



Hillsborough County Florida

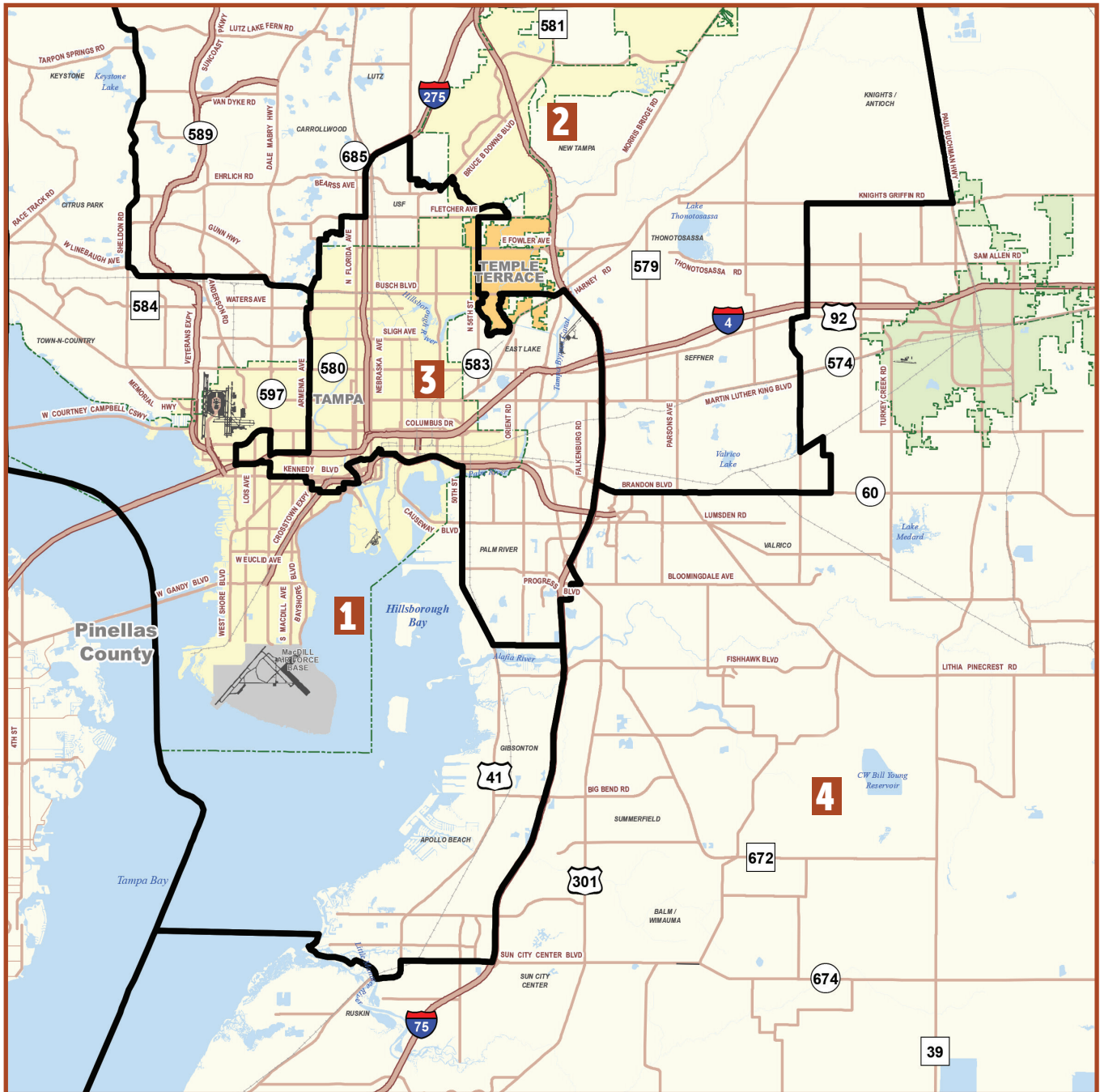
County Administrator's Recommended Budget FY 21

Board of County Commissioners



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

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6 Pat Kemp (Countywide)

7 Kimberly Overman, Vice Chair (Countywide)



Hillsborough County Florida

For more information, contact the Management & Budget Department
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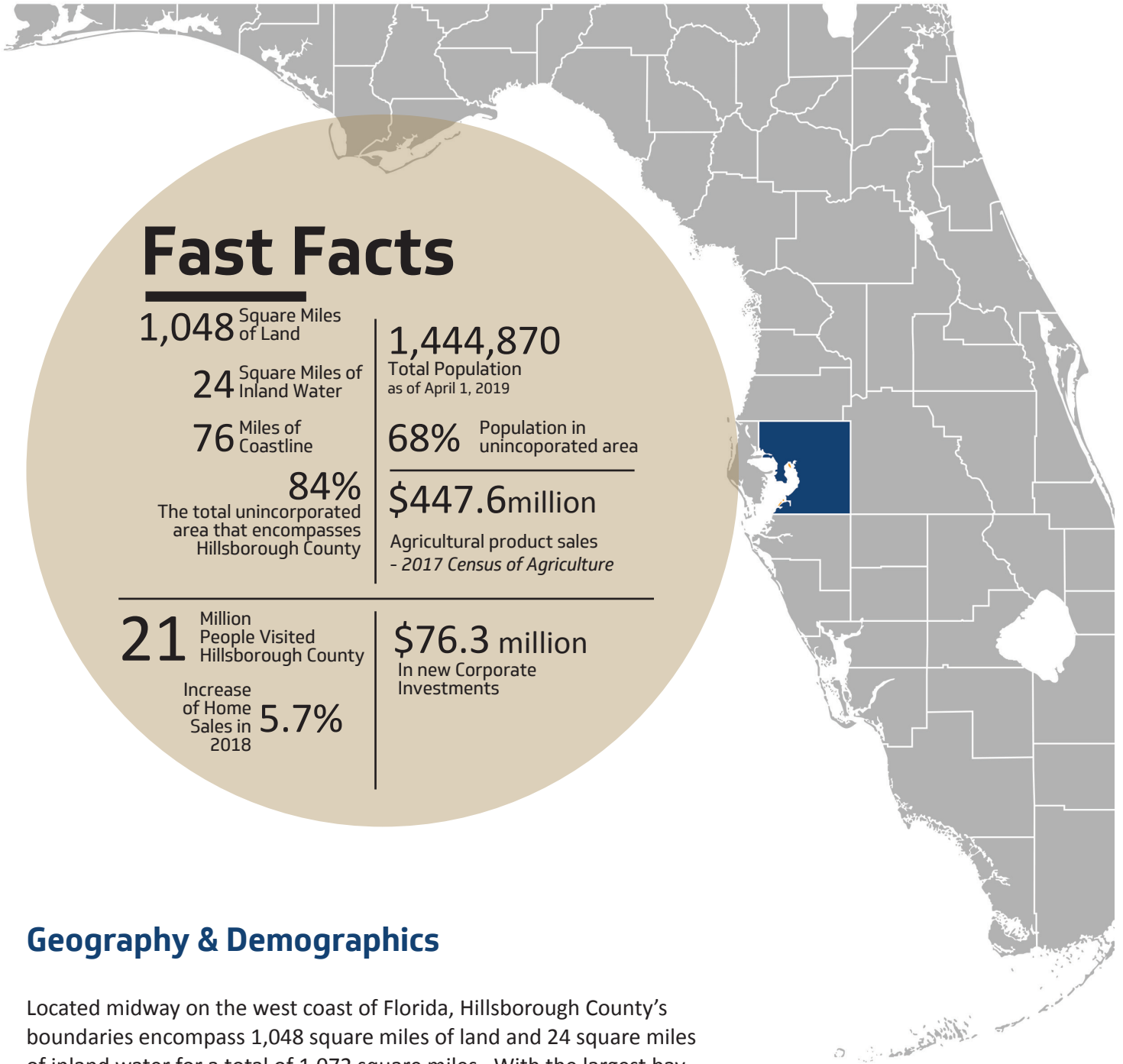
Introduction





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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

21 Million People Visited Hillsborough County

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

1,444,870

Total Population as of April 1, 2019

68% Population in unincorporated area

\$447.6million

Agricultural product sales - 2017 Census of Agriculture

\$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.

Governing the County

A political subdivision of the State of Florida, the County is governed by an elected seven-member Board of County Commissioners.



Bonnie M. Wise
County Administrator

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.

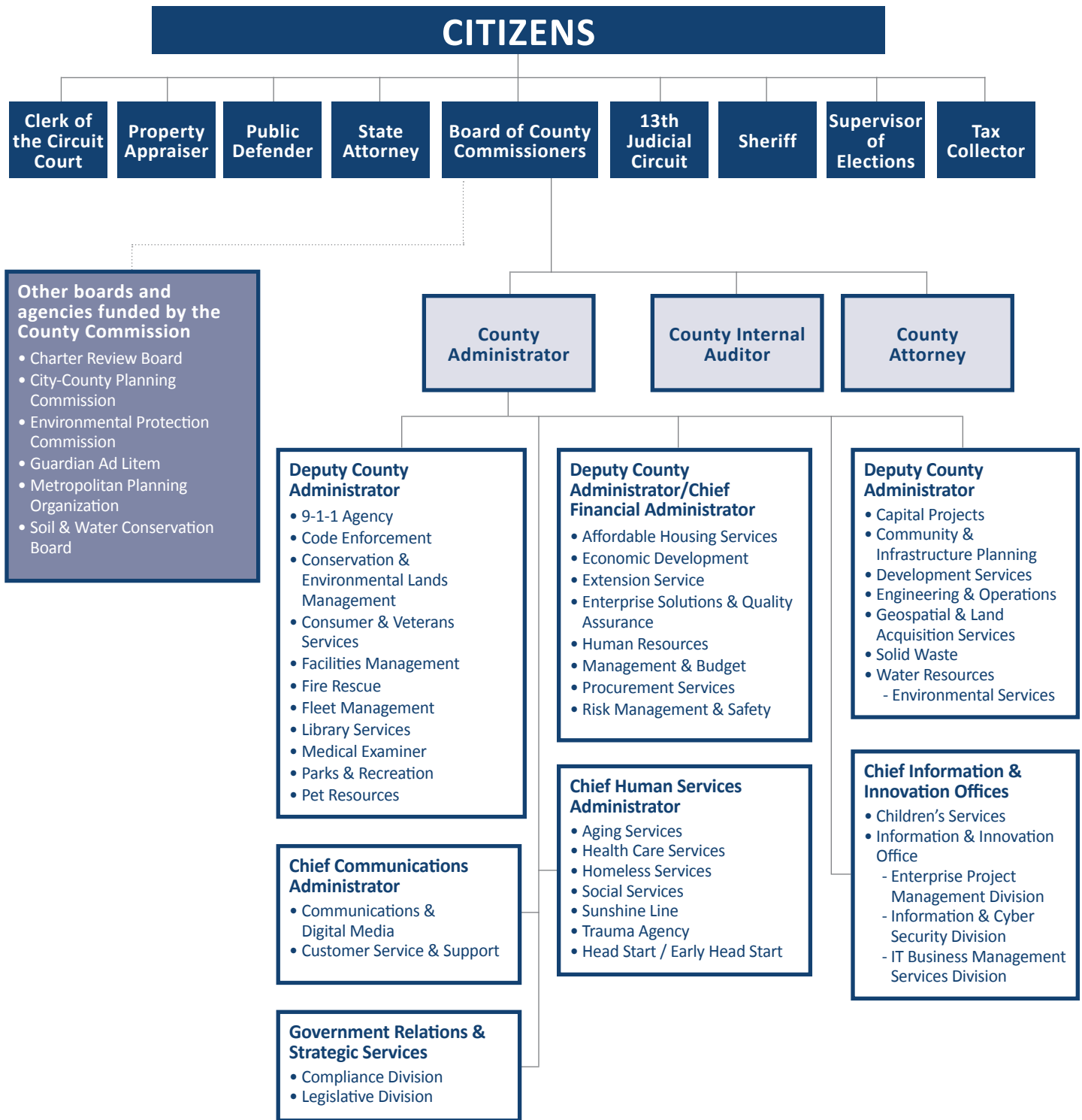
The departments under the County Administrator are responsible for providing services such as social services and public assistance to residents countywide. Departments are also responsible for providing municipal-type services to residents of the unincorporated areas of Hillsborough County such as road 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 BOCC.

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



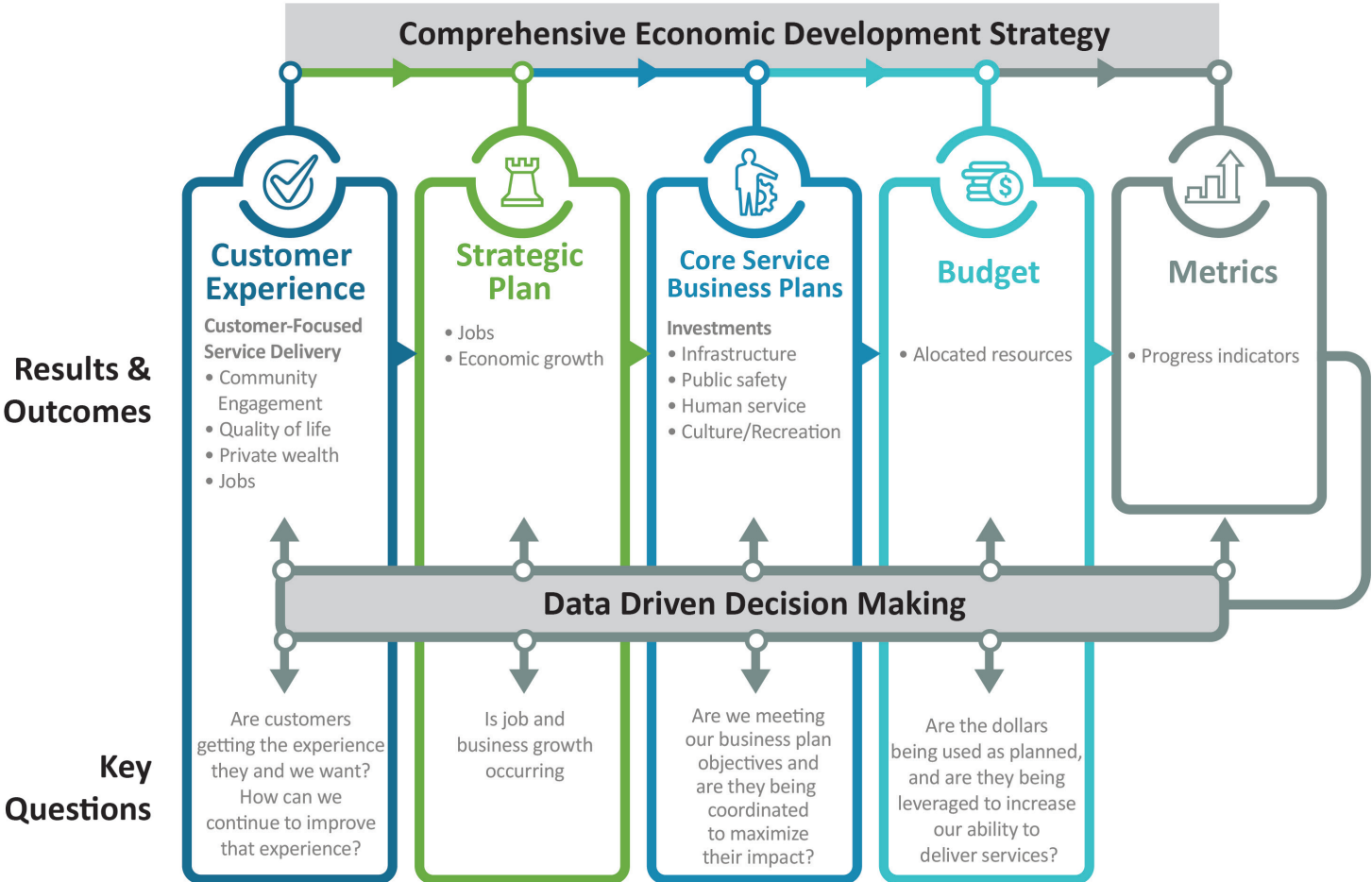
Strategy 5

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

Strategic Plan Business Cycle: Customer Service and Financial Management



Acknowledgements

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*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





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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 **Recommended Budget for FY 21**. It has four sections: *Executive Summary*, *Operations and Funding Guide*, *Capital Budget*, and *Supplemental Information*. Financial schedules throughout this book include multi-year information for comparison.

The first section, *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 21. It contains a narrative describing capital budget highlights as well as summaries showing projects to be started.

The fourth 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 **Recommended Capital Improvement Program FY 21—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

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County Administrator Bonnie M. Wise

**BOARD OF COUNTY
COMMISSIONERS**

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Pat Kemp

Lesley “Les” Miller, Jr.
Sandra L. Murman

Kimberly Overman
Mariella Smith

Stacy R. White

COUNTY ADMINISTRATOR

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COUNTY ATTORNEY

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INTERNAL AUDITOR

Peggy Caskey

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

I am pleased to present the Fiscal Year 2021 Recommended Budget. I am also humbled to present this Recommended Budget during the continuing COVID-19 pandemic, as I have witnessed the courage of the community as people have pulled together with generosity and determination to fight this battle. The Recommended Budget continues that fight while successfully meeting the negative financial impacts. We will prevail against the pandemic in Hillsborough County while also balancing the FY 2021 budget and setting a course for our long-run success.

Hillsborough County entered the pandemic in a strong financial position as evidenced by our “AAA” credit rating and reserve balances. This strong position has enabled the County to aggressively respond to challenges that are unprecedented in our lifetimes. We have been able to access our Catastrophic Reserves to fund COVID-19 testing, the establishment and operation of quarantine and isolation facilities and related services, the acquisition of significant quantities of personal protection equipment and sanitizing supplies, and other direct-response activities. Much of this direct-response expenditure will be reimbursable by the Federal Emergency Management Agency (FEMA) and the State of Florida at an 87.5% level. The County also received \$256.8 million from the Federal Government through the Coronavirus Aid, Relief, and Economic Security Act (CARES Act). These funds may be used to cover not-previously-budgeted and necessary COVID-19 expenditures through December 30, 2020, but cannot be used to cover lost revenue. The Board approved a broad plan on May 6 to use these funds to offer support and relief to Hillsborough County individuals and businesses who are impacted by COVID-19, fund ongoing direct measures to combat the pandemic, and fund measures to make alterations to facilities and working arrangements to enhance public health and safety. Much of the COVID-19 response will be funded by CARES Act dollars.

Our County employees have been working hard and smart to meet current challenges. The workforce has shown remarkable agility while adjusting to teleworking from home, undertaking varying assignments, and devising new approaches that maximize virtual customer service delivery. About 1,800 County employees have been engaged in telework. Our technology and communications professionals have developed innovative ways to facilitate and disseminate these changes. As we have, with little notice and time, accomplished this shift to remote working and service delivery, we now contemplate the longer-term implications of this experience.

The pandemic has had significant negative impacts on County revenues. The shutdown to slow the spread of the virus has resulted in losses of sales tax, fuel tax, and tourist tax revenues. These losses began in March as shutdowns started. Revenue losses on a year-ago comparison are likely to have been deepest in April and to have lessened in May and June as portions of the economy have methodically reopened. Sales tax data for April have not yet been released. We expect to experience average monthly declines compared to a year ago of 20% to 25% through September before gradually improving to positive growth in mid-2021. April 2020’s decline is expected to be much worse before improving in May. Similar patterns of revenue experience are expected for fuel taxes and the Tourist Development Tax (TDT), except that the TDT declines are expected to be much deeper and sustained. These are indeed significant impacts, and the sales tax impact will fall most heavily on our Unincorporated Area General Fund with limited negative impact on our Countywide General Fund. The County is fortunate to have positive growth in property tax revenue for FY 21, which will offset some of the impact from sales tax losses. Countywide taxable values for FY 21 are set as of January 1, 2020 and have increased 8.7%, according to the Property Appraiser’s Office June 1 estimates.

In the midst of these challenges, we have realized a balanced Recommended Budget. While we concentrate on fighting COVID-19 and weathering its impacts, we have developed a budget with a minimum of expenditure increases. This Recommended Budget funds public safety investments to which we have previously committed ourselves. It includes funding for the operation costs of two new fire stations funded for construction in FY 20, continuing into FY 21, and increases in constitutional officer budgets to fund items such as the Sheriff's Office vehicles replacement program. Also funded are nonrecurring technology requests that will improve operational experiences and efficiency.

The Recommended Budget funds our pay commitments under approved collective bargaining agreements. Pay increases for other County Administrator employees at lower levels of pay scales are accommodated in the Recommended Budget. However, the form of those increases is still under consideration. Costs for employee health care continue to rise, and for the coming year the projected rise is about 9%. The County will absorb this increase without passing along any increase in employee health insurance premiums. I deeply appreciate our employees, and I am extremely proud of their performance during this pandemic. I am committed to their well-being and in future budgets look forward to resuming general performance-based pay increases for all.

During Budget Workshops in recent years, we have discussed with the Board the ongoing budgetary stress experienced by the Unincorporated Area General Fund. This is the Fund where much of public safety, including law enforcement and Fire Rescue service, is funded. We have also funded large parts of our transportation program from this same Fund. These are areas where we have ongoing service deficiencies and are heavily challenged to fund those deficiencies while also keeping pace with rising demand. These challenges remain. In this FY 21 Recommended Budget, we have balanced the Countywide General Fund by funding increases related mainly to previous commitments and mandates.

The Unincorporated Area General Fund is bearing the brunt of the decline in state-shared sales taxes. As in FY 20, we are requesting the Board suspend its Transportation Funding Policy again for FY 21. Other measures to balance the Unincorporated Area General Fund include a judicious use of State Revenue Sharing Reserves, a temporary \$500,000 reduction in funding for facilities renovation, repair, and maintenance, and a maintenance of General Funds reserves at 20.5% compared to 22% for FY 20. We can accomplish this while maintaining healthy reserves and service levels.

In the longer term, our funding challenges in the Unincorporated Area General Fund remain regarding transportation, public safety, stormwater, and parks. I propose taking a close look at the master plans for these areas, funding strategies, and timelines. In this Recommended Budget, I have included funding to embark on a new strategic planning process to help us set priorities and goals for the future. These challenges in our Unincorporated Fund will be a significant part of the effort.

This Budget is designed to maintain Hillsborough County's mission of creating opportunities that enhance community prosperity for all residents and businesses while meeting the challenge of COVID-19. In so doing, we strive to enhance the quality of life in Hillsborough County.

I am eager to work with you as we seek new ways forward for all.

Respectfully submitted,



Bonnie M. Wise
County Administrator

Budget Overview

Hillsborough County's Recommended Budget for Fiscal Year 2021 (FY 21) totals \$6.712 billion; by contrast the FY 20 Adopted Budget was \$6.650 billion. This is the second year of the thirteenth biennial budget adopted by the Board of County Commissioners (Board). The FY 21 budget will be adopted by the Board on September 17, 2020 for the period of October 1, 2020 through September 30, 2021.

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 measurable outcomes
- Productivity and customer service were enhanced through strategic investments in technology
- Capital program was prioritized to support these principles within available resources

The Recommended Budget for FY 21 represents a balanced, equitable plan to provide our residents with vital services. As we move into FY 21, 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 20 and FY 21 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 21 budget decisions were conservative and designed with a focus on the following areas: public and employee health and safety, maintenance of critical assets, maintaining reserves, and funding for critical deficiencies for Fire Rescue, Water/Sewer, Transportation and Stormwater.

During preparation of the budget, available resources were evaluated to determine the viability of the FY 21 budget. This process identified that overall resources would increase from FY 20, this was based on June 1st estimated property taxable value growth for FY 21 as provided by the Hillsborough County

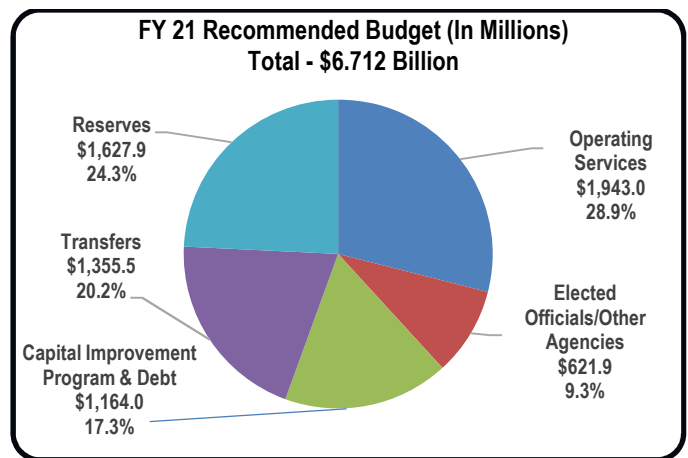
Property Appraiser. Other revenues, such as sales tax are projected to experience a significant decline due to the economic downturn as a result of the COVID-19 pandemic. This sales tax loss primarily impacts the Unincorporated General Fund.

The FY 21 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 actions include approving mobility fees and park impact fees increases using a phased-in schedule expected to commence January 1, 2021. Additionally, the Board increased the Water and Wastewater impact fees, Accrued Guaranteed Revenue Fees (AGRF) and monthly user fees to allow for capacity expansion.

Budget in Brief

The County's Recommended Budget for FY 21 totals \$6.712 billion, a \$62 million increase over the adopted FY 20 budget of \$6.650 billion. Some significant changes include:

- \$19 million increase in Sheriff's budget to fund service continuation, a new Enterprise Resource Planning (ERP) System, and Sheriff's vehicles.
- \$9 million for 66 new Fire Rescue positions and the related operating cost for two new fire stations.
- \$10 million in new funding for Affordable Housing.
- \$14 million for enterprise systems and technology upgrades.
- \$38 million overall increase in reserves. Transportation Sales Surtax reserves increased by \$72.3 million, while Catastrophic reserves were reduced by \$34.6 million to effectively respond to the COVID-19 pandemic.



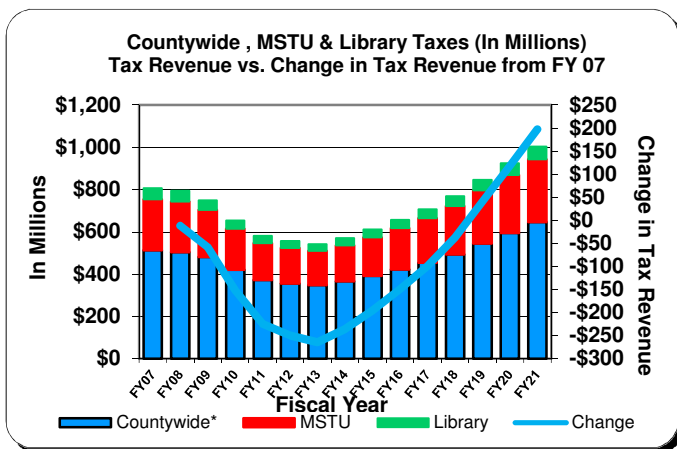
The FY 21 Recommended Budget incorporates the compensation increase included in the current International

Budget Overview

Association of Firefighters (IAFF) contract and also accommodates pay increases for other County Administrator employees who are at lower levels of the pay scales. The form of these additional increases are still under consideration. The County will also absorb an approximate 9% increase in employee health insurance plan costs and not increase employee premiums.

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.

The FY 21 budget reflects increased revenue levels with Ad Valorem increases offsetting sales tax losses. Estimated FY 21 operating property tax revenue is \$197 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

was \$32 million less than FY 19. This allowed the Board to address other service demands and deficiencies in the FY 20 Budget. Similar demands remain in FY 21. It is anticipated that Board again waives the Transportation Policy for FY 21. Waiving the policy will allow the Board to continue addressing existing service demands and deficiencies for FY 21. 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. This ability has continued during the COVID-19 pandemic.

Operating Budget

The FY 21 operating budget includes \$1,943 million for services delivered primarily by County Administrator departments as well as \$621.9 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 will continue to increase in FY 21. This recurring increase is helping fund Constitutional Officer increases, 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. While property tax revenues continue to increase, sales tax revenues are projected to experience a significant decline due to the economic downturn as a result of the COVID-19 pandemic. As the economy reopens these sales taxes will begin to recover. The speed of the recovery remains uncertain as the pandemic continues.

Capital Budget

The Recommended Capital Budget for FY 21 is \$1,012.4 million while the FY 20 Adopted budget was \$1,129.0 million. This represents a \$116.6 million decrease from the prior year capital budget. The budget reflects transportation funding that is \$26 million less than FY 20 as well as ongoing expenditures of both one-time funding carried forward from previous years, and new FY 21 capital funding in support of sustainable service levels and operations. Additional information can be found in the Capital Budget section.

The FY 21 Capital Budget includes funding for the following:

- \$18.2 million for two new fire stations, one replacement fire station and the related, required apparatus and equipment;
- \$7.8 million for LED lighting in various County buildings and Parks facilities;
- \$4.9 million for solar projects;
- \$0.5 million for Medical Examiner lab modifications;

Budget Overview

- \$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;
- \$6.5 million for Parks synthetic turf fields;
- \$12 million for ERP System upgrades;
- \$1.8 million for La Paloma HS facility replacement;
- \$0.9 million for Edgcomb Building expansion.

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 were placed in reserves for transportation projects in 2020 and will be again in 2021 due to pending Court decisions regarding the Surtax's continuation.

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

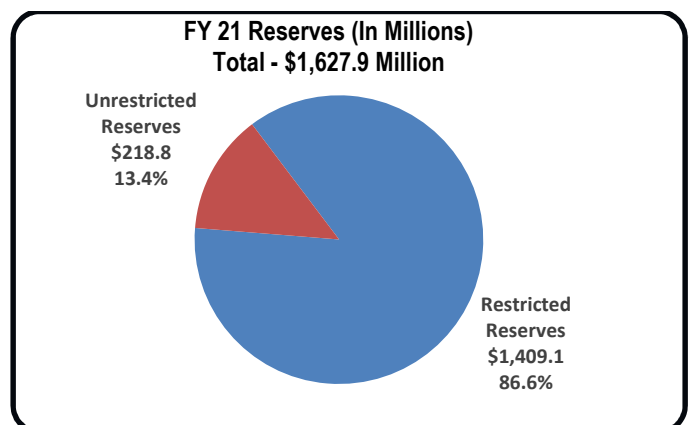
each of these areas, and he embraced them as we reshaped our organization and as we built this biennial budget for Board consideration and subsequent approval.

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. The Recommended FY 21 Budget includes funding for a new strategic planning process.

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 21 reserves total \$1,627.9 million. Of the FY 21 amount, \$218.8 million represents unrestricted reserves, with the remaining \$1,409.1 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 2020 the BOCC will adopt the second year of the thirteenth biennial budget for FY 21.

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 20 Adopted Budgets reflected a return to overall revenue growth. The Recommended FY 21 budget reflects the significant economic and revenue impacts of the COVID-19 emergency while continuing to maintain focus on transportation, economic development, public safety, and capital asset preservation

ECONOMIC FACTORS

After rising 2.1% in the fourth quarter of 2019 US Gross Domestic Product (GDP) suddenly turned negative in March as COVID-19 shutdowns began to halt the economy. First quarter growth fell to -5.1% ending the longest economic expansion in US history of 10 years, 8 months. Shutdowns to slow the spread of coronavirus are having unprecedented economic impacts. Retail outlets, offices, factories, and others closed in March and April causing very large job and revenue losses. Many states, including Florida, began to reopen the economy in May. While reopening is occurring, the negative economic impacts are likely to continue as the virus is still active and a risk of a second wave introduces more than the usual amount of uncertainty into forecasts. (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 21 Recommended Budget incorporates the compensation increase included in the current International Association of Firefighters (IAFF) contract and also accommodates pay increases for other County Administrator employees who are at lower levels of the pay scales. The form of these additional increases are still under consideration. The County will also absorb an approximate 9% increase in employee health insurance plan costs and not increase employee premiums.
- 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.

Short-Term Factors Affecting The Budget

- **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.
- **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 21 will experience a mix in available resources as property taxes continue to grow but sales tax revenues decline due to the impact of COVID-19.
- The “Grants and Aids” component of Operating Expenses reflects funds that the County receives but passes through to other governments. A notable example are the annual portions of the 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 grown in recent years 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 21 projects appears in the back of this document. The entire capital improvement program (CIP) can be reviewed in the volume containing the **Recommended Capital Improvement Program FY 21 - 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 being set aside to maintain existing County facilities. For FY 21 two and one-half percent, less \$500,000, from the Unincorporated Area General Fund of ad valorem revenues are set aside for maintenance. This reflects a temporary reduction of \$500,000 due to COVID-19 impacts.

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 will appear in a separate section of the Adopted Budget document.

Short-Term Factors Affecting The Budget

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.

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 20 – FY25 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 will 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 21 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, 2020 with a review of the FY 20 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 19- FY 20 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 28. This workshop discussed a budget overview for FY 21, the five year pro-forma, and a presentation on County reserves. One additional workshop and two 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 1st.

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 will begin with the formal presentation of the **County Administrator's Recommended Budget for FY 21** at the BOCC's regular July 17, 2020 meeting. The public process of review, change, and formal adoption will conclude in mid-September. This phase will include two workshops with the BOCC and three public hearings. The public hearings in September are required by State law. Three important milestones will occur during the adoption phase:

- Proposed millage rates for FY 21 will be set at the July 30th 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 will be held on September 10, 2020. After hearing public testimony, the BOCC will adopted tentative millage rates and a tentative FY 21 budget.
- The BOCC will adopt the FY 21 budget and millage rates at a second public hearing on September 17, 2020. The BOCC will also approve the planned FY 21 budget at this time. As required by statute, the second public hearing will be 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 2020**—Budget submissions due from all organizations except Constitutional Officers
- **May 1, 2020**—Budget submissions due from Sheriff, Clerk, and Supervisor of Elections
- **June 1, 2020**—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 28, 2020** – Budget Workshop
- **June 1, 2020**—Preliminary tax roll information from the Property Appraiser’s Office available.
- **July 15, 2020**—Budget Public Hearing

Public Adoption

- **July 15, 2020**—County Administrator delivery of the **Recommended Budget for FY 21** and the **Recommended Capital Improvement Program FY 21-FY 26** to the Board of County Commissioners.
- **Budget Workshops During Adoption Phase:**
July 15, 2020—Budget Public Hearing
July 30, 2020—Budget Reconciliation and Setting of TRIM millage rates
- **Mandatory Public Hearings**
September 10, 2020—First State Required Public Hearing to adopt tentative millage rates and a tentative budget.
September 17, 2020—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 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 • HCFLGov.net/Budget

Budget Summary

| Fiscal Year | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|--|------------------|------------------|------------------|----------------------|
| 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 | \$1,902.6 | \$2,301.5 | \$2,566.5 |
| Capital Improvement Program ⁽⁶⁾ | 291.1 | 254.9 | 1129.0 | 1012.4 |
| Debt Service ⁽⁷⁾ | 180.9 | 166.9 | 121.6 | 150.1 |
| Reserves & Refunds ⁽⁸⁾ | 0,000.1 | 1,174.8 | 1,591.4 | 1,627.8 |
| MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$) | | | | |
| Board of County Commissioners | \$3.2 | \$3.6 | \$3.7 | \$3.8 |
| County Administrator | 972.0 | 1,047.8 | 1,325.6 | 1,486.6 |
| County Attorney | 8.4 | 8.5 | 9.3 | 9.5 |
| Elected Officials | 495.1 | 514.9 | 555.9 | 571.7 |
| Judicial | 11.3 | 11.4 | 12.8 | 12.6 |
| Boards, Commissions & Agencies | 25.7 | 25.7 | 37.5 | 33.7 |
| Non-Departmental ⁽⁹⁾ | 361.0 | 290.6 | 356.7 | 448.5 |
| | \$1,876.6 | \$1,902.6 | \$2,301.5 | \$2,566.5 |
| CAPITAL IMPROVEMENT PROGRAM (In Millions of \$) | | | | |
| Fire | 10.2 | \$3.4 | \$32.6 | \$24.9 |
| Government Facilities | 15.7 | 25.0 | 204.6 | 172.2 |
| Libraries | 8.1 | 8.6 | 37.7 | 20.9 |
| Parks | 33.2 | 19.8 | 149.9 | 124.8 |
| Solid Waste | 0.5 | 2.3 | 33.4 | 27.1 |
| Stormwater | 18.6 | 21.7 | 59.2 | 49.1 |
| Transportation | 50.9 | 81.9 | 426.9 | 400.8 |
| Water/Wastewater & Reclaimed Water | 153.8 | 92.2 | 184.7 | 192.6 |
| Total Capital Budget | \$291.1 | \$254.9 | \$1,129.0 | \$1,012.4 |

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 21 Budget Summary by Major Fund

| | COUNTYWIDE GENERAL | UNINCORPORATED AREA GENERAL | COUNTYWIDE SPECIAL PURPOSE | SALES TAX REVENUE ⁴ | INTERGOVERNMENTAL GRANTS ⁵ | COUNTY TRANSPORTATION |
|--|-----------------------|-----------------------------------|----------------------------------|--------------------------------------|--|--------------------------|
| Fund Balances (Beginning of Year) | \$260,466,869 | \$123,611,856 | \$308,276,372 | \$222,989,100 | \$141,255,817 | \$134,715,611 |

REVENUES BY SOURCE:

| | | | | | | |
|---|------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Taxes | \$649,922,430 | \$298,528,550 | \$115,631,102 | \$231,086,112 | \$0 | \$34,057,445 |
| Permits, Fees, & Assessments | 564,796 | 8,696 | 54,717,080 | 0 | 0 | 28,995,197 |
| Intergovernmental Revenue | 1,344,000 | 30,045,538 | 15,689,160 | 99,071,140 | 149,150,314 | 20,090,063 |
| Charges for Services | 72,205,711 | 30,920,764 | 9,318,479 | 0 | 360,500 | 1,352,905 |
| Fines and Forfeitures | 26,236 | 6,904,075 | 689,112 | 0 | 0 | 0 |
| Miscellaneous Revenues | 4,593,519 | 1,554,304 | 6,953,071 | 373,100 | 739,305 | 594,204 |
| Other Financing Sources ¹ | 25,581,219 | 77,442,493 | 230,428,812 | (13,492,949) | 14,553,888 | 319,536,027 |
| Total Revenues and Other Financing Sources | 754,237,911 | 445,404,420 | 433,426,816 | 317,037,403 | 164,804,007 | 404,625,841 |
| Total Revenues and Balances | \$1,014,704,780 | \$569,016,276 | \$741,703,188 | \$540,026,503 | \$306,059,824 | \$539,341,452 |

APPROPRIATIONS:

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Personnel Services | \$146,938,300 | \$195,873,293 | \$14,508,487 | \$319,028 | \$44,278,840 | \$37,547,539 |
| Operating Expenditures | 108,964,245 | 90,460,854 | 56,910,445 | 306,362 | 69,585,166 | 43,053,021 |
| Capital Outlay | 5,718,257 | 1,294,992 | 6,396,121 | 0 | 7,812,761 | 358,439,726 |
| Debt Service ³ | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants and Aids | 78,771,212 | 1,550,595 | 196,090,029 | 78,353,460 | 163,746,135 | 5,370,022 |
| Other Uses | 0 | 0 | 0 | 0 | 6,339,154 | 0 |
| Transfers | 95,526,828 | 26,886,584 | 219,875,857 | 171,255,247 | 11,700,000 | 50,332,046 |
| Transfers to Constitutional Officers | 395,740,745 | 166,073,748 | 2,716,165 | 195,055 | 0 | 218,559 |
| Total Expenditures/Expenses | 831,659,587 | 482,140,066 | 496,497,104 | 250,429,152 | 303,462,056 | 494,960,913 |
| Reserves and Refunds | 183,045,193 | 86,876,210 | 245,206,084 | 289,597,351 | 2,597,768 | 44,380,539 |
| Total Appropriated | | | | | | |
| Expenditures and Reserves | \$1,014,704,780 | \$569,016,276 | \$741,703,188 | \$540,026,503 | \$306,059,824 | \$539,341,452 |

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.

5. Includes CARES Act funding.

FY 21 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) | \$28,508,641 | \$402,089,459 | \$411,144,547 | \$212,926,780 | \$222,092,194 | \$2,468,077,246 |

REVENUES BY SOURCE:

| | | | | | | |
|---|---------------------|------------------------|------------------------|----------------------|----------------------|------------------------|
| Taxes | \$0 | \$90,483,189 | \$0 | \$0 | \$0 | \$1,419,708,828 |
| Permits, Fees, & Assessments | 0 | 60,341,173 | 13,956,690 | 250,000 | 0 | 158,833,632 |
| Intergovernmental Revenue | 0 | 9,443,722 | 445,225 | 0 | 12,000 | 325,291,162 |
| Charges for Services | 0 | 4,618,825 | 305,766,578 | 139,789,041 | 161,925,885 | 726,258,688 |
| Fines and Forfeitures | 0 | 89,806 | 60,635 | 0 | 0 | 7,769,864 |
| Miscellaneous Revenues | 105,095 | 2,657,618 | 3,061,891 | 672,158 | 6,677,300 | 27,981,565 |
| Other Financing Sources ¹ | 14,946,601 | 437,450,909 | 293,424,215 | 167,387,749 | 11,158,688 | 1,578,417,652 |
| Total Revenues and Other Financing Sources | 15,051,696 | 605,085,242 | 616,715,234 | 308,098,948 | 179,773,873 | 4,244,261,391 |
| Total Revenues and Balances | \$43,560,337 | \$1,007,174,701 | \$1,027,859,781 | \$521,025,728 | \$401,866,067 | \$6,712,338,637 |

APPROPRIATIONS:

| | | | | | | |
|---|-------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Personnel Services | \$0 | \$48,366,273 | \$72,890,325 | \$13,498,044 | \$8,887,247 | \$583,107,376 |
| Operating Expenditures | 40,000 | 89,505,297 | 149,798,547 | 115,177,412 | 148,125,441 | 871,926,790 |
| Capital Outlay | 36,280,134 | 287,841,402 | 231,784,673 | 30,394,628 | 24,684,047 | 990,646,741 |
| Debt Service ³ | 3,995,000 | 108,991,365 | 18,383,250 | 12,925,692 | 0 | 144,295,307 |
| Grants and Aids | 2,034,228 | 37,698,202 | 0 | 0 | 0 | 563,613,883 |
| Other Uses | 0 | 0 | 0 | 0 | 0 | 6,339,154 |
| Transfers | 0 | 301,927,434 | 302,206,562 | 174,415,279 | 1,400,000 | 1,355,525,837 |
| Transfers to Constitutional Officers | 0 | 2,519,016 | 0 | 0 | 0 | 567,463,288 |
| Total Expenditures/Expenses | 42,349,362 | 876,848,989 | 775,063,357 | 346,411,055 | 183,096,735 | 5,082,918,376 |
| Reserves and Refunds | 1,210,975 | 130,325,712 | 252,796,424 | 174,614,673 | 218,769,332 | 1,629,420,261 |
| Total Appropriated | | | | | | |
| Expenditures and Reserves | \$43,560,337 | \$1,007,174,701 | \$1,027,859,781 | \$521,025,728 | \$401,866,067 | \$6,712,338,637 |

FY 21 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

| | COUNTYWIDE GENERAL | UNINCORP- ORATED AREA GENERAL | COUNTYWIDE SPECIAL PURPOSE | SALES TAX REVENUE ⁴ | INTERGOVERN- MENTAL GRANTS ⁵ |
|---|-----------------------|--|----------------------------------|--------------------------------------|---|
| BOARD OF COUNTY COMMISSIONERS | | | | | |
| Board of County Commissioners | \$ 3,003,613 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| County Internal Audit | 815,147 | 0 | 0 | 0 | 0 |
| TOTAL BOCC | 3,818,760 | 0 | 0 | 0 | 0 |
| COUNTY ATTORNEY | 9,512,974 | 0 | 0 | 0 | 0 |
| COUNTY ADMINISTRATOR | | | | | |
| 9-1-1 Agency | 0 | 0 | 6,562,606 | 0 | 0 |
| Affordable Housing Services | 23,829,115 | 1,148,854 | 0 | 0 | 30,440,981 |
| Aging Services | 11,691,711 | 0 | 0 | 0 | 13,428,910 |
| Capital Programs | 1,785,609 | 1,461,013 | 0 | 0 | 0 |
| Children's Services | 5,849,789 | 0 | 2,500 | 0 | 5,947,340 |
| Code Enforcement | 3,432,604 | 8,327,625 | 0 | 0 | 0 |
| Communications & Digital Media | 5,921,536 | 0 | 0 | 0 | 0 |
| Community & Infrastructure Planning | 628,000 | 0 | 0 | 0 | 0 |
| Conservation & Environmental Lands Management | 14,994,862 | 1,859,148 | 525,727 | 0 | 271,430 |
| Consumer and Veteran Services | 4,176,699 | 788,613 | 307,413 | 0 | 0 |
| County Administrator | 2,997,950 | 0 | 0 | 0 | 0 |
| Customer Service & Support | 855,214 | 2,096,447 | 206,744 | 0 | 0 |
| Development Services | 0 | 10,514,439 | 95,364 | 0 | 0 |
| Economic Development | 11,728,023 | 2,254,268 | 0 | 1,177,248 | 399,291 |
| Engineering and Operations | 6,684,772 | 15,129,293 | 0 | 0 | 35,000 |
| Enterprise Solutions and Quality Assurance | 8,206,514 | 0 | 1,448,817 | 0 | 0 |
| Environmental Services Division | 0 | 146,649 | 27,213 | 0 | 0 |
| Extension Service | 1,889,858 | 0 | 0 | 0 | 172,880 |
| Facilities Management | 34,851,651 | 65,668 | 0 | 0 | 472,939 |
| Fire Rescue | 2,410,826 | 198,164,861 | 697,427 | 0 | 1,916,545 |
| Fleet Management | 0 | 0 | 0 | 0 | 0 |
| Geospatial & Land Acquisition | 3,179,569 | 4,369,956 | 829,777 | 0 | 0 |
| Governmental Relations & Strategic Services | 3,198,881 | 0 | 0 | 0 | 0 |
| Head Start - Early Head Start | 29,980 | 0 | 0 | 0 | 45,084,777 |
| Health Care Services | 283,867 | 0 | 208,069,630 | 0 | 22,202,500 |
| Homeless Services | 7,422,289 | 0 | 0 | 0 | 0 |
| Human Resources | 6,410,850 | 0 | 300,000 | 0 | 263,058 |
| Information and Innovation Office | 27,884,800 | 0 | 14,279,351 | 0 | 0 |
| Library Services Department | 0 | 0 | 261,300 | 0 | 0 |
| Management & Budget | 3,433,032 | 0 | 2,787,749 | 0 | 4,820,331 |
| Medical Examiner | 6,693,433 | 0 | 0 | 0 | 0 |
| Parks & Recreation | 1,338,392 | 35,959,044 | 0 | 0 | 0 |
| Pet Resources | 9,266,333 | 0 | 467,500 | 0 | 0 |
| Procurement Services | 3,539,225 | 0 | 0 | 0 | 0 |
| Risk Management & Safety Division | 0 | 0 | 0 | 0 | 0 |
| Social Services | 6,991,866 | 700,000 | 1,100,000 | 0 | 15,747,193 |
| Solid Waste | 190,198 | 73,413 | 0 | 0 | 0 |
| Sunshine Line Agency | 6,452,245 | 0 | 0 | 0 | 4,474,843 |
| Water Resources | 0 | 137,862 | 1,000,000 | 0 | 0 |
| TOTAL COUNTY ADMINISTRATOR | 228,249,693 | 283,197,153 | 238,969,118 | 1,177,248 | 145,678,018 |

FY 21 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 | \$ 3,003,613 |
| 0 | 0 | 0 | 0 | 0 | 0 | 815,147 |
| 0 | 0 | 0 | 0 | 0 | 0 | 3,818,760 |
| 0 | 0 | 0 | 0 | 0 | 0 | 9,512,974 |
| 0 | 0 | 0 | 0 | 0 | 0 | 6,562,606 |
| 0 | 0 | 9,672,219 | 0 | 0 | 0 | 65,091,169 |
| 0 | 0 | 0 | 0 | 0 | 0 | 25,120,621 |
| 7,943,526 | 0 | 616,743 | 0 | 0 | 0 | 11,806,891 |
| 0 | 0 | 0 | 0 | 0 | 0 | 11,799,629 |
| 0 | 0 | 0 | 0 | 0 | 0 | 11,760,229 |
| 0 | 0 | 0 | 119,361 | 0 | 0 | 6,040,897 |
| 2,953,390 | 0 | 0 | 0 | 0 | 0 | 3,581,390 |
| 0 | 0 | 200,000 | 0 | 0 | 0 | 17,851,167 |
| 0 | 0 | 0 | 0 | 0 | 0 | 5,272,725 |
| 0 | 0 | 0 | 0 | 0 | 0 | 2,997,950 |
| 500,622 | 0 | 100,000 | 0 | 0 | 0 | 3,759,027 |
| 2,540,787 | 0 | 26,247,917 | 452,873 | 0 | 0 | 39,851,380 |
| 0 | 0 | 0 | 0 | 0 | 0 | 15,558,830 |
| 63,498,912 | 0 | 8,341,753 | 871 | 0 | 0 | 93,690,601 |
| 0 | 0 | 0 | 0 | 0 | 0 | 9,655,331 |
| 0 | 0 | 510,166 | 10,265,274 | 182,563 | 0 | 11,131,865 |
| 0 | 0 | 82,836 | 0 | 0 | 0 | 2,145,574 |
| 119,584 | 0 | 0 | 0 | 254,998 | 0 | 35,764,840 |
| 0 | 0 | 0 | 0 | 0 | 0 | 203,189,659 |
| 0 | 0 | 0 | 0 | 0 | 46,118,725 | 46,118,725 |
| 2,692,797 | 0 | 0 | 184,917 | 19,531 | 0 | 11,276,547 |
| 0 | 0 | 0 | 0 | 0 | 0 | 3,198,881 |
| 0 | 0 | 0 | 0 | 0 | 0 | 45,114,757 |
| 0 | 0 | 0 | 0 | 0 | 0 | 230,555,997 |
| 0 | 0 | 0 | 0 | 0 | 0 | 7,422,289 |
| 0 | 0 | 0 | 0 | 0 | 1,513,219 | 8,487,127 |
| 542,827 | 0 | 317,438 | 772,032 | 328,778 | 0 | 44,125,226 |
| 0 | 0 | 46,331,020 | 0 | 0 | 0 | 46,592,320 |
| 0 | 0 | 0 | 0 | 0 | 0 | 11,041,112 |
| 0 | 0 | 0 | 0 | 0 | 0 | 6,693,433 |
| 0 | 0 | 0 | 0 | 0 | 0 | 37,297,436 |
| 0 | 0 | 0 | 0 | 0 | 0 | 9,733,833 |
| 0 | 0 | 0 | 388,258 | 88,236 | 0 | 4,015,719 |
| 0 | 0 | 0 | 0 | 0 | 1,113,187 | 1,113,187 |
| 0 | 0 | 0 | 0 | 0 | 0 | 24,539,059 |
| 1,915,451 | 0 | 228,026 | 0 | 125,262,526 | 0 | 127,669,614 |
| 0 | 0 | 0 | 0 | 0 | 0 | 10,927,088 |
| 0 | 0 | 204,457 | 220,921,955 | 5,759,952 | 0 | 228,024,226 |
| 82,707,896 | 0 | 92,852,575 | 233,105,541 | 131,896,584 | 48,745,131 | 1,486,578,957 |

FY 21 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 | 21,675,185 | 0 | 0 | 0 | 0 |
| Property Appraiser | 11,549,880 | 2,004,042 | 0 | 0 | 0 |
| Public Defender | 162,720 | 0 | 1,687,778 | 0 | 0 |
| Sheriff's Office | 319,376,820 | 158,125,715 | 2,516,165 | 0 | 0 |
| State Attorney - Part I | 348,142 | 0 | 2,144,192 | 0 | 0 |
| State Attorney - Part II (Victim Assistance) | 2,484,322 | 0 | 0 | 0 | 0 |
| Supervisor of Elections | 12,822,051 | 0 | 0 | 0 | 0 |
| Tax Collector | 27,939,333 | 5,943,991 | 0 | 195,055 | 0 |
| TOTAL ELECTED OFFICIALS | 396,358,453 | 166,073,748 | 6,348,135 | 195,055 | 0 |
| JUDICIAL BRANCH | 3,197,343 | 0 | 8,108,650 | 0 | 1,316,991 |
| BOARDS, COMMISSIONS, & AGENCIES | | | | | |
| Charter Review Board | 2,000 | 0 | 0 | 0 | 0 |
| Civil Service | 0 | 0 | 0 | 0 | 0 |
| Environmental Protection Commission | 11,046,691 | 0 | 1,850,822 | 0 | 6,673,867 |
| Guardian ad Litem | 607,093 | 0 | 0 | 0 | 0 |
| Metro Planning Organization | 0 | 0 | 0 | 0 | 6,810,308 |
| Planning Commission | 0 | 0 | 0 | 0 | 0 |
| Soil & Water Conservation District | 302,692 | 0 | 0 | 0 | 124,032 |
| Value Adjustment Board | 687,476 | 0 | 0 | 0 | 0 |
| TOTAL BOARDS, COMMISSIONS, AND AGENCIE | 12,645,952 | 0 | 1,850,822 | 0 | 13,608,207 |
| NON-DEPARTMENTAL | | | | | |
| Capital Improvement Program Projects ¹ | 0 | 0 | 13,498,974 | 0 | 5,645,961 |
| Debt Service Accounts ² | 0 | 0 | 0 | 0 | 0 |
| Governmental Agencies | 28,287,305 | 0 | 3,747,000 | 63,021,414 | 0 |
| Non-Departmental Allotments | 42,324,221 | 5,982,581 | 4,098,548 | 0 | 125,512,879 |
| Nonprofit Organizations | 11,738,058 | 0 | 0 | 14,780,188 | 0 |
| TOTAL NON-DEPARTMENTAL | 82,349,584 | 5,982,581 | 21,344,522 | 77,801,602 | 131,158,840 |
| TRANSFERS, RESERVES, & REFUNDS | | | | | |
| Reserves and Refunds | 183,045,193 | 86,876,210 | 245,206,084 | 289,597,351 | 2,597,768 |
| Interfund Transfers | 95,526,828 | 26,886,584 | 219,875,857 | 171,255,247 | 11,700,000 |
| TOTAL TRANSFERS, RESERVES, & REFUNDS | 278,572,021 | 113,762,794 | 465,081,941 | 460,852,598 | 14,297,768 |
| TOTAL BOCC AND CONSTITUTIONAL OFFICE | \$ 1,014,704,780 | \$ 569,016,276 | \$ 741,703,188 | \$ 540,026,503 | \$ 306,059,824 |

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.

5. Includes CARES Act funding.

FY 21 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 | 21,675,185 |
| 0 | 0 | 465,784 | 0 | 0 | 0 | 14,019,706 |
| 0 | 0 | 0 | 0 | 0 | 0 | 1,850,498 |
| 0 | 0 | 0 | 0 | 0 | 0 | 480,018,700 |
| 0 | 0 | 0 | 0 | 0 | 0 | 2,492,334 |
| 0 | 0 | 0 | 0 | 0 | 0 | 2,484,322 |
| 0 | 0 | 0 | 0 | 0 | 0 | 12,822,051 |
| 218,559 | 0 | 2,053,232 | 0 | 0 | 0 | 36,350,170 |
| 218,559 | 0 | 2,519,016 | 0 | 0 | 0 | 571,712,966 |
| 0 | 0 | 0 | 0 | 0 | 0 | 12,622,984 |
| 0 | 0 | 0 | 0 | 0 | 0 | 2,000 |
| 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 0 | 0 | 0 | 0 | 0 | 0 | 19,571,380 |
| 0 | 0 | 0 | 0 | 0 | 0 | 607,093 |
| 0 | 0 | 0 | 0 | 0 | 0 | 6,810,308 |
| 0 | 0 | 5,639,562 | 0 | 0 | 0 | 5,639,562 |
| 0 | 0 | 0 | 0 | 0 | 0 | 426,724 |
| 0 | 0 | 0 | 0 | 0 | 0 | 687,476 |
| 0 | 0 | 5,639,562 | 0 | 0 | 0 | 33,744,543 |
| 359,609,762 | 38,314,362 | 346,947,328 | 221,311,004 | 27,098,500 | 0 | 1,012,425,891 |
| 0 | 4,035,000 | 114,638,182 | 18,440,250 | 13,000,692 | 0 | 150,114,124 |
| 2,088,650 | 0 | 13,926,837 | 0 | 0 | 0 | 111,071,206 |
| 4,000 | 0 | 0 | 0 | 0 | 132,951,604 | 310,873,833 |
| 0 | 0 | 0 | 0 | 0 | 0 | 26,518,246 |
| 361,702,412 | 42,349,362 | 475,512,347 | 239,751,254 | 40,099,192 | 132,951,604 | 1,611,003,300 |
| 44,380,539 | 1,210,975 | 128,723,767 | 252,796,424 | 174,614,673 | 218,769,332 | 1,627,818,316 |
| 50,332,046 | 0 | 301,927,434 | 302,206,562 | 174,415,279 | 1,400,000 | 1,355,525,837 |
| 94,712,585 | 1,210,975 | 430,651,201 | 555,002,986 | 349,029,952 | 220,169,332 | 2,983,344,153 |
| \$ 539,341,452 | \$ 43,560,337 | \$ 1,007,174,701 | \$ 1,027,859,781 | \$ 521,025,728 | \$ 401,866,067 | \$ 6,712,338,637 |

DEPARTMENT BUDGET SUMMARY COMPARISON

| | FY18 Actuals | FY19 Actuals | FY20 Adopted | FY21 Recommended |
|---|--------------------|----------------------|----------------------|----------------------|
| BOARD OF COUNTY COMMISSIONERS | | | | |
| Board of County Commissioners | \$ 2,720,780 | \$ 2,779,021 | \$ 2,935,169 | \$ 3,003,613 |
| County Internal Audit | 518,909 | 595,464 | 805,363 | 815,147 |
| TOTAL BOARD OF COUNTY COMMISSIONERS | 3,239,689 | 3,374,485 | 3,740,532 | 3,818,760 |
| COUNTY ATTORNEY | 8,350,939 | 8,534,757 | 9,273,387 | 9,512,974 |
| COUNTY ADMINISTRATOR | | | | |
| 9-1-1 Agency | 5,713,569 | 6,050,075 | 6,411,744 | 6,562,606 |
| Affordable Housing Services | 18,264,293 | 9,621,908 | 36,386,247 | 65,091,169 |
| Aging Services | 15,509,930 | 17,715,571 | 23,710,138 | 25,120,621 |
| Capital Programs | 1,630,058 | 1,246,861 | 2,531,969 | 11,806,891 |
| Children's Services | 9,297,343 | 9,478,792 | 14,182,079 | 11,799,629 |
| Code Enforcement | 6,133,708 | 5,443,439 | 8,569,208 | 11,760,229 |
| Communications & Digital Media | 4,282,115 | 4,629,940 | 5,573,128 | 6,040,897 |
| Community & Infrastructure Planning | 877,737 | 569,769 | 1,981,028 | 3,581,390 |
| Conservation & Environmental Lands Management | 12,842,579 | 13,759,539 | 17,264,349 | 17,851,167 |
| Consumer and Veteran Services | 4,510,687 | 5,196,285 | 5,397,870 | 5,272,725 |
| County Administrator | 2,684,207 | 2,828,238 | 3,198,626 | 2,997,950 |
| Customer Service & Support | 2,350,928 | 2,691,033 | 4,184,786 | 3,759,027 |
| Development Services | 25,573,020 | 28,170,094 | 37,929,745 | 39,851,380 |
| Economic Development | 5,110,541 | 5,757,431 | 11,563,721 | 15,558,830 |
| Engineering and Operations | 76,904,899 | 83,939,617 | 98,893,348 | 93,690,601 |
| Enterprise Solutions and Quality Assurance | 4,861,878 | 5,813,027 | 8,094,932 | 9,655,331 |
| Environmental Services Division | 3,315,947 | 4,041,349 | 9,967,686 | 11,131,865 |
| Extension Service | 1,433,173 | 1,463,053 | 2,056,719 | 2,145,574 |
| Facilities Management | 30,581,468 | 31,504,355 | 31,797,272 | 35,764,840 |
| Fire Rescue | 149,794,023 | 166,800,762 | 185,490,636 | 203,189,659 |
| Fleet Management | 29,851,293 | 28,734,803 | 42,166,891 | 46,118,725 |
| Geospatial & Land Acquisition | 4,977,730 | 6,388,705 | 11,399,351 | 11,276,547 |
| Government Relations & Strategic Services | 1,395,682 | 1,846,833 | 2,475,881 | 3,198,881 |
| Head Start - Early Head Start | 36,089,631 | 36,166,904 | 42,536,112 | 45,114,757 |
| Health Care Services | 115,139,542 | 130,504,694 | 217,544,672 | 230,555,997 |
| Homeless Services | 3,523,326 | 3,904,068 | 4,761,786 | 7,422,289 |
| Human Resources | 5,325,207 | 5,765,975 | 8,213,780 | 8,487,127 |
| Information and Innovation Office | 25,417,054 | 28,151,827 | 40,776,942 | 44,125,226 |
| Library Services Department | 39,935,077 | 40,933,934 | 44,661,419 | 46,592,320 |
| Management & Budget | 6,080,932 | 7,316,994 | 10,204,438 | 11,041,112 |
| Medical Examiner | 5,414,732 | 5,338,902 | 6,390,902 | 6,693,433 |
| Parks & Recreation | 24,629,102 | 26,382,379 | 37,023,533 | 37,297,436 |
| Pet Resources | 9,062,690 | 9,405,160 | 12,484,935 | 9,733,833 |
| Procurement Services | 2,974,826 | 2,959,681 | 3,709,933 | 4,015,719 |
| Risk Management & Safety Division | 771,349 | 493,049 | 1,007,862 | 1,113,187 |
| Social Services | 13,557,914 | 14,536,552 | 15,800,177 | 24,539,059 |
| Solid Waste | 81,081,832 | 84,990,299 | 91,339,679 | 127,669,614 |
| Sunshine Line Agency | 6,145,682 | 7,134,589 | 10,751,547 | 10,927,088 |
| Water Resources | 178,941,878 | 200,172,898 | 207,143,908 | 228,024,226 |
| TOTAL COUNTY ADMINISTRATOR | 971,987,582 | 1,047,849,384 | 1,325,578,979 | 1,486,578,957 |

DEPARTMENT BUDGET SUMMARY COMPARISON

| | FY18 Actuals | FY19 Actuals | FY20 Adopted | FY21 Recommended |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| ELECTED OFFICIALS | | | | |
| Clerk of the Circuit Court & Comptroller | 19,312,834 | 20,338,010 | 20,871,524 | 21,675,185 |
| Property Appraiser | 12,114,448 | 12,366,014 | 13,318,253 | 14,019,706 |
| Public Defender | 1,138,506 | 1,177,816 | 2,000,070 | 1,850,498 |
| Sheriff's Office | 418,991,520 | 433,730,485 | 463,531,660 | 480,018,700 |
| State Attorney - Part I | 1,045,069 | 1,165,670 | 2,811,323 | 2,492,334 |
| State Attorney - Part II (Victim Assistance) | 2,203,592 | 2,031,590 | 2,383,537 | 2,484,322 |
| Supervisor of Elections | 12,423,634 | 13,882,461 | 15,262,884 | 12,822,051 |
| Tax Collector | 27,829,734 | 30,224,256 | 35,675,771 | 36,350,170 |
| TOTAL ELECTED OFFICIALS | 495,059,337 | 514,916,302 | 555,855,022 | 571,712,966 |
| JUDICIAL BRANCH | 11,291,303 | 11,401,581 | 12,806,542 | 12,622,984 |
| BOARDS, COMMISSIONS, & AGENCIES | | | | |
| Charter Review Board | 0 | 0 | 8,000 | 2,000 |
| Civil Service | 1,430,213 | 1,590,940 | 0 | 0 |
| Environmental Protection Commission | 15,324,024 | 15,306,286 | 18,794,060 | 19,571,380 |
| Guardian ad Litem | 348,837 | 357,895 | 568,825 | 607,093 |
| Metro Planning Organization | 2,912,674 | 2,429,224 | 11,331,153 | 6,810,308 |
| Planning Commission | 4,704,258 | 5,094,293 | 5,690,713 | 5,639,562 |
| Soil & Water Conservation District | 256,523 | 230,168 | 400,961 | 426,724 |
| Value Adjustment Board | 696,655 | 706,445 | 713,529 | 687,476 |
| TOTAL BOARDS, COMMISSIONS, AND AGENCIE | 25,673,184 | 25,715,251 | 37,507,241 | 33,744,543 |
| NON-DEPARTMENTAL | | | | |
| Capital Improvement Program Projects ¹ | 291,061,731 | 254,857,794 | 1,129,022,626 | 1,012,425,891 |
| Debt Service Accounts ² | 180,880,767 | 166,860,019 | 261,898,665 | 150,114,124 |
| Governmental Agencies | 182,424,973 | 115,732,438 | 127,596,083 | 111,071,206 |
| Non-Departmental Allotments | 156,563,552 | 150,785,641 | 197,143,458 | 310,873,833 |
| Nonprofit Organizations | 22,010,596 | 24,102,123 | 31,949,089 | 26,518,246 |
| TOTAL NON-DEPARTMENTAL | 832,941,619 | 712,338,015 | 1,747,609,921 | 1,611,003,300 |
| TRANSFERS, RESERVES, & REFUNDS | | | | |
| Reserves and Refunds ³ | 143,453 | 230,369 | 1,591,363,040 | 1,627,818,316 |
| Interfund Transfers | 922,525,506 | 1,210,559,389 | 1,366,535,122 | 1,355,525,837 |
| TOTAL TRANSFERS, RESERVES, & REFUNDS | 922,668,959 | 1,210,789,758 | 2,957,898,162 | 2,983,344,153 |
| TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICER | \$ 3,271,212,612 | \$ 3,534,919,533 | \$ 6,650,269,786 | \$ 6,712,338,637 |

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

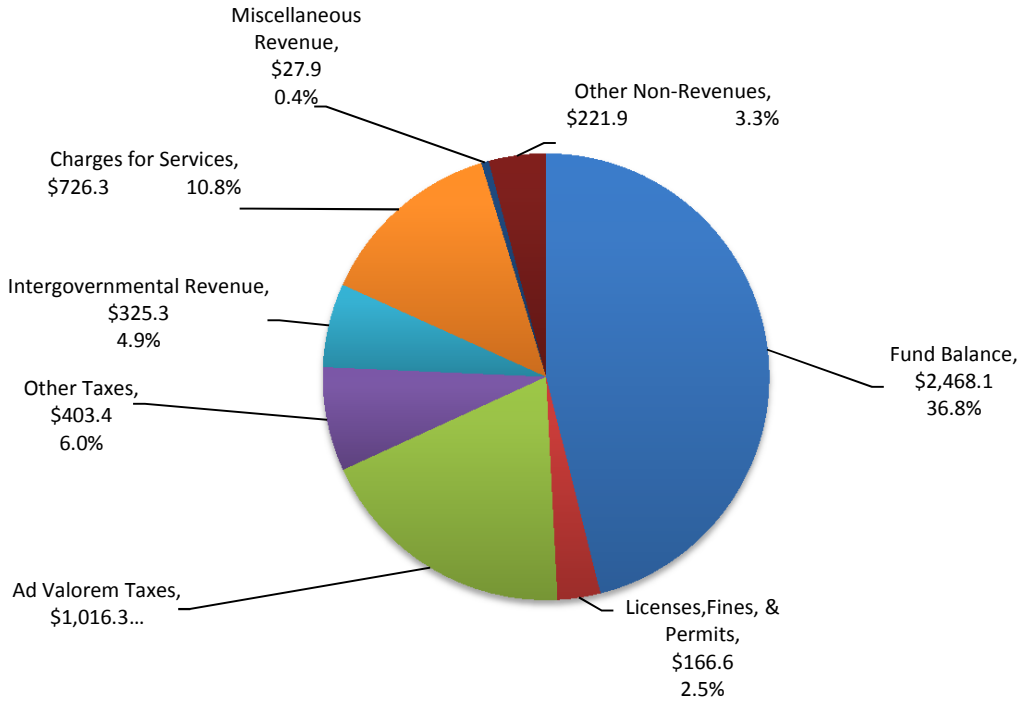
| SOURCES | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|--|-------------------|-------------------|-------------------|----------------------|
| Fund Balance Beginning of Year | \$ 2,949.9 | \$ 2,917.9 | \$ 2,356.8 | \$ 2,468.1 |
| Revenue: | | | | |
| Ad Valorem Taxes | 747.7 | 821.2 | 936.3 | 1,016.3 |
| Other Taxes | 357.5 | 430.7 | 501.0 | 403.4 |
| Licenses and Permits | 116.0 | 132.2 | 140.5 | 158.8 |
| Intergovernmental Revenue | 282.4 | 283.7 | 354.8 | 325.3 |
| Charges for Services | 612.8 | 634.8 | 662.9 | 726.3 |
| Fines and Forfeits | 8.6 | 8.4 | 7.4 | 7.8 |
| Miscellaneous Revenue (Including Interest) | 65.1 | 126.2 | 56.0 | 28.9 |
| TOTAL REVENUE | \$ 2,190.1 | \$ 2,437.2 | \$ 2,658.9 | \$ 2,666.8 |
| Interfund Transfers | 922.5 | 1,210.6 | 1,366.5 | 1,355.5 |
| Other Non-Revenues ¹ | 127.8 | 327.7 | 268.0 | 221.9 |
| TOTAL AVAILABLE | \$ 6,190.3 | \$ 6,893.4 | \$ 6,650.2 | \$ 6,712.3 |
| USES | | | | |
| Compensation | 439.2 | 470.8 | 550.1 | 583.1 |
| Operating & Maintenance | 590.9 | 623.5 | 747.8 | 871.9 |
| Capital | 298.0 | 257.3 | 1,120.8 | 990.6 |
| Debt Service ² | 179.9 | 165.7 | 259.5 | 144.3 |
| Grants, Aids, & In-Kind | 349.0 | 295.3 | 462.8 | 570.0 |
| Transfers to Constitutional Officers | 491.6 | 511.5 | 551.3 | 567.5 |
| Interfund Transfers | 922.5 | 1,210.6 | 1,366.5 | 1,355.5 |
| Reserves and Refunds | 0.1 | 0.2 | 1,591.4 | 1,629.4 |
| TOTAL USES | \$ 3,271.2 | \$ 3,534.9 | \$ 6,650.2 | \$ 6,712.3 |

Detail may not add to totals because of rounding.

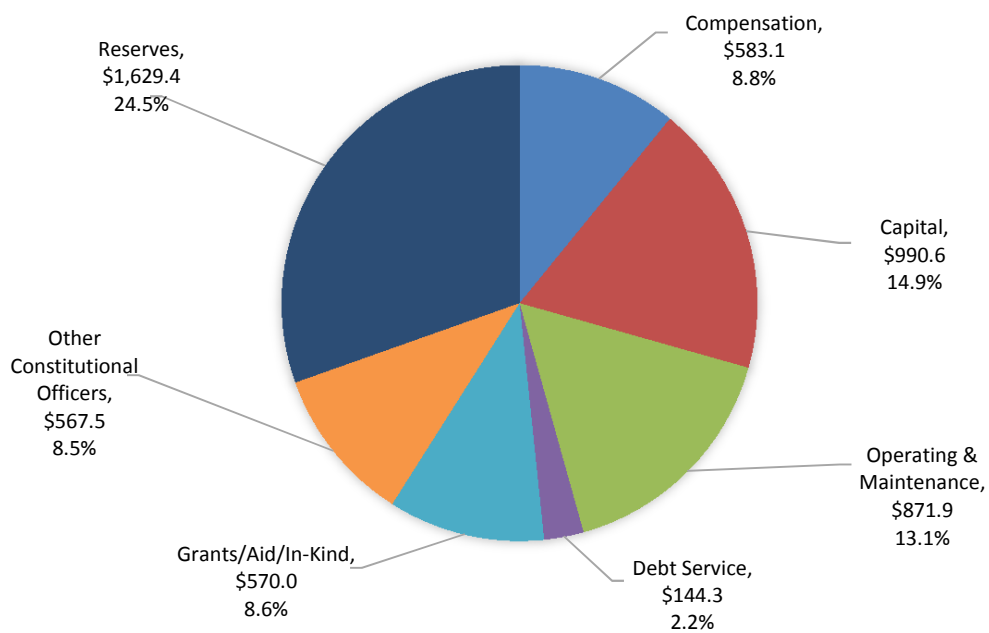
1. Other non revenues include debt proceeds for Enterprise Funds, unspent funds returned by Board funded Constitutional Officers, and 5% statutory reductor.
2. Excludes certain debt issuance related costs not categorized as debt under the State of Florida Uniform Accounting System.

BUDGET SOURCES AND USES OF FUNDS

**Where the Money Comes From (Sources)
FY21 - All Funds (In Millions)**



**Where the Money Goes (Uses)
FY21 - All Funds (In Millions)**



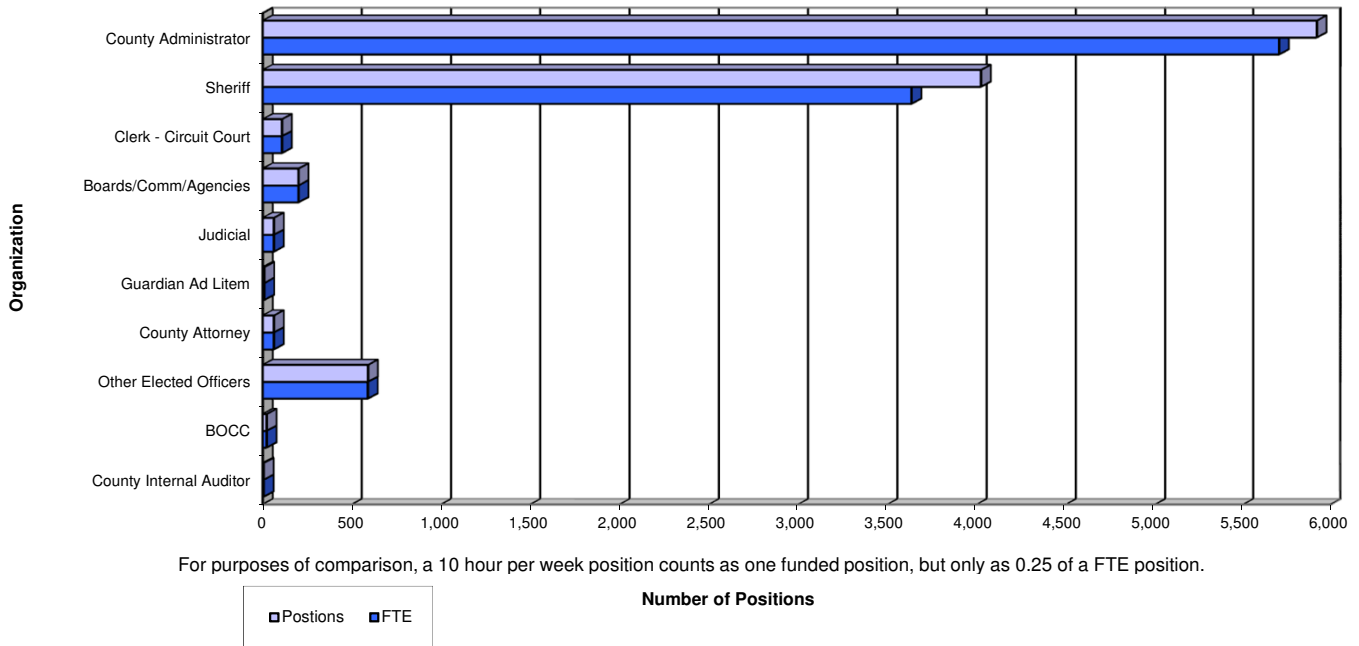
Note: Sources and Uses shown above exclude \$1,355 billion in Transfers In and Transfers Out, respectively.

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 17 Adopted | FY 18 Adopted | FY 19 Adopted | FY 20 Adopted | FY 21 Recommended | Changes FY 20 to FY 21 |
|---|------------------|------------------|------------------|------------------|----------------------|---------------------------|
| County Administrator - Funded FTE | 5,035.45 | 5,139.20 | 5,214.70 | 5,511.98 | 5,703.69 | 191.71 |
| Funded Positions | 5,282 | 5,385 | 5,440 | 5,749 | 5,920 | 171.00 |
| Sheriff - Funded FTE | 3,675.50 | 3,675.50 | 3,675.50 | 3,767.00 | 3,633.00 | -134.00 |
| Funded Positions | 3,833 | 3,833 | 3,833 | 4,014 | 4,022 | 8.00 |
| Clerk of the Circuit Court/VAB - Funded FTE | 107.00 | 107.00 | 107.00 | 107.00 | 107.00 | 0.00 |
| Funded Positions | 107 | 107 | 107 | 107 | 107 | 0.00 |
| Boards, Commissions, and Agencies - Funded FTE | 202.86 | 200.00 | 203.00 | 200.00 | 200.00 | 0.00 |
| Funded Positions | 204 | 201 | 203 | 200 | 200 | 0.00 |
| Judicial - Funded FTE | 59.70 | 59.70 | 60.70 | 61.70 | 61.70 | 0.00 |
| Funded Positions | 60 | 60 | 61 | 62 | 62 | 0.00 |
| Guardian Ad Litem - Funded FTE | 5.00 | 5.00 | 5.00 | 7.00 | 8.00 | 1.00 |
| Funded Positions | 5 | 5 | 5 | 7 | 8 | 1.00 |
| County Attorney - Funded FTE | 59.50 | 59.50 | 59.50 | 61.50 | 61.50 | 0.00 |
| Funded Positions | 60 | 60 | 60 | 62 | 62 | 0.00 |
| Other Elected Officers - Funded FTE | 569.10 | 589.60 | 589.60 | 588.10 | 588.10 | 0.00 |
| Funded Positions | 573 | 596 | 596 | 589 | 589 | 0.00 |
| 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 | 4.00 | 4.00 | 5.00 | 5.00 | 0.00 |
| Funded Positions | 3 | 4 | 4 | 5 | 5 | 0.00 |
| Total Funded FTE's | 9,738.11 | 9,860.50 | 9,940.00 | 10,330.28 | 10,388.99 | 58.71 |
| Total Funded Positions | 10,148.00 | 10,272.00 | 10,330.00 | 10,816.00 | 10,996.00 | 180.00 |

FY 21 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 21** chart by one percentage point would require an added \$28.9 million increase in funding. A \$28.9 million shift to economic environment and housing in the **Unincorporated Area General Fund** would require a 5.45 percentage point shift in priorities from one or more other program areas because each percentage point shift in that fund equals only \$5.3 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.

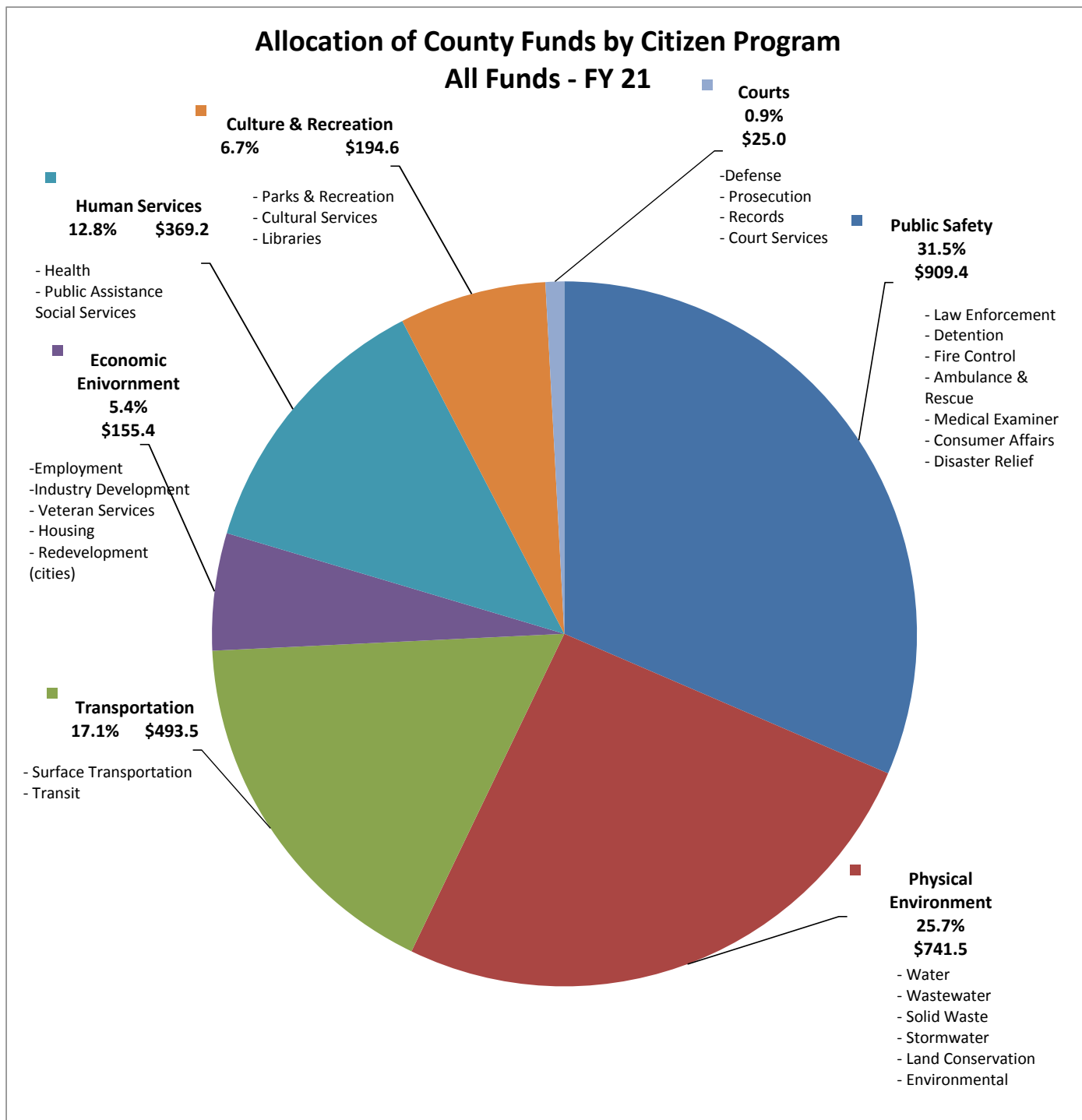
BUDGET BY PROGRAM ALL FUNDS

| Program | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Public Safety | | | | |
| Law Enforcement | \$ 243,671,090 | \$ 252,776,067 | \$ 277,012,939 | \$ 292,062,964 |
| Fire Control | 120,829,603 | 130,085,311 | 174,724,845 | 185,245,502 |
| Ambulance and Rescue | 31,986,984 | 34,371,519 | 35,151,766 | 35,467,500 |
| Detention/Corrections | 179,054,375 | 186,290,710 | 191,708,821 | 192,045,470 |
| Public Safety Protective Inspections | 28,827,552 | 31,179,543 | 42,209,870 | 42,049,627 |
| Emergency & Disaster Relief Services | 16,422,381 | 7,539,031 | 12,652,839 | 133,593,970 |
| Medical Examiner | 5,512,110 | 5,401,922 | 6,412,532 | 6,719,594 |
| Consumer Affairs | 589,645 | 1,163,767 | 1,090,004 | 1,057,136 |
| Other Public Safety | 17,270,679 | 16,612,778 | 23,771,598 | 21,170,257 |
| | 644,164,419 | 665,420,648 | 764,735,214 | 909,412,020 |
| Physical Environment | | | | |
| Conservation & Resource Management | 23,219,049 | 23,008,936 | 108,664,864 | 88,343,805 |
| Flood Control | 30,172,054 | 34,970,679 | 73,738,311 | 66,406,882 |
| Electric Utility Services | 15,007 | 0 | 0 | 0 |
| Physical Environment/Solid Waste | 86,632,970 | 93,310,291 | 131,520,810 | 159,097,351 |
| Sewer/Wastewater Services | 145 | 1,086 | 0 | 0 |
| Water/Sewer Combination Services | 332,302,414 | 291,686,343 | 397,612,654 | 425,863,282 |
| Water Utility Services | 0 | 60 | 0 | 0 |
| Other Physical Environment | 576,591 | 964,851 | 1,807,663 | 1,792,663 |
| | 472,918,230 | 443,942,246 | 713,344,302 | 741,503,983 |
| Transportation | | | | |
| Road & Street Facilities | 138,357,919 | 164,309,258 | 507,185,688 | 488,542,041 |
| Transport Transit Systems | 2,581,818 | 2,643,910 | 2,842,377 | 2,184,612 |
| Parking Facilities | 29,543 | 0 | 0 | 0 |
| Other Transportation | 898 | 121,215 | 3,428,048 | 2,819,904 |
| | 140,970,178 | 167,074,383 | 513,456,113 | 493,546,557 |
| Economic Environment | | | | |
| Employment Opportunity & Development | 378,677 | 280,740 | 500,000 | 1,150,000 |
| Industry Development | 44,827,144 | 44,612,838 | 86,568,294 | 84,237,645 |
| Veterans Services | 807,047 | 1,084,236 | 1,581,651 | 1,473,193 |
| Housing & Urban Development | 18,264,315 | 9,639,021 | 51,386,273 | 65,091,248 |
| Other Economic Environment | 2,935,857 | 2,953,952 | 3,448,142 | 3,483,397 |
| | 67,213,040 | 58,570,787 | 143,484,360 | 155,435,483 |
| Human Services | | | | |
| Health | 124,053,886 | 136,503,089 | 197,427,160 | 192,439,033 |
| Mental Health | 6,882,416 | 9,472,578 | 35,669,059 | 37,166,138 |
| Hospital Services | 241 | 0 | 0 | 0 |
| Human Services Public Assistance | 7,204,921 | 9,445,943 | 6,952,147 | 10,696,360 |
| Other Human Services | 79,027,333 | 80,492,910 | 115,210,171 | 128,949,752 |
| | 217,168,797 | 235,914,520 | 355,258,537 | 369,251,283 |
| Culture/Recreation | | | | |
| Libraries | 48,092,659 | 49,662,519 | 82,450,414 | 67,744,978 |
| Parks & Recreation | 69,137,717 | 54,161,406 | 117,721,900 | 113,882,678 |
| Cultural Services | 106,001 | 675,939 | 1,603,400 | 1,279,141 |
| Special Recreation Facilities | 1,713,274 | 1,582,889 | 1,963,991 | 2,958,319 |
| Other Culture/Recreation | 5,834,210 | 3,478,076 | 9,202,138 | 8,753,931 |
| | 124,883,861 | 109,560,829 | 212,941,843 | 194,619,047 |
| Courts | | | | |
| Court-Related Services | 20,313,139 | 20,569,122 | 26,063,927 | 25,023,716 |
| | 20,313,139 | 20,569,122 | 26,063,927 | 25,023,716 |
| Total Citizen Programs | \$ 1,687,631,664 | \$ 1,701,052,535 | \$ 2,729,284,296 | \$ 2,888,792,089 |

BUDGET BY PROGRAM ALL FUNDS

| Program | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| General Government Services | | | | |
| Legislative | 2,962,997 | 2,955,866 | 3,164,897 | 3,359,132 |
| Executive | 3,543,078 | 3,465,490 | 5,954,337 | 5,310,315 |
| Financial & Administrative | 184,423,518 | 340,946,918 | 235,522,457 | 246,719,015 |
| Legal Counsel | 8,700,894 | 8,807,413 | 9,903,387 | 10,258,450 |
| Comprehensive Planning | 17,748,632 | 18,558,799 | 30,667,879 | 25,926,076 |
| Debt Service | 180,127,196 | 166,678,447 | 260,911,665 | 147,524,307 |
| Other General Government | 263,405,674 | 229,697,307 | 416,962,706 | 399,503,155 |
| | 660,911,989 | 771,110,240 | 963,087,328 | 838,600,450 |
| Nonexpenditure Disbursements | | | | |
| Transfers | 922,525,506 | 1,062,526,389 | 1,366,535,122 | 1,355,525,837 |
| Reserves & Refunds | 143,453 | 230,369 | 1,591,363,040 | 1,629,420,261 |
| | 922,668,959 | 1,062,756,758 | 2,957,898,162 | 2,984,946,098 |
| Grand Total | \$ 3,271,212,612 | \$ 3,534,919,533 | \$ 6,650,269,786 | \$ 6,712,338,637 |

BUDGET BY PROGRAM ALL FUNDS



Each 1% equals \$28.9 million
 Total funding equals \$2.89 billion

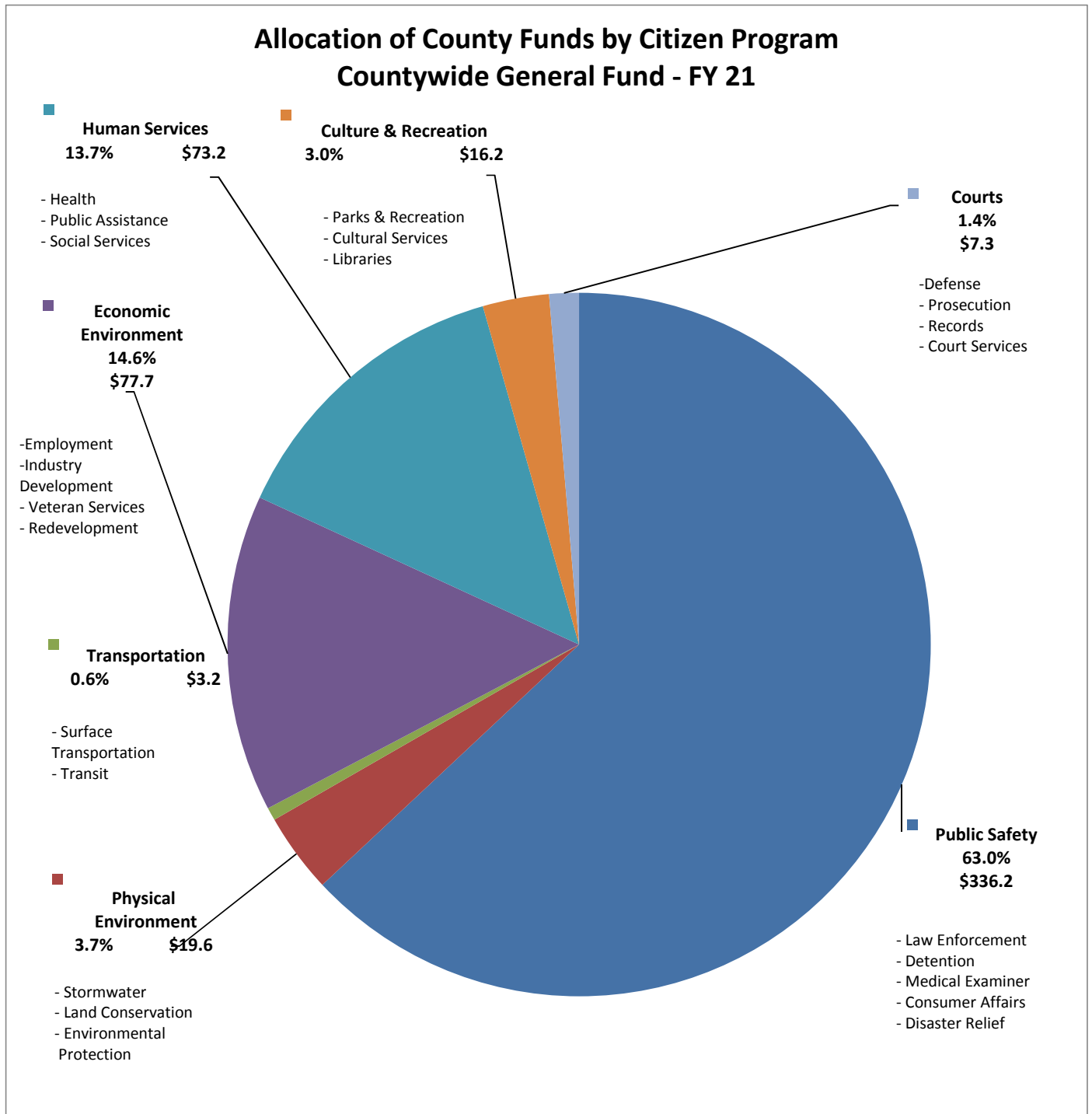
BUDGET BY PROGRAM COUNTYWIDE FUND

| Program | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Public Safety | | | | |
| Law Enforcement | \$ 119,118,882 | \$ 124,085,350 | \$ 127,372,235 | \$ 131,989,669 |
| Fire Control | 39,093 | 47,686 | 35,109 | 36,109 |
| Ambulance and Rescue | 26,909 | 17 | 0 | 0 |
| Detention/Corrections | 174,231,172 | 180,227,820 | 186,107,505 | 187,436,945 |
| Public Safety Protective Inspections | 2,870,194 | 2,941,378 | 2,577,027 | 3,034,114 |
| Emergency & Disaster Relief Services | 2,523,773 | 3,325,942 | 3,274,278 | 5,215,776 |
| Medical Examiner | 5,449,160 | 5,342,565 | 6,400,402 | 6,706,933 |
| Consumer Affairs | 486,376 | 645,682 | 660,716 | 749,723 |
| Other Public Safety | 1,226,448 | 986,208 | 944,702 | 985,943 |
| | 305,972,007 | 317,602,648 | 327,371,974 | 336,155,212 |
| Physical Environment | | | | |
| Conservation & Resource Management | 14,108,249 | 14,681,320 | 18,205,319 | 19,058,862 |
| Electric Utility Services | 0 | 0 | 0 | 0 |
| Flood Control | 0 | 11,383 | 0 | 481,028 |
| Gas Utility Services | 0 | 0 | 0 | 0 |
| Physical Environment/Solid Waste | 12,648 | 16,231 | 0 | 0 |
| Sewer/Wastewater Services | 0 | 0 | 0 | 0 |
| Water Utility Services | 0 | 0 | 0 | 0 |
| Water/Sewer Combination Services | 49,786 | 10,618 | 50,000 | 50,000 |
| Other Physical Environment | 5,000 | 5,000 | 55,000 | 5,000 |
| | 14,175,683 | 14,724,552 | 18,310,319 | 19,594,890 |
| Transportation | | | | |
| Road & Street Facilities | 355,091 | 122,667 | 1,058,795 | 1,567,540 |
| Transport Transit Systems | 2,402,337 | 2,603,566 | 1,734,000 | 1,084,000 |
| Parking Facilities | 0 | 0 | 0 | 0 |
| Other Transportation | 898 | 120,970 | 876,855 | 535,982 |
| | 2,758,326 | 2,847,203 | 3,669,650 | 3,187,522 |
| Economic Environment | | | | |
| Employment Opportunity & Development | 378,677 | 276,386 | 500,000 | 1,150,000 |
| Industry Development | 17,622,077 | 19,046,796 | 39,727,303 | 48,256,765 |
| Veterans Services | 807,047 | 1,084,236 | 1,581,651 | 1,473,193 |
| Housing & Urban Development | 2 | 17,173 | 15,000,026 | 23,829,194 |
| Other Economic Environment | 2,710,964 | 2,841,721 | 2,946,088 | 2,981,088 |
| | 21,518,767 | 23,266,312 | 59,755,068 | 77,690,240 |
| Human Services | | | | |
| Health | 12,086,777 | 12,471,339 | 17,638,254 | 18,469,652 |
| Mental Health | 91,178 | 197,288 | 120,000 | 120,000 |
| Human Services Public Assistance | 4,403,009 | 4,762,794 | 6,238,651 | 9,115,045 |
| Hospital Services | 241 | 0 | 0 | 0 |
| Other Human Services | 24,637,513 | 27,800,340 | 41,645,669 | 45,495,918 |
| | 41,218,718 | 45,231,761 | 65,642,574 | 73,200,615 |
| Culture/Recreation | | | | |
| Libraries | 301,764 | 389,359 | 0 | 0 |
| Parks & Recreation | 9,769,237 | 10,213,695 | 11,294,517 | 11,214,818 |
| Cultural Services | 34,973 | 35,456 | 493,400 | 637,283 |
| Special Recreation Facilities | 1,713,274 | 1,582,889 | 1,613,991 | 2,608,319 |
| Other Culture/Recreation | 1,510,138 | 1,641,066 | 1,778,626 | 1,778,626 |
| | 13,329,386 | 13,862,465 | 15,180,534 | 16,239,046 |
| Courts | | | | |
| Court-Related Services | 7,866,432 | 7,801,475 | 7,305,749 | 7,320,381 |
| | 7,866,432 | 7,801,475 | 7,305,749 | 7,320,381 |
| Total Citizen Programs | \$ 406,839,319 | \$ 425,336,416 | \$ 497,235,868 | \$ 533,387,906 |

BUDGET BY PROGRAM COUNTYWIDE FUND

| Program | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-------------------------|
| General Government Services | | | | |
| Legislative | 2,962,997 | 2,955,866 | 3,164,897 | 3,359,132 |
| Executive | 3,543,078 | 3,465,490 | 4,404,378 | 4,353,450 |
| Financial & Administrative | 100,712,315 | 108,347,213 | 128,416,798 | 133,029,303 |
| Legal Counsel | 8,700,759 | 8,797,413 | 9,903,387 | 10,142,974 |
| Comprehensive Planning | 435,026 | 443,924 | 452,836 | 465,000 |
| Debt Service | 0 | 48 | 0 | 0 |
| Other General Government | 33,333,718 | 36,043,611 | 44,933,350 | 51,394,994 |
| | 149,687,893 | 160,053,565 | 191,275,646 | 202,744,853 |
| Nonexpenditure Disbursements | | | | |
| Transfers | 39,613,081 | 61,091,949 | 88,974,347 | 95,526,828 |
| Reserves & Refunds | 0 | 18,424 | 183,350,884 | 183,045,193 |
| | 39,613,081 | 61,110,373 | 272,325,231 | 278,572,021 |
| Grand Total | \$ 596,140,293 | \$ 646,500,354 | \$ 960,836,745 | \$ 1,014,704,780 |

BUDGET BY PROGRAM COUNTYWIDE GENERAL FUND



Each 1% equals \$5.3 million
 Total funding equals \$533.4 million

BUDGET BY PROGRAM UNINCORPORATED AREA FUND

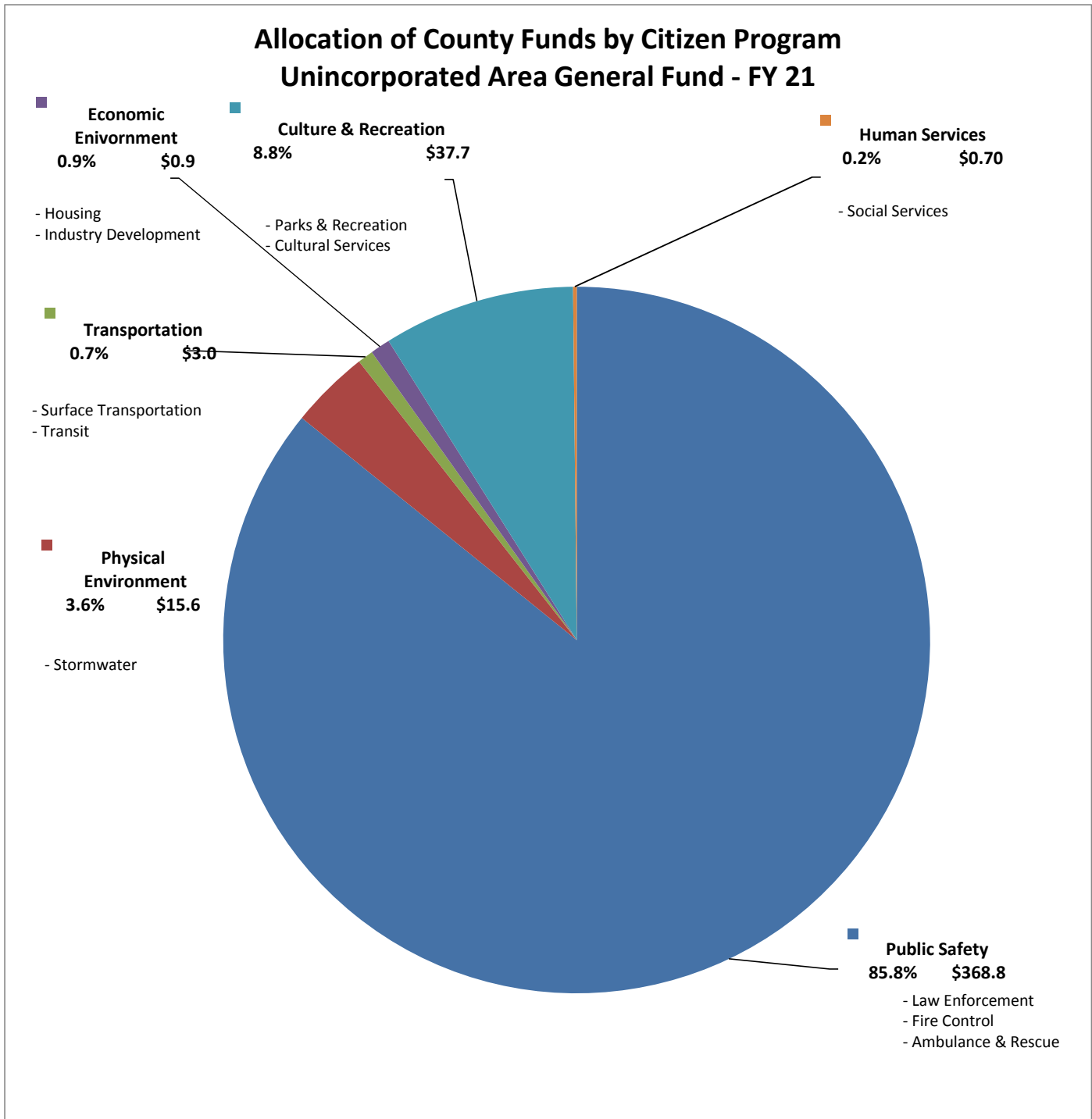
| Program | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|--------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Public Safety | | | | |
| Law Enforcement | \$ 122,294,451 | \$ 126,293,034 | \$ 147,046,097 | \$ 158,125,953 |
| Fire Control | 111,266,261 | 125,137,320 | 141,049,822 | 159,589,569 |
| Ambulance and Rescue | 31,790,382 | 34,238,224 | 35,044,186 | 35,467,500 |
| Detention/Corrections | 0 | 0 | 0 | 0 |
| Public Safety Protective Inspections | 8,166,531 | 8,073,558 | 11,208,059 | 10,870,573 |
| Emergency & Disaster Relief Services | 482,353 | 439,008 | 473,378 | 488,120 |
| Medical Examiner | 62,950 | 53,098 | 0 | 0 |
| Consumer Affairs | 0 | 0 | 0 | 0 |
| Other Public Safety | 2,787,513 | 2,966,654 | 6,960,183 | 4,227,882 |
| | 276,850,441 | 297,200,896 | 341,781,725 | 368,769,597 |
| Physical Environment | | | | |
| Conservation & Resource Management | 35,690 | 24,928 | 200,000 | 200,000 |
| Electric Utility Services | 0 | 0 | 0 | 0 |
| Flood Control | 10,191,377 | 12,169,855 | 13,083,579 | 13,581,958 |
| 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 | 842 | 165,194 | 165,798 |
| Other Physical Environment | 421,591 | 809,851 | 1,602,663 | 1,637,663 |
| | 10,648,658 | 13,005,476 | 15,051,436 | 15,585,419 |
| Transportation | | | | |
| Road & Street Facilities | 19,282,422 | 16,668,530 | 1,834,854 | 3,034,525 |
| Transport Transit Systems | 0 | 0 | 0 | 0 |
| Parking Facilities | 0 | 0 | 0 | 0 |
| Other Transportation | 0 | 0 | 0 | 0 |
| | 19,282,422 | 16,668,530 | 1,834,854 | 3,034,525 |
| Economic Environment | | | | |
| Employment Opportunity & Development | 0 | 0 | 0 | 0 |
| Industry Development | 745,690 | 930,064 | 1,347,995 | 2,249,170 |
| Veterans Services | 0 | 0 | 0 | 0 |
| Housing & Urban Development | 481,150 | 507,258 | 1,101,194 | 1,148,854 |
| Other Economic Environment | 224,893 | 112,231 | 502,054 | 502,309 |
| | 1,451,733 | 1,549,553 | 2,951,243 | 3,900,333 |
| Human Services | | | | |
| Health | 2,881 | 9 | 15,300 | 0 |
| 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 | 600,000 | 700,000 | 700,000 |
| | 602,881 | 600,009 | 715,300 | 700,000 |
| Culture/Recreation | | | | |
| Libraries | 0 | 0 | 0 | 0 |
| Parks & Recreation | 24,877,799 | 26,684,301 | 37,467,459 | 37,600,160 |
| Cultural Services | 70,000 | 90,000 | 90,000 | 90,000 |
| Special Recreation Facilities | 0 | 0 | 0 | 0 |
| Other Culture/Recreation | 39 | 0 | 45,000 | 25,000 |
| | 24,947,838 | 26,774,301 | 37,602,459 | 37,715,160 |
| Courts | | | | |
| Court-Related Services | 4,299 | 1,515 | 3,000 | 3,000 |
| | 4,299 | 1,515 | 3,000 | 3,000 |
| Total Citizen Programs | \$ 333,788,272 | \$ 355,800,280 | \$ 399,940,017 | \$ 429,708,034 |

BUDGET BY PROGRAM UNINCORPORATED AREA FUND

| Program | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| General Government Services | | | | |
| Legislative | 0 | 0 | 0 | 0 |
| Executive | 0 | 0 | 0 | 0 |
| Financial & Administrative | 6,837,406 | 7,189,711 | 8,331,750 | 9,011,721 |
| Legal Counsel | 0 | 10,000 | 0 | 0 |
| Comprehensive Planning | 8,389,849 | 8,523,052 | 11,994,214 | 10,715,014 |
| Debt Service | 0 | 0 | 0 | 0 |
| Other General Government | 3,971,324 | 4,415,344 | 5,199,615 | 5,818,713 |
| | 19,198,579 | 20,138,107 | 25,525,579 | 25,545,448 |
| Nonexpenditure Disbursements | | | | |
| Transfers | 45,989,988 | 63,470,464 | 39,740,411 | 26,886,584 |
| Reserves & Refunds | 10,296 | 32,702 | 91,343,527 | 86,876,210 |
| | 46,000,284 | 63,503,166 | 131,083,938 | 113,762,794 |
| Grand Total | \$ 398,987,135 | \$ 439,441,553 | \$ 556,549,534 | \$ 569,016,276 |

BUDGET BY PROGRAM

UNINCORPORATED AREA GENERAL FUND



Each 1% equals \$4.3 million
 Total funding equals \$429.7 million

Capital Improvement Program Budget

Sources and Uses of Funds

(in Millions of \$)

| SOURCES ⁽¹⁾ | FY 18 Actuals ⁽¹⁾ | FY 19 Actuals ⁽¹⁾ | FY 20 Adopted | FY 21 Recommended |
|-------------------------------|---|---|--------------------------|------------------------------|
| Boat Fees | \$0.5 | \$1.0 | \$1.2 | \$0.3 |
| Community Invest. Tax | 25.1 | 21.1 | 68.9 | 38.3 |
| Enterprise Fees | 62.8 | 48.0 | 232.8 | 231.3 |
| Financing | 111.1 | 65.5 | 428.8 | 413.5 |
| Gas Taxes | 11.8 | 21.0 | 23.7 | 13.5 |
| General Revenues | 35.0 | 55.2 | 170.2 | 128.2 |
| Grants & County Match | 12.7 | 10.3 | 22.0 | 9.2 |
| Impact Fees | 6.8 | 5.2 | 36.5 | 30.4 |
| Library Fund | 7.6 | 8.6 | 37.1 | 20.4 |
| Mobility Fees | 0.2 | 0.5 | 19.3 | 35.6 |
| Other | 14.4 | 3.6 | 47.4 | 53.0 |
| Stormwater Fees | 3.0 | 14.9 | 41.0 | 38.7 |
| TOTAL SOURCES | \$291.1 | \$254.9 | \$1,129.0 | \$1,012.4 |

| USES | FY 18 Actuals | FY 19 Actuals | FY 20 Adopted | FY 21 Recommended |
|-----------------------|--------------------------|--------------------------|--------------------------|------------------------------|
| Fire | \$10.2 | \$3.4 | \$32.6 | \$24.9 |
| Government Facilities | 15.7 | 25.0 | 204.6 | 172.2 |
| Libraries | 8.1 | 8.6 | 37.7 | 20.9 |
| Parks | 33.2 | 19.8 | 149.9 | 124.8 |
| Solid Waste | 0.5 | 2.3 | 33.4 | 27.1 |
| Stormwater | 18.6 | 21.7 | 59.2 | 49.1 |
| Transportation | 50.9 | 81.9 | 426.9 | 400.8 |
| Water & Wastewater | 153.8 | 92.2 | 184.7 | 192.6 |
| TOTAL USES | \$291.1 | \$254.9 | \$1,129.0 | \$1,012.4 |

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

Debt Service Budget Summary

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|------------------|------------------|------------------|----------------------|
| DEBT SERVICE BUDGET | | | | |
| Principal | \$73.3 | \$55.0 | \$57.4 | \$64.6 |
| Interest Payments, except capitalized ¹ | 46.6 | 43.7 | 52.7 | 47.8 |
| Total Principal & Interest | 119.9 | 98.6 | 110.1 | 112.4 |
| Debt Administration Expenses ² | 0.6 | 3.1 | 5.7 | 1.9 |
| Principal Payment Defeased Debt ³ | | | | |
| Redemption of Debt | 5.3 | 48.1 | 110.3 | |
| Redemption of Short term Loans | 54.1 | 15.9 | 33.5 | 30.0 |
| Interfund Short term Loans | | | | |
| Sub Total | \$179.9 | \$165.7 | \$259.5 | \$144.3 |
| Other Debt Services Costs and Fees ⁴ | 1.0 | 1.1 | 2.3 | 5.8 |
| Net Debt Service Funding <i>(not including Commercial Paper rollovers)</i> | \$180.9 | \$166.9 | \$261.9 | \$150.1 |
| 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 | 460.9 | 565.7 | 706.4 |
| Non Self-Supporting Debt | 525.9 | 605.3 | 436.0 | 419.9 |
| TOTAL COUNTY DEBT OUTSTANDING <i>(As of Fiscal Year End)</i> | \$1,062.2 | \$1,175.7 | \$1,108.4 | \$1,230.0 |
| 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 FY2020-FY2022 includes Actual/Projected new Bond issuances and refinancings completed in FY2020, but excluded from the FY2020 Budget adopted September 19, 2019. | | | | |

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 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 21 estimates generally reflect softening 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 – 38.1% in FY 21.

Ad valorem property tax revenues depend upon two components - the ad valorem tax rate, expressed as a millage rate (a mill is \$1 per \$1,000) set by each taxing authority, and the *taxable* value of property, established by the Property Appraiser.

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

Major County Revenues

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 21 revenue prior to the 5% statutory reduction is projected to be \$646 million.

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 21 revenue prior to the 5% statutory reduction is projected to be \$297 million.

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 21 revenue prior to the 5% statutory reduction is projected to be \$60.5 million.

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 21 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 21 combined revenue prior to the 5% statutory reduction is projected to be \$8.6 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 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

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

Major County Revenues

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 18th (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.

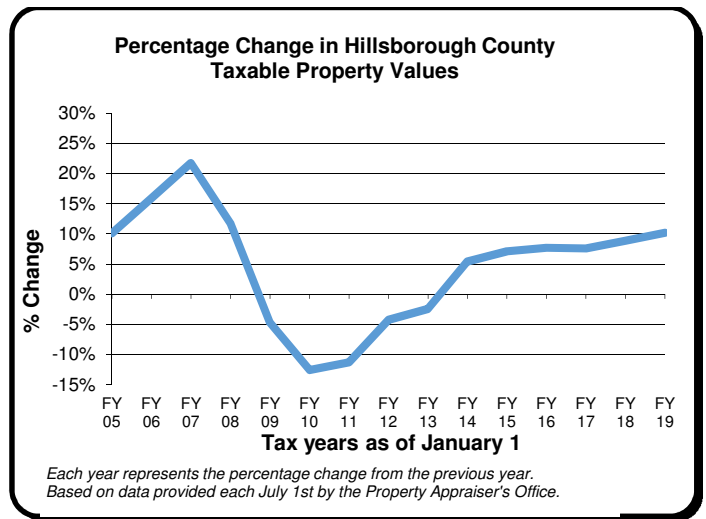
Several factors constrain annual growth in assessed property values:

- 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

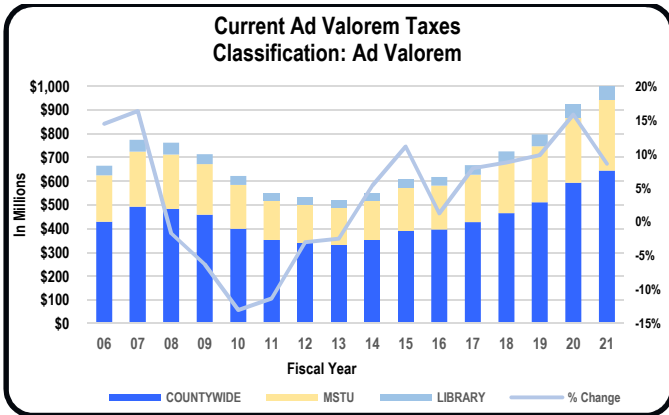
combination of factors – new State legislation and voter approved referenda capping growth in assessed values, a collapse in real estate prices, and the resulting weakening economy. It is only since 2013 that taxable values have rebounded; 2013 taxable values increased 2.88% from 2012, and FY 15 values 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.

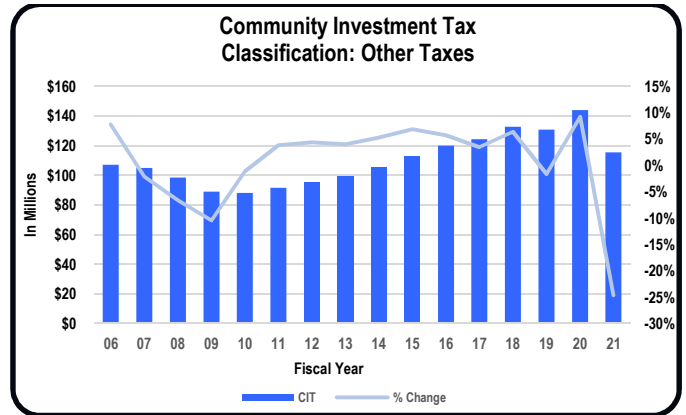
Non-Ad Valorem Taxes

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 15.1% 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 21 estimates reflect the average of the various forecast results after dropping the high and low results.

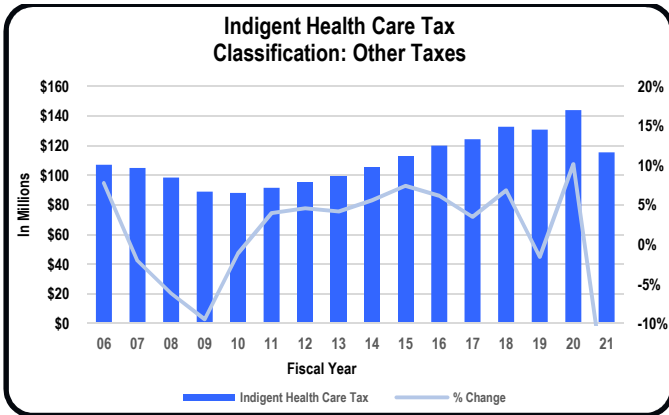
Surtax for Transportation Improvements – on November 7, 2018 the voters of Hillsborough County approved a 1% sales surtax to fund transportation improvements throughout Hillsborough County, including road and bridge improvements; the expansion of public transit options; fixing potholes; enhancing bus 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.

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.

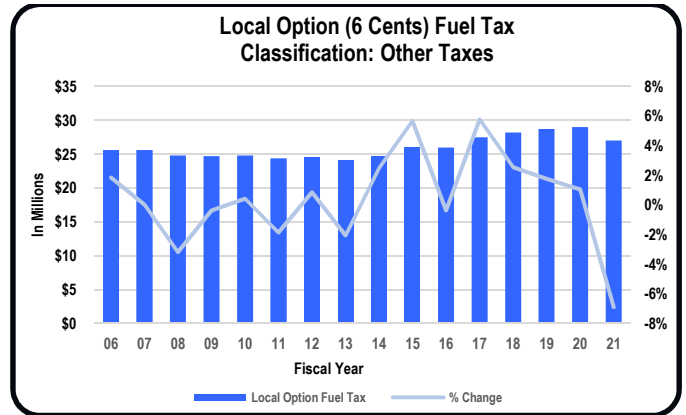
Fuel taxes are the primary source of funds for road maintenance and road resurfacing. In general, fuel tax revenues are not subject to large fluctuations from year to year, as reflected in the graphs below.

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.

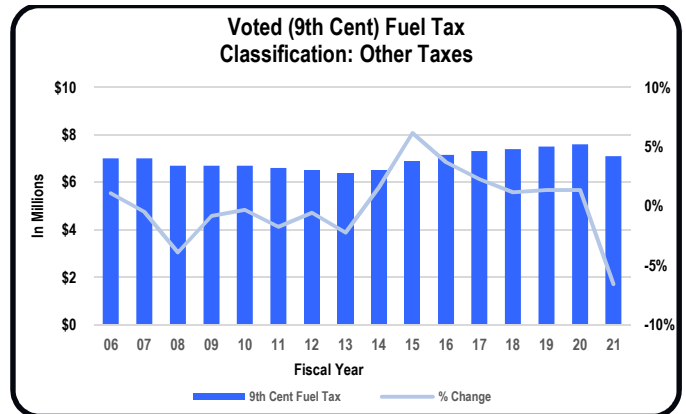
Reflecting projections of continued low fuel prices through the end of 2020, FY 21 fuel tax revenue is projected to decrease 7.2% below FY 20.

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.

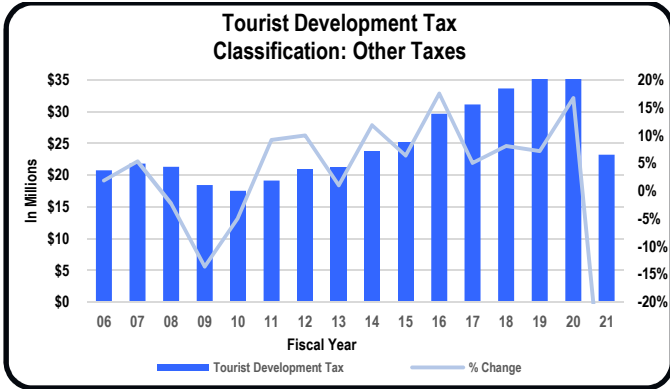


Local Option Tourist Development Tax⁷ - This tax, authorized by the State and levied by BOCC vote, is imposed primarily on tourist-related resorts and facilities and provides funding for tourism and economic development. Proceeds are used to fund debt service and capital improvements for Raymond James 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.



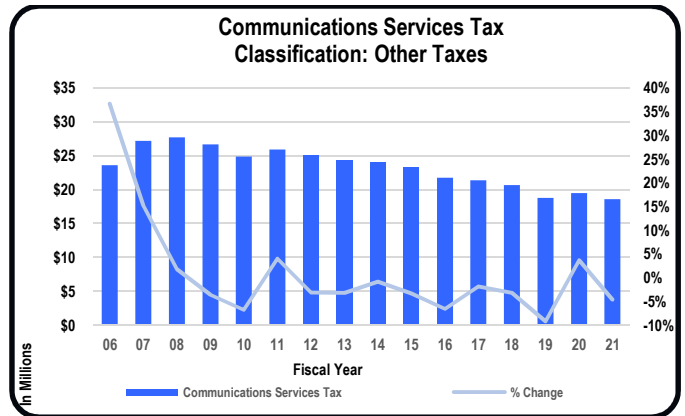
Based on forecasts provided by the Economic Development Department, tourist development tax revenue is projected to decrease 44.76% in FY 21 as declined national economic conditions and decreased tourism support more travel and improved local occupancy rates.

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 21 revenue is projected to decrease by 4.6%.



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

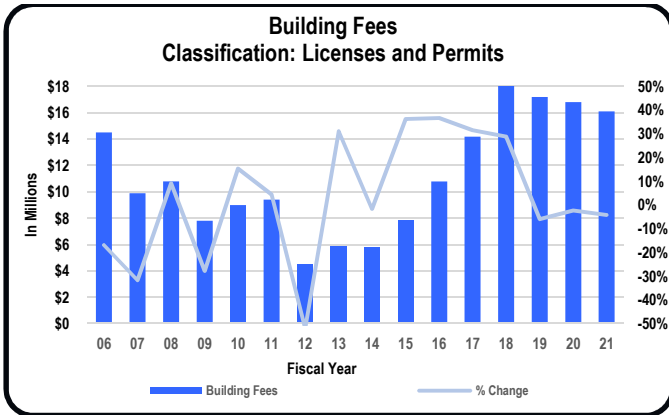
Licenses and Permits

Fees from licenses and permits will provide 6.0% of total FY21. 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

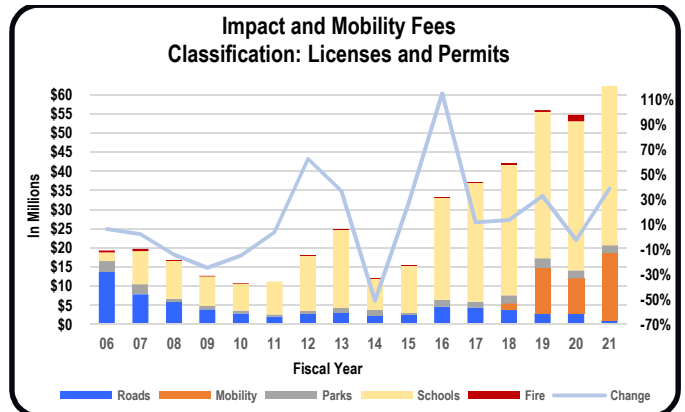


Despite permit activity falling another 28.2% in FY 08 due to the continued backlog of unsold existing and new homes, revenue increased 9.1%, realizing a full year of revenues based on the increased fee structure. Actual year-end FY 09 revenues fell 27.8%, or almost \$3 million, from FY 08 revenues, 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 decrease by 2.3% and FY 21 by 4.2%. 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.

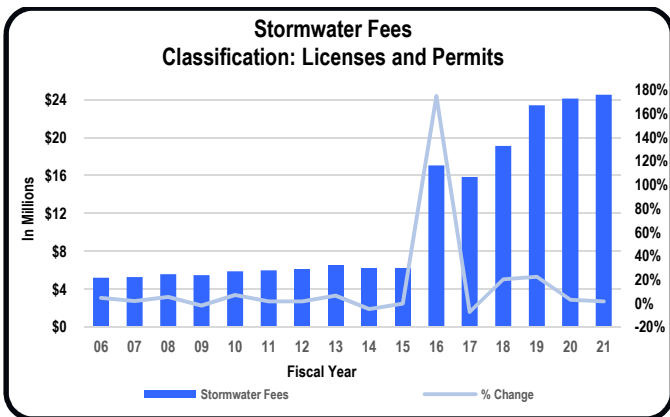
Mobility fees apply to any development for which a completed building permit application is submitted. Completed building permit applications submitted prior to the effective date of January 1, 2017 are grandfathered in and are subject to paying roadway impact fees. Only roadway impact fees are being replaced by mobility fees; development will still be subject to Fire, Parks and School impact fees. Mobility fees are projected to generate \$17.5 million in 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 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.

Major County Revenues

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.



FY 20 and FY 21 revenues are expected to increase each year. Forecasts are based on property tax roll data provided by the Property Appraiser and Public Works staff projections.

Intergovernmental Revenues

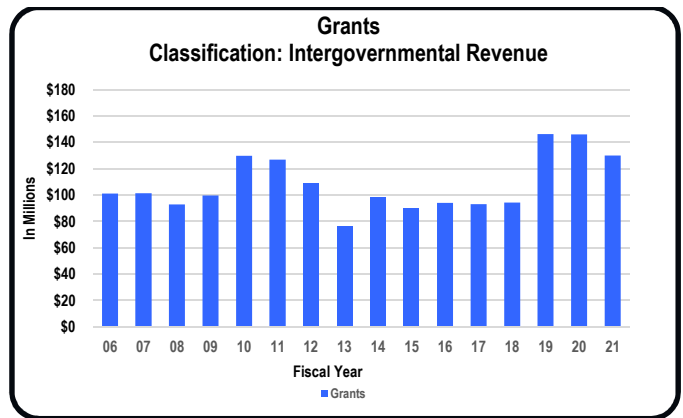
The County is projected to receive 12.2% of FY 21 revenue and from intergovernmental sources such as federal and state grants and State levied taxes shared with local governments. The two largest components of this category is the Local Government Half-Cent Sales Tax, which represents 29.8%

Of intergovernmental revenues, and federal, state, and local grants, which represent another 47.0% 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.

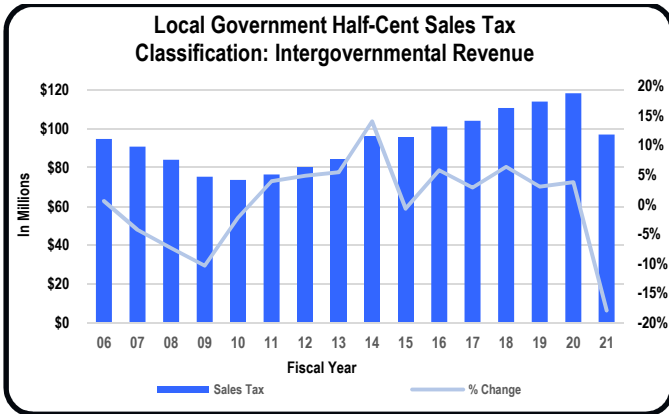


On December 1, 1992, the Hillsborough County Board of County Commissioners was designated as the grantee agency for the Ryan White CARE Act of 1990 for Title I funds to be allocated among service providers for HIV+ individuals in the Tampa-St. Petersburg area, comprised of Hillsborough, Pinellas, Pasco, 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 Health Care Services Department in accordance with allocations of the Ryan White Care Council.

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

Major County Revenues

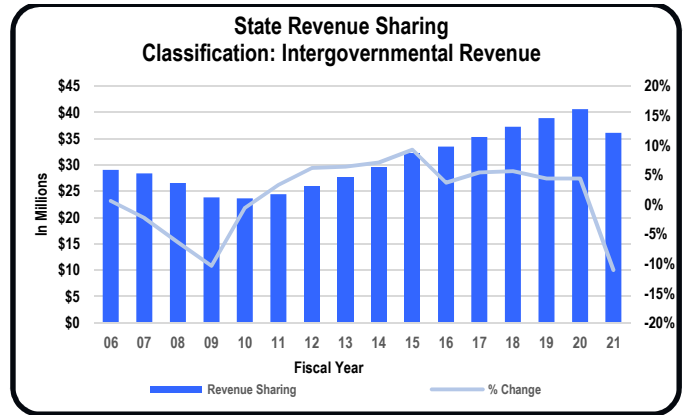
State Shared Revenues - Two State shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax*⁹ levied by the State has been a major source of revenue for the County since its inception in FY 83 and has historically been the largest state shared revenue. 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 3.8% in FY 16 and by 6.3% in FY 17. Projections call for additional growth of 3.8% in FY 20, and 17.9% decrease in FY 21. Forecasts were developed using the average of the various forecast techniques after dropping the high and low forecast results.

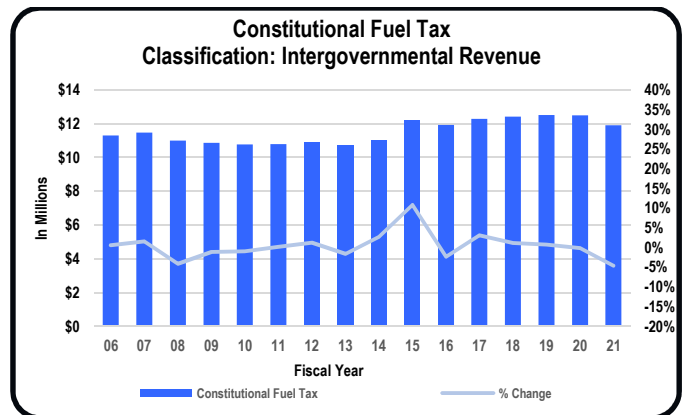
The second important State revenue source is the State Revenue Sharing Program¹⁰. This revenue is comprised of proceeds from a one-cent State cigarette tax and 2.25% of State sales tax revenue. State Revenue Sharing projections closely track half-cent sales tax forecasts.

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 continue to show continued growth of 4.4% but FY 21 decreased by 11.1% due to a weakening economy.



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%. FY20 is projected to remain flat and FY 21 revenue is projected to decrease by 4.7%. The forecasts were developed using the average of the various forecast techniques previously discussed after dropping the high and low forecasts.



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

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

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

Major County Revenues

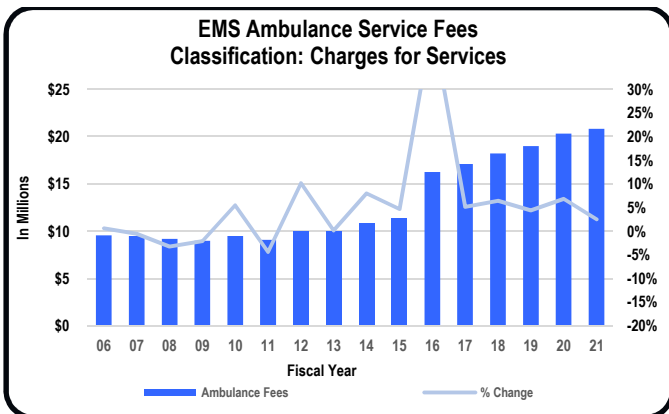
other gasoline taxes and road network impact fees, is used to support road network maintenance and improvements.

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

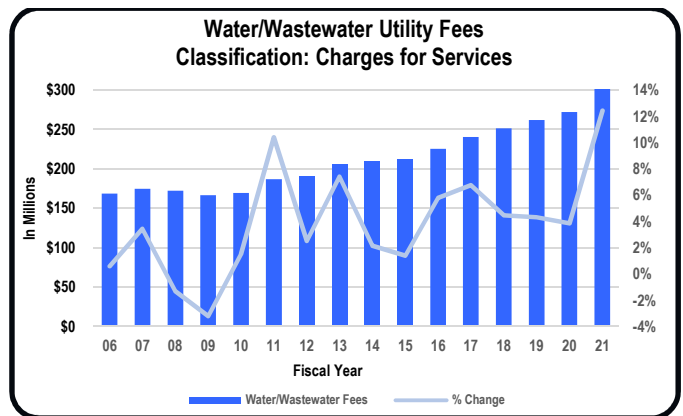
Charges for Services comprise 27.2% of FY 21 budgeted revenue. The largest component is water/wastewater and solid waste utility user charges, which represent 61.3% of total FY 21 charges for services. Internal service charges for services rendered by a central service department to other departments represents another 5.4% 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. FY20 budget reflects continued growth of 6.8% and FY 21 2.5%. 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 last adjusted for indexing on June 1, 2019, resulting in the following rates: a Residential Base Facility Charge for Potable Water of \$8.76, a Residential Base Facility Charge for Wastewater of \$14.16, and a Customer Service Charge of \$4.21. These base charges are in addition to Volumetric Charges, which are tiered as follows: \$0.72 for each 1,000 gallons up to 5,000 gallons, \$2.00 for each 1,000 gallons from 5,001 to 15,000 gallons, \$3.34 for each 1,000 gallons from 15,001 to 30,000 gallons, and \$4.99 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 \$4.56 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.



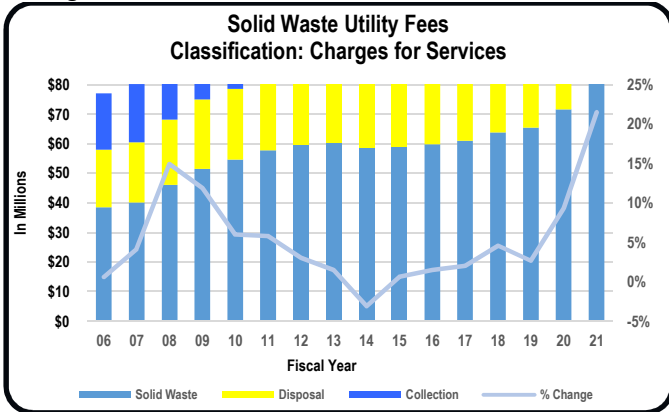
The Water/Wastewater chart shows that overall revenues from user, base and service charges remained relatively flat from FY 06 through FY 10. Reflecting the improving economy and associated growth in the housing market, revenues from FY 11 through FY 14 increased an average of 6.0% per year. FY 15 revenue increased a slight 1.4% increase from FY 14; with FY 16 growth of

Major County Revenues

4.2% and FY 17 growth of 5.0%. FY 20 revenues are projected to increase by 3.9% and FY 21 by 12.43%, 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.

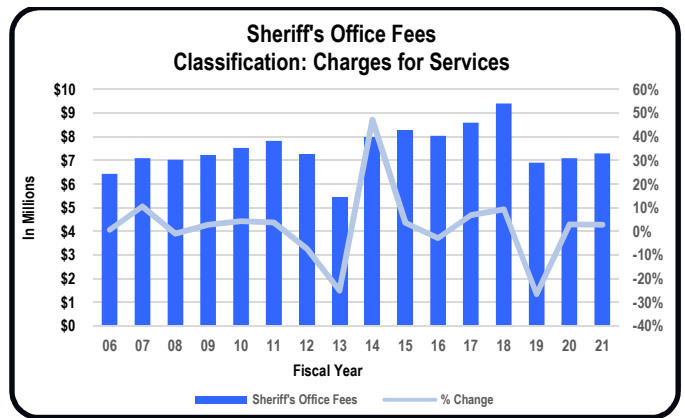
The solid waste collection and disposal assessments were initially approved by the Board of County Commissioners (BOCC) on November 13, 1996, and went into effect on October 1, 1997. The assessment replaced the annual fee residents previously paid directly to collectors for curbside service. Franchise 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; it is anticipated 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.

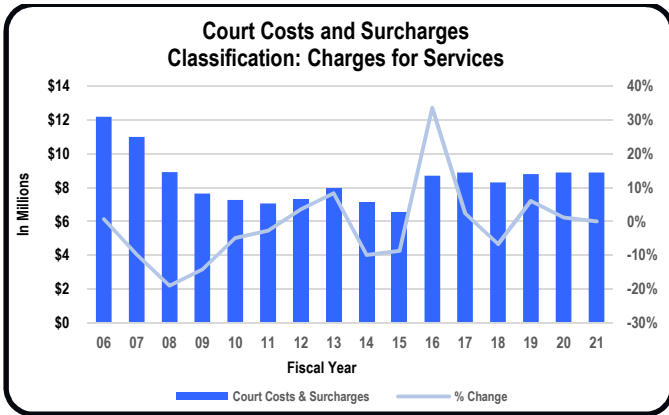
Revenues for FY 20 are forecast to increase 8.3% primarily to population growth and disposal rate increase and FY 21 a 21.5% increase. Estimates are provided by the Public Utilities Department based on a detailed rate model that incorporates expert staff judgment and existing property tax rolls.

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.



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.

Major County Revenues



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 revenues are projected to increase by 1.14% and FY21 Revenues remain flat.

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

Fines and Forfeitures

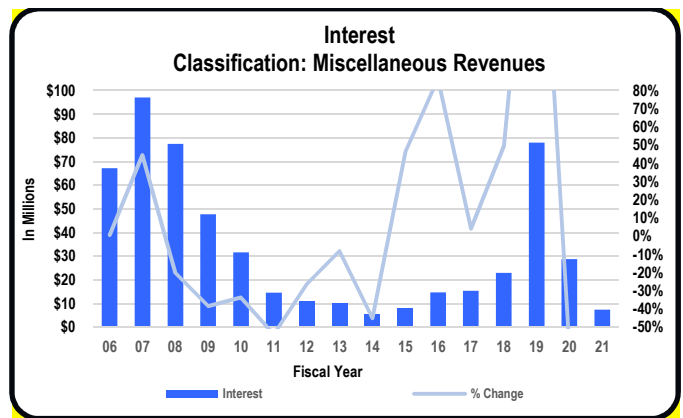
Fines and Forfeitures comprise only 0.11% of FY 20 and .11% for FY 20 projected revenues. Prior to July 1, 2004, these revenues consisted mainly of court, local ordinance and library fines. However, State legislation related to Article V implementation redirected court fines to the Clerk of the Circuit 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 1.1% of projected FY 21 revenues. While still at near historical lows, declining interest rates for FY 21 will result in lower 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 40 basis points (0.4%) in FY 21. FY 21 interest revenues are projected to be \$7 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 Actual | FY 20 Adopted | FY 21 Recommended | % Total FY 21 |
|--|-------------------------|-------------------------|-------------------------|-------------------------|------------------|
| Taxes | | | | | |
| Ad Valorem Tax | \$ 747,744,353 | \$ 821,242,623 | \$ 936,246,379 | \$ 1,016,305,550 | 38.1% |
| Communications Services Ta | 20,708,472 | 18,787,976 | 19,530,492 | 18,615,761 | 0.7% |
| Community Investment Ta | 132,896,963 | 130,757,178 | 144,134,471 | 115,598,102 | 4.3% |
| Indigent Healthcare Surta | 132,896,834 | 130,756,010 | 144,134,471 | 115,598,102 | 4.3% |
| Local Option Six-Cents Fuel Ta | 28,236,382 | 28,594,935 | 29,045,080 | 26,954,515 | 1.0% |
| Ninth-Cent Gas Ta | 7,438,177 | 7,537,125 | 7,644,217 | 7,102,930 | 0.3% |
| Tourist Development Ta | 33,629,434 | 35,965,562 | 41,979,774 | 23,207,502 | 0.9% |
| Other Tax | 1,687,710 | 78,261,622 | 114,571,025 | 96,326,366 | 3.6% |
| Total Taxes | \$ 1,105,238,325 | \$ 1,251,903,031 | \$ 1,437,285,909 | \$ 1,419,708,828 | 53.2% |
| Licenses & Permits | | | | | |
| Building Permit | 18,368,876 | 17,227,087 | 16,808,845 | 16,126,286 | 0.6% |
| Fire Impact Fee | 375,717 | 481,555 | 1,640,000 | 1,052,501 | 0.0% |
| Parks Impact Fee: | 2,245,148 | 2,648,871 | 2,111,394 | 2,130,183 | 0.1% |
| School Impact Fee | 34,238,792 | 38,200,417 | 39,063,000 | 54,210,080 | 2.0% |
| Transportation Impact Fee: | 5,460,308 | 14,718,354 | 11,974,105 | 18,442,262 | 0.7% |
| Water/Wastewater Impact Fee: | - | - | - | - | 0.0% |
| Special Assessments - Capital Improvemen | 15,580,314 | 25,220,810 | 25,944,571 | 23,358,953 | 0.9% |
| Special Assessments - Stormwater | 19,118,910 | 22,608,711 | 31,215,493 | 31,628,655 | 1.2% |
| Special Assessments - Street Lightin | 9,597,238 | 9,707,883 | 10,448,450 | 10,552,935 | 0.4% |
| Other Licenses & Permit | 10,983,628 | 1,406,275 | 1,346,042 | 1,331,777 | 0.0% |
| Total Licenses & Permits | \$ 115,968,931 | \$ 132,219,963 | \$ 140,551,900 | \$ 158,833,632 | 6.0% |
| Intergovernmental Revenue | | | | | |
| <u>State Shared Revenues</u> | | | | | |
| Constitutional Fuel Ta | 12,409,899 | 12,496,386 | 12,475,629 | 11,892,391 | 0.4% |
| County Fuel Ta: | 5,467,201 | 554,780 | 5,544,647 | 5,265,347 | 0.2% |
| Local Government Half-Cent Sales Ta: | 110,711,423 | 113,955,466 | 118,268,581 | 97,071,136 | 3.6% |
| Shared State General Revenue: | 5,218,695 | 6,003,452 | 5,288,000 | 1,755,000 | 0.1% |
| Shared State Restricted Revenue: | 8,610,716 | 9,285,121 | 8,543,375 | 9,169,508 | 0.3% |
| State Revenue Sharing | 37,278,046 | 39,333,957 | 40,619,550 | 36,108,012 | 1.4% |
| Other Culture & Recreation | 2,858,548 | 2,897,873 | 2,825,004 | 2,825,004 | 0.1% |
| Other Intergovernmental Revenue: | 5,604,988 | 6,384,112 | 8,483,944 | 8,464,762 | 0.3% |
| | 188,159,516 | 190,911,147 | 202,048,730 | 172,551,160 | 6.5% |
| <u>Intergovernmental Grants</u> | | | | | |
| Federal Grant | 75,698,241 | 75,669,656 | 113,233,380 | 124,641,816 | 4.7% |
| State Grant: | 15,814,833 | 15,903,248 | 29,092,061 | 23,958,200 | 0.9% |
| Local Grant | 2,736,286 | 1,259,763 | 10,393,876 | 4,139,986 | 0.2% |
| | 94,249,360 | 92,832,667 | 152,719,317 | 152,740,002 | 5.7% |
| Total Intergovernmental Revenue | \$ 282,408,876 | \$ 283,743,814 | \$ 354,768,047 | \$ 325,291,162 | 12.2% |

County Revenues by Source

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended | % Total FY 21 |
|--------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------|
| Charges for Services | | | | | |
| <i>Water/Wastewater Utility Fees</i> | | | | | |
| Water/Reclaimed Water Utility Fee | 124,085,475 | 130,052,429 | 132,981,600 | 145,962,492 | 5.5% |
| Wastewater Utility Fee | 117,181,079 | 121,557,713 | 128,228,500 | 147,268,909 | 5.5% |
| Water/Wastewater Combination Fee | 9,230,357 | 9,955,622 | 10,582,746 | 12,195,217 | 0.5% |
| | 250,496,911 | 261,565,764 | 271,792,846 | 305,426,618 | 11.5% |
| <i>Solid Waste Fees</i> | | | | | |
| Solid Waste Collection/Disposal Fee | 90,159,329 | 93,518,119 | 99,920,735 | 122,487,393 | 4.6% |
| Solid Waste Recycling Revenue | 17,166,464 | 15,640,025 | 19,295,363 | 17,301,648 | 0.6% |
| | 107,325,793 | 109,158,144 | 119,216,098 | 139,789,041 | 5.2% |
| <i>Other User Fees</i> | | | | | |
| Ambulance Fee | 18,184,412 | 18,998,591 | 20,260,030 | 20,822,782 | 0.8% |
| Court Costs & Surcharge | 8,297,195 | 8,775,206 | 8,897,182 | 8,877,265 | 0.3% |
| Sheriff's Office Fee | 71,624,990 | 73,065,157 | 73,534,672 | 78,696,576 | 3.0% |
| Public Safety Fee | 2,501,534 | 3,607,579 | 2,913,941 | 3,473,892 | 0.1% |
| Environment & Physical Resource Fee | 6,473,549 | 6,359,178 | 6,260,272 | 5,529,056 | 0.2% |
| Transportation Fee | 5,006,749 | 3,741,689 | 3,754,521 | 3,688,407 | 0.1% |
| Health & Human Services Fee | 26,056,747 | 25,797,605 | 26,427,222 | 25,216,069 | 0.9% |
| Culture & Recreation Fee | 4,390,652 | 4,404,866 | 3,950,466 | 3,658,164 | 0.1% |
| Economic Environment Fee | 126,070 | 137,975 | 119,150 | 84,150 | 0.0% |
| Internal Service Charge | 34,057,062 | 37,393,957 | 39,830,000 | 39,580,000 | 1.5% |
| Other User Fee | 78,238,043 | 81,770,518 | 85,947,707 | 91,416,668 | 3.4% |
| | 254,957,003 | 264,052,321 | 271,895,163 | 281,043,029 | 10.5% |
| Total Charges for Services | \$ 612,779,707 | \$ 634,776,229 | \$ 662,904,107 | \$ 726,258,688 | 27.2% |
| Fines & Forfeits | 8,604,158 | 8,406,661 | 7,350,896 | 7,769,864 | 0.3% |
| Miscellaneous Revenue | | | | | |
| Interes | 22,905,551 | 77,858,427 | 28,692,103 | 7,292,449 | 0.3% |
| Other Miscellaneous Revenue | 41,095,051 | 48,344,383 | 21,289,595 | 21,664,215 | 0.8% |
| Total Miscellaneous Revenue | \$ 64,000,602 | \$ 126,202,810 | \$ 49,981,698 | \$ 28,956,664 | 1.1% |
| Total Revenue | \$ 2,189,000,599 | \$ 2,437,252,508 | \$ 2,652,842,557 | \$ 2,666,818,838 | 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 ADOPTED | | FY 19 ADOPTED | |
|-----------------------------------|------------------|----------------------|------------------|----------------------|
| | MILLAGE | LEVY | MILLAGE | LEVY |
| COUNTYWIDE | | | | |
| OPERATING | | | | |
| General Revenue Fund | 5.7309 | \$494,049,153 | 5.7309 | \$544,476,096 |
| TOTAL OPERATING | 5.7309 | 494,049,153 | 5.7309 | 544,476,096 |
| DEBT SERVICE | | | | |
| Environ. Sensitive Lands | 0.0604 | 5,230,189 | 0.0604 | 5,760,955 |
| TOTAL DEBT | 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 | | | | |
| OPERATING | | | | |
| General Purpose MSTU | 4.3745 | 228,576,076 | 4.3745 | 250,919,288 |
| Library Services | 0.5583 | 46,427,350 | 0.5583 | 51,060,404 |
| TOTAL OPERATING | 4.9328 | 275,003,426 | 4.9328 | 301,979,692 |
| DEBT SERVICE | | | | |
| Parks & Recreation Bonds | 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

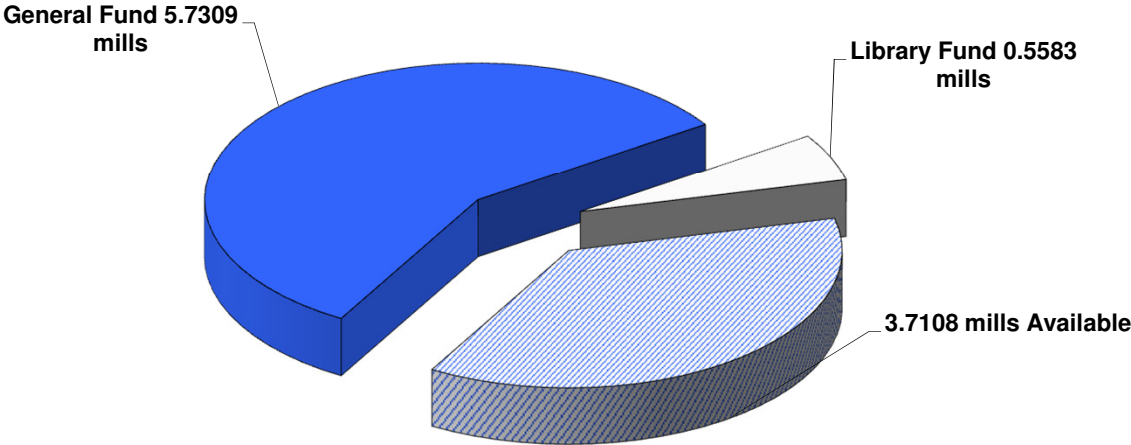
| | FY 20 <u>ADOPTED</u> | | FY 21 <u>Recommended</u> | |
|--------------------------|-------------------------|----------------------|-----------------------------|------------------------|
| | MILLAGE | LEVY | MILLAGE | LEVY |
| COUNTYWIDE | | | | |
| OPERATING | | | | |
| General Revenue Fund | 5.7309 | \$594,421,040 | 5.7309 | \$645,872,430 |
| TOTAL OPERATING | 5.7309 | 594,421,040 | 5.7309 | 645,872,430 |
| DEBT SERVICE | | | | |
| Environ. Sensitive Lands | 0.0604 | 6,288,480 | 0.0604 | 6,831,240 |
| TOTAL DEBT | 0.0604 | 6,288,480 | 0.0604 | 6,831,240 |
| TOTAL OPERATING & DEBT | 5.7913 | 600,709,520 | 5.7913 | 652,703,670 |
| NON COUNTYWIDE | | | | |
| OPERATING | | | | |
| General Purpose MSTU | 4.3745 | 273,864,816 | 4.3745 | 297,028,550 |
| Library Services | 0.5583 | 55,755,578 | 0.5583 | 60,519,720 |
| TOTAL OPERATING | 4.9328 | 329,620,394 | 4.9328 | 357,548,270 |
| DEBT SERVICE | | | | |
| Parks & Recreation Bonds | 0.0259 | 1,621,465 | 0.0259 | 1,758,610 |
| TOTAL OPERATING & DEBT | 4.9587 | 331,241,859 | 4.9587 | 359,306,880 |
| TOTAL BOCC | 10.7500 | \$931,951,379 | 10.7500 | \$1,012,010,550 |

TAXABLE PROPERTY VALUES

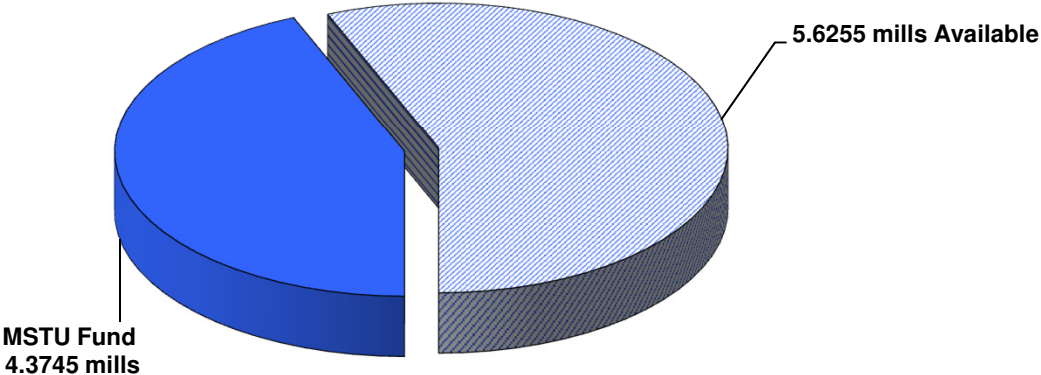
| | FY 20 | FY 21 |
|--|-------------------|-------------------|
| COUNTYWIDE | | |
| Value of Existing Property | \$100,942,618,148 | \$109,304,000,000 |
| Value of New Construction | 2,779,491,847 | 3,396,000,000 |
| Total Taxable Value | \$103,722,109,995 | \$112,700,000,000 |
| ELAPP DEBT SERVICE | | |
| Value of ELAPP Property | \$104,113,912,510 | \$113,100,000,000 |
| Total Taxable Value | \$104,113,912,510 | \$113,100,000,000 |
| UNINCORPORATED(MSTU) | | |
| Value of Existing Property | \$60,630,416,506 | \$65,673,000,000 |
| Value of New Construction | 1,974,410,628 | 2,227,000,000 |
| Total Taxable Value | \$62,604,827,134 | \$67,900,000,000 |
| SPECIAL LIBRARY DISTRICT | | |
| Value of Existing Property | \$97,157,164,740 | \$105,093,000,000 |
| Value of New Construction | 2,709,534,388 | 3,307,000,000 |
| Total Taxable Value | \$99,866,699,128 | \$108,400,000,000 |
| PARKS & RECREATION DEBT SERVICE | | |
| Value of Existing Property | \$56,828,959,100 | \$65,673,000,000 |
| Value of New Construction | 5,775,868,034 | 2,227,000,000 |
| Total Taxable Value | \$62,604,827,134 | \$67,900,000,000 |

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 19 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

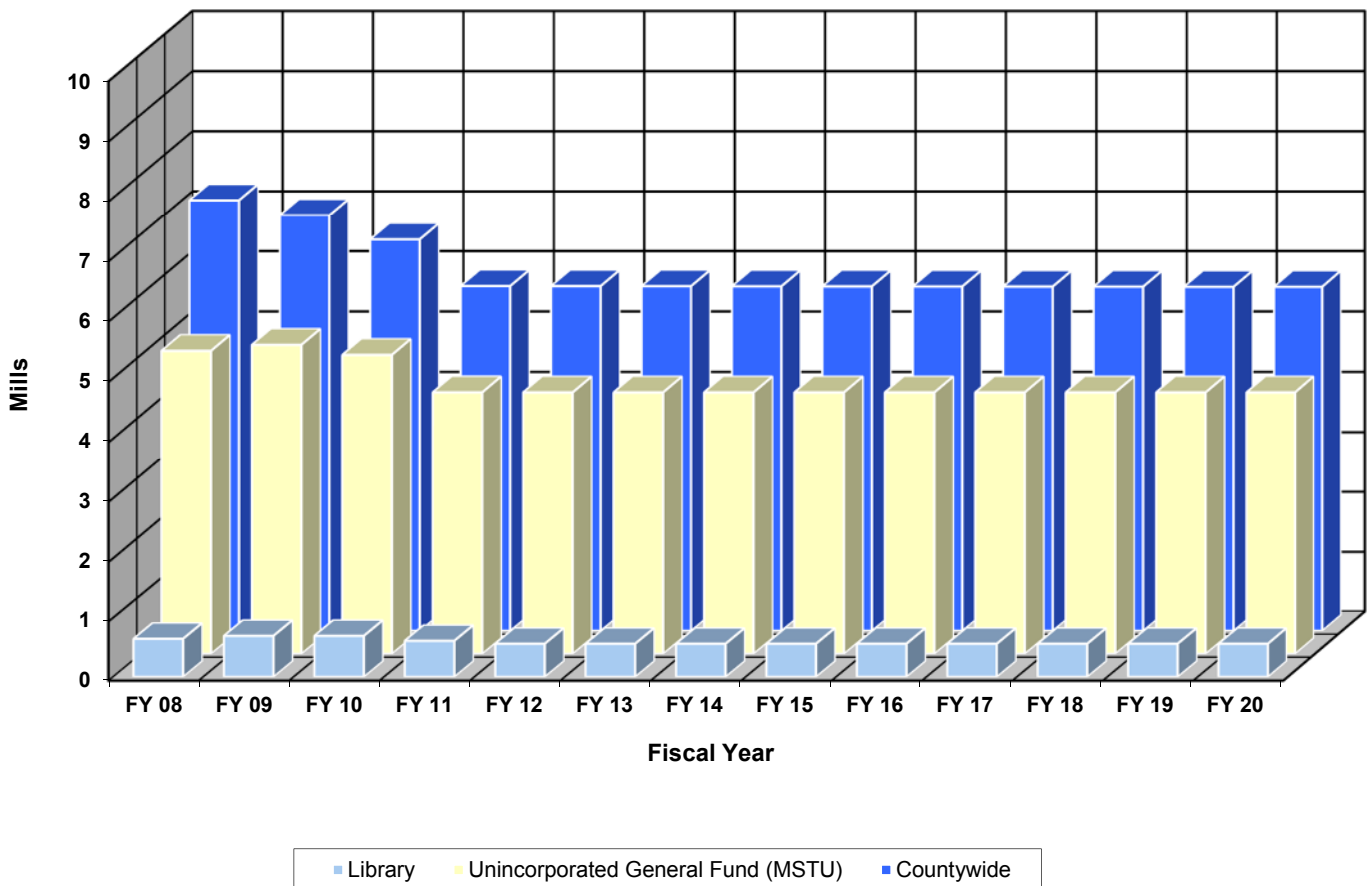
Amount of Property Taxes Assessed in the Previous Year for the General Revenue Fund, MSTU, and Library District Less Payments to Tax Increment Financing Districts = \$760,658,783

Divided by

Amount of Taxable Value of Countywide Property Less New Construction and Less Dedicated Tax Increment Values in the Current Year = \$90,652,361,659

The result of this calculation is the Aggregate Rolled-Back Rate of 8.3909 Mills or \$8.39 per \$1,000 of Taxable Value

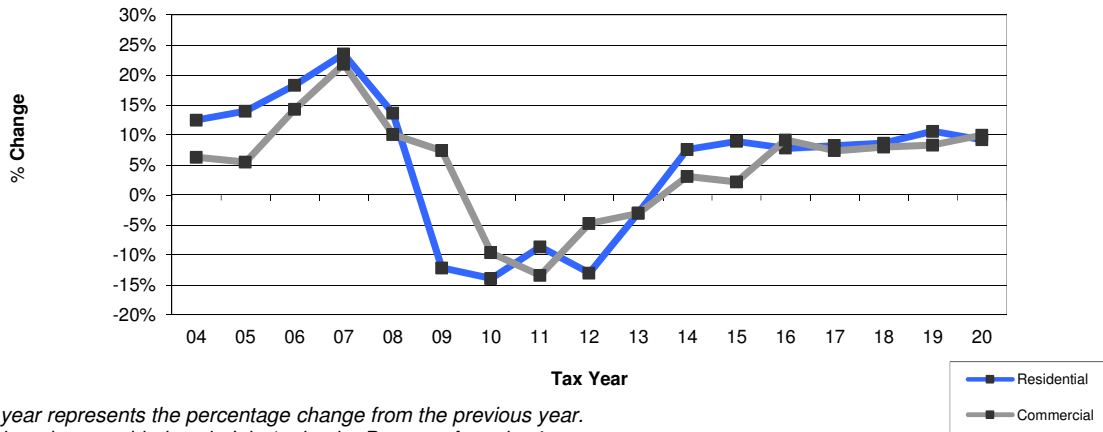
HILLSBOROUGH COUNTY AD VALOREM OPERATING MILLAGES



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

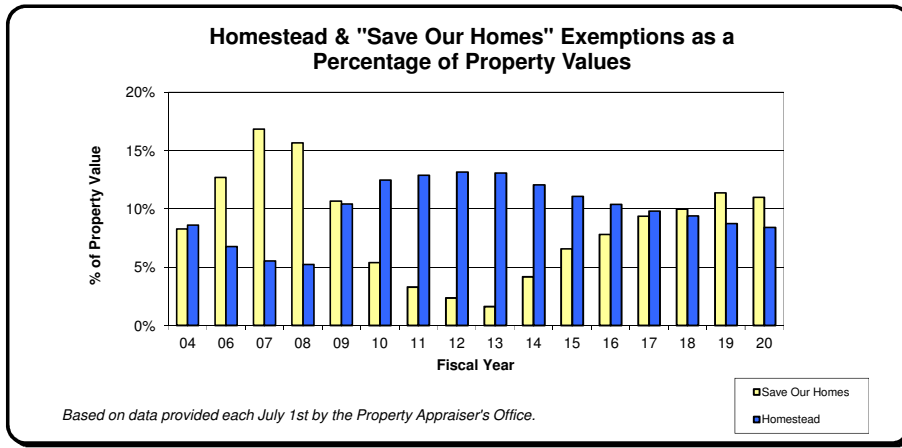


Each year represents the percentage change from the previous year.
Based on data provided each July 1st by the Property Appraiser's

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 96 | \$4,824,245,817 | 12.60% | 214,066,407 | 0.56% | \$38,277,462,873 |
| FY 97 | 4,951,858,850 | 12.50% | 241,965,803 | 0.61% | 39,602,774,241 |
| FY 98 | 5,069,900,656 | 11.99% | 483,786,898 | 1.14% | 42,295,377,836 |
| FY 99 | 5,190,630,272 | 11.36% | 935,144,739 | 2.05% | 45,674,754,732 |
| FY 00 | 5,362,840,969 | 11.04% | 1,306,247,070 | 2.69% | 48,556,382,426 |
| FY 01 | 5,607,405,231 | 10.59% | 2,326,873,676 | 4.39% | 52,973,587,748 |
| FY 02 | 5,779,692,739 | 9.55% | 3,676,013,568 | 6.07% | 60,544,259,230 |
| FY 03 | 6,050,603,029 | 9.08% | 4,892,551,853 | 7.34% | 66,634,913,844 |
| FY 04 | 6,232,289,649 | 8.59% | 6,007,667,195 | 8.28% | 72,567,375,597 |
| FY 05 | 6,368,801,924 | 7.90% | 8,052,535,399 | 9.99% | 80,616,025,668 |
| FY 06 | 6,485,566,862 | 6.77% | 12,150,844,977 | 12.68% | 95,836,796,083 |
| FY 07 | 6,624,674,302 | 5.53% | 20,163,626,163 | 16.83% | 119,776,510,189 |
| FY 08 | 6,808,035,527 | 5.23% | 20,353,986,976 | 15.64% | 130,134,318,243 |
| FY 09 | 13,164,111,107 | 10.43% | 13,449,284,468 | 10.65% | 126,272,071,232 |
| 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 96 | \$3,563,296,807 | 9.31% | \$1,441,423,747 | 3.77% | \$38,277,462,873 |
| FY 97 | 3,877,183,337 | 9.79% | 1,545,980,010 | 3.90% | 39,602,774,241 |
| FY 98 | 4,044,620,521 | 9.56% | 1,559,809,970 | 3.69% | 42,295,377,836 |
| FY 99 | 4,258,504,816 | 9.32% | 1,612,142,919 | 3.53% | 45,674,754,732 |
| FY 00 | 4,278,787,032 | 8.81% | 1,730,310,571 | 3.56% | 48,556,382,426 |
| FY 01 | 4,177,347,947 | 7.89% | 1,870,241,043 | 3.53% | 52,973,587,748 |
| FY 02 | 5,030,944,798 | 8.31% | 1,944,261,140 | 3.21% | 60,544,259,230 |
| FY 03 | 5,748,348,033 | 8.63% | 2,137,548,638 | 3.21% | 66,634,913,844 |
| FY 04 | 6,070,710,125 | 8.37% | 2,310,504,198 | 3.18% | 72,567,375,597 |
| FY 05 | 6,393,756,217 | 7.93% | 2,458,348,568 | 3.05% | 80,616,025,668 |
| FY 06 | 7,533,544,648 | 7.86% | 3,091,491,665 | 3.23% | 95,836,796,083 |
| FY 07 | 8,471,291,561 | 7.07% | 3,409,197,015 | 2.85% | 119,776,510,189 |
| FY 08 | 8,565,739,625 | 6.58% | 3,484,187,822 | 2.68% | 130,134,318,243 |
| FY 09 | 9,158,454,504 | 7.25% | 3,685,045,431 | 2.92% | 126,272,071,232 |
| 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 | 6.87% | 468,279,162 | 0.32% | 144,359,931,974 |

**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 Recommend |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| 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 | \$33.98 |
| School Board (incl. General Oblig. Debt)* | 845.60 | 833.41 | 794.19 | 758.54 | \$737.61 | \$737.61 | \$737.61 |
| Children's Board * | 52.77 | 52.77 | 52.77 | 52.77 | 52.77 | 52.77 | 52.77 |
| Port Authority* | 18.98 | 17.83 | 16.68 | 14.95 | 13.23 | 13.23 | 13.23 |
| TOTAL COUNTYWIDE TAXES | \$1,625.76 | \$1,610.26 | \$1,567.93 | \$1,528.27 | \$1,503.59 | \$1,503.59 | \$1,503.59 |
| 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 | \$57.50 |
| TOTAL TAXES WITHIN SPECIFIC AREAS | \$627.75 | \$627.75 | \$627.75 | \$627.75 | \$627.75 | \$627.75 | \$627.75 |
| TOTAL AD VALOREM TAXES | \$2,253.51 | \$2,238.02 | \$2,195.68 | \$2,156.02 | \$2,131.34 | \$2,131.34 | \$2,131.34 |
| \$ change from preceding year: | (\$44.69) | (\$15.49) | (\$42.33) | (\$39.66) | (\$24.68) | \$0.00 | \$0.00 |
| % change from preceding year: | (1.9%) | (0.7%) | (1.9%) | (1.8%) | (1.2%) | 0.0% | 0.0% |
| 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. | | | | | | | |

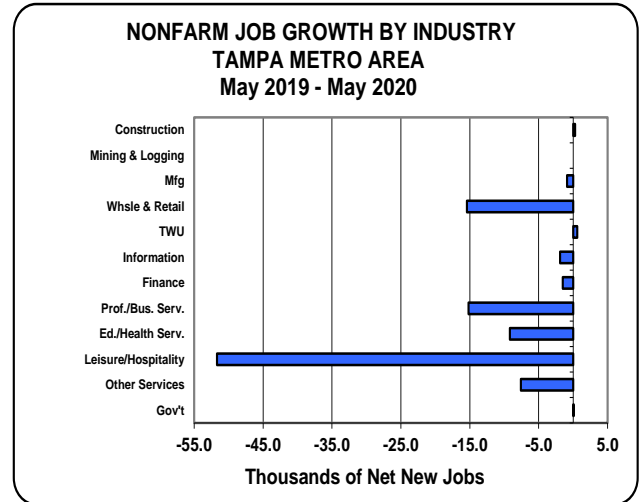
Economic Indicators

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 2.1% in the fourth quarter of 2019 US Gross Domestic Product (GDP) suddenly turned negative in March as COVID-19 shutdowns began to halt the economy. First quarter growth fell to -5.1% ending the longest economic expansion in US history of 10 years, 8 months. Shutdowns to slow the spread of coronavirus are having unprecedented economic impacts. Retail outlets, offices, factories, and others closed in March and April causing very large job and revenue losses. Many states, including Florida, began to reopen the economy in May. While reopening is occurring, the negative economic impacts are likely to continue as the virus is still active and a risk of a second wave introduces more than the usual amount of uncertainty into forecasts.

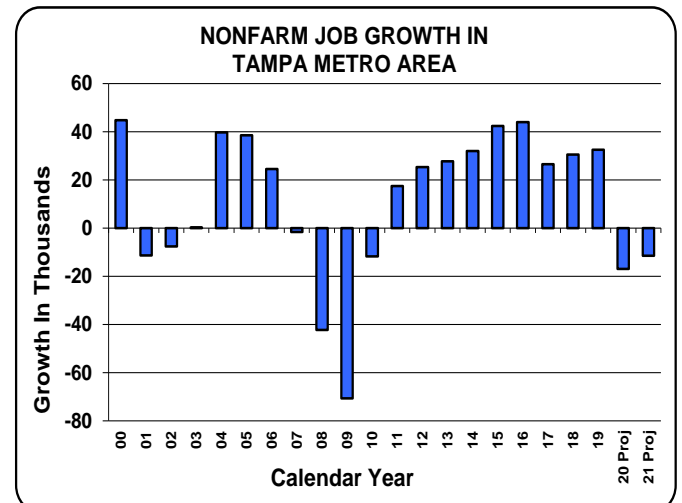
Second quarter impacts are likely deep. Moody's Analytics is forecasting a second quarter decline in GDP of 33.4%. The National Association for Business Economics consensus forecast is a 33.5% decline. As the economy reopens an upward bounce is expected in the third and fourth quarters with Moody's forecasting 19.8% growth in the third followed by 0.1% in the fourth and NABE forecasting 9.1% and 6.8%. Growth is expected to slow in the fourth quarter as massive fiscal stimulus fades and high, continuing unemployment cuts into consumption. For 2020 Moody's forecasts an annual GDP decline of 5.6% followed by growth of 1.6% and 6.6% in 2021 and 2022. NABE's annual forecast is a 5.6% decline for 2020 followed by 4.8% growth in 2021. NABE's consensus forecasts is more optimistic about 2021's prospects. Lost economic ground is not likely to be regained until mid-2021 to mid-2022. Primary down-side risks to growth is a possible second wave of COVID-19 resulting in renewed shutdowns.

Jobs suffered greatly in the shutdowns with record unemployment compensation claims as a result. The US lost 1 million nonfarm jobs in March compared to February, followed by a further loss of 19.7 million jobs in April. As states began to reopen their economies in May US nonfarm jobs rose 2.9 million; however, that is still 17.8 million jobs less than in May 2019.



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

Metro Tampa job losses during March to April totaled 168,300 followed by a gain of 35,500 in May. May 2020 Metro Tampa jobs are still 102,400 jobs below May 2019 with the Leisure and Hospitality accounting for half of those losses. Retail Trade and Professional/Business Services suffered about 15,000 losses each. Metro Tampa's May 2019 to May 2020 7.5% job loss compares to the US loss of -11.8%. Florida jobs posted a 9.5% drop. The University of Central Florida forecasts 1.2% and 0.8% average job declines for Tampa Bay in 2020 and 2021 respectively before rising 6.0% in 2022.

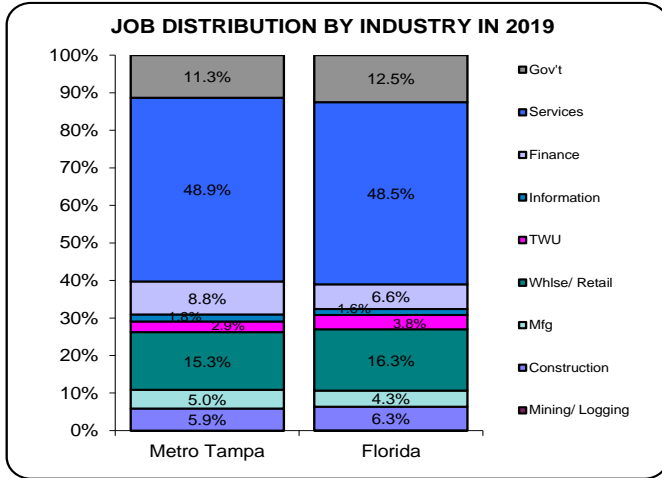


Source: Florida Department of Economic Opportunity, Labor Market Statistics Center and Institute for Economic Competitiveness, University of Central Florida

Unemployment rates are reflecting the COVID related job losses. Hillsborough County's May 2020 rate is 12.6%, compared to 3.0% in May 2019. May 2020's Florida rate is 14.3%. The US rate is 13.0%. While rates will decrease as the economy reopens some jobs and businesses will not

Economic Indicators

return. Forecasters do not expect unemployment rates to return to pre-COVID levels before late 2021 or early 2022.



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 2019 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 jobs. Most of Hillsborough's ten largest employers in 2019 are government or health related.

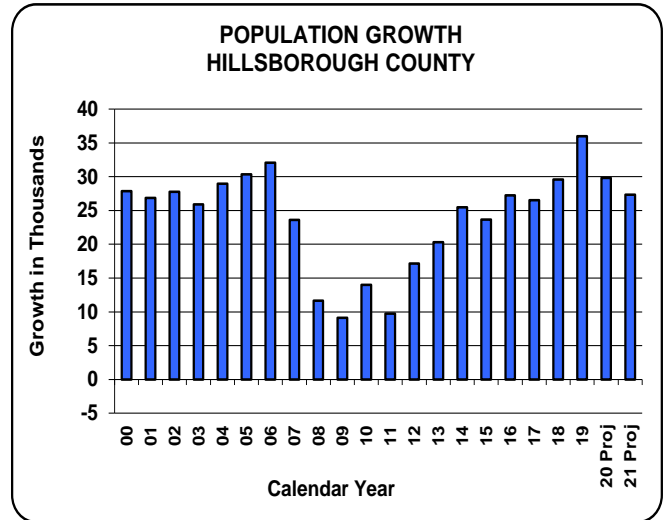
LARGEST HILLSBOROUGH EMPLOYERS, 2019

| | |
|----------------------------------|--------|
| Hillsborough County School Board | 24,877 |
| MacDill Air Force Base | 18,000 |
| University of South Florida | 14,836 |
| Tampa International Airport | 10,500 |
| Hillsborough County Government | 9,672 |
| Publix Supermarkets | 8,060 |
| Tampa General Hospital | 8,000 |
| Baycare Health System | 6,250 |
| H Lee Moffitt Cancer Center | 6,100 |
| James A. Haley VA Hospital | 4,670 |

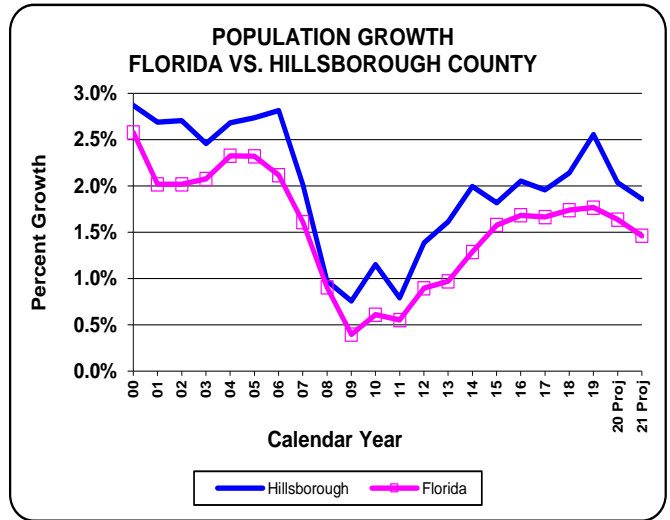
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019

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. 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 25,700 annually during 2011-2019. BEBR estimated Hillsborough gained 36,000 residents in 2019. BEBR forecasts Hillsborough population growth during 2020 - 2025 will average 27,400 annually.



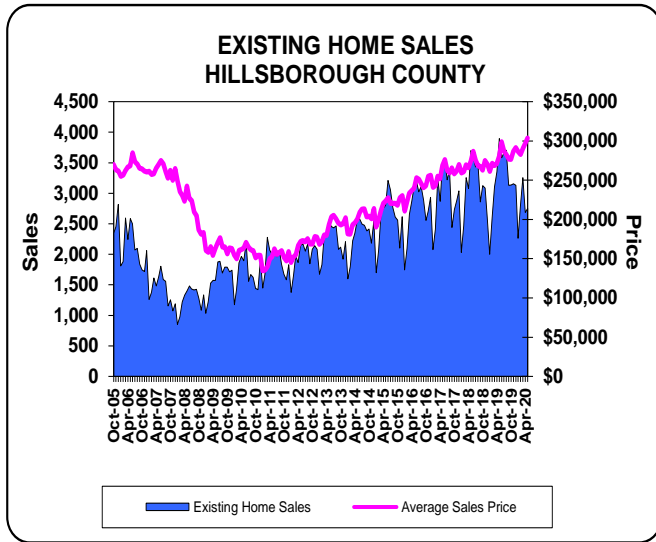
Source: Bureau of Economic and Business Research (BEBR)



Source: Bureau of Economic and Business Research (BEBR)

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Greater Tampa Association of Realtors (GTAR) reports 2019 home sales rose 4.7%. As 2019 sales rose, GTAR reports months of inventory fell to 2.8 months in December 2019. Sales for the first five months of 2020 have dropped 8.0% as COVID shutdowns cut into sales in April and May. Despite this decline average May home sales price is 8.3% above May 2019. Sales are likely to recover as the economy reopens.

Economic Indicators



Source: Greater Tampa Association of Realtors

Hillsborough County foreclosure filings fell 8.5% in 2019 and at 2,377 filings are far below 2009's 21,884 filings. May 2020 filings are down 95% from a year ago due to COVID related suspensions of foreclosures.

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. While COVID is impacting sales in the short term price gains are likely to continue due to stronger long term factors. These price gains will support property tax growth over the short and long term.

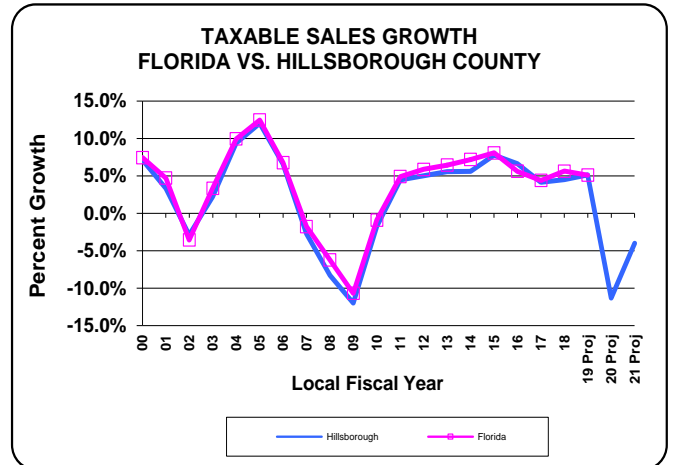
LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, FY 19

| | \$ Millions |
|--|-------------|
| Tampa Electric Company | 47.8 |
| Hillsborough County Aviation Authority | 15.4 |
| Frontier Communications | 9.4 |
| Highwoods/Florida Holding LP | 8.7 |
| Mosaic Company | 7.8 |
| Post Apartment Homes LP | 6.7 |
| Westfield | 6.2 |
| Wal-Mart | 4.9 |
| Metropolitan Life | 4.5 |
| Eastgroup Properties | 4.1 |

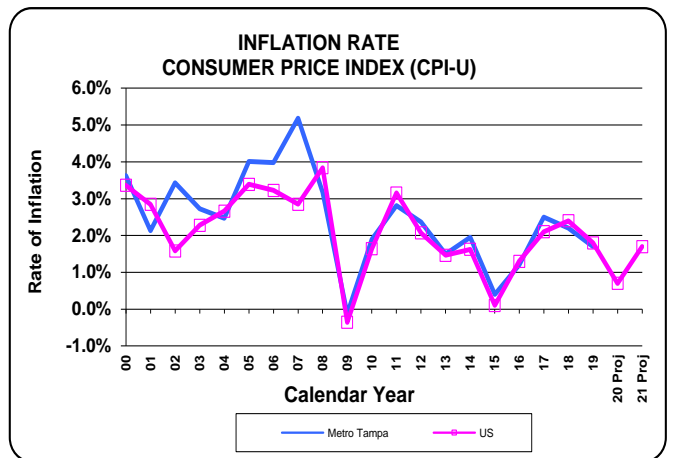
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2019

Consumer spending has been hit hard by COVID shutdowns. Taxable Sales in Hillsborough County rose on a year ago basis from 2010 before falling 20.4% in March 2020. This COVID induced drop is likely to be worse in April before showing some improvement in May as the economy reopens. Taxable sales data is available with an approximate two month lag. Taxable sales in FY 19 rose 5.2%, the highest gain since FY 16.

How quickly sales recover from COVID is very much an open question. The Management and Budget Department expects sales begin to recover in June or July but remain below year ago levels into 2021. Sales surtax revenue is estimated to decline about 10% for FY 20 followed by about a 2% decline in FY 21.



US inflation declined to 1.8% in 2019. Inflation expectations are low and have been lowered by the recession caused by COVID. The National Association for Business Economics expects inflation to fall to 0.7% for 2020 and rise to 1.7% for 2021.



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 129.06(2)(a), Florida Statutes:** Budget changes may be made through the budget amendment process.
- 6. Chapter 129.06(2)(d & e), Florida Statutes:** Fund revenue and expenditure totals may be increased or decreased by formal action of the BOCC: a) following appropriate

Financial Policies and Procedures

public notice and public hearing, b) in the event new revenue is received from an unanticipated source, or c) in the County's enterprise funds.

7. **Chapter 129.06(3)(b), Florida Statutes:** Interfund transfers are fixed when the budget is adopted.

8. **Hillsborough County Ordinance 02-12: Safety of Investment Principal.** The highest priority in the handling of investments for the County is safety of principal. Each investment transaction shall seek to first ensure that capital losses are avoided, whether they be from securities, defaults, or erosion of market value. Investments shall be diversified to the extent practicable to control risk of loss resulting from over concentration of assets in a specific maturity, issuer, instrument, dealer, or bank through which financial instruments are bought and sold. From time to time, securities may be traded for other similar securities to improve yield, maturity, or credit risk. For these type transactions, a loss may be incurred for accounting purposes, provided any of the following occurs with respect to the replacement security:

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

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

10. **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 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;

Financial Policies and Procedures

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.

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

- Use the County's approved credit card service vendors to process the charges.
- Adhere to agreements with the approved credit card service vendors.
- Not charge a person using a credit card, charge card, and debit card a surcharge or fee for using the card.
- Explicitly budget in its operating budget the cost of paying credit card service vendors' fees. This budgeting will begin in the fiscal year the department starts to accept credit cards.
- Budget the cost of equipment, software, and professional services needed to implement the acceptance of credit cards, charge cards, and debit cards. This budgeting will also begin in the fiscal year the department starts to accept credit cards, charge cards, and debit cards.
- Because these cards can be considered a substitute for cash, the department will develop policies and procedures in concert with the Clerk of the Circuit Court to insure prudent management and accountability of card charges, chargebacks, and card account number security.
- Pursuant to Chapter 215.322(5) of the Florida Statutes, individual credit card, charge card, or debit card account numbers are confidential and are exempt from the provisions of Chapter 119.07(1) of the Florida Statutes.

Purpose: To allow departments under the Board of County Commissioners to have the option of accepting credit cards, charge cards, and debit cards from the public

for payment of fees and charges for services. The acceptance of credit cards is authorized by Chapter 215.322 of the Florida Statutes.

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

12. Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs—BOCC Policy 03.02.01.00: It is the policy of the Board of County Commissioners that in instances where the low bid on a Capital Improvement Project amounting to \$50,000 or more exceeds the estimated construction costs by ten percent (10%) or more, the County Administrator shall appoint a committee to review the low bid.

Purpose: The purpose of this policy is to establish a uniform system for review of capital improvement project bids exceeding the estimated construction costs by 10% or more.

Responsibility: It is the responsibility of the County Administrator to instruct the Chairman of the Review Committee to set a time for review of the project bid. The review shall consist of, but not be limited to, the plan quality, unit quantities, current unit cost, escalation clauses, if any, and other items pertinent to the project. The Committee shall present recommendations to the County Administrator on whether to accept or reject the low bid.

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

The Planning Commission, Constitutional Officers, Environmental Protection Commission, County Administrator and their departments, other agencies which provide services to Hillsborough County residents, and organized citizen groups, will have the opportunity to provide input to the Capital Improvement Program process. Capital project financing will be derived from various funding sources including, but not limited to, bonds, short term loans and notes, fuel taxes, federal and State grants, community investment tax (Local

Financial Policies and Procedures

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 Program. The project scope, schedule, and costs approved by the Board of County Commissioners. A Project Manager is identified for managing each capital project.

Financial Policies and Procedures

- 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:

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

Financial Policies and Procedures

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

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

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

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

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

- 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.

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

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

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

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

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

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

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

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

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

19. Prioritization of Capital Projects—BOCC Policy 03.02.02.06: It is the policy of the BOCC that capital projects be prioritized based on standards established for each program. Within the prioritization process, capital maintenance of existing infrastructure will be given a higher priority than new construction. New construction projects will be prioritized based on standards established for each program, including comprehensive plan standards and impact fee standards.

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

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

20. Minimizing the Expense of Financing Capital Projects—BOCC Policy 03.02.02.07: It is the policy of the BOCC that

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

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

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

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

21. Operating Impact of Capital Projects—BOCC Policy 03.02.02.08: It is the policy of the BOCC that all capital projects considered for funding by the County include information on the potential impacts on maintenance, as well as any cost of operating the project. Such information will include any savings resulting from the project, as well as any new costs. The operating impact information shall be provided for the period covered in the County's current six year Capital Improvement Program. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably assumed to be available, when needed.

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

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

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

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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.

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

- Enterprise operations - Each County enterprise operating shall reimburse the General Fund for the Calculated Value of indirect services provided to the enterprise. These costs should be incorporated into service charges levied by the enterprise. The amount actually charged should be based on the amount derived during the budget process.
- Internal service operations - Each County internal service operation shall reimburse the General Fund for the calculated value of indirect services provided to the internal service department. These costs should be incorporated into service charges levied by the internal service fund.
- Building Division - The Building Division of the Planning and Growth Management Department shall reimburse the General Fund for the calculated value of indirect services provided to the Building Division. These costs should be incorporated into permit and licensing fees levied by the Division.
- Special Library District - The Library Services Department, which is funded through the Special Library District, shall reimburse the General Fund for the calculated value of indirect services provided to the Library Services Department. These costs should be incorporated into the annual budget, and should

be covered by the millage levied for the Special Library District Fund.

- Other Funds - As appropriate, other operating funds such as the General Purpose MSTU Fund and the Transportation Trust Fund will reimburse the General Fund for the calculated value of indirect services provided to departments funded from those funds. The Management and Budget Department should determine where such charges are appropriate. These costs should be incorporated into the annual budget, and should be covered by the revenues available to those funds.

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

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

24. Anticipated Revenue Shortfalls—BOCC Policy 03.02.02.11: It is the policy of the BOCC that in the event a significant revenue shortfall is within an operating fund, the County will develop a plan to reduce expenditures, use reserves, or take other appropriate actions to maintain the financial integrity of the County.

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

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

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

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

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

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

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

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

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

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

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

Responsibility: It is the responsibility of the Management and Budget Department and the Human

Resources Department, under the direction of the County Administrator, to implement this policy.

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

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

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

29. Multi-Year Projection of Operating Funds—BOCC Policy 03.02.02.16: It is the policy of the BOCC that the County annually prepare a Pro Forma projection of revenues and expenditures for the General Fund and Unincorporated General Fund that builds on the adopted current year budget and extends that budget five years - consistent with the period covered by the County's capital improvement program. The projections should include the anticipated operating impacts of the adopted capital improvement program. Major assumptions should be outlined and sensitivity 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

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before problems become more severe. A financial forecast and the associated financial plan is not a forecast of what is certain to happen, but rather a device to highlight significant issues or problems that must be addressed if goals are to be achieved, and a plan to address those issues or problems.

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

30. Budgetary Position Control—BOCC Policy 03.02.02.17: It is the policy of the BOCC that the total number of permanent full-time, and part-time positions approved in the adopted budget for each department, agency or office funded by the BOCC may not be exceeded without prior approval of a change in the authorized staffing level. The County Administrator as designated Budget Officer, may authorize position realignments between departments, agencies and offices with the consent of any affected appointing authorities, so long as the 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.

31. Budget Override Authority—BOCC Policy 03.02.02.18: It is the policy of the BOCC that a procedure exist to permit the County Administrator, as designated Budget Officer, to provide authorization to the Clerk of Circuit Court, as Chief Financial Officer, to bypass or override established budgetary controls when there are no appropriations or insufficient appropriations with a designated department or agency funding source. To address the immediate operational requirement, such override will be requested only in situations when it is absolutely necessary and when a budget amendment has been prepared for approval by the BOCC at any of their next scheduled meetings, and when the County Administrator is not aware of any reason why the BOCC would reject approval of the budget amendment. At no time shall the fund be overexpended. The authority to prepare the budget amendment and coordinate the override with the Clerk of the Circuit Court may be delegated to the Budget Director.

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

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

Purpose: The purpose of this policy is to provide for temporary bypass of normal budgetary controls when, in the conduct of normal business, a department or agency has expended its approved budget or has incurred

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unanticipated expenditures and it becomes necessary to issue warrants or process purchase orders or requisitions prior to having the Board of County Commissioners (BOCC) approve additional appropriations through a budget amendment.

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

32. Balanced Budget—BOCC Policy 03.02.02.19: It is the policy of the BOCC that the County adopt a balanced budget for all funds. The County will avoid budget and accounting practices that balance the budget at the expense of future budgets. The budget will not use one-time (non-recurring) sources to fund continuing (recurring) uses, postpone expenditures, intentionally underestimate expenditures or overstate revenues, or use external borrowing for operational requirements.

Purpose: The purpose of this policy is to establish professional standards for the balancing of the annual budget that are consistent with a goal of long term financial health for the County.

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

33. Budgetary Control—BOCC Policy 03.02.02.20: It is the policy of the BOCC that the budget be controlled at the level of character of expense within a 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.

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

Purpose: The purpose of this policy is to conform the timing and reporting of County-operated programs to the

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

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

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

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

This policy applies to the following operating funds: General Fund, Unincorporated General 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

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129.01(2)(C)2. Florida Statutes should be budgeted each year at an adequate level to insulate the County against unanticipated revenue shortfalls and/or unanticipated expenses in the upcoming year and to ensure that sufficient cash is available in the following year to meet the County's obligations until revenues are anticipated to be available.

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

36. Fact Based Decision Making—BOCC Policy 03.02.02.23: It is the policy of the Board of County Commissioners that departments and organizations engage in the collection and use of data in making decisions. Such a process will ensure the financial stability of the County is maintained, and county residents and businesses are well-served through effective decision-making.

Purpose: The purpose of this policy is to establish that Hillsborough County government should incorporate the review of facts underlying an issue prior to making decisions. This pertains to decisions made both by staff and by the Board of County Commissioners. The facts used may include financial data, legal precedents, engineering statistics and other forms of data.

Responsibility: It is the responsibility of each department and organization to comply with this policy.

37. Service and Program Delivery—BOCC Policy 03.02.02.24: It is the policy of the Board of County Commissioners (BOCC) that each department and organization funded by the BOCC continually measure the efficiency and effectiveness of services and programs and benchmarks.

Purpose: The purpose of this policy is to establish that services and programs provided by the County are evaluated to ensure that the best approach for delivery is selected which is both efficient and effective. Programs and services are the methods by which a government addresses priorities created through its policies and plans.

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

38. Budget Adjustment For Turnover Savings—BOCC Policy 03.02.02.25: It is the policy of the Board of County Commissioners that in preparing the budget, the County Budget Officer may budget less than the calculated annual cost of personnel based on an analysis of historical

expenditure trends which reflect the savings that result from turnover resulting from resignations, terminations, retirements, promotions, and transfers. In the event this policy is utilized, a minimum of 25% of the amount that is subtracted from the budget to reflect such turnover savings will be placed in a reserve within the respective fund and be available only for appropriation to meet personnel costs for budgeted positions. This reserve shall not be used to hire new employees or to meet other operational requirements. The funds placed in reserve may be used to meet unanticipated personnel requirements of any organization in which a reduced level of personnel funding was budgeted as a result of the application of this policy. Any reserve balance remaining at year-end will be available for appropriation in the subsequent year.

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

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

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

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

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

- 1) In accordance with bond covenants, grant contracts, statutory provisions, or other legal requirements, maintain a contingency balance within each fund sufficient to allow completion of currently approved capital projects. This contingency balance (the sum of

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Allocated Funds for Future Capital Projects, Allocated Funds for Future Land Acquisition and Reserve for Future Capital outlay) shall be computed as follows:

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

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

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

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

- 40. Budgetary Reappropriations—BOCC Policy 03.02.02.27:** It is the policy of the BOCC that the portion of any year's budget that is attributed to the carryover or reappropriation of a prior year's financial commitments be limited to items meeting at least one or more of the following criteria:

- 1) Operating expenses within restricted funds may be adjusted (added to or subtracted from) for any actual fund balance in excess of or below that budgeted. Use of excess balances will be determined during the review of reappropriation requests.
- 2) Operating expenses relating to an encumbrance that is limited to one-time costs budgeted in a prior fiscal year with an obligation to pay carried into the subsequent year. The expenses must be necessary and material in amount in relation to the department's budget (e.g., the balance of a professional services contract that cannot be absorbed within the current fiscal year budget). Eligible items should come primarily from encumbrances within objects 031 Professional Services and 034 Other Contractual Services. Encumbrances for "supplies" typically do not meet the eligibility criteria for reappropriation. All reappropriation requests must be specifically documented and supported by a valid purchase order or encumbered contract.
- 3) Grants and aids and capital items where a purchase order was issued and funds encumbered in a prior fiscal year, but payment was not made prior to the close of that fiscal year.
- 4) Grants and aids and capital items for which the Procurement Services Department received a valid purchase requisition and a pre-encumbrance was posted in FAMIS but the actual purchase order was not issued prior to the end of a prior fiscal year. This eligibility criterion, as it relates to capital items, is intended to accommodate the purchase of capital equipment that has a long purchasing cycle, including the development of specifications and bidding. Individual pre-encumbrances will be reviewed for eligibility based upon the date the requisition was initiated, type of equipment, and whether the specific capital outlay was part of an approved BF-105 in the department's prior year budget submittal or a mid-year budget amendment.

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

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

Purpose: The purpose of this policy is to control which financial commitments (from a prior fiscal year) are

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eligible to be rebudgeted and reappropriated in a new fiscal year.

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

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

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

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

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

Purpose: The purpose of this policy is to establish guidelines regarding the method of funding citizen initiated projects or services that benefit limited geographic areas within the unincorporated area, that

exceed the current general level of service provided to residents of unincorporated area by Hillsborough County and have not been previously provided by the County.

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

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

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

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

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

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

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

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

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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.

44. Reserve for Contingency—BOCC Policy 03.02.05.00: It is the policy of the Board of County Commissioners (BOCC) to reduce the draw downs on the Reserve for Contingencies to only those requests that meet one or more of the following criteria:

- 1) could not be reasonably anticipated during the budget process for the current year and without funding would result in material financial penalty or detriment to the County;
- 2) are the result of new unfunded/federal mandates that require immediate funding;
- 3) would not be part of any County competitive funding program in the following year, and/or;
- 4) are offset by unbudgeted revenues that cannot be appropriated in the current year.

All requests will require detailed justification including a statement as to why these requests could not wait until the next budget cycle, and will require a supermajority vote of the BOCC for passage 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.

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

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

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

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

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

Furthermore, Conduit Issuers and Borrowers shall use the County's bond counsel, and the County Attorney's Office shall serve as General Counsel to all Conduit Issuers whose members are appointed by the County Commission. Finally, fees payable to the Hillsborough County Board

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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 independent 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.

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

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

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

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

A reserve is established to cover unanticipated costs of projects funded by the Community Investment Tax. The County Administrator may use the reserve to cover contingencies and cost increases which are within 10% or

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

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

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

49. 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 supermajority 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.

50. Budget Preparation and Limitations—BOCC Policy

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

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

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

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

51. 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.

52. 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:

| | (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

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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 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.

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53. 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 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.

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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.

54. 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.

55. 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:

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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.

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.

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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.

- 56. 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.

Financial Policies and Procedures

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.

57. 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 reclaimed water transmission facilities to customers within a subdivision.

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

58. 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.

59. 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.

Financial Policies and Procedures

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 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.

Financial Policies and Procedures

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 Recommended |
|---|------------------|------------------|------------------|----------------------|
| Total Budget | \$5,118.2 | \$5,487.6 | \$6,650.3 | \$6,712.3 |
| Reductions: | | | | |
| Internal Service Funds (Net of Transfers) | 375.8 | 398.6 | 431.3 | 401.9 |
| Trust and Agency Funds (Net of Transfers) | 18.3 | 12.4 | 16.8 | 23.0 |
| Debt Redemption, Defeasance and Commercial Paper Rollovers | 11.0 | 13.5 | 140.9 | 30.0 |
| Transfers | 909.2 | 1,054.8 | 1,366.5 | 1,355.5 |
| Capital Budget (Net of Reserves) | 917.9 | 1,003.1 | 1,129.0 | 1,012.4 |
| Capital Reserves | 46.5 | 38.9 | 249.8 | 361.6 |
| Total Reductions | 2,278.7 | 2,521.3 | 3,334.3 | 3,184.5 |
| Statutory Operating Budget⁽¹⁾ | \$2,839.5 | \$2,966.3 | \$3,315.9 | \$3,527.9 |

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 21 reserves total \$1,628 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 simplistic 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 \$1,979 million for FY 21.

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 21, 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):

- Countywide Special Revenue Fund – During FY 21, fund balance is projected to decrease by \$41.5 million, or 13.5%. This drawdown primarily represents a 20% reduction in budgeted revenue for indigent Health Care Fund as a result of pandemic.
- Unincorporated Special Revenue Fund – During FY 21, fund balance is projected to decrease by \$20.4 million, or 32.3%.
- Sales Tax Revenue Fund – During FY 21, fund balance is projected to decrease by \$23.3 million, or 44.8%. This decrease is due to decrease in Tourist Tax revenues and Half Cent revenues.

- County Transportation Trust Fund – FY 21 anticipates a decrease in fund balance of \$36.2 or 26.9%. 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.
- Fleet Service Fund – FY 21 anticipates a decrease of \$8.1 million or 17.4%. This drawdown primarily represents a 20% increase in Fleet equipment expenditures.

The aggregate fund balance for non-major funds is estimated to decrease by 10.8% in FY 21.

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 | \$260,466,869 | \$791,302,552 | \$862,059,587 | \$189,709,834 | (\$70,757,035) | -27.2% |
| Unincorporated Area General Fund | 123,611,856 | 463,797,027 | 475,045,598 | 112,363,285 | (11,248,571) | -9.1% |
| Subtotal | 384,078,725 | 1,255,099,579 | 1,337,105,185 | 302,073,119 | (82,005,606) | -21.4% |
| Special Revenue Funds | | | | | | |
| Countywide Special Revenue Funds | 308,276,372 | 443,042,903 | 484,547,104 | 266,772,171 | (41,504,201) | -13.5% |
| Unincorporated Area Special Revenue Fund ⁽¹⁾ | 63,152,604 | 91,129,152 | 111,501,902 | 42,779,854 | (20,372,750) | -32.3% |
| County Blended Component Units Fund | - | 0 | 0 | 0 | 0 | 0.0% |
| Discretely Presented Component Units Fund | 4,280,361 | 7,980,828 | 5,639,562 | 6,621,627 | 2,341,266 | 0.0% |
| Sales Tax Revenue Fund ⁽¹⁾ | 51,946,000 | 238,134,844 | 261,429,152 | 28,651,692 | (23,294,308) | -44.8% |
| Intergovernmental Grants Fund ⁽²⁾ | 22,067,912 | 164,658,735 | 175,961,732 | 10,764,915 | (11,302,997) | N/A |
| Transportation Surtax Trust Fund | 171,043,100 | 92,395,508 | 0 | 263,438,608 | 92,395,508 | N/A |
| County Transportation Trust Fund ⁽²⁾ | 134,715,611 | 408,749,909 | 444,960,913 | 98,504,607 | (36,211,004) | -26.9% |
| Local Housing Assistance Program Fund ⁽²⁾ | - | 9,672,219 | 9,672,219 | 0 | 0 | N/A |
| Library Tax District Fund ⁽¹⁾ | 43,161,428 | 62,840,364 | 62,952,311 | 43,049,481 | (111,947) | -0.3% |
| Infrastructure Surtax Fixed Project Fund ⁽²⁾ | 28,508,641 | 15,051,891 | 54,909,036 | 11,348,504 | (17,160,137) | N/A |
| CARES ACT | 119,187,905 | 146,217 | 118,137,067 | (1,197,055) | (120,384,960) | N/A |
| Subtotal | 946,339,934 | 1,533,802,570 | 1,729,710,998 | 770,734,404 | (175,605,530) | -18.6% |
| Debt Service Funds⁽³⁾ | | | | | | |
| P&R GO Ref Bnds 2002 Sk Fd-20024000 | 604,400 | 1,780,010 | 1,401,167 | 983,243 | 378,843 | N/A |
| ELAPP Series 2009/2019 Bds Sk Fd-20029003 | 863,100 | 6,915,040 | 5,606,470 | 2,171,670 | 1,308,570 | N/A |
| ELAPP Series 2019 Bds Sk Fd | 2,588,600 | 8,000 | 375 | 2,596,225 | 7,625 | N/A |
| Whse/Shrf Non Ad Ref Rev Bds 08/17 Note Sk Fd | 355,600 | 1,314,706 | 1,400,083 | 270,223 | (85,377) | N/A |
| 4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001 | 1,839,100 | 2,158,122 | 2,596,108 | 1,401,114 | (437,986) | N/A |
| 5th Cent TDT 06A/16 Ref Rev Bds | 1,508,000 | 2,080,137 | 2,083,057 | 1,505,080 | (2,920) | N/A |
| CIP Ref Rev Bds Series 06/16 Sk Fd-20038004 | 474,400 | 2,741,584 | 2,758,800 | 457,184 | (17,216) | N/A |
| CIT 2012A&B Rev (2001A&B /2004 Ref)-20053001 | 8,214,200 | 9,937,459 | 9,851,345 | 8,300,314 | 86,114 | N/A |
| CIP Rev Bds 12/17 Note Sk Fd-20054001 | 2,428,100 | 6,489,968 | 6,678,464 | 2,239,604 | (188,496) | N/A |
| CST Series 2015 Bonds Sk Fd | 2,937,300 | 4,259,437 | 4,112,817 | 3,083,920 | 146,620 | N/A |
| CIT Series 2015 Refunding Revenue Bonds | 16,616,800 | 20,435,759 | 20,318,875 | 16,733,684 | 116,884 | N/A |
| CIT Series 2018 Sk Fd | 5,117,600 | 6,766,280 | 6,865,200 | 5,018,680 | (98,920) | N/A |
| CP Note Sk Fd-Stadium Impr Notes-20044004 | 1,810,000 | 10,048,800 | 10,450,264 | 1,408,536 | (401,464) | N/A |
| CP Note Sk Fd-Arena Impr-20044005 | 2,525,100 | 5,792,106 | 6,302,000 | 2,015,206 | (509,894) | N/A |
| CIP Half Cent Series 2020 Sk Fd | 0 | 5,950,000 | 5,950,000 | 0 | 0 | N/A |
| Transportation MP Bds DS | 0 | 200,000,000 | 198,398,055 | 1,601,945 | 1,601,945 | N/A |
| M2Gen Proj Rev/Sinking Fd-DS0155 Note 37 | 554,100 | 862,965 | 1,167,000 | 250,065 | (304,035) | N/A |
| M2Gen Proj Rev/Sinking Fd-DS0169 Note 39 | 323,100 | 359,900 | 532,955 | 150,045 | (173,055) | N/A |
| CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd | 1,805,500 | 1,979,521 | 2,111,348 | 1,673,673 | (131,827) | N/A |
| Half Cent Transportation Plan | 914,500 | 72,662,863 | 73,577,363 | 0 | (914,500) | N/A |
| Arena Non-Ad Ref Rev Bds 05/15 Note Sk Fd | 1,130,500 | 1,118,558 | 1,151,946 | 1,097,112 | (33,388) | N/A |
| Subtotal | 52,610,000 | 363,661,215 | 363,313,692 | 52,957,523 | 347,523 | 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 | 37,778,975 | 16,665,000 | 32,616,546 | 21,827,429 | (15,951,546) | N/A |
| Unincorporated Area Capital Projects Fund | 8,853,788 | 8,631,865 | 10,529,775 | 6,955,878 | (1,897,910) | N/A |
| Court Facil Imprvments Non-Bd Proj Fund | 135,483 | 1,900 | (135,942) | 273,325 | 137,842 | N/A |
| CST Series 2015 Project Fund | 4,675,973 | 23,900 | (3,752,477) | 8,452,350 | 3,776,377 | N/A |
| CP Non-Taxable Note SK FD | 1,945,100 | 3,937,170 | 5,049,088 | 833,182 | (1,111,918) | N/A |
| BP Oil Spill Proceeds Prj Fd | 13,206,885 | 0 | 13,206,885 | 0 | (13,206,885) | N/A |
| Stadium Improvements Project Fund-30080002 | 0 | 400,000 | 315,757 | 84,243 | 84,243 | N/A |
| Half Cent CIP Bonds (2020) Project Fund | 0 | 5,500,000 | 5,500,000 | 0 | 0 | N/A |
| Non Ad Val Bonds (2019) Project Fund | 0 | 0 | 0 | 0 | 0 | N/A |
| NextGeneration911 Capital Project Fund | 0 | 0 | (950,000) | 950,000 | 950,000 | N/A |
| Environmental Lands Acq & Protect Fund | 58,809,316 | 340,501 | 33,731,854 | 25,417,963 | (33,391,353) | N/A |
| Commercial Paper & Credit Capacity Fund | 102,194,346 | 29,888,680 | 132,036,926 | 46,100 | (102,148,246) | N/A |
| Subtotal | 227,599,866 | 65,389,016 | 228,148,412 | 64,840,470 | (162,759,396) | N/A |
| Enterprise Funds | | | | | | |
| Solid Waste System Enterprise Fund | 212,926,780 | 315,126,478 | 334,411,055 | 193,642,203 | (19,284,577) | -9.1% |
| Water & Wastewater Utility Enterprise Fund ⁽¹⁾ | 411,144,547 | 632,772,200 | 681,063,357 | 362,853,390 | (48,291,157) | -11.7% |
| Subtotal | 624,071,327 | 947,898,678 | 1,015,474,412 | 556,495,593 | (67,575,734) | -10.8% |
| Internal Service Fund | | | | | | |
| Fleet Services Fund ⁽¹⁾ | 46,612,715 | 38,016,603 | 46,118,725 | 38,510,593 | (8,102,122) | -17.4% |
| County Self Insurance Fund | 175,479,479 | 144,846,985 | 138,998,010 | 181,328,454 | 5,848,975 | 3.3% |
| Subtotal | 222,092,194 | 182,863,588 | 185,116,735 | 219,839,047 | (2,253,147) | -1.0% |
| Trust & Agency Funds⁽³⁾ | | | | | | |
| Non Commitment Debt Service Funds | 11,285,200 | 12,223,672 | 11,347,781 | 12,161,091 | 875,891 | N/A |
| Subtotal | 11,285,200 | 12,223,672 | 11,347,781 | 12,161,091 | 875,891 | N/A |
| Total | \$2,468,077,246 | \$4,360,938,318 | \$4,870,217,215 | \$1,979,101,247 | (\$488,975,999) | -19.8% |

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 required under bond covenants.



Hillsborough County Florida

For more information, contact the Management & Budget Department
(813) 272-5890 • HCFLGov.net/Budget

Operations & Funding Guide





Hillsborough County Florida

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Budget by Fund

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

Next follows the Budget Summary by Fund schedule which shows budget figures for each fund within its respective fund type. The next schedule is the Fund Summary by Type of Expenditure which reflects data by characters of expense entitled Personal Services, Operating Expenditure/Expense, Capital Equipment, Capital Projects, Debt Service, and Grants and Aids. The character of expense entitled *Other Uses* is not shown in the aggregate but rather as a breakdown into objects classified as Transfers, Budgeted Transfers to Constitutional Officers, and Reserves 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 and FY 19, the FY 20 adopted budget, and the FY 21 recommended 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. Funds which are marked with an asterisk are coded as "all years" in the County's financial system. All years budgeting is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. With all year's budgeting, each year's budget only reflects that specific year's changes in funding.

The numbers that precede fund 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, Pet Resources, Consumer and Veterans Affairs, County Attorney, Economic Development, Emergency Management, Aging Services, Parks and Recreation, Conservation and Environmental Lands Management, Engineering and Operations, 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, 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 Water Resources 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 Solid Waste 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 18 and FY 19 actuals, the FY 20 adopted budget, and FY 21 recommended budget:

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 2012 Comprehensive Annual Financial Report (CAFR)

Budget Summary by Fund

| Fund Title | | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|------------------------------|---|----------------------|----------------------|----------------------|----------------------|
| GENERAL FUNDS | | | | | |
| 00003 | Countywide General Fund | \$ 596,140,294 | \$ 646,500,354 | \$ 960,836,745 | \$ 1,014,704,780 |
| 00050 | Unincorporated Area General Fund | 398,987,136 | 439,441,553 | 556,549,534 | 569,016,276 |
| | | 995,127,430 | 1,085,941,907 | 1,517,386,279 | 1,583,721,056 |
| SPECIAL REVENUE FUNDS | | | | | |
| 10002 | Countywide Special Revenue Funds | 343,756,410 | 310,442,416 | 700,756,562 | 741,703,188 |
| 10003 | Unincorporated Area Special Revenue Funds | 65,461,729 | 66,305,927 | 147,067,718 | 150,600,901 |
| 10004 | Transportation Trust Fund | 157,613,159 | 185,870,744 | 502,195,371 | 539,341,452 |
| 10005 | Library Tax District Special Rev Fd | 52,488,504 | 65,168,037 | 110,289,570 | 102,939,730 |
| 10006 | CIT Special Revenue Fund | 78,106,214 | 22,841,588 | 79,503,267 | 43,560,337 |
| 10007 | Blended Component Units Spec Rev Fund | 1,430,213 | 1,590,940 | 0 | 0 |
| 10008 | Grants (Not Transportation-Related) | 108,938,660 | 98,485,775 | 169,241,641 | 186,725,702 |
| 10009 | Sales Tax Revenue Fund | 265,767,437 | 271,787,416 | 370,267,409 | 281,207,671 |
| 10010 | Discretely Presented Component Units | 4,704,258 | 5,094,293 | 10,540,235 | 12,118,946 |
| 10011 | Local Housing Assistance Program Fund | 7,320,775 | 2,595,387 | 9,464,044 | 9,672,219 |
| 10012 | Transportation Surtax Trust Fund | 0 | 0 | 186,500,000 | 258,818,832 |
| | | 1,085,587,359 | 1,030,182,523 | 2,285,825,817 | 2,326,688,978 |
| H.R. 748 CARES ACT | | | | | |
| 10031 | Cares Act | 0 | 0 | 0 | 118,137,067 |
| 10032 | Cares Act interest | 0 | 0 | 0 | 1,197,055 |
| | | 0 | 0 | 0 | 119,334,122 |
| DEBT SERVICE FUNDS | | | | | |
| 20003 | 2008 Non-AdVal Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd | 1,149,191 | 1,331,227 | 1,667,053 | 1,666,774 |
| 20005 | 2017A/2017B 4th Ct TDT Rev Bonds Sinking Fund | 2,360,719 | 2,297,187 | 3,981,686 | 3,996,869 |
| 20006 | 2016 5th Ct TDT Ref Rev Bonds Sinking Fund | 2,027,544 | 2,080,544 | 3,566,730 | 3,587,853 |
| 20007 | 2002 Parks & Rec General Obligation Bonds Sinking Fd | 1,384,649 | 1,386,247 | 1,999,611 | 2,295,409 |
| 20009 | 2009 (ELAPP) General Obligation Bonds Sinking Fund | 4,696,820 | 53,225,008 | 6,113,494 | 7,432,388 |
| 20010 | 2015 Court Facilities Ref Revenue Note Sinking Fund | 2,102,770 | 2,030,972 | 3,840,807 | 3,785,021 |
| 20011 | 2016 Capital Improve Program Ref Rev Bonds Sinking Fd | 2,749,025 | 2,746,425 | 3,212,475 | 3,215,909 |
| 20016 | Comm Paper Notes Sink Fd-Stadium Cap Imp Projects | 0 | 400,000 | 13,578,245 | 11,856,360 |
| 20017 | Comm Paper Notes Sink Fd-Arena Capital Imp Projects | 2,027,481 | 1,646,610 | 4,580,000 | 8,316,641 |
| 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 | 9,848,075 | 17,954,888 | 18,150,079 |
| 20024 | 2012 Capital Improvement Program Rev Bds Sinking Fund | 33,921,102 | 6,666,424 | 9,077,592 | 8,917,768 |
| 20025 | 2015 Arena Non-AdValorem Ref Rev Note Sinking Fund | 1,144,284 | 1,145,358 | 2,226,699 | 2,243,763 |
| 20026 | 2015 Communications Svcs Tax Rev Bds Sinking Fund | 4,034,350 | 4,035,350 | 6,912,760 | 7,196,210 |
| 20028 | Comm Paper Notes Redevelopment Project Seed Money | 0 | 387,222 | 0 | 0 |
| 20029 | 2015 Comm Invest Tax Ref Rev Bonds Sinking Fund | 9,364,200 | 20,327,850 | 36,668,500 | 37,049,334 |
| 20030 | 2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fund | 0 | 109,997,476 | 2,462,000 | 2,596,200 |
| 20031 | 2018 Capital Improve Program (Taxable) Sinking Fd | 200,000 | 10,654,191 | 6,451,611 | 5,882,270 |
| 20033 | 2018 Community Investment Tax Sinking Fd | 66,431,010 | 5,815,220 | 11,754,617 | 11,882,930 |
| 20034 | Half Cent Transportation Plan Sinking Fund | 0 | 0 | 183,094,270 | 73,577,363 |
| 20035 | 2020 CIP Half Cent Sinking Fund | 0 | 0 | 5,950,000 | 5,950,000 |
| 20036 | 2019 CIP Sinking Fund | 0 | 149,504,831 | 0 | 0 |
| 20037 | Transportation MP Bonds DS | 0 | 0 | 0 | 200,000,000 |
| 20101 | Commercial Paper Notes-M2Gen (Moffitt) Cap Proj Fd | 1,090,205 | 1,163,512 | 2,039,755 | 2,099,955 |
| | | 155,514,925 | 386,689,729 | 327,132,793 | 421,699,096 |

Budget Summary by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|-------------------------|-------------------------|
| CAPITAL PROJECTS FUNDS | | | | |
| 30002 Countywide Construction Fd | 11,258,777 | 5,458,869 | 47,546,893 | 54,443,975 |
| 30003 Unincorp Area Construction Fd | 8,521,033 | 11,095,812 | 21,853,429 | 17,485,653 |
| 30010 Court Facil Imprvmt Non-Bd Proj Fd | 108,222 | 749,651 | 145,439 | 137,383 |
| 30013 CST Ser 2015 Project Fund (PSOC) | 7,350,116 | 1,022,015 | 4,960,695 | 4,699,873 |
| 30014 Stadium Improvements Project Fund | 0 | 0 | 11,700,000 | 400,000 |
| 30015 NextGeneration911 Capital Proj Fund | 2,545,069 | 60,578 | 980,920 | 0 |
| 30018 Non Ad Val Bonds (2019) Project Fund | 0 | 0 | 0 | 0 |
| 30020 4th Cent TDT Bonds (2017B) GMS Facility Project Fund | 4,136,000 | 153,432 | 0 | 0 |
| 30023 Half Cent CIP Bonds (2020) Project Fund | 0 | 0 | 5,500,000 | 5,500,000 |
| 30024 BP Oil Spill Proceeds Project Fund | 0 | 0 | 13,500,000 | 13,206,885 |
| 30025 Non Ad Val Bonds (2019) Project Fund | 0 | 5,579,859 | 0 | 0 |
| 30100 Environmental Lands Acq & Protect Fund | 3,872,851 | 5,144,735 | 81,607,786 | 59,149,817 |
| 30101 Commercial Paper & Credit Capacity Fund | 13,762,129 | 9,468,827 | 178,888,125 | 132,083,026 |
| | 51,554,197 | 38,733,778 | 366,683,287 | 287,106,612 |
| ENTERPRISE (PUBLIC UTILITIES) FUNDS | | | | |
| 40001 Public Works Solid Waste Resource Recovery | 211,108,579 | 218,829,071 | 501,150,520 | 521,025,728 |
| 40099 Public Utilities Water/Wastewater | 602,898,433 | 616,331,435 | 1,204,030,913 | 1,027,859,781 |
| | 814,007,012 | 835,160,506 | 1,705,181,433 | 1,548,885,509 |
| INTERNAL SERVICE FUNDS | | | | |
| 50001 Fleet Management Fund | 29,851,293 | 28,734,813 | 78,597,734 | 82,730,908 |
| 50002 Self-Insurance Fund | 130,411,334 | 120,541,553 | 352,704,293 | 319,135,159 |
| | 160,262,627 | 149,276,366 | 431,302,027 | 401,866,067 |
| AGENCY FUNDS | | | | |
| 61001 2006 Impact Fee Special Assessment Revenue Sinking Fund | 9,137,599 | 8,934,724 | 12,450,650 | 13,432,025 |
| 61004 2000 CAU Special Assessment Bonds Reserve Fund | 0 | 0 | 8,500 | 866,300 |
| 61006 2000 Impact Fee Special Assessment Bonds | 21,463 | 0 | 4,299,000 | 6,010,200 |
| 61008 2019 Dana Shores Civic Association Special Assessment Revenue | 0 | 0 | 0 | 2,728,672 |
| | 9,159,062 | 8,934,724 | 16,758,150 | 23,037,197 |
| | \$ 3,271,212,612 | \$ 3,534,919,533 | \$ 6,650,269,786 | \$ 6,712,338,637 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|---------------------------|-----------------------------|-----------------------------|-----------------------------|
| 00001 GENERAL FUNDS | | | | |
| 00003 Countywide General Fund | | | | |
| Personnel Services | \$ 112,162,122 | \$ 119,231,186 | \$ 139,723,877 | \$ 146,938,300 |
| Operating Expenditures/Expenses | 55,665,568 | 59,732,724 | 88,973,742 | 108,964,245 |
| Capital Outlay | 2,351,946 | 3,113,213 | 4,952,081 | 5,718,257 |
| Grants & Aids | 28,865,610 | 30,707,462 | 64,475,180 | 78,771,212 |
| Reserves & Refunds | 0 | 18,424 | 183,350,884 | 183,045,193 |
| Interfund Transfers | 39,613,081 | 61,091,949 | 88,974,347 | 95,526,828 |
| Other Non Operating | 357,481,968 | 372,605,396 | 390,386,634 | 395,740,745 |
| | <u>596,140,295</u> | <u>646,500,354</u> | <u>960,836,745</u> | <u>1,014,704,780</u> |
| 00050 Unincorporated Area General Fund | | | | |
| Personnel Services | 145,360,782 | 158,872,965 | 178,875,550 | 195,873,293 |
| Operating Expenditures/Expenses | 76,808,443 | 83,223,279 | 86,539,667 | 90,460,854 |
| Capital Outlay | 1,649,187 | 414,220 | 3,823,766 | 1,294,992 |
| Grants & Aids | 814,380 | 626,821 | 1,676,095 | 1,550,595 |
| Reserves & Refunds | 10,296 | 32,702 | 91,343,527 | 86,876,210 |
| Interfund Transfers | 45,989,988 | 63,470,464 | 39,740,411 | 26,886,584 |
| Other Non Operating | 128,354,059 | 132,801,102 | 154,550,518 | 166,073,748 |
| | <u>398,987,135</u> | <u>439,441,553</u> | <u>556,549,534</u> | <u>569,016,276</u> |
| GENERAL FUNDS TOTAL | <u>995,127,430</u> | <u>1,085,941,907</u> | <u>1,517,386,279</u> | <u>1,583,721,056</u> |
| 10000 SPECIAL REVENUE FUNDS | | | | |
| 10002 Countywide Special Revenue Fund | | | | |
| Personnel Services | 10,438,231 | 11,191,217 | 13,356,074 | 14,508,487 |
| Operating Expenditures/Expenses | 24,274,888 | 28,516,762 | 49,015,415 | 56,910,445 |
| Capital Outlay | 2,881,225 | 3,264,366 | 10,853,855 | 6,396,121 |
| Grants & Aids | 185,323,315 | 135,962,318 | 190,380,629 | 196,090,029 |
| Reserves & Refunds | 15,441 | 13,378 | 225,275,353 | 245,206,084 |
| Interfund Transfers | 117,367,340 | 127,931,280 | 208,523,266 | 219,875,857 |
| Other Non Operating | 3,455,970 | 3,563,095 | 3,351,970 | 2,716,165 |
| | <u>343,756,410</u> | <u>310,442,416</u> | <u>700,756,562</u> | <u>741,703,188</u> |
| 10003 Unincorporated Area Special Revenue Funds | | | | |
| Personnel Services | 11,670,959 | 11,669,429 | 16,500,550 | 18,316,136 |
| Operating Expenditures/Expenses | 10,100,712 | 12,209,262 | 26,608,001 | 35,150,646 |
| Capital Outlay | 17,073,633 | 18,147,846 | 55,881,992 | 50,483,161 |
| Grants & Aids | 250,000 | 250,000 | 0 | 0 |
| Reserves & Refunds | 17,654 | 20,908 | 24,631,343 | 19,098,999 |
| Interfund Transfers | 25,966,393 | 23,556,308 | 22,814,022 | 26,912,920 |
| Other Non Operating | 382,378 | 452,174 | 631,810 | 639,039 |
| | <u>65,461,729</u> | <u>66,305,927</u> | <u>147,067,718</u> | <u>150,600,901</u> |
| 10004 Transportation Trust Fund | | | | |
| Personnel Services | 29,999,688 | 32,317,319 | 37,332,163 | 37,547,539 |
| Operating Expenditures/Expenses | 40,611,807 | 37,465,515 | 42,382,878 | 43,053,021 |
| Capital Outlay | 37,484,347 | 60,926,788 | 344,278,385 | 358,439,726 |
| Grants & Aids | 4,722,441 | 7,304,098 | 8,528,873 | 5,370,022 |
| Reserves & Refunds | 96,197 | 141,684 | 20,760,602 | 44,380,539 |
| Interfund Transfers | 44,506,734 | 47,521,182 | 48,705,470 | 50,332,046 |
| Other Non Operating | 191,945 | 194,158 | 207,000 | 218,559 |
| | <u>157,613,159</u> | <u>185,870,744</u> | <u>502,195,371</u> | <u>539,341,452</u> |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------|-----------------|------------------|----------------------|
| 10005 Library Tax District Special Rev Fd | | | | |
| Personnel Services | 19,149,425 | 20,571,980 | 23,775,326 | 24,599,053 |
| Operating Expenditures/Expenses | 19,386,820 | 18,243,236 | 20,331,479 | 20,488,905 |
| Capital Outlay | 8,866,569 | 10,053,837 | 36,937,587 | 21,268,816 |
| Grants & Aids | 392,346 | 425,551 | 412,742 | 407,162 |
| Reserves & Refunds | 0 | 345 | 12,261,859 | 33,987,419 |
| Interfund Transfers | 3,440,964 | 14,523,145 | 15,032,318 | 573,059 |
| Other Non Operating | 1,252,380 | 1,349,943 | 1,538,259 | 1,615,316 |
| | 52,488,504 | 65,168,037 | 110,289,570 | 102,939,730 |
| 10006 CIT Special Revenue Fund | | | | |
| Operating Expenditures/Expenses | 336,041 | 0 | 40,000 | 40,000 |
| Capital Outlay | 24,639,551 | 20,862,892 | 66,788,673 | 36,280,134 |
| Debt Service Costs | 52,697,839 | 1,387,032 | 3,995,000 | 3,995,000 |
| Grants & Aids | 432,783 | 260,847 | 2,062,933 | 2,034,228 |
| Reserves & Refunds | 0 | 0 | 6,616,661 | 1,210,975 |
| Interfund Transfers | 0 | 330,817 | 0 | 0 |
| Other Non Operating | 0 | 0 | 0 | 0 |
| | 78,106,214 | 22,841,588 | 79,503,267 | 43,560,337 |
| 10007 Blended Component Units Spec Rev Fund | | | | |
| Personnel Services | 870,506 | 1,107,021 | 0 | 0 |
| Operating Expenditures/Expenses | 536,328 | 453,697 | 0 | 0 |
| Capital Outlay | 23,379 | 30,222 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| | 1,430,213 | 1,590,940 | 0 | 0 |
| 10008 Grants (Not Transportation-Related) | | | | |
| Personnel Services | 31,222,596 | 32,271,527 | 43,787,395 | 44,278,840 |
| Operating Expenditures/Expenses | 46,028,361 | 35,406,139 | 49,950,129 | 54,244,709 |
| Capital Outlay | 5,629,211 | 5,872,511 | 13,604,601 | 6,049,386 |
| Grants & Aids | 21,963,747 | 21,580,928 | 49,169,601 | 62,712,900 |
| Reserves & Refunds | 0 | 0 | 5,991,459 | 1,400,713 |
| Interfund Transfers | 2,997,238 | 1,447,070 | 700,000 | 11,700,000 |
| Other Non Operating | 1,097,507 | 1,907,600 | 6,038,456 | 6,339,154 |
| | 108,938,660 | 98,485,775 | 169,241,641 | 186,725,702 |
| 10009 Sales Tax Revenue Fund | | | | |
| Personnel Services | 141,336 | 194,230 | 306,174 | 319,028 |
| Operating Expenditures/Expenses | 181,772 | 147,394 | 276,317 | 306,362 |
| Grants & Aids | 86,634,261 | 85,961,038 | 97,495,129 | 78,353,460 |
| Reserves & Refunds | 0 | 0 | 81,651,952 | 30,778,519 |
| Interfund Transfers | 178,557,848 | 185,215,012 | 190,201,988 | 171,255,247 |
| Other Non Operating | 252,220 | 269,742 | 335,849 | 195,055 |
| | 265,767,437 | 271,787,416 | 370,267,409 | 281,207,671 |
| 10010 Discretely Presented Component Units | | | | |
| Personnel Services | 4,237,951 | 4,551,800 | 5,637,442 | 5,096,910 |
| Operating Expenditures/Expenses | 450,865 | 527,003 | 4,297,293 | 531,652 |
| Capital Outlay | 15,442 | 15,490 | 30,500 | 11,000 |
| Reserves & Refunds | 0 | 0 | 575,000 | 6,479,384 |
| | 4,704,258 | 5,094,293 | 10,540,235 | 12,118,946 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|----------------------|----------------------|----------------------|----------------------|
| 10011 Local Housing Assistance Program Fund | | | | |
| Personnel Services | 299,411 | 122,069 | 299,790 | 354,174 |
| Operating Expenditures/Expenses | 365,377 | 51,694 | 36,133 | 21,742 |
| Capital Outlay | 0 | 0 | 0 | 0 |
| Grants & Aids | 6,655,984 | 2,421,624 | 9,128,121 | 9,296,303 |
| Other Non Operating | 3 | 0 | 0 | 0 |
| | 7,320,775 | 2,595,387 | 9,464,044 | 9,672,219 |
| 10012 Transportation Surtax Trust Fund | | | | |
| Reserves & Refunds | 0 | 0 | 186,500,000 | 258,818,832 |
| | 0 | 0 | 186,500,000 | 258,818,832 |
| 10030 H.R. 748 CARES ACT | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 15,340,457 |
| Capital Outlay | 0 | 0 | 0 | 1,763,375 |
| Grants & Aids | 0 | 0 | 0 | 101,033,235 |
| Other Non Operating | 0 | 0 | 0 | 1,197,055 |
| | 0 | 0 | 0 | 119,334,122 |
| SPECIAL REVENUE FUNDS TOTAL | 1,085,587,359 | 1,030,182,523 | 2,285,825,817 | 2,446,023,100 |
| 20000 DEBT SERVICE FUNDS | | | | |
| 20003 2008 Non-AdVal Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd | | | | |
| Operating Expenditures/Expenses | 1,568 | 0 | 3,000 | 0 |
| Debt Service Costs | 1,147,623 | 1,331,227 | 1,331,824 | 1,331,915 |
| Reserves & Refunds | 0 | 0 | 332,229 | 334,859 |
| | 1,149,191 | 1,331,227 | 1,667,053 | 1,666,774 |
| 20005 2017A/2017B 4th Ct TDT Rev Bonds Sinking Fund | | | | |
| Operating Expenditures/Expenses | 600 | 600 | 10,000 | 10,000 |
| Debt Service Costs | 2,360,119 | 2,296,587 | 2,290,732 | 2,296,411 |
| Interfund Transfers | 0 | 0 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 1,680,954 | 1,690,458 |
| | 2,360,719 | 2,297,187 | 3,981,686 | 3,996,869 |
| 20006 2016 5th Ct TDT Ref Rev Bonds Sinking Fund | | | | |
| Operating Expenditures/Expenses | 600 | 600 | 5,000 | 4,998 |
| Debt Service Costs | 2,026,944 | 2,079,944 | 2,079,695 | 2,077,445 |
| Reserves & Refunds | 0 | 0 | 1,482,035 | 1,505,410 |
| | 2,027,544 | 2,080,544 | 3,566,730 | 3,587,853 |
| 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 | 49,959 | 68,583 | 62,809 |
| Reserves & Refunds | 0 | 0 | 594,490 | 898,312 |
| | 1,384,649 | 1,386,247 | 1,999,611 | 2,295,409 |
| 20009 2009 (ELAPP) General Obligation Bonds Sinking Fund | | | | |
| Operating Expenditures/Expenses | 1,365 | 2,400 | 7,000 | 10,500 |
| Debt Service Costs | 4,544,400 | 53,060,506 | 5,109,397 | 5,394,068 |
| Other Non Operating | 151,055 | 162,102 | 192,998 | 201,852 |
| Reserves & Refunds | 0 | 0 | 804,099 | 1,825,968 |
| | 4,696,820 | 53,225,008 | 6,113,494 | 7,432,388 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------|-----------------|------------------|----------------------|
| 20010 2015 Court Facilities Ref Revenue Note Sinking Fund | | | | |
| Operating Expenditures/Expenses | 73,186 | 1,561 | 81,000 | 75,000 |
| Debt Service Costs | 2,029,584 | 2,029,411 | 2,029,399 | 2,028,535 |
| Reserves & Refunds | 0 | 0 | 1,730,408 | 1,681,486 |
| | 2,102,770 | 2,030,972 | 3,840,807 | 3,785,021 |
| 20011 2016 Capital Improve Program Ref Rev Bonds Sinking Fd | | | | |
| Operating Expenditures/Expenses | 600 | 0 | 10,000 | 10,000 |
| Debt Service Costs | 2,748,425 | 2,746,425 | 2,744,425 | 2,748,300 |
| Reserves & Refunds | 0 | 0 | 458,050 | 457,609 |
| | 2,749,025 | 2,746,425 | 3,212,475 | 3,215,909 |
| 20016 Comm Paper Notes Sink Fd-Stadium Cap Imp Projects | | | | |
| Debt Service Costs | 0 | 400,000 | 11,900,000 | 10,450,000 |
| Reserves & Refunds | 0 | 0 | 1,678,245 | 1,406,360 |
| | 0 | 400,000 | 13,578,245 | 11,856,360 |
| 20017 Comm Paper Notes Sink Fd-Arena Capital Imp Projects | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 0 |
| Debt Service Costs | 2,027,481 | 1,646,610 | 2,580,000 | 6,302,000 |
| Other Non Operating | 0 | 0 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 2,000,000 | 2,014,641 |
| | 2,027,481 | 1,646,610 | 4,580,000 | 8,316,641 |
| 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 | 0 | 10,000 | 8,420 |
| 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 | 0 | 8,095,188 | 8,298,834 |
| | 9,874,325 | 9,848,075 | 17,954,888 | 18,150,079 |
| 20024 2012 Capital Improvement Program Rev Bds Sinking Fund | | | | |
| Operating Expenditures/Expenses | 84,723 | 600 | 3,000 | 3,000 |
| Debt Service Costs | 33,836,379 | 6,665,824 | 6,675,764 | 6,674,964 |
| Reserves & Refunds | 0 | 0 | 2,398,828 | 2,239,804 |
| | 33,921,102 | 6,666,424 | 9,077,592 | 8,917,768 |
| 20025 2015 Arena Non-AdValorem Ref Rev Note Sinking Fund | | | | |
| Operating Expenditures/Expenses | 1,200 | 600 | 9,000 | 8,999 |
| Debt Service Costs | 1,143,084 | 1,144,758 | 1,144,969 | 1,142,747 |
| Reserves & Refunds | 0 | 0 | 1,072,730 | 1,092,017 |
| | 1,144,284 | 1,145,358 | 2,226,699 | 2,243,763 |
| 20026 2015 Communications Svcs Tax Rev Bds Sinking Fund | | | | |
| Operating Expenditures/Expenses | 600 | 600 | 50,000 | 50,000 |
| Debt Service Costs | 4,033,750 | 4,034,750 | 4,047,750 | 4,062,650 |
| Reserves & Refunds | 0 | 0 | 2,815,010 | 3,083,560 |
| | 4,034,350 | 4,035,350 | 6,912,760 | 7,196,210 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------|-----------------|------------------|----------------------|
| 20028 Comm Paper Notes Redevelopment Project Seed Money | | | | |
| Other Non Operating | 0 | 387,222 | 0 | 0 |
| | 0 | 387,222 | 0 | 0 |
| 20029 2015 Comm Invest Tax Ref Rev Bonds Sinking Fund | | | | |
| Operating Expenditures/Expenses | 600 | 600 | 15,000 | 10,000 |
| Debt Service Costs | 9,363,600 | 20,327,250 | 20,321,000 | 20,308,500 |
| Reserves & Refunds | 0 | 0 | 16,332,500 | 16,730,834 |
| | 9,364,200 | 20,327,850 | 36,668,500 | 37,049,334 |
| 20030 2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fund | | | | |
| Operating Expenditures/Expenses | 0 | 993,870 | 0 | 0 |
| Debt Service Costs | 0 | 33 | 0 | 0 |
| Interfund Transfers | 0 | 109,003,573 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 2,462,000 | 2,596,200 |
| | 0 | 109,997,476 | 2,462,000 | 2,596,200 |
| 20031 2018 Capital Improve Program (Taxable) Sinking Fd | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 0 |
| Debt Service Costs | 0 | 10,654,191 | 5,618,429 | 5,049,088 |
| Other Non Operating | 200,000 | 0 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 833,182 | 833,182 |
| | 200,000 | 10,654,191 | 6,451,611 | 5,882,270 |
| 20032 2017 Capital Improve Program (Taxable) Sinking Fd | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 0 |
| Debt Service Costs | 0 | 0 | 0 | 0 |
| Other Non Operating | 0 | 0 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 |
| 20033 2018 Community Investment Tax Sinking Fd | | | | |
| Operating Expenditures/Expenses | 321,010 | 0 | 0 | 0 |
| Debt Service Costs | 0 | 2,315,220 | 6,836,825 | 6,848,575 |
| Other Non Operating | 66,110,000 | 3,500,000 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 4,917,792 | 5,034,355 |
| | 66,431,010 | 5,815,220 | 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 | 68,227,363 |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| | 0 | 0 | 183,094,270 | 73,577,363 |
| 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 | 5,500,000 |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| | 0 | 0 | 5,950,000 | 5,950,000 |
| 20036 CIP Series 2019 Sinking Fund | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 0 |
| Debt Service Costs | 0 | 1,471,831 | 0 | 0 |
| Other Non Operating | 0 | 148,033,000 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| | 0 | 149,504,831 | 0 | 0 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| 20037 Transportation MP Bonds DS | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 3,000,000 |
| Debt Service Costs | 0 | 0 | 0 | 10,000,000 |
| Other Non Operating | 0 | 0 | 0 | 187,000,000 |
| | 0 | 0 | 0 | 200,000,000 |
| 20101 Commercial Paper Notes-M2Gen (Moffitt) Cap Proj Fd | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 7,000 | 6,955 |
| Debt Service Costs | 1,090,205 | 1,163,512 | 1,701,000 | 1,693,000 |
| Other Non Operating | 0 | 0 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 331,755 | 400,000 |
| | 1,090,205 | 1,163,512 | 2,039,755 | 2,099,955 |
| DEBT SERVICE FUNDS TOTAL | 155,514,925 | 386,689,729 | 327,132,793 | 421,699,096 |
| 30000 CAPITAL PROJECTS FUNDS | | | | |
| 30002 Countywide Construction Fd | | | | |
| Operating Expenditures/Expenses | 777,675 | 3,297,546 | 10,316,892 | 21,116,793 |
| Capital Outlay | 4,820,859 | 292,192 | 28,852,202 | 26,956,478 |
| Grants & Aids | 5,660,243 | 1,869,131 | 7,771,133 | 6,139,174 |
| Other Non Operating | 0 | 0 | 606,666 | 231,530 |
| | 11,258,777 | 5,458,869 | 47,546,893 | 54,443,975 |
| 30003 Unincorporated Area Construction Fd | | | | |
| Operating Expenditures/Expenses | 96,155 | 5,303 | 505,000 | 2,150,687 |
| Capital Outlay | 2,496,925 | 5,384,527 | 15,567,053 | 8,716,437 |
| Grants & Aids | 66,721 | 568,669 | 43,049 | 28,726 |
| Other Non Operating | 5,861,232 | 5,137,313 | 5,738,327 | 6,589,803 |
| | 8,521,033 | 11,095,812 | 21,853,429 | 17,485,653 |
| 30010 Court Facil Imprvmt Non-Bd Proj Fd | | | | |
| Operating Expenditures/Expenses | 0 | 6,158 | 0 | 0 |
| Capital Outlay | 108,222 | 743,493 | 94,480 | 81,308 |
| Other Non Operating | 0 | 0 | 50,959 | 56,075 |
| | 108,222 | 743,493 | 145,439 | 137,383 |
| 30013 CST Bonds (2015) Project Fund (PSOC) | | | | |
| Capital Outlay | 7,350,116 | 1,022,015 | 4,960,695 | 3,912,623 |
| Other Non Operating | 0 | 0 | 0 | 787,250 |
| | 7,350,116 | 1,022,015 | 4,960,695 | 4,699,873 |
| 30014 Stadium Improvements Project Fund | | | | |
| Grants & Aids | 0 | 0 | 11,648,144 | 315,757 |
| Other Non Operating | 0 | 0 | 51,856 | 84,243 |
| | 0 | 0 | 11,700,000 | 400,000 |
| 30015 NextGeneration911 Capital Proj Fund | | | | |
| Operating Expenditures/Expenses | 1,780,256 | 51,250 | 615,500 | 0 |
| Capital Outlay | 764,813 | 9,328 | 365,420 | 0 |
| | 2,545,069 | 60,578 | 980,920 | 0 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------|-------------------|--------------------|----------------------|
| 30020 4th Cent TDT Bonds (2017B) GMS Facility Project Fund | | | | |
| Grants & Aids | 4,136,000 | 0 | 0 | 0 |
| Other Non Operating | 0 | 153,432 | 0 | 0 |
| | 0 | 153,432 | 0 | 0 |
| 30023 Half Cent CIP Bonds (2020) Project Fund | | | | |
| Capital Outlay | 0 | 0 | 5,500,000 | 5,500,000 |
| | 0 | 0 | 5,500,000 | 5,500,000 |
| 30024 BP Oil Spill Proceeds Prj Fd | | | | |
| Capital Outlay | 0 | 0 | 11,600,000 | 11,306,885 |
| Grants & Aids | 0 | 0 | 1,900,000 | 1,900,000 |
| | 0 | 0 | 13,500,000 | 13,206,885 |
| 30025 BP Oil Spill Proceeds Prj Fd | | | | |
| Capital Outlay | 0 | 4,152,434 | 0 | 0 |
| Grants & Aids | 0 | 1,427,425 | 0 | 0 |
| | 0 | 5,579,859 | 0 | 0 |
| 30100 Environmental Lands Acq & Protect Fund | | | | |
| Operating Expenditures/Expenses | 389,352 | 409,637 | 10,000,000 | 6,000,000 |
| Capital Outlay | 2,548,986 | 2,298,765 | 69,150,733 | 49,869,648 |
| Debt Service Costs | 0 | 1,133,794 | 0 | 0 |
| Other Non Operating | 934,513 | 1,302,539 | 2,457,053 | 3,280,169 |
| | 3,872,851 | 5,144,735 | 81,607,786 | 59,149,817 |
| 30101 Commercial Paper & Credit Capacity Fund | | | | |
| Capital Outlay | 7,086,093 | 5,235,014 | 152,562,799 | 109,735,046 |
| Debt Service Costs | 176,096 | 172,394 | 13,844,889 | 2,689,000 |
| Grants & Aids | 1,999,940 | 4,061,419 | 12,100,000 | 19,611,080 |
| Operating Expenditures/Expenses | 0 | 0 | 346,057 | 0 |
| Other Non Operating | 4,500,000 | 0 | 34,380 | 47,900 |
| | 13,762,129 | 9,468,827 | 178,888,125 | 132,083,026 |
| CAPITAL PROJECTS FUNDS TOTAL | 51,554,197 | 38,733,778 | 366,683,287 | 287,106,612 |
| 40000 ENTERPRISE (PUBLIC UTILITIES) FUNDS | | | | |
| 40001 Public Works Solid Waste Resource Recovery | | | | |
| Personnel Services | 10,171,754 | 10,585,612 | 12,987,521 | 13,498,044 |
| Operating Expenditures/Expenses | 75,072,229 | 78,147,809 | 80,469,152 | 115,177,412 |
| Capital Outlay | 1,419,052 | 4,295,029 | 38,133,173 | 30,394,628 |
| Debt Service Costs | 12,966,431 | 13,078,552 | 12,929,150 | 12,925,692 |
| Other Non Operating | 111,479,113 | 112,722,069 | 356,631,524 | 349,029,952 |
| | 211,108,579 | 218,829,071 | 501,150,520 | 521,025,728 |

Fund Summary by Type of Expenditure

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|-------------------------|-------------------------|
| 40099 Public Utilities Water/Wastewater | | | | |
| Personnel Services | 56,520,979 | 60,450,508 | 68,767,052 | 72,890,325 |
| Operating Expenditures/Expenses | 118,731,075 | 134,062,196 | 130,044,266 | 149,798,547 |
| Capital Outlay | 159,021,805 | 101,701,999 | 236,192,256 | 231,784,673 |
| Debt Service Costs | 16,524,650 | 16,581,550 | 126,730,705 | 18,383,250 |
| Other Non Operating | 252,099,924 | 303,535,182 | 642,296,634 | 555,002,986 |
| | <u>602,898,433</u> | <u>616,331,435</u> | <u>1,204,030,913</u> | <u>1,027,859,781</u> |
| ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL | 814,007,012 | 835,160,506 | 1,705,181,433 | 1,548,885,509 |
| 50000 INTERNAL SERVICE FUNDS | | | | |
| 50001 Fleet Management Fund | | | | |
| Personnel Services | 4,570,873 | 4,882,533 | 5,366,039 | 5,524,578 |
| Operating Expenditures/Expenses | 13,529,741 | 14,382,865 | 16,071,852 | 15,921,600 |
| Capital Outlay | 11,750,679 | 9,469,405 | 20,729,000 | 24,672,547 |
| Other Non Operating | 0 | 10 | 36,430,843 | 36,612,183 |
| | <u>29,851,293</u> | <u>28,734,813</u> | <u>78,597,734</u> | <u>82,730,908</u> |
| 50002 Self-Insurance Fund | | | | |
| Personnel Services | 2,399,247 | 2,764,247 | 3,335,387 | 3,362,669 |
| Operating Expenditures/Expenses | 105,107,087 | 116,074,002 | 130,094,446 | 132,203,841 |
| Capital Outlay | 0 | 2,554 | 11,500 | 11,500 |
| Other Non Operating | 22,905,000 | 1,700,750 | 219,262,960 | 183,557,149 |
| | <u>130,411,334</u> | <u>120,541,553</u> | <u>352,704,293</u> | <u>319,135,159</u> |
| INTERNAL SERVICE FUNDS TOTAL | 160,262,627 | 149,276,366 | 431,302,027 | 401,866,067 |
| 60000 AGENCY FUNDS | | | | |
| 61001 2006 Impact Fee Special Assessment Revenue Sinking Fund | | | | |
| Operating Expenditures/Expenses | 129,963 | 114,856 | 512,000 | 512,000 |
| Debt Service Costs | 9,007,636 | 8,819,868 | 8,623,417 | 731,054 |
| Other Non Operating | 0 | 0 | 0 | 0 |
| Reserves & Refunds | 0 | 0 | 3,315,233 | 12,188,971 |
| | <u>9,137,599</u> | <u>8,934,724</u> | <u>12,450,650</u> | <u>13,432,025</u> |
| 61004 2000 Impact Fee Special Assessment Bonds Revenue Sinking Fund | | | | |
| Other Non Operating | 0 | 0 | 8,500 | 866,300 |
| | <u>0</u> | <u>0</u> | <u>8,500</u> | <u>866,300</u> |
| 61006 2000 CAU Special Assessment Bonds Reserve Fund | | | | |
| Operating Expenditures/Expenses | 21,463 | 0 | 200,000 | 200,000 |
| Other Non Operating | 0 | 0 | 0 | 5,810,200 |
| Reserves & Refunds | 0 | 0 | 4,099,000 | 0 |
| | <u>21,463</u> | <u>0</u> | <u>4,299,000</u> | <u>6,010,200</u> |
| 61008 2019 Dana Shores Civic Assn Spec Assmt Rev Bonds | | | | |
| Operating Expenditures/Expenses | 0 | 0 | 0 | 135,000 |
| Debt Service Costs | 0 | 0 | 0 | 186,000 |
| Other Non Operating | 0 | 0 | 0 | 2,407,672 |
| | <u>0</u> | <u>0</u> | <u>0</u> | <u>2,728,672</u> |
| AGENCY FUNDS TOTAL | 9,159,062 | 8,934,724 | 16,758,150 | 23,037,197 |
| GRAND TOTAL | \$ 3,271,212,612 | \$ 3,534,919,533 | \$ 6,650,269,786 | \$ 6,712,338,637 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| Current Ad Valorem Taxes | \$466,362,124 | \$511,629,080 | \$594,421,040 | \$645,872,430 |
| Delinquent Ad Valorem Taxes | 10,005,639 | 12,086,376 | 2,500,000 | 2,500,000 |
| Local Business Taxes | 1,528,635 | 1,479,502 | 1,550,000 | 1,550,000 |
| Permits, Fees & Special Assessments | 588,830 | 605,072 | 564,796 | 564,796 |
| Intergovernmental Revenue | 4,815,817 | 5,629,743 | 4,884,000 | 1,344,000 |
| Charges for Services | 66,467,486 | 67,764,198 | 68,187,426 | 72,205,711 |
| Fines and Forfeits | 10,051 | 12,674 | 25,923 | 26,236 |
| Miscellaneous Revenues | 8,127,848 | 23,875,651 | 7,556,246 | 4,593,519 |
| Gross Revenue | <u>557,906,430</u> | <u>623,082,296</u> | <u>679,689,431</u> | <u>728,656,692</u> |
| Less 5% required By Law | 0 | 0 | (34,826,610) | (37,064,641) |
| Interfund Transfers | 24,900,155 | 19,405,389 | 23,111,328 | 43,526,524 |
| Intrafund Transfers | 2,323,000 | 2,323,000 | 3,000,000 | 4,983,388 |
| Residual Equity | 39,367,438 | 37,427,821 | 20,100,000 | 14,000,000 |
| Other | 72,622 | 0 | 79,224 | 135,948 |
| Fund Balance | 222,929,441 | 251,372,199 | 269,683,372 | 260,466,869 |
| | <u>289,592,656</u> | <u>310,528,409</u> | <u>281,147,314</u> | <u>286,048,088</u> |
| Total | <u>\$847,499,086</u> | <u>\$933,610,705</u> | <u>\$960,836,745</u> | <u>\$1,014,704,780</u> |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Board of County Commissioners | | | | |
| Board of County Commissioners | \$2,720,779 | \$2,779,021 | \$2,935,169 | \$3,003,613 |
| Internal Auditor | 518,909 | 595,464 | 805,363 | 815,147 |
| | <u>3,239,688</u> | <u>3,374,485</u> | <u>3,740,532</u> | <u>3,818,760</u> |
| County Attorney | | | | |
| County Attorney | 8,350,941 | 8,534,757 | 9,273,387 | 9,512,974 |

Countywide General Fund

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| County Administrator | | | | |
| Affordable Housing | (20) | 0 | 0 | 23,829,115 |
| Aging Services | 6,650,579 | 9,098,199 | 10,482,370 | 11,691,711 |
| Capital Programs | 0 | 10,507 | 1,714,227 | 1,785,609 |
| Children's Services | 5,070,130 | 5,559,584 | 6,151,398 | 5,849,789 |
| Code Enforcement | 0 | 1,084 | 0 | 3,432,604 |
| Communications & Digital Media Department | 4,175,693 | 4,525,191 | 5,456,342 | 5,921,536 |
| Community & Infrastructure | 0 | 1,024 | 0 | 628,000 |
| Conservation & Environmental Lands Mgmt | 11,421,983 | 12,217,859 | 14,655,195 | 14,994,862 |
| Consumer & Veterans Affairs | 3,644,093 | 4,040,429 | 4,074,353 | 4,176,699 |
| County Administrator | 2,684,207 | 2,828,238 | 3,198,626 | 2,997,950 |
| Customer Service & Support | 412,297 | 512,965 | 614,940 | 855,214 |
| Economic Development Department | 3,782,259 | 4,188,921 | 8,232,018 | 11,728,023 |
| Engineering and Operations | 3,763,866 | 3,657,813 | 5,345,277 | 6,684,772 |
| Enterprise Solutions & Quality Assurance | 4,710,595 | 5,642,838 | 6,646,115 | 8,206,514 |
| Extension Service Department | 1,216,132 | 1,239,684 | 1,802,855 | 1,889,858 |
| Facilities Management | 28,038,382 | 28,989,501 | 31,006,073 | 34,851,651 |
| Fire Rescue | 1,090,165 | 1,729,683 | 2,368,611 | 2,410,826 |
| Geospatial & Land Acquisition | 319,498 | 1,005,484 | 2,953,652 | 3,179,569 |
| Government Relations & Strategic Services | 1,395,682 | 1,846,833 | 2,475,881 | 3,198,881 |
| Head Start | 0 | 0 | 0 | 29,980 |
| Health Care Services | 270,085 | 180,276 | 353,823 | 283,867 |
| Homeless Service Department | 3,523,327 | 3,904,068 | 4,761,786 | 7,422,289 |
| Human Resources Department | 4,676,833 | 4,598,449 | 6,230,529 | 6,410,850 |
| Information & Innovation Office | 20,299,138 | 21,907,878 | 27,143,950 | 27,884,800 |
| Library Services | 0 | (20) | 0 | 0 |
| Management & Budget | 2,791,338 | 2,622,411 | 3,386,903 | 3,433,032 |
| Medical Examiner Department | 5,414,732 | 5,338,902 | 6,390,902 | 6,693,433 |
| Parks & Recreation | 1,001,230 | 923,343 | 1,285,096 | 1,338,392 |
| Pet Resources Department | 8,714,950 | 9,124,780 | 12,017,435 | 9,266,333 |
| Procurement Services | 2,534,245 | 2,549,297 | 3,221,934 | 3,539,225 |
| Risk Management & Safety Division | (87) | 0 | 0 | 0 |
| Social Services | 6,302,587 | 5,987,969 | 6,955,167 | 6,991,866 |
| Solid Waste | 41 | 288 | 0 | 190,198 |
| Sunshine Line Agency | 3,564,860 | 4,656,507 | 6,099,098 | 6,452,245 |
| | 137,468,820 | 148,889,985 | 185,024,556 | 228,249,693 |
| Elected Officials | | | | |
| Clerk of the Circuit Court | 19,312,834 | 20,338,010 | 20,871,524 | 21,675,185 |
| Property Appraiser | 10,010,082 | 10,204,902 | 10,984,125 | 11,549,880 |
| Public Defender | 109,898 | 115,195 | 312,292 | 162,720 |
| Sheriff | 293,506,745 | 304,160,020 | 313,405,570 | 319,376,820 |
| State Attorney Part I | 310,721 | 314,057 | 335,684 | 348,142 |
| State Attorney Part II (Victim Assistance) | 2,203,592 | 2,031,590 | 2,383,537 | 2,484,322 |
| Supervisor of Elections | 12,424,070 | 13,882,461 | 15,262,884 | 12,822,051 |
| Tax Collector | 21,531,572 | 23,313,558 | 27,459,002 | 27,939,333 |
| | 359,409,514 | 374,359,793 | 391,014,618 | 396,358,453 |

Countywide General Fund

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------------------|-----------------------------|-----------------------------|-------------------------------|
| 13th Judicial Branch | | | | |
| Administrative Office of the Courts | 2,918,107 | 3,029,688 | 3,185,061 | 3,197,343 |
| Boards, Commissions & Agencies | | | | |
| Charter Review Board | 0 | 0 | 8,000 | 2,000 |
| Environmental Protection Commission | 9,634,325 | 9,602,037 | 10,455,685 | 11,046,691 |
| Guardian ad Litem | 348,837 | 357,895 | 568,825 | 607,093 |
| Soil and Water Conservation Board | 179,668 | 194,302 | 276,929 | 302,692 |
| Value Adjustment Board | 696,655 | 706,445 | 713,529 | 687,476 |
| | <u>10,859,485</u> | <u>10,860,679</u> | <u>12,022,968</u> | <u>12,645,952</u> |
| Non-Departmental Organizations | | | | |
| Governmental Agencies | 16,897,535 | 17,915,809 | 26,238,037 | 28,287,305 |
| Non-Departmental Allotments | 9,761,115 | 9,922,662 | 46,858,497 | 42,324,221 |
| Nonprofit Organizations | 7,622,445 | 8,502,123 | 11,153,858 | 11,738,058 |
| | <u>34,281,095</u> | <u>36,340,594</u> | <u>84,250,392</u> | <u>82,349,584</u> |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 18,424 | 183,350,884 | 183,045,193 |
| Interfund Transfers | 39,613,081 | 61,091,949 | 88,974,347 | 95,526,828 |
| | <u>39,613,081</u> | <u>61,110,373</u> | <u>272,325,231</u> | <u>278,572,021</u> |
| Total | <u>\$596,140,731</u> | <u>\$646,500,354</u> | <u>\$960,836,745</u> | <u>\$1,014,704,780</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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Current Ad Valorem Taxes | \$215,822,915 | \$236,011,957 | \$273,864,816 | \$297,028,550 |
| Delinquent Ad Valorem Taxes | 4,446,025 | 5,420,319 | 1,500,000 | 1,500,000 |
| Permits, Fees & Special Assessments | 13,083 | 11,527 | 10,696 | 8,696 |
| Intergovernmental Revenue | 31,237,834 | 33,301,958 | 34,557,076 | 30,045,538 |
| Charges for Services | 27,801,396 | 29,126,677 | 30,116,182 | 30,920,764 |
| Fines and Forfeits | 7,508,347 | 7,484,322 | 6,372,100 | 6,904,075 |
| Miscellaneous Revenues | 4,025,736 | 7,592,704 | 2,916,125 | 1,554,304 |
| Gross Revenue | 290,855,336 | 318,949,464 | 349,336,995 | 367,961,927 |
| Less 5% required By Law | 0 | 0 | (16,386,722) | (18,392,607) |
| Interfund Transfers | 102,879,901 | 102,709,178 | 103,631,368 | 87,101,100 |
| Intrafund Transfers | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Residual Equity | 13,834,355 | 5,728,356 | 5,421,000 | 7,734,000 |
| Fund Balance | 114,000,742 | 123,583,471 | 113,546,893 | 123,611,856 |
| | 231,714,998 | 233,021,005 | 207,212,539 | 201,054,349 |
| Total | \$522,570,334 | \$551,970,469 | \$556,549,534 | \$569,016,276 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Affordable Housing | 481,150 | 507,318 | 1,101,194 | 1,148,854 |
| Capital Programs | 1,094 | 1,134 | 0 | 1,461,013 |
| Code Enforcement | 6,133,708 | 5,442,355 | 8,569,208 | 8,327,625 |
| Communications & Digital Media Department | 6,476 | 0 | 0 | 0 |
| Community & Infrastructure | 106,554 | 135,761 | 0 | 0 |
| Conservation & Environmental Lands Mgmt | 1,194,183 | 1,284,375 | 1,855,796 | 1,859,148 |
| Consumer & Veteran Affairs | 654,436 | 482,166 | 665,971 | 788,613 |
| Customer Service & Support | 1,495,971 | 1,698,468 | 1,972,919 | 2,096,447 |
| Development Services | 7,972,542 | 8,033,232 | 9,994,014 | 10,514,439 |
| Economic Development Department | 747,204 | 944,284 | 1,362,086 | 2,254,268 |
| Engineering and Operations | 13,077,023 | 15,591,124 | 16,791,652 | 15,129,293 |
| Environmental Services Division | 0 | 0 | 132,633 | 146,649 |
| Facilities Management | 439,141 | 471,312 | 90,130 | 65,668 |
| Fire Rescue | 145,655,794 | 162,212,174 | 179,097,910 | 198,164,861 |
| Geospatial & Land Acquisition | 3,132,892 | 3,342,288 | 4,436,083 | 4,369,956 |
| Head Start | (27) | 0 | 0 | 0 |
| Parks & Recreation | 23,627,873 | 25,450,120 | 35,738,437 | 35,959,044 |
| Water Resources | 0 | 0 | 137,862 | 137,862 |
| Social Services | 600,000 | 600,000 | 700,000 | 700,000 |
| Solid Waste | 0 | 0 | 0 | 73,413 |
| | 205,326,014 | 226,196,111 | 262,645,895 | 283,197,153 |

Unincorporated Area General Fund

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-----------------------------|-----------------------------|-----------------------------|------------------------------|
| Elected Officials | | | | |
| Property Appraiser | 1,708,755 | 1,753,984 | 1,887,914 | 2,004,042 |
| Sheriff | 122,228,805 | 126,207,370 | 146,974,120 | 158,125,715 |
| Tax Collector | 4,416,499 | 4,839,748 | 5,688,484 | 5,943,991 |
| | <u>128,354,059</u> | <u>132,801,102</u> | <u>154,550,518</u> | <u>166,073,748</u> |
| Non-Departmental Organizations | | | | |
| Governmental Agencies | 0 | 0 | 0 | 0 |
| Non-Departmental Allotments | 19,306,779 | 16,941,174 | 8,269,183 | 5,982,581 |
| | <u>19,306,779</u> | <u>16,941,174</u> | <u>8,269,183</u> | <u>5,982,581</u> |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 10,296 | 32,702 | 91,343,527 | 86,876,210 |
| Interfund Transfers | 45,989,988 | 63,470,464 | 39,740,411 | 26,886,584 |
| | <u>46,000,284</u> | <u>63,503,166</u> | <u>131,083,938</u> | <u>113,762,794</u> |
| Total | <u>\$398,987,136</u> | <u>\$439,441,553</u> | <u>\$556,549,534</u> | <u>\$569,016,276</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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Local Option Taxes | \$ 132,896,834 | \$ 130,756,010 | \$ 144,134,471 | \$ 115,598,102 |
| Local Business Taxes | 34,150 | 33,418 | 33,000 | 33,000 |
| Permits, Fees & Special Assessments | 34,772,294 | 38,731,098 | 39,583,000 | 54,717,080 |
| Intergovernmental Revenue | 14,705,185 | 15,284,553 | 15,053,589 | 15,689,160 |
| Charges for Services | 8,436,824 | 9,183,262 | 9,498,630 | 9,318,479 |
| Fines and Forfeits | 809,798 | 749,088 | 760,125 | 689,112 |
| Miscellaneous Revenues | 6,945,987 | 30,989,706 | 9,727,117 | 6,953,071 |
| Gross Revenue | <u>198,601,072</u> | <u>225,727,135</u> | <u>218,789,932</u> | <u>202,998,004</u> |
| Less 5% required By Law | 0 | 0 | (10,362,218) | (9,616,087) |
| Interfund Transfers | 22,675,406 | 19,357,426 | 32,080,544 | 32,504,791 |
| Intrafund Transfers | 108,664,781 | 118,319,128 | 198,881,493 | 207,230,108 |
| Residual Equity | 1,418,113 | 891,523 | 310,000 | 310,000 |
| Other | 821,677 | 0 | 0 | 0 |
| Fund Balance | 245,823,221 | 234,247,869 | 261,056,811 | 308,276,372 |
| | <u>379,403,198</u> | <u>372,815,946</u> | <u>481,966,630</u> | <u>538,705,184</u> |
| Total | <u>\$ 578,004,270</u> | <u>\$ 598,543,081</u> | <u>\$ 700,756,562</u> | <u>\$ 741,703,188</u> |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| 9-1-1 Agency | \$ 5,713,569 | \$ 6,050,075 | \$ 6,411,744 | \$ 6,562,606 |
| Children's Services | 4,028 | 3,762 | 7,000 | 2,500 |
| Conservation & Environmental Lands Mgmt | 0 | 0 | 281,928 | 525,727 |
| Consumer & Veteran Affairs | 212,158 | 673,690 | 657,546 | 307,413 |
| Customer Service & Support | 0 | 0 | 1,002,344 | 206,744 |
| Development Services | 0 | 0 | 115,081 | 95,364 |
| Enterprise Solutions & Quality Assurance | 151,283 | 170,189 | 1,448,817 | 1,448,817 |
| Environmental Services Division | 0 | 0 | 27,213 | 27,213 |
| Fire Rescue | 425,171 | 477,288 | 655,874 | 697,427 |
| Geospatial & Land Acquisition | 697,406 | 788,921 | 742,548 | 829,777 |
| Health Care Services | 104,090,498 | 119,579,882 | 199,702,488 | 208,069,630 |
| Human Resources | 0 | 0 | 300,000 | 300,000 |
| Information & Innovation Office | 3,531,068 | 4,811,401 | 11,905,281 | 14,279,351 |
| Library Services Department | 287,874 | 272,297 | 313,250 | 261,300 |
| Management & Budget | 2,156,403 | 2,153,784 | 2,798,614 | 2,787,749 |

Countywide Special Revenue Funds

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|------------------------------|------------------------------|------------------------------|------------------------------|
| County Administrator (continued) | | | | |
| Pet Resources Department | 347,740 | 280,380 | 467,500 | 467,500 |
| Water Resources | 0 | 0 | 1,000,000 | 1,000,000 |
| Social Services | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| | <u>118,717,198</u> | <u>136,361,669</u> | <u>228,937,228</u> | <u>238,969,118</u> |
| Elected Officials | | | | |
| Sheriff | 1,028,608 | 3,363,095 | 3,151,970 | 2,516,165 |
| Public Defender | 3,255,970 | 1,062,621 | 1,687,778 | 1,687,778 |
| State Attorney Part 1 | 734,348 | 851,613 | 2,475,639 | 2,144,192 |
| | <u>5,018,926</u> | <u>5,277,329</u> | <u>7,315,387</u> | <u>6,348,135</u> |
| 13th Judicial Branch | | | | |
| Administrative Office of the Courts | 7,463,635 | 7,363,931 | 8,166,615 | 8,108,650 |
| Boards, Commissions & Agencies | | | | |
| Environmental Protection Commission | 1,380,454 | 1,406,882 | 1,832,882 | 1,850,822 |
| Non-Departmental Organizations | | | | |
| Capital Improvement Program Projects | 5,053,451 | 6,594,503 | 12,910,783 | 13,498,974 |
| Governmental Agencies | 84,964,894 | 21,651,083 | 3,690,268 | 3,747,000 |
| Non-Departmental Allotments | 3,775,071 | 3,842,361 | 4,104,780 | 4,098,548 |
| | <u>93,793,416</u> | <u>32,087,947</u> | <u>20,705,831</u> | <u>21,344,522</u> |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 15,441 | 13,378 | 225,275,353 | 245,206,084 |
| Interfund Transfers | 117,367,340 | 127,931,280 | 208,523,266 | 219,875,857 |
| | <u>117,382,781</u> | <u>127,944,658</u> | <u>433,798,619</u> | <u>465,081,941</u> |
| Total | <u>\$ 343,756,410</u> | <u>\$ 310,442,416</u> | <u>\$ 700,756,562</u> | <u>\$ 741,703,188</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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other General Taxes | \$ 20,708,472 | \$ 18,787,976 | \$ 19,530,492 | \$ 18,615,761 |
| Local Business Taxes | 124,925 | 162,365 | 105,336 | 150,896 |
| Permits, Fees & Special Assessments | 40,069,458 | 42,925,135 | 51,728,159 | 50,887,673 |
| Intergovernmental Revenue | 568,281 | 604,766 | 0 | 0 |
| Charges for Services | 4,105,789 | 4,482,195 | 3,871,797 | 3,618,750 |
| Fines and Forfeits | 101,314 | 48,269 | 81,798 | 41,806 |
| Miscellaneous Revenues | 840,193 | 2,220,662 | 1,286,668 | 316,624 |
| Gross Revenue | 66,518,432 | 69,231,368 | 76,604,250 | 73,631,510 |
| Less 5% required By Law | 0 | 0 | (3,738,250) | (3,680,855) |
| Interfund Transfers | 3,779,759 | 4,939,087 | 6,612,057 | 7,159,695 |
| Intrafund Transfers | 1,176,967 | 1,930,750 | 4,260,055 | 10,337,947 |
| Residual Equity | 124,765 | 182,835 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 |
| Fund Balance | 47,550,458 | 53,688,655 | 63,329,606 | 63,152,604 |
| | 52,631,949 | 60,741,327 | 70,463,468 | 76,969,391 |
| Total | \$ 119,150,381 | \$ 129,972,695 | \$ 147,067,718 | \$ 150,600,901 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Capital Programs | \$ 0 | \$ 0 | \$ 0 | \$ 616,743 |
| Conservation & Environmental Lands Mgmt | 226,412 | 257,305 | 200,000 | 200,000 |
| Customer Service & Support | 0 | 15,513 | 100,000 | 100,000 |
| Development Services | 16,325,691 | 18,116,509 | 25,039,912 | 26,247,917 |
| Engineering and Operations | 1,147,442 | 992,920 | 4,770,751 | 8,341,753 |
| Environmental Services Division | 0 | 0 | 510,855 | 510,166 |
| Extension Services Department | 55,931 | 56,992 | 77,984 | 82,836 |
| Information & Innovation Office | 197,139 | 209,858 | 285,571 | 317,438 |
| Parks and Recreation | 0 | 8,916 | 0 | 0 |
| Water Resources | 53,491 | 53,069 | 204,457 | 204,457 |
| Solid Waste | 0 | 0 | 0 | 228,026 |
| | 18,006,106 | 19,711,082 | 31,189,530 | 36,849,336 |
| Elected Officials | | | | |
| Tax Collector | 382,378 | 452,174 | 631,810 | 639,039 |

Unincorporated Area Special Revenue Funds

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------------------|-----------------------------|------------------------------|------------------------------|
| Boards, Commissions & Agencies | | | | |
| Environmental Protection Commission | 357,897 | 366,725 | 0 | 0 |
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | 16,979,775 | 18,286,332 | 60,559,575 | 60,576,312 |
| Major Maintenance & Repair | 3,601,526 | 3,762,398 | 7,241,438 | 6,524,295 |
| Non-Departmental Allotments | 150,000 | 150,000 | 0 | 0 |
| | <u>20,731,301</u> | <u>22,198,730</u> | <u>67,801,013</u> | <u>67,100,607</u> |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 17,654 | 20,908 | 24,631,343 | 19,098,999 |
| Interfund Transfers | 25,966,393 | 23,556,308 | 22,814,022 | 26,912,920 |
| | <u>25,984,047</u> | <u>23,577,216</u> | <u>47,445,365</u> | <u>46,011,919</u> |
| Total | <u>\$ 65,461,729</u> | <u>\$ 66,305,927</u> | <u>\$ 147,067,718</u> | <u>\$ 150,600,901</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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Local Option Taxes | \$ 35,674,559 | \$ 36,132,060 | \$ 36,689,297 | \$ 34,057,445 |
| Permits, Fees & Special Assessments | 15,057,546 | 24,426,237 | 22,422,555 | 28,995,197 |
| Intergovernmental Revenue | 24,768,945 | 20,935,538 | 25,672,939 | 20,090,063 |
| Charges for Services | 2,638,823 | 1,279,559 | 1,202,488 | 1,352,905 |
| Fines and Forfeits | 0 | 6,926 | 0 | 0 |
| Miscellaneous Revenues | 19,948,771 | 5,222,276 | 1,612,045 | 594,204 |
| Gross Revenue | 98,088,644 | 88,002,596 | 87,599,324 | 85,089,814 |
| Less 5% required By Law | 0 | 0 | (3,844,788) | (4,124,068) |
| Interfund Transfers | 44,045,145 | 67,445,246 | 207,662,502 | 277,425,418 |
| Intrafund Transfers | 44,449,097 | 44,671,184 | 46,833,907 | 46,234,677 |
| Residual Equity | 62,629 | 78,507 | 0 | 0 |
| Other | 0 | 9,600,000 | 0 | 0 |
| Fund Balance | 110,744,941 | 139,777,315 | 163,944,426 | 134,715,611 |
| | 199,301,812 | 261,572,252 | 414,596,047 | 454,251,638 |
| Total | \$ 297,390,456 | \$ 349,574,848 | \$ 502,195,371 | \$ 539,341,452 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Customer Service & Support | \$ 442,660 | \$ 464,087 | \$ 494,583 | \$ 500,622 |
| Capital Programs | 1,628,964 | 1,235,220 | 817,742 | 7,943,526 |
| Community & Infrastructure | 771,183 | 432,984 | 1,981,028 | 2,953,390 |
| Development Services | 844,031 | 1,701,451 | 2,349,016 | 2,540,787 |
| Economic Development | 0 | 42,328 | 0 | 0 |
| Engineering and Operations | 58,778,632 | 63,695,913 | 71,410,934 | 63,498,912 |
| Facilities Management | 1,509,848 | 1,336,153 | 0 | 119,584 |
| Geospatial & Land Acquisition | 827,934 | 784,358 | 2,610,746 | 2,692,797 |
| Information & Innovation Office | 91,513 | 0 | 0 | 542,827 |
| Solid Waste | 0 | 263,331 | 268,154 | 1,915,451 |
| | 64,894,765 | 69,955,825 | 79,932,203 | 82,707,896 |
| Elected Officials | | | | |
| Tax Collector | 191,945 | 194,158 | 207,000 | 218,559 |

Transportation Trust Fund

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | 39,949,475 | 65,835,905 | 350,346,360 | 359,609,762 |
| Governmental Agencies | 2,180,494 | 2,221,626 | 2,239,736 | 2,088,650 |
| Non-Departmental Allotments | 5,793,549 | 364 | 4,000 | 4,000 |
| | <u>47,923,518</u> | <u>68,057,895</u> | <u>352,590,096</u> | <u>361,702,412</u> |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 96,197 | 141,684 | 20,760,602 | 44,380,539 |
| Interfund Transfers | 44,506,734 | 47,521,182 | 48,705,470 | 50,332,046 |
| | <u>44,602,931</u> | <u>47,662,866</u> | <u>69,466,072</u> | <u>94,712,585</u> |
| Total | <u>\$ 157,613,159</u> | <u>\$ 185,870,744</u> | <u>\$ 502,195,371</u> | <u>\$ 539,341,452</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 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Current Ad Valorem Taxes | \$ 43,810,763 | \$ 47,979,985 | \$ 55,755,578 | \$ 60,519,720 |
| Delinquent Ad Valorem Taxes | 942,768 | 1,143,854 | 200,000 | 200,000 |
| Intergovernmental Revenue | 1,496,066 | 1,016,636 | 974,521 | 1,025,860 |
| Charges for Services | 226,631 | 331,363 | 389,000 | 370,000 |
| Fines and Forfeits | 125,985 | 48,751 | 53,000 | 48,000 |
| Miscellaneous Revenues | 554,985 | 1,864,253 | 641,985 | 103,725 |
| Gross Revenue | 47,157,198 | 52,384,842 | 58,014,084 | 62,267,305 |
| Less 5% required By Law | 0 | 0 | (2,841,449) | (3,062,062) |
| Interfund Transfers | 0 | 1,464 | 0 | 0 |
| Intrafund Transfers | 3,440,964 | 14,523,145 | 15,032,318 | 573,059 |
| Residual Equity | 300,074 | 408,511 | 270,000 | 0 |
| Fund Balance | 40,910,650 | 39,320,384 | 39,814,617 | 43,161,428 |
| | 44,651,688 | 54,253,504 | 52,275,486 | 40,672,425 |
| Total | \$ 91,808,886 | \$ 106,638,346 | \$ 110,289,570 | \$ 102,939,730 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Library Services Department | \$ 39,647,203 | \$ 40,661,657 | \$ 44,348,169 | \$ 46,331,020 |
| Elected Officials | | | | |
| Property Appraiser | 346,339 | 356,486 | 383,706 | 407,824 |
| Tax Collector | 906,041 | 993,457 | 1,154,553 | 1,207,492 |
| | 1,252,380 | 1,349,943 | 1,538,259 | 1,615,316 |
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | 8,147,957 | 8,632,947 | 37,108,965 | 20,432,916 |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 345 | 12,261,859 | 33,987,419 |
| Interfund Transfers | 3,440,964 | 14,523,145 | 15,032,318 | 573,059 |
| | 3,440,964 | 14,523,490 | 27,294,177 | 34,560,478 |
| Total | \$ 52,488,504 | \$ 65,168,037 | \$ 110,289,570 | \$ 102,939,730 |

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 | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$201,507 | \$2,733,203 | \$244,487 | \$105,095 |
| Gross Revenue | 201,507 | 2,733,203 | 244,487 | 105,095 |
| Less 5% required By Law | 0 | 0 | (2,852) | (195) |
| Interfund Transfers | 93,097,898 | 23,777,506 | 18,554,023 | 6,519,929 |
| Other | 0 | 3,000,000 | 16,678,691 | 8,426,867 |
| Fund Balance | 11,042,378 | 26,235,570 | 44,028,918 | 28,508,641 |
| | 104,140,276 | 53,013,076 | 79,258,780 | 43,455,242 |
| Total | \$104,341,783 | \$55,746,279 | \$79,503,267 | \$43,560,337 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$25,072,334 | \$21,123,739 | \$68,851,606 | \$38,314,362 |
| Debt Service Accounts | 53,033,880 | 1,387,032 | 4,035,000 | 4,035,000 |
| | 78,106,214 | 22,510,771 | 72,886,606 | 42,349,362 |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 0 | 6,616,661 | 1,210,975 |
| Interfund Transfers | 0 | 330,817 | 0 | 0 |
| | 0 | 330,817 | 6,616,661 | 1,210,975 |
| Total | \$78,106,214 | \$22,841,588 | \$79,503,267 | \$43,560,337 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Charges for Services | \$ 51,662 | \$ 50,583 | \$ 0 | \$ 0 |
| Miscellaneous Revenues | 0 | 548 | 0 | 0 |
| Gross Revenue | 51,662 | 51,131 | 0 | 0 |
| Less 5% required By Law | 0 | 0 | 0 | 0 |
| Interfund Transfers | 1,378,572 | 1,539,809 | 0 | 0 |
| Fund Balance | (20) | 0 | 0 | 0 |
| | 1,378,552 | 1,539,809 | 0 | 0 |
| Total | \$ 1,430,214 | \$ 1,590,940 | \$ 0 | \$ 0 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| Boards, Commissions & Agencies | | | | |
| Civil Service Board | \$ 1,430,213 | \$ 1,590,940 | \$ 0 | \$ 0 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| Total | \$ 1,430,213 | \$ 1,590,940 | \$ 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Intergovernmental Revenue | \$ 81,531,104 | \$ 86,091,939 | \$ 141,237,977 | \$ 149,150,314 |
| Charges for Services | 92,631 | 171,818 | 240,209 | 360,500 |
| Fines and Forfeits | 0 | 140 | 0 | 0 |
| Miscellaneous Revenues | 548,189 | (34,571) | 712,460 | 1,568,187 |
| Gross Revenue | 82,171,924 | 86,229,326 | 142,190,646 | 151,079,001 |
| Less 5% Required By Law | 0 | 0 | 0 | (945) |
| Interfund Transfers | 21,522,021 | 9,614,078 | 7,937,091 | 5,460,140 |
| Intrafund Transfers | 103,997 | 146,249 | 700,000 | 700,000 |
| Other | 745,454 | 768,102 | 5,360,975 | 5,139,154 |
| Other | 352,053 | 1,139,498 | 677,481 | 2,280,440 |
| Fund Balance | 12,837,670 | 8,785,487 | 12,375,448 | 22,067,912 |
| | 35,561,195 | 20,453,414 | 27,050,995 | 35,646,701 |
| Total | \$ 117,733,119 | \$ 106,682,740 | \$ 169,241,641 | \$ 186,725,702 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Affordable Housing Services | \$ 10,462,391 | \$ 6,519,203 | \$ 25,821,009 | \$ 30,440,981 |
| Aging Services | 8,859,352 | 8,617,372 | 13,227,768 | 13,428,910 |
| Children's Services | 4,223,185 | 3,915,446 | 8,023,681 | 5,947,340 |
| Conservation & Environmental Land Management | 0 | 0 | 271,430 | 271,430 |
| Economic Development | 257,970 | 240,274 | 367,126 | 399,291 |
| Engineering and Operations | 137,935 | 1,816 | 311,036 | 35,000 |
| Extension Service | 161,111 | 166,377 | 175,880 | 172,880 |
| Facilities Management | 323,788 | 424,328 | 441,275 | 472,939 |
| Fire Rescue | 2,622,893 | 2,381,617 | 3,368,241 | 1,916,545 |
| Head Start | 36,089,658 | 36,166,904 | 42,536,112 | 45,084,777 |
| Health Care Services | 10,778,959 | 10,744,536 | 17,488,361 | 22,202,500 |
| Human Resources | 0 | 0 | 200,000 | 263,058 |
| Management & Budget | 1,125,907 | 2,540,799 | 4,018,921 | 4,820,331 |
| Social Services | 5,555,327 | 6,848,583 | 7,045,010 | 15,747,193 |
| Sunshine Line Agency | 2,580,822 | 2,478,082 | 4,652,449 | 4,474,843 |
| | 83,179,298 | 81,045,337 | 127,948,299 | 145,678,018 |
| 13th Judicial Branch | | | | |
| Administrative Office of the Courts | 909,561 | 1,007,962 | 1,454,866 | 1,316,991 |

Grants (Not Transportation Related)

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|------------------------------|-----------------------------|------------------------------|------------------------------|
| Boards, Commissions & Agencies | | | | |
| Environmental Protection Commission | 3,951,348 | 3,930,642 | 6,505,493 | 6,673,867 |
| Metropolitan Planning Organization | 2,912,674 | 2,429,224 | 7,056,631 | 6,810,308 |
| Soil & Water Conservation Board | 76,855 | 35,866 | 124,032 | 124,032 |
| | <u>6,940,877</u> | <u>6,395,732</u> | <u>13,686,156</u> | <u>13,608,207</u> |
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | 3,213,887 | 5,840,822 | 12,504,083 | 5,645,961 |
| Non-Departmental Allotments | 11,697,798 | 2,748,852 | 6,956,778 | 7,375,812 |
| | <u>14,911,685</u> | <u>8,589,674</u> | <u>19,460,861</u> | <u>13,021,773</u> |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 0 | 5,991,459 | 1,400,713 |
| Interfund Transfers | 2,997,238 | 1,447,070 | 700,000 | 11,700,000 |
| | <u>2,997,238</u> | <u>1,447,070</u> | <u>6,691,459</u> | <u>13,100,713</u> |
| Total | <u>\$ 108,938,659</u> | <u>\$ 98,485,775</u> | <u>\$ 169,241,641</u> | <u>\$ 186,725,702</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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Local Option Taxes | \$ 166,526,396 | \$ 166,722,740 | \$ 186,114,245 | \$ 138,805,604 |
| Intergovernmental Revenue | 112,711,427 | 115,955,470 | 120,268,585 | 99,071,140 |
| Miscellaneous Revenues | 455,113 | 1,805,367 | 602,853 | 258,100 |
| Gross Revenue | 279,692,936 | 284,483,577 | 306,985,683 | 238,134,844 |
| Less 5% required By Law | 0 | 0 | (11,629,374) | (8,873,173) |
| Interfund Transfers | 0 | 540,654 | 0 | 0 |
| Fund Balance | 63,499,731 | 77,425,229 | 74,911,100 | 51,946,000 |
| | 63,499,731 | 77,965,883 | 63,281,726 | 43,072,827 |
| Total | \$ 343,192,667 | \$ 362,449,460 | \$ 370,267,409 | \$ 281,207,671 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Economic Development Department | \$ 323,108 | \$ 341,624 | \$ 1,602,491 | \$ 1,177,248 |
| Elected Officials | | | | |
| Tax Collector | 252,220 | 269,742 | 335,849 | 195,055 |
| 13th Judicial Branch | | | | |
| Administrative Office of the Courts | 0 | 0 | 0 | 0 |
| Non-Departmental Organizations | | | | |
| Governmental Agencies | 72,246,110 | 70,361,038 | 75,679,898 | 63,021,414 |
| Nonprofit Organizations | 14,388,151 | 15,600,000 | 20,795,231 | 14,780,188 |
| | 86,634,261 | 85,961,038 | 96,475,129 | 77,801,602 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | - | - | 81,651,952 | 30,778,519 |
| Interfund Transfers | 178,557,848 | 185,215,012 | 190,201,988 | 171,255,247 |
| | 178,557,848 | 185,215,012 | 271,853,940 | 202,033,766 |
| Total | \$ 265,767,437 | \$ 271,787,416 | \$ 370,267,409 | \$ 281,207,671 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|----------------------------|----------------------------|-----------------------------|------------------------------|
| Local Option Taxes | 0 | 1,873,322 | \$ 2,882,689 | \$ 2,311,962 |
| Intergovernmental Revenue | 0 | 50,000 | 0 | 0 |
| Charges for Services | 939,154 | 689,492 | 396,075 | 530,075 |
| Fines and Forfeits | 40 | 0 | 0 | 0 |
| Fines and Forfeits | 0 | 8,323 | 0 | 2,800 |
| Gross Revenue | <u>939,194</u> | <u>2,621,137</u> | <u>3,278,764</u> | <u>2,844,837</u> |
| Less 5% required By Law | 0 | 0 | (19,804) | (142,243) |
| Interfund Transfers | 3,764,788 | 4,353,773 | 5,314,442 | 5,135,991 |
| Fund Balance | 0 | (275) | 1,966,833 | 4,280,361 |
| | <u>3,764,788</u> | <u>4,353,498</u> | <u>7,261,471</u> | <u>9,274,109</u> |
| Total | <u>\$ 4,703,982</u> | <u>\$ 6,974,635</u> | <u>\$ 10,540,235</u> | <u>\$ 12,118,946</u> |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|----------------------------|----------------------------|-----------------------------|------------------------------|
| Boards, Commissions & Agencies | | | | |
| Metropolitan Planning Organization | \$ 0 | \$ 0 | \$ 4,274,522 | \$ 0 |
| Planning Commission | 4,704,257 | 5,094,293 | 5,690,713 | 5,639,562 |
| | <u>4,704,257</u> | <u>5,094,293</u> | <u>9,965,235</u> | <u>5,639,562</u> |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 0 | 575,000 | 6,479,384 |
| Total | <u>\$ 4,704,257</u> | <u>\$ 5,094,293</u> | <u>\$ 10,540,235</u> | <u>\$ 12,118,946</u> |

Local Housing Assistance Program Fund

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

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Intergovernmental Revenue | \$ 5,575,959 | \$ 1,423,110 | \$ 8,464,044 | \$ 8,417,862 |
| Miscellaneous Revenues | 1,638,913 | 765,377 | 1,000,000 | 1,254,357 |
| Gross Revenue | 7,214,872 | 2,188,487 | 9,464,044 | 9,672,219 |
| Interfund Transfers | 3 | 0 | 0 | 0 |
| Fund Balance | 7,203,027 | 7,097,128 | 0 | 0 |
| | 7,203,030 | 7,097,128 | 0 | 0 |
| Total | \$ 14,417,902 | \$ 9,285,615 | \$ 9,464,044 | \$ 9,672,219 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Affordable Housing | \$ 7,320,772 | \$ 2,595,387 | \$ 9,464,044 | \$ 9,672,219 |
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | 3 | 0 | 0 | 0 |
| Total | \$ 7,320,775 | \$ 2,595,387 | \$ 9,464,044 | \$ 9,672,219 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Local Option Taxes | \$ 0 | \$ 74,713,015 | \$ 110,000,000 | \$ 92,280,508 |
| Miscellaneous Revenues | \$ 0 | \$ 325,039 | \$ 0 | \$ 115,000 |
| Gross Revenue | 0 | 75,038,054 | 110,000,000 | 92,395,508 |
| Less 5% required By Law | 0 | 0 | (5,500,000) | (4,619,776) |
| Fund Balance | 0 | 0 | 82,000,000 | 171,043,100 |
| | 0 | 0 | 76,500,000 | 166,423,324 |
| Total | \$ 0 | \$ 75,038,054 | \$ 186,500,000 | \$ 258,818,832 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 0 | 186,500,000 | 258,818,832 |
| Total | \$ - | \$ - | \$ 186,500,000 | \$ 258,818,832 |

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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 77,139 | \$ 94,911 | \$ 74,344 | \$ 70,644 |
| Gross Revenue | 77,139 | 94,911 | 74,344 | 70,644 |
| Less 5% Required By Law | 0 | 0 | (3,717) | (3,532) |
| Interfund Transfers | 1,344,776 | 1,048,131 | 1,241,426 | 1,244,062 |
| Fund Balance | 290,585 | 563,308 | 355,000 | 355,600 |
| | <u>1,635,361</u> | <u>1,611,439</u> | <u>1,592,709</u> | <u>1,596,130</u> |
| Total | \$ 1,712,500 | \$ 1,706,350 | \$ 1,667,053 | \$ 1,666,774 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 1,149,192 | \$ 1,331,227 | \$ 1,334,824 | \$ 1,331,915 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 332,229 | 334,859 |
| Total | \$ 1,149,192 | \$ 1,331,227 | \$ 1,667,053 | \$ 1,666,774 |

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 Tampa Convention Center and to the facility now known as George M. Steinbrenner Field, formerly known as Legends Field. The Series 2017B Bonds were 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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 13,363 | \$ 33,456 | \$ 7,600 | \$ 7,053 |
| Gross Revenue | 13,363 | 33,456 | 7,600 | 7,053 |
| Less 5% Required By Law | 0 | 0 | (380) | (353) |
| Interfund Transfers | 1,613,180 | 2,301,122 | 2,435,466 | 2,151,069 |
| Fund Balance | 2,393,472 | 1,659,297 | 1,539,000 | 1,839,100 |
| | <u>4,006,652</u> | <u>3,960,419</u> | <u>3,974,086</u> | <u>3,989,816</u> |
| Total | \$ 4,020,015 | \$ 3,993,875 | \$ 3,981,686 | \$ 3,996,869 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 2,360,719 | \$ 2,297,187 | \$ 2,300,732 | \$ 2,306,411 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 1,680,954 | 1,690,458 |
| Total | \$ 2,360,719 | \$ 2,297,187 | \$ 3,981,686 | \$ 3,996,869 |

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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 7,709 | \$ 24,002 | \$ 1,500 | \$ 5,684 |
| Gross Revenue | 7,709 | 24,002 | 1,500 | 5,684 |
| Less 5% Required By Law | 0 | 0 | (75) | (284) |
| Interfund Transfers | 2,235,519 | 2,318,179 | 2,087,305 | 2,074,453 |
| Fund Balance | 1,022,058 | 1,237,743 | 1,478,000 | 1,508,000 |
| | <u>3,257,577</u> | <u>3,555,922</u> | <u>3,565,230</u> | <u>3,582,169</u> |
| Total | \$ 3,265,286 | \$ 3,579,924 | \$ 3,566,730 | \$ 3,587,853 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 2,027,544 | \$ 2,080,544 | \$ 2,084,695 | \$ 2,082,443 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 1,482,035 | 1,505,410 |
| Total | \$ 2,027,544 | \$ 2,080,544 | \$ 3,566,730 | \$ 3,587,853 |

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 Actual | FY20 Adopted | FY21 Recommended |
|-----------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|
| Current Ad Valorem Taxes | \$ 1,280,052 | \$ 1,397,364 | \$ 1,621,465 | \$ 1,758,610 |
| Delinquent Ad Valorem Taxes | 26,414 | 32,191 | 20,000 | 20,000 |
| Miscellaneous Revenues | 10,307 | 37,187 | 7,600 | 1,400 |
| Gross Revenue | <u>1,316,773</u> | <u>1,466,742</u> | <u>1,649,065</u> | <u>1,780,010</u> |
| Less 5% Required By Law | 0 | 0 | (82,454) | (89,001) |
| Residual Equity | 12,245 | 16,206 | 0 | 0 |
| Fund Balance | 393,383 | 337,752 | 433,000 | 604,400 |
| | <u>405,628</u> | <u>353,958</u> | <u>350,546</u> | <u>515,399</u> |
| Total | <u>\$ 1,722,401</u> | <u>\$ 1,820,700</u> | <u>\$ 1,999,611</u> | <u>\$ 2,295,409</u> |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|----------------------------|----------------------------|----------------------------|-----------------------------|
| Elected Officials | | | | |
| Property Appraiser | \$ 10,167 | \$ 10,368 | \$ 19,159 | \$ 11,893 |
| Tax Collector | 37,129 | 39,591 | 49,424 | 50,916 |
| | <u>47,296</u> | <u>49,959</u> | <u>68,583</u> | <u>62,809</u> |
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | 1,337,353 | 1,336,288 | 1,336,538 | 1,334,288 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 594,490 | 898,312 |
| Total | <u>\$ 1,384,649</u> | <u>\$ 1,386,247</u> | <u>\$ 1,999,611</u> | <u>\$ 2,295,409</u> |

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 2009B 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 Actual | FY20 Adopted | FY21 Recommended |
|-----------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Current Ad Valorem Taxes | \$ 4,941,403 | \$ 5,413,200 | \$ 6,288,480 | \$ 6,831,240 |
| Delinquent Ad Valorem Taxes | 106,250 | 128,297 | 75,000 | 75,000 |
| Miscellaneous Revenues | 64,616 | 234,693 | 38,500 | 8,800 |
| Gross Revenue | 5,112,269 | 5,776,190 | 6,401,980 | 6,915,040 |
| Less 5% Required By Law | 0 | 0 | (320,099) | (345,752) |
| Interfund Transfers | 934,513 | 42,980,498 | 1,013 | 0 |
| Residual Equity | 37,030 | 50,030 | 0 | 0 |
| Fund Balance | 3,082,849 | 4,469,841 | 30,600 | 863,100 |
| | 4,054,392 | 47,500,369 | (288,486) | 517,348 |
| Total | \$ 9,166,661 | \$ 53,276,559 | \$ 6,113,494 | \$ 7,432,388 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Elected Officials | | | | |
| Property Appraiser | \$ 39,105 | \$ 40,274 | \$ 43,349 | \$ 46,067 |
| Tax Collector | 111,950 | 121,828 | 149,649 | 155,785 |
| | 151,055 | 162,102 | 192,998 | 201,852 |
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | 4,545,765 | 53,062,906 | 5,116,397 | 5,404,568 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 804,099 | 1,825,968 |
| Total | \$ 4,696,820 | \$ 53,225,008 | \$ 6,113,494 | \$ 7,432,388 |

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 in turn 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. The final maturity date of the Series 2015 Note is November 1, 2026.

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 15,565 | \$ 33,528 | \$ 0 | \$ 7,100 |
| Gross Revenue | 15,565 | 33,528 | 0 | 7,100 |
| Interfund Transfers | 1,139,298 | 2,126,298 | 2,049,807 | 1,972,421 |
| Fund Balance | 2,670,570 | 1,722,664 | 1,791,000 | 1,805,500 |
| | 3,809,868 | 3,848,962 | 3,840,807 | 3,777,921 |
| Total | \$ 3,825,433 | \$ 3,882,490 | \$ 3,840,807 | \$ 3,785,021 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 2,102,769 | \$ 2,030,972 | \$ 2,110,399 | \$ 2,103,535 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 1,730,408 | 1,681,486 |
| Total | \$ 2,102,769 | \$ 2,030,972 | \$ 3,840,807 | \$ 3,785,021 |

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 in turn 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 final maturity of the Series 2016 bonds is August 1, 2024.

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 298,156 | \$ 606,560 | \$ 591,787 | \$ 1,500 |
| Gross Revenue | 298,156 | 606,560 | 591,787 | 1,500 |
| Less 5% required By Law | 0 | 0 | (800) | (75) |
| Interfund Transfers | 1,563,031 | 1,875,173 | 2,146,488 | 2,740,084 |
| Fund Balance | 1,399,917 | 512,079 | 475,000 | 474,400 |
| | 2,962,948 | 2,387,252 | 2,620,688 | 3,214,409 |
| Total | \$ 3,261,104 | \$ 2,993,812 | \$ 3,212,475 | \$ 3,215,909 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 2,749,025 | \$ 2,746,425 | \$ 2,754,425 | \$ 2,758,300 |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 0 | 458,050 | 457,609 |
| Total | \$ 2,749,025 | \$ 2,746,425 | \$ 3,212,475 | \$ 3,215,909 |

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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 107,868 | \$ 404,172 | \$ 77,100 | \$ 48,800 |
| Gross Revenue | 107,868 | 404,172 | 77,100 | 48,800 |
| Less 5% Required By Law | 0 | 0 | (3,855) | (2,440) |
| Interfund Transfers | 0 | 2,494,189 | 0 | 10,000,000 |
| Fund Balance | 10,804,276 | 10,912,144 | 13,505,000 | 1,810,000 |
| | 10,804,276 | 13,406,333 | 13,501,145 | 11,807,560 |
| Total | \$ 10,912,144 | \$ 13,810,505 | \$ 13,578,245 | \$ 11,856,360 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 400,000 | \$ 11,900,000 | \$ 10,450,000 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 1,678,245 | 1,406,360 |
| Total | \$ 0 | \$ 400,000 | \$ 13,578,245 | \$ 11,856,360 |

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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 20,345 | \$ 110,593 | \$ 12,800 | \$ 11,300 |
| Gross Revenue | 20,345 | 110,593 | 12,800 | 11,300 |
| Less 5% Required By Law | 0 | 0 | (640) | (565) |
| Interfund Transfers | 2,273,100 | 1,895,844 | 2,267,840 | 5,780,806 |
| Fund Balance | 2,430,882 | 2,696,847 | 2,300,000 | 2,525,100 |
| | 4,703,982 | 4,592,691 | 4,567,200 | 8,305,341 |
| Total | \$ 4,724,327 | \$ 4,703,284 | \$ 4,580,000 | \$ 8,316,641 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 2,027,481 | \$ 1,646,610 | \$ 2,580,000 | \$ 6,302,000 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 2,000,000 | 2,014,641 |
| Interfund Transfers | 0 | 9 | 0 | 0 |
| | 0 | 9 | 2,000,000 | 2,014,641 |
| Total | \$ 2,027,481 | \$ 1,646,619 | \$ 4,580,000 | \$ 8,316,641 |

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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| 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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| 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 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Miscellaneous Revenues | \$ 56,678 | \$ 144,779 | \$ 40,000 | \$ 31,600 |
| Gross Revenue | 56,678 | 144,779 | 40,000 | 31,600 |
| Less 5% Required By Law | 0 | 0 | (2,000) | (1,580) |
| Interfund Transfers | 9,997,492 | 9,921,860 | 10,004,888 | 9,905,859 |
| Fund Balance | 7,634,518 | 7,814,363 | 7,912,000 | 8,214,200 |
| | 17,632,010 | 17,736,223 | 17,914,888 | 18,118,479 |
| Total | \$ 17,688,688 | \$ 17,881,002 | \$ 17,954,888 | \$ 18,150,079 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY20 Adopted | FY21 Recommended |
|---------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 9,874,325 | \$ 9,848,075 | \$ 9,859,700 | \$ 9,851,245 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 8,095,188 | 8,298,834 |
| Total | \$ 9,874,325 | \$ 9,848,075 | \$ 17,954,888 | \$ 18,150,079 |

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 the 2012 Capital Improvement Program (CIP) Revenue Bonds, which were issued to pay off \$50 million in commercial paper notes and to provide \$25 million in new funding for capital improvement projects, and on the 2017 CIP Refunding Revenue Note, which advance refunded a portion of the Series 2012 Bonds. 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 29,948 | \$ 118,016 | \$ 24,600 | \$ 6,000 |
| Gross Revenue | 29,948 | 118,016 | 24,600 | 6,000 |
| Less 5% Required By Law | 0 | 0 | (1,230) | (300) |
| Debt Proceeds | 27,217,425 | 0 | 0 | 0 |
| Interfund Transfers | 6,094,080 | 8,381,970 | 6,654,222 | 6,483,968 |
| Fund Balance | 1,170,213 | 590,563 | 2,400,000 | 2,428,100 |
| | <u>34,481,718</u> | <u>8,972,533</u> | <u>9,052,992</u> | <u>8,911,768</u> |
| Total | \$ 34,511,666 | \$ 9,090,549 | \$ 9,077,592 | \$ 8,917,768 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 33,921,102 | \$ 6,666,424 | \$ 6,678,764 | \$ 6,677,964 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 2,398,828 | 2,239,804 |
| Total | \$ 33,921,102 | \$ 6,666,424 | \$ 9,077,592 | \$ 8,917,768 |

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 final maturity date of the Series 2015 Note is October 1, 2026.

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Charges for Services | \$ 409,798 | \$ 407,632 | \$ 330,000 | \$ 100,000 |
| Miscellaneous Revenues | 12,754 | 31,798 | 8,100 | 5,900 |
| Gross Revenue | 422,552 | 439,430 | 338,100 | 105,900 |
| Less 5% Required By Law | 0 | 0 | (16,905) | (5,295) |
| Interfund Transfers | 154,729 | 848,603 | 502,504 | 1,012,658 |
| Fund Balance | 1,990,014 | 1,423,011 | 1,403,000 | 1,130,500 |
| | 2,144,743 | 2,271,614 | 1,888,599 | 2,137,863 |
| Total | \$ 2,567,295 | \$ 2,711,044 | \$ 2,226,699 | \$ 2,243,763 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 1,144,284 | \$ 1,145,358 | \$ 1,153,969 | \$ 1,151,746 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 1,072,730 | 1,092,017 |
| Total | \$ 1,144,284 | \$ 1,145,358 | \$ 2,226,699 | \$ 2,243,763 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 20,487 | \$ 57,654 | \$ 15,800 | \$ 10,530 |
| Gross Revenue | 20,487 | 57,654 | 15,800 | 10,530 |
| Less 5% Required By Law | 0 | 0 | (790) | (527) |
| Interfund Transfers | 4,043,751 | 4,044,751 | 4,047,750 | 4,248,907 |
| Fund Balance | 2,855,770 | 2,885,658 | 2,850,000 | 2,937,300 |
| | 6,899,521 | 6,930,409 | 6,896,960 | 7,185,680 |
| Total | \$ 6,920,008 | \$ 6,988,063 | \$ 6,912,760 | \$ 7,196,210 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 4,034,350 | \$ 4,035,350 | \$ 4,097,750 | \$ 4,112,650 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 2,815,010 | 3,083,560 |
| Total | \$ 4,034,350 | \$ 4,035,350 | \$ 6,912,760 | \$ 7,196,210 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 3,760 | \$ 6,641 | \$ 0 | \$ 0 |
| Gross Revenue | 3,760 | 6,641 | 0 | 0 |
| Fund Balance | 376,604 | 380,364 | 0 | 0 |
| Total | \$ 380,364 | \$ 387,005 | \$ 0 | \$ 0 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | 0 | 387,222 | 0 | 0 |
| Total | \$ 0 | \$ 387,222 | \$ 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 114,523 | \$ 300,861 | \$ 55,700 | \$ 64,500 |
| Gross Revenue | 114,523 | 300,861 | 55,700 | 64,500 |
| Less 5% Required By Law | 0 | 0 | (2,785) | (3,225) |
| Interfund Transfers | 19,775,959 | 20,699,400 | 20,411,585 | 20,371,259 |
| Fund Balance | 5,267,266 | 15,793,548 | 16,204,000 | 16,616,800 |
| | 25,043,225 | 36,492,948 | 36,612,800 | 36,984,834 |
| Total | \$ 25,157,748 | \$ 36,793,809 | \$ 36,668,500 | \$ 37,049,334 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 9,364,200 | \$ 20,327,850 | \$ 20,336,000 | \$ 20,318,500 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 16,332,500 | 16,730,834 |
| Total | \$ 9,364,200 | \$ 20,327,850 | \$ 36,668,500 | \$ 37,049,334 |

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 non-ad valorem debt for the acquisition, management and restoration of environmentally sensitive lands. The bond issuance occurred in 2019 and 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 0 | \$ 19,016 | \$ 0 | \$ 8,000 |
| Gross Revenue | 0 | 19,016 | 0 | 8,000 |
| Less 5% Required By Law | 0 | 0 | 0 | (400) |
| Debt Proceeds | | 110,042,471 | | |
| Fund Balance | \$ 2,462,361 | \$ 2,462,000 | \$ 2,462,000 | \$ 2,588,600 |
| Total | \$ 2,462,361 | \$ 112,523,487 | \$ 2,462,000 | \$ 2,596,200 |

| Appropriations by Organization | FY 18 Actual | FY 19 Adopted | FY 20 Adopted | FY 21 Planned |
|---------------------------------------|-------------------------|--------------------------|--------------------------|--------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 993,903 | \$ 0 | \$ 0 |
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | 0 | 109,003,573 | 0 | 0 |
| Reserves & Refunds | 0 | | 2,462,000 | 2,596,200 |
| Total | \$ 0 | \$ 109,997,476 | \$ 2,462,000 | \$ 2,596,200 |

2017 Capital Improvement Program- Tax-Exempt Commercial Paper Sinking Fund

This debt service fund accounts for the payment of principal and interest on commercial paper notes issued to provide interim financing for projects included within the scope of the Series 2019 Capital Improvement Non-Ad Valorem Revenue Bonds. The Series 2019 Bonds were issued in June 2019.

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenue | \$ 4,259 | \$ 0 | \$ 0 | \$ 0 |
| Gross Revenue | 4,259 | 0 | 0 | 0 |
| Interfund Transfers | 200,000 | 387,222 | 5,429,611 | 3,937,170 |
| Other | 0 | 0 | 0 | 0 |
| Fund Balance | 609,175 | 613,433 | 1,022,000 | 1,945,100 |
| | 809,175 | 1,000,655 | 6,451,611 | 5,882,270 |
| Total | \$ 813,434 | \$ 1,000,655 | \$ 6,451,611 | \$ 5,882,270 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 10,654,191 | \$ 5,618,429 | \$ 5,049,088 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 833,182 | 833,182 |
| Interfund Transfers | 200,000 | 0 | 0 | 0 |
| | 200,000 | 0 | 833,182 | 833,182 |
| Total | \$ 200,000 | \$ 10,654,191 | \$ 6,451,611 | \$ 5,882,270 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 14,047 | \$ 191,585 | \$ 10,000 | \$ 19,000 |
| Gross Revenue | 14,047 | 191,585 | 10,000 | 19,000 |
| Less 5% Required By Law | 0 | 0 | (500) | (950) |
| Interfund Transfers | 675,626 | 6,787,646 | 6,537,117 | 6,747,280 |
| Other | 69,933,797 | 0 | 0 | 0 |
| Fund Balance | 0 | 4,192,460 | 5,208,000 | 5,117,600 |
| | <u>70,609,423</u> | <u>10,980,106</u> | <u>11,744,617</u> | <u>11,863,930</u> |
| Total | \$ 70,623,470 | \$ 11,171,691 | \$ 11,754,617 | \$ 11,882,930 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 321,010 | \$ 2,315,220 | \$ 6,836,825 | \$ 6,848,575 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 4,917,792 | 5,034,355 |
| Interfund Transfers | 66,110,000 | 3,500,000 | 0 | 0 |
| | <u>66,110,000</u> | <u>3,500,000</u> | <u>4,917,792</u> | <u>5,034,355</u> |
| Total | \$ 66,431,010 | \$ 5,815,220 | \$ 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| 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 | 72,662,863 |
| Fund Balance | 0 | 0 | 0 | 914,500 |
| | 0 | 0 | 183,094,270 | 73,577,363 |
| Total | \$ 0 | \$ 0 | \$ 183,094,270 | \$ 73,577,363 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| 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 | 68,227,363 |
| | 0 | 0 | 177,744,270 | 68,227,363 |
| Total | \$ 0 | \$ 0 | \$ 183,094,270 | \$ 73,577,363 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| 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 | 5,500,000 |
| | 0 | 0 | 5,950,000 | 5,950,000 |
| Total | \$ 0 | \$ 0 | \$ 5,950,000 | \$ 5,950,000 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 0 | \$ 450,000 | \$ 450,000 |
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | 0 | 0 | 5,500,000 | 5,500,000 |
| | 0 | 0 | 5,500,000 | 5,500,000 |
| Total | \$ 0 | \$ 0 | \$ 5,950,000 | \$ 5,950,000 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other | \$ 0 | \$ 149,592,659 | \$ 0 | \$ 0 |
| Total | \$ 0 | \$ 149,592,659 | \$ 0 | \$ 0 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 1,471,831 | \$ 0 | \$ 0 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 0 | 0 |
| Interfund Transfers | 0 | 148,033,000 | 0 | 0 |
| Total | \$ 0 | \$ 149,504,831 | \$ 0 | \$ 0 |

2020 Transportation Master Plan Revenue Bonds- Sinking Fund

This debt service fund accounts for the principal and interest on a future bond issuance that will provide funding for multiple transportation projects included in the Board-approved transportation master plan.

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Interfund Transfers | \$ 0 | \$ 0 | \$ 0 | \$ 10,000,000 |
| Other | 0 | 0 | 0 | 190,000,000 |
| Total | \$ 0 | \$ 0 | \$ 0 | \$ 200,000,000 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 0 | \$ 0 | \$ 14,601,945 |
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | 0 | 0 | 0 | 185,398,055 |
| Total | \$ 0 | \$ 0 | \$ 0 | \$ 200,000,000 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 3,031 | \$ 6,364 | \$ 2,900 | \$ 2,200 |
| Gross Revenue | 3,031 | 6,364 | 2,900 | 2,200 |
| Less 5% Required By Law | 0 | 0 | (145) | (110) |
| Interfund Transfers | 1,486,100 | 1,132,923 | 1,740,000 | 1,220,665 |
| Fund Balance | 183,607 | 582,530 | 297,000 | 877,200 |
| | 1,669,707 | 1,715,453 | 2,036,855 | 2,097,755 |
| Total | \$ 1,672,738 | \$ 1,721,817 | \$ 2,039,755 | \$ 2,099,955 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Debt Service Accounts | \$ 1,090,207 | \$ 1,163,512 | \$ 1,708,000 | \$ 1,699,955 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 331,755 | 400,000 |
| | 0 | 0 | 331,755 | 400,000 |
| Total | \$ 1,090,207 | \$ 1,163,512 | \$ 2,039,755 | \$ 2,099,955 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 0 | \$ 17,365 | \$ 0 | \$ 0 |
| Gross Revenue | 0 | 17,365 | 0 | 0 |
| Interfund Transfers | 10,625,000 | 10,325,000 | 20,004,250 | 16,665,000 |
| Fund Balance | 21,957,136 | 21,323,363 | 27,542,643 | 37,778,975 |
| | <u>32,582,136</u> | <u>31,648,363</u> | <u>47,546,893</u> | <u>54,443,975</u> |
| Total | \$ 32,582,136 | \$ 31,665,728 | \$ 47,546,893 | \$ 54,443,975 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 11,258,777 | \$ 5,458,869 | \$ 46,940,227 | \$ 54,212,445 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 606,666 | 231,530 |
| Total | \$ 11,258,777 | \$ 5,458,869 | \$ 47,546,893 | \$ 54,443,975 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 148,698 | \$ 445,574 | \$ 129,462 | \$ - |
| Gross Revenue | 148,698 | 445,574 | 129,462 | 0 |
| Interfund Transfers | 13,206,232 | 8,396,584 | 10,560,183 | 8,631,865 |
| Fund Balance | 8,393,351 | 13,227,247 | 11,163,784 | 8,853,788 |
| | 21,599,583 | 21,623,831 | 21,723,967 | 17,485,653 |
| Total | \$ 21,748,281 | \$ 22,069,405 | \$ 21,853,429 | \$ 17,485,653 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 2,659,801 | \$ 5,958,499 | \$ 16,115,102 | \$ 10,895,850 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 680,589 | 357,938 |
| Interfund Transfers | 5,861,232 | 5,137,313 | 5,057,738 | 6,231,865 |
| | 5,861,232 | 5,137,313 | 5,738,327 | 6,589,803 |
| Total | \$ 8,521,033 | \$ 11,095,812 | \$ 21,853,429 | \$ 17,485,653 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 8,728 | \$ 12,564 | \$ 20,355 | \$ 1,900 |
| Gross Revenue | 8,728 | 12,564 | 20,355 | 1,900 |
| Fund Balance | 956,828 | 857,334 | 125,084 | 135,483 |
| Total | \$ 965,556 | \$ 869,898 | \$ 145,439 | \$ 137,383 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 108,222 | \$ 749,651 | \$ 94,480 | \$ 81,308 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 50,959 | 56,075 |
| Total | \$ 108,222 | \$ 749,651 | \$ 145,439 | \$ 137,383 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 80,866 | \$ 191,781 | \$ 159,753 | \$ 23,900 |
| Gross Revenue | 80,866 | 191,781 | 159,753 | 23,900 |
| Residual Equity | 4,885 | 0 | 0 | 0 |
| Fund Balance | 13,427,029 | 6,162,664 | 4,800,942 | 4,675,973 |
| Total | \$ 13,512,780 | \$ 6,354,445 | \$ 4,960,695 | \$ 4,699,873 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 7,350,116 | \$ 1,022,015 | \$ 4,960,695 | \$ 3,912,623 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 0 | 787,250 |
| Total | \$ 7,350,116 | \$ 1,022,015 | \$ 4,960,695 | \$ 4,699,873 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other | \$ 0 | \$ 0 | \$ 11,700,000 | \$ 400,000 |
| Total | \$ 0 | \$ - | \$ 11,700,000 | \$ 400,000 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Governmental Agencies | \$ 0 | \$ 0 | \$ 11,648,144 | \$ 315,757 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refund | 0 | 0 | 51,856 | 84,243 |
| Total | \$ 0 | \$ - | \$ 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Fund Balance | \$ 3,535,317 | \$ 990,248 | \$ 980,920 | \$ - |
| Total | \$ 3,535,317 | \$ 990,248 | \$ 980,920 | \$ - |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 2,545,069 | \$ 60,578 | \$ 980,920 | \$ - |
| Total | \$ 2,545,069 | \$ 60,578 | \$ 980,920 | \$ - |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ (3,818) | \$ 916,711 | \$ 0 | \$ 262,100 |
| Gross Revenue | (3,818) | 916,711 | 0 | 262,100 |
| Interfund Transfers | 0 | 154,268,028 | 0 | 0 |
| Other | 0 | 5,500,000 | 0 | 0 |
| Fund Balance | 4,412,627 | (7,055,417) | 153,058,745 | 102,146,446 |
| | 4,412,627 | 152,712,611 | 153,058,745 | 102,146,446 |
| Total | \$ 4,408,809 | \$ 153,629,322 | \$ 153,058,745 | \$ 102,408,546 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 7,086,093 | \$ 11,293,410 | \$ 142,062,799 | \$ 102,408,546 |
| Debt Service Accounts | 78,133 | 76 | 10,995,946 | 0 |
| | 7,164,226 | 11,293,486 | 153,058,745 | 102,408,546 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 346,929 | 0 | 0 |
| Interfund Transfers | 4,300,000 | 0 | 0 | 0 |
| | 4,300,000 | 346,929 | 0 | 0 |
| Total | \$ 11,464,226 | \$ 11,640,415 | \$ 153,058,745 | \$ 102,408,546 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 7,043 | \$ 1,961 | \$ 0 | \$ 0 |
| Gross Revenue | 7,043 | 1,961 | 0 | 0 |
| Fund Balance | 4,280,428 | 151,471 | 0 | 0 |
| Total | \$ 4,287,471 | \$ 153,432 | \$ 0 | \$ 0 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Governmental Agencies | 4,136,000 | 153,432 | - | - |
| Total | \$ 4,136,000 | \$ 153,432 | \$ 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Interfund Transfers | 0 | 0 | 5,500,000 | 5,500,000 |
| Total | \$ - | \$ - | \$ 5,500,000 | \$ 5,500,000 |

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

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Interfund Transfers | 0 | 0 | 13,500,000 | 0 |
| Fund Balance | 0 | 0 | 0 | 13,206,885 |
| Total | \$ - | \$ - | \$ 13,500,000 | \$ 13,206,885 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | - | - | 13,500,000 | 13,206,885 |
| Total | \$ 0 | \$ 0 | \$ 13,500,000 | \$ 13,206,885 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Intergovernmental Revenue | \$ 3,471,623 | \$ 470,770 | \$ 0 | \$ 0 |
| Miscellaneous Revenues | 568,043 | 635,694 | 296,625 | 340,501 |
| Gross Revenue | 4,039,666 | 1,106,464 | 296,625 | 340,501 |
| Interfund Transfers | 0 | 68,825,614 | 0 | 0 |
| Other | 937,359 | 1,470,770 | 0 | 0 |
| Fund Balance | 13,938,384 | 15,042,560 | 81,311,161 | 58,809,316 |
| | 14,875,743 | 85,338,944 | 81,311,161 | 58,809,316 |
| Total | \$ 18,915,409 | \$ 86,445,408 | \$ 81,607,786 | \$ 59,149,817 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 2,938,338 | \$ 2,708,402 | \$ 79,150,733 | \$ 55,869,648 |
| Debt Service Accounts | 0 | 1,133,794 | 0 | 0 |
| | 2,938,338 | 3,842,196 | 79,150,733 | 55,869,648 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 2,456,040 | 3,280,169 |
| Interfund Transfers | 934,513 | 1,302,539 | 1,013 | 0 |
| | 934,513 | 1,302,539 | 2,457,053 | 3,280,169 |
| Total | \$ 3,872,851 | \$ 5,144,735 | \$ 81,607,786 | \$ 59,149,817 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ (6,381) | \$ 897,931 | \$ 400 | \$ 262,300 |
| Gross Revenue | (6,381) | 897,931 | 400 | 262,300 |
| Less 5% required By Law | 0 | 0 | (20) | 0 |
| Interfund Transfers | 400,000 | 6,485,028 | 3,195,000 | 2,688,800 |
| Other | 1,543 | 11,100,000 | 22,600,000 | 26,937,580 |
| Fund Balance | 61,429 | (8,892,911) | 153,092,745 | 102,194,346 |
| | 462,972 | 8,692,117 | 178,887,725 | 131,820,726 |
| Total | \$ 456,591 | \$ 9,590,048 | \$ 178,888,125 | \$ 132,083,026 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | \$ 7,086,093 | \$ 5,713,551 | \$ 156,562,799 | \$ 115,735,046 |
| Debt Service Accounts | 176,096 | 172,394 | 14,190,946 | 2,689,000 |
| Governmental Agencies | 1,999,940 | 3,582,882 | 8,100,000 | 13,611,080 |
| | 9,262,129 | 9,468,827 | 178,853,745 | 132,035,126 |
| Non-Expenditure Accounts | | | | |
| Reserves and Refund | 0 | 0 | 34,380 | 47,900 |
| Interfund Transfers | 4,500,000 | 0 | 0 | 0 |
| | 4,500,000 | 0 | 34,380 | 47,900 |
| Total | \$ 13,762,129 | \$ 9,468,827 | \$ 178,888,125 | \$ 132,083,026 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Permits, Fees & Special Assessments | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| Charges for Services | 107,325,794 | 109,158,144 | 119,216,098 | 139,789,041 |
| Miscellaneous Revenues | 2,802,543 | 9,646,590 | 3,514,772 | 672,158 |
| Gross Revenue | 110,378,337 | 119,054,734 | 122,980,870 | 140,711,199 |
| Less 5% Required By Law | 0 | 0 | (6,074,023) | (7,027,530) |
| Intrafund Transfers | 111,475,248 | 112,719,901 | 170,008,660 | 174,415,279 |
| Other | (7,241,602) | (7,055,131) | 0 | 0 |
| Fund Balance | 166,857,051 | 168,542,220 | 214,235,013 | 212,926,780 |
| | 271,090,697 | 274,206,990 | 378,169,650 | 380,314,529 |
| Total | \$381,469,034 | \$393,261,724 | \$501,150,520 | \$521,025,728 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Environmental Services Division | \$163 | \$3,312 | \$90,111 | \$182,563 |
| Facilities Management | 85,391 | 137,349 | 259,794 | 254,998 |
| Geospatial & Land Acquisition | 0 | 17,828 | 18,942 | 19,531 |
| Information & Innovation Office | 307,318 | 235,957 | 348,574 | 328,778 |
| Procurement Services | 68,213 | 61,102 | 86,815 | 88,236 |
| Water Resources | 4,758,832 | 5,616,678 | 6,194,450 | 5,759,952 |
| Solid Waste | 80,998,624 | 84,640,584 | 91,071,321 | 125,262,526 |
| | 86,218,541 | 90,712,810 | 98,070,007 | 131,896,584 |
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | 434,298 | 2,300,540 | 33,419,839 | 27,098,500 |
| Debt Service Accounts | 12,976,630 | 13,093,652 | 13,029,150 | 13,000,692 |
| | 13,410,928 | 15,394,192 | 46,448,989 | 40,099,192 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 3,865 | 2,168 | 186,622,864 | 174,614,673 |
| Interfund Transfers | 111,475,248 | 112,719,901 | 170,008,660 | 174,415,279 |
| | 111,479,113 | 112,722,069 | 356,631,524 | 349,029,952 |
| Total | \$211,108,582 | \$218,829,071 | \$501,150,520 | \$521,025,728 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Permits, Fees & Special Assessments | \$ 13,963,264 | \$ 15,031,753 | \$ 13,702,694 | \$ 13,956,690 |
| Intergovernmental Revenue | 1,521,375 | 2,934,378 | 3,650,316 | 445,225 |
| Charges for Services | 251,124,494 | 261,903,943 | 272,002,535 | 305,766,578 |
| Fines and Forfeits | 48,583 | 56,531 | 57,750 | 60,635 |
| Miscellaneous Revenues | 8,657,570 | 18,072,039 | 9,112,507 | 3,061,891 |
| Gross Revenue | 275,315,286 | 297,998,644 | 298,525,802 | 323,291,019 |
| Less 5% Required By Law | 0 | 0 | (14,581,143) | (16,056,966) |
| Interfund Transfers | 0 | 0 | 5,068,500 | 6,736,500 |
| Intrafund Transfers | 252,099,924 | 303,535,182 | 391,623,119 | 302,206,562 |
| Other | (21,957,478) | (1,498,049) | 112,656,525 | 538,119 |
| Fund Balance | 1,376,983,033 | 1,415,930,047 | 410,738,110 | 411,144,547 |
| | 1,607,125,479 | 1,717,967,180 | 905,505,111 | 704,568,762 |
| Total | \$ 1,882,440,765 | \$ 2,015,965,824 | \$ 1,204,030,913 | \$ 1,027,859,781 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Communications & Digital Media | \$ 99,947 | \$ 104,749 | \$ 116,786 | \$ 119,361 |
| Development Services | 430,756 | 318,902 | 431,722 | 452,873 |
| Engineering and Operations | 0 | 31 | 263,698 | 871 |
| Environmental Services Division | 3,315,784 | 4,038,037 | 9,206,874 | 10,265,274 |
| Geospatial & Land Acquisition | 0 | 449,826 | 637,380 | 184,917 |
| Information & Innovation Office | 990,878 | 986,733 | 1,093,566 | 772,032 |
| Procurement Services | 372,370 | 349,282 | 401,184 | 388,258 |
| Water Resources | 174,129,556 | 194,503,151 | 199,607,139 | 220,921,955 |
| Solid Waste | 83,167 | 86,096 | 204 | 0 |
| Facilities Management | 184,918 | 145,712 | 0 | 0 |
| | 179,607,376 | 200,982,519 | 211,758,553 | 233,105,541 |
| Non-Departmental Organizations | | | | |
| Capital Improvement Projects | 154,662,612 | 95,229,184 | 222,275,021 | 221,311,004 |
| Debt Service Accounts | 16,528,524 | 16,584,550 | 127,700,705 | 18,440,250 |
| | 171,191,136 | 111,813,734 | 349,975,726 | 239,751,254 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 250,173,515 | 252,796,424 |
| Interfund Transfers | 252,099,924 | 303,535,182 | 392,123,119 | 302,206,562 |
| | 252,099,924 | 303,535,182 | 642,296,634 | 555,002,986 |
| Total | \$ 602,898,436 | \$ 616,331,435 | \$ 1,204,030,913 | \$ 1,027,859,781 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Charges for Services | \$31,636,263 | \$34,845,887 | \$37,151,200 | \$36,902,000 |
| Miscellaneous Revenues | 1,264,835 | 2,638,247 | 1,947,934 | 1,066,200 |
| Gross Revenue | 32,901,098 | 37,484,134 | 39,099,134 | 37,968,200 |
| Less 5% Required By Law | 0 | 0 | (1,926,561) | (1,898,410) |
| Interfund Transfers | 0 | 402,800 | 57,260 | 48,403 |
| Other | (818,581) | 718,209 | 0 | 0 |
| Fund Balance | 66,731,135 | 67,376,877 | 41,367,901 | 46,612,715 |
| | 65,912,554 | 68,497,886 | 39,498,600 | 44,762,708 |
| Total | \$98,813,652 | \$105,982,020 | \$78,597,734 | \$82,730,908 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Fleet Services | \$29,851,292 | \$28,734,803 | \$42,166,891 | \$46,118,725 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 10 | 36,430,843 | 36,612,183 |
| Total | \$29,851,292 | \$28,734,813 | \$78,597,734 | \$82,730,908 |

Self-Insurance Fund

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

| Revenues by Source | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Intergovernmental Revenue | \$ 5,260 | \$ 44,953 | \$ 5,000 | \$ 12,000 |
| Charges for Services | 111,522,958 | 115,381,476 | 120,302,467 | 125,023,885 |
| Fines and Forfeits | 40 | (40) | 200 | 0 |
| Miscellaneous Revenues | 6,203,191 | 13,588,773 | 7,494,573 | 5,611,100 |
| Gross Revenue | 117,731,449 | 129,015,162 | 127,802,240 | 130,646,985 |
| Less 5% Required By Law | 0 | | (1,156,751) | (1,191,305) |
| Interfund Transfers | 0 | 4,295,408 | 3,000,000 | 11,000,000 |
| Intrafund Transfers | 1,100,000 | 1,700,000 | 1,400,000 | 1,400,000 |
| Residual Equity | 3,649,496 | 3,897,980 | 3,410,000 | 1,800,000 |
| Fund Balance | 208,502,079 | 200,578,129 | 218,248,804 | 175,479,479 |
| | 213,251,575 | 210,471,517 | 224,902,053 | 188,488,174 |
| Total | \$ 330,983,024 | \$ 339,486,679 | \$ 352,704,293 | \$ 319,135,159 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| County Administrator | | | | |
| Human Resources Department | \$ 648,376 | \$ 1,167,526 | \$ 1,483,251 | \$ 1,513,219 |
| Management & Budget | 7,282 | - | - | - |
| Risk Management & Safety Division | 771,436 | 493,049 | 1,007,862 | 1,113,187 |
| | 1,427,094 | 1,660,575 | 2,491,113 | 2,626,406 |
| Non-Departmental Organizations | | | | |
| Non-Departmental Allotments | 106,079,240 | 117,180,228 | 130,950,220 | 132,951,604 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 750 | 217,862,960 | 182,157,149 |
| Interfund Transfers | 22,905,000 | 1,700,000 | 1,400,000 | 1,400,000 |
| | 22,905,000 | 1,700,750 | 219,262,960 | 183,557,149 |
| Total | \$ 130,411,334 | \$ 120,541,553 | \$ 352,704,293 | \$ 319,135,159 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Permits, Fees & Special Assessments | \$ 9,661,443 | \$ 9,667,933 | \$ 9,670,000 | \$ 9,433,500 |
| Miscellaneous Revenues | 39,335 | 194,609 | 37,000 | 15,000 |
| Gross Revenue | 9,700,778 | 9,862,542 | 9,707,000 | 9,448,500 |
| Less 5% Required By Law | 0 | | (485,350) | (471,675) |
| Fund Balance | 21,200,816 | 17,960,669 | 3,229,000 | 4,455,200 |
| | 21,200,816 | 17,960,669 | 2,743,650 | 3,983,525 |
| Total | \$ 30,901,594 | \$ 27,823,211 | \$ 12,450,650 | \$ 13,432,025 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 9,137,600 | \$ 8,934,724 | \$ 9,135,417 | \$ 1,243,054 |
| Non-Expenditure Accounts | | | | |
| Reserves & Refunds | 0 | 0 | 3,315,233 | 12,188,971 |
| Total | \$ 9,137,600 | \$ 8,934,724 | \$ 12,450,650 | \$ 13,432,025 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Miscellaneous Revenues | \$ 8,400 | \$ 4,694 | \$ 0 | \$ 3,400 |
| Gross Revenue | 8,400 | 4,694 | 0 | 3,400 |
| Less 5% Required By Law | | | | |
| Fund Balance | 1,155,450 | 1,163,850 | 8,500 | 862,900 |
| | 1,155,450 | 1,163,850 | 8,500 | 862,900 |
| Total | \$ 1,163,850 | \$ 1,168,544 | \$ 8,500 | \$ 866,300 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | \$ 0 | \$ 0 | \$ 8,500 | \$ 866,300 |
| Total | \$ 0 | \$ 0 | \$ 8,500 | \$ 866,300 |

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 | FY 19 | FY 20 | FY 21 |
|-------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| | Actual | Actual | Adopted | Recommended |
| Permits, Fees & Special Assessments | \$ 1,592,912 | \$ 571,205 | \$ 2,620,000 | \$ 20,000 |
| Miscellaneous Revenues | 54,681 | 30,634 | 0 | 23,100 |
| Gross Revenue | <u>1,647,593</u> | <u>601,839</u> | <u>2,620,000</u> | <u>43,100</u> |
| Fund Balance | 6,890,518 | 7,120,340 | 1,679,000 | 5,967,100 |
| | <u>6,890,518</u> | <u>7,120,340</u> | <u>1,679,000</u> | <u>5,967,100</u> |
| Total | <u>\$ 8,538,111</u> | <u>\$ 7,722,179</u> | <u>\$ 4,299,000</u> | <u>\$ 6,010,200</u> |

| Appropriations by Organization | FY 18 | FY 19 | FY 20 | FY 21 |
|---------------------------------------|-------------------------|--------------------|----------------------------|----------------------------|
| | Actual | Actual | Adopted | Recommended |
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 21,463 | \$ 0 | \$ 200,000 | \$ 200,000 |
| Non-Expenditure Accounts | | | | |
| Reserves and Refunds | | | 4,099,000 | 0 |
| Interfund Transfers | 0 | 0 | 0 | 5,810,200 |
| | <u>0</u> | <u>0</u> | <u>4,099,000</u> | <u>5,810,200</u> |
| Total | <u>\$ 21,463</u> | <u>\$ 0</u> | <u>\$ 4,299,000</u> | <u>\$ 6,010,200</u> |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other | \$ 0 | \$ 0 | \$ 0 | \$ 2,728,672 |
| Total | \$ 0 | \$ 0 | \$ 0 | \$ 2,728,672 |

| Appropriations by Organization | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Non-Departmental Organizations | | | | |
| Debt Service Accounts | \$ 0 | \$ 0 | \$ 0 | \$ 321,000 |
| Non-Expenditure Accounts | | | | |
| Interfund Transfers | 0 | 0 | 0 | 2,407,672 |
| Total | \$ 0 | \$ 0 | \$ 0 | \$ 2,728,672 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|----------------------|----------------------|----------------------|
| 00002 GENERAL FUNDS | | | | |
| 00003 Countywide General Fund | | | | |
| 00004 CW General Operating Fund-01001001 | \$592,224,684 | \$642,206,551 | \$935,941,969 | \$966,178,766 |
| 00005 Economic Devel Activity Fund-01001006 | 1,439,943 | 1,737,953 | 16,223,227 | 18,667,119 |
| 00006 CW Gaming Compact Grf-01001005 | 2,475,667 | 2,555,850 | 8,671,549 | 6,029,780 |
| 00007 Hillsborough County Local Affordable Housing Fund Ord 19-19 | 0 | 0 | 0 | 23,829,115 |
| | 596,140,294 | 646,500,354 | 960,836,745 | 1,014,704,780 |
| 00050 Unincorporated Area General Fund | | | | |
| 00051 UA Gen Op Fund-01003001 | 398,322,617 | 438,597,406 | 548,344,643 | 560,784,432 |
| 00052 UA Econ Devel Activity Fund-01003006 | 664,519 | 844,147 | 8,204,891 | 8,231,844 |
| | 398,987,136 | 439,441,553 | 556,549,534 | 569,016,276 |
| GENERAL FUNDS TOTAL | 995,127,430 | 1,085,941,907 | 1,517,386,279 | 1,583,721,056 |
| 10000 SPECIAL REVENUE FUNDS | | | | |
| 10002 Countywide Special Revenue Funds | | | | |
| 10100 Public Art Prog Fd Ord 89-32-10002602 | 252,468 | 100,195 | 254,709 | 490,947 |
| 10101 Major Maint & Repair Proj Fd-R3M-10002606 | 4,350,320 | 5,517,850 | 12,365,993 | 14,301,625 |
| 10102 School Site Impact Fee Fd (10/05-10/06)10002636 | 0 | 416,194 | 0 | 0 |
| 10103 School Site Impact Fee Fd (11/06-)10002637 | 81,641,248 | 17,695,694 | 65,135,333 | 105,415,576 |
| 10104 School Impact Fee Interest Fd (11/06-) Ord 06-16 Art8 SectL | 0 | 0 | 3,976,392 | 4,094,750 |
| 10105 Crim Just Ed/Trg Fd-Fs318.18(11)D/938.15-10002702 | 692,215 | 768,765 | 5,663,695 | 4,862,895 |
| 10106 Crim Just Training Trust Fd R95-077-10002703 | 600,000 | 0 | 1,567,679 | 1,502,175 |
| 10107 County Boat Registr Fee Fd Ord08-32-10002705 | 516,205 | 518,374 | 1,106,699 | 1,055,626 |
| 10108 Sheriff'S Child Protect/Trng Facility Fd-10002708 | 0 | 0 | 564,996 | 564,996 |
| 10109 US Marshals/DOJ Asset Forfeiture Fd-10002709 | 306,920 | 876,330 | 4,090,171 | 3,865,005 |
| 10110 Drug Abuse Alternate Source Fd R91-0223-10002713 | 25,915 | 26,932 | 272,612 | 276,348 |
| 10111 800Mhz Intrgv Radio Comm Sys Fd Fs318.21-10002714 | 611,302 | 733,380 | 2,848,810 | 2,573,965 |
| 10112 Fla Contraband Forfeit Fd Fs 932.703/704-10002715 | 284,500 | 431,000 | 5,262,904 | 3,905,095 |
| 10113 Drug Abuse Tr Fd Fs 938.21/Ord 97-16-10002718 | 0 | 0 | 495,830 | 496,780 |
| 10114 Federal Treasury Asset Forfeiture Fd-10002719 | 85,475 | 0 | 298,591 | 296,050 |
| 10115 Children'S Advocacy Ctr Fd Ao 99-081-10002736 | 0 | 0 | 21,834 | 23,420 |
| 10116 Drug CT Prog Admin Fd Fs 796.07(6) 10002738 | 44,921 | 44,921 | 47,718 | 3,558 |
| 10117 State Court Innov Ord 04-33;Fs 939.185-10002742 | 1,740,881 | 1,767,893 | 2,170,886 | 2,157,110 |
| 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 | 1,698,660 | 1,707,707 | 1,729,158 |
| 10120 Court-Related Tech Fd Fs 28.24(12)E)1-10002745 | 6,751,429 | 6,871,691 | 9,350,768 | 9,017,577 |
| 10121 Traf Surcharge Tr Fd Fs 318.18/Ord 04-26-10002746 | 1,139,298 | 2,126,298 | 5,597,405 | 6,122,151 |
| 10122 Crime Prev/Safe Neighborhds Fs 775.083(2)10002747 | 726,093 | 683,444 | 2,705,991 | 2,620,781 |
| 10123 Child Supprt Incent Fd-Ss Act Title Iv-D-10002749 | 0 | 0 | 262,619 | 266,321 |
| 10124 Florida Dept Of Juvenile Justice Fd-10002750 | 3,217,572 | 3,352,154 | 3,978,350 | 3,842,596 |
| 10125 Vict Asst; Crime Prev & Yth Advoc R09-132-10002751 | 0 | 0 | 1,734,104 | 1,622,323 |
| 10126 Emerg Mgt Facil Plns Rev Fd Fac 9G-20.004-10002904 | 0 | 0 | 51,563 | 52,390 |
| 10127 Lcl Air Poll Ctrl Tag Fee Tr Fd Fs 320.03-10002905 | 1,203,432 | 1,196,556 | 1,374,965 | 1,366,710 |
| 10128 Medicaid Certified Match Prog-10002906 | 0 | 0 | 88,014 | 88,088 |
| 10129 Indigent Health Care Svcs Fd Fs 212.055-10002907 | 109,494,772 | 123,329,377 | 203,463,618 | 211,846,868 |
| 10131 Pollution Recovery Fd Lf 84-446-10002909 | 177,022 | 210,326 | 710,045 | 689,005 |
| 10133 State Rev Sharing Fd; Entitlement I & II-10002911 | 6,831,474 | 6,752,474 | 12,087,380 | 12,061,744 |
| 10134 911 Emer Tel Sys-Combined Fs365.173(2)?-10002917 | 6,836,146 | 7,316,284 | 10,035,622 | 10,255,848 |
| 10135 FL Boating Improv Prog Project Fd-Fs 328.72(15)-10002925 | 450,663 | 1,048,371 | 2,549,344 | 1,217,381 |
| 10137 Child Svcs Contrib Fd-10002968 BA A-40;7/13/11 | 4,028 | 3,762 | 7,094 | 4,517 |
| 10138 Animal Cont Spay/Neuter Inc Pymt Prog- BA B-1;9/5/01 | 343,940 | 276,080 | 457,500 | 457,500 |
| 10139 Animal Svcs Contributions Fd B-1; 9/5/01-10002972 | 3,800 | 4,300 | 220,859 | 220,788 |
| 10140 Its Project Fund-10002992 | 3,449,610 | 4,732,095 | 17,395,312 | 17,229,408 |
| 10141 CTY Lcl Alcohol/Drg Tr Fd 938.13 & 89-29 10002712 | 0 | 0 | 544,648 | 546,126 |
| 10142 JT County-City Cecile Wagnon Will Prj Fd 10002959 | 0 | 1,076 | 0 | 0 |
| 10144 Safe and Sound Hillsborough | 275,071 | 299,780 | 326,130 | 298,548 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| 10002 Countywide Special Revenue Funds (continued) | | | | |
| 10145 Misdemeanor Probationary Services FS 163.01(4)&(5) | 1,698,666 | 1,719,488 | 1,806,083 | 1,824,142 |
| 10147 Vehicle for Hire Services Ord. 17-22 | 119,953 | 518,085 | 792,237 | 360,472 |
| 10148 Capital Project Priv/Dev Contributions (Non Transport) | 0 | 0 | 35,099 | 35,099 |
| 10149 FL Boating Improv Prog Op Fd-Fs 328.72(15) | 0 | 62,231 | 83,371 | 85,640 |
| 10900 County Law Library Bd Fd-Ord 14-27; Fs 939.18510006002 | 287,874 | 272,384 | 312,900 | 261,300 |
| 10901 County Law Library Sales/Svcs Ord 14-27; Sec 810006903 | 0 | 0 | 350 | 0 |
| 15001 Indigent & Trauma Health Care Center Fund10009001 | 106,698,977 | 117,969,972 | 314,868,630 | 309,621,537 |
| 10150 Phosphate Severance Tax Fd Fs 211.31 | 0 | 0 | 964,002 | 973,249 |
| | 343,756,410 | 310,442,416 | 700,756,562 | 741,703,188 |
| 10003 Unincorporated Area Special Revenue Funds | | | | |
| 10200 Public Art Prog Fd Ord 89-32-10004602 | 44,877 | 0 | 251,809 | 654,643 |
| 10201 Major Maint & Repair Proj Fd-R3M-10004610 | 3,601,525 | 4,062,162 | 9,560,089 | 12,397,036 |
| 10202 Parks Impact Fee (Nw Zone) Fd-10004620 | 867,993 | 399,806 | 2,511,011 | 2,598,027 |
| 10203 Parks Impact Fee (Ne Zone) Fd-10004621 | 304,247 | 388,743 | 1,471,416 | 1,596,647 |
| 10204 Parks Impact Fee (Cnt Zone) Fd-10004622 | 962,256 | 955,233 | 3,279,617 | 3,975,844 |
| 10205 Parks Impact Fee (S Zone) Fd-10004623 | 389,830 | 1,341,626 | 4,020,753 | 3,216,770 |
| 10206 Fire Svc Impact Fee (Nw Zone) Fd-10004630 | 817 | 0 | 538,895 | 665,722 |
| 10207 Fire Svc Impact Fee (Ne Zone) Fd-10004631 | (1,173) | (1,625) | 292,908 | 231,762 |
| 10208 Fire Svc Impact Fee (Cnt Zone) Fd-10004632 | 1,615 | 0 | 1,305,032 | 788,317 |
| 10209 Fire Svc Impact Fee (S Zone) Fd-10004633 | 2,136 | 49 | 1,222,152 | 1,877,088 |
| 10210 Impact Fees Administration-10004641 | 90,800 | 151,900 | 263,795 | 398,039 |
| 10211 Communication Services Tax-10004645 | 23,266,363 | 19,305,558 | 19,426,880 | 18,074,973 |
| 10212 Enviro Restoration Operating Fd (Ldc Sec 4.01.15) | 0 | 1,055,179 | 11,631,984 | 7,849,235 |
| 10213 Local Habitat Mitigation Bank Fd (R96-294)10004893 | 0 | 0 | 1,464,339 | 1,304,690 |
| 10214 Bldg Svc Div Fd; Ord 05-12/Fs553.80(7)10004900 | 16,082,316 | 18,743,444 | 30,980,226 | 27,867,175 |
| 10215 Land Excav Ops/Inspect Sec 8.01.03 Ldc-10004908 | 90,089 | 30,663 | 206,344 | 99,559 |
| 10216 Water Conserv Tr Fd Ord 03-7 Amended-10004913 | 109,422 | 110,061 | 542,278 | 727,465 |
| 10217 Phosphate Severance Tax Fd Fs 211.31-10004922 | 1,126,228 | 902,677 | 0 | 0 |
| 10218 Stormwater Mgmt Proj Fd Ord 89-27-10004924 | 17,395,086 | 17,875,629 | 52,436,176 | 51,952,726 |
| 10219 Stormwater Mgmt Oper Fd Ord 89-27-10004925 | 1,127,302 | 984,822 | 1,595,656 | 8,651,738 |
| 10223 Enviro Restoration Projects Fund | 0 | 0 | 4,066,358 | 5,673,445 |
| | 65,461,729 | 66,305,927 | 147,067,718 | 150,600,901 |
| 10004 Transportation Trust Fund | | | | |
| 10300 Transportation Trust Fund Operating-10013001 | 56,572,601 | 61,290,533 | 70,814,595 | 73,740,472 |
| 10301 Transp Trust Fd Projects- 6 Cent Fuel Tx-10013002 | 31,894,254 | 34,302,349 | 35,209,496 | 27,682,227 |
| 10302 Street Lighting Non-Ad Val Assessment Fd-10013005 | 8,525,342 | 8,840,986 | 13,308,950 | 13,685,085 |
| 10305 Dev/Private Funded Transportation Proj-10013300 | 211,445 | 0 | 16,173,074 | 25,190,302 |
| 10306 Local Voted/9Th Cent Fuel Tx Proj Fd-10013940 | 2,780,712 | 7,822,228 | 8,145,966 | 8,477,592 |
| 10307 Road Impact Fee Zone 01 Fund-10013970 | 644,091 | 491,439 | 2,477,106 | 657,309 |
| 10308 Road Impact Fee Zone 02 Fund-10013971 | 142,023 | 559,515 | 716,553 | 596,995 |
| 10309 Road Impact Fee Zone 03 Fund-10013972 | 295 | 0 | 144,107 | 148,058 |
| 10310 Road Impact Fee Zone 04 Fund-10013973 | 26,278 | 228,106 | 3,045,678 | 2,023,711 |
| 10311 Road Impact Fee Zone 05 Fund-10013974 | 843,318 | 234,034 | 286,048 | 446,317 |
| 10312 Road Impact Fee Zone 06 Fund-10013975 | 9,613 | 0 | 238,366 | 269,585 |
| 10313 Road Impact Fee Zone 07 Fund-10013976 | 2,782,119 | 248,669 | 3,535,966 | 3,221,783 |
| 10314 Road Impact Fee Zone 08 Fund-10013977 | 3,655,691 | 350,421 | 8,877,235 | 8,311,324 |
| 10315 Road Impact Fee Zone 09 Fund-10013978 | 1,887,539 | 36,009 | 4,772,164 | 5,134,831 |
| 10316 Road Impact Fee Zone 10 Fund-10013979 | 216,234 | 0 | 1,247,553 | 1,059,024 |
| 10317 Constitutional Fuel Tax Fund-10013989 | 10,853,850 | 12,561,763 | 19,201,571 | 14,753,925 |
| 10318 County 7Th Cent Fuel Tax Fund- 10013990 | 5,464,413 | 5,429,652 | 6,231,147 | 5,082,075 |
| 10319 Local Voted/9Th CT Fuel Tx Rev Fd Ord 00-0110013991 | 7,438,178 | 7,537,125 | 7,556,358 | 6,748,448 |
| 10320 CW Ad Valorem Tax Transp Fd-10013995 | 2,841,355 | 8,073,662 | 11,442,458 | 9,397,379 |
| 10321 Uninc Ad Valorem Tax Transp Fd-10013992 | 8,919,636 | 28,349,102 | 64,216,918 | 21,012,511 |
| 10322 US 301 Road Widening Tier I - Cp0020 | 0 | 0 | 6,536,052 | 6,561,652 |
| 10323 US 301 Road Widening Tier II - Cp0026 | 0 | 0 | 893,531 | 886,795 |
| 10324 Madison Ave/Us41/66Th St Improvements - Cp0030 | 301,779 | 272,005 | 86,915 | 78,628 |
| 10325 Lake Hutto Dri-Boyette/Bell Shoals Int - Cp0031 | 0 | 0 | 723,118 | 723,118 |
| 10327 Sligh/Orient - CP0023 | 61,181 | 91,469 | 401,718 | 35,267 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| 10004 Transportation Trust Fund (continued) | | | | |
| 10328 LAP Falkenburg Rd @Leroy Av Improv | 0 | 0 | 85,007 | 0 |
| 10331 Dev Prop Share Zn 1 | 0 | 2,245,987 | 2,851,259 | 34,000 |
| 10332 Dev Prop Share Zn 2 | 0 | 102,000 | 0 | 0 |
| 10334 Dev Prop Share Zn 4 | 0 | 0 | 276,431 | 276,431 |
| 10336 Dev Prop Share Zn 6 | 0 | 0 | 34,000 | 34,000 |
| 10337 Dev Prop Share Zn 7 | 86,914 | 347,457 | 1,066,702 | 747,755 |
| 10338 Dev Prop Share Zn 8 | 0 | 0 | 1,680,955 | 1,680,955 |
| 10339 Dev Prop Share Zn 9 | 0 | 0 | 136,000 | 136,000 |
| 10340 Dev Prop Share Zn 10 | 0 | 0 | 120,145 | 120,145 |
| 10351 Mobility Fee Benefit District 1 | 214,029 | 350,233 | 5,700,000 | 9,299,373 |
| 10352 Mobility Fee Benefit District 2 | 7,341 | 146,078 | 8,634,126 | 14,003,306 |
| 10353 Mobility Fee Benefit District 3 | 0 | 0 | 1,584,971 | 3,884,247 |
| 10354 Mobility Fee Benefit District 4 | 27,261 | 46,792 | 5,232,543 | 12,675,656 |
| 10355 Mobility Fee Benefit District 5 | 0 | 36,275 | 1,034,757 | 2,937,490 |
| 10360 Transportation Plan Financing Fund | 2,568,371 | 3,811,969 | 177,744,270 | 68,230,562 |
| 10361 Transportation MP Bds Project Fund | 0 | 0 | 0 | 185,398,055 |
| 12402 Mort Elementary | 0 | 203,309 | 240,738 | 93,477 |
| 12403 Gibsonton Elementary | 0 | 84,944 | 158,034 | 106,625 |
| 12404 Kenly Elementary | 0 | 181,514 | 145,541 | 47,770 |
| 12876 Atms Dale Mabry & Gunn Hg CP3101 | 0 | 0 | 1,837,002 | 0 |
| 12881 BB Downs (Bearss-Plm SpgsI Rd Widening CP2407 | 2,267,393 | 568 | 2,739,422 | 0 |
| 12882 Int Imp-Valrico@ Sydney Trf Signal CP0002 | 0 | 0 | 141,065 | 141,065 |
| 12883 Int Imp-Mt Carmel@ Front St Trf Signal CP0003 | 0 | 0 | 24,108 | 24,108 |
| 12884 Int Imp-US 41@11th Trf Signal CP0004 | 0 | 0 | 132,224 | 132,224 |
| 12885 Int Imp-Sunlake @ Dale Mabry Hwy Trf Sig CP0005 | 0 | 0 | 583,169 | 583,169 |
| 12887 Int Imp-Gibsonton@ I-75 Trf Sig/Int Imp CP0007 | 0 | 0 | 202,768 | 202,768 |
| 12888 Int Imp-Van Dyke@ Simmons Rd Sig/Int Imp CP0019 | 0 | 0 | 380,195 | 380,195 |
| 12889 Big Bend Rd/S Shore Commons PD&E(NRI) CP0028 | 0 | 0 | 16,220 | 16,220 |
| 12890 Blmngdale & Provd Int Imp CP0032 | 0 | 0 | 3,817 | 4,111 |
| 12895 Lithia/Pinecrest CP0300 | 9,985 | 0 | 24,015 | 0 |
| 12896 Madison Ave Improv CP0301 | 0 | 0 | 119,511 | 0 |
| 12901 W Waters Av & UTBT Improv-CP0432 | 0 | 0 | 143,118 | 143,118 |
| 12903 George Rd/Hillsborough Av Improv-CP0303 | 0 | 0 | 70,596 | 70,596 |
| 12907 Madison Ave Improv-JT Dillion-CP0311 | 0 | 34,000 | 0 | 0 |
| 12914 Harney Rd | 0 | 120,651 | 0 | 0 |
| 12915 BB Downs (Pebble Crk to Cty Line Rd) TRIP | 5,914,411 | 330,713 | 410,159 | 0 |
| 12917 Van Dyke Road Safety Project - C61035 | 106,347 | 176,427 | 3,503 | 0 |
| 12918 Gunn Highway Safety Project C61035 | 114,960 | 266,539 | 4,584 | 0 |
| 12919 Cypress Creek Elementary Sidewalk Project C69508 | 21,747 | 114,765 | 347,150 | 214,166 |
| 12920 Stowers Elementary Sidewalk Project C69508 | 992 | 117,284 | 145,683 | 26,167 |
| 12921 Summerfield Elementary Sidewalk Project C69508 | 1,042 | 116,623 | 166,129 | 18,888 |
| 12922 Old Big Bend Rd Eisenhower MS Sidewalk Project C69508 | 1,105 | 197,309 | 242,618 | 44,384 |
| 12923 Tanglewood Lane Drainage Improvements Project C46129 | 199,314 | 0 | 0 | 0 |
| 10330 BBD Blvd & Richard Silver Way | 0 | 120,240 | 1,437,443 | 1,260,013 |
| 12930 PW12930-19 Lutz Lake Fern Road | 0 | 0 | 12,750 | 0 |
| 12940 PW South County Trail PD&E 19th Ave NE | 0 | 0 | 0 | 450,000 |
| | 157,613,159 | 185,870,744 | 502,195,371 | 539,341,452 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------|-------------------|--------------------|----------------------|
| 10005 Library Tax District Special Rev Fd | | | | |
| 10400 Library Tax District Operating Fd-10014001 | 43,324,190 | 55,547,760 | 71,739,769 | 74,967,314 |
| 10401 Library Tax District Proj Fd-10014002 | 6,234,572 | 8,168,584 | 36,654,035 | 26,219,998 |
| 10402 Library Major Maint & Repair (R3M) Fd-10014003 | 1,413,385 | 461,781 | 864,531 | 669,473 |
| 10405 Library Tax District Public Art Fd-10014602 | 0 | 2,582 | 56,714 | 57,085 |
| 10416 LS10416-17 C. Blythe Andrews Library State Aid | 500,000 | 0 | 0 | 0 |
| 10419 LS10419-18 State Aid To Lib | 1,016,357 | 20,932 | 0 | 0 |
| 10420 LS10420-19 State Aid To Lib | 0 | 966,398 | 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 | 1,025,860 |
| | 52,488,504 | 65,168,037 | 110,289,570 | 102,939,730 |
| 10006 CIT Special Revenue Fund | | | | |
| 10500 CIT Proj Fd (Phase I 97-03)10030002 | 184,676 | 48,660 | 275,555 | 0 |
| 10501 CIT Proj Fd (Phase II 03-08)10030003 | 542,092 | 1,672,058 | 5,195,644 | 2,971,516 |
| 10502 CIT Proj Fd (Ph III Feb 08 - Sept 16)10030005 | 19,434,505 | 16,435,363 | 43,635,038 | 16,999,502 |
| 10503 CIT Proj Fd (Transportation Task Force)10030006 | 4,911,061 | 2,967,658 | 29,522,030 | 22,714,319 |
| 10506 Commercial Paper Notes Fd li -10030044 | 53,033,880 | 1,717,849 | 875,000 | 875,000 |
| | 78,106,214 | 22,841,588 | 79,503,267 | 43,560,337 |
| 10007 Blended Component Units Spec Rev Fund | | | | |
| 10600 County Civil Service Board Fd10006001 | 1,430,213 | 1,590,940 | 0 | 0 |
| | 1,430,213 | 1,590,940 | 0 | 0 |
| 10008 Grants (Not Transportation-Related) | | | | |
| 10702 Disaster Events Fd (IRMA) | 11,697,798 | 1,899,339 | 6,705,696 | 13,828,555 |
| 10706 Courthouse Facility Impro JB2838 | 70,288 | 0 | 0 | 0 |
| 10707 Brownflds PG2002/ED3220/ED3221 | 0 | 0 | 45,004 | 42,570 |
| 10708 Nfl - Youth Education Tow PR2002 | 0 | 0 | 181,583 | 175,800 |
| 10709 Nfl - Youth Education Tow PR2902 | 0 | 0 | 560,954 | 529,600 |
| 10710 Future Disaster Event Fund | 0 | 849,513 | 3,455,000 | 1,500,000 |
| 10727 HUD Neighborhood Stabiliz AH2920 | 82,159 | 0 | 90,500 | 103,734 |
| 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 | 1,175 | 40,991 | 40,991 |
| 10746 HUD Community Development AH3415 | 293,771 | 15,368 | 440,946 | 387,641 |
| 10748 Home Investment Partnersh AH3503 | 318,800 | 175,750 | 468,836 | 401,879 |
| 10749 HUD Community Development AH3515 | 151,822 | 0 | 48,105 | 48,105 |
| 10762 Federal Justice Assistanc SP3514 | 1,210 | 0 | 0 | 0 |
| 10772 AH10772-16 HUD CDBG | 694,851 | 63,266 | 248,236 | 142,638 |
| 10773 AH10773-17 HUD CDBG | 754,053 | 612,169 | 1,259,099 | 1,094,537 |
| 10774 AH10774-16 HOME Investment Ptp | 3,543,764 | 0 | 116,855 | 115,074 |
| 10775 AH10775-17 HOME Investment Ptp | 422,944 | 963,996 | 207,780 | 191,949 |
| 10776 AH10776-16 Emergency Shelter Grant | 2,598 | 0 | 0 | 0 |
| 10777 AH10777-17 Emergency Shelter Grant | 372,161 | 9,638 | 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 | 1,201,842 | 251,458 | 0 |
| 10785 SP10785-18 CJMSA DPTIP | 225,317 | 1,060,100 | 1,048,041 | 0 |
| 10786 SP10786-19 Hillsbor Commun Recidivisms Reduc Initiative | 0 | 75,000 | 574,904 | 511,773 |
| 10791 EL10791-19 Cockroach Bay Inv Plant Rmvl | 0 | 0 | 271,430 | 271,430 |
| 10792 HR10792-19 Hands on Interns | 0 | 0 | 200,000 | 263,058 |
| 10793 Future Disaster Events_Fund | 0 | 0 | 2,000,000 | 3,000,000 |
| 10794 Disaster Preparedness Fd (General) | 0 | 0 | 700,000 | 1,400,000 |
| 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 | (1,204) | 0 | 0 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------|-----------------|------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 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 |
| 11224 SS11224-19 Community Action Prog (Western Union) | 0 | 15,813 | 0 | 0 |
| 11225 11225 BOCC-HC11225-19 National Training and Technical Assist: | 0 | 38,659 | 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 | 4,472 | 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 |
| 12178 Dom Violence Respite Svcs FY14 to18; FA3436 | 184,538 | 236,668 | 325,757 | 281,841 |
| 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 |
| 12203 Florida Network Prog 15 FA3522 | 0 | 0 | 0 | 57,958 |
| 12204 Emerg Shelter Care Reside FA3530 | 48,114 | 0 | 0 | 93 |
| 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 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------|-----------------|------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 12232 HS12232-16 Head Start Prog HHS | (276,687) | 0 | 0 | 0 |
| 12233 HS12233-17 Head Start Prog HHS | 788,177 | (6,647) | 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 | (483) | 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 | 8,148 | 32,025 | 20,000 |
| 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 | 109,862 | 0 | 0 |
| 12348 EP12348-16 Pollutant Stge Sys Compli | 32,466 | 0 | 0 | 0 |
| 12349 EP12349-17 Pollutant Stge Sys Compli | 405,287 | 35,371 | 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 | 222,050 | 0 | 0 |
| 12360 HS12360-18 Child Care Food Prog | 1,256,926 | 9,038 | 0 | 0 |
| 12361 HS12361-18 Early Head Start Prog HHS | 5,765,030 | 101,923 | 0 | 0 |
| 12362 HS12362-19 Head Start Prog HHS | 0 | 29,083,533 | 1,507,040 | 0 |
| 12363 HS12363-19 Child Care Food Prog | 0 | 1,324,649 | 141,250 | 141,250 |
| 12364 HS12364-19 Early Head Start Prog HHS | 0 | 5,857,169 | 407,821 | 0 |
| 12365 AH12365-18 HOME Investment Ptp | 173,286 | 357,624 | 1,853,717 | 594,949 |
| 12366 AH12366-18 HUD CDBG | 2,221,470 | 1,324,301 | 2,861,737 | 1,917,317 |
| 12367 AH12367-18 Emergency Solution Grant | 516,038 | 227,126 | 0 | 0 |
| 12369 AH12369-19 HOME Investment Ptp | 0 | 263,566 | 2,634,951 | 2,367,389 |
| 12370 AH12370-19 HUD CDBG | 0 | 2,161,491 | 4,832,258 | 3,621,060 |
| 12371 AH12371-19 Emergency Solution Grant | 0 | 343,733 | 266,414 | 12,682 |
| 12373 ED12373-18 Florida SBDC st USFSmall Busi Dev Center | 237,407 | 23,532 | 0 | 0 |
| 12374 ED12374-19 Florida SBDC st USFSmall Busi Dev Center | 0 | 216,742 | 70,624 | 0 |
| 12393 SC12393-17 FDACS Contract for AG-BMP | 76,855 | 35,866 | 124,032 | 124,032 |
| 12394 SP12394-19 Domestic Violence Innovation Project | 0 | 40,355 | 609,278 | 750,472 |
| 12395 SP12395-18 Federal Justice Assistance | 128,654 | 15,767 | 0 | 0 |
| 12396 SP12396-18 State JAG | 33,769 | 0 | 337,697 | 0 |
| 12397 SP12397-19 State JAG | 0 | 0 | 337,189 | 303,471 |
| 12398 SP12398-19 Federal Justice Assistance | 0 | 112,075 | 0 | 2,942 |
| 12399 WMP- Hillsborough County Peak/Volume project | 0 | 27,486 | 300,000 | 193,977 |
| 12400 WMP Duck Pond Update Project | 0 | 82,015 | 199,121 | 25,381 |
| 12401 TPA Bypass Canal Trail Proj - CIP - Proj Dev &Envir - LAP | 0 | 0 | 750,000 | 750,000 |
| 12406 Pemberton/Baker Canal Watershed Mgmt | 187,157 | 51,233 | 130,805 | 20,039 |
| 12407 Hillsborough River/Tampa Bypass Canal WMP | 301,783 | 231,602 | 274,695 | 51,660 |
| 12408 PW12408-19 HC SCADA Long-Term Planning | 0 | 0 | 200,000 | 150,000 |
| 12420 PW12420 University Community Area CP2748 | 0 | 1,157,339 | 0 | 0 |
| 12444 Lake Carroll Stormwater R CP3103 | 0 | 141,687 | 0 | 0 |
| 12447 Delaney/Archie Creek Wate CP3200 | 36 | 0 | 0 | 0 |
| 12448 Cypress Creek Watershed P CP3201 | 2,026 | 0 | 0 | 0 |
| 12453 Emergency Generators At C CP3300 | 0 | 1,464 | 0 | 0 |
| 12455 Holloway Rd Drnge Imp N 474/CP3302 | 13,270 | 0 | 99,780 | 0 |
| 12456 Lk Thonotosassa Implmt Proj W765-3/CP3303 | 14,164 | 0 | 0 | 0 |
| 12459 Flood Prot Providence Rd Imp N436-3/CP3306 | 157,885 | 0 | 0 | 0 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------|-----------------|------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 12460 Hollowman's Branch Drainage Improvements | 0 | 1,382,335 | 1,490,000 | 0 |
| 12462 PW12462-15 East Lake NSE Proj - SWFWMD | 1,804 | 0 | 0 | 0 |
| 12464 W Bearss Drng Improv N594 | 132,788 | 0 | 0 | 0 |
| 12465 Lynette Dr Drng Improv N608 | 200,000 | 0 | 0 | 0 |
| 12466 Alafia Watershed Master Pln N588 | 240,853 | 206,652 | 313,738 | 38,020 |
| 12467 Palm River Water & Sewer Expansion Project | 0 | 0 | 1,909,315 | 0 |
| 12469 Veterans Memorial Park- Hillsborough County | 376,518 | 0 | 0 | 0 |
| 12470 AG12470-18 Congregate Meals Title III-C1 | 1,026,386 | 339,843 | 0 | 0 |
| 12471 AG12471-18 Home Deliv Meals Title III-C2 | 895,359 | 408,675 | 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 | 3,598 | 0 | 0 |
| 12474 AG12474-18 Community Care For The El | 752,606 | 1,843,765 | 0 | 0 |
| 12475 AG12475-18 Home Care For The Elderly | 14,092 | 55,908 | 0 | 0 |
| 12476 AG12476-18 NSIP Nutrition Incentive Svc Prog | 239,288 | 65,370 | 0 | 0 |
| 12477 AG12477-18 Alzheimer Disease Initiat | 197,675 | 786,087 | 0 | 0 |
| 12478 AG12478-18 Caregivers Svcs Tital IIIE | 227,059 | 13,327 | 0 | 0 |
| 12479 AG12479-18 Senior Adult Daycare III-B | 862,141 | 190,580 | 0 | 0 |
| 12480 AG12480-18 ADI Day Care Alzheimers | 0 | 0 | 0 | 0 |
| 12481 AG12481-19 Congregate Meals Title III-C1 | 0 | 1,032,938 | 477,703 | 0 |
| 12482 AG12482-19 Home Deliv Meals Title III-C2 | 0 | 1,113,680 | 373,491 | 0 |
| 12483 AG12483-19 Homemkr Local Svc Prog | 0 | 19,074 | 90,762 | 0 |
| 12484 AG12484-19 Summer Food Svc Children DACS | 0 | 722,580 | 191,054 | 0 |
| 12485 AG12485-19 Community Care For The El | 0 | 499,393 | 2,005,646 | 0 |
| 12486 AG12486-19 Home Care For The Elderly | 0 | 8,629 | 58,224 | 0 |
| 12487 AG12487-19 NSIP Nutrition Incentive Svc Prog | 0 | 266,282 | 100,432 | 0 |
| 12488 AG12488-19 Alzheimer Disease Initiat | 0 | 150,973 | 627,478 | 0 |
| 12489 AG12489-19 Caregivers Svcs Title IIIIE | 0 | 142,037 | 76,318 | 0 |
| 12490 AG12490-19 Sr Adult Day Care III-B | 0 | 862,888 | 288,624 | 0 |
| 12491 AG12491-19 ADI Day Care Alzheimers | 0 | 0 | 149,359 | 0 |
| 12492 SS12492-18 Community Svcs Block Grant (CSBG) | 1,036,214 | 1,502,274 | 1,740,673 | 1,535,992 |
| 12493 SS12493-18 Emergency Home Assist Prog (EHEAP) | 14 | 200,721 | 155,620 | 0 |
| 12494 SS12494-18 Low-Income Home Energy Assist Prg (LIHEAP) | 1,948,684 | 5,125,303 | 5,148,717 | 2,691,978 |
| 12495 HC12495-18 Ryan White Part A-HIV/AIDS Prog Svcs | 5,592,740 | 4,829,878 | 0 | 0 |
| 12497 SS12497-19 Emergency Home Assist Prog (EHEAP) | 0 | 0 | 0 | 119,189 |
| 12499 HC12499-19 Ryan White Part A-HIV/AIDS Prog Svcs | 0 | 5,875,999 | 6,591,640 | 0 |
| 12502 MP12502-18 Fed Transit Admin Sec 5303 Plng | 589,379 | 0 | 0 | 0 |
| 12503 MP12503-19 Fed Transit Admin Sec 5303 Plng | 0 | 567,856 | 573,610 | 0 |
| 12504 MP12504-18 Fed Hwy Adm Sec 112 Plng | 250,203 | 999,643 | 243,000 | 0 |
| 12505 MP12505-19 Fed Hwy Adm Sec 112 Plng | 0 | 299,445 | 1,755,290 | 389,690 |
| 12506 MP12506-18 Comm for Transp Disadvantaged Plng | 250 | 47,895 | 22,000 | 0 |
| 12507 MP12507-19 Comm for Transp Disadvantaged Plng | 0 | 1,096 | 48,144 | 31,848 |
| 12508 MP12508-18 Long Range Transp Plan | 0 | 305,644 | 435,600 | 0 |
| 12509 MP12509-19 Long Range Transp Plan | 0 | 8,385 | 500,000 | 225,785 |
| 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 | 331 | 0 | 0 |
| 12594 FR12594-16 Port Security Grant | 705,645 | 0 | 0 | 0 |
| 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 | 4,964 | 0 | 0 |
| 12598 JB12598-18 Eckerd Supervised Visitation | 11,896 | 38,104 | 0 | 0 |
| 12599 JB12599-18 Florida Network For Children's Advocacy (DCF) | 0 | 6,683 | 0 | 0 |
| 12604 Hillsborough MPO Resiliency Pilot Study | 0 | 198,239 | 173,000 | 43,408 |
| 12605 SP12605-19 SAMHSA Enhanced Jail Diversion | 0 | 0 | 0 | 143,106 |
| 12680 JB12680-17 Supervised Visitation | 37,407 | 0 | 0 | 0 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------|-----------------|------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 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 |
| 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 | 1,016 | 0 | 0 |
| 12693 FR12693-19 Emer Medical Svcs Cnty Grt | 0 | 133,278 | 0 | 0 |
| 12694 FR12694-18 DHS Emergency Responder Trg | 15,575 | 10,320 | 83,180 | 0 |
| 12695 FR12695-19 DHS Emergency Responder Trg | 0 | 0 | 109,000 | 0 |
| 12696 FR12696-18 Emer Mgt State/Lcl Prog | 130,171 | 404,782 | 0 | 0 |
| 12697 FR12697-19 Emer Mgt State/Lcl Prog | 0 | 61,507 | 414,866 | 0 |
| 12698 FR12698-18 Emer Mgt Prep/Assist | 28,396 | 87,410 | 0 | 0 |
| 12699 FR12699-19 Emer Mgt Prep/Assist | 0 | 25,291 | 80,677 | 0 |
| 12700 FR12700-18 HazMat Planning | 0 | 29,916 | 0 | 0 |
| 12701 FR12701-19 HazMat Planning | 0 | 0 | 28,362 | 0 |
| 12702 FR12702-18 Staffing Adequate Fire/Emer Response (SAFER) | 964,077 | 1,507,278 | 1,571,376 | 479,032 |
| 12703 FR12703-18 DHS TF3 Equipment | 0 | 20,593 | 0 | 0 |
| 12704 FR12704-18 DHS MARC Equipment | 0 | 70,790 | 0 | 0 |
| 12705 CS12705-18 Child Daycare Licensing | 55,166 | 250,145 | 0 | 8,007 |
| 12706 CX12706-18 FL-Friendly Landscaping Prog | 161,111 | 0 | 0 | 0 |
| 12707 CX12707-19 FL-Friendly Landscaping Prog | 0 | 166,235 | 3,000 | 0 |
| 12708 SL12708-18 Sunshine Line Program | 538,029 | 2,054,723 | 0 | 0 |
| 12709 SL12709-19 Sunshine Line Program | 0 | 423,359 | 2,197,519 | 0 |
| 12713 Upper Town & Country (N-761)SWFWMDAg #17CF0000417 | 0 | 1,085,613 | 1,200,000 | 0 |
| 12715 W. Lambright St Prj CIP#46132.024-SWFWMDAg#17CF0000 | 0 | 1,366,063 | 643,758 | 0 |
| 12716 Lk Carroll Outfall Proj CIP #46129.009-SWFWMD Ag #17C | 1,000,000 | 0 | 0 | 0 |
| 12717 N. Falkenburg Road Drainage Imp | 0 | 0 | 1,000,000 | 1,000,000 |
| 12718 MP12718-20 Fed Transit Admin Sec 5303 Plng | 0 | 0 | 685,866 | 517,659 |
| 12751 MP12751-17 Fed Hwy Adm Sec 112 Plng | 1,664,806 | 0 | 0 | 0 |
| 12753 MP12753-17 Comm for Transp Disadvantaged Plng | 47,321 | 0 | 0 | 0 |
| 12755 MP12755-17 Long Range Transp Plan | 357,121 | 0 | 0 | 0 |
| 12756 MP12756-17 Healthiest Cities & Counties Challenge | 3,594 | 1,021 | 55,386 | 54,136 |
| 12758 MP12758-20 Fed Hwy Adm Sec 112 Plng | 0 | 0 | 1,755,290 | 1,755,290 |
| 12759 MP12557-20 Comm for Transp Disadvantaged Plng | 0 | 0 | 59,445 | 48,255 |
| 12765 JB12765-19 VOCA Crime Vict Asst | 0 | 129,602 | 79,290 | 0 |
| 12766 JB12766-19 Eckerd Supervised Visitation | 0 | 7,514 | 50,000 | 0 |
| 12767 JB12767-19 Fla Network for Children's Advocacy (DCF) | 0 | 0 | 3,963 | 0 |
| 12769 JB12769-19 Fla Network for Children's Advocacy (OSCA) | 0 | 7,219 | 62,320 | 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 | 1,010,358 | 0 | 0 |
| 12775 EP12775-18 Air Pollution Control TitV | 76,403 | 210,946 | 0 | 0 |
| 12776 EP12776-19 Air Pollution Control TitV | 0 | 76,057 | 250,000 | 0 |
| 12777 EP12777-18 Air Monitoring Sec 103; | 35,096 | 59,906 | 0 | 0 |
| 12778 EP12778-19 Air Monitoring Sec 103; | 0 | 48,083 | 54,250 | 0 |
| 12779 EP12779-18 Petro Site Cleanup Fdep G | 347,320 | 1,031,573 | 0 | 0 |
| 12780 EP12780-19 Petro Site Cleanup Fdep G | 0 | 339,640 | 1,256,188 | 0 |
| 12781 EP12781-18 Pollutant Stge Sys Compli | 151,284 | 337,968 | 0 | 0 |
| 12782 EP12782-19 Pollutant Stge Sys Compli | 0 | 109,208 | 436,014 | 0 |
| 12783 EP12783-18 National Air Toxics Trend | 24,303 | 111,000 | 0 | 0 |
| 12784 EP12784-19 National Air Toxics Trend | 0 | 31,912 | 112,500 | 0 |
| 12785 EP12785-18 Federal Bio Watch Program | 99,068 | 302,229 | 0 | 0 |
| 12786 EP12786-19 Federal Bio Watch Program | 0 | 86,626 | 325,000 | 0 |
| 12787 EP12787-18 Baywide Benthic Monitorin | 20,601 | 24,399 | 0 | 0 |
| 12788 EP12788-19 Baywide Benthic Monitorin | 0 | 24,752 | 25,000 | 0 |
| 12789 CS12789-18 CCL School Readiness | 280,199 | 735,575 | 0 | 0 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------|-----------------|------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 12790 CS12790-19 CCL School Readiness | 0 | 289,685 | 825,510 | 0 |
| 12791 CS12791-18 Florida Network Prog | 337,879 | 990,396 | 0 | 2,747 |
| 12792 CS12792-19 Florida Network Prog | 0 | 373,149 | 1,312,742 | 0 |
| 12793 CS12793-18 Emerg Shelter Care Reside | 1,210,033 | 604,665 | 0 | 0 |
| 12794 CS12794-19 Emerg Shelter Care Reside | 0 | 107,279 | 984,556 | 34,027 |
| 12795 CS12795-18 Natl Sch Brkfst/Lunch Prog Educ | 14,365 | 61,064 | 0 | 62 |
| 12796 CS12796-19 Natl Sch Brkfst/Lunch Prog Educ | 0 | 14,537 | 82,000 | 0 |
| 12797 JB12797-18 Fla Network for Children's Advocacy (NCA) | 0 | 0 | 0 | 0 |
| 12798 JB12798-18 Florida Network for Children's Advocacy AOG | 0 | 32,280 | 0 | 0 |
| 12799 JB12799-18 SAMHSA Marchman Drug Court YR 3 OF 3 | 277,502 | 26,785 | 0 | 0 |
| 12809 MP12809-20 Long Range Transp Plan | 0 | 0 | 750,000 | 650,000 |
| 12810 JB12810-18 SAMHSA Veterans Drug Court | 233,932 | 32,545 | 0 | 0 |
| 12811 JB12811-19 SAMHSA Veterans Drug CourtyR 3 OF 3 | 0 | 243,873 | 217,167 | 0 |
| 12812 EP12812-17 NFWF ? Tampa Bay Hardbottom Mapping | 0 | 23,000 | 0 | 0 |
| 12813 FR12813-19 DHS TF3 Equipment | 0 | 0 | 68,200 | 0 |
| 12814 FR12814-19 DHS MARC Equipment | 0 | 0 | 96,500 | 0 |
| 12815 FR12815-18 State Homeland Security EM Training Grant | 0 | 30,452 | 0 | 0 |
| 12816 PW12816-18 WMP- Delany Creek (N887) | 0 | 0 | 346,126 | 0 |
| 12817 PW12817-18 WMP-Temple Terrace Hwy Drain Imp (N883) | 0 | 1,246,254 | 700,000 | 0 |
| 12818 PW818-18 WMP-E Lake Watershed Mgt Plan Update (N903) | 0 | 71,133 | 100,000 | 0 |
| 12819 PW12819-18 WMP- Silver/Twin Lake (N872) | 0 | 45,522 | 767 | 0 |
| 12822 BOCC -PW822-18 FEMA Flood Mitig @ Sonora Drive | 2,772 | 1,816 | 155,518 | 35,000 |
| 12823 PW12823-17 Lowr Sweetwater Crk N763 Tanglewood Ln | 850,166 | 0 | 296,006 | 0 |
| 12824 PW12824-18 WMP- Floodplain Redelineation (N894) | 0 | 44,914 | 250,000 | 130,782 |
| 12850 FEMA Flood Mitig @ 111 18th St. | 0 | 0 | 155,518 | 0 |
| 12851 FEMA Flood Mitig @ 8614 Parkway Cr. | 135,169 | 0 | 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 | 58,623 | 0 | 0 |
| 12925 JB12925-19 SAMHSA Family Depcy Treat Court Exp Yr 2/5 | 0 | 404,257 | 276,853 | 0 |
| 12926 JB12926-18 National Childr Alliance (NCA) Dpt of Justice | 9,184 | 15,513 | 0 | 0 |
| 12927 JB12927-18 SAMHSA Enhanced Jail Diversion Grant | 0 | 35,660 | 379,500 | 32,687 |
| 12928 EP12928-19 EPC/COT ? MS4 NPDES Permit Mon. Svcs | 0 | 94,837 | 97,000 | 251,000 |
| 12929 CS12929-19 Quality Early Education System | 0 | 189,941 | 0 | 625 |
| 13001 AG13001-20 Congregate Meals Title III-C1 | 0 | 0 | 1,455,939 | 1,048,357 |
| 13002 AG13002-20 Home Deliv Meals Title III-C2 | 0 | 0 | 1,232,730 | 827,140 |
| 13003 AG13003-20 Sr Adult Day Care III-B | 0 | 0 | 873,349 | 321,099 |
| 13004 AG13004-20 Homemkr Local Svc Prog | 0 | 0 | 109,352 | 90,762 |
| 13005 AG13005-20 Alzheimer Disease Initiat | 0 | 0 | 755,244 | 834,981 |
| 13006 AG13006-20 ADI Day Care Alzheimers | 0 | 0 | 179,441 | 152,301 |
| 13007 AG13007-20 Community Care For The EI | 0 | 0 | 2,554,474 | 2,138,372 |
| 13008 AG13008-20 Home Care For The Elderly | 0 | 0 | 69,876 | 65,980 |
| 13009 AG13009-20 NSIP Nutrition Incentive Svc Prog | 0 | 0 | 304,339 | 100,432 |
| 13010 AG13010-20 Caregiver Svcs Title III-E | 0 | 0 | 231,082 | 78,425 |
| 13011 AG13011-20 Summer Food Svc Children DACS | 0 | 0 | 1,022,851 | 0 |
| 13012 AH13012-20 HOME Investment Ptp | 0 | 0 | 2,911,057 | 2,459,658 |
| 13013 AH13013-20 HUD CDBG | 0 | 0 | 6,992,758 | 5,541,691 |
| 13014 AH13014-20 Emergency Shelter Grant | 0 | 0 | 546,769 | 541,284 |
| 13015 CS13015-20 Emerg Shelter Care Reside | 0 | 0 | 1,168,000 | 1,022,931 |
| 13016 CS13016-20 Florida Network Prog | 0 | 0 | 1,312,742 | 1,482,773 |
| 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 | 845,182 |
| 13019 CX13019-20 FL-Friendly Landscaping Prog | 0 | 142 | 172,880 | 172,880 |
| 13020 EP13020-20 Air Pollution Control TitV | 0 | 0 | 299,956 | 250,000 |
| 13021 EP13021-20 Petro Site Cleanup Fdep G | 0 | 0 | 1,415,000 | 1,180,000 |
| 13022 EP13022-20 Pollutant Stge Sys Compli | 0 | 0 | 520,000 | 473,000 |
| 13023 EP13023-20 National Air Toxics Trend | 0 | 0 | 135,301 | 113,000 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------|-----------------|------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 13024 EP13024-20 Federal Bio Watch Program | 0 | 0 | 400,000 | 266,500 |
| 13025 EP13025-20 County Clean Air Program | 0 | 0 | 1,012,259 | 0 |
| 13026 EP13026-20 Air Monitoring Sec 103; | 0 | 0 | 95,000 | 56,000 |
| 13027 EP13027-20 Baywide Benthic Monitorin | 0 | 0 | 40,000 | 16,500 |
| 13028 FR13028-20 DHS Emergency Responder Trg | 0 | 0 | 109,000 | 109,000 |
| 13029 FR13029-20 HazMat Planning | 0 | 0 | 30,000 | 30,000 |
| 13030 FR13030-20 Emer Mgt State/Lcl Prog | 0 | 0 | 520,000 | 428,942 |
| 13031 FR13031-20 Emer Mgt Prep/Assist | 0 | 0 | 116,000 | 80,677 |
| 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 | 9,121,300 |
| 13034 HS13034-20 Head Start Prog HHS | 0 | 0 | 32,629,349 | 1,709,284 |
| 13035 HS13035-20 Child Care Food Prog | 0 | 0 | 1,359,579 | 123,000 |
| 13036 HS13036-20 Early Head Start Prog HHS | 0 | 0 | 6,932,348 | 519,788 |
| 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 | 122,775 |
| 13040 JB13040-20 VOCA (Victim of Crime Act) | 0 | 0 | 228,265 | 0 |
| 13041 ED13041-20 Fla SBDC at USFSmall Business Dev Center | 0 | 0 | 296,502 | 102,789 |
| 13042 JB13042-20 SAMHSA-Family Depend Treat Court Exp | 0 | 0 | 424,939 | 307,144 |
| 13044 SL13044-20 Sunshine Line Program | 0 | 0 | 2,454,930 | 2,045,307 |
| 13045 SP13045-20 Federal Justice Assistance | 0 | 0 | 144,238 | 4,324 |
| 13046 SP13046-20 State JAG | 0 | 0 | 336,616 | 325,653 |
| 13050 W Lambright St COT | 0 | 0 | 259,972 | 0 |
| 13051 56th St and Hanna Ave Drainage | 0 | 0 | 240,000 | 104,842 |
| 13052 Gibson Ave Drain Impr | 0 | 0 | 1,800,000 | 1,011,000 |
| 13053 CS13053-19 Child Daycare Licensing | 0 | 62,342 | 258,242 | 0 |
| 13055 FR13055-20 Homeland Security EM training Material Gr | 0 | 0 | 33,500 | 0 |
| 13056 CS13056-20 Quality Early Education System | 0 | 0 | 268,906 | 0 |
| 13057 PW13057 Town N County/Hillsborough Ave Reginal Drainage Im | 0 | 0 | 0 | 493,000 |
| 13058 EP13058-20 EPC/HC - NPDES Permit Mon.s Svcs. | 0 | 0 | 0 | 75,000 |
| 13059 PR13059-20 Carrollwood Village Park Inclusive Playground | 0 | 0 | 0 | 500,000 |
| 13062 HC13062-20 National Training and Technical Assistance | 0 | 0 | 0 | 85,000 |
| 13063 PW13063-20 Hillsborough County Rural Area Ditch Cleaning Prog | 0 | 0 | 0 | 500,000 |
| 13064 HC13064-20 Ending the HIV Epidemic RW Parts A and B | 0 | 0 | 0 | 950,000 |
| 13066 HC13066-20 Ryan White HIV/AIDS Program Part COVID-19 Respc | 0 | 0 | 0 | 521,126 |
| 13067 SP13067-20 CJMNSA Reinvestment Grant | 0 | 0 | 0 | 2,280,440 |
| 13068 SS13068-20 CSBG - CARES ACT | 0 | 0 | 0 | 2,100,594 |
| 13069 SS13069-20 LIHEAP - CARES ACT | 0 | 0 | 0 | 2,849,992 |
| 13070 EL13070-20 LGSP Hydrologic Impr Freshwater Wetland Restorati | 0 | 0 | 0 | 677,260 |
| 13101 AG13101-21 Congregate Meals Title III-C1 | 0 | 0 | 0 | 1,457,096 |
| 13102 AG13102-21 Home Deliv Meals Title III-C2 | 0 | 0 | 0 | 1,233,623 |
| 13103 AG13103-21 Sr Adult Day Care III-B | 0 | 0 | 0 | 874,378 |
| 13104 AG13104-21 Homemkr Local Svc Prog | 0 | 0 | 0 | 109,352 |
| 13105 AG13105-21 Alzheimer Disease Initiat | 0 | 0 | 0 | 755,760 |
| 13106 AG13106-21 ADI Day Care Alzheimers | 0 | 0 | 0 | 179,903 |
| 13107 AG13107-21 Community Care For The El | 0 | 0 | 0 | 2,555,234 |
| 13108 AG13108-21 Home Care For The Elderly | 0 | 0 | 0 | 70,165 |
| 13109 AG13109-21 NSIP Nutrition Incentive Svc Prog | 0 | 0 | 0 | 304,339 |
| 13110 AG13110-21 Caregiver Svcs Title IIIIE | 0 | 0 | 0 | 231,211 |
| 13112 AH13112-21 HOME Investment Ptp | 0 | 0 | 0 | 2,924,298 |
| 13113 AH13113-21 HUD CDBG | 0 | 0 | 0 | 7,316,504 |
| 13114 AH13114-21 Emergency Shelter Grant | 0 | 0 | 0 | 617,601 |
| 13115 CS13115-21 Emerg Shelter Care Reside | 0 | 0 | 0 | 383,112 |
| 13116 CS13116-21 Florida Network Prog | 0 | 0 | 0 | 639,789 |
| 13117 CS13117-21 Natl Sch Brkfst/Lunch Prog Educ | 0 | 0 | 0 | 82,000 |
| 13118 CS13118-21 CCL School Readiness | 0 | 0 | 0 | 296,007 |
| 13120 EP13120-21 Air Pollution Control TitV | 0 | 0 | 0 | 300,000 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| 10008 Grants (Not Transportation-Related) (continued) | | | | |
| 13121 EP13121-21 Petro Site Cleanup Fdep G | 0 | 0 | 0 | 1,430,108 |
| 13122 EP13122-21 Pollutant Stge Sys Compli | 0 | 0 | 0 | 520,000 |
| 13123 EP13123-21 National Air Toxics Trend | 0 | 0 | 0 | 140,000 |
| 13124 EP13124-21 Federal Bio Watch Program | 0 | 0 | 0 | 420,000 |
| 13125 EP13125-21 County Clean Air Program | 0 | 0 | 0 | 1,027,759 |
| 13126 EP13126-21 Air Monitoring Sec 103; | 0 | 0 | 0 | 95,000 |
| 13127 EP13127-21 Baywide Benthic Monitorin | 0 | 0 | 0 | 40,000 |
| 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 | 544,088 |
| 13131 FR13131-21 Emer Mgt Prep/Assist | 0 | 0 | 0 | 105,806 |
| 13133 HC13133-21 Ryan White Part A-HIV/AIDS Prog Svcs | 0 | 0 | 0 | 10,525,074 |
| 13134 HS13134-21 Head Start Prog HHS | 0 | 0 | 0 | 34,388,780 |
| 13135 HS13135-21 Child Care Food Prog | 0 | 0 | 0 | 1,433,263 |
| 13136 HS13136-21 Early Head Start Prog HHS | 0 | 0 | 0 | 7,242,351 |
| 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 | 122,775 |
| 13140 JB13140-21 VOCA (Victim of Crime Act) | 0 | 0 | 0 | 225,220 |
| 13141 ED13141-21 Florida SBDC at USFSmall Business Development Cc | 0 | 0 | 0 | 296,502 |
| 13142 JB13142-21 SAMHSA-Family Depend Treat Court Exp | 0 | 0 | 0 | 424,939 |
| 13144 SL13144-21 Sunshine Line Program | 0 | 0 | 0 | 2,429,536 |
| 13145 SP13145-21 Federal Justice Assistance | 0 | 0 | 0 | 144,104 |
| 13146 SP13146-21 State JAG | 0 | 0 | 0 | 321,359 |
| 13147 SS13147-21 Emergency Home Assist Prog (EHEAP) | 0 | 0 | 0 | 198,649 |
| 13148 SS13148-21 Low-Income Home Energy Assist Prg (LIHEAP) | 0 | 0 | 0 | 1,845,308 |
| 13149 SS13149-21 Community Svcs Block Grant (CSBG) | 0 | 0 | 0 | 4,405,491 |
| 13150 CS13150-20 Child Daycare Licensing | 0 | 0 | 344,322 | 273,810 |
| 13151 MP13151-21 Fed Hwy Adm Sec 112 Plng | 0 | 0 | 0 | 1,755,290 |
| 13152 MP13152-21 Comm for Transp Disadvantaged Plng | 0 | 0 | 0 | 53,081 |
| 13153 MP13153-21 Fed Transit Admin Sec 5303 Plng | 0 | 0 | 0 | 685,866 |
| 13154 MP13154-21 Long Range Transp Plan | 0 | 0 | 0 | 600,000 |
| 13156 CS13156-21 Quality Early Education System | 0 | 0 | 0 | 330,481 |
| 13157 CS13157-21 Child Daycare Licensing | 0 | 0 | 0 | 123,895 |
| 13164 HC13164-21 Ending the HIV Epidemic RW Parts A and B | 0 | 0 | 0 | 1,000,000 |
| | 108,938,660 | 98,485,775 | 169,241,641 | 186,725,702 |
| 10009 Sales Tax Revenue Fund | | | | |
| 10800 Half-Cent Sales Tax Rev Fd10010010 | 104,663,693 | 109,129,383 | 147,797,549 | 109,203,224 |
| 10801 Local Govt Infrastructure Surtax Fd10010090 | 131,306,427 | 130,971,735 | 146,614,358 | 116,815,842 |
| 10802 Prof Sports Franchise Facil Sales Tax Fd10010020 | 2,000,004 | 2,000,004 | 2,187,551 | 2,191,769 |
| 10803 3% Tourist Development Tx Fd; Fs 125.010410010030 | 20,566,795 | 18,928,106 | 28,672,648 | 16,822,928 |
| 10804 1% Addl (4Th Ct) Tourist Tax Fd Ord 03-0310010040 | 2,516,726 | 5,871,319 | 21,909,356 | 19,890,241 |
| 10805 1% Addl (5Th Ct) Tourist Tax Fd Ord 03-0310010050 | 4,713,792 | 4,879,821 | 15,442,265 | 11,900,546 |
| 10811 1% Addl (6Th Ct) Tourist Tax Fd Ord 03-031 | 0 | 7,048 | 7,643,682 | 4,383,121 |
| | 265,767,437 | 271,787,416 | 370,267,409 | 281,207,671 |
| 10010 Discretely Presented Component Units | | | | |
| 10902 City-Cnty Planning Com Fd-Ch 97/351 LOF10006006 | 4,704,258 | 5,094,293 | 5,690,713 | 5,639,562 |
| 10903 MPO Transp Imp Surtax | 0 | 0 | 4,849,522 | 6,479,384 |
| | 4,704,258 | 5,094,293 | 10,540,235 | 12,118,946 |
| 10011 Local Housing Assistance Program Fund | | | | |
| 10769 SHIP AH10769-15 YR 23 | 1,064,885 | 0 | 0 | 0 |
| 10770 SHIP AH10770-16 YR 24 | 4,797,933 | 1,327,066 | 961,873 | 333,779 |
| 10771 SHIP AH10771-17 YR 25 | 1,449,347 | 1,104,929 | 3,024,396 | 1,852,531 |
| 12368 SHIP AH12368-18 YR 26 | 15,723 | 134,001 | 1,710,176 | 1,739,037 |
| 10721 SHIP AH3101 -11 YR 19 | 3 | 0 | 0 | 0 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|----------------------|----------------------|----------------------|----------------------|
| 10011 Local Housing Assistance Program Fund (continued) | | | | |
| 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 | 1,844,489 |
| 10788 SHIP AH10788-21 YR 29 | 0 | 0 | 0 | 1,594,489 |
| 12372 SHIP AH12372-19 YR 27 | 0 | 29,391 | 1,923,110 | 2,307,894 |
| | 7,320,775 | 2,595,387 | 9,464,044 | 9,672,219 |
| 10012 Transporation Surtax Trust Fund | | | | |
| 10508 TIS Maintenance & Vulnerability Reduction Proj Fd | 0 | 0 | 37,300,000 | 51,773,747 |
| 10509 TIS Congestion Reduction Proj Fd | 0 | 0 | 48,490,000 | 67,275,890 |
| 10510 TIS Safety Impr Proj Fd | 0 | 0 | 50,355,000 | 69,859,595 |
| 10511 TIS Transp Network Impr Proj Fd | 0 | 0 | 22,380,000 | 31,079,288 |
| 10512 TIS Remaining Proj Fd FS 212.055(1) | 0 | 0 | 27,975,000 | 38,830,312 |
| | 0 | 0 | 186,500,000 | 258,818,832 |
| SPECIAL REVENUE FUNDS TOTAL | 1,085,587,359 | 1,030,182,523 | 2,285,825,817 | 2,326,688,978 |
| 10030 H.R. 748 CARES ACT | | | | |
| 10031 Cares Act | 0 | 0 | 0 | 118,137,067 |
| 10032 Cares Act interest | 0 | 0 | 0 | 1,197,055 |
| | 0 | 0 | 0 | 119,334,122 |
| 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 | 1,331,227 | 1,667,053 | 1,666,774 |
| 20005 4th Cent TDT 06/17 Ref Rev Bds Sk Fd-20021001 | 2,360,719 | 2,297,187 | 3,981,686 | 3,996,869 |
| 20006 5th Cent TDT 06A/16 Ref Rev Bds | 2,027,544 | 2,080,544 | 3,566,730 | 3,587,853 |
| 20011 CIP Ref Rev Bds Series 06/16 Sk Fd-20038004 | 2,749,025 | 2,746,425 | 3,212,475 | 3,215,909 |
| 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 | 9,848,075 | 17,954,888 | 18,150,079 |
| 20024 CIP Rev Bds 12/17 Note Sk Fd-20054001 | 33,921,102 | 6,666,424 | 9,077,592 | 8,917,768 |
| 20026 CST Series 2015 Bonds Sk Fd | 4,034,350 | 4,035,350 | 6,912,760 | 7,196,210 |
| 20029 CIT Series 2015 Refunding Revenue Bonds | 9,364,200 | 20,327,850 | 36,668,500 | 37,049,334 |
| 20033 CIT Series 2018 Sk Fd | 66,431,010 | 5,815,220 | 11,754,617 | 11,882,930 |
| 20034 Half Cent Transportation Plan Sinking Funfd | 0 | 0 | 183,094,270 | 73,577,363 |
| 20035 CIP Half Cent Series 2020 Sinking Fund | 0 | 0 | 5,950,000 | 5,950,000 |
| 20036 CIP Series 2019 Sinking Fund | 0 | 149,504,831 | 0 | 0 |
| 20037 Transportation MP Bonds DS | 0 | 0 | 0 | 200,000,000 |
| | 142,868,716 | 204,653,133 | 283,840,571 | 375,191,089 |
| 20103 General Obligation Bonds Sinking Funds | | | | |
| 20007 P&R GO Ref Bnds 2002 Sk Fd-20024000 | 1,384,649 | 1,386,247 | 1,999,611 | 2,295,409 |
| 20009 ELAPP Series 2009/2019 Bds Sk Fd-20029003 | 4,696,820 | 53,225,008 | 6,113,494 | 7,432,388 |
| 20030 ELAPP Series 2019 Bds Sk Fd | 0 | 109,997,476 | 2,462,000 | 2,596,200 |
| | 6,081,469 | 164,608,731 | 10,575,105 | 12,323,997 |
| 20105 Commercial Paper Sinking Funds | | | | |
| 20014 M2Gen Proj Rev/Sinking Fd-DS0155 Note 37 DS0155 | 715,732 | 816,292 | 1,346,995 | 1,417,000 |
| 20015 M2Gen Proj Rev/Sinking Fd-DS0169 Note 39 DS0169 | 374,473 | 347,220 | 692,760 | 682,955 |
| 20016 CP Note Sk Fd-Stadium Impr Notes-20044004 | 0 | 400,000 | 13,578,245 | 11,856,360 |
| 20017 CP Note Sk Fd-Arena Impr-20044005 | 2,027,481 | 1,646,610 | 4,580,000 | 8,316,641 |
| 20028 CP Note Redev Seed Money Sinking Fd | 0 | 387,222 | 0 | 0 |
| 20031 CIP Series 2019 Sk Fd | 200,000 | 10,654,191 | 6,451,611 | 5,882,270 |
| | 3,317,686 | 14,251,535 | 26,649,611 | 28,155,226 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| 20106 Direct Borrowing and Placement Note Sinking Funds | | | | |
| 20010 CT Facil Ref Rev 05 Bds/15 Note RJames Sk Fd | 2,102,770 | 2,030,972 | 3,840,807 | 3,785,021 |
| 20025 ARENA Non-Ad Ref Rev Bds 05/15 Note Sk Fd | 1,144,284 | 1,145,358 | 2,226,699 | 2,243,763 |
| | 3,247,054 | 3,176,330 | 6,067,506 | 6,028,784 |
| DEBT SERVICE FUNDS TOTAL | 155,514,925 | 386,689,729 | 327,132,793 | 421,699,096 |
| 30000 CAPITAL PROJECTS FUNDS | | | | |
| 30002 Countywide Construction Fd-30002604 | 11,258,777 | 5,458,869 | 47,546,893 | 54,443,975 |
| 30003 Unincorp Area Construction Fd-30004608 | 8,521,033 | 11,095,812 | 21,853,429 | 17,485,653 |
| 30010 Court Facil Imprvmt Non-Bd Proj Fd-30034002 | 108,222 | 749,651 | 145,439 | 137,383 |
| 30013 CST Bonds (2015) Project Fund (PSOC) | 7,350,116 | 1,022,015 | 4,960,695 | 4,699,873 |
| 30014 Stadium Improvements Project Fund-30080002 | 0 | 0 | 11,700,000 | 400,000 |
| 30015 NextGeneration911 Capital Proj Fund | 2,545,069 | 60,578 | 980,920 | 0 |
| 30020 4th Cent TDT Bonds (2017B) GMS Facility Proj Fd | 4,136,000 | 153,432 | 0 | 0 |
| 30023 Half Cent CIP Bonds (2020) Project Fund | 0 | 0 | 5,500,000 | 5,500,000 |
| 30024 BP Oil Spill Proceeds Prj Fd | 0 | 0 | 13,500,000 | 13,206,885 |
| 30025 Non Ad Val Bonds (2019) Project Fund | 0 | 5,579,859 | 0 | 0 |
| | 33,919,217 | 24,120,216 | 106,187,376 | 95,873,769 |
| 30100 Environmental Lands Acq & Protect Fund | | | | |
| 30005 ELAPP Projects (Non-Bond) Fund-30029002 | 1,074,158 | 575,774 | 15,459,883 | 14,727,390 |
| 30006 ELAPP Bonds (2009A) Project Fund-30029007 | 1,802,823 | 43,314 | 0 | 0 |
| 30007 ELAPP Bonds (2009B) Project Fund-30029008 | 61,357 | 740,721 | 0 | 0 |
| 30009 ELAPP Bonds (2009B) Bld Amer Bonds Subsidy | 934,513 | 1,302,539 | 1,013 | 0 |
| 30019 ELAPP Bonds (2019) Project Fund | 0 | 2,482,387 | 66,146,890 | 44,422,427 |
| | 3,872,851 | 5,144,735 | 81,607,786 | 59,149,817 |
| 30101 Commercial Paper & Credit Capacity Fund | | | | |
| 30011 Commercial Paper Note Issuance Fd I-30044001 | 1,999,940 | 3,582,882 | 8,134,380 | 13,658,980 |
| 30017 Redev Seed Money CP Note Proceeds | 200,000 | 0 | 0 | 0 |
| 30018 Non Ad Val Bonds (2019) Project Fund | 11,464,226 | 5,713,627 | 153,058,745 | 102,408,546 |
| 30021 Taxable CP Notes Govt Facilities | 97,963 | 172,318 | 3,195,000 | 2,689,000 |
| 30022 CIP CP Notes Project Fund | 0 | 0 | 14,500,000 | 13,326,500 |
| | 13,762,129 | 9,468,827 | 178,888,125 | 132,083,026 |
| CAPITAL PROJECTS FUNDS TOTAL | 51,554,197 | 38,733,778 | 366,683,287 | 287,106,612 |
| 40000 ENTERPRISE (PUBLIC UTILITIES) FUNDS | | | | |
| 40001 Public Works Solid Waste Resource Recovery | | | | |
| 40003 SW & RR System Operating/Maintenance Fd | 84,194,860 | 88,486,323 | 104,704,898 | 138,829,239 |
| 40004 SW & RR System Revenue Fund-40032003 | 111,475,248 | 112,482,865 | 170,008,660 | 153,941,149 |
| 40007 SW Sys Renewal/Repl Fd-Ord 06-28;Sec9.06 | 1,275,426 | 3,214,406 | 34,419,839 | 28,098,500 |
| 40009 SW/RR Sys (Fin Assur/GASB) LF Closure Fd-40032019 | 0 | 0 | 40,806,713 | 46,114,320 |
| 40010 SW/RR Sys Closed L/F Maintenance Fund-40032024 | 1,178,071 | 1,298,697 | 5,448,880 | 8,193,435 |
| 40011 SW/RR System Debt Service Fund-40032027 | 12,981,631 | 13,093,652 | 14,106,291 | 14,103,079 |
| 40012 SW/RR System General Purpose Fund-40032029 | 0 | 0 | 12,035,467 | 12,035,467 |
| 40013 Taylor Road Landfill Superfund Site Fund-40032041 | 8,343 | 16,092 | 128,559 | 75,530 |
| 40014 Landfill Closure Fd-Phase II (Cell 7) GASB-40032043 | 0 | 0 | 2,148,555 | 2,263,177 |
| 40016 SW/RR System Rate Stabilization Fd-40032049 | 0 | 0 | 111,474,260 | 111,474,260 |
| 40017 Internal Capital Improvement Fund-40032058 | 0 | 0 | 714,272 | 743,446 |
| 40023 Solid Waste Series 2016A (AMT) | (5,000) | 182,542 | 0 | 0 |
| 40024 Solid Waste Series 2016A (AMT) Debit Service Reserve | 0 | 0 | 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 | 0 | 1,137,942 | 1,137,942 |
| | 211,108,579 | 218,829,071 | 501,150,520 | 521,025,728 |

Budget by Fund

| Fund Title | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|------------------------|------------------------|------------------------|------------------------|
| 40099 Public Utilities Water/Wastewater | | | | |
| 40100 Utility Sys Operating & Maintenance Acct-40040001 | 179,403,288 | 200,785,912 | 228,654,140 | 247,488,088 |
| 40101 Utility Sys Rev Bds Debt Service Acct-40040002 | 16,528,524 | 14,461,740 | 128,972,940 | 21,628,434 |
| 40102 Utility Sys General Revenue Acct-40040003 | 222,859,597 | 267,341,284 | 256,536,987 | 284,228,478 |
| 40103 Util Sys Impact Fees Gen Oper Acct-40040005 | 4,520,500 | 2,943,097 | 80,675,560 | 101,416,336 |
| 40104 Utility Sys Renewal & Replacement Acct A-40040007 | 14,717,288 | 11,036,217 | 64,667,104 | 63,589,094 |
| 40105 Utility Sys Gen Rev Cap Exp Acct-40040010 | 45,330,883 | 34,311,170 | 131,048,502 | 148,474,044 |
| 40115 Revenue Account Rate Stabilization Fund-40040046 | 13,340,000 | 0 | 113,291,129 | 115,451,130 |
| 40116 Reclaimed Water Impvmt Unit Assessmnt Fd-40040050 | 11,089 | 7,046,111 | 12,020,096 | 824,360 |
| 40117 Reclaimed Water Impvmt Unit Project Fd-40040051 | 544,215 | 0 | 9,943,832 | 11,748,870 |
| 40118 Impact Fees Assessmnt Unit Fd Ord96-07-40040052 | 9,190,575 | 24,723,452 | 21,395,208 | 12,454,539 |
| 40119 Infrastructure Assessment Unit Fd 99-08-40040054 | 76 | 68 | 144,171 | 164,728 |
| 40124 Series 10A Tx-Ex Rev Bds Proj Fd-Tradn'L-40040069 | 77,165 | (906) | 0 | 0 |
| 40125 Series 10B Txble Bab Rev Bds Proj Fd-35%-40040070 | 17,596 | 0 | 0 | 0 |
| 40127 Tax-Exempt 2010B Bab Subsidy-40040073 | 1,847,765 | 2,171,156 | 2,594,048 | 3,900 |
| 40128 Tax-Exempt 2010C Bab Subsidy-40040074 | 534,407 | 534,407 | 610,577 | 538,689 |
| 40129 Series 2010A Debt Service Reserve-40040075 | 0 | 0 | 1,392,467 | 0 |
| 40130 Series 2010B Debt Service Reserve-40040076 | 0 | 0 | 8,513,469 | 0 |
| 40131 Series 2010C Debt Service Reserve-40040077 | 0 | 0 | 1,675,439 | 2,169,999 |
| 40154 Aquifer Recharge Project CP3100 | 13,543 | 1,095,024 | 0 | 0 |
| 40156 NW Consolid Proj Bond Fd | 92,175,736 | 47,213,136 | 17,917,599 | 12,248,069 |
| 40159 Summerfield Sports Complex RWTM | 0 | 0 | 77,500 | 77,500 |
| 40160 Palm River Water & Sewer Expansion Project (NEW) | 1,786,186 | 323,621 | 859,145 | 0 |
| 40161 19th Ave RWTM SWFWMD | 0 | 2,345,946 | 2,713,671 | 367,725 |
| 40162 Series 19 Utility Ref Rev Bds | 0 | 0 | 115,327,329 | 126,475 |
| 40164 BP Oil Spill Proceeds (Water) Project Fund | 0 | 0 | 5,000,000 | 4,859,323 |
| | 602,898,433 | 616,331,435 | 1,204,030,913 | 1,027,859,781 |
| ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL | 814,007,012 | 835,160,506 | 1,705,181,433 | 1,548,885,509 |
| 50000 INTERNAL SERVICE FUNDS | | | | |
| 50001 Fleet Management Fund | | | | |
| 50003 Operating Fund-50066001 | 18,165,358 | 19,383,880 | 22,515,024 | 23,201,092 |
| 50004 Lease Back Program Fund-50066003 | 11,685,935 | 9,350,933 | 56,082,710 | 59,529,816 |
| | 29,851,293 | 28,734,813 | 78,597,734 | 82,730,908 |
| 50002 Self-Insurance Fund | | | | |
| 50100 Insurance Program Admin Fd-50067000 | 920,373 | 1,078,038 | 1,818,806 | 1,826,362 |
| 50101 Workers Compensation Insur Fd-50067001 | 6,563,790 | 7,286,027 | 30,894,491 | 32,012,901 |
| 50102 General Liability Insurance Fd-50067002 | 8,807,975 | 12,217,544 | 19,400,211 | 17,528,045 |
| 50103 Catastrophic Disaster Recov Fd-50067003 | 21,760,000 | 0 | 84,639,733 | 61,331,098 |
| 50104 Employee Group Health Insur Fd-50067004 | 92,359,196 | 99,957,759 | 138,339,574 | 125,404,365 |
| 50105 OPEB/Retiree Health Insur Fd-50067005 | 0 | 2,185 | 21,044,217 | 23,046,869 |
| 50106 TX Coll OPEB/Retiree Health Ins Fd-50067006 | 0 | 0 | 410,916 | 413,958 |
| 50107 Sheriff OPEB/Retiree Health Ins Fd-50067007 | 0 | 0 | 17,195,024 | 20,015,349 |
| 50108 Sheriff Grp Hlth & Sht Term Dis State Req'd Rsv Fd | 0 | 0 | 35,656,772 | 34,993,620 |
| 50109 Sheriff Workers' Comp Reserve Fd | 0 | 0 | 3,104,549 | 2,562,592 |
| 50110 Sheriff Legal Liabilities Reserve Fd | 0 | 0 | 200,000 | 0 |
| | 130,411,334 | 120,541,553 | 352,704,293 | 319,135,159 |
| INTERNAL SERVICE FUNDS TOTAL | 160,262,627 | 149,276,366 | 431,302,027 | 401,866,067 |
| 60000 AGENCY FUNDS | | | | |
| 61000 Noncommitment Debt Service Funds | | | | |
| 61001 Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002 | 9,137,599 | 8,934,724 | 12,450,650 | 13,432,025 |
| 61004 Rev/Sinking Fd RW Spcl Assmnt 00 Rev Bds-65046002 | 0 | 0 | 8,500 | 866,300 |
| 61006 Rev/Sking Fd Imp Fee Spcl Assmnt 2000-65047002 | 21,463 | 0 | 4,299,000 | 6,010,200 |
| 61008 Dana Shores Civic Assn Spec Assmt Rev Bds Series 2019 | 0 | 0 | 0 | 2,728,672 |
| AGENCY FUNDS TOTAL | 9,159,062 | 8,934,724 | 16,758,150 | 23,037,197 |
| GRAND TOTAL | \$3,271,212,612 | \$3,534,919,533 | \$6,650,269,786 | \$6,712,338,637 |

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
Animal Abuse & Neglect Investigation
Burglar Alarm Ordinance Administration
Enforcement of Ordinance/Investigation of State Law
Violation
Gas Pumping Assistance Ordinance (County-wide)
Hand Sanitizer Ordinance
Land 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

Matrix of Services

COMMUNICATIONS & DIGITAL MEDIA (continued)

Promotional Services
Public Meetings
Public Relations/Marketing Strategy Public/Special Events
Social Media
Sponsorship
Television
Video Production
Website Administration

COMMUNITY & INFRASTRUCTURE

Infrastructure assessment
Development feasibility
Conduct Vision Zero analysis
Trails strategic implementations
Corridor preservation
Access Management best practices
Transportation 10 year needs plan

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

COUNTY ADMINISTRATOR (continued)

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

Matrix of Services

ENGINEERING AND OPERATIONS (continued)

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
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
Major Repair & Preservation of Facilities
Facility Portfolio/Space Management & Planning
Operations & Maintenance
Custodial Operations
Parking Administration
Surplus Warehouse Operations
Pest Control Services
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
Real Estate Appraisal & Valuation Services
Sale of Surplus Real Estate

GOVERNMENT RELATIONS & STRATEGIC SERVICES

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
Local, State, & Federal Legislative Program Development
Operations Management
Special Projects

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

Matrix of Services

HUMAN RESOURCES (continued)

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
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

PARKS & RECREATION

Active Adult Programs (50 & up)
After-School Recreation Programs
Community Service & Volunteer Programs
Community Special Events

PARKS & RECREATION (continued)

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
Teen Enhancement Programs

PET RESOURCES

Adoption/Rescue/Foster for Pets
Animal Shelter
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

Matrix of Services

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

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, (District 6, Countywide)
Standing from left to right: Stacy R. White, Chaplain (District 4), Kimberly Overman, Vice Chair (District 7, Countywide), Sandra L. Murman (District 1), Mariella Smith (District 5, Countywide), Ken Hagan (District 2).

FY 19 and FY 20 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 Key Projects:



- 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.

FY 20 and FY 21 Core Goals:



- 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.

Board of County Commissioners

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 2,691,835 | \$ 2,734,466 | \$ 2,874,413 | \$ 2,940,411 |
| Operating Expenditures/Expenses | 28,945 | 44,555 | 60,756 | 63,202 |
| | \$ 2,720,780 | \$ 2,779,021 | \$ 2,935,169 | \$ 3,003,613 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 2,720,780 | \$ 2,779,021 | \$ 2,935,169 | \$ 3,003,613 |
| | \$ 2,720,780 | \$ 2,779,021 | \$ 2,935,169 | \$ 3,003,613 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 21 | 21 | 21 | 21 |
| Funded FTE Positions | 21.00 | 21.00 | 21.00 | 21.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted. Commissioner salaries are budgeted at statutory amounts.

OPERATING EXPENDITURES:

- Continuation budget.

County Internal Auditor's Office

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. As a business partner, the County Internal Auditor's Office provides an advisory role in addition to its routine audit and assurance responsibilities.

FY 19 and FY 20 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 that resulted in higher control maturity levels for County operations and decreased risk factors.

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 20 and FY 21 Key Projects:



- Perform audit services, which includes independent, objective assurance activities; internal audits; management of outsourced performance audit contracts on behalf of the County Administrator; consulting/advisory services; 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:



(813) 274-6795

HCFLGov.net/InternalAuditor

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Completed audit services (measured by the number of final communications issued). | 16 | 16 | 16 | 16 |

County Internal Auditor

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 502,759 | \$ 572,393 | \$ 734,681 | \$ 743,503 |
| Operating Expenditures/Expenses | 16,150 | 22,004 | 70,682 | 71,644 |
| Capital Outlay | 0 | 1,067 | 0 | 0 |
| | \$ 518,909 | \$ 595,464 | \$ 805,363 | \$ 815,147 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 518,909 | \$ 595,464 | \$ 805,363 | \$ 815,147 |
| | \$ 518,909 | \$ 595,464 | \$ 805,363 | \$ 815,147 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 4 | 4 | 5 | 5 |
| Funded FTE Positions | 4.00 | 4.00 | 5.00 | 5.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

County Attorney's Office

The County Attorney's Office provides legal counsel and representation to the Board of County Commissioners (BOCC), the County Administration and several Constitutional Officers. In addition, the County Attorney's Office provides legal representation to various Hillsborough County agencies at the direction of the Board of County Commissioners. Duties include participation in all litigation and providing legal counsel and advice on issues affecting overall County administration, including innovative legal solutions.

FY 19 and FY 20 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 42% of the attorneys in the office and maintained paralegal certification or Florida Bar registration for 43% of the paralegals.
- Coordinated 4,519 public records requests in calendar year 2019.
- Managed the registration of 175 lobbyists in calendar year 2019.



Chief Judge Ronald Ficarrotta and County Judge Cindy Oster (former Senior Assistant County Attorney) present Chief Assistant County Attorney Jennie Tarr the Thirteenth Judicial Circuit 2019 Professionalism Award in the Practice of Government on Public Sector Law.



The Hillsborough County Attorney's Office joins together for annual training, team building, and employee recognitions.

FY 20 and FY 21 Core Goals:



- Continue to enhance in-house training programs to provide quality training and cost effective continuing legal education (CLE), which will cost-effectively enhance staff members' abilities to perform their jobs with increased professionalism while fostering the development of exceptional lawyers and support staff.
- Continue to enhance the in-house mentoring program to include internships for law students and paralegal students from local institutions for course credit in an effort to provide a community benefit by supporting the continued professional development of those interested in the legal profession.
- Continue to promote Board Certification by allocating funds to support staff attorneys who are seeking certification by paying for the training and certification process while recognizing that it 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.

FY 20 and FY 21 Key Projects:



- Continue to emphasize customer service for clients (BOCC, County departments, Constitutional Officers and County agencies) and the public in order to create an atmosphere of cooperation with clients and to assure consistency with the BOCC and County Administrator’s objectives.
- Continue to enhance professionalism and excellence in legal services to the client, 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:



During this fiscal year, the County Attorney’s Office was chosen by the Board of County Commissioners to provide the legal support to CareerSource Tampa Bay. Previously, such support was provided by private outside legal counsel. This new and innovative approach creates cost efficiencies for the agency, produces revenue for the County, and improves responsiveness which allows CareerSource Tampa Bay to better serve the citizens of Hillsborough County.

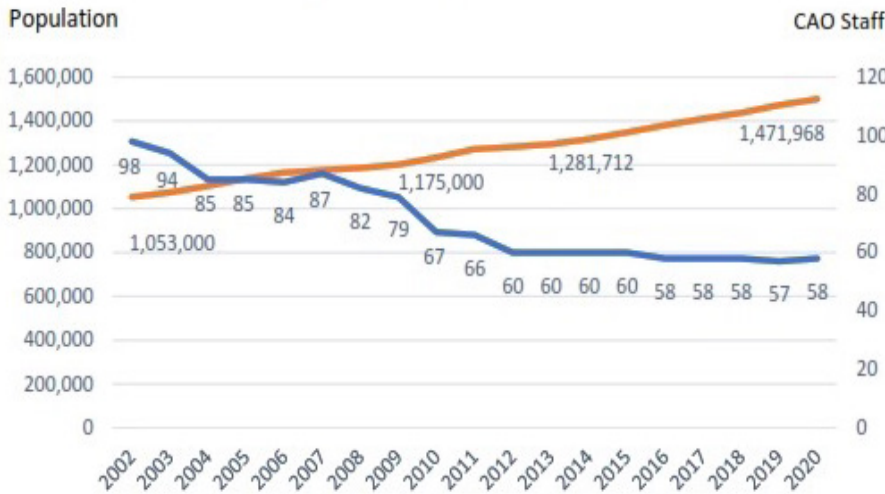
Contact:



(813) 272-5670

HCFLGov.net/CountyAttorney

Hillsborough County Population vs. County Attorney's Office Staff



Above: Paralegals from Hillsborough County are recognized for their hard work and dedication at the Board of County Commissioners Regular Meeting on Paralegal Day.

Left: Although the population in Hillsborough County has grown, the Hillsborough County Attorney’s Office staff has decreased from a high of 98 to a total staff of 59. This is possible due to great longevity and experience within the Office and the effective usage of technology.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|--------------|--------------|---------------|-------------------|
| 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 8,182,633 | \$ 8,351,065 | \$ 9,070,919 | \$ 9,280,381 |
| Operating Expenditures/Expenses | 168,306 | 183,692 | 202,468 | 232,593 |
| | \$ 8,350,939 | \$ 8,534,757 | \$ 9,273,387 | \$ 9,512,974 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 8,350,939 | \$ 8,534,787 | \$ 9,273,387 | \$ 9,512,974 |
| | \$ 8,350,939 | \$ 8,534,787 | \$ 9,273,387 | \$ 9,512,974 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 60 | 60 | 62 | 62 |
| Funded FTE Positions | 59.50 | 59.50 | 61.50 | 61.50 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

9-1-1 Agency

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 205,056 | \$ 192,338 | \$ 314,497 | \$ 273,760 |
| Operating Expenditures/Expenses | 3,808,990 | 3,989,627 | 4,165,577 | 4,334,606 |
| Capital Outlay | 23,723 | 2,821 | 0 | 0 |
| Grants & Aids | 1,675,800 | 1,865,289 | 1,931,670 | 1,954,240 |
| | \$ 5,713,569 | \$ 6,050,075 | \$ 6,411,744 | \$ 6,562,606 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide Special Revenue Fund | \$ 5,713,569 | \$ 6,050,075 | \$ 6,411,744 | \$ 6,562,606 |
| | \$ 5,713,569 | \$ 6,050,075 | \$ 6,411,744 | \$ 6,562,606 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 2 | 2 | 2 | 2 |
| Funded FTE Positions | 2.00 | 2.00 | 2.00 | 2.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs.
- Personnel decreased due to savings from staff succession.

OPERATING EXPENDITURES:

- Increase in operating expenditures is primarily due increases in the annual support, maintenance and managed services of new call taker phone positions with the City of Tampa.

Affordable Housing

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 the HOPE Funds, Housing and Urban Development and State grants: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), 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.

FY 19 and FY 20 Accomplishments:



- **212 clients** assisted with down payments and small multifamily development.
- **434** improved accessibility and sustainability units.
- **12 public facilities** received funding for infrastructure improvements countywide, which directly assisted **13,952 residents**.



Harvest Hope Park: A Public Improvement Project.



Sable Park
Multifamily
Development.



Laburnum Gardens Multifamily Senior Development.

Innovation:



Through the examination of Affordable Housing Services' core services, it was determined that building and growing public/private relationships would provide maximum benefit. Efficiencies are being developed with Management & Budget to improve the financial and programing aspects of the grant process, which will enhance streamlining and proficiencies. Efficiencies 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.

FY 20 and FY 21 Core Goals:



- Increase and sustain decent, affordable sustainable housing opportunities for low-income families.
- Create long-term housing opportunities, and improve neighborhoods.
- Preserve decent housing opportunities with improved accessibility and sustainability.

FY 20 and FY 21 Key Projects:



- Providing for home improvements for low- and moderate-income households, resulting in healthy and enjoyable places to live, work, and play.
- Providing for down-payment assistance for low- and moderate-income households, resulting in self-sufficiency and quality of life for those who need help.
- Providing for multifamily rental units for low- and moderate-income households and special needs populations, resulting in safe, attractive communities residents are proud to call home.

Contact:



(813) 612-5397

HCFLGov.net/
AffordableHousing

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| To increase and sustain decent affordable housing opportunities for low-income families. | 90 | 133 | 92 | 90 |
| To create long-term housing opportunities. | 111 | 425 | 351 | 450 |
| Preserve decent housing opportunities with improved accessibility and sustainability. | 64 | 133 | 104 | 110 |

Affordable Housing Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 1,798,340 | \$ 1,803,864 | \$ 2,577,848 | \$ 3,274,048 |
| Operating Expenditures/Expenses | 888,039 | 344,217 | 482,772 | 1,159,575 |
| Capital outlay | 1,863,604 | 9,160 | 134,658 | 492,105 |
| Grants & Aids | 13,714,310 | 7,464,667 | 33,190,969 | 60,165,441 |
| | \$ 18,264,293 | \$ 9,621,908 | \$ 36,386,247 | \$ 65,091,169 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ (20) | \$ 0 | \$ 0 | \$ 23,829,115 |
| Unincorporated Area General Fund | 481,150 | 507,318 | 1,101,194 | 1,148,854 |
| Grants (Not Transportation-Related) | 10,462,391 | 6,519,203 | 25,821,009 | 30,440,981 |
| Local Housing Assistance Program Fund | 7,320,772 | 2,595,387 | 9,464,044 | 9,672,219 |
| | \$ 18,264,293 | \$ 9,621,908 | \$ 36,386,247 | \$ 65,091,169 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 21 | 21 | 26 | 29 |
| Funded FTE Positions | 21.00 | 21.00 | 26.00 | 29.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Three Project Manager positions are established in response to the need to preserve and increase the number of affordable housing units.

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.

GRANTS AND AIDS:

- \$23 million is budgeted in the Local Affordable Housing Fund.

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, home delivered meals, adult day services, congregate dining, personal care, homemaking, caregiver respite, nutrition counseling, consumables, emergency alert response buttons with lock box option, transportation, pest control 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.

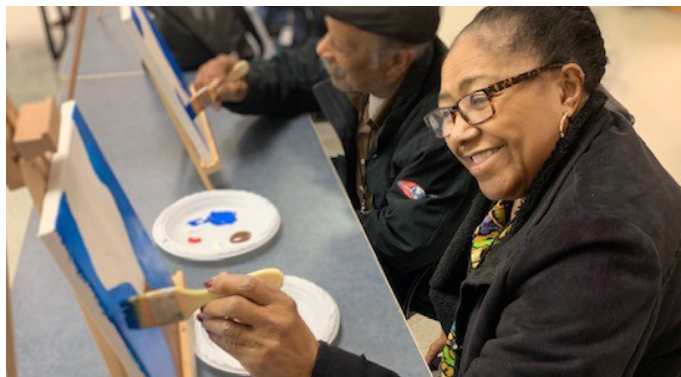
FY 19 and FY 20 Accomplishments:



- In conjunction with enhanced operational efficiencies and increased financial support from the County, Aging Services was able to provide nutritious meals to 1,300 additional seniors, equating to nearly 200,000 more meals essential to preventing food insecurity.
- In 2019, the department initiated a project with Human Resources and the Information and Innovation Department to ensure the successful execution of a telecommuting pilot for eligible Aging Services staff. As a result of this prior collaboration, Aging Services was largely prepared for rapid implementation of broad-scale remote operations in response to COVID-19.
- The department achieved outstanding compliance and monitoring reports from the County Finance Department, Department of Elder Affairs (DOEA), Senior Connection Center (SCC), U.S. Department of Veteran Affairs (VA), and the Department of Agriculture and Consumer Services.



The Aging Services Adult Day Services Program has taken a unique approach by providing pet therapy as emotional support and enjoyment for program participants.



The Adult Day Services Program offers therapeutic arts through community partnerships to reduce anxiety and confusion among program participants in group settings.

FY 20 and FY 21 Core Goals:



- Consistent with criteria outlined by the Commission on Accreditation of Rehabilitation Facilities (CARF), Aging Services augmented programs at Adult Day Service Centers to include the following: more evidence-based curricula such as Matter of Balance and African Drumming for Dementia; educational workshops; and advisory councils for resource development.
- Aging Services' Lutz and Ruskin Senior Centers will schedule reviews to finalize the accreditation process to allow the centers to join the ranks of the department's other nationally accredited senior centers. Earning National Senior Center Accreditation from NCOA's National Institute of Senior Centers means a senior center meets the highest standards of excellence.
- The department secured an Electronic Visit Verification (EVV) system to ensure services are provided in accordance with Care Plan specifications. The program was launched internally with our case managers and is now in the process of being extended to our vendors.

FY 20 and FY 21 Key Projects:



- Aging Services will submit the survey application for the Commission on Accreditation of Rehabilitation Facilities (CARF) for Bloomingdale and Phyllis Busansky Adult Day Service Centers in November 2020. The accreditation process improves and strengthens overall center operations, helps manage risks, and affirms the program's commitment to quality.



Members' modeled fashion created out of recycled materials.

- Aging Services will leverage technology to expand its reach to seniors interested in nutrition and wellness programs and activities through web-based programming that allows for remote participation from the comfort of their homes and other locations.
- Aging Services will expand deployment of the electronic visit verification system to all vendors who are contacted with the department to provide in-home care services.

Innovation:



Aging Services is leveraging the partnership established by the Department of Elder Affairs, the Florida Restaurant and Lodging Association, and the Department of Business and Professional Regulation to develop a program that will allow seniors to receive additional home-delivered meals prepared by local restaurants during the COVID-19 response. This program will help support the local economy by ensuring the partnering restaurants have a steady stream of business while ensuring that seniors are receiving essential meal services.

Contact:



(813) 272-5250
[HCFLGov.net/Aging](https://www.hcflgov.net/Aging)

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| 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% | 75.35% | 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% | 97.06% | 90% | 91% |
| Maintained or improved ability of caregivers to continue to provide care after receiving caregiver support services. | 95% | 92% | 95% | 95% |
| Seniors attending Hillsborough County Senior Centers who report taking better care of their health after enrolling in the department's healthy lifestyle/wellness programs. | 88.87% | 97.21% | 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 | 16,896 | 13,000 | 17,000 |

Aging Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 7,279,263 | \$ 8,191,230 | \$ 9,027,682 | \$ 10,143,335 |
| Operating Expenditures/Expenses | 7,377,143 | 8,805,916 | 13,571,922 | 14,549,095 |
| Capital Outlay | 0 | 42,613 | 19,250 | 200,000 |
| Grants & Aids | 707,710 | 599,019 | 980,677 | 0 |
| Other Non Operating | 145,815 | 76,793 | 110,607 | 228,191 |
| | \$ 15,509,931 | \$ 17,715,571 | \$ 23,710,138 | \$ 25,120,621 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 6,650,579 | \$ 9,098,199 | \$ 10,482,370 | \$ 11,691,711 |
| Grants (Not Transportation Related) | 8,859,352 | 8,617,372 | 13,227,768 | 13,428,910 |
| | \$ 15,509,931 | \$ 17,715,571 | \$ 23,710,138 | \$ 25,120,621 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 146 | 147 | 148 | 145 |
| Funded FTE Positions | 120.02 | 122.86 | 123.86 | 136.05 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- During FY 20 the department added six new positions and increased eight part-time positions to full-time to address the waiting list for in-home services.
- Eight new positions are added for the new South County Multi-purpose Aging Services Center.
- Sixteen part-time positions are eliminated from the Summer Youth Program that is being transferred to an outside agency.
- One position is transferred to the Homeless Department.

OPERATING EXPENDITURES:

- Additional operating funding is included for the South County Multi-purpose Aging Services Center and computer replacements.

CAPITAL AND OTHER EXPENDITURES:

- Capital funding is included for the South County Multi-purpose Aging Services Center.
- The change in the grants and aids and other non-operating categories is a result of a fluctuation in the carryforward of prior year grant revenue and the elimination of the Summer Youth Program.

Capital Programs

The Capital Programs department oversees the project development, design, and construction of the County's Capital Improvement Program for transportation, stormwater, and architectural facilities such as parks, libraries, and fire stations. The department is also responsible for the inspection of developer contributed assets in County Right-of-Way, and commercial property improvements.

FY 19 and FY 20 Accomplishments:



- Successful delivery of the Transportation, Stormwater, and Architecture Services Capital Programs, including approximately \$151 million in expenditures in FY 20 on projects providing for increased road capacity, improved operations and safety, and expansion and repair of sidewalks, bike lanes, and stormwater drainage systems.
- Successfully completed the design and started the construction phase of \$69.7 million Citrus Park Drive Extension and the \$60.2 million Bell Shoals Road Widening Project from Bloomingdale Avenue to Boyette Road. The project will reduce congestion and improve safety for motorist, pedestrians and bicyclists.
- Completion of several parks and library capital improvement projects, including Carrollwood Village Park Phase One, Countywide Soccer Sportsplex, C. Blythe Andrews Library replacement, Courts Downtown Training Facility, Jan Platt Library interior renovations, Citrus Park expansion/improvements, Saladino Park improvements, Northdale Splash Pad, and the Veterans Memorial Park expansion.



Citrus Park Drive Extension Project



Carrollwood Village Park

FY 20 and FY 21 Core Goals:



- Ensure on-time and within budget delivery of projects in order to address the needs of the community.
- Customer Service: Continuing to enhance responsiveness in meeting goals for initial and follow-up contact, improving metrics in closing out CIP-related cases.
- Safety: Reducing at-fault incidents of injury and/or property damage. Reducing the number of "How's My Driving?" complaints.



Lithia Pinecrest/Lumsden/Durant/Valrico Intersection Improvement Project



New Riverview Library

Innovation:



Partnered with the Geospatial & Land Acquisition Services Department to develop the Hillsborough County Capital Improvement Project Viewer, an interactive information mapping tool that received national recognition as a model for communicating value to citizens during the 2019 ESRI User Conference, which is attended by over 18,000 individuals.

Contact:



(813) 635-5400

HCFLGov.net/PublicWorks

FY 20 and FY 21 Key Projects:



- I-75 interchange improvements at Big Bend Road is a multiagency design-build project to widen Big Bend Road from Covington Gardens Drive to Simmons Loop from a four-lane roadway to a six-lane divided roadway with enhanced bike, pedestrian, and bus facilities. This project will better accommodate growth and increase mobility along Big Bend Road and I-75, while maximizing corridor safety.
- Design and construction of four consolidated and hardened maintenance facilities for Engineering & Operations, Water Resources, and Fleet Services to replace existing 40- to 50-year-old facilities, which are nearing the end of their useful lives. At a total cost of \$105 million, these new facilities will provide efficient and secure locations for pre- and post-disaster response.
- Riverview Library Replacement Project is a new \$12.7 million, 35,000 square-foot facility that will be located at Balm-Riverview Drive and will replace the existing Riverview Library at Riverview Drive. The project will promote and enhance the community’s cultural needs with its state-of-the-art technology, children’s library, public meeting rooms, and vending cafe.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Repair sidewalks to increase pedestrian safety (linear feet) | 40,000 | 84,480 | 84,000 | 84,000 |
| Culverts to repair and/or replace (linear feet) | 15,000 | 15,312 | 15,500 | 15,500 |
| Roadways resurfaced (lane miles) | 200 | 218 | 220 | 220 |

Capital Programs

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 1,602,774 | \$ 1,199,988 | \$ 2,171,254 | \$ 8,600,472 |
| Operating Expenditures/Expenses | 27,284 | 46,873 | 360,715 | 2,905,328 |
| Capital Outlay | 0 | 0 | 0 | 301,091 |
| | \$ 1,630,058 | \$ 1,246,861 | \$ 2,531,969 | \$ 11,806,891 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 0 | \$ 10,507 | \$ 1,714,227 | \$ 1,785,609 |
| Unincorporated Area General Fund | 1,094 | 1,134 | 0 | 1,461,013 |
| Unincorporated Area Special Revenue Funds | 0 | 0 | 0 | 616,743 |
| Transportation Trust Fund | 1,628,964 | 1,235,220 | 817,742 | 7,943,526 |
| | \$ 1,630,058 | \$ 1,246,861 | \$ 2,531,969 | \$ 11,806,891 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 57 | 60 | 70 | 73 |
| Funded FTE Positions | 57.00 | 60.00 | 70.00 | 73.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Two new positions are created for Capital Programs.
- Position transfers between Engineering and Operations, Facilities, and Community and Infrastructure Planning result in one additional position.
- The remaining increase is attributable to the Public Works reorganization in FY 20.

OPERATING EXPENDITURES:

- The increase is due to the realignment of funds from Engineering and Operations as part of the Public Works reorganization in FY 20.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding for software licenses.

Children's Services

The Children's Services department administers the 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.

FY 19 and FY 20 Accomplishments:



- As part of the proposed implementation of the Family First Prevention Services Act (FFPSA), the department has enhanced prevention services for youth and families of Hillsborough County. Through this re-engineered prevention model, Children's Services has focused its efforts on keeping families together and transitioning the county's foster care youth to more appropriate permanent placement.
- Through a collaboration with key community stakeholders and the assessment center, we have reduced the number of permanent foster care youth on Lake Mag Campus. This effort has eliminated the placement of permanent youth on campus, reduced the amount of youth entering out-of-home-care, and introduced early intervention to help identify and support families and youth at risk.

140

assessments on child care centers/homes and provided a multitude of coaching sessions by Child Care Licensing.



100%

improvement on their scores through the Quality Early Education System (QEES) program.



1409

participants received training, with 95% of the individuals showing knowledge growth.

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.
- Implement a parenting education program for parents and other members of the community with online capability. Encouraging positive parenting methods will provide the community with the education needed to address parenting and youth issues that result in the strengthening of families.
- 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 20 and FY 21 Key Projects:



- Expand outpatient service locations for families in communities with at-risk clients needing resources. These services focus on anger management, problem resolution, familial conflict, and coping skills to help reduce juvenile crime and to strengthen family bonds.
- 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.
- Introduce the telemedicine practice of caring for clients remotely when face-to-face services are not viable. This will enable therapists to consult with clients by using HIPAA compliant videoconferencing to provide diagnostics and treatment services to clients and their families.

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 expand our current capabilities of 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:



Children’s Services

(813) 264-3807

HCFLGov.net/Children

Child Care Licensing

(813) 264-3925

HCFLGov.net/ChildCareLicensing

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Number of filled bed days vs. contracted days for the CINS/FINS program. | 2,354 | 2,856 | 2,856 | 2,856 |
| Percentage of youth who do not get arrested after completing services in CINS/FINS program. | 96% | 95% | 95% | 95% |
| Percentage of youth who are living at home 60 days after program completion. | 98% | 97% | 90% | 90% |
| Number of child care facilities/homes inspected per fiscal year (FY). | 4,151 | 4,799 | 4,799 | 4,799 |
| Number of trained Safe Place sites. | 185 | 179 | 180 | 180 |

Children's Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 7,254,592 | \$ 7,573,665 | \$ 11,319,312 | \$ 11,653,664 |
| Operating Expenditures/Expenses | 1,402,297 | 1,423,865 | 2,255,436 | 2,154,154 |
| Capital Outlay | 194,341 | 37,690 | 85,331 | 33,295 |
| Grants & Aids | 446,113 | 443,572 | 522,000 | 522,000 |
| | \$ 9,297,343 | \$ 9,478,792 | \$ 14,182,079 | \$ 14,363,113 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 5,070,130 | \$ 5,559,584 | \$ 6,151,398 | \$ 6,310,208 |
| Countywide Special Revenue Fund | 4,028 | 3,762 | 7,000 | 6,744 |
| Grants (Not Transportation Related) | 4,223,185 | 3,915,446 | 8,023,681 | 8,046,161 |
| | \$ 9,297,343 | \$ 9,478,792 | \$ 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 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Position transfers between Government Relations and Strategic Services, Information and Innovation, Facilities Management, and Children's Services result in nine fewer positions.
- One position was added and four were eliminated resulting in three fewer positions.

OPERATING EXPENDITURES:

- The increase in operating expenses is due to fluctuation in the carry forward of prior year grant revenue.

CAPITAL AND OTHER EXPENDITURES:

- The decrease is due to completion of projects requiring one-time funding.

Code Enforcement

The Code Enforcement department consists of the Inspectional Services Division, the Regulatory Compliance Division, and the Citizen Board Support Section. The department works to exceed goals to provide stellar customer service while protecting the health and safety of communities, and creating an atmosphere for private investment and a growing local economy.

FY 19 and FY 20 Accomplishments:



- Code Enforcement has leveraged technology and existing County programs to successfully modernize post-disaster Damage Assessment Operations. Using GIS-based mobile applications, which are already owned and used by the County, has allowed for Code Enforcement to move away from the manual paper-based processes of the past and utilize real-time data collection and automated reporting.
- Code Enforcement maintains a strong working relationship with County Human Services, as well as American Red Cross. Through the use of an electronic Situation Report (SITREP) form developed jointly with Social Services, Code Enforcement, as well as other partners, have the ability to better share information and coordinate efforts collaboratively.
- Code Enforcement recently underwent an efficiency process review which generated a Lean Six Sigma Project. The project's goal was to reduce cycle time of Code cases from initiation to hearing referral. The project successfully reduced cycle time from 39 days to 23 days (a 41% improvement), resulting in improved responsiveness to citizen complaints and quicker case resolution.



Code Enforcement utilizing a new automated Collector App for Damage Assessment.

FY 20 and FY 21 Core Goals:



- Support and preserve public safety, health, and welfare through the enforcement of the County's Land Development and Property Maintenance Codes.
- Protect property values and foster community responsibility and pride.
- Assist First Responders.

A recent recipient of assistance from Code Enforcement's Operation Code Vet program.



Code Enforcement Officers assisting in a Community Clean Up.

Innovation:



Code Enforcement recently underwent an efficiency process review which generated a Lean Six Sigma Project. The project's goal was to reduce cycle time of Code cases from initiation to hearing referral. The project was successful in reducing cycle time from 39-days to 23-days (a 41% improvement), resulting in improved responsiveness to citizen complaints and quicker case resolution.



The department's Rapid Response Team assisting in a Community Clean Up.

FY 20 and FY 21 Key Projects:



- Code Enforcement plans to expand the number of Fight the Blight and Community Clean-Up operations during this fiscal year. This will facilitate neighborhood empowerment as well as foster community pride and prosperity. The goal is to expand these to four per year by leveraging new resources.
- In order to assist in preserving resources and protect the environment, Code Enforcement shall undertake a program of enhanced education, outreach, and enforcement of watering restrictions. The department plans to concert with the Southwest Florida Water Management District and County Water Resources Department with the goal of ensuring citizen compliance and mindful/responsible water use.
- Code Enforcement plans to utilize newly acquired resources and implement best practices in order to reduce the response time for Code Case re-inspections. As it currently stands, re-check response time stands at 6.9 days past the department's promise date. With new resources now on hand, the goal is to reduce this number.

Contact:



(813) 274-6600
HCFLGov.net/Code

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Number of Code cases referred to hearing | 3,166 | 3,100 | 3,100 | 3,100 |
| Average time for an inspector to respond to an initial complaint | 0.87 days | 1.15 days | 0.9 days | 0.8 days |
| Responding to re-inspections in timely manner | 5.17 days | 6.93 days | 6.00 days | 5.50 days |
| Number of illegal snipe signs collected | 40,162 | 45,000 | 45,000 | 45,000 |
| Processing time for Code cases from referral through hearing date | 71.45 days | 65 days | 60 days | 60 days |

Code Enforcement

| | FY 18 | FY 19 | FY 20 | FY 21 |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|
| Appropriations | Actual | Actual | Adopted | Recommended |
| Personnel Services | \$ 2,941,558 | \$ 3,163,294 | \$ 4,513,118 | \$ 7,361,008 |
| Operating Expenditures/Expenses | 3,111,570 | 2,227,065 | 3,472,390 | 4,179,221 |
| Capital outlay | 80,580 | 53,080 | 583,700 | 220,000 |
| | \$ 6,133,708 | \$ 5,443,439 | \$ 8,569,208 | \$ 11,760,229 |

| | FY 18 | FY 19 | FY 20 | FY 21 |
|----------------------------------|---------------------|---------------------|---------------------|----------------------|
| Budget by Fund | Actual | Actual | Adopted | Recommended |
| Countywide General Fund | \$ 0 | \$ 1,084 | \$ 0 | \$ 3,432,604 |
| Unincorporated Area General Fund | 6,133,708 | 5,442,355 | 8,569,208 | 8,327,625 |
| | \$ 6,133,708 | \$ 5,443,439 | \$ 8,569,208 | \$ 11,760,229 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 50 | 45 | 58 | 97 |
| Funded FTE Positions | 49.50 | 44.50 | 57.50 | 97.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs.
- Thirty positions for Animal Control Officers/Investigators moved from Pet Resources to consolidate enforcement functions.
- Five Code Enforcement Officer positions were added to improve response time and level of service.
- Four Animal Control Officer positions were added to improve capabilities to handle more calls per day.
- One part time administrative position was changed to a full time position to have the proper administrative resources.

OPERATING EXPENDITURES:

- The increase in operating expenses is due to Pet Enforcement section move from Pet Resources to Code Enforcement.

CAPITAL AND OTHER EXPENDITURES:

- Four new vehicles for the new Animal Control Officer positions are budgeted.

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 19 and FY 20 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 91.25% exceeds the industry average of 70%**.
- **CDM had more than 3,500 media placements in FY 19, a 15 percent increase** from the previous year. These placements cover topics such as emergency messaging, affordable housing, park openings, and adoptable pets, among many others. The department forecasts a large increase in FY 20 because of media outreach surrounding the coronavirus pandemic. 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 our 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.



CDM helped to plan and promote a very successful 5K run at Ed Radice Park. It was the third in a series. Participants showed off an awesome medal of completion designed by the Communication's graphics team.



CDM was honored at a BOCC Quarterly Awards ceremony for winning PR Daily's national first place award in the Video & Visual category for a series of promotional spots that promoted the Tampa Bay Active Life Games.



CDM played a large role in planning and promoting Aging Services' festive Senior Prom event. A highlight of the annual event is the crowning and first dance of the new prom king and queen.



CDM promoted the release of a young bobcat at the Lower Green Swamp Nature Preserve, the largest property in the County's Environmental Lands Acquisition and Protection Program. The cat was found injured and then nursed back to health at Big Cat Rescue.

FY 20 and FY 21 Projects:



- Continue to develop a robust internal communications program geared toward unifying and aligning critical County messaging about Human Resources efforts, mission-critical messaging, and policies. This includes tools to innovate ideas and problem solve. This will strengthen the direct link between internal and external communications, and customer service.
- CDM will deploy an improved website user experience. The design is developed from more than three years of analytics and user feedback. The new interface and template structure will further enhance the ease of use, searchability, and ADA compliance.

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 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 the Internal Communications section's branding efforts to encourage participation by County employees, who are vital to projecting a positive image of Hillsborough County, by providing the tools and information they need to become effective brand ambassadors.
- 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.
- Implement a simplified County-branded Digital Asset Management (DAM) system where County employees and media partners can access, share, and organize digital assets such as logos, images, videos, and other media using the cloud.
- Continue to improve the County's compliance with federal ADA guidelines for public facing web assets.



CDM served Hillsborough County residents in the role of Emergency Support Function 14 (ESF-14) during activation of the Emergency Operations Center in preparation for Hurricane Dorian. During the activation period, CDM distributed 15 media releases, conducted four media briefings, and posted 74 vital safety messages across all social media platforms.

Contact:



(813) 272-5314

HCFLGov.net/Media

Innovation:



Communications & Digital Media is working with PublicInput.com, an engagement platform that enables public and private sectors to receive crucial feedback from customers and residents through various online and offline tools, to help reduce the spread of the COVID-19 coronavirus. The platform was used to conduct a countywide survey to learn what residents knew about the coronavirus, how the virus had impacted their lives, and whether they had been tested, among other behaviors. Most importantly, the survey was conducted to understand why more residents were not taking advantage of the County’s testing efforts. The main purpose behind the survey was to identify – and strategically address – barriers to spreading the word of the importance and ease of testing. The survey was conducted for eight weeks via text and online outreach in both English and Spanish. As of late April (2020), 10,995 people had participated, with 257,949 responses and 6,531 open-ended comments. This far exceeded the department’s goal of at least 1,000 respondents.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--|---|---|---|
| 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: 25,055 Twitter: 83,458 LinkedIn: 16,280 Instagram: 7,425 | Facebook: 27,218 Twitter: 89,640 LinkedIn: 19,810 Instagram: 8,455 |
| Web page views | 9,788,385 | 9,886,268 | 9,985,148 | 14,016,999 |
| Provide information about Hillsborough County services and programs, measured by the amount of new, original programming created by HTV, other than coverage of meetings. <i>Original programming includes special events coverage, community outreach, and public service productions.</i> | 200 | 203 | 210 | 215 |
| CDM’s Customer Service Index (CDMSI) is a weighted average of internal and external customer service indicators from all of CDM’s teams. <i>The index is continually evaluated, and adjustments are made to the benchmarks and goals to increase the standards for customer service. A reading above 100 indicates growth in customer services efforts; a reading below 100 indicates contraction.</i> | 108.7 | 105 | 105 | 105 |

Communications & Digital Media

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 3,659,018 | \$ 3,885,064 | \$ 4,281,965 | \$ 4,572,200 |
| Operating Expenditures/Expenses | 510,455 | 619,613 | 1,106,037 | 1,285,825 |
| Capital outlay | 112,642 | 125,263 | 185,126 | 182,872 |
| | \$ 4,282,115 | \$ 4,629,940 | \$ 5,573,128 | \$ 6,040,897 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 4,175,693 | \$ 4,525,191 | \$ 5,456,342 | \$ 5,921,536 |
| Unincorporated Area General Fund | 6,476 | 0 | 0 | 0 |
| Public Utilities Water/Wastewater | 99,946 | 104,749 | 116,786 | 119,361 |
| | \$ 4,282,115 | \$ 4,629,940 | \$ 5,573,128 | \$ 6,040,897 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 40 | 42 | 45 | 45 |
| Funded FTE Positions | 39.50 | 41.50 | 44.50 | 44.50 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- The increase in operating expenditures is to provide communication options for residents and to ensure 508/ADA compliance.

Community & Infrastructure Planning

Community & Infrastructure Planning combines key principles of land use planning and infrastructure planning to meet the needs of Hillsborough County's existing and growing communities. The department is comprised of two divisions: Strategic Infrastructure Planning and Community Planning, which work in tandem to achieve a shared goal of ensuring high-quality infrastructure investments.

Operationally, the Strategic Infrastructure Planning Division foresees potential growth, identifies infrastructure opportunities, and optimizes land use to support anticipated growth; while Community Planning seeks to optimize infrastructure by identifying redevelopment opportunities countywide for long-term community prosperity.

FY 19 and FY 20 Accomplishments:



- The Big Bend Road and 131st Avenue Preliminary Land Use Assessment and Transportation Studies' recommended pedestrian and bicycle safety enhancements were incorporated into their respective Project Development and Engineering (PD&E) phases of the projects.
- Received SUNTRAIL grant funding for the engineering and design of the Big Bend Road pedestrian overpass portion of the Southcoast Greenway, which will provide safe pedestrian routes from neighborhoods on the south side of Big Bend Road to the schools on the north side as part of the Greenway.
- Completed the 131st Avenue Preliminary Land Use Assessment and Transportation Study, with strategies to eliminate barriers to walking from neighborhoods around 131st Avenue and employment around the VA Hospital and USF. Strategies included integrating regional stormwater facilities, parks, and a form-based code to encourage redevelopment.



AECOM, Development Services, Public Works, and the Community and Infrastructure Planning Department receive an Award of Excellence for the 131st Avenue PLAT Study at the 37th Annual Planning and Design Awards.

DOWNTOWN CROSS SECTION



Conceptual cross section for the Main Street portion of 131st Avenue at 22nd Street. The completion of regional stormwater facilities, form based codes, and a street redesign will enable the redevelopment of this area

FY 20 and FY 21 Core Goals:



- Develop infrastructure investment strategies that further the economic development goals of Hillsborough County's neighborhoods and business centers.
- Reinforce community values through context sensitive roadway planning and design, proactive land use regulatory strategies, and targeted incentives.
- Build and maintain productive collaborations with the Metropolitan Planning Organization, the Planning Commission, HART, the Florida Department of Transportation, and all other agencies whose responsibilities link land use, infrastructure, and community building.



Staff from the Community and Infrastructure Planning receives a Transportation and Mobility award for the Big Bend Road PLAT Study at the 27th annual Future of the Region Awards.

Innovation:



The Community & Infrastructure Planning Department created a pre-PD&E process, the Preliminary Land Use Assessment and Transportation (PLAT) Study, that unifies a community’s vision and the real estate market through planned infrastructure investments and potential regulatory changes and incentives. This leverages transportation investments so that they can be in harmony with and potentially catalyze the development, redevelopment, or revitalization of communities.

FY 20 and FY 21 Key Projects:



- 131st Avenue Stormwater and Form Based Code. Prepare a master stormwater plan and form-based code to support the revitalization of the neighborhoods and business centers along the 131st Avenue corridor.
- Complete Streets Guidebook. Publish a complete streets design guidebook and context-sensitive street cross sections to be used during the roadway design process to ensure that streets built in Hillsborough County are safer for, reinforce the goals of, and enhance the livability of the communities they pass through.
- Ten year transportation plan. Develop a strategic, multimodal transportation investment plan for the next ten years that helps to direct growth, build communities, and improve the safety and operation of the entire Hillsborough County transportation system.

Contact:



(813) xxx-xxxx
 HCFLGov.net/xxxxxxxxx

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|--------------------|
| Projects resulting in Capital Investment - All of the preliminary land use, transportation, and network analysis studies result in implementation of recommended capital improvement projects. | N/A | N/A | N/A | 100% |
| Projects with ongoing stakeholder involvement in implementation – Projects with recommendations beyond roadway investments maintain continued stakeholder involvement throughout their implementation. | N/A | N/A | N/A | 100% |
| Improved relative taxable value after implementation of study recommendations compared to rest of the County. | N/A | N/A | N/A | Establish Baseline |
| Support to other infrastructure and land use agencies through technical assistance. | N/A | N/A | N/A | Establish Baseline |

Community & Infrastructure Planning

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 837,591 | \$ 366,958 | \$ 1,467,229 | \$ 1,435,599 |
| Operating Expenditures/Expenses | 40,146 | 202,811 | 513,799 | 1,136,791 |
| Capital Outlay | 0 | 0 | 0 | 1,009,000 |
| | \$ 877,737 | \$ 569,769 | \$ 1,981,028 | \$ 3,581,390 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|----------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 0 | \$ 1,024 | \$ 0 | \$ 628,000 |
| Unincorporated Area General Fund | 106,554 | 135,761 | 0 | 0 |
| Transportation Trust Fund | 771,183 | 432,984 | 1,981,028 | 2,953,390 |
| | \$ 877,737 | \$ 569,769 | \$ 1,981,028 | \$ 3,581,390 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|--------------|
| Funded Positions | 0 | 0 | 6 | 13 |
| Funded FTE Positions | 0.00 | 0.00 | 6.00 | 13.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Seven positions are transferred from Engineering and Operations and Capital Programs to focus on transportation and infrastructure issues.

OPERATING EXPENDITURES:

- The increase is due to the realignment of funds from Engineering and Operations as a result of the Public Works reorganization in FY 20.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding for land acquisition.

Conservation & Environmental Lands 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 83,000 acres of park and preserve lands, serving over 2.8 million visitors annually.

FY 19 and FY 20 Accomplishments:



\$2,440,203 \Rightarrow 31% cost recovery

Collected in conservation parks revenue during FY 19 for conservation park operations

which allowed all parks to remain open seven days a week.

- During FY 19, achieved a 21.4% reduction in wildfire threats on preserved lands utilizing prescribed fire over 7,921 acres, despite weather-limiting conditions. This is more than twice the FY 19 annual goal of 3,700 acres.
- Transformed the ELAPP nomination process to focus bond funds on the most critical sites for preservation. The CELM Department, with the oversight of the ELAPP Site Selection Committee, reviewed and ranked 67 sites that were included in the ELAP Program's "Approved" site inventory. Properties were placed in three new categories based on their environmental qualities.



Construction of this 30-acre wetland and stream restoration project at the County's Balm-Boyette Scrub Preserve was completed in December 2019.



The Trail CATS are the department's new volunteer group. They spend their time marking, clearing, and rerouting hiking trails to make them safe and enjoyable for users.

FY 20 and FY 21 Core Goals:



- Achieve a 90% customer satisfaction rating within the department's system of conservation parks and ELAPP preserves to better serve the public and meet County customer service objectives.
- Provide an average cost recovery of at least 25% to offset annual conservation park operational costs, allowing all parks to remain open seven days a week.
- Reduce vegetation and overall fuel loads on 9,142 acres of County-managed preserve lands by using prescribed fire and mechanical treatment methods. These techniques will reduce the overall wildfire threat on preserved lands by 25% per year, while enhancing a variety of native habitats.

FY 20 and FY 21 Key Projects:



- In May 2020, the CELM Department initiated construction of Phase III of the Lower Green Swamp Nature Preserve Hydrologic Restoration Project. The \$540,000 project will improve water quality and wetland habitats over several hundred acres and return historical freshwater flow to Itchepakesassa and Blackwater Creeks, both of which drain into the Hillsborough River.
- During 2019, the CELM Department initiated a five-year, \$1.8 million project to restore 375 acres of native upland habitat and remove 214 acres of invasive exotic plants at the Balm Scrub & Little Manatee River Corridor Preserves. The restored site will provide suitable upland habitats for a number of imperiled species, including the Florida scrub-jay and gopher tortoise.
- The BOCC authorized a new \$67-million ELAPP bond issue in August 2019 to acquire “approved” ELAPP sites. Between August 2019 and April 2020, the BOCC approved the acquisition of six ELAPP sites totaling 786 acres at a cost of \$18.5 million, inclusive of capital restoration and initial management costs. Additional ELAPP acquisitions are being actively pursued by CELM staff.



Innovation:



During FY 19, the CELM Department established the Trail CATS (County Associated Trail Steward) Volunteer Program. The team consists of three different volunteer roles to appeal to a broad range of individuals, groups, and families with varying degrees of experience and availability.

- **Trail Scouts** hike the trails and use mapping technology (GPS/GIS) to identify and flag confusing intersections, hazards, and other issues. **Trail Blazers** take the information provided by the scouts and maintain the trails monthly with the oversight of staff.
- **Trail Bosses** are the most experienced volunteers and can lead Trail Blazer crews or work independently to address issues identified by the Trail Scouts.

During the first six months of the program, the Trail CATS have scouted 120 miles of trails and provided 220 hours of volunteer service.

Contact:



(813) 635-3547

HCFLGov.net/Conservation

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|----------------------------------|----------------------------------|----------------------------------|---------------------------------|
| Provide a minimum cost recovery of 28% to offset annual conservation park operational costs, allowing all parks to remain open seven days a week. | 31.2% | 31.4% | 28% | 25% |
| On an annual basis, reduce vegetation and overall fuel loads on 3,700 acres of ELAPP lands by using prescribed fire and mechanical treatment methods. This will result in a 10% wildfire reduction threat. | 9.4% | 21.4% | 10% | 25% |
| Continue implementation of an on-line survey system to determine levels of customer satisfaction within the Conservation Parks and Trails system and achieve a 90% satisfaction rating. | 98% | 96% | 90% | 90% |
| Through the use of CELM staff, non-profit groups, and volunteers, provide a minimum of 80 environmental programs serving at least 1,000 participants on an annual basis. | 134 programs /3,711 participants | 139 programs /3,974 participants | 125 programs /3,600 participants | 130 programs/3,800 participants |
| During FY 19, the average unit cost to manage 63,526 acres of ELAPP land was \$62.08/acre. Unit costs will vary from year to year based on overall acreage managed and staffing/operational/capital costs. | \$57.19/acre | \$62.08/acre | \$68.07/acre | \$73.36/acre |

Conservation & Environmental Lands Management

| | FY 18 | FY 19 | FY 20 | FY 21 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Appropriations | Actual | Actual | Adopted | Recommended |
| Personnel Services | \$ 8,935,529 | \$ 9,882,338 | \$ 12,091,755 | \$ 12,187,488 |
| Operating Expenditures/Expenses | 3,331,959 | 3,423,479 | 4,490,994 | 4,795,181 |
| Capital Outlay | 305,193 | 236,835 | 393,505 | 580,403 |
| Grants & Aids | 269,897 | 216,887 | 288,095 | 288,095 |
| | \$ 12,842,578 | \$ 13,759,539 | \$ 17,264,349 | \$ 17,851,167 |

| | FY 18 | FY 19 | FY 20 | FY 21 |
|--|----------------------|----------------------|----------------------|----------------------|
| Budget by Fund | Actual | Actual | Adopted | Recommended |
| Countywide General Fund | \$ 11,421,983 | \$ 12,217,859 | \$ 14,655,195 | \$ 14,994,862 |
| Unincorporated Area General Fund | 1,194,183 | 1,284,375 | 1,855,796 | 1,859,148 |
| Countywide Special Revenue Fund | 0 | 0 | 281,928 | 525,727 |
| Unincorporated Area Special Revenue Fund | 226,412 | 257,305 | 200,000 | 200,000 |
| Grants (Not Transportation Related) | 0 | 0 | 271,430 | 271,430 |
| | \$ 12,842,578 | \$ 13,759,539 | \$ 17,264,349 | \$ 17,851,167 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 181 | 177 | 191 | 191 |
| Funded FTE Positions | 167.63 | 166.14 | 179.84 | 179.30 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Twenty-four part-time positions for Lifeguards and Park Rangers were adjusted to match current schedules.

OPERATING EXPENDITURES:

- The increase in operating expenses is primarily due to the Marine Safety fleet moving from Consumer and Veterans Affairs.
- Funding was included for increased fleet and equipment-related expenditures (i.e. fuel, insurance, and maintenance).

CAPITAL AND OTHER EXPENDITURES:

- Increased funding for a fire dozer, fire plow, transport truck and trailer were included to help achieve public safety goals.
- Funding to acquire and install boundary fencing on ELAPP sites for security was included.

Consumer and Veterans Services

Consumer and Veterans Services aims to ensure fair and proper treatment of the community's Veterans and consumers through various education, mediation, and administrative activities. The department delivers outreach 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 four distinct divisions. The Veteran Services Division provides all military Veterans, their dependents, and survivors with assistance in accessing federal, state, and local benefits. The 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 regarding unfair or deceptive trade practices, theft, fraud, or lost wages. When investigations result in simple disputes and no violation of County code, mediation is offered to resolve complaints and provide superior customer service. Consumer Protection also oversees Lien Settlements and Citizen Board Support, an administrative program that ensures citizens' due process by preparing and sending legal notices of hearings to all violators. The Business and Operations Division oversees the billing, collections, and administration of the County's False Alarm Program. The Regulatory Compliance Division provides oversight and proactive enforcement of ordinances related to locksmith services, pain management clinics, vehicles for hire, trespass towing, ADA gas pumping assistance, and human trafficking prevention. Collectively, Consumer and Veterans Services helps to ensure the safety and integrity for businesses and the community at large.



The iconic Doughboy infantryman greets visitors to the WWI monument at Veterans Memorial Park--free and open daily to the public.



Consumer and Veteran Services investigates complaints about fraud, lost wages, and unfair or deceptive trade practices.



The Veterans Resource Center offers free services for Veterans and their families seeking VA benefits. Open daily on the grounds of Veterans Memorial Park in Tampa.

FY 19 and FY 20 Accomplishments:



- **37,000 clients received free and expert assistance from Veteran Services, with an economic impact of \$519 million.** Hillsborough County is the #1 most Veteran-populated county in Florida, with more than 95,000 Veteran residents.
- **More than 1000 total cases** - The Consumer Protection Division conciliated or mediated 614 cases, returning a total of **\$785,000 in economic recovery** to consumers. Additionally, the Citizen Board Support team assisted the Code Board with 531 cases.
- Through the generosity of the Armed Forces Families Foundation, the department installed a donation of five outdoor fitness stations for Veterans Freedom Trail along the Tampa Bypass Canal on the grounds of Veterans Memorial Park & LeRoy Admiral Collins, Jr. Veterans Museum.



Veterans Freedom Trail features a series of outdoor fitness stations donated by the Armed Forces Families Foundation to Veterans Memorial Park

FY 20 and FY 21 Core Goals:



- As military members return from worldwide missions, the demand for VA-related services is ever-increasing. Accredited Veteran Service Officers provide efficient, expert, and ethical assistance to obtain earned benefits for America’s heroes. The department’s superior community advocacy is critical in ensuring success for Veterans navigating the federal process.
- To help ensure and protect public safety, the Regulatory Compliance Division responds efficiently to complaints about vehicle for hire and trespass towing, ordinance violations, and human trafficking education and prevention.
- Consumer Protection Services responds quickly and efficiently to complaints about theft, fraud, and other unfair or deceptive trade practices involving consumer transactions and loss of wages.

FY 20 and FY 21 Key Projects:



Creation of a new 400-seat amphitheater on the grounds of Veterans Memorial Park & Rear Admiral LeRoy Collins, Jr. Veterans Museum to better serve the military community and public visitors who proudly support the park by attending a year-round roster of patriotic events.

Innovation:



In partnership with the County’s Information & Innovation Office and Communications & Digital Media departments, Consumer and Veterans Services is debuting a pair of cell phone apps (one for each section) to augment customer service for military Veterans and all consumers.

Contact:



(813) 635-8316
HCFLGov.net/Veterans
HCFLGov.net/Consumer

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------------|-----------------------|-----------------------|--------------------|
| Department citizens served/cost per unit. | \$190,914/ \$21.82 | \$183,018/ \$13.85 | \$183,018/ \$13.85 | \$184,848/ \$13.72 |
| Veterans Park: Number of visitors and residents served. | 84,159 | 89,000 | 89,000 | 91,670 |
| Department customer satisfaction. | 93% | 94% | 97% | 97% |
| Consumer and Veterans Services outreach and education events. | 149 | 151 | 151 | 156 |

Consumer & Veteran Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 3,941,891 | \$ 4,106,242 | \$ 4,318,100 | \$ 4,528,137 |
| Operating Expenditures/Expenses | 552,856 | 1,090,043 | 961,140 | 732,192 |
| Capital Outlay | 15,940 | 0 | 118,630 | 12,396 |
| | \$ 4,510,687 | \$ 5,196,285 | \$ 5,397,870 | \$ 5,272,725 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|----------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 3,644,093 | \$ 4,040,429 | \$ 4,074,353 | \$ 4,176,699 |
| Unincorporated Area General Fund | 654,436 | 482,166 | 665,971 | 788,613 |
| Countywide Special Revenue Fund | 212,158 | 673,690 | 657,546 | 307,413 |
| | \$ 4,510,687 | \$ 5,196,285 | \$ 5,397,870 | \$ 5,272,725 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 42 | 49 | 49 | 50 |
| Funded FTE Positions | 42.00 | 48.28 | 48.28 | 49.28 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs.
- One Consumer Protection Investigator was added to allow the unit to work effectively in enforcing ordinances.

OPERATING EXPENDITURES:

- The decrease in operating expenses was the Marine Safety Fleet moving to Conservation and Environmental Lands Management.

CAPITAL AND OTHER EXPENDITURES:

- Purchased new rugged laptop and support equipment for new Consumer Protection Investigator.
- Replace and purchase new finger printing equipment.

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 Accomplishments:



- 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.

FY 20 and FY 21 Key Projects:



- The County Administrator will use a conservative FY 20 budget process to prepare for a potential new homestead exemption in FY 21 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 20 and FY 21 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.

County Administrator

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 2,622,140 | \$ 2,757,809 | \$ 3,106,227 | \$ 2,901,836 |
| Operating Expenditures/Expenses | 62,067 | 70,429 | 92,399 | 96,114 |
| | \$ 2,684,207 | \$ 2,828,238 | \$ 3,198,626 | \$ 2,997,950 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 2,684,207 | \$ 2,828,238 | \$ 3,198,626 | \$ 2,997,950 |
| | \$ 2,684,207 | \$ 2,828,238 | \$ 3,198,626 | \$ 2,997,950 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 13 | 13 | 13 | 13 |
| Funded FTE Positions | 13.00 | 13.00 | 13.00 | 13.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted. The County Administrator's compensation is based on an employment contract.

OPERATING EXPENDITURES:

- Continuation budget.

Customer Service & Support

Customer Service & Support (CSS) provides public customer service and connects the community with County government and services. CSS monitors customer service provided across the organization, and provides strategy to affect positive change resulting in quality customer experiences. The department runs the County's centralized customer service call center, which handles calls for general government information, as well as calls for services provided by Public Works, Pet Resources, and Code Enforcement. The department also standardizes the organization's customer engagement activities by coordinating and scheduling public meetings for all 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, to foster neighborhood improvements and strengthen Hillsborough's unique communities.

FY 19 and FY 20 Accomplishments:



- The Office of Neighborhood Relations implemented a new email communications platform that allows the team to gauge the resulting engagement level, including the number of times the email is opened and shared, and how frequently included links are clicked. The team uses this information to adjust their approach for ever-improving reach to Hillsborough's community leaders.
- Customer Engagement issued 2,965 road and lane closure notices to first responders, transportation officials, and media organizations to foster safe travels and an informed public. That is 721 more notices than last fiscal year. The team also provided logistical support for Board of County Commissioners' proclamations, commendations, special events, meetings, and hearings.
- The Customer Engagement team installed and removed 5,736 Hillsborough County public meeting, hearing, and event signs. These signs have proven time and again to be a main way participants are notified about activities and attend them.



Participants at the 2019 Neighborhoods Conference finish out the event at the awards luncheon, networking and sharing with each other what they have learned.



A Coffee and Conversation Workshop brings community leaders together at the 2019 Neighborhoods Conference to strengthen relationships with code enforcement officers of Hillsborough County and city jurisdictions.

FY 20 and FY 21 Core Goals:



- Transform Hillsborough County's customers' experiences by implementing technologies that allow customers to engage easily via their channels of choice, and reduce their perception of departmental silos. The initiative also will make it easier for staff to provide quality customer service, and harness data to drive business decisions based on customer needs and priorities.
- Transition the County's simple, repeatable customer service interactions to be handled within the Customer Service & Support Department. This will bring consistency and enhanced quality assurance into the customer experience, and will lessen partner departments' workload, enabling them to focus on delivery of their core services and more complex customer needs.
- 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.

FY 20 and FY 21 Key Projects:



- With assistance from the Information and Innovation Office, procure and implement cloud-based telephonic and customer service management software systems that allow customers to request services and receive timely status updates via phone, website, chat, mobile app, email, and social media.
- As part of the Customer Experience Transformation Project, provide agents with better tools and innovative training activities, and implement quality assurance practices, to support employee satisfaction and create stellar customer experiences.
- Migrate the Office of Neighborhood Relations neighborhood and faith-based directories to a GIS-based platform, giving staff the ability to directly manage and update the directory, and making it easier to inform community leaders about important programs and initiatives.



Backstage Pass program alumni tour the Environmental Protection Commission to learn about its role in protecting the environment and quality of life in Hillsborough County. The newly launched Backstage Pass “Back Again” alumni program gives program graduates the opportunity to expand their knowledge of agencies pertinent to County government.

Innovation:



Customer Engagement’s three-member team posts an average of 225 signs per month to notify residents of Hillsborough County meetings, hearings, and events. Thanks to Geospatial Services, this lean team is now using a GIS system that has dramatically streamlined the administrative processes required to get the job done, and has increased efficiency in the field. Now, when a team member takes photos of signs to verify their proper placement for the requesting department, the software automatically uploads the picture with a map of the location and stamps it with the date and time of posting. Previously, staff had to return to the office, upload the photographs to a file, match the photos up with the completed job location details, compile a report, then email the report to the requesting department.

Contact:



Customer Service Center
(813) 272-5900
HCFLGov.net/AtYourService

Neighborhood Relations
(813) 272-5860
HCFLGov.net/ONR

Customer Service & Support Administration
(813) 307-1700

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------------------------|-----------------------------------|--|--|
| The Customer Service Center provides one-call resolution for callers to several county departments, and initiates service requests on behalf of callers for County departments to resolve. | 127,958 calls received | 128,350 calls received | 128,735 calls expected | 134,504 calls expected |
| Neighborhood Relations implements the Neighborhood Policy adopted by the BOCC to engage residents and improve their quality of life. Directory Management facilitates their outreach. | 943 HOA and civic associations | 985 HOA and civic associations | 1,050 HOA and civic associations expected; 192 faith-based groups expected | 1,063 HOA and civic associations expected; 217 faith-based groups expected |
| Customer Engagement is responsible for posting government informational signs throughout Hillsborough County to raise community awareness about meetings, hearings, and events. | 5,051 signs installed and removed | 5,736 signs installed and removed | 6,531 signs expected to be installed & removed | 7,397 signs expected to be installed & removed |

Customer Service & Support

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 1,963,403 | \$ 2,128,870 | \$ 2,382,604 | \$ 2,626,052 |
| Operating Expenditures/Expenses | 390,129 | 562,163 | 1,792,182 | 1,132,975 |
| Capital Outlay | (2,604) | 0 | 10,000 | 0 |
| | \$ 2,350,928 | \$ 2,691,033 | \$ 4,184,786 | \$ 3,759,027 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 412,297 | \$ 512,965 | \$ 614,940 | \$ 855,214 |
| Unincorporated Area General Fund | 1,495,971 | 1,698,468 | 1,972,919 | 2,096,447 |
| Countywide Special Revenue Fund | 0 | 0 | 1,002,344 | 206,744 |
| Unincorporated Area Special Revenue Fund | 0 | 15,513 | 100,000 | 100,000 |
| Transportation Trust Fund | 442,660 | 464,087 | 494,583 | 500,622 |
| | \$ 2,350,928 | \$ 2,691,033 | \$ 4,184,786 | \$ 3,759,027 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 27 | 28 | 29 | 31 |
| Funded FTE Positions | 27.00 | 28.00 | 29.00 | 31.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Two positions were added to better support the department's current business functions.

OPERATING EXPENDITURES:

- The decrease in operating expenditures is due to a two-year project funding true-up.

CAPITAL AND OTHER EXPENDITURES:

- The decrease in capital expenditures is the result of employee workstations being up to date.

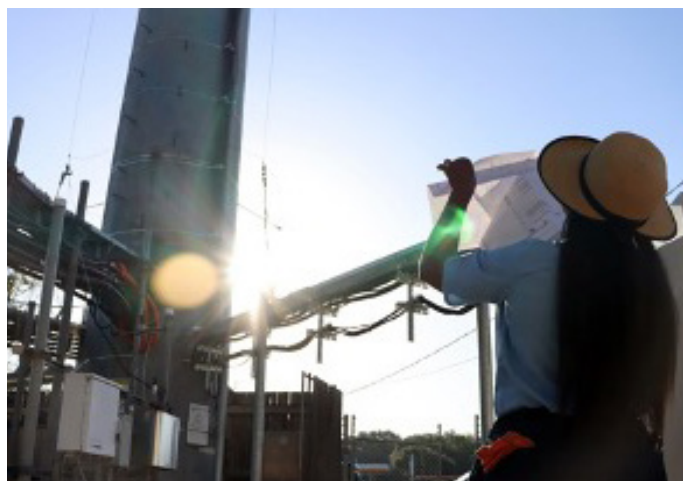
Development Services

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. In doing so, the department helps to ensure not only the prosperity of the County, but the safety of those who reside within its borders. 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 to include the preservation of natural resources, 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.

FY 19 and FY 20 Accomplishments:



- Reorganization and reclassification of the Building and Construction Services Division to better serve the needs of our clients and have more versatile staff to meet the growing demands of the community and industry. This will allow for better process controls and increased customer satisfaction.
- Expanded efforts to increase public access to information by providing online tutorials and guides for accessing information and participating in the Land Use process, introducing online Zoning Information Requests and reinforcing efforts to reach Spanish speaking constituents through noticing, website enhancements, and the creation of a direct phone line.
- Implemented a new Agenda Information System (Granicus) for Land Use Hearings, facilitating automatization of current processes and enhancing residents' access to land use records.



Building inspectors with Development Services provide key inspections throughout the building process to ensure the safety of all structures and compliance with the Florida Building Code.



The Center for Development Services provides a one-stop shop for all of the community's development-related needs.

FY 20 and FY 21 Core Goals:



- 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.
- Continue using emerging technologies to improve processes and increase customer satisfaction.
- Enhance methods of customer interaction in person, over the phone, and online around key departmental goals, principles, and performance measurements to coincide with the evolving business environment.



Development Services continues to make strides in technological advancements for the benefit of the community. In addition to numerous advancements made in the past year, the public can look forward to the roll-out of additional innovations throughout the coming year.



The Building Services Division recently completed a large-scale reorganization that allows staff to be more versatile in meeting the needs of our clients. The community will now see the benefits of more streamlined service and an expanded knowledge base from our service providers.

Innovation:



Developed and implemented the Project Coordination Unit to manage a program to address the needs of complex and large-scale commercial projects, aiding them in successfully navigating through Development Services' process in a timely and successful manner that meets the regulatory objectives.

Contact:



(813) 272-5600

HCFLGov.net/Development

FY 20 and FY 21 Key Projects:



- Implement a Virtual Inspection Pilot Program to provide an avenue for inspections as an alternative for on-sight inspections.
- Continue to implement process improvements to zoning application and review process to provide more clearly articulated information to stakeholders (i.e. citizens, applicants, Hearing Officers, BOCC).
- Advance in the Implementation of 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.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Building permits issued. | 59,763 | 61,143 | 51,163 | 53,721 |
| Maintain an 80% ratio for Consent Land Use cases on the BOCC Land Use Agenda. | 87.1% | 80.6% | 82.13% | 86.24% |
| Customers served in the Center for Development Services. | 45,931 | 43,274 | 37,886 | 39,780 |

Development Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 16,932,989 | \$ 18,687,054 | \$ 24,905,363 | \$ 25,259,084 |
| Operating Expenditures/Expenses | 8,536,298 | 9,320,660 | 11,984,382 | 14,288,296 |
| Capital Outlay | 103,733 | 162,380 | 1,040,000 | 304,000 |
| | \$ 25,573,020 | \$ 28,170,094 | \$ 37,929,745 | \$ 39,851,380 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Unincorporated Area General Fund | \$ 7,972,542 | \$ 8,033,232 | \$ 9,994,014 | \$ 10,514,439 |
| Countywide Special Revenue Fund | 0 | 0 | 115,081 | 95,364 |
| Unincorporated Area Special Revenue Fund | 16,325,692 | 18,116,509 | 25,039,912 | 26,247,917 |
| Transportation Trust Fund | 844,031 | 1,701,451 | 2,349,016 | 2,540,787 |
| Public Utilities Water/Wastewater | 430,755 | 318,902 | 431,722 | 452,873 |
| | \$ 25,573,020 | \$ 28,170,094 | \$ 37,929,745 | \$ 39,851,380 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 203 | 220 | 255 | 255 |
| Funded FTE Positions | 203.00 | 220.00 | 255.00 | 255.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Operating expenditures increased due to additional building service software, licenses and indirect costs.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding for new computer hardware and software for building permit activities.

Economic Development

Economic Development takes a proactive, inclusive, and sustainable approach to support the 10 drivers of prosperity: 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 interdepartmental teams, contractual relationships, and partnerships.

FY 19 and FY 20 Accomplishments:



- Nurtured more than 90 community partnerships at the Entrepreneur Collaborative Center and provided more than 20,000 points of technical assistance to entrepreneurs through workshops, events, and one-on-one consulting. In response to the COVID-19 crisis, assisted thousands of small business owners in connecting to hundreds of billions of dollars in federal and state support.
- Advanced higher-wage, targeted industry projects, representing more than 2,000 jobs and more than \$120 million in new capital investment in the community.
- Programs such as the Redevelopment Incentives for Pilot Project Areas and the Mobility Fee Buy-down program supported the development of more than 3.1 million square feet of office and industrial space, and investment of more than \$403 million in private capital. These projects are expected to generate \$3.7 million in increased annual ad valorem revenue.



As part of a partnership with Economic Development to diversify agribusiness crops, local brewers and researchers look on while UF Gulf Coast Research Education Center staff demonstrates the hop harvester in the hop yard.



TIMBALIVE entertains a large crowd at the ViVa Tampa Bay Hispanic Heritage Festival, which was made possible through a grant from the County's Cultural Asset Commission Special Event Grant Program.

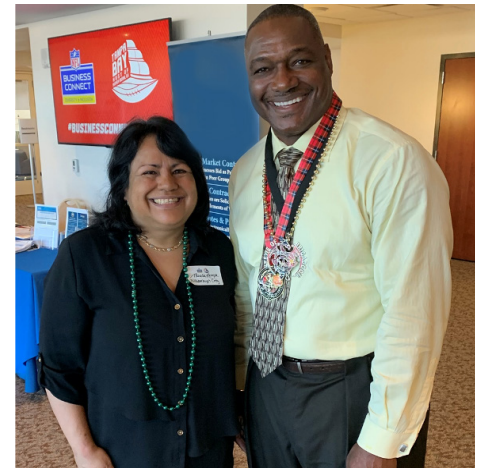
FY 20 and FY 21 Core Goals:



- The department will work with its partners to bring meaningful workforce training programs to all residents of the County, and prepare them for and connect them to in-demand job opportunities providing upward mobility.
- Advance, identify, and secure corporate development projects, in collaboration with partners such as the Tampa Bay Economic Development Council, to grow higher-wage job opportunities in targeted industries, increase capital investment, and diversify the tax base.
- 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.



Brant Peterson, owner of the Workhouse (a new co-working space for entrepreneurs), welcomes the monthly Home Brew Hillsborough Tech Startup Group, which is part of the County's EDI2 initiative.



NFL legend Derrick Brooks helps the MBE SBE staff connect minority and small business to opportunities associated with the Super Bowl through the NFL Business Connect Program.

FY 20 and FY 21 Key Projects:



- The department will rapidly implement the COVID-19 Recovery Programs to restore the economy through targeted grants to support worker training, small business reopening, increased hiring, and new safety and mitigation measures for businesses.
- The County will complete an RFP process with a private sector partner to develop the new e-Factory, which will 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 to transform CareerSource Tampa Bay into a more effective organization through the reconstitution of their Board of Directors, transition to a stand-alone entity focused on Hillsborough County only, and implementation of significant policy changes to improve the organization's transparency and accountability.

Innovation:



By using social media platforms and video conferencing technology, the Economic Development team continued to deliver high-quality, small business and entrepreneur support services, including one-on-one consulting, trainings, workshops, and pitch sessions in a virtual format. The team also assisted many of the Entrepreneur Collaborative Center's non-profit partners deliver services using this technology so that even during a time of social distancing, thousands were able to be connected to the tools and resources they needed.

Contact:



(813) 272-7232

HCFLGov.net/EconDev

HCFLGov.net/ECC

HCFLGov.net/EDI2

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Number of announced jobs in assisted projects. | 2,096 | 2,005 | 2,500 | 2,500 |
| Use of MBE/SBE firms in County contracting as a percentage of total contract values. | 19.5% | 18.18% | 18.5% | 19% |
| Tourist development revenue. <i>*PLEASE NOTE: Due to the COVID-19 pandemic, it is predicted that tourism will be negatively impacted through 2021.</i> | \$33,790,343 | \$35,411,694 | \$19,200,000* | \$14,400,000* |

Economic Development

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|---------------------|---------------------|----------------------|----------------------|
| Appropriations | | | | |
| Personnel Services | \$ 2,695,162 | \$ 2,783,219 | \$ 3,370,474 | \$ 3,414,680 |
| Operating Expenditures/Expenses | 1,899,671 | 2,266,204 | 3,529,436 | 7,948,481 |
| Grants & Aids | 515,708 | 708,008 | 4,663,811 | 4,195,669 |
| | \$ 5,110,541 | \$ 5,757,431 | \$ 11,563,721 | \$ 15,558,830 |

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|---------------------|---------------------|----------------------|----------------------|
| Budget by Fund | | | | |
| Countywide General Fund | \$ 3,782,259 | \$ 4,188,921 | \$ 8,232,018 | \$ 11,728,023 |
| Unincorporated Area General Fund | 747,204 | 944,284 | 1,362,086 | 2,254,268 |
| Transportation Trust Fund | 0 | 42,328 | 0 | 0 |
| Grants (Not Transportation Related) | 257,970 | 240,274 | 367,126 | 399,291 |
| Sales Tax Revenue Fund | 323,108 | 341,624 | 1,602,491 | 1,177,248 |
| | \$ 5,110,541 | \$ 5,757,431 | \$ 11,563,721 | \$ 15,558,830 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 30 | 30 | 31 | 31 |
| Funded FTE Positions | 30.00 | 30.00 | 31.00 | 31.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Funding of \$3 million is included for a new Rebuild Community-Based Business Grant Program to assist small businesses impacted by civil unrest.
- Industry Promotion is increased due to the carryforward of prior year funding.

CAPITAL AND OTHER EXPENDITURES:

- The decrease in grants and aids is a result of current revenue projections.

Engineering & Operations

The Engineering & Operations department operates, maintains, manages, and engineers County roadway systems and rights-of-way to provide functional roads, sidewalks, and trails for safe travel, provide 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 (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), 143 miles of channels, 554 traffic signals, and more than 145,000 traffic signs. The department operates from its main office in downtown Tampa and seven other facilities to provide timely response for transportation and stormwater maintenance.

FY 19 and FY 20 Accomplishments:



- Supported Vision Zero, improving safety for all mobility users through projects such as walking route improvements for 24 middle schools, six school safety enhancement projects, and 50th Street safety enhancements including raised crosswalks and overhead LED lighting. Placed three new traffic signals into service. Completed 69 crosswalk installations and 2,034 signal repairs.
- Mitigated seasonal flood impacts by conducting over 300 pre-storm outfall inspections and deploying over 20 emergency pumping plans. Performed stormwater maintenance on 685,000 linear feet of rights-of-ways within the unincorporated areas of Hillsborough County.
- Controlled mosquito-borne diseases by conducting multiple mosquito aerial spray missions covering a total of 1.1 million acres of land. Distributed 30,000 mosquito fish to 1,312 citizens at nine mosquito fish distribution and outreach events.



Mosquito Management Services prepares for aerial spray mission.

FY 20 and FY 21 Core Goals:



- Develop transportation and stormwater infrastructure projects for advancement to design and construction supporting the annual Capital Improvement Program and to improve safety and mobility, reduce vulnerability, and preserve transportation and stormwater infrastructure assets.
- Expand proactive larvaciding program, increase education and outreach, and enhance inspections of mosquito larval production sites through Mosquito Management programs.
- Development of unmanned aerial vehicle program for Mosquito Management.



Pedestrian safety enhancements on 50th Street in University area.



New traffic signal at Repton Boulevard and Racetrack Road.



Public Works crew prepare to repair bridge on Bloomingdale Avenue.

FY 20 and FY 21 Key Projects:



- Vision Zero safety improvement project that will increase visibility of existing bike lanes at various signalized intersections countywide.
- High visibility green pavement markings: Safety improvement project that will increase visibility of existing bike lanes at various signalized intersections countywide.
- Safe Routes to School (SRTS) improvements, including assessment and upgrade of all school speed zones to new standards, and completion of low-cost safety retrofits and development of SRTS/CIP projects for primary walking routes to top 20 schools.
- Expand Urban Larvicide Program for Mosquito Management.



New school safety crossing at Lake Lacaya and Summerfield Boulevard.

Innovation:



Implement GPS vehicle tracking on various pieces of large equipment to accurately track utilization to improve maintenance and operation efficiencies.

Contact:



(813) 307-1868
HCFLGov.net/PublicWorks

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Conduct stormwater maintenance (linear feet), including ditch maintenance, pipe repair, and replacement. | 725,000 | 685,000 | 685,000 | 700,000 |
| Mosquito Control aerial spray missions (acres sprayed). | 800,000 | 1,232,258 | 1,250,000 | 1,225,000 |
| Mosquito public awareness and outreach events. | 18 | 15 | 15 | 21 |
| Localized roadway pavement repairs (lane miles). | 9.34 | 13.54 | 16 | 18 |

Engineering & Operations

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 34,134,045 | \$ 36,026,264 | \$ 40,711,545 | \$ 32,856,253 |
| Operating Expenditures/Expenses | 42,675,130 | 47,733,543 | 57,728,141 | 59,608,303 |
| Capital Outlay | 95,724 | 179,810 | 453,662 | 1,226,045 |
| | \$ 76,904,899 | \$ 83,939,617 | \$ 98,893,348 | \$ 93,690,601 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 3,763,865 | \$ 3,657,813 | \$ 5,345,277 | \$ 6,684,772 |
| Unincorporated Area General Fund | 13,077,023 | 15,591,124 | 16,791,652 | 15,129,293 |
| Unincorporated Area Special Revenue Fund | 1,147,442 | 992,920 | 4,770,751 | 8,341,753 |
| Transportation Trust Fund | 58,778,634 | 63,695,913 | 71,410,934 | 63,498,912 |
| Grants (Not Transportation Related) | 137,935 | 1,816 | 311,036 | 35,000 |
| Public Utilities Water/Wastewater | 0 | 31 | 263,698 | 871 |
| | \$ 76,904,899 | \$ 83,939,617 | \$ 98,893,348 | \$ 93,690,601 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 457 | 442 | 457 | 449 |
| Funded FTE Positions | 456.85 | 439.38 | 454.38 | 446.38 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- As a result of the Public Works reorganization, a net decrease of twenty positions were transferred between Community and Infrastructure Planning, Geospatial and Land Acquisition, Water Resources, Capital Programs, the Innovation and Information Office and Solid Waste.
- Seven positions were created during FY 20 to assist with stormwater duties.
- Five new positions were created in FY 21 to assist with safety inspections, fiscal, and review of green engineering for stormwater and other projects.

OPERATING EXPENDITURES:

- Operating expenses increased primarily due to increased stormwater operation funding.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding for computer equipment, software and licenses. Additional funding was also included for land acquisition and fleet equipment.

Enterprise Solutions & Quality Assurance

Enterprise Solutions & Quality Assurance (ESQA) 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.

FY 19 and FY 20 Accomplishments:



- Leveraging multiple software applications, including the County's timekeeping system, payroll and reporting applications ESQA developed and implemented the necessary infrastructure and business intelligence necessary to properly record and report Coronavirus activities in order to support leadership decisions and enable proper reporting for funding options and reimbursements.
- ESQA provided comprehensive support for the County's and the Clerk of Court & Comptroller's Office's new recruitment and onboarding system which introduced process improvements and enhanced functionality. Support included contract development and management, contract management, project plans and meetings, interface development, technical and functional testing, and final implementation.
- ESQA has begun the process of modernizing the Business Intelligence (BI) application, with increased functionality including access to new reporting subject areas and greater integration with Oracle EBS. The modernized version of BI comes with many critical new dashboard and reporting features, including drill downs from graphical presentations.



Solution Architect Niles Goyal and Senior Functional Business Analyst Diane Page collaborate with a Procurement Services employee on enhancements to the Oracle EBS system.

FY 20 and FY 21 Core Goals:



A monthly Oracle Financials training session, led by ESQA employees, is conducted for County Administration department employees.

- 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 department 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.

Innovation:



ESQA implemented Cost of Services, a process that defines every service performed by each department and individual in the County. Those services are categorized by prosperity measures according to Strong and Sustainable Local Economy, Effective Public Safety, Life Enrichment, Self Sufficiency, and Community Assets, which are then broken down to unit cost. Cost of Services allows the County to measure our performance and quantify the cost of unit delivery, capture and report the data necessary to develop those important performance measurements, and are the keys to proving we are a prosperous community.

FY 20 and FY 21 Key Projects:



- 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 process will reduce manual efforts involved with inventory management and will result in updated and accurate inventory information.
- Post implementation of the latest version of Business Intelligence. ESQA will begin implementing new capabilities, including enhancing reports with new charting/graphing capabilities, rolling out reporting for new subject areas such as Payroll, Procurement Sourcing, and Leave Management, and introducing advanced statistical analysis and forecasting capabilities
- Phase II includes Key Performance Indicators and revenues by service. We are working with departments to develop Key Performance Indicators to measure the success of each service in meeting performance objectives for prosperity and report them on Dashboards. Department revenues will be recorded and reported by service to show the net cost of services.

Contact:



(813) 272-6671

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Incident Resolution Rate | 91% | 86% | 95% | 95% |
| Customer Satisfaction (On a scale of 1 to 5) | 4.9 | 4.9 | 4.9 | 4.9 |
| Training Hours Delivered | 850 | 1935 | 1000 | 1000 |
| Support Cost of ESQA | 765 | 944 | 987 | 1038 |

Enterprise Solutions & Quality Assurance

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 2,970,587 | \$ 3,721,285 | \$ 4,290,306 | \$ 4,437,159 |
| Operating Expenditures/Expenses | 1,891,291 | 2,086,877 | 3,791,026 | 5,218,172 |
| Capital Outlay | 0 | 4,865 | 13,600 | 0 |
| | \$ 4,861,878 | \$ 5,813,027 | \$ 8,094,932 | \$ 9,655,331 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 4,710,595 | \$ 5,642,838 | \$ 6,646,115 | \$ 8,206,514 |
| Countywide Special Revenue Fund | 151,283 | 170,189 | 1,448,817 | 1,448,817 |
| | \$ 4,861,878 | \$ 5,813,027 | \$ 8,094,932 | \$ 9,655,331 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 27 | 32 | 34 | 34 |
| Funded FTE Positions | 27.00 | 32.00 | 34.00 | 34.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Increase in operating expenses is primarily due to an increase in annual subscription fees for various software and applications.

CAPITAL AND OTHER EXPENDITURES:

- The decrease in capital outlay is due to a decreased need in computer equipment.

Environmental Service Division

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 2,250,530 | \$ 2,446,913 | \$ 7,124,236 | \$ 7,260,479 |
| Operating Expenditures/Expenses | 993,350 | 1,412,428 | 2,366,650 | 3,741,386 |
| Capital Outlay | 72,067 | 182,008 | 476,800 | 130,000 |
| | \$ 3,315,947 | \$ 4,041,349 | \$ 9,967,686 | \$ 11,131,865 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Unincorporated Area General Fund | \$ 0 | \$ 0 | \$ 132,633 | \$ 146,649 |
| Countywide Special Revenue Fund | 0 | 0 | 27,213 | 27,213 |
| Unincorporated Area Special Revenue Fund | 0 | 0 | 510,855 | 510,166 |
| Public Works Solid Waste Resource Recovery | 163 | 3,312 | 90,111 | 182,563 |
| Public Utilities Water/Wastewater | 3,315,784 | 4,038,037 | 9,206,874 | 10,265,274 |
| | \$ 3,315,947 | \$ 4,041,349 | \$ 9,967,686 | \$ 11,131,865 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 36 | 45 | 52 | 54 |
| Funded FTE Positions | 35.59 | 45.00 | 52.00 | 54.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Two positions were added to support the creation of an Administrative Section and additional responsibilities.

OPERATING EXPENDITURES:

- The increase in operating expenditures is related to the increase in contractual services, rental of equipment and preventative maintenance.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay cost is to maintain the Environmental Lab and support new analysis section.

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. 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 19 and FY 20 Accomplishments:



- In 2019, Hillsborough County Extension Service provided more than 177,000 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, in addition to professional certifications earned, through the Extension Service provided an estimated economic value of \$20,690,174 to participants in 2019.



93,986,994 gal.
in estimated annual
water savings

by water conservation educational programs, such as *Florida Friendly Landscaping*, *Water Wise*, and *Rain Barrel Harvesting*.



Extension improves the competitiveness of the production agriculture industry in Hillsborough County by providing research-based technical and educational resources



Nutrition education programs teach healthy eating habits, resulting in improved lifestyle and food cost savings.

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 in educating and improving the lives of Hillsborough County residents through Extension Service programs.

FY 20 and FY 21 Key Projects:



- While many people recognize the 4-H and agricultural program components of Extension Service, staff will work more closely with the County’s Communications staff and the University of Florida Institute of Food and Agricultural Sciences to market additional 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.



Youth learning grill safety at the 4-H Tailgate Day Camp.

Innovation:



\$1

For every \$1 of County General Fund investment, Hillsborough County Extension generated \$18.59 in additional funding and economic benefits to program participants.

Contact:



(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 Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Percentage of participants who indicate a knowledge gain or improved quality of life as a result of Extension education programs. | 91% | 91% | 85% | 85% |
| Value gained from application of practices learned through Extension education or implementing Extension recommendations. | \$7,177,667 | \$7,636,313 | \$8,200,000 | \$8,200,000 |
| Value of Extension volunteer hours. | \$763,734 | \$842,081 | \$850,000 | \$850,000 |
| Increased earning capacity as a result of professional certifications earned through Extension programs. | \$8,900,775 | \$13,053,861 | \$9,750,000 | \$9,750,000 |
| Total educational contacts. | 213,363 | 177,817 | 210,000 | 210,000 |

Extension Service

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 1,199,516 | \$ 1,245,088 | \$ 1,598,936 | \$ 1,701,347 |
| Operating Expenditures/Expenses | 233,657 | 217,965 | 457,783 | 444,227 |
| | \$ 1,433,173 | \$ 1,463,053 | \$ 2,056,719 | \$ 2,145,574 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 1,216,131 | \$ 1,239,684 | \$ 1,802,855 | \$ 1,889,858 |
| Unincorporated Area Special Revenue Fund | 55,931 | 56,992 | 77,984 | 82,836 |
| Grants (Not Transportation Related) | 161,111 | 166,377 | 175,880 | 172,880 |
| | \$ 1,433,173 | \$ 1,463,053 | \$ 2,056,719 | \$ 2,145,574 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 23 | 23 | 26 | 25 |
| Funded FTE Positions | 21.66 | 21.66 | 24.66 | 24.80 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Two part-time positions were converted to one full-time position.

OPERATING EXPENDITURES:

- Continuation budget.

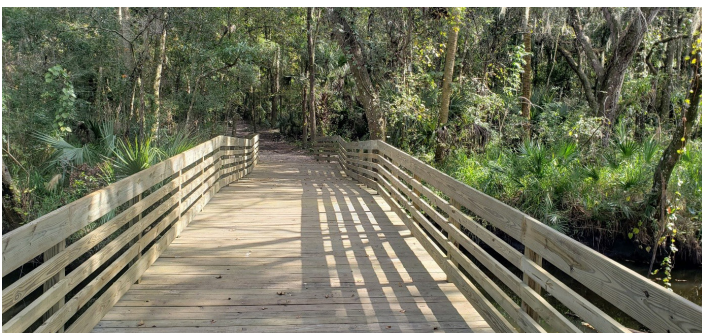
Facilities Management

Facilities Management Services (FMS) provides a full range of services to include maintenance, repairs, renovations, custodial, lawn care, lease and space management, security, sustainability, and energy management of Hillsborough County-owned facilities. Our customers include all occupants and guests: BOCC departments and agencies, Courts, Constitutionals, State agencies, non-profits, and the general public. FMS also manages the County's parking facilities, surplus assets, and records management.

FY 19 and FY 20 Accomplishments:



- Processed over 19,000 work orders for Facilities and Parks departments with the deployment of our new Enterprise Asset Management (EAM) system. All entries and on-site assignments can be expedited using smart devices (cell phones, e-tablets, laptops) in the field for greater efficiency and accuracy. EAM can also provide real-time completion reporting and customer notifications.
- Sustainability efforts include the department's continuation of LED retrofits in County buildings. The LED program had total savings to the County over \$243,000 annually in energy bills and a greenhouse gas reduction of over 2400 tons of emissions. The average cost per kWh for controllable electricity continues to trend down - approximately 8% lower than 2017 levels.
- FMS entered into an expanded interlocal security partnership with Hillsborough County Sheriff's Office (HCSO) in 2019. Working together, FMS and HCSO established "Active Shooter Response for Civilians" training. During the last quarter of FY 19, 3,699 County employees attended 14 training sessions. The security team continues to perform quarterly trainings to ensure all BOCC employees receive the training.



Renovated equestrian bridge located within Edward Medard Conservation Park and Reservoir.



Remodeled lobby of the new Family Preservation Services Center, which is operated by nonprofit partner Eckerd Connects.

FY 20 and FY 21 Core Goals:



- Responsible for the County's facility and related assets to ensure they are properly maintained and operational for staff and 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.
- Ensure on-time and within budget delivery of services and projects in order to address the needs and expectations of County government staff and the community.
- Implement and facilitate throughout the County options that allow departments and partners in County facilities to efficiently utilize allocated space in a safe, secure, and sustainable manner.



Participants in Hillsborough County's Solar Co-Op Program with Solar United Neighbors (SUN) Hillsborough. Residents power their homes with solar energy, lowering electric bills and helping sustain the environment.

Innovation:



UV-C (ultraviolet frequency in 200-800 nm range) lighting is being installed in the various facilities' HVAC systems. The UV-C works continuously to fight mold and other biological contaminants in the air circulating the building envelope, and on the HVAC systems' interior surfaces and cooling coil. Facilities Management Services is committed to the research and implementation of realistic sustainable ideas that conserve energy, increase building efficiencies, and promote public safety and community well-being.



Electrician Carlos Regalado updating the EAM system with his Smartphone in the field.

Contact:



(813) 272-5810
HCFLGov.net/REFS

FY 20 and FY 21 Key Projects:



- Expansion of our new Enterprise Asset Management (EAM) system to include Fleet, Fire Rescue, and Library Services departments. The web-based solution has enhanced integration, dashboard, and reporting capabilities that improve data analysis, cost allocation, performance management, and service-based budgeting.
- The Skyway Sports Complex football field LED lights are planned for retrofit as part of the Repair and Preservation team's RY 20 LED program. The project will increase saving to over \$380,000 in energy bills to the County and greenhouse reduction of over 3,500 tons of emissions.
- Support Services's janitorial team will provide enhanced cleaning and sanitization to over 165 facilities, and respond to deep cleaning/disinfection requests as part of incident response in order to protect the public, operations, employees, and infrastructure during the COVID-19 event.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|------------------------------|-------------------------------|--|--|
| Cost to operate facilities (cleaning, maintenance, utilities), compared to the annual Building Owners and Managers Association's (BOMA) industry benchmark standards. | \$5.07/SF (BOMA \$5.72/SF) | \$5.08/SF (BOMA \$5.72/SF) | Less than \$7.04/SF (BOMA \$7.04/SF) | Less than \$7.04/SF (BOMA \$7.04/SF) |
| Provide efficient workspace utilization, compared to annual Building Owners and Managers Association's industry standard of 237 square feet per employee. | 237/square feet per employee | 231/ square feet per employee | Less than 237 square feet per employee | Less than 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.) | 97.5% | 99.2% | Greater than 90% | Greater than 90% |
| Services Satisfaction Index: Obtain a goal of 3 out of 5, or meets customer expectations. | 4.78 | 4.57 | ≥ 3.0 | ≥ 3.0 |

Facilities Management Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 12,979,985 | \$ 14,254,659 | \$ 12,333,080 | \$ 12,997,388 |
| Operating Expenditures/Expenses | 17,474,568 | 17,036,132 | 19,199,493 | 22,740,502 |
| Capital Outlay | 126,915 | 213,564 | 264,699 | 26,950 |
| | \$ 30,581,468 | \$ 31,504,355 | \$ 31,797,272 | \$ 35,764,840 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 28,038,382 | \$ 28,989,501 | \$ 31,006,073 | \$ 34,851,651 |
| Unincorporated Area General Fund | 439,141 | 471,312 | 90,130 | 65,668 |
| Transportation Trust Fund | 1,509,848 | 1,336,153 | 0 | 119,584 |
| Grants (Not Transportation Related) | 323,788 | 424,328 | 441,275 | 472,939 |
| Public Works Solid Waste Resource Recovery | 85,391 | 137,349 | 259,794 | 254,998 |
| Public Utilities Water/Wastewater | 184,918 | 145,712 | 0 | 0 |
| | \$ 30,581,468 | \$ 31,504,355 | \$ 31,797,272 | \$ 35,764,840 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 198 | 202 | 176 | 186 |
| Funded FTE Positions | 197.48 | 201.48 | 176.00 | 186.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Ten positions (six positions transferred from Children Services, one position each from Geospatial and Land Acquisition, Capital Programs, and Pet Resources and one new position) were added to assist with maintenance, custodial and security services.

OPERATING EXPENDITURES:

- Operating expenditures increased primarily due to the increased cost of maintenance and custodial services for additional building square footage and security support.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding to purchase equipment to safe guard materials for the surplus warehouse and the safety of personnel.

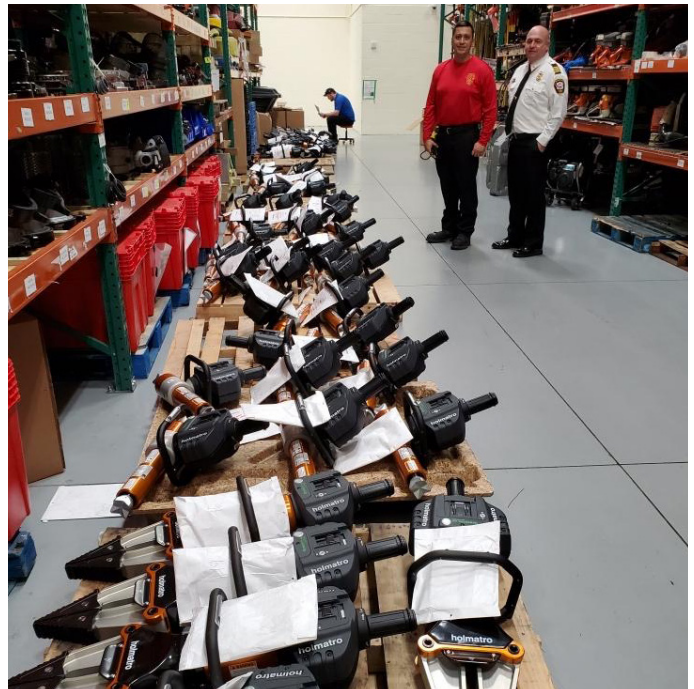
Fire Rescue

Hillsborough County Fire Rescue (HCFR) 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 44 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.

FY 19 and FY 20 Accomplishments:



- The department upgraded and replaced all extrication tools. The new tools replaced equipment that had been in service for over 14 years. The new tools are battery operated and work in a more efficient and effective manner during automobile extrications and other related calls for service.
- The Self-Contained Breathing Apparatus (SCBA) is an essential piece of equipment for firefighter safety. The department was able to secure a contract to standardize and replace this equipment.
- Three Advanced Life Support (ALS) Rescue units were placed into service. This brings the total number of ALS ambulances operated by Fire Rescue to 33. Fire Rescue annually responds to over 113,000 calls for service annually.



New acquired extrication equipment.

FY 20 and FY 21 Core Goals:



- Continue to remain fiscally responsible by managing expenditures and increasing collections for inspections and ambulance fees. Leveraging a newly expanded State program, which allows for additional cost recovery for ambulance transports under managed care; an additional \$1,000,000 in revenues is projected.
- Obtain approval and start implementing Fire Rescue's Master Plan. The Master Plan projects current and future facility needs for the 2020 to 2030 period. This plan identifies and prioritizes new fire station demands to support the current and projected population of unincorporated Hillsborough County. Implementation will improve response times and correct 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. It 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 20 and FY 21 Key Projects:



- Expand the technical rescue (Heavy Rescue) capabilities of Fire Rescue by placing a second technical rescue team in service on the west side of Hillsborough County. Placing a second Technical Rescue team in service would benefit the citizens by providing a shorter response time for this specially trained team in the event of a complex or complicated rescue requiring specialized skills and/or equipment.
- Continue to enhance and grow the Fire Rescue Cadet Program. The Cadet Program is designed to mentor and teach the cadets the basics of the fire service. It is a valuable tool in recruiting a diverse group of young adults that will hopefully, one day, seek employment with HCFR.
- Implementation of Deccan’s Live Mum module. LiveMum is a “move up” module that integrates with the computer-aided dispatch system and will assist the Emergency Dispatch Center with strategic movement of Fire Department apparatus during peak call volume times and major incidents.

Innovation:



The electronic medical reporting system was upgraded to provide compliance with State and National Emergency Medical Service data reporting standards. This upgrade provides a more detailed and versatile data set enhancing our ability to more efficiently identify emerging trends in patient care and also tailor training efforts to complement findings in a more timely manner.



New Heavy Rescue trucks for Stations 32 (East Lake) and 42 (Country Place).



Newly acquired truck (ladder) for Station 28 in Sun City.

Contact:



(813) 272-6600

HCFLGov.net/FireRescue

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Percentage of Fire Rescue customers reporting a “satisfied” or above level of service experience. | 98.9% | 98.4% | 100% | 100% |
| Percentage of viable cardiac arrest victims resuscitated. | 24.7% | 20.9% | 12% | 12% |
| First unit on scene, Urban, Fire, and/or Medical, include “B” calls, less than six minutes and OMIT response times greater than 20 minutes. | 16.7% | 15.9% | 90% | 90% |
| First unit on scene, Suburban, Fire, and/or Medical, include “B” calls, less than seven minutes and OMIT response times greater than 20 minutes. | 22% | 21.9% | 90% | 90% |
| First unit on scene, Rural, Fire, and/or Medical, include “B” calls, less than 10 minutes and OMIT response times greater than 20 minutes. | 35.5% | 35.9% | 90% | 90% |

Fire Rescue

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 116,795,247 | \$ 129,152,522 | \$ 140,818,089 | \$ 157,205,651 |
| Operating Expenditures/Expenses | 30,478,900 | 36,323,118 | 40,835,217 | 43,994,026 |
| Capital Outlay | 1,922,127 | 674,251 | 2,501,697 | 1,187,992 |
| Grants & Aids | 102,563 | 72,426 | 65,169 | 3,000 |
| Other Non Operating | 495,186 | 578,445 | 1,270,464 | 798,990 |
| | \$ 149,794,023 | \$ 166,800,762 | \$ 185,490,636 | \$ 203,189,659 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 1,090,165 | \$ 1,729,683 | \$ 2,368,611 | \$ 2,410,826 |
| Unincorporated Area General Fund | 145,655,794 | 162,212,174 | 179,097,910 | 198,164,861 |
| Countywide Special Revenue Fund | 425,171 | 477,288 | 655,874 | 697,427 |
| Grants (Not Transportation Related) | 2,622,893 | 2,381,617 | 3,368,241 | 1,916,545 |
| | \$ 149,794,023 | \$ 166,800,762 | \$ 185,490,636 | \$ 203,189,659 |

| | | | | |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|
| Funded Positions | 1,068 | 1,091 | 1,140 | 1,212 |
| Funded FTE Positions | 1,068.00 | 1,091.00 | 1,138.43 | 1,210.43 |

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs.
- Sixty six new positions are added for the new Central Brandon and Rhodine fire stations.
- Four new positions are added for the Fire Marshal's Office and Emergency Dispatch.
- Two new Storekeeper positions are added to assist with the increase in logistics distribution demand.

OPERATING EXPENDITURES:

- Funding for operating expenditures related to the two new fire stations is added.
- The remaining increase in operating expenditures relates to a rise in indirect administrative costs and additional operating needs.

CAPITAL AND OTHER EXPENDITURES:

- Funding for three rescue units approved for FY 20 is carried forward due to uncertainty of timely delivery.

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.

FY 19 and FY 20 Accomplishments:



- Fleet was recognized by the National Association of Fleet Administrators as the #4 Fleet in North America for 2020. Annually, over 38,000 fleets are eligible to compete in this competition that compares fleets in twelve areas to include: competitive pricing, use of technology, effectiveness, staff development, resources stewardship, quick efficient turnaround, and more.
- Fleet Management was recognized by the National Institute for Automotive Service Excellence (ASE) for earning Blue Seal distinction in 2019. To earn this distinction, at least 75% 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.
- Fleet Management was recognized by the National Association of Fleet Administrators for the 2019 Fleet Excellence Award for Public Fleets. The award recognized fleets for outstanding achievement in twelve areas consisting of use of technology, performance recognition, quick efficient turnaround times, competitive pricing, resources stewardship, and more.

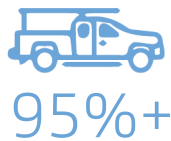
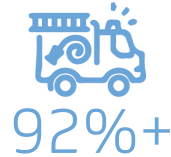


Fleet Technician Frank Okungbowa performing a truck brake change and annual inspection.

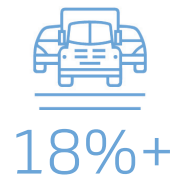
FY 20 and FY 21 Core Goals:



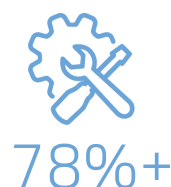
Availability Rate



Surplus Return of Sale



Technician Productivity Rating



- Achieve a 92 percent or higher availability rate for Fire Recue Apparatus and Heavy Truck/Heavy Equipment, and 95 percent for Automotive/Light Trucks. 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 enhancing repair capacity.
- Achieve an 18 percent or higher return of sale for surplus sedans and light/medium trucks by 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 demonstrates 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 increase the department’s capacity to support customer requirements.



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. One example of this innovation was the ability to quickly manufacture COVID-19 plexiglass driver shields that were mounted in six Sunshine Line minibuses for use in transporting citizens for housing and other needs.



Fleet Master Technician Heath Davis and Fabrication Specialist Joe Crider during a final inspection on a Fire Rescue boat.

Contact:



(813) 744-5580

HCFLGov.net/Fleet

FY 20 and FY 21 Key Projects:



- Fleet will support planning, design, and construction efforts for new repair and fuel sites planned for East County (14081 Sydney Road, Plant City) and South County (10701 Rhodine Road, Riverview) in 2020, and West County (9809 Sheldon Road, Tampa) in 2021. The new facilities will improve daily and contingency responsiveness to countywide customers while increasing fuel capacity.
- 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, reduction in asset down time, higher technician productivity rates, and enhanced safety.
- Fleet will complete the upgrade of its vehicle management information software system in order to improve database reliability, decrease processing time, and provide additional customer features. One feature of interest is online scheduling for vehicle repairs that will provide customers more flexibility to meet their internal workload schedules.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Fleet Fire Rescue Apparatus, Heavy Truck, and Heavy Equipment Availability Rate (goal is 92% or higher). Increased metric from 90% in FY 18. | 94% | 94% | 92% | 92% |
| General-purpose vehicle returns 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% | 99% | 95% | 95% |
| Fleet technician productivity rating (goal is 78% or higher). Industry standard is 75%. | 83% | 88% | 78% | 78% |
| Average turn time for emergency response vehicle repairs (goal is less than 5 days). | 2.4 days | 2.1 days | 5 days | 5 days |

Fleet Management Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 4,570,873 | \$ 4,882,533 | \$ 5,366,039 | \$ 5,524,578 |
| Operating Expenditures/Expenses | 13,529,741 | 14,382,865 | 16,071,852 | 15,921,600 |
| Capital Outlay | 11,750,679 | 9,469,405 | 20,729,000 | 24,672,547 |
| | \$ 29,851,293 | \$ 28,734,803 | \$ 42,166,891 | \$ 46,118,725 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Fleet Management Fund | \$ 29,851,293 | \$ 28,734,803 | \$ 42,166,891 | \$ 46,118,725 |
| | \$ 29,851,293 | \$ 28,734,803 | \$ 42,166,891 | \$ 46,118,725 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 58 | 60 | 62 | 65 |
| Funded FTE Positions | 58.00 | 60.00 | 62.00 | 65.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs.
- Two Fleet Mechanics and one Fleet Mechanic Supervisor positions are added to provide a higher level of service.

OPERATING EXPENDITURES:

- Operating Expenditures decrease is primarily due to a reduction in indirect administrative costs.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay represents funding for vehicles included in the replacement program.

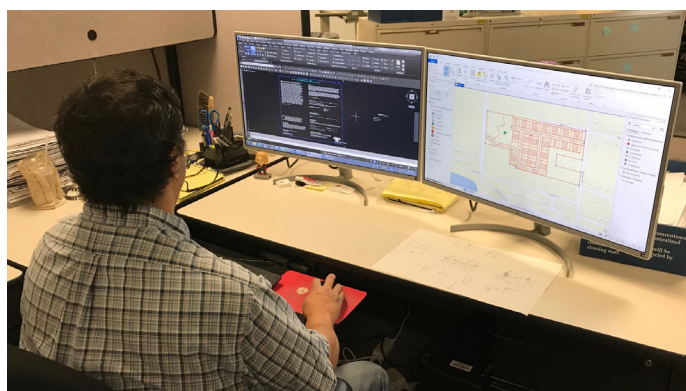
Geospatial & Land Acquisition Services

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 19 and FY 20 Accomplishments:



- Partnered with the Fire Rescue department to implement their new computer-aided dispatch application (en route). This requires a monthly update of countywide geographic data, such as street names, addresses, and fire hydrants. This initiative led to a more accurate process for creating road centerline data.
- Added 21,132 discrete pieces of infrastructure within the right-of-way to the County Geographic Information System, and condition coded an additional 31,485 stormwater features in compliance with the County's National Pollutant Discharge Elimination System (NPDES) permit.
- Replaced aging GIS server infrastructure with higher speed architecture, which serves data in near real-time. This modernization has allowed the department to share data seamlessly with external entities, including the City of Tampa and the Property Appraiser's Office.
- Designed and published an interactive dashboard to communicate Capital Improvement Projects to the public. This initiative was in conjunction with the Water Resources and Capital Programs Departments.



Tomas Guerrero translates AutoCAD features into ArcGIS Pro.



Ivia Lopez uses AutoCAD to input features within a plat.

FY 20 and FY 21 Core Goals:



- Redesign internal data management standards, which includes understanding data work flows and incorporating them into metadata. This will allow for rapid analysis and display of information for decision makers.
- Continue development of the department's Geohub site to allow citizens access to mapping solutions and data relevant to Hillsborough County.
- Support transportation initiatives by providing real property support, developing mapping applications for analysis of traffic data, and digitally inventorying right-of-way asset information.

FY 20 and FY 21 Key Projects:



- Digitize and link all Real Property data within the department in a searchable format within GIS. This will allow integration with online maps, provide protection against damage to paper files, and allow for rapid analysis of community property.
- Complete development of an internal mapping portal solution. This will allow drag-and-drop functionality with analysis tools and measurement capabilities. The portal will support decision making within the transportation and planning teams.
- 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.



Gary Albritton and Chris Sutherland clear line for a survey job.

Innovation:



The department set up a Geodata service with the Property Appraiser's Office. This service allows for seamless integration between GIS staff. The integration is being used to deploy a parcel fabric using geometry from the Property Appraiser. The parcel fabric will serve as a digital repository for property records.

Contact:



(813) 272-5810
HCFLGov.net/GIS

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| 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 | 285 per day | 285 per day | 300 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 3,724,025 | \$ 4,317,696 | \$ 7,843,008 | \$ 8,161,867 |
| Operating Expenditures/Expenses | 1,253,705 | 2,067,562 | 3,114,341 | 3,114,680 |
| Capital Outlay | 0 | 3,446 | 442,002 | 0 |
| | \$ 4,977,730 | \$ 6,388,704 | \$ 11,399,351 | \$ 11,276,547 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 319,498 | \$ 1,005,484 | \$ 2,953,652 | \$ 3,179,569 |
| Unincorporated Area General Fund | 3,132,892 | 3,342,287 | 4,436,083 | 4,369,956 |
| Countywide Special Revenue Fund | 697,406 | 788,921 | 742,548 | 829,777 |
| Transportation Trust Fund | 827,934 | 784,358 | 2,610,746 | 2,692,797 |
| Public Works Solid Waste Resource Recovery | 0 | 17,828 | 18,942 | 19,531 |
| Public Utilities Water/Wastewater | 0 | 449,826 | 637,380 | 184,917 |
| | \$ 4,977,730 | \$ 6,388,704 | \$ 11,399,351 | \$ 11,276,547 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 45 | 56 | 80 | 85 |
| Funded FTE Positions | 45.00 | 56.00 | 80.00 | 85.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Transfer of five positions from Engineering and Operations to assist with GIS services.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- The decrease in Capital Outlay is primarily due to the completion of projects requiring one-time funding.

Government Relations & Strategic Services

The Government Relations & Strategic Services team provides a variety of important services for the benefit of county residents. These include advocacy at the local, state, and federal level for needed polices and funding; effective communication with key constituencies throughout the county; assured compliance with the ADA, HIPAA, and Equal Opportunity laws; investigative services; meeting agenda development and public distribution services; and administration of numerous boards and councils appointed by the Board of County Commissioners.

FY 19 and FY 20 Accomplishments:



- Successfully advocated for needed resources at the state and federal government levels for community essentials, while protecting home rule authority and flexibility.
- Extended outreach throughout the county to inform residents of County government actions and activities, and provide additional assistance to those in need.
- Expanded investigative services capacity and capabilities to better serve clients and uphold mandated protections.

Innovation:



We are continuously seeking to improve and innovate our service delivery processes to achieve better outcomes for residents and clients.

FY 20 and FY 21 Core Goals:



- Further enhance government advocacy efforts to better provide for community needs and services.
- Improve strategic service offerings that strengthen collaboration with County service teams, resulting in improved outcomes.
- Improve communication and interaction with communities and constituencies to share ideas and better understand needs.

Contact:



(813) 276-2640

HCFLGov.net/OLA

Government Relations & Strategic Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 1,275,386 | \$ 1,685,663 | \$ 2,086,015 | \$ 2,707,853 |
| Operating Expenditures/Expenses | 120,296 | 161,170 | 389,866 | 440,028 |
| Capital Outlay | 0 | 0 | 0 | 51,000 |
| | \$ 1,395,682 | \$ 1,846,833 | \$ 2,475,881 | \$ 3,198,881 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 1,395,682 | \$ 1,846,833 | \$ 2,475,881 | \$ 3,198,881 |
| | \$ 1,395,682 | \$ 1,846,833 | \$ 2,475,881 | \$ 3,198,881 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 11 | 17 | 17 | 21 |
| Funded FTE Positions | 11.00 | 17.00 | 17.00 | 21.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Two positions were transferred from other departments during FY20.
- Two new positions were approved for FY21 to accommodate additional responsibilities assigned to the department.

OPERATING EXPENDITURES:

- The increase in operating expenses is budgeted for additional office space configuration and fleet maintenance costs.

CAPITAL AND OTHER EXPENDITURES:

- The increase in capital expenses is budgeted for equipment needed for the additional office space configuration and a new vehicle which is necessary for an approved position.

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.

FY 19 and FY 20 Accomplishments:



- Increased the capacity of the mental health team to meet the needs of an expanding number of children and families identified with behavioral challenges. To achieve this outcome, the department has contracted with an external organization which provides access to a larger pool of licensed mental health professionals.
- Partnered with the Social Services department to provide access for all parents and family members who needed GED certification. Partnered with the Department of Health to ensure that all children required to complete a lead test were tested. Created a life-long partnership with HCC Ybor Campus, CALM Program to receive free training opportunities on conscious discipline.
- Through the use of County-issued cellphones, case managers can: readily assist families with their agreed goals, quickly provide assistance and referral resources, and readily access information and update the database on a real time basis, thereby improving the effectiveness of services to children & families.



The Head Start/Early Head Start Program/WIC Hillsborough County Events: February 2020.



On February 27, 2020 Hillsborough County Head Start/Head Start Program joined the 2020 United Way Kick-off at All People's Life Center.

FY 20 and FY 21 Core Goals:



- Maintain a flexible and data-informed family and community engagement approach, ensuring that the department creates the platform for a fully engaged and involved community, and a strong, productive, and successful family structure which will drive the success of the program.
- Achieve education outcomes which will ensure that all children transitioning the Head Start Program will receive education and social emotional preparation. This will guarantee greater alignment with the elementary school system and leads to preparation, which will be life changing and value adding to all stakeholders with a vision for self-sufficiency and community prosperity.
- Provide resources and services which will ensure that no child or parent participating in the Head Start Program will ever be limited by any barriers relating to unavailability of health, mental health, or nutrition resources, all of which could impact their immediate well-being or their future growth, development, and achievement of personal or community prosperity.

FY 20 and FY 21 Key Projects:



- The education team will implement new tools and technologies to enhance the department’s effectiveness and compliance with Head Start performance standards in maintaining educational, social, and emotional health of the children, their families, and staff members. (My-Teachstone; Devereux Early Childhood Assessment; New Curriculum For Head Start & Early Head Start)
- Implementing 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.
- 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.



Dr. Martin Luther King Parade in Tampa:
January 20th, 2020

Contact:



(813) 272-5140

HCFLGov.net/HeadStart

Innovation:



The education unit implemented a Learning Community for teacher assistance, to provide a coaching and training forum. The Learning Community provided three training topics: Social Emotional, Language and Literacy, and Perceptual Motor and Physical Development. Participants will have the opportunity to present information related to best practices. The teacher assistants will then use an implementation plan where they will document what they learned and how they used it in their classrooms. The Learning Community connects a total of 83 teacher assistance across 24 locations.

Social Emotional: We will train on conscious discipline love rituals and the safe keeper boxes, as well as the three states

of the brain on social emotional development on children. Participants learn the different brain states of children and how to set up CALM corners in their classrooms. They also will create safe keeper boxes to use with the children in the classrooms and learn best practices in conscious discipline techniques, including using love rituals.

Language and Literacy: How to use nursery rhymes to teach phonological awareness to children. Participants will learn about emergent literacy skills that children need to know.

Perceptual Motor and Physical Development: Teaching strategies on the physical development domains will be presented, and physical development games will be shown.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Maintained 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 | 1600 |
| 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

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Appropriations | | | | |
| Personnel Services | \$ 14,596,936 | \$ 14,884,999 | \$ 14,950,444 | \$ 15,755,364 |
| Operating Expenditures/Expenses | 21,460,662 | 21,145,533 | 23,193,236 | 25,267,968 |
| Capital Outlay | (72,420) | 23,508 | 518,692 | 29,980 |
| Other Non Operating | 104,453 | 112,864 | 3,873,740 | 4,061,445 |
| | \$ 36,089,631 | \$ 36,166,904 | \$ 42,536,112 | \$ 45,114,757 |

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Budget by Fund | | | | |
| Unincorporated Area General Fund | \$ (27) | \$ 0 | \$ 0 | \$ 29,980 |
| Grants (Not Transportation Related) | 36,089,658 | 36,166,904 | 42,536,112 | 45,084,777 |
| | \$ 36,089,631 | \$ 36,166,904 | \$ 42,536,112 | \$ 45,114,757 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 262 | 263 | 263 | 263 |
| Funded FTE Positions | 262.00 | 262.00 | 262.00 | 261.95 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is 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:

- Funding is included for computer software upgrades and facilities management software that will improve facilities and maintenance.
- Additional funding is driven by the needs of the community to expand Early Head Start and improve access to online learning for children and parents through the use of technology.

CAPITAL AND OTHER EXPENDITURES:

- Funding to help reduce Early Head Start wait list and improve transition services as mandated by Head Start Performance Standards.

Health Care Services

Health Care Services manages the Hillsborough County Health Care Plan (HCHCP), 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, 13 hospitals that also contract with about 2,500 specialists, and a host of other providers of primary, specialty, and other services to HCHCP 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 HCHCP and the Ryan White Program, and conducts enrollments and re-enrollments for both.

FY 19 and FY 20 Accomplishments:



\$112 million
in funding provided

Through collaboration with participating hospitals/hospital systems, two federally qualified health care centers, specialty providers, and ancillary providers/services

This resulted in an increase in local health care treatment not covered by the Affordable Care Act or other payers.

- Through the actions of the Hillsborough County Board of County Commissioners (BOCC), HCHCP eligibility was expanded to include individuals with income at or below 138% of the Federal Poverty Guidelines, adding 313 new members over the six months it was in place. Additionally, the BOCC rescinded the three-strike felony conviction policy, adding 516 new members over the six months it was removed.
- By utilizing the services of a Patient Assistance Program (PAP), the department was able to save the Indigent Trust Fund \$20.3 million that would otherwise have been needed to pay for pharmaceuticals for HCHCP clients. PAP is an innovative and cost-effective program providing substantial cost savings for the department and Hillsborough County taxpayers.



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.

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 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 HCHCP 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 HCHCP members. This will decrease wait times and enable members to receive timely services.

Innovation:



Health Care Services is collaborating with primary care providers to engage in Healthy Living Case Management for Social Determinants of Health. The goal of the program is to optimize HCHCP members’ functioning and well-being by providing and coordinating high-quality services in the most effective and efficient manner possible to individuals with complex needs. Strategies will assess and link members with systems and entities that provide them with resources, services, and opportunities they need, and provide follow-up and ongoing case management services as needed. Case managers will also assist HCHCP members in strengthening the development of their problem solving and coping skills.

Contact:



(813) 272-5040

HCFLGov.net/HealthCare

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|----------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Promote efficient and effective access to health care services as measured by the Per Member, Per Month (PMPM) costs for Hillsborough County Health Care Plan members. | \$432 PMPM | \$448 PMPM | \$495 PMPM | \$500 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 | 94% average satisfaction score | 90% average satisfaction score | 90% average satisfaction score |
| Motivate and educate HCHCP members to take proactive responsibility for their health through programming at Healthy Living Centers and incentivize consistent participation with dental services. | N/A | N/A | 20% increase in participation | 20% increase in participation |
| Continue to encourage providers to use electronic claims submission to enable efficient and effective billing, as well as data analytics. | 90% utilization | 90% utilization | 90% utilization | 90% utilization |
| Average number of Hillsborough County residents receiving medical services per month through the HCHCP. | 13,092 | 13,665 | 14,000 | 14,500 |

Health Care Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 5,806,593 | \$ 6,475,341 | \$ 7,139,124 | \$ 8,223,442 |
| Operating Expenditures/Expenses | 6,021,311 | 6,772,192 | 15,185,645 | 17,107,434 |
| Capital Outlay | 11,383 | 16,407 | 2,000,000 | 2,000,000 |
| Grants & Aids | 103,300,255 | 117,240,754 | 193,219,903 | 203,225,121 |
| | \$ 115,139,542 | \$ 130,504,694 | \$ 217,544,672 | \$ 230,555,997 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 270,085 | \$ 180,276 | \$ 353,823 | \$ 283,867 |
| Countywide Special Revenue Fund | 104,090,498 | 119,579,882 | 199,702,488 | 208,069,630 |
| Grants (Not Transportation Related) | 10,778,959 | 10,744,536 | 17,488,361 | 22,202,500 |
| | \$ 115,139,542 | \$ 130,504,694 | \$ 217,544,672 | \$ 230,555,997 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 74 | 79 | 79 | 88 |
| Funded FTE Positions | 74.00 | 79.00 | 79.00 | 88.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Ten positions are added for the expansion of services, pilot program projects and project administration.
- One position is transferred to Children Services.

OPERATING EXPENDITURES:

- The increase is due to additional contractual services related to deliverables expansion.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

GRANTS AND AIDS:

- This increase is a result of fluctuation in the carry forward of prior year grant revenue.

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.

FY 19 and FY 20 Accomplishments:



- Managed contracts that provided emergency bridge housing, case management, and supportive services to 2,348 individuals.
- Participated in a multi-sector collaboration resulting in a 13% decrease in the number of Veterans facing homelessness in Hillsborough County.
- Launched the Hillsborough Heroes Against Human Trafficking Program, offering education and awareness training from International Association of Human Trafficking Investigators (IAHTI) to County employees and public and private sector partners.



Homeless Services Department enjoys Well-4-Life Initiatives by wearing red to increase women's heart health awareness.

FY 20 and FY 21 Core Goals:



- Reduce the unsheltered homeless population/street homelessness by 5% in FY 21 and another 5% again in FY 22.
- Reduce the chronically homeless population by 5% in FY 21 and an additional 5% in FY 22.
- Preserve and increase affordable housing stock while identifying opportunities to include set asides for the homeless population.



#DisruptingTheModel: Making Homelessness - Rare, Brief, and Non-Recurring at Sparkman's Wharf, Command Center, 2020 PIT Count.



Volunteers at the Hyde Park United Methodist Cold Weather Shelter serving a hot meal to residents facing homelessness on a cold winter night.

FY 20 and FY 21 Key Projects:



- Collaborate with the Tampa/Hillsborough County Continuum of Care to address the top causes of homelessness by providing housing opportunities to 560 unsheltered homeless individuals in 560 days. The group will simultaneously address the top causes of homelessness including: lack of affordable housing, poverty, mental illness, unemployment, low wages, and substance abuse.
- Collaborate with internal and external partners to streamline resources for a system of service to coordinate efforts in making chronic homelessness rare, brief, and non-recurring.
- Coordinate efforts to standardize emergency shelter programs and to increase bed capacity in the community.

Innovation:



Homeless Services coordinates the Cold Weather Shelter (CWS) Program in providing temporary housing, food, and blankets, targeting the homeless or those who live in homes without adequate heat. The department's CWS Plan is developed in collaboration with the broader community, including those most directly impacted by such an event. Its primary intention is to address overall coordination between supporting departments, agencies, and organizations. It documents how the County will engage their resources within the community in order to respond to a cold weather event that impacts the most vulnerable in preparation and activation of cold weather shelters. During the cold weather season, the plan is activated on nights when the temperature, measured at the Plant City Municipal Airport, dips to 40 degrees or below including wind chill between 6 p.m. and 6 a.m. In FY 20, Homeless Services created the CWS Partnership Program, which offers organizations a stipend to support the costs associated with community-led efforts in providing shelter for our most vulnerable population when the Cold Weather Shelter (CWS) Plan is activated. Organizations applied for a financial stipend to support their operations that will

provide capacity for a minimum of fifteen (15) nights of cold weather shelter activation during the FY 20 season. Partners were given preference if located in an area with a higher population of vulnerable individuals reflective from the results of the annual Point-In-Time (PIT) Count. Partnerships for funding were subject to available funding and contingent on the facility passing property inspection. Applications were available during or prior to the CWS season and will close as locations have been identified to meet needs in the target areas. In FY 20, Hillsborough County partnered with five organizations which provided shelter to 773 individuals and one dog.

Contact:



(813) 274-6834

HCFLGov.net/HomelessServices

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|---|------------------------|------------------------|------------------------|
| Percent decrease in overall homelessness. | Increase 16%* *The increase is a result of the 2017 hurricane season; 187 reported being displaced by a hurricane; 184 emergency shelter beds were occupied by hurricane evacuees. | 8% | 5% | 5% |
| Number of clients assisted with temporary housing, case management, and supportive services leading to permanent supportive housing. | 2,518 | 2,600 | 2,730 | 2,730 |
| Number of beds/apartments the County has with community partners to provide Emergency Bridge Housing. | 443 beds/20 apartments | 442 beds/16 apartments | 442 beds/16 apartments | 465 beds/16 apartments |
| Number of annual inspections. | 137 | 144 | 142 | 154 |

Homeless Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 714,046 | \$ 780,207 | \$ 871,960 | \$ 1,025,123 |
| Operating Expenditures/Expenses | 2,809,281 | 3,123,861 | 3,889,826 | 6,3 |
| | \$ 3,523,327 | \$ 3,904,068 | \$ 4,761,786 | \$ 7,422,289 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 3,523,327 | \$ 3,904,068 | \$ 4,761,786 | \$ 7,422,289 |
| | \$ 3,523,327 | \$ 3,904,068 | \$ 4,761,786 | \$ 7,422,289 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 8 | 8 | 8 | 9 |
| Funded FTE Positions | 8.00 | 8.00 | 8.00 | 9.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Position transfers between Government Relations and Strategic Services, Aging Services, Health Care Services, and Homeless Services result in one additional position.

OPERATING EXPENDITURES:

- The increase in operating expenses is due to additional contract management responsibilities to enhance homeless services.

Human Resources

In support of Hillsborough County services, Human Resources (HR) provides holistic and innovative human resources solutions to attract, develop, and engage a diverse and high-performing workforce driven to improve the everyday life of the County's residents. The department embraces Hillsborough County's strategic mission to create community prosperity by pursuing business relationships, building the team, engaging employees, promoting quality and effectiveness, embracing technology and innovation, and expanding our total rewards programs. Human Resources is committed to a culture and vision of great people, a great place, and unlimited possibilities.

FY 19 and FY 20 Accomplishments:



- **Key leadership role in the County's COVID-19 Emergency Response efforts**, including: managing emergency activations, deployment of over 1,800 County employees to telework, compliance with Families First Coronavirus Response Act and CARES Act and DOH/CDC policies, a virtual response center for nearly 3,000 employee inquiries, and a virtual New Hire Orientation/Resource Guide.
- **Established Appeal Intake Office** - In response to the abolishment of the Hillsborough County Civil Service Act, an Appeal Intake Office was established to support agencies countywide by ensuring the

protection of employees' rights through oversight of the discipline appeal process and to provide guidance to employees about the discipline appeal process.

- **Hiring Our Heroes Fellowship Program** - Human Resources is partnering with the U.S. Chamber of Commerce Foundation's Hiring Our Heroes initiative to connect veterans, service members, and military spouses with meaningful employment opportunities in Hillsborough County. The department is piloting this program in May 2020 in the Compliance, Communities & Conservation Administration.

FY 20 and FY 21 Core Goals:



- To connect HR services in providing comprehensive solutions to customers, while leveraging technology and innovation to offer a faster, decentralized, virtual customer service delivery model. The one-stop-shop virtual model offers faster customer solutions at the first point of contact.
- To explore industry best practices and apply cross-functional HR knowledge to compliment data-driven decisions that increase the value of the services HR offers.
- To improve and streamline HR work processes by eliminating non-value-added steps and redundancies that will speed service delivery, thus allowing citizen-facing departments to respond to inquiries faster.



Above: LevelUP, a program dedicated to ensuring newer employees have all the right tools and resources to be successful in their roles to support County services.

Right: A partner with Bring Smiles to Seniors Inc., HR invited County employees to help create holiday greetings for community seniors.





RISE (Redefining Internships for Student Empowerment) - Each summer, students from across Hillsborough County learn specific County job responsibilities, encouraging them to “RISE up” and empower their lives in the real world while creating career path opportunities.

Innovation:



The health intelligence platform will allow the County to strategically design, implement, and manage healthcare costs. The platform will quantify aggregated medical and pharmacy experiences by types, locations, and claims cost to effectively strategize, budget, steer, and predict project expenses and re-design healthcare plans that will better meet the needs of the employees and the County to achieve a fiscally sustainable health plan. In addition, the analysis of claim types and costs integrated with systems such as (not limited to) Oracle, Kronos, and Navigate will allow for data-driven decisions to create training programs that will target precise preventive initiatives with specific departments and employee population types. The ability of the system to forecast future percentage of diseases (such as cancer or heart disease) in our population, based on historical experiences, will allow the County to identify steerable expenses by building high quality, lower cost, network providers.

Contact:



(813) 272-5130

HCFLGov.net/HumanResources

FY 20 and FY 21 Key Projects:



- Reimagine and develop a robust communications strategy that enhances employee engagement and connection to HR services, using newsletters (electronic and print), videos, publications, HR brand, HR visits and events, and the County’s Glassdoor profile to attract and retain high performing employees to serve the citizens of Hillsborough County.
- HR will evaluate and improve County recognition programs to recognize and reward employees for achievement of County goals and objectives, achievement of key results, and years of service to the County using meaningful and effective methods.
- HR will establish resource/diversity and inclusion groups to build community among employees from all affinity groups, creating a more inclusive workplace where employees can make connections based on common interests outside of work.



The Employee Challenge Award - Employees receive recognition for innovative projects that promote community prosperity.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Average days to fill a position. | 66 | 60 | 74 | 60 |
| Percentage of first year (new hire) turnover rate. | 20.1% | 33.9% | 25.8% | 22.0% |
| Onboarding new employees from the community (non-temp). | 622 | 787 | 700 | 725 |
| Reduce workers compensation claims/costs through focus on safety, early risk mitigation, employee education, and procedure review. | 371 claims | 346 claims | 310 claims | 300 claims |

Human Resources

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 4,709,950 | \$ 5,118,437 | \$ 6,305,157 | \$ 6,514,243 |
| Operating Expenditures/Expenses | 615,257 | 647,538 | 1,904,076 | 1,968,287 |
| Capital Outlay | 0 | 0 | 4,547 | 4,597 |
| | \$ 5,325,207 | \$ 5,765,975 | \$ 8,213,780 | \$ 8,487,127 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 4,676,833 | \$ 4,598,449 | \$ 6,230,529 | \$ 6,410,850 |
| Countywide Special Revenue Fund | 0 | 0 | 300,000 | 300,000 |
| Grants (Not Transportation Related) | 0 | 0 | 200,000 | 263,058 |
| Self-Insurance Fund | 648,374 | 1,167,526 | 1,483,251 | 1,513,219 |
| | \$ 5,325,207 | \$ 5,765,975 | \$ 8,213,780 | \$ 8,487,127 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 80 | 85 | 110 | 110 |
| Funded FTE Positions | 61.15 | 66.16 | 74.80 | 74.80 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Funds are included for the replacement of a color copier.

Information & Innovation Office

The Information & Innovation Office (IIO) 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 other County departments and agencies to achieve Hillsborough County's overall strategic goals while improving customer service. The IIO includes the following divisions:

- IT Department
- Enterprise Program Management Office
- Information and Cyber Security
- Performance Improvement
- Enterprise Data and Analytics
- IT Business Management Services
- Children Services Department (see separate budget coversheet)

FY 19 and FY 20 Accomplishments:



• Digital Government Initiatives

- 1) Implemented a new enterprise business intelligence tool to analyze and report data, resulting in new and improved ways towards data-driven decision making.
- 2) Created an online portal allowing customers to request appointments and join a real time wait list, with an eTicket for permit and community development services, which will reduce wait times.

• Internal Initiatives

- 1) Enhanced the County's cyber security posture through investments and enhancements to its systems and county-wide training programs.
- 2) Migrated technology platforms from existing server rooms at County Center to the County's new Category-5 rated data center at the Public Safety Operation Complex (PSOC).

• Self Sufficiency and Efficiency Initiatives

- 1) Launched an improved Hillsborough HealthCare client management portal, modernizing client enrollment and interaction processes for the County's most vulnerable population.
- 2) Implemented technology infrastructure at the new assessment center in support of a multi-agency collaborative, providing services to at-risk families and youth.



IIO Management team who completed an Executive Leadership and Coaching Program.

FY 20 and FY 21 Core Goals:



- 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.
- 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.
- Provide a modernized user experience that will empower County Government customers. IIOs 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 20 and FY 21 Key Projects:



- To implement a robust permitting system to improve online services and customer experience, enhance communication with citizens and clients, reduce permitting processing times, perform simultaneous plan reviews, and automate and streamline processes for managing permitting and land development activities.
- Implementation of an enterprise-wide digital commerce solution across the County to provide citizens with a single payment platform, which will be vendor agnostic and flexible to support multiple payment options.
- To expand and enhance the Traffic Management 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.

Innovation:



Initiated the Business Transformation Academy to help develop and train the next generation of “System Thinkers” at Hillsborough County who can engage in business process reengineering and transformational projects that enhance and improve the business of government. A total of 560 practitioners have been trained in the Lean Six Sigma certification program. In 2019, 11 Lean Six Sigma Green Belts completed seven projects yielding quantifiable operational improvements throughout the County government.

Contact:



(813) 272-5464

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Countywide clients providing "satisfied" and "very satisfied" ratings regarding their overall satisfaction with IIO services based on responses to an annual survey. | 88.75% | 94% | 95% | 95% |
| Overall customer satisfaction with a “satisfactory” or better rating based on responses to surveys for closed case tickets. | 97.89% | 99% | 98% | 98% |
| Percentage of employees who complete security training on time (end of year). | N/A | 83.67% | 90% | 95% |
| Percentage of service desk tickets closed within three days. | N/A | 74% | 80% | 80% |

Information & Innovation Office

| | FY 18 | FY 19 | FY 20 | FY 21 |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Appropriations | Actual | Actual | Adopted | Recommended |
| Personnel Services | \$ 13,908,609 | \$ 15,600,496 | \$ 19,378,722 | \$ 20,406,850 |
| Operating Expenditures/Expenses | 9,692,413 | 10,492,189 | 14,781,249 | 20,451,046 |
| Capital Outlay | 1,816,033 | 2,059,142 | 6,616,971 | 3,267,330 |
| | \$ 25,417,055 | \$ 28,151,827 | \$ 40,776,942 | \$ 44,125,226 |

| | FY 18 | FY 19 | FY 20 | FY 21 |
|--|----------------------|----------------------|----------------------|----------------------|
| Budget by Fund | Actual | Actual | Adopted | Recommended |
| Countywide General Fund | \$ 20,299,138 | \$ 21,907,878 | \$ 27,143,950 | \$ 27,884,800 |
| Countywide Special Revenue Fund | 3,531,068 | 4,811,401 | 11,905,281 | 14,279,351 |
| Unincorporated Area Special Revenue Fund | 197,139 | 209,858 | 285,571 | 317,438 |
| Transportation Trust Fund | 91,513 | 0 | 0 | 542,827 |
| Public Works Solid Waste Resource Recovery | 307,319 | 235,957 | 348,574 | 328,778 |
| Public Utilities Water/Wastewater | 990,878 | 986,733 | 1,093,566 | 772,032 |
| | \$ 25,417,055 | \$ 28,151,827 | \$ 40,776,942 | \$ 44,125,226 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 137 | 145 | 160 | 165 |
| Funded FTE Positions | 137.00 | 145.00 | 160.00 | 165.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs.
- Position transfers between Engineering and Operations, Children Services, Water Resources and IIO resulted in five additional positions.

OPERATING EXPENDITURES:

- The increase in operating expenses is due to infrastructure for replacement equipment, an updated Customer Resource Management (CRM) system, and improved data management via business intelligence and other reporting platforms.

CAPITAL AND OTHER EXPENDITURES:

- The decrease is primarily due to completion of projects requiring one-time funding. Capital Outlay includes funding for Accela, high speed secure fiber connection between BOCC's Public Safety network to Hillsborough County Sheriff and continue hosting the Disaster Recovery Datacenter.

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.

FY 19 and FY 20 Accomplishments:



- The Arthenia L. Joyner University Area Community Library (featured in national publication 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 active, dynamic neighborhood focal points that contribute to the well-being and prosperity of our communities.
- New fuel-efficient vehicles - Library2Go and MILO - replaced aging library bookmobiles. The vehicles provide services and classes in English and Spanish throughout Hillsborough County and a library presence at community events. Each stop offers an opportunity to get a library card, borrow and return materials, place and pick up holds, and log in to a computer and use the internet.
- U.S. Passport application services were expanded to four library locations with extended service hours in FY 19. With the addition of Passport Fairs throughout Hillsborough County as an added benefit to the community, application acceptance in FY 19 increased by 773% from FY 18. Application fees provide a revenue stream that covers the cost of staffing the service.



Library Early Learning Hives are fun, energetic spaces for STEAM-based learning.

Library2Go extends the library's service area to residents who may not have the opportunity to visit.



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.



Library solar installations and landscaping improvements educate the community on sustainability and reduce operating costs.



The newly re-opened C. Blythe Andrews, Jr. Public Library was one of two libraries in Florida to host a day of free “Grow with Google” workshops for over 400 small business owners, entrepreneurs, and job seekers.

Innovation:



Libraries support sustainability in their communities by promoting borrowing instead of consuming and incorporating sustainable practices in new and updated spaces. Twenty libraries received upgraded landscaping and irrigation systems during FY 20 to conserve water and energy while enhancing the beauty and safety of their outdoor environments. By the end of 2020, eight library branches will have solar panel installations for a projected savings of \$108,000 and 1 million kilowatt-hours annually. The

Library’s footprint will be reduced by more than 13,000 tons of carbon dioxide over the life of these solar installations, which is equivalent to planting 306,000 trees.

Contact:



(813) 273-3652
hcplc.org

FY 20 and FY 21 Key Projects:



- Constructing replacement facilities that respond to population growth and user needs, and provide a broader array of services and amenities than their 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.
- Enhancing access to library resources in FY 20 and FY 21 by a variety of improvements. Borrow-by-Mail service will deliver requested materials directly to residents’ homes. Digital collections will expand to meet increased customer demand. Additional circulating technology will be added to the library’s collection, including GoPro cameras and laptops for in-library use.
- Expanding the library’s traditional summer programming schedule in FY 21 to include Summer Camps for youth that will offer age-appropriate learning and skill development activities in cooperation with Parks & Recreation.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Percentage of customers who rate library staff as friendly and competent. Measures customer satisfaction with the professional service provided by library staff. | 97% | 98% | 96% | 96% |
| Percentage of customers who found what they were looking for in libraries and on the library website. Measures customer satisfaction with the user experience. | 97% | 97% | 97% | 97% |
| Percentage of customers who learned something new from attending a library in-person educational program. Measures the value of educational and cultural programs to customers. | 96% | 97% | 95% | 95% |
| Percentage of households within library service areas with at least one active card holder. Measures the adoption rate/market penetration for Library Services. | 70% | 74% | 70% | 70% |

Library Services

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 19,436,626 | \$ 20,843,620 | \$ 24,087,464 | \$ 24,859,323 |
| Operating Expenditures/Expenses | 17,949,280 | 17,685,115 | 17,800,688 | 18,973,936 |
| Capital Outlay | 2,156,824 | 1,979,648 | 2,360,525 | 2,351,899 |
| Grants & Aids | 392,346 | 425,551 | 412,742 | 407,162 |
| | \$ 39,935,076 | \$ 40,933,934 | \$ 44,661,419 | \$ 46,592,320 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 0 | \$ (20) | \$ 0 | \$ 0 |
| Countywide Special Revenue Fund | | 287,874 | 272,297 | 313,250 |
| Library Tax District Special Revenue Fund | 39,647,202 | 40,661,657 | 44,348,169 | 46,331,020 |
| | \$ 39,935,076 | \$ 40,933,954 | \$ 44,661,419 | \$ 46,592,320 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 396 | 390 | 385 | 394 |
| Funded FTE Positions | 363.98 | 366.90 | 368.20 | 377.73 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Six positions are established to meet increasing demand for library programs and services.
- Three positions are established for the Brandon Library replacement project.

OPERATING EXPENDITURES:

- \$600,000 is added for additional digital library materials due to increased customer demand.
- Additional operating costs associated with the Brandon Library replacement project is budgeted.
- Funding of \$38,499 is budgeted for the replacement of lost library materials.
- \$194,516 is included for safety and security upgrades.

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.

FY 19 and FY 20 Accomplishments:



- Maintained a AAA general obligation bond rating, as determined by all three major rating agencies.
- Complied with Florida Statutes, Chapters 129 and 200, Truth in Millage requirements.
- Successfully received FEMA reimbursements for Hurricane Irma and actively managing similar process for COVID-19 activity.



The department has earned the Distinguished Budget Presentation Award from the Government Finance Officers Association for 32 years.

FY 20 and FY 21 Core Goals:



- Earn the Government Finance Officers Association’s Distinguished Budget Presentation Award for the 34th 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.

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 possible impacts of the COVID-19 emergency, anticipated normal economic growth, and fiscal sustainability. The model provides both the County Administrator and the Board more information on which to make budgetary decisions.

FY 20 and FY 21 Key Projects:



- Continue development of financial/budgetary strategies to ensure fiscal sustainability of service delivery.
- Effectively manage budgetary impacts of COVID-19 emergency.
- Update key financial policies to ensure that they are consistent with the County’s most current business model.

Contact:



(813) 272-5890

HCFLGov.net/Budget



Management & Budget staff.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------|-----------------|--------------|---------------------------|-------------------|
| Truth in Millage | Approved | Approved | Approved | Approved |
| Budget Award | 32nd Year Award | N/A | 34th Year Award (pending) | N/A |
| Customer Satisfaction | 4.2 | N/A | 4.5 | 4.5 |

Management & Budget

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 2,981,501 | \$ 2,843,480 | \$ 3,567,868 | \$ 3,735,882 |
| Operating Expenditures/Expenses | 1,839,724 | 1,912,919 | 2,079,938 | 2,064,449 |
| Grants & Aids | 707,654 | 1,221,097 | 3,671,651 | 3,840,781 |
| Other Non Operating | 552,053 | 1,339,498 | 884,981 | 1,400,000 |
| | \$ 6,080,932 | \$ 7,316,994 | \$ 10,204,438 | \$ 11,041,112 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 2,791,338 | \$ 2,622,411 | \$ 3,386,903 | \$ 3,433,032 |
| Countywide Special Revenue Fund | 2,156,403 | 2,153,784 | 2,798,614 | 2,787,749 |
| Grants (Not Transportation Related) | 1,125,907 | 2,540,799 | 4,018,921 | 4,820,331 |
| Self-Insurance Fund | 7,284 | 0 | 0 | 0 |
| | \$ 6,080,932 | \$ 7,316,994 | \$ 10,204,438 | \$ 11,041,112 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 25 | 27 | 28 | 28 |
| Funded FTE Positions | 25.00 | 27.00 | 28.00 | 28.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- The increase is a result of fluctuations in the carry forward of prior year grant revenue.

Medical Examiner

The Medical Examiner investigates or reviews more than 9,000 of the approximately 11,000 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.

FY 19 and FY 20 Accomplishments:



-15%

Reduction in the number of cases using the County Indigent Program.

- Updated lightning protection on administration, toxicology, and morgue buildings.
- 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.



The Medical Examiner Department is located on 46th St. in Tampa.



The toxicology lab includes state-of-the-art instrumentation.



The family services coordinator assists a family through the indigent cremation process.

Innovation:



The department continues to provide educational opportunities to police academy cadets on the role of the medical examiner and its relationship with law enforcement agencies. The department also provides tours and information sessions to fellow County government employees that work with the medical examiner on a daily basis. Pathologists and toxicologists in the department conduct numerous lectures at the University of South Florida and the University of Tampa.



Medical Examiner staff travels in scene response vehicles.

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.
- To increase the number of autopsy techs in an effort to process and complete examinations of decedents in a timely manner.

FY 20 and FY 21 Key Projects:



- Conduct outreach events in order to educate the community about water safety, co-sleeping issues, the negative effects of drug and alcohol abuse, and alternative methods of handling private arrangements for a loved one other than using the County Indigent Program.
- Continue partnership with USF's Institute of Forensic Anthropology and Applied Sciences to identify unknown decedents.
- Finalize the reconfiguration of the toxicology lab's instrument room in order to purchase and utilize additional equipment, thereby decreasing the amount of testing that needs to be sent to an outside lab.

Contact:



(813) 914-4500

HCFLGov.net/
MedicalExaminer

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Total number of death investigations conducted. | 9,890 | 10,065 | 10,153 | 10,200 |
| Cremation authorization. | 7,124 | 7,290 | 7,373 | 7,400 |
| Indigent body disposition. | 679 | 573 | 550 | 500 |

Medical Examiner

| | FY 18 | FY 19 | FY 20 | FY 21 |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| Appropriations | Actual | Actual | Adopted | Recommended |
| Personnel Services | \$ 4,066,628 | \$ 4,032,486 | \$ 4,850,010 | \$ 5,049,012 |
| Operating Expenditures/Expenses | 1,340,609 | 1,306,416 | 1,540,892 | 1,644,421 |
| Capital Outlay | 7,495 | 0 | 0 | 0 |
| | \$ 5,414,732 | \$ 5,338,902 | \$ 6,390,902 | \$ 6,693,433 |

| | FY 18 | FY 19 | FY 20 | FY 21 |
|-------------------------|---------------------|---------------------|---------------------|---------------------|
| Budget by Fund | Actual | Actual | Adopted | Recommended |
| Countywide General Fund | \$ 5,414,732 | \$ 5,338,902 | \$ 6,390,902 | \$ 6,693,433 |
| | \$ 5,414,732 | \$ 5,338,902 | \$ 6,390,902 | \$ 6,693,433 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 40 | 38 | 43 | 48 |
| Funded FTE Positions | 34.96 | 35.48 | 40.48 | 45.48 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Five positions were added to enhance customer service and the department's core mission performance.

OPERATING EXPENDITURES:

- The increase in operating expenditures is due to updating operational equipment and training new employees.

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, five skate parks, nine off-leash dog parks, and 38 sports complexes including: 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, 44 miles of walking paths, and 118 playgrounds, courts, and picnic shelters. Adaptive programs for residents with disabilities, and special events with community and civic organizations round out Parks & Recreation’s offerings.

FY 19 and FY 20 Accomplishments:

Swim Safety Program

launched in spring of 2015 to reduce the number of childhood drowning deaths and to educate our community on the benefits of swim safety.

2,160 children served  **92%** skill level increase

- In the fall of 2018, the department completed an American with Disabilities Act (ADA) Title II assessment of all Park facilities and amenities which identified various areas requiring ADA improvements. The first site scheduled to receive ADA improvements is All People’s Life Center, with a two-to-three-year time frame to complete improvements at all identified locations.
- 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.



Carrollwood Village playground became a centerpiece of this \$10 million project. The modern and sophisticated design allows children to increase creativity, dexterity, and cognitive, physical, and emotional strength.



Families supporting our Tampa Bay Active Life Games athletes illustrate the importance of staying active through every stage of life.

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 - including timely identification and correction of issues during inspections - will reduce service interruptions, thereby reducing service calls and increasing citizen enjoyment.
- The department will utilize allocated budget funds to improve athletic turf fields countywide. In FY 19, Celebration Bermuda sod was installed in 50 fields. In FY 20 and FY 21, it will be installed in 40 fields and 25 fields respectively. These efforts will provide safe and level playing surfaces, leading to a more enjoyable playing experience and increased participation.



Hillsborough County's Strong Dogs Wheelchair Basketball team is the 2020 Division II National Champions.

FY 20 and FY 21 Key Projects:



- Parks will partner with University of Florida's Environmental Horticulture Department to catalog all park assets at 150 sites. PhD. students will collect GIS data on all buildings, hardscapes, and trees in gathering spaces. Tree conditions will be evaluated and future tree sites identified. As of mid FY 20, 90 sites have been completed, with the remainder to be completed by Q1 of FY 21.
- Carrollwood Village Park is a 50-acre, \$10 million redevelopment project that began in 2015. In October 2018, Phase One opened and included a playground, lighting, multiuse trail, lawn games, exercise area, and two dog parks. FY 20 will bring additional amenities, such as a skate park, boardwalk, lake walkover, ranger station, nature center, and an arboretum.
- In FY 20, the BOCC approved \$7 million for synthetic turf fields, \$4 million for sports LED upgrades, and \$7.5 million for Phase One of the Waterset Sports Complex. The funding provides for new construction of synthetic, multipurpose athletic fields countywide to address the need to increase field capacity. The project is in the design phase, with construction projected to begin early FY 22.

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 ongoing work orders, automated requester work order status, automatic generation and tracking of preventative maintenance inspections, as well as routing for maximum efficiency of manpower allocation. All park sites have been entered into the EAM program, with staff currently inputting all work orders into the system, allowing management of time and materials. As the use of the program expands, additional Parks & Recreation assets will be added to enhance the management and upkeep of sites and amenities, providing more enjoyable experiences.



Parks & Recreation includes several sports in the After School Program. The annual Basketball Classic brings together the teams from all the recreation centers to compete and practice good sportsmanship.

Contact:



(813) 635-3500

HCFLGov.net/Parks

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|---------------|---------------|---------------------|---------------------|
| Increase in participation of seniors, adults, and youth in recreation sport activities. | 75,780 | 77,169 | 78,712 | 80,287 |
| Customer service satisfaction rating for child care programming. | 90% satisfied | 90% satisfied | 90% - 91% satisfied | 90% - 91% satisfied |
| Increase participation in recreational activities. | 34,804 | 35,514 | 36,224 | 36,949 |

Parks & Recreation

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 10,607,679 | \$ 11,102,495 | \$ 15,655,366 | \$ 15,620,553 |
| Operating Expenditures/Expenses | 13,643,612 | 15,226,009 | 20,459,287 | 21,565,883 |
| Capital Outlay | 377,811 | 53,875 | 863,880 | 111,000 |
| Grants & Aids | 0 | 0 | 45,000 | 0 |
| | \$ 24,629,102 | \$ 26,382,379 | \$ 37,023,533 | \$ 37,297,436 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 1,001,230 | \$ 923,343 | \$ 1,285,096 | \$ 1,338,392 |
| Unincorporated Area General Fund | 23,627,872 | 25,450,120 | 35,738,437 | 35,959,044 |
| Unincorporated Area Special Revenue Fund | 0 | 8,916 | 0 | 0 |
| | \$ 24,629,102 | \$ 26,382,379 | \$ 37,023,533 | \$ 37,297,436 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 312 | 317 | 330 | 332 |
| Funded FTE Positions | 195.35 | 199.45 | 211.39 | 216.36 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Two positions are added to assist with parks safety and security enhancements.

OPERATING EXPENDITURES:

- The operating budget increased in order to support parks and fields maintenance and to upgrade amenities.
- Funding included for procuring and installing Automated External Defibrillators (AEDs) at Parks athletic sites to support community safety.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes three Hybrids vehicles to assist with security enhancement and travel between sites.

Pet Resources

The Pet Resources Department serves multiple roles for the people and pets of Hillsborough County. It is 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.

FY 19 and FY 20 Accomplishments:



- Busted a local puppy mill which had been operating for years due to a loophole in the previous court ruling. All parties have now been enjoined, and the dogs have new homes. The department has updated its retail pet ordinance and drafted a breeders ordinance.
- A new overall wellness section was created that includes dedicated personnel to assess and correct behavior issues for individual dogs, and to provide maximum dog-to-dog socialization through "Dogs Playing for Life" programs. Catpawsitive was added to add enrichment and assist in rewarding good behaviors in the cat population.
- **Achieved a live outcome rate of 95% for dogs and 89% for cats (92% overall) through the first half of the fiscal year.** No animal lost its life because there was no space in the shelter. Only sick and dangerous dogs were put down. A new program to address neonatal kittens was added to reduce the death rate in that category.



Above: Helping more than 350 dogs taken from a local puppy mill.

Left: Pet Resources community liaisons at work.





Dogs enjoying play group interaction.

Innovation:



Enhanced the use of our online kennel “ADOPT” to include additional information about medical conditions in a way that is more understandable. Began a pilot program for curbside pickup and delivery of adopted pets.



Cat relaxing at foster caregiver home.

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.

FY 20 and FY 21 Key Projects:



- Renovate the shelter as much as possible to improve animal care and to provide as close to top practices as is possible, given the over 30-year-old shelter was designed for short-term stays only.
- Update the Animal Ordinance for Hillsborough County to provide for better enforcement and to clarify provisions so all readers can understand the content.
- 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.

Contact:



(813)744-5660

HCFLGov.net/Pets

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Animal Control closed cases. | 21,352 | 22,481 | 25,500 | 25,500 |
| Actual number of pets placed into new homes, returned to their original homes, and placed through rescues. | 15,601 | 13,911 | 13,500 | 13,000 |
| Percentage of live outcomes. | 88.23% | 88.29% | 90.00% | 92.00% |
| Residents and guests served. | 354,000 | 385,000 | 395,000 | 410,000 |

Pet Resources

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 6,217,884 | \$ 6,393,486 | \$ 8,096,169 | \$ 6,301,160 |
| Operating Expenditures/Expenses | 2,811,248 | 2,746,331 | 3,625,978 | 3,016,173 |
| Capital Outlay | 33,558 | 265,343 | 762,788 | 416,500 |
| | \$ 9,062,690 | \$ 9,405,160 | \$ 12,484,935 | \$ 9,733,833 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 8,714,950 | \$ 9,124,780 | \$ 12,017,435 | \$ 9,266,333 |
| Countywide Special Revenue Fund | 347,740 | 280,380 | 467,500 | 467,500 |
| | \$ 9,062,690 | \$ 9,405,160 | \$ 12,484,935 | \$ 9,733,833 |

| | | | | |
|-----------------------------|--------------|--------------|---------------|--------------|
| Funded Positions | 97 | 97 | 120 | 89 |
| Funded FTE Positions | 96.00 | 96.50 | 120.00 | 89.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- Thirty positions for Animal Control Officers/Investigators moved to Code Enforcement to consolidate enforcement functions.
- One position was transferred to Facilities Services.

OPERATING EXPENDITURES:

- The decrease in operating expenses is due to Pet Enforcement's move to Code Enforcement.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes vehicles for staff and pet transportation, and equipment replacement.

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 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.

FY 19 and FY 20 Accomplishments:



- In October 2019, Procurement Services successfully rolled out the Countywide Fuel Only Purchasing Card Program with Wex Bank. This new program changed the way the department views and tracks fuel expenditures throughout Hillsborough County. The Fleet Management department is now able to view and track real time spend trends on all County vehicles whether being filled up on site or using the Wex Fuel cards at commercial pumping stations.
- Sustained the department’s vendor engagement commitment by leading departmental events, iSupplier training, and participation in multiple collaborative outreach programs. Highlighted outreach events were the Super Bowl LV Business Connect, Pinellas County Reverse Trade Show, and USF Supplier Diversity Day.
- Worked with department partners to procure sustainable cost-saving solutions to improve the community, including the widening of congested roads, addressing wastewater drainage, and purchasing miscellaneous equipment for the Fleet department to keep first responders’ vehicles moving.



Procurement Services partnered and participated in the Super Bowl LV Business Connect to help vendors get registered in iSupplier, as part of the partnered certification process.

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 the department’s 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.



1. Amy Rench of Procurement Services participated as an exhibitor at the Pinellas County Reverse Trade Show to help vendors get registered in iSupplier
2. Israel Segarra of Procurement Services was interviewed by Spanish radio station GENESIS 680AM to discuss how local businesses can benefit from registering in iSupplier to do business with the County.

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.

Contact:



(813) 272-5790 • HCFLGov.net/Procurement
ProcurementServices@HCFLGov.net

Innovation:



Procurement Services worked with the County's Information and Innovation Office (IIO) to pilot the use of Microsoft Teams to promote team collaboration. This is done by integrating the content, people, and tools needed to successfully manage procurements with department partners. This pilot inspired Procurement Services to change the way we collaborate on projects with department partners by enabling us to drive improvement in project communications and to establish best practices. The implementation of Microsoft Teams in Procurement Services has enabled the staff to continue providing uninterrupted service to department partners during the COVID-19 pandemic.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|---------------|---------------|---------------|-------------------|
| Number of vendors registered in the department's Oracle EBS iSupplier system. | 7,488 | 9,233 | 10,753 | 12,385 |
| Revenue generated for the County from purchasing card and rebate programs. | \$345,460 | \$345,694 | \$358,539 | \$399,560 |
| Number of sourcing events completed. | 317 | 416 | 316 | 325 |
| Total dollar amount of all awarded procurements - sourcing events. | \$579,334,643 | \$838,712,771 | \$544,410,000 | \$560,742,000 |
| Total dollar amount of all awarded procurements – contract administration. (excludes sourcing events) | \$191,660,020 | \$190,305,193 | \$110,692,204 | \$168,926,574 |

Procurement Services

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|---------------------|---------------------|---------------------|----------------------|
| Appropriations | | | | |
| Personnel Services | \$ 2,933,002 | \$ 2,915,028 | \$ 3,576,125 | \$ 3,782,765 |
| Operating Expenditures/Expenses | | 41,824 | 44,975 | 133,808 |
| Capital Outlay | | 0 | (322) | 0 |
| | \$ 2,974,826 | \$ 2,959,681 | \$ 3,709,933 | \$ 4,015,719 |

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|---------------------|---------------------|---------------------|----------------------|
| Budget by Fund | | | | |
| Countywide General Fund | \$ 2,534,245 | \$ 2,549,297 | \$ 3,221,934 | \$ 3,539,225 |
| Public Works Solid Waste Resource Recovery | | 68,211 | 61,102 | 86,815 |
| Public Utilities Water/Wastewater | | 372,370 | 349,282 | 401,184 |
| | \$ 2,974,826 | \$ 2,959,681 | \$ 3,709,933 | \$ 4,015,719 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 43 | 36 | 39 | 41 |
| Funded FTE Positions | 43.00 | 36.00 | 39.00 | 41.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Increase of two positions to support Emergency Management in managing an emergency event supply chain process.

OPERATING EXPENDITURES:

- The increase is primarily due to additional equipment, software and licenses for employee telecommuting.

Risk Management Division

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 669,296 | \$ 322,825 | \$ 807,686 | \$ 862,339 |
| Operating Expenditures/Expenses | 102,053 | 167,670 | 188,676 | 239,348 |
| Capital Outlay | 0 | 2,554 | 11,500 | 11,500 |
| | \$ 771,349 | \$ 493,049 | \$ 1,007,862 | \$ 1,113,187 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ (87) | \$ 0 | \$ 0 | \$ 0 |
| Self-Insurance Fund | 771,436 | 493,049 | 1,007,862 | 1,113,187 |
| | \$ 771,349 | \$ 493,049 | \$ 1,007,862 | \$ 1,113,187 |

| | | | | |
|-----------------------------|-------------|-------------|--------------|--------------|
| Funded Positions | 4 | 5 | 10 | 10 |
| Funded FTE Positions | 4.00 | 5.00 | 10.00 | 10.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Increase in operating expenditures is related to procuring office supplies and equipment to support training needs.

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. Staff are also deployed to remote sites and partner agencies to provide specialized services across the county. In addition, the department is the Emergency Services Function 6/Mass Care lead, providing planning and coordination of Mass Care and related emergency Human Services during a disaster.

FY 20 and FY 21 Core Goals:



- 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 and provide the opportunity to break the generational cycle of poverty.
- Through crisis intervention services, increase the health and safety factors of low-income vulnerable residents by providing short-term stabilization services, such as preventing eviction and/or utility service account interruptions.

FY 19 and FY 20 Accomplishments:



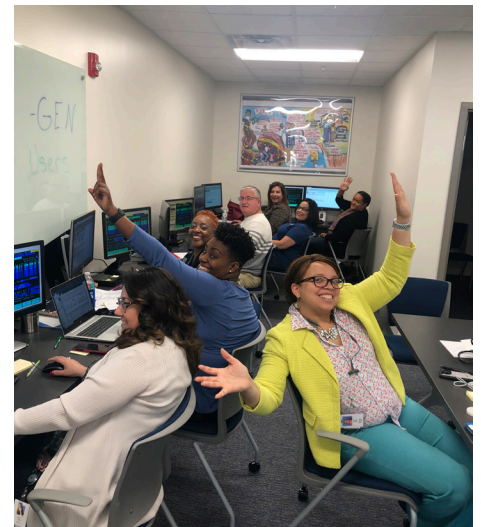
- The department stabilized 1,518 households in danger of losing their shelter, in addition to 9,314 utility accounts that were in danger of having their service interrupted.
- The department provided education assistance - including tuition, books, GED preparation, GED testing, and other fees - to 202 motivated, low-income residents.
- The Youth Development Program provided opportunities to at-risk youth, including: 49 obtained a \$5,000 scholarship towards funding for post-secondary education, and 102 participated in summer camp where they were engaged in peer activities, which allowed their guardians to seek or maintain education or employment.



The Re-Entry Expo conducted at Lee Davis Community Resource Center.



Scholarship Ceremony 2020 Recipients.



Social Services staff engaged in Case Management NewGen Training

FY 20 and FY 21 Key Projects:



- Social Services will provide access to one paid security deposit funding to low income residents who have been awarded a Tampa Housing Authority reduced rent voucher (with children in the household) with an active Eckerd Connects case. This pilot has been developed to address the high number of households who are seeking shelter or have extremely high shelter obligation.
- Social Services will implement the Case Management NewGen automated system, a fully web-based database for use by the Community Services Block Grant, the Low-Income Home Energy Assistance Program, and internal crisis intervention programs. The system will be used for intake, establishing income eligibility, and collecting and tracking data for customers.
- The department will participate in the upcoming Call Center Centralized Intake Project to improve efficiencies. This will also ensure that Social Services’s customers are included in the 360-degree view of interactions, addressing multiple needs and with an integrated approach.



Social Services providing Emergency Shelter Worker Classroom Training.

Contact:



(813) 272-6770

HCFLGov.net/SocialServices

Innovation:



Enhance the newly implemented Case Management NewGen automated system with a Virtual Experience Fastrack portal. This new tool will allow for online applications for low income, vulnerable residents to have easy access to services and programs from any smart device at any location.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|---------------------|---------------------|---------------------|--------------------------------|
| 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 | 46 youth recipients | 61 youth recipients | 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 | 175 individuals | Based on grant funding |
| Assists with services to help low-income individuals and families resolve any housing crisis that would result in homelessness. | 1646 households | 1515 households | 1446 households | 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. | 80 households | 74 households | 80 households | Based on grant funding |
| In partnership with Feeding Tampa Bay, sponsors monthly food distribution events, which provide nutritional options to food insecure households throughout Hillsborough County. | 1,300 households | 3,242 households | 1,300 households | Based on grant funding |

Social Services

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|
| Appropriations | | | | |
| Personnel Services | \$ 5,355,142 | \$ 5,029,848 | \$ 6,038,518 | \$ 8,335,841 |
| Operating Expenditures/Expenses | 1,601,887 | 1,812,096 | 1,957,691 | 2,161,165 |
| Capital Outlay | 0 | 0 | 0 | 125,000 |
| Grants & Aids | 6,600,885 | 7,694,608 | 7,803,968 | 13,917,053 |
| | \$ 13,557,914 | \$ 14,536,552 | \$ 15,800,177 | \$ 24,539,059 |

| | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|----------------------|----------------------|----------------------|----------------------|
| Budget by Fund | | | | |
| Countywide General Fund | \$ 6,302,587 | \$ 5,987,969 | \$ 6,955,167 | \$ 6,991,866 |
| Unincorporated Area General Fund | 600,000 | 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 | 6,848,583 | 7,045,010 | 15,747,193 |
| | \$ 13,557,914 | \$ 14,536,552 | \$ 15,800,177 | \$ 24,539,059 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 92 | 73 | 75 | 75 |
| Funded FTE Positions | 84.13 | 73.00 | 75.00 | 75.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Increase is primarily due to additional grant funding for COVID-19 response.

OPERATING EXPENDITURES:

- The increase in operating expenses is primarily due to additional grant funding for COVID-19 response.

CAPITAL AND OTHER EXPENDITURES:

- Funding for new equipment to facilitate registration and assessment at emergency shelters was added.
- Grants and Aids increased due to additional grant funding for COVID-19 response and utility assistance.

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.

FY 19 and FY 20 Accomplishments:



1 million tons
of municipal, commercial,
and residential waste were
processed



500,000+ tons
of solid waste converted to
energy, generating enough
energy to power up to
35,000 households.



200,000 tons

of metal, curbside recyclables,
and yard waste were recycled

FY 20 and FY 21 Core Goals:



- Rebid and award the Residential Solid Waste Collection contract in order to: **1)** realign the collection districts, **2)** allow for the County to be the primary source of customer service, and **3)** 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 convenient access to dispose of their HHW at one location.
- Receive and compost all biosolids that are generated in the Water Resources Department 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.



Northwest Community Collection Center

Completed Biosolids Composting Facility in FY20



Innovation:



Biosolids Composting at the Southeast Landfill is a partnership between the Water Resources Department 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.

FY 20 and FY 21 Key Projects:



- Complete the renovation of the Northwest Community Collection Center (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 scale houses 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 scale houses, which only accept cash.
- Complete the construction of a storage warehouse at the County’s Resource Recovery Facility (RRF). 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:



(813) 272-5680

HCFLGov.net/SolidWaste

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|------------------------|----------------------|
| Tons of solid waste transferred by County staff to the disposal facility and recycling facilities. | 399,000 tons | 414,000 tons | 456,000 tons projected | 510,000 tons planned |
| Number of homes receiving solid waste collection services. | 285,000 | 298,607 | 302,000 | 310,000 |
| Tons of solid waste landfilled at the Southeast County Landfill. | 331,000 tons | 395,000 tons | 450,000 tons | 492,000 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 7,670,195 | \$ 8,459,484 | \$ 10,012,004 | \$ 12,499,415 |
| Operating Expenditures/Expenses | 72,432,719 | 74,531,651 | 76,668,041 | 111,874,071 |
| Capital Outlay | 978,918 | 1,999,164 | 4,659,634 | 3,296,128 |
| | \$ 81,081,832 | \$ 84,990,299 | \$ 91,339,679 | \$ 127,669,614 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 41 | \$ 288 | \$ 0 | \$ 190,198 |
| Unincorporated Area General Fund | 0 | 0 | 0 | 73,413 |
| Unincorporated Area Special Revenue Fund | 0 | 0 | 0 | 228,026 |
| Transportation Trust Fund | 0 | 263,331 | 268,154 | 1,915,451 |
| Public Works Solid Waste Resource Recovery | 80,998,624 | 84,640,584 | 91,071,321 | 125,262,526 |
| Public Utilities Water/Wastewater | 83,167 | 86,096 | 204 | 0 |
| | \$ 81,081,832 | \$ 84,990,299 | \$ 91,339,679 | \$ 127,669,614 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 134 | 133 | 150 | 163 |
| Funded FTE Positions | 134.00 | 133.00 | 150.00 | 163.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- Fourteen positions are added to accommodate increased call volumes, assist with managing contracts and monitor services.
- One position is transferred to Engineering and Operations.

OPERATING EXPENDITURES:

- Increased funding is primarily due to daily tonnage increase and new contract to process tonnage.
- Additional operating cost is due to an increase in Franchise Collectors contracts and procuring additional COVID-19 related personal protective equipment (PPE).

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay is increased due to the replacement of Solid Waste equipment.

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 community resources. The department provides daily or monthly bus passes to those who are able to use the local transit system. Door-to-door transportation, including assistance to and from the vehicle, is provided for those who are unable to use transit system, or where fixed-route transit service is not available.

FY 19 and FY 20 Accomplishments:



- In November 2019, Sunshine Line began providing door-to-door trips on Saturdays for passengers who need to conduct personal business or want to participate in other activities during the weekends.
- Provided transportation for essential trips such as grocery shopping, medical appointments, dialysis, pharmacy, errands, and to work for residents who have no other means of transportation during the statewide and local COVID-19 mitigation periods. Sunshine Line drivers balanced safety and service to make sure their riders were able to meet their needs.
- Prepared staff and vehicles to support County COVID-19 initiatives for quarantine and isolation site transportation, mobile testing and meal deliveries.



Sunshine Line, along with driver Dorcas Figueroa, were recognized by the BOCC for providing outstanding service to the transportation disadvantaged. Dorcas, who has been a driver for nearly 30 years, received a commendation for providing exceptional service to her customers with the utmost care and compassion.

FY 20 and FY 21 Core Goals:



- Reestablish transportation disadvantaged service levels to pre-COVID-19 levels.
- Maintain higher levels of preparedness for future pandemic outbreaks and all hazards.
- Continue to determine and address the needs of the transportation disadvantaged within the county.

FY 20 and FY 21 Key Projects:



- Continue Saturday transportation service, and assess the future need for Sunday service.
- Reestablish and complete the Sunshine Line Organizational Excellence Initiative.



Sunshine Line Driver, Maggie Allen, was recognized by the Commission for the Transportation Disadvantaged as the 2019 Driver of the Year for the State of Florida. This award honored Ms. Allen as a driver who has performed in an outstanding manner, and has shown care and concern for her passengers.



Innovation:



Completed a successful pilot program providing transportation for an intentional community supporting seniors and foster children.

Contact:



(813) 272-7272

HCFLGov.net/Sunshine

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|--|-------------------|
| On-time performance (percentage of trips on time). | 90.6% | 92.2% | 93% | 93% |
| Customer satisfaction. | 97% | 98% | 97% | 97% |
| Improved quality of life for users of service. | 99% | 99% | 97% | 97% |
| Increased independence for users of service. | 99% | 99% | 97% | 97% |
| Door-to-door trips provided. | 164,203 | 171,194 | Undetermined at this time due to Covid19 | 185,000 |

Sunshine Line Agency

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 3,711,091 | \$ 3,952,546 | \$ 6,651,143 | \$ 6,459,160 |
| Operating Expenditures/Expenses | 2,434,591 | 3,133,899 | 3,775,904 | 4,147,928 |
| Capital Outlay | 0 | 0 | 324,500 | 320,000 |
| Grants & Aids | 0 | 48,144 | 0 | 0 |
| | \$ 6,145,682 | \$ 7,134,589 | \$ 10,751,547 | \$ 10,927,088 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 3,564,860 | \$ 4,656,507 | \$ 6,099,098 | \$ 6,452,245 |
| Grants (Not Transportation Related) | 2,580,822 | 2,478,082 | 4,652,449 | 4,474,843 |
| | \$ 6,145,682 | \$ 7,134,589 | \$ 10,751,547 | \$ 10,927,088 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 74 | 74 | 83 | 83 |
| Funded FTE Positions | 74.00 | 74.00 | 83.00 | 83.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Additional operating funding is provided for bus passes for transportation disadvantaged residents. Funding is included to supply drivers with hands-free smart phones.

CAPITAL AND OTHER EXPENDITURES:

- Funding 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 19 and FY 20 Accomplishments:



- Attained 90% of substantial completion for the \$193 million Northwest Consolidation Design/Build Expansion Project.
- Successfully procured a new customer care and billing system that will bring new technology functionality and security to our 195,000 customer accounts.
- Reached substantial completion of the project to deliver potable water to the Palm River area.



Central Hillsborough Water Treatment Facility.



Hydrant Meter Installation.

FY 20 and FY 21 Core Goals:



- Water Resources 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.
- Water Resources 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 department will modify plans and service 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 20 and FY 21 Key Projects:



- Water Resources will successfully implement the new customer care and billing system, moving our 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 in South County.
- The department will continue to expand reuse opportunities and evaluate potential new projects to minimize, and ultimately eliminate, surface water discharge of reclaimed water. This will provide full beneficial reuse 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 FY 20 at the Valrico Advanced Wastewater Treatment Plant.

Compost operations – A small scale project is currently in operation at the Southeast Landfill. Construction has been completed during FY 20 on a full-scale facility at the Southeast Landfill (in partnership with the Solid Waste Division) to beneficially reuse two waste streams and produce a marketable end product.

Contact:



(813) 272-5977

HCFLGov.net/
PublicUtilities

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|----------------|----------------|-------------------|---------------------------|
| Percentage of planned maintenance vs. unplanned repair (planned/unplanned). | 80%/20% actual | 80%/20% actual | 80%/20% projected | 80%/20% future projection |
| 100% of water and wastewater treatment facilities supported by back-up power. | Yes | Yes | Yes | Yes |
| Number of work-related injuries where injury could have been avoided. | 18 | 8 | 17 projected | 0 |

Water Resources

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 54,402,141 | \$ 57,597,467 | \$ 62,009,173 | \$ 67,222,095 |
| Operating Expenditures/Expenses | 120,246,774 | 136,271,000 | 131,640,600 | 150,458,462 |
| Capital Outlay | 4,292,962 | 6,304,431 | 13,494,135 | 10,343,669 |
| | \$ 178,941,877 | \$ 200,172,898 | \$ 207,143,908 | \$ 228,024,226 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Unincorporated Area General Fund | \$ 0 | \$ 0 | \$ 137,862 | \$ 137,862 |
| Countywide Special Revenue Fund | 0 | 0 | 1,000,000 | 100,000 |
| Unincorporated Area Special Revenue Fund | 53,491 | 53,069 | 204,457 | 204,457 |
| Public Works Solid Waste Resource Recovery | 4,758,831 | 5,616,678 | 6,194,450 | 5,759,952 |
| Public Utilities Water/Wastewater | 174,129,555 | 194,503,151 | 199,607,139 | 220,921,955 |
| | \$ 178,941,877 | \$ 200,172,898 | \$ 207,143,908 | \$ 227,124,226 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 686 | 702 | 736 | 766 |
| Funded FTE Positions | 686.00 | 702.00 | 736.00 | 766.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- A total of thirty positions are added to provide increased field maintenance and operations, technology, customer service and other support to Hillsborough County water customers.

OPERATING EXPENDITURES:

- Fluctuation in budget is mainly attributed to increased appropriations for purchased water costs from Tampa Bay Water.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay primarily reflects funding for new and replacement equipment.

Clerk of Circuit Court

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 (BOCC), 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.

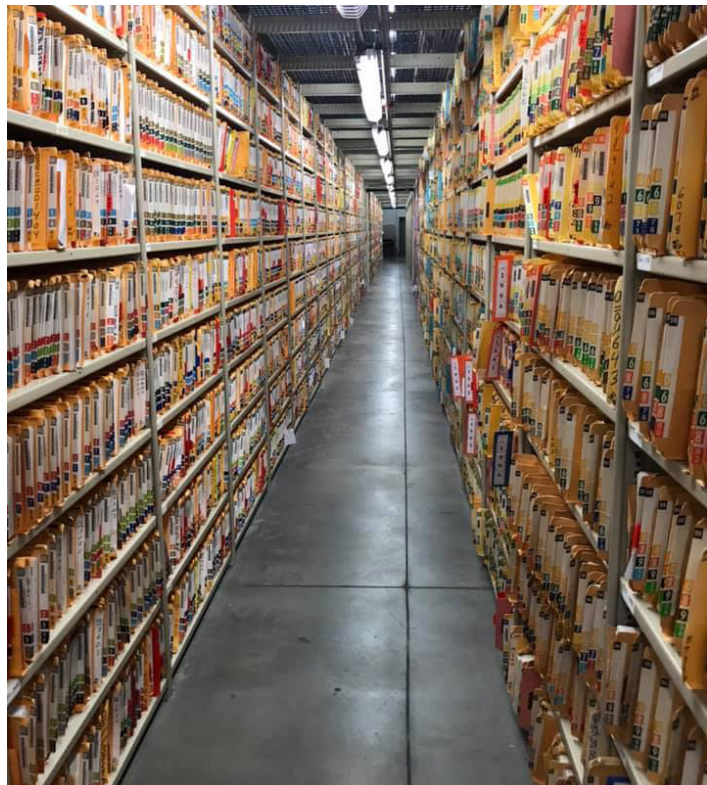
FY 19 and FY 20 Accomplishments:



- For the last 38 consecutive fiscal years, the Clerk was awarded *Certificate of Achievement for Excellence in Financial Reporting* by the Government Finance Officers Association for the Hillsborough County, Florida Comprehensive Annual Financial Report.
- Participated in achieving and maintaining the County's Aaa/AAA/AAA general bond rating, the highest attainable credit rating.
- Enhanced the Clerk's website to provide better self-service capabilities and public searching/viewing of records in BOCC and Court records.



The Clerk's Office issues 7,200 marriage licenses per year.



These paper files are being converted to electronic images.

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 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.



Clerk Pat Frank speaks to the Board of County Commissioners.

FY 20 and FY 21 Key Projects:



- The Clerk’s Office will refine and add functionality to the new Official Records system used to record and index 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 format. 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 workflows of documents, provides convenient public access and lessens the need for storage space.
- The Clerk’s Office will permanently withdraw approximately 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.

Innovation:



The Clerk’s Office has made a substantial push to allow for more automated services, which allows us to serve customers any time either online or by phone. We enhanced our IVR services to allow for services like making payments, checking on a case status, or setting court dates through speaking to an automated teller on the phone. We enabled callbacks, where customers can request a callback in lieu of staying on hold. We redesigned our external website to provide for various self-service capabilities, like reserving your place in line, making passport appointments, and seeing real-time wait times for locations.



The Clerk issues the County’s Comprehensive Annual Financial Report (CAFR) each year. This report has been awarded the Certificate of Achievement for Excellence in Financial Reporting for 38 consecutive years.

Contact:



(813) 272-8100
HillsClerk.com

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Paychecks issued for County and Clerk employees. | 153,133 | 158,539 | 156,211 | 157,773 |
| County invoices processed. | 178,760 | 194,250 | 194,250 | 194,250 |
| Documents recorded into County’s official records. | 514,176 | 550,271 | 537,000 | 536,000 |
| BOCC agenda items processed and distributed within 10 days. | 4,523 | 4,596 | 4,600 | 4,600 |
| Number of payments issued for County invoices. | 42,086 | 44,337 | 40,960 | 40,960 |

Clerk of the Circuit Court & Comptroller

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other Non Operating | \$ 19,312,834 | \$ 20,338,010 | \$ 20,871,524 | \$ 21,675,185 |
| | \$ 19,312,834 | \$ 20,338,010 | \$ 20,871,524 | \$ 21,675,185 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 19,312,834 | \$ 20,338,010 | \$ 20,871,524 | \$ 21,675,185 |
| | \$ 19,312,834 | \$ 20,338,010 | \$ 20,871,524 | \$ 21,675,185 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 102 | 102 | 102 | 103 |
| Funded FTE Positions | 102.00 | 102.00 | 102.00 | 103.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- One position is transferred from the Value Adjustment Board.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

Property Appraiser



The Hillsborough County Property Appraiser (HCPA) 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 January 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.



The HCPA's GIS department assists the public with the creation of hundreds of variance maps each year.



Hillsborough County Property Appraiser Bob Henriquez has made it a priority to reach out to the residents of Hillsborough County to offer transparent information on his office's

FY 19 and FY 20 Accomplishments:



- Valued all real estate and tangible personal property in Hillsborough County.
- Administered all County homestead exemption applications and homestead, seniors, military, and first responders exemptions.
- Developed self-service customer service kiosks for public use in our downtown Tampa branch office.
- Partnered with the Hillsborough County Clerk of the Circuit Court office to introduce the use of Instrument Number for record keeping and website display of all property sales.
- Created a system of postcard mailings to homeowners who recently purchased a home, reminding them to apply for homestead and other applicable exemptions.

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 105,000 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:



- Finalize third-party vendor project for field data collection app that writes back live to HCPA Computer-Assisted Mass Appraisal system (CAMA).
- 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.
- Introduce automated method to track individual use of paper printing to help reduce paper and ink waste.
- Research possibility of using kiosks at other related agencies, such as the Hillsborough County Tax Collector.
- Improve website ease-of-use with how-to videos.



The HCPA's new self-service kiosk, located in our downtown Tampa branch office.

Innovation:



As he comes to a close of his second term in office, 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 past fiscal year, Mr. Henriquez’s Innovation and Business Services (IBS) Department developed standalone self-service kiosks the public can use at our downtown office to apply for Homestead Exemption, as well as look up information about their parcel. These kiosks offer the citizen the use of a touchscreen or mouse with keyboard, and allow the downtown staff to serve more citizens while the kiosks are in use. The IBS team is also developing a method to track individual printing habits in an effort to reduce paper and ink use. In addition, the HCPA is hoping to finalize a mobile assessor app that it has been co-developing with a vendor for the past three years. The app, which will be able to write back directly to our CAMA system in real time, would save even more time, paper, and man hours upon completion.

Contact:



(813) 272-6100

hcpafl.org

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|--------------|--------------|---------------|-------------------|
| Number of parcels per employee. | 4,268 | 4,314 | 4,362 | 4,400 |
| Budget per number of parcels. | \$24.42 | \$24.64 | \$25.67 | \$25.45 |

Property Appraiser

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other Non Operating | \$ 12,114,448 | \$ 12,366,014 | \$ 13,318,253 | \$ 14,079,706 |
| | \$ 12,114,448 | \$ 12,366,014 | \$ 13,318,253 | \$ 14,079,706 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 10,010,082 | \$ 10,204,902 | \$ 10,984,125 | \$ 11,549,880 |
| Unincorporated Area General Fund | 1,708,755 | 1,753,984 | 1,887,914 | 2,004,042 |
| Library Tax District Special Revenue Fund | 346,339 | 356,486 | 383,706 | 407,824 |
| 2002 Parks & Recreation General Obligation Bonds-Sinking Fund | 10,167 | 10,368 | 19,159 | 11,893 |
| 2009 (ELAPP) General Obligation Bonds- Sinking Fund | 39,105 | 40,274 | 43,349 | 46,067 |
| | \$ 12,114,448 | \$ 12,366,014 | \$ 13,318,253 | \$ 14,019,706 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 125 | 125 | 125 | 125 |
| Funded FTE Positions | 125.00 | 125.00 | 125.00 | 125.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

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's Office

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.

FY 19 and FY 20 Accomplishments:



- Provided legal representation on more than 47,000 court-appointed cases.
- Resolved 47,480 cases and over 950 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 Hillsborough County community and criminal justice agencies and groups, including Safe @ Sound Hillsborough Violence Prevention Collaborative, Public Safety Coordinating Council, Juvenile Justice Board, etc.

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 in 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, which allows 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.



Public Defender Julianne Holt and Chief Judge Ficarrotta attending the BOYS Summit.



Chief Judge Ficarrotta, Public Defender Julianne Holt, and Criminal Justice Liaison Rob Parkinson during the Chief Judge's re-entry mapping work group.



Safe & Sound Hillsborough Leadership Chair Julianne Holt with Freddy Barton, who was recognized with the City of Tampa's commendation.

Innovation:



Julianne Holt recognized by Tiger Bay with their Lifetime Achievement Award.

In 2019, 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 Courts, the initiative focuses on educating criminal justice partners in all divisions, allowing the Public Defender to link the clients with services appropriate for their unique needs. The grant funds are from the Edward Byrne Memorial Justice Assistance Grant Program.

Contact:



(813) 272-5980
pd13.state.fl.us

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Court appointed and re-appointed 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 | 33,900 | 33,908 |
| Trials – Count appointed and re-appointed cases to the Public Defender's Office. | | | | |
| Felony-Capital, Sex, Non-Felony | 400 | 451 | 454 | 456 |
| Misdemeanor/Juvenile | 1,150 | 742 | 18 | 617 |
| Mental Health, SVP, Appeals | N/A | N/A | N/A | N/A |
| Disposed cases – Court appointed cases and re-appointed 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 | N/A | N/A | N/A | N/A |

Public Defender

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 627,614 | \$ 666,846 | \$ 857,723 | \$ 858,151 |
| Capital Outlay | 51,004 | 51,082 | 61,410 | 61,410 |
| Grants & Aids | 459,888 | 459,888 | 1,080,937 | 930,937 |
| | \$ 1,138,506 | \$ 1,177,816 | \$ 2,000,070 | \$ 1,850,498 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 109,898 | \$ 115,195 | \$ 312,292 | \$ 162,720 |
| Countywide Special Revenue Fund | 1,028,608 | 1,062,621 | 1,687,778 | 1,687,778 |
| | \$ 1,138,506 | \$ 1,177,816 | \$ 2,000,070 | \$ 1,850,498 |

Funded Positions

Funded FTE Positions

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

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 988,250 residents of unincorporated Hillsborough County, and detention, court security, and child protection services to a population of more than 1.44 million throughout the entire county. Only one of Florida's 67 sheriffs' offices serves a larger population than 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.

FY 19 and FY 20 Accomplishments:



- Reduced the crime rate in unincorporated Hillsborough County for the 13th consecutive year, making the county's neighborhoods safer.
- Expanded the school crossing guard program to Hillsborough County middle schools, making children safer on their way to and from school. The program was awarded School Crossing Guard Program of the Year for large agencies, and Ellen Cipriani won Crossing Guard of the Year, both presented by the Florida Department of Transportation.
- Expanded life skills and vocational training programs in Hillsborough County Jails to include welding, carpentry, forklift operation, and vehicle maintenance certifications in a new 10,000- square-foot facility. The training program partners with Hillsborough County Public Schools, CareerSource, and local employers.



Sheriff Chad Chronister and Fire Rescue Chief Donald Lynn present the expansion of the Helping Emergency Responders Obtain Support (HEROS) Program.

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.



Above: The HCSO Motors Unit is on the road to enforce traffic laws, assure traffic safety, and escort dignitaries and fallen heroes.

Left: Automated External Defibrillators (AEDs) are now standard in all HCSO patrol vehicles to treat cardiac events prior to the arrival of medical personnel.



Canine members of the HCSO train constantly so they are able to perform their duties in search and rescue, criminal apprehension, and drug, bomb, and contraband discovery.

Innovation:



The HCSO understands timely action is critical to public safety. It has combined projects to improve health and well-being of the public and inmates. The HCSO has 995 automated external defibrillators (AEDs) deployed to law enforcement vehicles to treat heart attacks. The HCSO acquired 156 Narcan doses each in 2017 and 2018 to treat overdoses, and it expanded the program to an additional 3,300 doses in 2019. These tools help personnel extend lives until trained medical personnel arrive. The HCSO also outfitted the jails with a mental health stabilization unit and an intensive six-week, in-jail drug treatment program.

Contact:



(813) 247-8200

hcs0.tampa.fl.us

FY 20 and FY 21 Key Projects:



- Reduce both violent crime and recidivism by matching persons who have co-occurring disorders with services when returning to the community from jail.
- Implement new incident-based crime and arrest reporting based on revised programs from the Florida Department of Law Enforcement and the Federal Bureau of Investigations. The new standard will require more detailed reporting and is likely to lead to more successful case closures.
- Continue additional education and enforcement activities for traffic safety areas, including speed, pedestrian and bicycle safety, DUI, motorcycle safety, and teen driver safety. Pursue new grant funding for education and enforcement activities for work zone safety areas.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Number of calls for service requiring the dispatch of one or more HCSO personnel. The COVID-19 pandemic has affected these numbers beginning in FY 20. | 643,273 | 548,200 | 648,000 | 650,500 |
| Number of HCSO personnel dispatched to calls for service. The COVID-19 pandemic has affected these numbers beginning in FY 20. | 1,092,729 | 931,228 | 1,097,750 | 1,103,000 |
| Property crime rate (per 1,000 residents). The COVID-19 pandemic has affected these numbers beginning in FY 20. | 11.49 | 9.56 | 10.23 | 10.12 |
| Violent crime rate (per 1,000 residents). The COVID-19 pandemic has affected these numbers beginning in FY 20. | 1.77 | 1.70 | 1.65 | 1.62 |
| Arrests made in Hillsborough County. The COVID-19 pandemic has affected these numbers beginning in FY 20. | 42,887 | 32,024 | 41,500 | 41,000 |

Sheriff's Office

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other Non Operating | \$ 418,991,520 | \$ 433,730,485 | \$ 463,531,660 | \$ 480,018,700 |
| | \$ 418,991,520 | \$ 433,730,485 | \$ 463,531,660 | \$ 480,018,700 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|----------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 293,506,745 | \$ 304,160,020 | \$ 313,405,570 | \$ 319,376,820 |
| Unincorporated Area General Fund | 122,228,805 | 126,207,370 | 146,974,120 | 158,125,715 |
| Countywide Special Revenue Fund | 3,255,970 | 3,363,095 | 3,151,970 | 2,516,165 |
| | \$ 418,991,520 | \$ 433,730,485 | \$ 463,531,660 | \$ 480,018,700 |

| | | | | |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|
| Funded Positions | 3,833 | 3,833 | 4,014 | 4,022 |
| Funded FTE Positions | 3,675.50 | 3,675.50 | 3,767.00 | 3,633.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

The Sheriff's Office budget reflects the implementation of an Enterprise Resource Planning System (ERP) which should lead to improve efficiencies with the Sheriff's office and maintain services provided to inmates at the detention facilities.

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 341 includes 131 attorneys, 10 investigators and a dedicated support staff.

FY 19 and FY 20 Accomplishments:



- Processed more than 90,321 criminal case referrals in FY 19.
- Expanded the Juvenile Arrest Avoidance Program and increased the use of the Adult Civil Citation Program.
- Implemented the requirements for the new constitutional rights of crime victims.

FY 20 and FY 21 Core Goals:



- Continue evaluating prosecutorial performance apart from conviction and crime rates, using a range of data points and case filings from internal case management systems.
- Continue developing internal evaluation tools that allow executive leadership, division chiefs, line attorneys, and support staff to better understand their role in executing the public safety mission of the office.
- Increase community awareness about the mission of the office by developing subject matter experts and continuing the Speakers' Bureau Program to reach residents throughout Hillsborough County.

City of Tampa Mayor Jane Castor and her four-legged sidekick, Desa, give the welcome remarks to Leadership Tampa before their mock trial hosted by the State Attorney's Office.



The State Attorney's Office hosted a Continuing Education seminar on human trafficking.



State Attorney Warren hosted students from G3 Applications that work with at-risk youth in the community.





The State Attorney’s Office Community Council members received a commendation from the Hillsborough County Board of County Commissioners during its Quarterly Awards Ceremony.



State Attorney Warren congratulated the inaugural cohort of the State Attorney’s Office Business Academy on their completion of the three-part program.

FY 20 and FY 21 Key Projects:



- Continue to develop an implementation guide for prosecutorial performance indicators based on research from the MacArthur Project.
- Continue to increase community engagement by holding organized discussions with community stakeholders about the County’s criminal justice system.
- Continue to explore prosecutorial efficiencies and remedies that reduce recidivism, increase public safety, and build trust among community stakeholders.

Innovation:



In partnership with the Tampa Hillsborough Homeless Initiative and the Commission on the Status of Women, the State Attorney’s Office launched a successful series of expungement clinics to help people who were arrested or charged, but not convicted, clear their record.

Contact:



Phone (Tampa Office):
(813) 272-5400
Phone (Plant City Office):
(813) 757-3890
sao13th.com

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|---|---|---|---|
| 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 per FTE (number of FTE attorneys = 133): 708 | Number of cases managed as mandated by F.S. 27.02: 90,321 Number of cases per FTE (number of FTE attorneys = 131): 689 | Number of cases managed as mandated by F.S. 27.02: 91,224 Number of cases per FTE (number of FTE attorneys = 131): 696 | Number of cases per managed as mandated by F.S. 27.02: 92,136 Number of cases per FTE (number of FTE attorneys = 131): 703 |

State Attorney Part I

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 907,707 | \$ 914,025 | \$ 1,139,471 | \$ 1,212,129 |
| Capital Outlay | 137,362 | 251,645 | 471,970 | 80,323 |
| Grants & Aids | 0 | 0 | 1,199,882 | 1,199,882 |
| | \$ 1,045,069 | \$ 1,165,670 | \$ 2,811,323 | \$ 2,492,334 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 310,721 | \$ 314,057 | \$ 335,684 | \$ 348,142 |
| Countywide Special Revenue Fund | 734,348 | 851,613 | 2,475,639 | 2,144,192 |
| | \$ 1,045,069 | \$ 1,165,670 | \$ 2,811,323 | \$ 2,492,334 |

Funded Positions

Funded FTE Positions

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

OPERATING EXPENDITURES:

- Operating increased due to cost of hardware and software support and an increase in telecommunications cost.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding for 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 19 and FY 20 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 to address the expansion of victims’ rights and services to include but 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.

Contact:



(813) 272-6472

sao13th.com/victim_assistance



Counselors provide victims with important information and educate 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.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Number of notifications provided to victims | 412,340 | 505,613 | N/A | N/A |
| Number of victims assisted | 44,659 | 44,760 | N/A | N/A |
| Number of escorts provided | 1,487 | 2,295 | N/A | N/A |

State Attorney Part II (Victim Assistance)

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 2,165,359 | \$ 1,999,820 | \$ 2,275,299 | \$ 2,373,960 |
| Operating Expenditures/Expenses | 38,233 | 31,770 | 108,238 | 110,362 |
| | \$ 2,203,592 | \$ 2,031,590 | \$ 2,383,537 | \$ 2,484,322 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 2,203,592 | \$ 2,031,590 | \$ 2,383,537 | \$ 2,484,322 |
| | \$ 2,203,592 | \$ 2,031,590 | \$ 2,383,537 | \$ 2,484,322 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 29 | 29 | 33 | 33 |
| Funded FTE Positions | 28.10 | 28.10 | 32.10 | 32.10 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

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.

FY 19 and FY 20 Accomplishments:



527,000+ voters

In November 2018, the agency gave 527,000+ voters a voice in electing our Governor, Senator, and other 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. In March/April 2019, the office successfully conducted a City of Tampa Municipal Election and Runoff Election.

- The office piloted new online training for poll workers, 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, inventory control, and the conduct of election recounts and post-election audits.



One of Hillsborough County’s newest Early Voting sites is right in the central part of USF’s main campus.



The Supervisor of Elections Office holds a voter registration and art contest each election cycle to encourage youth to engage in our democracy.

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.
- In response to the COVID-19 pandemic, it is the goal of the Supervisor of Elections to significantly increase Vote By Mail requests and further expand Early Voting options in order to ensure the efficient operation of in-person voting sites, and protect the health and safety of those working and voting at polling locations.
- The replacement of aging ADA-accessible equipment with 400 new, accessible, state-of-the-art ballot marking devices prompted 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 available in all polling places.



Visit VoteHillsborough.org or call the office to sign up for Vote By Mail, and your ballot, a postage-paid return envelope, and an “I Voted” sticker will be sent straight to your mailbox.

Innovation:



In an effort to continue to increase transparency and sustain confidence in election outcomes, the elections office has implemented 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 system has also been approved for, and will significantly improve the efficiency of, recounts.

Contact:



(813) 744-5900 • VoteHillsborough.org

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|---|--|---|---|
| Conduct elections. | Primary Election | General Election, Temple Terrace Election, City of Tampa Election, City of Tampa Runoff Election | Presidential Preference Primary Election, Primary Election | General Election, Temple Terrace Election and Runoff Election, Plant City Election and Runoff Election |
| Secure and equip voting locations. | Primary: 390 precincts, 19 Early Voting sites | General: 390 precincts, 20 Early Voting sites, Temple Terrace: Concurrent with General Election; Tampa and Tampa Runoff: 103 precincts, 7 Early Voting sites | Presidential Preference Primary: 390 precincts, 23 Early Voting sites; Primary: 390 precincts, up to 27 Early Voting Locations | General: 390 precincts, up to 27 Early Voting sites; Temple Terrace: Concurrent with General Election; Plant City and Plant City Runoff: 7 precincts, 1 Early Voting site |
| Serve at least 60% of voters before Election Day. | 65% of those voting voted before Primary Election Day | 69% of those voting voted before General Election Day | 76% of those voting voted before Presidential Preference Primary Election Day; forecasting at least 80% of voters to vote before Primary Election Day | forecasting at least 80% of voters to vote before General Election Day |

Supervisor of Elections

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other Non Operating | \$ 12,424,079 | \$ 13,882,461 | \$ 15,262,884 | \$ 12,822,051 |
| Operating Expenditures/Expenses | (9) | 0 | 0 | 0 |
| | \$ 12,424,070 | \$ 13,882,461 | \$ 15,262,884 | \$ 12,822,051 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 12,424,070 | \$ 13,882,461 | \$ 15,262,884 | \$ 12,822,051 |
| | \$ 12,424,070 | \$ 13,882,461 | \$ 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 20 TO FY 21

The budget for the Supervisor of Elections changes year-to-year based on the number of general and special elections held.

Tax Collector

The Hillsborough County Tax Collector (HCTC) 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 19 and FY 20 Accomplishments:



- In August of 2019, the Tax Collector's Office opened a new office in partnership with AAA Auto Club Group on Westshore Boulevard. The location provides additional lobby seating and expanded workspaces for employees. HCTC expanded upon a longstanding relationship with AAA to secure the location with no commercial lease costs.
- HCTC, in partnership with ITI and Publix Supermarkets, expanded options for customers to renew their vehicle registrations with the deployment of the state's first MV Express Kiosk located outside of HCTC's offices. Customers are now able to renew their registration at three Publix locations strategically selected throughout Hillsborough County. HCTC is planning for additional store locations to meet the needs of our growing population and provide alternate service options for our community.
- HCTC's online performance management system eliminated redundancies through integration with our existing HR & Payroll application, thereby improving reportability of data. Automated workflows allow for benchmarks to be achieved and documented, easily leading to improved completion rates at mid-term. In just one year, we have realized improved employee engagement, improved job satisfaction, and more productive employees.



AAA Westshore branch office grand opening.



First self-service kiosk installed at the Citrus Park Publix location.



Working with Shannon Behnken of WFLA to promote new self-service kiosk.

FY 20 and FY 21 Key Projects:



- Construction underway for a new Plant City office location**
 - HCTC is relocating its Plant City office from Strawberry Plaza to a new 15,500-square-foot structure to be built at the intersection of Turkey Creek and Sydney roads. The site currently houses a Hillsborough County Public Works division. The office is expected to open in late 2020.
- New Phone System with Omnichannel Communication**
 - The Contact Center Project encompasses several initiatives including a new enterprise phone system, additional analytics tools, and a new automated on-hold messaging system. The mobile integration feature, which caters to the multichannel customers, will allow our customers to access the office through whatever channel is available via mobile devices, whether that means telephone support, text, social media, live chat, or other means. Work is underway to bring this new system online by 2021.
- MVN Public Awareness** – The Motor Vehicle Network (MVN) system will allow for HCTC to better manage information presented to our customers on the lobby televisions while they are waiting for service. Short PSAs and other pertinent advertisements will be streamed at all HCTC branch locations.

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. The COVID-19 health crisis has required all businesses to re-evaluate the way in which we provide service, as the safety and well-being of our community is of paramount concern. Following recommendations from the Centers for Disease Control and the Florida Department of Health, HCTC has adopted numerous policies to ensure the office is prepared to safely maintain business continuity.

WHY: One of the Tax Collector’s core competencies and top strategic priorities is to provide excellent service. Being able to maintain essential government operations is imperative. The leadership team for the Tax Collector’s office has put a comprehensive COVID-19 business continuity plan in place that protects the health and well-being of our customers and employees while balancing the service needs of our community.



Strategic planning with HCTC Senior Leadership Team



Outside view of our Southshore office – new standard design for Hillsborough County Tax Collector offices.

Innovation:



In April 2020, HCTC launched an automated chat service as an add-on to our website called Hilly. The chat uses machine learning to assist customers by answering questions about our services and other routine questions. As the system learns, new information and capabilities will be added.

HCTC recognized the need to offer our services to customers outside of the traditional work environment. Simply put, we need to go to where our customers are. We are achieving this through the expansion of our MV Express Kiosk Program. Initially, through a partnership with Publix, three grocery store locations have the MV Express Kiosk available for customers to renew their vehicle registration while shopping for groceries.

Contact:



hillstax.org

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|--------------------------------|
| 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). Before COVID-19 pandemic. | 96% | 97% | 96% | 96% |
| 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. Before COVID-19 pandemic. | 14,502,000 | 19,158,300 | 18,081,900 | FY21 Budget planning underway. |
| Total customers served in branch offices throughout Hillsborough County. The Tax Collector's office is projected to serve approximately 5,000 customers in our branch offices daily by 2021. Before COVID-19 pandemic. | 1,115,531 | 1,137,841 | 1,160,597 | 1,183,808 |
| The number of calls the Tax Collector's Office receives annually. Before COVID-19 pandemic. | 376,786 | 379,570 | 382,000 | 385,000 |
| Total driver license customers served in Hillsborough County. Before COVID-19 pandemic | 496,551 | 522,751 | 538,433 | 549,201 |

Tax Collector

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-----------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Other Non Operating | \$ 27,829,734 | \$ 30,224,256 | \$ 35,675,771 | \$ 36,350,170 |
| | \$ 27,829,734 | \$ 30,224,256 | \$ 35,675,771 | \$ 36,350,170 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 21,531,572 | \$ 23,313,558 | \$ 27,459,002 | \$ 27,939,333 |
| Unincorporated Area General Fund | 4,416,499 | 4,839,748 | 5,688,484 | 5,943,991 |
| Unincorporated Area Special Revenue Fund | 382,378 | 452,174 | 631,810 | 639,039 |
| Transportation Trust Fund | 191,945 | 194,158 | 207,000 | 218,559 |
| Library Tax District Special Revenue Fund | 906,041 | 993,457 | 1,154,553 | 1,207,492 |
| Sales Tax Revenue Fund | 252,220 | 269,742 | 279,874 | 195,055 |
| Transportation Surtax Trust Fund | 0 | 0 | 55,975 | 0 |
| 2002 Parks & Recreation General Obligation Bonds-Sink | 37,129 | 39,591 | 49,424 | 50,916 |
| 2009 (ELAPP) General Obligation Bonds- Sinking Fund | 111,950 | 121,828 | 149,649 | 155,785 |
| | \$ 27,829,734 | \$ 30,224,256 | \$ 35,675,771 | \$ 36,350,170 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 394 | 394 | 383 | 383 |
| Funded FTE Positions | 388.50 | 388.50 | 383.00 | 383.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

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.

*Fee Funded

Administrative Office of the Courts

The Trial Court Administrator performs a range of functions to assist the chief judge in carrying out administrative duties related to the operation of the County and Circuit Courts within 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 but are not limited to: caseflow management, information system oversight, court technology and communication, dispute resolution alternatives, the development of policies and procedures, new program and service proposals, public information, interagency coordination, justice administration analysis, program performance audits, contract negotiations, and other administrative duties associated with day-to-day operations of the court.

FY 19 and FY 20 Accomplishments:



- Implemented standardized risk assessment tool, LS/CMI, for offender planning, placement, and case management in Adult Drug Court.
- Participated in the Domestic Violence Task Force Community Coordinated Response monthly workgroup (which was facilitated by The Spring and the Clerk of the Court) to improve the system's response to domestic violence.
- Increased use of technology for judges on the bench by (1) installing "all-in-one" computers to allow greater versatility in viewing and capturing data, as well as generating electronic orders; and (2) enabling the duty judge to issue search warrants by adding 15 specific types of search warrants, including cellphones, GPS, and co-affiants.



Above: 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 connecting bridge provides access to the Criminal Court Annex.

Right: Shannon Gillett, Director of CJC, Gina Justice, Trial Court Administrator, Angie Smith, Deputy Court Administrator, and Chief Judge Ronald Ficarrotta were on hand to wrap gifts at the 10th Annual HCSO Toy Drive in December 2019.

FY 20 and FY 21 Core Goals:



- Continue with Criminal Courthouse master planning and site development options, and partnering with County personnel and community stakeholders, Hillsborough County Sheriff, Clerk of the Court, State Attorney, and the Public Defender. This goal will correct the current primary functional and physical deficiencies in the building.
- Increase use of technology for judges where they can perform more video conferencing hearings by purchasing additional telepresence equipment.
- Focus on best practices, recent research and trends in Problem-Solving Courts, and receive certification through the Florida Supreme Court.



Judge Michael Scionti led a Veteran's Treatment Court Regional Training Workshop in Nov. 2019.



Innovation:



Deployed 75 Zoom licenses during COVID-19 for court hearings, training sessions, client staffings, and staff meetings. Increased SIT phone lines from 50 to 150 to allow for additional phone lines to accommodate for teleworkers. This results in non-essential hearings to be conducted and staff to work remotely, thus increasing access to justice for the public. Purchased Sign-Now licenses for staff who need to sign invoices, purchase orders, and contracts. Experienced a greater than 50% increase in Help Desk tickets, requiring in-person and remote assistance. Provided training and tools for virtual work environments.

Contact:

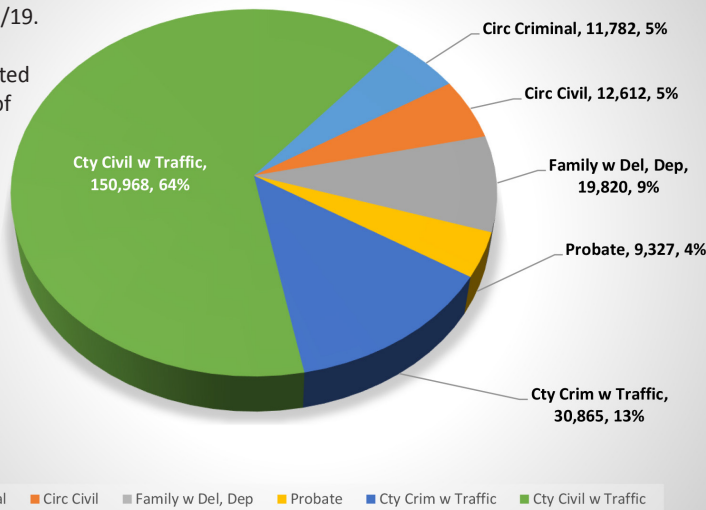


(813) 272-5894

fljud13.org

235,374 cases were filed in 13th Judicial Circuit in FY 2018/19. The County Civil division represented over 64 percent of those cases.

13th Circuit Filings 2019



FY 20 and FY 21 Key Projects:



- Update Criminal Courthouse Facilities Report and Addendum. This project will describe the 30-year spatial needs for the court. The documentation will guide the County in better understanding the court's long-term needs and finalizing a feasibility study that will address future investments.
- Install Malware and URL filter to assist with spam, increase and upgrade fiber equipment to jails to facilitate additional remote inmate appearance opportunities, and improve the Plant City Core system and Annex Core server.
- Recertify the Children's Advocacy Center through the National Children's Alliance.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Number of total users supported by JAWS, the Judicial Automated Workflow System | 30,096 | 32,245 | 32,245 | 32,245 |
| Percentage of custodians and visiting parents reporting they feel safe during supervised visitations at the Children's Justice Center | 98% | 98% | 99% | 99% |
| Percentage of defendants who graduate from drug court pre-trial intervention | 75% | 76% | 76% | 77% |
| Number of website page views at www.fljud13.org | 2,470,471 | 1,926,499 | 1,986,620 | 2,043,823 |
| Percentage of youth who successfully complete Juvenile Diversionary Programs and do not reoffend within one year. | 88% | 88% | 88% | 88% |

Administrative Office of the Courts (13th Judicial Circuit)

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 4,066,558 | \$ 4,160,219 | \$ 4,752,611 | \$ 4,745,230 |
| Operating Expenditures/Expenses | 6,411,384 | 6,721,965 | 7,430,592 | 7,302,551 |
| Capital Outlay | 813,361 | 519,397 | 524,675 | 524,675 |
| Other Non Operating | 0 | 0 | 98,664 | 50,528 |
| | \$ 11,291,303 | \$ 11,401,581 | \$ 12,806,542 | \$ 12,622,984 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 2,918,107 | \$ 3,029,688 | \$ 3,185,061 | \$ 3,197,343 |
| Countywide Special Revenue Fund | 7,463,635 | 7,363,931 | 8,166,615 | 8,108,650 |
| Grants (Not Transportation Related) | 909,561 | 1,007,962 | 1,454,866 | 1,316,991 |
| | \$ 11,291,303 | \$ 11,401,581 | \$ 12,806,542 | \$ 12,622,984 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 60 | 61 | 62 | 62 |
| Funded FTE Positions | 59.70 | 60.70 | 61.70 | 61.70 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- The decrease in operating expenditures is a result of fluctuations in the carry forward of prior year grant revenue.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

Charter Review Board

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 0 | \$ 0 | \$ 8,000 | \$ 2,000 |
| | \$ 0 | \$ 0 | \$ 8,000 | \$ 2,000 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| 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 20 TO FY 21

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 25.

Civil Service Board

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 870,506 | \$ 1,107,021 | \$ 0 | \$ 0 |
| Operating Expenditures/Expenses | 536,328 | 453,697 | 0 | 0 |
| Capital Outlay | 23,379 | 30,222 | 0 | 0 |
| | \$ 1,430,213 | \$ 1,590,940 | \$ - | \$ - |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Blended Component Units Special Revenue Fund | \$ 1,430,213 | \$ 1,590,940 | \$ 0 | \$ 0 |
| | \$ 1,430,213 | \$ 1,590,940 | \$ - | \$ - |

| | | | | |
|-----------------------------|-------------|-------------|------------|------------|
| 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 20 TO FY 21

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 are now being 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.

FY 19 and FY 20 Accomplishments:



- The Environmental Protection Agency (EPA) announced that Hillsborough County has met the air pollution standards for sulfur dioxide. Over the years, EPC has worked with industry, and federal and state partners to bring Hillsborough County into compliance. Now, for the first time in nearly 30 years, Hillsborough County is meeting all federal air pollution standards.
- EPC received about two and a half times the amount of total mitigation, as compared to the number of acres impacted, by working with developers to ensure compensation for wetland impacts.
- In FY 19, EPC's Water Quality Lab performed over 47,000 analyses in support of water, air, and sediment monitoring programs throughout Hillsborough County. Information gathered from these analyses support local, state, and national projects that, in turn, drive environmental management and policy decisions at every level of government and the private sector.
- As a result of the redevelopment of contaminated sites through EPC's Brownfields Redevelopment Program, property values associated with these sites have increased nearly \$300 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.



EPC Wetlands staff takes time at Alderman's Ford Park to educate the public on the benefits of wetland habitats and their importance to good water quality, aquifer recharge, and flood mitigation.

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.



Sources of air pollution are regularly inspected by EPC staff.

Innovation:



EPC’s continued paperless initiative and technological improvements are at the forefront of maintaining a state-of-the-art information system. Initiated in FY 18 and moderately implemented in FY19, EPC continues to move the agency away from paper recordkeeping and towards a digital framework for electronic records. The agency-wide paperless initiative will eventually convert all paper files to an electronic format for ease of storage, access, and usability. By utilizing the Oculus software system, the agency is able to electronically accept permits, online applications, fee submittals, and process payments. Added technological improvements, including our enhanced GIS capabilities, aid in our staff efficiently maintaining the agency’s continuity, particularly in light of the recent national health crisis.

Contact:



(813) 627-2600
epchc.org

FY 20 and FY 21 Key Projects:



- In the upcoming year, EPC will initiate special atmospheric air monitoring in order to track and better understand ozone formation. EPC was selected by the EPA as one of only two programs in the state to collect such data. This project is fully-funded by the EPA.
- EPC has developed two pilot programs to increase diversification within the STEM workforce. EPC is partnering with Hillsborough Community College (HCC) to secure paid internships for minority students through a National Science Foundation grant, while USF’s Black Leadership Network’s (BLN) Mentoring Program matches STEM majors with EPC staff. It is through these innovative programs that EPC invests in minority student development.
- EPC staff provides courtesy permit renewal reminders to each permitted facility. The reminders are complete with links and information to submit renewal applications online. Once the permit is issued, staff then sends a separate e-mail to the permittee outlining any changes, and highlighting important deadlines and reporting requirements. These courtesy communications lead to better overall compliance.

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| Amount of time needed to process State-delegated environmental permits applications. | 16 days | 19 days | ≤30 days | ≤30 days |
| Amount of time needed to process non-delegated environmental permit applications. | 26 days | 34 days | ≤30 days | ≤30 days |
| Percentage of time staff resolved noncompliant activities within the 90-day goal. | 95% | 92% | ≥90% | ≥90% |
| Percentage of time staff notified respondents of a pending enforcement action within the 60-day goal. | 93% | 92% | ≥90% | ≥90% |

Environmental Protection Commission

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 13,455,481 | \$ 13,582,500 | \$ 16,473,619 | \$ 17,311,730 |
| Operating Expenditures/Expenses | 1,367,830 | 1,191,553 | 1,754,769 | 1,891,950 |
| Capital Outlay | 218,510 | 291,644 | 285,976 | 154,700 |
| Grants & Aids | 282,203 | 240,589 | 279,696 | 213,000 |
| | \$ 15,324,024 | \$ 15,306,286 | \$ 18,794,060 | \$ 19,571,380 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 9,634,325 | \$ 9,602,037 | \$ 10,455,685 | \$ 11,046,691 |
| Countywide Special Revenue Fund | 1,380,454 | 1,406,882 | 1,832,882 | 1,850,822 |
| Unincorporated Area Special Revenue Fund | 357,897 | 366,725 | 0 | 0 |
| Grants (Not Transportation Related) | 3,951,348 | 3,930,642 | 6,505,493 | 6,673,867 |
| | \$ 15,324,024 | \$ 15,306,286 | \$ 18,794,060 | \$ 19,571,380 |

| | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|
| Funded Positions | 142 | 142 | 144 | 144 |
| Funded FTE Positions | 141.50 | 142.00 | 144.00 | 144.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT

FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Additional operating funding is included for a three year Microsoft license agreement and computer replacement.

CAPITAL AND OTHER EXPENDITURES:

- Funding is included for the replacement of air and water monitoring equipment.

Guardian ad Litem

For more than 30 years, the Guardian ad Litem (GAL) Program has served as the region’s exclusive advocate for children in the court system. Guardians ad Litem are court-appointed special advocates whose sole job is to serve as the voice of the child – a voice that is separate from the child’s family members, foster care providers, attorneys, or social workers. The GAL Program is committed to recruiting volunteers to provide support and advocacy for children in the child welfare system. Working with a team, their job is to make recommendations that serve the child’s best interests.

FY 19 and FY 20 Accomplishments:



- In 2019, the Guardian ad Litem Program represented the best interests of 3,725 children in the court system.
- Hillsborough County continues to lead the state in the number of volunteers certified each month.
- The Guardian ad Litem Program added a 2nd facility dog to help abused and neglected children testify in court.



Foster kids wait in line to get a backpack, school supplies, and an autograph from Bucs player O.J. Howard.



Commissioner Murman offers her appreciation to the Guardian ad Litem volunteers at the 2019 Appreciation Event.

FY 20 and FY 21 Core Goals:



- Guardian ad Litem strives to add 264 certified volunteers to the program.
- The Guardian ad Litem Program will increase the number of children who are assigned a GAL so that every child has a voice in the court system.
- The GAL Program will be more prevalent in the community through social media, radio, and advertisements.



Over 25 new Guardian ad Litem volunteers are certified in February 2020.



Santa and his elf help to arrange Christmas gifts for over 1000 foster children.

Innovation:



This past year led to modifying our onboarding process for volunteers. All training modules are now located online, which allows our program to have more flexibility when working to certify new volunteers. This flexibility has resulted in more volunteers being able to be trained more quickly in order to help children have a voice in the court system.



GAL Dayle Beckles and Lorne, facility dog, graduate from training on February 14, 2020. Lorne will help provide comfort to abused children.

FY 20 and FY 21 Key Projects:



- Guardian ad Litem has teamed up with the Buccaneers Coach Bruce Arians and his wife to film a PSA to recruit more volunteers.
- The program will be increasing the percentage of children who have a GAL assigned.

Contact:



(813) 272-5110

GalTampa.org

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|----------------------------|----------------------------|--------------------------|--------------------------|
| To recruit volunteers to act as the child's advocate in the court system. | Certified 156 volunteers | Certified 200 volunteers | Certify 264 volunteers | Certify 275 volunteers |
| To increase the number of children appointed to the Guardian ad Litem Program in comparison to the number of children in the system. | Represented 3,859 children | Represented 3,783 children | Represent 3,500 children | Represent 3,000 children |

Guardian ad Litem

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 243,115 | \$ 261,493 | \$ 419,190 | \$ 460,709 |
| Operating Expenditures/Expenses | 100,240 | 76,368 | 130,635 | 131,384 |
| Capital Outlay | 5,482 | 20,034 | 19,000 | 15,000 |
| | \$ 348,837 | \$ 357,895 | \$ 568,825 | \$ 607,093 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 348,837 | \$ 357,895 | \$ 568,825 | \$ 607,093 |
| | \$ 348,837 | \$ 357,895 | \$ 568,825 | \$ 607,093 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 5 | 5 | 7 | 7 |
| Funded FTE Positions | 5.00 | 5.00 | 7.00 | 7.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

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.



After an annual evaluation “report card” from the MPO, County Commissioners decided to expand the Sunshine Line service for County residents who need it the most, now providing limited trips on weekends.

FY 19 and FY 20 Accomplishments:

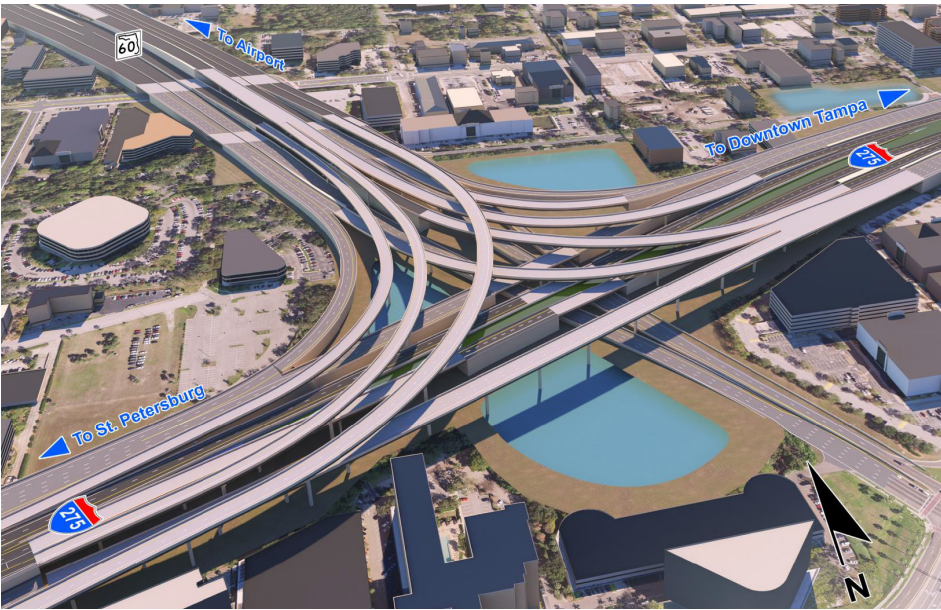


- The It’s TIME Hillsborough Transportation Plan was finalized and adopted in November 2019, concluding two years of growth forecasts, needs analysis, and record-breaking public engagement.
- Funded by a national grant and led by Hillsborough MPO, the Resilient Tampa Bay Transportation Study flagged storm-vulnerable roads, and estimated the costs and benefits of investing in stormwater systems and protections.
- The MPO updated the countywide, multimodal State of the System Report, and forecast what our future looks like with and without the Transportation Sales Tax, using performance metrics for safety, maintenance, access, and travel time reliability.

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 present and future growth needs, within budget constraints.
- Annually update the countywide Transportation Improvement Program (TIP), which assigns available federal and state funds and grants to projects within Hillsborough County, and also documents all major projects by local governments and agencies for public reference.
- Sustain 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 TMA Leadership Group. Provide a forum for local consensus on the region’s priorities, and work together to secure discretionary funding.



A regional coalition of government agencies, legislators, and civic groups, led in part by Hillsborough MPO, advocated for reconstructing one of Tampa Bay’s greatest bottlenecks: the Westshore Interchange. In November 2019, the coalition received welcome news of the governor’s decision to fund the project.

Innovation:

FY 20 and FY 21 Key Projects:



- The MPO will continue to be a leader in the Vision Zero movement’s focus on reducing traffic deaths and injuries, wrapping up a Speed Management Action Plan, and conducting detailed field-reviews of eight high-crash roads in unincorporated Hillsborough County to identify low-cost, implementable safety enhancements.
- The MPO’s Health in All Policies resolution will be integrated into the transportation priority-setting process, and the Garden Steps project to expand access to fresh produce in food desert neighborhoods will be in full swing with the support of an Aetna Foundation grant.
- The MPO will continue to lead one of the three initiatives of the Tampa Bay Smart Cities Alliance, expanding the Shared Data and Analytics Platform created last year for the MPO, local governments, and FDOT to monitor traffic speed and safety trends using real-time data, and flag problem areas for attention.

Hillsborough MPO worked with its neighbors to streamline regional transportation planning, merging a tri-county group with a preexisting eight-county group, reducing the annual meeting load from 7 to 4, and negotiating an updated interlocal agreement that has now been approved by all parties.

Contact:

(813) 272-5940
PlanHillsborough.org

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------|--------------|---------------|-------------------|
| Annually updated Transportation Improvement Program, approved by U.S. Department of Transportation, identifying projects and making them eligible for designated state and federal funding amounts 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. | 79 | 83 | 80 | 80 |

Metropolitan Planning Organization

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 930,742 | \$ 932,368 | \$ 2,374,986 | \$ 1,863,561 |
| Operating Expenditures/Expenses | 1,971,020 | 1,484,533 | 8,898,167 | 4,946,747 |
| Capital Outlay | 10,912 | 12,323 | 58,000 | 0 |
| | \$ 2,912,674 | \$ 2,429,224 | \$ 11,331,153 | \$ 6,810,308 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Grants (Not Transportation Related) | \$ 2,912,674 | \$ 2,429,224 | \$ 7,056,631 | \$ 6,810,308 |
| Discretely Presented Component Units | 0 | 0 | 4,274,522 | 0 |
| | \$ 2,912,674 | \$ 2,429,224 | \$ 11,331,153 | \$ 6,810,308 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 7 | 7 | 7 | 8 |
| Funded FTE Positions | 7.00 | 7.00 | 7.00 | 8.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.
- A Community Planner II position is added.
- The decrease in expenditures is due to Transportation Surtax funds being placed in reserves.

OPERATING EXPENDITURES:

- The decrease in expenditures is due to Transportation Surtax funds being placed in reserves.

CAPITAL AND OTHER EXPENDITURES:

- The decrease in expenditures is due to Transportation Surtax funds being placed in reserves.

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.

FY 19 and FY 20 Accomplishments:



- Several special area studies were completed during FY 19 and 20 for all four jurisdictions. Examples include the Ruskin Community Character Study and Ybor CRA Vision 2020 Plan. Staff met with citizens, community leaders, and other stakeholders to examine development trends against established community visions in both areas.
- The Planning Commission continues to manage a number of requests to amend the four jurisdictions' Comprehensive Plans. In FY 19, the number of amendments was 50. Planning Commission recommendations on the amendments were agreed to by the local governments 94% of the time. This is a 3% increase in the annual agreement rate from FY 18.
- The Planning Commission expanded on several outreach initiatives. This includes participation in a mentorship program for USF graduate planning students, a Box City and Vision Zero summer camp, and the Future Leaders in Planning summer education experience for high school students. Staff also conducted cross promotions and on-air interviews with local radio stations to encourage input in long-range planning surveys.



Planning Commission staff gets input from Ybor City residents on the Ybor Community Redevelopment Area Vision 2020 Plan.

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, including completing the update of the County's Comprehensive Plan.
- 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.



Planning Commission staff leads summer camp participants through a “Box City” exercise to learn about planning a community.

Innovation:



The Planning Commission has made several innovative technological enhancements during FY 19 and 20. Staff created several innovative applications, such as the Transportation Improvement Program Projects Viewer, the Health Atlas, the Comprehensive Plan Update Database, and the One Water Mapping Application. Staff also developed streamlined and user-friendly project page templates that enhance how users view and interact with content digitally. Features include email sign-up forms, social media links, and project specific calendar events. Finally, staff made a streamlined paperless approval process to examine real-time budget information for the purchase order system.

FY 20 and FY 21 Key Projects:



- Complete special area studies requested by each local government, especially focused on opportunities to accommodate future population growth in coordination with transportation and infrastructure improvements. Examples may include the Corridor Business District Pilot Study for Tampa, Plant City South Master Plan, Gibsonton Community Profile, and Transit Orient Development Station Area Plans.
- The Planning Commission will make recommendations to each jurisdiction on needed changes to the Future Land Use Maps reflecting trends and changes in development patterns in specific areas. Examples include: the Residential Planned Village-2 and Wimauma Village-2 categories in the County, and Transitional Mixed Use-24 and Parks and Recreation changes in Tampa.
- Recommend policy changes to reflect best practices, changes in state law, and/or local government visions. Topics to be addressed may include industrial land policies, resiliency and community vulnerability policies, and a meeting pending change in state law requiring inclusion of a property rights element in the Comprehensive Plans.

Contact:



(813) 272-5940

PlanHillsborough.org

| Performance Measure | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------|--------------|---------------|-------------------|
| 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% | 94% | 90% | 93% |
| Number of outreach presentations to community or business groups. | 30 | 76 | 30 | 40 |
| Percentage of customer service surveys rating agency services as “excellent” or “good.” | 100% | 100% | 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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 4,237,951 | \$ 4,551,800 | \$ 5,154,653 | \$ 5,096,910 |
| Operating Expenditures/Expenses | 450,865 | 527,003 | 520,560 | 531,652 |
| Capital Outlay | 15,442 | 15,490 | 15,500 | 11,000 |
| | \$ 4,704,258 | \$ 5,094,293 | \$ 5,690,713 | \$ 5,639,562 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Discretely Presented Component Units | \$ 4,704,258 | \$ 5,095,293 | \$ 5,690,713 | \$ 5,639,562 |
| | \$ 4,704,258 | \$ 5,095,293 | \$ 5,690,713 | \$ 5,639,562 |

| | | | | |
|-----------------------------|--------------|--------------|--------------|--------------|
| Funded Positions | 41 | 41 | 45 | 45 |
| Funded FTE Positions | 41.00 | 41.00 | 45.00 | 45.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Computer costs are moved from capital to operating expenditures due to the capital threshold change.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

Hillsborough Soil and Water Conservation District

The Hillsborough Soil and Water Conservation District (HSWCD) serves inner-city, urban, suburban, and rural communities with comprehensive programming in natural resources conservation. Programs, projects, and activities are designed for the county's youth, adult, and senior populations. Educational outreach includes fairs and festivals, school programming, support of community and school gardens, as well as business and civic group engagement. District work also includes cost-share funding for bona fide agricultural operators with crops in the ground or livestock. Funds are distributed for conservation implementation to operations enrolled in best management practices. The district's largest annual activity is the three-week (April/May) Hillsborough 100 Conservation Challenge.

FY 19 and FY 20 Accomplishments:



- Our belief that “Conservation is Everybody’s Business” embodies every activity undertaken by HSWCD. Because educating the public is paramount to protecting the county’s vital natural resources, HSWCD engages in continuous efforts disseminating information to the public, including educational exhibits and programs at the Florida State Fair, Florida Strawberry Festival, County Fair, Florida Ag Expo, and much more, reaching an audience of over 900,000.
- HSWCD’s focus on youth includes sponsorship of conservation poster and speech contests, land judging, Envirothon, Ag Venture, and Hillsborough 100 projects such as road and river cleanups, tree plantings, recycling, etc. Efforts are made to reach underserved youth with all programs offered at no cost to all students in public, private, parochial, home, and virtual programs with thousands of participants.
- This year’s cost-share program distributed \$150,000+ to area farmers to implement projects as diverse as water resource protection, irrigation systems enhancement and conversions, nutrient management, tensiometers, and soil moisture management monitoring systems. These enhancements, funded jointly with area farmers, resulted in saving millions of gallons of water, lowering fertilizer usage, and overall water quality improvements.



Hillsborough students make “soil babies” as part of HSWCD educational programs.

FY 20 and FY 21 Core Goals:



- Since COVID-19 impacted the ability to deliver some public conservation educational components this spring, HSWCD’s goal for FY 20 and FY 21 will be to execute a full Hillsborough 100 Conservation Challenge during the upcoming year. This includes projects being rescheduled for fall, winter, and next spring. Goal: Reach one million audience.
- HSWCD plans to use grants and sponsorships to expand the programmatic outreach to youth throughout the county. This will include additional interaction with schools, after school and parks programs, youth organizations, and the underserved. The district also plans to expand the HSWCD Plant Auction and Youth Plant Show at the County Fair. Goal: Additional \$50,000.
- Continue work with FDACS, USDA, NACD, AFCD, and others to assist members of the agricultural community in the implementation of soil and water conservation projects, including those in the areas of water quality and water quantity, and to encourage greater natural resource conservation by the public.



HSWCD exhibits provide educational information at the Florida State Fair, Florida Strawberry Festival, Hillsborough County Fair, Florida Ag Expo, schools, and other events.

Innovation:



Expanding on the concept “Conservation is Everybody’s Business,” HSWCD began a multi-phased approach to broaden its reach. Knowing the critical role the legislature plays in providing necessary enhancements to sustain a vibrant agricultural community, HSWCD and FCDEA joined the Florida Farm Bureau in December at the Capitol, including day-long events and Hillsborough County’s Taste of Florida exhibit. Few people realize Hillsborough is Florida’s 4th largest agricultural county, bringing in tens of millions to the local economy. Following the trip, a comprehensive survey was developed examining the range and scope of conservation activities throughout Florida, with the results being used for positive outreach.

Contact:



(813) 477-8332

(813) 752-1474 ext. 3

FY 20 and FY 21 Key Projects:



- HSWCD practices good stewardship of County funds, as well as natural resources. As a result, every effort is made to secure sponsorships for all programs, projects, and activities, including complimentary commercial exhibit spaces at major fairs and festivals. Additional grant support will be sought in FY 21.
- Another FY 21 project includes expanding the fully sponsored Lipman Garden Challenge to 40 by adding elementary schools; the Challenge began two years ago with 12 middle/high schools, then increased to 16 last year, and is currently at 26. Schools receive planter boxes, gift cards for soil, and nutrients and transplants through Ag, ESE, and science programs.
- Because education regarding protecting the environment is so critical, HSWCD plans to present an additional minimum of 20 programs to civic groups during FY 21, and to work directly with the business community to discourage single-use plastics and other waste through event sponsorship, etc.

Performance Measure

The Hillsborough 100 Conservation Challenge began in April 2017 with a goal to create outreach opportunities for the entire community to engage in a wide range of conservation projects for the overall betterment of residents. In 2017, HSWCD published a 16-page educational color tabloid that was distributed through the Tampa Bay Times and community events throughout the year. The Challenge and tabloid grew to 24 color pages in 2018 and 2019, and was scheduled to be even larger in 2020 until everything was canceled due to COVID 19. This included almost 100 conservation programs, projects, and activities that have been canceled or are being postponed and rescheduled.

In 2017-18, the fully sponsored Lipman Garden Challenge began with 12 Hillsborough middle and high schools. The goal was to grow the program by four schools annually. In the second year, 16 schools participated, with a jump of 10 additional schools for 2019 and 2020. Students in agricultural and science programs, as well as ESE, participate in this learning experience where they are judged on their garden and record keeping. In the past two years, middle school winners were Greco ESE class and Ben Hill Science class, with the Tampa Residential Facility for Teenage Boys winning the High School division for both years. COVID-19 made it impossible to select 2020 winners, but the goal for 2021 is 40 schools.

Cost-share funding for bona fide agricultural operators. These funds make it possible for agricultural operators to receive assistance in implementing agricultural enhancements that provide savings in water quantity (millions of gallons) and quality. Program funding is set by the Florida Department of Agriculture based on legislative allocations.

Soil & Water Conservation District

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 204,979 | \$ 206,154 | \$ 292,182 | \$ 317,467 |
| Operating Expenditures/Expenses | 22,095 | 24,014 | 108,779 | 109,257 |
| Capital Outlay | 29,449 | 0 | 0 | 0 |
| | \$ 256,523 | \$ 230,168 | \$ 400,961 | \$ 426,724 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 179,668 | \$ 194,302 | \$ 276,929 | \$ 302,692 |
| Grants (Not Transportation Related) | 76,855 | 35,866 | 124,032 | 124,032 |
| | \$ 256,523 | \$ 230,168 | \$ 400,961 | \$ 426,724 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 3 | 4 | 4 | 4 |
| Funded FTE Positions | 3.00 | 4.00 | 4.00 | 4.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

PERSONNEL SERVICES:

- A 9.62% increase in Healthcare costs is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

Value Adjustment Board

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ (1) | \$ 0 | \$ 0 | \$ 0 |
| Other Non Operating | 696,656 | 706,445 | 713,529 | 687,476 |
| | \$ 696,655 | \$ 706,445 | \$ 713,529 | \$ 687,476 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 696,655 | \$ 706,445 | \$ 713,529 | \$ 687,476 |
| | \$ 696,655 | \$ 706,445 | \$ 713,529 | \$ 687,476 |

| | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|
| Funded Positions | 5 | 5 | 5 | 4 |
| Funded FTE Positions | 5.00 | 5.00 | 5.00 | 4.00 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

NON OPERATING EXPENDITURES:

- One position is transferred to the Clerk's office to better align personnel resources to the workload.

Capital Improvement Program Projects

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 12,806,620 | \$ 14,269,279 | \$ 48,972,810 | \$ 61,676,396 |
| Capital Outlay | 269,553,417 | 230,943,762 | 1,057,983,564 | 931,365,995 |
| Grants & Aids | 8,701,694 | 9,644,753 | 22,066,252 | 19,383,500 |
| | \$ 291,061,731 | \$ 254,857,794 | \$ 1,129,022,626 | \$ 1,012,425,891 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide Special Revenue Funds | \$ 5,053,451 | \$ 6,594,503 | \$ 12,910,783 | \$ 13,498,974 |
| Unincorporated Area Special Revenue Funds | 20,581,301 | 22,048,730 | 67,801,013 | 67,100,607 |
| Transportation Trust Fund | 39,949,475 | 65,835,905 | 350,346,360 | 359,609,762 |
| Library Tax District Special Rev Fd | 8,147,957 | 8,632,947 | 37,108,965 | 20,432,916 |
| CIT Special Revenue Fund | 25,072,334 | 21,123,739 | 68,851,606 | 38,314,362 |
| Grants (Not Transportation-Related) | 3,213,887 | 5,840,822 | 12,504,083 | 5,645,961 |
| Countywide Construction Fd | 11,258,777 | 5,458,869 | 46,940,227 | 54,212,445 |
| Unincorporated Area Construction Fd | 2,659,801 | 5,958,499 | 16,115,102 | 10,895,850 |
| Court Facil Imprvmt Non-Bd Proj Fd | 108,222 | 749,651 | 94,480 | 81,308 |
| CST Bonds (2015) Project Fund (PSOC) | 7,350,116 | 1,022,015 | 4,960,695 | 3,912,623 |
| NextGeneration911 Capital Proj Fund | 2,545,069 | 60,578 | 980,920 | 0 |
| Non Ad Val Bonds (2019) Project Fund | 7,086,093 | 11,293,410 | 142,062,799 | 102,408,546 |
| ELAPP Bonds (2019) Project Fund | | 1,348,593 | 66,146,890 | 44,042,607 |
| BP Oil Spill Proceeds Project Fd | 0 | 0 | 13,500,000 | 13,206,885 |
| Half Cent CIP Bonds (2020) Project Fund | 0 | 0 | 5,500,000 | 5,500,000 |
| Environmental Lands Acq & Protect Fund | 2,938,338 | 1,359,809 | 13,003,843 | 11,827,041 |
| Commercial Paper & Credit Capacity Fund | 0 | 0 | 14,500,000 | 13,326,500 |
| Public Works Solid Waste Resource Recovery | 434,298 | 2,300,540 | 33,419,839 | 27,098,500 |
| Public Utilities Water/Wastewater | 154,662,612 | 95,229,184 | 222,275,021 | 221,311,004 |
| | \$ 291,061,731 | \$ 254,857,794 | \$ 1,129,022,626 | \$ 1,012,425,891 |

Debt Service Accounts

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 987,593 | \$ 1,134,387 | \$ 2,378,057 | \$ 4,216,872 |
| Debt Service Costs | 179,893,174 | 165,725,632 | 259,520,608 | 144,295,307 |
| Other Non Operating | 0 | 0 | 0 | 1,601,945 |
| | \$ 180,880,767 | \$ 166,860,019 | \$ 261,898,665 | \$ 150,114,124 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| 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 | 1,387,032 | 875,000 | 875,000 |
| 2008 Non-Ad Val Ref Rev (Whse/Shrf Fac Prj) Bnds Sk Fd | 1,149,192 | 1,331,227 | 1,334,824 | 1,331,915 |
| 2017A/2017B 4th Ct TDT Rev Bonds Sinking Fd | 2,360,719 | 2,297,187 | 2,300,732 | 2,306,411 |
| 2016 5th Ct TDT Ref Rev Bonds Sinking Fund | 2,027,544 | 2,080,544 | 2,084,695 | 2,082,443 |
| 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 | 53,062,906 | 5,116,397 | 5,404,568 |
| 2015 Court facilities Ref Revenue Note Sinking Fund | 2,102,769 | 2,030,972 | 2,110,399 | 2,103,535 |
| CIP Ref Bds Series 06 Fund | 2,749,025 | 2,746,425 | 2,754,425 | 2,758,300 |
| M2Gen Proj Rev/Sinking Fund Note 37 | 1,090,207 | 1,163,512 | 1,708,000 | 1,699,955 |
| Comm Paper Notes Sink Fd-Stadium Cap Imp Proj | 0 | 400,000 | 11,900,000 | 10,450,000 |
| Comm Paper Notes Sink Fd-Arena Capital Imp Proj | 2,027,481 | 1,646,610 | 2,580,000 | 6,302,000 |
| 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 | 9,848,075 | 9,859,700 | 9,851,245 |
| 2012 Cap Improvement Prog Rev Bds Sinking Fd | 33,921,102 | 6,666,424 | 6,678,764 | 6,677,964 |
| 2015 Arena Non-AdValorem Ref Rev Note Sinking Fd | 1,144,284 | 1,145,358 | 1,153,969 | 1,151,746 |
| 2015 Communications Svcs Tax Rev Bds Sinking Fund | 4,034,350 | 4,035,350 | 4,097,750 | 4,112,650 |
| 2015 Comm Invest Tax Ref Rev Bonds Sinking Fund | 9,364,200 | 20,327,850 | 20,336,000 | 20,318,500 |
| 2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fd | 0 | 993,903 | 0 | 0 |
| 2018 Capital Improve Program (Taxable) Sinking Fd | 0 | 10,654,191 | 5,618,429 | 5,049,088 |
| 2017 Capital Improve Program (Taxable) Sinking Fd | 0 | 0 | 0 | 0 |
| 2018 Community Investment Tax Sinking Fund | 321,010 | 2,315,220 | 6,836,825 | 6,848,575 |
| 2020 CIP Half Cent Sinking Fund | 0 | 0 | 450,000 | 450,000 |
| 2019 CIP Sinking Fund | 0 | 1,471,831 | 0 | 0 |
| Non Ad Val Bonds (2019) Project Fund | 78,133 | 76 | 10,995,946 | 0 |
| Environmental Lands Acq & Protect Fund | 0 | 1,133,794 | 0 | 0 |
| Commercial Paper & Credit Capacity Fund | 97,963 | 172,318 | 3,195,000 | 2,689,000 |
| Transportation MP Bds DS | 0 | 0 | 0 | 14,601,945 |
| Public Works Solid Waste Resource Recovery | 12,976,630 | 13,093,652 | 13,029,150 | 13,000,692 |
| Public Utilities Water/Wastewater | 16,528,524 | 16,584,550 | 127,700,705 | 18,440,250 |
| Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002 | 9,137,600 | 8,934,724 | 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 | 0 | 0 | 321,000 |
| | \$ 180,880,769 | \$ 166,860,019 | \$ 261,898,665 | \$ 150,114,124 |

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 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 206,859 | \$ 247,657 | \$ 172,583 | \$ 172,853 |
| Grants & Aids | 182,218,114 | 115,484,781 | 127,423,500 | 110,898,353 |
| | \$ 182,424,973 | \$ 115,732,438 | \$ 127,596,083 | \$ 111,071,206 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 16,897,535 | \$ 17,915,809 | \$ 26,238,037 | \$ 28,287,305 |
| Unincorporated Area General Fund | 0 | 0 | 0 | 0 |
| County wide Special Revenue Fund | 84,964,894 | 21,651,083 | 3,690,268 | 3,747,000 |
| Sales tax Revenue Fund | 72,246,110 | 70,361,038 | 75,679,898 | 63,021,414 |
| Transportation Trust Fund | 2,180,494 | 2,221,626 | 2,239,736 | 2,088,650 |
| Stadium Improvements Project Fund | | 0 | 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 | 3,582,882 | 8,100,000 | 13,611,080 |
| | \$ 182,424,973 | \$ 115,732,438 | \$ 127,596,083 | \$ 111,071,206 |

BUDGET CHANGES AND OPERATIONAL IMPACT FY 20 TO FY 21

CAPITAL AND OTHER EXPENDITURES:

- Decreased revenue from Community Investment Tax decrease payments (sharing) to the City of Tampa, City of Temple Terrace and the Plant City \$5,522,767
- Decreased revenue from the Community Investment Tax decrease payments (sharing) to the Hillsborough School Board by 7,134,092

Governmental Agencies

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------|-------------------|-------------------|----------------------|
| GENERAL FUNDS | | | | |
| Countywide General Fund | | | | |
| Florida Division of Forestry | \$28,061 | \$28,061 | \$28,609 | \$28,609 |
| Florida Department of Juvenile Justice | 0 | 0 | 25,000 | 0 |
| Hart saver Bus Passes | 68,167 | 69,396 | 184,000 | 184,000 |
| Hart | 2,334,170 | 2,334,170 | 650,000 | 0 |
| Health Department | 320,888 | 325,678 | 484,483 | 484,753 |
| National Estuary Program | 90,431 | 92,692 | 95,009 | 97,384 |
| Plant City Tax Increment Financing | 634,232 | 713,012 | 830,213 | 920,644 |
| School Board Racing Commission | 446,500 | 446,500 | 446,500 | 446,500 |
| Tampa Bay Regional Planning Council | 434,895 | 443,377 | 452,836 | 465,000 |
| Tampa Sports Authority (Property Taxes & Oper Deficit) | 1,709,429 | 733,742 | 1,283,991 | 2,258,319 |
| Tampa Sports Authority Soccer Complex | 0 | 849,147 | 330,000 | 350,000 |
| Tampa Tax Increment Financing | 10,484,198 | 11,330,833 | 20,605,017 | 22,184,760 |
| Tampa Bay Area Regional Transit Authority | - | 120,970 | 223,000 | 235,000 |
| Temple Terrace Tax Increment Financing | 98,556 | 144,671 | 190,379 | 223,336 |
| The Children's Board of Hillsborough County | 191,008 | 226,560 | 350,000 | 350,000 |
| University of Florida Aquaculture Lab | 57,000 | 57,000 | 57,000 | 57,000 |
| Van Pool Discounts for County Employees | 0 | 0 | 2,000 | 2,000 |
| TOTAL GENERAL FUNDS | 16,897,535 | 17,915,809 | 26,238,037 | 28,287,305 |
| SPECIAL REVENUE FUNDS | | | | |
| Unincorporated Area Special Purpose Revenue Fund | | | | |
| Phosphate Severance Tax | 0 | 0 | 0 | 0 |
| | 0 | 0 | 0 | 0 |
| Countywide Special Purpose Revenue Fund | | | | |
| School Site Impact Fees Administration | 147,871 | 600,088 | 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 | 3,309,573 | 3,343,268 | 3,400,000 |
| Hillsborough County School Board | 81,357,451 | 17,499,422 | 0 | 0 |
| | 84,964,894 | 21,651,083 | 3,690,268 | 3,747,000 |
| Sales Tax Revenue Fund | | | | |
| CIT Distributions/Tampa Sports Authority | 10,291,840 | 9,680,322 | 9,684,292 | 9,682,667 |
| Community Investment Tax Distrib/City of Temple Terrace | 1,410,146 | 1,395,257 | 1,531,581 | 1,175,027 |
| Community Investment Tax Distributions/City of Plant City | 2,062,796 | 2,027,410 | 2,249,423 | 1,739,387 |
| Community Investment Tax Distributions/City of Tampa | 19,902,879 | 19,713,969 | 21,830,980 | 17,174,803 |
| Community Investment Tax Distributions/School Board | 33,224,241 | 32,715,210 | 36,033,618 | 28,899,526 |
| Sports Authority Sports Facility Sales Tax Bonds | 2,000,004 | 2,000,004 | 2,000,004 | 2,000,004 |
| | 68,891,906 | 67,532,172 | 73,329,898 | 60,671,414 |

Governmental Agencies

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| County Transportation Trust Fund | | | | |
| Alternative Transportation Program | 11,000 | 23,500 | 23,500 | 23,500 |
| Gas Tax Distribution - Tampa | 1,847,639 | 1,873,363 | 1,889,527 | 1,765,987 |
| Gas Tax Distribution - Temple Terrace | 130,680 | 132,386 | 132,341 | 120,616 |
| Gas Tax Distribution - Plant City | 191,175 | 192,377 | 194,368 | 178,547 |
| | <u>2,180,494</u> | <u>2,221,626</u> | <u>2,239,736</u> | <u>2,088,650</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 | 312,866 | 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>2,828,866</u> | <u>350,000</u> | <u>350,000</u> |
| TOTAL SPECIAL REVENUE FUNDS | 159,391,498 | 94,233,747 | 81,609,902 | 68,857,064 |
| CAPITAL PROJECTS FUNDS | | | | |
| Commercial Paper Note Issuance Fund | | | | |
| Arena Improvements | 1,999,940 | 3,582,882 | 8,100,000 | 13,611,080 |
| Raymond James Stadium Capital Improvements | 4,136,000 | | 11,648,144 | 315,757 |
| TOTAL CAPITAL FUNDS | 6,135,940 | 3,582,882 | 19,748,144 | 13,926,837 |
| TOTAL GOVERNMENTAL AGENCIES | <u>\$182,424,973</u> | <u>\$115,732,438</u> | <u>\$127,596,083</u> | <u>\$111,071,206</u> |

Non-Departmental Allotments

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Personnel Services | \$ 1,307,121 | \$ 1,517,542 | \$ 3,612,172 | \$ 3,212,476 |
| Operating Expenditures/Expenses | 148,587,902 | 142,702,391 | 163,262,844 | 184,287,862 |
| Capital Outlay | 856,494 | 1,070,533 | 2,331,824 | 5,509,634 |
| Grants & Aids | 5,812,035 | 5,495,175 | 26,246,618 | 116,173,861 |
| Other Non Operating | 0 | 0 | 1,690,000 | 1,690,000 |
| | \$ 156,563,552 | \$ 150,785,641 | \$ 197,143,458 | \$ 310,873,833 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 9,761,115 | \$ 9,922,662 | \$ 46,858,497 | \$ 42,324,221 |
| Unincorporated Area General Fund | 19,306,779 | 16,941,174 | 8,269,183 | 5,982,581 |
| BOCC CARES ACT | 0 | 0 | 0 | 118,137,067 |
| Countywide Special Revenue Funds | 3,775,071 | 3,842,361 | 4,104,780 | 4,098,548 |
| Unincorporated Area Special Revenue Funds | 150,000 | 150,000 | 0 | 0 |
| Transportation Trust Fund | 5,793,549 | 364 | 4,000 | 4,000 |
| Grants (Not Transportation-Related) | 11,697,798 | 2,748,852 | 6,956,778 | 7,375,812 |
| Self Insurance Fund | 106,079,240 | 117,180,228 | 130,950,220 | 132,951,604 |
| | \$ 156,563,552 | \$ 150,785,641 | \$ 197,143,458 | \$ 310,873,833 |

| | | | | |
|-----------------------------|--------------|--------------|-----------|-----------|
| Funded Positions | 27 | 18 | 15 | 15 |
| Funded FTE Positions | 26.75 | 18.75 | 15 | 15 |

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 20 TO FY 21

PERSONNEL SERVICES:

- Fifteen temporary pooled positions are funded. The decrease is due to a reduction of overtime for future disaster events.

OPERATING EXPENDITURES:

- A \$118,137,067 budget is established for the H.R. CARES ACT.
- The Homeless budget is increased by \$2,585,000.
- The Commercial Insurance Premium budget is increased by \$1,378,640.
- The Disaster Preparedness budget is increased by \$440,000.
- The Strategic Planning budget is increased by \$100,000.
- A \$100,000 budget is established for Equity Profile.

CAPITAL AND OTHER EXPENDITURES:

- The Disaster Preparedness budget is increased by \$1,500,000.

GRANTS AND AID:

- The Affordable Housing budget has been transferred to the department.
- The Children's Services Assessment Center budget is increased by \$1 million.

A list of detailed appropriations is found in the following pages. The listing does not include funding that these organizations may receive through departmental contracts embedded within departmental budgets.

Non-Departmental Allotments

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------|-----------------|------------------|----------------------|
| GENERAL FUNDS | | | | |
| Countywide General Fund | | | | |
| Affordable Housing | \$ 0 | \$ 16,667 | \$ 15,000,000 | \$ 0 |
| Aging Services | 616,157 | (2,562) | 0 | 0 |
| Black Heritage Tourism Initiative | 0 | 0 | 250,000 | 250,000 |
| Bond Counsel | 0 | 1,522 | 120,000 | 120,000 |
| Brandon Chamber of Commerce | 13,200 | 13,200 | 32,000 | 32,000 |
| Carrollwood Traffic Control | 0 | 0 | 220,000 | 220,000 |
| Census | 0 | 0 | 75,000 | 0 |
| Center Place Renovations | 0 | 0 | 50,000 | 0 |
| Children's Services Assessment Center | 0 | 28,738 | 3,000,000 | 3,000,000 |
| Clerk's Armed Guard Services | 81,849 | 76,120 | 100,000 | 100,000 |
| Commercial Insurance | 855,113 | 924,548 | 961,277 | 1,339,905 |
| Commissioners Surety Bonds | 0 | 1,591 | 10,000 | 10,000 |
| Comprehensive Plan Updates | 118,255 | 88,442 | 350,000 | 450,000 |
| Constitutional Officers Salary Increases | 0 | 0 | 5,000 | 5,000 |
| Cost Allocation Plan | 25,000 | 25,000 | 35,000 | 35,000 |
| County Parking Subsidy | 92,820 | 101,720 | 230,960 | 240,000 |
| County Survey | 0 | 95,800 | 100,000 | 100,000 |
| Cultural Assets Program | 0 | 82,368 | 1,850,000 | 2,100,000 |
| Deferred Compensation Plan Consultant | 0 | 0 | 50,000 | 50,000 |
| Disaster Preparedness | 1,668,159 | 1,911,230 | 1,261,259 | 3,201,259 |
| Employee Tuition Reimbursement | 30,540 | 62,500 | 50,000 | 100,000 |
| EPC Water Sampling Equipment | 0 | 0 | 500,000 | 320,000 |
| Equity Profile | 0 | 0 | 0 | 100,000 |
| Fallen Heroes Fund | 0 | 0 | 200,000 | 200,000 |
| Financial Advisor | 16,269 | 173,308 | 600,000 | 600,000 |
| Financial Audit Services | (225,487) | 352,757 | 500,000 | 600,000 |
| Flexible Spending Account Admin Fees | 111,789 | 86,007 | 225,000 | 225,000 |
| Greater Riverview Chamber of Commerce | 11,000 | 11,000 | 25,000 | 25,000 |
| Gasparilla Bowl | 0 | 25,000 | 25,000 | 25,000 |
| Health Insurance Subsidy - Disabled Retirees | 0 | 0 | 2,080 | 2,080 |
| Health Insurance Subsidy - Retired Employees | 487,295 | 494,180 | 501,040 | 501,040 |
| Homeless | 0 | 0 | 4,000,000 | 6,585,000 |
| Human Trafficking Initiative | 0 | 0 | 200,000 | 200,000 |
| Impound Lot - Veterinary Svcs and Advertising | 1,167 | 838 | 1,200 | 1,200 |
| Intergovernmental Representation | 252,000 | 158,000 | 353,000 | 403,000 |
| International Protocol Officer Partnership | 72,200 | 76,960 | 80,000 | 80,000 |
| Junior Achievement | 248,000 | 2,000 | 0 | 0 |
| Jury Parking | 135,750 | 132,373 | 218,750 | 218,750 |
| Law Library Building Lease | 87 | 94 | 100 | 106 |
| Legal Advertising | 33,537 | 23,350 | 80,000 | 80,000 |
| Membership - Florida Assoc. of Counties | 119,440 | 119,440 | 121,709 | 147,500 |
| Membership - National Assoc. of Counties | 22,274 | 22,274 | 23,019 | 23,019 |
| Membership - National Forum Black Public Admin. | 0 | 0 | 2,500 | 2,500 |
| Metropolitan Planning Organization Study | 0 | 0 | 500,000 | 150,000 |
| Miscellaneous | (33,939) | 3,471 | 0 | 0 |
| Municode Subscription | 0 | 0 | 30,000 | 30,000 |
| Non-Ad Valorem Assessments | 0 | 0 | 35,000 | 35,000 |

Non-Departmental Allotments

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------|-----------------|------------------|----------------------|
| Countywide General Fund (continued) | | | | |
| One Time Unallocated Funds | 306,473 | 232,434 | 1,625,600 | 4,000,000 |
| Other Countywide Costs - Clerk | 2 | 1 | 1,519 | 1,400 |
| Outside Legal/Attorneys | 297,956 | 231,517 | 400,000 | 400,000 |
| PCORI Fee | 0 | 24,728 | 0 | 0 |
| Performance Audits | 476,887 | 388,996 | 500,000 | 500,000 |
| Pictometry Initiative | 529,590 | 440,855 | 661,282 | 485,000 |
| Plant City Chamber of Commerce | 11,000 | 11,000 | 25,000 | 25,000 |
| Poet Laureate | 0 | 18,000 | 18,000 | 18,000 |
| Pool Positions | 52,683 | 16,451 | 793,808 | 821,460 |
| Recording Fees | 7,544 | 6,015 | 15,000 | 15,000 |
| Redevelopment | 709,043 | 609,617 | 2,000,000 | 2,000,000 |
| Security Services - County Center | 668,046 | 715,497 | 1,690,000 | 1,690,000 |
| South Shore Chamber of Commerce | 11,000 | 11,000 | 25,000 | 25,000 |
| South Tampa Chamber of Commerce | 11,000 | 11,000 | 25,000 | 25,000 |
| Strategic Planning | 60,000 | 60,000 | 170,000 | 270,000 |
| 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 | 0 | 0 | 0 |
| Tampa Bay Water Issues | 48,440 | 0 | 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 | 78,902 | 95,000 | 95,000 |
| Tax Deed Title Searches | 12,250 | 4,840 | 25,000 | 25,000 |
| Temple Terrace Chamber of Commerce | 11,000 | 11,000 | 25,000 | 25,000 |
| TRIM Mailing Costs | 232,113 | 227,442 | 275,000 | 275,000 |
| Unemployment Benefits | 2,795 | 0 | 50,000 | 50,000 |
| University Area Circulator Service | 0 | 0 | 750,000 | 750,000 |
| USF Area Innovation District-Master Plan | 15,000 | 173,545 | 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 | 30,000 | 50,000 | 0 |
| Workforce Initiatives | 378,677 | 276,386 | 500,000 | 500,000 |
| | 9,343,365 | 9,537,162 | 43,976,479 | 36,185,595 |
| Economic Development Activity Fund | | | | |
| Film Commission | 417,750 | 385,500 | 913,000 | 913,000 |
| USF IAE Grant | 0 | 0 | 1,909,018 | 5,225,626 |
| One Time Unallocated Funds | 0 | 0 | 60,000 | 0 |
| | 417,750 | 385,500 | 2,882,018 | 6,138,626 |
| Unincorporated Area General Fund | | | | |
| Affordable Housing Program Costs | 224,208 | 112,094 | 400,000 | 400,000 |
| Coastal Canal Program | 0 | 0 | 200,000 | 200,000 |
| Constitutional Officers Salary Increases | 0 | 0 | 5,000 | 5,000 |
| Dana Shores Underground Utility | 22,091 | 734,851 | 1,440,000 | 1,440,000 |
| Fire Rescue Special Health Claims | 0 | 0 | 500,000 | 500,000 |
| Hearing Masters - Parking Violations | 1,080 | 1,080 | 3,000 | 3,000 |
| Historic Landmark Resource Program | 0 | 0 | 45,000 | 25,000 |
| Impact Fee Offset Buyback Program | 17,675,610 | 14,420,245 | 0 | 0 |
| Land Development Code Revisions | 135,000 | 0 | 200,000 | 200,000 |

Non-Departmental Allotments

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| Unincorporated Area General Fund (continued) | | | | |
| Local Ordinance Enforcement - Filing Fees | 680 | 1,570 | 5,000 | 5,000 |
| Local Ordinance Enforcement - Public Defender | 14,000 | 20,600 | 50,000 | 50,000 |
| Local Ordinance Enforcement - State Attorney | 18,000 | 30,000 | 24,000 | 24,000 |
| One Time Unallocated Funds | 49,498 | 156,817 | 315,012 | 1,070,000 |
| Palm River Water Project | 339,500 | 38,500 | 0 | 35,000 |
| Pool Positions | 357 | 24,357 | 467,171 | 410,581 |
| Property Registration Contractor | 0 | 664,350 | 750,000 | 750,000 |
| Red Light Camera Monitoring Costs (ATS) | 619,978 | 587,216 | 715,000 | 715,000 |
| Red Light Camera Monitoring Review Costs (HCSO) | 41,855 | 34,566 | 60,000 | 60,000 |
| Ruskin Firehouse Cultural Center | 104,922 | 114,928 | 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 | 16,941,174 | 8,269,183 | 5,982,581 |
| TOTAL GENERAL FUNDS | 29,067,894 | 26,863,836 | 55,127,680 | 48,306,802 |
| 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 | 299,780 | 304,780 | 298,548 |
| Florida Department of Juvenile Justice Fund | | | | |
| JBI Commission for US Dept. of Justice Reimbursement | 0 | 42,581 | 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 | 1,899,339 | 1,501,778 | 2,175,812 |
| Future Disaster Event Costs | 0 | 849,513 | 5,455,000 | 5,200,000 |
| County Transportation Trust Fund | | | | |
| SBA Administration Fees | 233 | 364 | 4,000 | 4,000 |
| H.R. 748 CARES ACT | | | | |
| Cares Act | 0 | 0 | 0 | 118,137,067 |
| TOTAL SPECIAL REVENUE FUNDS | 21,416,418 | 6,741,577 | 11,065,558 | 129,615,427 |
| COUNTY SELF INSURANCE FUND | | | | |
| Workers Compensation Insurance | 6,013,790 | 6,436,027 | 9,608,448 | 9,607,899 |
| General Liability Insurance | 8,257,975 | 11,367,336 | 9,782,873 | 11,800,076 |
| Employee Group Health Insurance | 91,807,475 | 99,374,680 | 111,556,292 | 111,543,456 |
| OPEB Retiree Indirect Administrative Costs | 0 | 2,185 | 2,607 | 173 |
| TOTAL SELF INSURANCE FUND | 106,079,240 | 117,180,228 | 130,950,220 | 132,951,604 |
| TOTAL NON-DEPARTMENTAL ALLOTMENTS | \$ 156,563,552 | \$ 150,785,641 | \$ 197,143,458 | \$ 310,873,833 |

Nonprofit Organizations

| Appropriations | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---------------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Operating Expenditures/Expenses | \$ 0 | \$ 0 | \$ 200,000 | \$ 200,000 |
| Capital outlay | 0 | 0 | 50,000 | 50,000 |
| Grants & Aids | 22,010,596 | 24,102,123 | 31,699,089 | 26,268,246 |
| | \$ 22,010,596 | \$ 24,102,123 | \$ 31,949,089 | \$ 26,518,246 |

| Budget by Fund | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|-------------------------|-------------------------|-------------------------|--------------------------|------------------------------|
| Countywide General Fund | \$ 7,622,445 | \$ 8,502,123 | \$ 11,153,858 | \$ 11,738,058 |
| Sales Tax Revenue Fund | 14,388,151 | 15,600,000 | 20,795,231 | 14,780,188 |
| | \$ 22,010,596 | \$ 24,102,123 | \$ 31,949,089 | \$ 26,518,246 |

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 20 TO FY 21

GRANTS AND AID:

- The majority of nonprofits are funded at the continuation level for FY 21 with the exception of several agencies that were funded on a one-time only basis in FY 20.
- The Enterprising Latinas budget of \$650,000 is transferred from the Other Governmental Agencies budget.
- A \$50,000 budget is established for United Bikerz Jamboree.
- Decreases in grants and aid are based on the decline in projected revenue.

Details by agency are shown in the following pages.

Nonprofit Organizations

| Descriptions | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommend |
|--|-----------------|-----------------|------------------|--------------------|
| GENERAL FUNDS | | | | |
| Countywide General Fund | | | | |
| A Brighter Community | \$5,310 | \$5,310 | \$5,314 | \$5,314 |
| America United Inc. (YES) | 48,500 | 33,496 | 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 | 954,566 | 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 | 250,450 | 225,450 | 225,450 |
| County Historical Commission | 7,215 | 8,180 | 20,000 | 20,000 |
| Crisis Center Admin | 912,130 | 1,312,130 | 1,312,130 | 1,312,130 |
| Dawning Family Services Inc. | 41,368 | 41,368 | 41,368 | 41,368 |
| 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 | 5,000 | 12,572 | 12,572 |
| Egmont Key | 5,000 | 5,000 | 5,000 | 5,000 |
| Enterprising Latinas | 0 | 0 | 0 | 650,000 |
| Feeding Tampa Bay | 165,025 | 165,025 | 362,225 | 165,025 |
| Florida-Israel Business Accelerator Program | 100,000 | 100,000 | 100,000 | 100,000 |
| Florida Solar United Neighborhoods Cooperative | 0 | 0 | 15,000 | 30,000 |
| 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 | 75,214 | 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 | (4,685) | 13,127 | 13,127 |
| Hillsborough Veterans Council Inc. | 9,990 | 9,993 | 10,000 | 10,000 |
| Hispanic Business Initiative Fund | 160,000 | 160,000 | 160,000 | 160,000 |
| Hispanic Services Council Inc. | 12,636 | 10,517 | 31,275 | 31,275 |
| Humane Society | 0 | 0 | 30,000 | 30,000 |
| Life Enrichment Center | 100,000 | 99,998 | 100,000 | 100,000 |
| Live Fresh | 0 | 0 | 250,000 | 250,000 |
| NAACP Empowerment Center | 10,125 | 10,125 | 10,125 | 10,125 |
| One Time Unallocated Funds | 50,000 | 5,000 | 60,000 | 300,000 |
| 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 | 113,334 | 0 | 0 |
| REACHUP | 0 | 0 | 300,000 | 300,000 |
| Redland Christian Migrant Association | 54,520 | 54,519 | 54,520 | 54,520 |
| Self Reliance | 13,220 | 13,262 | 13,268 | 13,268 |
| Seniors in Service | 5,400 | 5,400 | 5,400 | 5,400 |
| Sickle Cell Association | 33,876 | 33,875 | 33,876 | 33,876 |
| Solar and Energy Loan Fund | 0 | 100,000 | 100,000 | 100,000 |
| Starting Right Now | 75,109 | 4,229 | 130,000 | 130,000 |
| Sulphur Springs Museum | 0 | 47,260 | 53,000 | 53,000 |
| Suncoast Community Health Centers | 0 | 0 | 1,000,000 | 1,000,000 |

Nonprofit Organizations

| Descriptions | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommend |
|--|---------------------|---------------------|---------------------|---------------------|
| Countywide General Fund (continued) | | | | |
| Sustany Foundation | 0 | 0 | 35,000 | 35,000 |
| Tampa Bay Arts & Education Network | 0 | 100,000 | 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 | 74,186 | 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 | 100,512 | 100,521 | 100,521 |
| The Spring Inc. | 167,549 | 175,136 | 201,129 | 201,129 |
| United Bikerz Jamboree | 0 | 0 | 0 | 50,000 |
| United Cerebral Palsy | 10,247 | 10,247 | 10,247 | 10,247 |
| United Food Bank of Plant City | 0 | 50,044 | 58,600 | 0 |
| | 5,146,778 | 5,946,273 | 8,641,773 | 9,240,973 |
| Seminole Gaming Compact Fund | | | | |
| African American Art Museum | 0 | 0 | 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 | 932,765 | 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 | 2,555,850 | 2,512,085 | 2,497,085 |
| COUNTYWIDE GENERAL FUND TOTAL | 7,622,445 | 8,502,123 | 11,153,858 | 11,738,058 |
| SPECIAL REVENUE FUNDS | | | | |
| Sales Tax Revenue Fund | | | | |
| 3% Tourist Development Tax | | | | |
| Festivals and Events Program | 150,000 | 166,400 | 100,000 | 0 |
| NFL Host Committee | 0 | 0 | 2,000,000 | 3,000,000 |
| Out-of-Area Marketing Co-op Program | 903,081 | 960,000 | 1,029,000 | 0 |
| Plant City Sports Complex | 0 | 0 | 500,000 | 500,000 |
| Tampa Bay Convention and Visitors Bureau | 11,925,000 | 13,000,000 | 13,611,000 | 7,929,228 |
| Tampa Bay Sports Commission | 795,000 | 820,000 | 907,000 | 842,923 |
| TBCVB Business Incentive Payment | 465,070 | 500,000 | 500,000 | 500,000 |
| Visitor Experience Program | 150,000 | 153,600 | 150,000 | 914,384 |
| | 14,388,151 | 15,600,000 | 18,797,000 | 13,686,535 |
| 1% Addl (6Th Ct) Tourist Tax Fund | | | | |
| Tampa Bay Convention and Visitors Bureau | 0 | 0 | 1,998,231 | 1,093,653 |
| | 0 | 0 | 1,998,231 | 1,093,653 |
| SPECIAL REVENUE FUNDS TOTAL | 14,388,151 | 15,600,000 | 20,795,231 | 14,780,188 |
| NONPROFIT ORGANIZATIONS TOTAL | \$22,010,596 | \$24,102,123 | \$31,949,089 | \$26,518,246 |

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 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| 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 | 79,350,870 |
| 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 | 58,159,473 | 58,200,000 |
| Other Designated Reserves | | | | |
| Reserve for Grant Match | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Reserve for BP Oil Spill Settlement | 22,780,940 | 21,780,940 | 780,940 | 780,940 |
| Reserve for Attrition (Policy 03.02.02.25) | 479,091 | 469,387 | 499,303 | 562,285 |
| Reserve for Unreimbursed Disaster Expenses | 5,006,878 | 0 | 0 | 0 |
| Other Designated Reserves | 15,493,235 | 18,067,881 | 26,791,438 | 23,775,973 |
| | 163,011,085 | 169,820,816 | 166,466,704 | 173,070,068 |
| 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 | 3,282,986 |
| | 1,017,116 | 4,119,676 | 6,159,464 | 3,532,695 |
| Countywide Economic Development Activity Fund | | | | |
| Reserve for Contingency (Policy 03.02.05.00) | 8,100,004 | 11,241,987 | 10,724,716 | 6,442,430 |
| | 8,100,004 | 11,241,987 | 10,724,716 | 6,442,430 |
| | 172,128,205 | 185,182,479 | 183,350,884 | 183,045,193 |
| Unincorporated Area General Fund | | | | |
| Refund Prior Year Revenue | 200,000 | 332,810 | 0 | 225,000 |
| Reserve for Contingency (Policy 03.02.05.00) | 13,956,596 | 24,626,089 | 27,319,673 | 48,021,311 |
| Reserve Unrealized Fund Balance | 16,807,000 | 16,807,000 | 16,807,000 | 16,800,000 |
| Reserve Cash Bal-Stabiliz Funds (03.02.02.22) | 15,082,781 | 15,082,781 | 25,367,422 | 8,000,000 |
| Other Designated Reserves | | | | |
| Reserve for Attrition (Policy 03.02.02.25) | 2,394,672 | 2,425,000 | 2,459,636 | 675,077 |
| Reserve for Unreimbursed Disaster Expenses | 5,930,233 | 0 | 0 | 0 |
| Reserve for Economic Development | 5,518,544 | 6,172,347 | 6,944,859 | 6,079,885 |
| Other Designated Reserves | 12,804,937 | 12,444,937 | 12,444,937 | 7,074,937 |
| | 72,694,763 | 77,890,964 | 91,343,527 | 86,876,210 |
| TOTAL GENERAL FUND | 244,822,968 | 263,073,443 | 274,694,411 | 269,921,403 |

Reserves and Refunds

| Description | FY 18 Adopted | FY 19 Adopted | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| SPECIAL REVENUE FUNDS | | | | |
| (COUNTYWIDE & UNINCORPORATED) | | | | |
| Countywide Special Purpose Revenue Fund | | | | |
| Public Art Program--Countywide Ord. 89-32 | 52,205 | 28,037 | 58,795 | 61,263 |
| School Sites Impact Fees | 81,057,323 | 34,866,891 | 69,006,725 | 109,236,784 |
| Criminal Justice Education/Training FS 318.18(11)D / 93 | 4,639,245 | 4,784,929 | 4,897,510 | 4,042,085 |
| Criminal Justice Training R95-077 | 927,659 | 1,142,455 | 1,467,679 | 1,502,175 |
| County Boat Registration Fee Fund Ord. 08-32 | 373,541 | 562,597 | 537,812 | 479,224 |
| 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 | 3,479,366 | 3,616,875 |
| Alcohol & Drug Abuse Contingency FS 938.13 | 436,171 | 485,072 | 544,648 | 546,126 |
| Drug Abuse Alternative Source Fund R91-0223 | 310,594 | 271,477 | 272,548 | 276,348 |
| Brownfields | 40,377 | 41,143 | 45,004 | 42,570 |
| 800MHz Radio Communication System Fund | 2,299,525 | 1,692,837 | 2,009,318 | 1,502,318 |
| Fla Contraband Forfeiture Fund FS 932.703/704 | 3,341,510 | 4,905,540 | 4,714,174 | 3,603,095 |
| Drug Abuse Trust Fund FS938.21/Ord. 97-16 | 418,346 | 444,222 | 449,206 | 456,774 |
| Federal Treasury Asset Forfeiture Fund | 244,790 | 230,828 | 298,591 | 296,050 |
| Children's Advocacy Center Fund AO 99-081 | 18,064 | 20,677 | 21,834 | 23,420 |
| Drug Court Prog Admin Fund FS 796.07(6) | 86,439 | 48,645 | 2,797 | 3,558 |
| Traffic Surcharge Trust Fd (Ord 04-26;FS 318.18) | 2,601,810 | 4,234,706 | 3,547,598 | 4,149,730 |
| Crime Prevent/Safe Neighborhoods (FS 775.083) | 2,283,370 | 2,045,974 | 1,799,896 | 1,747,180 |
| Child Support Incentives Fund - SS Act Title IV-D | 208,600 | 229,649 | 262,619 | 266,321 |
| Victim Assist/Crime Prevent/Youth Advocacy R09-132 | 1,190,044 | 1,467,524 | 1,389,576 | 1,292,975 |
| Emergency Management Fac Plans Review Fund | 49,248 | 49,483 | 51,563 | 52,390 |
| Local Air Pollution Control Tag Fee FS 320.03 | 44,820 | 84,522 | 134,897 | 65,213 |
| Medicaid Certified Match Program | 82,636 | 83,144 | 88,014 | 88,088 |
| Major Maint & Repair Proj Fd-R3M-10002606 | 776,490 | 1,003,606 | 907,343 | 1,576,278 |
| Vehicle of Hire Services Fund | 0 | 680,208 | 362,949 | 53,059 |
| Pollution Recovery Fund LF 84-446 | 486,999 | 729,630 | 507,011 | 552,667 |
| State Revenue Sharing/-Revenue Stabiliz Res | 4,997,000 | 5,062,072 | 5,334,906 | 2,628,605 |
| Indigent Health Care Services FS 212.055 | 75,925,059 | 99,787,660 | 116,396,638 | 102,756,417 |
| 911 Emergency Telephone Sys-Combined Fund | 3,747,878 | 3,038,240 | 2,225,456 | 2,166,038 |
| FEMA - Disaster Event | 0 | 0 | 5,203,918 | 652,743 |
| Fla Boating Improvement Fund FS 328.72 (15) | 123,497 | 0 | 1,244,853 | 822,897 |
| Joint County-City Wagnon Will Project Fund | 1,140 | 0 | 0 | 0 |
| NFL - Youth Education | 668,550 | 688,482 | 742,537 | 705,400 |
| Children's Services Contribution Fund | 1,178 | 1,952 | 94 | 2,017 |
| Florida Dept Of Juvenile Justice | 0 | 0 | 485,082 | 292,596 |
| ITS Project Fund | 0 | 482,380 | 2,000,000 | 271,734 |
| Animal Services Contributions Fund | 187,318 | 194,416 | 210,859 | 210,788 |
| CARES Act Interest | 0 | 0 | 0 | 1,197,055 |
| | 191,318,496 | 174,023,009 | 231,266,812 | 247,803,852 |

Reserves and Refunds

| Description | FY 18 Adopted | FY 19 Adopted | FY 20 Adopted | FY 21 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| Unincorporated Area Special Purpose Fund | | | | |
| Public Art Program MSTU Fund ORD89-32 | 7,442 | 9,131 | 12,612 | 18,986 |
| <u>Parks Impact Fees</u> | | | | |
| Adjustment to Future Capital Outlay | 947,788 | 646,224 | 1,219,234 | 3,616,189 |
| <u>Fire Service Impact Fee (all zones)</u> | | | | |
| Future Capital Outlay | 1,155,531 | 16,538 | 125,946 | 1,027,667 |
| Impact Fee Program Administration | 114,400 | 198,660 | 58,147 | 151,713 |
| Communications Services Tax | 1,000,000 | 518,554 | 872,913 | 1,500,000 |
| Adjust to Environ Rector Oper/Proj Fd.Ord. 92-05 | 703,304 | 9,798,629 | 4,669,609 | 5,075,915 |
| Adjust to Local Habitat Mitigation Bank Fund | 1,152,790 | 1,209,524 | 1,264,339 | 1,104,690 |
| Building Services Division Fund | 2,979,535 | 4,543,633 | 5,853,296 | 1,587,687 |
| Land Excavation Opr/Inspection Fund | 0 | 106,288 | 169,489 | 16,068 |
| Water Conservation Trust Fund Ord. 91-27 | 276,159 | 525,955 | 259,837 | 440,172 |
| Phosphate Severance Tax Fund FS 211.31 | 25,334 | 0 | 0 | 0 |
| Major Maint & Repair Proj Fd R3M-10002606 | 0 | 129,966 | 367,426 | 369,419 |
| Unincorporated Environmental Restoration Projects | 0 | 0 | 0 | 262,616 |
| Stormwater Management Fund | 647,198 | 1,697,903 | 9,758,495 | 3,927,877 |
| | 9,009,481 | 19,401,005 | 24,631,343 | 19,098,999 |
| TOTAL SPECIAL REVENUE FUNDS (TAX FUNDS) | 200,327,977 | 193,424,014 | 255,898,155 | 266,902,851 |
| 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 | 9,871,243 |
| Revenue Stabilization Reserve | 5,110,000 | 5,110,000 | 16,855,542 | 619,553 |
| <u>Professional Sports Franchise Facility Sales Tax</u> | | | | |
| Other Restricted Reserves | 178,616 | 179,509 | 187,547 | 191,765 |
| <u>3% Tourist Development Tax</u> | | | | |
| General & Other Contingencies | 4,176,923 | 712,116 | 0 | 0 |
| Debt Service Reserve | 141,500 | 0 | 0 | 0 |
| Other Restricted Reserves | 2,558,290 | 5,559,000 | 8,775,233 | 2,063,475 |
| <u>1% Additional (4th Cent) Tourist Tax Ord. 90-03</u> | | | | |
| General Contingency | 10,763,225 | 10,336,961 | 15,846,363 | 3,811,125 |
| Other Restricted Reserves | 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 Contingencies | 4,721,762 | 6,505,398 | 9,228,641 | 1,700,120 |
| Other Restricted Reserves | 1,300,000 | 1,300,000 | 1,300,000 | 1,300,000 |
| <u>1% Additional (6th Cent) Tourist Tax Ord. 03-0310010050</u> | | | | |
| General Contingency | 0 | 0 | 2,569,476 | 705,101 |
| <u>Local Gov't Infrastructure Surtax Fund</u> | | | | |
| Other Restricted Reserves | 9,478,315 | 1,743,852 | 13,122,629 | 8,116,137 |
| | 64,417,873 | 53,433,368 | 81,651,952 | 30,778,519 |
| Blended Component Units Fund | | | | |
| Reserve for Contingency - General | 556,693 | 194,586 | 0 | 0 |
| | 556,693 | 194,586 | 0 | 0 |
| Discretely Presented Component Units Fund | | | | |
| Reserve for Contingency - General | 0 | 0 | 575,000 | 6,479,384 |
| | 0 | 0 | 575,000 | 6,479,384 |

Reserves and Refunds

| Description | FY 18 Adopted | FY 19 Adopted | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| County Transportation Trust Fund | | | | |
| Refund of Revenue | 87,006 | 0 | 85,007 | 0 |
| Other Designated Reserves | 4,300,000 | 0 | 1,190,210 | 657,071 |
| Reserve for Contingency - General | 1,952,485 | 2,399,204 | 922,211 | 922,000 |
| Reserve for Future Capital Outlay | 22,134,090 | 18,331,216 | 16,035,212 | 39,314,933 |
| Reserve for Fund Balance Carryforward | 1,500,530 | 1,500,167 | 2,527,962 | 3,486,535 |
| | 29,974,111 | 22,230,587 | 20,760,602 | 44,380,539 |
| Transportation Surtax Trust Fund | | | | |
| Reserve for Future Capital Outlay | 0 | 0 | 186,500,000 | 258,818,832 |
| | 0 | 0 | 186,500,000 | 258,818,832 |
| Library Tax District Fund | | | | |
| General Contingency | 20,578,773 | 14,821,067 | 5,994,423 | 4,749,354 |
| Reserve for Attrition | 137,905 | 137,905 | 120,852 | 125,505 |
| 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 | 2,067,553 | 4,680,269 | 21,598,920 |
| Other Restricted Reserves | 170,475 | 112,742 | 0 | 0 |
| Reserve for Future Capital Outlay | 220,409 | 464,121 | 466,315 | 6,513,640 |
| | 22,107,562 | 18,603,388 | 12,261,859 | 33,987,419 |
| Infrastructure Surtax Fixed Project Fund | | | | |
| Reserve for Future Capital Outlay | 3,445,530 | 3,466,977 | 6,616,661 | 1,210,975 |
| | 3,445,530 | 3,466,977 | 6,616,661 | 1,210,975 |
| TOTAL OTHER SPECIAL REVENUE FUNDS | 119,945,076 | 97,734,320 | 308,366,074 | 375,655,668 |
| DEBT SERVICE FUNDS | | | | |
| Fund Balance Carried Forward | 34,227,701 | 49,609,292 | 45,557,495 | 47,513,048 |
| General & Other Contingencies | 2,000,000 | 2,245,391 | 2,000,000 | 2,014,641 |
| Debt Service Reserve | 8,060,162 | 3,124,533 | 2,462,000 | 2,596,200 |
| TOTAL DEBT SERVICE FUND | 44,287,863 | 54,979,216 | 50,019,495 | 52,123,889 |
| CAPITAL PROJECTS FUNDS | | | | |
| Reserve for Future Capital Outlay | 4,203,935 | 4,767,690 | 3,846,110 | 4,797,205 |
| Other Designated Reserves | 61,710 | 61,360 | 34,380 | 47,900 |
| TOTAL CAPITAL PROJECTS FUNDS | 4,265,645 | 4,829,050 | 3,880,490 | 4,845,105 |
| ENTERPRISE FUNDS | | | | |
| Solid Waste System Enterprise Fund | | | | |
| Reserve for Future Capital Outlay | 11,241,701 | 5,690,297 | 12,749,739 | 12,778,913 |
| Reserve for Fund Balance Carryforward | 113,577,730 | 91,485,808 | 122,036,775 | 101,929,931 |
| 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 | 54,751,703 |
| | 166,122,389 | 141,026,428 | 186,622,864 | 174,614,673 |

Reserves and Refunds

| Description | FY 18 Adopted | FY 19 Adopted | FY 20 Adopted | FY 21 Recommended |
|---|------------------------|------------------------|------------------------|------------------------|
| Water & Wastewater Utility Enterprise Fund | | | | |
| Reserve for Future Capital Outlay | 4,763,592 | 6,194,336 | 16,286,896 | 23,241,805 |
| Reserve for Contingency - General | 34,070,406 | 46,274,537 | 16,747,087 | 14,803,547 |
| Other Designated Reserves | 134,143,182 | 120,560,693 | 206,950,624 | 212,581,073 |
| Debt Service Reserve | 18,792,915 | 18,784,206 | 10,188,908 | 2,169,999 |
| | 191,770,095 | 191,813,772 | 250,173,515 | 252,796,424 |
| TOTAL ENTERPRISE FUNDS | 357,892,484 | 332,840,200 | 436,796,379 | 427,411,097 |
| INTERNAL SERVICE FUND | | | | |
| Fleet Services Fund | | | | |
| Reserve for Future Capital Outlay | 11,823,074 | 25,825,880 | 36,082,710 | 35,529,816 |
| Reserve for Attrition | 22,034 | 25,172 | 26,121 | 974,130 |
| General & Other Contingencies | 1,672,125 | 2,462,022 | 322,012 | 108,237 |
| | 13,517,233 | 28,313,074 | 36,430,843 | 36,612,183 |
| County Self-Insurance Fund | | | | |
| <u>Insurance Program Administration</u> | | | | |
| General Contingency | 15,335 | 450,967 | 254,436 | 99,018 |
| <u>Workers' Compensation Insurance</u> | | | | |
| General Contingency | 14,568,331 | 16,519,018 | 20,586,043 | 21,705,002 |
| Long-Term Incurred Claims | 0 | 0 | 0 | 0 |
| Other Designated Reserves (Sheriff) | 0 | 0 | 0 | 0 |
| <u>General Liability Insurance</u> | | | | |
| General Contingency | 10,196,707 | 9,108,656 | 8,917,338 | 5,027,969 |
| <u>Catastrophic Disaster Insurance</u> | | | | |
| General Contingency (Policy 03.02.04.00) | 94,722,525 | 79,542,241 | 84,639,733 | 61,331,098 |
| <u>Employee Group Health Insurance</u> | | | | |
| General Contingency | 38,456,853 | 21,749,307 | 25,856,539 | 12,961,847 |
| Other Designated Reserves | 49,389,144 | 69,500,787 | 77,608,871 | 81,032,215 |
| | 207,348,895 | 196,870,976 | 217,862,960 | 182,157,149 |
| TOTAL INTERNAL SERVICE FUND | 220,866,128 | 225,184,050 | 254,293,803 | 218,769,332 |
| AGENCY FUNDS | | | | |
| <u>Capacity Assessment Special Assessment Bonds '06</u> | | | | |
| Adjustment to Designated Reserves | 8,899,277 | 2,550,416 | 7,414,233 | 12,188,971 |
| TOTAL AGENCY FUNDS | 8,899,277 | 2,550,416 | 7,414,233 | 12,188,971 |
| GRAND TOTAL | \$1,201,864,111 | \$1,174,809,295 | \$1,591,363,040 | \$1,627,818,316 |

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 FY 20 adopted budget and the FY 21 recommended 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 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| GENERAL FUND | | | | |
| <u>Countywide General Fund</u> | | | | |
| Revenue: | | | | |
| From Countywide Construction Fund | \$0 | \$0 | \$0 | \$0 |
| From Disaster Fund | 2,000,000 | 0 | 0 | 0 |
| From Countywide General Fund - Operating | 2,323,000 | 2,323,000 | 3,000,000 | 4,983,388 |
| From Half-Cent Sales Tax | 22,808,375 | 19,405,058 | 23,111,328 | 19,697,409 |
| From Various Grant Funds | 91,780 | 331 | 0 | 0 |
| Total Interfund Transfers | 27,223,155 | 21,728,389 | 26,111,328 | 24,680,797 |
| Appropriations: | | | | |
| Animal Control Spay/Neuter Program Fund | 241,412 | 138,458 | 248,298 | 262,818 |
| Local Affordable Housing Fund | 0 | 0 | 0 | 23,829,115 |
| Civil Service Board (3) | 1,378,572 | 1,539,809 | 0 | 0 |
| Countywide Construction Fund | 8,275,000 | 9,625,000 | 18,185,010 | 16,665,000 |
| Court-Related Technology Fund | 4,705,137 | 3,171,897 | 5,262,651 | 5,503,109 |
| Disaster Funds | 0 | 8,295,408 | 3,000,000 | 0 |
| Economic Development Activity Fund | 2,323,000 | 2,323,000 | 3,000,000 | 4,983,388 |
| BP Oil Spill Projects Fund | 0 | 0 | 18,500,000 | 0 |
| Phosphate Fund | 0 | 849,520 | 266,319 | 426,809 |
| ELAPP Non-Bond Fund | 0 | 1,500,000 | 0 | 0 |
| Fleet Operating Fund | 0 | 402,800 | 57,260 | 48,403 |
| Florida Department of Juvenile Justice Fund | 2,965,933 | 3,090,812 | 3,081,190 | 2,354,791 |
| Grants Fund - Match | 2,632,345 | 3,085,902 | 7,937,091 | 5,460,140 |
| Information & Technology Services Project Fund | 4,114,011 | 3,222,663 | 13,335,634 | 14,002,113 |
| Legal Aid Fund | 847,588 | 1,070,373 | 778,000 | 867,155 |
| Major Maintenance and Repair Fund | 4,692,142 | 5,150,360 | 5,612,029 | 6,106,101 |
| Planning Commission (3) | 3,764,788 | 4,353,773 | 5,314,442 | 5,135,991 |
| Public Art Program Fund | 0 | 0 | 100,000 | 250,000 |
| Wag | 0 | 4,267 | 0 | 0 |
| State Court Innovations Fund | 1,793,490 | 1,078,886 | 993,363 | 1,613,567 |
| Teen Court/Juvenile Diversion Fund | 1,570,693 | 1,589,021 | 1,403,060 | 1,118,328 |
| Transportation Trust Fund | 308,970 | 1,900,000 | 1,900,000 | 1,900,000 |
| Transportation Trust Fund | 0 | 8,700,000 | 0 | 5,000,000 |
| Total Interfund Transfers | 39,613,081 | 61,091,949 | 88,974,347 | 95,526,828 |
| <u>Unincorporated Area General Fund</u> | | | | |
| Revenue: | | | | |
| From Communication Services Tax Fund | 13,888,035 | 10,448,478 | 9,977,534 | 8,316,455 |
| From Half-Cent Sales Tax | 80,211,915 | 83,633,347 | 86,012,677 | 60,522,088 |
| From State Revenue Sharing | 5,345,374 | 5,715,024 | 5,012,474 | 8,212,474 |
| From Unincorporated Area Construction Fund | 3,434,577 | 2,912,329 | 2,628,683 | 3,609,611 |
| FROM Transportation | 0 | 0 | 0 | 4,032,800 |
| From Unincorporated Area General Fund | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| From Various Funds | 0 | 0 | 0 | 2,407,672 |
| Total Interfund Transfers | 103,879,901 | 103,709,178 | 104,631,368 | 88,101,100 |

Interfund Transfers

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------|-------------------|-------------------|----------------------|
| Appropriations: | | | | |
| ITS Project Fund | 1,700,000 | 0 | 500,000 | 0 |
| Land Excavation Operating Fund | 2,991 | 0 | 0 | 0 |
| Public Art Program Fund | 0 | 0 | 100,000 | 400,000 |
| Water Operating Fund | 0 | 0 | 60,000 | 60,000 |
| Transportation Trust Fund - O&M Subsidy | 14,657,960 | 17,170,058 | 19,477,559 | 16,900,000 |
| Transportation Trust Fund - Project Fund | 24,778,215 | 40,583,361 | 8,540,673 | 0 |
| 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 | 6,526,584 |
| Unincorporated Area Construction Fund | 585,000 | 1,157,000 | 3,602,445 | 2,000,000 |
| Total Interfund Transfers | 45,989,988 | 63,470,464 | 39,740,411 | 26,886,584 |

Hillsborough County Local Affordable housing Fund

Revenue:

| | | | | |
|------------------------------|----------|----------|----------|-------------------|
| From Countywide General Fund | 0 | 0 | 0 | 23,829,115 |
| | 0 | 0 | 0 | 23,829,115 |

SPECIAL REVENUE FUNDS

Countywide Special Purpose Fund

Revenue:

| | | | | |
|---|--------------------|--------------------|--------------------|--------------------|
| From Countywide General Fund | 20,930,406 | 18,657,426 | 31,080,544 | 32,504,791 |
| 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 | 117,969,972 | 198,471,992 | 206,865,120 |
| From Various Funds | 45,000 | 73,076 | 909,501 | 364,988 |
| From Unincorporated Area General Fund | 1,700,000 | 0 | 500,000 | 0 |
| Total Interfund Transfers | 131,340,187 | 137,676,554 | 230,962,037 | 239,734,899 |

Appropriations:

| | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| 800 MHz Intergovernmental Radio Debt Service | 611,302 | 733,380 | 839,492 | 1,071,647 |
| Courthouse Proj. Sink Fd (Traf Surcharge Trust Fd) | 1,139,298 | 2,126,298 | 2,049,807 | 1,972,421 |
| Grants Match | 0 | 1,076 | 21,350 | 0 |
| Impact Fee Funds for Administration | 120,485 | 0 | 0 | 168,542 |
| Boating Improvement Fund | 0 | 72,000 | 83,371 | 85,640 |
| Indigent Health Care Fund | 108,370,510 | 117,969,972 | 198,471,992 | 206,865,120 |
| M2Gen Project Revenue/Sinking Fund | 1,486,100 | 1,037,450 | 1,740,000 | 1,220,665 |
| Safe and Sound Hillsborough Fund | 294,271 | 276,080 | 304,780 | 279,348 |
| Unincorporated Area General Fund | 5,345,374 | 5,715,024 | 5,012,474 | 8,212,474 |
| Total Interfund Transfers | 117,367,340 | 127,931,280 | 208,523,266 | 219,875,857 |

Unincorporated Area Special Purpose Fund

Revenue:

| | | | | |
|---|------------------|------------------|-------------------|-------------------|
| From Countywide General Fund | 0 | 708,831 | 0 | 0 |
| From Impact Fee Funds for Administration | 30,230 | 0 | 41,383 | 13,889 |
| From Road Impact Fee Funds for Administration | 57,637 | 0 | 52,323 | 11,854 |
| From School Site Impact Fee Fund | 120,485 | 0 | 0 | 168,542 |
| From Mobility Fee Funds | 0 | 0 | 0 | 52,715 |
| From Storm water Management Project Fund | 1,146,737 | 900,000 | 998,297 | 8,651,738 |
| From Water/Wastewater Operating Fund | 0 | 0 | 0 | 0 |
| From Unincorporated Area General Fund | 3,268,813 | 3,560,045 | 6,559,734 | 6,926,584 |
| From Various Funds | 332,824 | 1,700,961 | 3,220,375 | 1,672,320 |
| Total Interfund Transfers | 4,956,726 | 6,869,837 | 10,872,112 | 17,497,642 |

Interfund Transfers

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|-------------------|-------------------|-------------------|----------------------|
| Appropriations: | | | | |
| Impact Fee Funds for Administration - Various | 30,230 | 0 | 41,383 | 13,889 |
| Countywide ITS Project Fund | 0 | 700,000 | 0 | 0 |
| Environment Restoration Projects Fund | 0 | 1,030,750 | 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 | 8,139,584 | 7,956,035 | 15,283,603 |
| Unincorporated Area General Fund | 13,888,037 | 10,448,478 | 9,977,534 | 8,316,455 |
| Unincorporated Area Special Revenue Fund | 1,423,063 | 1,620,000 | 0 | 0 |
| Total Interfund Transfers | 25,966,395 | 23,556,308 | 22,814,022 | 26,912,920 |

Blended Component Units Fund

Revenue:

| | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|
| From Countywide General Fund | 5,149,360 | 5,893,582 | 5,314,442 | 5,135,991 |
| Total Interfund Transfers | 5,149,360 | 5,893,582 | 5,314,442 | 5,135,991 |

Sales Tax Revenue Fund

Revenue:

| | | | | |
|----------------------------------|----------|----------------|----------|----------|
| From CIT Series 2015 Bonds | 0 | 540,654 | 0 | 0 |
| Total Interfund Transfers | 0 | 540,654 | 0 | 0 |

Appropriations:

| | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| 4th Cent TDT 06 Refunding Bonds Sinking Fund | 1,613,180 | 2,301,122 | 2,435,466 | 2,151,069 |
| 5th Cent TDT 06A Refunding Bonds Sinking Fund | 2,235,519 | 2,318,179 | 2,087,305 | 2,074,453 |
| Capital Improvement Commercial Paper Prog Fd | 0 | 4,437,301 | 0 | 0 |
| CIP Revenue Refunding Bonds 06/16 Sinking Fund | 951,729 | 1,141,793 | 1,306,996 | 1,668,437 |
| CIT Project Fund Transportation Task Force | 0 | 0 | 8,160,000 | 5,970,129 |
| Countywide Constructions Fund | 2,350,000 | 0 | 0 | 0 |
| CIT Project Fund Phase III | 26,020,289 | 18,863,917 | 9,654,583 | 0 |
| Commercial Paper Fund | 2,273,100 | 1,660,500 | 2,267,840 | 5,780,806 |
| Debt Service Note Stadium | 0 | 2,494,189 | 0 | 10,000,000 |
| Commercial Paper Taxable- Govt Facilities | 0 | 100,000 | 3,195,000 | 2,688,800 |
| Countywide General Fund - Operating | 22,808,375 | 19,405,058 | 23,111,328 | 19,697,409 |
| CP Quarterly Note Issuances | 965,583 | 784,774 | 739,440 | 549,800 |
| Series 2007 Bond Sinking Fund | 885,496 | 0 | 0 | 0 |
| Series 2008 Bond Sinking Fund | 1,344,776 | 1,048,131 | 1,241,426 | 1,244,062 |
| Series 2012 CIP Bond Sinking Fund | 6,094,080 | 8,381,970 | 6,654,222 | 6,483,968 |
| Series 2012 CIT Bond Sinking Fund | 9,997,492 | 9,921,860 | 10,004,888 | 9,905,859 |
| Series 2015 CIT Bond Sinking Fund | 19,775,959 | 20,699,400 | 20,411,585 | 20,371,259 |
| Series 2017 CIP Bond Sinking Fund | 200,000 | 387,222 | 5,429,611 | 3,937,170 |
| Series 2018 CIP Bond Sinking Fund | 675,626 | 6,787,646 | 6,537,117 | 6,747,280 |
| CIP 2020 | 0 | 0 | 450,000 | 450,000 |
| Transportation MP Bonds | 0 | 0 | 0 | 10,000,000 |
| TSA Ref Non-Ad Valorem Bonds Debt Svc Fd | 154,729 | 848,603 | 502,504 | 1,012,658 |
| Unincorporated Area General Fund | 80,211,915 | 83,633,347 | 86,012,677 | 60,522,088 |
| Total Interfund Transfers | 178,557,848 | 185,215,012 | 190,201,988 | 171,255,247 |

Intergovernmental Grants Fund

Revenue:

| | | | | |
|----------------------------------|-------------------|------------------|------------------|------------------|
| From Countywide General Fund | 21,626,018 | 9,749,648 | 8,637,091 | 6,160,140 |
| Total Interfund Transfers | 21,626,018 | 9,749,648 | 8,637,091 | 6,160,140 |

Appropriations:

| | | | | |
|----------------------------------|------------------|------------------|----------------|-------------------|
| Countywide General Fund | 2,558,391 | 331 | 0 | 0 |
| Special Revenue Fund | 438,847 | 1,446,739 | 700,000 | 11,700,000 |
| Total Interfund Transfers | 2,997,238 | 1,447,070 | 700,000 | 11,700,000 |

Interfund Transfers

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|-------------------|--------------------|--------------------|----------------------|
| <u>County Transportation Trust Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From 9th Cent Fuel Tax Fund | 5,268,684 | 5,338,999 | 5,156,581 | 4,589,294 |
| From Countywide General Fund | 308,970 | 9,691,827 | 1,900,000 | 6,900,000 |
| From Transportation Trust Funds - Various | 43,480,413 | 39,332,185 | 219,421,596 | 295,270,801 |
| From Unincorp. Area General Fd (O&M Subsidy) | 39,436,175 | 57,753,419 | 28,018,232 | 16,900,000 |
| Total Interfund Transfers | 88,494,242 | 112,116,430 | 254,496,409 | 323,660,095 |
| <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 | 5,338,999 | 5,156,581 | 4,589,294 |
| Seven-Cent Fuel Tax Projects Fund | 5,464,413 | 5,429,652 | 5,731,147 | 4,582,075 |
| Transportation Trust - Operating | 33,716,000 | 33,716,000 | 35,998,502 | 37,127,877 |
| Various Transportation Projects | 0 | 2,336,531 | 0 | 0 |
| Unincorporated Area General Fund | 0 | 0 | 0 | 4,032,800 |
| Total Interfund Transfers | 44,506,734 | 47,521,182 | 48,705,470 | 50,332,046 |
| <u>Library Tax District Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From Library Operating Fund | 3,440,964 | 14,524,609 | 15,032,318 | 573,059 |
| Total Interfund Transfers | 3,440,964 | 14,524,609 | 15,032,318 | 573,059 |
| <i>Appropriations:</i> | | | | |
| Library Project Fund | 3,000,000 | 14,045,032 | 14,505,727 | 0 |
| Library Maintenance Fund | 440,964 | 478,113 | 526,591 | 573,059 |
| Total Interfund Transfers | 3,440,964 | 14,523,145 | 15,032,318 | 573,059 |
| <u>Infrastructure Surtax Fixed Project Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From Series 2012 Revenue Bonds Project Fund | | | | |
| From CIT Project Fund | 2,026 | 628,815 | 0 | 0 |
| From Surtax Fund | 93,095,872 | 23,148,691 | 18,554,023 | 6,519,929 |
| Total Interfund Transfers | 93,097,898 | 23,777,506 | 18,554,023 | 6,519,929 |
| <i>Appropriations:</i> | | | | |
| Countywide General Fund | 0 | 0 | 0 | 0 |
| Debt Service | 0 | 330,817 | 0 | 0 |
| Capital Project Fund | 0 | 0 | 0 | 0 |
| Total Interfund Transfers | 0 | 330,817 | 0 | 0 |
| <u>DEBT SERVICE FUNDS</u> | | | | |
| <i>Revenue:</i> | | | | |
| From 4th Cent Tourist Dev. Tax | 2,466,282 | 5,818,780 | 3,607,018 | 13,646,607 |
| From 5th Cent Tourist Dev. Tax | 4,663,348 | 4,827,282 | 4,857,649 | 8,867,917 |
| From 800MHz Intergovt Radio System | 611,302 | 733,380 | 839,492 | 1,071,647 |
| From CIT Surtax Fund | 37,428,653 | 45,790,876 | 43,607,812 | 43,508,366 |
| From Commercial Paper Notes | 0 | 330,817 | 0 | 0 |
| 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 | 1,076,925 | 1,013 | 0 |
| From ELAPP2019 Bonds | 0 | 41,903,573 | 0 | 0 |
| From Half-Cent Sales Tax | 1,643,403 | 1,553,677 | 7,256,481 | 15,804,131 |
| From State Revenue Sharing | 1,486,100 | 1,037,450 | 1,740,000 | 1,220,665 |
| From Traffic Surcharge Trust Fund | 1,139,298 | 2,126,298 | 2,049,807 | 1,972,421 |
| From Unincorporated Construction Fund | 2,426,655 | 2,427,255 | 2,429,055 | 2,622,254 |
| Total Interfund Transfers | 54,416,650 | 109,243,809 | 68,007,022 | 90,340,661 |

Interfund Transfers

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| <u>CAPITAL PROJECTS FUNDS</u> | | | | |
| <i>Revenue:</i> | | | | |
| From CIP Series 2017 Rev Bond Fund | 400,000 | 0 | 0 | 0 |
| From CIP Series 2019 Fund | | 148,033,000 | 0 | 0 |
| From CIP Series 2020 Sinking Fund | 0 | 0 | 5,500,000 | 5,500,000 |
| From Countywide General Fund | 8,275,000 | 11,125,000 | 31,685,010 | 16,665,000 |
| From Communication Services Tax Fund | 7,761,232 | 7,239,584 | 6,957,738 | 6,631,865 |
| From Half Cent Sales Tax Fund | 0 | 4,335,030 | 3,195,000 | 2,688,800 |
| From Phosphate Severance Tax Fund | 100,000 | 0 | 0 | 0 |
| From ELAPP 2019 Sinking Fund | 0 | 67,100,000 | 0 | 0 |
| From Various Funds | 7,110,000 | 225,614 | 0 | 0 |
| From Unincorporated Area Operating Fund | 585,000 | 1,157,000 | 3,602,445 | 2,000,000 |
| From Countywide Tax Transportation Fund | 0 | 700,000 | 1,819,240 | 0 |
| From Unincorporated Tax Transportation Fund | 0 | 2,149,998 | 0 | 0 |
| Total Interfund Transfers | 24,231,232 | 242,065,226 | 52,759,433 | 33,485,665 |
| <u>CAPITAL PROJECTS FUNDS (continued)</u> | | | | |
| <i>Appropriations:</i> | | | | |
| CIP Series 2017 Bonds Sinking Fund | 4,500,000 | 0 | 0 | 0 |
| CIP Series 2018 Bonds Sinking Fund | 66,110,000 | 151,533,000 | 183,244,270 | 259,125,418 |
| General obligation bonds | 0 | 109,003,573 | 0 | 0 |
| ELAPP Series 2009 Bonds Sinking Fund | 934,513 | 1,302,539 | 1,013 | 0 |
| PSOC Series 2014 Bond Sinking Fund | 2,426,655 | 2,224,984 | 2,429,055 | 2,622,254 |
| Unincorporated Area General Fund | 3,434,577 | 2,912,329 | 2,628,683 | 3,609,611 |
| Various Funds | 200,000 | 540,654 | 0 | 0 |
| Total Interfund Transfers | 77,605,745 | 267,517,079 | 188,303,021 | 265,357,283 |
| <u>ENTERPRISE FUNDS</u> | | | | |
| <u>Solid Waste Utility Enterprise Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From Revenue Fund | 111,475,248 | 112,482,745 | 170,008,660 | 153,941,149 |
| From Series 2016 | 0 | 237,036 | 0 | 20,474,130 |
| Total Interfund Transfers | 111,475,248 | 112,719,781 | 170,008,660 | 174,415,279 |
| <i>Appropriations:</i> | | | | |
| Debt Fund | 11,394,745 | 13,112,278 | 12,158,241 | 12,420,482 |
| Landfill Closure Fund | 4,614,574 | 2,518,420 | 6,700,000 | 7,113,595 |
| Operating Fund | 87,164,676 | 82,753,533 | 95,181,096 | 149,409,802 |
| Rate Stabilization Fund | 8,301,253 | 3,513,074 | 43,351,397 | 0 |
| Renewal and Rehab Fund | 0 | 10,822,476 | 12,617,926 | 5,471,400 |
| Renewal and Replacement Fund | | | | |
| Total Interfund Transfers | 111,475,248 | 112,719,781 | 170,008,660 | 174,415,279 |

Interfund Transfers

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|--|--------------------|--------------------|--------------------|----------------------|
| <u>Water and Wastewater Utility Enterprise Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From Water Conservation Trust Fund | | | | |
| From 2010B Bab Subsidy Fund | 1,847,765 | 3,828,431 | 2,594,048 | 3,900 |
| From General Fund | 0 | 0 | 5,000,000 | 0 |
| From 2010C Bab Subsidy Fund | 534,407 | 874,305 | 610,577 | 538,689 |
| From Series 2010 Project Funds | 0 | 515,154 | 0 | 0 |
| From Capacity Assessment Unit Fund | 8,997,565 | 24,578,961 | 16,090,100 | 12,930,839 |
| From Unincorporated Area Operating Fund | 0 | 0 | 60,000 | 60,000 |
| From Aquifer Recharge Project | 0 | 1,095,024 | 0 | 0 |
| From Bond Refund | 0 | 0 | 111,657,467 | 126,475 |
| From Impact Fee Fund | 4,520,500 | 11,898,138 | 4,142,440 | 5,244,481 |
| From Revenue Fund | 222,859,687 | 267,682,831 | 256,536,987 | 284,228,478 |
| From Capacity Assessment Bonds | 0 | 0 | 0 | 5,810,200 |
| From Revenue Stabilization Fund | 13,340,000 | 0 | 0 | 0 |
| Total Interfund Transfers | 252,099,924 | 310,472,844 | 396,691,619 | 308,943,062 |
| <i>Appropriations:</i> | | | | |
| Debt Fund | 11,609,370 | 20,006,790 | 123,222,219 | 9,364,088 |
| General Capital Fund | 41,340,000 | 2,145,024 | 28,340,518 | 34,598,446 |
| Impact Fee Fund | 8,997,565 | 25,778,697 | 11,883,400 | 12,064,539 |
| Operating Fund | 164,746,009 | 203,474,178 | 212,903,965 | 232,669,829 |
| Renewal and Replacement Fund | 25,406,980 | 22,790,737 | 14,389,756 | 13,509,660 |
| Revenue Rate Stabilization Account | 0 | 36,277,418 | 883,261 | 0 |
| ITS Project Fund | 0 | 0 | 500,000 | 0 |
| Total Interfund Transfers | 252,099,924 | 310,472,844 | 392,123,119 | 302,206,562 |

Interfund Transfers

| Description | FY 18 Actual | FY 19 Actual | FY 20 Adopted | FY 21 Recommended |
|---|--------------------|--------------------|--------------------|----------------------|
| INTERNAL SERVICE FUNDS | | | | |
| <u>Fleet Operating Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From Countywide General Fund | 0 | 402,800 | 57,260 | 48,403 |
| Total Interfund Transfers | 0 | 402,800 | 57,260 | 48,403 |
| <u>Catastrophic Disaster Recovery Fund</u> | | | | |
| <i>Revenue:</i> | | | | |
| From Countywide General Fund | 0 | 4,295,408 | 3,000,000 | 0 |
| Intergovernmental Grant Fund | 0 | 0 | 0 | 11,000,000 |
| Total Interfund Transfers | 0 | 4,295,408 | 3,000,000 | 11,000,000 |
| <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 | 45,000 | 0 | 0 | 0 |
| Self insurance Administration Fund | 1,100,000 | 1,700,000 | 1,400,000 | 1,400,000 |
| Total Interfund Transfers | \$1,145,000 | \$1,700,000 | \$1,400,000 | \$1,400,000 |
| AGENCY FUNDS | | | | |
| <u>Special Assessment Funds</u> | | | | |
| <i>Appropriations:</i> | | | | |
| Reclaimed Water Assessment Funds | 0 | 0 | 8,500 | 6,676,500 |
| Unincorporated Area Operating Fund | 0 | 0 | 0 | 2,407,672 |
| Various Fee Assessment Funds | 0 | 0 | 0 | 0 |
| Total Interfund Transfers | \$0 | \$0 | \$8,500 | \$9,084,172 |



Hillsborough County Florida

For more information, contact the Management & Budget Department
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Capital Budget





Hillsborough County Florida

For more information, contact the Management & Budget Department
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CAPITAL BUDGET

Overview

The Recommended FY 21 Capital Budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2020 and ending September 30, 2021. The Capital Budget incorporates anticipated revenues and expenditures included in the first year of the Capital Improvement Program (CIP).

The Recommended Capital Budget for FY 21 is \$1.0 billion. 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 Recommended FY 21 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 Recommended FY 21 – 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
- BOCC Policy 03.02.06.00 - Debt Management

CAPITAL BUDGET

- 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.

In FY 17, Hillsborough County Parks & Recreation and Conservation & Environmental Lands Management Departments de-

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livered 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-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

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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 document is used to put current budget and financial decisions into a longer-term context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is par-

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ticularly 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. 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.

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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.

Program – This indicates the capital program to which this project pertains.


Project Description – This describes the scope of work.

Sample Capital Project Detail Page

PROJECT TITLE: WATERSET SPORTS COMPLEX
CIE REQUIREMENTS: Y
LEVEL OF SERVICE IMPACT: E

PROJECT NUMBER: CR0324000
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 Waterset 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: Dec 2022

| Sources of Funds (in \$000s) | Total Estimated Sources | Prior Estimates | FY 21 | | FY 22 | FY 23 | FY 24 | FY 25 | Future |
|---------------------------------|-------------------------------|--------------------|----------|------------|-------|-------|-------|-------|--------|
| | | | Cardinal | Additional | | | | | |
| Bond Fees | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Community Invest. Tax III | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Financing | 5,500 | 0 | 5,500 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Revenues-CW | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Revenues-ELAP | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Revenues-RBM | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| General Revenues-UK | 500 | 147 | 353 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants & County Match | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Impact Fees | 1,500 | 0 | 1,000 | 500 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Undetermined | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal FY 21 | | | \$0,053 | \$500 | | | | | |
| Total | \$7,500 | \$147 | \$7,363 | \$500 | \$0 | \$0 | \$0 | \$0 | \$0 |

| Uses of Funds (in \$000s) | Total Estimated Cost | Prior Estimates | FY 21 | | FY 22 | FY 23 | FY 24 | FY 25 | Future |
|------------------------------|----------------------------|--------------------|----------|------------|-------|-------|-------|-------|--------|
| | | | Cardinal | Additional | | | | | |
| Capital ¹ | \$7,500 | \$147 | \$6,853 | \$500 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Contributions ² | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Non-Capital ³ | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Subtotal FY 21 | | | \$6,853 | \$500 | | | | | |
| Total | \$7,500 | \$147 | \$7,363 | \$500 | \$0 | \$0 | \$0 | \$0 | \$0 |

¹ Capital includes, but is not limited to, expenses related to capitalizable Development, Design, Land Acquisition, Equipment, Construction and Administration required to complete the project.
² Contributions includes, but is not limited to, funding through an agreement to other Government Agencies, Youth Organizations, Cultural Service Organizations and other Non-Profit Organizations.
³ Non-Capital includes, but is not limited to, expenses related to Building Maintenance, Grounds & Landscaping Maintenance, Non-Capitalizable Equipment and other Professional Services.

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 capital, contributions and non-capital.

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

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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 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 enter-

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prise 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:

Capital – These are costs incurred as part of delivering the project that will be capitalized with the asset when the project is complete. Capitalizable development, design, land acquisition, equipment, construction and administration expenditures required to complete the project are examples of capital costs.

Contributions – Contributions represent funding through an agreement to other government agencies, youth organizations, cultural services organizations and other non-profit organizations and won't be capitalized when the project is complete.

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. Building maintenance, grounds and landscape maintenance, non-capitalizable equipment and other professional services are examples of non-capital costs.

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

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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 21 incremental operating cost impacts of capital facilities are discussed below in each program’s highlights section. The Recommended Budget for FY 21 includes these operating costs. A full listing of incremental operating cost impacts can be found in the appendix section of the Recommended Capital Improvement Program document.

Program Highlights

The following program highlights focus on each program’s portion of the Recommended Capital Budget for FY 21 (which includes estimated funding carried forward from FY 20 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 Recommended Capital Budget for FY 21 is \$24.9 million. The program is funded with fire impact fees, Communications Services Tax, general revenues and financing.

No new projects are being added as part of the Capital Budget update, but many important projects continue into the new fiscal year. 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 21 include installing a new roof on Sabal Park Fire Station #9 and post construction activities on the East Lake Fire Station #32 Replacement project. Drainage issues at the Palm River Fire Station and fire alarm code compliance issues at various fire stations will be addressed by continuing projects.



East Lake Fire Station #32

In order to fund the purchase of important fire and safety equipment, the Fire Rescue Equipment Replacement/Modernization project receives \$1.9 million each year from FY 21 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 took effect on October 1, 2019 and incremental revenues have been programmed into the Land Acquisition for New Fire Stations project and reserves.

No projects reached substantial completion during FY 20. Two projects were replaced in order to properly account for the capitalization of fixed assets (Fire Stations Hardening and Land Acquisition for New Fire Stations).

Operating Impact – Three projects are scheduled for completion in FY 21. All three are maintenance related (Fire Station #9 Roof Replacement, Fire Station Fire Alarm Code Compliance and Palm River Fire 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 21 |
| Fire Stations Hardening | 0 | \$10.0 |

CAPITAL BUDGET

Government Facilities

The Government Facilities Program Recommended Capital Budget for FY 21 is \$172.2 million. Funding sources for the program are Community Investment Tax, enterprise fees, financing, grants, general revenues and the BP oil spill fund.

Twelve new projects are being added to the program in this recommended Capital Budget with many being maintenance related. Four of the projects will tackle painting and parking lot renovations at various County facilities. Carpet will be replaced at the Edgecomb Courthouse and the Roger Stewart Complex. The University Community Resource Center and the Clerks Falkenburg Road Warehouse will have their HVAC systems replaced. Sanitary drainpipes and manholes that serve several buildings located in the northeast area of the Children's Services Campus along Lake Mangum Lane will be replaced. Outdated electronic elevator controls at the County Center will be replaced due to their age to reduce emergency repairs.

One of the new projects will improve space utilization at the Edgecomb Courthouse by renovating the 5th floor to allow for one large courtroom with approximately 160 gallery seats and a full jury box (14-16 seats). The La Paloma Head Start Facility Replacement project will replace the existing modular building at 3419 N. Nebraska Avenue, Tampa with a new, expanded block building which will include Head Start as well as Early Head Start classrooms. The ERP System Enhancements project is not new, but there has been a significant budget increase that will help fund a full system upgrade to address improvement opportunities for the Oracle E-Business Suite software.

Several projects continue in this recommended Capital Budget with many being maintenance related. Cooperative Extension will have its HVAC system replaced and the County Center will have its air handlers replaced along with roof fans replaced in conjunction with the re-roof project. Two of the 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 will 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 exist-

ing 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 recommended Capital Budget. Roofs will be replaced at two locations (Cooperative Extension and Falkenburg Warehouse South Building), 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.

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 Historical Preservation Matching fund program continues in FY 21 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.

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Additional funds have been allocated to the Public Art project in FY 21. The Annual Public Art Plan, as recommended by the Public Art Committee, is included within the appendix section of the FY 21 – FY 25 Recommended Capital Improvement Program document.

Six projects reached substantial completion during FY 20. The second phases of the repaving and re-roofing projects at the Central Fleet facility were completed and a water line was replaced at the Children’s Services campus. The Falkenburg Road Jail Expansion Phase VIIA project reached substantial completion and will wind down after post construction activities are finished. Two projects were completed at the 700 Twiggs building in downtown Tampa – both the roof and emergency generator were replaced. One project was canceled. After further investigation, it was determined that the Clerk’s Warehouse Emergency Generator only needed maintenance and not replacement.

There are seven projects that are scheduled to reach substantial completion in FY 21. Two of the Consolidated and Hardened Maintenance Facilities (East and South Service Units) will be completed and enhance operational resilience. The Cooperative Extension Office will have its roof and HVAC system replaced. The roof will be replaced at the Falkenburg Warehouse and facility functionality will improve after work is completed on the EPC Meeting Room and Medical Examiner Toxicology Lab Modifications projects.

Operating Impact – Of the projects that are scheduled to reach 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 as the projects progress.

| Government Facilities Projects | New Positions | Operating Impact (In thousands) |
|---|---------------|---------------------------------|
| | | FY 21 |
| Consolidated & Hardened Maintenance Facilities (East and South Service Units) | 0 | TBD |

Libraries

The Library Services Program Recommended Capital Budget for FY 21 is \$20.9 million. The program is funded with ad valorem tax proceeds from the Special Library Taxing District and grant funding.

Three new projects are being added to the program this year. The Bloomingdale Library will have its chiller replaced and renovations will be completed at the West Tampa Library to

improve safety and functionality and to upgrade finishes and systems. The Libraries Safety and Security Upgrades project will install access control systems, replace proprietary alarm systems and install/upgrade surveillance systems, etc., at various libraries to improve safety and security for library staff and customers.

There are several 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.

The Brandon Library Replacement – Phase 2 project provides funds to construct a new, expanded and relocated library in Brandon (funds may also be used for improvements to the existing facility). Six continuing projects will renovate existing libraries (Austin Davis, Fendig, Lutz, North Tampa, Southshore and Town ‘N Country). The C. Blythe Andrews, Jr. Library opened and is fully operational, but some post construction activities are wrapping up.



C. Blythe Andrews, Jr. Library

Three projects reached substantial completion during FY 20. One new construction project, the Riverview Library Expansion/Replacement project, reached substantial completion and will open by the beginning for FY 21 to replace the existing library with a new, larger facility in a different location. Two maintenance related projects, the Jimmie B. Keel Library Parking Improvements and New Tampa Library HVAC Replacement projects, were also completed.

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Operating Impact – Two projects are scheduled to reach substantial completion in FY 21. The Bloomingdale Library Chiller Replacement project will not have a significant impact on 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 21 |
| Solar Power Systems for Various Libraries | 0 | (\$30.0) |

Parks

The Parks Facilities Program Recommended Capital Budget for FY 21 is \$124.8 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.

Seven new projects have been added to the Parks Capital Budget including the Carrollwood Cultural Center HVAC Replacement at \$1.0 million, Park Road Paving at Lithia, Medard, Lettuce and Lake Parks at \$3.2 million, Park Maintenance Unit 1 Roof Replacement at \$350,000, Tennis & Basketball Court Renovations and Replacements at \$1.2 million and Unincorporated Playground Replacements at \$1.0 million. The Unincorporated Playground Replacements project will replace playgrounds at various County parks as part of scheduled lifecycle.

Eight projects are scheduled for completion in FY 21 including the Apollo Beach Site Improvement, the Carrollwood Village Park, the Medard Park Observation Tower, the Veterans Memorial Park Amphitheater, the Countywide Soccer Complex and others. The Countywide Soccer Complex will design and construct a regional tournament soccer complex to include restrooms, concession stands, parking, lighting, maintenance building, locker room, equipment and site improvements.

Seventeen projects were completed in FY 20 including the Apollo Beach Recreation Center Improvements, the Forest Hills / Orange Grove Park Improvements, the Northlakes Park Improvements, the Ruskin Commongoods Boat Ramp, the South East County Skate Park, 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 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.



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.

CAPITAL BUDGET

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 21 that have a separately identified operating impact. Ongoing master projects that have an identified operating impact are also listed in the table below.

| <i>Parks Projects</i> | New Positions | Operating Impact (In thousands) |
|-----------------------------------|----------------------|--|
| | | FY 21 |
| Carrollwood Village Park | 3 | \$144.1 |
| Riverview/Brandon/East Area Parks | 0 | 15.0 |

Solid Waste Enterprise

The Solid Waste Enterprise Program Recommended Capital Budget for FY 21 is \$27.1 million. The Solid Waste Enterprise Program is funded with financing and revenues generated from fees and assessments paid by customers of the enterprise.

One new project has been added to the Solid Waste Enterprise Capital Budget. The Hillsborough County Material Recovery Facility (MRF) project planned to be a 35-ton per hour, single-stream recycling facility designed to process the County’s residential recyclables and operated via a Public Private Partnership. The County facility will also be able to process commercial recyclables, and the awarded vendor will be granted the ability to provide processing and marketing for third parties in exchange for a host fee. The MRF is planned to be constructed at the site of the existing yard waste facility site at 350 N Falkenburg Rd, Tampa, FL. The County will ultimately own the PPP facility at the end of the contemplated contract (12-year term plus 8-year renewal), and the facility would begin operation on January 1, 2024. The County will thus retain the ability to maximize landfill diversion through inclusion of the most recyclable materials and provide a cost-effective alternative for itself and its interlocal agreement municipal partners.

Two projects are scheduled for completion in FY 21 including the Resource Recovery Facility Warehouse and the Southeast County Landfill Facility Improvements. The Southeast County Landfill Facility Improvements will construct an administration building and scale house for the active Southeast County Landfill.

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.



Resource Recovery Facility Warehouse

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The Resource Recovery Facility Improvements which is scheduled for completion in FY 23 at a cost of \$3.7 million, will improve the road at the Resource Recovery Facility. The improvements are necessary to improve safety, customer traffic flow, efficiency of the operation and also provide a positive overall customer experience while using the facility.

Operating Impact – No projects are scheduled to begin incurring operating costs in FY 21.

Stormwater

The Stormwater Program Recommended Capital Budget for FY 21 is \$49.1 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.

The program includes fifteen master projects that provides the maintenance, rehabilitation, construction and improvement of the Hillsborough County Stormwater system.

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.



Neighborhood System Improvements

The Canal Dredging Grant Program continues into FY 21. This project will provide matching grants for communities that want to have canals dredged to improve navigability.

Three projects were completed in FY 20 including the Master Plan Implementation Program, the Minor Neighborhood Drainage Improvements and the Hollomans Branch Stormwater Improvements. The Hollomans Branch project will construct a culvert along the north side of West Knights Griffin Road from Peebles Road west to Hollomans Branch Creek.

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 repairing 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.

Ongoing master projects with an annual operating cost impact in FY 21 are listed in the table below.

| Stormwater Projects | New Positions | Operating Impact |
|--|---------------|------------------|
| | | (In thousands) |
| | | FY 21 |
| Culvert Renewal and Replacement Program | 0 | \$61.0 |
| Major Neighborhood Drainage Improvements | 0 | 2.5 |
| Neighborhood Drainage Capital Improvements | 0 | 20.7 |
| Neighborhood Drainage Improvements | 0 | 5.1 |
| Water Quality Improvement & Environmental Program | 0 | 3.2 |
| Water Quality Improvements and Environmental Program | 0 | 5.1 |
| Watershed Drainage Improvements | 0 | 6.3 |

Transportation

The Transportation Program Recommended Capital Budget for FY 21 is \$400.8 million. The program is funded with a combination of Fuel Tax, Community Investment Tax, Financing,

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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 going through legal actions with the State of Florida and are awaiting a decision by the Florida Supreme Court. A schedule summarizing the new surtax revenue is included in the appendix section of the FY 21 - FY 25 Recommended 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).

One new project has been added to the Transportation capital budget in FY 21. The Corridor Safety Retrofit Improvements will provide safety retrofit improvements in high injury crash and high safety risk locations. Includes safety enhancements with major road resurfacing projects.

Five projects were completed in FY 20 including the 2nd Street Bridge Replacement, the East Keyville Road Over West Branch, the Kinnan Street Extension, the Lithia Pinecrest/Lumsden/Bell Shoals/Durant Intersection Improvements and the Progress Villlage Middle School Access Project. The Progress Villlage Middle School Access Project is a joint project with the Hillsborough County School District and 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 Villlage Middle School including a traffic signal at the 78th Street school entrance.

Funds were allocated for Safe Routes to School Program which includes sidewalks near schools, school safety circulation enhancements, new sidewalks on county roads, new and enhanced pedestrian crossings, signs and pavement markings.

Many other previously funded projects continue in this recommended capital budget. Nature's Way Safety Improvements will provide pedestrian and bike lane improvements.



Lithia Pinecrest / Lumsden / Bell Shoals / Durant Intersection Improvements

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.

The program includes funding for bridge replacements, Bell Shoals Road Widening, bridge repairs, intersection improvements, sidewalks, pavement preservation, paved shoulders and safety Improvements.

Funds have also been allocated for 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.

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

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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 \$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 storm-water, 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 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 21 |
| Advanced Traffic Management System Improvement Program | 0 | \$450.0 |
| Intersection Improvement Program | 0 | 100.0 |
| New & Improved Signalization Program | 0 | 100.0 |
| Sidewalk Retrofit Construction Funding | 0 | 18.0 |

Water Enterprise

The Water Enterprise Program Recommended Capital Budget for FY 21 is \$192.6 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.

No new projects were added to the Water Enterprise Capital Budget, but several projects were created as part of the Hillsborough County One Water Campus set of projects. These projects include the Hillsborough County One Water Campus (In-Line Booster Pump Station), the Hillsborough County One Water Campus (Interim Wastewater Treatment), the Hillsborough County One Water Campus (Potable Water Distribution), the Hillsborough County One Water Campus (Potable Water Treatment & Distribution) and the Hillsborough County One Water Campus (Wastewater Treatment & Collection). This last project will co-locate a new

wastewater reclamation facility with a new potable water treatment facility, construct conveyance and pumping systems for wastewater and reclaimed water at cost of \$440.1 million.

Six projects were completed in FY 20 including the Countywide Fire Hydrant Replacement, the Southeast County Landfill Biosolids Composting Facility, the Palm River Utility Expansion Program (Potable Water) and others. The Palm River Utility Expansion Program project will design and construct utility infrastructure for the Palm River area.

Nine projects are scheduled for completion in FY 21 including the South County WWTP Expansion Program, the River Oaks Diversion Forcemain and Pump Station, the Falkenburg Install De-watering Equipment, the Northwest Re-gional Water Reclamation Facility System Improvements & Expansion and others. The Northwest Re-gional Water Reclamation Facility System Improvements & Expansion project at \$209.4 million 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 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 decom-missioning of the River Oaks and Dale Mabry Wastewater Treatment Plants.



Northwest Regional Water Reclamation Facility System Improvement & Expansion

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An ongoing project of importance is the Valrico Solar Power Installation at \$3.4 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 Gibsonton Area Septic to Sewer Conversion Program at \$33 million including \$3 million from the BP oil spill fund. This project will build wastewater collection system for existing residents and future developments in the Gibsonton Area.

Operating Impact – The following table identifies the stand-alone projects that are scheduled for completion in 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 21 |
| Public Utilities Telemetry/Data Network and Support Program | 3 | \$50.0 |
| RWTM Extensions To New and Existing Customers | 0 | 1.2 |
| South County WWTP Expansion Program | 5 | 234.3 |

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 pro-

gram 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 21 Recommended Budget includes an increase of the set aside for the Unincorporated Area General Fund from 1% to 2.3%. The recommended FY 21 allocations will generate approximately \$6.1 million for Countywide General Fund, \$6.5 million for the Unincorporated Area General Fund and \$573,000 for the Library District Fund. A list of proposed FY 21 R3M projects can be found in the appendix section of the Recommended Capital Improvement Program 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 variances and tracking reports from the County's financial system.

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FY 21 Funding for Capital Projects (in thousands)

| Project Number | Program / Project Title | Prior Expenses | FY 21 Recommended | Future Funding | Total Cost |
|--------------------------------------|---|-------------------|----------------------|-------------------|-----------------|
| <u>Fire Services:</u> | | | | | |
| C91204000 | Apollo Beach Fire Station #29 Replacement | \$191 | \$4,519 | \$0 | \$4,710 |
| C91202000 | Central Brandon Fire Station #45 | 153 | 4,681 | 0 | 4,834 |
| C91179000 | East Lake Fire Station # 32 Replacement | 4,530 | 155 | 0 | 4,685 |
| C91206000 | Fire Apparatus and Equipment for New Fire Stations | 674 | 3,827 | 0 | 4,500 |
| C91191000 | Fire Rescue Equipment Replacement/Modernization | 13,876 | 2,307 | 7,600 | 23,782 |
| C91197000 | Fire Station # 9 Roof Replacement (R3M) | 0 | 400 | 0 | 400 |
| C91201000 | Fire Station Fire Alarm Code Compliance (R3M) (MP) | 81 | 219 | 0 | 300 |
| C91207000 | Fire Station Hardening (MP) | 41 | 997 | 0 | 1,039 |
| C91208000^ | Land Acquisition for New Fire Stations (MP) | 0 | 2,315 | 0 | 2,315 |
| C91205000 | Palm River Fire Station Drainage Improvements (R3M) | 5 | 295 | 0 | 300 |
| C91203000 | Rhodine Fire Station #46 | 201 | 5,179 | 0 | 5,380 |
| Total Fire Services | | \$19,752 | \$24,893 | \$7,600 | \$52,245 |
| <u>Government Facilities:</u> | | | | | |
| C77844000 | 700 Twiggs Emergency Generator Replacement (R3M) | \$100 | \$200 | \$0 | \$300 |
| C77837000 | 700 Twiggs Roof Replacement | 533 | 367 | 0 | 900 |
| C77815000 | Capital Asset Preservation Program (MP) | 5,817 | 1,227 | 0 | 7,044 |
| C77823000 | Central Fleet Maintenance Facility Re-roof Phase II | 326 | 74 | 0 | 400 |
| C77862000* | Children Services Campus Sanitary line Replacement (R3M) | 0 | 250 | 0 | 250 |
| C77855000~ | Children's Services - Various Improvements and Planning | 33 | 492 | 0 | 525 |
| C77832002 | Consolidated & Hardened Maintenance Facilities - East Service Unit | 17,294 | 16,006 | 0 | 33,300 |
| C77832003 | Consolidated & Hardened Maintenance Facilities - South Service Unit | 15,978 | 13,269 | 0 | 29,247 |
| C77832004 | Consolidated & Hardened Maintenance Facilities - Traffic Operations / Maint. Center | 1,694 | 13,390 | 0 | 15,083 |
| C77832001 | Consolidated & Hardened Maintenance Facilities - West Service Unit | 2,988 | 26,349 | 0 | 29,337 |
| C77846000 | Cooperative Extension HVAC Replacement (R3M) | 0 | 400 | 0 | 400 |
| C77836000 | Cooperative Extension Roof Replacement | 0 | 450 | 0 | 450 |
| C77829000 | County Center Air Handler Replacements | 2,829 | 7,171 | 0 | 10,000 |
| C77863000* | County Center Elevator Controls (R3M) | 0 | 750 | 0 | 750 |
| C77851000 | County Center Roof Fan Replacements (R3M) | 0 | 600 | 0 | 600 |
| C77834000 | County Center Roof Replacement | 79 | 1,521 | 0 | 1,600 |
| C77867000* | Countywide Painting (R3M) (MP) | 0 | 400 | 0 | 400 |
| C77866000* | Countywide Parking Lot and Pavement Renovations (R3M) (MP) | 0 | 400 | 0 | 400 |
| CM1200000 | Countywide R3M Program (MP) | 10,452 | 4,535 | 0 | 14,987 |
| C77847000 | Courthouse Land Acquisition | 0 | 3,081 | 0 | 3,081 |
| C77833000 | Downtown Buildings Waterproofing Project (MP) | 229 | 471 | 0 | 700 |
| C77871000* | Edgecomb Building 5th Floor Expansion | 0 | 865 | 0 | 865 |
| C77864000* | Edgecomb Courthouse Carpet Replacements (R3M) | 0 | 500 | 0 | 500 |
| C77841000 | Emergency Generators at Various Locations (MP) | 4,146 | 12,264 | 0 | 16,410 |
| C77850000 | EPC Meeting Room Build Out | 51 | 1,179 | 0 | 1,230 |
| C77824000 | ERP System Enhancements | 266 | 12,734 | 0 | 13,000 |
| C77860000* | Falkenburg Road Clerk Warehouse Air Handler and Chiller Replacement (R3M) | 0 | 500 | 0 | 500 |
| C79143000 | Falkenburg Road Jail Expansion Phase VII A | 31,182 | 95 | 0 | 31,277 |
| C77835000 | Falkenburg Warehouse Roof Replacement (South Building) | 1,073 | 127 | 0 | 1,200 |
| C77859000 | Film Studio / Film School | 0 | 2,000 | 0 | 2,000 |
| C77858000 | Glover School - New Floors | 0 | 100 | 0 | 100 |
| C77818000 | Hanna Facility Repurpose | 571 | 129 | 0 | 700 |
| C77796000 | Historic Preservation Matching Fund Program (MP) | 5,557 | 3,856 | 4,000 | 13,414 |
| C77710000 | Indoor Air Quality Measures / Environmental Remediation (MP) | 927 | 603 | 0 | 1,530 |
| C77870000* | La Paloma Head Start Facility Replacement | 0 | 1,800 | 0 | 1,800 |
| C77849000 | LED Lighting Various Buildings (MP) | 3,204 | 4,296 | 0 | 7,500 |
| C77842000 | Mary and Martha House | 530 | 64 | 0 | 594 |
| C77856000 | Medical Examiner Toxicology Lab Modifications | 80 | 540 | 0 | 620 |
| C77854000 | New Adult Day Health Services Center - South County | 0 | 3,230 | 0 | 3,230 |
| C77852000 | New Entrepreneur Collaborative Center (e-Factory) | 0 | 7,000 | 0 | 7,000 |
| C77853000 | New Tax Collector Building - Plant City | 2,122 | 2,428 | 0 | 4,550 |
| C77814000 | Northwest Area Head Start / Service Center | 98 | 4,682 | 0 | 4,780 |

CAPITAL BUDGET

FY 21 Funding for Capital Projects (in thousands)

| Project Number | Program / Project Title | Prior Expenses | FY 21 Recommended | Future Funding | Total Cost |
|------------------------------------|--|------------------|-------------------|----------------|------------------|
| C79146000 | Pet Resources Facility Improvements | 3,745 | 295 | 0 | 4,040 |
| C70000000 | Public Art Program (MP) | 3,493 | 1,867 | 0 | 5,360 |
| C77865000* | Roger Stewart Complex Carpet Replacements (R3M) | 0 | 300 | 0 | 300 |
| C77857000 | Security Enhancements at County Facilities (MP) | 1,670 | 230 | 0 | 1,900 |
| C77848000 | Solar Projects Various Buildings (MP) | 101 | 4,899 | 0 | 5,000 |
| C77840000 | South County Cultural Arts Center | 10 | 3,090 | 0 | 3,100 |
| C77830000" | South County Workforce Center | 0 | 0 | 3,000 | 3,000 |
| C69107000 | Traffic Management Center | 5,217 | 2,283 | 0 | 7,500 |
| C77869000* | Unincorporated Painting Multiple Buildings (R3M) (MP) | 0 | 1,000 | 0 | 1,000 |
| C77868000* | Unincorporated Parking Lot and Pavement Renovations (R3M) (MP) | 0 | 500 | 0 | 500 |
| CM1300000 | Unincorporated R3M Program (MP) | 9,707 | 5,024 | 0 | 14,732 |
| C77861000* | University Community Resource Center HVAC Replacement (R3M) | 0 | 300 | 0 | 300 |
| C77806000 | West Tampa Community Resource Center | 0 | 2,000 | 0 | 2,000 |
| Total Government Facilities | | \$132,098 | \$172,187 | \$7,000 | \$311,286 |

Libraries:

| | | | | | |
|------------------------|--|-----------------|-----------------|----------------|-----------------|
| C76039000 | Austin Davis Library Renovation | \$14 | \$1,351 | \$0 | \$1,365 |
| C76042000* | Bloomington Library Chiller Replacement | 0 | 250 | 0 | 250 |
| C76031000 | Brandon Library Replacement - Phase 1 | 2,403 | 597 | 0 | 3,000 |
| C76033000 | Brandon Library Replacement - Phase 2 | 0 | 1,500 | 9,000 | 10,500 |
| C76030000 | Burgert Brothers Photo Archive Preservation | 0 | 1,650 | 0 | 1,650 |
| C76017000 | C. Blythe Andrews, Jr. Library Expansion / Replacement | 7,290 | 460 | 0 | 7,750 |
| C76034000 | Fendig Library Renovation | 11 | 939 | 0 | 950 |
| C76028000 | Jimmie B. Keel Library Parking Improvements | 459 | 16 | 0 | 475 |
| C76040000 | John Germany (Main Library) Various Improvements and Planning Study (MP) | 61 | 739 | 0 | 800 |
| C76041000^ | Land Acquisition For Future Library Projects (MP) | 0 | 140 | 0 | 140 |
| C76029000 | Landscape Renovation at Various Libraries (MP) | 420 | 1,030 | 0 | 1,450 |
| C76043000* | Libraries Safety and Security Upgrades | 0 | 550 | 0 | 550 |
| CM1400000 | Library R3M Program (MP) | 2,326 | 669 | 0 | 2,996 |
| C76038000 | Lutz Library Renovation | 12 | 778 | 0 | 790 |
| C76035000 | North Tampa Library Renovation | 13 | 1,142 | 0 | 1,155 |
| C76016000 | Riverview Library Expansion / Replacement | 8,110 | 4,590 | 0 | 12,700 |
| C76027000 | Solar Power Systems for Various Libraries (MP) | 909 | 891 | 0 | 1,800 |
| C76037000 | Southshore Library Renovation | 21 | 1,354 | 0 | 1,375 |
| C76036000 | Town 'N Country Library Renovation | 34 | 2,191 | 0 | 2,225 |
| C76044000* | West Tampa Library Renovation | 0 | 75 | 475 | 550 |
| Total Libraries | | \$22,084 | \$20,912 | \$9,475 | \$52,471 |

Parks:

| | | | | | |
|-------------|---|--------|--------|-----|--------|
| C83309000 | Al Barnes Park – Cultural Center | \$0 | \$500 | \$0 | \$500 |
| C83313000** | All Peoples Life Center Roof Replacement | 433 | 67 | 0 | 500 |
| C83282000 | Apollo Beach Site Improvement | 375 | 310 | 0 | 685 |
| C83299000 | Apollo Beach Tennis Court Replacement (R3M) | 1 | 224 | 0 | 225 |
| CM1500000 | Boating Improvement R3M Program (MP) | 209 | 309 | 0 | 518 |
| C83287000 | Buddy Baseball New Field - Temple Terrace | 0 | 250 | 0 | 250 |
| C83316000* | Carrollwood Cultural Center HVAC Replacement (R3M) | 0 | 1,000 | 0 | 1,000 |
| C83263000 | Carrollwood Village Park | 8,294 | 2,095 | 0 | 10,389 |
| C83320000* | Conservation Park Road Repaving -Lithia Medard Lettuce (R3M) | 0 | 2,000 | 0 | 2,000 |
| C83264000 | County Fairground Event Center | 778 | 29 | 0 | 807 |
| C83278000 | Countywide Park Impact Fee Enhancements (MP) | 1,309 | 2,947 | 0 | 4,256 |
| C80209000 | Countywide Soccer Complex | 18,223 | 1,027 | 0 | 19,250 |
| C80005000 | Cross Creek Park Construction | 406 | 1,448 | 0 | 1,854 |
| C83247000 | EG Simmons/Eco Tourism | 1,530 | 502 | 0 | 2,031 |
| C83297000 | Heather Lake Tennis Court Replacement (R3M) | 88 | 87 | 0 | 175 |
| C83312000 | Indoor Athletic Facility | 0 | 2,000 | 0 | 2,000 |
| C89900000 | Jan K Platt (ELAPP) Property Acquisition Capital Project (MP) | 22,104 | 43,147 | 0 | 65,251 |

CAPITAL BUDGET

FY 21 Funding for Capital Projects (in thousands)

| Project Number | Program / Project Title | Prior Expenses | FY 21 Recommended | Future Funding | Total Cost |
|-------------------|---|-------------------|----------------------|-------------------|---------------|
| C89200000 | Jan K Platt (ELAPP) Property Restoration Capital Project (MP) | 10,579 | 16,691 | 2,948 | 30,219 |
| C83295000 | Kenly Basketball Court Replacement (R3M) | 200 | 25 | 0 | 225 |
| C80236000 | Keystone Park Expansion | 267 | 2,583 | 0 | 2,850 |
| C83319000* | Lake Park Roadway Repave (R3M) | 0 | 1,200 | 0 | 1,200 |
| C83302000 | LED Sports Lighting Upgrade (MP) | 466 | 3,534 | 0 | 4,000 |
| C83303000 | Lithia Springs Shop Replacement | 106 | 561 | 0 | 667 |
| C83232000 | Live Oak / Branchton Regional Park | 1,315 | 5,659 | 0 | 6,973 |
| C83260000 | Lucy Dell Community Pond / Central County Area Park Improvements (MP) | 2,978 | 522 | 0 | 3,500 |
| C83307000 | Mann Wagon Storage Building | 10 | 140 | 0 | 150 |
| C83304000 | Medard Park Observation Tower | 36 | 364 | 0 | 400 |
| C83259000 | New Tampa Performing Arts Center | 585 | 8,234 | 0 | 8,819 |
| C83298000 | North Brandon Tennis Court Replacement (R3M) | 88 | 87 | 0 | 175 |
| C83315000* | Park Maintenance Unit 1 Roof Replacement (R3M) | 0 | 350 | 0 | 350 |
| C83300000 | Park Tree Restoration Project (MP) | 211 | 1,587 | 850 | 2,648 |
| C83306000 | Parks ADA Safety Improvements (MP) | 0 | 3,352 | 0 | 3,352 |
| C83317000* | Providence Skate Park Sanitary Connection (R3M) | 0 | 200 | 0 | 200 |
| C83266000 | Riverview / Brandon / East Area Parks (MP) | 3,911 | 2,289 | 0 | 6,200 |
| C83310000 | Seffner/Mango Playground Improvements | 10 | 490 | 0 | 500 |
| C83311000 | South County Boat Ramp | 0 | 600 | 0 | 600 |
| C83301000 | Synthetic Turf Fields (MP) | 500 | 6,500 | 0 | 7,000 |
| C83314000* | Tennis & Basketball Court Renovations and Replacements (R3M) | 0 | 1,200 | 0 | 1,200 |
| C83291000 | The Historic Moseley Homestead Renovations/Preservation | 58 | 1,392 | 0 | 1,450 |
| C83292000 | UACDC Aquatic Center & Community Center Improvements | 0 | 750 | 0 | 750 |
| C83318000* | Unincorporated Playground Replacements (R3M) | 0 | 1,000 | 0 | 1,000 |
| C83308000 | Veterans Memorial Park Amphitheater | 20 | 180 | 0 | 200 |
| C80324000 | Waterset Sports Complex | 147 | 7,353 | 0 | 7,500 |
| Total Parks | | \$75,239 | \$124,784 | \$3,798 | \$203,821 |

Solid Waste Enterprise:

| | | | | | |
|------------------------------|--|----------|----------|----------|----------|
| C54065000 | Countywide Solid Waste Management Facilities R&R (MP) | \$6,396 | \$1,284 | \$0 | \$7,680 |
| C54079000* | Hillsborough County Material Recovery Facility (MRF) | 0 | 0 | 31,000 | 31,000 |
| C54067000 | Northwest Transfer Facility Improvements | 836 | 14,006 | 0 | 14,842 |
| C54078000 | Replacement of 575,000 Gallons Leachate Storage Tank | 0 | 0 | 2,200 | 2,200 |
| C54075000 | Resource Recovery Facility Improvements | 0 | 3,650 | 0 | 3,650 |
| C54064000 | Resource Recovery Facility Warehouse | 2,504 | 746 | 0 | 3,250 |
| C54077000 | Southeast County Landfill Expansion | 0 | 600 | 0 | 600 |
| C54076000 | Southeast County Landfill Facility Improvements | 0 | 1,500 | 0 | 1,500 |
| C54068000 | Southeast County Landfill Leachate Management Improvements | 2,187 | 5,313 | 0 | 7,500 |
| Total Solid Waste Enterprise | | \$11,923 | \$27,099 | \$33,200 | \$72,222 |

Stormwater:

| | | | | | |
|-----------|---|--------|--------|--------|---------|
| C41175000 | Canal Dredging and Preventative Measures Study Implementation | \$258 | \$142 | \$0 | \$400 |
| C46143000 | Canal Dredging Grant Program (MP) | 50 | 50 | 0 | 100 |
| C41142000 | Countywide Watershed Masterplan Update Phase II (MP) | 3,560 | 38 | 0 | 3,598 |
| C46142000 | Culvert Renewal & Replacement Program (MP) | 29,454 | 24,413 | 54,000 | 107,866 |
| C46132000 | Major Neighborhood Drainage Improvements (MP) | 9,743 | 967 | 0 | 10,710 |
| C46145000 | Neighborhood Drainage Capital Improvements (MP) | 3,695 | 8,263 | 17,280 | 29,237 |
| C46139000 | Neighborhood Drainage Improvements (MP) | 14,130 | 2,058 | 0 | 16,189 |
| C46144000 | Stormwater Pumping Replacement (MP) | 203 | 1,597 | 3,600 | 5,400 |
| C46138000 | Stormwater Pumping Station Renewal & Replacement (MP) | 650 | 503 | 0 | 1,153 |
| C46147000 | Stormwater System Maintenance (MP) | 68 | 3,432 | 0 | 3,500 |
| C46266000 | Stormwater Utility Allocation (MP) | 256 | 114 | 0 | 370 |
| C46134000 | Water Quality Improvement & Environmental Program (MP) | 8,856 | 1,295 | 0 | 10,151 |
| C46141000 | Water Quality Improvements and Environmental Program (MP) | 2,135 | 2,038 | 2,000 | 6,173 |
| C46137000 | Watershed Drainage Improvements (MP) | 677 | 2,523 | 1,520 | 4,720 |
| C46140000 | Watershed Master Plan Updates (MP) | 3,274 | 1,696 | 1,600 | 6,571 |

CAPITAL BUDGET

FY 21 Funding for Capital Projects (in thousands)

| Project Number | Program / Project Title | Prior Expenses | FY 21 Recommended | Future Funding | Total Cost |
|-------------------------------|---|----------------|-------------------|----------------|-------------|
| Total Stormwater | | \$77,008 | \$49,130 | \$80,000 | \$206,138 |
| <u>Transportation:</u> | | | | | |
| C69640000 | 19th Avenue NE Widening - US 41 to US 301 | \$920 | \$2,030 | \$0 | \$2,950 |
| C69602000 | Advanced Traffic Management System Improvement Program (MP) | 25,696 | 7,027 | 0 | 32,722 |
| C69643000 | Apollo Beach Blvd I-75 Overpass | 500 | 20,000 | 16,250 | 36,750 |
| C69673000 | Bearss Avenue at Zambito Road and Ehrlich Road at Hutchinson Road | 0 | 4,800 | 0 | 4,800 |
| C69112000 | Bell Shoals Road Widening (Bloomingdale to Boyette) | 33,624 | 33,588 | 0 | 67,212 |
| C69647000 | Big Bend Road Widening - (US 41 to Covington Gardens) | 1,112 | 6,888 | 24,100 | 32,100 |
| C61149000 | Big Bend Road Widening (Simmons Loop to US 301) | 1,213 | 2,463 | 0 | 3,676 |
| C69657000 | Big Bend/I-75 Interchange Improvements | 496 | 65,642 | 7,000 | 73,138 |
| C69656000 | Big Bend/I-75 Interchange Improvements Phase 1A | 1,200 | 100 | 0 | 1,300 |
| C69629000 | Bloomingdale Area Improvements | 392 | 433 | 0 | 825 |
| C69655000 | Brandon Blvd/SR 60 Intersection Improv (Lakewood Dr, Kings Ave, St. Cloud Ave) (MP) | 1,762 | 2,190 | 2,750 | 6,702 |
| C69668000 | Brandon Blvd/SR60 at Mount Carmel Road | 0 | 3,224 | 1,400 | 4,624 |
| C69669000 | Brandon Blvd/SR60 at Parsons Avenue | 0 | 6,295 | 3,000 | 9,295 |
| C69667000 | Brandon Blvd/SR60 at Valrico Road | 15 | 798 | 2,480 | 3,293 |
| C69677000 | Bridge and Guardrail Program (MP) | 400 | 5,400 | 22,000 | 27,800 |
| C62120000 | Bridge and Guardrail Rehabilitation and Repair (MP) | 11,759 | 3,267 | 0 | 15,025 |
| C61134000 | Citrus Park Drive Extension (Countryway Blvd To Sheldon Rd) | 32,835 | 24,937 | 0 | 57,772 |
| C69200000 | Community Investment Tax (CIT) Funded Bridge Improvements (MP) | 2,696 | 10,428 | 0 | 13,124 |
| C69682000* | Corridor Safety Retrofit Improvements | 0 | 1,488 | 1,000 | 2,488 |
| C69652000 | Davis Road Extension | 0 | 0 | 3,000 | 3,000 |
| C69642000 | East 131st Avenue Improvements - North 30th Street to US 41 | 405 | 3,175 | 13,320 | 16,900 |
| C69674000 | Falkenburg Rd at Broadway Ave and Woodberry Rd | 50 | 2,950 | 5,745 | 8,745 |
| C69670000 | Gunn Highway at Tarpon Springs Rd / Walker Middle / North Mobley | 50 | 3,350 | 1,500 | 4,900 |
| C61010000 | Hartline Capital Allocation | 3,706 | 1,101 | 240 | 5,046 |
| C69679000 | Intersection Capital Improvement Program (MP) | 6,763 | 26,910 | 0 | 33,673 |
| C69600000 | Intersection Improvement Program (MP) | 49,543 | 19,581 | 0 | 69,124 |
| C69645000 | Intersection Operation and Safety Program (MP) | 12,205 | 2,777 | 0 | 14,982 |
| C69649000 | Lithia Pinecrest Road Widening - Fishhawk Blvd to Lumsden Avenue | 762 | 2,486 | 97,052 | 100,300 |
| C69672000 | Lumsden Rd at Heather Lake Blvd/Paddock Club/Kensington Ridge Blvd | 3 | 3,472 | 0 | 3,474 |
| C61150000 | Madison Avenue Improvements - US 41 To 78th Street | 1,982 | 8,758 | 9,730 | 20,470 |
| C69634000 | Maydell Bridge Replacement | 1,460 | 5,040 | 3,734 | 10,234 |
| C69665000 | Natures Way Safety Improvements | 395 | 1,105 | 0 | 1,500 |
| C69601000 | New & Improved Signalization Program (MP) | 12,408 | 4,971 | 0 | 17,379 |
| C63520000 | Orient Road/Sligh Avenue Traffic Signal | 680 | 1,336 | 0 | 2,016 |
| C69671000 | Parsons Ave at Windhorst Rd | 85 | 2,266 | 3,000 | 5,350 |
| C69638000 | Pedestrian Safety and Mobility Enhancement Program (MP) | 8,021 | 8,509 | 7,950 | 24,480 |
| C69644000 | Progress Boulevard | 174 | 4,626 | 12,200 | 17,000 |
| C69631000 | Roadway Pavement Preservation Program (MP) | 100,666 | 37,693 | 124,500 | 262,859 |
| C69676000 | Safe Routes To School Programs (MP) | 630 | 8,470 | 0 | 9,100 |
| C69678000 | Sidewalk Repair Program (MP) | 3,000 | 3,100 | 15,250 | 21,350 |
| C69508000 | Sidewalk Retrofit Construction Funding (MP) | 8,227 | 563 | 0 | 8,790 |
| C69666000 | South 78th Street Improvements | 0 | 3,000 | 4,000 | 7,000 |
| C69675000 | South Coast Greenway Trail Adamsville (Phase III) | 550 | 3,200 | 0 | 3,750 |
| C69681000 | South Coast Greenway Trail Gibsonton Gap (Phase VI) | 0 | 3,000 | 0 | 3,000 |
| C69659000 | South Coast Greenway Trail Ruskin Gap (Phase 1A and 1B) (MP) | 207 | 677 | 1,617 | 2,500 |
| C69639000 | Sun City Center Pedestrian Mobility (MP) | 851 | 4,149 | 0 | 5,000 |
| C69660000 | Tampa Bypass Canal Trail | 0 | 750 | 0 | 750 |
| C69635000 | Transportation Utility Allocation (MP) | 8,276 | 3,560 | 0 | 11,836 |
| C69625000 | Turkey Creek Road Improvements from MLK Blvd to Sydney Road | 3,651 | 4,215 | 0 | 7,866 |
| C69654000 | University Area Transportation Improvements (MP) | 1,202 | 7,009 | 57,454 | 65,666 |
| C69661000" | Upper Tampa Bay Trail IV | 188 | 12 | 4,800 | 5,000 |
| C69646000 | Van Dyke Road Widening - Whirley Road to Suncoast Parkway | 2,867 | 17,133 | 20,000 | 40,000 |
| C69641000 | Westshore Blvd Complete Street Improvements-W Kennedy to W Boy Scout | 1,163 | 837 | 0 | 2,000 |
| Total Transportation | | \$344,789 | \$400,777 | \$465,071 | \$1,210,637 |

CAPITAL BUDGET

FY 21 Funding for Capital Projects (in thousands)

| Project Number | Program / Project Title | Prior Expenses | FY 21 Recommended | Future Funding | Total Cost |
|---------------------------------|---|--------------------|--------------------|--------------------|--------------------|
| <u>Water Enterprise:</u> | | | | | |
| C31982000 | 19th Ave. Water Transmission Main (I-75 to US 41) | \$6,783 | \$342 | \$0 | \$7,125 |
| C10217000 | 19th Avenue Reclaimed Water Transmission Main | 6,993 | 3,170 | 0 | 10,163 |
| C10243000 | 19th Avenue Wastewater Forcemain | 7,022 | 451 | 0 | 7,473 |
| C10294000 | Advanced Water Treatment Demonstration Program | 32 | 118 | 4,350 | 4,500 |
| C31979000 | Countywide Non-Urgent Facility R&R (MP) | 4,660 | 1,753 | 0 | 6,413 |
| C31977000 | Countywide Potable Water Transmission and Distribution System (MP) | 18,791 | 9,877 | 0 | 28,668 |
| C10171000 | Countywide Wastewater Collection and Transmission System (MP) | 15,721 | 13,098 | 0 | 28,819 |
| C10138000 | Countywide Wastewater Pump Stations R&R (MP) | 70,455 | 21,508 | 0 | 91,963 |
| C10275000 | Falkenburg AWTP Mechanical Bar Screens Replacements | 754 | 3,096 | 0 | 3,850 |
| C10289000 | Falkenburg Install De-watering Equipment | 1,119 | 381 | 0 | 1,500 |
| C10293000 | Falkenburg Structural Rehabilitation | 100 | 400 | 3,500 | 4,000 |
| C10280000 | Flow Diversion From Falkenburg (Pump Stations & Pipelines) | 392 | 11,608 | 0 | 12,000 |
| C10299000 | Gibsonton Area Septic to Sewer Conversion Program | 131 | 2,869 | 30,000 | 33,000 |
| C32011000*** | Hillsborough County One Water Campus (In-Line Booster Pump Station) | 0 | 13,606 | 0 | 13,606 |
| C10298000*** | Hillsborough County One Water Campus (Interim Wastewater Treatment) | 0 | 3,231 | 85,000 | 88,231 |
| C32013000*** | Hillsborough County One Water Campus (Potable Water Distribution) | 0 | 0 | 110,000 | 110,000 |
| C32012000*** | Hillsborough County One Water Campus (Potable Water Treatment & Distribution) | 0 | 0 | 80,000 | 80,000 |
| C10301000*** | Hillsborough County One Water Campus (Wastewater Treatment & Collection) | 0 | 0 | 440,100 | 440,100 |
| C10287000 | Kracker Ave Estuary Reclaimed Water Main Extension | 31 | 1,109 | 0 | 1,140 |
| C10768000 | Low Pressure Sewer System (LPSS) (MP) | 17,348 | 2,107 | 0 | 19,456 |
| C10238000 | Northwest Hillsborough Aquifer Recharge Program (NHARP) | 3,782 | 1,468 | 0 | 5,250 |
| C10239000 | Northwest Regional WRF System Improvements & Expansion | 186,681 | 22,702 | 0 | 209,383 |
| C10297000 | Palm River Utility Expansion Program (Septic to Sewer) | 0 | 0 | 30,000 | 30,000 |
| C30116000 | Potable Water Treatment Plant R&R (MP) | 17,728 | 2,958 | 0 | 20,685 |
| C31978000 | Public Utilities Telemetry / Data Network and Support Program | 5,238 | 1,874 | 0 | 7,111 |
| C10795000 | Reclaimed Water Pump Station & Remote Telemetry Monitoring (MP) | 4,306 | 1,587 | 0 | 5,893 |
| C19017000 | Reclaimed Water Transmission Main Extensions to New and Existing Customers (MP) | 2,489 | 836 | 0 | 3,325 |
| C10745000 | Regional Wastewater Treatment Plant R&R (MP) | 50,348 | 5,751 | 0 | 56,099 |
| C10276000 | River Oaks Diversion Forcemain and Pump Station | 28,826 | 752 | 0 | 29,578 |
| C10296000 | Ruskin and Wimauma Sewer System | 10 | 1,990 | 40,000 | 42,000 |
| C32001000 | South County Potable Repump Station Expansion (includes tank and pumps) | 274 | 4,126 | 0 | 4,400 |
| C10295000 | South County Regional AWTF Odor Control | 40 | 1,310 | 0 | 1,350 |
| C10143000 | South County WWTP Expansion Program | 94,592 | 7,558 | 0 | 102,150 |
| C10259000 | South Hillsborough Aquifer Recharge Program (SHARP) | 4,713 | 10,789 | 8,600 | 24,102 |
| C31945000 | Utility Relocation (MP) | 24,359 | 13,027 | 7,000 | 44,387 |
| C10291000 | Valrico Equalization Basin | 10 | 4,990 | 0 | 5,000 |
| C10290000 | Valrico Solar Power Installation | 126 | 3,274 | 0 | 3,400 |
| C10300000 | Van Dyke Flow Diversion (Pump Station and Pipeline) | 0 | 200 | 11,600 | 11,800 |
| C10288000 | Van Dyke Generator Replacement | 126 | 4,374 | 0 | 4,500 |
| C10242000 | Waterset Reclaimed Water Pump Station and Storage Tank | 1,086 | 9,914 | 0 | 11,000 |
| C10292000 | Woodberry Super Station Rehabilitation | 360 | 4,440 | 0 | 4,800 |
| Total Water Enterprise | | \$575,427 | \$192,643 | \$850,150 | \$1,618,221 |
| Total Capital Budget | | \$1,258,320 | \$1,012,426 | \$1,456,295 | \$3,727,040 |

* New Projects

** Added to the Capital Improvement Program as part of a Budget Amendment in February 2020

*** These projects were originally set up as two projects in the FY20-FY25 CIP and now they have been converted into five different projects.

^ Accounting changes to the financial system requires the creation of this new project in order to properly account for the capitalization of fixed assets

" 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 21 - FY 25 Recommended Capital Improvement Program

~ Formerly known as Children's Services Emergency Generator

Supplemental Information





Hillsborough County Florida

For more information, contact the Management & Budget Department
(813) 272-5890 • HCFLGov.net/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 September 1, 2019**

| Pay Grade | Minimum | Maximum |
|--|----------------|----------------|
| Operations and Support | | |
| CAFSG.1 | \$24,003.20 | \$36,004.80 |
| CAFSG.2 | 24,772.80 | 37,148.80 |
| CAFSG.3 | 25,500.80 | 39,499.20 |
| Paraprofessional and Administrative Support | | |
| CNUPP.1 | 28,995.20 | 44,928.00 |
| CNUPP.2 | 31,595.20 | 48,963.20 |
| CNUPP.3 | 34,756.80 | 53,872.00 |
| CNUPP.4 | 38,209.60 | 59,217.60 |
| CNUPP.5 | 39,540.80 | 63,273.60 |
| CNUPP.6 | 41,932.80 | 67,080.00 |
| Professional | | |
| CNUPR.1 | 36,982.40 | 59,176.00 |
| CNUPR.2 | 40,664.00 | 65,083.20 |
| CNUPR.3 | 44,740.80 | 71,593.60 |
| CNUPR.4 | 49,192.00 | 78,728.00 |
| CNUPR.5 | 54,121.60 | 86,590.40 |
| CNUPR.6 | 59,550.40 | 95,284.80 |
| CNUPR.7 | 64,854.40 | 103,771.20 |
| CNUPR.8 | 75,691.20 | 121,097.60 |
| Supervisor and Manager | | |
| CNUMG.1 | 40,476.80 | 64,771.20 |
| CNUMG.2 | 44,803.20 | 71,697.60 |
| CNUMG.3 | 51,084.80 | 81,723.20 |
| CNUMG.4 | 54,662.40 | 87,443.20 |
| CNUMG.5 | 57,720.00 | 92,372.80 |
| CNUMG.6 | 65,748.80 | 105,206.40 |
| CNUMG.7 | 69,048.00 | 110,476.80 |

Salary Schedules

Office of the County Administrator
 Unclassified Pay Schedule
 Effective May 24, 2020

| Pay Grade | Minimum | Maximum |
|---------------------------------------|--------------|--------------|
| Unclassified Senior Management | | |
| UNSRMG.1 | \$140,524.80 | \$231,857.60 |
| UNSRMG.2 | 122,200.00 | 201,635.20 |
| UNSRMG.3 | 111,092.80 | 183,289.60 |
| UNSRMG.4 | 100,984.00 | 166,628.80 |
| UNSRMG.5 | 91,832.00 | 151,507.20 |
| Unclassified Management | | |
| UNCLMG.1 | 97,988.80 | 161,678.40 |
| UNCLMG.2 | 89,086.40 | 147,014.40 |
| UNCLMG.3 | 80,995.20 | 133,619.20 |
| UNCLMG.4 | 73,632.00 | 121,492.80 |
| UNCLMG.5 | 66,934.40 | 110,427.20 |
| UNCLMG.6 | 60,840.00 | 100,380.80 |
| Unclassified Professional | | |
| UNCLPR.1 | 77,875.20 | 128,502.40 |
| UNCLPR.2 | 69,513.60 | 114,691.20 |
| UNCLPR.3 | 62,088.00 | 102,440.00 |
| UNCLPR.4 | 55,411.20 | 91,436.80 |
| UNCLPR.5 | 49,504.00 | 81,660.80 |
| Unclassified Medical | | |
| MEDUNCL.1 | 193,356.80 | 309,370.88 |
| MEDUNCL.2 | 173,513.60 | 277,621.76 |
| MEDUNCL.3 | 146,473.60 | 234,357.76 |

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, 2019

| Pay Grade | Job Classification | Step | Minimum | Step | Maximum |
|---------------------------|----------------------------|------|-------------|------|--------------|
| Supervisory | | | | | |
| 2496/48.Q | Battalion Chief | 1 | \$85,987.20 | 6 | \$109,699.20 |
| 2496/48.R | Battalion Chief | 1 | 91,977.60 | 6 | 115,689.60 |
| Suppression | | | | | |
| 2080/40.L | Fire Inspector I | 1 | 58,032.00 | 8 | 81,868.80 |
| 2080/40.O | Fire Inspector I | 1 | 64,022.40 | 8 | 87,859.20 |
| 2080/40.N | Company Fire Captain | 1 | 72,404.80 | 7 | 98,404.80 |
| 2080/40.P | Fire Inspector II | 1 | 78,395.20 | 7 | 104,395.20 |
| 2496/48.K | Fire Fighter | 1 | 44,952.96 | 7 | 60,203.52 |
| 2496/48.R | Fire Medic I | 1 | 50,943.36 | 9 | 73,307.52 |
| 2496/48.L | Driver/Engineer | 1 | 58,032.00 | 8 | 81,868.80 |
| 2496/48.O | Driver/Engineer | 1 | 64,022.40 | 8 | 87,859.20 |
| 2496/48.T | Lieutenant | 1 | 64,022.40 | 8 | 87,859.20 |
| 2496/48.I | Fire Fighter | --- | 71,360.64 | --- | 71,360.64 |
| 2496/48.N | Company Fire Captain | 1 | 72,408.96 | 7 | 98,417.28 |
| 2496/48.P | Company Fire Captain | 1 | 78,399.36 | 7 | 104,407.68 |
| 2496/48.U | Fire Medic IV | --- | 90,754.56 | 2 | 92,102.40 |
| Paramedic | | | | | |
| Paramedic.M | Paramedic | 1 | 36,296.00 | 12 | 55,889.60 |
| Rescue Lt.N | Rescue Lieutenant | 1 | 43,534.40 | 11 | 64,480.00 |
| 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 19

| 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 | 111,107 |
| 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 | 0.00 |
| County Internal Auditor.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Internal Auditor Executive Assistant.E.Admin | 0.00 | 0.00 | 0.00 | 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 | | | | |
| Accountant.E.Acctg | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Deputy County Attorney/General Counsel-CAT.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Legal Secretary.N.Admin | 11.00 | 11.00 | 12.00 | 14.00 |
| Lobbyist Registration Manager.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Manager.E.Supv | 4.00 | 3.00 | 2.00 | 0.00 |
| 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 | 24.00 |
| 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 |

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 | | | | |
| 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 |
| 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 | 0.00 |
| Contracts Manager.E.Purch | 6.00 | 6.00 | 9.00 | 10.00 |
| Contracts Services Manager.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 0.00 |
| 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 |
| Program Manager.E.Proj | 0.00 | 0.00 | 0.00 | 2.00 |
| Project Manager.E.Proj | 0.00 | 0.00 | 1.00 | 3.00 |
| 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 | 0.00 |
| Subtotal | 21.00 | 21.00 | 26.00 | 29.00 |
| Aging Services | | | | |
| Accountant III.E.Acctg | 1.00 | 0.00 | 0.00 | 0.00 |
| Accountant.E.Acctg | 1.00 | 2.00 | 2.00 | 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 |
| Administrative Assistant.N.Admin | 0.00 | 0.36 | 0.36 | 0.00 |
| 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 |
| Adult Day Care Aide.E.SSvcs | 0.00 | 0.00 | 0.00 | 1.00 |
| Adult Day Care Aide.N.SSvcs | 12.25 | 11.50 | 11.50 | 12.93 |
| 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 | 2.00 |
| Case Manager.N.SSvcs | 14.00 | 15.00 | 14.00 | 15.00 |
| Center Coordinator.N.SSvcs | 9.00 | 10.00 | 10.00 | 8.00 |
| 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 |

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 | | | | |
| 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 |
| 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 | 3.00 |
| 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.E.SSvcs | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 3.00 |
| Program Coordinator.N.Proj | 1.00 | 7.00 | 6.00 | 6.00 |
| Program Manager.E.Proj | 0.00 | 1.00 | 1.00 | 2.00 |
| Project Coordinator.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| 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.E.SSvcs | 0.00 | 0.00 | 0.00 | 0.75 |
| Senior Citizens Activity Specialist.N.SSvcs | 7.35 | 8.35 | 10.35 | 13.50 |
| 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 Storeroom Manager.N.Fac | 0.00 | 0.00 | 0.00 | 1.00 |
| 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.E.SSvcs | 0.00 | 0.00 | 0.00 | 3.00 |
| Social Services Specialist.N.SSvcs | 1.75 | 10.50 | 10.50 | 11.00 |
| 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 | 0.00 |
| Summer Youth Wrkr/Area Site Mntr.N.Misc | 2.05 | 2.05 | 2.05 | 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 |
|--|--------------------|--------------------|--------------------|--------------------|
| Aging Services Continued | | | | |
| Supervisor.N.Admin | 0.00 | 0.00 | 0.00 | 2.50 |
| Therapeutic Recreation Specialist.N.Parks | 0.00 | 2.00 | 2.00 | 2.00 |
| Wellness Assistant.N.Admin | 5.00 | 4.00 | 4.00 | 5.00 |
| Subtotal | 120.02 | 122.86 | 123.86 | 136.06 |
| Capital Programs | | | | |
| Administrative Specialist.N.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Architect.E.Eng | 0.00 | 0.00 | 4.00 | 3.00 |
| Business Manager I.E.Plan | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 Dvlpmnt.E.ExMgt | 1.00 | 0.00 | 0.00 | 0.00 |
| Engineer Intern.E.Eng | 0.00 | 1.00 | 1.00 | 1.00 |
| Engineer.E.Eng | 0.00 | 16.00 | 16.00 | 18.00 |
| Engineering Associate Supervisor.E.Eng | 0.00 | 1.00 | 2.00 | 6.00 |
| Engineering Associate.E.Eng | 0.00 | 0.00 | 3.00 | 0.00 |
| 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 Construction Services.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 4.00 |
| 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 | 0.00 |
| 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 |
| Transportation Worker.N.Trade | 0.00 | 0.00 | 0.00 | 1.00 |
| Subtotal | 57.00 | 60.00 | 70.00 | 73.00 |
| 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 |

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 | | | | |
| Administrative Assistant.N.Admin | 0.00 | 5.00 | 4.00 | 4.00 |
| Administrative Specialist.E.Admin | 0.00 | 3.00 | 3.00 | 2.00 |
| 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 | 0.00 |
| Business Manager I.E.Plan | 0.00 | 0.00 | 0.00 | 1.00 |
| Business Systems Dept Specialist.N.Bus | 0.00 | 1.00 | 1.00 | 0.00 |
| Case Manager.E.SSvcs | 0.00 | 1.00 | 1.00 | 3.00 |
| 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 | 17.00 |
| Child Care Specialist P/T.N.SSvcs | 10.26 | 0.00 | 0.00 | 0.00 |
| Child Care Specialist.N.SSvcs | 16.14 | 50.40 | 50.40 | 0.00 |
| 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 | 0.00 |
| 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 | 1.00 |
| HVAC Technician.N.Trade | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 1.00 |
| 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 | 0.00 |
| Multi-Trades Worker.N.Trade | 0.00 | 0.00 | 2.00 | 0.00 |
| 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 | 3.00 |
| Program Manager.E.Proj | 0.00 | 1.00 | 1.00 | 0.00 |
| Quality Assurance Manager.E.SSvcs | 0.00 | 0.00 | 0.00 | 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 |
|--|--------------------|--------------------|--------------------|--------------------|
| Children's Services Continued | | | | |
| 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 | 11.00 |
| Treatment Counselor.N.SSvcs | 0.00 | 0.38 | 0.38 | 0.00 |
| Treatment Counselor-P/T.N.SSvcs | 0.38 | 0.00 | 0.00 | 0.00 |
| Youth Care Specialist.N.SSvcs | 0.00 | 0.00 | 0.00 | 44.25 |
| Subtotal | 127.67 | 125.67 | 127.67 | 115.63 |
| 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 | 3.00 |
| 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 |
| Animal Abuse Investigator.N.Anim | 0.00 | 0.00 | 0.00 | 5.00 |
| Animal Control Officer.N.Anim | 0.00 | 0.00 | 0.00 | 24.00 |
| Animal Control Supervisor.E.Anim | 0.00 | 0.00 | 0.00 | 2.00 |
| Business Manager I.E.Plan | 0.00 | 0.00 | 0.00 | 1.00 |
| Codes Enforcement Ofcr.N.Insp | 24.00 | 24.00 | 33.00 | 0.00 |
| Codes Enfcmnt Ofcr Supervisor.E.Insp | 4.00 | 4.00 | 4.00 | 5.00 |
| Code Enforcement Manager.E.ExMgt | 0.00 | 2.00 | 1.00 | 1.00 |
| Code Enforcement Officer.N.Insp | 0.00 | 0.00 | 0.00 | 30.00 |
| Codes Enforcement Ofcr.E.Insp | 0.00 | 0.00 | 0.00 | 5.00 |
| Community Relations Coord.E.Comm | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Liaison.N.Court | 0.00 | 0.00 | 0.00 | 1.00 |
| Director Code Enforcement.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Division Director Field Operations.E.Anim | 0.00 | 0.00 | 0.00 | 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 |

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 Continued | | | | |
| 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 | 5.00 |
| 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 | 2.00 |
| Subtotal | 49.50 | 44.50 | 57.50 | 97.00 |
| 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 | 0.00 |
| Community Relations Coord.E.Comm | 2.50 | 3.50 | 3.50 | 1.00 |
| 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 |
| 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 |
| PR Production Coordinator.E.Comm | 0.00 | 0.00 | 0.00 | 3.50 |
| Public Relations Strategist.E.Comm | 7.00 | 8.00 | 8.00 | 9.00 |
| Public Relations/Info Specialist.E.Comm | 0.00 | 0.00 | 1.00 | 0.00 |
| Senior Computer Graphics Designer.E.ITS | 1.00 | 0.00 | 0.00 | 0.00 |
| Social Media Strategist.E.Comm | 2.00 | 2.00 | 2.00 | 2.00 |
| 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 |
| 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 |

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 | | | | |
| 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 | | | | |
| Administrative Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Case Manager.N.SSvcs | 0.00 | 0.00 | 1.00 | 0.00 |
| Community Planner I.E.Plan | 0.00 | 0.00 | 1.00 | 0.00 |
| Director Community Development and Infrastructure.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Director Transportation Maint Div.E.ExMgt | 0.00 | 0.00 | 1.00 | 0.00 |
| Division Director Community Development.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Division Director Strategic Infrastructure Planning.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Executive Planner.E.Plan | 0.00 | 0.00 | 1.00 | 2.00 |
| Planner.E.Plan | 0.00 | 0.00 | 0.00 | 6.00 |
| Project Manager.E.Proj | 0.00 | 0.00 | 1.00 | 1.00 |
| Senior Planner.E.Plan | 0.00 | 0.00 | 1.00 | 0.00 |
| Subtotal | 0.00 | 0.00 | 6.00 | 13.00 |
| 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 | 0.73 |
| 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 | 0.00 |
| Environmental Lands Management Specialist.N.EnvSv | 0.00 | 7.00 | 9.00 | 12.00 |
| Environmental Lands Management Technician.N.EnvSv | 0.00 | 13.00 | 21.80 | 23.90 |
| 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 |

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 | | | | |
| 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 | 10.25 |
| Manager Administrative Svcs.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Manager Conservation Services.E.Parks | 1.00 | 1.00 | 1.00 | 1.00 |
| Manager Operations.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 |
| Marine Safety Coordinator.E.Parks | 0.00 | 0.00 | 0.00 | 1.00 |
| Multi-Trades Worker I.N.Trade | 0.00 | 0.00 | 2.70 | 0.00 |
| 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 | 4.73 |
| 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 | 74.70 |
| 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 |
| Real Property Specialist.E.Real | 0.00 | 0.00 | 0.00 | 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 |
| 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 |
| Therapeutics Manager.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Subtotal | 167.63 | 166.14 | 179.84 | 179.30 |

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 | | | | |
| 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 | 3.00 |
| 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 | 4.00 |
| Codes Enforcement Ofcr.N.Insp | 10.00 | 1.00 | 0.00 | 3.00 |
| Community Relations Coord.E.Comm | 1.00 | 1.00 | 1.00 | 1.00 |
| Consumer Protection Investigator.N.Insp | 0.00 | 6.00 | 6.00 | 7.00 |
| 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 | 0.00 |
| 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 Administrative Svcs.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 Consumer Protection.E.Vets | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Operations.E.ExMgt | 0.00 | 1.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| 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 | 2.00 |
| Project Manager III.E.Proj | 1.00 | 0.00 | 0.00 | 0.00 |
| Senior Administrative Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior Administrative Specialist-CAD.E.Admin | 1.00 | 1.00 | 1.00 | 0.00 |
| Senior Supervisor.E.Supv | 0.00 | 1.00 | 1.00 | 1.00 |
| Special Projects Coordinator.E.Proj | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Supervisor.N.Admin | 0.00 | 1.00 | 1.00 | 1.00 |
| Therapeutics Manager.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 |
|---|--------------------|--------------------|--------------------|--------------------|
| Consumer & Veteran Services Continued | | | | |
| Veterans Officer.E.Vets | 0.00 | 1.00 | 1.00 | 1.00 |
| Veterans Officer.N.Vets | 0.00 | 0.00 | 4.00 | 0.00 |
| Veterans Service Officer.E.Vets | 0.00 | 0.00 | 2.00 | 0.00 |
| Veterans Service Officer.N.Vets | 4.00 | 4.00 | 0.00 | 6.00 |
| Subtotal | 42.00 | 48.28 | 48.28 | 49.28 |
| 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 | 0.00 |
| Chief Financial Administrator.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 | 2.00 |
| Deputy County Administrator/Chief Financial Administrator.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 | 10.00 |
| 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 |
| Division Director.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Customer Service Quality Assurance.E.Comm | 1.00 | 1.00 | 1.00 | 1.00 |
| Manager.E.Supv | 0.00 | 0.00 | 0.00 | 1.00 |
| Neighborhood Liaison.E.Comm | 2.00 | 2.00 | 3.00 | 4.00 |
| 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 | 31.00 |

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 | | | | |
| 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 | 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 | 0.00 |
| 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 |
| Assistant Chief Construction Codes Inspector.E.Insp | 0.00 | 0.00 | 0.00 | 6.00 |
| Building Codes Inspector.N.Insp | 0.00 | 60.00 | 60.00 | 0.00 |
| 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 | 0.00 |
| Building Plans Reviewer.N.Insp | 0.00 | 0.00 | 0.00 | 5.00 |
| 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 | 0.00 |
| Chief Construction Codes Inspector.E.Insp | 0.00 | 0.00 | 0.00 | 5.00 |
| Chief Inspector.N.Insp | 0.00 | 0.00 | 6.00 | 0.00 |
| 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 Codes Inspector.N.Insp | 0.00 | 0.00 | 0.00 | 78.00 |
| Construction Inspector.E.Insp | 0.00 | 0.00 | 1.00 | 0.00 |
| Construction Inspector.N.Insp | 0.00 | 0.00 | 13.00 | 0.00 |
| 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 | 3.00 |
| 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 |
| Development Services Architect/Engineer.E.Const | 0.00 | 0.00 | 0.00 | 16.00 |
| Development Services Facilitator.N.Const | 0.00 | 0.00 | 0.00 | 25.00 |
| 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 Director - Building & Construction Services.E.Insp | 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 |
|--|--------------------|--------------------|--------------------|--------------------|
| Development Services Continued | | | | |
| 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 |
| Division Dir Trnsprtn Plng Dvlpmnt.E.ExMgt | 0.00 | 1.00 | 0.00 | 0.00 |
| 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 | 12.00 |
| 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 |
| 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 |
| Envrmtl Codes Enfcmnt Ofcr.N.EnvSv | 2.00 | 0.00 | 0.00 | 0.00 |
| Executive Manager - Permitting & Plan Review.E.Insp | 0.00 | 0.00 | 0.00 | 1.00 |
| Executive Manager - QA/Operations.E.Insp | 0.00 | 0.00 | 0.00 | 1.00 |
| Executive Manager Inspection/Compliance Services.E.Const | 0.00 | 0.00 | 0.00 | 1.00 |
| Executive Planner.E.Plan | 3.00 | 5.00 | 6.00 | 5.00 |
| 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 | 0.00 |
| 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 | 0.00 |
| Manager Building SPO South County.E.Const | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| 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 |

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 | | | | |
| Planner.E.Plan | 0.00 | 14.00 | 16.00 | 17.00 |
| Planning & Zoning Tech.N.Plan | 0.00 | 16.00 | 19.00 | 9.00 |
| Planning/Zoning Technician II.E.Plan | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| 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 |
| Plans Review Manager.E.Const | 0.00 | 0.00 | 0.00 | 1.00 |
| Plans Review Supervisor.E.Const | 0.00 | 0.00 | 0.00 | 1.00 |
| Prof Engineer II.E.Eng | 1.00 | 0.00 | 0.00 | 0.00 |
| Program Coordinator.N.Proj | 4.00 | 3.00 | 3.00 | 1.00 |
| Project Coordination Manager.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| Project Manager.E.Proj | 0.00 | 2.00 | 0.00 | 3.00 |
| Project Manager I.E.Proj | 1.00 | 0.00 | 0.00 | 0.00 |
| Project Manager I.N.Proj | 0.00 | 0.00 | 2.00 | 0.00 |
| Project Manager II.E.Proj | 1.00 | 0.00 | 0.00 | 0.00 |
| Project Manager.E.Proj | 0.00 | 0.00 | 2.00 | 0.00 |
| 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 | 2.00 |
| 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 |

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 | | | | |
| Coordinator Redevelopment Site Analysis.E.Proj | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 |
| Economic Development Manager.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager.E.Supv | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 5.00 |
| 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 |
| 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 | 1.00 |
| 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 Redevelopment Site Analysis.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 6.00 |
| 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 | 4.00 |
| 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 | 4.00 |
| Administrative Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Administrative Specialist.N.Admin | 0.00 | 12.00 | 11.00 | 9.00 |
| 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 |

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 | | | | |
| Advanced Transportation Worker.N.Trade | 43.00 | 43.00 | 0.00 | 0.00 |
| Assistant County Administrator.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Business Analyst II.N.Bus | 0.00 | 0.00 | 0.00 | 2.00 |
| Business Analyst.E.Bus | 0.00 | 3.00 | 4.00 | 3.00 |
| Business Manager I.E.Plan | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 Engineering and Operations.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Director Technical Services Div.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Division Director Business Operations.E.Bus | 0.00 | 0.00 | 0.00 | 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 | 1.00 |
| Engineer.E.Eng | 0.00 | 16.00 | 19.00 | 19.00 |
| Engineer.N.Eng | 0.00 | 0.00 | 0.00 | 2.00 |
| Engineering Associate II.N.Eng | 0.00 | 0.00 | 0.00 | 1.00 |
| Engineering Associate IV.N.Eng | 0.00 | 0.00 | 0.00 | 1.00 |
| Engineering Associate Supervisor.E.Eng | 0.00 | 2.00 | 2.00 | 2.00 |
| Engineering Associate.E.Eng | 0.00 | 0.00 | 1.00 | 0.00 |
| Engineering Associate.N.Eng | 0.00 | 27.00 | 26.00 | 25.00 |
| Engineering Intern.N.Eng | 0.00 | 0.00 | 0.00 | 2.00 |
| 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 | 10.00 |
| 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.N.EnvSv | 0.00 | 0.00 | 0.00 | 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 |

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 | | | | |
| 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 | 0.00 |
| Field Operations Supervisor.N.Trade | 0.00 | 40.00 | 40.00 | 37.00 |
| 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 | 0.00 |
| GIS Analyst.N.ITS | 1.00 | 0.00 | 2.00 | 0.00 |
| GIS/Mapping Technician.N.ITS | 1.00 | 0.00 | 0.00 | 0.00 |
| Helicopter Pilot.E.Trans | 1.00 | 1.00 | 1.00 | 0.00 |
| Helicopter Pilot.N.Trans | 0.00 | 0.00 | 1.00 | 2.00 |
| Information Technology Manager.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 Analytics.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager CIP Financial Services.E.ExMgt | 1.00 | 0.00 | 0.00 | 0.00 |
| 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 | 0.00 |
| 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 | 0.00 |
| 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 | 0.00 |
| Manager.E.Supv | 6.00 | 6.00 | 5.00 | 4.00 |
| Manager.N.Supv | 2.00 | 0.00 | 1.00 | 1.00 |
| Mosquito Control Inspector.N.Insp | 2.00 | 2.00 | 13.00 | 13.00 |

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 | | | | |
| 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 | 10.00 |
| 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 | 1.00 |
| 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 | 7.00 |
| Project Manager.N.Proj | 0.00 | 0.00 | 1.00 | 2.00 |
| 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 |
| Section Manager Traffic Maintenance & Operations.E.Trans | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Senior Information Technology Projects Manager.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| 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 | 0.00 |
| Solutions Analyst.E.ITS | 0.00 | 1.00 | 4.00 | 2.00 |
| Solutions Engineer.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 18.00 |

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 | | | | |
| 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 | 40.00 |
| Transportation Worker.N.Trans | 0.00 | 0.00 | 105.00 | 106.00 |
| Subtotal | 456.85 | 439.38 | 454.38 | 446.38 |
| 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 |
| County Capital Projects Coordinator.E.Acctg | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Fiscal Coordinator.E.Acctg | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Oracle EBS Developer.E.Bus | 0.00 | 0.00 | 0.00 | 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 | 9.00 |
| 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 | 3.00 |
| 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 |

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 | | | | |
| 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 | 7.00 |
| Environmental Specialist.N.EnvSv | 0.00 | 15.00 | 11.00 | 10.00 |
| 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 |
| Planner.E.Plan | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Supervisor.E.Admin | 0.00 | 1.00 | 1.00 | 1.00 |
| Subtotal | 35.59 | 45.00 | 52.00 | 54.00 |
| 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 |

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 |
|---|--------------------|--------------------|--------------------|--------------------|
| Extension Service Continued | | | | |
| Food Systems Program Coordinator.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 4.80 |
| Ornamental Horticultural Asst.E.Trade | 0.00 | 0.00 | 2.00 | 0.00 |
| Program Assistant Part-Time.N.Admin | 0.86 | 0.86 | 0.86 | 1.00 |
| Program Coordinator.E.Proj | 1.00 | 1.00 | 2.00 | 1.00 |
| 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 | 24.80 |
| 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 | 3.00 |
| 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 | 1.00 |
| 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 |
| Carpenter.N.Trade | 5.00 | 5.00 | 6.00 | 6.00 |
| Contract Compliance Insptr I.N.Insp | 5.00 | 0.00 | 2.00 | 0.00 |
| 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 | 8.00 |
| 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 Facilities Management.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Director Real Estate Services.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Division Director Facilities Operations and Maintenance.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Division Manager Facilities.E.Misc | 0.00 | 1.00 | 1.00 | 0.00 |
| 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 |

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 | | | | |
| Electronics Technician III.E.Trade | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| 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 | 20.00 |
| Indoor Air Quality Specialist.N.Trade | 1.00 | 1.00 | 1.00 | 1.00 |
| Industrial Instrm/Control Tech.N.Trade | 0.00 | 0.00 | 0.00 | 1.00 |
| Locksmith.E.Trade | 0.00 | 0.00 | 1.00 | 0.00 |
| Locksmith.N.Trade | 0.00 | 0.00 | 1.00 | 2.00 |
| 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 County Properties.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 0.00 |
| 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 | 5.00 |
| 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 | 18.00 |
| Office Assistant II.N.Admin | 1.00 | 0.00 | 0.00 | 0.00 |
| 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 | 11.00 |
| Project Manager I.E.Proj | 7.00 | 0.00 | 1.00 | 0.00 |
| Project Manager II.E.Proj | 7.00 | 0.00 | 0.00 | 0.00 |
| Project Manager II.N.Proj | 1.00 | 0.00 | 1.00 | 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 | | | | |
| 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 |
| Security Manager.E.Fac | 0.00 | 0.00 | 0.00 | 2.00 |
| 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 | 186.00 |
| 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 |
| Administrative Assistant.N.Admin | 0.00 | 2.00 | 2.00 | 3.00 |
| Administrative Specialist I.E.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 |
|---|--------------------|--------------------|--------------------|--------------------|
| Fire Rescue Continued | | | | |
| 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 | 26.00 |
| 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 | 1.00 |
| Company Fire Captain.E.Fire | 0.00 | 0.00 | 3.00 | 0.00 |
| Company Fire Captain.N.Fire | 148.00 | 148.00 | 147.00 | 159.00 |
| 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 | 0.00 |
| Director Emergency Management.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Director Fire Rescue.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Division Chief Planning and Technology.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Division Director Emergency Preparedness and Recovery.E.ExMgt | 0.00 | 1.00 | 1.00 | 0.00 |
| Division Director Office of Emergency Management.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Driver/Engineer.E.Fire | 0.00 | 0.00 | 0.00 | 1.00 |
| Driver/Engineer.N.Fire | 177.00 | 177.00 | 177.00 | 187.00 |
| Emergency Management Coordinator.E.Emerg | 0.00 | 0.00 | 0.00 | 10.00 |
| Emergency Management Org Coord.E.Emerg | 0.00 | 0.00 | 1.00 | 0.00 |
| Emergency Management Organization Coordinator.E.Emerg | 0.00 | 0.00 | 3.00 | 0.00 |
| Fire Fighter.E.Fire | 0.00 | 2.00 | 0.00 | 0.00 |
| Fire Fighter.N.Fire | 172.00 | 183.00 | 196.00 | 250.00 |
| Fire Inspector I.N.Fire | 3.00 | 4.00 | 5.00 | 5.00 |
| Fire Inspector II.N.Fire | 23.00 | 24.00 | 22.00 | 25.00 |
| Fire Inspector.N.Fire | 1.00 | 0.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| Fire Medic I.N.Fire | 325.00 | 315.00 | 327.00 | 327.00 |
| 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 | 95.00 |
| Manager Contract Soltns Grant Mgmt.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 |
|---|--------------------|--------------------|--------------------|--------------------|
| Fire Rescue Continued | | | | |
| 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 |
| 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 |
| OEM Section Chief.E.Admin | 0.00 | 0.00 | 0.00 | 3.00 |
| 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 | 2.00 |
| Program Coordinator.E.Proj | 0.00 | 5.00 | 5.00 | 1.00 |
| Project Manager I.E.Proj | 1.00 | 3.00 | 3.00 | 1.00 |
| 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 | 7.00 |
| Telecommunications Analyst.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| Telecommunicator.N.Comm | 28.00 | 30.00 | 29.48 | 32.43 |
| Training Technician.N.Human | 2.00 | 2.00 | 2.00 | 2.00 |
| Subtotal | 1,068.00 | 1,091.00 | 1,138.43 | 1,210.43 |
| 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 | 0.00 |
| Accounting Clerk.N.Acctg | 0.00 | 0.00 | 0.00 | 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 |

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 | | | | |
| Business Analyst II.E.Bus | 1.00 | 0.00 | 0.00 | 0.00 |
| Contracts Management Associate.N.Purch | 0.00 | 1.00 | 1.00 | 0.00 |
| Contracts Management Spc.E.Purch | 1.00 | 0.00 | 0.00 | 0.00 |
| Contracts Manager.E.Purch | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Fleet Master Technician.N.Trade | 6.00 | 6.00 | 6.00 | 6.00 |
| Fleet Mechanic Technician.E.Trade | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 32.00 |
| 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 Fleet Operations/Maintenance.E.VehMn | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Operations/Maintenance.E.VehMn | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 | 65.00 |
| 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 |
| Director Geospatial and Land Acquisition Services.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |

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 | | | | |
| 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 | 12.00 |
| GIS Database Administrator.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| GIS Project Manager.E.Proj | 2.00 | 1.00 | 2.00 | 2.00 |
| GIS Software Developer.E.ITS | 0.00 | 0.00 | 0.00 | 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 | 4.00 |
| Manager Asset Registry.E.Eng | 0.00 | 1.00 | 1.00 | 1.00 |
| Manager Enterprise GIS.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| 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 |
| 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 | 2.00 |
| 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 | 2.00 |
| 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 | 0.00 |
| Real Property Specialist.N.Real | 0.00 | 0.00 | 13.00 | 11.00 |
| 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 |
| Special Projects Coordinator.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| Survey Technician.N.Eng | 0.00 | 0.00 | 4.00 | 4.00 |
| Subtotal | 45.00 | 56.00 | 80.00 | 85.00 |
| Government Relations & Strategic Services | | | | |
| Administrative Assistant.N.Admin | 0.00 | 1.00 | 1.00 | 0.00 |
| Administrative Services Coord.E.Admin | 0.00 | 0.00 | 2.00 | 1.00 |
| Administrative Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Administrative Specialist.N.Admin | 0.00 | 0.00 | 1.00 | 1.00 |
| Agenda Special Projects Manager.E.Admin | 1.00 | 1.00 | 1.00 | 0.00 |
| Chief Government Relations and Strategic Services Admin.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Commission Support/Chauffeur.N.Comm | 0.00 | 0.00 | 1.00 | 2.00 |
| Community Affairs Liaison & Eq Opportunity Admin.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Community Affairs Liaison.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 |
|---|--------------------|--------------------|--------------------|--------------------|
| Government Relations & Strategic Services Continued | | | | |
| 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 |
| GRSS Administrator 1.E.Admin | 0.00 | 0.00 | 0.00 | 3.00 |
| GRSS Administrator 2.E.Admin | 0.00 | 0.00 | 0.00 | 3.00 |
| GRSS Division Director.E.Admin | 0.00 | 0.00 | 0.00 | 2.00 |
| Homeless Services Projects Coordinator.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 0.00 |
| 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 | 0.00 |
| Operations-Legislative Affairs Ofcr.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Professional Standards & Human Rights Investigator.E.ExMgt | 0.00 | 0.00 | 2.00 | 3.00 |
| 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 | 0.00 |
| Senior Secretary.N.Admin | 1.00 | 0.00 | 0.00 | 0.00 |
| Special Projects Coordinator.E.Proj | 0.00 | 1.00 | 0.00 | 1.00 |
| Special Projects Manager Grants.E.Admin | 0.00 | 0.00 | 1.00 | 0.00 |
| Special Projects Manager Legislative Affairs.E.Proj | 1.00 | 1.00 | 1.00 | 0.00 |
| Subtotal | 11.00 | 17.00 | 17.00 | 21.00 |
| Head Start | | | | |
| Accountant.E.Acctg | 1.00 | 2.00 | 2.00 | 1.00 |
| 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 Business Systems Manager.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |

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 Services Specialist.N.SSvcs | 8.00 | 9.00 | 9.00 | 7.00 |
| Head Start Special Projects Manager.E.Supv | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Head Start/EHS Teacher Aide.N.Human | 0.00 | 0.00 | 1.00 | 0.95 |
| 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 | 2.00 |
| Program Manager.E.Proj | 0.00 | 0.00 | 0.00 | 2.00 |
| 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 | 2.00 |
| 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 | 0.00 |
| Systems Coordinator.E.ITS | 1.00 | 0.00 | 0.00 | 0.00 |
| Training Specialist.N.Human | 0.00 | 0.00 | 0.00 | 1.00 |
| Treatment Counselor.E.SSvcs | 2.00 | 2.00 | 2.00 | 1.00 |
| Subtotal | 262.00 | 262.00 | 262.00 | 261.95 |

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 | | | | |
| Accountant.E.Acctg | 0.00 | 2.00 | 3.00 | 2.00 |
| 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 Assistant.N.Admin | 0.00 | 0.00 | 0.00 | 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 | 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 | 31.00 |
| Community Services Program Manager.E.Proj | 1.00 | 0.00 | 0.00 | 0.00 |
| Contracts Manager.E.Purch | 1.00 | 1.00 | 1.00 | 2.00 |
| 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 Fiscal Manager.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| Human Services Supervisor.N.SSvcs | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Contract Development & Management.E.Purch | 1.00 | 0.00 | 0.00 | 0.00 |
| Manager Education and 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 | 4.00 |
| 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.E.SSvcs | 0.00 | 0.00 | 0.00 | 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 |

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 | | | | |
| 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 | 8.00 |
| Subtotal | 74.00 | 79.00 | 79.00 | 88.00 |
| 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 | 0.00 |
| Community Relations Coord.E.Comm | 1.00 | 1.00 | 1.00 | 1.00 |
| Contracts Manager.E.Purch | 2.00 | 2.00 | 2.00 | 3.00 |
| 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 |
| Program Coordinator.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| Project Manager.E.Proj | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Subtotal | 8.00 | 8.00 | 8.00 | 9.00 |
| 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.N.Admin | 0.00 | 0.00 | 0.00 | 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 |
| Hands On Educational Svcs Intern.N.Misc | 0.00 | 0.00 | 0.00 | 7.50 |
| 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 | 12.00 | 12.00 | 11.00 | 11.00 |

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 Continued | | | | |
| Manager.E.Supv | 0.00 | 1.00 | 1.00 | 0.00 |
| Social Services Specialist.N.SSvc | 0.00 | 1.00 | 0.00 | 0.00 |
| Summer Youth Intern.N.Misc | 2.30 | 2.30 | 10.95 | 3.45 |
| 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 | 3.00 |
| 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 |
| Business Process Engineer.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| Chief Information Security Officer.E.ExMgt | 0.00 | 1.00 | 0.00 | 1.00 |
| Computer Operator.N.Data | 0.00 | 1.00 | 1.00 | 1.00 |
| Contracts Manager.E.Purch | 0.00 | 0.00 | 0.00 | 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 |
| 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 Management 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 and 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 |

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 | | | | |
| 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 | 0.00 |
| 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 Coordinator.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| Information Technology Projects Manager.E.ITS | 3.00 | 4.00 | 6.00 | 5.00 |
| IT Asset Management Administrator.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| IT Asset Mgmt Specialist.E.ITS | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 | 0.00 |
| IT Business Solutions Manager.E.ITS | 0.00 | 0.00 | 0.00 | 4.00 |
| IT Program Manager.E.ITS | 0.00 | 0.00 | 2.00 | 1.00 |
| 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 | 4.00 |
| Knowledge Management Administrator.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Database and Business Intelligence Support.E.ExMgt | 0.00 | 1.00 | 1.00 | 1.00 |
| 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 | 1.00 |
| Network Administration Manager.E.ITS | 1.00 | 1.00 | 1.00 | 1.00 |
| Network Administrator.E.ITS | 5.00 | 4.00 | 6.00 | 5.00 |
| Network Architect.E.ITS | 0.00 | 3.00 | 3.00 | 4.00 |
| Network Engineer.E.ITS | 0.00 | 4.00 | 4.00 | 5.00 |
| 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 |

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 | | | | |
| 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 | 0.00 |
| 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 Project Manager.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior Information Technology Projects Manager.E.ITS | 0.00 | 5.00 | 8.00 | 7.00 |
| 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 | 1.00 |
| 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 Associate.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| Solutions Engineer.E.ITS | 1.00 | 10.00 | 12.00 | 16.00 |
| Solutions Specialist.E.ITS | 0.00 | 5.00 | 7.00 | 5.00 |
| 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 | 3.00 |
| Systems Coordinator.E.ITS | 8.00 | 0.00 | 0.00 | 0.00 |
| Systems Engineer.E.ITS | 0.00 | 8.00 | 6.00 | 5.00 |
| 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 | 5.00 |
| Technical Writer.E.ITS | 0.00 | 1.00 | 1.00 | 0.00 |
| Telecommunications Analyst.E.ITS | 2.00 | 0.00 | 0.00 | 0.00 |
| Telecommunications Engineer.E.ITS | 0.00 | 2.00 | 3.00 | 3.00 |
| Transformation Change Manager.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Subtotal | 137.00 | 145.00 | 160.00 | 165.00 |

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 | | | | |
| 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 | 18.00 |
| 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 |
| Division Manager Library Support Services.E.LibSv | 0.00 | 0.00 | 0.00 | 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 | 89.00 |
| 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 | 77.55 |
| 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 | 157.80 |
| Library Technical Assistant Part-Time.N.LibSv | 3.33 | 0.00 | 0.00 | 0.00 |
| Library Technical Assistant.N.Cultr | 34.00 | 0.00 | 0.00 | 1.00 |
| 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 |

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 | | | | |
| 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 | 3.00 |
| Multi-Trades Worker.N.Trade | 0.00 | 0.00 | 0.00 | 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 |
| Program Coordinator.E.Proj | 0.00 | 0.00 | 0.00 | 2.00 |
| Program Coordinator.N.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| Project Manager.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 0.00 |
| Subtotal | 363.98 | 366.90 | 368.20 | 377.73 |
| 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 | 0.00 |
| 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 | 7.00 |
| 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 | 1.00 |
| Budget Managing Director.E.Acctg | 0.00 | 0.00 | 0.00 | 1.00 |
| Budget Services Coordinator.E.Acctg | 3.00 | 0.00 | 0.00 | 0.00 |
| Budget Systems Administrator.E.Data | 1.00 | 1.00 | 1.00 | 0.00 |
| Business Intelligence Analyst.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| Capital Program Officer.E.Acctg | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Director Management & Budget.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Economist.E.Econ | 1.00 | 1.00 | 1.00 | 1.00 |
| Fiscal Analyst.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| General Manager IV.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Grants Planning and Development Coordinator.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 |
|--|--------------------|--------------------|--------------------|--------------------|
| Management & Budget Continued | | | | |
| 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 Business Analytics.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Crime Prevention/Coordinating Unit.E.Law | 0.00 | 1.00 | 1.00 | 1.00 |
| 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 and Reporting.E.Acctg | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Systems/Revenue.E.ITS | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Coordinator.N.Proj | 0.00 | 1.00 | 1.00 | 0.00 |
| Project Manager.E.Proj | 0.00 | 1.00 | 1.00 | 2.00 |
| Senior Administrative Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 1.00 |
| Autopsy Technician.N.MedSv | 5.00 | 7.16 | 7.16 | 11.16 |
| 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 | 14.32 |
| Medical Exmnr DeathInvstgtr.E.MedSv | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 45.48 |

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 |
|--|--------------------|--------------------|--------------------|--------------------|
| 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 |
| 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 | 23.80 |
| Administrative Assistant.N.Admin | 0.00 | 3.00 | 3.00 | 2.00 |
| 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 | 2.00 |
| 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 | 1.00 |
| Athletics Specialist.N.Parks | 2.00 | 3.00 | 2.00 | 1.00 |
| 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 |
| Contracts Compliance Inspector.N.Insp | 0.00 | 0.00 | 0.00 | 2.00 |
| 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 |
| 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 | 0.00 |
| Executive Administrative Manager.E.Admin | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 | 1.00 |
| 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 | 0.00 |
| 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 | 29.46 |

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 | | | | |
| 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 | 2.10 |
| Park Services Manager.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 2.00 |
| Project Coordinator.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Recreation Leader.N.Parks | 0.00 | 65.84 | 70.42 | 71.00 |
| 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 | 24.00 |
| 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 |
| Safety/Loss Control Coord.E.Insp | 0.00 | 0.00 | 0.00 | 1.00 |
| Safety/Loss Control Coord.N.Insp | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 1.00 |
| Senior Supervisor.N.Supv | 0.00 | 0.00 | 0.00 | 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 Buildings/Grounds.N.Fac | 0.00 | 0.00 | 0.00 | 1.00 |
| Supervisor.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Supervisor.N.Admin | 0.00 | 1.00 | 2.00 | 1.00 |
| Therapeutic Recreation Specialist.N.Parks | 0.00 | 6.00 | 6.00 | 5.00 |
| Trades Helper.N.Trade | 4.00 | 4.00 | 4.00 | 3.00 |
| Subtotal | 195.35 | 199.45 | 211.39 | 216.36 |
| 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 |

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 | | | | |
| 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 | 0.00 |
| Animal Abuse Investigator.N.Anim | 6.00 | 5.00 | 4.00 | 0.00 |
| Animal Care Assistant.E.Anim | 0.00 | 0.00 | 11.00 | 0.00 |
| Animal Care Assistant.N.Anim | 12.00 | 12.00 | 18.00 | 27.00 |
| Animal Care Supervisor.E.Anim | 1.00 | 2.00 | 4.00 | 3.00 |
| Animal Control Officer.E.Anim | 2.00 | 0.00 | 4.00 | 0.00 |
| Animal Control Officer.N.Anim | 15.00 | 16.00 | 16.00 | 0.00 |
| Animal Control Supervisor.E.Anim | 3.00 | 3.00 | 2.00 | 0.00 |
| 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 | 0.00 |
| Canine Behaviorist.E.Anim | 0.00 | 0.00 | 0.00 | 1.00 |
| Chief Veterinarian.E.Anim | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Customer Service Analyst.N.Admin | 0.00 | 0.00 | 0.00 | 2.00 |
| Customer Service Representative.N.Admin | 16.00 | 16.00 | 16.00 | 13.00 |
| Director Pet Resources.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Division Director Shelter Operations.E.Anim | 0.00 | 0.00 | 0.00 | 1.00 |
| Division Director Veterinary/Behavioral Services.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Manager Pet Resources & Community Services.E.Anim | 1.00 | 1.00 | 1.00 | 0.00 |
| Managing Dir Shelter Ops.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Manager.E.Supv | 0.00 | 3.00 | 0.00 | 0.00 |
| Multi-Trades Worker.N.Trade | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 |
| Pet Resources Rescue/Foster Coordinator.N.Anim | 0.00 | 0.00 | 0.00 | 3.00 |
| Program Coordinator.E.Proj | 0.00 | 1.00 | 4.00 | 3.00 |
| Program Coordinator.N.Proj | 0.00 | 1.00 | 0.00 | 2.00 |
| 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 | 0.00 |
| 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 | 0.00 |
| Veterinarian.E.Anim | 2.50 | 3.00 | 4.00 | 4.00 |
| 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 | 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 |
|---|--------------------|--------------------|--------------------|--------------------|
| Pet Resources Continued | | | | |
| Veterinary Technician.N.Anim | 13.00 | 12.50 | 13.00 | 15.00 |
| Subtotal | 96.00 | 96.50 | 120.00 | 89.00 |
| Procurement Services | | | | |
| Administrative Assistant.N.Admin | 0.00 | 0.00 | 1.00 | 0.00 |
| Administrative Specialist.E.Admin | 0.00 | 1.00 | 1.00 | 2.00 |
| 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 of Procurement.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Division Director Procurement Operations.E.Admin | 0.00 | 1.00 | 1.00 | 0.00 |
| Functional Procurement Applications Coordinator.E.Admin | 0.00 | 0.00 | 1.00 | 1.00 |
| Managing Director.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 | 22.00 |
| Procurement Operations Coordinator.E.Admin | 6.00 | 6.00 | 7.00 | 6.00 |
| 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 |
| Project Coordinator.E.Admin | 1.00 | 0.00 | 0.00 | 2.00 |
| Senior Business Analyst.E.Bus | 1.00 | 0.00 | 0.00 | 0.00 |
| Senior Procurement Analyst.E.Purch | 14.00 | 0.00 | 1.00 | 0.00 |
| Subtotal | 43.00 | 36.00 | 39.00 | 41.00 |
| Risk Management Division | | | | |
| Business Analyst.E.Bus | 0.00 | 0.00 | 0.00 | 1.00 |
| Division Director Risk Management/Safety.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Manager Risk Management/Safety.E.Insp | 1.00 | 1.00 | 1.00 | 0.00 |
| Program Coordinator.E.Proj | 2.00 | 3.00 | 1.00 | 1.00 |
| Program Coordinator.N.Proj | 0.00 | 0.00 | 4.00 | 3.00 |
| Safety/Loss Control Coord.E.Insp | 1.00 | 1.00 | 4.00 | 0.00 |
| Safety Manager.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Safety Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 3.00 |
| 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 |

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 | | | | |
| 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 |
| 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 | 7.00 |
| 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 | 2.00 |
| 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 | 6.00 |
| 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 | 10.00 |
| Special Projects Coordinator.E.Proj | 0.00 | 0.00 | 1.00 | 1.00 |
| Training Specialist.E.Human | 3.00 | 3.00 | 3.00 | 4.00 |
| 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 | 0.00 |
| Business Analyst.E.Bus | 0.00 | 1.00 | 1.00 | 2.00 |
| 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 | 0.00 |
| Community Collection Ctr Attendant.N.Trade | 10.00 | 10.00 | 10.00 | 12.00 |
| 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 | 0.00 |
| Construction Equipment Operator.N.Trade | 0.00 | 0.00 | 2.00 | 0.00 |
| Contracts Manager.E.Purch | 2.00 | 2.00 | 2.00 | 5.00 |

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 | | | | |
| Customer Service Analyst.N.Admin | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Representative.E.Admin | 1.00 | 1.00 | 1.00 | 0.00 |
| Customer Service Representative.N.Admin | 1.00 | 1.00 | 2.00 | 11.00 |
| Division Director Solid Waste Management.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineer.E.Eng | 0.00 | 1.00 | 1.00 | 2.00 |
| Engineering Associate.N.Eng | 0.00 | 1.00 | 2.00 | 2.00 |
| Engineering Technician.N.Eng | 1.00 | 1.00 | 2.00 | 2.00 |
| 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 | 6.00 |
| 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 | 0.00 |
| 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 | 3.00 |
| Senior Supervisor.N.Supv | 0.00 | 0.00 | 7.00 | 9.00 |
| Solid Waste Equipment Operator.N.Util | 29.00 | 29.00 | 29.00 | 32.00 |
| Solid Waste Transfer Equipment Operator.E.Util | 0.00 | 0.00 | 5.00 | 0.00 |
| Solid Waste Transfer Equipment Operator.N.Util | 30.00 | 30.00 | 29.00 | 34.00 |
| 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 | 163.00 |

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 |
|--|--------------------|--------------------|--------------------|--------------------|
| 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 |
| 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 | 2.00 |
| Customer Service Representative.N.Admin | 9.00 | 9.00 | 9.00 | 8.00 |
| 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 | 0.00 |
| Manager.E.Supv | 1.00 | 1.00 | 1.00 | 2.00 |
| Office Assistant II.N.Admin | 1.00 | 0.00 | 0.00 | 0.00 |
| Operations Manager.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 4.00 |
| 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 |

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 | | | | |
| 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 | 15.00 |
| Assistant County Administrator.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 4.00 |
| Customer Service Analyst.N.Admin | 4.00 | 6.00 | 5.00 | 8.00 |
| Customer Service Representative.N.Admin | 21.00 | 31.00 | 26.00 | 24.00 |
| Cyber Security Specialist.E.ITS | 0.00 | 0.00 | 1.00 | 1.00 |
| Director Public Utilities.E.ExMgt | 1.00 | 1.00 | 1.00 | 0.00 |
| Director Water Resource Services.E.ExMgt | 0.00 | 0.00 | 0.00 | 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 | 21.00 |
| Engineering Associate.E.Eng | 0.00 | 29.00 | 22.00 | 17.00 |
| Engineering Associate.N.Eng | 0.00 | 0.00 | 9.00 | 7.00 |
| 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 | 2.00 |
| Environmental Specialist.E.EnvSv | 0.00 | 3.00 | 2.00 | 2.00 |
| Environmental Supervisor.E.EnvSv | 0.00 | 2.00 | 0.00 | 0.00 |
| Executive Planner.E.Plan | 0.00 | 0.00 | 0.00 | 1.00 |
| Field Collector.N.Tax | 4.00 | 5.00 | 0.00 | 0.00 |
| Field Service Representative.E.Util | 0.00 | 0.00 | 7.00 | 2.00 |
| Field Service Representative.N.Util | 7.00 | 14.00 | 15.00 | 15.00 |
| Fiscal Analyst.E.Admin | 0.00 | 3.00 | 3.00 | 3.00 |
| Fiscal Manager.E.ExMgt | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 |

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 | | | | |
| 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 |
| Hydrologist.E.EnvSv | 0.00 | 0.00 | 0.00 | 1.00 |
| Industrial Automation SCADA Application Specialist.E.ITS | 0.00 | 0.00 | 0.00 | 3.00 |
| Industrial Automation SCADA Network Specialist.E.ITS | 0.00 | 0.00 | 0.00 | 2.00 |
| Industrial Electrician.N.Trade | 32.00 | 33.00 | 33.00 | 33.00 |
| Industrial Instrm/Control Tech.E.Trade | 0.00 | 0.00 | 0.00 | 3.00 |
| Industrial Instrm/Control Tech.N.Trade | 19.00 | 19.00 | 20.00 | 16.00 |
| Industrial Mechanic.N.Trade | 70.00 | 70.00 | 70.00 | 64.00 |
| Info Systems Project Manager.E.ITS | 0.00 | 0.00 | 9.00 | 0.00 |
| 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 | 0.00 |
| Inspector.N.Insp | 2.00 | 2.00 | 0.00 | 0.00 |
| IT Development Project Manager-CCC.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 Emergency Response Coordinator.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Manager Financial & Business Svcs.E.ExMgt | 1.00 | 1.00 | 0.00 | 1.00 |
| 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 |
| Manager.E.Supv | 6.00 | 29.00 | 28.00 | 30.00 |
| Meter Reader.E.Util | 0.00 | 0.00 | 1.00 | 2.00 |
| Meter Reader.N.Util | 5.00 | 5.00 | 15.00 | 14.00 |
| 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 |
| Process Improvement Analyst.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Prof Engineer I.E.Eng | 2.00 | 0.00 | 2.00 | 0.00 |
| Program Coordinator.E.Proj | 0.00 | 0.00 | 1.00 | 2.00 |
| 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 Controls and Performance Program Manager.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| Project Manager.E.Proj | 8.00 | 5.00 | 7.00 | 11.00 |
| Projects Control Coordinator.E.ExMgt | 0.00 | 1.00 | 1.00 | 1.00 |
| 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 | 2.00 |
| SCADA Systems Coordinator.E.ITS | 3.00 | 3.00 | 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 |
|--|--------------------|--------------------|--------------------|--------------------|
| Water Resources Continued | | | | |
| 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 Administrative Specialist.E.Admin | 0.00 | 0.00 | 0.00 | 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 Manager IT Service Delivery.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior Meter Reader.N.Util | 10.00 | 10.00 | 0.00 | 0.00 |
| Senior Planner.E.Plan | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 Analyst.E.ITS | 0.00 | 0.00 | 0.00 | 7.00 |
| Solutions Engineer.E.ITS | 0.00 | 0.00 | 0.00 | 3.00 |
| Solutions Specialist.E.ITS | 0.00 | 2.00 | 1.00 | 3.00 |
| Storekeeper I.E.Purch | 0.00 | 0.00 | 0.00 | 1.00 |
| Storekeeper I.N.Purch | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 5.00 |
| System Administrator.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| Systems Administrator.E.ITS | 0.00 | 0.00 | 1.00 | 0.00 |
| 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.E.Trade | 0.00 | 0.00 | 0.00 | 5.00 |
| Utilities Maintenance Operator.N.Trade | 97.00 | 97.00 | 103.00 | 110.00 |
| Utilities Maintenance Supervisor.E.Util | 0.00 | 0.00 | 0.00 | 6.00 |
| Utilities Maintenance Supervisor.N.Util | 22.00 | 38.00 | 37.00 | 37.00 |
| Utilities Maintenance Supv.E.Util | 0.00 | 0.00 | 0.00 | 1.00 |
| Utilities Maintenance Worker.E.Trade | 7.00 | 6.00 | 0.00 | 0.00 |
| Utilities Manager.E.Util | 11.00 | 10.00 | 9.00 | 10.00 |

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 | | | | |
| Utilities Manager.N.Util | 0.00 | 0.00 | 1.00 | 1.00 |
| Utilities Plant Operator.E.Trade | 0.00 | 0.00 | 2.00 | 5.00 |
| Utilities Plant Operator.N.Trade | 102.00 | 104.00 | 91.00 | 91.00 |
| 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 | 11.00 |
| Utility Planning Manager.E.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Subtotal | 686.00 | 702.00 | 736.00 | 766.00 |
| TOTAL COUNTY ADMINISTRATOR ORGANIZATION | 5,138.21 | 5,213.70 | 5,511.98 | 5,703.69 |
| ELECTED OFFICIALS ORGANIZATION | | | | |
| Clerk of the Circuit Court - BOCC Funded | 102.00 | 102.00 | 102.00 | 103.00 |
| Property Appraiser | 125.00 | 125.00 | 125.00 | 125.00 |
| Sheriff | 3,675.50 | 3,675.50 | 3,767.00 | 3,633.00 |
| 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 | 0.00 |
| Intake Counselor.N.Admin | 14.00 | 13.00 | 14.00 | 18.00 |
| 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 | 4,324.10 |
| 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 | 8.00 |
| 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 |

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 |
|---|--------------------|--------------------|--------------------|--------------------|
| 13th Judicial Branch - Administrative Offices of the Court Continued | | | | |
| 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 | 2.00 |
| 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-Paralegal Specialist.E.CrtA | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 0.00 |
| ZCA-Senior Court Program Spec.N.CrtA | 2.00 | 2.00 | 3.00 | 4.00 |
| ZCA-Senior Information Systems Analyst.E.CrtA | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 |
| 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 |

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 | | | | |
| Administrative Specialist II.N.Admin | 3.00 | 3.00 | 3.00 | 4.00 |
| Administrative Specialist III.E.Admin | 1.00 | 1.00 | 1.00 | 0.00 |
| 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 Administration.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 0.00 |
| Electronics Technician I.N.Trade | 1.00 | 1.00 | 0.00 | 0.00 |
| Electronics Technician II.N.Trade | 2.00 | 2.00 | 2.00 | 3.00 |
| 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 | 0.00 |
| Environmental Scientist I.E.EnvSv | 11.00 | 13.00 | 19.00 | 10.00 |
| Environmental Scientist I.N.EnvSv | 2.00 | 1.00 | 2.00 | 2.00 |
| Environmental Scientist II.E.EnvSv | 21.00 | 22.00 | 23.00 | 30.00 |
| Environmental Scientist II.N.EnvSv | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Scientist III.E.EnvSv | 0.00 | 0.00 | 0.00 | 13.00 |
| Environmental Specialist I.E.EnvSv | 0.00 | 0.00 | 1.00 | 0.00 |
| Environmental Specialist I.N.EnvSv | 3.00 | 3.00 | 0.00 | 1.00 |
| Environmental Specialist II.E.EnvSv | 1.00 | 0.00 | 0.00 | 0.00 |
| Environmental Specialist II.N.EnvSv | 8.00 | 8.00 | 3.00 | 1.00 |
| Environmental Specialist III.E.EnvSv | 7.00 | 7.00 | 8.00 | 7.00 |
| Environmental Supervisor.E.EnvSv | 1.00 | 1.00 | 2.00 | 0.00 |
| Environmental Supervisor I.E.EnvSv | 0.00 | 0.00 | 0.00 | 5.00 |
| Environmental Supervisor II.E.EnvSv | 0.00 | 0.00 | 0.00 | 8.00 |
| 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 | 0.00 |
| General Manager II.E.Supv | 10.00 | 9.00 | 10.00 | 0.00 |
| General Manager III.E.ExMgt | 9.00 | 10.00 | 9.00 | 1.00 |
| 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 |
| Human Resources Manager I.E.ExMgt | 0.00 | 0.00 | 0.00 | 1.00 |
| Hydrologist.E.EnvSv | 0.00 | 0.00 | 0.00 | 2.00 |
| 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 | 0.00 |
| 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 |
| Legal Associate.E.Legal | 0.00 | 0.00 | 0.00 | 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 |

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 Engineer I.E.Eng | 4.00 | 3.00 | 4.00 | 3.00 |
| Prof Engineer II.E.Eng | 4.00 | 4.00 | 3.00 | 3.00 |
| Professional Engineer I.E.Eng | 0.00 | 0.00 | 0.00 | 1.00 |
| Prof Geologist.E.EnvSv | 2.00 | 2.00 | 1.00 | 0.00 |
| Project Manager I.E.Proj | 7.00 | 6.00 | 6.00 | 0.00 |
| Project Manager II.E.Proj | 3.00 | 4.00 | 4.00 | 0.00 |
| Senior Assistant Attorney.E.Legal | 0.00 | 2.00 | 2.00 | 0.00 |
| Senior Attorney.E.Legal | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior Engineering Specialist.E.Eng | 2.00 | 1.00 | 1.00 | 1.00 |
| Senior Environmental Manager.E.EnvSv | 0.00 | 0.00 | 0.00 | 8.00 |
| Senior Environmental Scientist.E.EnvSv | 0.00 | 0.00 | 0.00 | 4.00 |
| 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 | 3.00 |
| ZGAL-Case Coordinator II.N.GAL | 1.00 | 1.00 | 1.00 | 1.00 |
| ZGAL-Child Advocate Manager.N.GAL | 0.00 | 0.00 | 0.00 | 2.00 |
| 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 | 0.00 |
| Community Planner II.E.Plan | 0.00 | 0.00 | 0.00 | 1.00 |
| Community Relations Coord.E.Comm | 0.00 | 0.00 | 0.00 | 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 |
| Project Manager I.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior GIS Analyst.E.ITS | 1.00 | 1.00 | 1.00 | 0.00 |
| Software Specialist I.N.ITS | 1.00 | 1.00 | 1.00 | 1.00 |
| Subtotal | 7.00 | 7.00 | 7.00 | 8.00 |
| 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 |
| Administrative Specialist III.E.Admin | 0.00 | 0.00 | 0.00 | 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 | 4.00 |
| 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 |

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 | | | | |
| Executive Director Planning Commission.E.ExMgt | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Planner.E.Plan | 3.00 | 3.00 | 6.00 | 8.00 |
| 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 II.N.Admin | 0.00 | 0.00 | 0.00 | 1.00 |
| Office Assistant III.N.Admin | 1.00 | 1.00 | 1.00 | 0.00 |
| Office Manager.E.Admin | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Outreach Manager.E.ExMgt | 0.00 | 0.00 | 1.00 | 0.00 |
| 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 | 6.00 |
| Programmer/Analyst.E.ITS | 1.00 | 1.00 | 1.00 | 0.00 |
| Project Manager I.E.Proj | 0.00 | 1.00 | 1.00 | 0.00 |
| Project Manager II.E.Proj | 1.00 | 1.00 | 1.00 | 1.00 |
| Project Manager III.E.Proj | 0.00 | 0.00 | 1.00 | 0.00 |
| Project Manager.E.Proj | 0.00 | 0.00 | 0.00 | 1.00 |
| Public Relations Strategist.E.Comm | 0.00 | 0.00 | 0.00 | 1.00 |
| Secretary.N.Admin | 1.00 | 1.00 | 0.00 | 0.00 |
| Senior Planner.E.Plan | 6.00 | 9.00 | 9.00 | 6.00 |
| Senior Planning/Zoning Technician.N.Plan | 1.00 | 1.00 | 1.00 | 0.00 |
| Software Specialist I.E.ITS | 1.00 | 1.00 | 0.00 | 0.00 |
| Systems Application Developer.E.ITS | 0.00 | 0.00 | 0.00 | 1.00 |
| 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 | 0.00 |
| 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 | 1.00 |
| 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 | 4.00 |
| Value Adjustment Board | 5.00 | 5.00 | 5.00 | 4.00 |
| TOTAL BOARDS, COMMISSIONS, & AGENCIES ORGANIZATION | 210.00 | 213.00 | 212.00 | 212.00 |
| GRAND TOTAL | 9,854.51 | 9,935.00 | 10,330.28 | 10,388.99 |

Updated Pro Forma Budget Countywide General Fund Unincorporated Area General Fund

FY 20 through FY 25

Hillsborough County
Management and Budget Department

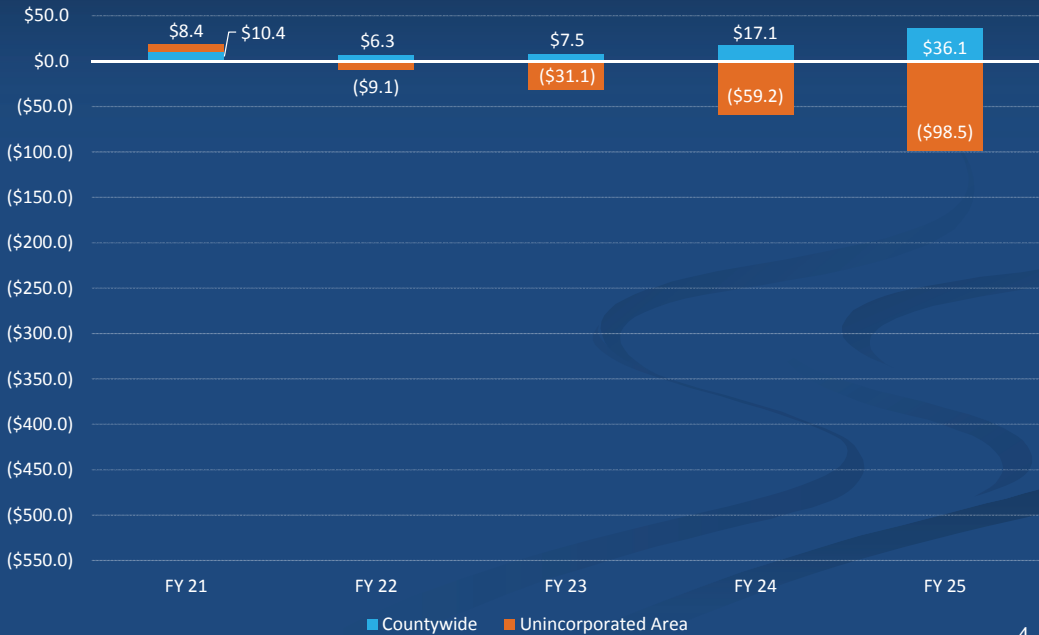
April 28, 2020

Pro Forma Parameters

- ❑ Taxable Property Values growth
 - ❑ Modeled at 8.1% for FY 21
 - ❑ Florida Legislature, Office of Economic and Demographic Research, Revenue Estimating Conference (REC) , Ad Valorem Assessments, January 26, 2020
 - ❑ Slight slowdown from 9.2% for FY 20
 - ❑ A \$48.3 million gain Countywide and \$22.0 million Unincorporated
 - ❑ 20-year average annual growth of 5.66% for FY 22 – FY 25
 - ❑ 1999 – 2019 Countywide average annual rate
 - ❑ REC forecast for FY 22 is 7.0% falling to 6.6% for FY 25
- ❑ Expenditures
 - ❑ Most non-personnel costs modeled to rise by combined rates of population and government inflation, 5.2%.
 - ❑ Most personnel wage costs modeled to rise 3.0% annually. IAFF increases average about 7% in FY 21, 3.5% thereafter
 - ❑ Countywide General Fund is modeled with additional funding for Affordable Housing over the \$10 million approved in FY 20, Children's Services initiative, technology improvements, call center upgrades
 - ❑ Sheriff adding 59 deputies annually through FY 25
 - ❑ Transportation Plan suspended for FY 20, FY 21 to FY 25 modeled virtually flat compared to FY 20
 - ❑ Two new fire stations funded in FY 20, no others

Baseline Pro Forma before COVID-19

**Countywide and Unincorporated Area General Funds
Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21
Millions**



Pro Forma with COVID-19 impact

April revenue impacts will be available early June.

FY 21 Property Values were set on January 1, 2020.

When will economic activity begin to recover?

5

National Forecasters

- National Association for Business Economics, NABE
 - Quarterly median forecast derived from many well-known individual and institutional forecasts
 - April Consensus Forecast
 - US economy will contract during first half of 2020
 - Real GDP declined 2.4% at an annual rate in the first quarter
 - Second quarter will decline at 26.5%
 - Forecast panel projects growth in second half of 2020 supported by “aggressive” fiscal and monetary stimulus
 - 2.0% growth in the third quarter
 - 5.8% growth in the fourth quarter, followed by 6.0% growth in the first quarter of 2021 and positive growth through 2021

6

Moody's Analytics April Forecast

- Moody's Analytics is one of the forecaster included in the NABE consensus forecast
- Moody's Analytics' forecasts a deeper contraction followed by stronger third quarter growth
 - Deep first half contraction: supply-side blow from business shut-downs followed by demand-side effects
 - Real GDP declined 8.0% at an annual rate in the first quarter
 - Second quarter will decline at 30.2%
 - Projects growth in second half of 2020 supported by fiscal and monetary stimulus and gradual re-opening in late second quarter
 - 16.7% growth in the third quarter
 - 5.8% drop for 2020 followed by 2.3% growth for 2021
 - A "W-shaped" recovery
 - 2020 retail sales forecasted to fall 5.9% followed by 5.1 increase in 2021

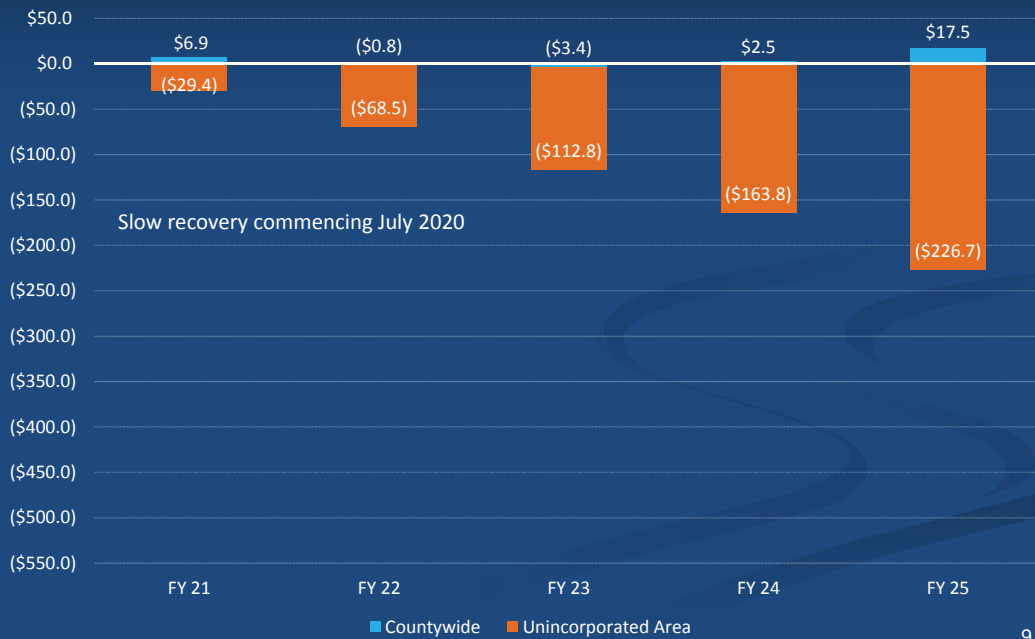
7

Other Forecasts

- Deloitte and Goldman Sachs are also included in the NABE consensus forecast
 - Deloitte's forecast also foresees a deep contraction in the second quarter followed slow recovery
 - 8.3% drop for 2020 followed by 2.9% growth for 2021
 - Goldman Sachs's forecast also foresees a deep contraction in the second quarter followed slow recovery
 - 3.8% drop for 2020
- International Monetary Fund (IMF)
 - US forecast
 - 6.1% decline in Real GDP for 2020 followed by 4.5% increase in 2021
- Chmura Economics "sharp and short" impact
 - 23.6% decline in Real GDP in the second quarter followed by 4.1% growth in the fourth

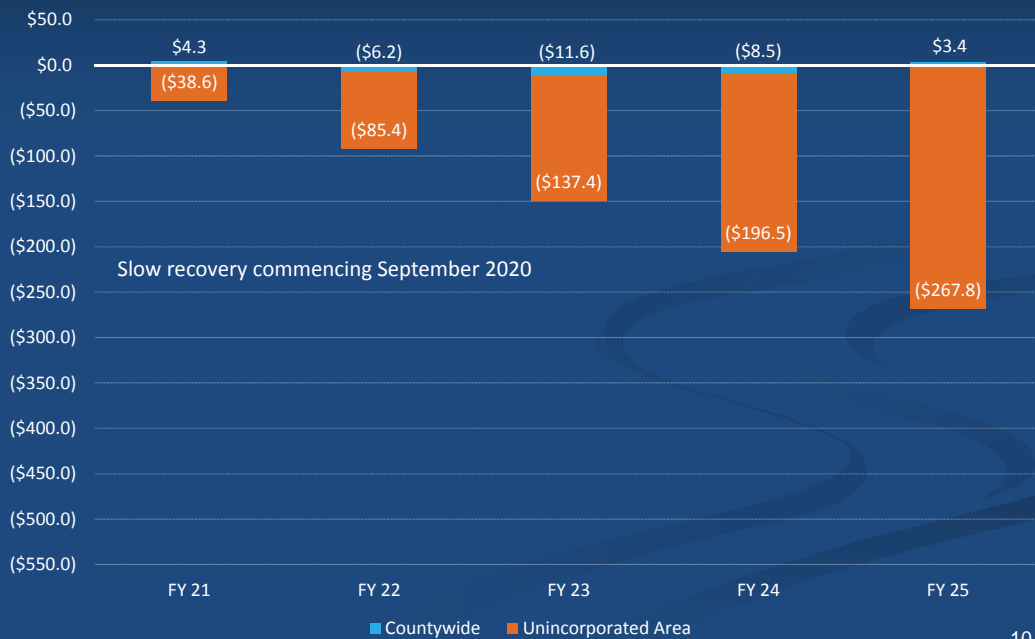
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Countywide and Unincorporated Area General Funds Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21 Millions



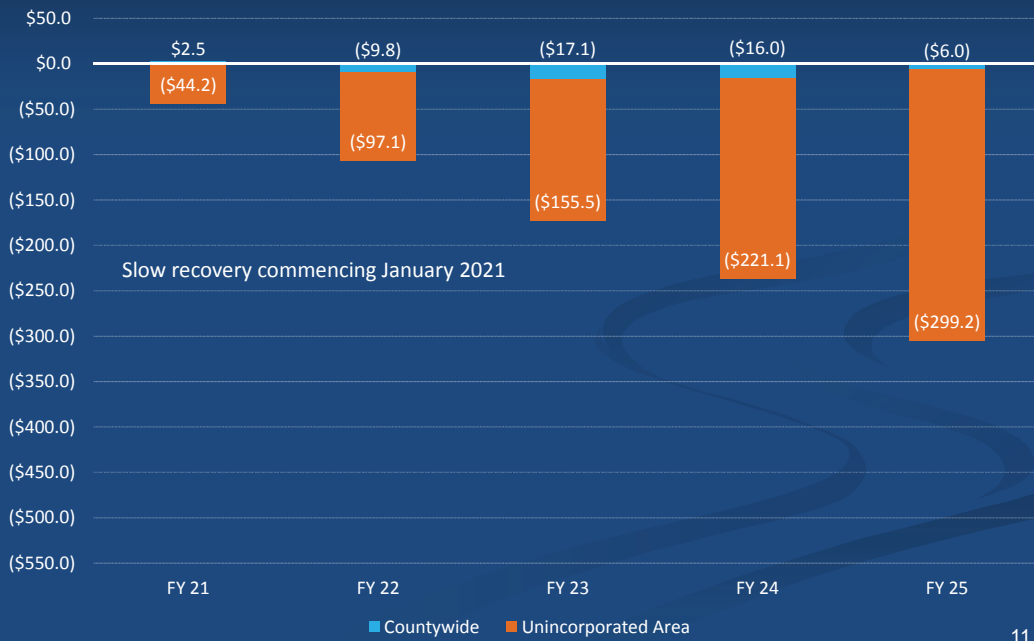
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Countywide and Unincorporated Area General Funds Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21 Millions

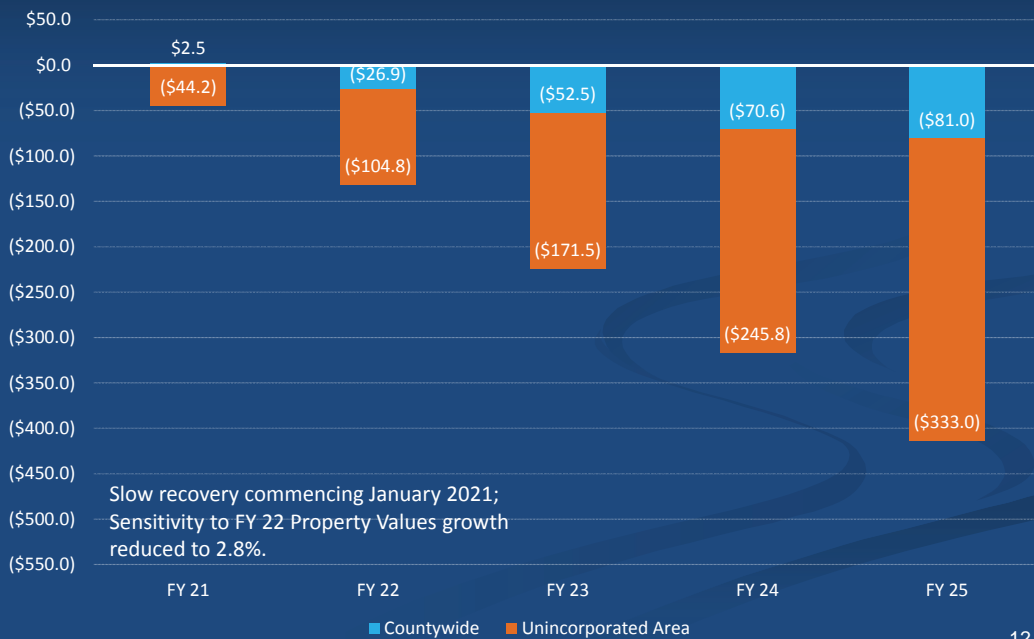


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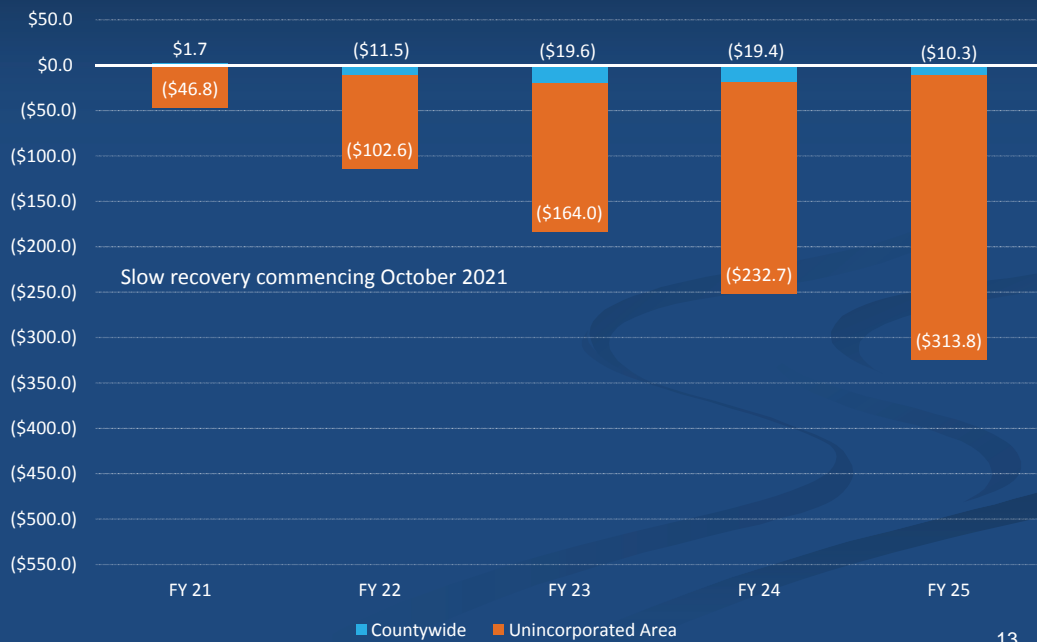
Countywide and Unincorporated Area General Funds Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21 Millions



Countywide and Unincorporated Area General Funds Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21 Millions

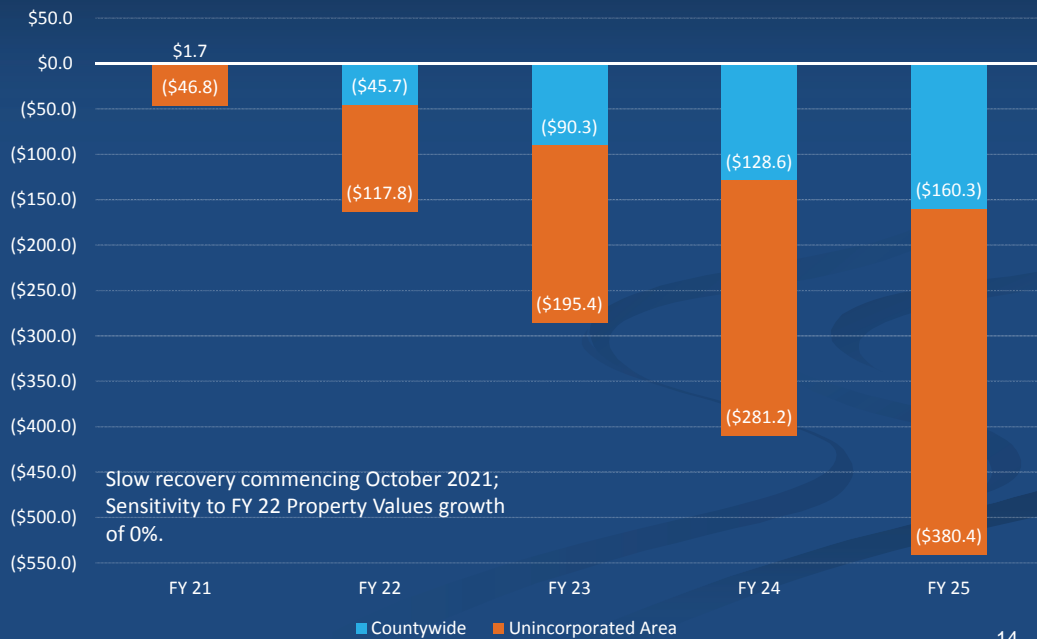


Countywide and Unincorporated Area General Funds Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21 Millions



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Countywide and Unincorporated Area General Funds Deficits/Surpluses with FY 21 Modeled to Closely Reflect Planned FY 21 Millions



14

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 |
| CARES | Coronavirus Aid, Relief, and Economic Security | L RTP | Long Range Transportation Plan |
| CAU | Capacity Assessments Units | MBE | Minority Businesses Enterprise |
| CCNA | Cisco Certified Network Associate | MOSI | Museum of Science and Industry |
| CDBG | Community Development Block Grant | MPO | Metropolitan Planning Organization |
| CIP | Capital Improvement Program | MSBU | Municipal Service Benefit Units |
| CIT | Community Investment Tax | MSTU | Municipal Services Taxing Unit |
| CLASS | Client Assistance System | NACSLB | National Advisory Council on State and Local Budgeting |
| CMCMP | Congestion Management/Crash Mitigation Process | NHSA | National Head Start Association |
| CST | Communications Services Tax | PAB | Private Activity Bond |
| DACCO | Drug Abuse Comprehensive Coordinating Office | PAM | Payback Analysis Model |
| DOR | Florida Department of Revenue | PCI | Payment Card Industries |
| DRI | Developments of Regional Impact | PHI | Protected Health Information |
| EDI | Economic Development Innovation Initiative | PPM | Project Prioritization Model |
| EDR | Florida Legislature's Office of Economic & Demographic Research | PSOC | Public Safety Operations Complex |
| ELAP | Environmental Land Acquisition Program | REC | Florida Revenue Estimating Conference |
| ELAPP | Environmental Lands Acquisition Protection Program | REPS | Regional Election Problem Solvers |
| EPC | Environmental Protection Commission | RWIU | Reclaimed Water Improvement Unit |
| ERC | Equivalent Residential Customers | SAINTS | State Attorney Interactive Notification Tracking System |
| ERP | Enterprise Resource Planning | SBE | Small Business Enterprise |
| ESG | Emergency Shelter Grant | SHIP | Safety & Health Investment Projects |
| ESQA | Enterprise Solutions & Quality Assurance Department | SOH | Save Our Homes |
| EVT | Emergency Vehicle Technician | STEMI | ST-elevated myocardial infarction |
| FCIT | Florida Counties Investment Trust | THHI | Tampa Hillsborough Homeless Initiative |
| FRS | Florida Retirement System | TIP | Transportation Improvement Program |
| FTE | Full-Time Equivalent | TSA | Tampa Sports Authority |
| FY | Fiscal Year | TRIM | Truth-in-Millage |
| GAAP | Generally Accepted Accounting Principles | UAS | Uniform Accounting Standards |
| GASB | Governmental Accounting Standards Board | VDI | Virtual Desktop imaging |
| GFOA | Government Finance Officers Association of the United States and Canada | 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 (principal and interest), budgeted

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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.