	6	\$104,482.56
2496/48.R	Battalion Chief	1	87,884.16	6	110,472.96
Suppression					
2080/40.L	Fire Inspector I	1	55,690.72	8	78,579.04
2080/40.O	Fire Inspector I	1	61,727.20	8	84,615.52
2080/40.N	Company Fire Captain	1	69,482.40	7	94,445.76
2080/40.P	Fire Inspector II	1	75,518.88	7	100,482.24
2496/48.K	Fire Fighter	1	35,946.40	7	48,145.12
2496/48.R	Fire Medic I	1	40,976.80	9	58,876.64
2496/48.L	Driver/Engineer	1	46,405.44	8	65,479.04
2496/48.O	Driver/Engineer	1	51,435.84	8	70,509.44
2496/48.T	Lieutenant	1	51,435.84	8	70,509.44
2496/48.I	Fire Fighter	1	57,074.08	---	---
2496/48.N	Company Fire Captain	1	57,912.48	7	78,704.80
2496/48.P	Company Fire Captain	1	62,942.88	7	83,735.20
2496/48.U	Fire Medic IV	1	72,815.04	2	73,904.96
Paramedic					
Paramedic.M	Paramedic	1	34,569.60	12	53,227.20
Rescue Lt.N	Rescue Lieutenant	1	41,454.40	11	61,401.60
Telecommunications					
Telecomm.I	Telecommunicator	---	35,880.00	---	61,360.00
Telecomm.K	Sr. Telecommunicator	---	40,414.40	---	69,201.60
Telecomm.M	Telecommunications Superv.	---	44,928.00	---	73,465.60

Note: Job classifications under Paramedic and Telecommunications were calculated on 2,080 hours/year.

Salary Schedules

County Attorney Unclassified Pay Structure Effective FY 20

Pay Grade	Minimum	Maximum
UA	\$50,000	\$103,000
UB	60,000	115,000
UC	65,000	127,000
UD	80,000	149,000
UE	90,000	201,000
UF	100,000	241,000

State Mandated County Constitutional Officer Salaries

Office	Final FY 19 Salary	Final FY 20 Salary
Clerk of the Circuit Court and Comptroller	\$170,011	\$171,084
County Commissioners	100,685	101,006
County Commission Chairman	110,754	111,007
Property Appraiser	170,011	171,084
Sheriff	179,408	180,511
Supervisor of Elections	170,011	171,084
Tax Collector	170,011	171,084

Notes:

These figures do not include the \$2,000 supplement for certification.

The County Commission Chairman receives an additional 10% above the statutorily set rate reflected above.

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
BOARD OF COUNTY COMMISSIONERS ORGANIZATION				
Board of County Commissioners				
Commissioner Aide.E.Admin	14.00	14.00	14.00	14.00
County Commissioner.E.ExMgt	7.00	7.00	7.00	7.00
Subtotal	21.00	21.00	21.00	21.00
County Internal Auditor				
Administrative Asst- Exec Dir-CB.E.Admin	0.00	0.00	1.00	1.00
County Internal Auditor.E.ExMgt	1.00	1.00	1.00	1.00
Lead Internal Auditor.E.Acctg	1.00	1.00	1.00	1.00
Senior Internal Auditor.E.Acctg	1.00	2.00	2.00	2.00
Staff Internal Auditor.E.Admin	1.00	0.00	0.00	0.00
Subtotal	4.00	4.00	5.00	5.00
TOTAL BOARD OF COUNTY COMMISSIONERS ORGANIZATION	25.00	25.00	26.00	26.00
COUNTY ATTORNEY ORGANIZATION				
County Attorney				
Administrative Specialist.N.Admin	0.00	1.00	1.00	1.00
Assistant County Attorney-CAT.E.Legal	1.00	2.00	3.00	3.00
Chief Administrative Counsel-CAT.E.ExMgt	1.00	1.00	1.00	1.00
Chief Assistant County Attorney-CAT.E.ExMgt	4.00	4.00	4.00	4.00
County Attorney.E.ExMgt	1.00	1.00	1.00	1.00
Customer Service Manager-CAT.E.ExMgt	1.00	1.00	1.00	1.00
Executive Assistant.E.Admin	1.00	1.00	1.00	1.00
General Counsel-CAT.E.Legal	1.00	1.00	1.00	1.00
Legal Secretary.N.Admin	11.00	11.00	12.00	12.00
Lobbyist Registration Manager.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	4.00	3.00	2.00	2.00
Office Assistant III.N.Admin	1.00	0.00	0.00	0.00
Office Manager-CAT.E.ExMgt	1.00	1.00	1.00	1.00
Paralegal Specialist.N.Legal	2.50	0.50	0.50	0.50
Project Manager I.E.Proj	1.00	1.00	1.00	1.00
Senior Assistant County Attorney-CAT.E.Legal	24.00	24.00	25.00	25.00
Senior Paralegal Specialist.N.Legal	4.00	6.00	6.00	6.00
TOTAL COUNTY ATTORNEY ORGANIZATION	59.50	59.50	61.50	61.50
COUNTY ADMINISTRATOR ORGANIZATION				
9-1-1 Agency				
Manager 911 Emergency Operations.E.Emerg	1.00	1.00	1.00	1.00
Manager.E.Supv	1.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	1.00	1.00	1.00
Subtotal	2.00	2.00	2.00	2.00
Affordable Housing				
Accountant.E.Acctg	0.00	2.00	2.00	2.00
Accountant I.N.Acctg	1.00	0.00	0.00	0.00
Accountant II.E.Acctg	1.00	0.00	0.00	0.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.E.Acctg	0.00	0.00	1.00	1.00
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Affordable Housing Continued				
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Budget Analyst.E.Acctg	0.00	1.00	1.00	1.00
Business Systems Dept Specialist.N.Bus	0.00	1.00	1.00	1.00
Business Systems Specialist.N.Bus	1.00	0.00	0.00	0.00
Community Services Program Coordinator II.E.Proj	1.00	0.00	0.00	0.00
Compliance & Monitoring Manager.E.ExMgt	1.00	1.00	1.00	1.00
Contracts Management Associate.E.Acctg	0.00	0.00	1.00	1.00
Contracts Manager.E.Purch	6.00	6.00	9.00	9.00
Director Affordable Housing.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Manager.E.ExMgt	0.00	1.00	1.00	1.00
Manager Financial Services/Grants.E.Acctg	1.00	0.00	0.00	0.00
Manager Fiscal Services.E.Acctg	1.00	1.00	1.00	1.00
Planner.E.Plan	0.00	1.00	1.00	1.00
Planning/Reporting Manager.E.Plan	1.00	1.00	1.00	1.00
Principal Planner.E.Plan	1.00	0.00	0.00	0.00
Program Coordinator.E.Proj	0.00	1.00	1.00	1.00
Project Manager.E.Proj	0.00	0.00	1.00	1.00
Senior Budget Analyst.E.Acctg	1.00	0.00	0.00	0.00
Senior Secretary.N.Admin	1.00	0.00	0.00	0.00
Special Projects Coordinator.E.Proj	1.00	2.00	1.00	1.00
Subtotal	21.00	21.00	26.00	26.00
Aging Services				
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accountant.E.Acctg	1.00	2.00	2.00	2.00
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	0.36	0.36	0.36
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	2.00	2.00	2.00
Administrative Specialist I.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Adult Day Care Aide.N.SSvcs	12.25	11.50	11.50	11.50
Aging Services Project Coord.E.SSvcs	3.00	0.00	0.00	0.00
Business Analyst I.E.Bus	1.00	3.00	3.00	3.00
Business Manager Human Services.E.Human	1.00	1.00	1.00	1.00
Case Manager.E.SSvcs	0.00	0.00	1.00	1.00
Case Manager.N.SSvcs	14.00	15.00	14.00	14.00
Center Coordinator.N.SSvcs	9.00	10.00	10.00	10.00
Community Services Program Manager.E.Proj	1.00	0.00	0.00	0.00
Coordinator Business Analysis & Svcs.E.ExMgt	1.00	1.00	1.00	1.00
Director Aging Services.E.ExMgt	1.00	1.00	1.00	1.00
Food Service Aide.N.SSvcs	2.50	2.50	2.50	2.50
General Manager I.E.Supv	2.00	0.00	0.00	0.00
General Manager II.E.Supv	2.00	0.00	0.00	0.00
Grants Programs Svcs Complnc Crd.E.ExMgt	1.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Aging Services Continued				
Home Meal Delivery Driver.N.Trans	0.00	1.88	1.88	1.88
Home Meal Deliver Driver Part-Time.N.Trans	3.29	0.00	0.00	0.00
Human Services Supervisor.E.SSvcs	1.00	1.00	2.00	2.00
Manager Adult Day Care.E.ExMgt	1.00	1.00	1.00	1.00
Manager Community Care Elderly.E.SSvcs	1.00	1.00	1.00	1.00
Manager Quality Management & Business Information.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	8.00	4.00	4.00	4.00
Manager.N.Supv	1.00	0.00	0.00	0.00
Nutrition & Wellness Manager.E.SSvcs	1.00	1.00	1.00	1.00
Nutrition Services Coordinator.N.SSvcs	3.00	0.00	0.00	0.00
Office Assistant.N.Admin	0.36	0.00	0.00	0.00
Personal Care Aide.N.SSvcs	7.00	6.00	6.00	6.00
Principal Business Analyst.E.Bus	2.00	0.00	0.00	0.00
Program Coordinator.E.Proj	0.00	3.00	4.00	4.00
Program Coordinator.N.Proj	1.00	7.00	6.00	6.00
Program Manager.E.Proj	0.00	1.00	1.00	1.00
Project Manager.E.Proj	0.00	2.00	2.00	2.00
Project Manager I.E.Proj	1.00	0.00	0.00	0.00
Project Manager I.N.Proj	1.00	0.00	0.00	0.00
Registered Nurse.E.MedSv	1.00	1.00	1.00	1.00
Senior Budget Analyst.E.Acctg	1.00	0.00	0.00	0.00
Senior Case Manager.N.SSvcs	2.00	0.00	0.00	0.00
Senior Citizens Activity Spc.E.SSvcs	0.00	2.00	0.00	0.00
Senior Citizens Activity Specialist.N.SSvcs	7.35	8.35	10.35	10.35
Senior Program Coordinator.N.Proj	3.00	0.00	0.00	0.00
Senior Recreational Therapist.N.Parks	2.00	0.00	0.00	0.00
Senior Social Services Specialist.N.SSvcs	3.75	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	8.00	9.00	9.00
Senior Supervisor.N.Supv	0.00	1.00	0.00	0.00
Social Services Specialist.N.SSvcs	1.75	10.50	10.50	10.50
Special Projects Coordinator.E.Proj	0.00	1.00	1.00	1.00
Summer Youth Wrkr/Area Mntr.N.Misc	0.72	0.72	0.72	0.72
Summer Youth Wrkr/Area Site Mntr.N.Misc	2.05	2.05	2.05	2.05
Therapeutic Recreation Specialist.N.Parks	0.00	2.00	2.00	2.00
Wellness Assistant.N.Admin	5.00	4.00	4.00	4.00
Subtotal	120.02	122.86	123.86	123.86
Capital Programs				
Architect.E.Eng	0.00	0.00	4.00	4.00
Capital Projects Manager.E.Proj	0.00	0.00	2.00	2.00
Director Capital Program Services Division.E.ExMgt	0.00	0.00	1.00	1.00
Division Dir Trnsprtn Plng Dvlpmt.E.ExMgt	1.00	0.00	0.00	0.00
Engineer Intern.E.Eng	0.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Capital Programs Continued				
Engineer.E.Eng	0.00	16.00	16.00	16.00
Engineering Associate Supervisor.E.Eng	0.00	1.00	2.00	2.00
Engineering Associate.E.Eng	0.00	0.00	3.00	3.00
Engineering Associate.N.Eng	0.00	30.00	26.00	26.00
Engineering Specialist I.N.Eng	5.00	0.00	0.00	0.00
Engineering Specialist II.N.Eng	4.00	0.00	0.00	0.00
Engineering Technician.N.Eng	0.00	0.00	4.00	4.00
Engineering Technician II.N.Eng	1.00	1.00	0.00	0.00
Engineering Technician III.N.Eng	5.00	5.00	0.00	0.00
Manager Architecture & Engineering Svcs.E.ExMgt	0.00	0.00	1.00	1.00
Manager Center Development Svcs.E.ExMgt	1.00	0.00	0.00	0.00
Manager Engineering Construction.E.ExMgt	1.00	1.00	1.00	1.00
Manager Facilities Capital Construction.E.Proj	0.00	0.00	1.00	1.00
Prof Engineer II.N.Eng	3.00	0.00	0.00	0.00
Project Manager.E.Proj	0.00	4.00	5.00	5.00
Project Manager.N.Proj	0.00	0.00	2.00	2.00
Project Manager I.N.Proj	1.00	0.00	0.00	0.00
Project Manager III.E.Proj	1.00	0.00	0.00	0.00
Public Works Process Improvement Coordinator.E.Admin	0.00	1.00	1.00	1.00
Senior Engineering Specialist.N.Eng	13.00	0.00	0.00	0.00
Senior Engineering Technician.N.Eng	12.00	0.00	0.00	0.00
Senior Professional Engineer.N.Eng	9.00	0.00	0.00	0.00
Subtotal	57.00	60.00	70.00	70.00
Children's Services				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk III.N.Acctg	1.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	5.00	4.00	4.00
Administrative Specialist.E.Admin	0.00	3.00	3.00	3.00
Administrative Specialist.N.Admin	0.00	2.00	3.00	3.00
Administrative Specialist I.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist II.E.Admin	2.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Assessment/Counseling Specialist.E.SSvcs	1.00	0.00	0.00	0.00
Business Analyst.E.Bus	0.00	1.00	1.00	1.00
Business Systems Dept Specialist.N.Bus	0.00	1.00	1.00	1.00
Case Manager.E.SSvcs	0.00	1.00	1.00	1.00
Case Manager.N.SSvcs	0.00	2.00	2.00	2.00
Cashier.N.Acctg	1.00	1.00	1.00	1.00
Child Care Licensing Inspector.E.Insp	0.00	2.00	3.00	3.00
Child Care Licensing Inspector.N.Insp	14.00	14.00	16.00	16.00
Child Care Specialist P/T.N.SSvcs	10.26	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Children's Services Continued				
Child Care Specialist.N.SSvcs	16.14	50.40	50.40	50.40
Clinical Director.E.ExMgt	1.00	1.00	1.00	1.00
Community Services Program Manager.E.Proj	1.00	0.00	0.00	0.00
Cook Part-time.N.Misc	0.38	0.00	0.00	0.00
Cook.N.SSvcs	2.00	3.38	3.38	3.38
Custodian Part-Time.N.Fac	0.51	0.51	0.51	0.51
Director Children Services.E.ExMgt	1.00	1.00	1.00	1.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
Human Services Supervisor.E.SSvcs	0.00	0.00	2.00	2.00
HVAC Technician.N.Trade	0.00	0.00	1.00	1.00
Lead Cook.N.SSvcs	1.00	0.00	0.00	0.00
Manager Child Care Licensing.E.SSvcs	1.00	1.00	1.00	1.00
Manager Residential Services.E.ExMgt	2.00	2.00	2.00	2.00
Manager Strategic Planning & Business Development.E.Plan	1.00	1.00	0.00	0.00
Manager Youth Program Operations.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	0.00	1.00	2.00	2.00
Mgr Ed/Admstrv Svcs.E.ExMgt	1.00	1.00	1.00	1.00
Multi-Trades Worker.N.Trade	0.00	0.00	2.00	2.00
Multi-Trades Worker II.N.Trade	3.00	2.00	0.00	0.00
Multi-Trades Worker III.N.Trade	1.00	0.00	0.00	0.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00
Office Assistant.N.Admin	1.00	0.00	0.00	0.00
Principal Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Program Coordinator.E.Proj	0.00	1.00	1.00	1.00
Program Manager.E.Proj	0.00	1.00	1.00	1.00
Receptionist.N.Admin	1.00	0.00	0.00	0.00
Refrig Air Cndtng Mechanic II.N.Trade	0.00	1.00	0.00	0.00
Registered Nurse.N.MedSv	2.00	2.00	2.00	2.00
Residential Services Coord.E.SSvcs	5.00	5.00	5.00	5.00
Senior Case Manager.E.SSvcs	1.00	0.00	0.00	0.00
Senior Case Manager.N.SSvcs	1.00	0.00	0.00	0.00
Senior Child Care Licensing Insptr.E.Insp	2.00	0.00	0.00	0.00
Senior Child Care Specialist.N.SSvcs	26.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	1.00	0.00	0.00	0.00
Senior Secretary.N.Admin	2.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	1.00	0.00	0.00
Systems Coordinator.N.ITS	1.00	0.00	0.00	0.00
Training Specialist.E.Human	1.00	1.00	1.00	1.00
Treatment Counselor.E.SSvcs	14.00	15.00	13.00	13.00
Treatment Counselor.N.SSvcs	0.00	0.38	0.38	0.38
Treatment Counselor-P/T.N.SSvcs	0.38	0.00	0.00	0.00
Subtotal	127.67	125.67	127.67	127.67

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Code Enforcement				
Accounting Clerk.N.Acctg	0.00	2.00	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	3.00	2.00	2.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	2.50	2.50	2.50
Administrative Specialist II.N.Admin	0.50	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Code Enforcement Manager.E.ExMgt	0.00	2.00	1.00	1.00
Codes Enforcement Ofcr.N.Insp	24.00	24.00	33.00	33.00
Codes Enfcmnt Ofcr Supervisor.E.Insp	4.00	4.00	4.00	4.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Director Code Enforcement.E.ExMgt	1.00	1.00	1.00	1.00
Exec Manager Specialized Ordinance Enforcement.E.ExMgt	1.00	1.00	0.00	0.00
General Manager I.E.Supv	2.00	0.00	0.00	0.00
Manager Citizen Board Support.E.Comm	1.00	0.00	0.00	0.00
Manager of Operations.E.ExMgt	1.00	0.00	0.00	0.00
Manager Regulatory Compliance.E.Misc	1.00	0.00	0.00	0.00
Manager.E.Supv	0.00	2.00	4.00	4.00
Multi-Trades Worker.N.Trade	0.00	0.00	6.00	6.00
Office Assistant III.N.Admin	4.00	0.00	0.00	0.00
Office Assistant.N.Admin	1.00	0.00	0.00	0.00
Program Coordinator.N.Proj	1.00	0.00	0.00	0.00
Senior Secretary.N.Admin	2.00	0.00	0.00	0.00
Senior Supervisor.N.Supv	1.00	0.00	0.00	0.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Subtotal	49.50	44.50	57.50	57.50
Communications & Digital Media				
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Analytics and Insight Analyst.E.Comm	0.00	0.00	1.00	1.00
Broadcast Engineer.N.Cultr	2.00	1.00	1.00	1.00
Communications Coordinator.E.Admin	0.00	0.00	1.00	1.00
Community Relations Coord.E.Comm	2.50	3.50	3.50	3.50
Computer Graphics Designer.E.ITS	0.00	1.00	1.00	1.00
Computer Graphics Designer.N.ITS	1.00	1.00	1.00	1.00
Digital Media Producer II.E.Misc	2.00	0.00	0.00	0.00
Digital Media Producer III.E.Misc	2.00	1.00	0.00	0.00
Digital Media Producer.E.Misc	0.00	8.00	9.00	9.00
Director Communications & Digital Media.E.ExMgt	1.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Communications & Digital Media Continued				
Division Dir Public Relations & Marketing.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Digital Media Services.E.Comm	1.00	1.00	1.00	1.00
Employee & Organizational Communications Strategist.E.Comm	0.00	2.00	1.00	1.00
Manager Communications Production.E.ExMgt	1.00	1.00	1.00	1.00
Manager Digital Engagement.E.Comm	1.00	1.00	1.00	1.00
Manager HTV.E.ExMgt	1.00	1.00	1.00	1.00
Manager Public Relations & Marketing.E.Mktg	1.00	1.00	1.00	1.00
Manager Visual Design & Brand Identity.E.Mktg	1.00	1.00	1.00	1.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00
Public Relations Strategist.E.Comm	7.00	8.00	8.00	8.00
Public Relations/Info Specialist.E.Comm	0.00	0.00	1.00	1.00
Senior Computer Graphics Designer.E.ITS	1.00	0.00	0.00	0.00
Senior Public Relations Strategist.E.Comm	2.00	0.00	0.00	0.00
Senior Web Content Coordinator.E.Comm	1.00	0.00	0.00	0.00
Social Media Strategist.E.Comm	2.00	2.00	2.00	2.00
TV Program Specialist.N.Cultr	1.00	1.00	1.00	1.00
TV Videographer.N.Cultr	4.00	0.00	0.00	0.00
Web Content Coordinator.E.Comm	1.00	2.00	2.00	2.00
Web Designer.E.ITS	1.00	1.00	2.00	2.00
Subtotal	39.50	41.50	44.50	44.50
Community & Infrastructure Planning				
Case Manager.N.SSvc	0.00	0.00	1.00	1.00
Community Planner I.E.Plan	0.00	0.00	1.00	1.00
Director Transportation Maint Div.E.ExMgt	0.00	0.00	1.00	1.00
Executive Planner.E.Plan	0.00	0.00	1.00	1.00
Project Manager.E.Proj	0.00	0.00	1.00	1.00
Senior Planner.E.Plan	0.00	0.00	1.00	1.00
Subtotal	0.00	0.00	6.00	6.00
Conservation & Environmental Lands Management				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Adaptive Recreation Leader.N.Parks	0.00	0.70	0.70	0.70
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	2.00	2.00	2.00
Administrative Specialist I.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Director Regional Parks Environmental Lands.E.ExMgt	1.00	1.00	1.00	1.00
ELAPP Acquisition Manager.E.Real	0.00	0.00	1.00	1.00
Environmental Lands Management Coordinator.E.EnvSv	4.00	4.00	4.00	4.00
Environmental Lands Management Coordinator.N.EnvSv	0.00	0.00	6.00	6.00
Environmental Lands Management Specialist.N.EnvSv	0.00	7.00	9.00	9.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Conservation & Environmental Lands Management Continued				
Environmental Lands Management Technician.N.EnvSv	0.00	13.00	21.80	21.80
Environmental Lands Research Analyst.E.EnvSv	1.00	1.00	1.00	1.00
Environmental Outreach Coordinator.N.Comm	1.00	0.00	0.00	0.00
Environmental Specialist I.N.EnvSv	3.00	0.00	0.00	0.00
Environmental Specialist II.N.EnvSv	4.00	0.00	0.00	0.00
Environmental Tech II.E.EnvSv	4.48	0.00	0.00	0.00
Environmental Technician I Part-Time.N.EnvSv	1.22	0.00	0.00	0.00
Environmental Technician II.E.EnvSv	0.48	0.00	0.00	0.00
Environmental Technician II.N.EnvSv	9.00	5.40	0.00	0.00
Environmental Technician.N.EnvSv	0.00	1.40	0.00	0.00
Field Operations Manager Environmental Lands Mgmt.E.Parks	1.00	1.00	1.00	1.00
Field Operations Supervisor.N.Trade	0.00	2.00	2.00	2.00
General Crew Leader.N.Trade	1.00	0.00	0.00	0.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
Head Lifeguard.N.Parks	1.00	0.00	0.00	0.00
Lifeguard Part-Time.N.Parks	12.80	0.00	0.00	0.00
Lifeguard.N.Parks	1.92	14.74	11.24	11.24
Manager Administrative Svcs.E.ExMgt	1.00	1.00	1.00	1.00
Manager Conservation Services.E.Parks	1.00	1.00	1.00	1.00
Manager Park Maintenance.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	0.00	1.00	1.00	1.00
Multi-Trades Worker I.N.Trade	0.00	0.00	2.70	2.70
Multi-Trades Worker II.N.Trade	2.00	2.00	0.00	0.00
Multi-Trades Worker.N.Trade	0.00	0.00	2.00	2.00
Park Manager.N.Parks	12.00	20.00	19.00	19.00
Park Ranger I Part-Time.N.Parks	4.16	4.20	0.00	0.00
Park Ranger I.N.Parks	2.00	2.00	0.00	0.00
Park Ranger II.N.Parks	60.00	56.00	0.00	0.00
Park Ranger.N.Parks	0.00	0.70	74.40	74.40
Program Coordinator.E.Proj	0.00	0.00	1.00	1.00
Program Coordinator.N.Proj	1.00	3.00	2.00	2.00
Public Safety and Community Outreach Manager.E.ExMgt	0.00	0.00	1.00	1.00
Recreation Therapist Aide Part-Time.N.Parks	0.57	0.00	0.00	0.00
Recreational Therapist.N.Parks	4.00	0.00	0.00	0.00
Regional Parks Coordinator.E.ExMgt	2.00	2.00	2.00	2.00
Section Manager Environmental Lands Management.E.Parks	1.00	1.00	1.00	1.00
Section Manager Regional Parks.E.Parks	1.00	1.00	1.00	1.00
Senior Crew Leader.N.Trade	1.00	0.00	0.00	0.00
Senior Environmental Technician.E.EnvSv	2.00	0.00	0.00	0.00
Senior Environmental Technician.N.EnvSv	4.00	2.00	0.00	0.00
Senior Park Manager.N.Parks	8.00	0.00	0.00	0.00
Senior Park Ranger.N.Parks	5.00	6.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Conservation & Environmental Lands Management Continued				
Senior Program Coordinator.N.Proj	1.00	0.00	0.00	0.00
Senior Recreational Therapist.N.Parks	1.00	0.00	0.00	0.00
Senior Supervisor.N.Supv	1.00	0.00	0.00	0.00
Therapeutic Recreation Specialist.N.Parks	0.00	5.00	5.00	5.00
Theraputics Manager.E.ExMgt	1.00	1.00	1.00	1.00
Subtotal	167.63	166.14	179.84	179.84
Consumer & Veteran Services				
Accounting Clerk.N.Acctg	0.00	0.00	1.00	1.00
Administrative Assistant.N.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	4.00	4.00	4.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Assistant County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Codes Enfcmnt Ofcr Supervisor.E.Insp	1.00	0.00	0.00	0.00
Code Enforcement Manager.E.ExMgt	0.00	0.00	1.00	1.00
Code Enforcement Officer.N.Insp	0.00	9.00	7.00	7.00
Codes Enforcement Ofcr.N.Insp	10.00	1.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Consumer Protection Investigator.N.Insp	0.00	6.00	6.00	6.00
Consumer Prot Investigator I.E.Insp	2.00	0.00	0.00	0.00
Consumer Prot Investigator I.N.Insp	3.00	0.00	0.00	0.00
Consumer Prot Investigator II.N.Insp	1.00	0.00	0.00	0.00
Director Consumer & Veterans Affairs.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Consumer Protection.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Team Ops.E.ExMgt	1.00	0.00	0.00	0.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
General Manager II.E.Supv	3.00	0.00	0.00	0.00
Manager CCC Emergency Support.E.Proj	0.00	1.00	1.00	1.00
Manager Citizen Board Support.E.Comm	0.00	1.00	1.00	1.00
Manager Operations.E.ExMgt	0.00	1.00	1.00	1.00
Manager Veterans Services.E.Vets	1.00	1.00	1.00	1.00
Manager.E.Supv	1.00	4.00	2.00	2.00
Marine Safety Coordinator.E.Parks	1.00	1.00	1.00	1.00
Mgr IDS Tm Bus/Perf Svcs Sctn.E.ExMgt	1.00	1.00	1.00	1.00
Multi-Trades Worker II.N.Trade	1.00	0.00	0.00	0.00
Office Assistant III.N.Admin	1.00	0.00	0.00	0.00
Park Ranger I Part-Time.N.Parks	0.00	0.64	0.00	0.00
Park Ranger II.N.Parks	0.00	2.00	0.00	0.00
Park Ranger.N.Parks	0.00	0.64	3.28	3.28
Program Coordinator.N.Proj	0.00	1.00	1.00	1.00
Project Manager III.E.Proj	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Consumer & Veteran Services Continued				
Senior Administrative Specialist-CAD.E.Admin	1.00	1.00	1.00	1.00
Senior Supervisor.E.Supv	0.00	1.00	1.00	1.00
Senior Veterans Service Officer.E.Vets	1.00	0.00	0.00	0.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Supervisor.N.Admin	0.00	1.00	1.00	1.00
Veterans Officer.E.Vets	0.00	1.00	1.00	1.00
Veterans Officer.N.Vets	0.00	0.00	4.00	4.00
Veterans Service Officer.E.Vets	0.00	0.00	2.00	2.00
Veterans Service Officer.N.Vets	4.00	4.00	0.00	0.00
Subtotal	42.00	48.28	48.28	48.28
County Administrator				
Chief Communications Admin.E.ExMgt	1.00	1.00	1.00	1.00
Chief Development & Infrastructure Svcs Admin.E.ExMgt	1.00	1.00	1.00	1.00
Chief Financial Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Chief Human Services Admin.E.ExMgt	1.00	1.00	1.00	1.00
Chief Information & Innovation Officer.E.ExMgt	1.00	1.00	1.00	1.00
County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Deputy County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Executive Assistant-County Administrator.E.Admin	6.00	6.00	6.00	6.00
Subtotal	13.00	13.00	13.00	13.00
Customer Service & Support				
Administrative Assistant.N.Admin	0.00	2.00	2.00	2.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	2.00	2.00	2.00
Administrative Specialist I.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Citizen Svc Call Center Mgr.E.ExMgt	1.00	1.00	2.00	2.00
Community Relations Worker.N.Comm	2.00	2.00	2.00	2.00
Customer Service Analyst.N.Admin	2.00	2.00	2.00	2.00
Customer Service Manager-CAT.E.ExMgt	0.00	1.00	0.00	0.00
Customer Service Representative.N.Admin	11.00	11.00	11.00	11.00
Director Citizen & Communications Support.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Customer Engagement.E.ExMgt	1.00	1.00	1.00	1.00
Manager Customer Service Quality Assurance.E.Comm	1.00	1.00	1.00	1.00
Neighborhood Liaison.E.Comm	2.00	2.00	3.00	3.00
Office Assistant II.N.Admin	2.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	1.00	0.00	0.00	0.00
Supervisor.E.Admin	0.00	1.00	1.00	1.00
Subtotal	27.00	28.00	29.00	29.00
Development Services				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Development Services Continued				
Accounting Clerk III.N.Acctg	1.00	1.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	2.00	2.00
Administrative Assistant.N.Admin	0.00	4.00	2.00	2.00
Administrative Specialist.E.Admin	0.00	2.00	2.00	2.00
Administrative Specialist.N.Admin	0.00	8.00	8.00	8.00
Administrative Specialist I.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist II.N.Admin	4.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	2.00	0.00	0.00	0.00
Building Codes Inspector.N.Insp	0.00	60.00	60.00	60.00
Building Inspector (Limited Duration).N.Insp	9.00	0.00	0.00	0.00
Building Inspector.N.Insp	50.00	0.00	0.00	0.00
Building Plans Examiner.N.Insp	0.00	15.00	18.00	18.00
Business Analyst.N.Bus	0.00	0.00	1.00	1.00
Business Manager.E.Plan	1.00	0.00	0.00	0.00
Business Manager II.E.Plan	0.00	1.00	1.00	1.00
Cashier.N.Acctg	0.00	5.00	5.00	5.00
Cashier I.N.Acctg	3.00	0.00	0.00	0.00
Cashier II.N.Acctg	2.00	0.00	0.00	0.00
Chief Building Inspector.E.Insp	4.00	4.00	4.00	4.00
Chief Inspector.N.Insp	0.00	0.00	6.00	6.00
Community Planner II.E.Plan	3.00	0.00	0.00	0.00
Community Relations Coord.E.Comm	0.00	0.00	1.00	1.00
Construction Inspector.E.Insp	0.00	0.00	1.00	1.00
Construction Inspector.N.Insp	0.00	0.00	13.00	13.00
Construction Permit Tech I.E.Insp	0.00	1.00	0.00	0.00
Construction Permit Tech I.N.Insp	0.00	1.00	0.00	0.00
Construction Permit Technician.N.Insp	0.00	18.00	21.00	21.00
Construction Permit Technician I.N.Insp	11.00	0.00	0.00	0.00
Construction Permit Technician II.N.Insp	8.00	0.00	0.00	0.00
Customer Service Analyst.N.Admin	1.00	1.00	1.00	1.00
Customer Service Representative.N.Admin	4.00	4.00	6.00	6.00
Director Developmental Services.E.ExMgt	1.00	1.00	1.00	1.00
Director Planning/Zoning Division.E.ExMgt	1.00	1.00	0.00	0.00
Division Dir Trnsprtn Plng Dvlpmt.E.ExMgt	0.00	1.00	0.00	0.00
Division Director Building & Construction Services.E.Admin	1.00	1.00	1.00	1.00
Division Director Community Development.E.ExMgt	0.00	0.00	1.00	1.00
Division Director Development Review.E.ExMgt	1.00	1.00	1.00	1.00
Engineer.E.Eng	0.00	3.00	3.00	3.00
Engineering Associate.E.Eng	0.00	3.00	2.00	2.00
Engineering Associate.N.Eng	0.00	7.00	11.00	11.00
Engineering Specialist I.N.Eng	1.00	0.00	0.00	0.00
Engineering Specialist II.N.Eng	5.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Development Services Continued				
Engineering Technician.N.Eng	0.00	0.00	1.00	1.00
Engineering Technician III.N.Eng	3.00	1.00	0.00	0.00
Environmental Codes Enfcmnt Ofcr.N.EnvSv	0.00	1.00	0.00	0.00
Environmental Codes Enforcement Officer.N.EnvSv	0.00	2.00	3.00	3.00
Environmental Scientist.E.EnvSv	0.00	1.00	1.00	1.00
Environmental Scientist II.E.EnvSv	1.00	0.00	0.00	0.00
Environmental Specialist.E.EnvSv	0.00	1.00	1.00	1.00
Environmental Specialist III.E.EnvSv	1.00	0.00	0.00	0.00
Environmental Supervisor.E.EnvSv	1.00	1.00	1.00	1.00
Envrmntl Codes Enfcmnt Ofcr.N.EnvSv	2.00	0.00	0.00	0.00
Executive Planner.E.Plan	3.00	5.00	6.00	6.00
Fiscal Analyst.E.Admin	0.00	1.00	1.00	1.00
Forestry Examiner.E.Insp	1.00	2.00	2.00	2.00
Forestry Examiner.N.Insp	1.00	0.00	0.00	0.00
General Manager I.E.Supv	6.00	0.00	0.00	0.00
General Manager III.E.ExMgt	1.00	0.00	0.00	0.00
General Manager IV.E.ExMgt	1.00	0.00	0.00	0.00
GIS Analyst.E.ITS	0.00	1.00	1.00	1.00
GIS/Mapping Technician.N.ITS	0.00	0.00	1.00	1.00
Inspector I.N.Insp	1.00	0.00	0.00	0.00
Land Use Ombudsman.E.Plan	1.00	0.00	0.00	0.00
Landscaping Examiner.E.Insp	1.00	1.00	1.00	1.00
Manager Bldg Permitting/Plans Review.E.ExMgt	1.00	1.00	1.00	1.00
Manager Building SPO South County.E.Const	1.00	1.00	1.00	1.00
Manager Engineering Review.E.Eng	0.00	0.00	1.00	1.00
Manager Licensing/Code Compliance.E.ExMgt	1.00	1.00	1.00	1.00
Manager Natural Resources Review.E.ExMgt	0.00	1.00	1.00	1.00
Manager Transportation Review.E.ExMgt	0.00	0.00	1.00	1.00
Manager.E.Supv	1.00	6.00	6.00	6.00
Office Assistant II.N.Admin	4.00	0.00	0.00	0.00
Office Assistant III.N.Admin	1.00	0.00	0.00	0.00
Operations Manager.E.ExMgt	0.00	1.00	0.00	0.00
Planner.E.Plan	0.00	14.00	16.00	16.00
Planning & Zoning Tech.N.Plan	0.00	16.00	19.00	19.00
Planning/Zoning Technician II.E.Plan	0.00	0.00	1.00	1.00
Planning/Zoning Technician I.N.Plan	0.00	3.00	0.00	0.00
Planning/Zoning Technician II.N.Plan	7.00	0.00	0.00	0.00
Plans Examiner I.N.Insp	1.00	2.00	0.00	0.00
Plans Examiner II.N.Insp	11.00	1.00	1.00	1.00
Plans Examiner/Inspector.N.Insp	3.00	0.00	0.00	0.00
Principal Planner.E.Plan	4.00	0.00	0.00	0.00
Prof Engineer II.E.Eng	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Development Services Continued				
Program Coordinator.N.Proj	4.00	3.00	3.00	3.00
Project Manager.E.Proj	0.00	2.00	0.00	0.00
Project Manager I.E.Proj	1.00	0.00	0.00	0.00
Project Manager I.N.Proj	0.00	0.00	2.00	2.00
Project Manager II.E.Proj	1.00	0.00	0.00	0.00
Project Manager.E.Proj	0.00	0.00	2.00	2.00
Senior Engineering Specialist.E.Eng	3.00	0.00	0.00	0.00
Senior Forestry Examiner.E.Insp	1.00	0.00	0.00	0.00
Senior GIS Analyst.E.ITS	1.00	0.00	0.00	0.00
Senior Hydrologist.E.EnvSv	1.00	0.00	0.00	0.00
Senior Planner.E.Plan	5.00	0.00	0.00	0.00
Senior Planning/Zoning Technician.N.Plan	6.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	3.00	1.00	1.00	1.00
Senior Supervisor.N.Supv	1.00	0.00	0.00	0.00
Special Projects Coordinator.N.Proj	0.00	0.00	1.00	1.00
Supervisor.E.Admin	0.00	2.00	2.00	2.00
Supervisor.N.Admin	0.00	2.00	3.00	3.00
Transportation Development Program Manager.E.ExMgt	0.00	1.00	0.00	0.00
Subtotal	203.00	220.00	255.00	255.00
Economic Development				
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	2.00	2.00	2.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Assistant County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Community Services Program Coordinator I.E.Proj	1.00	0.00	0.00	0.00
Community Services Program Coordinator I.N.Proj	1.00	0.00	0.00	0.00
Community Services Program Coordinator II.E.Proj	1.00	0.00	0.00	0.00
Coordinator Competitive Site Analyst.E.Econ	1.00	1.00	1.00	1.00
Coordinator Redevelopment Site Analysis.E.Proj	1.00	1.00	1.00	1.00
Coordinator Tourism Industry Analysis.E.Mktg	1.00	1.00	1.00	1.00
Director Economic Development.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	0.00	0.00	1.00	1.00
Manager Agricultural Industry Development.E.Misc	1.00	1.00	1.00	1.00
Manager Business Retention/Tourism Development.E.Misc	1.00	0.00	0.00	0.00
Manager Competitive Sites.E.ExMgt	1.00	1.00	1.00	1.00
Manager Consulting Outreach.E.ExMgt	4.00	4.00	4.00	4.00
Manager Corporate Business Development.E.Bus	1.00	1.00	1.00	1.00
Manager Entrepreneur Collaborative Ctr.E.Bus	1.00	1.00	1.00	1.00
Manager Entrepreneur Svcs.E.Bus	1.00	1.00	1.00	1.00
Manager Industry Strategic Initiatives.E.ExMgt	2.00	2.00	2.00	2.00
Manager Tourism Development.E.ExMgt	0.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Economic Development Continued				
Manager Workforce & Community Stabilization.E.ExMgt	1.00	1.00	1.00	1.00
Minority-Disadvantaged Bus Mgr.E.ExMgt	1.00	1.00	1.00	1.00
Office Assistant III.N.Admin	2.00	0.00	0.00	0.00
Program Coordinator.E.Proj	0.00	2.00	2.00	2.00
Program Coordinator.N.Proj	0.00	1.00	0.00	0.00
Project Manager I.E.Proj	1.00	1.00	0.00	0.00
Project Manager.E.Proj	0.00	0.00	1.00	1.00
Senior Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Senior Administrative Specialist-CAD.E.Admin	1.00	0.00	0.00	0.00
Senior Coordinator Tourism Industry Analysis.E.Econ	1.00	1.00	1.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00	2.00	2.00
Training Coordinator.N.Human	1.00	1.00	1.00	1.00
Subtotal	30.00	30.00	31.00	31.00
Engineering & Operations				
Accountant.E.Acctg	0.00	5.00	5.00	5.00
Accountant I.E.Acctg	3.00	0.00	0.00	0.00
Accountant III.E.Acctg	2.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	2.00	3.00	3.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Accounting Specialist.N.Acctg	0.00	3.00	2.00	2.00
Administrative Assistant.N.Admin	0.00	5.00	5.00	5.00
Administrative Specialist.N.Admin	0.00	12.00	11.00	11.00
Administrative Specialist I.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist II.N.Admin	4.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	2.00	0.00	0.00	0.00
Advanced Transportation Worker.N.Trade	43.00	43.00	0.00	0.00
Business Analyst.E.Bus	0.00	3.00	4.00	4.00
Business Manager I.E.Plan	1.00	1.00	1.00	1.00
Chief Environmental Scientist.E.EnvSv	1.00	0.00	0.00	0.00
Community Planner I.N.Plan	1.00	0.00	0.00	0.00
Community Relations Coord.E.Comm	1.00	0.00	1.00	1.00
Construction Equipment Oper III.N.Trade	1.00	1.00	0.00	0.00
Construction Helper.N.Trade	0.00	0.00	19.00	19.00
Construction Services Fiscal Manager.E.Acctg	0.00	1.00	1.00	1.00
Contracts Management Associate.N.Acctg	0.00	3.00	2.00	2.00
Contracts Management Specialist.N.Purch	1.00	0.00	0.00	0.00
Contracts Manager.E.Purch	3.00	2.00	2.00	2.00
Crew Leader II.N.Trade	2.00	2.00	0.00	0.00
Data Scientist.E.ITS	1.00	1.00	1.00	1.00
Director Financial Services Division.E.ExMgt	0.85	0.00	0.00	0.00
Director Public Works.E.ExMgt	1.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Engineering & Operations Continued				
Director Technical Services Div.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Transportation Maintenance.E.ExMgt	1.00	0.00	1.00	1.00
Engineer Intern.E.Eng	0.00	2.00	2.00	2.00
Engineer.E.Eng	0.00	16.00	19.00	19.00
Engineering Associate Supervisor.E.Eng	0.00	2.00	2.00	2.00
Engineering Associate.E.Eng	0.00	0.00	1.00	1.00
Engineering Associate.N.Eng	0.00	27.00	26.00	26.00
Engineering Specialist I.N.Eng	6.00	0.00	0.00	0.00
Engineering Specialist II.N.Eng	9.00	0.00	0.00	0.00
Engineering Technician.N.Eng	8.00	8.00	11.00	11.00
Environmental Manager.E.EnvSv	0.00	1.00	0.00	0.00
Environmental Scientist.E.EnvSv	0.00	1.00	1.00	1.00
Environmental Scientist II.E.EnvSv	2.00	0.00	0.00	0.00
Environmental Specialist.N.EnvSv	2.00	1.00	1.00	1.00
Environmental Specialist I.N.EnvSv	1.00	0.00	0.00	0.00
Environmental Specialist III.N.EnvSv	2.00	0.00	0.00	0.00
Environmental Technician.N.EnvSv	0.00	8.00	8.00	8.00
Environmental Technician I.N.EnvSv	1.00	0.00	0.00	0.00
Environmental Technician II.N.EnvSv	4.00	0.00	0.00	0.00
Equipment Technician.N.Trade	0.00	1.00	1.00	1.00
Equipment Technician II.N.Trade	1.00	1.00	0.00	0.00
Executive Planner.E.Plan	2.00	1.00	1.00	1.00
Field Operations Supervisor.N.Trade	0.00	40.00	40.00	40.00
Fiscal Analyst.E.Admin	2.00	1.00	1.00	1.00
Fiscal Manager.E.ExMgt	0.00	1.00	1.00	1.00
General Crew Leader.N.Trade	11.00	0.00	0.00	0.00
General Manager I.N.Supv	6.00	2.00	0.00	0.00
General Manager II.N.Supv	2.00	0.00	0.00	0.00
General Manager III.E.ExMgt	3.00	0.00	0.00	0.00
GIS Administrator.E.ExMgt	0.00	0.00	1.00	1.00
GIS Analyst.N.ITS	1.00	0.00	2.00	2.00
GIS/Mapping Technician.N.ITS	1.00	0.00	0.00	0.00
Helicopter Pilot.E.Trans	1.00	1.00	1.00	1.00
Helicopter Pilot.N.Trans	0.00	0.00	1.00	1.00
Information Technology Manager.E.ITS	0.00	0.00	1.00	1.00
Inspector/Spray Equip Operator.N.Insp	11.00	11.00	0.00	0.00
Laborer.N.Trade	8.00	8.00	0.00	0.00
Land Technician.N.Real	2.00	0.00	0.00	0.00
Landscape Architect.E.Trans	2.00	1.00	1.00	1.00
Landscape Gardener.N.Trade	2.00	2.00	2.00	2.00
Maintenance Unit Superintendent.E.Supv	0.00	0.00	1.00	1.00
Manager CIP Financial Services.E.ExMgt	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Engineering & Operations Continued				
Manager Countywide Construction.E.Const	1.00	1.00	1.00	1.00
Manager Engineering Technical Services.E.ExMgt	1.00	1.00	1.00	1.00
Manager Environmental Services Section.E.EnvSv	1.00	0.00	0.00	0.00
Manager Hazardous Mitigation Program.E.Misc	1.00	1.00	1.00	1.00
Manager Infrastructure Growth Planning.E.ExMgt	1.00	1.00	1.00	1.00
Manager Mosquito Control.E.ExMgt	0.00	0.00	1.00	1.00
Manager Mosquito/Aqua Weed Control.E.EnvSv	1.00	1.00	0.00	0.00
Manager Operations Support.E.Exec	0.00	1.00	1.00	1.00
Manager Project Controls.E.ExMgt	0.00	1.00	1.00	1.00
Manager Public Works Maint Ops.E.Eng	3.00	3.00	3.00	3.00
Manager Specialized Services.E.ExMgt	0.00	1.00	1.00	1.00
Manager Stormwater Services.E.Eng	0.00	0.00	1.00	1.00
Manager Traffic Operations Section.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	6.00	6.00	5.00	5.00
Manager.N.Supv	2.00	0.00	1.00	1.00
Mosquito Control Inspector.N.Insp	2.00	2.00	13.00	13.00
Multi-Trades Worker I.N.Trade	1.00	1.00	0.00	0.00
Multi-Trades Worker II.N.Trade	1.00	1.00	0.00	0.00
Office Assistant.N.Admin	1.00	0.00	0.00	0.00
Office Assistant II.N.Admin	5.00	0.00	0.00	0.00
Office Assistant III.N.Admin	6.00	0.00	0.00	0.00
Operations Field Coordinator.N.Eng	7.00	8.00	8.00	8.00
Operations Superintendent.N.Supv	1.00	5.00	6.00	6.00
Park Ranger II.N.Parks	1.00	1.00	0.00	0.00
Planner.E.Plan	2.00	4.00	5.00	5.00
Principal Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Prof Engineer II.E.Eng	12.00	0.00	0.00	0.00
Program Coordinator.N.Proj	4.00	4.00	4.00	4.00
Program Manager.E.Proj	0.00	3.00	0.00	0.00
Project Manager.E.Proj	0.00	2.00	2.00	2.00
Project Manager.N.Proj	0.00	0.00	1.00	1.00
Project Manager I.N.Proj	1.00	0.00	0.00	0.00
Project Manager II.N.Proj	2.00	0.00	0.00	0.00
Project Manager III.E.Proj	1.00	0.00	0.00	0.00
Projects Control Coordinator.E.ExMgt	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	0.00	1.00	1.00
Senior Business Analyst.N.Bus	1.00	0.00	0.00	0.00
Senior Contracts Management Specialist.E.Purch	2.00	0.00	0.00	0.00
Senior Crew Leader.N.Trade	29.00	0.00	0.00	0.00
Senior Engineering Specialist.N.Eng	10.00	0.00	0.00	0.00
Senior Engineering Technician.N.Eng	4.00	0.00	0.00	0.00
Senior Environmental Technician.N.EnvSv	3.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Engineering & Operations Continued				
Senior Information Technology Projects Manager.E.ITS	0.00	0.00	1.00	1.00
Senior Land Technician.N.Real	2.00	0.00	0.00	0.00
Senior Planner.E.Plan	3.00	0.00	0.00	0.00
Senior Professional Engineer.E.Eng	5.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	0.00	0.00	1.00	1.00
Senior Supervisor.N.Supv	10.00	5.00	4.00	4.00
Senior Transportation Worker.N.Trade	58.00	58.00	0.00	0.00
Software Developer.E.ITS	0.00	0.00	2.00	2.00
Solutions Analyst.E.ITS	0.00	1.00	4.00	4.00
Solutions Engineer.E.ITS	0.00	0.00	1.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00	0.00	0.00
Spray Equipment Operator.N.Trade	5.00	2.38	2.38	2.38
Storekeeper.N.Purch	0.00	0.00	5.00	5.00
Storekeeper III.N.Purch	4.00	5.00	0.00	0.00
Supervisor.N.Admin	0.00	10.00	10.00	10.00
Trades Helper.N.Trade	11.00	11.00	0.00	0.00
Traffic Instrumentation and Control Technician.N.Util	16.00	18.00	18.00	19.00
Traffic Sign/Marking Supervisor.N.Trade	2.00	2.00	2.00	2.00
Traffic Sign/Marking Technician.N.Trade	13.00	13.00	13.00	13.00
Transportation Development Program Manager.E.ExMgt	1.00	0.00	0.00	0.00
Transportation Operations Supt.N.Trans	3.00	0.00	0.00	0.00
Transportation Program Manager.E.ExMgt	1.00	1.00	1.00	1.00
Transportation Worker.N.Trade	41.00	41.00	41.00	42.00
Transportation Worker.N.Trans	0.00	0.00	105.00	105.00
Subtotal	456.85	439.38	454.38	456.38
Enterprise Solutions & Quality Assurance				
Accountant.E.Acctg	0.00	2.00	2.00	2.00
Accounting Clerk.N.Acctg	0.00	2.00	2.00	2.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Director Enterprise Solutions & Quality Assurance.E.ExMgt	1.00	1.00	1.00	1.00
Division Manager Fiscal & Accounting Svs.E.ExMgt	0.00	1.00	1.00	1.00
EBS Application/Security Specialist.E.ITS	1.00	1.00	0.00	0.00
EBS Database Administrator.E.ITS	1.00	1.00	1.00	1.00
EBS Functional Support Analyst.E.ITS	0.00	5.00	4.00	4.00
EBS Functional Support Anlyst II.E.ITS	2.00	0.00	0.00	0.00
EBS Functional Support Anlyst III.E.ITS	3.00	0.00	0.00	0.00
EBS Functional Support Anlyst III.N.ITS	1.00	0.00	0.00	0.00
EBS Timekeeping/Payroll Application Analyst.E.ITS	1.00	1.00	1.00	1.00
ERP Solutions Architect.E.ITS	1.00	1.00	1.00	1.00
ERP Techn Functional Solutions Mgr.E.Proj	1.00	1.00	1.00	1.00
Fiscal Analyst.E.Admin	0.00	1.00	2.00	2.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Enterprise Solutions & Quality Assurance Continued				
Fiscal Manager Enterprise Programs.E.Acctg	0.00	0.00	1.00	1.00
Functional Prog Mgr ERP & Integrated Sol.E.Proj	3.00	3.00	2.00	2.00
Manager Support ERP Human Capital Mgmnt Programs.E.ITS	1.00	1.00	1.00	1.00
Project Manager II.E.Proj	1.00	1.00	0.00	0.00
Senior Enterprise Project Manager.E.ITS	0.00	0.00	1.00	1.00
Senior Functional Business Analyst.E.ITS	9.00	9.00	12.00	12.00
Technical/Functional ERP Programs Manager.E.ITS	0.00	1.00	1.00	1.00
Subtotal	27.00	32.00	34.00	34.00
Environmental Services				
Administrative Specialist.N.Admin	0.00	2.00	2.00	2.00
Chief Environmental Scientist.E.EnvSv	3.00	3.00	3.00	3.00
Director Utility Support Division.E.ExMgt	1.00	1.00	0.00	0.00
Division Director Environmental Services.E.ExMgt	0.00	0.00	1.00	1.00
Engineering Technician.N.Eng	0.00	0.00	1.00	1.00
Engineering Technician III.N.Eng	0.00	1.00	0.00	0.00
Environmental Manager.E.EnvSv	2.00	2.00	3.00	3.00
Environmental Scientist.E.EnvSv	0.00	10.00	6.00	6.00
Environmental Scientist.N.EnvSv	0.00	0.00	5.00	5.00
Environmental Scientist I.N.EnvSv	5.00	0.00	0.00	0.00
Environmental Scientist II.E.EnvSv	2.59	0.00	0.00	0.00
Environmental Specialist.E.EnvSv	0.00	0.00	6.00	6.00
Environmental Specialist.N.EnvSv	0.00	15.00	11.00	11.00
Environmental Specialist I.N.EnvSv	5.00	0.00	0.00	0.00
Environmental Specialist II.N.EnvSv	5.00	0.00	0.00	0.00
Environmental Specialist III.E.EnvSv	3.00	0.00	0.00	0.00
Environmental Supervisor.E.EnvSv	1.00	1.00	3.00	3.00
Environmental Technician.N.EnvSv	0.00	1.00	1.00	1.00
Environmental Technician I.N.EnvSv	1.00	0.00	0.00	0.00
Executive Planner.E.Plan	0.00	0.00	1.00	1.00
General Manager II.E.Supv	1.00	0.00	0.00	0.00
General Manager III.E.ExMgt	1.00	0.00	0.00	0.00
Hydrologist.E.EnvSv	0.00	2.00	2.00	2.00
Manager Engineering Svcs Utility Planning.E.Eng	1.00	1.00	0.00	0.00
Manager Environmental Services.E.ExMgt	0.00	0.00	1.00	1.00
Manager Innovation & Resiliency.E.ExMgt	0.00	0.00	1.00	1.00
Manager One Water Program.E.ExMgt	0.00	0.00	1.00	1.00
Manager Stormwater Services.E.Eng	0.00	1.00	0.00	0.00
Manager.E.Supv	0.00	2.00	1.00	1.00
Office Assistant III.N.Admin	2.00	0.00	0.00	0.00
Program Coordinator.N.Proj	0.00	1.00	1.00	1.00
Recycling Coordinator.E.Util	0.00	1.00	1.00	1.00
Senior Hydrologist.E.EnvSv	1.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Environmental Services Continued				
Supervisor.E.Admin	0.00	1.00	1.00	1.00
Subtotal	35.59	45.00	52.00	52.00
Extension Service				
Administrative Assistant.N.Admin	0.00	4.00	4.00	4.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
County Forester.E.Misc	1.00	1.00	1.00	1.00
Director Cooperative Extension.E.ExMgt	1.00	1.00	1.00	1.00
Ext Agnt FLA Yards/Nghbrhd.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent 4H.E.SSvcs	2.00	2.00	2.00	2.00
Extension Agent Agriculture / Small Farms.N.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Family Relations.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Home Environment.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Nutrition Health.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Ornmtl Horticulture.E.SSvcs	1.00	1.00	1.00	1.00
Extension Agent Vegetables.E.SSvcs	1.00	1.00	1.00	1.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
Ornamental Horticultural Assistant.N.Trade	2.80	2.80	2.80	2.80
Ornamental Horticultural Asst.E.Trade	0.00	0.00	2.00	2.00
Program Assistant Part-Time.N.Admin	0.86	0.86	0.86	0.86
Program Coordinator.E.Proj	1.00	1.00	2.00	2.00
Secretary.N.Admin	1.00	0.00	0.00	0.00
Senior Secretary.N.Admin	3.00	0.00	0.00	0.00
Training Coordinator.N.Human	1.00	1.00	1.00	1.00
Subtotal	21.66	21.66	24.66	24.66
Facilities Management				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant I.N.Acctg	1.00	0.00	0.00	0.00
Accountant II.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	2.00	2.00
Accounting Clerk III.N.Acctg	1.00	0.00	0.00	0.00
Accounting Specialist.N.Acctg	0.00	1.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	1.00	2.00	2.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	5.00	4.00	4.00
Administrative Specialist II.N.Admin	4.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Architect.E.Eng	0.00	4.00	0.00	0.00
Assistant County Administrator.E.ExMgt	1.00	1.00	1.00	1.00
Business Analyst.E.Bus	0.00	1.00	1.00	1.00
Business Manager I.E.Plan	0.00	0.00	1.00	1.00
Business Systems Dept Specialist.E.Bus	1.00	2.00	1.00	1.00
Capital Projects Manager.E.Proj	0.00	2.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Facilities Management Continued				
Carpenter.N.Trade	5.00	5.00	6.00	6.00
Contract Compliance Insptr I.N.Insp	5.00	0.00	2.00	2.00
Contract Compliance Insptr II.N.Insp	0.00	1.00	0.00	0.00
Contracts Compliance Inspector.N.Insp	0.00	5.00	6.00	6.00
Contracts Management Associate.E.Acctg	0.00	1.00	1.00	1.00
Contracts Manager.E.Purch	1.00	2.00	2.00	2.00
Custodian Part-Time.N.Fac	0.48	0.48	0.00	0.00
Custodian.N.Fac	32.00	30.00	37.00	37.00
Director Real Estate Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Manager Facilities.E.Misc	0.00	1.00	1.00	1.00
ELAPP Acquisition Manager.E.Real	1.00	1.00	0.00	0.00
Electrician II.N.Trade	11.00	11.00	0.00	0.00
Electrician III.N.Trade	3.00	3.00	0.00	0.00
Electrician.N.Trade	0.00	1.00	15.00	15.00
Electronics Technician III.E.Trade	0.00	0.00	1.00	1.00
Engineering Associate.E.Eng	0.00	1.00	1.00	1.00
Engineering Specialist II.E.Eng	1.00	0.00	0.00	0.00
General Crew Leader.N.Trade	1.00	0.00	0.00	0.00
General Manager I.N.Supv	1.00	0.00	0.00	0.00
General Manager II.E.Supv	1.00	0.00	1.00	1.00
General Manager III.E.ExMgt	2.00	0.00	0.00	0.00
Head Custodian.N.Fac	5.00	5.00	0.00	0.00
HVAC Technician.N.Trade	0.00	0.00	19.00	19.00
Indoor Air Quality Specialist.N.Trade	1.00	1.00	1.00	1.00
Locksmith.E.Trade	0.00	0.00	1.00	1.00
Locksmith.N.Trade	0.00	0.00	1.00	1.00
Maintenance Repair Leader.N.Trade	0.00	0.00	6.00	6.00
Maintenance Repair Supervisor.N.Trade	1.00	2.00	2.00	2.00
Manager Architecture & Engineering Svcs.E.ExMgt	1.00	1.00	0.00	0.00
Manager Facilities Capital Construction.E.Proj	1.00	1.00	0.00	0.00
Manager Facilities Maintenance.E.ExMgt	0.00	1.00	1.00	1.00
Manager Logistics.E.Bus	1.00	1.00	1.00	1.00
Manager Real Estate Acquisition & Disposition Svcs.E.ExMgt	1.00	1.00	0.00	0.00
Manager Real Estate Technical Services.E.ExMgt	1.00	1.00	0.00	0.00
Manager Real Property Operations Support.E.Misc	0.00	1.00	0.00	0.00
Manager Real Property Section.E.Real	1.00	1.00	0.00	0.00
Manager Repair/Preservation.E.ExMgt	0.00	1.00	1.00	1.00
Manager Security Services.E.Sec	0.00	0.00	1.00	1.00
Manager Support Services.E.SSvcs	1.00	1.00	1.00	1.00
Manager Workforce Utilization.E.Misc	1.00	0.00	0.00	0.00
Manager.E.Supv	1.00	2.00	3.00	3.00
Manager.N.Supv	1.00	1.00	0.00	0.00
Multi-Trades Worker I.N.Trade	5.00	5.00	0.00	0.00
Multi-Trades Worker II.N.Trade	12.00	9.00	0.00	0.00
Multi-Trades Worker III.N.Trade	5.00	6.00	0.00	0.00
Multi-Trades Worker.N.Trade	0.00	1.00	15.00	15.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Facilities Management Continued				
Office Assistant III.N.Admin	1.00	1.00	0.00	0.00
Painter.N.Trade	5.00	5.00	5.00	5.00
Principal Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Project Manager.E.Proj	0.00	16.00	8.00	8.00
Project Manager I.E.Proj	7.00	0.00	1.00	1.00
Project Manager II.E.Proj	7.00	0.00	0.00	0.00
Project Manager II.N.Proj	1.00	0.00	1.00	1.00
Project Manager III.E.Proj	2.00	0.00	0.00	0.00
Project Manager IV.E.Proj	1.00	0.00	0.00	0.00
Real Property Appraiser.E.Prop	0.00	2.00	0.00	0.00
Real Property Specialist.N.Real	6.00	13.00	0.00	0.00
Refrig Air Cndtng Mechanic I.N.Trade	2.00	2.00	0.00	0.00
Refrig Air Cndtng Mechanic II.E.Trade	0.00	0.00	0.00	0.00
Refrig Air Cndtng Mechanic II.N.Trade	6.00	8.00	0.00	0.00
Refrig Air Cndtng Mechanic III.N.Trade	5.00	5.00	0.00	0.00
Section Manager Operations/Maintenance.E.Misc	1.00	0.00	0.00	0.00
Senior Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Senior Administrative Specialist-CAD.E.Admin	1.00	0.00	0.00	0.00
Senior Architect.E.Eng	4.00	0.00	0.00	0.00
Senior Carpenter.N.Trade	1.00	1.00	0.00	0.00
Senior Crew Leader.N.Trade	2.00	0.00	0.00	0.00
Senior Head Custodian.N.Fac	2.00	2.00	0.00	0.00
Senior Heating Vent A/C Technician.N.Trade	2.00	2.00	0.00	0.00
Senior Locksmith.N.Trade	1.00	1.00	0.00	0.00
Senior Real Estate Appraiser.E.Prop	1.00	0.00	0.00	0.00
Senior Real Property Specialist.N.Real	7.00	0.00	0.00	0.00
Senior Storeroom Manager.E.Fac	1.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	0.00	1.00	1.00
Senior Supervisor.N.Supv	4.00	1.00	1.00	1.00
Space Planning Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Storekeeper.N.Purch	0.00	0.00	4.00	4.00
Storekeeper II.N.Purch	1.00	1.00	0.00	0.00
Storekeeper III.N.Purch	2.00	3.00	0.00	0.00
Supervisor Buildings/Grounds.N.Fac	1.00	1.00	1.00	1.00
Supervisor.E.Admin	0.00	1.00	2.00	2.00
Supervisor.N.Admin	1.00	5.00	5.00	5.00
Systems Coordinator.E.ITS	1.00	0.00	0.00	0.00
Trades Helper.N.Trade	1.00	0.00	0.00	0.00
Trades/Maintenance Supt.E.Trade	3.00	4.00	4.00	4.00
Subtotal	197.48	201.48	176.00	176.00
Fire Rescue				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	2.00	2.00	2.00
Accounting Clerk III.N.Acctg	3.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Fire Rescue Continued				
Administrative Assistant.N.Admin	0.00	2.00	2.00	2.00
Administrative Specialist I.E.Admin	0.00	1.00	0.00	0.00
Administrative Specialist I.N.Admin	3.00	0.00	0.00	0.00
Administrative Specialist II.N.Admin	2.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	7.00	8.00	8.00
Assistant Fire Marshall.E.Fire	1.00	1.00	1.00	1.00
Battalion Chief.N.Fire	21.00	21.00	21.00	24.00
Chief Education/Employee Development.E.Human	1.00	1.00	1.00	1.00
Chief Rescue Division.E.Fire	1.00	1.00	2.00	2.00
Company Fire Captain.E.Fire	0.00	0.00	3.00	3.00
Company Fire Captain.N.Fire	148.00	148.00	147.00	156.00
Deputy Chief - Operations.E.Fire	1.00	1.00	1.00	1.00
Deputy Chief- Administration.E.Admin	1.00	1.00	1.00	1.00
Deputy Emergency Manager.E.Emerg	1.00	1.00	1.00	1.00
Director Emergency Management.E.ExMgt	1.00	1.00	1.00	1.00
Director Fire Rescue.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Emergency Preparedness and Recovery.E.ExMgt	0.00	1.00	1.00	1.00
Driver/Engineer.N.Fire	177.00	177.00	177.00	189.00
Emergency Management Org Coord.E.Emerg	0.00	0.00	1.00	1.00
Emergency Management Organization Coordinator.E.Emerg	0.00	0.00	3.00	3.00
Fire Fighter.E.Fire	0.00	2.00	0.00	0.00
Fire Fighter.N.Fire	172.00	183.00	196.00	220.00
Fire Inspector I.N.Fire	3.00	4.00	5.00	6.00
Fire Inspector II.N.Fire	23.00	24.00	22.00	22.00
Fire Inspector.N.Fire	1.00	0.00	1.00	1.00
Fire Investigator.N.Fire	4.00	4.00	5.00	4.00
Fire Marshal.E.Fire	1.00	1.00	1.00	1.00
Fire Medic I.E.Fire	0.00	15.00	24.00	24.00
Fire Medic I.N.Fire	325.00	315.00	327.00	339.00
Fire Medic IV.N.Fire	2.00	1.00	1.00	1.00
Fire Rescue Training Officer.N.Fire	8.00	8.00	8.00	8.00
Fiscal Services Manager.E.Acctg	1.00	1.00	1.00	1.00
General Manager I.E.Supv	2.00	0.00	0.00	0.00
Human Resources Partner.E.Admin	1.00	0.00	0.00	0.00
Inventory Mgmt Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Lead Fire Investigator.N.Fire	1.00	1.00	1.00	1.00
Lieutenant.N.Fire	71.00	73.00	81.00	87.00
Manager Contract Soltns Grant Mgmt.E.ExMgt	1.00	1.00	1.00	1.00
Manager Emergency Dispatch.E.Emerg	1.00	1.00	1.00	1.00
Manager Logistics.E.Fire	1.00	1.00	1.00	1.00
Manager.E.Supv	0.00	2.00	2.00	2.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Fire Rescue Continued				
Multi-Trades Worker III.N.Trade	1.00	1.00	0.00	0.00
Multi-Trades Worker.N.Trade	0.00	0.00	1.00	1.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00
Office Assistant III.N.Admin	1.00	0.00	0.00	0.00
Paramedic.N.Fire	14.00	9.00	5.00	5.00
Program Coordinator.E.Proj	0.00	5.00	5.00	5.00
Project Manager I.E.Proj	1.00	3.00	3.00	3.00
Public Safety Information Officer.E.ExMgt	1.00	1.00	1.00	1.00
Quality Management Chief.E.Misc	1.00	1.00	1.00	1.00
Rescue Lieutenant.N.Fire	6.00	10.00	11.00	11.00
Research Planning/Spec Manager.E.Misc	1.00	1.00	1.00	1.00
Resource Management Chief.E.ExMgt	1.00	1.00	1.00	1.00
Secretary.N.Admin	1.00	0.00	0.00	0.00
Senior Planner.E.Plan	1.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	5.00	0.00	0.00	0.00
Senior Supervisor.N.Supv	0.00	1.00	1.00	1.00
Senior Telecommunicator.N.Comm	4.00	4.00	4.00	4.00
Shift Commander.E.Fire	3.00	3.00	3.00	3.00
Special Operations Chief.E.Fire	1.00	1.00	1.00	1.00
Storekeeper II.N.Purch	3.00	3.00	0.00	0.00
Storekeeper III.N.Purch	2.00	2.00	0.00	0.00
Storekeeper.N.Purch	0.00	0.00	5.00	5.00
Telecommunications Analyst.E.ITS	0.00	0.00	1.00	1.00
Telecommunications Supervisor.N.Comm	5.00	4.00	4.00	4.00
Telecommunications Technician.N.ITS	2.00	2.00	2.00	3.00
Telecommunicator.E.Comm	0.00	0.00	1.95	1.95
Telecommunicator.N.Comm	28.00	30.00	29.48	30.48
Training Technician.N.Human	2.00	2.00	2.00	2.00
Subtotal	1,068.00	1,091.00	1,138.43	1,206.43
Fleet Services				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Assistant.N.Acctg	1.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Business Analyst.E.Bus	0.00	1.00	1.00	1.00
Business Analyst II.E.Bus	1.00	0.00	0.00	0.00
Contracts Management Associate.N.Purch	0.00	1.00	1.00	1.00
Contracts Management Spc.E.Purch	1.00	0.00	0.00	0.00
Director Fleet Management.E.ExMgt	1.00	1.00	1.00	1.00
Equipment Fabrication Specialist.N.Trade	0.00	1.00	1.00	1.00
Equipment Operator III.N.Trade	1.00	1.00	0.00	0.00
Equipment Operator.N.Trade	0.00	0.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Fleet Services Continued				
Fleet Master Technician.N.Trade	6.00	6.00	6.00	6.00
Fleet Technician Supervisor.E.Trade	4.00	4.00	6.00	6.00
Fleet Technician Supervisor.N.Trade	1.00	1.00	0.00	0.00
Fleet Technician.E.Trade	0.00	1.00	1.00	1.00
Fleet Technician.N.Trade	29.00	29.00	30.00	30.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
General Manager II.E.Supv	1.00	0.00	0.00	0.00
Manager Fleet Management Services.E.VehMn	1.00	1.00	1.00	1.00
Manager Operations/Maintenance.E.VehMn	1.00	1.00	1.00	1.00
Manager.E.Supv	0.00	2.00	2.00	2.00
Project Manager I.E.Proj	1.00	1.00	1.00	1.00
Property Control Specialist.N.Misc	1.00	1.00	1.00	1.00
Service Advisor.N.VehMn	3.00	3.00	3.00	3.00
Vehicle Service Attendant.N.VehMn	2.00	2.00	2.00	2.00
Subtotal	58.00	60.00	62.00	62.00
Geospatial and Land Acquisition				
Addressing Technician.N.Real	0.00	4.00	4.00	4.00
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	1.00	2.00	2.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Division Director Geomatics Division.E.Eng	0.00	1.00	0.00	0.00
Division Director Geospatial Services.E.ExMgt	0.00	0.00	1.00	1.00
Drafting Technician.N.Eng	0.00	0.00	3.00	3.00
Engineering Associate.N.Eng	0.00	5.00	5.00	5.00
Engineering Technician I.N.Eng	3.00	3.00	0.00	0.00
Engineering Technician II.N.Eng	3.00	3.00	0.00	0.00
Engineering Technician III.N.Eng	7.00	7.00	0.00	0.00
Field Data Technician.N.Eng	0.00	0.00	5.00	5.00
General Manager I.N.Supv	1.00	0.00	0.00	0.00
General Manager II.N.Supv	1.00	0.00	0.00	0.00
General Manager III.E.ExMgt	3.00	0.00	0.00	0.00
GIS Analyst.E.ITS	0.00	0.00	2.00	2.00
GIS Analyst.N.ITS	5.00	12.00	10.00	10.00
GIS Project Manager.E.Proj	2.00	1.00	2.00	2.00
GIS Systems Administrator.E.ITS	0.00	2.00	2.00	2.00
GIS Systems Analyst.E.ITS	0.00	1.00	1.00	1.00
GIS/Mapping Technician.N.ITS	4.00	5.00	5.00	5.00
Manager Asset Registry.E.Eng	0.00	1.00	1.00	1.00
Manager Geomatics Section.E.Eng	1.00	0.00	0.00	0.00
Manager GIS Mapping Section.E.ITS	0.00	1.00	1.00	1.00
Manager Real Estate Acquisition & Disposition Services.E.ExMgt	0.00	0.00	1.00	1.00
Manager Real Estate Technical Services.E.ExMgt	0.00	0.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Geospatial and Land Acquisition Continued				
Manager Real Property Operations Support.E.Misc	0.00	0.00	1.00	1.00
Manager Real Property Section.E.Real	0.00	0.00	1.00	1.00
Manager Streets & Addresses.E.Trans	0.00	1.00	1.00	1.00
Manager Survey.E.Eng	0.00	1.00	1.00	1.00
Manager.E.Supv	0.00	2.00	2.00	2.00
Prof Land Surveyor/Mapper.E.Eng	3.00	3.00	3.00	3.00
Program Coordinator.N.Proj	0.00	1.00	1.00	1.00
Project Manager.E.Proj	0.00	0.00	3.00	3.00
Real Property Appraiser.E.Prop	0.00	0.00	2.00	2.00
Real Property Specialist.E.Real	0.00	0.00	1.00	1.00
Real Property Specialist.N.Real	0.00	0.00	13.00	13.00
Senior Engineering Technician.N.Eng	5.00	0.00	0.00	0.00
Senior GIS Analyst.E.ITS	5.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	1.00	0.00	0.00	0.00
Survey Technician.N.Eng	0.00	0.00	4.00	4.00
Subtotal	45.00	56.00	80.00	80.00
Head Start				
Accountant.E.Acctg	1.00	2.00	2.00	2.00
Accountant I.N.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	4.00	4.00	4.00
Accounting Clerk III.N.Acctg	4.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	6.00	7.00	7.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	4.00	4.00	4.00
Administrative Specialist I.N.Admin	3.00	0.00	0.00	0.00
Administrative Specialist II.E.Admin	1.00	0.00	0.00	0.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Business Systems Dept Specialist.E.Bus	0.00	1.00	2.00	2.00
Case Manager.N.SSvcs	0.00	25.00	25.00	25.00
Community Services Program Coordinator II.E.Proj	1.00	0.00	0.00	0.00
Contracts Manager.E.Purch	1.00	1.00	1.00	1.00
Director Head Start/Early Head Start.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Manager.E.ExMgt	0.00	1.00	1.00	1.00
General Manager I.E.Supv	5.00	0.00	0.00	0.00
General Manager II.E.Supv	3.00	0.00	0.00	0.00
Head Start Infant & Toddler Specialist.N.SSvcs	32.00	33.00	33.00	33.00
Head Start Services Specialist.E.SSvcs	2.00	1.00	1.00	1.00
Head Start Services Specialist.N.SSvcs	8.00	9.00	9.00	9.00
Head Start Teacher Asst.N.SSvcs	63.00	1.00	0.00	0.00
Head Start Teacher.N.SSvcs	38.00	0.00	0.00	0.00
Head Start/EHS Education Mgr.E.SSvcs	14.00	0.00	0.00	0.00
Head Start/EHS Center Supervisor.E.SSvcs	0.00	13.00	13.00	13.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Head Start Continued				
Head Start/EHS Teacher Aide.N.Human	0.00	0.00	1.00	1.00
Head Start/EHS Teacher Assistant.N.SSvcs	0.00	63.00	63.00	63.00
Head Start/EHS Teacher.E.SSvcs	0.00	25.00	24.00	24.00
Head Start/EHS Teacher.N.SSvcs	0.00	39.00	40.00	40.00
Human Services Supervisor.E.SSvcs	2.00	2.00	2.00	2.00
Lead Head Start/EHS Teacher.E.SSvcs	26.00	0.00	0.00	0.00
Lead Head Start/EHS Teacher.N.SSvcs	1.00	0.00	0.00	0.00
Manager Education Administration.E.ExMgt	1.00	1.00	1.00	1.00
Manager Family and Community Engagement.E.ExMgt	0.00	0.00	1.00	1.00
Manager.E.Supv	0.00	9.00	7.00	7.00
Manager Fiscal Services.E.Acctg	1.00	0.00	0.00	0.00
Manager Operations.E.ExMgt	1.00	0.00	0.00	0.00
Minibus Driver.N.Trans	5.00	5.00	5.00	5.00
Multi-Trades Worker II.N.Trade	1.00	1.00	0.00	0.00
Multi-Trades Worker III.N.Trade	1.00	1.00	0.00	0.00
Multi-Trades Worker.N.Trade	0.00	0.00	2.00	2.00
Office Assistant.N.Admin	2.00	0.00	0.00	0.00
Program Coordinator.E.Proj	0.00	1.00	1.00	1.00
Quality Assurance Manager.E.SSvcs	1.00	1.00	0.00	0.00
Receptionist.N.Admin	1.00	0.00	0.00	0.00
Registered Nurse.E.MedSv	3.00	3.00	3.00	3.00
Senior Case Manager.N.SSvcs	25.00	0.00	0.00	0.00
Senior Secretary.N.Admin	3.00	0.00	0.00	0.00
Senior Social Services Specialist.N.SSvcs	1.00	0.00	0.00	0.00
Social Services Specialist.N.SSvcs	4.00	5.00	5.00	5.00
Software Specialist II.E.ITS	1.00	1.00	0.00	0.00
Solutions Analyst.E.ITS	0.00	0.00	1.00	1.00
Systems Coordinator.E.ITS	1.00	0.00	0.00	0.00
Treatment Counselor.E.SSvcs	2.00	2.00	2.00	2.00
Subtotal	262.00	262.00	262.00	262.00
Health Care Services				
Accountant.E.Acctg	0.00	2.00	3.00	3.00
Accountant II.E.Acctg	1.00	0.00	0.00	0.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	2.00	2.00	2.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Business Analyst.E.Bus	0.00	1.00	2.00	2.00
Business Analyst.N.Bus	0.00	1.00	0.00	0.00
Case Manager.E.SSvcs	0.00	2.00	0.00	0.00
Case Manager.N.SSvcs	21.00	28.00	30.00	30.00
Community Services Program Manager.E.Proj	1.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Health Care Services Continued				
Contracts Manager.E.Purch	1.00	1.00	1.00	1.00
Director Health Care Services.E.ExMgt	1.00	1.00	1.00	1.00
General Manager II.E.Supv	2.00	0.00	0.00	0.00
General Manager III.E.ExMgt	1.00	0.00	0.00	0.00
Grants Programs Svcs Complnc Crd.E.ExMgt	1.00	0.00	0.00	0.00
Health Care Services Manager.E.Admin	0.00	5.00	5.00	5.00
Healthcare Svcs Review Nurse.E.MedSv	2.00	2.00	2.00	2.00
Healthy Living Manager.E.Admin	0.00	0.00	1.00	1.00
Human Services Supervisor.E.SSvcs	5.00	4.00	4.00	4.00
Manager Contract Development & Management.E.Purch	1.00	0.00	0.00	0.00
Manager Education & Outreach Services.E.SSvcs	1.00	1.00	1.00	1.00
Manager Fiscal Support & Services.E.Acctg	1.00	1.00	0.00	0.00
Manager Health Care Services Contracts Administration.E.Human	0.00	0.00	1.00	1.00
Manager Operations Support.E.Exec	1.00	0.00	0.00	0.00
Manager.E.Supv	1.00	3.00	2.00	2.00
Principal Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Program Coordinator.N.Proj	3.00	2.00	2.00	2.00
Program Manager.E.Proj	0.00	1.00	1.00	1.00
Project Manager I.E.Proj	4.00	5.00	0.00	0.00
Project Manager II.E.Proj	1.00	0.00	0.00	0.00
Project Manager.E.Proj	0.00	0.00	4.00	4.00
Senior Case Manager.N.SSvcs	7.00	0.00	0.00	0.00
Senior Social Services Specialist.N.SSvcs	7.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	1.00	1.00	1.00
Social Services Specialist.N.SSvcs	0.00	7.00	7.00	7.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Trauma Coordinator.E.SSvcs	1.00	1.00	1.00	1.00
Wellness Assistant.N.Admin	1.00	0.00	0.00	0.00
Wellness Specialist.E.Human	0.00	2.00	0.00	0.00
Wellness Specialist.N.Admin	3.00	4.00	6.00	6.00
Subtotal	74.00	79.00	79.00	79.00
Homeless Services				
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Case Manager.N.SSvcs	0.00	2.00	1.00	1.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Contracts Manager.E.Purch	2.00	2.00	2.00	2.00
Director Homeless Services.E.ExMgt	1.00	1.00	1.00	1.00
Manager Contracts Grants Compl.E.ExMgt	1.00	1.00	1.00	1.00
Senior Case Manager.N.SSvcs	2.00	0.00	0.00	0.00
Special Projects Coordinator.E.Proj	0.00	0.00	1.00	1.00
Subtotal	8.00	8.00	8.00	8.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Human Resources				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	0.00	2.00	2.00	2.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Director Human Resources.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Manager Human Resources & Healthcare/Benefits.E.Acctg	0.00	1.00	1.00	1.00
General Manager III.E.ExMgt	1.00	0.00	0.00	0.00
Human Resource Transformation Manager.E.Human	1.00	0.00	0.00	0.00
Human Resource Wellness Coordinator.N.Admin	1.00	1.00	1.00	1.00
Human Resources Division Director.E.ExMgt	2.00	2.00	2.00	2.00
Human Resources Investigations Officer.E.ExMgt	2.00	0.00	0.00	0.00
Human Resources Manager I.E.ExMgt	2.00	2.00	0.00	0.00
Human Resources Manager II.E.ExMgt	5.00	6.00	0.00	0.00
Human Resources Manager.E.ExMgt	0.00	0.00	10.00	10.00
Human Resources Partner P/T.E.Human	1.00	0.00	0.00	0.00
Human Resources Partner.E.Admin	9.00	12.00	10.00	10.00
Human Resources Specialist.E.Admin	19.48	19.00	21.48	21.48
Human Resources Specialist.N.Admin	0.00	0.48	0.00	0.00
Human Resources Support Technician.N.Admin Manager.E.Supv	12.00	12.00	11.00	11.00
Social Services Specialist.N.SSvcs	0.00	1.00	0.00	0.00
Summer Youth Intern.N.Misc	2.30	2.30	10.95	10.95
Wellness Assistant.N.Admin	0.38	0.38	0.38	0.38
Wellness Specialist.N.Admin	1.00	1.00	1.00	1.00
Subtotal	61.15	66.16	74.80	74.80
Information & Innovation Office				
Accountant II.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	0.00	0.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Accounting Specialist.E.Acctg	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist II.E.Admin	1.00	0.00	0.00	0.00
Business Analyst.E.Bus	0.00	3.00	2.00	2.00
Business Analyst I.E.Bus	1.00	0.00	0.00	0.00
Business Analyst I.N.Bus	1.00	0.00	0.00	0.00
Business Analyst II.E.Bus	2.00	0.00	0.00	0.00
Business Applications Delivery Manager.E.ITS	1.00	0.00	0.00	0.00
Chief Information Security Officer.E.ExMgt	0.00	1.00	0.00	0.00
Computer Operator.N.Data	0.00	1.00	1.00	1.00
Cyber Security Specialist.E.ITS	0.00	4.00	4.00	4.00
Data Scientist.E.ITS	0.00	0.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Information & Innovation Office Continued				
Database Administrator.E.ITS	4.00	4.00	5.00	5.00
Database Analyst.E.ITS	0.00	1.00	0.00	0.00
Database & Application Engineering Manager.E.ITS	1.00	0.00	0.00	0.00
Desktop Support Manager.E.ITS	1.00	1.00	1.00	1.00
Director of Technology.E.Admin	0.00	0.00	1.00	1.00
Director Performance Improvement.E.ExMgt	1.00	1.00	1.00	1.00
Disaster Recovery Administrator.E.Admin	0.00	0.00	1.00	1.00
Division Director Administrative Systems & Processes.E.ITS	1.00	1.00	0.00	0.00
Division Director Enterprise Project Mgmt Office.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Information & Cyber Security.E.ITS	0.00	0.00	1.00	1.00
Division Director Infrastructure & Tech Support Services.E.ITS	1.00	1.00	1.00	1.00
Division Director Innovation & Emerging Technologies.E.ITS	1.00	0.00	0.00	0.00
Division Director IT Business Management Services.E.ExMgt	0.00	0.00	1.00	1.00
Division Director Software Development & Solutions.E.ITS	1.00	1.00	0.00	0.00
EBS Data Warehouse Admin/Hyperion.E.ITS	1.00	0.00	0.00	0.00
EBS Reporting/Imaging Workflow Support Specialist.E.ITS	1.00	0.00	0.00	0.00
Enterprise Applications Development Manager.E.ITS	0.00	1.00	1.00	1.00
Enterprise Architect.E.ITS	1.00	0.00	0.00	0.00
Enterprise Content Management and Development Manager.E.ITS	0.00	1.00	1.00	1.00
Enterprise Content Mgmt & Development Manager.E.ITS	1.00	0.00	0.00	0.00
Enterprise Project Management Office Coord.E.Admin	1.00	0.00	0.00	0.00
ERP Technical Solutions & Analysis Manager.E.ITS	1.00	0.00	0.00	0.00
General Manager III.E.ExMgt	2.00	0.00	0.00	0.00
GIS Manager.E.ITS	1.00	1.00	0.00	0.00
Human Services Integration Manager.E.ITS	1.00	1.00	0.00	0.00
IDS Systems & Application Support Manager.E.ITS	0.00	1.00	0.00	0.00
Info Systems Project Manager.E.ITS	3.00	0.00	0.00	0.00
Information & Technology Associate Project Manager.E.ITS	2.00	0.00	0.00	0.00
Information and Cybersecurity Manager.E.ITS	1.00	1.00	1.00	1.00
Information Systems Financial Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Associate Projects Manager.E.ITS	0.00	0.00	1.00	1.00
Information Technology Contracts Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Program Manager.E.ITS	3.00	2.00	0.00	0.00
Information Technology Projects Manager.E.ITS	3.00	4.00	6.00	6.00
IT Asset Mgmt Specialist.E.ITS	1.00	1.00	1.00	1.00
IT Asset Mgmt Specialist.N.ITS	0.00	1.00	1.00	1.00
IT Business Relationship Manager.E.ITS	3.00	3.00	3.00	3.00
IT Program Manager.E.ITS	0.00	0.00	2.00	2.00
IT Project Coordinator.E.ITS	0.00	0.00	1.00	1.00
IT Research Analyst.E.ITS	2.00	0.00	0.00	0.00
IT Service Delivery Manager I.E.ITS	0.00	0.00	1.00	1.00
IT Service Delivery Manager II.E.ITS	0.00	0.00	3.00	3.00
Manager Database and Business Intelligence Support.E.ExMgt	0.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Information & Innovation Office Continued				
Manager Enterprise Data and Analytics.E.Admin	0.00	1.00	1.00	1.00
Manager Information Technology Projects Management Office.E.ITS	0.00	1.00	1.00	1.00
Manager Public Safety Information Systems.E.Admin	0.00	1.00	0.00	0.00
Manager Solutions & Analysis.E.Admin	1.00	0.00	0.00	0.00
Manager Svc Management/Acctng Group.E.Acctg	1.00	0.00	0.00	0.00
Manager.E.Supv	1.00	0.00	0.00	0.00
Network Administration Manager.E.ITS	1.00	1.00	1.00	1.00
Network Administrator.E.ITS	5.00	4.00	6.00	6.00
Network Architect.E.ITS	0.00	3.00	3.00	3.00
Network Engineer.E.ITS	0.00	4.00	4.00	4.00
PC Administrator.E.ITS	7.00	8.00	7.00	7.00
Performance Improvement Manager.E.ITS	1.00	0.00	0.00	0.00
Personal Computer Specialist.E.ITS	0.00	0.00	1.00	1.00
Principal Business Analyst.E.Bus	4.00	0.00	0.00	0.00
Programmer/Analyst.E.ITS	2.00	0.00	0.00	0.00
Project Manager I.E.Proj	1.00	1.00	0.00	0.00
Project Manager.E.Proj	0.00	3.00	2.00	2.00
Senior Computer Operator.N.Data	1.00	0.00	0.00	0.00
Senior GIS Analyst.E.ITS	1.00	0.00	0.00	0.00
Senior Information Technology Projects Manager.E.ITS	0.00	5.00	8.00	8.00
Senior Manager Enterprise Information Management.E.ExMgt	0.00	1.00	1.00	1.00
Senior Manager IT Service Delivery.E.ExMgt	0.00	0.00	3.00	3.00
Senior Manager Software & Systems Support.E.Admin	0.00	1.00	0.00	0.00
Senior Network Administrator.E.ITS	2.00	0.00	0.00	0.00
Senior Software Specialist.E.ITS	7.00	0.00	0.00	0.00
Senior Solutions Specialist.E.ITS	2.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	1.00	1.00	1.00
Senior Systems Administrator.E.ITS	2.00	0.00	0.00	0.00
Senior Systems Analyst.E.ITS	6.00	0.00	0.00	0.00
Senior Technical Support Spc.E.ITS	1.00	0.00	0.00	0.00
Software Asset Management Administrator.E.ITS	0.00	0.00	1.00	1.00
Software Developer.E.ITS	1.00	4.00	3.00	3.00
Software Specialist II.E.ITS	1.00	0.00	0.00	0.00
Solutions Analyst.E.ITS	1.00	12.00	13.00	13.00
Solutions Architect.E.ITS	0.00	2.00	5.00	5.00
Solutions Engineer.E.ITS	1.00	10.00	12.00	12.00
Solutions Specialist.E.ITS	0.00	5.00	7.00	7.00
Systems Administration Manager.E.ITS	1.00	1.00	1.00	1.00
Systems Administrator.E.ITS	15.00	11.00	11.00	11.00
Systems Analyst.E.ITS	5.00	0.00	0.00	0.00
Systems Architect.E.ITS	0.00	2.00	2.00	2.00
Systems Coordinator.E.ITS	8.00	0.00	0.00	0.00
Systems Engineer.E.ITS	0.00	8.00	6.00	6.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Information & Innovation Office Continued				
Systems Software Manager.E.ITS	0.00	1.00	0.00	0.00
Technical Support Desk Manager.E.ITS	1.00	1.00	1.00	1.00
Technical Support Specialist.E.ITS	4.00	6.00	6.00	6.00
Technical Writer.E.ITS	0.00	1.00	1.00	1.00
Telecommunications Analyst.E.ITS	2.00	0.00	0.00	0.00
Telecommunications Engineer.E.ITS	0.00	2.00	3.00	3.00
Subtotal	137.00	145.00	160.00	160.00
Library Services				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Accounting Clerk III.N.Acctg	1.00	0.00	0.00	0.00
Administrative Librarian.E.LibSv	0.00	20.00	20.00	20.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Business Systems Dept Specialist.E.Bus	0.00	1.00	1.00	1.00
Business Systems Specialist.E.Bus	1.00	0.00	0.00	0.00
Contracts Manager.E.Purch	1.00	1.00	1.00	1.00
Director Library Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Manager Library Public Svcs.E.LibSv	1.00	1.00	1.00	1.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
Liaison Project Manager.E.Proj	1.00	0.00	0.00	0.00
Librarian Part-Time.E.LibSv	0.95	0.00	0.00	0.00
Librarian Part-Time.N.LibSv	4.75	0.00	0.00	0.00
Librarian.E.LibSv	44.00	94.00	94.00	94.00
Librarian.N.LibSv	3.00	5.80	2.38	2.38
Librarian-P/T.N.LibSv	0.48	0.00	0.00	0.00
Librarian-Youth Services.E.LibSv	12.00	0.00	0.00	0.00
Librarian-Youth Services.N.LibSv	1.00	0.00	0.00	0.00
Library Aide Part-Time.N.LibSv	0.48	0.00	0.00	0.00
Library Aide.N.LibSv	23.00	0.00	0.00	0.00
Library Assistant- Part-Time.N.LibSv	18.53	0.00	0.00	0.00
Library Assistant.N.LibSv	75.00	0.00	0.00	0.00
Library Assistant-P/T.N.LibSv	0.48	0.00	0.00	0.00
Library Associate.N.LibSv	0.00	81.25	80.03	80.03
Library Community Engagement & Partnerships Mgr.E.LibSv	1.00	0.00	0.00	0.00
Library Project Mgr.E.LibSv	1.00	1.00	1.00	1.00
Library Public Service Reg Mgr.E.LibSv	6.00	6.00	7.00	7.00
Library Service and Technology Guide.N.LibSv	0.00	140.85	147.80	149.80
Library Technical Assistant Part-Time.N.LibSv	3.33	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Library Services Continued				
Library Technical Assistant.N.Cultr	34.00	0.00	0.00	0.00
Library Technology Project Manager.E.ExMgt	0.00	1.00	1.00	1.00
Library Transport Assistant II.N.Trans	2.00	0.00	0.00	0.00
Manager Law Library.E.ExMgt	1.00	1.00	1.00	1.00
Manager Library Development.E.LibSv	1.00	1.00	1.00	1.00
Manager Library Learning Experiences.E.LibSv	1.00	1.00	1.00	1.00
Manager Library Operations/Technology.E.ITS	0.00	1.00	1.00	1.00
Manager Library Tech & Collections.E.LibSv	2.00	1.00	1.00	1.00
Manager Operations/Technology.E.ITS	1.00	0.00	0.00	0.00
Manager.E.Supv	0.00	1.00	1.00	1.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00
Paralegal Specialist.N.Legal	1.00	1.00	1.00	1.00
Principal Librarian.E.Cultr	14.00	0.00	0.00	0.00
Principal Librarian.N.Cultr	2.00	0.00	0.00	0.00
Principal Librarian-Youth Svcs.E.Cultr	4.00	0.00	0.00	0.00
Principal Library Assistant.N.Cultr	8.00	0.00	0.00	0.00
Senior Librarian.E.Cultr	19.00	0.00	0.00	0.00
Senior Librarian-Youth Services.E.Cultr	15.00	0.00	0.00	0.00
Senior Librarian-Youth Services.N.Cultr	2.00	0.00	0.00	0.00
Senior Library Assistant.N.Cultr	40.00	0.00	0.00	0.00
Senior Library Technical Assistant.N.ITS	11.00	0.00	0.00	0.00
Supervisor.E.Admin	0.00	2.00	0.00	1.00
Subtotal	363.98	366.90	368.20	371.20
Management & Budget				
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Assistant County Administrator.E.ExMgt	0.00	1.00	1.00	1.00
Budget Analyst.E.Acctg	0.00	8.00	8.00	8.00
Budget Manager Capital Team.E.Acctg	1.00	1.00	1.00	1.00
Budget Manager Operating Team.E.Acctg	1.00	1.00	1.00	1.00
Budget Manager.E.Bus	0.00	1.00	2.00	2.00
Budget Services Coordinator.E.Acctg	3.00	0.00	0.00	0.00
Budget Systems Administrator.E.Data	1.00	1.00	1.00	1.00
Debt & Financial Analysis Manager.E.Acctg	1.00	1.00	1.00	1.00
Debt-Government Business Mgr.E.ExMgt	1.00	1.00	1.00	1.00
Director Management & Budget.E.ExMgt	1.00	1.00	1.00	1.00
Economist.E.Econ	1.00	1.00	1.00	1.00
General Manager IV.E.ExMgt	1.00	1.00	1.00	1.00
Grants Planning and Development Coordinator.E.ExMgt	0.00	1.00	1.00	1.00
Grants Reporting/Complnc Ofcr.E.ExMgt	0.00	1.00	1.00	1.00
Insurance Fiscal Manager.E.ExMgt	1.00	0.00	0.00	0.00
Manager Crime Prevention/Coordinating Unit.E.Law	0.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Management & Budget Continued				
Manager Criminal Justice Grants Program.E.Legal	0.00	1.00	1.00	1.00
Manager Fiscal Services.E.Acctg	1.00	1.00	1.00	1.00
Manager Systems/Revenue.E.ITS	1.00	1.00	1.00	1.00
Program Coordinator.N.Proj	0.00	1.00	1.00	1.00
Project Manager.E.Proj	0.00	1.00	1.00	1.00
Senior Budget Analyst.E.Acctg	5.00	0.00	0.00	0.00
Senior Budget Analyst.N.Acctg	1.00	0.00	0.00	0.00
Senior Supervisor.N.Supv	1.00	0.00	0.00	0.00
Subtotal	25.00	27.00	28.00	28.00
Medical Examiner				
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Administrative Assistant.N.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	3.00	3.00	3.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Assistant Chief Forensic Toxicologist.E.MedSv	1.00	1.00	1.00	1.00
Associate Medical Examiner.E.ExMgt	3.00	3.00	4.00	4.00
Autopsy Technician Part-Time.N.MedSv	0.48	0.00	0.00	0.00
Autopsy Technician.E.MedSv	0.00	0.00	2.00	2.00
Autopsy Technician.N.MedSv	5.00	7.16	7.16	7.16
Chief Forensic Toxicologist.E.ForOp	1.00	1.00	1.00	1.00
Chief Medical Examiner.E.ExMgt	1.00	1.00	1.00	1.00
Deputy Chief Medical Examiner.E.ExMgt	1.00	1.00	1.00	1.00
Forensic Investigator I Part-Time.N.ForOp	0.48	0.00	0.00	0.00
Forensic Toxicologist I.E.MedSv	3.00	3.00	3.00	3.00
General Manager II.N.Supv	1.00	0.00	0.00	0.00
Manager ME Office Operations.E.ExMgt	0.00	1.00	1.00	1.00
Manager Operations.E.ExMgt	1.00	0.00	0.00	0.00
Manager.E.Supv	0.00	0.00	2.00	2.00
Manager.N.Supv	0.00	1.00	0.00	0.00
Medical Examiner Death Investigator.N.ForOp	0.00	12.32	11.32	11.32
Medical Exmnr DeathInvstgtr.E.MedSv	0.00	0.00	1.00	1.00
Medical Exmnr DeathInvstgtr.N.MedSv	10.00	0.00	0.00	0.00
Office Assistant III.N.Admin	3.00	0.00	0.00	0.00
Senior Autopsy Technician.N.MedSv	1.00	0.00	0.00	0.00
Sr Medical Exmnr DeathInvstgtr.N.MedSv	2.00	0.00	0.00	0.00
Subtotal	34.96	35.48	40.48	40.48
Non-Allocated Pool Positions				
Pooled Temp.N.Misc	26.75	18.75	15.00	15.00
Subtotal	26.75	18.75	15.00	15.00
Operations & Legislative Affairs				
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Services Coord.E.Admin	0.00	0.00	2.00	2.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Operations & Legislative Affairs Continued				
Administrative Specialist.N.Admin	0.00	0.00	1.00	1.00
Agenda Special Projects Manager.E.Admin	1.00	1.00	1.00	1.00
Commission Support/Chauffeur.N.Comm	0.00	0.00	1.00	1.00
Community Affairs Liaison & Eq Opportunity Admin.E.ExMgt	1.00	1.00	1.00	1.00
Community Affairs Liaison.E.ExMgt	1.00	1.00	1.00	1.00
Equal Opportunity Coordinator.E.ExMgt	1.00	1.00	0.00	0.00
Executive Assistant-County Administrator.E.Admin	1.00	1.00	1.00	1.00
Grants Administrator.E.ExMgt	0.00	1.00	0.00	0.00
Human Resources Investigations Officer.E.ExMgt	0.00	2.00	0.00	0.00
Intergovernmental Relations Manager.E.ExMgt	1.00	2.00	1.00	1.00
Intrgvnmntl Rlt/Spcl Proj Crd.E.Proj	1.00	1.00	0.00	0.00
Manager Hispanic Affairs.E.Comm	1.00	1.00	1.00	1.00
Operations-Legislative Affairs Ofcr.E.ExMgt	1.00	1.00	1.00	1.00
Professional Standards & Human Rights Investigator.E.ExMgt	0.00	0.00	2.00	2.00
Senior Equal Opportunity Specialist.E.Human	0.00	1.00	0.00	0.00
Senior Investigator Professional Standards & Human Rights.E.ExMgt	0.00	0.00	1.00	1.00
Senior Secretary.N.Admin	1.00	0.00	0.00	0.00
Special Projects Coordinator.E.Proj	0.00	1.00	0.00	0.00
Special Projects Manager Grants.E.Admin	0.00	0.00	1.00	1.00
Special Projects Manager Legislative Affairs.E.Proj	1.00	1.00	1.00	1.00
Subtotal	11.00	17.00	17.00	17.00
Parks & Recreation				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Adaptive Recreation Leader.N.Parks	0.00	23.37	23.37	23.37
Administrative Assistant.N.Admin	0.00	3.00	3.00	3.00
Administrative Services Coord.E.Admin	1.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	2.00	1.00	1.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist III.N.Admin	1.00	0.00	0.00	0.00
Assistant Athletics Specialist.N.Parks	1.00	0.00	0.00	0.00
Assistant Recreation Program Supervisor.N.Parks	8.00	0.00	0.00	0.00
Athletics Manager.E.ExMgt	1.00	0.00	0.00	0.00
Athletics Specialist.N.Parks	2.00	3.00	2.00	2.00
Business Manager I.E.Plan	0.00	1.00	1.00	1.00
Construction Equipment Operator.N.Trade	0.00	0.00	3.00	3.00
Construction Equipment Oper III.N.Trade	1.00	1.00	0.00	0.00
Director Recreation Athletics Neighborhood Parks.E.ExMgt	1.00	1.00	1.00	1.00
Electrician.N.Trade	0.00	0.00	1.00	1.00
Electrician III.N.Trade	1.00	1.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Parks & Recreation Continued				
Environmental Technician I Part-Time.N.EnvSv	0.57	0.00	0.00	0.00
Event Coordinator.N.Parks	1.00	1.00	1.00	1.00
Executive Administrative Manager.E.Admin	1.00	1.00	1.00	1.00
Field Operations Supervisor.N.Trade	0.00	7.00	4.00	4.00
Fiscal Manager.E.ExMgt	0.00	1.00	1.00	1.00
Fiscal Operations Manager.E.Acctg	1.00	0.00	0.00	0.00
General Crew Leader.N.Trade	3.00	0.00	0.00	0.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
HVAC Technician.N.Trade	0.00	0.00	2.00	2.00
Manager Operations.E.ExMgt	1.00	0.00	0.00	0.00
Manager Parks and Recreation Operations.E.ExMgt	0.00	1.00	0.00	0.00
Manager Recreation Services.E.ExMgt	0.00	0.00	1.00	1.00
Manager.E.Supv	3.00	1.00	2.00	2.00
Multi-Trades Worker I.N.Trade	3.00	3.00	0.00	0.00
Multi-Trades Worker II.N.Trade	13.00	14.00	4.00	4.00
Multi-Trades Worker III.N.Trade	5.00	5.00	0.00	0.00
Multi-Trades Worker.N.Trade	0.00	0.00	25.46	27.46
Office Assistant II.N.Admin	2.00	0.00	0.00	0.00
Park Ranger I.N.Parks	0.00	2.10	0.00	0.00
Park Ranger II.N.Parks	0.00	1.00	0.00	0.00
Park Ranger.N.Parks	0.00	0.00	1.14	1.14
Parks Planning & Development Manager.E.ExMgt	1.00	1.00	1.00	1.00
Program Coordinator.E.Proj	0.00	2.00	3.00	3.00
Program Coordinator.N.Proj	1.00	1.00	1.00	1.00
Project Manager I.E.Proj	1.00	0.00	0.00	0.00
Recreation Leader I Part-Time.N.Parks	25.06	0.00	0.00	0.00
Recreation Leader I.E.Parks	1.14	0.76	0.00	0.00
Recreation Leader I.N.Parks	15.64	0.38	0.00	0.00
Recreation Leader II.N.Parks	24.00	0.00	2.00	2.00
Recreation Leader.N.Parks	0.00	65.84	70.42	70.42
Recreation Manager.E.ExMgt	0.00	2.00	2.00	2.00
Recreation Program Specialist.N.Parks	16.00	10.00	11.00	11.00
Recreation Program Supervisor.N.Parks	10.00	25.00	23.00	23.00
Recreation Therapist Aide Part-Time.N.Parks	23.94	0.00	0.00	0.00
Recreational Therapist.N.Parks	5.00	0.00	0.00	0.00
Refrig Air Cndtng Mechanic III.N.Trade	2.00	2.00	0.00	0.00
Senior Crew Leader.N.Trade	4.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	2.00	0.00	0.00	0.00
Senior Recreational Therapist.N.Parks	2.00	0.00	0.00	0.00
Senior Secretary.N.Admin	1.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	1.00	2.00	2.00
Storekeeper III.N.Purch	2.00	2.00	0.00	0.00
Storekeeper.N.Purch	0.00	0.00	2.00	2.00
Supervisor.N.Admin	0.00	1.00	2.00	2.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Parks & Recreation Continued				
Therapeutic Recreation Specialist.N.Parks	0.00	6.00	6.00	6.00
Trades Helper.N.Trade	4.00	4.00	4.00	4.00
Subtotal	195.35	199.45	211.39	213.39
Pet Resources				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	2.00	2.00	2.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Animal Abuse Investigator.E.Anim	0.00	0.00	1.00	1.00
Animal Abuse Investigator.N.Anim	6.00	5.00	4.00	4.00
Animal Care Assistant.E.Anim	0.00	0.00	11.00	11.00
Animal Care Assistant.N.Anim	12.00	12.00	18.00	18.00
Animal Care Supervisor.E.Anim	1.00	2.00	4.00	4.00
Animal Control Officer.E.Anim	2.00	0.00	4.00	4.00
Animal Control Officer.N.Anim	15.00	16.00	16.00	16.00
Animal Control Supervisor.E.Anim	3.00	3.00	2.00	2.00
Assistant Animal Shelter Coord.E.Anim	1.00	0.00	0.00	0.00
Business Manager I.E.Plan	0.00	0.00	1.00	1.00
Community Services Program Coordinator I.N.Proj	1.00	0.00	0.00	0.00
Court Liaison.N.Court	1.00	1.00	1.00	1.00
Customer Service Representative.N.Admin	16.00	16.00	16.00	16.00
Director Pet Resources.E.ExMgt	1.00	1.00	1.00	1.00
General Manager I.E.Supv	3.00	0.00	0.00	0.00
Manager Field Services.E.Anim	1.00	1.00	1.00	1.00
Manager Pet Resources & Community Services.E.Anim	1.00	1.00	1.00	1.00
Managing Dir Shelter Ops.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	0.00	3.00	0.00	0.00
Multi-Trades Worker.N.Trade	0.00	0.00	1.00	1.00
Office Assistant.N.Admin	1.00	0.00	0.00	0.00
Pet Resources Community Liaison.E.Anim	0.00	1.00	1.00	1.00
Pet Resources Community Liaison.N.Anim	0.00	1.00	2.00	2.00
Program Coordinator.E.Proj	0.00	1.00	4.00	4.00
Program Coordinator.N.Proj	0.00	1.00	0.00	0.00
Senior Animal Care Assistant.N.Anim	6.00	6.00	0.00	0.00
Senior Supervisor.E.Supv	2.00	0.00	0.00	0.00
Senior Supervisor.N.Supv	1.00	0.00	0.00	0.00
Senior Veterinarian.E.Anim	0.00	0.00	1.00	1.00
Supervisor.E.Admin	0.00	2.00	4.00	4.00
Supervisor.N.Admin	0.00	1.00	0.00	0.00
Telecommunicator.E.Comm	0.00	0.00	1.00	1.00
Veterinarian.E.Anim	2.50	3.00	4.00	4.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Pet Resources Continued				
Veterinary Medical Director.E.Anim	1.00	1.00	0.00	0.00
Veterinary Technician Part-Time.E.Anim	0.50	0.00	0.00	0.00
Veterinary Technician.E.Anim	0.00	0.00	2.00	2.00
Veterinary Technician.N.Anim	13.00	12.50	13.00	13.00
Subtotal	96.00	96.50	120.00	120.00
Procurement Services				
Administrative Assistant.N.Admin	0.00	0.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	3.00	3.00	3.00
Administrative Specialist I.N.Admin	5.00	0.00	0.00	0.00
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Business Analyst.E.Bus	0.00	3.00	2.00	2.00
Chief Procurement Analyst.E.Purch	6.00	0.00	0.00	0.00
Director Procurement Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Director Procurement Operations.E.Admin	0.00	1.00	1.00	1.00
Functional Procurement Applications Coordinator.E.Admin	0.00	0.00	1.00	1.00
Principal Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Procurement Analyst.E.Purch	4.00	20.00	20.00	20.00
Procurement Operations Coordinator.E.Admin	6.00	6.00	7.00	7.00
Procurement Operations Manager.E.Admin	1.00	0.00	0.00	0.00
Procurement Performance and Business Manager.E.Admin	0.00	0.00	1.00	1.00
Procurement Performance Coordinator.E.Purch	1.00	1.00	0.00	0.00
Senior Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Senior Procurement Analyst.E.Purch	14.00	0.00	1.00	1.00
Subtotal	42.00	36.00	39.00	39.00
Risk Management Division				
Manager Risk Management/Safety.E.Insp	1.00	1.00	1.00	1.00
Program Coordinator.E.Proj	2.00	3.00	1.00	1.00
Program Coordinator.N.Proj	0.00	0.00	4.00	4.00
Safety/Loss Control Coord.E.Insp	1.00	1.00	4.00	4.00
Subtotal	4.00	5.00	10.00	10.00
Social Services				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	2.00	2.00	2.00
Accounting Clerk III.N.Acctg	2.00	0.00	0.00	0.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.N.Admin	0.00	3.00	1.00	1.00
Administrative Specialist I.N.Admin	2.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Social Services Continued				
Administrative Specialist II.N.Admin	1.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Case Manager.N.SSvcs	9.00	25.00	38.00	38.00
Community Services Program Coordinator II.E.Proj	2.00	0.00	0.00	0.00
Director Social Services.E.ExMgt	1.00	1.00	1.00	1.00
Human Services Supervisor.E.SSvcs	8.00	8.00	8.00	8.00
Manager Grants Compliance.E.ExMgt	1.00	0.00	0.00	0.00
Manager Grants/Quality Assurance.E.ExMgt	1.00	0.00	0.00	0.00
Manager Projects & Contracts.E.ExMgt	1.00	0.00	0.00	0.00
Office Assistant Part-Time.N.Admin	0.95	0.00	0.00	0.00
Office Assistant.N.Admin	6.18	0.00	0.00	0.00
Program Coordinator.E.Proj	0.00	3.00	0.00	0.00
Project Manager I.E.Proj	1.00	1.00	0.00	0.00
Regional Service Center Manager.E.Misc	3.00	0.00	0.00	0.00
Senior Case Manager.N.SSvcs	18.00	0.00	0.00	0.00
Senior Social Services Specialist.N.SSvcs	12.00	0.00	0.00	0.00
Social Services Manager I.E.ExMgt	0.00	5.00	5.00	5.00
Social Services Manager II.E.ExMgt	0.00	1.00	1.00	1.00
Social Services Specialist.N.SSvcs	10.00	19.00	13.00	13.00
Special Projects Coordinator.E.Proj	0.00	0.00	1.00	1.00
Training Specialist.E.Human	3.00	3.00	3.00	3.00
Subtotal	84.13	73.00	75.00	75.00
Solid Waste				
Accountant I.N.Acctg	2.00	0.00	0.00	0.00
Accounting Clerk III.N.Acctg	12.00	0.00	0.00	0.00
Administrative Specialist.N.Admin	0.00	5.00	5.00	5.00
Administrative Specialist I.N.Admin	3.00	0.00	0.00	0.00
Administrative Specialist III.E.Admin	1.00	0.00	0.00	0.00
Assistant County Administrator.E.ExMgt	0.00	0.00	1.00	1.00
Business Analyst.E.Bus	0.00	1.00	1.00	1.00
Business Analyst II.E.Bus	1.00	0.00	0.00	0.00
Community Collection Ctr Attendant.E.Trade	0.00	0.00	2.00	2.00
Community Collection Ctr Attendant.N.Trade	10.00	10.00	10.00	10.00
Community Relations Coord.N.Comm	0.00	1.00	0.00	0.00
Construction Equipment Oper I.E.Trade	0.00	0.00	1.00	1.00
Construction Equipment Operator.N.Trade	0.00	0.00	2.00	2.00
Contracts Manager.E.Purch	2.00	2.00	2.00	2.00
Customer Service Analyst.N.Admin	1.00	1.00	1.00	1.00
Customer Service Representative.E.Admin	1.00	1.00	1.00	1.00
Customer Service Representative.N.Admin	1.00	1.00	2.00	2.00
Division Director Solid Waste Management.E.ExMgt	1.00	1.00	1.00	1.00
Engineer.E.Eng	0.00	1.00	1.00	1.00
Engineering Associate.N.Eng	0.00	1.00	2.00	2.00
Engineering Technician.N.Eng	1.00	1.00	2.00	2.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Solid Waste Continued				
Environmental Specialist.N.EnvSv	4.00	4.00	4.00	4.00
Environmental Technician.N.EnvSv	4.00	4.00	2.00	2.00
Fiscal Analyst.E.Admin	0.00	0.00	1.00	1.00
General Manager II.N.Supv	5.00	0.00	0.00	0.00
Industrial Mechanic.N.Trade	2.00	2.00	1.00	1.00
Manager Customer Resolution Unit.E.ExMgt	0.00	1.00	1.00	1.00
Manager Northwest Transfer Station.E.Admin	0.00	0.00	1.00	1.00
Manager Scale House Operations.E.ExMgt	0.00	1.00	1.00	1.00
Manager Solid Waste Landfill Ops.E.ExMgt	1.00	1.00	1.00	1.00
Manager Solid Waste Processing.E.ExMgt	1.00	1.00	1.00	1.00
Manager South Solid Waste Ops.E.ExMgt	1.00	1.00	1.00	1.00
Manager.E.Supv	8.00	3.00	3.00	3.00
Multi-Trades Worker.N.Trade	1.00	1.00	1.00	1.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00
Operations Superintendent.N.Supv	0.00	2.00	2.00	2.00
Prof Engineer II.N.Eng	1.00	0.00	0.00	0.00
Program Coordinator.N.Proj	3.00	3.00	4.00	4.00
Recycling Coordinator.E.Util	1.00	0.00	0.00	0.00
Scalehouse Specialist.N.Acctg	1.00	13.00	14.00	14.00
Senior Business Analyst.E.Bus	0.00	0.00	1.00	1.00
Senior Engineering Technician.N.Eng	1.00	0.00	0.00	0.00
Senior Human Resource Assistant.N.Human	1.00	0.00	0.00	0.00
Senior Program Coordinator.E.Proj	1.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	0.00	9.00	5.00	5.00
Senior Supervisor.N.Supv	0.00	0.00	7.00	7.00
Solid Waste Equipment Operator.N.Util	29.00	29.00	29.00	29.00
Solid Waste Transfer Equipment Operator.E.Util	0.00	0.00	5.00	5.00
Solid Waste Transfer Equipment Operator.N.Util	30.00	30.00	29.00	29.00
Special Projects Coordinator.E.Proj	1.00	1.00	1.00	1.00
Utilities Plant Operator.N.Trade	1.00	1.00	1.00	1.00
Subtotal	134.00	133.00	150.00	150.00
Strategic Planning & Grants Management				
Assistant County Administrator.E.ExMgt	1.00	0.00	0.00	0.00
Community Services Program Coordinator I.N.Proj	1.00	0.00	0.00	0.00
Criminal Justice Specialist.E.Legal	1.00	0.00	0.00	0.00
Executive Assistant-County Administrator.E.Admin	1.00	0.00	0.00	0.00
General Manager III.E.ExMgt	1.00	0.00	0.00	0.00
Grants Administrator.E.ExMgt	1.00	0.00	0.00	0.00
Grants Reporting/Complnc Ofcr.E.ExMgt	1.00	0.00	0.00	0.00
Manager Crime Prevention/Coordinating Unit.E.Law	1.00	0.00	0.00	0.00
Project Manager I.E.Proj	1.00	0.00	0.00	0.00
Strategic Planning/ERP Implementaiton.E.Bus	0.00	0.00	0.00	0.00
Subtotal	9.00	0.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Sunshine Line				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	1.00	1.00	1.00
Accounting Clerk III.N.Acctg	1.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	1.00	1.00	1.00
Administrative Specialist.E.Admin	0.00	1.00	1.00	1.00
Administrative Specialist II.E.Admin	1.00	0.00	0.00	0.00
Business & Compliance Coordinator.E.ExMgt	1.00	1.00	1.00	1.00
Customer Service Analyst.N.Admin	1.00	1.00	1.00	1.00
Customer Service Representative.N.Admin	9.00	9.00	9.00	9.00
Director Sunshine Line.E.ExMgt	1.00	1.00	1.00	1.00
General Manager I.E.Supv	1.00	0.00	0.00	0.00
Manager Strategic Planning & Business Development.E.Plan	0.00	0.00	1.00	1.00
Manager.E.Supv	1.00	1.00	1.00	1.00
Office Assistant II.N.Admin	1.00	0.00	0.00	0.00
Paratransit Minibus Operator.N.Trans	42.00	48.00	56.00	56.00
Secretary.N.Admin	0.00	0.00	0.00	0.00
Senior Paratransit Minibus Oper.N.Trans	6.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	1.00	1.00	1.00	1.00
Supervisor.E.Admin	4.00	5.00	5.00	5.00
Transportation Route Scheduler.N.Trans	3.00	3.00	3.00	3.00
Subtotal	74.00	74.00	83.00	83.00
Water Resources				
Accountant.E.Acctg	0.00	1.00	1.00	1.00
Accountant I.N.Acctg	8.00	0.00	0.00	0.00
Accountant II.E.Acctg	3.00	0.00	0.00	0.00
Accountant III.E.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk.N.Acctg	0.00	3.00	4.00	4.00
Accounting Clerk II.N.Acctg	1.00	0.00	0.00	0.00
Accounting Clerk III.N.Acctg	10.00	0.00	0.00	0.00
Accounting Manager.E.Acctg	1.00	0.00	0.00	0.00
Administrative Assistant.N.Admin	0.00	17.00	17.00	18.00
Administrative Specialist.N.Admin	14.00	17.00	16.00	16.00
Business Analyst.E.Bus	5.00	10.00	12.00	13.00
Construction Services Fiscal Manager.E.Acctg	0.00	1.00	1.00	1.00
Contracts Manager.E.Purch	2.00	2.00	1.00	1.00
Cross-Connection Control Inspector.N.Insp	0.00	0.00	2.00	2.00
Customer Account Specialist.E.Acctg	0.00	0.00	2.00	2.00
Customer Account Specialist.N.Acctg	0.00	15.00	13.00	13.00
Customer Collections Specialist.N.Admin	0.00	0.00	11.00	11.00
Customer Service Analyst.E.Admin	0.00	0.00	2.00	2.00
Customer Service Analyst.N.Admin	4.00	6.00	5.00	7.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Water Resources Continued				
Customer Service Representative.N.Admin	21.00	31.00	26.00	26.00
Cyber Security Specialist.E.ITS	0.00	0.00	1.00	1.00
Director Public Utilities.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Field Maint Svcs.E.Const	1.00	1.00	1.00	1.00
Division Dir Technical Services.E.ExMgt	1.00	1.00	1.00	1.00
Division Dir Utility Operations.E.Util	1.00	1.00	1.00	1.00
Division Director Enterprise Solutions.E.ExMgt	1.00	1.00	1.00	1.00
Engineer Intern.E.Eng	0.00	8.00	7.00	7.00
Engineer.E.Eng	0.00	16.00	16.00	16.00
Engineering Associate.E.Eng	0.00	29.00	22.00	22.00
Engineering Associate.N.Eng	0.00	0.00	9.00	9.00
Engineering Specialist II.N.Eng	12.00	0.00	0.00	0.00
Engineering Technician.N.Eng	13.00	13.00	3.00	3.00
Environmental Manager.E.EnvSv	0.00	0.00	1.00	1.00
Environmental Scientist.E.EnvSv	1.00	1.00	3.00	3.00
Environmental Specialist.E.EnvSv	0.00	3.00	2.00	2.00
Environmental Supervisor.E.EnvSv	0.00	2.00	0.00	0.00
Field Collector.N.Tax	4.00	5.00	0.00	0.00
Field Service Representative.E.Util	0.00	0.00	7.00	7.00
Field Service Representative.N.Util	7.00	14.00	15.00	16.00
Fiscal Analyst.E.Admin	0.00	3.00	3.00	3.00
Fiscal Manager.E.ExMgt	0.00	0.00	1.00	1.00
General Manager I.N.Supv	13.00	0.00	0.00	0.00
General Manager II.N.Supv	6.00	0.00	0.00	0.00
General Manager III.E.ExMgt	8.00	0.00	0.00	0.00
GIS Analyst.E.ITS	0.00	0.00	1.00	1.00
GIS Analyst.N.ITS	2.00	3.00	2.00	2.00
Industrial Electrician.N.Trade	32.00	33.00	33.00	33.00
Industrial Instrm/Control Tech.N.Trade	19.00	19.00	20.00	23.00
Industrial Mechanic.N.Trade	70.00	70.00	70.00	70.00
Info Systems Project Manager.E.ITS	0.00	0.00	9.00	9.00
Information Technology Program Manager.E.ITS	1.00	1.00	1.00	1.00
Information Technology Projects Manager.E.ITS	0.00	0.00	2.00	2.00
Inspector.N.Insp	2.00	2.00	0.00	0.00
IT Development Project Manager-CCC.E.ITS	0.00	0.00	1.00	1.00
Manager Client Services Group.E.SSvcs	1.00	1.00	1.00	1.00
Manager Contract Admin & Assistant Group.E.Purch	1.00	1.00	1.00	1.00
Manager Engineering Svcs Capital Projects Management.E.Eng	2.00	1.00	1.00	1.00
Manager Engineering Svcs Utility Design.E.Eng	1.00	1.00	1.00	1.00
Manager Engineering Svcs Utility Planning.E.Eng	0.00	0.00	1.00	1.00
Manager Financial & Business Svcs.E.ExMgt	1.00	1.00	0.00	0.00
Manager Plans/Readiness & Analysis.E.Misc	1.00	1.00	0.00	0.00
Manager Safety & Training.E.Admin	0.00	0.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Water Resources Continued				
Manager.E.Supv	6.00	29.00	28.00	29.00
Meter Reader.E.Util	0.00	0.00	1.00	1.00
Meter Reader.N.Util	5.00	5.00	15.00	15.00
Multi-Trades Worker.N.Trade	1.00	1.00	1.00	1.00
Office Assistant.N.Admin	6.00	0.00	0.00	0.00
Office Assistant II.N.Admin	16.00	0.00	0.00	0.00
Office Assistant III.N.Admin	2.00	0.00	0.00	0.00
Plant Electronics Supervisor.N.Util	2.00	2.00	2.00	2.00
Plant Manager.E.Util	10.00	10.00	10.00	10.00
Principal Business Analyst.E.Bus	1.00	0.00	0.00	0.00
Prof Engineer I.E.Eng	2.00	0.00	2.00	2.00
Program Coordinator.E.Proj	0.00	0.00	1.00	1.00
Program Coordinator.N.Proj	4.00	3.00	4.00	4.00
Program Manager.E.Proj	0.00	0.00	1.00	1.00
Project Manager.E.Proj	8.00	5.00	7.00	8.00
Projects Control Coordinator.E.ExMgt	0.00	1.00	1.00	2.00
Public Utilities Program Manager.E.ExMgt	0.00	0.00	1.00	1.00
Safety/Loss Control Coord.N.Insp	1.00	1.00	1.00	1.00
SCADA Control & Applications Engineer.E.ITS	0.00	0.00	1.00	1.00
SCADA Control & Network Systems Engineer.E.ITS	0.00	0.00	1.00	1.00
SCADA Systems Coordinator.E.ITS	3.00	3.00	0.00	0.00
Section Manager FMS Line Maint.E.ExMgt	2.00	2.00	2.00	2.00
Section Manager FMS Pump Stn Ops.E.ExMgt	1.00	1.00	1.00	1.00
Section Manager Public Utilities Maintenance.E.ExMgt	1.00	1.00	1.00	1.00
Section Manager Public Utilities Wastewater.E.ExMgt	1.00	1.00	1.00	1.00
Section Manager Public Utilities Water.E.ExMgt	1.00	1.00	1.00	1.00
Senior Budget Analyst.E.Acctg	1.00	0.00	0.00	0.00
Senior Customer Service Rep.N.Misc	9.00	0.00	0.00	0.00
Senior Engineering Specialist.N.Eng	15.00	0.00	0.00	0.00
Senior Engineering Technician.N.Eng	9.00	0.00	0.00	0.00
Senior Field Collector.N.Tax	1.00	0.00	0.00	0.00
Senior Field Service Rep.N.Util	7.00	0.00	0.00	0.00
Senior GIS Analyst.E.ITS	1.00	0.00	0.00	0.00
Senior Meter Reader.N.Util	10.00	10.00	0.00	0.00
Senior Planner.E.Plan	0.00	0.00	1.00	1.00
Senior Professional Engineer.E.Eng	10.00	0.00	0.00	0.00
Senior Supervisor.E.Supv	10.00	6.00	7.00	8.00
Solutions Specialist.E.ITS	0.00	2.00	1.00	1.00
Storekeeper I.N.Purch	0.00	0.00	1.00	1.00
Storekeeper.N.Purch	4.00	4.00	3.00	3.00
Supervisor.E.Admin	3.00	16.00	9.00	9.00
Supervisor.N.Admin	1.00	0.00	5.00	6.00
System Administrator.E.ITS	0.00	0.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Water Resources Continued				
Systems Administrator.E.ITS	0.00	0.00	1.00	1.00
Systems Analyst.E.ITS	1.00	1.00	0.00	0.00
Training Specialist.E.Human	0.00	0.00	1.00	1.00
Training Specialist.N.Human	1.00	3.00	2.00	2.00
Training Technician.N.Human	2.00	0.00	0.00	0.00
Utilities Asset Coordinator.N.Util	2.00	1.00	1.00	1.00
Utilities Asset Program Manager.E.Proj	0.00	0.00	1.00	1.00
Utilities Maintenance Crew Ldr.N.Util	15.00	2.00	0.00	0.00
Utilities Maintenance Operator.N.Trade	97.00	97.00	103.00	103.00
Utilities Maintenance Supervisor.N.Util	22.00	38.00	37.00	44.00
Utilities Maintenance Worker.E.Trade	7.00	6.00	0.00	0.00
Utilities Manager.E.Util	11.00	10.00	9.00	9.00
Utilities Manager.N.Util	0.00	0.00	1.00	2.00
Utilities Plant Operator.E.Trade	0.00	0.00	2.00	2.00
Utilities Plant Operator.N.Trade	102.00	104.00	91.00	94.00
Utilities Plant Operator-Shift Leader.N.Trade	0.00	0.00	13.00	13.00
Utility Locate Technician.N.Eng	0.00	0.00	10.00	10.00
Subtotal	686.00	702.00	736.00	760.00
TOTAL COUNTY ADMINISTRATOR ORGANIZATION	5,137.21	5,213.70	5,511.98	5,610.98
ELECTED OFFICIALS ORGANIZATION				
Clerk of the Circuit Court - BOCC Funded	102.00	102.00	102.00	102.00
Property Appraiser	125.00	125.00	125.00	125.00
Sheriff	3,675.50	3,675.50	3,767.00	3,767.00
State Attorney Part II (Victim Assistance)				
Administrative Assistant Part-Time.N.Admin	0.50	0.50	0.50	0.50
Court Clerk II.N.Court	8.00	8.00	8.00	8.00
Court Clerk III.N.Court	2.00	2.00	2.00	2.00
Director Victim Assistance.E.ExMgt	1.00	1.00	1.00	1.00
Intake Counselor.E.Admin	0.00	1.00	4.00	4.00
Intake Counselor.N.Admin	14.00	13.00	14.00	14.00
Program Manager-VA.E.Proj	1.00	1.00	1.00	1.00
Senior Case Manager.N.SSvc	1.00	1.00	1.00	1.00
Victim Support Specialist-VA.N.SSvc	0.60	0.60	0.60	0.60
Subtotal	28.10	28.10	32.10	32.10
Supervisor of Elections	43.00	44.00	48.00	48.00
Tax Collector	388.50	388.50	383.00	383.00
TOTAL ELECTED OFFICIALS ORGANIZATION	4,362.10	4,363.10	4,457.10	4,457.10

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
JUDICIAL ORGANIZATION				
13th Judicial Branch - Administrative Offices of the Court				
ZCA-Accountant III.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Administrative Assistant I.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Chief Deputy Court Administrator.N.CrtA	2.00	2.00	2.00	2.00
ZCA-Circuit Court Counsel.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Counselor.N.CrtA	10.00	10.00	9.00	9.00
ZCA-Court Facilities Supervisor.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Operations Consul.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Operations Manager.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Ops Coordinator.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Court Program Specialist I.N.CrtA	6.85	5.85	5.85	5.85
ZCA-Court Program Specialist II.E.CrtA	0.00	1.00	1.00	1.00
ZCA-Court Program Specialist II.N.CrtA	3.00	2.00	2.00	2.00
ZCA-Customer Service Agent.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Director of Facilities Management.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Director of Problem Solving Courts.E.Legal	1.00	1.00	1.00	1.00
ZCA-Drug Court Specialist II.N.CrtA	6.00	6.00	6.00	6.00
ZCA-Human Resources Mgr.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Information System Analyst.N.CrtA	2.00	2.00	3.00	3.00
ZCA-Mediation Services Coordinator.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Multi Trades Worker I.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Multi Trades Worker II.N.CrtA	4.00	4.00	4.00	4.00
ZCA-Program Assistant.N.CrtA	3.00	3.00	3.00	3.00
ZCA-Public Information Specialist I.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Secretary Specialist.N.CrtA	2.00	2.00	2.00	2.00
ZCA-Senior Administrative Assistant.N.CrtA	1.00	1.00	1.00	1.00
ZCA-Senior Court Program Spec.N.CrtA	2.00	2.00	3.00	3.00
ZCA-Senior Secretary.N.CrtA	0.85	0.85	0.85	0.85
ZCA-Senior Trial Court Staff Attorney.N.CrtA	1.00	1.00	1.00	1.00
ZCA-System Project Consultant.N.CrtA	1.00	1.00	1.00	1.00
ZCA-User Support Analyst.N.CrtA	1.00	3.00	3.00	3.00
TOTAL JUDICIAL ORGANIZATION	59.70	60.70	61.70	61.70

BOARDS, COMMISSIONS, & AGENCIES ORGANIZATION

Civil Service Board

Chief Class & Comp Dept-CSB.E.ExMgt	1.00	0.00	0.00	0.00
Chief ER/Pr Act/Sys Spt Dept-CSB.E.ExMgt	1.00	1.00	0.00	0.00
Chief Talent Acqtn Dept-CSB.E.ExMgt	1.00	1.00	0.00	0.00
Director Civil Service Board.E.ExMgt	1.00	1.00	0.00	0.00
Exec Assistant/Office Mgr-CSB.E.Admin	1.00	1.00	0.00	0.00
Human Resource Research Specialist.E.Human	0.50	0.00	0.00	0.00
Human Resource Solutions Specialist.CSBP	0.00	1.00	0.00	0.00
Manager.E.Supv	1.00	1.00	0.00	0.00
Office Assistant.N.Admin	0.00	1.00	0.00	0.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Civil Service Board Continued				
Process Improvement Analyst.E.ExMgt	0.00	1.00	0.00	0.00
Senior Human Resource Analyst.E.Human	1.00	0.00	0.00	0.00
Senior Vice President.E.ExMgt	0.00	1.00	0.00	0.00
Subtotal	7.50	9.00	0.00	0.00
Environmental Protection Commission				
Administrative Specialist II.N.Admin	3.00	3.00	3.00	3.00
Administrative Specialist III.E.Admin	1.00	1.00	1.00	1.00
Attorney-EPC.E.Legal	1.00	0.00	0.00	0.00
Chief Environmental Scientist.E.EnvSv	1.00	1.00	1.00	1.00
Community Relations Coord.E.Comm	1.00	0.00	0.00	0.00
Database Administrator.E.ITS	1.00	1.00	1.00	1.00
Director Air Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Director Waste Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Director Water Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Director Wetlands Management-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Electronics Technician II.E.Trade	0.00	0.00	1.00	1.00
Electronics Technician I.N.Trade	1.00	1.00	0.00	0.00
Electronics Technician II.N.Trade	2.00	2.00	2.00	2.00
Electronics Technician III.N.Trade	2.00	2.00	2.00	2.00
Engineering Specialist I.E.Eng	1.00	0.00	1.00	1.00
Engineering Specialist I.N.Eng	0.00	0.00	0.00	0.00
Engineering Specialist II.E.Eng	7.00	6.00	6.00	6.00
Engineering Specialist II.N.Eng	1.00	1.00	1.00	1.00
Environmental Manager.E.EnvSv	1.00	1.00	1.00	1.00
Environmental Scientist I.E.EnvSv	11.00	13.00	19.00	19.00
Environmental Scientist I.N.EnvSv	2.00	1.00	2.00	2.00
Environmental Scientist II.E.EnvSv	21.00	22.00	23.00	23.00
Environmental Scientist II.N.EnvSv	1.00	1.00	1.00	1.00
Environmental Specialist I.E.EnvSv	0.00	0.00	1.00	1.00
Environmental Specialist I.N.EnvSv	3.00	3.00	0.00	0.00
Environmental Specialist II.E.EnvSv	1.00	0.00	0.00	0.00
Environmental Specialist II.N.EnvSv	8.00	8.00	3.00	3.00
Environmental Specialist III.E.EnvSv	7.00	7.00	8.00	8.00
Environmental Supervisor.E.EnvSv	1.00	1.00	2.00	2.00
Executive Director-EPC.E.ExMgt	1.00	1.00	1.00	1.00
Fiscal Analyst.E.Admin	1.00	1.00	1.00	1.00
General Counsel-EPC.E.Legal	2.00	1.00	1.00	1.00
General Manager I.E.Supv	2.00	4.00	4.00	4.00
General Manager II.E.Supv	10.00	9.00	10.00	10.00
General Manager III.E.ExMgt	9.00	10.00	9.00	9.00
General Manager IV.E.ExMgt	2.00	2.00	1.00	1.00
GIS Project Manager.E.Proj	1.00	1.00	1.00	1.00
Info Systems Project Manager.E.ITS	1.00	1.00	0.00	0.00
Information Technology Manager.E.ITS	0.00	0.00	1.00	1.00
IT Systems Administrator.E.ITS	0.00	0.00	2.00	2.00
Legal Administrative Assistant.N.Admin	1.00	1.00	1.00	1.00
Manager.E.Supv	1.00	1.00	0.00	0.00
Office Assistant II.N.Admin	1.50	2.00	1.00	1.00
Prof Engineer I.E.Eng	4.00	3.00	4.00	4.00
Prof Engineer II.E.Eng	4.00	4.00	3.00	3.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Environmental Protection Commission Continued				
Prof Geologist.E.EnvSv	2.00	2.00	1.00	1.00
Project Manager I.E.Proj	7.00	6.00	6.00	6.00
Project Manager II.E.Proj	3.00	4.00	4.00	4.00
Senior Assistant Attorney.E.Legal	0.00	2.00	2.00	2.00
Senior Engineering Specialist.E.Eng	2.00	1.00	1.00	1.00
Senior Hydrologist.E.EnvSv	0.00	2.00	3.00	3.00
Senior Professional Engineer.E.Eng	1.00	0.00	1.00	1.00
Senior Program Coordinator.N.Proj	1.00	1.00	1.00	1.00
Senior Public Relations Strategist.E.Comm	0.00	1.00	1.00	1.00
Senior Software Specialist.E.ITS	1.00	0.00	0.00	0.00
Software Specialist II.E.ITS	2.00	0.00	0.00	0.00
Systems Administrator.E.ITS	0.00	2.00	0.00	0.00
Systems Analyst.E.ITS	0.00	1.00	1.00	1.00
Subtotal	141.50	142.00	144.00	144.00
Guardian ad Litem				
ZGAL-Case Coordinator I.N.GAL	3.00	3.00	5.00	5.00
ZGAL-Case Coordinator II.N.GAL	1.00	1.00	1.00	1.00
ZGAL-Senior Secretary.N.GAL	1.00	1.00	1.00	1.00
Subtotal	5.00	5.00	7.00	7.00
Metropolitan Planning Organization				
Administrative Specialist III.E.Admin	1.00	1.00	1.00	1.00
Executive Director Metropolitan Planning Org.E.ExMgt	1.00	1.00	1.00	1.00
Executive Planner.E.Plan	2.00	2.00	2.00	2.00
MPO Assistant Executive Director-PC.E.Exec	1.00	1.00	1.00	1.00
Senior GIS Analyst.E.ITS	1.00	1.00	1.00	1.00
Software Specialist I.N.ITS	1.00	1.00	1.00	1.00
Subtotal	7.00	7.00	7.00	7.00
Planning Commission				
Administrative Specialist II.E.Admin	0.00	1.00	0.00	0.00
Administrative Specialist II.N.Admin	0.00	0.00	1.00	1.00
Assistant Executive Director-PC.E.ExMgt	1.00	1.00	0.00	0.00
Community Planner I.E.Plan	0.00	1.00	2.00	2.00
Community Planner II.E.Plan	4.00	0.00	2.00	2.00
Community Relations Coord.E.Comm	1.00	1.00	1.00	1.00
Computer Graphics Designer.N.ITS	1.00	1.00	1.00	1.00
Database Administrator.E.ITS	1.00	1.00	1.00	1.00
Executive Director Planning Commission.E.ExMgt	1.00	1.00	1.00	1.00
Executive Planner.E.Plan	3.00	3.00	6.00	6.00
Financial Manager.E.Acctg	1.00	1.00	1.00	1.00
GIS Project Manager.E.Proj	1.00	1.00	1.00	1.00
Office Assistant III.N.Admin	1.00	1.00	1.00	1.00
Office Manager.E.Admin	1.00	1.00	1.00	1.00
Planning Outreach Manager.E.ExMgt	0.00	0.00	1.00	1.00
Planning Support Services Manager.E.ITS	1.00	1.00	1.00	1.00
Planning/Zoning Technician II.N.Plan	1.00	0.00	1.00	1.00
Principal Planner.E.Plan	7.00	7.00	5.00	5.00
Programmer/Analyst.E.ITS	1.00	1.00	1.00	1.00
Project Manager I.E.Proj	0.00	1.00	1.00	1.00

Detailed Listing of Full-Time Equivalent Positions (by Department - All Funds)

	FY 18 # of FTEs	FY 19 # of FTEs	FY 20 # of FTEs	FY 21 # of FTEs
Planning Commission Continued				
Project Manager II.E.Proj	1.00	1.00	1.00	1.00
Project Manager III.E.Proj	0.00	0.00	1.00	1.00
Secretary.N.Admin	1.00	1.00	0.00	0.00
Senior Planner.E.Plan	6.00	9.00	9.00	9.00
Senior Planning/Zoning Technician.N.Plan	1.00	1.00	1.00	1.00
Software Specialist I.E.ITS	1.00	1.00	0.00	0.00
Team Leader Cities Planning- PC.E.Plan	1.00	1.00	1.00	1.00
Team Leader Countywide Planning-PC.E.Plan	1.00	1.00	1.00	1.00
Team Leader Env Planning/Rsrch Team-PC.E.Plan	1.00	1.00	1.00	1.00
Team Leader/Administration-PC.E.ITS	1.00	0.00	0.00	0.00
Webmaster.E.ITS	1.00	1.00	1.00	1.00
Subtotal	41.00	41.00	45.00	45.00
Soil & Water Conservation Board				
Administrative Specialist II.N.Admin	1.00	1.00	1.00	1.00
Agricultural Conservation Technician.N.EnvSv	0.00	1.00	1.00	0.00
Conservation Outreach Technician.N.Mktg	0.00	0.00	1.00	1.00
Environmental Outreach Coordinator.N.Comm	1.00	1.00	0.00	0.00
Executive Director-SWCD.E.EnvSv	1.00	1.00	1.00	1.00
Subtotal	3.00	4.00	4.00	3.00
Value Adjustment Board	5.00	5.00	5.00	5.00
TOTAL BOARDS, COMMISSIONS, & AGENCIES ORGANIZATION	210.00	213.00	212.00	211.00
GRAND TOTAL	9,853.51	9,935.00	10,330.28	10,428.28

Pro Forma Budget Countywide General Fund Unincorporated Area General Fund

FY 19 through FY 24

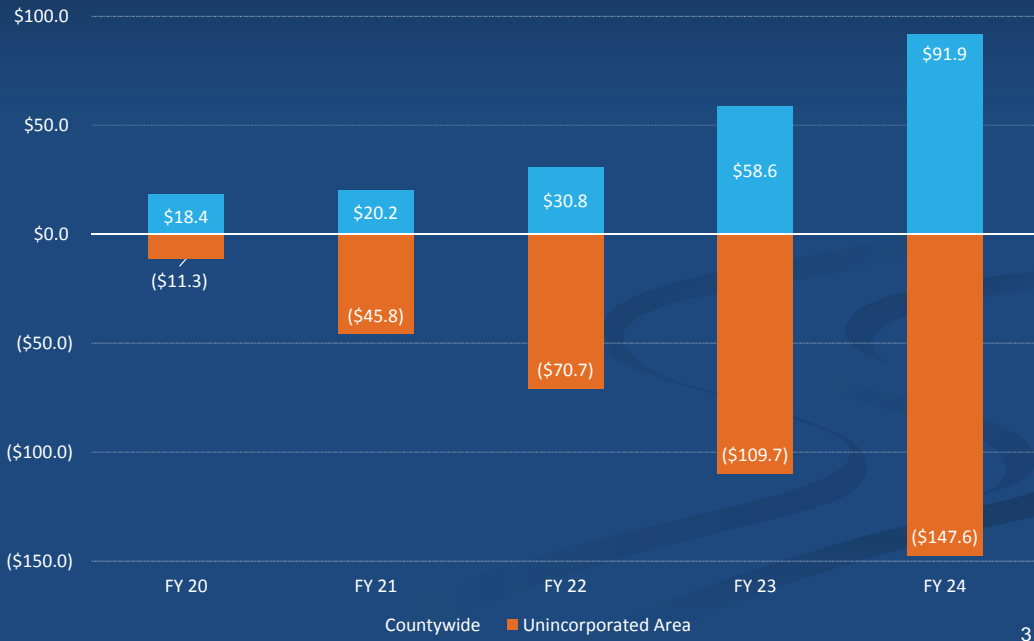
Hillsborough County
Management and Budget Department

April 17, 2019

Pro Forma Parameters

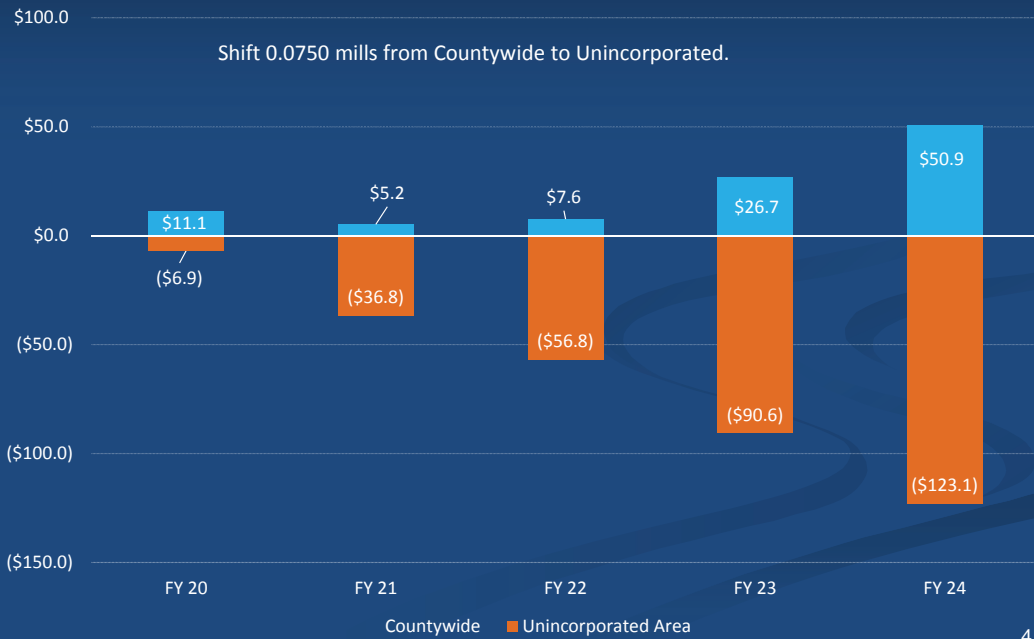
- ❑ Taxable Property Values growth
 - ❑ Modeled at 8.5% for FY 20
 - ❑ Florida Legislature, Office of Economic and Demographic Research, Revenue Estimating Conference (REC) , Ad Valorem Assessments, December 11, 2018
 - ❑ 20-year average annual growth of 5.63% for FY 21 – FY 24
 - ❑ 1998 – 2018 Countywide average annual rate
 - ❑ REC forecast for FY 21 is 7.7% falling to 6.6% for FY 24
 - ❑ Third Homestead Exemption failed at referendum
 - ❑ Avoids \$28.5 million revenue reduction in FY 20
- ❑ Expenditures
 - ❑ Most non-personnel costs modeled to rise by combined rates of population and government inflation, 5.17%
 - ❑ Most personnel wage costs modeled to rise 3.0% annually
 - ❑ Transportation Plan is included in Pro Forma

Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions



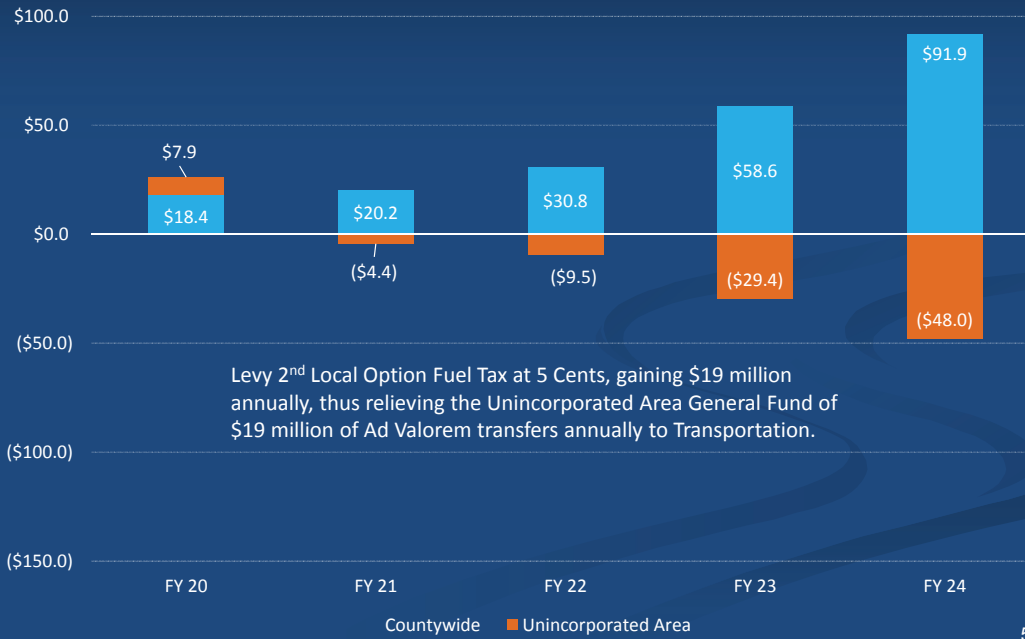
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Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions



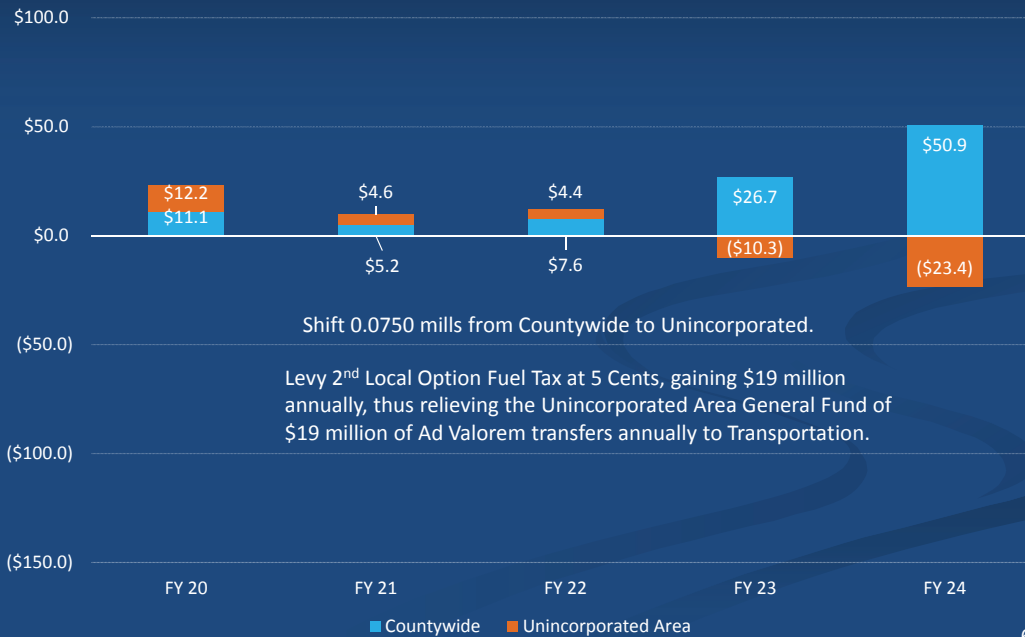
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Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions



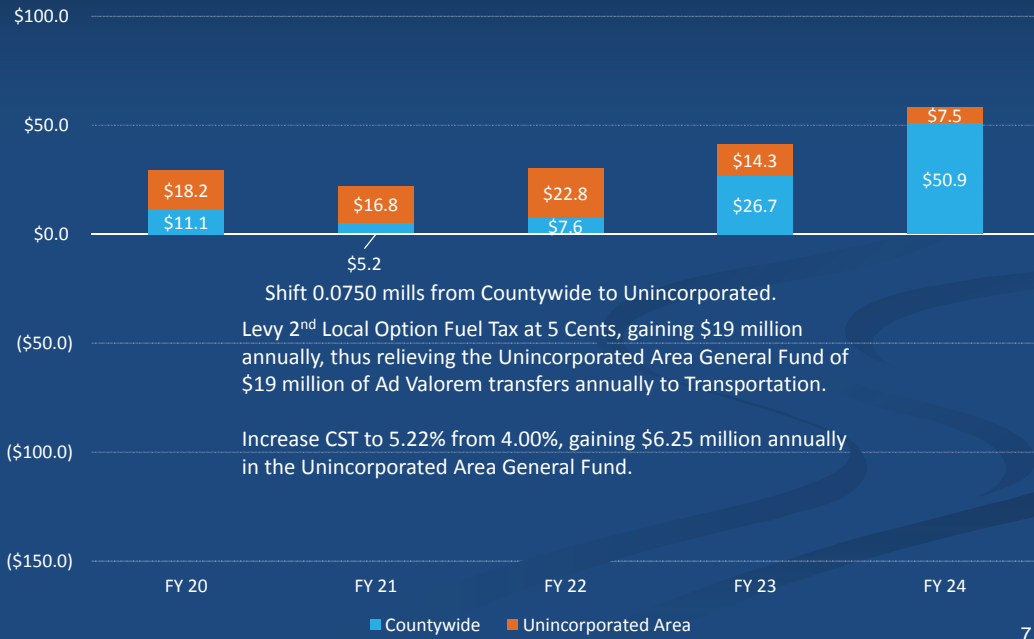
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Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions

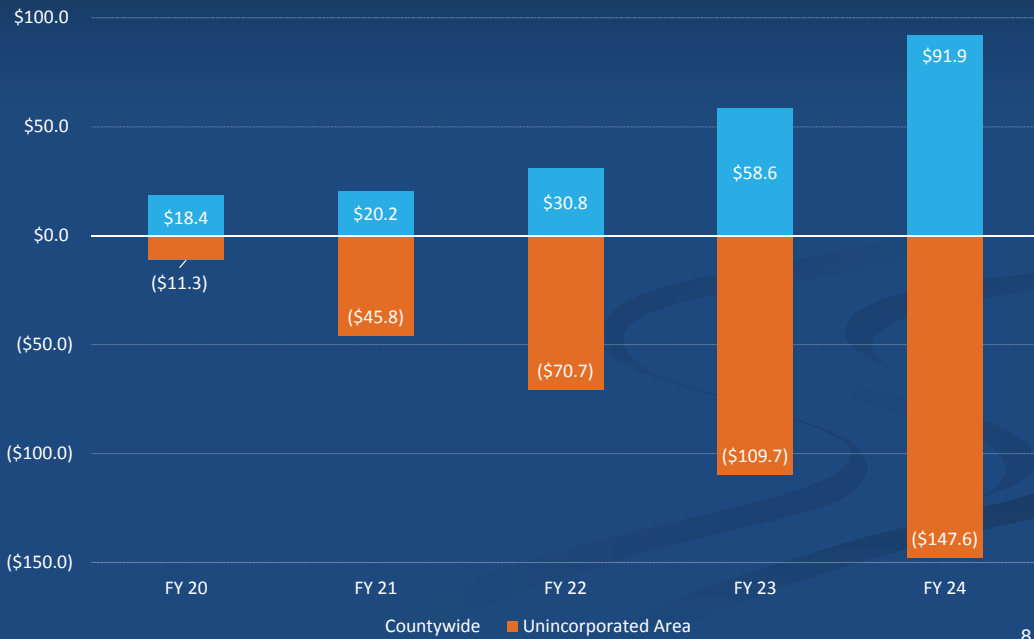


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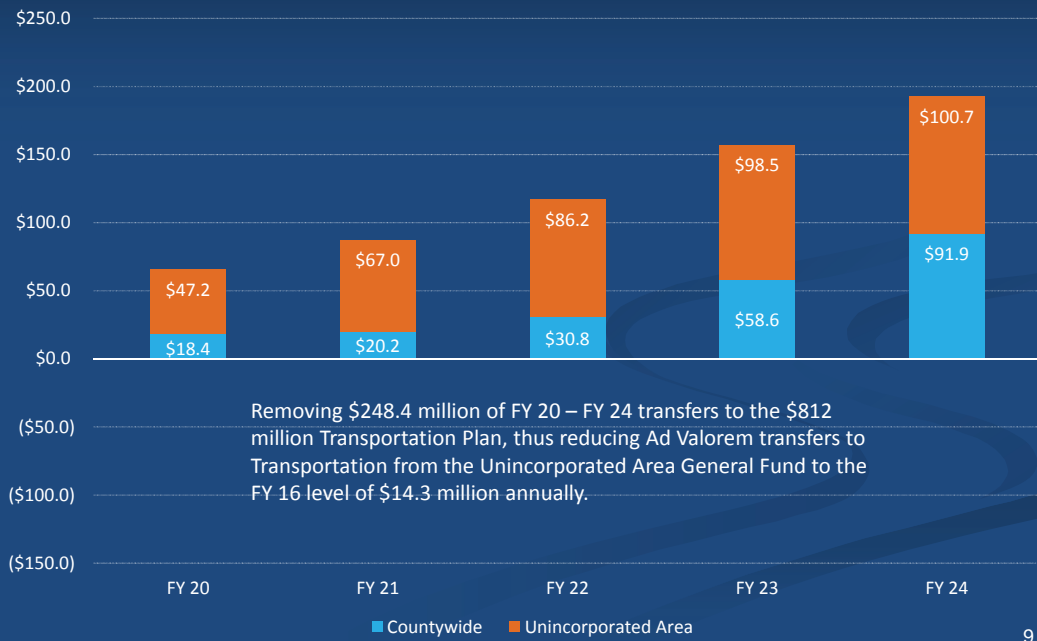
Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions



Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions



Countywide and Unincorporated Area General Funds Deficits/Surpluses with Addition of Maintenance of Current Service Demands DUs Millions



Acronyms

ACES	Automated Client Eligibility System	GIS	Geographic Information System
ADA	Americans with Disabilities Act	GTAR	Greater Tampa Association of Realtors
AFSCME	American Federation of State, County and Municipal Employees	HIPAA	Health Insurance Portability and Accountability Act
ASE	Automotive Service Excellence	IAFF	International Association of Firefighters
BAN	Bond Anticipation Notes	ITS	Information & Technology Services Department
BEBR	Bureau of Economic and Business Research	JAWS	Judicial Automated Workflow System
BOCC	Board of County Commissioners	JOIN	Judicial Online Internal Network
CAFR	Comprehensive Annual Financial Report	KPI	Key Performance Indicators
CAU	Capacity Assessments Units	L RTP	Long Range Transportation Plan
CCNA	Cisco Certified Network Associate	MBE	Minority Businesses Enterprise
CDBG	Community Development Block Grant	MOSI	Museum of Science and Industry
CIP	Capital Improvement Program	MPO	Metropolitan Planning Organization
CIT	Community Investment Tax	MSBU	Municipal Service Benefit Units
CLASS	Client Assistance System	MSTU	Municipal Services Taxing Unit
CMCMP	Congestion Management/Crash Mitigation Process	NACSLB	National Advisory Council on State and Local Budgeting
CST	Communications Services Tax	NHSA	National Head Start Association
DACCO	Drug Abuse Comprehensive Coordinating Office	PAB	Private Activity Bond
DOR	Florida Department of Revenue	PAM	Payback Analysis Model
DRI	Developments of Regional Impact	PCI	Payment Card Industries
EDI	Economic Development Innovation Initiative	PHI	Protected Health Information
EDR	Florida Legislature's Office of Economic & Demographic Research	PPM	Project Prioritization Model
ELAP	Environmental Land Acquisition Program	PSOC	Public Safety Operations Complex
ELAPP	Environmental Lands Acquisition Protection Program	REC	Florida Revenue Estimating Conference
EPC	Environmental Protection Commission	REPS	Regional Election Problem Solvers
ERC	Equivalent Residential Customers	RWIU	Reclaimed Water Improvement Unit
ERP	Enterprise Resource Planning	SAINTS	State Attorney Interactive Notification Tracking System
ESG	Emergency Shelter Grant	SBE	Small Business Enterprise
ESQA	Enterprise Solutions & Quality Assurance Department	SHIP	Safety & Health Investment Projects
EVT	Emergency Vehicle Technician	SOH	Save Our Homes
FCIT	Florida Counties Investment Trust	STEMI	ST-elevated myocardial infarction
FRS	Florida Retirement System	THHI	Tampa Hillsborough Homeless Initiative
FTE	Full-Time Equivalent	TIP	Transportation Improvement Program
FY	Fiscal Year	TSA	Tampa Sports Authority
GAAP	Generally Accepted Accounting Principles	TRIM	Truth-in-Millage
GASB	Governmental Accounting Standards Board	UAS	Uniform Accounting Standards
GFOA	Government Finance Officers Association of the United States and Canada	VDI	Virtual Desktop imaging
		VOIP	Voice over Internet Protocol
		VPK	Florida's Voluntary Prekindergarten

Glossary of Key Terms

ACCRUAL is a method of accounting that recognizes revenue when earned and expenditures when incurred regardless of when cash is received or disbursed.

AD VALOREM TAX is a tax levied on the assessed value of the property minus statutory exemptions on which it is levied. The rate of the tax is expressed in “mills.” This tax is also called **PROPERTY TAX**. Also see the definition of **MILL**.

ADOPTED BUDGET is the financial plan for a fiscal year beginning October 1. Florida Statutes require the Board of County Commissioners to approve this budget at the second of two public hearings.

ADVANCED REFUNDED DEBT PRINCIPAL refers to principal owed on outstanding bonds that have been refinanced (refunded) prior to the date on which the outstanding bonds become due or callable. Proceeds from the refunding bond issue are used to pay principal and interest on the outstanding bonds until such time as the original bond issue can be retired.

ALL YEARS BUDGETING is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. As a result, each year’s budget only reflects that year’s changes in funding, such as additional funds being added to a project budget or unneeded funds being subtracted from the budget.

ALLOTMENTS BY LEGISLATIVE ACTS is a department set up to provide a mechanism for the recording and payment of items which are general government costs and are not distributed to specific departments.

AMENDED OR REVISED BUDGET is the current year adopted budget adjusted to reflect all budget amendments approved by the Board of County Commissioners through the date indicated.

APPROPRIATION is the legal authorization of funds granted by a legislative body such as Hillsborough County’s Board of County Commissioners to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to a time period within which it may be expended. It is the act of appropriation that funds a budget.

ASSESSED VALUE is a value set upon real estate or other personal property by a government as a basis for levying taxes. The assessed value of property in Hillsborough County is determined by the Property Appraiser.

AUDIT is a systematic examination of financial or accounting records by an auditor, resulting in an expression of opinion on the fairness of the respective financial position of the governmental activities.

BEGINNING FUND BALANCE is the Ending Fund Balance of the previous period. (See **ENDING FUND BALANCE** definition.)

BIENNIAL BUDGET PROCESS is a two-year budget process resulting from a policy adopted in 1995 by the Board of County Commissioners. In this process, two separate twelve-month budgets are prepared and approved by the Board of County Commissioners in odd-numbered years. The first year of the biennial budget is adopted as the FY 08 budget as required by State Statute. At the same time, the Board of County Commissioners also approves a budget for the second year, the planned FY 09 budget. Then, in the year 2008, the planned FY 09 budget is reviewed by staff and the Board during the budget update process. This review allows the County to make the necessary adjustments to revenues and expenditures in order to accommodate needs that have arisen since the planned budget was prepared in 2007. The Board then adopts a budget for FY 09 according to procedures outlined by State statute.

BOCC is an acronym for the Board of County Commissioners. See the definition for **BOARD OF COUNTY COMMISSIONERS**.

BOARD OF COUNTY COMMISSIONERS is the seven-member legislative body of Hillsborough County’s general purpose government. This board is governed by State law and the County Charter.

BOND is written evidence of the issuer’s obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

BUDGET is a financial plan containing an estimate of proposed sources and uses of funds for a given period of time (typically a fiscal year).

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 EXPENDITURES are payments to acquire or construct capital assets which will benefit the County in both present and future periods.

Glossary of Key Terms

CAPITAL IMPROVEMENT PROGRAM (CIP) is Hillsborough County's financial plan of approved capital projects with their schedules and costs over a six-year period. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner. It includes projects which are, or will become the property of Hillsborough County, as well as projects that although not owned by the County, will be part of a joint project agreement.

CAPITAL OUTLAY or **CAPITAL EQUIPMENT** is an item such as office furniture, fleet equipment, data processing equipment and other operating equipment with a unit cost of \$1,000 or more.

CAPITAL PROJECT is any improvement or acquisition of major facilities with a useful life of at least five years such as roads, bridges, buildings, or land.

CHARGES FOR SERVICES is revenue derived from charges for current services. They include all revenue related to services performed whether received from private individuals or other governmental units.

CIP is an acronym for the **CAPITAL IMPROVEMENT PROGRAM**. See the definition for **CAPITAL IMPROVEMENT PROGRAM**.

CONTINUATION BUDGET is a level of funding which enables an organization to provide the same amount of services in the following fiscal year as the organization provides in the current fiscal year. A continuation level budget does not necessarily provide funding for growth in demand of services.

DEBT SERVICE is the dollars required to repay funds borrowed by means of an issuance of bonds or a bank loan. The components of the debt service payment typically include an amount to retire a portion of the principal amount borrowed (i.e., amortization), as well as interest on the remaining outstanding unpaid principal balance.

DECISION UNITS are groups of inputs which make a measurable contribution to the achievement of an established department purpose—a purpose often dictated by law and/or defined by objectives and measured by service levels or units of output. Decision units are segregated by funding source. Decision units are used to build departmental budgets. They are rank ordered in a hierarchical format.

DEFEASANCE is a financing tool by which outstanding bonds may be retired without a bond redemption or implementing an open market buy-back. Cash is used to purchase government securities. The principal of and interest earned on the securities are sufficient to meet all payments of principal and interest on the outstanding bonds as they become due. If the defeasance is consistent with generally accepted accounting principles and complies with the outstanding bond document requirements,

the bonds will no longer be treated as debt for accounting purposes nor for purposes of computing any statutory or constitutional debt limitation. In FY 10 the County will defease two bond issues; the 2003 CIP bonds and the 2006 MOSI / County Center bonds.

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.

DEPRECIATION is a method of allocating the cost of a tangible asset over its useful life.

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.

FIDUCIARY FUNDS are used to report assets held in a trustee or agency capacity for others and therefore cannot be used to support the government's own programs.

FINES AND FORFEITURES REVENUES includes revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from sale of contraband property seized by law enforcement agencies.

Glossary of Key Terms

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.

FUND BALANCE reflects the net financial resources of a fund, the difference between assets and liabilities. In simpler terms, fund balance reflects what is available to spend for a fund.

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) 20 ADOPTED BUDGET refers to the budget for the period beginning October 1, 2019 and ending September 30, 2020.

FY (FISCAL YEAR) 21 PLANNED BUDGET refers to the budget for the period beginning October 1, 2020 and ending September 30, 2021.

GAAP is the acronym for Generally Accepted Accounting Principles.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 34 is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. Compliance with GASB Statement 34 is necessary for the preparation of financial statements in accordance with Generally Accepted Accounting Principles. A significant provision of this new standard includes the preparation of government-wide financial statements that summarize the information of the government as a whole using the accrual basis of accounting (in addition to the continuing-requirements for fund financial statements using the modified accrual basis of accounting). The County has selected the "modified approach" for the accounting of these assets. Under the "modified approach," the County records infrastructure assets at estimated

original cost, but does not record depreciation against these assets. Instead of recording depreciation, the County is committed to incur the maintenance expenses necessary to preserve its infrastructure assets at specified levels of condition. Infrastructure assets such as streets, bridges, and sidewalks are also to be included in the government-wide financial statements. There are also expanded disclosure requirements.

GASB (GOVERNMENTAL ACCOUNTING STANDARDS BOARD) 45 is a new accounting standard used by the Governmental Accounting Standards Board that is applicable to state and local governments. This standard addresses accounting and financial reporting for post-employment benefits other than pensions.

GENERAL REVENUE FUND (GENERAL FUND) is the fund that accounts for all financial transactions except those required to be accounted for in other funds. The fund's resources, ad valorem taxes and other revenues provide services or benefits to all residents of Hillsborough County.

GOVERNMENTAL FUNDS focus on how spendable resources flow into and out of those funds and the level of balances remaining at year end that are available for expenditure. These funds are where most of the County's basic services are reported. These funds are reported on an accrual basis.

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.

INTERNAL SERVICE FUNDS are funds that finance and account for the operations of County agencies which provide services to other County agencies, organizations, or other governmental units on a cost-reimbursed basis such as the self-insurance fund.

INTERGOVERNMENTAL REVENUE includes all revenue received from federal, state, and other local government sources in the form of grants, shared revenue and payments in lieu of taxes.

LIBRARY TAXING DISTRICT is a special taxing district encompassing the City of Tampa and the unincorporated areas of the county. It provides library services for county residents. These services are financed primarily by an ad valorem tax levied on all taxable property located in the district and accounted for in the Special Library Tax District Fund.

Glossary of Key Terms

LICENSES AND PERMITS REVENUE are fees levied by the County for providing corporations or individuals the right to engage in a business, occupation, or activity otherwise lawful.

MAJOR FUND is generally a fund whose sources and uses of that individual fund are at least ten percent of the corresponding total for the relevant fund type (i.e.,--governmental and proprietary funds). However, a major fund could also be a fund that is considered to be of particular importance to users of the budget.

MANDATE is a requirement imposed by a legal act of the federal, state, or local government.

MEASURE is a term referring to any one of four different types of measure: a count, a ratio, a percentage, and a dollar amount. Before developing any measure, it is necessary to identify something that can be counted. In order to identify what is to be counted, the event being assessed must be determined, i.e., days spent in the hospital, certificates of occupancy issued, gallons of water treated, etc.

METROPOLITAN PLANNING ORGANIZATION (MPO) is an agency that provides long-range transportation planning for Tampa, Temple Terrace, Plant City and Hillsborough County. The MPO works hand-in-hand with the three cities, the Hillsborough County City-County Planning Commission and with the West Central Florida Chairs Coordinating Committee, an organization of area MPO's, to ensure that local and regional transportation priorities are coordinated with land use. The MPO is statutorily required by Chapter 339.175 of the Florida Statutes.

MILL is a monetary measure equating to one one-thousandth (0.001) of a dollar. When used in reference to the **AD VALOREM TAX RATE**, it means a 1-mill tax is one dollar of tax on \$1,000 of taxable value.

MILLAGE RATE is the rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

MINIMUM SERVICE LEVEL (MSL) is a term which defines the base outputs which are either legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. MSL is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

MISCELLANEOUS (FUNDING SOURCE) is revenue other than those received from standard sources such as taxes, licenses and permits, grants and user fees.

MISSION STATEMENT is a broad statement of purpose derived from an organization's and/or community's values and goals.

MOSI is an acronym for the facility and organization known in Hillsborough County as the Museum of Science and Industry.

MPO is an acronym for the Metropolitan Planning Organization. See the definition for **METROPOLITAN PLANNING ORGANIZATION**.

MSTU is an acronym for Municipal Services Taxing Unit. See the definition for the **MUNICIPAL SERVICES TAXING UNIT**.

MUNICIPAL SERVICES TAXING UNIT (MSTU) is the taxing district encompassing the unincorporated area of the county. It provides services typically provided by a municipality (e.g., Sheriff's patrol, paramedic services, fire protection, parks and recreation, code enforcement and road network maintenance) to the residents and businesses in the unincorporated area. The services are financed primarily by an ad valorem tax levied on all taxable property located in the unincorporated area. Accounting for the funds from this taxing unit is done through the **UNINCORPORATED AREA GENERAL FUND**. See the definition for the **UNINCORPORATED AREA GENERAL FUND**.

NON-AD VALOREM ASSESSMENT is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a **NON-AD VALOREM ASSESSMENT**. Instead, the cost of the facility or the service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a **SPECIAL ASSESSMENT**. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill like **AD VALOREM TAXES**.

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

Glossary of Key Terms

reserves, transfers between funds, and the capital projects program budget. It does include the Internal Service and Trust funds.

OTHER TAXES are other charges levied by the local unit against the income or wealth of a person, whether natural or corporate.

PERSONAL SERVICES characterizes expenses for salaries, wages, and related employee benefits provided for all persons employed by the County whether on a full-time, part-time, or temporary basis. Employee benefits include employer contributions to a retirement system, social security, insurance, sick leave, and similar direct benefits as well as other costs such as Workers' Compensation and Unemployment Insurance.

PROJECT DEVELOPMENT AND ENVIRONMENTAL STUDY (PD&E) is the preliminary study to determine the best alternatives related to location, facility layout, materials of construction, design parameters, zoning requirements, right-of-way requirements, permitting issues, cost and schedule for completion. Additionally utility relocations, transportation needs, social and economic impacts, environmental impacts, economic factors and public acceptance are considered. The study results in a clear and complete project scope of work, schedule and budget such that a project can be properly prioritized and inserted into the County's CIP process.

PROJECTED EXPENSE is the estimated expense through the end of the current fiscal year for a respective budget line item.

PROPERTY TAX is another term for **AD VALOREM TAX**. See **AD VALOREM TAX**.

PROPRIETARY FUNDS account for the County's Enterprise Funds and Internal Service Fund operations. These funds account for activities of the County that are operated in a business-type manner. The County's proprietary funds include Water and Solid Waste Operations, and the County's Fleet Management and Risk Management Operations.

RECLAIMED WATER IMPROVEMENT UNIT is a type of **MUNICIPAL SERVICE BENEFIT UNIT** established by Hillsborough County in selected areas of the unincorporated area. The purpose of a unit of this type is to levy non-ad valorem assessments on properties benefiting from the installation of pipes carrying reclaimed water. The non-ad valorem assessments pay for costs associated with the installation of these pipes. There are multiple units of this type.

REPLACEMENT EQUIPMENT is equipment requested by a department for replacing like or similar equipment to be retired because of unserviceability.

RESERVE FOR INVESTMENT FAIR MARKET VALUE CHANGE represents the increase or decrease in the unrealized value of the investments held by any subfund. While the change in the fair market value of any investment is reflected as a revenue (like interest) in the budget, it is important to note that until such time that the investments are sold, this revenue is unrealized and therefore there is no cash to support this revenue. As such, as part of the annual reappropriation process, entries reserving the inception-to-date "Investment Fair Value Change" are recorded at the subfund level. If the Investment Fair Value Change represents a positive gain, the unrealized revenue will result in a higher fund balance, but since there is no cash it is important that this portion of fund balance be included in a restricted reserve to prevent it from being "spent" or appropriated.

RESERVES AND REFUNDS refers to a budget category for funds required to meet both anticipated and unanticipated needs; the balance of anticipated earmarked revenues not required for operation in the budget year; estimated reimbursements to organizations, state, or federal governments for revenues received and not spent, and those required to be set aside by bond covenants.

RESTRICTED REVENUES are funds collected for limited or specific expenditure purposes. These funds are earmarked for specific purposes by requirements within the resource origin, such as: regulations found in bond covenants; grant contracts; local ordinances; donations 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**.

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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.

UNINCORPORATED AREA GENERAL FUND is the fund that accounts for MSTU ad valorem taxes and other revenue sources that provide services for the benefit of the residents of the unincorporated areas of Hillsborough County only. The services provided by this fund include fire suppression, law enforcement, stormwater, parks and recreation, planning and growth management, survey/mapping, code enforcement, and emergency services.

UNRESTRICTED REVENUES is a term referring to those revenues that can be used for any lawful expenditure supporting a wide variety of functions, or objectives.

USER FEES are charges for specific governmental services. These fees cover the cost of providing that service to the user (e.g., building permits, animal licenses, and park fees).

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.



Hillsborough County Florida

For more information, contact the Management & Budget Department
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