



FY 18/19 County Administrator's Recommended Budget

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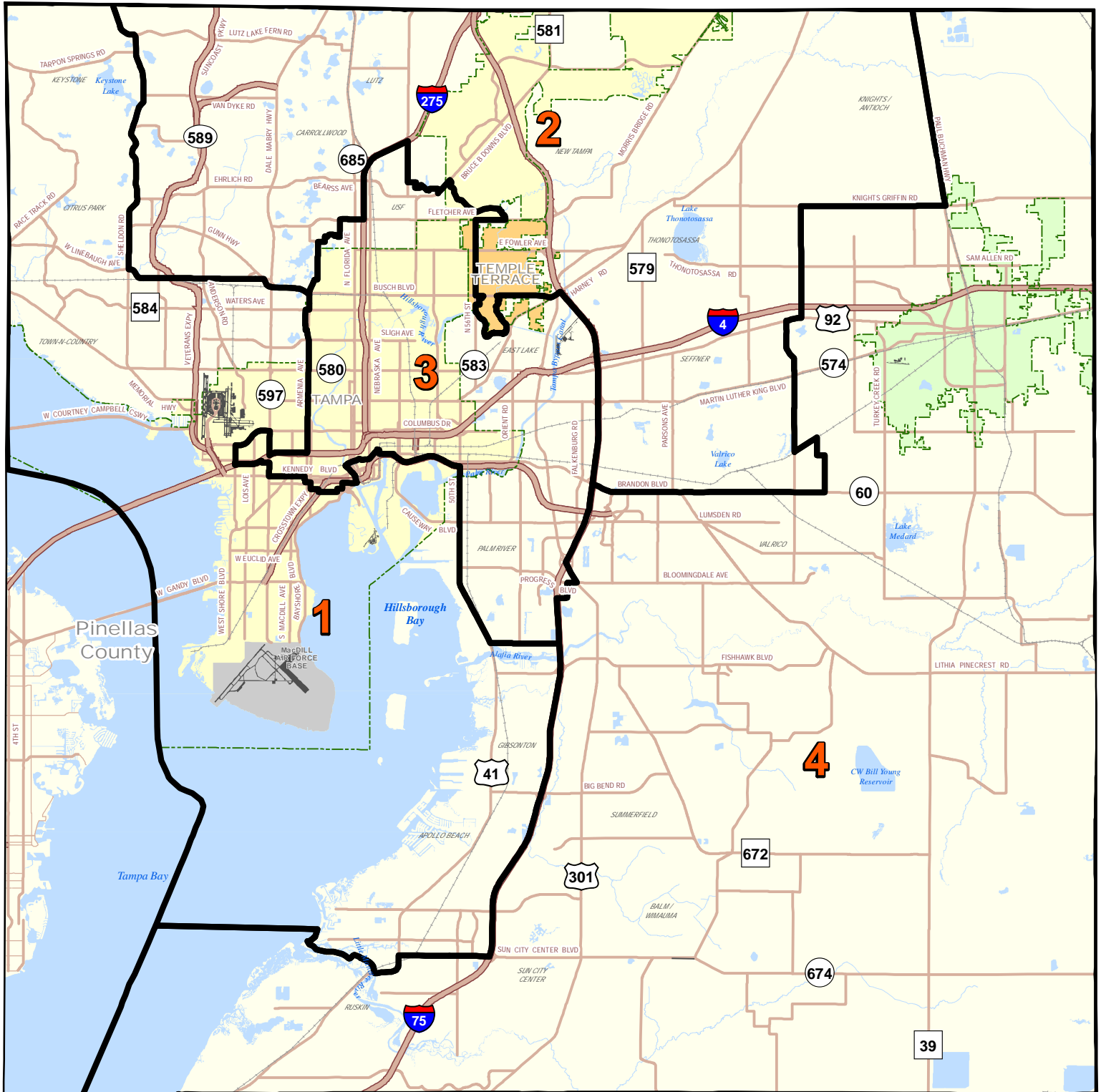
Hillsborough
County Florida

Board of County Commissioners



Front row: Lesley "Les" Miller, Jr., Chaplain (District 3), Al Higginbotham (District 7, Countywide)
Standing from left to right: Ken Hagan (District 5, Countywide), Victor D. Crist (District 2),
Sandra L. Murman, Vice Chair (District 1), Stacy R. White, Chairman (District 4), Pat Kemp (District 6, Countywide)

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2 Victor Crist

3 Lesley "Les" Miller, Jr.

4 Stacy White

5 Ken Hagan (Countywide)

6 Pat Kemp (Countywide)

7 Al Higginbotham (Countywide)

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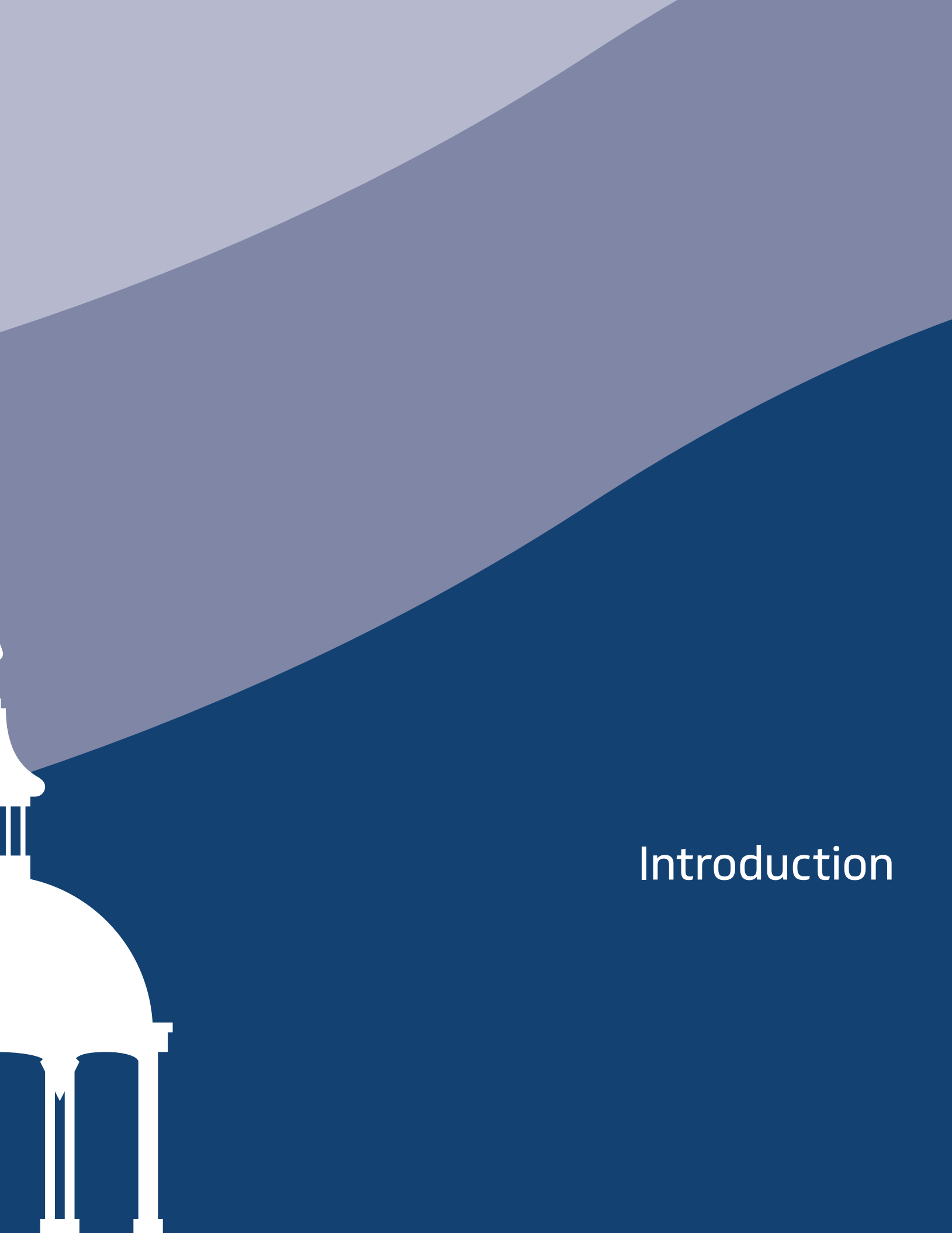
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Introduction



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

Average Increase of Home Sales in FY 15 **16.7%**

1,325,563

Total Population as of April 1, 2015

68% Population in unincorporated area

\$378.1 million

Agricultural product sales - 2012 census

\$76.3 million

In new Corporate Investments

Geography & Demographics

Located midway on the west coast of Florida, Hillsborough County's boundaries embrace 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 encompasses 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, 2015 total population was 1,325,563 making it the fourth most populous county in the state. Of this population, 905,007 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 2014 the four largest employers in the public sector are Hillsborough County School Board followed by University of South Florida, MacDill Air Force Base, and Hillsborough County government. Major private sector employers include Verizon Communications Corporation, 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-second largest port in the United States with respect to 2013 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 2012 US Census of Agriculture shows Hillsborough County's agricultural product sales were \$378.1 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, the Lowry Park Zoo, 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.

Governing the County



Mike Merrill
County Administrator

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

Through partisan elections, three are elected to represent the entire county as a district and four are elected to represent single-member districts. Under a Charter Ordinance effective May 1985, the Board is restricted to performing the legislative functions of government by developing policy for the management of Hillsborough County. The County Administrator, a professional appointed by the Board, and his staff are responsible for the implementation of those policies. The County Internal Auditor and the County Attorney also directly report to the Board.

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

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

The County Administrator

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

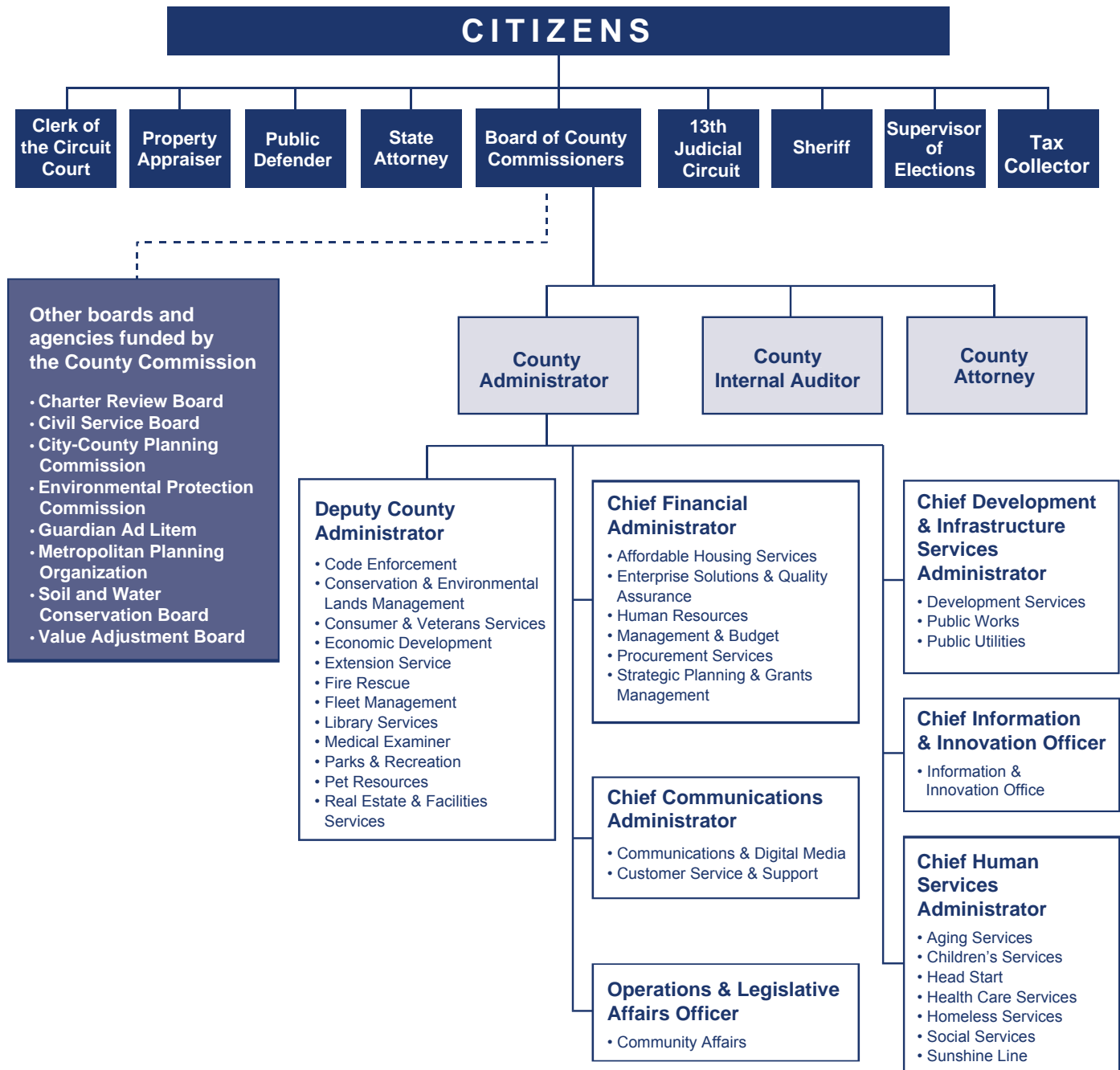
The departments under the County Administrator are responsible for providing services such as social services and public assistance to residents countywide. Departments are also responsible for providing municipal-type services to residents of the unincorporated areas of Hillsborough County such as road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

Other Government Agencies

Based on the extent of budgetary authority, taxing authority, the ability to obligate funds to finance any deficits and the ability to fund any significant operational subsidies, several other governmental entities also have their budgets reviewed and approved by the Board of County Commissioners. These are the Environmental Protection Commission, the Civil Service Board, the Planning Commission, Soil and Water Conservation Board, Metropolitan Planning Organization and the Law Library Board. The budgets of these offices and the Constitutional Officers are included in the County's budget to the extent of funding by the Board of County Commissioners.

Hillsborough County Organization Chart

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



Mission

The mission of Hillsborough County government is to provide effective, quality service at a reasonable cost with courtesy, integrity, and accountability in a manner which protects and enhances the quality of life of our diverse population. – Adopted by the Board of County Commissioners, March 18, 1998

Vision

In the year 2020, all of Hillsborough County will take pride in the progress which has made our community remarkable. We will have embraced and be inclusive of our diverse population. Both the government and the local economy will be financially sound providing opportunity and success for our citizens. We will have balanced growth with protecting the environment while providing high quality services. All of this culminating in Hillsborough County being the leader for providing a quality of life second to none in the country.

Hillsborough County, as a Community, values:

- A Spirit of Caring
- Individual Freedom
- Human Rights
- Private Property Rights
- Citizen Participation in Government
- Integration, Planning and Feasibility of Public Services
- Educational Opportunity
- Personal Responsibility
- Economic Self-sufficiency
- Sustainable Environment
- Racial and Cultural Harmony
- Health and Public Safety

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 DISTINCTIVE EXPERIENCES

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



Strategy 4 GREAT PLACES

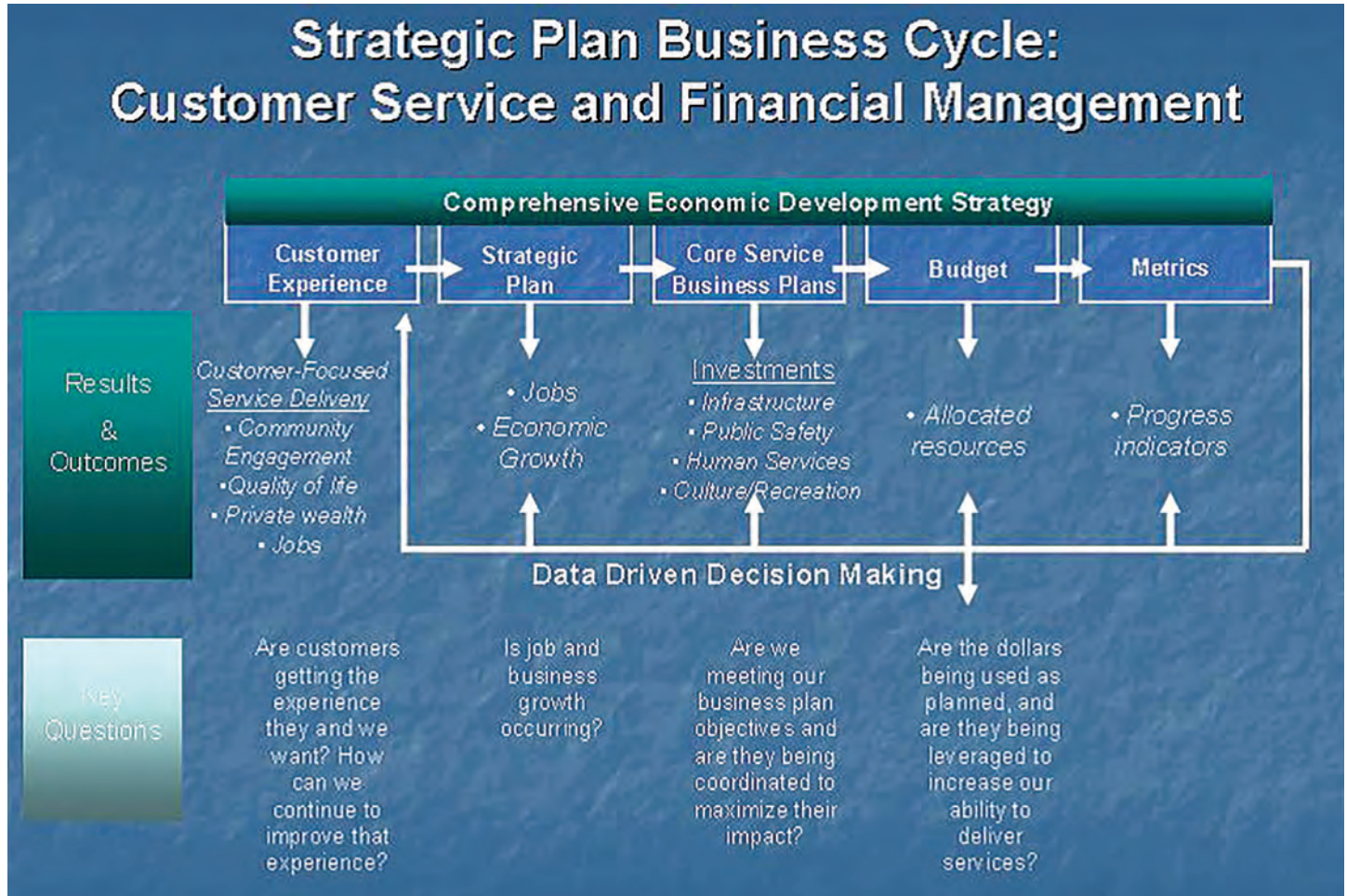
- Adopt comprehensive redevelopment strategy that integrates existing redevelopment efforts.
- Develop strategy and action plan for transportation including pedestrian & bike.
- Establish basic level of services for all areas of the County and then develop long term plan to provide that basic level.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



Strategy 5 FACILITATIVE LEADERSHIP

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

How the strategic plan interacts with the budget and other processes



ACKNOWLEDGEMENTS

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*Distinguished
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**Hillsborough County
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For the Biennium Beginning

October 1, 2015

Executive Director



Executive Summary



Hillsborough County Florida

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

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 will be adopted by the BOCC in September 2017, in accordance with State Statute, as the FY 18 budget. At the same time, the BOCC will approve a planned budget for the second year, the Planned FY 19 budget. During calendar year 2018, staff and the Board will review the Planned FY 19 budget and adjust revenues and expenditures to accommodate needs that have arisen since the planned budget was prepared in 2017. The Board will adopt the FY 19 Budget in September 2018.

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 18**. 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 18 and FY 19 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 18 and FY 19. 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 18—FY 23**, 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

COUNTY ADMINISTRATOR
PO BOX 1110 TAMPA, FL 33601-1110

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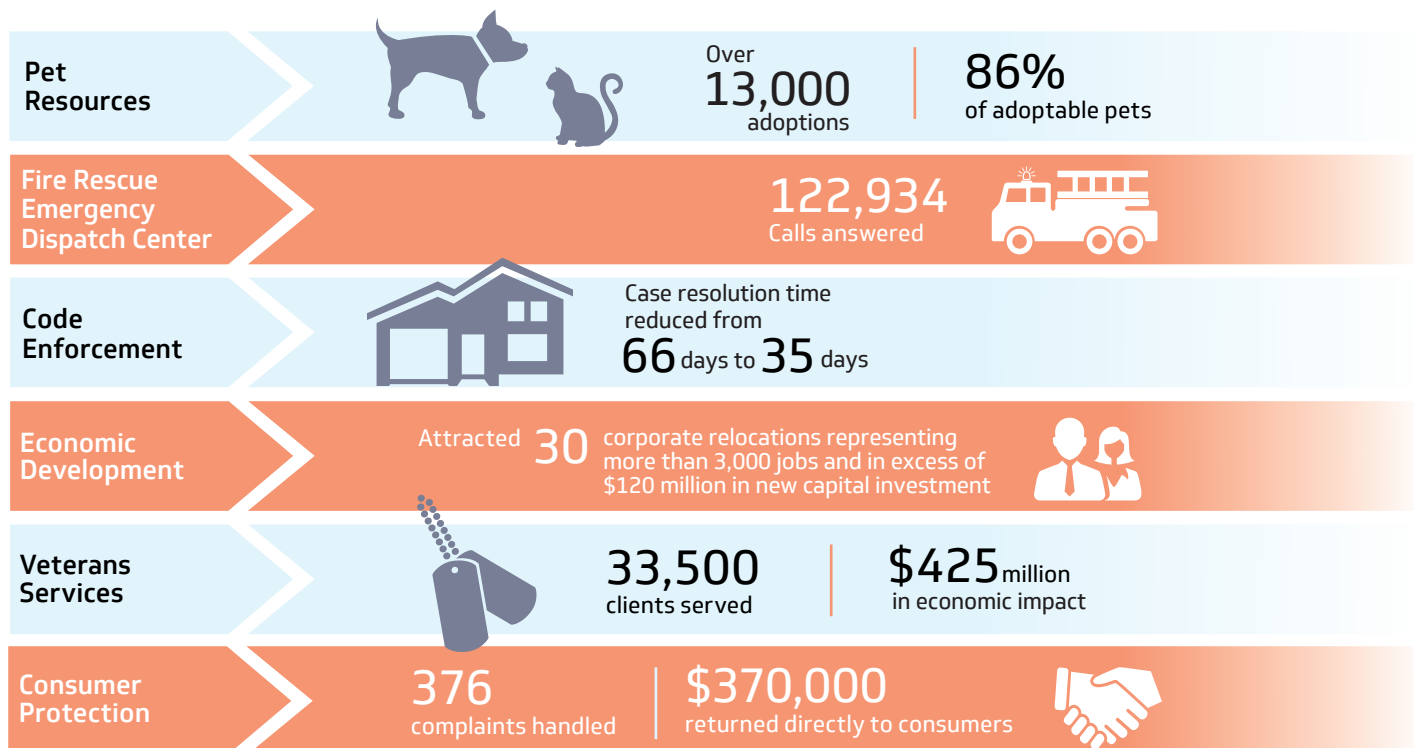
To the Hillsborough County Board of County Commissioners and County Residents:

I am pleased to present the Recommended Biennial Budget for FY 18 and FY 19. This budget continues our strong focus on customer service, public safety, quality of life, a strong economy, and high-quality community assets. It embodies our commitment to ensure that residents prosper in their personal, professional, and business lives while providing them access to learning, recreational, and other life-enriching opportunities that make Hillsborough County great.

This budget continues our fiscally conservative management of government. With a fifth consecutive year of growth in sales tax and property tax revenues, no millage increase is proposed. This keeps more money in residents' pockets and further protects what for many is the biggest investment of their lives: their homes.

Our commitment to transportation, public safety, and planning is clearly demonstrated in this budget. The Board has committed \$812 million in transportation improvements over the next 10 years that will address many pressing needs. This plan was implemented in FY 17.

This budget shows we are continuing to meet the challenges of a growing county, as well as taking steps to get out in front of that growth. A new fire station will open in Fishhawk in FY 18, and master planning processes are taking place in Fire Rescue, Parks, Affordable Housing, and Stormwater. As part of this process, we are working to identify efficiencies and resources to continue better serving our customers.



I want to stress that this budget takes proactive steps in advance of a proposed constitutional amendment the Legislature placed on the November 2018 ballot. If approved by voters, another homestead exemption will be established, one that would reduce our funding by about \$30 million in FY 20. As a result, this budget avoids unnecessary program expansions that may not be sustainable should the proposed amendment be approved.

Despite this uncertainty, the County's credit rating from all three rating agencies remains at the highest level: AAA. This is due to our sound financial management practices and consistently evaluating the efficiency of the County's service delivery. Efforts are underway to further understand the cost of services and to better communicate to the public the value of services provided.

Nonunion, performance-based pay increases are budgeted at an average of 3%. The FY 18 recommended budget also reflects the first step in a process to streamline and update all job classifications and to update pay ranges that were last adjusted in FY 09. This analysis is critical to showing that pay is comparable and competitive, ensuring that we have a well-qualified workforce, ready and able to serve our community. This process will continue and possibly result in some additional budget adjustments before the final budget is adopted in September.

There is a particularly acute need to increase services to our seniors. As a start, this budget eliminates funding for a number of vacant positions in the County Administrator's organization. That freed-up funding will be used to increase senior services. To go a step further, I recommend that the Board consider asking those nonprofit agencies currently funded by the County to dedicate to the extent they can at least 10% of the County funds they receive to providing additional senior services.

Affordable workforce housing needs in our County are many. Data shows that a substantial number of residents continue to pay a significant percentage of their income on housing. We are preparing options for the Board's consideration over the coming months to meaningfully begin to address affordable housing needs. These options will involve significant private sector partnerships, both in funding and development. This is a necessary step given the material reduction in State affordable housing funding and the potential for loss of Federal funding. The County's role in this public-private partnership could primarily involve contributed land, land use incentives, expedited permitting, and development/building fee relief.

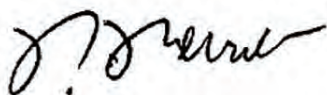
These are exciting, prosperous times for Hillsborough County and our residents. Home sales increased 5.1% in 2016, and for the first four months of 2017 grew 13.7% over the first four months of 2016. Average home sales price rose 10.8% in 2016. The unemployment rate in Hillsborough County last year was 4.5%, marking the first time it fell below 5% since 2007, and that downward trend is continuing. And, from April 2016 to April 2017, the Metro Tampa area posted 33,400 job gains.

Our dedication to organizational excellence and innovation is ongoing, and we will remain vigilant in adapting to service demands and technological enhancements. As an organization, we remain committed to identifying, training, and mentoring our leaders of tomorrow.

I believe this budget will enable our county to continue its economic prosperity for the betterment of residents and businesses, and encourage others to relocate here for our great quality of life and inviting business climate.

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

Respectfully submitted,



Michael S. Merrill
County Administrator

BUDGET OVERVIEW

Hillsborough County's Recommended Budget for Fiscal Year 2018 (FY 18) totals \$5.039 billion; by contrast the FY 17 Adopted Budget was \$4.936 billion. The Planned Budget for Fiscal Year 2019 (FY 19) totals \$4.854 billion. This is the first year of the twelfth biennial budget adopted by the Board of County Commissioners (Board). The FY 18 budget will be adopted by the Board of County Commissioners (Board) on September 14, 2017 for the period of October 1, 2017 through September 30, 2018.

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 2016.

Guiding Principles

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

The Recommended Budget for FY 18 represents a balanced, equitable plan to provide our residents with vital services. As we move into FY 18, we will continue to seek opportunities to improve the manner in which we deliver service and continue to help grow our economy. The FY 18 budget continues to provide a high level of service to Hillsborough County residents. Additionally, in September 2016, the Board adopted a new ten-year transportation policy that prioritizes transportation projects in the annual budget process. This plan targets \$812 million in new funding for transportation over the next ten years.

The rebound in the economy and real estate market is reflected in revenue increases projected for FY 18, and

represents a reversal from declining revenues experienced during the recent recession.

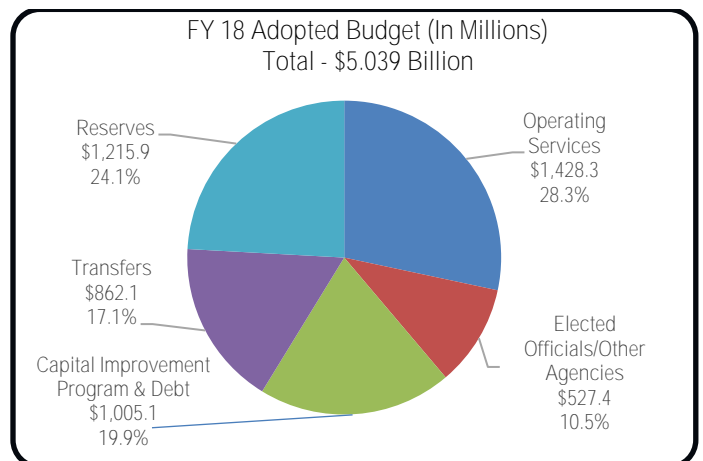
During preparation of the budget, available resources were evaluated to determine the viability of the FY 18 budget. This process identified that resources would increase from FY 17 and are based on estimated property taxable value growth from FY 18, as well as state and staff projections that half-cent sales tax and other revenues would also increase.

The FY 18 and FY 19 budgets are balanced within available resources, but those resources have dwindled since FY 07. Prior years' reductions in Community Investment Tax (CIT) capacity, ad valorem tax and other revenues available to fund operating and capital needs has created an urgency to identify ways to be more efficient, and to identify new and increased revenues to address ever increasing service needs created by a growing population. As a consequence, the Board has taken several recent actions to maintain and enhance services to residents. Some of these include adopting a new mobility fee ordinance, and increasing stormwater and fire rescue fees.

Budget in Brief

The County's Adopted Budget for FY 18 totals \$5.039 billion, a \$102.7 million increase over the adopted FY 17 budget of \$4.936 billion. Some of the more significant changes include:

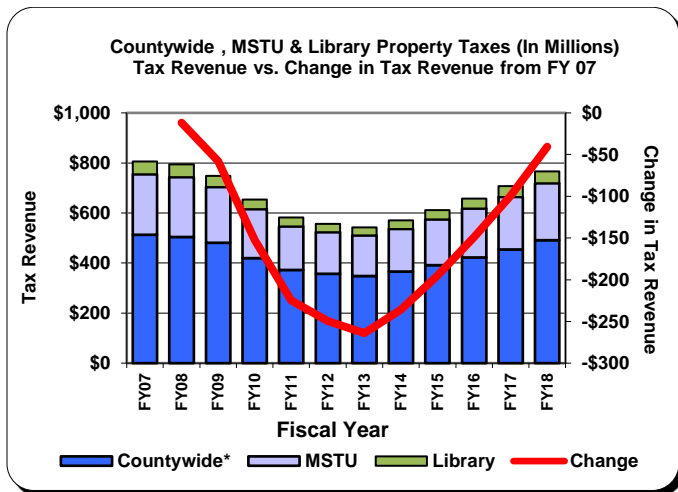
- \$69 million increase in transfers and reserves
- \$15 million decrease in capital projects with a net increase in transportation funding of \$60 million being offset by project completions
- \$11 million increase in Fire Rescue
- \$13 million increase in Water Services
- \$15 million increase in funding to Constitutional Officers
- \$16 million decrease in debt service



BUDGET OVERVIEW

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.

Even though the FY 18 budget reflects increased revenues, total revenues remain below FY 07 levels. Estimated FY 18 operating property tax revenue is \$40.9 million below FY 07 even after several years of increases 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.



Lower revenue levels continue to challenge the County's ability 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 are under way, and creative funding solutions will be necessary to meet identified needs. A further challenge will be a proposed new homestead exemption that will be on the ballot in November of 2018 which, if approved, will further constrain available revenues beginning in FY 20. In anticipation of the possible approval of the new exemption, the FY 18 budget is very conservative with few new initiatives and no program service expansions. Most new funding is committed to meeting the needs of a newly approved transportation plan, increases for statutory requirements, agreements, and ordinances, meeting the needs of elected officials, and continuation service needs of County departments. While there are funding challenges, the County is well positioned financially and continues to maintain strong reserve levels and to use sound financial management practices.

Operating Budget

The FY 18 operating budget totals \$1,893.9 million, and includes \$524.9 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.

The Recommended Budget for FY 18 includes an increase from FY 17 of \$46.6 million in general fund property tax revenues. This recurring increase along with other revenue increases is helping fund Constitutional Officer increases, compensation and health care insurance increases, statutory mandates, new transportation initiatives, and payments to Community Redevelopment Agencies for incremental ad valorem taxable value growth in designated community redevelopment areas.

Capital Budget

The Recommended Capital Budget for FY 18 is \$889.0 million compared to \$903.5 million in FY 17. This represents a \$14.5 million decrease from the prior year capital budget. The decrease reflects ongoing expenditure of both one-time funding carried forward from previous years, as well as new FY 18 capital funding. Additional information can be found in the Capital Budget section.

Setting the Stage for Fiscal Sustainability

The FY 18 Adopted budget places significant emphasis on County transportation infrastructure but also meets other needs. The FY 18 budget includes funding for the following:

- \$115 million for new transportation initiatives including road construction, repaving, intersection improvements, sidewalks, bridges, and right-of-way maintenance;
- \$19 million for statutory requirements, agreements, and ordinances;
- \$15 million for increased elected official budgets;
- \$3.6 million for a new Fishhawk fire station;
- \$3.5 million for expanded Indigent Health Care programs including the Healthy Living Program;
- \$2 million for enhanced stormwater maintenance, mosquito control, and invasive exotic plant control;
- \$1.5 million in increased funding for Senior Services
- Funding for compensation increases for both non-union (3.0%) and union employees;

BUDGET OVERVIEW

A powerful economic development engine in our community is our major cultural and entertainment venues. The Aquarium, Lowry Park Zoo, 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 \$2.13 million allotment of the monies and quantifiable performance measures and criteria the venues must continue to meet to receive funding.

Strategic Planning

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

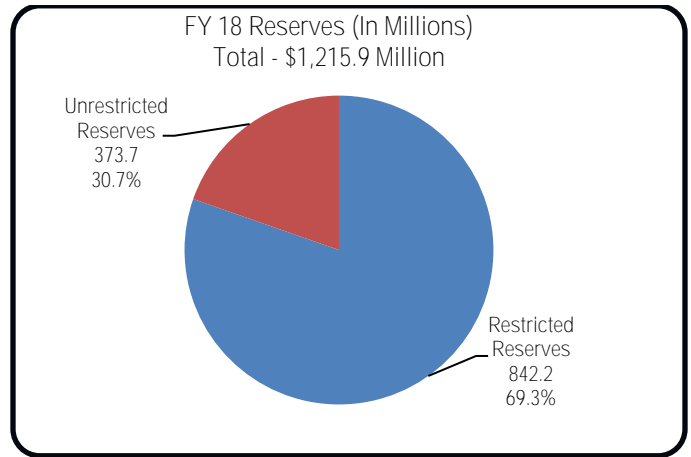
In addition to expressing support for the County Administrator’s vision statements, the Board expressed a desire to revisit strategic planning and engage in a discussion of a new approach to plotting a multi-year course for this government and the community we serve. This led to a new strategic planning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

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

Other Factors Considered in the FY 18 and FY 19 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 18 reserves total \$1,215.9 million, and FY 19 reserves total \$1,251.8 million. Of the FY 18 amount, \$373.7 million represents unrestricted reserves, with the remaining \$842.2 million representing restricted reserves.

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



SHORT—TERM FACTORS AFFECTING THE BUDGET

The biennial budget process used to develop this document was adopted by the BOCC in 1995. In 2017 the BOCC will adopt a twelfth biennial budget for FY 18 and FY 19.

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 17 Adopted Budgets reflected a return to overall revenue growth. The Recommended FY 18 and Planned FY 19 budgets reflect continued revenue growth with budget decisions primarily focused on transportation, economic development, public safety, and asset preservation activities.

ECONOMIC FACTORS

A period of slow economic growth since the latest recession restrained revenue growth for several years. Stronger growth in 2016 and 2017, particularly in jobs and housing markets, has resulted in higher revenue growth for FY 17 and FY 18. Legislative restraints, however, continue to limit revenue growth (see later sections in the Executive Summary entitled “Major County Revenues” and “Economic Indicators” for more detail). At the same time service demands are increasing.

USES OF FUNDS

The Operating Budget

A key component of the budget is the operating budget which includes expenditures on personnel compensation, operating expenses and equipment (also referred to as capital outlay). The operating budget is a primary focus of budget 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 18 Adopted Budget included an average 3.5% compensation increase for most County Administrator employees. The FY 18 and FY 19 Budgets include an average 3.0% performance-based compensation increase.
- 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, 2015
Contract end: September 30, 2017
Departments covered: Animal Services, Code Enforcement, Fleet Services, Facilities Management, Regional Parks Services, Public Utilities, and Public Works.
 - **International Association of Firefighters (IAFF) Local 2294 PARAMEDICS AND DISPATCHERS UNIT**
Contract start: October 1, 2015
Contract end: September 30, 2017
Departments covered: Public Safety Services - Fire Rescue & Emergency Dispatch/Communications.
 - **International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT**
Contract start: October 1, 2014
Contract end: September 30, 2017
Departments covered: Public Safety Services - Fire Rescue.

SHORT—TERM FACTORS AFFECTING THE BUDGET

- **International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT**
Contract start: October 1, 2013
Contract end: September 30, 2017
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 18 will experience a further increase in available resources as property tax and sales tax revenues grow. The planned FY 19 budget shows a large decrease, primarily representing anticipated expenditures of one-time funds relating to capital projects.
- The “Grants and Aids” component of Operating Expenses reflects funds that the County receives but passes through to other governments. A notable example is approximately \$66 million per year in Community Investment Tax proceeds that the County pays to the School Board, municipalities, and for debt on Raymond James Stadium. Another example is tax increment district revenue that the County receives but must pass on to the City of Tampa, the City of Temple Terrace, and the City of Plant City to finance their redevelopment projects. A third example is the distribution of the 9th cent gas tax revenue that the County receives from the State and then disburses, in part, to municipalities as required by interlocal agreements. As these revenues have resumed growth these expenditures have grown as well.
- “Grants and Aids” also includes payments for services to various non-profit service providers. Funding sources include general County revenues, federal Community Development Block Grants and tourist development taxes. In addition, the payments reflect the County’s role as a regional recipient of federal grants (such as Ryan White grants that fund AIDS programs), which are pass-through funds which the County receives and then passes on to providers of services in Pinellas and Pasco Counties.

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

The Capital Budget

A separate summary presenting details on FY 18 and FY 19 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 18—FY 23**.

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:

- The Board of County Commissioners approved a plan to increase transportation funding by a minimum of \$812 million over the next 10 years. The plan calls for \$40 million in additional funding in FY 18 and \$45 million in additional funding in FY 19.
- Resource constraints continue to limit expansion of the capital budget. Bond proceeds are, however, funding some public safety and parks facilities. Other one-time funds have been used to expand road resurfacing and library replacements.
- The capital program continues to reflect one percent of ad valorem revenues from the Countywide General Fund and one and one-half percent from the Unincorporated Area General Fund being set aside to maintain existing County facilities.

Debt Service

When financial conditions were appropriate, existing debt has been refinanced or defeased to lower interest expense. Detail on the County’s debt capacity and debt obligations will be provided in a separate section of the Adopted Budget document to be prepared in late 2017.

Transfers

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

SHORT—TERM FACTORS AFFECTING THE BUDGET

Reserves

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

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

The BOCC adopted a second policy intended to fund a stabilization reserve in each of the two major operating funds that over an 8-year period would be 5% of expenditures (exclusive of other reserves). The 5% stabilization reserve was achieved ahead of schedule as a result of strong growth in revenues and sound financial management.

The 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 17 – FY 22 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. 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 includes 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.

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.

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 2017 the BOCC will adopt its twelfth biennial budget for FY 18 and FY 19.

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 18 and FY 19 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, 2016 with a review of the FY 17 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 16 - FY 17 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 the March delivery of budget instructions to departments. The instructions highlighted the County's focus on transportation initiatives and a goal to fully offset budget increases in County Administrator departments with other spending reductions or revenue enhancements. Departments prepared updated budget submissions for a due date of March 11, 2017. One workshop was conducted prior to this phase on March 2. This workshop discussed a budget overview for FY 18 and the five year proforma. Four additional workshops were held through May which continued these discussions.

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

The Review Phase consisted of scheduled budget work sessions conducted by the County Administrator and attended by the Administrators and budget staff. Proposals submitted by each department and agency were reviewed. These meetings occurred during March through early May.

The Public Adoption Phase will begin with the formal presentation of the **County Administrator's Recommended Biennial Budget for FY 18 and FY 19** at the BOCC's regular June 21, 2017 meeting. The public process of review, change, and formal adoption will conclude in mid-September. This phase will include three workshops with the BOCC and two public hearings,

which are required by State law. Three important milestones occurred during this phase:

- Proposed millage rates for FY 18 will be set at the July 27th Budget Reconciliation Workshop. The Property Appraiser will use 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 was 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 7, 2017. After hearing public testimony, the BOCC will adopt tentative millage rates and a tentative FY 18 budget.
- The BOCC will adopt the FY 18 budget and millage rates at a second public hearing on September 14, 2017. The BOCC will also approve the planned FY 19 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 2016** - Staff reviews the previous biennial budget process, comments from GFOA reviewers, and Board policies.

Preparation

- **February 23, 2017**—Budget workshop with the Board of County Commissioners including a discussion of a budget overview for FY 17 and the Community Transportation Plan
- **March 2, 2017**—Budget submissions due from all organizations except Constitutional Officers
- **May 1, 2017**—Budget submissions due from Sheriff, Clerk, and Supervisor of Elections
- **June 1, 2017**—Budget submission due from Property Appraiser

Review

- **March 2, 2017**—Budget Workshop
- **March 29, 2017**—Budget Workshop
- **April--June**—County Administrator review of proposed budgets and decision units with Management and Budget Department staff and Administrators.
- **April 12, 2017**—Budget workshop with the Board of County Commissioners including a discussion of a budget overview for FY 18 and transportation issues
- **April 13, 2017**—Presentation by the Citizen Action Committee
- **May 9, 2017**—Budget workshop with the Board of County Commissioners including a discussion of a budget overview for FY 18 and FY 19 and a review of transportation plan priorities and funding options
- **May 25, 2017**—Budget workshop
- **June 1, 2017**—Preliminary tax roll information from the Property Appraiser's Office available.
- **June 7, 2017**—Budget workshop with the Board of County Commissioners including a discussion of an update of the FY 18 budget and a discussion of transportation funding issues

Public Adoption

- **June 21, 2017**—County Administrator delivery of the **Recommended Budget for FY 18 and FY 19** and the **Recommended Capital Improvement Program FY 18 – FY 23** to the Board of County Commissioners.
- **Budget Workshops During Adoption Phase:**
 - July 18, 2017—Budget Workshop
 - July 20, 2017—Budget Public Hearing
 - July 27, 2017—Budget Reconciliation and Setting of TRIM-rates
- **Mandatory Public Hearings**
 - September 7, 2017**—First State-Required Public Hearing to adopt tentative millage rates and a tentative budget.
 - September 14, 2017**—Second State-Required Public Hearing to adopt final millage rates and the FY 18 and FY 19 operating and capital budgets.

BUDGET SUMMARY

Fiscal Year	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
PROPERTY TAX RATES (In Mills)				
Countywide ⁽¹⁾	5.7926	5.7926	5.7926	5.7926
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	\$73.6	\$79.2	\$85.8	\$90.4
Library District	71.0	76.4	82.7	87.3
Unincorporated	44.8	48.1	52.1	55.1
BUDGET SUMMARY (In Millions of \$) ⁽⁵⁾				
Operating Program	\$1,714.9	\$1,893.9	\$1,956.0	\$1,951.0
Capital Improvement Program ⁽⁶⁾	261.9	903.5	889.0	0.0
Debt Service ⁽⁷⁾	149.0	129.0	116.1	108.4
Reserves & Refunds ⁽⁸⁾	0.8	1,072.7	1,215.9	1,252.2
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of \$)				
Board of County Commissioners	\$2.8	\$3.1	\$3.4	\$3.5
County Administrator	900.9	1,079.8	1,123.2	1,103.6
County Attorney	7.9	8.5	8.8	9.0
Elected Officials	464.1	482.6	496.0	509.0
Judicial	10.5	11.7	12.3	12.2
Boards, Commissions & Agencies	23.1	30.6	31.4	31.8
Non-Departmental ⁽⁹⁾	305.6	277.6	280.8	281.9
	\$1,714.9	\$1,893.9	\$1,956.0	\$1,951.0
CAPITAL IMPROVEMENT PROGRAM (In Millions of \$)				
Fire	\$9.5	\$24.1	\$20.1	\$1.9
Government Facilities	46.8	80.6	54.2	14.2
Libraries	2.0	25.0	25.0	3.2
Parks	12.5	98.1	91.1	0.1
Solid Waste	1.2	4.1	11.3	6.5
Stormwater	15.9	47.3	40.5	14.8
Transportation	69.1	229.0	289.2	95.6
Water/Wastewater & Reclaimed Water	104.9	395.3	357.5	40.0
Carryforward ⁽¹⁰⁾	261.9	0.0	0.0	502.8
Total Capital Budget	\$261.9	\$903.5	\$889.0	\$679.0

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 excludes 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 project balance carried forward balance from prior year.



Hillsborough County Florida

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

FY 18 BUDGET SUMMARY BY MAJOR FUND

	COUNTYWIDE GENERAL	UNINCORPORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE	INTERGOVERNMENTAL GRANTS	COUNTY TRANSPORTATION
Fund Balances (Beginning of Year)	\$202,211,091	\$92,263,274	\$192,155,538	\$63,917,753	\$11,862,901	\$109,820,849
REVENUES BY SOURCE:						
Taxes	\$495,506,526	\$229,253,968	\$131,878,755	\$164,018,075	\$0	\$36,177,883
Permits, Fees, & Assessments	583,496	10,234	27,450,000	0	0	12,400,390
Intergovernmental Revenue	4,287,200	31,357,039	14,178,002	112,520,114	132,845,417	25,935,196
Charges for Services	65,381,930	24,539,388	9,341,957	0	130,894	0
Fines and Forfeitures	96,212	7,576,117	741,951	0	0	0
Miscellaneous Revenues	5,472,568	2,203,114	6,838,926	339,442	385,797	3,998,919
Other Financing Sources ¹	20,147,670	98,895,717	153,771,894	(10,445,131)	6,670,567	174,506,142
Total Revenues and Other Financing Sources	\$591,475,602	\$393,835,577	\$344,201,485	\$266,432,500	\$140,032,675	\$253,018,530
Total Revenues and Balances	\$793,686,693	\$486,098,851	\$536,357,023	\$330,350,253	\$151,895,576	\$362,839,379

APPROPRIATIONS:

Personnel Services	\$123,075,911	\$158,390,265	\$10,985,988	\$305,314	\$42,063,687	\$31,022,222
Operating Expenditures	71,744,521	78,856,267	41,121,325	353,595	42,654,549	40,462,912
Capital Outlay	1,684,538	1,639,223	9,100,809	0	20,474,962	207,009,425
Debt Service ³	0	0	0	0	0	0
Grants and Aids	25,130,212	1,474,740	133,424,324	85,534,890	41,293,035	4,688,081
Other Uses	0	0	0	0	1,734,524	364,408
Transfers	39,834,477	44,475,974	147,576,852	179,380,397	2,894,246	44,533,817
Transfers to Constitutional Officers	358,682,669	128,464,683	3,255,970	258,806	0	179,500
Total Expenditures/Expenses	\$620,152,328	\$413,301,152	\$345,465,268	\$265,833,002	\$151,115,003	\$328,260,365
Reserves and Refunds	173,534,365	72,797,699	190,891,755	64,517,251	780,573	34,579,014
Total Appropriated Expenditures and Reserves	\$793,686,693	\$486,098,851	\$536,357,023	\$330,350,253	\$151,895,576	\$362,839,379

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.

FY 18 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)	\$9,475,261	\$209,937,416	\$519,800,697	\$172,404,179	\$219,022,929	\$1,802,871,888

REVENUES BY SOURCE:

Taxes	\$0	\$74,831,582	\$0	\$0	\$0	\$1,131,666,789
Permits, Fees, & Assessments	0	43,448,275	13,348,670	250,000	0	97,491,065
Intergovernmental Revenue	0	14,170,994	156,022	0	100,000	335,549,984
Charges for Services	0	3,616,781	240,203,678	108,000,334	143,702,042	594,917,004
Fines and Forfeitures	0	522,800	50,000	0	0	8,987,080
Miscellaneous Revenues	171,300	4,602,988	5,841,617	1,593,375	11,278,262	42,726,308
Other Financing Sources ¹	99,578,997	129,680,877	250,669,534	98,549,268	2,538,789	1,024,564,324
Total Revenues and Other Financing Sources	\$99,750,297	\$270,874,297	\$510,269,521	\$208,392,977	\$157,619,093	\$3,235,902,554
Total Revenues and Balances	\$109,225,558	\$480,811,713	\$1,030,070,218	\$380,797,156	\$376,642,022	\$5,038,774,442

APPROPRIATIONS:

Personnel Services	\$0	\$39,822,388	\$65,097,144	\$11,838,803	\$7,327,037	\$489,928,759
Operating Expenditures	30,000	46,750,837	122,168,091	73,701,437	125,995,535	643,839,069
Capital Outlay	100,086,686	144,438,460	369,099,282	12,619,409	21,068,000	887,220,794
Debt Service ³	1,942,100	83,271,587	16,585,050	12,990,147	0	114,788,884
Grants and Aids	3,937,322	34,587,941	0	0	0	330,070,545
Other Uses	0	47,198	0	0	0	2,146,130
Transfers	0	37,005,381	261,296,556	104,024,971	1,100,000	862,122,671
Transfers to Constitutional Officers	0	1,883,551	0	0	0	492,725,179
Total Expenditures/Expenses	\$105,996,108	\$387,807,343	\$834,246,123	\$215,174,767	\$155,490,572	\$3,822,842,031
Reserves and Refunds	3,229,450	93,004,370	195,824,095	165,622,389	221,151,450	1,215,932,411
Total Appropriated Expenditures and Reserves	\$109,225,558	\$480,811,713	\$1,030,070,218	\$380,797,156	\$376,642,022	\$5,038,774,442

FY 18 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

	COUNTYWIDE GENERAL	UNINCORP- ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE	INTERGOVERN- MENTAL GRANTS
BOARD OF COUNTY COMMISSIONERS					
Board of County Commissioners	\$2,755,876	-	-	-	-
County Internal Audit	644,276	-	-	-	-
TOTAL BOCC	3,400,152	-	-	-	-
COUNTY ATTORNEY	8,804,943	-	-	-	-
COUNTY ADMINISTRATOR					
9-1-1 Agency	-	-	6,595,882	-	-
Affordable Housing Office	-	710,372	-	-	24,190,091
Aging Services	8,153,788	-	-	-	11,973,245
Children Services	6,315,006	-	7,000	-	7,170,810
Code Enforcement	2,425,294	8,764,169	106,767	-	-
Communications and Digital Media	4,575,007	6,476	-	-	-
Conservation and Environmental Land Management	13,017,997	856,856	-	-	-
Consumer and Veterans Affairs	1,408,955	4,692	-	-	-
County Administrator	2,696,793	-	-	-	-
Customer Service and Support Department	427,278	1,726,670	-	-	-
Development Services	-	8,722,884	-	-	-
Economic Development	7,783,184	1,702,356	-	658,909	344,802
Enterprise Solutions and Quality Assurance	3,355,359	-	-	-	-
Extension Services	1,422,810	-	-	-	153,708
Fire Rescue	1,305,614	156,362,769	512,726	-	1,456,334
Fiscal Services	-	-	-	-	-
Fleet Services	-	-	-	-	-
Head Start - Early Head Start	-	-	-	-	37,528,630
Health Services	508,508	-	140,149,740	-	19,549,475
Homeless Services	4,163,064	-	-	-	-
Human Resources	5,527,219	-	-	-	-
Information and Innovation Office	23,706,350	-	7,897,673	-	99,903
Library Services Department	-	-	291,171	-	1,050,850
Management and Budget	2,430,592	-	-	-	-
Medical Examiner	5,599,937	-	-	-	-
Office of Operations and Legislative Affairs	1,698,753	-	-	-	-
Parks and Recreation	1,114,359	27,709,124	-	-	-
Pet Resources	8,949,998	-	467,500	-	-
Procurement Services	3,455,009	-	-	-	-
Public Utilities	-	137,862	-	-	-
Public Works	3,952,888	19,687,765	-	-	94,621
Real Estate and Facilities Services	28,474,186	556,804	-	-	415,128
Social Services	6,686,193	-	1,100,000	-	7,555,345
Strategic Planning	751,393	-	3,056,348	-	2,428,808
Sunshine Line	4,901,722	-	-	-	4,007,989
TOTAL COUNTY ADMINISTRATOR	\$154,807,256	\$226,948,799	\$160,184,807	\$658,909	\$118,019,739

FY 18 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
-	-	-	-	-	-	\$2,755,876
-	-	-	-	-	-	644,276
-	-	-	-	-	-	3,400,152
-	-	-	-	-	-	8,804,943
-	-	-	-	-	-	6,595,882
-	-	12,587,605	-	-	-	37,488,068
-	-	-	-	-	-	20,127,033
-	-	-	-	-	-	13,492,816
-	-	-	-	-	-	11,296,230
-	-	-	103,366	-	-	4,684,849
-	-	462,305	-	-	-	14,337,158
-	-	-	-	-	-	1,413,647
-	-	-	-	-	-	2,696,793
450,359	-	81,909	-	-	-	2,686,216
917,640	-	16,227,765	437,303	-	-	26,305,592
-	-	-	-	-	-	10,489,251
-	-	-	-	-	-	3,355,359
-	-	66,673	-	-	-	1,643,191
-	-	-	-	-	-	159,637,443
-	-	-	-	-	-	-
-	-	-	-	-	38,487,171	38,487,171
-	-	-	-	-	-	37,528,630
-	-	-	-	-	-	160,207,723
-	-	-	-	-	-	4,163,064
-	-	-	-	-	1,530,635	7,057,854
94,855	-	202,812	1,119,283	336,499	-	33,457,375
-	-	41,122,309	-	-	-	42,464,330
-	-	-	-	-	1,046,310	3,476,902
-	-	-	-	-	-	5,599,937
-	-	-	-	-	-	1,698,753
-	-	-	-	-	-	28,823,483
-	-	-	-	-	-	9,417,498
-	-	-	418,342	76,832	-	3,950,183
-	-	208,603	192,701,323	5,630,941	-	198,678,729
64,096,734	-	1,494,488	85,303	80,350,001	-	169,761,800
1,545,698	-	-	251,357	397,567	-	31,640,740
-	-	-	-	-	-	15,341,538
-	-	-	-	-	-	6,236,549
-	-	-	-	-	-	8,909,711
\$67,105,286	\$0	\$72,454,469	\$195,116,277	\$86,791,840	\$41,064,116	\$1,123,151,498

FY 18 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

	COUNTYWIDE GENERAL	UNINCORP- ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE	INTERGOVERN- MENTAL GRANTS
ELECTED OFFICIALS					
Clerk of the Circuit Court	\$19,312,834	-	-	-	-
Property Appraiser	9,574,868	1,594,611	-	-	-
Public Defender	122,016	-	1,062,472	-	-
Sheriff's Office	293,506,745	122,228,805	3,255,970	-	-
State Attorney - Part I	335,424	-	900,135	-	-
State Attorney - Part II (Victim Assistance)	2,238,093	-	-	-	-
Supervisor of Elections	12,439,789	-	-	-	-
Tax Collector	22,476,777	4,641,267	-	258,806	-
TOTAL ELECTED OFFICIALS	360,006,546	128,464,683	5,218,577	258,806	-
	3,047,985	-	7,836,623	-	1,419,277
BOARDS, COMMISSIONS, & AGENCIES					
Charter Review Board	-	-	-	-	-
Civil Service	-	-	-	-	-
Environmental Protection Commission	9,506,574	-	1,710,661	-	6,332,657
Guardian ad Litem	382,623	-	-	-	-
Metro Planning Organization	-	-	-	-	5,961,990
Planning Commission	-	-	-	-	-
Soil and Water Conservation Board	264,184	-	-	-	-
Value Adjustment Board	696,656	-	-	-	-
TOTAL BOARDS, COMMISSIONS, AND AGENCIES	10,850,037	-	1,710,661	-	12,294,647
NON-DEPARTMENTAL					
Capital Improvement Program Projects ¹	-	-	14,991,489	-	13,503,124
Debt Service Accounts ²	-	-	-	-	-
Governmental Agencies	10,634,731	-	4,001,988	70,534,890	-
Non-Departmental Allotments	22,164,473	13,411,696	3,944,271	-	2,983,970
Nonprofit Organizations	6,601,728	-	-	15,000,000	-
TOTAL NON-DEPARTMENTAL	39,400,932	13,411,696	22,937,748	85,534,890	16,487,094
TRANSFERS, RESERVES, & REFUNDS					
Reserves and Refunds	173,534,365	72,797,699	190,891,755	64,517,251	780,573
Interfund Transfers	39,834,477	44,475,974	147,576,852	179,380,397	2,894,246
TOTAL TRANSFERS, RESERVES, & REFUNDS	213,368,842	117,273,673	338,468,607	243,897,648	3,674,819
TOTAL BOCC AND CONSTITUTIONAL OFFICERS	\$793,686,693	\$486,098,851	\$536,357,023	\$330,350,253	\$151,895,576

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.

FY 18 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

COUNTY TRANSPORTATION	INFRA-STRUCTURE SURTAX PROJECTS	OTHER GOVERNMENTAL FUNDS ³	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	TOTAL
-	-	-	-	-	-	\$19,312,834
-	-	368,462	-	-	-	11,537,941
-	-	-	-	-	-	1,184,488
-	-	-	-	-	-	418,991,520
-	-	-	-	-	-	1,235,559
-	-	-	-	-	-	2,238,093
-	-	-	-	-	-	12,439,789
179,500	-	1,515,089	-	-	-	29,071,439
179,500	-	1,883,551	-	-	-	496,011,663
-	-	-	-	-	-	12,303,885
-	-	-	-	-	-	-
-	-	1,261,383	-	-	-	1,261,383
-	-	358,725	-	-	-	17,908,617
-	-	-	-	-	-	382,623
-	-	-	-	-	-	5,961,990
-	-	4,965,598	-	-	-	4,965,598
-	-	-	-	-	-	264,184
-	-	-	-	-	-	696,656
-	-	6,585,706	-	-	-	31,441,051
208,903,364	104,024,008	175,082,282	361,210,240	11,267,809	-	888,982,316
-	1,972,100	84,399,987	16,623,050	13,090,147	-	116,085,284
2,534,398	-	10,245,967	-	-	-	97,951,974
5,004,000	-	150,000	-	-	113,326,456	160,984,866
-	-	-	-	-	-	21,601,728
216,441,762	105,996,108	269,878,236	377,833,290	24,357,956	113,326,456	1,285,606,168
34,579,014	3,229,450	93,004,370	195,824,095	165,622,389	221,151,450	1,215,932,411
44,533,817	-	37,005,381	261,296,556	104,024,971	1,100,000	862,122,671
79,112,831	3,229,450	130,009,751	457,120,651	269,647,360	222,251,450	2,078,055,082
\$362,839,379	\$109,225,558	\$480,811,713	\$1,030,070,218	\$380,797,156	\$376,642,022	\$5,038,774,442

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 16 Actuals	FY 17 Adopted	FY18 Recommended	FY19 Planned
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	\$2,499,086	\$2,651,237	\$2,755,876	\$2,805,924
County Internal Audit	342,963	498,313	644,276	657,643
TOTAL BOARD OF COUNTY COMMISSIONERS	2,842,050	3,149,550	3,400,152	3,463,567
COUNTY ATTORNEY	7,942,308	8,458,711	8,804,943	9,031,402
COUNTY ADMINISTRATOR				
9-1-1 Agency	6,333,443	6,587,784	6,595,882	6,612,203
Affordable Housing Office	13,403,981	32,255,376	37,488,068	26,554,067
Aging Services	14,875,671	19,937,819	20,127,033	20,081,848
Children's Services	9,355,409	13,510,415	13,492,816	13,034,213
Code Enforcement	8,928,413	10,310,895	11,296,230	11,328,437
Communications & Digital Media	3,922,510	4,783,900	4,684,849	4,730,538
Conservation & Environmental Land Management	11,230,481	13,157,567	14,337,158	14,430,201
Consumer & Veterans Affairs	1,162,114	1,332,591	1,413,647	1,446,926
County Administrator	2,523,731	2,651,322	2,696,793	2,768,849
Customer Service & Support Department	1,932,211	2,246,946	2,686,216	2,736,829
Development Services	22,164,021	24,468,542	26,305,592	26,811,466
Economic Development	5,435,859	10,009,949	10,489,251	10,481,529
Enterprise Solutions & Quality Assurance	2,535,776	3,299,826	3,355,359	3,433,344
Extension Service	1,449,827	1,634,049	1,643,191	1,674,166
Fire Rescue	140,609,372	148,842,521	159,637,443	162,736,201
Fleet Services	27,257,504	41,741,849	38,487,171	36,593,776
Head Start	35,417,669	41,919,360	37,528,630	34,621,728
Health Care Services	109,102,690	158,108,300	160,207,723	160,075,027
Homeless Services	3,765,597	4,122,504	4,163,064	4,183,119
Human Resources	5,476,161	7,206,596	7,057,854	7,167,331
Information & Innovation Office	24,544,927	28,313,665	33,457,375	29,090,358
Library Services Department	32,962,474	40,115,320	42,464,330	44,297,444
Management & Budget	2,874,442	3,406,394	3,476,902	3,560,580
Medical Examiner	5,263,545	5,599,762	5,599,937	5,739,911
Office of Operations & Legislative Affairs	1,201,671	1,654,734	1,698,753	1,730,163
Parks & Recreation	22,419,720	28,360,292	28,823,483	28,844,660
Pet Resources	8,009,965	9,408,523	9,417,498	9,743,635
Procurement Services	2,836,895	3,463,682	3,950,183	4,047,686
Public Utilities	171,631,894	185,944,806	198,678,729	191,649,478
Public Works	151,051,713	162,957,708	169,761,800	172,379,257
Real Estate & Facilities Services	27,313,942	31,798,648	31,640,740	31,486,117
Social Services	12,670,933	15,638,801	15,341,538	15,159,927
Strategic Planning & Grants Management	5,401,681	5,590,586	6,236,549	5,351,444
Sunshine Line	5,824,958	9,402,489	8,909,711	8,973,880
TOTAL COUNTY ADMINISTRATOR	900,891,199	1,079,783,521	1,123,151,498	1,103,556,338

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
ELECTED OFFICIALS				
Clerk of the Circuit Court	18,704,952	19,511,787	19,312,834	19,479,091
Property Appraiser	11,661,285	11,656,832	11,537,941	12,114,839
Public Defender	973,359	1,182,772	1,184,488	1,184,573
Sheriff's Office	392,087,788	405,120,295	418,991,520	430,680,805
State Attorney - Part I	1,048,931	1,223,657	1,235,559	1,231,829
State Attorney - Part II (Victim Assistance)	1,949,831	2,134,523	2,238,093	2,289,014
Supervisor of Elections	12,814,167	15,203,350	12,439,789	12,439,789
Tax Collector	24,832,287	26,584,229	29,071,439	29,597,324
TOTAL ELECTED OFFICIALS	464,072,600	482,617,445	496,011,663	509,017,264
JUDICIAL BRANCH	10,460,685	11,705,507	12,303,885	12,180,357
BOARDS, COMMISSIONS, & AGENCIES				
Charter Review Board	-	-	-	-
Civil Service	1,185,238	1,244,229	1,261,383	1,275,637
Environmental Protection Commission	13,810,275	17,644,643	17,908,617	18,131,233
Guardian ad Litem	314,517	372,945	382,623	386,252
Metropolitan Planning Organization	2,388,018	5,483,721	5,961,990	5,961,990
Planning Commission	4,465,090	4,849,098	4,965,598	5,081,801
Soil & Water Conservation Board	222,763	266,971	264,184	269,262
Value Adjustment Board	693,404	709,740	696,656	698,774
TOTAL BOARDS, COMMISSIONS, AND AGENCIES	23,079,306	30,571,347	31,441,051	31,804,949
NON-DEPARTMENTAL				
Capital Improvement Program Projects ¹	267,546,228	903,545,247	888,982,316	682,371,536
Debt Service Accounts ²	154,865,558	129,027,664	116,085,284	108,363,630
Governmental Agencies	124,989,389	85,701,509	97,951,974	94,629,662
Non-Departmental Allotments	158,591,284	171,113,718	160,984,866	165,075,458
Nonprofit Organizations	22,003,346	20,811,281	21,601,728	22,201,728
TOTAL NON-DEPARTMENTAL	727,995,806	1,310,199,419	1,285,606,168	1,072,642,014
TRANSFERS, RESERVES, & REFUNDS				
Reserves & Refunds ³	793,543	1,072,703,689	1,215,932,411	1,251,757,211
Interfund Transfers	785,249,985	936,931,126	862,122,671	860,815,935
TOTAL TRANSFERS, RESERVES, & REFUNDS	786,043,527	2,009,634,815	2,078,055,082	2,112,573,146
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	\$2,923,327,479	\$4,936,120,315	\$5,038,774,442	\$4,854,269,037

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 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Fund Balance Beginning of Year	\$2,653.1	\$1,757.9	\$1,802.9	\$1,596.1
<i>Revenue:</i>				
Ad Valorem Taxes	639.1	717.1	776.3	819.2
Other Taxes	327.8	340.2	355.4	369.0
Licenses and Permits	94.2	81.2	97.5	97.3
Intergovernmental Revenue	267.1	330.7	335.5	316.6
Charges for Services	566.4	575.5	594.9	606.4
Fines and Forfeits	9.3	8.6	9.0	9.0
Miscellaneous Revenue (Including Interest)	47.8	30.1	42.7	43.7
TOTAL REVENUE	\$1,951.7	\$2,083.6	\$2,211.3	\$2,261.1
Interfund Transfers	\$810.9	\$936.9	\$862.1	\$860.8
Other Non-Revenues ¹	350.8	157.7	162.4	136.3
TOTAL SOURCES	\$5,766.4	\$4,936.1	\$5,038.8	\$4,854.3
USES				
Compensation	\$431.1	\$470.7	\$489.9	\$501.3
Operating & Maintenance	507.1	638.3	644.2	626.7
Capital	280.7	895.5	887.2	686.6
Debt Service ²	151.3	127.1	114.8	107.4
Grants, Aids, & In-Kind	280.7	315.4	331.8	314.1
Transfers to Constitutional Officers	460.8	479.4	492.7	505.7
Interfund Transfers	810.9	936.9	862.1	860.8
Reserves and Refunds	0.8	1,072.7	1,215.9	1,251.8
TOTAL USES	\$2,923.3	\$4,936.1	\$5,038.8	\$4,854.3

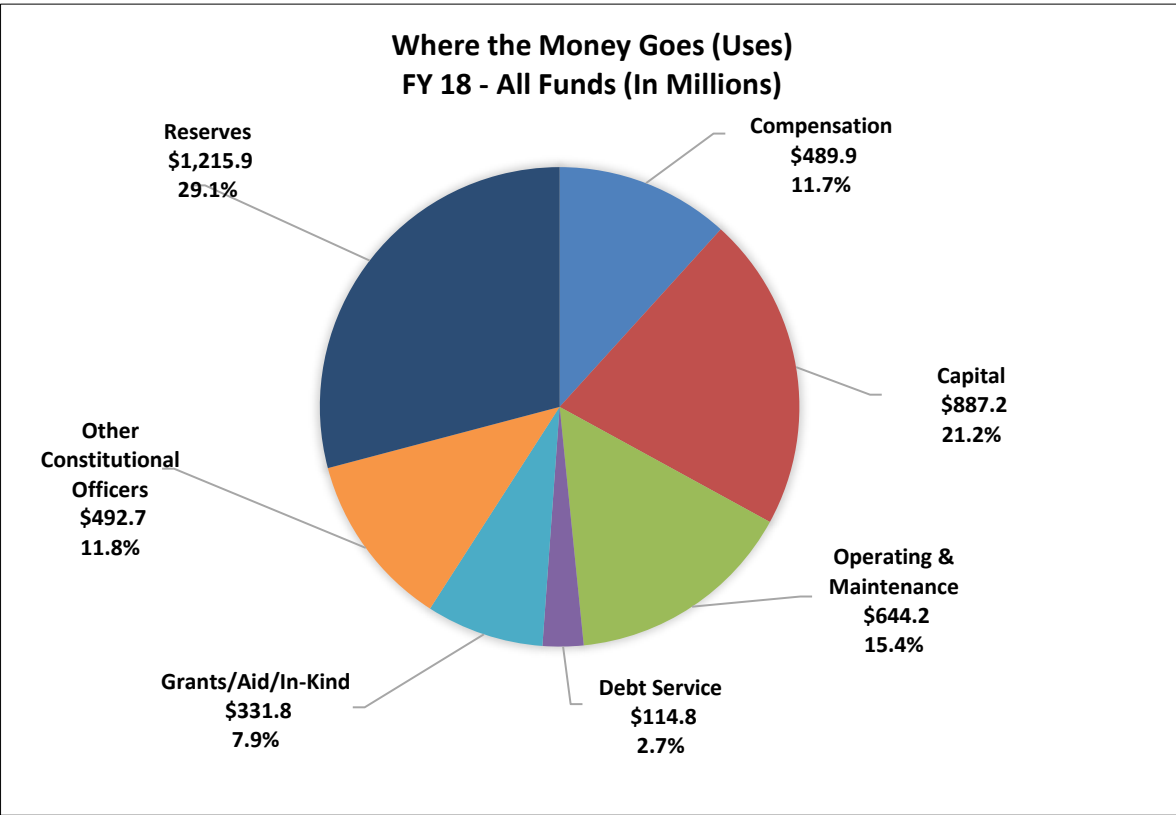
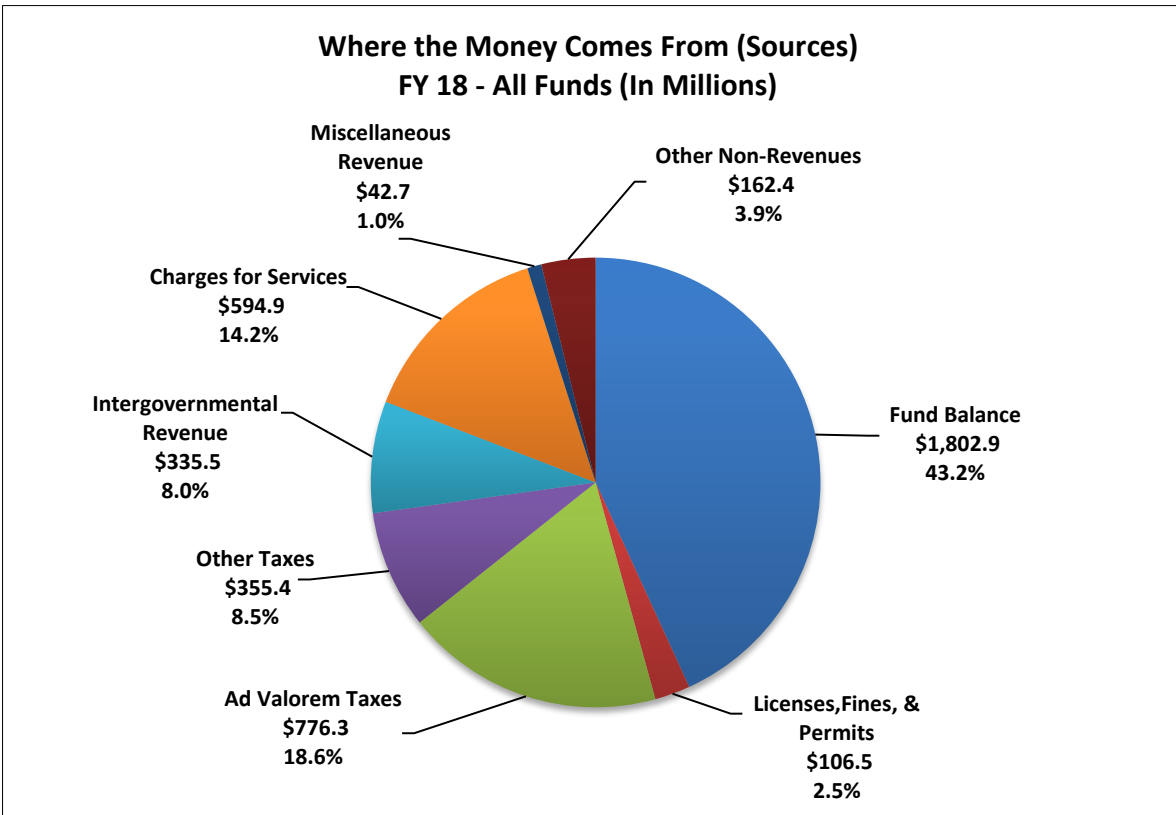
Detail may not add to totals because of rounding.

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.

From FY 00 through FY 14 all capital projects were budgeted using an "all-years" basis, a technique used to account for funds that may carry over from one fiscal year to the next for a specific purpose such as funding a capital project or grant. Beginning with FY 15, all program areas except Transportation, Stormwater, and Water Enterprise were converted to annual budgeting. These three programs are converted to annual budgeting starting in FY 16. Under "all-years" budgeting only new funding for a project is shown for that project in the Capital Budget. Under annual budgeting both new funding and any carry-forward funding from the pervious year will appear.

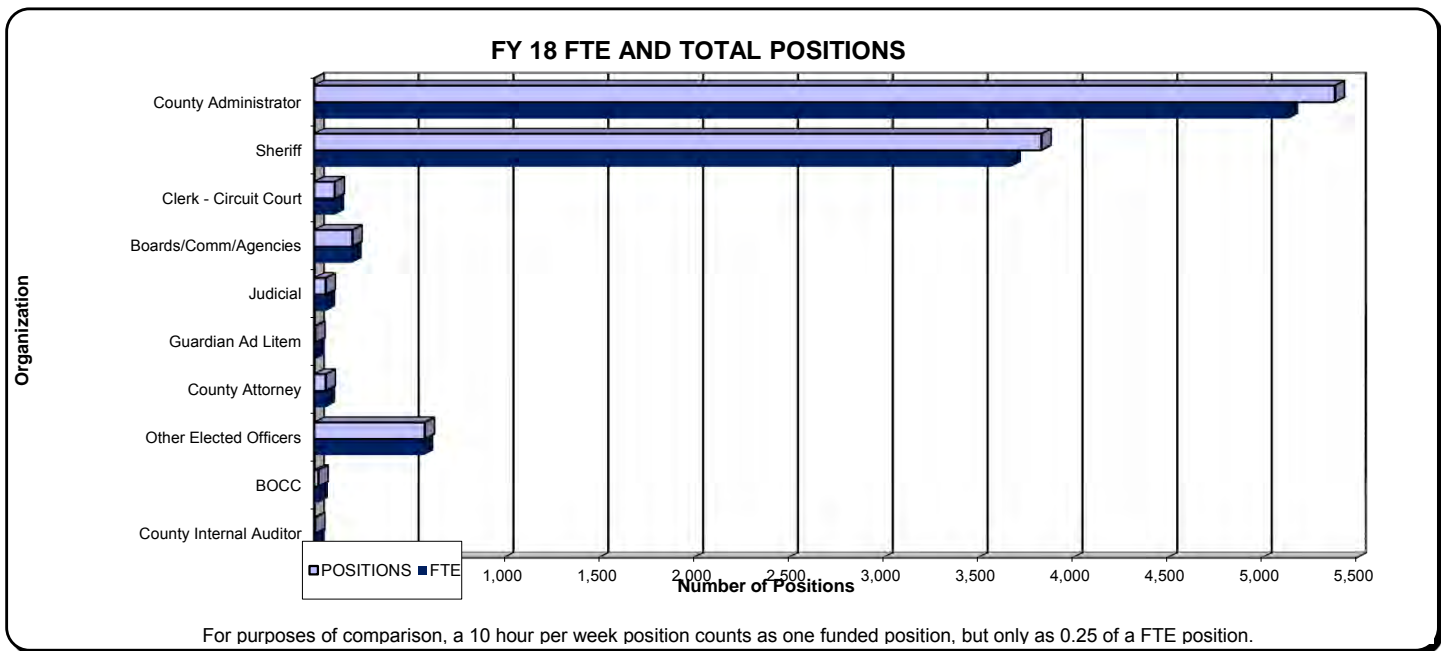
BUDGET SOURCES AND USES OF FUNDS



Note: Sources and Uses shown above exclude \$860 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other Non-Revenues, and Transfers In many of the other revenues are subject to a statutory 5% reduction. Totals may not add up to 100% due to rounding.

SUMMARY OF FUNDED FULL-TIME EQUIVALENT POSITIONS AND FUNDED POSITIONS

Organization	FY 14 Adopted	FY 15 Adopted	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	Changes FY 17 to FY 18
County Administrator - Funded FTE	4,775.46	4,860.25	4,930.93	5,035.45	5,140.36	104.914
Funded Positions	5,041	5,120	5,179	5,282	5,386	104.000
Sheriff - Funded FTE	3,654.50	3,669.50	3,670.50	3,675.50	3,675.50	0.000
Funded Positions	3,815	3,829	3,830	3,833	3,833	0.000
Clerk of the Circuit Court/VAB - Funded FTE	108.00	108.00	108.00	107.00	107.00	0.000
Funded Positions	108	108	108	107	107	0.000
Boards, Commissions, and Agencies - Funded FTE	219.86	224.86	208.86	202.86	199.00	-3.860
Funded Positions	222	226	210	204	200	-4.000
Judicial - Funded FTE	58.35	58.35	59.70	59.70	59.70	0.000
Funded Positions	59	59	60	60	60	0.000
Guardian Ad Litem - Funded FTE	4.00	4.00	4.00	5.00	5.00	0.000
Funded Positions	4	4	4	5	5	0.000
County Attorney - Funded FTE	58.50	59.00	59.00	59.50	59.50	0.000
Funded Positions	60	60	60	60	60	0.000
Other Elected Officers - Funded FTE	517.00	516.00	562.10	569.10	577.10	8.000
Funded Positions	518	517	563	573	582	9.000
Board of County Commissioners - Funded FTE	21.00	21.00	21.00	21.00	21.00	0.000
Funded Positions	21	21	21	21	21	0.000
County Internal Auditor - Funded FTE	3.00	4.00	3.00	3.00	4.00	1.000
Funded Positions	3	3	3	3	4	1.000
Total Funded FTE's	9,419.67	9,524.96	9,627.09	9,738.11	9,848.16	110.05
Total Funded Positions	9,851.00	9,947.00	10,038.00	10,148.00	10,258.00	110.00



BUDGET BY PROGRAM

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

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

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

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

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

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

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

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

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

For example, to increase the 4.7% allocation to economic environment and housing in the **All Funds – FY 18** chart by one percentage point to 5.7% would require an added \$23.8 million increase in funding. A \$23.8 million shift to economic environment and housing in the **Unincorporated Area General Fund** would require a 6.8 percentage point shift in priorities from one or more other program areas because each percentage point shift in that fund equals only \$3.5 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 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Public Safety				
Law Enforcement	\$232,975,959	\$246,340,485	\$244,065,455	\$249,845,219
Fire Control	122,943,861	139,727,579	143,528,958	135,445,426
Ambulance and Rescue	23,699,105	28,280,493	30,334,526	30,428,739
Detention/Corrections	178,764,761	177,236,441	181,888,854	185,962,983
Public Safety Protective Inspections	22,226,625	26,174,724	30,713,430	31,207,697
Emergency & Disaster Relief Services	2,252,650	6,528,194	6,330,178	6,494,628
Medical Examiner	5,263,675	5,609,262	5,609,437	5,749,411
Consumer Affairs	486,342	535,229	519,598	532,687
Other Public Safety	36,923,331	22,907,126	18,436,186	16,638,150
	625,536,311	653,339,533	661,426,622	662,304,940
Physical Environment				
Conservation & Resource Management	20,185,787	51,591,741	48,665,921	25,129,065
Flood Control	26,353,701	59,963,901	55,715,633	40,695,696
Physical Environment/Solid Waste	83,220,743	89,205,647	97,973,425	103,187,057
Sewer/Wastewater Services	9,277	0	0	0
Water/Sewer Combination Services	269,179,421	576,030,112	552,636,648	396,304,780
Other Physical Environment	150,670	1,250,663	1,165,663	312,663
	399,099,598	778,042,064	756,157,290	565,629,261
Transportation				
Road & Street Facilities	125,804,339	323,801,764	367,101,544	358,983,342
Transport Transit Systems	668,909	1,543,592	1,493,703	678,114
Other Transportation	134	2,285,039	2,285,039	2,285,039
	126,473,381	327,630,395	370,880,286	361,946,495
Economic Environment				
Employment Opportunity & Development	445,453	678,400	500,000	500,000
Industry Development	44,721,228	43,832,685	54,902,007	49,000,742
Veterans Services	683,442	797,362	889,357	909,547
Housing & Urban Development	13,512,149	32,255,403	37,488,090	26,554,089
Other Economic Environment	2,422,650	9,051,549	4,530,508	7,025,508
	61,784,921	86,615,399	98,309,962	83,989,886
Human Services				
Health	122,874,619	166,677,246	169,764,889	168,842,276
Mental Health	2,861,879	7,929,401	7,894,173	7,894,173
Human Services Public Assistance	8,347,411	5,566,979	6,172,081	6,217,841
Other Human Services	74,006,693	112,073,062	100,962,636	93,682,536
	208,090,602	292,246,688	284,793,779	276,636,826
Culture/Recreation				
Libraries	34,804,407	65,211,671	67,614,483	61,059,911
Parks & Recreation	45,823,661	108,497,565	106,237,056	121,651,209
Cultural Services	266,811	666,545	666,545	666,545
Special Recreation Facilities	1,964,318	1,502,840	1,312,789	1,852,548
Other Culture/Recreation	4,153,188	8,163,974	12,914,026	11,848,194
	87,012,385	184,042,595	188,744,899	197,078,407
Courts				
Court-Related Services	22,810,212	23,972,300	21,912,608	19,990,940
	22,810,212	23,972,300	21,912,608	19,990,940
Total Citizen Programs	\$1,530,807,411	\$2,345,888,974	\$2,382,225,446	\$2,167,576,755

BUDGET BY PROGRAM

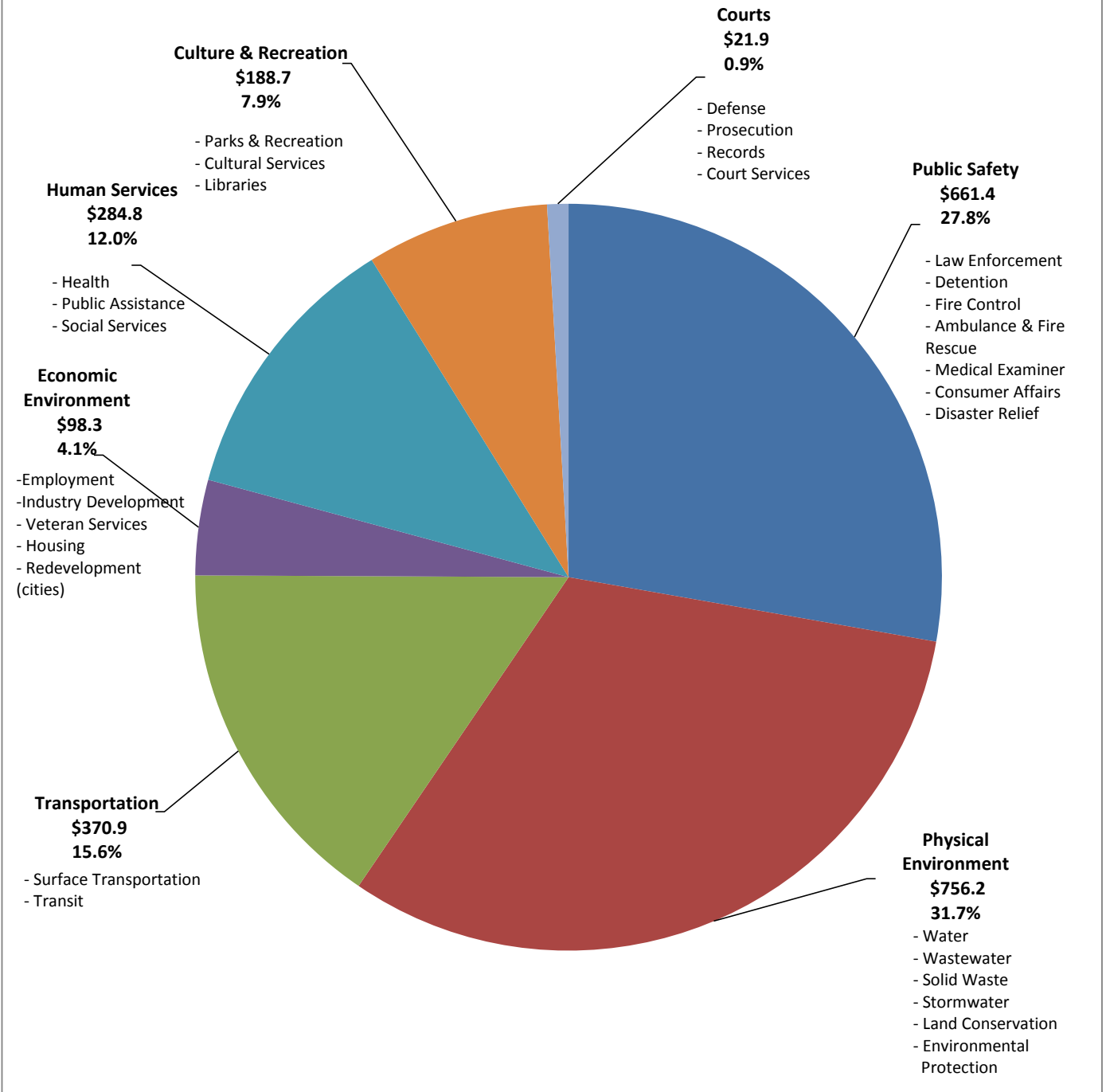
ALL FUNDS

Program	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
General Government Services				
Legislative	\$2,642,154	\$2,872,943	\$2,984,494	\$3,034,542
Executive	2,759,032	3,356,822	3,727,293	3,324,349
Financial & Administrative	198,444,091	187,691,009	198,538,212	198,411,002
Legal Counsel	8,263,142	8,993,711	9,339,943	9,566,402
Comprehensive Planning	18,052,470	22,408,754	24,292,086	24,455,490
Debt Service	154,834,611	129,027,664	115,978,884	108,257,230
Other General Government	195,858,418	226,297,134	223,633,002	227,070,121
	580,853,918	580,648,037	578,493,914	574,119,136
Nonexpenditure Disbursements				
Transfers	785,249,985	936,931,126	862,122,671	860,815,935
Reserves & Refunds	26,416,165	1,072,652,178	1,215,932,411	1,251,757,211
	811,666,150	2,009,583,304	2,078,055,082	2,112,573,146
Grand Total	\$2,923,327,479	\$4,936,120,315	\$5,038,774,442	\$4,854,269,037

BUDGET BY PROGRAM

ALL FUNDS

**Allocation of County Funds by Citizen Program
All Funds - FY 18**



**Each 1% equals \$23.8 million
Total funding equals \$2.38 billion**

BUDGET BY PROGRAM

COUNTYWIDE FUND

Program	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Public Safety				
Law Enforcement	\$115,305,747	\$119,472,714	\$119,321,104	\$122,270,773
Fire Control	61,940	28,609	28,609	28,609
Detention/Corrections	158,524,281	163,816,915	174,540,524	180,370,180
Public Safety Protective Inspections	2,005,304	2,734,714	2,956,230	3,011,627
Emergency & Disaster Relief Services	617,781	719,111	888,280	1,019,330
Medical Examiner	5,263,543	5,609,262	5,609,437	5,749,411
Consumer Affairs	486,313	535,229	519,598	532,687
Other Public Safety	1,104,552	751,607	712,785	715,743
	283,369,461	293,668,161	304,576,567	313,698,360
Physical Environment				
Conservation & Resource Management	12,638,705	14,275,683	15,420,119	15,879,065
Flood Control	2,817	0	0	0
Water/Sewer Combination Services	100,163	50,000	50,000	50,000
	12,741,685	14,325,683	15,470,119	15,929,065
Transportation				
Road & Street Facilities	194,981	0	285,789	337,398
Transport Transit Systems	459,861	534,000	534,000	534,000
Other Transportation	0	2,000	2,000	2,000
	654,843	536,000	821,789	873,398
Economic Environment				
Employment Opportunity & Development	445,453	678,400	500,000	500,000
Industry Development	10,080,572	20,669,189	21,997,606	22,875,656
Veterans Services	542,924	777,545	889,357	909,547
Housing & Urban Development	1,162	27	22	22
Other Economic Environment	2,259,788	2,262,363	2,342,810	2,342,810
	13,329,901	24,387,524	25,729,795	26,628,035
Human Services				
Health	10,642,113	12,344,689	12,861,206	13,090,362
Mental Health	61,345	110,000	110,000	110,000
Human Services Public Assistance	4,705,434	4,957,426	5,065,950	5,102,975
Other Human Services	25,043,639	28,020,783	29,129,319	29,222,338
	40,452,531	45,432,898	47,166,475	47,525,675
Culture/Recreation				
Libraries	632	0	0	0
Parks & Recreation	10,792,384	10,837,447	10,507,534	10,401,882
Cultural Services	216,810	150,400	150,400	150,400
Special Recreation Facilities	1,990,046	1,502,840	1,312,789	1,852,548
Other Culture/Recreation	1,218,287	1,345,186	1,315,186	1,315,186
	14,218,159	13,835,873	13,285,909	13,720,016
Courts				
Court-Related Services	7,561,390	6,623,814	6,683,534	6,778,310
	7,561,390	6,623,814	6,683,534	6,778,310
Total Citizen Programs	\$372,327,970	\$398,809,953	\$413,734,188	\$425,152,859

BUDGET BY PROGRAM

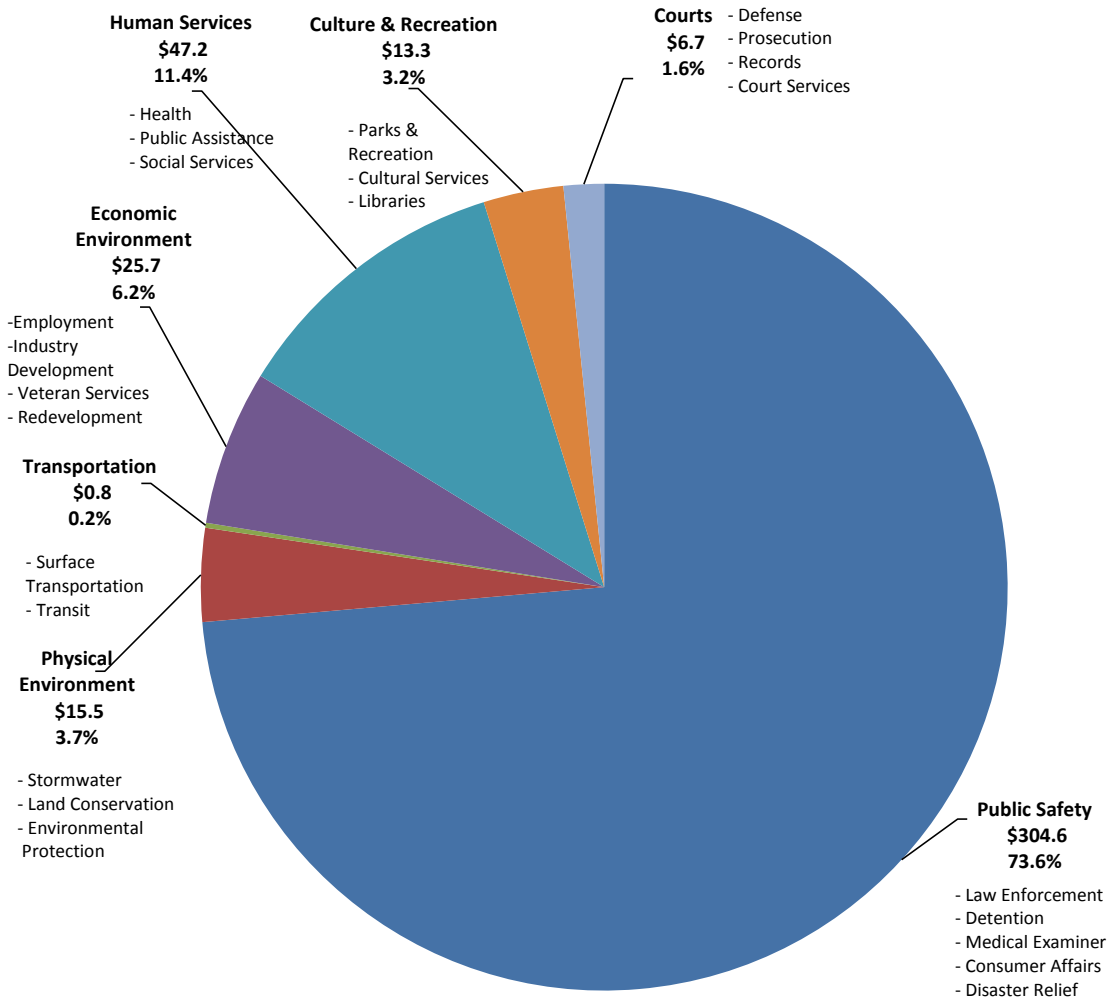
COUNTYWIDE FUND

Program	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
General Government Services				
Legislative	\$2,642,151	\$2,872,943	\$2,984,494	\$3,034,542
Executive	2,757,770	3,356,822	3,727,293	3,324,349
Financial & Administrative	107,755,390	108,215,261	113,189,078	114,967,515
Legal Counsel	8,266,659	8,993,711	9,339,943	9,566,402
Comprehensive Planning	418,744	418,604	434,704	434,704
Other General Government	29,550,932	35,981,106	36,908,151	36,932,042
	151,391,646	159,838,447	166,583,663	168,259,554
Nonexpenditure Disbursements				
Transfers	37,341,991	42,805,414	39,834,477	40,778,044
Reserves & Refunds	205	152,445,404	173,534,365	181,853,111
	37,342,195	195,250,818	213,368,842	222,631,155
Grand Total	\$561,061,811	\$753,899,218	\$793,686,693	\$816,043,568

BUDGET BY PROGRAM

COUNTYWIDE GENERAL FUND

**Allocation of County Funds by Citizen Program
Countywide General Fund - FY 18**



Each 1% equals \$4.1 million
 Total funding equals \$413.7 million

BUDGET BY PROGRAM

UNINCORPORATED AREA FUND

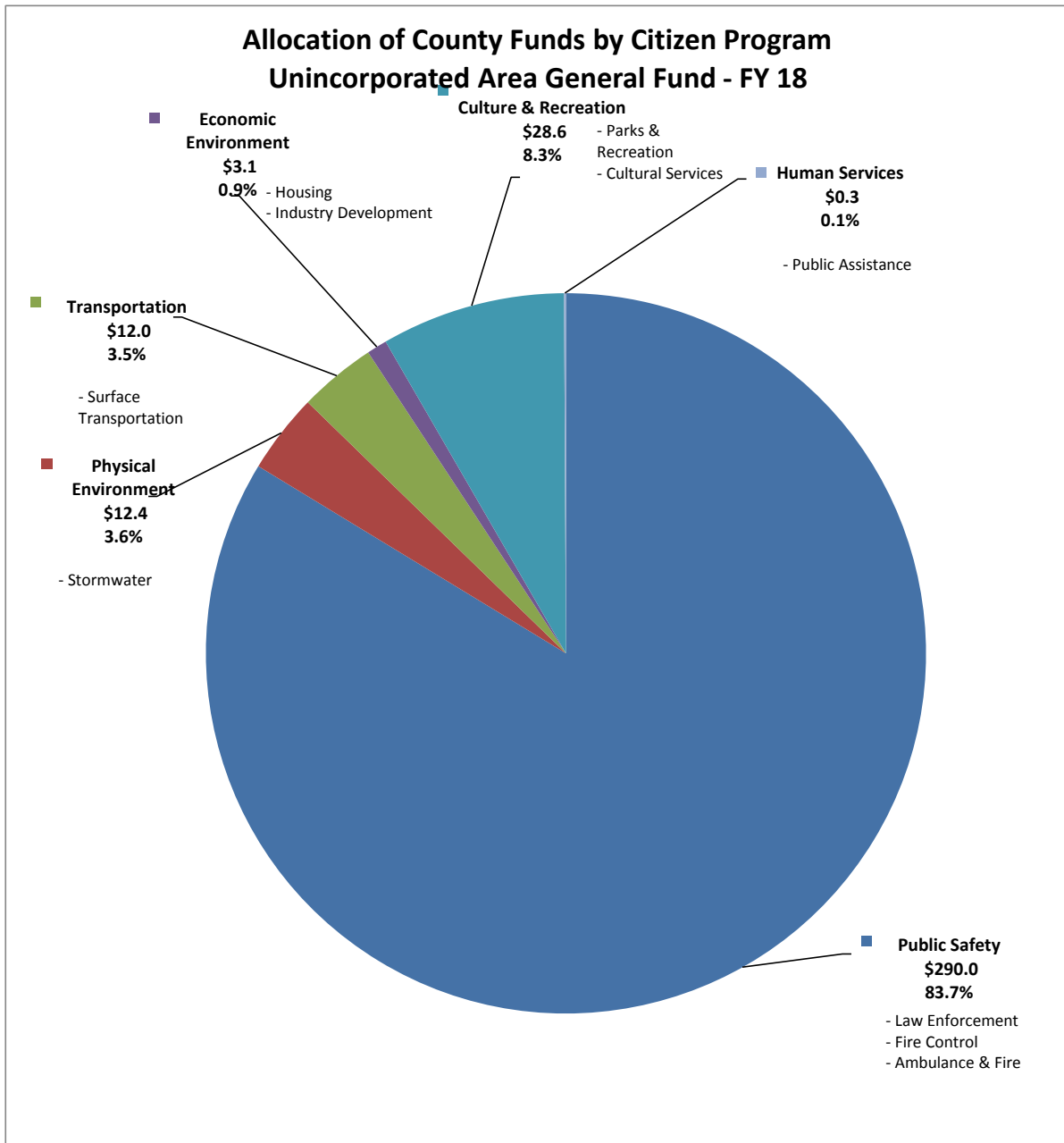
Program	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Public Safety				
Law Enforcement	\$115,663,186	\$119,213,735	\$122,228,805	\$125,822,260
Fire Control	112,811,174	115,391,992	123,170,566	125,727,902
Ambulance and Rescue	23,412,439	28,120,493	30,192,526	30,286,739
Public Safety Protective Inspections	8,222,024	9,221,041	10,141,945	10,193,906
Emergency & Disaster Relief Services	264,159	1,028,741	640,154	642,888
Medical Examiner	130	0	0	0
Consumer Affairs	28	0	0	0
Other Public Safety	2,335,235	2,871,175	3,615,811	3,809,606
	<u>262,708,374</u>	<u>275,847,177</u>	<u>289,989,807</u>	<u>296,483,301</u>
Physical Environment				
Conservation & Resource Management	0	0	200,000	200,000
Flood Control	9,222,471	11,164,758	11,085,846	11,211,116
Water/Sewer Combination Services	0	99,228	99,228	99,228
Other Physical Environment	15	1,100,663	1,015,663	162,663
	<u>9,222,485</u>	<u>12,364,649</u>	<u>12,400,737</u>	<u>11,673,007</u>
Transportation				
Road & Street Facilities	2,697,691	27,682,193	12,017,857	12,045,571
Other Transportation	134	0	0	0
	<u>2,697,824</u>	<u>27,682,193</u>	<u>12,017,857</u>	<u>12,045,571</u>
Economic Environment				
Industry Development	438,584	1,700,000	2,088,719	2,088,719
Housing & Urban Development	541,764	543,188	710,372	717,249
Other Economic Environment	162,862	266,856	342,356	207,356
	<u>1,143,210</u>	<u>2,510,044</u>	<u>3,141,447</u>	<u>3,013,324</u>
Human Services				
Health	39,202	0	0	0
Human Services Public Assistance	83	0	0	0
Other Human Services	0	0	290,000	290,000
	<u>39,285</u>	<u>0</u>	<u>290,000</u>	<u>290,000</u>
Culture/Recreation				
Parks & Recreation	21,547,120	27,714,062	28,562,980	28,570,793
Cultural Services	50,000	50,000	50,000	50,000
Special Recreation Facilities	529	0	0	0
Other Culture/Recreation	12,500	25,000	25,000	25,000
	<u>21,610,149</u>	<u>27,789,062</u>	<u>28,637,980</u>	<u>28,645,793</u>
Courts				
Court-Related Services	1,080	3,000	3,000	3,000
	<u>1,080</u>	<u>3,000</u>	<u>3,000</u>	<u>3,000</u>
Total Citizen Programs	<u>\$297,422,408</u>	<u>\$346,196,125</u>	<u>\$346,480,828</u>	<u>\$352,153,996</u>

BUDGET BY PROGRAM UNINCORPORATED AREA FUND

Program	FY 16 Actuals	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
General Government Services				
Financial & Administrative	12,184,780	6,133,570	6,643,912	6,830,418
Comprehensive Planning	7,871,154	8,746,806	10,809,771	11,045,779
Other General Government	3,801,184	4,955,632	4,890,667	4,922,330
	<u>23,857,118</u>	<u>19,836,008</u>	<u>22,344,350</u>	<u>22,798,527</u>
Nonexpenditure Disbursements				
Transfers	17,828,978	33,023,980	44,475,974	50,390,212
Reserves & Refunds	11,333	71,286,001	72,797,699	75,087,920
	<u>17,840,311</u>	<u>104,309,981</u>	<u>117,273,673</u>	<u>125,478,132</u>
Grand Total	<u>\$339,119,837</u>	<u>\$470,342,114</u>	<u>\$486,098,851</u>	<u>\$500,430,655</u>

BUDGET BY PROGRAM

UNINCORPORATED AREA GENERAL FUND



Each 1% equals \$3.5 million
 Total funding equals \$346.4 million

CAPITAL IMPROVEMENT PROGRAM BUDGET

SOURCES & USES OF FUNDS

(in Millions of \$)

SOURCES	FY 16 Actuals ⁽¹⁾	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Boat Fees	\$0.0	\$2.4	\$2.7	\$2.5
Community Invest. Tax	27.8	126.5	104.0	69.5
Enterprise Fees	96.5	195.9	206.8	149.1
Financing	37.9	290.6	312.3	252.9
Gas Taxes	14.2	20.7	27.0	31.0
General Revenues	29.9	114.3	117.8	98.0
Grants & County Match	23.2	50.6	31.7	15.5
Impact Fees	13.5	31.8	27.0	20.3
Library Fund	2.1	24.1	24.1	16.3
Stormwater Fees	14.4	32.3	24.7	22.9
Other	2.5	14.3	10.9	1.2
TOTAL SOURCES	\$261.9	\$903.5	\$889.0	\$679.0

USES	FY 16 Actuals ⁽¹⁾	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Fire	\$9.5	\$24.1	\$20.2	\$1.9
Government Facilities	46.8	80.6	54.2	14.2
Libraries	2.0	25.0	25.0	3.2
Parks	12.5	98.1	91.1	0.1
Solid Waste	1.2	4.1	11.3	6.5
Stormwater	15.9	47.3	40.5	14.8
Transportation	69.1	229.0	289.2	95.6
Water & Wastewater	104.9	395.3	357.5	40.0
Total Programs Budget	261.9	903.5	889.0	176.2
Carryforward ⁽²⁾	0.0	0.0	0.0	502.8
TOTAL USES	\$261.9	\$903.5	\$889.0	\$679.0

(1) Includes all capital cost centers only.

(2) Reflects balances carried forward from prior year.

DEBT SERVICE BUDGET SUMMARY

DEBT SERVICE REQUIREMENTS FOR COUNTY DEBT ONLY
 (\$ in MILLIONS)

	FY 16 Actual	FY 17 Budget	FY 18 Recommended	FY 19 Planned
DEBT SERVICE BUDGET				
Principal	\$45.0	\$44.1	\$50.9	\$53.0
Interest Payments, except capitalized ¹	34.2	47.7	46.2	44.0
Total Principal & Interest	\$79.2	\$91.8	\$97.2	\$97.0
Debt Administration Expenses ²	1.1	1.5	1.5	1.4
Principal Payment Defeased Debt ³	59.4	0.0	0.0	0.0
Redemption of Debt	2.4	4.9	5.1	5.2
Redemption of Short term Loans	3.2	29.0	11.0	3.8
Interfund Short term Loans	0.0	0.0	0.0	0.0
Subtotal	\$145.4	\$127.1	\$114.8	\$107.4
Other Debt Services Costs and Fees ⁴	3.6	1.9	1.3	1.0
Net Debt Service Funding <i>(not including Commercial Paper rollovers)</i>	\$149.0	\$129.0	\$116.1	\$108.4
COUNTY DEBT OUTSTANDING BY TYPE: <i>(As of Fiscal Year End)</i>				
General Obligation Debt	\$61.3	\$58.9	\$56.4	\$53.8
Self-Supporting Debt ¹	\$534.4	\$501.7	\$483.2	\$464.2
Non Self-Supporting Debt	\$548.7	\$544.4	\$510.8	\$475.6
TOTAL COUNTY DEBT OUTSTANDING <i>(As of Fiscal Year End)</i>	\$1,144.5	\$1,105.0	\$1,050.4	\$993.7

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.

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 18 and FY 19 budgets, 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. The Florida Department of Revenue's estimates are not materially different from the estimates used in the FY 18 and FY 19 budgets.

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 – 35.0% in FY 18 and 36.2% in FY 19.

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

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

MAJOR COUNTY REVENUES

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

Hillsborough County levies a property tax on all property within the County, including property within municipalities, for services provided countywide. This tax, referred to as the *Countywide Ad Valorem Tax*, is deposited in the County's Countywide Operating General Fund to fund programs having countywide benefit. Examples of Countywide tax funded programs include services to children and the elderly, emergency management and emergency dispatch functions, jail operations provided by the Sheriff's Office, Medical Examiner, economic development, and animal control and spay/neuter services. With a non-debt related countywide millage rate of 5.7322 mills, FY 18 revenue prior to the 5% statutory reduction is projected to be \$491.7 million, with FY 19 revenue prior to the 5% statutory reduction projected to be \$518.5 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 18 revenue prior to the 5% statutory reduction is projected to be \$227.8 million, with FY 19 revenue prior to the 5% statutory reduction projected to be \$241.0 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 18 revenue prior to the 5%

statutory reduction is projected to be \$46.2 million, with FY 19 revenue prior to the 5% statutory reduction projected to be \$48.7 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 17 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 18 combined revenue prior to the 5% statutory reduction is projected to be \$6.6 million, with FY 19 combined revenue prior to the 5% statutory reduction projected to be \$6.6 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

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

MAJOR COUNTY REVENUES

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

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

Discounts are offered for early payment of ad valorem taxes: 4% if paid by November 30th, 3% if paid by December 31st, 2% if paid by January 31st, and 1% if paid by February 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.

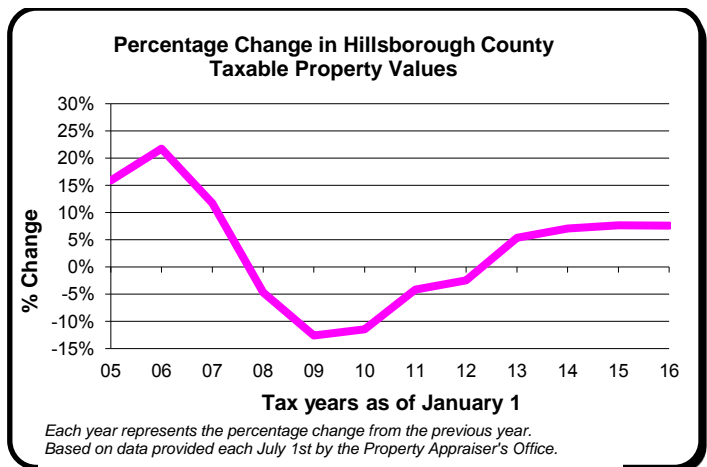
Several factors constrain annual growth in assessed property values:

- 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 17 SOH limit is 0.7%.
- 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.

- In 2017, the Florida Legislature passed a bill to start the process of imposing a third \$25,000 homestead exemption effective in FY 20. The bill, which is pending signature by the governor, would require a referendum on this new exemption in November 2018. If approved by voters, the new exemption would be reflected in tax bills to be mailed in November 2019 (FY 20).

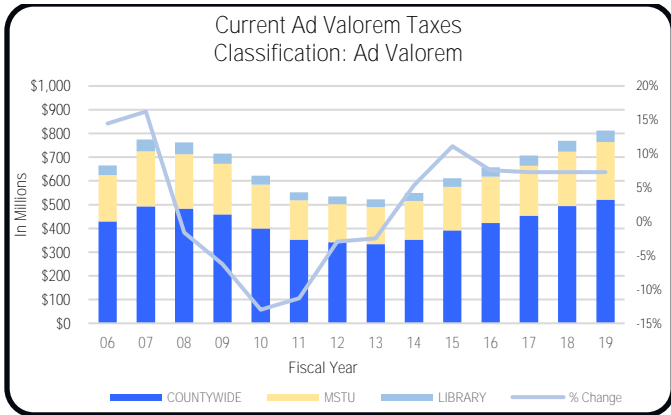
For a given ad valorem tax rate (millage), an increase in taxable values will result in higher County ad valorem tax revenues. Conversely, a decrease in taxable values will result in lower ad valorem revenues. As the chart below shows, taxable values fluctuate over time – the sharp decline from 2006 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 5.4% from 2012, and FY 15 values increased an additional 7.1. FY 16 taxable values increased by 7.7%, and FY 17 values increased an additional 7.6%. FY 18 taxable values are estimated to increase by 8.3%, with FY 19 taxable values projected to increase by 5.45%.

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.

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(Note: All graphs show FY 06 – FY 16 actual revenue and budgeted FY 17 – FY 19 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

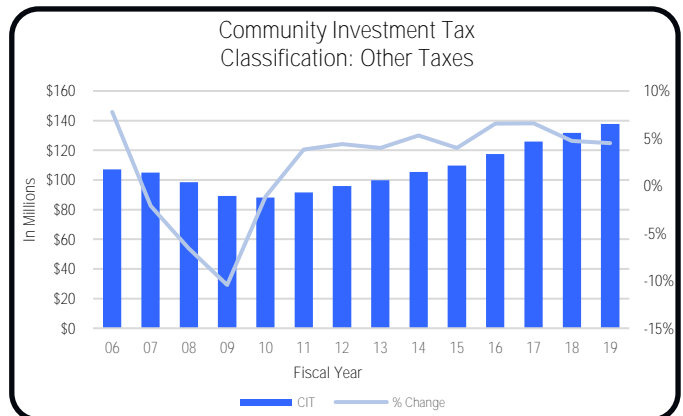
Non-ad valorem taxes include receipts from non-ad valorem sources such as certain types of locally imposed fuel and sales taxes, the Communications Services Tax, certain lawyer and occupational license taxes, and Tourist Development Taxes. Non-ad valorem taxes account for 16.1% of FY 18 revenues and 16.3% of FY 19 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.

Weakening housing markets and slow economic growth in late 2007 resulted in CIT revenues falling 2.1% for FY 07. Full-blown recession in 2008 and 2009 led to a 6.2% drop for FY 08, a further 9.4% decline in FY 09, and another 1.2% drop in FY 10 before starting to recover in late 2010. Reflecting the long economic recovery, revenues experienced steady growth since FY 10. Forecasts are for continued strength in the economy, and the Community Investment Tax is projected to grow by 6.6% in FY 17, followed by 4.74% in FY 18 and 4.51% in FY 19. A more robust economic recovery than estimated could spark stronger consumer spending than forecast, with a corresponding increase in sales tax revenue. A weaker economy and associated spending would result in lower sales tax revenue.



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 18 and FY 19 estimates reflect the average of the various forecast results after dropping the high and low results.

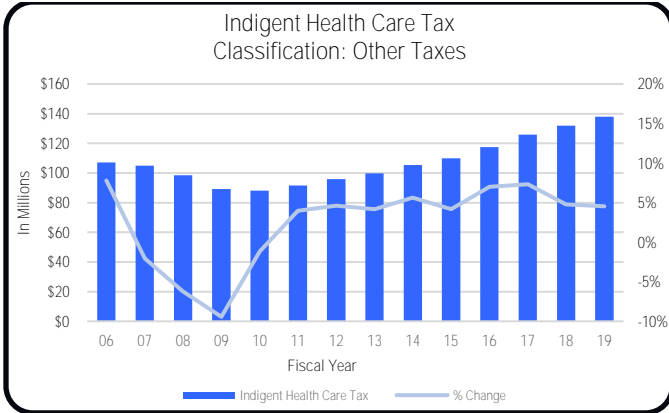
Indigent Care and Trauma Center Sales Surtax - The *Indigent Care and Trauma Center Sales Surtax*⁴ funds Hillsborough County’s nationally acclaimed Indigent Health Care Program and was initially authorized by the State in 1984. Extended twice, the sunset provision was permanently removed in 2003.

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.

³ Section 212.055(2), Florida Statutes

⁴ Section 212.055(4), Florida Statutes

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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.

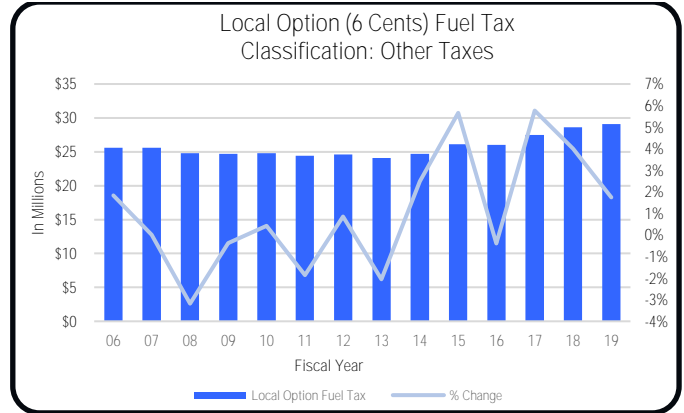
Fuel taxes levied by the County are shared among the County and its three municipalities. These taxes reflect a fixed assessment per gallon of fuel; therefore associated revenues correlate strictly to the number of gallons of fuel sold, not to the price of fuel. When fuel prices increase, demand, along 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.

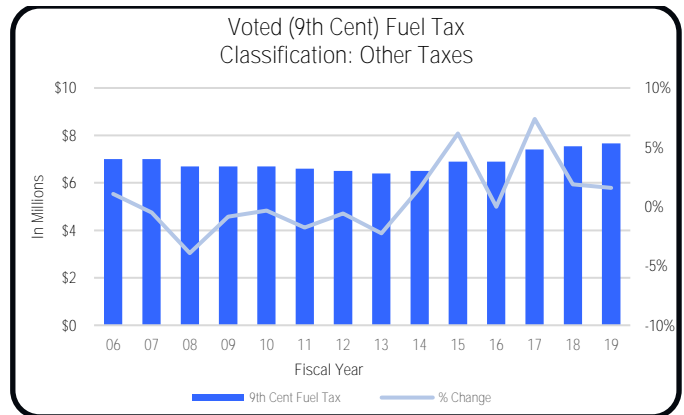
Hillsborough County has levied the maximum 6 cents of the 1-6 Cents Local Option Fuel Tax; the tax is levied on each gallon of gasoline or diesel fuel,. The Ninth Cent Fuel Tax is also levied on both gasoline and diesel fuel. By ordinance, use of the Ninth Cent Fuel Tax is restricted to pothole repair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

Reflecting projections of continued low fuel prices through the end of 2019, FY 17 fuel tax revenue is projected to increase 0.8% over FY 16, 1.8% in FY 18 and 1.6% in FY 19.

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.

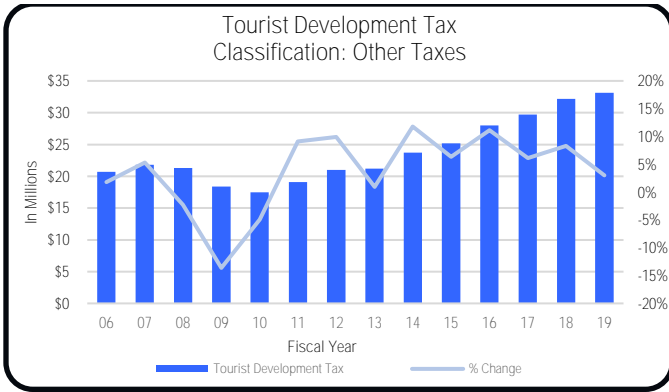


Local Option Tourist Development Tax⁷ - This tax, authorized by the State and levied by BOCC vote, is imposed primarily on tourist related resorts and facilities and provides funding for tourism and economic development. Proceeds are used to fund debt service and capital improvements for Raymond James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

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.

⁷ Section 125.0104, Florida Statutes

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Based on forecasts provided by the Economic Development Department, tourist development tax revenue is projected to increase by 6.1% in FY 17, by 8.39% in FY 18, and by 3.0% in FY 19 as improved national economic conditions and increased tourism support more travel and improved local occupancy rates. It is forecast that total annual revenue will exceed \$30 million for the first time in FY 18, which could make the County eligible to levy a 6th cent tourist development tax.

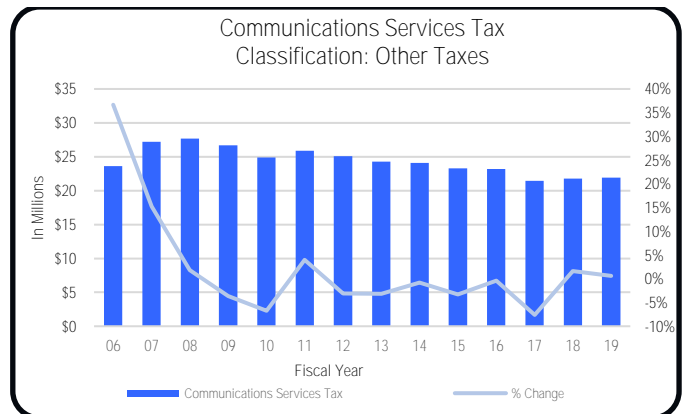
Communications Services Tax – In 2001 the State of Florida established the Communications Services Tax (CST)⁸ in order to simplify taxes on telecommunications, cable television, direct-to-home satellite, and related services. The law replaced and consolidated various taxes with a single tax comprised 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 5.12% 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 5.12%.

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 17 is forecast to decline by 7.6% due to two major factors. First, users have been moving away from taxable services as noted above, reducing base provider revenues on which the tax is assessed. Second, in 2016 the State of Florida settled a lawsuit related to prior year collections of CST, resulting in a reduction in CST distributions in both the state and local government components for both FY 16 and FY 17. FY 18 and FY 19 revenues are projected to increase slightly by 1.6% and 0.6% respectively, reflecting the end of reductions in FY 16 and FY 17 resulting from the lawsuit settlement.



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 18 and FY 19 estimates reflect the average of the various forecast results after dropping the high and low results.

Licenses and Permits

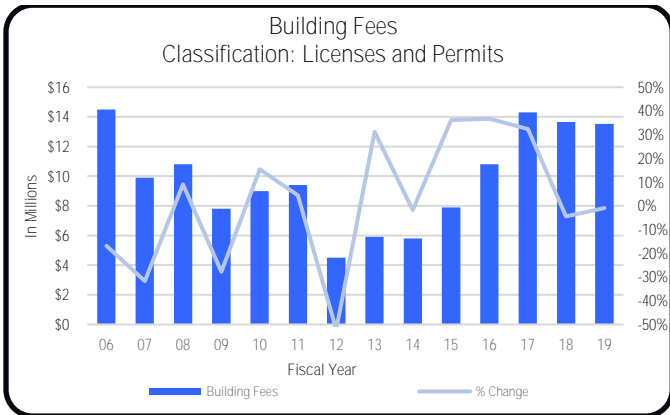
Fees from licenses and permits will provide 4.4% of total FY 18 and 4.3% of FY 19 County revenues. This has increased from less than 1% in prior years due primarily to the State reclassifying Impact Fees and Special Assessments from the Miscellaneous Revenue category to the Licenses and Permits Revenue category. Revenues in this category include building permit fees, impact fees charged on new construction, stormwater fees, and certain special assessments approved by residents to fund resident requested improvements. Although contributing only a small

⁸ Section 202.19(1), Florida Statutes

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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.

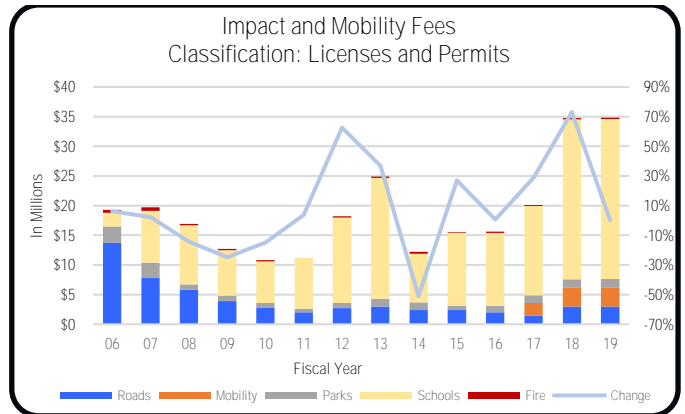


Despite permit activity falling another 28.2% in FY 08 due to the continued backlog of unsold existing and new homes, revenue increased 9.1%, realizing a full year of revenues based on the increased fee structure. Actual year-end FY 09 revenues fell 27.8%, or almost \$3 million, from FY 08 revenues, 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 \$14.3 million, or 32.4%. FY 18 and FY 19 revenues are projected to decrease to \$13.7 million or

4.5% and \$13.5 million or 1.0% respectively. Both years reflect a slight decrease due to an anticipated slowdown in new construction as interest rates continue to rise. 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.

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,

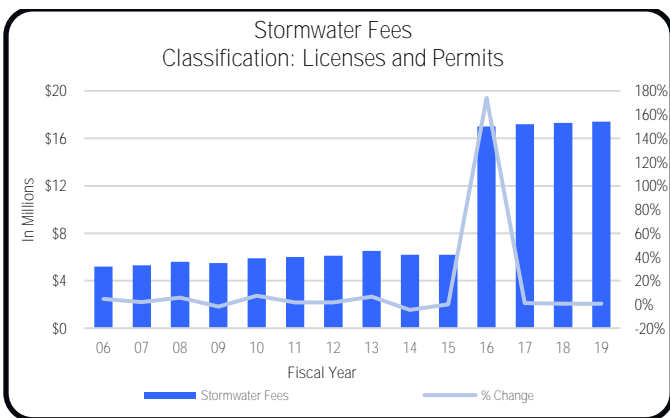
MAJOR COUNTY REVENUES

Parks and School impact fees. Mobility fees are projected to generate \$3.2 million in both FY 18 and FY 19.

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 19 reflecting an anticipated rebound in new construction. Non-school impact fee revenues are projected to increase by 54.5% in FY 17, increase by 52.9% in FY 18 and remain flat for FY 19. Fees are estimated by staff based on forecasts of new construction and expert staff judgment.

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

In 2015, wanting to address the growing backlog of needed stormwater improvements, the Board of County Commissioners approved the first rate increase since the fee was implemented in 1991. The rates, effective in FY 16, were increased by 150%. The annual assessment for single family residential and agricultural parcels is \$30 per year. Other residential parcels, such as apartment complexes and condominiums, are assessed \$15 per dwelling unit on the parcel. For non-residential parcels the assessment is \$.025 for each 1.5 square feet of area which cannot absorb water, with a minimum assessment of \$30.



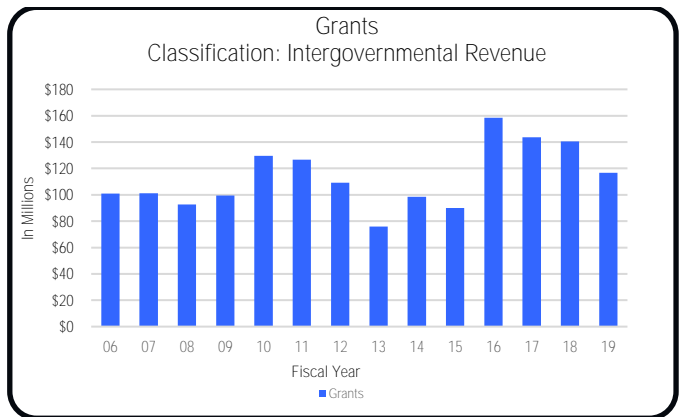
FY 18 and FY 19 revenues are expected to increase by 0.6% in each year. Forecasts are based on property tax roll data provided by the Property Appraiser and Public Works staff projections.

Intergovernmental Revenues

The County is projected to receive 15.1% of FY 18 revenue and 14.0% of FY 19 revenue from intergovernmental sources such as federal and state grants and State levied taxes shared with local governments. The two largest components of this category is the Local Government Half-Cent Sales Tax, which represents 32.9% of intergovernmental revenues, and federal, state, and local grants, which represent another 41.9% 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

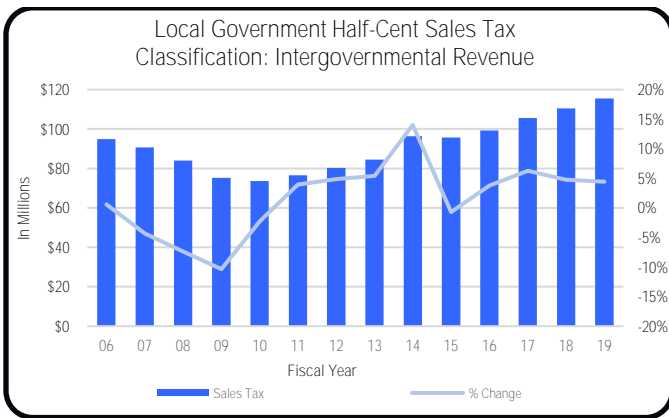
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Hernando Counties. On June 18, 1997, the County was designated to administer Ryan White Title II funds in Hillsborough, Pinellas, Pasco, Hernando, Polk, Highlands, Hardee and Manatee Counties. Both Ryan White grants are administered by the Health Care Services Department in accordance with allocations of the Ryan White Care Council.

Ryan White grant revenues are subject to federal funds availability, and the estimated revenue for FY 18 and FY 19 reflect the latest estimates prepared by the Health Care Services Department in consultation with the granting agency, the U.S. Department of Health and Human Services.

The chart above reflects actual revenue received through FY 16, and forecast revenue for FY 17, FY 18 and FY 19.

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%.

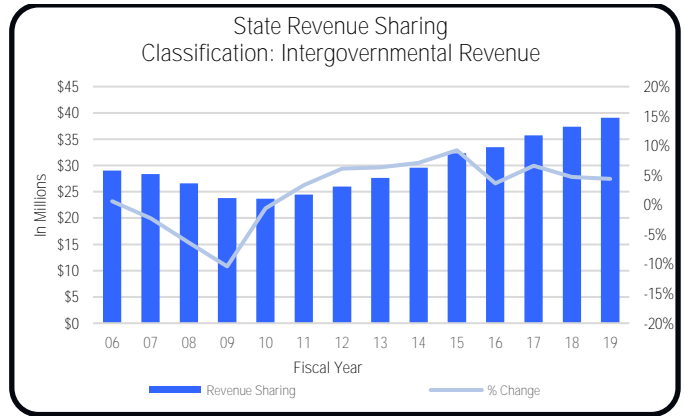


As consumer spending rose with a stronger economy and renewed job growth, half-cent sales tax revenue has risen each year since FY 11. FY 14 reflects a one-time audit adjustment associated with an accounting change, resulting in a one-time increase of \$7.3 million. Excluding this adjustment, FY 15 revenue 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 4.8% in FY 18, and 4.4% in FY 19. In FY 18, this revenue will account for 32.9% of intergovernmental revenue. Forecasts were developed using the average of the various forecast techniques after dropping the high and low forecast results.

⁹ Section 212.20(6)(d)2, Florida Statutes
¹⁰ Sections 210.20(2), 212.20(6) and 218.20, Florida Statutes

The second important State revenue source is the State Revenue Sharing Program¹⁰, which accounts for 11.1% of intergovernmental revenues in FY 18. 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 6.6% increase and FY 18 and FY 19 showing 4.7% and 4.4% increases respectively.

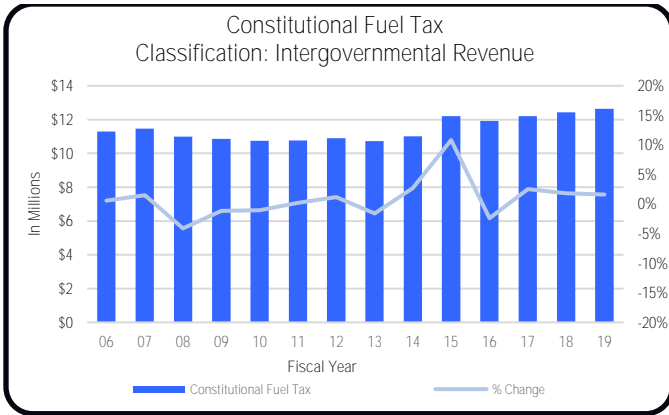


The *Constitutional Fuel Tax*¹¹ is a two cent per gallon of motor fuel State levy shared only with counties. Eighty percent of the revenue can be used for debt service and is managed by the State Board of Administration. Any remainder of the 80 percent portion not needed for debt service is then distributed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

As the associated chart shows, revenues from this tax have remained within a relatively narrow range since FY 06. The increase in FY 15 was the result of a one-time accounting adjustment. FY 16 revenue decreased 2.4%, with FY 17 projected to increase by 2.5%. FY 18 revenue is projected to increase by 1.8%, and FY 19 revenue is projected to increase by 1.6%. The forecasts were developed using the average of the various forecast techniques previously discussed after dropping the high and low forecasts.

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

MAJOR COUNTY REVENUES



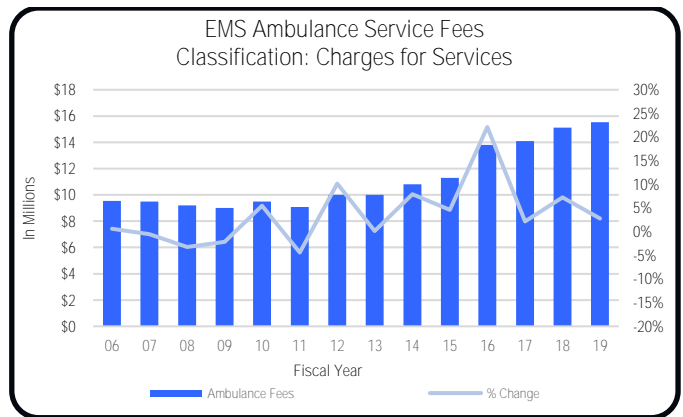
The County (7th Cent) Fuel Tax¹² is a one cent per gallon of motor fuel tax considered a State Shared Revenue since its distribution is based on a State-set formula not based solely on total collections within the county of collection. This revenue, along with other gasoline taxes and road network impact fees, is used to support road network maintenance and improvements.

This fuel tax generally mirrors the Constitutional Fuel Tax, and the revenue outlook is similar. The FY 17 revenue forecast is \$5.4 million, up from an estimated \$5.2 million, or 0.8% in FY 16. FY 18 revenue is forecast to be \$5.5 million, and FY 19 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 26.9% of FY 18 budgeted income, and 26.8% of budgeted FY 19 revenue. The largest component is water/wastewater and solid waste utility user charges, which represent 58.4% of total FY 18 charges for services, and 58.5% of total FY 19 charges for services. Internal service charges for services rendered by a central service department to other departments represents another 5.5% of FY 18 charges for services and 5.7% of FY 19 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 19 budgets reflect an increase in ambulance rates approved by the Board of County Commissioners in 2014. 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.



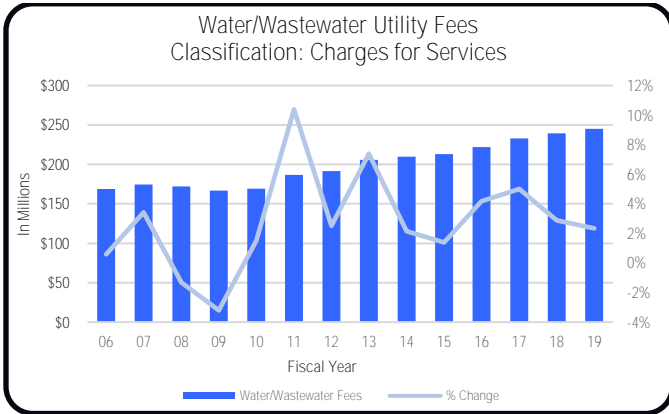
Water and Wastewater Utility User Charges - The primary source of revenue for the Hillsborough County Water and Wastewater utility system is the monthly charges to its customers. These charges are composed of three parts – Base Facility Charges, Volumetric Charges and a Customer Service Charge. The rates were last adjusted for indexing on June 1, 2016, resulting in the following rates: a Residential Base Facility Charge for Potable Water of \$8.55, a Residential Base Facility Charge for Wastewater of \$13.82, and a Customer Service Charge of \$4.11. These base charges are in addition to Volumetric Charges, which are tiered as follows: \$0.70 for each 1,000 gallons up to 5,000 gallons, \$1.95 for each 1,000 gallons from 5,001 to 15,000 gallons, \$3.26 for each 1,000 gallons from 15,001 to 30,000 gallons, and \$4.87 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 \$4.45 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

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

MAJOR COUNTY REVENUES

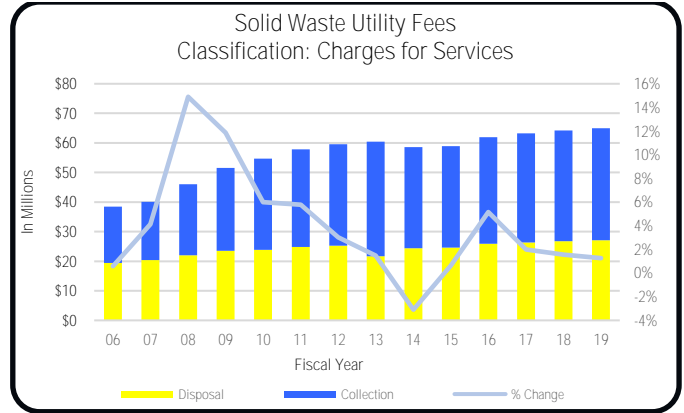
need to reduce reliance on ground water pumping, have required Tampa Bay Water to construct additional water projects, including a water desalinization plant, which have increased the cost of bulk water purchased.



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 4.2% and FY 17 growth of 5.0%. FY 18 and FY 19 revenues are projected to increase by 2.88% and 2.34% respectively, 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.

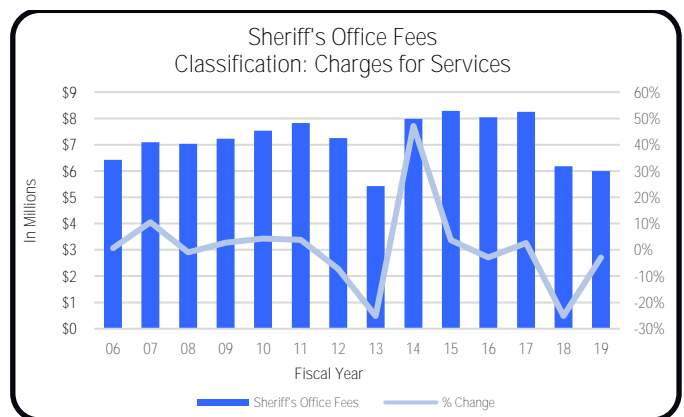
The solid waste collection and disposal assessments were initially approved by the Board of County Commissioners (BOCC) on November 13, 1996, and went into effect on October 1, 1997. The assessment replaced the annual fee residents previously paid directly to collectors for curbside service. Franchise collectors are now paid directly by the County. Bond covenant requirements dictate that the collection rate be reviewed annually. As of January 1, 2017, the residential curbside collection rate was \$131.43; it is anticipated that the rate will remain unchanged through FY 19.



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, 2017, the residential disposal rate was \$91.32; it is anticipated that the rate will remain unchanged through FY 19. 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 18 and FY 19 are forecast to increase 1.5% and 1.3% respectively, primarily to population growth. Estimates are provided by the Public Utilities Department based on a detailed rate model that incorporates expert staff judgment and existing property tax rolls.

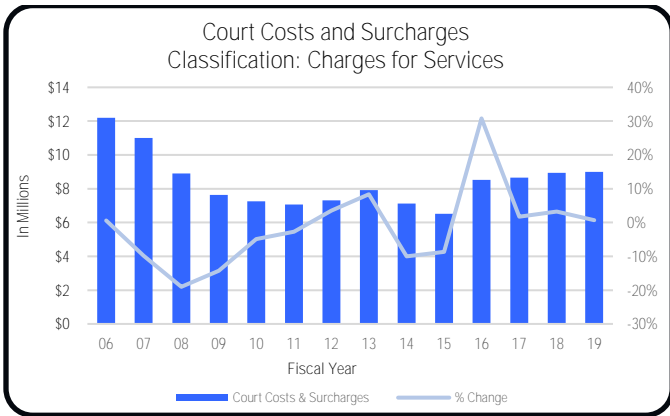
Sheriff's Office Fees – The Sheriff is a separately elected constitutional officer whose office receives its funding from the BOCC. There are fees generated by the Sheriff's Office that are budgeted for and collected by the BOCC. These fees represent charges for services provided by the Sheriff's Office.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



MAJOR COUNTY REVENUES

Annual Sheriff's Office Fees projections are provided by the Sheriff's Office based on their estimated cost to provide these services as well as any provisions in the interlocal agreements impacting reimbursement amounts. The Sheriff's Office has projected that FY 18 and FY 19 revenues will decrease by 25.1% and 2.9% respectively, primarily due to an accounting change where revenues generated by providing deputies to the Port of Tampa Bay, previously remitted to the BOCC on an ongoing basis, will now be retained by the Sheriff.

Court Costs and Surcharges – Prior to FY 05, court revenues were composed of civil court filing fees, criminal court cost charges, and special surcharges designed to aid in the funding of the court system. These revenues were budgeted by the BOCC. Effective July 1, 2004, most court related fees and fines now accrue to the Clerk of the Circuit Court to pay for the Clerk's court related duties. To help the BOCC offset that revenue loss, three new fees were allowed by the Legislature and adopted by Hillsborough County. The first is a traffic court surcharge used to fund court facilities; the second is a document recording fee to fund court technology; and the third is a criminal court surcharge used to fund the court innovations, a law library, legal aid, and teen court/juvenile diversion programs. In return, the County was required to fund technology and facility costs for the 13th Judicial Circuit Court out of these revenues. These costs had previously been funded by the State. Revenues from these sources have not been sufficient to fully fund the mandated costs, requiring an increasing allocation from County general revenue to fund budget requests.



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

the Florida Legislature in 2016, and are estimated to generate \$2.4 million in new revenue. FY 18 and FY 19 revenues are projected to increase/decrease by 3.2% and 0.7% respectively, primarily due to higher recording fees associated with real estate transactions.

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

Fines and Forfeitures

Fines and Forfeitures comprise only 0.4% of FY 18 and FY 19 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 2.1% of projected FY 18 revenues and for 1.9% of FY 19 revenues. While still at near historical lows, rising interest rates projected for FY 18 and FY 19 will result in higher interest revenues as reflected on the chart below. In addition to interest, this category also includes rental income, reimbursement of prior year expenditures, sale of surplus equipment, property and land, and contributions and donations. Prior year actuals also reflect the net change in the fair value of investments, as required by governmental accounting standards. The County does not currently budget for unrealized changes in the value of its investments, but they are reflected in its financial statements and they impact future budgets through changes in the fund balance brought forward each year.

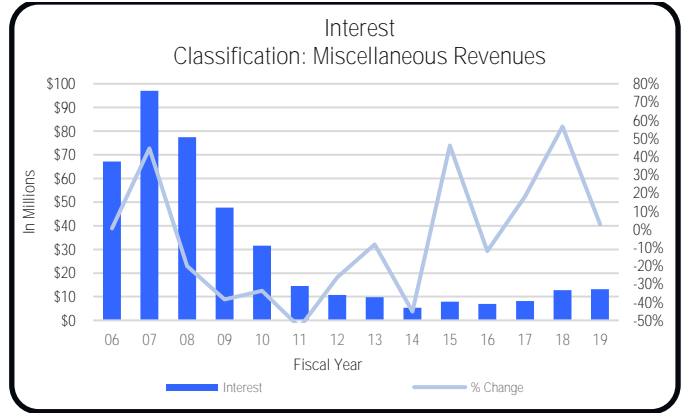
Interest Earnings – Although a very small component of total County revenues, interest revenue is the largest component of Miscellaneous Revenues and affects every county fund. As the chart below shows, there is a great deal of fluctuation in interest earnings from year to year due to changes in interest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

Amid fears of recession and financial stress, the Federal Reserve Board aggressively lowered its primary interest rate target in 2008 in order to stimulate economic activity. As the financial crisis intensified during October and November 2008 and business and consumer confidence hit record lows, the Fed lowered its key rate target to the range of 0.0% to 0.25%. Short term rates declined to near zero where they remained through FY 15. These actions, coupled with the maturity of higher yielding County investments and subsequent replacement with low yielding investments, resulted in the annual yield on County investments hovering around 50 basis points. This resulted in lower interest income since its high in FY 07. The FY 17 projected earnings on investment earnings was 75 basis points. Anticipating further Federal Reserve action to increase

MAJOR COUNTY REVENUES

interest rates, County projections on investment earnings are 100 basis points (1%) in FY 18 and 150 basis points (1.5%) in FY 19. FY 18 and FY 19 interest revenues are projected to increase by 56.5% and 2.8% respectively based on higher yields, the minimal increase in FY 19 revenue reflected an estimated \$206.8 million reduction in fund balance associated with expenditures of one-time funds associated with capital projects.

The other component of interest earnings is average daily cash balance. Average daily cash balance is expected to remain relatively flat through FY 18, and decline by \$206.8 million in FY 19 due to expenditures of one-time funds associated with major capital projects scheduled for completion in FY 18.



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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned	% Total FY 18
Taxes					
Ad Valorem Taxes	\$639,146,737	\$717,132,788	\$776,257,162	\$819,205,148	35.1%
Communications Services Tax	21,775,958	21,435,387	21,785,914	21,913,596	1.0%
Community Investment Tax	120,073,904	126,101,349	131,843,755	137,791,667	6.0%
Indigent Healthcare Surtax	120,161,583	126,101,349	131,843,755	137,791,667	6.0%
Local Option Six-Cents Fuel Tax	27,112,690	27,455,365	28,626,597	29,080,325	1.3%
Ninth-Cent Gas Tax	7,154,727	7,305,437	7,551,086	7,670,770	0.3%
Tourist Development Tax	29,611,178	29,711,000	32,174,320	33,139,550	1.5%
Other Taxes	1,860,630	2,120,274	1,584,200	1,583,710	0.1%
Total Taxes	966,897,407	1,057,362,949	1,131,666,789	1,188,176,433	51.2%
Licenses & Permits					
Building Permits	10,877,353	14,325,090	13,723,715	13,587,139	0.6%
Fire Impact Fees	256,358	175,500	224,500	224,500	0.0%
Parks Impact Fees	1,827,910	1,280,000	1,366,510	1,366,510	0.1%
School Impact Fees	26,671,547	15,015,000	27,000,000	27,000,000	1.2%
Transportation Impact Fees	4,553,978	1,353,063	3,033,500	3,033,500	0.1%
Special Assessments - Capital Imprvmnt	23,869,637	23,154,385	25,652,520	25,601,289	1.2%
Special Assessments - Stormwater	17,046,656	16,117,072	15,829,700	15,829,700	0.7%
Special Assessments - Street Lighting	7,795,570	8,478,634	9,366,890	9,366,890	0.4%
Other Licenses & Permits	1,337,202	1,283,853	1,293,730	1,293,730	0.1%
Total Licenses & Permits	94,236,211	81,182,597	97,491,065	97,303,258	4.4%
Intergovernmental Revenue					
State Shared Revenues					
Constitutional Fuel Tax	11,910,743	11,846,390	12,433,655	12,630,791	0.6%
County Fuel Tax	5,225,339	5,256,348	5,484,883	5,571,838	0.2%
Local Government Half-Cent Sales Tax	101,203,167	106,552,462	110,520,110	115,409,375	5.0%
Shared State General Revenues	5,139,249	4,806,500	4,806,500	4,806,500	0.2%
Shared State Restricted Revenue	8,461,625	8,625,831	8,835,863	9,051,910	0.4%
State Revenue Sharing	33,489,941	36,410,349	37,401,377	39,053,370	1.7%
Other Culture & Recreation	3,309,329	3,250,004	3,264,532	3,264,532	0.1%
Other Intergovernmental Revenues	4,644,912	10,269,561	12,187,694	9,938,814	0.6%
	173,384,305	187,017,445	194,934,614	199,727,130	8.8%
Intergovernmental Grants					
Federal Grants	77,472,067	107,535,577	108,348,890	92,331,814	4.9%
State Grants	12,814,367	25,044,684	23,104,045	20,454,427	1.0%
Local Grants	3,447,908	11,128,202	9,162,435	4,038,886	0.4%
	93,734,342	143,708,463	140,615,370	116,825,127	6.4%
Total Intergovernmental Revenue	267,118,647	330,725,908	335,549,984	316,552,257	15.2%

COUNTY REVENUES BY SOURCE

	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned	% Total FY 18
Charges for Services					
Water/Wastewater Utility Fees					
Water/Reclaimed Water Utility Fees	110,371,791	113,049,862	116,846,251	119,752,623	5.3%
Wastewater Utility Fees	105,594,582	110,518,148	113,023,155	115,515,602	5.1%
Water/Wastewater Combination Fees	8,854,764	9,334,945	9,730,120	9,943,443	0.4%
	<u>224,821,137</u>	<u>232,902,955</u>	<u>239,599,526</u>	<u>245,211,668</u>	<u>10.8%</u>
Solid Waste Fees					
Solid Waste Collection/Disposal Fees	84,090,277	87,355,481	89,654,833	90,694,476	4.1%
Solid Waste Recycling Revenue	17,672,771	17,835,628	18,345,501	18,607,143	0.8%
	<u>101,763,048</u>	<u>105,191,109</u>	<u>108,000,334</u>	<u>109,301,619</u>	<u>4.9%</u>
Other User Fees					
Ambulance Fees	16,263,764	14,100,000	16,120,000	16,540,000	0.7%
Court Costs & Surcharges	8,517,047	8,663,181	8,942,554	9,005,772	0.4%
Sheriff's Office Fees	8,043,144	8,250,931	6,177,289	6,000,071	0.3%
Public Safety Fees	2,776,931	2,512,555	2,649,114	2,702,097	0.1%
Environment & Physical Resource Fees	5,254,546	4,256,955	4,657,113	4,686,884	0.2%
Transportation Fees	4,732,612	1,814,201	1,793,389	1,793,389	0.1%
Health & Human Services Fees	22,159,346	32,048,661	25,507,408	27,123,468	1.2%
Culture & Recreation Fees	4,350,590	4,278,135	4,083,722	4,100,610	0.2%
Economic Environment Fees	116,510	128,500	128,500	128,500	0.0%
Internal Service Charges	52,709,579	31,785,980	32,990,144	34,379,975	1.5%
Other User Fees	114,845,195	129,608,651	144,267,911	145,420,022	6.5%
	<u>239,769,263</u>	<u>237,447,750</u>	<u>247,317,144</u>	<u>251,880,788</u>	<u>11.2%</u>
Total Charges for Services	<u>566,353,449</u>	<u>575,541,814</u>	<u>594,917,004</u>	<u>606,394,075</u>	<u>26.9%</u>
Fines & Forfeits	9,309,337	8,620,698	8,987,080	8,988,742	0.4%
Miscellaneous Revenue					
Interest	14,822,611	8,196,560	12,836,139	13,190,837	0.6%
Mobility Fees	0	2,195,926	3,200,000	3,200,000	0.1%
Other Miscellaneous Revenue	33,113,236	22,205,243	26,690,169	27,335,244	1.2%
Total Miscellaneous Revenue	<u>47,935,847</u>	<u>32,597,729</u>	<u>42,726,308</u>	<u>43,726,081</u>	<u>1.9%</u>
Total Revenue	<u>\$1,951,850,897</u>	<u>\$2,086,031,695</u>	<u>\$2,211,338,230</u>	<u>\$2,261,140,846</u>	<u>100.0%</u>

Notes:

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



Hillsborough County **Florida**

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

MILLAGE COMPARISON

	FY 16 <u>ADOPTED</u>		FY 17 <u>ADOPTED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.7322	\$421,948,955	5.7322	\$453,939,896
TOTAL OPERATING	5.7322	421,948,955	5.7322	453,939,896
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	4,464,465	0.0604	4,804,477
TOTAL DEBT	0.0604	4,464,465	0.0604	4,804,477
TOTAL OPERATING & DEBT	5.7926	426,413,420	5.7926	458,744,373
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3745	195,936,542	4.3745	210,509,503
Library Services	0.5583	39,621,932	0.5583	42,656,864
TOTAL OPERATING	4.9328	235,558,474	4.9328	253,166,367
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,160,077	0.0259	1,247,048
TOTAL OPERATING & DEBT	4.9587	236,718,551	4.9587	254,413,415
TOTAL BOCC	10.7513	\$663,131,971	10.7513	\$713,157,788

TAXABLE PROPERTY VALUES		
	FY 16	FY 17
COUNTYWIDE		
Value of Existing Property	\$72,075,007,418	\$77,419,297,581
Value of New Construction	1,535,291,403	1,771,919,682
Total Taxable Value	\$73,610,298,821	\$79,191,217,263
ELAPP DEBT SERVICE		
Value of ELAPP Property	\$73,914,983,814	\$79,544,323,781
Total Taxable Value	\$73,914,983,814	\$79,544,323,781
UNINCORPORATED(MSTU)		
Value of Existing Property	\$43,833,473,763	\$46,954,649,792
Value of New Construction	957,140,434	1,167,307,602
Total Taxable Value	\$44,790,614,197	\$48,121,957,394
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$69,469,788,326	\$74,682,933,120
Value of New Construction	1,499,103,672	1,721,982,374
Total Taxable Value	\$70,968,891,998	\$76,404,915,494
PARKS & RECREATION DEBT SERVICE		
Value of Existing Property	\$43,833,473,763	\$46,981,253,754
Value of New Construction	957,140,434	1,167,307,602
Total Taxable Value	\$44,790,614,197	\$48,148,561,356

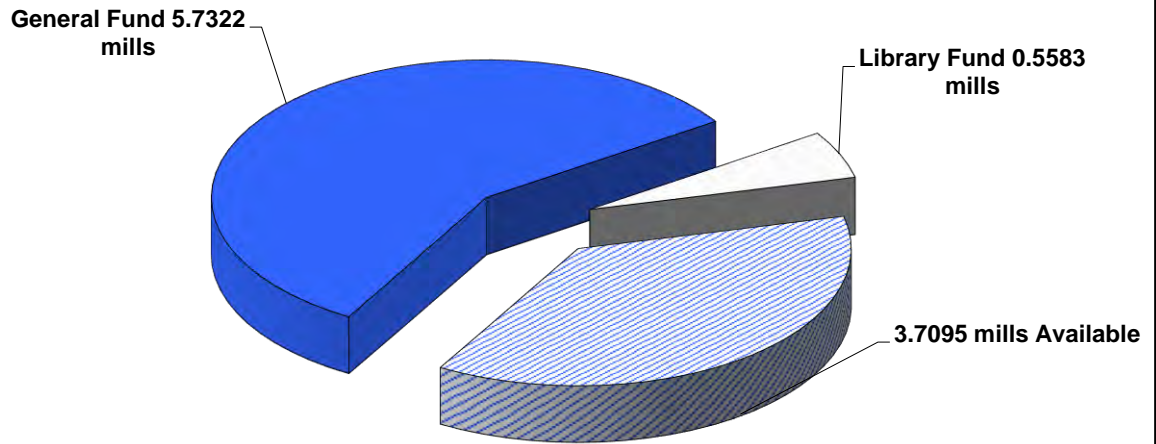
MILLAGE COMPARISON

	FY 18 <u>RECOMMENDED</u>		FY 19 <u>PLANNED</u>	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.7322	\$491,656,526	5.7322	\$518,451,807
TOTAL OPERATING	5.7322	491,656,526	5.7322	518,451,807
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	5,205,755	0.0604	5,489,469
TOTAL DEBT	0.0604	5,205,755	0.0604	5,489,469
TOTAL OPERATING & DEBT	5.7926	496,862,281	5.7926	523,941,276
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3745	227,753,968	4.3745	240,963,698
Library Services	0.5583	46,180,901	0.5583	48,761,952
TOTAL OPERATING	4.9328	273,934,869	4.9328	289,725,650
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,350,012	0.0259	1,428,222
TOTAL OPERATING & DEBT	4.9587	275,284,881	4.9587	291,153,872
TOTAL BOCC	10.7513	\$772,147,162	10.7513	\$815,095,148

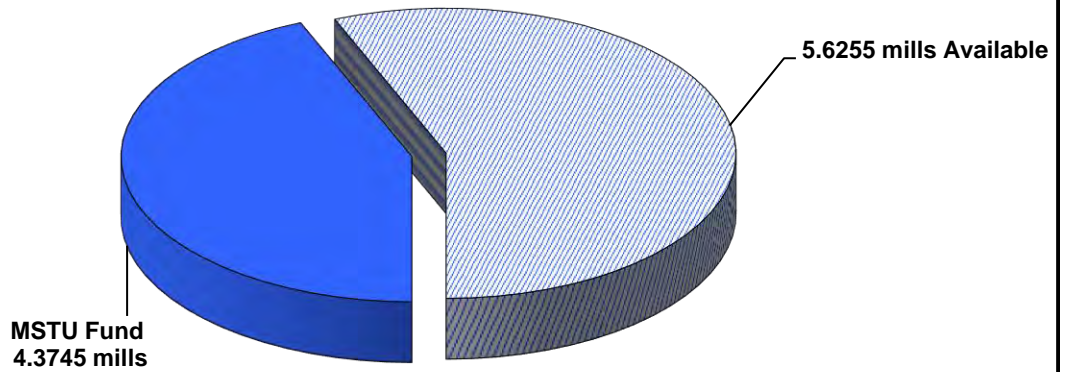
TAXABLE PROPERTY VALUES		
	FY 18	FY 19
COUNTYWIDE		
Value of Existing Property	\$83,897,000,000	\$90,445,519,500
Value of New Construction	1,874,000,000	N/A
Total Taxable Value	\$85,771,000,000	\$90,445,519,500
ELAPP DEBT SERVICE		
Value of ELAPP Property	\$86,188,000,000	\$90,885,246,000
Total Taxable Value	\$86,188,000,000	\$90,885,246,000
UNINCORPORATED(MSTU)		
Value of Existing Property	\$50,608,000,000	\$55,083,712,000
Value of New Construction	1,456,000,000	N/A
Total Taxable Value	\$52,064,000,000	\$55,083,712,000
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	\$80,892,000,000	\$87,340,053,130
Value of New Construction	1,825,000,000	N/A
Total Taxable Value	\$82,717,000,000	\$87,340,053,130
PARKS & RECREATION DEBT SERVICE		
Value of Existing Property	\$50,668,000,000	\$55,143,712,000
Value of New Construction	1,456,000,000	N/A
Total Taxable Value	\$52,124,000,000	\$55,143,712,000

MILLAGE COMPARISON

Hillsborough County's Use of the Countywide 10-mill Cap FY 18

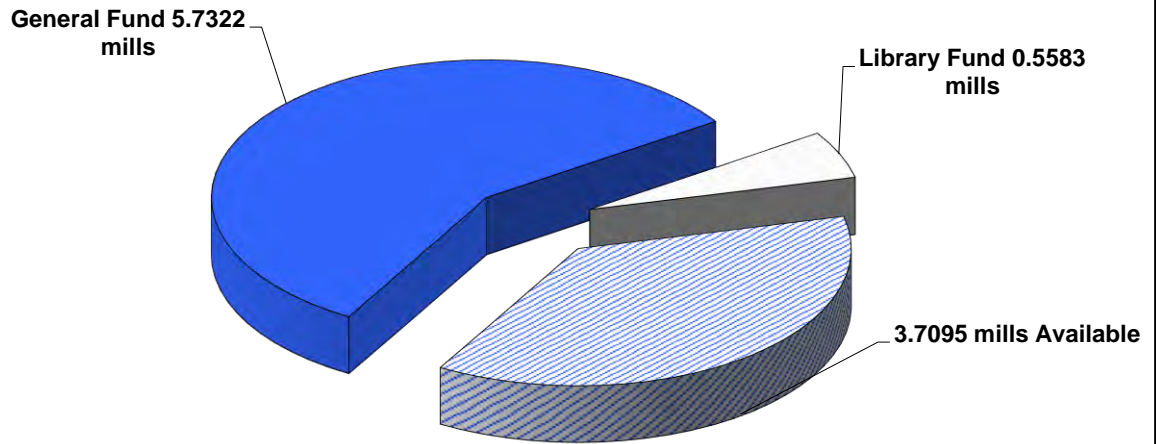


Hillsborough County's Use of the Unincorporated Area 10-mill Cap FY 18

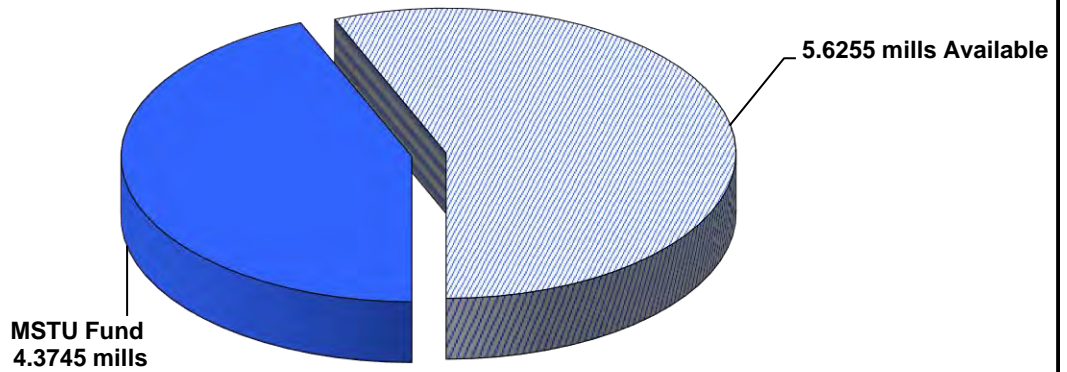


MILLAGE COMPARISON

Hillsborough County's Use of the Countywide 10-mill Cap FY 19



Hillsborough County's Use of the Unincorporated Area 10-mill Cap FY 19



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 18 recommended countywide millage rate	5.7322
Equals the amount of countywide property tax levied on property	\$659.20

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 mandated, in FY 08, millage rates that, in combination, generate revenue 5% lower than that generated from the FY 07 aggregate rolled-back rate. Starting in FY 09, the bill also 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.

During the 2017 session, the legislature passed a bill requiring a referendum in November 2018 on a third homestead exemption for \$25,000 on tangible property. If passed, the exemption would apply beginning in FY 20.

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

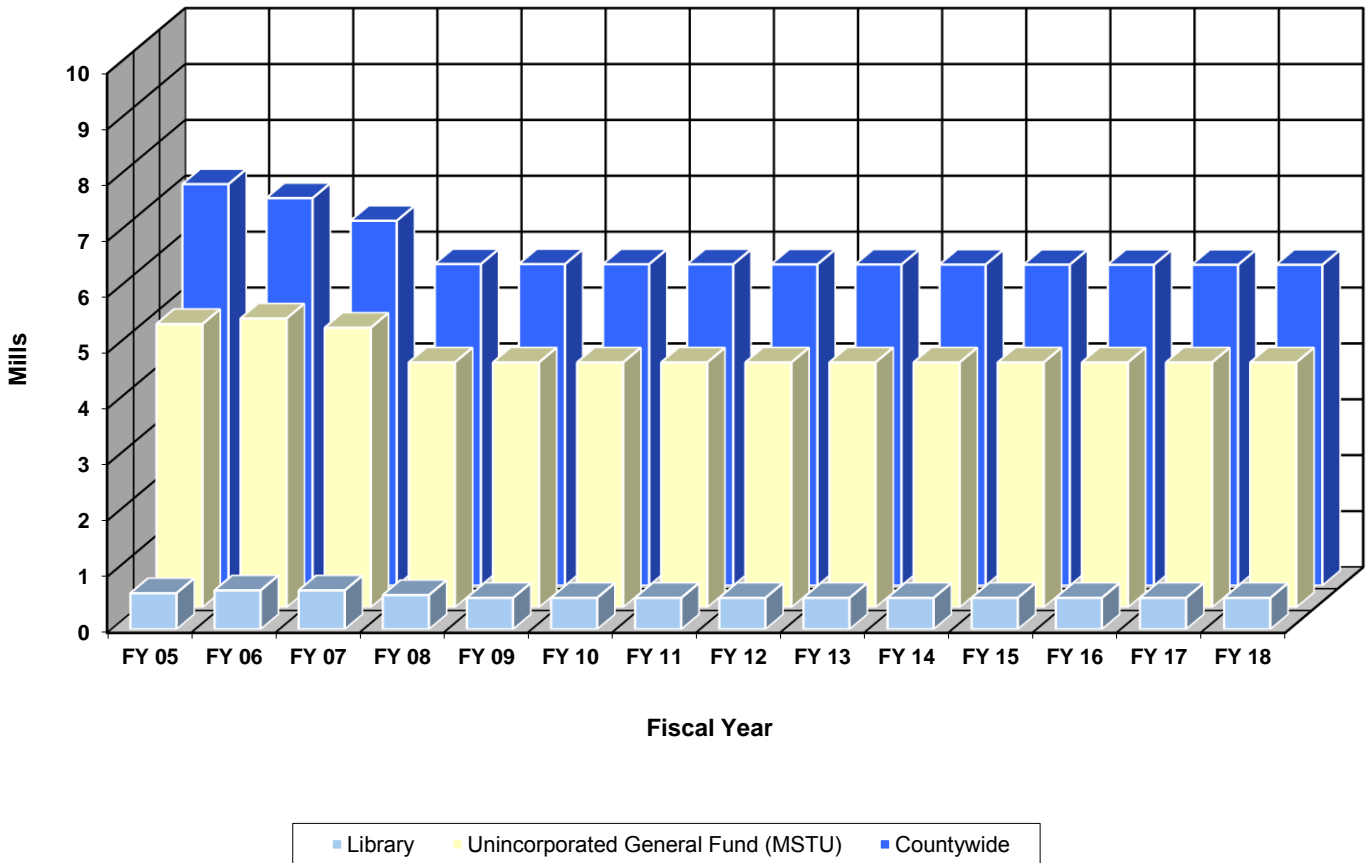
Amount of Property Taxes Collected in the Previous Year for the General Revenue Fund, MSTU, and Library District Less Payments to Tax Increment Financing Districts = \$657,752,419

Divided by

Amount of Taxable Value of Countywide Property Less New Construction and Less Dedicated Tax Increment Values in the Current Year = \$82,588,111,655

The result of this calculation is the Aggregate Rolled-Back Rate of 7.9643 Mills or \$7.96 per \$1,000 of Taxable Value

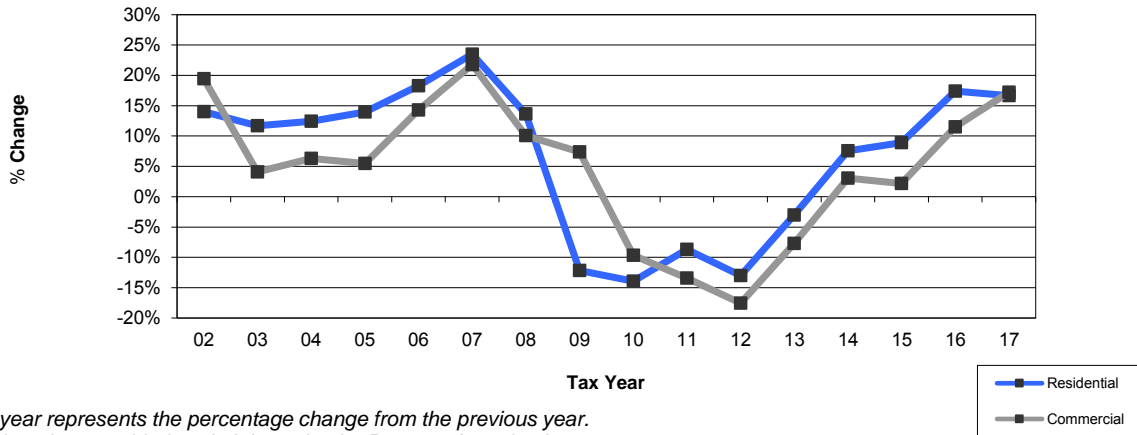
HILLSBOROUGH COUNTY AD VALOREM OPERATING MILLAGES



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

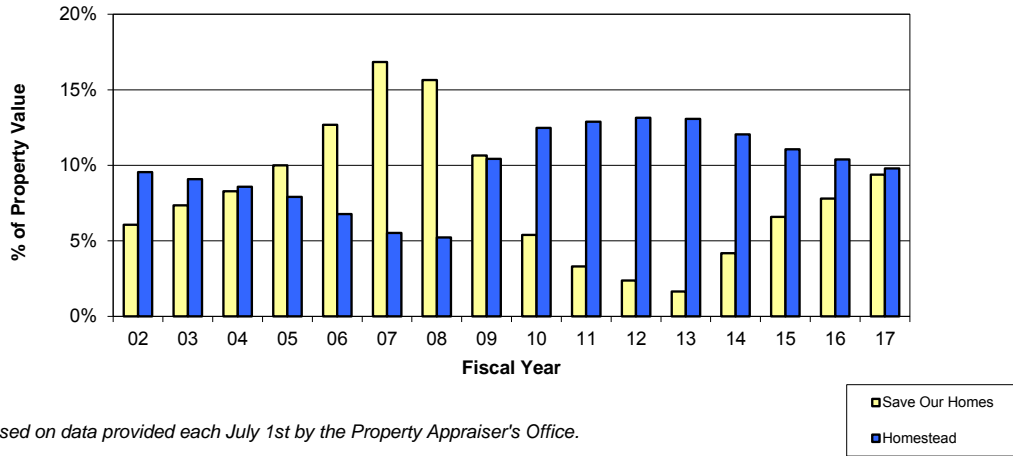
Real Property Value Changes by Fiscal Year

	Single Family Residential	Percent Change	Other Residential	Percent Change	Commercial Property	Percent Change
FY 02	18,259,923,201	14.02%	5,549,428,379	12.12%	8,661,193,865	19.43%
FY 03	20,394,688,550	11.69%	6,374,044,430	14.86%	9,013,883,894	4.07%
FY 04	22,934,737,007	12.45%	6,793,625,845	6.58%	9,581,626,323	6.30%
FY 05	26,138,770,886	13.97%	7,873,449,051	15.89%	10,104,938,385	5.46%
FY 06	30,915,682,246	18.28%	9,450,610,601	20.03%	11,548,275,836	14.28%
FY 07	38,181,151,543	23.50%	12,001,265,292	26.99%	14,063,864,736	21.78%
FY 08	43,386,629,568	13.63%	13,681,720,036	14.00%	15,479,774,389	10.07%
FY 09	38,109,677,299	-12.16%	13,777,882,807	14.80%	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	-22.81%	12,382,858,678	-17.56%
FY 13	27,669,609,104	-3.01%	8,178,200,222	-3.46%	12,001,773,800	-7.71%
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	17.42%	10,776,277,983	21.98%	13,794,390,404	11.52%
FY 17	37,817,808,556	16.67%	12,035,185,007	23.60%	14,812,306,845	17.21%

	Industrial Property	Percent Change	All Others	Percent Change	Total	Percent Change
FY 02	2,339,075,767	24.84%	1,855,856,417	10.58%	36,665,477,629	15.42%
FY 03	2,429,922,656	3.88%	2,083,127,082	12.25%	40,295,666,612	9.90%
FY 04	2,710,479,291	11.55%	2,160,187,908	3.70%	44,180,656,374	9.64%
FY 05	2,993,070,247	10.43%	2,123,812,544	-1.68%	49,234,041,113	11.44%
FY 06	3,341,283,872	11.63%	2,408,233,519	13.39%	57,664,086,074	17.12%
FY 07	4,220,918,748	26.33%	2,916,843,920	21.12%	71,384,044,239	23.79%
FY 08	4,646,865,076	10.09%	3,260,681,228	11.79%	80,455,670,297	12.71%
FY 09	4,835,110,396	4.05%	3,061,497,599	-6.11%	76,406,461,778	-5.03%
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	5.04%	2,420,588,585	12.97%	65,805,929,348	15.87%
FY 17	4,153,593,720	17.50%	2,546,249,066	9.94%	71,365,143,194	17.69%

MAJOR TAX EXEMPTIONS AS A PERCENTAGE OF PROPERTY VALUES

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



Exemption Percentages by Fiscal Year

	Homestead Exemption	Percent Value	Save Our Homes Capped Value	Percent Value	Total Just Value
FY 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
	Governmental Exemption	Percent Value	Institutional Exemption	Percent Value	Total Just Value
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

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 13 Adopted	FY 14 Adopted	FY 15 Adopted	FY 16 Adopted	FY 17 Adopted	FY 18 Rec	FY 19 Planned
TAXES LEVIED COUNTYWIDE							
BOCC - General Fund	\$659.80	\$659.59	\$659.40	\$659.20	\$659.20	\$659.20	\$659.20
BOCC - General Obligation Debt	6.95	6.95	6.95	6.95	6.95	6.95	6.95
Southwest Florida Water Mgmt District *+	45.17	43.91	42.07	40.11	38.15	N/A	N/A
School Board (incl. General Oblig. Debt)*	905.86	884.35	845.60	833.41	794.19	N/A	N/A
Children's Board *	57.50	55.52	52.77	52.77	52.77	N/A	N/A
Port Authority*	21.28	20.13	18.98	17.83	16.68	N/A	N/A
TOTAL COUNTYWIDE TAXES	\$1,696.55	\$1,670.44	\$1,625.76	\$1,610.26	\$1,567.93	\$666.15	\$666.15
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*	53.84	57.50	57.50	57.50	57.50	N/A	N/A
TOTAL TAXES WITHIN SPECIFIC AREAS	\$624.09	\$627.75	\$627.75	\$627.75	\$627.75	\$570.25	\$570.25
TOTAL AD VALOREM TAXES	\$2,320.64	\$2,298.19	\$2,253.51	\$2,238.02	\$2,195.68	\$1,236.40	\$1,236.40
\$ change from preceding year:	(\$4.91)	(\$22.45)	(\$44.69)	(\$15.49)	(\$42.33)	N/A	N/A
% change from preceding year:	(0.2%)	(1.0%)	(1.9%)	(0.7%)	(1.9%)	N/A	N/A
Notes:							
* Not a tax levy, assessment, or fee of the Hillsborough County Board of County							
** 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.							

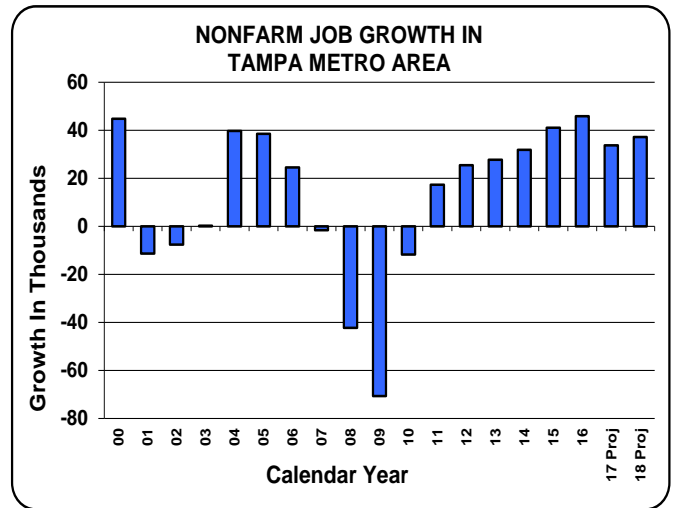
ECONOMIC INDICATORS

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.

US Gross Domestic Product (GDP) growth fell to 1.2% in the first quarter of 2017 after growing at more than 2% annually in the second half of 2016. Analysts expect this slowdown, driven by weakness in consumer spending and inventories, will be temporary. The current economic expansion entered its eighth year in June 2017 and is now the third longest expansion in record. Economy.com expects this expansion will surpass the 1990s expansion of 10 years, the longest on record. Strong job growth, higher wage growth and strong consumer balance sheets should support about 2.3% growth in 2017 compared to 1.6% for 2016. 2018 growth is forecasted to accelerate to 2.7%.

Strong job growth and growing income gains are sustaining increasing consumer spending. Analysts now estimate that US economy is at or near full employment in 2017. This should support stronger wage gains and housing demand. Economy.com forecasts 1.5% job growth in 2017, followed by 1.3% for 2018.

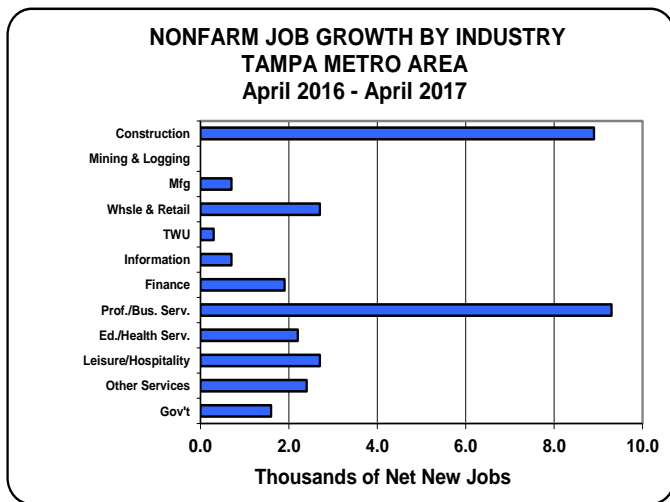
forecasts 2.6% and 2.8% job growth for Tampa Bay in 2017 and 2018 respectively.



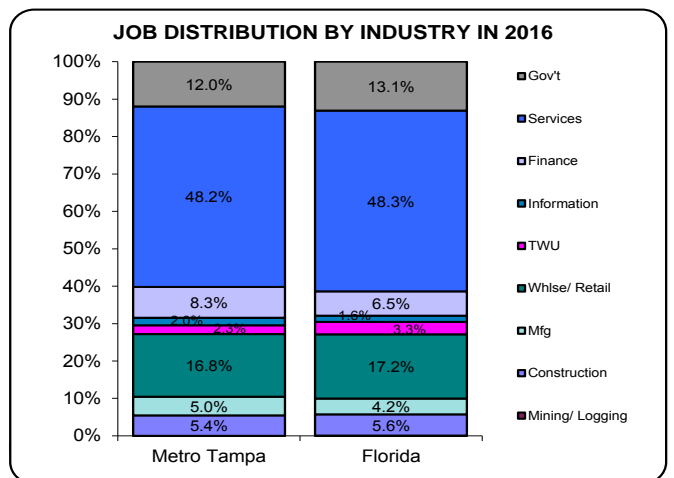
Source: Florida Department of Economic Opportunity, Labor Market Statistics Center and Institute for Economic Competitiveness, University of Central Florida

Since January 2010 Hillsborough County's unemployment rate has been slightly below the State's rate. Hillsborough County's April 2017 rate is 3.7%, compared to 4.2% in April 2016. Hillsborough's unemployment rate is at the lowest level since 2006.

Long-term job growth in Metro Tampa, and, indeed, Florida and the nation, is concentrated in services industries. In 2016 services industries accounted for about 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 17% of all jobs. Most of Hillsborough's ten largest employers in 2016 are government or health related.



During the twelve months to April 2017 Metro Tampa job gains totaled 33,400. Those gains are broad based among industries with particular strength in construction, professional and business services, education and health services and leisure and hospitality. Metro Tampa's April 2.6% job growth rate outpaced the US rate of 1.4% and the Florida rate of 2.5%. The University of Central Florida

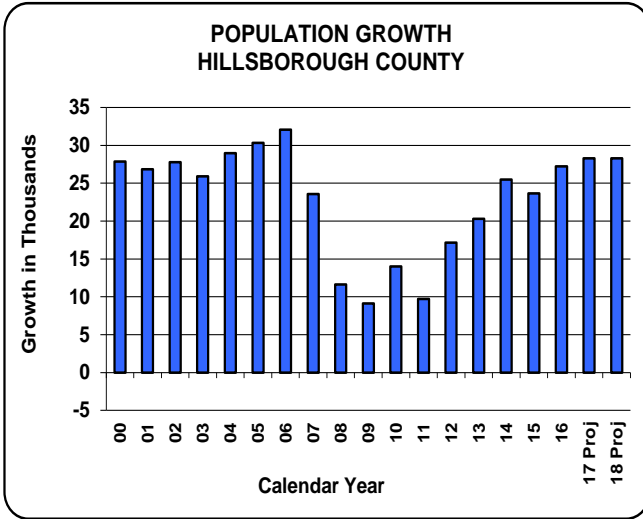


ECONOMIC INDICATORS

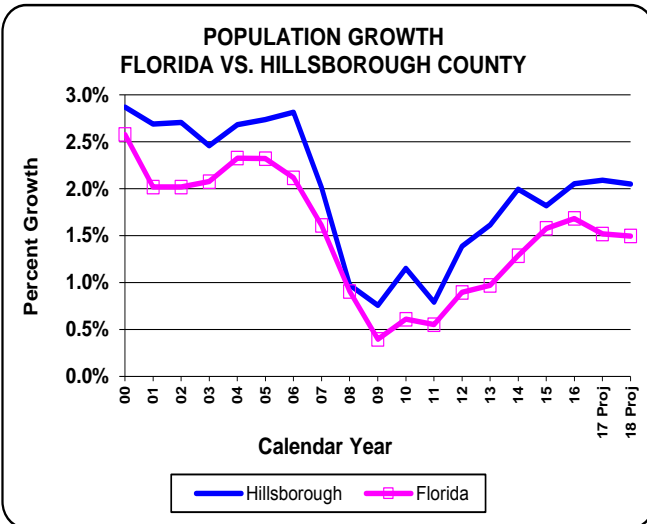
LARGEST HILLSBOROUGH EMPLOYERS, 2016

Hillsborough County School Board	26,195
MacDill Air Force Base	19,978
University of South Florida	13,902
Hillsborough County Government	9,331
Publix Supermarkets	7,732
Tampa International Airport	7,000
Baycare Health System	6,243
Florida Hospital	6,000
Tampa General Hospital	5,378
Busch Entertainment Corp.	5,000

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2016



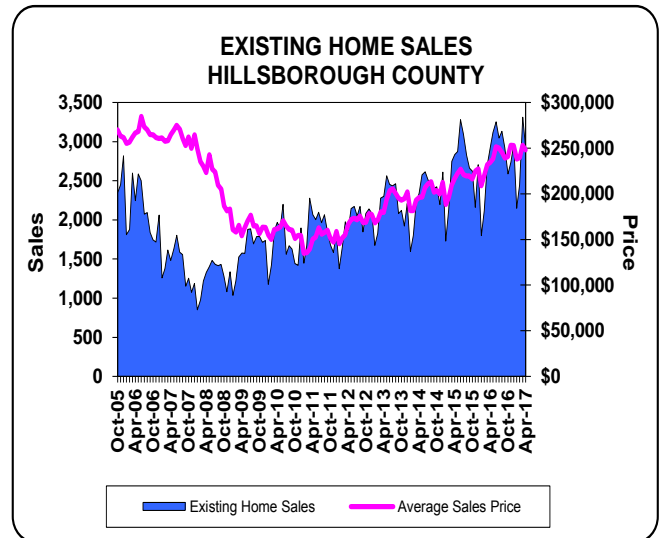
Source: Bureau of Economic and Business Research (BEBR)



While job growth is perhaps the single most important and visible economic indicator for a local area, other indicators play important roles as well. The University of Florida's Bureau of Economic and Business Research (BEBR) reports

that Florida and Hillsborough population growth has accelerated since dramatically slowing in 2008 and 2009 as a result of the last recession. After average annual population growth of 26,300 in Hillsborough County during 1997-2007, BEBR estimated Hillsborough's population rose at an annual rate of only 11,100 during 2007-2011. Recovering population growth averaged 22,770 annually during 2012-2016. BEBR estimated Hillsborough gained 27,234 residents in 2016. BEBR forecasts Hillsborough population growth during 2015 -2020 will average 28,100 annually.

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Housing markets began to turn into positive territory in 2012. Greater Tampa Association of Realtors (GTAR) reports 2016 sales rose 5.1% supported by strong job growth. As 2016 sales rose, GTAR reports months of inventory fell to 2.8 months in December 2016, the lowest since 2005. Inventory levels are also the lowest since 2005. Sales growth has accelerated to 13.7% for the first 4 months of 2017.



Source: Greater Tampa Association of Realtors

Hillsborough County foreclosure filings fell 19.7% in 2016 to the lowest level since 2005. 2015 filings were only 13.7% of 2009's peak activity. Foreclosures continue to fall during 2017.

As new foreclosures slow and inventory declines, the composition of sales has changed. According to Greater Area Tampa Association of Realtors (GTAR) late 2016 foreclosure and short sales in Hillsborough County accounted for less than 10% of all home sales. In 2011 the

ECONOMIC INDICATORS

share was close to 50%. Many of these distressed sales, foreclosures and short sales, are to investors who pay in all-cash transactions. GTAR reports 42% of 2013 Hillsborough County single-family sales were all cash. All cash sales fell below 30% during late 2015 and to nearly 20% in late 2016. While foreclosure and short sales are exerting less negative pressure on Florida and Metro Tampa home markets, they are still among the highest in the nation.

Lower investor activity led to slower existing home price gains in 2014. GTAR reports December 2014's average price rose 5.3% over the year, compared to 14.0% in 2013. December 2015's average sales price is reported 6.9% higher as sales recovered some strength. Lower inventories helped to push December 2016's average sales price to an 11.3% gain over December 2015.

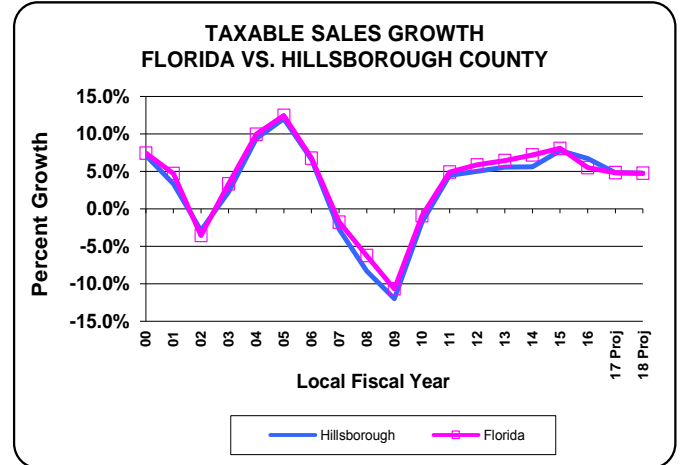
LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, FY 16

	\$ Millions
Tampa Electric Company	42.0
Verizon Communications	14.3
Hillsborough County Aviation Authority	11.0
Post Apartment Homes LP	6.0
Mosaic Company	5.5
Westfield	5.4
Liberty Property	4.8
Highwoods/Florida Holding LP	4.7
Wal-Mart	4.5
Camden Operating LP	4.3

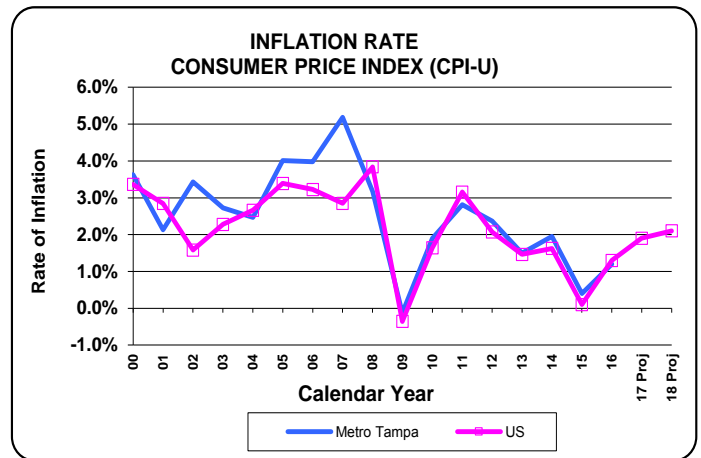
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2016

Job growth and general economic growth in 2017 should sustain rising housing sales and prices, even as investor demand softens due to higher prices and lower distressed inventories.

Consumer spending is following gains in jobs. Taxable Sales in Hillsborough County have risen on a year ago basis since April 2010. Taxable sales in FY 15 rose 7.8%, the highest gain since FY 06. FY 16 taxable sales rose a further 6.6%. The Management and Budget Department expects sales surtax revenue to increase 4.8% in FY 17 and 4.7% in FY 18.



US inflation was only 0.1% in 2015 reflecting falling oil prices. Oil prices have since stabilized and inflation during 2016 rose to 1.3%. The National Association for Business Economics expects inflation to rise to 1.9% for 2017 and 2.1% for 2018. This will likely result in additional action by the Federal Reserve to increase interest rates.



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 subfund, that is, the estimated revenues including balances brought forward will equal the total of the appropriations and reserves.
2. **Chapter 129.01(2)(b), Florida Statutes:** Budgeted reimbursements are considered anticipated receipts and as such will be budgeted at 95% of the estimated fiscal year total.
3. **Chapter 129.01(2)(c)1, Florida Statutes:** Reserves for contingencies may be established for each fund during the annual budget development process, and when established, will be in compliance with Florida Statutes requiring that reserves for contingencies not exceed ten percent of the total budget.
4. **Chapter 129.01(2)(d), Florida Statutes:** A reserve for reappropriation will be provided in each fund as necessary to provide for the payment of vouchers which have been incurred in the year(s) prior to the fiscal year for which the budget is being prepared.
5. **Chapter 129.06(2)(a), Florida Statutes:** Budget changes may be made through the budget amendment process.
6. **Chapter 129.06(2)(d & e), Florida Statutes:** Fund revenue and expenditure totals may be increased or decreased by formal action of the BOCC: a) following appropriate

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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;

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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

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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.

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- 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.

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- 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

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liability, and general liability.

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

18. Pay-As-You-Go Funding of Capital Improvement

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

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

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

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may from time to time establish or update fees for services provided by the County (user fees). The County will identify the full cost of providing a service for which fees are charged. Wherever practical, the County shall identify cost recovery goals for each fee and authorize automatic adjustment so that the fee can be updated to recover the same portion of the County's cost over time. The calculation of cost will include all reasonable and justifiable direct and indirect cost components.

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

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

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

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

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develop a fleet replacement schedule and update that schedule annually.

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

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

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

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

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

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

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

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

incentive for employee performance.

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

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

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

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

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

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The model can be used, in turn, to develop a financial plan of action to address any identified needs.

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

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

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

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

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

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

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

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

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

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

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

34. Fiscal Year—BOCC Policy 03.02.02.21: It is the policy of the BOCC that County programs be operated on a fiscal year period beginning each October 1, and ending the following September 30, except where such timing is

inconsistent with federal or state programs. Operating contracts will include language that funding in future fiscal years will be subject to the availability of funds.

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

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

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

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- FY 07 a minimum of 5.000 percent

Purpose: In order to be fiscally prudent, current revenues should pay for current expenditures. One-time sources such as beginning fund balance should be allocated only to one-time uses or carried forward. A reserve for cash balance to be carried forward as authorized by Section 129.01(2)(C)2. Florida Statutes should be budgeted each year at an adequate level to insulate the County against unanticipated revenue shortfalls and/or unanticipated expenses in the upcoming year and to ensure that sufficient cash is available in the following year to meet the County's obligations until revenues are anticipated to be available.

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

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

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

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

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

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

Responsibility: It is the responsibility of the Management and Budget Department, under the

direction of the County Administrator, to implement this policy.

- 38. Budget Adjustment For Turnover Savings—BOCC Policy 03.02.02.25:** It is the policy of the Board of County Commissioners that in preparing the budget, the County Budget Officer may budget less than the calculated annual cost of personnel based on an analysis of historical expenditure trends which reflect the savings that result from turnover resulting from resignations, terminations, retirements, promotions, and transfers. In the event this policy is utilized, a minimum of 25% of the amount that is subtracted from the budget to reflect such turnover savings will be placed in a reserve within the respective fund and be available only for appropriation to meet personnel costs for budgeted positions. This reserve shall not be used to hire new employees or to meet other operational requirements. The funds placed in reserve may be used to meet unanticipated personnel requirements of any organization in which a reduced level of personnel funding was budgeted as a result of the application of this policy. Any reserve balance remaining at year-end will be available for appropriation in the subsequent year.

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

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

Purpose: The purpose of this policy is to allow the budget to reflect anticipated year-end personnel expenditures while ensuring 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.

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39. Use of Capital Project Appropriations—BOCC Policy

03.02.02.26: Appropriations for a capital project deemed not needed to complete that project should be appropriated in the following order.

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

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

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

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

Responsibility: It is the responsibility of the

Management and Budget Department, under the direction of the County Administrator as County Budget Officer, to implement this policy.

40. Budgetary Reappropriations—BOCC Policy 03.02.02.27:

It is the policy of the BOCC that the portion of any year's budget that is attributed to the carryover or reappropriation of a prior year's financial commitments be limited to items meeting at least one or more of the following criteria:

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

The County Administrator may add additional eligibility criteria to further restrict items eligible for re-

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appropriation based on an assessed need for tighter budgetary control or funding limitations.

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

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

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

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;

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- Major County revenue shortfall.

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

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

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

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 re-quests that meet one or more of the following criteria:

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

All requests will require detailed justification including a statement as to why these requests could not wait until the next budget cycle, and will require a supermajority vote of the BOCC for passage with the following exception: if funding is appropriated in the current year's budget for the Fallen Heroes Fund program, a supermajority vote is not required to increase the appropriation of funding in that General Fund program to a maximum of one million dollars for the fiscal year.

Purpose: The purpose of this policy is to provide a clear guideline restricting the use of the Reserve for Contingency within the unrestricted General Fund and within the unrestricted General Purpose MSTU Fund.

Responsibility: It is the responsibility of the County Administrator and the Management and Budget Department to advise the BOCC when it may be

appropriate to draw down this reserve, identifying the criterion which has been met. Proposed budget amendments that appropriate contingency reserves in the General Fund or General Purpose MSTU Fund will be placed on the regular section of the BOCC agenda of a regularly scheduled meeting for BOCC discussion.

Any deviation to this policy shall require a super-majority vote of the BOCC prior to consideration of the budget amendment.

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

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County approval of PAB's proposed to be issued by a Conduit Issuer or issued directly by the County on behalf of a Borrower must comply with the policies, guidelines and procedures described in the attached Borrower Application Forms.

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

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

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

- 1). Conduit Issuer means any city, county, or 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 sufficient for providing service in compliance with the bond resolution.

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

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

48. Community Investment Tax Financial Policies—BOCC Policy

03.03.05.00: The Board of County Commissioners is committed to the efficient delivery of projects to be

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funded by the Community Investment Tax. The Board recognizes that during the delivery period, the costs of the projects may change and opportunities to expedite projects may arise. The policy is summarized below and is described in more detail in the attachment.

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

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

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

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

- It is the intent that phosphate severance tax revenue be separately accounted for in the County's accounting structure so that a clear record of receipts, balances, interest earnings, and uses may be maintained. Under the County's accounting structure, this requires maintaining revenues and recording expenditures within a separate subfund.
- While several uses have previously been identified as eligible uses of this tax, it is the policy of this Board that the funds be used for phosphate-related purposes. Pursuant to this policy, phosphate-related purposes shall consist of or be similar to such uses as restoration of phosphate lands for appropriate and lawful public reuse, mitigation or remediation of environmental damage or harm caused or likely to

be caused by phosphate mining or its related and intended activity, or repair or improvement of public infrastructure directly damaged or likely to be damaged from such phosphate activities. Any expenditure of phosphate severance tax revenue not covered by the above definition will require a super-majority vote of the Board of County Commissioners.

- To prevent any abuse of these funds and interest thereof, any new use of phosphate revenue, will be reviewed by the County Attorney's Office and then presented to the Board of County Commissioners as a County Administrator recommendation in a staff report on the regular agenda for Board concurrence. No new use will be included in any recommended budget or budget amendment presented to the Board without prior approval.

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

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

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

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provided to the Clerk of the Circuit Court, Property Appraiser, Sheriff, Supervisor of Elections, and Tax Collector; or funding necessary to satisfy all contractual obligations and commitments approved by the BOCC prior to the approval of this policy by the BOCC.

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

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

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

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funding. Any surplus funding over a given year's cumulative target would be applied to subsequent years' funding targets.

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

Notwithstanding anything in this policy to the contrary, consistent with Section 129.01(2)(d), Florida Statutes, each proposed annual tentative budget shall include appropriations to pay obligations created but not paid in the prior fiscal year, including appropriations to pay the following: the County's obligations under that certain Amended and Restated Interlocal Agreement Regarding Creation and Expansion of Community Redevelopment Areas among the County, the City of Tampa ("Tampa") and the Community Redevelopment Agency of the City of Tampa ("Tampa CRA") as of October 15, 2014, as amended; the County's obligations under that certain Redevelopment Project Agreement among the County, Tampa and the Tampa CRA entered into as of January 1, 2015, as amended; the County's obligations with respect

to the Community Redevelopment Area of the City of Plant City under Ordinance Nos. 46-1987 and 35-1990, enacted by the City Commission of the City of Plant City on December 28, 1987 and November 12, 1990, respectively; the County's obligations with respect to the Temple Terrace Redevelopment Area under Resolution Nos. R04-004 and R12-164, adopted by the Board on January 7, 2004, and December 5, 2012, respectively, and that certain Interlocal Agreement between the City of Temple Terrace, the County and the Temple Terrace Redevelopment Agency entered into as of January 7, 2004, as amended; and any future CRA's and any existing or future County debt.

Expenditure of Targeted Transportation Funding

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

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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.

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

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

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

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

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agenda.

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

1. A Completed Capital Funding Request Information Form: The form shall be available on the Department of Business and Support Services website and will require the following information:
 - a) A complete project description.
 - b) A discussion of the project justification and benefits that the completed project will provide to the citizens of Hillsborough County.
 - c) A discussion of why the funds are necessary and how the funds will be spent.
 - d) An indication of whether the project will help the Board meet its Strategic Plan objectives, and if so, which objective.
 - e) The proposed project location.
 - f) A complete project cost estimate, (including any non-County funding sources anticipated) with costs estimated by year in which they will be incurred.
 - g) A discussion on how the project cost was determined.
 - h) The estimated project schedule, including construction start and completion dates.
 - i) An estimate of annual operating and/or maintenance costs once the project is completed.
 - j) A discussion on how the annual operating and/or maintenance costs were determined.
 - k) The signature of the agency head or chief financial officer attesting to the accuracy of the information.
2. A Business Plan: The Business Plan will include a discussion of how the agency proposes to meet annual operating and maintenance cost requirements, and will provide a sensitivity analysis for the agency's anticipated ability to meet ongoing cost commitments at various revenue levels. It should identify any other anticipated funding sources (actual or proposed) and the estimated amount from each source. The Business Plan should also include a discussion

of the intended ownership of the capital asset – whether the agency will retain ownership or will turn it over to the County once completed. The Business Plan format shall be available on the Department of Business and Support Services website and will include the following:

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

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

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.

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

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

1. Definition and limitation of the use of County's funds;
2. Stipulation concerning the County's rights to use the facility;
3. Stipulation that the County is to be repaid its funding portion if the property or facility is later transferred to another party, unless the sale proceeds are to be used for a specifically approved purpose by the Board of County Commissioners;
4. Stipulation that the County is to be repaid its funding portion if the use of the property or facility substantially deviates from original funding agreement without approval of the Board of County Commissioners;
5. Reference to building plans and estimates showing how dollars will be spent;
6. Stipulation that changes to scope, budget and schedule shall be subject to Board approval;
7. Stipulation that the project design, the construction and the associated costs shall be consistent with County standards; that the project shall be durable and functional and that County funds shall not be used for non-functional/non-essential embellishments, as determined by County standards;
8. Stipulation that the funding will be on a reimbursement basis subject to receipt and review of paid invoices for authorized expenditures; require detailed documentation such as copies of checks bank statements and other appropriate documents to confirm payments;
9. Stipulation to maintain a separate bank account for County funds in order to segregate County funds from other funding sources;
10. Stipulation of County's right to monitor

entire project for all funding sources, including but not limited to monitoring for project overfunding;

11. Should there be any funding restrictions dictated by funding source, it shall be addressed in the Agreement.
12. Stipulation that only costs incurred after the execution of the agreement by both parties may be reimbursed. Costs incurred prior to the execution date of the agreement shall not be reimbursed.

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

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

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

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revenue.

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

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 re- claimed water transmission facilities to customers within a subdivision.

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

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 (Pro- gram) 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

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of Tampa, Temple Terrace, and Plant City.

B. In the Line of Duty:

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

1. Engaging in law enforcement;
2. Performing fire suppression and prevention related activity;
3. Responding to a hazardous-material emergency;
4. Performing rescue activity;
5. Providing emergency medical services;
6. Performing disaster relief activity;
7. Otherwise engaging in emergency response activity; or
8. Engaging in a department or agency authorized training exercise related to any of the above events or activities; and the employing public agency legally recognizes him or her to have been in such course at the time of the event directly and proximately causing the death or injury. A heart attack or stroke which causes death, or causes an injury resulting in death, must occur within 24 hours of one of the above events or activities and must be determined to have been directly and proximately caused by the event or activity.

C. Beneficiary

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

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

D. Fund Administrator

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

Fallen Heroes Program: The Hillsborough County Board of County Commissioners hereby establishes the Fallen Heroes Program for the purpose of providing monetary benefits to the beneficiaries of First Responders who have died, or suffered an injury resulting in death, while In the Line of Duty, serving and protecting the citizens of Hillsborough County. County funding for the Program, including any mid-year supplemental appropriations, will

be provided in the form of an annual General Fund non-departmental appropriation with provisions for total annual funding not to exceed one million dollars. The amount of County monetary benefits paid to the Beneficiary, as defined above, of a fallen First Responder shall be up to \$100,000. County monetary benefits paid under the program may be supplemented by private and/or outside donations through the establishment of a temporary escrow account within the County's financial system. Except as otherwise provided in this Policy, the Clerk of the Circuit Court (Clerk) is authorized through adoption of this policy to establish and account for such escrow account upon the request of the Program 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.

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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 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Total Budget	\$4,831.6	\$4,936.1	\$5,038.8	\$4,854.3
Reductions:				
Internal Service Funds (Net of Transfers)	358.7	342.2	375.5	341.1
Trust and Agency Funds (Net of Transfers)	12.4	14.0	18.3	20.6
Debt Redemption, Defeasance and Commercial Paper Rollovers	14.1	33.9	16.1	9.0
Transfers	841.5	936.9	862.1	860.8
Capital Budget (Net of Reserves)	1,103.0	903.5	889.0	682.4
Capital Reserves	70.5	68.5	51.3	55.7
Total Reductions	2,400.3	2,299.1	2,212.4	1,969.6
Statutory Operating Budget⁽¹⁾	\$2,431.4	\$2,637.1	\$2,826.4	\$2,884.7

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 18 reserves total \$1,215.9 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 \$1,718.3 million for FY 18.

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 18, 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 18, fund balance is projected to decrease by \$21.2 million, or 11.0%. This drawdown primarily represents FY 18 expenditures for the following one-time uses associated with capital projects:
 - Major maintenance and repair of capital assets - \$4.8 million
 - Planned drawdown of Indigent Health Care Fund reserves - \$13.3 million
 - Accela software - \$1.8 million
- Unincorporated Area Special Revenue Fund – During FY 18, fund balance is projected to decrease by \$8.8 million, or 25.7%. This drawdown primarily represents FY 18 expenditures for the following one-time uses:
 - Major maintenance and repair of capital assets - \$2.4 million
 - Use of parks impact fee reserves to fund capital projects - \$1.0 million
 - Use of excess Communications Services Tax reserves for expanded transportation program - \$2.6 million
 - Stormwater capital projects - \$1.5 million
 - Planned reduction of Building Fund reserves - \$0.9 million
- Sales Tax Revenue Fund – During FY 18, fund balance is projected to increase by \$12.0 million, or 18.8%. This increase is due to the following:
 - Restoration of Half-Cent Sales Tax reserves - \$5.6 million
 - Increase in Tourist Tax reserves - \$6.4 million
- County Transportation Trust Fund – During FY 18, fund balance is projected to decrease by \$23.0 million, or 20.9%. This drawdown primarily represents FY 18 expenditures for the following one-time uses:
 - Westshore Boulevard Improvements - \$2.0 million
 - Davis Road Extension - \$3.0 million
 - Bridge and Guardrail Rehabilitation and Repair program - \$4.4 million

- Sun City Center Pedestrian Mobility master plan - \$1.0 million
 - Sidewalk Repair & Improvement program - \$3.1 million
 - Intersection Operation and Safety Enhancement program - \$4.3 million
 - Advanced Traffic Management System Improvement program - \$2.7 million
 - Lithia-Pinecrest Road Widening - \$1.0 million
 - Big Bend Road Widening - \$1.0 million
- Library Tax District Fund – During FY 18, fund balance is projected to decrease by \$6.8 million, or 15.9%. This drawdown primarily represents FY 18 expenditures for the following one-time uses:
 - John Germany (Main Library) improvements and planning study - \$2.7 million
 - Various library renovations or chiller/HVAC replacements - \$1.7 million
 - Land acquisition for future libraries - \$1.7 million
 - Major maintenance and repair of library assets - \$0.6 million
 - Water/Wastewater Utility Enterprise Fund – During FY 18, fund balance is projected to decrease by \$144.8 million, or 27.8%, primarily due to expenditures associated with the following one-time uses:
 - Northwest Reclaimed Water System Improvements - \$81.3 million
 - River Oaks Diversion Forcemain and Pump Station - \$31.5 million
 - South County Waste Water Expansion Project - \$6.0 million
 - Palm River Utility Expansion – \$7.8 million
 - Waterset Sports Complex Reclaimed Water Pump Station & Storage Tank – \$7.6 million
 - 19th Avenue Wastewater Forcemain - \$4.3 million
 - 19th Ave Water Transmission Main - \$4.3 million
 - 19th Avenue Reclaimed Water Transmission Main - \$4.7 million

The aggregate fund balance for non-major funds is estimated to decrease by 4.1% in FY 18

Information on all capital projects is detailed in the Capital Improvement Program budget book.

FY 18 ESTIMATED ENDING FUND BALANCE

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Percent Change
General Fund					
Countywide General Fund	\$202,211,091	\$621,934,228	\$625,121,108	\$199,024,211	-1.6%
Unincorporated Area General Fund	92,263,274	407,839,621	409,481,684	90,621,211	-1.8%
Subtotal	294,474,365	1,029,773,849	1,034,602,792	289,645,422	-1.6%
Special Revenue Funds					
Countywide Special Revenue Fund	192,155,538	353,224,892	374,425,363	170,955,067	-11.0%
Unincorporated Area Special Revenue Fund ⁽¹⁾	34,388,145	62,631,310	71,478,846	25,540,609	-25.7%
County Blended Component Units Fund	0	1,822,576	1,822,576	0	0.0%
Discretely Presented Component Units Fund	1,453,665	3,530,638	4,484,303	500,000	0.0%
Sales Tax Revenue Fund ⁽¹⁾	63,917,753	276,877,631	264,884,901	75,910,483	18.8%
Intergovernmental Grants Fund ⁽²⁾	11,862,901	140,032,675	148,090,900	3,804,676	N/A
County Transportation Trust Fund ⁽²⁾	109,820,849	256,466,984	279,465,364	86,822,469	-20.9%
Local Housing Assistance Program Fund	0	12,587,605	12,587,605	0	N/A
Library Tax District Fund ⁽¹⁾	43,141,866	52,116,780	58,958,944	36,299,702	-15.9%
Infrastructure Surtax Fixed Project Fund ⁽²⁾	9,475,261	99,754,862	118,555,782	9,325,659	N/A
Subtotal	466,215,978	1,259,045,953	1,334,754,584	409,158,665	-12.2%
Debt Service Funds⁽³⁾					
Whse/Shrf Nonad Rev Ref 08 Bds Sk Fund	389,000	1,415,620	1,444,620	360,000	N/A
4th Cent Tourist Development Tax Fund	1,709,000	2,302,980	2,370,170	1,641,810	N/A
5th Cent Tourist Development Tax Fund	269,000	3,205,319	2,032,319	1,442,000	N/A
P&R G.O. Refunding Bonds 2002 Sk Fund	350,000	1,363,089	1,459,189	253,900	N/A
ELAPP Series 2009 Bonds Sk Fund	2,562,000	6,200,488	5,006,488	3,756,000	N/A
Court Facil Rev Bonds 99 & 05 Debt Svc Fund	2,657,000	1,143,198	2,108,198	1,692,000	N/A
Commercial Paper - Stadium Improvements Fund	10,659,000	10,000	8,496,467	2,172,533	N/A
Commercial Paper - Amalie Arena Improvements Fund	2,053,000	2,275,100	2,328,100	2,000,000	N/A
CIT Rev Bds 2007 Sk Fund	10,027,000	940,700	10,962,700	5,000	N/A
CIT Refunding Rev 2012 A&B Debt Svc Fund	7,597,000	10,007,492	9,884,492	7,720,000	N/A
CIP Series 2012 Rev Bds Sk Fund	1,148,000	6,764,625	6,782,625	1,130,000	N/A
Arena Non-Ad Ref Rev Bds 05 Sk Fund	1,734,000	487,229	1,167,709	1,053,520	N/A
CST Series 2015 Bonds Sk Fund	2,834,000	4,049,014	4,094,014	2,789,000	N/A
Commercial Paper Redevelopment Sinking Fund	374,000	0	0	374,000	N/A
CIT Series 2015 Refunding Revenue Bonds	5,245,000	19,778,959	9,423,959	15,600,000	N/A
ELAPP Series 2016 Bonds Sinking Fund	2,462,000	0	1,510,000	952,000	N/A
CIP Series 2017 Rev Bonds Sinking Fund	5,391,000	3,740,342	3,740,342	5,391,000	N/A
CIP Ref Rev Bds Series 06 Fund	1,400,000	1,815,238	2,765,238	450,000	N/A
M2Gen Proj Rev Fund	273,000	1,385,600	1,497,200	161,400	N/A
Subtotal	59,133,000	66,884,993	77,073,830	48,944,163	N/A

FY 18 ESTIMATED ENDING FUND BALANCE

Description	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Percent Change
Capital Projects Funds					
Countywide Capital Projects Fund	24,557,373	8,045,000	9,831,714	22,770,659	N/A
Unincorporated Area Capital Projects Fund	9,163,509	7,861,232	9,990,284	7,034,457	N/A
Court Facil Imprvments Non-Bd Proj Fund	1,004,064	32,532	786,814	249,782	N/A
CST Series 2015 Project Fund	15,380,524	50,000	7,267,819	8,162,705	N/A
Stadium Improvements Project Fund	0	8,245,967	8,245,967	0	N/A
NextGeneration911 Capital Project Fund	3,800,000	0	2,850,000	950,000	N/A
Environmental Lands Acq & Protect Fund	11,319,470	37,054,936	23,763,697	24,610,709	N/A
Commercial Paper & Credit Capacity Fund	60,000	3,847,142	3,847,142	60,000	N/A
Subtotal	65,284,940	65,136,809	66,583,437	63,838,312	N/A
Enterprise Funds					
Solid Waste System Enterprise Fund	172,404,179	213,868,680	211,370,440	174,902,419	1.4%
Water & Wastewater Utility Enterprise Fund ⁽¹⁾	519,800,697	523,265,171	668,018,840	375,047,028	-27.8%
Subtotal	692,204,876	737,133,851	879,389,280	549,949,447	-20.6%
Internal Service Fund					
Fleet Services Fund ⁽¹⁾	21,513,880	31,877,903	33,487,171	19,904,612	-7.5%
County Self Insurance Fund	197,509,049	127,882,401	114,642,880	210,748,570	6.7%
Subtotal	219,022,929	159,760,304	148,130,051	230,653,182	5.3%
Trust & Agency Funds					
CAU Special Assessment Bonds 2006	1,879,800	9,718,290	9,818,590	1,779,500	N/A
Rev/Sinking Fd RW Spcl Assmnt 00 Rev Bds-65046002	840,000	5,952	952	845,000	N/A
Capacity Assess Special Assess Bds 2000	3,816,000	2,685,140	241,140	6,260,000	N/A
Subtotal	6,535,800	12,409,382	10,060,682	8,884,500	N/A
Total	\$1,802,871,888	\$3,330,145,141	\$3,550,594,656	\$1,601,073,691	-11.2%

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

Notes:

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

Operations & Funding Guide





Hillsborough County Florida

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

BUDGET BY FUND

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

Next follows the Budget Summary by Fund schedule which shows budget figures for each fund within its respective fund type. The next schedule is the Fund Summary by Type of Expenditure which reflects data by characters of expense entitled Personal Services, Operating Expenditure/Expense, Capital Equipment, Capital Projects, Debt Service, and Grants and Aids. The character of expense entitled *Other Uses* is not shown in the aggregate but rather as a breakdown into objects classified as Transfers, Budgeted Transfers to Constitutional Officers, and Reserves and Refunds. The schedules that follow provide, by fund, an explanation of the purpose of the fund and a four-year comparison of revenues and appropriations. Revenues are presented according to classifications set by the State of Florida and appropriations are presented by major organization. Each table presents actuals for FY 16, the FY 17 adopted budget, FY 18 recommended budget, and the planned budget for FY 19.

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 subfunds presented, since each subfund 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, Animal Services, Consumer and Veterans Affairs, County Attorney, Economic Development, Emergency Management, Family and Aging Services, Parks and Recreation, Conservation and Environmental Lands Management, Public Works, Real Estate and Facilities Management, Procurement Services, the Environmental Protection Commission, and certain payments to the court system, Constitutional Officers, and nonprofit agencies.

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

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

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

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

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

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

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

Proprietary Funds

Water Enterprise Fund—To account for the operations of the Water Enterprise Fund, a division of the Public Utilities Department, which provides water and wastewater-related services in the unincorporated areas of the County. Water and wastewater fees are determined annually by rate studies and are set at levels to recover operating expenses, including debt service, in a manner similar to private business enterprises. Activities necessary to provide water and wastewater service are accounted for in this fund, including customer service, engineering, operations, and maintenance.

Solid Waste Enterprise Fund—To account for the operations of the Solid Waste Enterprise Fund, a division of the Public Works Department, which provides solid waste disposal services on a countywide basis. Refuse generated in the unincorporated areas of the County is collected by franchised and non-franchised collectors serving residential and commercial customers and by private companies serving their own customers. Refuse dumping fees are reviewed annually and are set at levels sufficient to recover operating and debt service expenses, and to also account for landfills owned and operated by the Solid Waste Fund as well as monitoring closed landfills.

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

FUND ACCOUNTING

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

ALL FUND TYPES

FY 16	\$2,923,327,479	FY 17	\$4,936,120,315	FY 18	\$5,038,774,442	FY 19	\$4,854,269,037
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Governmental Funds: (FY 16--\$2,045,989,369; FY 17--\$3,170,658,067; FY 18--\$3,232,940,334; FY 19--\$3,180,825,578)

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:

FY 16--\$2,045,989,369	FY 17--\$3,170,658,067	FY 18--\$3,232,940,334	FY 19--\$3,180,825,578
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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.

FY 16	\$900,181,648	FY 17	\$1,224,241,332	FY 18	\$1,279,785,544	FY 19	\$1,316,474,223
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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.

FY 16	\$956,348,637	FY 17	\$1,566,615,748	FY 18	\$1,697,069,556	FY 19	\$1,643,431,586
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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.

FY 16	\$119,346,524	FY 17	\$177,494,075	FY 18	\$125,663,575	FY 19	\$118,113,490
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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).

FY 16	\$70,112,560	FY 17	\$194,928,130	FY 18	\$130,421,659	FY 19	\$102,806,279
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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:

FY 16	\$867,321,668	FY 17	\$2,101,980,369	FY 18	\$1,787,509,396	FY 19	\$1,652,810,792
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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.

FY 16	\$712,848,365	FY 17	\$1,758,809,534	FY 18	\$1,410,867,374	FY 19	\$1,263,677,261
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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.

FY 16	\$154,473,303	FY 17	\$343,170,835	FY 18	\$376,642,022	FY 19	\$389,133,531
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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.

FY 16--\$10,016,442	FY 17--\$14,031,496	FY 18--\$18,324,712	FY 19--\$20,632,667
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Source of definitions: Hillsborough County 2012 Comprehensive Annual Financial Report (CAFR)

BUDGET SUMMARY BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUNDS				
Countywide General Fund	\$561,061,811	\$753,899,218	\$793,686,693	\$816,043,568
Unincorporated Area General Fund	339,119,837	470,342,114	486,098,851	500,430,655
General Funds Total	900,181,648	1,224,241,332	1,279,785,544	1,316,474,223
SPECIAL REVENUE FUNDS				
Countywide Special Revenue Funds	298,504,664	481,845,055	536,357,023	518,500,789
Unincorporated Area Special Revenue Funds	61,990,424	104,484,552	94,155,576	85,239,242
Transportation Trust Fund	168,491,591	268,040,200	362,839,379	379,728,208
Library Tax District Special Revenue Fund	37,115,697	88,647,729	92,874,912	87,651,025
Community Investment Tax Special Revenue Fund	34,534,076	140,809,805	109,225,558	74,655,085
Blended Component Units Special Revenue Fund	1,201,724	1,797,822	1,818,076	1,818,076
Grants (Non Transportation-Related)	85,000,449	145,274,867	151,895,576	126,336,217
Sales Tax Revenue Fund	261,101,371	320,252,412	330,350,253	353,688,722
Discretely Presented Component Units Fund	4,511,726	4,849,098	4,965,598	5,081,801
Local Housing Assistance Program	3,896,915	10,614,208	12,587,605	10,732,421
Special Revenue Funds Total	956,348,637	1,566,615,748	1,697,069,556	1,643,431,586
DEBT SERVICE FUNDS				
2008 Non-AdVal Ref Rev (Whse/Shrf Fac Prj) Bnds Sink Fd	1,442,050	1,834,781	1,801,078	1,804,653
2017A/2017B 4th C TDT Rev Bonds Sinking Fund	1,175,028	2,075,373	4,011,930	3,961,368
2016 5th Ct TDT Ref Rev Bonds Sinking Fund	1,776,663	3,114,297	3,474,229	3,547,604
2002 Parks & Rec General Obligation Bonds Sinking Fd	1,379,788	1,693,852	1,644,935	1,623,134
2009 (ELAPP) General Obligation Bonds Sinking Fund	4,682,680	7,429,679	8,499,189	9,962,718
2015 Court Facilities Ref Revenue Note Sinking Fund	29,033,843	4,634,927	3,800,003	3,822,003
Comm Paper Notes Sink Fd-Stadium Cap Imp Projects	0	10,706,450	10,668,500	2,177,283
Comm Paper Notes Sink Fd-Arena Capital Imp Projects	2,113,493	4,311,220	4,328,000	4,328,000
2007 CIT Revenue Bonds Sinking Fund	11,029,500	21,016,375	10,967,200	5,000
2012A/2012B Comm Inv Tax Ref Rev Bds Sinking Fund	9,837,200	17,448,722	17,603,992	17,764,722
Capital Improvement Program Rev Bds Sinking Fund	6,782,300	7,910,125	7,912,375	7,913,959
2015 Arena Non-AdValorem Ref Rev Note Sinking Fund	12,419,217	2,784,643	2,204,604	2,217,998
2015 Communications Svcs Tax Rev Bds Sinking Fund	2,818,099	6,868,500	6,882,751	6,838,751
Comm Paper Notes Redevelopment Project Seed Money	0	373,000	374,000	374,000
2015 Comm Invest Tax Ref Rev Bonds Sinking Fund	5,200,104	14,553,608	25,023,809	36,302,250
2018 Non-Ad Valorem Rev Bds (ELAPP Proj) Sinking Fund	0	2,462,361	2,462,000	1,510,000
2017 Cap Imp Prog Rev Bds (Tax-Exempt) Sinking Fund	0	63,340,000	9,131,342	9,131,342
2016 Capital Imprvmt Prog Ref Rev Bds Sinking Fund	28,335,724	3,208,648	3,215,163	3,212,830
Commercial Paper Notes-M2Gen (Moffitt) Cap Proj Fd	1,320,835	1,727,514	1,658,475	1,615,875
Debt Service Funds Total	119,346,524	177,494,075	125,663,575	118,113,490

BUDGET SUMMARY BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
CAPITAL PROJECTS FUNDS				
Countywide Construction Fd	10,573,377	37,386,594	32,602,373	28,545,659
Unincorp Area Construction Fd	12,193,566	21,595,977	17,024,741	14,841,176
Court Facil Imprvmt Non-Bd Proj Fd	25,000	3,240,020	1,036,596	298,580
Communication Svcs Tax Series 2015 Project Fund (PSOC)	27,775,834	23,930,895	15,430,524	8,187,705
Environmental Lands Acq & Protection Fund	2,586,531	32,718,844	27,808,403	25,799,642
Commercial Paper & Credit Capacity Fund	14,699,999	70,255,800	24,473,055	23,241,065
Stadium Improvements Project Fund	0	0	8,245,967	942,452
NG911 Capital Proj Fund	2,258,253	5,800,000	3,800,000	950,000
Capital Projects Funds	70,112,560	194,928,130	130,421,659	102,806,279
ENTERPRISE (PUBLIC UTILITIES) FUNDS				
Public Utilities Solid Waste Resource Recovery Div	199,102,826	344,016,690	380,797,156	385,791,410
Public Utilities Water/Wastewater Division	513,745,539	1,071,622,009	1,030,070,218	877,885,851
Enterprise (Public Utilities) Funds	712,848,365	1,415,638,699	1,410,867,374	1,263,677,261
INTERNAL SERVICES FUNDS				
Fleet Management Fund	27,479,687	56,645,617	52,504,585	46,968,562
Self-Insurance Fund	126,993,616	286,525,218	324,137,437	342,164,969
Internal Services Funds Total	154,473,303	343,170,835	376,642,022	389,133,531
AGENCY FUNDS				
Imp Fee Spcl Assmnt Rev/Sinking 06 Fd	8,922,920	10,294,896	11,112,175	10,971,130
Rev/Sinking Fd Rw Spcl Assmnt 00 Rev Bds	0	0	845,654	850,654
Rev/Sking Fd Imp Fee Spcl Assmnt 2000	1,093,522	3,736,600	6,366,883	8,810,883
Agency Funds Total	10,016,442	14,031,496	18,324,712	20,632,667
GRAND TOTAL	\$2,923,327,479	\$4,936,120,315	\$5,038,774,442	\$4,854,269,037

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUNDS				
Countywide General Fund				
Personnel Services	\$112,827,139	\$118,801,875	\$123,075,911	\$126,368,338
Operating	51,611,319	63,039,562	71,744,521	70,776,535
Capital Outlay	3,145,799	2,401,861	1,684,538	1,170,843
Grants and Aids	20,999,239	25,067,712	25,130,212	26,607,654
BOCC Budget Transfers to Constitutional Officers	335,136,119	349,337,390	358,682,669	368,489,043
Reserves & Refunds	205	152,445,404	173,534,365	181,853,111
Transfers	37,341,991	42,805,414	39,834,477	40,778,044
	561,061,811	753,899,218	793,686,693	816,043,568
Unincorporated Area General Fund				
Personnel Services	144,930,079	151,491,292	158,390,265	162,570,879
Operating	54,374,061	88,109,639	78,856,267	78,599,311
Capital Outlay	286,348	270,276	1,639,223	209,051
Grants and Aids	627,997	1,184,740	1,474,740	1,339,740
BOCC Budget Transfers to Constitutional Officers	121,061,041	124,976,186	128,464,683	132,233,542
Reserves & Refunds	11,333	71,286,001	72,797,699	75,087,920
Transfers	17,828,978	33,023,980	44,475,974	50,390,212
	339,119,837	470,342,114	486,098,851	500,430,655
GENERAL FUNDS TOTAL	900,181,648	1,224,241,332	1,279,785,544	1,316,474,223
SPECIAL REVENUE FUNDS				
Countywide Special Revenue Funds				
Personnel Services	8,739,014	10,043,694	10,985,988	11,208,335
Operating	22,904,165	41,308,966	41,121,325	33,048,499
Capital Outlay	2,576,169	7,666,718	9,100,809	7,375,252
Grants and Aids	131,564,040	133,569,406	133,424,324	133,424,324
BOCC Budget Transfers to Constitutional Officers	2,600,261	2,861,065	3,255,970	2,581,610
Reserves & Refunds	24,023	136,392,166	190,891,755	182,090,873
Transfers	130,096,992	150,003,040	147,576,852	148,771,896
	298,504,664	481,845,055	536,357,023	518,500,789
Unincorporated Area Special Revenue Funds				
Personnel Services	9,990,861	10,758,236	12,706,962	12,932,993
Operating	7,810,910	11,777,143	12,550,334	9,960,531
Capital Outlay	17,465,047	42,091,110	35,388,336	33,039,615
Grants and Aids	223,743	250,000	250,000	250,000
BOCC Budget Transfers to Constitutional Officers	340,932	390,000	380,000	390,000
Reserves & Refunds	2,490	16,349,242	7,956,614	6,291,219
Transfers	26,156,441	22,868,821	24,923,330	22,374,884
	61,990,424	104,484,552	94,155,576	85,239,242

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Transportation Trust Fund				
Personnel Services	28,732,200	28,814,958	31,022,222	31,888,471
Operating	32,102,997	39,960,451	40,462,912	37,231,422
Capital Outlay	57,440,675	125,266,384	207,009,425	228,785,167
Grants and Aids	5,179,119	4,359,417	4,688,081	2,404,443
BOCC Budget Transfers to Constitutional Officers	155,910	171,058	179,500	183,500
Reserves & Refunds	88,663	20,956,544	34,943,422	35,418,620
Transfers	44,792,027	48,511,388	44,533,817	43,816,585
	168,491,591	268,040,200	362,839,379	379,728,208
Library Tax District Special Revenue Fund				
Personnel Services	19,395,297	20,135,455	21,112,953	22,153,541
Operating	11,781,946	18,832,395	19,488,958	19,380,596
Capital Outlay	4,089,608	25,526,499	25,609,222	18,109,543
Grants and Aids	377,355	377,355	0	0
BOCC Budget Transfers to Constitutional Officers	1,100,730	1,189,660	1,284,492	1,318,071
Reserves & Refunds	212	16,795,181	21,938,323	23,503,797
Transfers	370,549	5,791,184	3,440,964	3,185,477
	37,115,697	88,647,729	92,874,912	87,651,025
Community Investment Tax Special Revenue Fund				
Operating	24,500	33,673	30,000	30,000
Capital Outlay	27,612,476	122,465,893	100,086,686	69,453,535
Grants and Aids	189,682	4,077,004	3,937,322	0
Debt	692,370	1,017,000	1,942,100	1,942,100
Reserves & Refunds	0	2,616,738	3,229,450	3,229,450
Transfers	6,015,048	10,599,497	0	0
	34,534,076	140,809,805	109,225,558	74,655,085
Blended Component Units Special Revenue Fund				
Personnel Services	963,039	913,970	924,771	948,976
Operating	237,405	320,259	326,612	326,661
Capital Outlay	1,280	10,000	10,000	0
Reserves & Refunds	0	553,593	556,693	542,439
	1,201,724	1,797,822	1,818,076	1,818,076
Grants (Non Transportation-Related)				
Personnel Services	28,886,477	44,718,115	42,063,687	41,595,303
Operating	31,115,957	44,420,722	42,654,549	38,962,657
Capital Outlay	3,403,310	15,566,310	20,474,962	9,518,850
Grants and Aids	19,918,723	39,065,003	41,293,035	34,168,842
Reserves & Refunds	647,973	632,256	780,573	791,004
Transfers	513,838	88,364	2,894,246	0
Other Non-Operating	514,171	784,097	1,734,524	1,299,561
	85,000,449	145,274,867	151,895,576	126,336,217

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Sales Tax Revenue Fund				
Personnel Services	306,006	305,811	305,314	313,348
Operating	127,409	447,517	353,595	353,611
Grants and Aids	79,941,376	81,870,991	85,534,890	88,786,540
BOCC Budget Transfers to Constitutional Officers	222,084	231,750	258,806	266,046
Reserves & Refunds	0	54,968,666	64,517,251	76,041,356
Transfers	180,504,496	182,427,677	179,380,397	187,927,821
	<u>261,101,371</u>	<u>320,252,412</u>	<u>330,350,253</u>	<u>353,688,722</u>
Discretely Presented Component Units Fund				
Personnel Services	4,050,060	4,367,038	4,471,404	4,587,581
Operating	448,293	467,060	478,444	478,720
Capital Outlay	13,373	15,000	15,750	15,500
	<u>4,511,726</u>	<u>4,849,098</u>	<u>4,965,598</u>	<u>5,081,801</u>
Local Housing Assistance Program				
Personnel Services	452,321	780,986	606,298	760,073
Operating	167,032	504,058	503,332	340,000
Grants and Aids	3,277,562	9,329,164	11,477,975	9,632,348
	<u>3,896,915</u>	<u>10,614,208</u>	<u>12,587,605</u>	<u>10,732,421</u>
SPECIAL REVENUE FUNDS TOTAL	<u>956,348,637</u>	<u>1,566,615,748</u>	<u>1,697,069,556</u>	<u>1,643,431,586</u>
DEBT SERVICE FUNDS				
Whse/Shrf Nonad Rev Ref 08 Bds Sk Fd-20011000				
Operating	0	3,000	3,000	3,000
Debt	1,442,050	1,440,363	1,437,550	1,441,350
Reserves & Refunds	0	391,418	360,528	360,303
	<u>1,442,050</u>	<u>1,834,781</u>	<u>1,801,078</u>	<u>1,804,653</u>
4th Ct Tdt 06 Ref Rev Bds Sk Fd-20021001				
Operating	2,400	5,000	10,000	10,000
Debt	1,172,628	1,169,959	2,360,120	2,296,589
Reserves & Refunds	0	900,414	1,641,810	1,654,779
	<u>1,175,028</u>	<u>2,075,373</u>	<u>4,011,930</u>	<u>3,961,368</u>
5th Ct Tdt 06A Ref Rev Bds Sk Fd-20022001				
Operating	0	3,000	5,000	5,000
Debt	1,776,663	1,777,125	2,026,944	2,079,944
Reserves & Refunds	0	1,334,172	1,442,285	1,462,660
	<u>1,776,663</u>	<u>3,114,297</u>	<u>3,474,229</u>	<u>3,547,604</u>
P&R G.O. Ref Bnds 2002 Sk Fd-20024000				
BOCC Budget Transfers to Constitutional Officers	42,925	50,610	53,668	54,719
Debt	1,336,863	1,335,783	1,337,353	1,336,288
Reserves & Refunds	0	307,459	253,914	232,127
	<u>1,379,788</u>	<u>1,693,852</u>	<u>1,644,935</u>	<u>1,623,134</u>

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
ELAPP Series 2009 Bds Sk Fd-20029003				
Operating	2,400	7,000	7,000	7,000
BOCC Budget Transfers to Constitutional Officers	133,880	153,514	165,391	169,091
Debt	4,546,400	4,544,000	4,544,400	4,545,150
Reserves & Refunds	0	2,725,165	3,782,398	5,241,477
	4,682,680	7,429,679	8,499,189	9,962,718
CT Facil Ref Rev 05 Bds Sk Fd-20037002				
Operating	53,602	80,761	78,000	81,000
Debt	28,980,241	2,012,749	2,029,584	2,029,412
Reserves & Refunds	0	2,541,417	1,692,419	1,711,591
	29,033,843	4,634,927	3,800,003	3,822,003
CP Note Sk Fd-Stadium Impr Notes-20044004				
Debt	0	0	8,495,967	1,092,452
Reserves & Refunds	0	10,706,450	2,172,533	1,084,831
	0	10,706,450	10,668,500	2,177,283
CP Note Sk Fd-Arena Impr-20044005				
Debt	2,113,493	2,280,000	2,328,000	2,328,000
Reserves & Refunds	0	2,031,220	2,000,000	2,000,000
	2,113,493	4,311,220	4,328,000	4,328,000
Cit Rev Bds 2007 Sk Fd-20051001				
Operating	1,500	5,000	5,000	5,000
Debt	11,028,000	10,989,500	10,957,200	0
Reserves & Refunds	0	10,021,875	5,000	0
	11,029,500	21,016,375	10,967,200	5,000
Cit 2012A&B Rev (2001A&B /2004 Ref)-20053001				
Operating	0	10,000	10,000	10,000
Debt	9,837,200	9,871,450	9,874,325	9,848,075
Reserves & Refunds	0	7,567,272	7,719,667	7,906,647
	9,837,200	17,448,722	17,603,992	17,764,722
CIP Series 2012 Rev Bds Sk Fd-20054001				
Operating	1,800	3,000	3,000	3,000
Debt	6,780,500	6,777,250	6,779,250	6,780,750
Reserves & Refunds	0	1,129,875	1,130,125	1,130,209
	6,782,300	7,910,125	7,912,375	7,913,959
Arena Non-Ad Ref Rev Bds 05 Sk Fd-20055001				
Operating	31,952	8,000	8,000	9,000
Debt	12,387,265	1,078,265	1,143,084	1,144,759
Reserves & Refunds	0	1,698,378	1,053,520	1,064,239
	12,419,217	2,784,643	2,204,604	2,217,998

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
CST Series 2015 Bonds Sk Fd				
Operating	0	50,000	50,000	50,000
Debt	2,818,099	4,061,563	4,043,750	4,044,750
Reserves & Refunds	0	2,756,937	2,789,001	2,744,001
	2,818,099	6,868,500	6,882,751	6,838,751
CP Note Redev Seed Money Sinking Fd				
Reserves & Refunds	0	373,000	374,000	374,000
CIT Series 2015 Refunding Revenue Bonds				
Operating	(1,971)	0	15,000	15,000
Debt	5,202,075	9,327,900	9,363,600	20,327,250
Reserves & Refunds	0	5,225,708	15,645,209	15,960,000
	5,200,104	14,553,608	25,023,809	36,302,250
CIP Series 2017 Rev Bds Sk Fd				
Operating	0	658,000	0	0
Debt	0	4,882,000	1,895,000	1,895,000
Reserves & Refunds	0	500,000	5,391,000	5,391,000
Transfers	0	57,300,000	1,845,342	1,845,342
	0	63,340,000	9,131,342	9,131,342
ELAPP Series 2016 BDS Sk Fd				
Debt	0	0	1,510,000	1,510,000
Reserves & Refunds	0	2,462,361	952,000	0
	0	2,462,361	2,462,000	1,510,000
CIP Ref Rev Bds Series 06 Fund				
Operating	92,234	3,950	9,000	9,000
Debt	24,994,865	2,746,627	2,748,425	2,746,425
Reserves & Refunds	0	458,071	457,738	457,405
Transfers	3,248,625	0	0	0
	28,335,724	3,208,648	3,215,163	3,212,830
M2Gen Proj Rev Fund (Parent 20014 - 20015)				
Operating	0	7,000	7,000	7,000
Debt	1,320,835	1,295,800	1,490,000	1,490,000
Reserves & Refunds	0	424,714	161,475	118,875
	1,320,835	1,727,514	1,658,475	1,615,875
DEBT SERVICE FUNDS TOTAL	119,346,524	177,494,075	125,663,575	118,113,490

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
CAPITAL PROJECTS FUNDS				
Countywide Construction Fd-30002604				
Personnel Services	19,916	0	0	0
Operating	543,256	4,179,187	5,381,640	3,272,528
Capital Outlay	6,277,276	17,016,837	15,958,448	13,095,906
Grants and Aids	2,732,929	9,694,363	10,087,525	11,002,465
Reserves & Refunds	0	250,000	1,174,760	1,174,760
Transfers	1,000,000	6,246,207	0	0
	10,573,377	37,386,594	32,602,373	28,545,659
Unincorp Area Construction Fd-30004608				
Operating	145,335	161,211	110,000	152,500
Capital Outlay	4,132,411	11,058,632	9,935,860	8,426,957
Grants and Aids	640,593	1,942,581	681,132	355,000
Reserves & Refunds	0	130,748	436,517	0
Transfers	7,275,227	8,302,805	5,861,232	5,906,719
	12,193,566	21,595,977	17,024,741	14,841,176
Court Facil Imprvmt Non-Bd Proj Fd-30034002				
Capital Outlay	25,000	2,679,343	1,004,064	217,250
Reserves & Refunds	0	560,677	32,532	81,330
	25,000	3,240,020	1,036,596	298,580
Commun Svcs Tax Series 2015 Project Fund (PSOC)				
Capital Outlay	27,775,834	23,930,895	14,932,919	7,690,100
Reserves & Refunds	0	0	497,605	497,605
	27,775,834	23,930,895	15,430,524	8,187,705
Environmental Lands Acquisition & Protection Fund				
Operating	1,037,937	6,780,672	5,383,117	0
Capital Outlay	618,096	21,882,257	19,017,858	22,392,214
Reserves & Refunds	0	3,120,398	2,472,915	2,472,915
Transfers	930,498	935,517	934,513	934,513
	2,586,531	32,718,844	27,808,403	25,799,642
Commercial Paper & Credit Capacity Fund				
Capital Outlay	0	40,154,658	20,466,003	19,334,013
Grants and Aids	14,500,000	3,845,342	3,845,342	3,845,342
Debt	199,999	26,230,000	100,000	0
Reserves & Refunds	0	25,800	61,710	61,710
	14,699,999	70,255,800	24,473,055	23,241,065
Stadium Improvements Project Fund-30080002				
Grants and Aids	0	0	8,245,967	942,452

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
NG911 Capital Proj Fund				
Operating	0	2,100,000	1,700,000	425,000
Capital Outlay	2,258,253	3,700,000	2,100,000	525,000
	2,258,253	5,800,000	3,800,000	950,000
CAPITAL PROJECTS FUNDS TOTAL	70,112,560	194,928,130	130,421,659	102,806,279
ENTERPRISE (PUBLIC UTILITIES) FUNDS				
Public Utilities Solid Waste Resource Recovery Division				
Personnel Services	10,425,549	10,934,430	11,838,803	11,986,947
Operating	71,003,021	73,490,369	73,701,437	73,898,345
Capital Outlay	2,345,957	5,174,564	12,619,409	17,316,322
Debt	13,863,099	8,770,773	12,990,147	13,078,552
Reserves & Refunds	5,154	142,255,303	165,622,389	164,247,445
Transfers	101,460,046	103,391,251	104,024,971	105,263,799
	199,102,826	344,016,690	380,797,156	385,791,410
Public Utilities Water/Wastewater Division				
Personnel Services	54,582,833	60,663,501	65,097,144	66,481,994
Operating	110,401,830	114,726,055	122,168,091	121,629,676
Capital Outlay	110,695,520	403,576,986	369,099,282	210,912,725
Debt	10,950,127	16,679,701	16,585,050	16,581,550
Reserves & Refunds	0	212,339,785	195,824,095	213,809,263
Transfers	227,115,229	263,635,981	261,296,556	248,470,643
	513,745,539	1,071,622,009	1,030,070,218	877,885,851
ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL	712,848,365	1,415,638,699	1,410,867,374	1,263,677,261
INTERNAL SERVICES FUNDS				
Fleet Management Fund				
Personnel Services	4,328,365	4,623,652	4,631,019	4,745,477
Operating	12,616,707	12,050,197	12,788,152	12,790,399
Capital Outlay	10,534,615	25,068,000	21,068,000	19,057,900
Reserves & Refunds	0	14,903,768	14,017,414	10,374,786
	27,479,687	56,645,617	52,504,585	46,968,562
Self-Insurance Fund				
Personnel Services	2,478,654	3,352,658	2,696,018	2,734,082
Operating	98,239,835	114,170,398	113,207,383	124,176,856
Capital Outlay	38,833	0	0	0
Reserves & Refunds	13,490	168,002,162	207,134,036	214,104,031
Transfers	26,222,804	1,000,000	1,100,000	1,150,000
	126,993,616	286,525,218	324,137,437	342,164,969
INTERNAL SERVICES FUNDS TOTAL	154,473,303	343,170,835	376,642,022	389,133,531

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
AGENCY FUNDS				
Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002				
Operating	162,540	511,521	512,000	512,000
Debt	8,760,380	8,849,900	8,807,035	8,824,834
Reserves & Refunds	0	933,475	1,793,140	1,634,296
	8,922,920	10,294,896	11,112,175	10,971,130
 Rev/Sinking Fd Rw Spcl Assmnt 00 Rev Bds-65046002				
Reserves & Refunds	0	0	845,654	850,654
 Rev/Sking Fd Imp Fee Spcl Assmnt 2000-65047002				
Operating	43,522	106,724	106,400	106,400
Debt	1,050,000	0	0	0
Reserves & Refunds	0	3,629,876	6,260,483	8,704,483
	1,093,522	3,736,600	6,366,883	8,810,883
AGENCY FUNDS TOTAL	10,016,442	14,031,496	18,324,712	20,632,667
GRAND TOTAL	\$2,923,327,479	\$4,936,120,315	\$5,038,774,442	\$4,854,269,037

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	FY16 Actual	FY17 Adopted	FY18 Recommended	FY19 Planned
Current Ad Valorem Taxes	\$396,854,744	\$453,939,896	\$491,656,526	\$518,451,807
Delinquent Ad Valorem Taxes	9,923,429	2,350,000	2,350,000	2,350,000
Local Business Taxes	1,531,543	1,500,000	1,500,000	1,500,000
Permits, Fees & Special Assessments	568,425	583,496	583,496	583,496
Intergovernmental Revenue	13,280,561	7,436,537	4,287,200	4,287,200
Charges for Services	54,636,060	60,897,947	65,381,930	65,309,013
Fines and Forfeits	58,527	126,583	96,212	95,264
Miscellaneous Revenues	6,084,853	5,235,184	5,472,568	5,597,837
Gross Revenue	482,938,142	532,069,643	571,327,932	598,174,617
Less 5% required By Law	0	(27,621,681)	(30,458,626)	(31,884,429)
Interfund Transfers	72,386,280	32,845,436	25,367,771	23,844,909
Intrafund transfers	2,010,000	2,060,000	2,323,000	2,323,000
Residual Equity	28,271,426	23,521,569	22,836,301	24,482,036
Other	74,944	72,804	79,224	79,224
Fund Balance	180,123,212	190,951,447	202,211,091	199,024,211
	282,865,862	221,829,575	222,358,761	217,868,951
Total	\$765,804,004	\$753,899,218	\$793,686,693	\$816,043,568

Appropriations by Organization	FY16 Actual	FY17 Adopted	FY18 Recommended	FY19 Planned
Board of County Commissioners				
Board of County Commissioners	\$2,499,086	\$2,651,237	\$2,755,876	\$2,805,924
County Internal Auditor	342,963	498,313	644,276	657,643
	2,842,049	3,149,550	3,400,152	3,463,567
County Attorney				
County Attorney	7,942,308	8,458,711	8,804,943	9,031,402

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY16 Actual	FY17 Adopted	FY18 Recommended	FY19 Planned
County Administrator				
Aging Services	6,642,837	7,780,650	8,153,788	8,108,603
Affordable Housing	571	0	0	0
Children's Services	6,101,375	6,494,376	6,315,006	6,422,927
Code Enforcement	1,496,015	2,001,204	2,425,294	2,480,622
Communications & Digital Media Department	3,827,993	4,686,616	4,575,007	4,617,882
Conservation & Environmental Lands Mgmt	10,412,663	12,118,607	13,017,997	13,094,038
Consumer & Veteran Affairs	1,019,705	1,312,774	1,408,955	1,442,234
County Administrator	2,523,734	2,651,322	2,696,793	2,768,849
Customer Service & Support	464,740	363,072	427,278	434,925
Economic Development Department	4,575,115	7,275,601	7,783,184	7,851,262
Enterprise Solutions & Quality Assurance	2,540,704	3,299,826	3,355,359	3,433,344
Extension Services Department	1,240,509	1,421,564	1,422,810	1,453,014
Fire Rescue	872,866	999,894	1,305,614	1,446,481
Health Care Services	415,109	596,990	508,508	514,541
Homeless Service Department	3,765,597	4,122,504	4,163,064	4,183,119
Human Resources Department	4,514,218	5,534,685	5,527,219	5,620,880
Information & Innovation Office	21,783,159	21,941,932	23,706,350	24,068,490
Management & Budget	2,170,058	2,452,100	2,430,592	2,491,949
Medical Examiner Department	5,263,545	5,599,762	5,599,937	5,739,911
Office of Operations & Legislative Affairs Office	1,193,743	1,637,653	1,698,753	1,730,163
Parks & Recreation	1,381,536	1,138,749	1,114,359	1,139,009
Pet Resources Department	7,578,667	8,941,023	8,949,998	9,276,135
Procurement Services	2,836,895	3,463,682	3,455,009	3,540,156
Public Works	3,459,572	3,550,958	3,952,888	3,918,323
Real Estate & Facilities Services	24,587,377	28,515,708	28,474,186	28,399,010
Social Services	5,967,068	6,780,360	6,686,193	6,798,114
Strategic Planning & Grants Management	780,052	796,617	751,393	770,495
Sunshine Line Agency	3,828,502	4,547,908	4,901,722	4,965,891
	131,243,925	150,026,137	154,807,256	156,710,367
Elected Officials				
Clerk of the Circuit Court	18,704,952	19,511,787	19,312,834	19,479,091
Property Appraiser	9,678,282	9,670,221	9,574,868	10,053,611
Public Defender	93,276	122,172	122,016	122,054
Sheriff's Office	273,824,140	283,045,495	293,506,745	302,276,935
State Attorney Part I	261,766	376,826	335,424	328,899
State Attorney Part II (Victim Assistance)	1,949,831	2,134,523	2,238,093	2,289,014
Supervisor of Elections	12,814,167	15,203,350	12,439,789	12,439,789
Tax Collector	19,421,174	20,621,797	22,476,777	22,865,843
	336,747,588	350,686,171	360,006,546	369,855,236

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY16 Actual	FY17 Adopted	FY18 Recommended	FY19 Planned
13th Judicial Branch				
Administrative Office of the Courts	2,903,038	3,059,945	3,047,985	3,094,696
Boards, Commissions & Agencies				
Environmental Protection Commission	8,433,825	9,171,224	9,506,574	9,721,631
Guardian Ad-litem Program	314,517	372,945	382,623	386,252
Planning Commission	100	0	0	0
Soil and Water Conservation Board	222,763	266,971	264,184	269,262
Value Adjustment Board	693,404	709,740	696,656	698,774
	9,664,609	10,520,880	10,850,037	11,075,919
Non-Departmental Organizations				
Governmental Agencies	9,076,940	9,802,685	10,634,731	12,238,353
Non-Departmental Allotments	15,782,876	16,013,040	22,164,473	21,341,145
Nonprofit Organizations	7,516,282	6,931,281	6,601,728	6,601,728
	32,376,098	32,747,006	39,400,932	40,181,226
Non-Expenditure Accounts				
Reserves and Refund	205	152,445,404	173,534,365	181,853,111
Interfund Transfers	37,341,991	42,805,414	39,834,477	40,778,044
	37,342,196	195,250,818	213,368,842	222,631,155
Total	\$561,061,811	\$753,899,218	\$793,686,693	\$816,043,568

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Current Ad Valorem Taxes	\$184,385,045	\$210,509,503	\$227,753,968	\$240,963,698
Delinquent Ad Valorem Taxes	4,322,434	1,400,000	1,500,000	1,500,000
Permits, Fees & Special Assessments	10,154	50,357	10,234	10,234
Intergovernmental Revenue	19,091,837	27,243,454	31,357,039	33,009,032
Charges for Services	27,515,421	24,743,156	24,539,388	25,092,463
Fines and Forfeits	7,948,542	7,144,683	7,576,117	7,573,218
Miscellaneous Revenues	2,584,387	1,842,410	2,203,114	2,246,159
Gross Revenue	245,857,820	272,933,563	294,939,860	310,394,804
Less 5% required By Law	0	(14,063,581)	(14,004,044)	(14,725,747)
Interfund Transfers	74,117,212	104,027,123	102,879,901	103,932,548
Intrafund transfers	499,960	700,000	1,000,000	1,000,000
Residual Equity	14,548,676	9,038,380	9,019,860	9,207,839
Fund Balance	97,560,462	97,706,629	92,263,274	90,621,211
	186,726,310	197,408,551	191,158,991	190,035,851
Total	\$432,584,130	\$470,342,114	\$486,098,851	\$500,430,655

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Affordable Housing	\$541,763	\$543,188	\$710,372	\$717,249
Code Enforcement	7,368,259	8,228,245	8,764,169	8,741,044
Communications & Digital Media Department	3,244	0	6,476	6,476
Conservation & Environmental Lands Mgmt	508,973	581,203	856,856	868,142
Customer Service & Support	1,067,357	1,374,841	1,726,670	1,759,279
Development Services	7,828,532	8,848,216	8,722,884	8,951,672
Economic Development Department	435,650	1,716,856	1,702,356	1,702,356
Enterprise Solutions & Quality Assurance	1,691	0	4,692	4,692
Fire Rescue	138,085,409	145,872,370	156,362,769	159,308,985
Office of Operations & Legislative Affairs Office	0	17,081	0	0
Parks & Recreation	21,038,184	27,135,859	27,709,124	27,705,651
Pet Resources Department	1,872	0	0	0
Public Utilities	0	137,862	137,862	137,862
Public Works	15,511,212	18,256,951	19,687,765	19,929,099
Real Estate & Facilities Services	656,991	527,039	556,804	562,767
	193,049,137	213,239,711	226,948,799	230,395,274

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Elected Officials				
Property Appraiser	1,611,896	1,613,277	1,594,611	1,674,342
Sheriff's Office	115,663,387	119,213,735	122,228,805	125,822,260
Tax Collector	3,785,758	4,149,174	4,641,267	4,736,940
	121,061,041	124,976,186	128,464,683	132,233,542
Non-Departmental Organizations				
Non-Departmental Allotments	7,169,348	27,816,236	13,411,696	12,323,707
Non-Expenditure Accounts				
Reserves and Refund	11,333	71,286,001	72,797,699	75,087,920
Interfund Transfers	17,828,978	33,023,980	44,475,974	50,390,212
	17,840,311	104,309,981	117,273,673	125,478,132
Total	\$339,119,837	\$470,342,114	\$486,098,851	\$500,430,655

COUNTYWIDE SPECIAL REVENUE FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Local Option Taxes	\$120,161,583	\$126,101,349	\$131,843,755	\$137,791,667
Local Business Taxes	33,895	41,000	35,000	35,000
Permits, Fees & Special Assessments	27,178,544	15,415,000	27,450,000	27,450,000
Intergovernmental Revenue	14,500,700	14,589,638	14,178,002	14,178,002
Charges for Services	8,872,499	8,981,143	9,341,957	9,404,274
Fines and Forfeits	744,576	745,159	741,951	748,620
Miscellaneous Revenues	8,073,732	4,248,816	6,838,926	7,064,648
Gross Revenue	179,565,529	170,122,105	190,429,591	196,672,211
Less 5% required By Law	0	(7,787,274)	(9,023,407)	(9,332,459)
Interfund Transfers	22,291,465	20,587,151	23,067,822	20,665,127
Intrafund transfers	111,160,969	140,781,064	139,100,099	138,913,463
Residual Equity	1,150,971	508,050	627,380	627,380
Fund Balance	177,865,039	157,633,959	192,155,538	170,955,067
	312,468,444	311,722,950	345,927,432	321,828,578
Total	\$492,033,973	\$481,845,055	\$536,357,023	\$518,500,789

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
9-1-1 Agency	\$6,333,442	\$6,587,784	\$6,595,882	\$6,612,203
Children's Services	2,075	3,539	7,000	7,018
Code Enforcement	64,138	81,446	106,767	106,771
Fire Rescue	525,245	448,340	512,726	515,735
Health Care Services	99,632,813	139,559,256	140,149,740	139,970,836
Information & Innovation Office	2,581,490	6,166,657	7,897,673	3,193,344
Library Services Department	426,782	351,333	291,171	294,382
Pet Resources Department	429,462	467,500	467,500	467,500
Social Services	1,099,904	1,100,000	1,100,000	1,100,000
Strategic Planning & Grants Management	3,071,610	3,060,404	3,056,348	3,033,282
	114,166,961	157,826,259	160,184,807	155,301,071

COUNTYWIDE SPECIAL REVENUE FUND

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Elected Officials				
Public Defender	880,083	1,060,600	1,062,472	1,062,519
Sheriff	2,600,261	2,861,065	3,255,970	2,581,610
State Attorney Part I	787,165	846,831	900,135	902,930
	4,267,509	4,768,496	5,218,577	4,547,059
13th Judicial Branch				
Administrative Office of the Courts	7,099,025	7,795,353	7,836,623	7,877,510
Boards, Commissions & Agencies				
Environmental Protection Commission	1,263,885	1,450,610	1,710,661	1,712,170
Non-Departmental Organizations				
Capital Improvement Projects	3,710,968	15,576,915	14,991,489	10,243,442
Governmental Agencies	33,748,578	3,751,988	4,001,988	4,001,988
Non-Departmental Allotments	4,126,722	4,280,228	3,944,271	3,954,780
	41,586,268	23,609,131	22,937,748	18,200,210
Non-Expenditure Accounts				
Reserves and Refund	24,024	136,392,166	190,891,755	182,090,873
Interfund Transfers	130,096,992	150,003,040	147,576,852	148,771,896
	130,121,015	286,395,206	338,468,607	330,862,769
Total	\$298,504,664	\$481,845,055	\$536,357,023	\$518,500,789

UNINCORPORATED AREA SPECIAL REVENUE FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other General taxes	\$21,775,958	\$21,435,387	\$21,785,914	\$21,913,596
Local Business Taxes	295,192	579,074	49,000	48,510
Permits, Fees & Special Assessments	29,954,140	31,834,662	31,078,275	30,941,699
Intergovernmental Revenue	1,013,166	1,000,000	1,000,000	1,000,000
Charges for Services	2,367,201	1,899,022	2,562,181	2,552,142
Fines and Forfeits	182,092	193,260	194,300	193,140
Miscellaneous Revenues	642,737	378,206	624,914	675,541
Gross Revenue	56,230,486	57,319,611	57,294,584	57,324,628
Less 5% required By Law	0	(2,858,589)	(2,863,879)	(2,864,830)
Interfund Transfers	3,703,517	3,366,529	3,779,759	3,681,868
Intrafund transfers	1,443,922	1,454,856	1,556,967	1,556,967
Residual Equity	101,912	0	0	0
Fund Balance	49,363,095	45,202,145	34,388,145	25,540,609
	54,612,446	47,164,941	36,860,992	27,914,614
Total	\$110,842,932	\$104,484,552	\$94,155,576	\$85,239,242

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Conservation & Environmental Lands Mgmt	\$283,731	\$457,757	\$462,305	\$468,021
Customer Service & Support	59,684	81,909	81,909	81,909
Development Services	13,007,521	14,373,914	16,227,765	16,481,381
Extension Service Department	72,894	68,277	66,673	67,444
Enterprise Solutions & Quality Assurance	74	0	0	0
Information & Innovation Office	180,277	205,076	202,812	208,284
Public Utilities	79,181	204,457	208,603	208,603
Public Works	1,261,815	1,474,892	1,494,488	1,456,051
	14,945,177	16,866,282	18,744,555	18,971,693

UNINCORPORATED AREA SPECIAL REVENUE FUND

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Elected Officials				
Tax Collector	340,932	390,000	380,000	390,000
Boards, Commissions & Agencies				
Environmental Protection Commission	287,629	359,728	358,725	364,775
Non-Departmental Organizations				
Capital Improvement Projects	19,690,678	47,500,479	41,689,550	36,696,671
Governmental Agencies	(26,257)	0	0	0
Non-Departmental Allotments	593,334	150,000	150,000	150,000
	20,257,755	47,650,479	41,839,550	36,846,671
Non-Expenditure Accounts				
Reserves and Refund	2,490	16,349,242	7,909,416	6,291,219
Interfund Transfers	26,156,441	22,868,821	24,923,330	22,374,884
	26,158,931	39,218,063	32,832,746	28,666,103
Total	\$61,990,424	\$104,484,552	\$94,155,576	\$85,239,242

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Local Option Taxes	\$34,267,416	\$34,761,002	\$36,177,883	\$36,751,295
Permits, Fees & Special Assessments	12,349,548	9,831,697	12,400,390	12,400,390
Intergovernmental Revenue	32,306,784	27,926,527	25,935,196	20,213,792
Charges for Services	2,940,204	0	0	0
Miscellaneous Revenues	3,782,335	2,952,533	3,998,919	4,014,407
Gross Revenue	85,646,287	75,471,759	78,512,388	73,379,884
Less 5% required By Law	0	(3,208,313)	(3,448,454)	(3,490,292)
Interfund Transfers	21,334,423	45,276,691	38,816,131	47,097,350
Intrafund transfers	44,759,062	44,113,326	44,476,180	43,758,948
Residual Equity	46,605	0	0	0
Other	0	0	94,662,285	132,159,849
Fund Balance	123,823,924	106,386,737	109,820,849	86,822,469
	189,964,014	192,568,441	284,326,991	306,348,324
Total	\$275,610,301	\$268,040,200	\$362,839,379	\$379,728,208

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Communications & Digital Media Department	(\$35)	\$0	\$0	\$0
Customer Service & Support	340,429	427,124	450,359	460,716
Development Services	913,800	773,245	917,640	933,139
Information & Innovation Office	0	0	94,855	97,359
Office of Operations & Legislative Affairs	3,125	0	0	0
Pet Resources Department	(36)	0	0	0
Public Works	56,593,800	60,589,562	64,096,734	66,251,577
Real Estate & Facilities Services	1,556,138	2,094,478	1,545,698	1,571,347
	59,407,221	63,884,409	67,105,286	69,314,138

TRANSPORTATION TRUST FUND

Appropriations by Organization	FY 16 Actual	FY 17 Budget	FY 18 Recommended	FY 19 Planned
Elected Officials				
Tax Collector	155,910	171,058	179,500	183,500
Non-Departmental Organizations				
Capital Improvement Projects	60,391,407	127,356,956	208,903,364	228,731,036
Governmental Agencies	2,128,393	2,155,845	2,534,398	2,260,329
Non-Departmental Allotments	1,527,970	5,004,000	5,004,000	4,000
	64,047,770	134,516,801	216,441,762	230,995,365
Non-Expenditure Accounts				
Reserves and Refund	88,663	20,956,544	34,579,014	35,418,620
Interfund Transfers	44,792,027	48,511,388	44,533,817	43,816,585
	44,880,690	69,467,932	79,112,831	79,235,205
Total	\$168,491,591	\$268,040,200	\$362,839,379	\$379,728,208

LIBRARY TAX DISTRICT SPECIAL REVENUE FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Current Ad Valorem Taxes	\$37,303,497	\$42,656,864	\$46,180,901	\$48,761,952
Delinquent Ad Valorem Taxes	928,026	200,000	200,000	200,000
Intergovernmental Revenue	1,114,853	3,445,177	1,000,000	425,000
Charges for Services	305,113	287,338	260,500	256,500
Fines and Forfeits	331,387	360,013	328,500	328,500
Miscellaneous Revenues	498,404	456,315	455,915	456,481
Gross Revenue	40,481,280	47,405,707	48,425,816	50,428,433
Less 5% required By Law	0	(2,182,889)	(2,383,734)	(2,512,587)
Interfund Transfers	1,172,267	5,791,184	3,440,964	3,185,477
Intrafund transfers	370,549	0	0	0
Residual Equity	237,320	0	250,000	250,000
Fund Balance	36,537,652	38,933,417	43,141,866	36,299,702
	38,317,788	42,541,712	44,449,096	37,222,592
Total	\$78,799,068	\$88,647,729	\$92,874,912	\$87,651,025

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Library Services Department	\$32,535,692	\$39,763,987	\$41,122,309	\$42,952,212
Elected Officials				
Property Appraiser	324,891	326,921	321,432	337,504
Tax Collector	775,839	862,739	963,060	980,567
	1,100,730	1,189,660	1,284,492	1,318,071
Non-Departmental Organizations				
Capital Improvement Projects	2,323,631	25,107,717	25,088,824	16,691,468
Non-Departmental Allotments	784,883	0	0	0
	3,108,514	25,107,717	25,088,824	16,691,468
Non-Expenditure Accounts				
Reserves and Refund	212	16,795,181	21,938,323	23,503,797
Interfund Transfers	370,549	5,791,184	3,440,964	3,185,477
	370,761	22,586,365	25,379,287	26,689,274
Total	\$37,115,697	\$88,647,729	\$92,874,912	\$87,651,025

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$44,224	\$161,000	\$171,300	\$174,731
Gross Revenue	44,224	161,000	171,300	174,731
Less 5% required By Law	0	0	(4,565)	(4,737)
Interfund Transfers	23,324,815	1,081,659	967,609	962,324
Intrafund transfers	0	24,559,472	24,151,767	27,236,419
Other	13,000,000	114,393,080	74,464,186	36,960,689
Fund Balance	10,621,872	614,594	9,475,261	9,325,659
	46,946,687	140,648,805	109,054,258	74,480,354
Total	\$46,990,911	\$140,809,805	\$109,225,558	\$74,655,085

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$27,802,158	\$126,546,570	\$104,024,008	\$69,453,535
Debt Service Accounts	716,870	1,047,000	1,972,100	1,972,100
	28,519,028	127,593,570	105,996,108	71,425,635
Non-Expenditure Accounts				
Reserves and Refund	0	2,616,738	3,229,450	3,229,450
Interfund Transfers	6,015,048	10,599,497	0	0
	6,015,048	13,216,235	3,229,450	3,229,450
Total	\$34,534,076	\$140,809,805	\$109,225,558	\$74,655,085

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Charges for Services	\$40,214	\$0	\$90,000	\$90,000
Gross Revenue	40,214	0	90,000	90,000
Less 5% required By Law	0	0	(4,500)	(4,500)
Interfund Transfers	1,161,512	1,797,822	1,732,576	1,732,576
	1,161,512	1,797,822	1,728,076	1,728,076
Total	\$1,201,726	\$1,797,822	\$1,818,076	\$1,818,076

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Boards, Commissions & Agencies				
Civil Service Board	\$1,185,238	\$1,244,229	\$1,261,383	\$1,275,637
Non-Departmental Organizations				
Non-Departmental Allotments	16,486	0	0	0
Non-Expenditure Accounts				
Reserves and Refund	0	553,593	556,693	542,439
Total	\$1,201,724	\$1,797,822	\$1,818,076	\$1,818,076

GRANTS (NON 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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Intergovernmental Revenue	\$76,781,766	\$131,161,569	\$132,845,417	\$115,851,716
Charges for Services	69,284	98,860	130,894	130,894
Fines and Forfeits	(370)	0	0	0
Miscellaneous Revenues	3,068,540	458,476	385,797	390,070
Gross Revenue	79,919,220	131,718,905	133,362,108	116,372,680
Interfund Transfers	5,551,339	4,096,857	4,920,571	4,859,301
Intrafund transfers	343,854	0	0	0
Other	514,170	784,957	1,749,996	1,299,560
Fund Balance	13,966,633	8,674,148	11,862,901	3,804,676
	20,375,996	13,555,962	18,533,468	9,963,537
Total	\$100,295,216	\$145,274,867	\$151,895,576	\$126,336,217

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Aging Services	\$8,232,834	\$12,157,169	\$11,973,245	\$11,973,245
Affordable Housing	8,965,557	21,097,980	24,190,091	15,104,397
Children's Services	3,251,959	7,012,500	7,170,810	6,604,268
Conservation & Environmental Lands Mgmt	25,114	0	0	0
Consumer & Veterans Affairs	140,518	19,817	0	0
Economic Development Department	0	264,164	344,802	260,952
Extension Services Department	136,424	144,208	153,708	153,708
Fire Rescue	1,125,852	1,521,917	1,456,334	1,465,000
Head Start	35,417,669	41,919,360	37,528,630	34,621,728
Health Care Services	9,054,770	17,952,054	19,549,475	19,589,650
Information & Innovation Office	0	0	99,903	59,728
Library Services	0	0	1,050,850	1,050,850
Parks & Recreation	0	85,684	0	0
Public Works	42,944	47,310	94,621	94,621
Real Estate & Facilities Services	354,452	438,912	415,128	423,567
Social Services	5,603,961	7,758,441	7,555,345	7,261,813
Strategic Planning & Grants Management	1,550,019	1,733,565	2,428,808	1,547,667
Sunshine Line Agency	1,996,456	4,854,581	4,007,989	4,007,989
	75,898,529	117,007,662	118,019,739	104,219,183

GRANTS (NON TRANSPORTATION-RELATED)

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
13th Judicial Branch				
Administrative Office of the Courts	458,622	850,209	1,419,277	1,208,151
Boards, Commissions & Agencies				
Environmental Protection Commission	3,824,936	6,663,081	6,332,657	6,332,657
Metropolitan Planning Organization	2,388,018	5,483,721	5,961,990	5,961,990
	6,212,954	12,146,802	12,294,647	12,294,647
Non-Departmental Organizations				
Capital Improvement Projects	1,152,481	11,596,211	13,503,124	4,817,262
Non-Departmental Allotments	8,629	2,953,363	2,983,970	3,005,970
NonProfit Organizations	107,423	0	0	0
	1,268,533	14,549,574	16,487,094	7,823,232
Non-Expenditure Accounts				
Reserves and Refund	647,973	632,256	780,573	791,004
Interfund Transfers	513,838	88,364	2,894,246	0
	1,161,811	720,620	3,674,819	791,004
Total	\$85,000,449	\$145,274,867	\$151,895,576	\$126,336,217

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Local Option Taxes	\$149,685,082	\$155,812,349	\$164,018,075	\$170,931,217
Intergovernmental Revenue	103,203,171	108,552,466	112,520,114	117,409,379
Miscellaneous Revenues	295,046	161,300	339,442	340,313
Gross Revenue	253,183,299	264,526,115	276,877,631	288,680,909
Less 5% required By Law	0	(9,954,706)	(10,445,131)	(10,902,670)
Interfund Transfers	731	0	0	0
Fund Balance	70,101,852	65,681,003	63,917,753	75,910,483
	70,102,583	55,726,297	53,472,622	65,007,813
Total	\$323,285,882	\$320,252,412	\$330,350,253	\$353,688,722

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Economic Development Department	\$425,094	\$753,328	\$658,909	\$666,959
Elected Officials				
Tax Collector	222,084	231,750	258,806	266,046
Non-Departmental Organizations				
Governmental Agencies	65,561,735	67,990,991	70,534,890	73,186,540
Non-Departmental Allotments	8,321	0	0	0
Nonprofit Organizations	14,379,641	13,880,000	15,000,000	15,600,000
	79,949,697	81,870,991	85,534,890	88,786,540
Non-Expenditure Accounts				
Reserves and Refund	0	54,968,666	64,517,251	76,041,356
Interfund Transfers	180,504,496	182,427,677	179,380,397	187,927,821
	180,504,496	237,396,343	243,897,648	263,969,177
Total	\$261,101,371	\$320,252,412	\$330,350,253	\$353,688,722

DISCRETELY PRESENTED COMPONENT UNITS FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Charges for Services	\$772,653	\$330,150	\$374,100	\$389,100
Gross Revenue	772,653	330,150	374,100	389,100
Less 5% required By Law	0	(16,507)	(18,705)	(19,455)
Interfund Transfers	4,608,647	4,535,455	3,156,538	4,212,156
Fund Balance	0	0	1,453,665	500,000
Total	\$5,381,300	\$4,849,098	\$4,965,598	\$5,081,801

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Boards, Commissions & Agencies				
Planning Commission	\$4,464,990	\$4,849,098	\$4,965,598	\$5,081,801
Non-Departmental Organizations				
Non-Departmental Allotments	46,736	0	0	0
Total	\$4,511,726	\$4,849,098	\$4,965,598	\$5,081,801

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Intergovernmental Revenue	\$4,626,255	\$10,414,208	\$12,170,994	\$9,922,114
Miscellaneous Revenues	864,266	200,000	416,611	810,307
Gross Revenue	5,490,521	10,614,208	12,587,605	10,732,421
Interfund Transfers	8,375	0	0	0
Fund Balance	2,052,666	0	0	0
	2,061,041	0	0	0
Total	\$7,551,562	\$10,614,208	\$12,587,605	\$10,732,421

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Affordable Housing	\$3,896,090	\$10,614,208	\$12,587,605	\$10,732,421
Non-Departmental Organizations				
Non-Departmental Allotments	825	0	0	0
Total	\$3,896,915	\$10,614,208	\$12,587,605	\$10,732,421

2008 NON-AD VALOREM REFUNDING REVENUE (WAREHOUSE/SHERIFF'S FACILITIES PROJECT) BONDS— SINKING FUND

This debt service fund accounts for the payment of principal and interest on the Series 2008 Bonds which were issued to refund the Series 1998 Capital Improvement Non Ad-Valorem Refunding Revenue bonds (Warehouse and Sheriff's Facilities Project). The Series 1998 Bonds were issued to finance the acquisition, construction, and equipping of the County Warehouse and Sheriff's facilities.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$74,964	\$70,644	\$70,844	\$71,344
Gross Revenue	74,964	70,644	70,844	71,344
Less 5% required By Law	0	(3,532)	(3,542)	(3,567)
Interfund Transfers	1,382,129	1,390,669	1,344,776	1,376,876
Fund Balance	367,169	377,000	389,000	360,000
	1,749,298	1,764,137	1,730,234	1,733,309
Total	\$1,824,262	\$1,834,781	\$1,801,078	\$1,804,653

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$1,442,050	\$1,443,363	\$1,440,550	\$1,444,350
Non-Expenditure Accounts				
Reserves and Refund	0	391,418	360,528	360,303
Total	\$1,442,050	\$1,834,781	\$1,801,078	\$1,804,653

2017A/2017B 4TH CENT TOURIST DEVELOPMENT TAX REVENUE BONDS—SINKING FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$3,393	\$1,000	\$1,000	\$1,000
Gross Revenue	3,393	1,000	1,000	1,000
Less 5% required By Law	0	(50)	(50)	(50)
Interfund Transfers	940,415	1,416,423	2,301,980	2,318,608
Fund Balance	893,361	658,000	1,709,000	1,641,810
	1,833,776	2,074,373	4,010,930	3,960,368
Total	\$1,837,169	\$2,075,373	\$4,011,930	\$3,961,368

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$1,175,028	\$1,174,959	\$2,370,120	\$2,306,589
Non-Expenditure Accounts				
Reserves and Refund	0	900,414	1,641,810	1,654,779
Total	\$1,175,028	\$2,075,373	\$4,011,930	\$3,961,368

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. Final maturity date of the bonds is October 1, 2046.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$6,697	\$1,800	\$1,800	\$1,800
Gross Revenue	6,697	1,800	1,800	1,800
Less 5% required By Law	0	(90)	(90)	(50)
Interfund Transfers	1,776,217	1,815,587	3,203,519	2,103,854
Fund Balance	1,296,020	1,297,000	269,000	1,442,000
	3,072,237	3,112,497	3,472,429	3,545,804
Total	\$3,078,934	\$3,114,297	\$3,474,229	\$3,547,604

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$1,776,663	\$1,780,125	\$2,031,944	\$2,084,944
Non-Expenditure Accounts				
Reserves and Refund	0	1,334,172	1,442,285	1,462,660
Total	\$1,776,663	\$3,114,297	\$3,474,229	\$3,547,604

2002 PARKS & RECREATION GENERAL OBLIGATION BONDS— SINKING FUND

This debt service fund accounts for the collection of ad valorem tax revenue levied in the unincorporated area of the County and required for 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 2002 Bonds, but the millage is not included in the calculation of the constitutional 10 mill limitation on the annual millage levy. The maturity date of the Series 2002 Bonds is July 1, 2025.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Current Ad Valorem Taxes	\$1,093,252	\$1,247,048	\$1,350,012	\$1,428,222
Delinquent Ad Valorem Taxes	25,777	7,000	10,000	10,000
Miscellaneous Revenues	9,143	3,000	3,077	3,077
Gross Revenue	1,128,172	1,257,048	1,363,089	1,441,299
Less 5% required By Law	0	(62,853)	(68,154)	(72,065)
Interfund Transfers	232,418	275,834	0	0
Residual Equity	10,137	0	0	0
Fund Balance	284,319	223,823	350,000	253,900
	526,874	436,804	281,846	181,835
Total	\$1,655,046	\$1,693,852	\$1,644,935	\$1,623,134

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Elected Officials				
Property Appraiser	\$9,545	\$9,567	\$9,694	\$10,179
Tax Collector	33,380	41,043	43,974	44,540
	42,925	50,610	53,668	54,719
Non-Departmental Organizations				
Debt Service Accounts	1,336,863	1,335,783	1,337,353	1,336,288
Non-Expenditure Accounts				
Reserves and Refund	0	307,459	253,914	232,127
Total	\$1,379,788	\$1,693,852	\$1,644,935	\$1,623,134

2009 (ELAPP) GENERAL OBLIGATION BONDS—SINKING FUND

This debt service fund accounts for the collection of ad valorem tax revenue required for the payment of principal and interest on these general obligation bonds issued by the County to finance the acquisition, management, and restoration of environmentally sensitive lands. The County was authorized by voter referendum to levy millage in an amount sufficient to pay annual debt service on the bonds, but not to exceed one-fourth (0.25) of one mill. Both the Series 2009A Bonds and 2009B Bonds were issued in December 2009. The Series 2009A Bonds have a final maturity date of July 1, 2019 and the Series 2009B Bonds have a maturity Date of July 1, 2039.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Current Ad Valorem Taxes	\$4,203,939	\$4,804,477	\$5,205,755	\$5,489,469
Delinquent Ad Valorem Taxes	106,595	18,000	50,000	50,000
Miscellaneous Revenues	36,291	10,145	10,220	10,220
Gross Revenue	4,346,825	4,832,622	5,265,975	5,549,689
Less 5% required By Law	0	(241,632)	(263,299)	(277,484)
Interfund Transfers	930,498	935,517	934,513	934,513
Residual Equity	29,668	0	0	0
Fund Balance	1,496,461	1,903,172	2,562,000	3,756,000
	2,456,627	2,597,057	3,233,214	4,413,029
Total	\$6,803,452	\$7,429,679	\$8,499,189	\$9,962,718

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Elected Officials				
Property Appraiser	\$36,671	\$36,846	\$37,336	\$39,203
Tax Collector	97,209	116,668	128,055	129,888
	133,880	153,514	165,391	169,091
Non-Departmental Organizations				
Debt Service Accounts	4,548,800	4,551,000	4,551,400	4,552,150
Non-Expenditure Accounts				
Reserves and Refund	0	2,725,165	3,782,398	5,241,477
Total	\$4,682,680	\$7,429,679	\$8,499,189	\$9,962,718

2015 COURT FACILITIES REFUNDING REVENUE NOTE— SINKING FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$18,305	\$3,900	\$3,900	\$3,900
Gross Revenue	18,305	3,900	3,900	3,900
Less 5% required By Law	0	(195)	(195)	(195)
Interfund Transfers	10,022,286	2,116,222	1,139,298	2,126,298
Other	19,706,610	0	0	0
Fund Balance	1,840,391	2,515,000	2,657,000	1,692,000
	<u>31,569,287</u>	<u>4,631,027</u>	<u>3,796,103</u>	<u>3,818,103</u>
Total	<u>\$31,587,592</u>	<u>\$4,634,927</u>	<u>\$3,800,003</u>	<u>\$3,822,003</u>

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$29,033,843	\$2,093,510	\$2,107,584	\$2,110,412
Non-Expenditure Accounts				
Reserves and Refund	0	2,541,417	1,692,419	1,711,591
Total	<u>\$29,033,843</u>	<u>\$4,634,927</u>	<u>\$3,800,003</u>	<u>\$3,822,003</u>

COMMERCIAL PAPER NOTES SINKING FUND—STADIUM CAPITAL IMPROVEMENT PROJECTS

This sinking fund accounts for debt service on commercial paper issued to fund all or a portion of the County’s obligation regarding capital improvements to Raymond James Stadium.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$71,162	\$11,000	\$10,000	\$5,000
Gross Revenue	71,162	11,000	10,000	5,000
Less 5% required By Law	0	(550)	(500)	(250)
Interfund Transfers	1,666,402	158,000	0	0
Fund Balance	8,840,104	10,538,000	10,659,000	2,172,533
	<u>10,506,506</u>	<u>10,695,450</u>	<u>10,658,500</u>	<u>2,172,283</u>
Total	<u>\$10,577,668</u>	<u>\$10,706,450</u>	<u>\$10,668,500</u>	<u>\$2,177,283</u>

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$0	\$8,495,967	\$1,092,452
Non-Expenditure Accounts				
Reserves and Refund	0	10,706,450	2,172,533	1,084,831
	<u>0</u>	<u>10,706,450</u>	<u>2,172,533</u>	<u>1,084,831</u>
Total	<u>\$0</u>	<u>\$10,706,450</u>	<u>\$10,668,500</u>	<u>\$2,177,283</u>

CAPITAL PROJECTS NOTE SINKING FUND— ARENA IMPROVEMENT

This debt service fund accounts for the debt service on commercial paper notes issued to fund all or portion of the County's obligation regarding capital improvements to Amalie Arena.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$9,329	\$2,000	\$2,000	\$2,000
Gross Revenue	9,329	2,000	2,000	2,000
Less 5% required By Law	0	(100)	(100)	(100)
Interfund Transfers	4,160,320	2,160,320	2,273,100	2,326,100
Fund Balance	88,952	2,149,000	2,053,000	2,000,000
	4,249,272	4,309,220	4,326,000	4,326,000
Total	\$4,258,601	\$4,311,220	\$4,328,000	\$4,328,000

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$2,113,493	\$2,280,000	\$2,328,000	\$2,328,000
Non-Expenditure Accounts				
Reserves and Refund	0	2,031,220	2,000,000	2,000,000
Total	\$2,113,493	\$4,311,220	\$4,328,000	\$4,328,000

2007 COMMUNITY INVESTMENT TAX REVENUE BONDS— SINKING FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$35,436	\$26,525	\$10,000	\$0
Gross Revenue	35,436	26,525	10,000	0
Less 5% required By Law	0	(1,327)	(500)	0
Interfund Transfers	9,969,905	12,440,177	930,700	0
Fund Balance	9,600,119	8,551,000	10,027,000	5,000
	19,570,024	20,989,850	10,957,200	5,000
Total	\$19,605,460	\$21,016,375	\$10,967,200	\$5,000

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$11,029,500	\$10,994,500	\$10,962,200	\$5,000
Non-Expenditure Accounts				
Reserves and Refund	0	10,021,875	5,000	0
Total	\$11,029,500	\$21,016,375	\$10,967,200	\$5,000

2012A/2012B COMMUNITY INVESTMENT TAX REFUNDING REVENUE BONDS—SINKING FUND

This debt service fund accounts for the payment of principal and interest on bonds issued to refund the County's Series 2001A, 2001B and 2004 Community Investment Tax Revenue Bonds. The 2001 bonds were issued to finance acquisition and construction of capital improvements to the County's jail and stormwater facilities. The aggregate principal refunded with proceeds from the 2012A Bonds was \$43,685,000. The 2004 bonds were issued to finance the acquisition and construction of stormwater, transportation, and other Board approved capital projects. The aggregate principal refunded with proceeds from the 2012B Bonds was \$46,710,000.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$33,079	\$1,000	\$10,000	\$10,000
Gross Revenue	33,079	1,000	10,000	10,000
Less 5% required By Law	0	(50)	(500)	(500)
Interfund Transfers	10,024,521	10,006,772	9,997,492	10,035,222
Fund Balance	7,243,236	7,441,000	7,597,000	7,720,000
	17,267,757	17,447,722	17,593,992	17,754,722
Total	\$17,300,836	\$17,448,722	\$17,603,992	\$17,764,722

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$9,837,200	\$9,881,450	\$9,884,325	\$9,858,075
Non-Expenditure Accounts				
Reserves and Refund	0	7,567,272	7,719,667	7,906,647
Total	\$9,837,200	\$17,448,722	\$17,603,992	\$17,764,722

2012 CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS— SINKING FUND

This debt service fund accounts for the payment of principal and interest on bonds issued to pay off \$50 million in commercial paper notes at maturity and to provide \$25 million in bond proceeds to fund Community Investment Tax eligible projects. The final maturity will be August 1, 2026.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$28,587	\$5,500	\$5,000	\$5,000
Gross Revenue	28,587	5,500	5,000	5,000
Less 5% required By Law	0	(275)	(250)	(250)
Interfund Transfers	6,806,817	6,725,900	6,759,625	6,779,209
Fund Balance	1,144,963	1,179,000	1,148,000	1,130,000
	7,951,780	7,904,625	7,907,375	7,908,959
Total	\$7,980,367	\$7,910,125	\$7,912,375	\$7,913,959

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$6,782,300	\$6,780,250	\$6,782,250	\$6,783,750
Non-Expenditure Accounts				
Reserves and Refund	0	1,129,875	1,130,125	1,130,209
Total	\$6,782,300	\$7,910,125	\$7,912,375	\$7,913,959

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 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 note is secured by the County's legally available non-ad valorem revenue. The final maturity date of the note is October 1, 2026.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Charges for Services	\$308,336	\$330,000	\$330,000	\$330,000
Miscellaneous Revenues	5,463	1,900	2,500	2,500
Gross Revenue	313,799	331,900	332,500	332,500
Less 5% required By Law	0	(16,595)	(16,625)	(16,625)
Interfund Transfers	1,282,121	1,130,338	154,729	848,603
Other	11,176,000	0	0	0
Fund Balance	1,146,766	1,339,000	1,734,000	1,053,520
	13,604,887	2,452,743	1,872,104	1,885,498
Total	\$13,918,686	\$2,784,643	\$2,204,604	\$2,217,998

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$12,419,217	\$1,086,265	\$1,151,084	\$1,153,759
Non-Expenditure Accounts				
Reserves and Refund	0	1,698,378	1,053,520	1,064,239
Total	\$12,419,217	\$2,784,643	\$2,204,604	\$2,217,998

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.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$14,617	\$5,263	\$5,263	\$5,263
Gross Revenue	14,617	5,263	5,263	5,263
Less 5% required By Law	0	(263)	(263)	(263)
Interfund Transfers	4,119,652	4,117,500	4,043,751	4,044,751
Fund Balance	1,462,568	2,746,000	2,834,000	2,789,000
	5,582,220	6,863,237	6,877,488	6,833,488
Total	\$5,596,837	\$6,868,500	\$6,882,751	\$6,838,751

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$2,818,099	\$4,111,563	\$4,093,750	\$4,094,750
Non-Expenditure Accounts				
Reserves and Refund	0	2,756,937	2,789,001	2,744,001
Total	\$2,818,099	\$6,868,500	\$6,882,751	\$6,838,751

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$2,664	\$0	\$0	\$0
Gross Revenue	2,664	0	0	0
 Fund Balance	 371,538	 373,000	 374,000	 374,000
Total	\$374,202	\$373,000	\$374,000	\$374,000

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Expenditure Accounts				
Reserves and Refund	\$0	\$373,000	\$374,000	\$374,000
Total	\$0	\$373,000	\$374,000	\$374,000

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 bonds are secured by a lien upon CIT revenues with final maturity occurring in 2025.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$28,036	\$0	\$3,000	\$3,000
Gross Revenue	28,036	0	3,000	3,000
Less 5% required By Law	0	0	(150)	(150)
Interfund Transfers	8,877,930	9,366,608	19,775,959	20,699,400
Fund Balance	1,497,280	5,187,000	5,245,000	15,600,000
	10,375,210	14,553,608	25,020,809	36,299,250
Total	\$10,403,246	\$14,553,608	\$25,023,809	\$36,302,250

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$5,200,104	\$9,327,900	\$9,378,600	\$20,342,250
Non-Expenditure Accounts				
Reserves and Refund	0	5,225,708	15,645,209	15,960,000
Total	\$5,200,104	\$14,553,608	\$25,023,809	\$36,302,250

2018 NON AD-VALOREM REVENUE BONDS (ELAPP PROJECTS)— SINKING FUND

This debt service fund accounts for the payment of principal and interest on the planned issuance of debt for the acquisition, management and restoration of environmentally sensitive lands. It is anticipated that the bonds will be secured by a pledge of non-ad valorem revenues.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Interfund Transfers	\$2,462,361	\$0	\$0	\$558,000
Fund Balance	0	2,462,361	2,462,000	952,000
Total	\$2,462,361	\$2,462,361	\$2,462,000	\$1,510,000

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$0	\$1,510,000	\$1,510,000
Non-Expenditure Accounts				
Reserves and Refund	0	2,462,361	952,000	0
Total	\$0	\$2,462,361	\$2,462,000	\$1,510,000

2017 CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS (TAX EXEMPT)—SINKING FUND

The payment of principal and interest on this planned issuance, which will fund construction, and/or acquisition of capital assets throughout Hillsborough County that are included in the Capital improvement Program (CIP). It is anticipated that the bonds will be secured by a pledge of non-ad valorem revenues.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Interfund Transfers	\$0	\$5,382,000	\$3,740,342	\$3,740,342
Other	0	57,958,000	0	0
Fund Balance	0	0	5,391,000	5,391,000
Total	\$0	\$63,340,000	\$9,131,342	\$9,131,342

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$0	\$5,540,000	\$1,895,000	\$1,895,000
Non-Expenditure Accounts				
Reserves and Refund	0	500,000	5,391,000	5,391,000
Interfund Transfers	0	57,300,000	1,845,342	1,845,342
Total	\$0	\$63,340,000	\$9,131,342	\$9,131,342

2016 CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE BONDS—SINKING FUND

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Charges for Services	\$101,391	\$115,000	\$0	\$0
Miscellaneous Revenues	197,965	120,825	566,207	566,207
Debt Proceeds	20,917,716	0	0	0
Gross Revenue	21,217,072	235,825	566,207	566,207
Less 5% required By Law	0	(11,791)	(75)	(75)
Interfund Transfers	3,182,089	462,214	1,249,031	2,196,698
Intrafund transfers	3,248,625	0	0	0
Fund Balance	3,761,232	2,522,400	1,400,000	450,000
	10,191,946	2,972,823	2,648,956	2,646,623
Total	\$31,409,018	\$3,208,648	\$3,215,163	\$3,212,830

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$25,087,099	\$2,750,577	\$2,757,425	\$2,755,425
Non-Expenditure Accounts				
Reserves and Refund	0	458,071	457,738	457,405
Interfund Transfers	3,248,625	0	0	0
	3,248,625	458,071	457,738	457,405
Total	\$28,335,724	\$3,208,648	\$3,215,163	\$3,212,830

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$7,379	\$3,900	\$2,500	\$1,000
Gross Revenue	7,379	3,900	2,500	1,000
Less 5% required By Law	0	(195)	(125)	(50)
Interfund Transfers	1,247,766	1,296,809	1,383,100	1,453,525
Fund Balance	341,626	427,000	273,000	161,400
	1,589,392	1,723,614	1,655,975	1,614,875
Total	\$1,596,771	\$1,727,514	\$1,658,475	\$1,615,875

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$1,320,835	\$1,302,800	\$1,497,000	\$1,497,000
Non-Expenditure Accounts				
Reserves and Refund	0	424,714	161,475	118,875
Total	\$1,320,835	\$1,727,514	\$1,658,475	\$1,615,875

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$0	\$0	\$2,020,000	\$0
Gross Revenue	0	0	2,020,000	0
Interfund Transfers	4,063,998	3,728,129	6,025,000	5,775,000
Fund Balance	37,995,391	33,658,465	24,557,373	22,770,659
	42,059,389	37,386,594	30,582,373	28,545,659
Total	\$42,059,389	\$37,386,594	\$32,602,373	\$28,545,659

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$9,553,458	\$30,890,387	\$31,427,613	\$27,370,899
Non-Departmental Allotments	19,916	0	0	0
	9,573,374	30,890,387	31,427,613	27,370,899
Non-Expenditure Accounts				
Reserves and Refund	0	250,000	1,174,760	1,174,760
Interfund Transfers	1,000,000	6,246,207	0	0
	1,000,000	6,496,207	1,174,760	1,174,760
Total	\$10,573,374	\$37,386,594	\$32,602,373	\$28,545,659

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Interfund Transfers	\$8,980,018	\$9,814,854	\$7,861,232	\$7,806,719
Fund Balance	13,914,957	11,781,123	9,163,509	7,034,457
Total	\$22,894,975	\$21,595,977	\$17,024,741	\$14,841,176

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$4,918,338	\$13,162,424	\$10,726,992	\$8,934,457
Non-Expenditure Accounts				
Reserves and Refund	0	130,748	436,517	0
Interfund Transfers	7,275,227	8,302,805	5,861,232	5,906,719
	7,275,227	8,433,553	6,297,749	5,906,719
Total	\$12,193,565	\$21,595,977	\$17,024,741	\$14,841,176

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$23,388	\$14,500	\$32,532	\$48,798
Gross Revenue	23,388	14,500	32,532	48,798
 Fund Balance	 3,261,521	 3,225,520	 1,004,064	 249,782
Total	\$3,284,909	\$3,240,020	\$1,036,596	\$298,580
Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$25,000	\$2,679,343	\$1,004,064	\$217,250
 Non-Expenditure Accounts				
Reserves and Refund	0	560,677	32,532	81,330
Total	\$25,000	\$3,240,020	\$1,036,596	\$298,580

COMMUNICATION SERVICES TAX SERIES 2015 PROJECT FUND (PSOC)

This capital project fund accounts for bond proceeds associated with a planned financing that will be used to build a new Public Safety Operations Complex.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$227,996	\$0	\$50,000	\$25,000
Gross Revenue	227,996	0	50,000	25,000
 Fund Balance	 47,716,099	 23,930,895	 15,380,524	 8,162,705
Total	\$47,944,095	\$23,930,895	\$15,430,524	\$8,187,705

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$27,775,836	\$23,930,895	\$14,932,919	\$7,690,100
 Non-Expenditure Accounts				
Reserves and Refund	0	0	497,605	497,605
Total	\$27,775,836	\$23,930,895	\$15,430,524	\$8,187,705

STADIUM IMPROVEMENTS PROJECT FUND

This capital projects 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) to fund required capital improvements for Raymond James Stadium. Payments to TSA will be paid from this fund as approved improvements on the stadium are completed.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other	\$0	\$0	\$8,245,967	\$942,452
Total	\$0	\$0	\$8,245,967	\$942,452

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Governmental Agencies	\$0	\$0	\$8,245,967	\$942,452
Total	\$0	\$0	\$8,245,967	\$942,452

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Interfund Transfers	\$500,000	\$0	\$0	\$0
Fund Balance	7,558,253	5,800,000	3,800,000	950,000
Total	\$8,058,253	\$5,800,000	\$3,800,000	\$950,000

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$2,258,253	\$5,800,000	\$3,800,000	\$950,000
Total	\$2,258,253	\$5,800,000	\$3,800,000	\$950,000

ENVIRONMENTAL LANDS ACQUISITION AND 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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Intergovernmental Revenue	\$935,517	\$0	\$0	\$0
Miscellaneous Revenues	954,919	283,845	254,420	254,420
Gross Revenue	1,890,436	283,845	254,420	254,420
Interfund Transfers	0	15,300,000	0	0
Other	0	935,517	16,234,513	934,513
Fund Balance	17,163,503	16,199,482	11,319,470	24,610,709
	17,163,503	32,434,999	27,553,983	25,545,222
Total	\$19,053,939	\$32,718,844	\$27,808,403	\$25,799,642

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$1,656,033	\$28,362,929	\$24,100,975	\$22,392,214
Debt Service Accounts	0	300,000	300,000	0
	1,656,033	28,662,929	24,400,975	22,392,214
Non-Expenditure Accounts				
Reserves and Refund	0	3,120,398	2,472,915	2,472,915
Interfund Transfers	930,498	935,517	934,513	934,513
	930,498	4,055,915	3,407,428	3,407,428
Total	\$2,586,531	\$32,718,844	\$27,808,403	\$25,799,642

COMMERCIAL PAPER AND 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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	(\$4,428)	\$1,800	\$1,903	\$1,903
Gross Revenue	(4,428)	1,800	1,903	1,903
Less 5% required By Law	0	0	(90)	(90)
Interfund Transfers	230,000	42,000,000	1,845,342	1,845,342
Other	14,500,000	28,000,000	22,565,900	21,333,910
Fund Balance	66,546	254,000	60,000	60,000
	14,796,546	70,254,000	24,471,152	23,239,162
Total	\$14,792,118	\$70,255,800	\$24,473,055	\$23,241,065

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Capital Improvement Projects	\$0	\$42,000,000	\$22,311,345	\$21,179,355
Debt Service Accounts	199,999	26,230,000	100,000	0
Governmental Agencies	14,500,000	2,000,000	2,000,000	2,000,000
	14,699,999	70,230,000	24,411,345	23,179,355
Non-Expenditure Accounts				
Reserves and Refund	0	25,800	61,710	61,710
Total	\$14,699,999	\$70,255,800	\$24,473,055	\$23,241,065

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Permits, Fees & Special Assessments	\$250,000	\$250,000	\$250,000	\$250,000
Charges for Services	101,763,048	105,191,109	108,000,334	109,301,619
Miscellaneous Revenues	2,488,290	758,285	1,593,375	1,615,286
Gross Revenue	104,501,338	106,199,394	109,843,709	111,166,905
Less 5% required By Law	0	(5,297,967)	(5,475,703)	(5,541,713)
Interfund Transfers	1,501,323	0	0	0
Intrafund transfers	101,460,046	103,391,251	104,024,971	105,263,799
Other	(8,333,433)	0	0	0
Fund Balance	158,701,365	139,724,012	172,404,179	174,902,419
	253,329,301	237,817,296	270,953,447	274,624,505
Total	\$357,830,639	\$344,016,690	\$380,797,156	\$385,791,410

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Information & Innovation Office	\$0	\$0	\$336,499	\$316,277
Procurement Services	0	0	76,832	78,731
Public Utilities	7,814,256	6,579,978	5,630,941	5,572,102
Public Works	74,127,607	78,902,636	80,350,001	80,642,215
Real Estate and Facilities Services	0	0	397,567	273,967
	81,941,863	85,482,614	86,791,840	86,883,292
Non-Departmental Organizations				
Capital Improvement Projects	1,238,355	4,056,749	11,267,809	16,218,322
Debt Service Accounts	13,868,499	8,830,773	13,090,147	13,178,552
Non-Departmental Allotments	588,909	0	0	0
	15,695,763	12,887,522	24,357,956	29,396,874
Non-Expenditure Accounts				
Reserves and Refund	5,154	142,255,303	165,622,389	164,247,445
Interfund Transfers	101,460,046	103,391,251	104,024,971	105,263,799
	101,465,200	245,646,554	269,647,360	269,511,244
Total	\$199,102,826	\$344,016,690	\$380,797,156	\$385,791,410

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Permits, Fees & Special Assessments	\$11,553,782	\$10,750,485	\$13,348,670	\$13,347,439
Intergovernmental Revenue	89,679	156,022	156,022	156,022
Charges for Services	225,249,462	233,394,005	240,203,678	245,815,820
Fines and Forfeits	44,310	51,000	50,000	50,000
Miscellaneous Revenues	7,440,453	2,340,122	5,841,617	5,847,816
Gross Revenue	244,377,686	246,691,634	259,599,987	265,217,097
Less 5% required By Law	0	(11,278,882)	(12,995,650)	(13,217,545)
Interfund Transfers	3,804,171	0	0	0
Intrafund transfers	226,910,772	263,425,377	261,296,556	248,470,643
Other	181,599,778	4,821,405	2,368,628	2,368,628
Fund Balance	1,297,106,964	567,962,475	519,800,697	375,047,028
	1,709,421,685	824,930,375	770,470,231	612,668,754
Total	\$1,953,799,371	\$1,071,622,009	\$1,030,070,218	\$877,885,851

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Communications & Digital Media Department	91,308	97,284	103,366	106,180
Development Services	414,168	473,167	437,303	445,274
Information & Innovation Office	0	0	1,119,283	1,146,876
Procurement Services	\$0	\$0	\$418,342	\$428,799
Public Utilities	163,738,463	179,022,509	192,701,323	185,730,911
Public Works	54,739	135,399	85,303	87,371
Real Estate & Facilities Services	158,985	222,511	251,357	255,459
	164,457,663	179,950,870	195,116,277	188,200,870
Non-Departmental Organizations				
Capital Improvement Projects	105,049,630	398,977,672	361,210,240	210,785,525
Debt Service Accounts	14,142,652	16,717,701	16,623,050	16,619,550
Non-Departmental Allotments	2,980,365	0	0	0
	122,172,647	415,695,373	377,833,290	227,405,075
Non-Expenditure Accounts				
Reserves and Refund	0	212,339,785	195,824,095	213,809,263
Interfund Transfers	227,115,229	263,635,981	261,296,556	248,470,643
	227,115,229	475,975,766	457,120,651	462,279,906
Total	\$513,745,539	\$1,071,622,009	\$1,030,070,218	\$877,885,851

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Charges for Services	\$29,656,796	\$29,895,328	\$30,490,144	\$31,579,975
Miscellaneous Revenues	1,307,004	2,001,495	1,387,759	1,422,456
Gross Revenue	30,963,800	31,896,823	31,877,903	33,002,431
Less 5% required By Law	0	(884,919)	(887,198)	(922,223)
Interfund Transfers	233,666	0	0	0
Other	(4,114,320)	0	0	0
Fund Balance	60,891,255	25,633,713	21,513,880	14,888,354
	57,010,601	24,748,794	20,626,682	13,966,131
Total	\$87,974,401	\$56,645,617	\$52,504,585	\$46,968,562

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Fleet Services	\$27,257,504	\$41,741,849	\$38,487,171	\$36,593,776
Non-Departmental Organizations				
Non-Departmental Allotments	222,183	0	0	0
Non-Expenditure Accounts				
Reserves and Refund	0	14,903,768	14,017,414	10,374,786
Total	\$27,479,687	\$56,645,617	\$52,504,585	\$46,968,562

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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Intergovernmental Revenue	\$174,358	\$100,000	\$100,000	\$100,000
Charges for Services	111,755,767	109,378,756	113,211,898	116,142,275
Fines and Forfeits	274	0	0	0
Miscellaneous Revenues	8,764,998	8,366,300	9,890,503	12,002,105
Gross Revenue	120,695,397	117,845,056	123,202,401	128,244,380
Less 5% required By Law	0	(164,265)	(1,254,013)	(1,327,981)
Intrafund transfers	607,423	1,000,000	1,100,000	1,150,000
Residual Equity	2,766,298	3,834,916	3,580,000	3,350,000
Fund Balance	181,416,274	164,009,511	197,509,049	210,748,570
	184,789,995	168,680,162	200,935,036	213,920,589
Total	\$305,485,392	\$286,525,218	\$324,137,437	\$342,164,969

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Administrator				
Human Resources Department	\$961,942	\$1,671,911	\$1,530,635	\$1,546,451
Management and Budget	704,384	954,294	1,046,310	1,068,631
	1,666,326	2,626,205	2,576,945	2,615,082
Non-Departmental Organizations				
Non-Departmental Allotments	124,713,799	114,896,851	113,326,456	124,295,856
Non-Expenditure Accounts				
Reserves and Refund	13,490	168,002,162	207,134,036	214,104,031
Interfund Transfers	600,001	1,000,000	1,100,000	1,150,000
	613,491	169,002,162	208,234,036	215,254,031
Total	\$126,993,616	\$286,525,218	\$324,137,437	\$342,164,969

IMPACT FEE SPECIAL ASSESSMENT REVENUE/SINKING 2006 FUND

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

	FY 16	FY 17	FY 18	FY 19
Revenues by Source	Actual	Adopted	Recommended	Planned
Permits, Fees & Special Assessments	\$9,688,071	\$9,778,800	\$9,700,000	\$9,650,000
Miscellaneous Revenues	37,284	5,286	18,290	25,400
Gross Revenue	9,725,355	9,784,086	9,718,290	9,675,400
Less 5% required By Law	0	(489,190)	(485,915)	(483,770)
Fund Balance	14,797,664	1,000,000	1,879,800	1,779,500
	14,797,664	510,810	1,393,885	1,295,730
Total	\$24,523,019	\$10,294,896	\$11,112,175	\$10,971,130

	FY 16	FY 17	FY 18	FY 19
Appropriations by Organization	Actual	Adopted	Recommended	Planned
Non-Departmental Organizations				
Debt Service Accounts	\$8,922,920	\$9,361,421	\$9,319,035	\$9,336,834
Non-Expenditure Accounts				
Reserves and Refund	0	933,475	1,793,140	1,634,296
Total	\$8,922,920	\$10,294,896	\$11,112,175	\$10,971,130

REVENUE/SINKING FUND IMPACT FEE SPECIAL ASSESSMENT 2000 BONDS

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

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Permits, Fees & Special Assessments	\$2,683,546	\$2,688,100	\$2,670,000	\$2,670,000
Miscellaneous Revenues	15,271	5,000	15,140	15,140
Gross Revenue	2,698,817	2,693,100	2,685,140	2,685,140
Less 5% required By Law	0	0	(134,257)	(134,257)
Fund Balance	7,064,439	1,043,500	3,816,000	6,260,000
	7,064,439	1,043,500	3,681,743	6,125,743
Total	\$9,763,256	\$3,736,600	\$6,366,883	\$8,810,883

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Non-Departmental Organizations				
Debt Service Accounts	\$1,093,522	\$106,724	\$106,400	\$106,400
Non-Expenditure Accounts				
Reserves and Refund	0	3,629,876	6,260,483	8,704,483
Total	\$1,093,522	\$3,736,600	\$6,366,883	\$8,810,883

RESERVE FUND CAU SPECIAL ASSESSMENT 2000 BONDS

This agency fund accounts for the debt service reserve for the Series 2000 Capacity Assessment Revenue Bond fund. The Bonds were paid off by the County during FY 2015.

Revenues by Source	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Miscellaneous Revenues	\$5,952	\$0	\$5,952	\$5,952
Gross Revenue	5,952	0	5,952	5,952
Less 5% required By Law	0	0	(298)	(298)
Fund Balance	1,144,133	0	840,000	845,000
	1,144,133	0	839,702	844,702
Total	\$1,150,085	\$0	\$845,654	\$850,654

Appropriations by Organization	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Reserves and Refund	\$0	\$0	\$845,654	\$850,654
Total	\$0	\$0	\$845,654	\$850,654

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUNDS				
Countywide General Fund				
00004 CW General Operating Fund-01001001	\$557,292,032	\$736,019,569	\$774,962,769	\$800,498,127
00005 Economic Devel Activity Fund-01001006	1,643,779	12,473,632	12,434,238	8,727,305
00006 CW Gaming Compact Grf-01001005	2,126,000	5,406,017	6,289,686	6,818,136
	<u>561,061,811</u>	<u>753,899,218</u>	<u>793,686,693</u>	<u>816,043,568</u>
Unincorporated Area General Fund				
00051 UA Gen Op Fund-01003001	338,699,050	464,313,907	478,880,307	494,826,445
00052 UA Econ Devel Activity Fund-01003006	420,787	6,028,207	7,218,544	5,604,210
	<u>339,119,837</u>	<u>470,342,114</u>	<u>486,098,851</u>	<u>500,430,655</u>
GENERAL FUNDS TOTAL	<u>900,181,648</u>	<u>1,224,241,332</u>	<u>1,279,785,544</u>	<u>1,316,474,223</u>
SPECIAL REVENUE FUNDS				
Countywide Special Revenue Funds				
10100 CW Public Art Prog Fd Ord 89-32-10002602	23,721	571,538	487,147	382,162
10101 CW Major Maint & Repair Proj Fd-R3M-10002606	3,503,813	12,608,898	12,644,131	8,141,713
10102 CW School Site Imp Fee Fd (10/05-10/06)10002636	0	41,097	246,416	246,416
10103 CW School Site Impact Fee Fd (11/06-)10002637	28,803,014	31,487,411	79,111,455	79,111,455
10104 CW School Impact Fee Interest Fd (11/06-)	0	1,631,373	1,924,937	1,924,937
10105 CW Crim Just Ed/Trg Fd-Fs318.18(11)D/938.15	768,230	5,916,851	5,363,560	5,363,557
10106 CW Crim Just Training Trust Fd R95-077-10002703	0	1,734,503	1,537,159	1,243,644
10107 CW County Boat Registr Fee Fd Ord08-32-10002705	488,139	815,595	904,308	809,071
10108 CW Sheriff'S Child Protect/Trng Facility Fd	0	564,996	564,996	564,996
10109 CW US Marshals/DOJ Asset Forfeiture Fd-10002709	250,000	3,663,173	3,440,094	3,440,094
10110 CW Drug Abuse Alternate Source Fd R91-0223	5,289	334,504	336,863	329,369
10111 CW 800Mhz Intrgv Radio Comm Sys Fd Fs318.21	1,137,279	2,895,363	2,910,827	2,917,142
10112 CW Fla Contraband Forfeit Fd Fs 932.703/704	438,785	2,398,985	3,675,716	3,688,170
10113 CW Drug Abuse Tr Fd Fs 938.21/Ord 97-16	222	393,615	418,346	454,474
10114 CW Federal Treasury Asset Forfeiture Fd-10002719	35,574	345,691	330,265	331,839
10115 CW Children'S Advocacy Ctr Fd Ao 99-081	0	16,213	18,064	19,428
10116 CW Drug CT Prog Admin Fd Fs 796.07(6) 10002738	44,921	141,342	131,360	91,408
10117 CW State Court Innov Ord 04-33;Fs 939.185	1,464,975	1,960,922	2,047,285	2,076,101
10118 CW Legal Aid Fd Ord 04-33; Fs 939.185-10002743	1,099,904	1,100,000	1,100,000	1,100,000
10119 CW Teen Ct/Juv Divrs Fd Ord 04-33; Fs 939.185	1,554,820	1,810,072	1,823,379	1,912,188
10120 CW Court-Related Tech Fd Fs 28.24(12)E1	6,640,231	6,933,044	6,988,505	6,987,944
10121 CW Traf Surcharge Tr Fd Fs 318.18/Ord 04-26	10,022,286	4,301,415	3,741,108	4,504,337
10122 CW Crime Prev/Safe Neighborhds Fs 775.083(2)	1,679,420	2,641,175	3,167,972	2,649,996
10123 CW Child Supprt Incent Fd-Ss Act Title Iv-D	0	195,347	208,600	228,334
10124 CW Florida Dept Of Juvenile Justice Fd-10002750	4,750,863	3,454,988	3,804,988	3,804,988
10125 CW Vict Asst; Crime Prev & Yth Advoc R09-132	160,586	633,562	1,241,392	1,414,218
10126 CW Emerg Mgt Facil Plns Rev Fd Fac 9G-20.004	0	48,216	49,248	49,937
10127 CW Lcl Air Poll Ctrl Tag Fee Tr Fd Fs 320.03	1,092,230	1,151,132	1,304,016	1,305,525
10128 CW Medicaid Certified Match Prog-10002906	0	146,607	82,636	83,834
10129 CW Indigent Health Care Svcs Fd Fs 212.055	103,662,718	143,178,021	143,885,385	143,712,377
10131 CW Pollution Recovery Fd Lf 84-446-10002909	196,709	949,419	893,644	897,340
10133 CW State Rev Sharing Fd; Entitlement I & II	6,771,031	11,898,533	11,828,474	11,852,521
10134 CW 911 Emer Tel Sys-Combined Fs365.173(2)	7,398,680	9,825,390	10,856,486	9,858,650
10135 CW Fl Boating Improv Prog Fd-Fs 328.72(15)	132,736	2,478,272	2,809,597	2,668,953
10137 CW Children'S Svcs Contributions Fd	2,075	6,403	8,178	7,853
10138 CW Animal Cont Spay/Neuter Inc Pymt Prog	422,193	473,983	457,500	457,500
10139 CW Animal Svcs Contributions Fd B-1; 9/5/01	7,355	168,303	197,318	208,291
10140 CW Its Project Fund-10002992	2,581,491	6,166,657	7,662,028	2,951,803

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide Special Revenue Funds (continued)				
10141 CTY Lcl Alcohol/Drg Tr Fd 938.13 & 89-29	0	384,629	436,171	479,684
10142 JT County-City Cecile Wagnon Will Prj Fd 10002959	50,698	1,878	1,140	1,140
10144 CW Safe and Sound Hillsborough	350,716	730,228	294,271	304,780
10145 Misdemeanor Probationary Services	1,911,228	2,400,000	2,400,000	2,400,000
10146 AE73E9 Pyrrondinium Bahamense Assessment	5,001	0	0	0
10900 County Law Library Bd Fd-Ord 14-27; Fs 939	427,776	344,873	289,001	292,172
10901 County Law Library Sales/Svcs Ord 14-27	794	6,460	2,170	2,210
15001 Indigent & Trauma Health Care Center Fund	110,619,161	212,894,378	214,730,887	207,228,238
	298,504,664	481,845,055	536,357,023	518,500,789
Unincorporated Area Special Revenue Funds				
10200 UA Public Art Prog Fd Ord 89-32-10004602	0	207,451	186,664	159,409
10201 UA Major Maint & Repair Proj Fd-R3M-10004610	2,143,490	5,630,182	6,321,399	4,109,791
10202 UA Parks Impact Fee (Nw Zone) Fd-10004620	171,747	2,886,358	3,014,468	2,809,168
10203 UA Parks Impact Fee (Ne Zone) Fd-10004621	119,104	1,731,126	1,719,061	1,598,205
10204 UA Parks Impact Fee (Cnt Zone) Fd-10004622	51,941	2,660,480	3,467,488	3,248,947
10205 UA Parks Impact Fee (S Zone) Fd-10004623	2,548,991	2,932,274	3,342,400	2,935,571
10206 UA Fire Svc Impact Fee (Nw Zone) Fd-10004630	475	226,387	266,167	266,167
10207 UA Fire Svc Impact Fee (Ne Zone) Fd-10004631	55,094	30,563	79,839	79,839
10208 UA Fire Svc Impact Fee (Cnt Zone) Fd-10004632	3,255	446,073	585,728	585,728
10209 UA Fire Svc Impact Fee (S Zone) Fd-10004633	247,633	161,975	231,659	228,063
10210 UA Impact Fees Administration-10004641	118,681	295,032	209,082	209,082
10211 UA Communication Services Tax-10004645	22,277,052	22,413,965	24,266,363	21,827,661
10212 UA Enviro Restoration Fd (Ldc Sec 4.01.15)	59,684	6,860,958	785,213	792,614
10213 UA Local Habitat Mitigation Bank Fd (R96-294)	54,743	1,459,169	1,352,790	1,174,051
10214 UA Bldg Svc Div Fd; Ord 05-12/Fs553.80(7)	13,026,028	17,749,056	18,331,288	17,255,662
10215 UA Land Excav Ops/Inspect Sec 8.01.03 Ldc	107,295	159,083	99,155	101,375
10216 UA Water Conserv Tr Fd Ord 03-7 Amended	152,119	599,287	551,435	355,294
10217 UA Phosphate Severance Tax Fd Fs 211.31	1,773,935	1,973,973	1,263,301	1,247,870
10218 UA Stormwater Mgmt Proj Fd Ord 89-27	17,864,799	34,630,218	26,237,222	24,438,328
10219 UA Stormwater Mgmt Oper Fd Ord 89-27	1,214,358	1,430,942	1,844,854	1,816,417
	61,990,424	104,484,552	94,155,576	85,239,242
Transportation Trust Fund				
10300 Transportation Trust Fund Operating-10013001	52,970,069	56,244,653	59,102,081	60,999,212
10301 Transp Trust Fd Projects- 6 Cent Fuel Tx-10013002	22,700,522	34,937,918	44,052,773	44,490,400
10302 Street Lighting Non-Ad Val Assessment Fd	8,157,032	9,319,670	10,107,252	10,514,208
10305 Dev/Privatey Funded Transportation Proj	(15,002)	379,269	394,271	256,222
10306 Local Voted/9Th Cent Fuel Tx Proj Fd-10013940	11,560,074	7,741,879	6,326,485	9,789,723
10307 Road Impact Fee Zone 01 Fund-10013970	511,586	2,810,876	3,459,470	3,255,691
10308 Road Impact Fee Zone 02 Fund-10013971	14,858	1,094,411	1,169,555	847,344
10309 Road Impact Fee Zone 03 Fund-10013972	960	92,958	135,581	133,346
10310 Road Impact Fee Zone 04 Fund-10013973	2,231,408	4,515,715	2,244,905	1,724,609
10311 Road Impact Fee Zone 05 Fund-10013974	665	1,403,951	1,479,566	1,048,697
10312 Road Impact Fee Zone 06 Fund-10013975	174,429	167,484	173,206	182,003
10313 Road Impact Fee Zone 07 Fund-10013976	2,711,088	4,493,795	5,587,158	4,711,741
10314 Road Impact Fee Zone 08 Fund-10013977	30,950	10,514,676	8,639,769	4,632,813
10315 Road Impact Fee Zone 09 Fund-10013978	3,016,437	7,797,447	6,368,759	3,712,520
10316 Road Impact Fee Zone 10 Fund-10013979	1,735,285	1,138,106	800,265	778,755
10317 Constitutional Fuel Tax Fund-10013989	14,589,503	14,046,448	16,297,374	16,355,380
10318 County 7Th Cent Fuel Tax Fund- 10013990	5,059,494	6,351,369	6,178,480	5,596,704
10319 Local Voted/9Th CT Fuel Tx Rev Fd Ord 00	7,154,727	7,422,993	7,284,158	7,399,603

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Transportation Trust Fund (continued)				
10320 CW Ad Valorem Tax Transp Fd-10013995	8,194,656	11,390,966	10,856,445	7,337,424
10321 Uninc Ad Valorem Tax Transp Fd-10013992	5,505,050	31,963,790	42,331,970	38,343,196
10322 US 301 Road Widening Tier I - Cp0020	947,500	6,208,046	6,273,212	6,316,795
10323 US 301 Road Widening Tier II - Cp0026	0	866,331	879,044	887,321
10324 Madison Ave/Us41/66Th St Improvements Cp0030	927	652,712	598,212	384,620
10325 Lake Hutto Dri-Boyette/Bell Shoals Int Cp0031	27,823	737,812	723,117	464,928
10327 Sligh/Orient - CP0023	21,906	487,493	483,210	310,680
10328 LAP Falkenburg Rd @Leroy Av Improv	266,486	139,038	85,006	0
10331 Dev Prop Share Zn 1	0	2,475,060	2,851,259	0
10332 Dev Prop Share Zn 2	0	34,000	34,000	0
10334 Dev Prop Share Zn 4	0	242,431	276,431	0
10336 Dev Prop Share Zn 6	0	34,000	34,000	0
10337 Dev Prop Share Zn 7	166,105	1,697,940	1,317,123	0
10338 Dev Prop Share Zn 8	0	1,067,957	1,476,955	0
10339 Dev Prop Share Zn 9	0	204,000	136,000	0
10340 Dev Prop Share Zn 10	0	86,145	120,145	0
10351 BOCC-Mobility Fee Benefit District 1	0	692,588	1,726,188	2,759,788
10352 BOCC-Mobility Fee Benefit District 2	0	543,806	1,486,206	2,428,606
10353 BOCC-Mobility Fee Benefit District 3	0	142,313	172,713	203,113
10354 BOCC-Mobility Fee Benefit District 4	0	730,538	1,520,938	2,311,338
10355 BOCC-Mobility Fee Benefit District 5	0	86,681	329,881	573,081
10360 Transportation Plan Financing Fund	0	0	94,662,285	132,159,849
12872 Columbus Drive Bridge CP2858	0	64,760	64,760	0
12876 Atms Dale Mabry & Gunn Hg CP3101	6,569	1,837,002	1,837,002	1,181,101
12879 The Fletcher Avenue Proje CP3203	(245,454)	0	0	0
12881 BB Downs (Bearss-Plm Spgs Rd Widening CP2407	17,430,294	17,467,069	6,077,506	3,907,534
12882 Int Imp-Valrico@ Sydney Trf Signal CP0002	1,164	141,065	141,065	0
12883 Int Imp-Mt Carmel@ Front St Trf Signal CP0003	0	24,108	24,108	0
12884 Int Imp-US 41@11th Trf Signal CP0004	0	132,224	132,224	85,013
12885 Int Imp-Sunlake @ Dale Mabry Hwy Trf Sig CP0005	0	583,169	583,169	374,948
12886 Int Imp-Symmes Rd@ East Bay Rd Trf Sig CP0006	1,483	114,946	0	0
12887 Int Imp-Gibson@ I-75 Trf Sig/Int Imp CP0007	0	202,768	202,768	130,369
12888 Int Imp-Van Dyke@ Simmons Rd Sig/Int Imp CP0019	0	380,195	380,195	244,446
12889 Big Bend Rd/S Shore Commons PD&E(NRI) CP0028	0	16,219	16,219	0
12890 Blmngdale & Provd Int Imp CP0032	0	3,817	4,111	0
12895 BOCC Lithia/Pinecrest CP0300	0	34,000	34,000	0
12896 Madison Ave Improv CP0301	0	85,511	34,000	0
12900 Boyette Rd Ph III-CP1301	0	99,801	0	0
12901 W Waters Av & UTBT Improv-CP0432	1,579	143,118	143,118	0
12902 Gunn Hwy/Linebaugh Av Impr-CP0302	79,102	79,102	0	0
12903 George Rd/Hillsborough Av Improv-CP0303	0	70,596	70,596	0
12904 Madison Av Improv-LLT Academy-CP0310	0	51,511	51,511	0
12908 Walmart-Bearss & Nebraska-CP0305	0	1,770,035	0	0
12913 Sydney Rd & Valrico Rd Impr	181,351	12,589	18,100	0
12914 Harney Rd	1,686,275	340,806	120,651	0
12915 BB Downs (Pebble Crk to Cty Line Rd) TRIP	0	11,292,000	3,788,395	2,435,749
12916 Gunn/Linebaugh Intersec LAP	1,614,690	1,128,091	0	0
12917 BOCC -Van Dyke Road Safety Project	0	304,147	304,147	195,551
12918 BOCC Gunn Highway Safety Project C61035	0	410,277	410,277	263,787
12919 BOCC Cypress Creek Elementary Sidewalk Project	0	18,030	18,030	0
12920 BOCC Stowers Elementary Sidewalk Project	0	17,895	17,895	0
12921 BOCC Summerfield Elementary Sidewalk Project	0	18,888	18,888	0

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Transportation Trust Fund (continued)				
12922 BOCC Eisenhower Middle School Sidewalk Project	0	26,196	26,196	0
12923 BOCC Tanglewood Lane Drainage Improvements	0	213,000	145,000	0
	168,491,591	268,040,200	362,839,379	379,728,208
Library Tax District Special Revenue Fund				
10400 Library Tax District Operating Fd-10014001	33,465,980	62,183,437	67,565,679	70,739,148
10401 Library Tax District Proj Fd-10014002	2,009,034	22,513,847	22,886,014	15,899,216
10402 Library Major Maint & Repair (R3M) Fd-10014003	259,856	1,639,421	1,365,654	542,977
10405 Library Tax District Public Art Fd-10014602	54,741	65,144	57,565	44,684
10412 State Aid To Libraries F LS3500	200,000	393	0	0
10413 LS10413-16 State Aid To Lib	1,114,852	100,000	0	0
10414 LS10414-17 State Aid To Lib	0	1,145,487	0	0
10415 University Area Community Library	0	500,000	500,000	50,000
10416 LS10416-17 C. Blythe Andrews Library State Aide	0	500,000	500,000	375,000
10417 LS10LS10417-16 Mobile Literacy Opportunity(MILO)	11,234	0	0	0
	37,115,697	88,647,729	92,874,912	87,651,025
Community Investment Tax Special Revenue Fund				
10500 CIT Proj Fd (Phase I 97-03)10030002	2,442,738	4,796,707	3,469,032	3,071,747
10501 CIT Proj Fd (Phase II 03-08)10030003	1,775,411	5,822,187	6,312,700	5,334,130
10502 CIT Proj Fd (Ph III Feb 08 - Sept 16)10030005	28,207,597	93,575,087	58,265,486	39,069,442
10503 CIT Proj Fd (Transportation Task Force)10030006	1,391,460	35,568,824	39,206,240	25,207,666
10506 Commercial Paper Notes Fd li -10030044	716,870	1,047,000	1,972,100	1,972,100
	34,534,076	140,809,805	109,225,558	74,655,085
Blended Component Units Special Revenue Fund				
10600 County Civil Service Board Fd10006001	1,201,724	1,797,822	1,818,076	1,818,076
Grants (Non Transportation-Related)				
10702 Disaster Events Fd 10012400/EM0000	629,441	2,953,363	2,983,970	3,005,970
10705 Plant City Courthouse Con JB2631	300	817,678	0	0
10706 Courthouse Facility Impro JB2838	0	152,979	156,513	114,080
10707 Brownflds PG2002/ED3220/ED3221	0	0	40,377	40,972
10708 Nfl - Youth Education Tow PR2002	0	163,071	166,861	169,316
10709 Nfl - Youth Education Tow PR2902	0	0	501,689	509,070
10727 HUD Neighborhood Stabiliz AH2920	444,100	0	25,157	25,157
10733 Home Investment Partnersh AH3103	2,946	0	0	0
10734 HUD Community Development AH3115	331,357	0	0	0
10738 Home Investment Partnersh AH3203	98,730	0	0	0
10739 HUD Community Development AH3215	0	190,587	208,789	0
10742 Home Investment Partnersh AH3303	118,266	0	0	0
10743 HUD Community Development AH3315	294,400	1,011,123	849,410	0
10744 Emergency Shelter Grant P AH3386	169	0	0	0
10745 Home Investment Partnersh AH3403	496,282	0	0	0
10746 HUD Community Development AH3415	1,223,725	1,187,054	899,513	0
10747 Emergency Shelter Grant P AH3486	27,268	0	0	0
10748 Home Investment Partnersh AH3503	860,108	984,732	896,779	0
10749 HUD Community Development AH3515	1,398,424	1,586,514	426,963	0
10750 Emergency Shelter Grant P AH3586	285,275	40,000	0	0
10762 Federal Justice Assistanc SP3514	10,755	10,687	0	0
10765 CJMHSA Reinvestment Grt SP3420	1,087,858	924,875	0	0
10772 AH10772-16 HUD CDBG	3,226,830	3,105,245	1,810,153	1,810,153

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Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
10773 AH10773-17 HUD CDBG	0	6,171,613	4,014,717	2,094,717
10774 AH10774-16 HOME Investment Ptp	129,033	3,939,233	3,903,513	1,258,000
10775 AH10775-17 HOME Investment Ptp	0	2,038,490	1,899,669	1,043,000
10776 AH10776-16 Emergency Shelter Grant	181,563	315,124	115,000	0
10777 AH10777-17 Emergency Shelter Grant	0	528,265	517,058	250,000
10778 SP10778-16 Federal Justice Assistance	136,530	7,000	0	0
10779 SP10779-17 Federal Justice Assistance	0	156,694	0	0
10780 SP10780-16 State Justice Assistance	31,391	283,485	0	0
10781 SP10781-17 State Justice Assistance	283,485	0	0	0
10782 BOCC - SP10782-17 State JAG Coord Unit	0	35,082	0	0
10783 BOCC - SP10783-17 State JAG HCSO	0	315,742	3,000	3,000
10784 BOCC - SP10784-17 CJMSAMHRG	0	0	1,918,290	1,037,149
11201 AG11201-16 Congregate Meals Title III-C1	918,209	418,221	0	0
11202 AG11202-17 Congregate Meals Title III-C1	0	1,273,997	474,919	0
11203 AG11203-16 Home Deliv Meals Title III-C2	1,032,011	526,434	0	0
11204 AG11204-17 Home Deliv Meals Title III-C2	0	1,081,938	395,948	0
11205 AG11205-16 Homemkr Local Svc Prog	21,102	98,417	0	0
11206 AG11206-17 Homemkr Local Svc Prog	0	109,352	92,949	0
11207 AG11207-16 Caregiver Svcs Title III-E	152,847	71,203	0	0
11208 AG11208-17 Caregiver Svcs Title III-E	0	173,317	65,142	0
11209 AG11209-16 Community Care For The El	490,082	1,953,247	0	0
11210 AG11210-17 Community Care For The El	0	2,303,872	1,892,496	0
11211 AG11211-16 Home Care For The Elderly	21,003	22,105	0	0
11212 AG11212-17 Home Care For The Elderly	0	23,816	19,633	0
11213 AG11213-16 NSIP Nutrition Incentive Svc Prog	358,765	120,000	0	0
11214 AG11214-17 NSIP Nutrition Service Incentive Prog	0	486,095	130,691	0
11215 AG11215-16 Alzheimer Disease Initiat	180,466	590,594	0	0
11216 AG11216-17 Alzheimer Disease Initiat	0	564,573	532,377	0
11217 CY11217-16 Summer Food Svc Children DACS	690,172	225,000	0	0
11218 CY11218-17 Summer Food Svc Children DACS	0	977,354	0	0
11219 AG11219-16 Sr Adult Day Care III-B	581,133	241,861	0	0
11220 AG11220-17 Sr Adult Day Care III-B	0	661,249	233,350	0
11221 AG11221-16 ADI Day Care Alzheimers	25,800	115,519	0	0
11222 AG11222-17 ADI Day Care Alzheimers	0	119,005	97,765	0
11223 AG11223-16 Community Action Prog (Chase)	0	79,711	57,137	57,137
11301 SS11301-16 Community Svcs Block Grant (CSBG)	1,862,823	1,001,325	0	0
11302 SS11302-17 Community Svcs Block Grant (CSBG)	0	1,387,725	799,978	799,978
11303 SS11303-16 Emergency Home Assist Prog (EHEAP)	87,076	110,748	0	0
11304 SS11304-17 Emergency Home Assist Prog (EHEAP)	0	153,796	83,205	83,552
11305 SS11305-16 Low-Income Home Energy Prg (LIHEAP)	1,830,751	2,061,708	0	0
11306 SS11306-17 Low-Income Home Energy Prg (LIHEAP)	0	2,963,428	1,568,582	1,577,012
11307 HC11307-16 Ryan White Part A-HIV/AIDS Prog Svcs	4,651,842	7,035,733	0	0
11308 HC11308-17 Ryan White Part A-HIV/AIDS Prog Svcs	0	10,916,321	8,733,057	0
12095 Headstart Prg FY12 Hhs FA3200	(871)	0	871	0
12098 Child Daycare Licensing F FA3204	0	0	30,983	0
12099 Natl Sch Lunch/Breakfast FA3205	0	0	15,244	0
12100 Florida Network Prog 12 FA3222	0	0	150,470	0
12103 Emerg Shelter Care Reside FA3230	0	0	116,368	0
12104 Child Care Licensing Scho FA3234	0	0	(32,311)	0
12109 Scnap Congregate Meals C- FA3252	0	0	101	0
12112 Medicaid Waiver Reimb Pro FA3258	0	0	72,241	0
12114 Alzheimer Disease Initiat FA3262	0	0	13,963	0

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Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
12115 Alzh Disease Initiative D FA3263	0	0	370	0
12116 Community Care For The El FA3265	0	0	(5,878)	0
12121 Emer Home Energy Assist F FA3282	0	0	(1,055)	0
12122 Low Income Home Ener Assi FA3283	0	0	(1,651)	0
12135 Early Headstart Program F FA3302	0	0	48	0
12136 Child Daycare Licensing F FA3304	0	0	26,892	0
12139 Florida Network Prog 13 FA3322	0	0	407,990	0
12141 Emerg Shelter Care Reside FA3330	0	0	(86,454)	0
12142 Child Care Licensing Scho FA3334	0	0	(2,268)	0
12147 Scnap Congregate Meals C- FA3352	0	0	(1,643)	0
12148 Scnap Home Delivered Meal FA3354	0	0	(157)	0
12152 Alzheimer Disease Initiat FA3362	0	0	2,437	0
12154 Community Care For The El FA3365	0	0	(15)	0
12158 Community Svcs Block Gran FA3380	0	0	430	0
12159 Emer Home Energy Assist F FA3382	0	0	(57)	0
12160 Low Income Home Ener Assi FA3383	0	0	(39,329)	0
12167 Sunshine Line Program 13 FA3395	0	0	415,066	0
12168 Summer Food Svc Children FA3397	0	0	3	0
12169 Headstart Prg FY14 Hhs FA3400	(6,297)	0	613,246	0
12170 Child Care Food Program F FA3401	0	0	0	0
12171 Early Headstart Program F FA3402	(240)	0	0	0
12172 Child Daycare Licensing F FA3404	0	0	22,888	0
12173 Natl Sch Lunch Prog Educ FA3405	0	0	3,698	0
12174 Natl Sch Breakfast Prog E FA3406	0	0	3,466	0
12175 Florida Network Prog 14 FA3422	585	0	386,739	0
12176 Emerg Shelter Care Reside FA3430	168,980	0	72,141	0
12177 Child Care Licensing Scho FA3434	(5)	0	104,031	0
12178 Dom Violence Respite Svcs FY14 to18; FA3436	21,477	131,220	131,220	131,220
12189 Title Iiie Caregiver Svcs FA3470	0	0	8,473	0
12192 Low Income Home Ener Assi FA3483	0	0	(87)	0
12193 Ryan White Part A Emer Re FA3491	(2,497)	0	0	0
12194 Homeless Vets Reintegrati FA3492	1,067	0	0	0
12195 Sunshine Line Program 14 FA3495	0	0	(61,758)	0
12196 Summer Food Svc Children FA3497	27,797	0	0	0
12197 Headstart Prg FY15 Hhs FA3500	1,286,303	0	0	0
12198 Child Care Food Program F FA3501	104,725	0	0	0
12199 Early Headstart Program F FA3502	559,415	0	0	0
12200 Child Daycare Licensing F FA3504	170,591	255,866	0	0
12201 Natl Sch Lunch Prog Educ FA3505	43,167	40,000	0	0
12202 Natl Sch Breakfast Prog E FA3506	26,695	23,000	0	0
12203 Florida Network Prog 15 FA3522	1,047,825	220,884	61,445	0
12204 Emerg Shelter Care Reside FA3530	595,669	129,581	0	0
12205 Child Care Licensing Scho FA3534	717,751	0	0	0
12207 Scnap Congregate Meals C- FA3552	240,878	0	0	0
12208 Scnap Home Delivered Meal FA3554	383,246	0	0	0
12209 Sr Adult Daycare Ctr Prog FA3556	243,569	0	0	0
12211 Homemaker Local Svc Prog FA3559	96,453	0	0	0
12212 Alzheimer Disease Initiat FA3562	501,387	0	0	0
12213 Alzh Disease Initiative D FA3563	103,126	0	0	0
12214 Community Care For The El FA3565	2,010,892	0	0	0
12215 Home Care For The Elderly FA3567	48,415	0	0	0
12216 Scnap Nsip Cash Lieu Of C FA3568	10,289	0	0	0

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Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
12217 Title I/IE Caregiver Svcs FA3570	74,629	0	0	0
12218 Community Svcs Block Gran FA3580	5,967	0	0	0
12219 Emer Home Energy Assist F FA3582	82,963	0	0	0
12220 Low Income Home Ener Assi FA3583	1,734,381	0	0	0
12221 Ryan White Part A Emer Re FA3591	4,405,425	0	0	0
12222 Homeless Vets Reintegrati FA3592	139,606	19,817	0	0
12223 Sunshine Line Program 15 FA3595	1,536,333	0	237,162	0
12224 Summer Food Svc Children FA3597	(2,766)	0	0	0
12225 Summer Day Camp Sessions FA3345	0	0	13,404	0
12226 Homeless Vets Retintegration Grant FA3392	(155)	0	0	0
12227 DJJ After School Prog FA3446	0	0	11,889	0
12230 SL12230-16 Sunshine Line Program	460,123	2,230,625	0	0
12231 SL12231-17 Sunshine Line Program	0	2,623,956	1,830,218	1,830,218
12232 CY12232-16 Head Start Prog HHS	27,254,784	6,141,590	0	0
12233 CY12233-17 Head Start Prog HHS	0	27,789,989	2,257,870	0
12234 CY12234-16 Early Head Start Prog HHS	5,408,219	1,250,889	0	0
12235 CY12235-17 Early Head Start Prog HHS	0	5,693,342	497,202	0
12236 CY12236-16 Child Care Food Prog	1,166,083	207,462	0	0
12237 CY12237-17 Child Care Food Prog	0	1,275,000	143,391	0
12240 CY12240-16 CCL School Readiness	277,228	926,541	0	0
12241 CY12241-17 CCL School Readiness	0	1,058,904	818,904	0
12242 CY12242-16 Florida Network Prog	163,586	903,050	0	0
12243 CY12243-17 Florida Network Prog	0	1,204,067	1,204,067	0
12244 CY12244-16 Emerg Shelter Care Reside	0	958,487	0	0
12245 CY12245-17 Emerg Shelter Care Reside	0	1,073,100	800,000	0
12246 CY12246-16 Natl Sch Brkfst/Lunch Prog Educ	10,151	80,400	0	0
12247 CY12247-17 Natl Sch Brkfst/Lunch Prog Educ	0	0	62,500	0
12248 NCOA SNAP (Walmart)	23,329	0	0	0
12249 CS12249-16 Nat'l Schl Lunch Equip	8,259	7,400	0	0
12284 Envirofocus Technologies EP3039	10,304	10,962	36,600	36,600
12305 Watershed Compensatory Mi EP3208	35,017	0	0	0
12324 Petro Site Cleanup Fdep G EP3403	170,044	0	0	0
12325 Pollutant Stge Sys Compli EP3405	20,120	0	0	0
12331 Air Pollution Control Tit EP3501	204,595	0	0	0
12332 Air Monitoring Sec 103; EP3502	48,376	0	0	0
12333 Petro Site Cleanup Fdep G EP3503	963,609	0	0	0
12334 Pollutant Stge Sys Compli EP3505	395,051	0	0	0
12335 Artificial Reef Prog Brochure #6807	5,000	0	0	0
12336 National Air Toxics Trend EP3507	103,369	0	0	0
12337 Federal Bio Watch Program EP3530	291,617	0	0	0
12338 Baywide Benthic Monitorin EP3532	15,983	0	0	0
12340 EP12340-16 County Clean Air Program	1,061,748	0	0	0
12341 EP12341-17 County Clean Air Program	0	1,061,758	0	0
12342 EP12342-16 Air Pollution Control TitV	78,512	250,000	0	0
12343 EP12343-17 Air Pollution Control TitV	0	300,000	250,000	250,000
12344 EP12344-16 Air Monitoring Sec 103;	49,299	56,000	0	0
12345 EP12345-17 Air Monitoring Sec 103;	0	95,000	56,500	56,500
12346 EP12346-16 Petro Site Cleanup Fdep G	317,534	1,305,000	0	0
12347 EP12347-17 Petro Site Cleanup Fdep G	0	1,564,273	1,325,000	1,325,000
12348 EP12348-16 Pollutant Stge Sys Compli	110,756	424,621	0	0
12349 EP12349-17 Pollutant Stge Sys Compli	0	468,000	390,000	390,000
12350 EP12350-16 National Air Toxics Trend	33,441	112,500	0	0

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Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
12351 EP12351-17 National Air Toxics Trend	0	135,000	113,500	113,500
12352 EP12352-16 Federal Bio Watch Program	92,798	328,717	0	0
12353 EP12353-17 Federal Bio Watch Program	0	352,000	293,440	293,440
12354 EP12354-16 Baywide Benthic Monitorin	14,249	20,000	0	0
12355 EP12355-17 Baywide Benthic Monitorin	0	40,000	30,000	30,000
12356 EP12356-16 Artificial Reef Monitoring	18,806	53,250	20,000	20,000
12357 AE73E9 Pyrodinium Bahamense Assessment EP	0	6,000	2,000	2,000
12358 EP12358-16 Tampa Bay Dredge Hole Assessment	861	80,000	20,000	20,000
12359 HS12359-18 Head Start Prog HHS	0	0	28,027,535	28,027,535
12360 HS12360-18 Child Care Food Prog	0	0	1,275,000	1,275,000
12361 HS12361-18 Early Head Start Prog HHS	0	0	5,742,760	5,742,760
12365 AH12365-18 HOME Investment Ptp	0	0	2,048,490	2,048,490
12366 AH12366-18 HUD CDBG	0	0	6,046,615	6,046,615
12367 AH12367-18 Emergency Solution Grant	0	0	528,265	528,265
12373 ED12373-18 Florida SBDC st USF	0	0	260,943	0
12374 ED12374-19 Florida SBDC st USF	0	0	0	260,952
12387 Fla Yards/Neigh Program T CX3400	(1)	0	0	0
12391 CX12391-16 FL-Friendly Landscaping Prog	136,505	5,500	0	0
12392 CX12392-17 FL-Friendly Landscaping Prog	0	138,708	0	0
12393 LS12393-18 State Aid To Lib	0	0	1,050,850	1,050,850
12395 SP12395-18 Federal Justice Assistance	0	0	156,694	0
12396 SP12396-18 State JAG	0	0	350,824	0
12397 SP12397-19 State JAG	0	0	0	350,824
12398 SP12398-19 Federal Justice Assistance	0	0	0	156,694
12405 Update Of Hc Watershed Ma CP2411	0	644	0	0
12406 Pemberton/Baker Canal Watershed Mgmt	0	400,000	370,000	123,873
12407 Hillsborough River/Tampa Bypass Canal WMP	0	1,000,000	950,000	318,053
12411 Lower Sweetwater Creek Re CP2539	0	0	0	0
12416 Duck Pond Drainage Improv CP2643	0	0	0	0
12420 University Community Area CP2748	0	0	0	0
12438 Hillgrove/Stearns Stormwa CP2908	169,983	0	0	0
12444 Lake Carroll Stormwater R CP3103	0	464,127	0	0
12447 Delaney/Archie Creek Wate CP3200	86,526	56,574	36	0
12448 Cypress Creek Watershed P CP3201	3,131	27,474	2,026	0
12449 Northwest Hillscnty Water CP3202	104,459	0	0	0
12454 Upper Tampa Bay Trail Pro CP3301	15,381	0	0	0
12455 Holloway Rd Drnge Imp N 474/CP3302	240,965	804,911	239,594	80,214
12456 Lk Thonotosassa Implmt Proj W765-3/CP3303	52,095	89,109	58,652	0
12457 Flood Prot Baker Cnl/Trib"M" N437-3/CP3304	6,212	0	0	0
12458 Flood Prot Clement Rd Imp N478-3/CP3305	256,682	34,659	0	0
12459 Flood Prot Providence Rd Imp N436-3/CP3306	0	997,816	598,690	200,437
12460 Hollowman's Branch Drainage Improvements	0	1,490,000	1,490,000	498,842
12461 RE12461-15 E. County (Plant City) Reg Svc Ctr	68,690	1,000	0	0
12462 PW12462-15 East Lake NSE Proj - SWFWMD	51,064	53,001	20,021	0
12463 Lk Carroll Outfall BMP Alt Anal N589	43,878	53,061	0	0
12464 W Bearss Drng Improv N594	106,881	323,259	132,788	0
12465 Lynette Dr Drng Improv N608	0	400,000	200,000	0
12466 Alafia Watershed Master Pln N588	70,721	978,152	600,000	200,876
12467 Palm River Water and Sewer	0	2,500,000	2,500,000	1,177,616
12469 Veterans Memorial Park	0	1,500,000	0	0
12470 AG12470-18 Congregate Meals Title III-C1	0	0	1,356,910	474,919
12471 AG12471-18 Home Deliv Meals Title III-C2	0	0	1,131,279	395,948

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
12472 AG12472-18 Homemkr Local Svc Prog	0	0	109,352	92,949
12473 AG12473-18 Summer Food Svc Children DACS	0	0	1,022,851	1,022,851
12474 AG12474-18 Community Care For The El	0	0	2,416,010	1,892,496
12475 AG12475-18 Home Care For The Elderly	0	0	23,098	19,633
12476 AG12476-18 NSIP Nutrition Incentive Svc Prog	0	0	373,404	130,691
12477 AG12477-18 Alzheimer Disease Initiat	0	0	634,844	532,377
12478 AG12478-18 Caregivers Svcs Tital IIIE	0	0	186,120	65,142
12479 AG12479-18 Senior Adult Daycare III-B	0	0	666,715	233,350
12480 AG12480-18 ADI Day Care Alzheimers	0	0	117,392	97,765
12481 AG12481-19 Congregate Meals Title III-C1	0	0	0	1,356,910
12482 AG12482-19 Home Deliv Meals Title III-C2	0	0	0	1,131,279
12483 AG12483-19 Homemkr Local Svc Prog	0	0	0	109,352
12485 AG12485-19 Community Care For The El	0	0	0	2,416,010
12486 AG12486-19 Home Care For The Elderly	0	0	0	23,098
12487 AG12487-19 NSIP Nutrition Incentive Svc Prog	0	0	0	373,404
12488 AG12488-19 Alzheimer Disease Initiat	0	0	0	634,844
12489 AG12489-19 Caregivers Svcs Title IIIE	0	0	0	186,120
12490 AG12490-19 Sr Adult Day Care III-B	0	0	0	666,715
12491 AG12491-19 ADI Day Care Alzheimers	0	0	0	117,392
12492 SS11309-18 Community Svcs Block Grant (CSBG)	0	0	1,859,194	1,859,194
12493 SS12493-18 Emergency Home Assist Prog (EHEAP)	0	0	164,156	164,156
12494 SS12494-18 Low-Income Home Energy Prg (LIHEAP)	0	0	3,023,093	2,720,784
12495 HC12495-18 Ryan White Part A-HIV/AIDS Prog Svcs	0	0	10,916,321	8,733,057
12499 HC12499-19 Ryan White Part A-HIV/AIDS Prog Svcs	0	0	0	10,916,321
12502 MP12502-18 Fed Transit Admin Sec 5303 Plng	0	0	635,061	635,061
12504 BOCC - MP12504-18 Fed Hwy Adm Sec 112 Plng	0	0	2,155,290	2,155,290
12506 MP12506-18 Comm for Transp Disadvantaged Plng	0	0	54,041	54,041
12517 HUD Community Development CI2615	1,922	0	0	0
12518 Home Investment Partnersh CI2703	1,092	0	0	0
12519 HUD Community Development CI2715	5,535	0	0	0
12567 Emer Mgt State/Lcl Prog 1 FR3450	(14,513)	0	0	0
12568 Emer Mgt Prep/Assist FR3451	(10,752)	0	0	0
12569 Hazardous Material Planni FR3452	20,110	0	0	0
12570 Emer Medical Svcs Cnty Gr FR3501	127,702	0	0	0
12571 Emer Mgt State/Lcl Prog 1 FR3550	391,758	0	0	0
12572 Emer Mgt Prep/Assist FR3551	82,451	0	0	0
12573 Hazardous Material Planni FR3552	28,005	0	0	0
12579 FR Issue 13?US&R HazMat Trng & Exercise FY15	71,020	0	0	0
12580 FR12580-16 Emer Medical Svcs Cnty Grt	286,669	0	0	0
12581 FR12581-17 Emer Medical Svcs Cnty Grt	0	160,000	0	0
12582 FR12582-16 DHS Emergency Responder Trg	9,610	58,000	0	0
12583 FR12583-17 DHS Emergency Responder Trg	0	167,342	30,000	0
12584 FR12584-16 Emer Mgt State/Lcl Prog	138,369	390,310	0	0
12585 FR12585-17 Emer Mgt State/Lcl Prog	0	520,860	358,182	0
12586 FR12586-16 Emer Mgt Prep/Assist	23,897	79,684	0	0
12587 FR12587-17 Emer Mgt Prep/Assist	0	106,281	80,152	0
12588 FR12588-16 HazMat Planning	2,788	0	0	0
12589 FR12589-17 HazMat Planning	0	28,000	30,000	0
12591 FR12591-16 CERT Program	11,440	0	0	0
12592 FR12592-17 CERT Program	0	11,440	0	0
12593 FR12593-16 State Fairground Generator	85,000	0	0	0
12597 JB12597-18 VOCA Crime Vict Asst	0	0	72,422	0

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
12598 JB12598-18 Eckerd Supervised Visitation	0	0	45,000	45,000
12599 JB12599-18 Florida Network For Children's Advocacy	0	0	3,333	3,333
12653 Crime Victim Assistance V JB3300	(555)	0	0	0
12669 Crime Victim Assistance V JB3500	722	0	0	0
12670 Supervised Visitation JB3518	34,804	0	0	0
12671 Network For Children'S Ad JB3520	2,765	0	0	0
12672 Children'S Justice Center JB3523	4,568	0	0	0
12673 Hills Cnty Drug Ct(Samhsa JB3534	11,603	0	0	0
12674 Case Management & Advocac JB3543	51,706	0	0	0
12677 JB12677-16 VOCA Crime Vict Asst	42,245	43,638	0	0
12678 JB12678-17 VOCA Crime Vict Asst	0	72,395	30,151	0
12679 JB12679-16 Supervised Visitation	9,380	50,400	0	0
12680 JB12680-17 Supervised Visitation	0	50,400	45,000	0
12681 JB12681-16 Network For Children's Advocacy	0	2,679	0	0
12682 JB12682-17 Netwk for Children's Advocacy NCA	0	2,679	3,333	0
12683 JB12683-16 Children's Justice Center NCA	0	9,000	0	0
12684 JB12684-17 Children's Justice Center NCA	0	9,000	7,000	0
12685 JB12685-16 Case Mgmt & Advocacy	13,131	53,890	0	0
12686 JB12686-17 Case Mgmt & Advocacy	0	53,890	58,890	0
12689 JB12689-16 HC Drug Court (SAMHSA)	288,253	177,238	0	0
12690 JB12690-17 HC Drug Court (SAMHSA)	0	325,000	174,903	0
12691 JB12691-17 SAMHSA Veterans Treatment	0	0	264,255	0
12692 FR12692-18 Emer Medical Svcs Cnty Grt	0	0	142,000	0
12693 FR12693-19 Emer Medical Svcs Cnty Grt	0	0	0	142,000
12694 FR12694-18 DHS Emergency Responder Trg	0	0	150,000	30,000
12695 FR12695-19 DHS Emergency Responder Trg	0	0	0	150,000
12696 FR12696-18 Emer Mgt State/Lcl Prog	0	0	520,000	390,000
12697 FR12697-19 Emer Mgt State/Lcl Prog	0	0	0	520,000
12698 FR12698-18 Emer Mgt Prep/Assist	0	0	116,000	87,000
12699 FR12699-19 Emer Mgt Prep/Assist	0	0	0	116,000
12700 FR12700-18 HazMat Planning	0	0	30,000	0
12701 FR12701-19 HazMat Planning	0	0	0	30,000
12705 CS12705 Child Daycare Licensing (3 year FY 18 -20)	0	0	213,227	255,866
12706 CX12706-18 FL-Friendly Landscaping Prog	0	0	153,708	153,708
12708 SL12708-18 Sunshine Line Program	0	0	2,177,771	2,177,771
12713 Upper Town & Country (N-761)-SWFWMD	0	0	1,686,500	564,629
12714 Dimarco Road Project CIP 46129.005-SWFWMD	0	0	209,800	70,239
12715 W. Lambright St Project CIP SWFWMD	0	0	1,500,000	502,190
12716 Lake Carroll Outfall Project CIP SWFWMD 17C	0	0	1,000,000	334,793
12734 Long Range Tr Update/Dist MP3203	84,897	0	0	0
12739 Fed Transit Admin Sec 530 MP3400	22,964	0	0	0
12742 Long Range Tr Update/Dist MP3403	378,700	796,659	613,684	613,684
12743 Fed Transit Admin Sec 530 MP3500	187,154	0	0	0
12744 Fed Highway Admin Sec 112 MP3501	1,068,618	0	0	0
12745 Comm For Transportation D MP3502	42,471	0	0	0
12748 MP12748-16 Fed Transit Admin Sec 5303 Plng	410,513	543,796	0	0
12749 MP12749-17 Fed Transit Admin Sec 5303 Plng	0	588,019	100,341	100,341
12750 MP12750-16 Fed Hwy Adm Sec 112 Plng	192,701	1,207,717	501,929	501,929
12751 MP12751-17 Fed Hwy Adm Sec 112 Plng	0	1,649,893	1,649,893	1,649,893
12752 MP12752-16 Comm for Transp Disadvantaged Plng	0	44,509	13,623	13,623
12753 MP12753-17 Comm for Transp Disadvantaged Plng	0	49,128	49,128	49,128
12754 MP12754-16 Long Range Transp Plan	0	204,000	179,000	179,000

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Non Transportation-Related) (continued)				
12755 MP12755-17 Long Range Transp Plan	0	400,000	0	0
12756 MP12756-17 Healthiest Cities & Counties Challenge	0	0	10,000	10,000
12765 JB12765-19 VOCA Crime Vict Asst	0	0	0	72,395
12766 JB12766-19 Eckerd Supervised Visitation	0	0	0	45,000
12767 JB12767-19 Florida Network for Children's Advocacy	0	0	0	3,333
12768 JB12768-19 Florida Network for Children's Advocacy	0	0	0	7,000
12769 JB12769-19 Florida Network for Children's Advocacy	0	0	0	58,890
12770 JB12770-19 SAMHSA Marchman Drug Court	0	0	0	325,000
12772 Florida SBDC st USF ED12772-17	0	264,164	83,859	0
12773 EP12773-18 County Clean Air Program	0	0	915,759	915,759
12775 EP12775-18 Air Pollution Control TitV	0	0	299,977	299,977
12777 EP12777-18 Air Monitoring Sec 103;	0	0	66,500	66,500
12779 EP12779-18 Petro Site Cleanup Fdep G	0	0	1,512,290	1,512,290
12781 EP12781-18 Pollutant Stge Sys Compli	0	0	476,632	476,632
12783 EP12783-18 National Air Toxics Trend	0	0	94,459	94,459
12785 EP12785-18 Federal Bio Watch Program	0	0	390,000	390,000
12787 EP12787-18 Baywide Benthic Monitorin	0	0	40,000	40,000
12789 CS12789-18 CCL School Readiness	0	0	818,904	818,904
12790 CS12790-19 CCL School Readiness	0	0	266,694	1,058,904
12791 CS12791-18 Florida Network Prog	0	0	1,023,457	1,023,457
12792 CS12792-19 Florida Network Prog	0	0	262,468	1,204,067
12793 CS12793-18 Emerg Shelter Care Reside	0	0	1,124,200	1,124,200
12794 CS12794-19 Emerg Shelter Care Reside	0	0	363,169	843,150
12795 CS12795-18 Natl Sch Brkfst/Lunch Prog Educ	0	0	82,000	62,500
12796 CS12796-19 Natl Sch Brkfst/Lunch Prog Educ	0	0	0	82,000
12797 JB12797-18 Florida Network for Children (OSCA)	0	0	7,000	0
12798 JB12798-18 Florida Network for Children (DCF)	0	0	58,890	0
12799 JB12799-18 SAMHSA Marchman Drug Court	0	0	325,000	0
12820 PW12820-18 Mosquito Control Prog (St)	0	0	47,311	47,311
12823 Lower Sweetwater Creek - N763 Tanglewood Lane	0	0	2,100,000	703,066
12827 Hurr Jeanne/Hillsb Fema D PS2412	18,532	0	0	0
12852 PW12852-16 Mosquito Control Prog (St)	32,257	0	0	0
12853 PW12853-17 Mosquito Control Prog (St)	0	47,310	47,310	47,310
12857 PW12857-16 Citizen Corps Council	10,687	0	0	0
12894 Balm Boyette Scrub Prsv Rest PR3003	25,114	0	0	0
12897 Sand Pond Drainage Sys Imp CP2860	0	95,000	95,000	0
JB12810-18 SAMHSA Veterans Drug Court	0	0	324,100	324,100
JB12811-19 SAMHSA Veterans Drug Court	0	0	0	324,100
	85,000,449	145,274,867	151,895,576	126,336,217
Sales Tax Revenue Fund				
10800 Half-Cent Sales Tax Rev Fd10010010	110,303,877	135,411,035	132,598,682	142,819,489
10801 Local Govt Infrastructure Surtax Fd10010090	119,153,336	137,467,530	138,028,327	143,823,124
10802 Prof Sports Franchise Facil Sales Tax Fd10010020	2,000,004	2,171,920	2,178,620	2,181,823
10803 3% Tourist Development Tx Fd;125.010410010030	17,868,641	24,827,879	29,731,635	32,418,766
10804 1% Addl (4Th Ct) Tourist Tax Fd Ord 03-0310010040	4,512,438	11,647,390	17,297,027	21,391,588
10805 1% Addl (5Th Ct) Tourist Tax Fd Ord 03-0310010050	7,263,075	8,726,658	10,515,962	11,053,932
	261,101,371	320,252,412	330,350,253	353,688,722
Discretely Presented Component Units Fund				
10902 City-Cnty Planning Com Fd-Ch 97/351 LOF10006006	4,511,726	4,849,098	4,965,598	5,081,801

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Local Housing Assistance Program				
10703 SHIP Grants Receivables Fd 10008001&200	825	0	0	0
10722 S.H.I.P. Program FY12-13 Yr20 AH3201	39,080	161,347	0	0
10764 SHIP Program FY13-14 AH3301	6,621	145,907	0	0
10768 S.H.I.P. FY 14-15 AH3401	1,867,653	974,037	0	0
10769 SHIP AH10769-15 YR 23	1,447,492	3,026,367	2,840,538	1,510,907
10770 SHIP AH10770-16 YR 24	535,244	0	5,136,310	0
10771 SHIP AH10771-17 YR 25	0	6,306,550	4,610,757	4,610,757
12368 SHIP AH12368-18 YR 26	0	0	0	4,610,757
	3,896,915	10,614,208	12,587,605	10,732,421
SPECIAL REVENUE FUNDS TOTAL	956,348,637	1,566,615,748	1,697,069,556	1,643,431,586
DEBT SERVICE FUNDS				
20003 Whse/Shrf Nonad Rev Ref 08 Bds Sk Fd-20011000	1,442,050	1,834,781	1,801,078	1,804,653
20005 4Th CT Tdt 06 Ref Rev Bds Sk Fd-20021001	1,175,028	2,075,373	4,011,930	3,961,368
20006 5Th CT Tdt 06A Ref Rev Bds Sk Fd-20022001	1,776,663	3,114,297	3,474,229	3,547,604
20007 P&R G.O. Ref Bnds 2002 Sk Fd-20024000	1,379,788	1,693,852	1,644,935	1,623,134
20009 ELAPP Series 2009 Bds Sk Fd-20029003	4,682,680	7,429,679	8,499,189	9,962,718
20010 CT Facil Ref Rev 05 Bds Sk Fd-20037002	29,033,843	4,634,927	3,800,003	3,822,003
20016 CP Note Sk Fd-Stadium Impr Notes-20044004	0	10,706,450	10,668,500	2,177,283
20017 CP Note Sk Fd-Arena Impr-20044005	2,113,493	4,311,220	4,328,000	4,328,000
20020 Cit Rev Bds 2007 Sk Fd-20051001	11,029,500	21,016,375	10,967,200	5,000
20023 Cit 2012A&B Rev (2001A&B /2004 Ref)-20053001	9,837,200	17,448,722	17,603,992	17,764,722
20024 CIP Series 2012 Rev Bds Sk Fd-20054001	6,782,300	7,910,125	7,912,375	7,913,959
20025 Arena Non-Ad Ref Rev Bds 05 Sk Fd-20055001	12,419,217	2,784,643	2,204,604	2,217,998
20026 CST Series 2015 Bonds Sk Fd	2,818,099	6,868,500	6,882,751	6,838,751
20028 CP Note Redev Seed Money Sinking Fd	0	373,000	374,000	374,000
20029 CIT Series 2015 Refunding Revenue Bonds	5,200,104	14,553,608	25,023,809	36,302,250
20030 ELAPP Series 2016 BDS Sk Fd	0	2,462,361	2,462,000	1,510,000
20011 CIP Ref Rev Bds Series 06 Sk Fd-20038004	25,004,790	3,208,648	3,215,163	3,212,830
20012 CIP Ref Rev Bds 06 Rsv Fd-20038005	3,330,934	0	0	0
	28,335,724	3,208,648	3,215,163	3,212,830
M2Gen Proj Rev Fund				
20014 M2Gen Proj Rev/Sinking Fd-DS0155 Note 37	818,979	1,014,214	1,054,000	1,054,000
20015 M2Gen Proj Rev/Sinking Fd-DS0169 Note 39	501,856	713,300	604,475	561,875
	1,320,835	1,727,514	1,658,475	1,615,875
20031 CIP Series 2017 Rev Bds Sk Fd	0	63,340,000	9,131,342	9,131,342
DEBT SERVICE FUNDS TOTAL	119,346,524	177,494,075	125,663,575	118,113,490
CAPITAL PROJECTS FUNDS				
30002 Countywide Construction Fd-30002604	10,573,377	37,386,594	32,602,373	28,545,659
30003 Unincorp Area Construction Fd-30004608	12,193,566	21,595,977	17,024,741	14,841,176
30010 Court Facil Imprvmt Non-Bd Proj Fd-30034002	25,000	3,240,020	1,036,596	298,580
30013 Commun Svcs Tax Series 2015 Proj Fd (PSOC)	27,775,834	23,930,895	15,430,524	8,187,705
30014 Stadium Improvements Project Fund-30080002	0	0	8,245,967	942,452
30015 NG911 Capital Proj Fund	2,258,253	5,800,000	3,800,000	950,000

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Environmental Lands Acquisition & Protection Fund				
30005 ELAPP Projects (Non-Bond) Fund-30029002	1,259,243	12,455,777	11,208,890	10,563,629
30006 ELAPP Bonds (2009A) Project Fund-30029007	395,790	3,239,591	0	0
30007 ELAPP Bonds (2009B) Project Fund-30029008	1,000	787,959	0	0
30009 ELAPP 2009B Bld Amer Bonds Subsidy-30029010	930,498	935,517	1,299,513	1,299,513
30019 ELAPP Bonds (2016) Project Fund	0	15,300,000	15,300,000	13,936,500
	2,586,531	32,718,844	27,808,403	25,799,642
Commercial Paper & Credit Capacity Fund				
30011 Commercial Paper Note Issuance Fd I-30044001	14,500,000	2,025,800	2,061,710	2,061,710
30017 Redev Seed Money CP Note Proceeds	0	16,000,000	1,845,342	1,845,342
30018 CP Notes Governmental Project Fund	199,999	52,230,000	20,566,003	19,334,013
	14,699,999	70,255,800	24,473,055	23,241,065
CAPITAL PROJECTS FUNDS TOTAL	70,112,560	194,928,130	130,421,659	102,806,279
ENTERPRISE (PUBLIC UTILITIES) FUNDS				
Public Utilities Solid Waste Resource Recovery Division				
40003 SW & RR System Operating/Maintenance Fd	86,004,194	97,252,038	98,666,473	98,699,083
40004 SW & RR System Revenue Fund-40032003	88,460,044	103,391,251	104,024,971	105,263,799
40007 SW Sys Renewal/Repl Fd-Ord 06-28;Sec9.06	604,338	10,001,584	11,267,809	16,218,322
40009 SW/RR Sys (Fin Assur/GASB) LF Closure-40032019	0	33,521,835	33,771,835	33,771,835
40010 SW/RR Sys Closed L/F Maintenance Fund-40032024	2,155,969	2,588,457	1,721,539	1,740,330
40011 SW & RR System Debt Service Fund-40032027	13,868,499	9,352,225	14,180,027	14,255,982
40012 SW & RR System General Purpose Fund-40032029	1,000,002	3,988,969	0	0
40013 Taylor Road Landfill Superfund Site Fund-40032041	12,858	79,900	118,559	118,559
40014 LF Closure Fd-Phase II (Cell 7) GASB-40032043	0	1,996,539	2,006,260	1,995,100
40016 SW & RR System Rate Stabilization Fd-40032049	6,000,000	70,600,394	98,584,761	97,273,383
40017 Internal Capital Improvement Fund-40032058	0	11,081,794	11,241,701	11,241,701
40018 Series 2006A Rev Bds Proj Fd (Amt)-40032059	0	960	0	0
40019 Series 2006B Rev Bds Proj Fd(Non-Amt)-40032060	634,017	0	0	0
40022 Solid Waste Series 2013 Bond (AMT) Fd-40032080	362,905	160,744	22,095	22,190
40023 Solid Waste Series 2016A (AMT)	0	0	28,000	28,000
40024 Solid Waste Series 2016A (AMT) Debit Svc Rsrv	0	0	4,016,184	4,016,184
40025 Solid Waste Series 2016B (Non-AMT)	0	0	9,000	9,000
40026 Solid Waste Series 2016B (Non-AMT) Debt Svc Rsrv	0	0	1,137,942	1,137,942
	199,102,826	344,016,690	380,797,156	385,791,410
Public Utilities Water/Wastewater Division				
40100 Utility Sys Operating & Maintenance Acct-40040001	167,251,225	218,956,383	230,216,892	228,321,946
40101 Utility Sys Rev Bds Debt Service Acct-40040002	10,952,527	23,456,354	23,451,120	23,745,262
40102 Utility Sys General Revenue Acct-40040003	178,217,198	247,522,221	236,287,288	232,570,406
40103 Util Sys Impact Fees Gen Oper Acct-40040005	5,163,980	25,688,204	35,062,809	35,098,936
40104 Utility Sys Renewal & Replacement Acct A-40040007	36,747,407	60,123,357	55,202,333	45,015,806
40105 Utility Sys Gen Rev Cap Exp Acct-40040010	58,798,753	148,958,483	139,280,297	88,460,084
40115 Revenue Account Rate Stabilization Fund-40040046	18,164,170	100,263,364	101,205,768	105,557,699
40116 Reclaimed Water Impvmt Unit Assessmnt Fd-40040040	11,169	5,506,742	6,266,186	5,458,836
40117 Reclaimed Water Impvmt Unit Project Fd-40040051	328,489	2,779,832	2,890,401	1,361,513
40118 Impact Fees Assessmnt Unit Fd Ord96-07-40040052	9,157,984	14,280,251	17,720,216	17,720,216
40119 Infrastructure Assessment Unit Fd 99-08-40040054	75	124,981	134,374	124,673
40123 Utility Sys Renewal/ Replacement Acct B-40040068	0	109,531	109,531	51,594
40124 Series 10A Tx-Ex Rev Bds Proj Fd-Tradn'L-40040069	0	617,076	259,453	122,214
40125 Series 10B Txble Bab Rev Bds Proj Fd-35%-4004007C	211,446	2,450,233	2,306,235	1,086,342
40126 Series 10C Txbl Rzed Rev Bds Proj Fd-45%-40040071	0	379,701	0	0
40127 Tax-Exempt 2010B Bab Subsidy-40040073	1,837,900	3,793,365	3,792,292	3,781,319

BUDGET BY FUND

Fund Title	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Public Utilities Water/Wastewater Division (continued)				
40128 Tax-Exempt 2010C Bab Subsidy-40040074	529,651	1,048,307	985,636	983,636
40129 Series 2010A Debt Service Reserve-40040075	0	1,392,467	1,392,467	1,392,467
40130 Series 2010B Debt Service Reserve-40040076	0	8,513,469	8,513,469	8,513,469
40131 Series 2010C Debt Service Reserve-40040077	0	1,675,439	1,675,439	1,675,439
40154 Aquifer Recharge Project CP3100	90,440	326,227	358,617	0
40156 NW Consolid Proj Bond Fd	26,064,272	203,500,000	162,803,373	76,687,972
40157 SWFWMD RW Study	218,853	156,022	156,022	156,022
	513,745,539	1,071,622,009	1,030,070,218	877,885,851
ENTERPRISE (PUBLIC UTILITIES) FUNDS TOTAL	712,848,365	1,415,638,699	1,410,867,374	1,263,677,261
INTERNAL SERVICES FUNDS				
Fleet Management Fund				
50003 Operating Fund-50066001	17,365,627	18,623,916	19,681,511	20,388,197
50004 Lease Back Program Fund-50066003	10,114,060	38,021,701	32,823,074	26,580,365
	27,479,687	56,645,617	52,504,585	46,968,562
Self-Insurance Fund				
50100 Insurance Program Admin Fd-50067000	787,667	1,123,309	1,100,500	1,150,500
50101 Workers Compensation Insur Fd-50067001	16,358,339	22,528,800	24,624,875	26,873,488
50102 General Liability Insurance Fd-50067002	25,038,873	17,989,843	20,105,740	20,722,228
50103 Catastrophic Disaster Recov Fd-50067003	0	93,696,824	94,507,666	95,007,666
50104 Employee Group Health Insur Fd-50067004	84,597,887	118,609,014	134,409,512	142,037,688
50105 OPEB/Retiree Health Insur Fd-50067005	(1,936,000)	8,263,720	10,835,598	12,073,497
50106 TX Coll OPEB/Retiree Health Ins Fd-50067006	(3,305)	527,952	440,567	440,767
50107 Sheriff OPEB/Retiree Health Ins Fd-50067007	2,150,155	3,256,759	7,061,253	9,461,097
50108 Sheriff Grp Hlth State Req'D Rsv Fd-50067008	0	20,528,997	31,051,726	34,398,038
	126,993,616	286,525,218	324,137,437	342,164,969
INTERNAL SERVICES FUNDS TOTAL	154,473,303	343,170,835	376,642,022	389,133,531
AGENCY FUNDS				
61001 Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-65040002	8,922,920	10,294,896	11,112,175	10,971,130
61004 Rev/Sinking Fd RW Spcl Assmnt 00 Rev Bds	0	0	845,654	850,654
61006 Rev/Sking Fd Imp Fee Spcl Assmnt 2000-65047002	1,093,522	3,736,600	6,366,883	8,810,883
AGENCY FUNDS TOTAL	10,016,442	14,031,496	18,324,712	20,632,667
GRAND TOTAL	\$2,923,327,479	\$4,936,120,315	\$5,038,774,442	\$4,854,269,037

DEPARTMENT SUMMARIES

DEPARTMENT SUMMARIES

The Departmental Summaries that follow in this section include department descriptions, FY 16 and FY 17 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

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

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
Respite & Domestic Violence Services
Services (residential & non-residential services)
Staff Secure Shelter & Case Staffing Services

CIRCUIT & COUNTY COURTS

Assign guardian ad litem to represent minors
Conduct arraignments, hearings, & trials
Coordinate court appearances, conferences, & depositions
Divert cases from the judiciary

CIVIL SERVICE BOARD

Recruit & Assess Job Candidates
Classify & Price Jobs
Hear Employee Appeals & Grievances
Audit Personnel Actions

CLERK OF CIRCUIT COURT

Court Recorder
County Comptroller
Internal Auditing
Recordkeeping for BOCC
Recordkeeping for Circuit & County Courts

CODE ENFORCEMENT

Inspectional Services Division

911 Administrative Enforcement
Burglar Alarm Ordinance Administration
Gas Pumping Assistance Ordinance (County-wide)
H& Sanitizer Ordinance
L& Development Code
Agricultural Stand Enforcement
Sign Enforcement
Zoning Regulations
Vendor Requirements
Property Maintenance
Sexually Orientated Business Ordinance
Shopping Cart Ordinance
Solid Waste Ordinance

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

Administration of Regulatory Ordinances

Pain Management Clinic Ordinance
PIP Insurance Fraud Ordinance
Synthetic Drug Ordinance
Locksmith Ordinance

Compliance Inspections—Businesses Regulated by Ordinance
Liaison to Law Enforcement & Regulatory Agencies

COMMUNICATIONS & DIGITAL MEDIA

Closed Captioning
Graphic Design & Photography
Market Research
Media Relations
Promotional Services
Public Meetings
Public Relations/Marketing Strategy
Public/special Events
Social Media
Sponsorship
Television
Video Production
Website Administration

MATRIX OF SERVICES

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

COUNTY ADMINISTRATOR

Administrative Support

County Intergovernmental Representation

County Legislative Representation

Develop Federal Legislative Program

Develop State Legislative Program

ERP Project Implementation Management

COUNTY ATTORNEY

Legal Counsel & Representation

COUNTY INTERNAL AUDITOR

Conduct performance, operational, compliance, management & other Internal Audits

COURT ADMINISTRATION

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

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

ENTERPRISE SOLUTIONS & QUALITY ASSURANCE

ENVIRONMENTAL PROTECTION COMMISSION

Air Management

Environmental Resources Management

Waste Management

Water/Wastewater Management

Wetlands Management

EXTENSION SERVICE

4-H & Youth Programs

Agricultural Production & Forestry Programs

Horticulture—Residential & Commercial

Family & Consumer Sciences—Nutrition, Family Life, & Family

Financial Education

MATRIX OF SERVICES

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

GUARDIAN AD LITEM

HEAD START

Early Childhood Development & Education
Family Support Services
Health & Mental Health Support & Services
Nutrition Services & Education

HEALTH CARE SERVICES

Health Care Claims Recovery & Coordination of Benefits Program
Hillsborough County Health Care Plan (HCHCP)
Hillsborough County Health Care Responsibility Act (HCRA)
Ryan White Program

HOMELESS SERVICES

Homeless Resources Coordination & Referral
Homelessness Services—Rapid Rehousing

HUMAN RESOURCES

Benefits Administration
Learning & Organizational Development
Recruiting & Hiring
Classification & Compensation
 Employee Health & Wellness Programs
 Employee/Labor Relations
 Human Rights Ordinance Administration
 Investigation Administration
 Worker's Compensation Administration

INFORMATION AND TECHNOLOGY SERVICES

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
Management Analysis/Performance Measurement
Multi-Year Financial Planning/Economic Analysis
Operating Budget Services
Truth-in-Millage (TRIM) Compliance

Risk Management & Safety Division

Employee Benefits—Fiscal Control

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

OFFICE OF OPERATIONS & LEGISLATIVE AFFAIRS

ADA/HIPAA Compliance Services
Agenda Management
Charter Review Board Staffing
Citizens Advisory Committee Staffing

MATRIX OF SERVICES

OFFICE OF OPERATIONS & LEGISLATIVE AFFAIRS (continued)

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

PARKS & RECREATION

Active Adult Programs (50 & up)
After-School Recreation Programs
Community Service & Volunteer Programs
Community Special Events
Cultural & Fine Arts Programs (All ages)
Fitness & Wellness Programs (All ages)
Nature Based Programs (All ages)
Neighborhood Parks, Recreation & Athletic Maintenance
Organized Adult Athletic Programs
Organized Youth Athletic Programs
Paralympic Sports Programs
Parks Construction Services
Parks Planning & Design
Recreation Programs for People with Disabilities
Safety Awareness Programs
Social Programs (50 & up)
Summer Youth Enrichment Programs
Teen Enhancement Programs

PET RESOURCES

Adoption/Rescue/Foster for Pets
Animal Abuse & Neglect Investigation
Animal Shelter
Enforcement of Ordinance/Investigation of State Law Violation
Pet Friendly Emergency Shelter Mgmt./Disaster Planning
Pet Ownership Information/Expert Resource
Pet Registration/Licensing
Proactive Programs for Retention/Sterilization of Pets
Rabies Control/Bite Case Mgmt.
State ESF-17 Emergency Response

PLANNING COMMISSION

Community/Neighborhood Planning
Countywide Comprehensive Planning
Countywide Long-range Transportation Planning
Hillsborough River Planning
Local Planning Agency (LPA) Administration

PROCUREMENT SERVICES

Administration of Purchase Orders
Centralized Procurement—Formal
Centralized Procurement—Informal
Management of Automated Purchasing Activities
Purchasing Card Program
Vendor Development

PROPERTY APPRAISER

Exemptions Administration
Real & Tangible Property Assessment
TRIM Notice Administration

PUBLIC DEFENDER

Legal Representation to Indigent Clients

PUBLIC UTILITIES

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
Water Conservation

PUBLIC WORKS

“Keep America Beautiful” Program
Bridge Inspection & Maintenance
Capital Construction Program Management
Engineering & Construction
Environmental Services
Landfill Operations & Maintenance
Mosquito Control
Print Room
Recycling Programs
Right of Way Management
Roadway Maintenance
Solid Waste Collection & Disposal
Stormwater Maintenance
Traffic Engineering & Operations

REAL ESTATE & FACILITIES MANAGEMENT SERVICES

Environmental Land Acquisition (ELAPP)
Land Care & Maintenance
Lease Administration
Real Estate Acquisition & Technical Services Support
OCA Records Center Management

MATRIX OF SERVICES

REAL ESTATE & FACILITIES MANAGEMENT SERVICES

(continued)

Real Estate Appraisal & Valuation Services
Major Repair & Preservation of Facilities
Capital Construction Program Management
Facility Portfolio/Space Management & Planning
Operations & Maintenance
Custodial Operations
Parking Administration
Surplus Warehouse Operations
Pest Control Services
Public Art
Sale of Surplus Real Estate
Strategic Facility & Master Planning
Emergency Management/Response

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

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

STRATEGIC PLANNING & GRANTS MANAGEMENT

Countywide Strategic Planning
Criminal Justice Community Liaison
ERP Implementation
Grants Management
Transportation for Economic Development Initiative

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



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, Chaplain (District 3), Al Higginbotham (District 7, Countywide)
Standing from left to right: Ken Hagan (District 5, Countywide), Victor D. Crist (District 2), Sandra L. Murman, Vice Chair (District 1), Stacy R. White, Chairman (District 4), Pat Kemp (District 6, Countywide)

FY 18 and FY 19 Key Projects

- The Board will adopt a balanced budget that is linked to its strategic objectives, to ensure transparent and stable government operations.
- The Board will use a zero base service based budget process to evaluate County operations and make 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. This will ensure that the County can continue to borrow funds at the most favorable rates, thereby providing the best value for taxpayers.
- The Board will continue to respond to resident requests to maximize two-way dialogue between the public and their government.

FY 16 and FY 17 Accomplishments

- The Board approved a 10-year \$812 million transportation plan utilizing expected new growth revenues in the County’s budget.
- The Board participated in a multi-jurisdictional downtown Tampa to St. Petersburg ferry pilot program that significantly exceeded ridership expectations.
- The Board approved a Fire Rescue roving unit pilot program to explore the opportunity to meet the needs of a growing population with a more efficient model of service delivery. The program was highly successful in reducing service delivery cost while maintaining the high quality standards necessary to protect the public.

FY 18 and FY 19 Core Goals

- The County’s population is growing rapidly with an expectation of over 500,000 new residents within the next 20 years. To properly plan for this growth, the Board has been working with County administration in the development of master plans in the areas of Fire Rescue, Parks, Stormwater, and Affordable Housing. Identification of creative funding solutions is a key goal in assuring that the service needs of both current and future residents are met with expected quality standards.

Board of County Commissioners

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$2,461,356	\$2,586,311	\$2,695,251	\$2,745,122
Operating Expenditures/Expenses	37,730	64,926	60,625	60,802
Grand Total	\$2,499,086	\$2,651,237	\$2,755,876	\$2,805,924

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$2,499,086	\$2,651,237	\$2,755,876	\$2,805,924
Grand Total	\$2,499,086	\$2,651,237	\$2,755,876	\$2,805,924

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

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted for Commissioner Aides. Commissioner salaries are budgeted at statutory amounts.

OPERATING EXPENDITURES:

- Continuation budget.



County Internal Auditor

The County Internal Auditor performs independent and objective reviews and evaluations of all departments, offices, boards, activities, functions, and agencies under the control of the Board of County Commissioners. These reviews may include performance, operational, compliance, management, and other audits conducted in accordance with applicable professional auditing standards, such as those provided by the U.S. Government Accountability Office and the Institute of Internal Auditors.

FY 18 and FY 19 Core Goals

- Provide assurance, advice, and value for the money.
- Align products and services to the County Administrator's strategic plan.
- Identify and review emerging risks.

FY 16 and FY 17 Accomplishments



- Reviewed and evaluated activities to improve County operations and helped ensure Hillsborough County is fulfilling its fiduciary responsibilities to its residents and taxpayers.
- Assisted the Board of County Commissioners in achieving economical, efficient, and effective administration of its areas of responsibility.
- Informed the County Administrator of emerging risks and situations that may have a material negative impact on County operations or programs, and served in an advisory capacity to the County Administrator in the development of controls.

FY 18 and FY 19 Key Projects

- Perform audit services: independent, objective assurance activities.
- Perform non-audit services: consulting activities; inform the County Administrator of emerging risks and situations that may have a material negative impact on County operations or programs; serve in an advisory capacity to the County Administrator in the development of controls; manage outsourced performance audit contracts on behalf of the County Administrator; perform special audits; perform investigations; perform management assistance projects; provide technical guidance; and investigate cone of silence violations.
- Provide reasonable assurance of: economy and efficiency of resources employed; consistency between the 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.



Innovation

The department is nearing completion of its re-engineering project and is already seeing results in enhanced value-added services and increased audit resource efficiency and effectiveness. The department will undergo an independent external quality assurance review in FY 17. This review will ensure the new innovations (policy manual; risk identification practices; better and more reliance on technology, etc.) and the performance of audit and non-audit services are in compliance with applicable auditing standards.



Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Audit Services: Completed audit services (internal, co-sourced, and outsourced); measured the number of final audit service communications issued	4	7	7	7
Audit Services: Monitored and followed up on agreed-to findings reported in final audit service and non-audit service communications, as applicable; determined if risks were mitigated and process improvements were realized; communicated results to the County Internal Audit Committee and the Board of County Commissioners; measured the number of final follow-up communications issued	4	7	7	7
Non-Audit Services: Completed non-audit services (internal, co-sourced, and outsourced); measured the number of final non-audit service communications issued	2	2	2	2



Contact Information

(813) 274-6795

HCFLGov.net/InternalAuditor

County Internal Auditor

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$330,979	\$444,925	\$590,942	\$604,286
Operating Expenditures/Expenses	11,984	53,388	53,334	53,357
Grand Total	\$342,963	\$498,313	\$644,276	\$657,643

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$342,963	\$498,313	\$644,276	\$657,643
Grand Total	\$342,963	\$498,313	\$644,276	\$657,643

Funded Positions	3	3	4	4
Funded FTE Positions	3.00	3.00	4.00	4.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted. The Internal Auditor's salary and benefits are budgeted per contract terms.
- During FY 17 one Senior Internal Auditor position was established to leverage limited resources to achieve stated goals and objectives.

OPERATING EXPENDITURES:

- Continuation budget.



County Attorney

The County Attorney's Office provides legal counsel and representation to the Board of County Commissioners, the County Administrator, and County departments on all matters pertaining to the business of Hillsborough County. Duties include participation in all litigation, and providing legal counsel and advice on issues affecting overall County administration, including innovative legal solutions. In addition, the County Attorney's Office provides legal representation to various Hillsborough County agencies at the direction of the Board of County Commissioners.

FY 16 and FY 17 Accomplishments



- Successfully defended all lawsuits against Hillsborough County, providing significant savings to taxpayers.
- Provided preventative legal advice to County departments and agencies, reducing the risk of liability to the County.
- Maintained Florida Bar Board Certification for 50% of the attorneys in the office, and maintained paralegal certification or Florida Bar registration for 43% of the paralegals.
- Coordinated 1,513 public records requests in calendar year 2016.
- Managed the registration of 124 lobbyists for the period of April 21, 2016 to Dec. 31, 2016.



Attorneys with the County Attorney volunteer for Intake Night at Bay Area Legal Services.

FY 18 and FY 19 Core Goals

- Continue to enhance in-house training programs to provide quality training and cost-effective continuing legal education that will enhance staff members' abilities to perform their jobs with increased professionalism while fostering development of exceptional lawyers and support staff.
- Continue to enhance the in-house mentoring program to include internships for law and paralegal students from local institutions for course credit. This will benefit the community by supporting the continued professional development of those interested in the legal profession.
- Continue to promote board certification by allocating funds to pay for the training and certification of staff attorneys. Doing so recognizes that board certification is a capstone accomplishment of a legal career requiring a peer review process, extensive practical experience, and passing a test to demonstrate knowledge in a specialized area of law.
- Continue to improve technology capabilities to further increase office efficiency and save money on attorney travel.

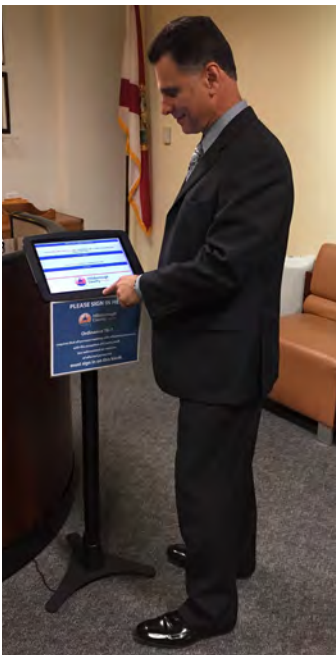
FY 16 and FY 17 Key Projects

- Continue to emphasize customer service for clients (the BOCC, County departments, and 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 to meet the expectations associated with their professions.
- Increase efficiency of legal services by providing exceptional services as cost effectively as possible without jeopardizing quality.



Innovation

The County Attorney's Office initiated a program to take legal action, up to and including the filing of foreclosure actions, to mitigate the negative impacts of abandoned, non-homestead properties on Hillsborough County neighborhoods



Contact Information

(813) 272-5670
HCFLGov.net/CountyAttorney

Far left: Lobbyist Registrar Dave Couvantes introduces sign-in procedures for lobbyists and visitors at one of the County's electronic meetings.

Top: Senior Assistant County Attorney Ken Pope delivers a continuing legal education presentation on Code Enforcement to the County Attorney.

Bottom: Senior Assistant County Attorney Ricardo Cox argues in court on behalf of Pet Resources.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Enhanced in-house training for continuing legal education	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 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$7,764,248	\$8,259,707	\$8,605,843	\$8,831,859
Operating Expenditures/Expenses	178,060	199,004	199,100	199,543
Grand Total	\$7,942,308	\$8,458,711	\$8,804,943	\$9,031,402

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$7,942,308	\$8,458,711	\$8,804,943	\$9,031,402
Grand Total	\$7,942,308	\$8,458,711	\$8,804,943	\$9,031,402

Funded Positions	60	60	60	60
Funded FTE Positions	59.00	59.50	59.50	59.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

9-1-1 Agency

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$589,959	\$629,820	\$689,409	\$705,686
Operating Expenditures/Expenses	4,042,286	4,282,164	4,230,673	4,230,717
Capital Outlay	25,398	0	0	0
Grants & Aids	1,675,800	1,675,800	1,675,800	1,675,800
Grand Total	\$6,333,443	\$6,587,784	\$6,595,882	\$6,612,203

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide Special Revenue Fund	\$6,333,443	\$6,587,784	\$6,595,882	\$6,612,203
Grand Total	\$6,333,443	\$6,587,784	\$6,595,882	\$6,612,203

Funded Positions	12	9	9	9
Funded FTE Positions	12.00	9.00	9.00	9.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Funding is at continuation level.

CAPITAL AND OTHER EXPENDITURES:

- No changes.

Affordable Housing Services

The Affordable Housing Services department enhances the quality of life for Hillsborough County residents by assisting low- and moderate-income families retain or attain access to safe, quality, affordable housing, and improves the quality of life in low- to moderate-income areas through use of federal and state funding. Each year, the department effectively manages four Housing and Urban Development grants: Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Shelter Grant (ESG), and State Housing Initiative Partnership (SHIP). Affordable Housing Services partners with other County, nonprofit, and for-profit entities to support community and economic development activities. The department actively fosters housing development through public/private partnerships and by creating incentives (density bonus) and impact fee waiver programs that 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.



Setting truss on last home in Phase IV

FY 16 and FY 17 Accomplishments



Affordable Housing disbursed CDBG, HOME, ESG, and SHIP funds toward housing activities.

130

First-time homebuyers assisted with down payments.

75

Owner-occupied households received rehabilitation funding assistance.

11

Public facilities received funding for infrastructure improvements countywide, which directly assisted **59,049** citizens.

FY 18 and FY 19 Core Objectives and their Planned Outcomes

- Increase the availability of decent, affordable sustainable housing opportunities for an estimated 75 very low-, low- and moderate-income households.
- Increase long-term housing opportunities to keep an average of 35 clients in their homes.
- Create decent housing opportunities with improved availability and affordability through rehabilitation and/or building 80 new multifamily housing units.



Self-help housing South County Development

FY 18 and FY 19 Key Projects and their Community Value



People plant trees during Earth Day 2014 at Self-Help Housing.

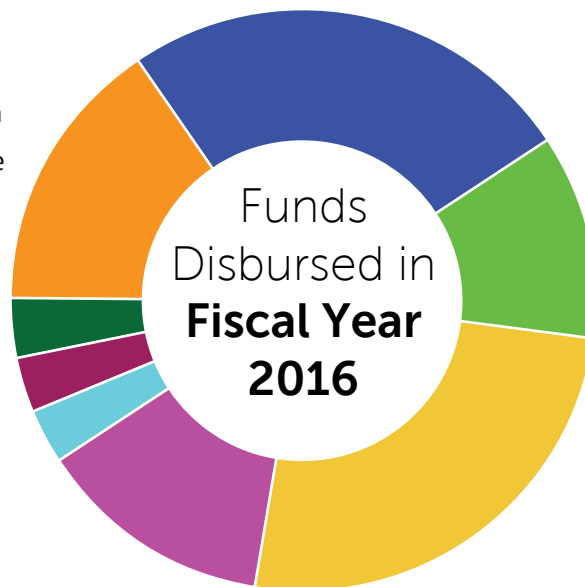
- Funding for home improvements to low- and moderate-income households, providing healthy and enjoyable places to live, work, and play.
- Funding for down-payment assistance to low- and moderate-income households, providing self-sufficiency and quality of life for those who need help.
- Funding for rental units for low- and moderate-income households and the homeless, providing safe, attractive communities residents are proud to call home.



Innovation

- Through the examination of AHS core services, it was determined that building and growing our public-private relationship would maximize benefits.
- The restructuring of the department has resulted in increased internal training to ensure compliance with federal and state programs.
- Efficiencies have been created with the Purchasing Department's processing of grant proposals and bids to ensure that residents receive the best value for their tax dollars.

- 15%** Administration
- 25%** Housing Rehabilitation
- 11%** Homebuyer Assistance
- 25%** Infrastructure
- 13%** Public Services
- 3%** Homeless Services
- 3%** New Construction
- 3%** Land Bank



Contact Information
 (813) 612-5397
[HCFLGov.net/
AffordableHousing](http://HCFLGov.net/AffordableHousing)

Noteworthy Service Statistics

Performance Measures	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Increase the availability of decent, affordable, and sustainable housing opportunities for low-income families	20 households	50 households	75 households	100 households
Increase long-term housing opportunities	88 households	111 households	100 households	100 households
Create decent housing opportunities with improved availability and affordability (provide rental assistance or new units)	39 units	64 units	75 units	100 units

Affordable Housing Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,850,156	\$2,847,650	\$2,807,345	\$2,831,686
Operating Expenditures/Expenses	489,377	1,162,260	885,671	713,392
Capital Outlay	1,686,596	4,625,977	6,589,740	4,066,329
Grants & Aids	9,377,852	23,619,489	27,205,312	18,942,660
Grand Total	\$13,403,981	\$32,255,376	\$37,488,068	\$26,554,067

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Unincorporated Area General Fund	\$542,334	\$543,188	\$710,372	\$717,249
Grants Fund	8,965,557	21,097,980	24,190,091	15,104,397
Local Housing Assistance Program Fund	3,896,090	10,614,208	12,587,605	10,732,421
Grand Total	\$13,403,981	\$32,255,376	\$37,488,068	\$26,554,067

Funded Positions	22	22	21	21
Funded FTE Positions	22.00	22.00	21.00	21.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One vacant position is eliminated.

OPERATING EXPENDITURES:

- Changes in expenses are primarily a result of fluctuations in grant appropriations.

CAPITAL AND OTHER EXPENDITURES:

- Upon receipt of updated information from the U. S. Department of Housing and Urban Development, the grant budgets will be adjusted within the FY 18 budget.

Aging Services

The Aging Services department maximizes independence and prosperity for older adults by coordinating essential health and wellness services, including intake and screening assessments, individualized information and referral, case management, congregate dining, active senior programming, personal care, homemaking, caregiver respite, nutrition counseling, emergency alert response buttons, transportation, pest control services, adult day care services, and the customer care line. Active senior programming offers field trips, exercise classes, seminars, and group activities with an evidence-based prevention focus to alleviate nursing home and assisted living placement. Services are provided directly by the department as well as through contracted vendors, volunteers, and community partners.



At Aging Services' Phyllis Busansky Adult Day Health Center, participants "hoop it up" to keep active through exercise, while being cared for in a safe environment.

FY 18 and FY 19 Core Goals

Aging Services' Silver Surfers Project will deliver an online collaboration and video conferencing solution for Hillsborough County's homebound seniors. It will be piloted with 25 older adults who will access the site to participate with each other and instructors during live classes and access pre-recorded classes on demand at their convenience. This project will: a) increase the quality of life among disengaged seniors through the innovative application of technology as a means to connect seniors on a personal level to each other and our services; b) evaluate the viability and effectiveness of this solution as a means to decide if it should be expanded to additional disengaged seniors and other customers whom we serve.

Aging Services will enhance its nutrition counseling services to clients who have been identified as nutritionally high risk. In addition to receiving a one-time nutrition counseling session, high-risk clients will receive a nutrition care plan

and a quarterly follow-up contact to ensure adherence to the plan of care. This enhancement will ensure the department's nutritious meals and education will have a greater overall impact on the nutritional security of those in greatest need. According to the Alliance for Aging Research, the consequences of malnutrition are: a compromised immune systems, frailty and sarcopenia, loss of independence, and it further complicates treatment for other diseases. The increased economic burden in the U.S. for disease-associated malnutrition in older adults is \$51.3 billion each year.

Develop outcome measures that track maintained or improved client health for those who suffer from chronic diseases, with consideration of measures that quantify the community benefits of providing Adult Day Health Care, Case Management, In-Home Care Services, and Nutrition and Wellness services.

FY 16 and FY 17 Accomplishments



Aging Services partnered with the Tampa Bay Network to End Hunger to place portable garden boxes, "Garden to Go Boxes," at four dining centers. These gardens are used to teach low-income seniors about the ease of growing healthy vegetables and spices, how to incorporate the vegetables and spices in their diets, and encourage them to use the boxes in their homes to further reduce food insecurity.

Four of Aging Services' senior centers have submitted applications to the National Institute of Senior Centers to receive national accreditation. Accreditation involves compiling supporting documentation related to the National Senior Center Self-Assessment and National Accreditation Manual, an on-site review of documentation and the senior center by a certified Peer Reviewer, and a review of the Peer Reviewers' findings and recommendation by the National Accreditation Board. The accreditation process improves and strengthens overall senior center operations. It results in official recognition that a senior center is meeting its mission in a nationally accepted, professional fashion.

The department re-established the operation of the Senior Adult Day Health Care program, which required attention to license requirements, compliance protocols, and daily operational procedures. This was successfully accomplished through extensive attention to detail and significant coordination with many partner organizations, both internal and external, who provided immense support to ensure that clients and caregivers would have a positive experience from the first day and throughout their continued participation.

FY 18 and FY 19 Key Projects

- Develop a Caregiver Manual as an educational component to the support groups, as well as community and health care providers. This manual will be developed in partnership with key partners, such as the USF Memory Disorder Clinic and Alzheimer's Association.
- Develop an even more robust volunteer program to enhance opportunities for large-scale community engagement in the formal and informal provision of care for our seniors.
- Identify, develop, and implement tracking tools that measure specific data, such as: the average fall rate for Aging Services clients in comparison to established baselines; the improvement of adult day health care client vitals at enrollment and at specific intervals over time; the number of times clients visited the doctor in comparison to benchmarks; and improvement of chronic diseases when clients receive appropriate nutrition services.



At Aging Services dining centers, members not only receive a hot meal, they engage in physical activity to maintain good health and remain independent.



Innovation

The Safeguarding Seniors Community Prosperity Project is a new, integrative initiative that aligns Aging Services, Code Enforcement, Consumer Protection Services, Fire Rescue, Homeless Services, Resource Management/Rapid Response, Social Services, Sunshine Line, and Veterans Services to make a larger impact in the community through the coordinated resolution of safety and quality-of-life issues facing Hillsborough County's seniors. The team continues to implement continuous improvements, evaluate the department's impact, and capture lessons learned for subsequent phases.



Contact Information

(813) 272-5250

HCFLGov.net/Aging

Noteworthy Service Statistics

Performance Measure	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
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.	65.63%	66%	67%	68%
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.	80%	82%	83%	83%
Maintained or improved ability of caregivers to continue to provide care after receiving caregiver support services.	93%	95%	95%	95%
Seniors attending Hillsborough County Senior Centers who report taking better care of their health after enrolling in our healthy lifestyle/wellness programs.	n/a	86%	88%	90%
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).	12,143	10,500	10,600	10,750

Aging Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$6,701,335	\$8,230,749	\$8,158,559	\$8,359,332
Operating Expenditures/Expenses	7,473,428	10,552,654	10,937,421	10,691,463
Capital Outlay	23,801	0	0	0
Grants & Aids	576,047	1,028,668	850,984	850,984
Other Non Operating	101,060	125,748	180,069	180,069
Grand Total	\$14,875,671	\$19,937,819	\$20,127,033	\$20,081,848

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$6,642,837	\$7,780,650	\$8,153,788	\$8,108,603
Grants (Not Transportation-Related)	8,232,834	12,157,169	11,973,245	11,973,245
Grand Total	\$14,875,671	\$19,937,819	\$20,127,033	\$20,081,848

Funded Positions	136	149	149	149
Funded FTE Positions	106.07	122.74	122.77	122.77

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Operating expenditures includes \$512,330 additional funding for nutrition services provided to at risk seniors. When the current food contract ended, it was rebid and resulted in a higher cost.

CAPITAL AND OTHER EXPENDITURES:

- The realignment of funds between various expenditure categories is a result of a fluctuation in the carry forward of prior year grant revenue.

Children's Services

The Children's Services department administers a protective umbrella of services for children, youth, and families, in partnership with the community. The major goal of Children's Services is to strengthen communities by helping the most vulnerable children, youth, and their families access quality out-of-home care, health, mental health, education, and wellness programs, and the comprehensive interventions needed to achieve a better quality of life.



People enjoy Community Fair 2017.

FY 16 and FY 17 Accomplishments



40% Increase in Revenue

- There was a 40% increase in revenue, as well as a 40% increased reimbursement rate for residential group care.

90% Attendance Rate

- There were five high school and GED graduates, and an attendance rate of 90% for all youth housed on the Lake Magdalene campus.

10% Increase in classes

- Increased training and consultation classes by 10%, which directly resulted in a 20.4% improvement in the rate of compliance for child care facilities (44% to 64.4%) and a 17.5% improvement for family child care homes (58% to 75.5%)

FY 18 and FY 19 Core Goals

- Seventy-five percent of foster care youth that were discharged from the program will demonstrate an increase in their ability to live independently by scoring 80 or above in the areas of daily living, self-care, housing, and money management skills, as measured by the Casey Foundation Life Skills Measurement Tool.
- The department is in the process of creating a Youth Workforce Development Program to help foster independence and self-sufficiency.
- The department will have a 95% expenditure of grant funds.



Children's Services hosts a Youth and Staff team-building Day.

FY 18 and FY 19 Key Projects

- The department enhanced safety and security through implementation of a keycard system on all doors and security gates, resulting in youth feeling safer and more secure.
- On June 1, 2017, Hillsborough County Children’s Services foster care youth will make history by participating in a trip to Washington, D.C. to tour the nation’s capital, museums, and national parks. It will be their first time going to Washington, D.C.
- There continues to be a 100% youth participation in Motivational Edge, a lyrical and spoken word therapeutic program designed to facilitate creativity, self-motivation, and self-expression.



Children’s Services created an educational hydroponic garden.



Innovation

Children’s Services uses an evidence-based, therapeutic model to mitigate challenging behaviors by encouraging prosocial, independent behaviors with an emphasis on fostering life values and skills for youth.



Contact Information

(813) 264-3807, Children’s Services
HCFLGov.net/Children

(813) 264-3925, Child Care Licensing
HCFLGov.net/ChildCareLicensing

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Percent of filled bed days vs. contracted days	106%	104.7%	104.7%	100%
Percent of youth who do not get arrested after completing services	93%	93%	93%	95%
Number of child care facilities/homes inspected per month	329	330	330	330
Number of new Safe Place sites that are trained	194	194	194	200

Children's Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$7,376,475	\$10,067,935	\$10,845,497	\$10,402,183
Operating Expenditures/Expenses	1,058,480	2,913,080	2,125,319	2,110,030
Capital Outlay	438,150	7,400	0	0
Grants & Aids	482,304	522,000	522,000	522,000
Grand Total	\$9,355,409	\$13,510,415	\$13,492,816	\$13,034,213

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$6,101,375	\$6,494,376	\$6,315,006	\$6,422,927
Countywide Special Revenue Fund	2,075	3,539	7,000	7,018
Grants (Not Transportation-Related)	3,251,959	7,012,500	7,170,810	6,604,268
Grand Total	\$9,355,409	\$13,510,415	\$13,492,816	\$13,034,213

Funded Positions	147	148	148	148
Funded FTE Positions	126.05	127.67	127.67	127.67

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- The reduction in operating expenditures reflects the realignment of grant funds used to cover additional personnel costs.

CAPITAL AND OTHER EXPENDITURES:

- The capital outlay expenditures in FY 16 and FY 17 were used to purchase equipment for the National School Lunch Program Grant. No additional capital outlay expenditures are needed for FY 18 and FY 19.

Code Enforcement

The Code Enforcement department consists of the Inspectional Services Section, the Regulatory Compliance Section, Property Registration Section, and the Citizen Boards 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.



Code Enforcement Officer Larry Hoffman interacts with a property owner.

FY 16 and FY 17 Accomplishments



- Enhanced efficiencies and improved operational effectiveness by reducing the response time for a property to be inspected and the time for a nuisance property to become compliant, thus improving community appearance and customer satisfaction.
- Reduced the time for an officer to inspect property and respond to customer concerns to less than a day.
- Improved operational effectiveness of the Nuisance Abatement Program by reducing the time for a property to be inspected and the time for a nuisance property to be abated, thus improving public safety, community appearance, and customer satisfaction.
- Improved the Lien Settlement Reduction Program by enabling Hillsborough County property owners to reduce outstanding code enforcement fines, addressed an extensive backlog of outstanding cases, and increased revenue from \$939,814 in FY 16 to a projected \$1,109,550 projected for FY 17.

FY 18 and FY 19 Core Goals

- Inspect code complaints within 72 hours of notification to enforce property maintenance and land development ordinances to ensure compliance, promote public safety, and increase quality of life and property values in unincorporated Hillsborough County.
- Continue to find innovative ways to improve efficiencies and operational effectiveness to provide customers with the highest level of service by improving response and case resolution time to reduce the negative impacts of nuisance properties, and increase property values.
- Respond to complaints within 72 hours to enforce ordinances regulating or prohibiting simulated gambling devices, pain management clinics, synthetic drugs, gas pumping assistance, human trafficking, and the animal abuse registry to ensure compliance, promote public safety, and increase quality of life and property values.



Michael Johnson is a Code Enforcement supervisor.

FY 18 and FY 19 Key Projects

- Provide additional hearings and locations to reduce the delay in scheduling board and magistrate hearings, and allow cases to be heard within 60 days of referral to ensure enforcement of ordinances regulating property maintenance, land development, wage recovery, fire marshal, public works, burglar alarms, red light, and water uses.
- Convert all paper files to electronic documents to improve operational effectiveness by reducing printing costs and storage space, and providing all customers easy access to information.
- Implement the Code Enforcement Citation Diversion Program that focuses on overgrown vegetation, accumulation of debris, snipe signs, commercial and inoperable vehicles, pool sanitation, and unsecured pool nuisance violations. Project has potential to generate more than \$375,000 in revenue and could have a far-reaching impact on public safety, economic development, and property values.



Innovation

Delivering notices by hand in the field. This measure has reduced administrative delays and case resolution time, allowing officers to cite violations while on scene, saving thousands of dollars annually.



Contact Information

[\(813\) 274-6600](tel:8132746600)

HCFLGov.net/Code

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Case Resolution	66 days	35 days	35 days	35 days
Case/CRM/ADX Response Time - Initial Inspection	1.8 days	1.4 days	1.4 days	1.4 days
Number of Nuisance Snipe Signs Removed from County Rights of Way	41,164	77,000	77,000	77,000
Code Cases Inspected	30,835	34,886	35,000	35,000
Number of Code Cases Referred to Hearings	2,495	4,418	4,500	4,500

Code Enforcement

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$5,522,126	\$5,715,402	\$6,052,773	\$6,147,108
Operating Expenditures/Expenses	3,215,617	4,370,317	5,155,638	5,149,429
Capital Outlay	\$190,670	225,176	87,819	31,900
Grand Total	\$8,928,413	\$10,310,895	\$11,296,230	\$11,328,437

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$1,496,015	\$2,001,204	\$2,425,294	\$2,480,622
Unincorporated Area General Fund	7,368,259	8,228,245	8,764,169	8,741,044
Countywide Special Revenue Fund	\$64,139	81,446	106,767	106,771
Grand Total	\$8,928,413	\$10,310,895	\$11,296,230	\$11,328,437

Funded Positions	77	75	74	74
Funded FTE Positions	76.50	74.50	73.5	73.5

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One position was transferred to Pet Resources.

OPERATING EXPENDITURES:

- An increase in anticipated property registration fee revenue supports the offset in increased payments to the foreclosed property vendor.

CAPITAL AND OTHER EXPENDITURES:

- Funding of \$46,000 is included in capital outlay for the replacement of antiquated and inoperable radios.
- The remaining capital outlay is used to fund costs associated with additional hearings and locations for Citizen Board Support.

Communications & Digital Media

Communications & Digital Media provides residents, businesses, and community partners with timely, accurate information related to County government programs, services, projects, and emergency matters. The department's expertise fosters two-way communication that is meaningful, clear, and concise. It also engages the community using both traditional and digital channels, including public meetings, newspaper and television media outlets, printed material, website, and social media. The Communications & Digital Media department's work supports the County's vision. The department supports all aspects of the vision by fostering awareness of the programs and services available to residents and by helping them access tools to improve their quality of life, enjoy safe roads and water, grow businesses, and learn about and connect to their elected officials.



Communications & Digital Media helped to plan and execute the opening of the long awaited Public Safety Operations Complex (PSOC). There to cut the ribbon were (left to right) Florida Division of Emergency Management Director Bryan Koon, Hillsborough County Fire Rescue Chief Dennis Jones, Commissioner Stacy R. White, Commissioner Sandra L. Murman, Commissioner Pat Kemp, Commissioner Victor D. Crist, and Commissioner Al Higginbotham.

FY 18 and FY 19 Core Goals

- Continue to develop a custom original content newsroom strategy using web and social metrics as key indicators for performance to create brand awareness, share our stories, and better connect residents with County resources, programs, and services.
- Refine and expand the Hillsborough County style guide to include stationary elements such as notepads and letterhead that will be available via the online ordering system, as well as a stock photo library where users can access Hillsborough County images
- Develop an updated version of COIN that will incorporate tools to help departments effectively share information, collaborate on workflows, and streamline internal processes.

FY 16 and FY 17 Accomplishments

- CDM implemented HCFLGov.net, a new service-based website for the County that utilizes the top-rated Sitecore Web Content Management System. The new site integrates with adjacent technologies, such as Customer Relationship Manager (CRM), multichannel campaign management (MCCM), marketing resource management, Digital Asset Management (DAM), and Web analytics. This expanded tool set allows CDM to customize content that more effectively informs users of County services and messaging. The new site also is now hosted locally, saving \$42,000 annually in offsite hosting costs.
- CDM established an online Newsroom that integrates traditional communications techniques alongside innovative new strategies that leverage social media, compelling storytelling, and visual media to provide rich content that is relevant, accessible, and shareable by any audience. The Newsroom provides a direct link between Hillsborough County and residents, businesses, and other organizations, along with comprehensive resources for members of the media. This grows the reach and share of voice for County messaging, even as both traditional and new media continue to fragment.
- CDM was instrumental to the creation of a visual identity and brand management system that underscores Hillsborough County's strengths as a great place to live, work, and play. In addition to the web architecture and redesign, CDM created a comprehensive style guide to maintain design consistency. The new brand look works as a unifying element for the County and its departments, creating a cohesive brand experience for Hillsborough County employees and residents.

FY 18 and FY 19 Key Projects

- CDM will plan, develop, and implement an updated version of the COIN website to provide an improved experience for COIN users while increasing the intranet's functionality as a cross-departmental collaborative tool.
- CDM will introduce a visual library that will contain Hillsborough County's image resources, while continuing to develop the County's style guide to ensure consistent use of visual and brand identity guidelines.
- CDM will employ web and social metrics to measure content performance and develop a customized, targeted newsroom communications strategy to grow brand awareness, increase sharing of Hillsborough County stories, and better connect residents with County resources, programs, and services.



Left: Seniors to honor war heroes at the 2016 All-American Senior Picnic. CDM strategized to help plan and support the event at MacFarlane Park that included a record number of seniors.

Below: CDM promoted the Parks & Recreation School Program that gives children a safe after school environment. Children explore new play games, do homework, and make new friends.

Innovation

Communications & Digital Media continues to develop and refine its approach to delivering communications, public relations, and marketing strategies for customers. This refined focus strengthens strategies and initiatives that foster a better understanding of community conversations, allowing more effective, accurate, and timely communication about the County's services and programs. Utilizing data analysis allows the County to take a proactive approach to customer service. By analyzing trends on various County platforms, CDM has developed effective responses targeted to specific groups of residents that address emerging issues to accelerate resolution and reduce recurrence as well as effective communication of County programs and services. Additionally, the new HCFLGov.net features web analytics tools that CDM uses to gauge what information is in demand, understand the types of content that are most effective, see how easy or difficult it is for residents to find content, and measure how effective the content is. The system allows CDM to monitor events in real time to develop content that is optimized, reduce response times, and increase customer satisfaction.



Contact Information
 (813) 272-5314
HCFLGov.net/Media



Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Establish broader outreach, increase conversation, and grow influence through the most widely used social media platforms to complement traditional media outlets, measured by social media engagement.	Facebook - 7,591; Twitter - 40,296	Facebook - 8,362; Twitter - 53,000	Facebook - 9,198; Twitter - 58,300; Linkedin: 6,600 (previously not included) Instagram: 3,030 (previously not included)	Facebook - 10,010; Twitter - 64,130; Linkedin: 7,260 Instagram: 3,333
Provide information about services and programs, measured by the amount of new, original programming created by HTV, other than meeting coverage. Original programming includes special events coverage, community outreach, and public service productions.	118	173	185	203
Web page views	8,844,225	8,800,000	9,000,000	9,900,00

Communications & Digital Media

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$3,312,443	\$3,684,756	\$3,820,725	\$3,918,118
Operating Expenditures/Expenses	361,825	705,323	739,427	739,882
Capital Outlay	248,242	393,821	124,697	72,538
Grand Total	\$3,922,510	\$4,783,900	\$4,684,849	\$4,730,538

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Operating Fund	\$3,827,993	\$4,686,616	\$4,575,007	\$4,617,882
Unincorporated Area General Fund	3,244	0	6,476	6,476
Transportation Trust Fund	(35)	0	0	0
Public Utilities Water/Wastewater Division	91,308	97,284	103,366	106,180
Grand Total	\$3,922,510	\$4,783,900	\$4,684,849	\$4,730,538

Funded Positions	44	43	42	42
Funded FTE Positions	43.50	42.50	41.50	41.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One position was transferred to Customer Service and Support.

OPERATING EXPENDITURES:

- The FY 18 Recommended Budget includes additional funds for equipment maintenance and indirect administrative expenses.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay includes the replacement of existing equipment.



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 department provides outdoor recreational opportunities for residents and visitors. The department 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 parks system. The department manages 80,336 acres of park and preserve lands, serving over 2.8 million visitors annually.



The Conservation & Environmental Lands Management department brings the beach back to Apollo Beach, providing residents with a beautiful setting to enjoy Tampa Bay.



A section of the Alderman's Ford Boardwalk will provide years of enjoyment to park visitors after getting new decking and handrails.

FY 16 and FY 17 Accomplishments



\$2,113,744

Conservation parks revenue

Collected \$2,113,744 in conservation parks revenue during FY 16, resulting in a 28.8% cost recovery for conservation park operations. This allowed all parks to remain open seven days a week.

15%

 Reduction in wildfire threats

During FY 16, the department achieved a 15% reduction in wildfire threats on preserved lands utilizing prescribed fire over 5,552 acres. This exceeds the department's annual benchmark of 3,700 acres (10% reduction).

Completed the department's Master Plan for BOCC approval. Key elements of the Master Plan include:

- 1) Descriptions and evaluations of parks and preserves.
- 2) Needs and priorities assessment, including capital improvements, programs, and operations.
- 3) Performance measures and visitor capacity model.
- 4) Funding, phasing, and implementation strategy.

FY 18 and FY 19 Core Goals

- Achieve a 90% customer satisfaction rating within the conservation parks system to better serve the public and meet County customer service objectives.
- Provide an average cost recovery of 23% – 28% to offset annual conservation park operational costs, allowing all conservation parks to remain open seven days per week.
- Reduce vegetation and overall fuel loads on 3,700 acres of County-managed lands using prescribed fire and mechanical treatment methods. These techniques will reduce the overall wildfire threat on preserved lands by 10% per year, while enhancing a variety of native habitats.

FY 18 and FY 19 Key Projects

- In October 2016, the County entered into a contract with RunBrook, Inc. to perform a carbon credit bank feasibility study of the County’s 12,900-acre Lower Green Swamp Preserve. When completed in 2017, the study will determine if a carbon credit bank is both compatible with the preserve’s land management objectives and also profitable to the County.
- In an effort to increase visitation, enhance the park visitor experience, and generate revenue to support County initiatives, the CELM department will be soliciting concessionaire proposals for a public/private (P3) partnership to provide short-term lodging and hospitality operations at E.G. Simmons Park.
- Complete the E.G. Simmons Park Shoreline Stabilization Project. The purpose of the project is to stabilize a majority of the E.G. Simmons Park Beach and shoreline areas which have experienced significant erosion over the past 20 years. An off-shore breakwater using a WAD (Wave Attenuation Device) System will be constructed to permanently protect the shoreline.



A group of hikers enjoy one of CELM’s new sunset and evening guided hikes at the Blackwater Creek Nature Preserve.



Innovation

During FY 17, the department made annual park entry passes available to the public for online purchase using a computer or mobile device. Prior to FY 17, the only method for purchase was either in-person at a County park office or through the U.S. mail.



Contact Information

(813) 635-3547

HCFLGov.net/Conservation

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Provide an average cost recovery of 23% – 28% to offset annual conservation park operational costs, allowing all parks to remain open seven days/week.	28.8%	29%	25%	25%
Reduce vegetation and overall fuel loads on 3,700 acres of County-managed lands using prescribed fire and mechanical treatment methods. The average cost of a prescribed burn in FY 16 was \$3,824 per burn.	15%	15%	10%	10%
Continue implementation of an online survey system to determine levels of customer satisfaction within the Conservation Parks and Trails system and achieve a 90% satisfaction rating.	95%	95%	90%	90%
On an annual basis, issue a minimum of 400 annual park passes at no charge or at a discounted rate to veterans and other deserving groups.	471	450	400	400
Through the use of CELM staff, nonprofit groups, and volunteers, provide a minimum of 40 environmental programs, serving at least 500 participants on an annual basis.	N/A	40/500	80/1,000	90/1,200

Conservation and Environmental Lands Management

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$7,951,308	\$9,482,876	\$9,964,194	\$10,527,220
Operating Expenditures/Expenses	3,049,168	3,515,443	3,625,724	3,527,241
Capital Outlay	217,407	159,248	482,500	111,000
Grants & Aids	0	0	264,740	264,740
Other Non Operating	12,598	0	0	0
Grand Total	\$11,230,481	\$13,157,567	\$14,337,158	\$14,430,201

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$10,412,663	\$12,118,607	\$13,017,997	\$13,094,038
Unincorporated Area General Fund	508,973	581,203	856,856	868,142
Unincorporated Area Special Revenue Fund	283,731	457,757	462,305	468,021
Grants (Not Transportation-Related)	25,114	0	0	0
Grand Total	\$11,230,481	\$13,157,567	\$14,337,158	\$14,430,201

Funded Positions	160	161	178	178
Funded FTE Positions	147.78	148.99	164.63	164.63

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Eight new positions (6.96 FTE's) are included to handle eradication of invasive and exotic plants from all Preserves.
- Nine positions associated with the Bakas Equestrian Center are transferred from Parks and Recreation Department.

OPERATING EXPENDITURES:

- Additional operating expenditures are included for invasive/exotic plant eradication and demolition of four County-owned site security residences that are in disrepair or no longer needed.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay includes funding for eleven automated cash/credit card collection kiosks, ice machines, fuel containment cabinets, pressure washers and manufactured site security home at Edward Medard Park.

GRANTS AND AIDS:

- Grants and Aids represents funding for two Sheriff Deputy positions and equipment transferred from Parks and Recreation.

Consumer & Veterans Services

The Department of Consumer & Veterans Services provides assistance to ensure the fair and proper treatment to the community's Veterans and other consumers through various education, mediation, and administrative activities. Outreach and educational programs are delivered to maximize awareness of available services and benefits. The Veterans Services Division serves as a single point of contact for military members, their dependents, and survivors seeking assistance in obtaining federal, state and local military benefits. The Consumer Protection Division receives and investigates complaints alleging unfair or deceptive trade practices, theft, or consumer fraud with mediation offered to provide superior customer service. New additions under the department's umbrella include the county's Marine Safety Unit and Resource Management Division (aka "Rapid Response" Team). This third division enhances quality of life and public safety through maintenance of waterway channel markers and signage, monitoring for derelict vessels and dilapidated docks, disaster response, damage assessment, and event coordination for a variety of inter-agency initiatives.



Consumer & Veterans Services conducts many outreach events.

FY 16 and FY 17 Accomplishments



33,500

Clients were served by the Veterans Services Division with an economic impact of \$425 million annually.

376

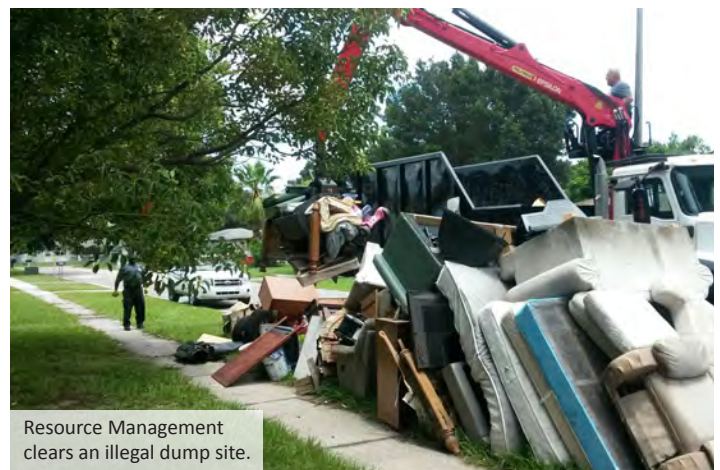
Consumer complaints were mediated or conciliated by the Consumer Protection Division with returned \$370,000 directly to consumers.

923 tons

Tons of illegally dumped items removed by the Resource Management Division in support of Community Prosperity and public safety, including 50 arrests in partnership with Hillsborough County Sheriff's Office. The division also rescued 8 families as part of a mutual disaster aid operation in Pasco County during Hurricane Hermine. The division also rescued 8 families as part of a mutual aid operation in Pasco County during Hurricane Hermine.

FY 18 and FY 19 Core Goals

- In response to an increasingly high demand for services, Veteran Service Officers provide professional, ethical, efficient, and superior advocacy resulting in positive impacts to our military and surrounding residents' pride, patriotism, and quality of life.
- Consumer Protection Services contributes to public safety and quality of life by responding quickly and efficiently to complaints from residents and businesses alleging unfair or deceptive trade practices, theft, or fraud involving consumer transactions.
- Rapid Response will maintain a standard for response not to exceed 72 hours for cases of investigation/abatement of illegal dumping.



Resource Management clears an illegal dump site.

FY 18 and FY 19 Key Projects

- Facilitate the completion of a new 8,000-square-foot Veteran Resource Center designed to serve as a one-stop shop for military Veterans and their families.
- Provide consumers with cost-saving alternatives to legal processes (free mediation and conciliation of civil issues that would otherwise end up in court)
- and increasing community awareness of these services.
- Partner with Mosquito Control to maintain and increase public safety by conducting joint outreach/empowerment campaigns with residents for community clean-ups and Tire Amnesty Operations to combat Zika and other vector-borne illnesses.



Innovation

The Department of Consumer & Veterans Services is exploring implementing an automated lobby management and queuing system for Hillsborough County customers who visit the department's locations. The system will create workload efficiencies and improve customers' experience by providing real and up-to-date wait times for services at multiple locations.



Left: A Veterans Service Center staff member shakes hands with a client at the Brandon Regional Service Center.

Below: The department's "Shred Fest" event provided free document shredding and ID the prevention of a variety of department services and county park programs.



Contact Information

(813) 635-8316

HCFLGov.net/Veterans

HCFLGov.net/Consumer

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Department Customer Satisfaction	94.25% (Consumer Protection/ Veterans Services)	95%	95%	95%
Consumer Protection and Veterans Services Divisions Outreach and Education Events	189	199	209	219
Community and Waterway Public Safety (Resource Management/Marine Safety Divisions-Assessments/Inspections)	N/A	6,200	6,500	6,836
Calls for Service by Resource Management for various Public Safety-related issues	N/A	33,961	33,961	33,961
Veterans Park Number of Visitors and Residents Served	N/A	82,793	84,449	88,671

Consumer & Veteran Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,033,187	\$1,186,946	\$1,258,579	\$1,291,756
Operating Expenditures/Expenses	119,564	130,645	155,068	155,170
Grants & Aids	9,363	15,000	0	0
Grand Total	\$1,162,114	\$1,332,591	\$1,413,647	\$1,446,926

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$1,019,905	\$1,312,774	\$1,408,955	\$1,446,926
Unincorporated Area General Fund	1,691		4,692	4,692
Grants (Not Transportation-Related)	140,518	19,817	0	0
Grand Total	\$1,162,114	\$1,332,591	\$1,413,647	\$1,446,926

Funded Positions	18	16	16	16
Funded FTE Positions	18.00	16.00	16.00	16.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- The reduction in grants and aids reflects the end of the Homeless Vets Retintegration Grant.

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 18 and FY 19 Core Goals

- The County Administrator will deliver a balanced budget to the Board of County Commissioners to ensure transparent and stable government operations and programs.
- The Administrator strives to employ sound financial management practices resulting in the County continuing to be AAA-rated by all three rating agencies for its general obligation debt. This will ensure that future borrowings can be completed with the lowest possible interest rates, thereby providing the best value for the taxpayer.
- County Administration will continue to map services and develop performance measures and outcomes that provide meaningful information to the public about the value created by County services. This activity involves benchmarking against other comparable entities and identifying best practices in local government operations.

FY 18 and FY 19 Key Projects

- Through the use of a zero base budget process for FY 18, opportunities have been identified in the Human Services and Pet Resources areas to further explore potential public-private partnerships to deliver services. While no changes have yet been included in the FY 18 budget, strategies for further analysis have been identified with confidence that long-term sustainable changes can be made that add value while improving efficiency.

FY 16 and FY 17 Accomplishments



- The County's new Public Safety Operations Complex was completed on time and within budget. This new state-of-the-art facility is a platform for the County to provide world class emergency management services for many years into the future.
- The County continued to maintain its AAA credit rating from all three rating agencies. Hillsborough County is one of only three counties in the State of Florida to hold this distinction.
- The County adopted a 10-year transportation plan that commits \$812 million of future budget growth to meet the transportation needs of a growing population. Concurrently, the County also adopted two new financial policies governing fund balance and budget development that support maintaining sound, sustainable County operations.

County Administrator

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$2,475,460	\$2,579,579	\$2,625,452	\$2,697,368
Operating Expenditures/Expenses	47,146	71,743	71,341	71,481
Capital Outlay	1,128	0	0	0
Grand Total	\$2,523,734	\$2,651,322	\$2,696,793	\$2,768,849

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$2,523,734	\$2,651,322	\$2,696,793	\$2,768,849
Grand Total	\$2,523,734	\$2,651,322	\$2,696,793	\$2,768,849

Funded Positions	13	13	13	13
Funded FTE Positions	13.00	13.00	13.00	13.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted. The County Administrator’s compensation is based on an employment contract.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- No changes.



Customer Service & Support

The Customer Service & Support department engages all of the residents and businesses of Hillsborough County with County government by providing a centralized Customer Service Call Center and a Quality Assurance Program for monitoring the quality of customer service rendered by departments organization-wide. Their Customer Response Management system processed 54,150 service requests last year. The department also provides a standardized citizen engagement operation that includes noticing of County events, meetings, and hearings in accordance with the Board of County Commissioners' Public Siting Policy and the Land Development Code by posting community signs. In addition, the department engages communities regarding potential programs, projects, and policies that may affect specific geographic areas, and administers the Mini-Grant program and the Hillsborough Backstage Pass program through the Office of Neighborhood Relations.



Fire Rescue makes a presentation to Hillsborough Backstage Pass participants.

FY 18 and FY 19 Core Goals

- Collaborate with other departments on projects and initiatives that will measure and improve the County's overall customer service quality and drive customer satisfaction.
- Uphold and guide County teams to maintain the organization's newly instituted customer service standards, provide training to support achievement of these standards, and provide customer service monitoring tools to verify successes and opportunities for improvement.
- The Office of Neighborhood Relations will host its annual Hillsborough Backstage Pass program to educate community members about County services, programs, and operations. By sharing this knowledge in their neighborhoods, participants foster stronger communities that are better equipped with information and opportunities to prosper. The 15-year program boasts 216 graduates.

FY 16 and FY 17 Accomplishments



54,140

Customer Service Requests

The Department's Customer Response Management system received 54,150 customer service requests in FY 16, and is poised to receive approximately 60,000 service requests in FY 17.

254,812

Members

This fiscal year, 943 homeowners associations, which include 254,812 members, are registered with the Office of Neighborhood Relations for assistance with issues that affect their communities and to provide input on County initiatives. In addition, 532 associations participated in the 13th Annual Neighborhoods Conference, which featured 124 exhibitors and 23 workshops, and hosted a Youth Track attracting 150 young people.

The department provided online customer service training for 150 staff members across seven departments, implemented a new customer feedback tool and reporting strategy to elevate service challenges and successes, and enhanced phone scripts for several departments to improve customer experiences and staff efficiency.

FY 17 and FY 18 Key Projects

- The department will host the 14th Annual Neighborhoods Conference featuring workshops that will inform and educate leaders from neighborhood, civic, homeowner, condominium, and crime watch associations. Exhibits by local government agencies and businesses will provide information about products and services that can help these associations reach their goals.
- The Office of Neighborhood Relations has revamped its Government Leadership University into an exciting new program known as Hillsborough Backstage Pass. This unique opportunity targets community leaders who are interested in learning about the internal workings of County government.
- The department's Customer Service Center aims to ensure that customers' service requests reach the appropriate County departments for follow-up, and that County staff responds to each of the requests within 24 business hours.



Left: The FLASH disaster preparedness exhibit was popular at the 13th Annual Neighborhoods Conference.

Below: The Youth Workshop was new to the 13th Annual Neighborhoods Conference.



Innovation

The department coordinated a software enhancement that allows labeling of extended-period customer requests, such as lengthy compliance cases, to improve request-tracking and facilitate communication with customers. The department also assisted with the integration of the County's customer service software with Public Works software, to reduce data entry workload. Additionally, the department began using Geographic Information Systems (GIS) to confirm that staff have accurately placed public hearing and zoning notification signs.



Contact Information

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

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

(813) 307-7100, Customer Service & Support Administration

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Customer service calls handled through County's Main customer service line	96,898	95,469	97,000 without projections for any major storms	97,500 without projections for any major storms
Number of service requests submitted by residents requesting services from the County	54,139	59,550	54,151	70,048
Posting of government information signs dealing with projects and/or programs affecting communities in accordance with the Land Development Code and the Board of County Commissioners	2,542	3,000	3,500	3,800

Customer Service & Support

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,394,469	\$1,766,922	\$2,107,412	\$2,157,858
Operating Expenditures/Expenses	537,742	468,524	578,804	578,971
Capital Outlay	0	11,500	0	0
Grand Total	\$1,932,211	\$2,246,946	\$2,686,216	\$2,736,829

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$464,740	\$363,072	\$427,278	\$434,925
Unincorporated Area General Fund	1,067,357	1,374,841	1,726,670	1,759,279
Unincorporated Area Special Revenue Fund	59,684	81,909	81,909	81,909
Transportation Trust Fund	340,430	427,124	450,359	460,716
Grand Total	\$1,932,211	\$2,246,946	\$2,686,216	\$2,736,829

Funded Positions	21	26	27	27
Funded FTE Positions	21.00	26.00	27.00	27.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One positions is transferred from Communication and Digital Media Department.

OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily a result of an increase in indirect costs.

CAPITAL AND OTHER EXPENDITURES:

- The FY 17 Adopted Budget included equipment for five new positions.



Development Services

The Development Services department administers the Hillsborough County Land Development Code and provides planning, zoning, development review, permitting, and building inspection services for unincorporated areas of Hillsborough County. The department reviews and processes rezoning requests and applications for other development orders, performs review and permitting of site development plans and proposed subdivisions of land, and administers and enforces the Florida Building Code. This includes issuance of building permits, inspection of permitted work, and administration of the impact fee program.



FY 16 and FY 17 Accomplishments

- Designed and launched along with Geomatics and the Innovation and Information Office (IIO) the “Map Hillsborough” webpage (GIS Viewer). This map tool allows citizens and developers access to parcel information including, but not limited to, existing use, future land use, zoning (including old zoning maps), aerials, floodplain, transportation, competitive sites, redevelopment areas, etc. “Map Hillsborough” is allowing easier access and search capabilities for citizens and the building industry to carry out development projects at their fingertips.

<https://maps.hillsboroughcounty.org/MapHillsborough/MapHillsborough.html>

- Coordinated the implementation of the Mobility Fees Ordinance. The implementation included grandfathering eligible projects for the transportation/row impact fee program, correctly assessing and adjusting permits as necessary to improve customer service and reduce the need for refunds, and maintenance and development of the Impact-Fee Buyback Program. Several meetings were held with the industry and additional public information materials were created (web dedicated to the project, forms, signs, etc.). The project was developed with the cooperation of Public Works, Affordable Housing, Economic Development, the County Attorney, Procurement Services, Geomatics, and IIO.

FY 18 and FY 19 Core Goals

- Work with zoning staff, Planning Commission staff, neighborhoods, and applicants to address land use proposals, questions, and challenges so that 80 percent of land use matters brought to the Board of County Commissioners may be placed on their consent agenda for a quick vote. This brings members of the community to consensus on common land use needs and objectives, and allows the Board of County Commissioners to focus on more sensitive land use issues.
- Continue to increase the use of emerging technologies to improve our processes and increase customer satisfaction.
- Continue to refine our level of services, processes, and monitoring to better serve our customers. It implies better coordination with other County departments that come together to provide services for the development industry and citizens such as Public Works, Office of Neighborhood Relations, etc.
- Continued communications with citizens and the building industry to ensure better customer service. Regular meetings with the building industry were held allowing the department to provide a better coordination of development needs. Meetings with high-volume developers allowed to work more efficiently with our use of resources and service delivery.

FY 18 and FY 19 Key Projects

- Continue the implementation of the Accela automation software. Accela will improve workflows, enable accurate time accounting, and make more information available to the general public through the department's website and mobile applications.
- Continue the revision and update all the business processes of the department to increase productivity, improve efficiencies, and better report benchmarks and indicators. This will allow citizens and the building industry to be better served and be informed of the County's development trends.
- Support all planning and design projects directed to enhance the relationship of land use and transportation to foster economic prosperity and community livability.



The Center at Development Services had over 115,000 face-to-face service interactions, developers, and staff all year.



Innovation

Development Services was able to increase the capabilities of the Q-Flow software in order for citizens to provide instant feedback on customer service at the Center of Development Services. Clients receive text messages on their cell phones or emails with the ability to rate the service provided. The feedback is being used to coach employees and improve the customer service experience.



Contact Information

(813) 272-5600

HCFLGov.net/Development

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Building permits issued	49,467	50,154	55,169	60,686
Maintain an 80% ratio for consent land use cases on the BOCC Land Use Agenda	93.1%	86.8%	90.3%	94.8%
Customers served in the center	284,437	305,661	336,227	369,849

Development Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$14,911,256	\$16,510,468	\$18,158,796	\$18,609,922
Operating Expenditures/Expenses	6,977,786	7,725,074	8,114,796	8,201,544
Capital Outlay	274,979	233,000	32,000	0
Grand Total	\$22,164,021	\$24,468,542	\$26,305,592	\$26,811,466

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Unincorporated Area General Fund	\$7,828,532	\$8,848,216	\$8,722,884	\$8,951,672
Unincorporated Area Special Revenue Fund	13,007,521	14,373,914	16,227,765	16,481,381
Transportation Trust Fund	913,800	773,245	917,640	933,139
Public Utilities Water/Wastewater Division	414,168	473,167	437,303	445,274
Grand Total	\$22,164,021	\$24,468,542	\$26,305,592	\$26,811,466

Funded Positions	186	193	204	204
Funded FTE Positions	186.00	193.00	204.00	204.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.
- Twelve positions are added to assist with plan reviews and inspections.
- One position is transferred to Information and Innovation Office.

OPERATING EXPENDITURES:

- The increase in operating expenses is primarily due to an increase in indirect cost and fleet management services.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay reflects the replacement of the Building Plan scanner.

Economic Development

Economic Development focuses its primary functions and services on how it can best support the 10 economic development drivers identified in the County's Comprehensive Economic Development Strategy: Competitive Sites and Redevelopment; Technology and Innovation; Entrepreneurial and Small Business Ecosystem; Infrastructure; Economic Gateways; Quality Places; Targeted Industries; Conventions, Tourism and Sports; Workforce and Knowledge Infrastructure; and Competitive Positioning. While the department engages directly in support of several of the drivers, many of the driver goals are achieved through intradepartmental teams, contractual relationships, and partnerships.



Commissioner Stacy R. White, center, Hillsborough County Public Schools students, their machining teacher, and district officials celebrate the new Machining Technology Program at Armwood High School.

I'm excited to come to the (OPEN DOORS 2017) event just to meet a lot of people at Hillsborough County. There are a lot of good people here, and a ton of good businesses. The County has a ton of different resources and different options. I'm very impressed so far.

—
Clay Witt, president

FY 18 and FY 19 Core Goals

- The department will advance, identify, and secure corporate development projects, in concert with contracted partners, to grow higher-wage job opportunities in targeted industries, increase capital investment, and diversify the tax base.
- The department will further the Entrepreneur Collaborative Center as a destination for entrepreneurial services and as a location where numerous nonprofit service providers convene training and one-on-one consulting to increase small business and entrepreneur success, as measured by job creation and retention, business formations, and capital investment.
- The department will draw out and encourage private-sector investment in underutilized properties 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 developed properties.

FY 16 and FY 17 Accomplishments



40

Job-Generating Corporate Projects Advanced

Advanced 40 job-generating corporate projects to the Board of County Commissioners, representing more than 3,600 jobs and more than \$429 million in new capital investment in the community.

75

Community Partnerships

Established more than 75 community partnerships at the Entrepreneur Collaborative Center (ECC), and provided more than 19,000 points of technical assistance to entrepreneurs through workshops, events, one-on-one consulting, and other programs, including Hillsborough Community College's Operation Startup Veterans Entrepreneur Center and the national Ice House program.

2,700

Students Helped

As part of the Hillsborough County Manufacturing Alliance program, helped nearly 2,700 students connect with training and career opportunities, started the new Machining Technology Program at Armwood High School, opened the first American Welding Society (AWS) testing and certification site in Hillsborough County at HCC Brandon, and launched www.MadeinHillsborough.com.

FY 18 and FY 19 Key Projects

- The department will establish the e-Factory, a public-private partnership (P3) project to create a new home for the County's successful Entrepreneur Collaborative Center, as well as provide space for an expanded HCC Operation Startup Veteran Entrepreneur Center, other HCC entrepreneur programs, an expanded Tampa Bay WaVE, SCORE, the SBDC, and more.
- The department will strengthen the emerging Innovation District by facilitating collaboration and investment, and, working with the University Area Community Development Corporation, support continued place-making and redevelopment, creating a "clean and green" team, a lighting improvement program, and a sidewalk improvement plan.



Groundbreaking at the new Metrohm USA facility in Brandon, a \$20 million project that will create 100 new jobs.

Working Women of Tampa Bay Foundation are proud partners of the ECC. We've utilized the ECC space, technology, and staff over the past year for networking and educational events. Almost all of our guests had never been to the ECC and were incredibly impressed. I appreciate Lynn and her staff's commitment to bringing value to the Tampa Bay entrepreneurial community.

Jessica Rivelli, founder, Working Women of Tampa Bay



Innovation

Through the data-driven Competitive Sites and Redevelopment initiatives, the department has undertaken a comprehensive, GIS-based analysis of properties suitable for large-scale job creation projects and developments, as well as opportunities to drive investments to underutilized areas. The results of this analysis are used to identify changing patterns in private-sector investment and drive public investment strategy to secure longer-term economic prosperity for Hillsborough County residents.

Contact Information

(813) 272-7232
HCFLGov.net/EconDev
HCFLGov.net/ECC
HCFLGov.net/EDI2
HCFLGov.net/ES
HCFLGov.net/DMDWBE

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Number of announced jobs in assisted projects	1,951	2,000	2,250	2,500
Use of MBE/SBE firms in County contracting as a percentage of total contract values	17%	17%	17.5%	18%
Tourist Development revenue	\$29,606,250	\$31,050,743	\$32,000,000	\$32,500,000

Economic Development

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$2,710,377	\$3,018,693	\$3,091,878	\$3,083,981
Operating Expenditures/Expenses	1,737,180	4,599,445	5,005,562	5,005,737
Grants & Aids	988,302	2,391,811	2,391,811	2,391,811
Grand Total	\$5,435,859	\$10,009,949	\$10,489,251	\$10,481,529

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$4,575,115	\$7,275,601	\$7,783,184	\$7,851,262
Unincorporated Area General Fund	435,650	1,716,856	1,702,356	1,702,356
Grants (Not Transportation-Related)	0	264,164	344,802	260,952
Sales Tax Revenue Fund	425,094	753,328	658,909	666,959
Grand Total	\$5,435,859	\$10,009,949	\$10,489,251	\$10,481,529

Funded Positions	32	32	32	32
Funded FTE Positions	32.00	32.00	32.00	32.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

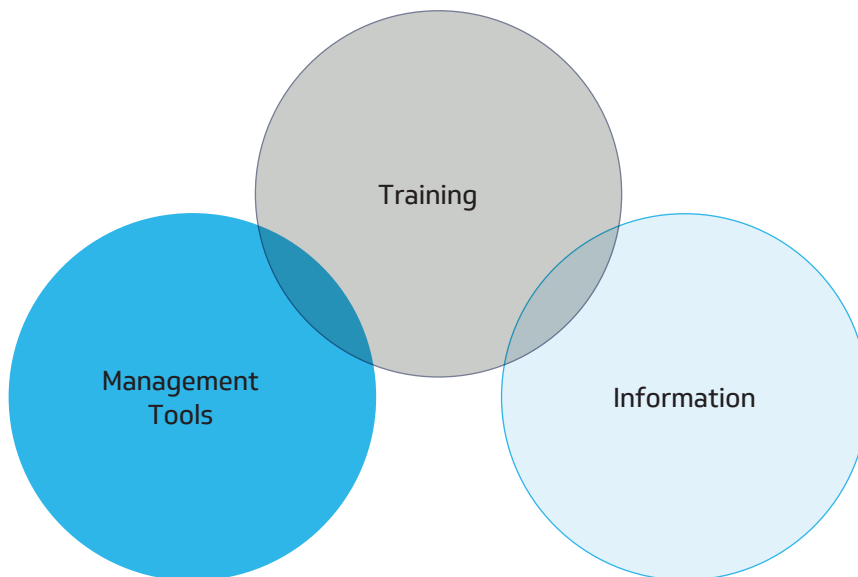
- The increase in operating expenses is primarily due to an increase in funding for the Florida Qualified Target Industries Tax Refund Program.

CAPITAL AND OTHER EXPENDITURES:

- No change.

Enterprise Solutions & Quality Assurance

Enterprise Solutions & Quality Assurance improves the efficiency and effectiveness of County operations by providing innovative and quality solutions and support services. The department serves as an internal adviser and system support provider for the County's financial, human capital, 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 18 and FY 19 Core Goals

- Increase system reliability and end user productivity of Hillsborough County employees who use the Oracle EBS system accounting, purchasing, and human resources functions.
- Reduce costs, cycle times, and error rates associated with the Oracle EBS system so County employees can more effectively serve their customers.
- Provide timely, quality information to County executives, directors, and managers so they can more effectively serve their customers.

FY 16 and FY 17 Accomplishments



- Implemented the new federally mandated Affordable Care Act (ACA) reporting in compliance with IRS guidelines, avoiding potential monetary risk and fines to the County. This included providing forms for employees, retirees, and separated employees (1095-C), and an electronic file to the IRS (1094-C) for BOCC Payroll, PTC Payroll, and the CLRK Payroll.
- Partnered with the Human Resources department to implement both Oracle Learning Management (OLM) and Employee Self-Service through the Internet (home access). This empowers employees to self-enroll in training classes through Self-Service, and provides employees access to information, such as payroll or benefits information and Open Enrollment, from home.
- Expanded upon the initial introduction of reporting dashboards for County administration directors and executives by creating exclusive dashboards for use by other constitutional and board agencies. These agencies now enjoy the same real-time access to financial and management information that helps to inform decision-making as County administration departments. The department also introduced the concept of monitoring and exception reporting for internal support departments, to allow them to monitor processes in real-time, and address errors or bottlenecks before they grow into larger problems.

FY 18 and FY 19 Key Projects

Oracle Business Intelligence System (OBIEE) Re-implementation: Improved management and decision support information and reporting was a key driver in selecting a comprehensive, integrated tier-one enterprise business solution in 2009 to replace the outdated financial system in use at that time. During FY 15, a project to research a more robust and integrated reporting tool was completed and proposals were submitted for governance approval. The solution that was selected will greatly reduce the efforts required to manage and maintain the current OBIEE application and platform. This will also increase the ability to integrate other lines of business systems for “bigger data” reporting that is accurate, timely, and will result in providing accurate and timely decision support information to leadership.

Financial Operations Management and Assistance: An analysis of all fiscal processes roles and responsibilities necessary for operating in Oracle EBS was completed during FY 17 for review and approval of the chief financial administrator. During FY 18, the final plan will be implemented and managed. The plan includes options for partnering with departments to collaboratively identify risks. It will also develop consistent processes and procedures, training, and monitoring for fiscal-related responsibilities, in addition to strengthening and improving those completed efforts to support fiscal staff throughout the organization. Additionally, teams

will continue to work collaboratively to identify efficiencies through the implementation of unleveraged Oracle integrations, modules, and functions.

During FY 17, the County’s time and attendance system support team, along with Kronos consulting, will be performing a needs assessment for County Administrator departments, the County Attorney, Internal Auditor, and the Environmental Protection Commission. The goal is to determine the potential return on investment gained by updating or complementing existing workforce management systems. The result of the needs assessment will help Hillsborough County define its workforce management roadmap, and focus on those efforts which will provide the highest value through aligning workforce management with other strategic initiatives. The business case focuses on cost control (e.g. excess payroll due to error or unproductive time as employees earn hours outside of their schedule), productivity (measurement and improvement for hourly and exempt employees on and off-site), compliance issues (FLSA, bonafide meal breaks, rounding rules, FMLA, and state regulations) and the integration of workforce analysis tools, capturing labor costs more effectively, and more effective work force utilization and cost of service analysis. Upon completion of the assessment, a draft plan will be presented for final approval, and the project will begin later this fiscal year through FY 18.



Innovation

The department led the introduction of a paperless sourcing event approval process for Hillsborough Procurement Services. This process provides insight to view pending approval paths in the worklist notification for informed decision-making. This is imperative to sourcing negotiations which are high value and have visibility to the level of upper management.

Contact Information

[\(813\) 272-6671](tel:8132726671)

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Incident Resolution Rate	99%	99%	99%	99%
Customer Satisfaction (On a scale of 1 to 5)	4.86	4.9	4.9	4.9
Training Hours Delivered	700	1,200	1,450	1,675

Enterprise Solutions & Quality Assurance

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$2,441,848	\$2,912,711	\$2,968,003	\$3,045,833
Operating Expenditures/Expenses	99,093	387,115	387,356	387,511
Grand Total	\$2,540,941	\$3,299,826	\$3,355,359	\$3,433,344

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$2,540,941	\$3,299,826	\$3,355,359	\$3,433,344
Grand Total	\$2,540,941	\$3,299,826	\$3,355,359	\$3,433,344

Funded Positions	22	24	24	24
Funded FTE Positions	22.00	24.00	24.00	24.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

Extension Service

The Hillsborough County Extension Service is a partnership of Hillsborough County government and the University of Florida Institute of Food and Agricultural Sciences. The objectives of Extension Service are to strengthen communities, sustain agriculture and natural resources, promote healthy families and individuals, and enhance personal and community quality of life. The Extension Service accomplishes these objectives with practical, how-to education, based on 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.



Volunteers participating in Florida Master Money Mentor training learn how to provide financial mentoring to others.

FY 16 and FY 17 Accomplishments

- In 2016, the Hillsborough County Extension Service provided more than 230,000 educational contacts, engaging county residents to improve their lives and communities through research-based educational programming from the University of Florida for individuals, families, businesses, and organizations.
- The application of practices or recommendations learned and professional certifications earned through the Extension Service provided an estimated economic value of \$15,489,221 to participants in 2016.
- Extension Service's 4-H youth and Master Gardener volunteers contributed service hours valued at \$792,736 to educate and improve the lives of Hillsborough County residents.

FY 18 and FY 19 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 through the Extension Service.
- Extension shall leverage the use of trained volunteers to enhance the capacity to carry out the department's mission: to educate and improve the lives of Hillsborough County residents through Extension Service programs.



UF/IFAS Extension Hillsborough County staff and volunteers teach young people how to grow flower and vegetable gardens at local schools.

FY 18 and FY 19 Key Projects

- While many people recognize the 4-H and agricultural program components of the Extension Service, the department has much more to offer residents. Staff will work more closely with Communications staff of the County and University of Florida Institute of Food and Agricultural Sciences to market available services.
- Extension Service will continue to collaborate with and provide services to other County departments. Examples include

providing nutrition workshops through the County Wellness Program, providing Green Industry Best Management Practices training to County landscape maintenance crews, and providing 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 those departments and their customers.



Hillsborough Extension Service teaches the principles of Florida-Friendly Landscaping to conserve water, reduce waste and eat wildlife habitat, and prevent erosion.



Innovation

For every \$1 of County General Fund investment, Hillsborough County Extension provided \$14.50 in additional funding and economic benefits to program participants.



Contact Information

(813) 744-5519

Hillsborough County Extension:
HCFLGov.net/Extension

Hillsborough County Extension Service (UF/IFAS Site):
Hillsborough.ifas.ufl.edu

University of Florida Institute of Food and Agricultural Sciences:
ifas.ufl.edu

UF/IFAS Extension:
SolutionsForYourLife.ufl.edu

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Percentage of participants who indicate a knowledge gain or improved quality of life as a result of Extension education programs	89%	85%	85%	85%
Value gained from application of practices learned through Extension education or through implementing Extension recommendations	\$7,645,925	\$8,028,221	\$8,030,000	\$8,100,000
Value of Extension volunteer hours	\$792,736	\$832,372	\$835,000	\$850,000
Increased earning capacity as a result of professional certifications earned through Extension programs	\$7,843,296	\$8,235,460	\$8,240,000	\$8,300,000
Total educational contacts	232,401	244,000	245,000	245,000

Extension Service

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,218,920	\$1,369,093	\$1,387,438	\$1,418,191
Operating Expenditures/Expenses	230,907	264,956	255,753	255,975
Grand Total	\$1,449,827	\$1,634,049	\$1,643,191	\$1,674,166

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$1,240,509	\$1,421,564	\$1,422,810	\$1,453,014
Unincorporated Area Special Revenue Fund	72,894	68,277	66,673	67,444
Grants (Not Transportation-Related)	136,424	144,208	153,708	153,708
Grand Total	\$1,449,827	\$1,634,049	\$1,643,191	\$1,674,166

Funded Positions	23	23	23	23
Funded FTE Positions	21.66	21.66	21.66	21.66

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

Fire Rescue

Hillsborough County Fire Rescue preserves and protects life and property by providing quality, timely emergency services, and by enhancing public safety through public education, fire prevention, and emergency planning. It is the largest fire rescue department on the West Coast of Florida, and the third-largest in the state. Personnel respond to emergencies in the unincorporated areas of Hillsborough County from 43 fire rescue stations. The response area of 909 square miles includes residential and commercial properties in urban, suburban, and rural areas. Hillsborough County Fire Rescue provides fire suppression, advanced life support, ambulance transport, vehicle extrication, hazardous materials response, technical rescue, fire and life safety inspections, construction plan review, public education, emergency dispatch services, and emergency management operations.



Hillsborough Firefighters respond to a two-story fire in Plant City in April.

FY 18 and FY 19 Core Goals

- Maintain a customer satisfaction rating over 98%, based on survey responses. Satisfied customers are paramount to the department's mission, and coincide with departmental training and operation objectives.
- The Training Division for Hillsborough County Fire Rescue intends to become a state-certified training center. This certification is achieved by going through a rigorous and detailed inspection by the Florida State Fire College and the Bureau of Fire Standards. The training facility will include a state-of-the-art burn building that HCFR received in January 2016.



FY 16 and FY 17 Accomplishments



- Fire Rescue moved into a state-of-the-art Public Safety Operation Complex (PSOC). This facility enhances service by combining multiple resources within a centralized location. In addition, a new Public Safety Answering Point (PSAP) will also be hosted in this facility, ensuring the highest level of protection and responsiveness for Hillsborough County residents.



Rescue 9 sits in front of State Advanced Life Support rescues for Hillsborough County Fire Rescue.

- On Oct. 1, Fire Rescue placed its 29th Advanced Life Support Transport Unit into service. This rescue has been serving the Riverview and Brandon areas in a rotational assignment concept to help collect data to better project future needs and prioritizations in areas identified as problematic in response time models.
- Fire Rescue was awarded a grant from the U.S. Department of Homeland Security for the purchase of a response vessel that will better serve the unique requirements of the Tampa Bay area. The vessel is intended to be a multi-mission-capable asset designed to enhance protection of critical infrastructure and also has the capability to deploy existing equipment.

FY 18 and FY 19 Key Projects

- The Emergency Dispatch Center has been working to introduce a new Computer-Aided Dispatch (CAD) system. This system will provide a more efficient dispatch process and improve call processing times for the individual in need. Along with the CAD, an Automatic Vehicle Locating (AVL) system will be a priority to allow for the closest unit to be dispatched in response to a 911 alarm.
- The Office of Emergency Management will work with staff from the Information & Innovation Office to transfer the current Know-Your-Role form from Oracle to Centrex. This will allow for easier access for employees and enhance their ability to update information without having to re-enter information that did not change.
- Construct FishHawk Fire Station #44, a three-bay station on a two-acre property located on the south side of FishHawk Boulevard between Bell Shoals Road and Mosaic Drive. The FishHawk area has had rapid residential and commercial growth for several years, and the department has experienced significant call volume in this community and surrounding areas.



A standing-room-only crowd gathered for the grand opening of Hillsborough County's new Public Safety Operations Complex in February.



Innovation

Develop and implement a software application that can be used by residents, County Administration, and employees to access essential information, including alerts, news, evacuation routes and shelters, Continuity of Operations Plans, and the creation of family emergency plans via a mobile app regardless of Internet connectivity.



Contact Information
 (813) 272-6600
HCFLGov.net/FireRescue

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Percentage of Fire Rescue customers reporting satisfied or above level of service experience	97.58%	100%	100%	100%
Percentage of viable cardiac arrest victims resuscitated	26.3%	12%	12%	12%
1st on scene, Urban, Fire, and/or Medical, including B calls, < 6 minutes and "omit" response times > 20 minutes	53.61%	54%	90%	90%
1st on scene, Suburban, Fire, and/or Medical, including B calls, < 7 minutes and "omit" response times > 20 minutes	52.82%	53%	90%	90%

Fire Rescue

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$109,752,028	\$118,960,802	\$125,535,399	\$128,916,256
Operating Expenditures/Expenses	30,181,833	29,210,049	32,322,229	33,084,945
Capital Outlay	286,703	130,950	1,263,215	202,000
Grants & Aids	90,194	80,000	78,000	78,000
Other Non Operating	298,614	460,720	438,600	455,000
Grand Total	\$140,609,372	\$148,842,521	\$159,637,443	\$162,736,201

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$872,866	\$999,894	\$1,305,614	\$1,446,481
Unincorporated Area General fund	138,085,409	145,872,370	156,362,769	159,308,985
Countywide Special Revenue Funds	525,245	448,340	512,726	515,735
Grants (Not Transportation-Related)	1,125,852	1,521,917	1,456,334	1,465,000
Grand Total	\$140,609,372	\$148,842,521	\$159,637,443	\$162,736,201

Funded Positions	1,020	1,042	1,068	1,071
Funded FTE Positions	1,019.00	1,042.00	1,068.00	1,071.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Twenty-one positions are added for the Fishhawk Fire Station.
- Four additional positions are added in accordance with the Fire Rescue Master Plan. Two positions are for investigations and two for emergency dispatch.
- One position was transferred from Human Resources.
- The FY 19 budget includes an additional Fire Inspector and two additional Telecommunication positions.

OPERATING EXPENDITURES:

- The increase in operating expenses includes funding for the Fishhawk Fire Station and replacement cost of equipment.
- Funding of \$140,000 is included in FY 18 budget to prepare, amend, and implement Spill Prevention, Control and Countermeasure (SPCC) Plans in compliance with the U.S Environmental Protection Agency (EAP) requirement.

CAPITAL AND OTHER EXPENDITURES:

- Funding of \$1,054,215 is included for the Fishhawk Fire Station vehicles and equipment.
- In accordance with the Fire Rescue Master Plan funding is provided for replacement vehicles, capital needs and software for accessing the County's Continuity of Operations Plans.

Fleet Management

Fleet Management is an internal service funded department committed to predictive and responsive vehicle life cycle support to meet 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 policy development, 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.



Fleet South County Repair Site employees review vehicle repair records.

FY 18 and FY 19 Core Goals

- Ensure at least 90% of all County vehicles are in commission and available for customers to use. This provides County customers sufficient resources to support their core duties. The department will achieve this by using Lean Six Sigma principles to reduce waste, improve process flow, and increase organic repair capacity.
- Achieve at least an average 15% 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 how desirable County assets are to aftermarket customers.
- Achieve a 78% or higher technician productivity rating as compared to an industry benchmark of 70% or less. This positively affects the department's labor rates and measures the time a technician directly supports vehicle repairs as compared to time allocated to indirect functions like training, holidays, and vacation.

FY 16 and FY 17 Accomplishments

- Fleet Management achieved the National Institute for Automotive Service Excellence (ASE) Blue Seal of Excellence at all repair locations. To earn a Blue Seal ASE rating, at least 75% of assigned technicians performing diagnosis and repairs must be ASE-certified, and each area of service offered in the shop must be covered by at least one ASE-certified technician.



Fleet Central technicians repair Fire Rescue vehicles.

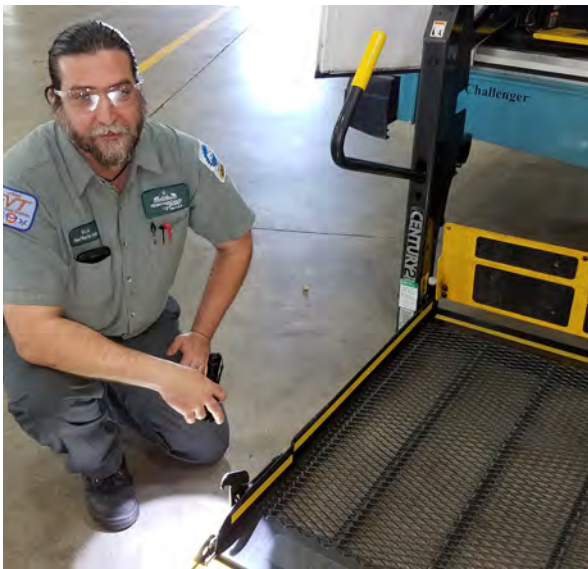
- Fleet Management achieved the National Institute for Automotive Service Excellence and Emergency Vehicle Technician (EVT) certifications for 100% of fleet technicians. The ASE and EVT designations signify a certified technician in a respective area of expertise after passing a written examination and providing proof of two-years of relevant work experience.
- Government Fleet magazine and the American Public Works Association recognized Fleet Management as one of the 50 Leading Public Sector Fleets for 2016. Fleet attained a vehicle availability (in-service) rate above 94% and a 97% customer satisfactory response rating.

FY 18 and FY 19 Key Projects

- Fleet will expand maintenance capabilities on the east side of the county. This will help the department improve vehicle repair turnaround time standards, increase support services to departments, and will save departments thousands of dollars in travel and time as technicians can make repairs on the spot without having to transport vehicles to other Fleet facilities.
- Fleet Management will take a cost allocation approach to billing maintenance. This will allow

departments to spread the cost of repairs over the year and allow for a smoother budget process while cutting administrative time to process billing items.

- Fleet Management will evaluate maintenance repair processes and procedures using Lean Six Sigma principles to improve overall effectiveness and efficiency. This reduces costs and provides more timely service to customers by reducing waste and no value operations.



Above: Fleet West County Repair Site employees inspect an industrial pump.

Left: A Fleet Central Master Technician inspects a SunShine Line mini-bus



Innovation

Fleet strives to provide best-in-class asset and fuels management services to all customers. Through workforce inputs, the department continues to make quality of life, infrastructure, and capital improvements to increase safety, utilization, and efficiency of operations to optimize value to the customer. These projects directly improve process flow and contribute to faster vehicle and equipment repair turnaround times.



Contact Information

(813) 744-5580

HCFLGov.net/Fleet

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Fleet Availability Rate (goal is 90% or higher), the percentage of time that Fleet assets are serviceable.	94.9%	92%	92%	92%
Fleet Rate of Return on Salvage Sale (goal of 15% or higher) for sedans and light/medium trucks. Goal is attained by proper pre-auction preparation and care of assigned assets.	19.4%	15%	15%	15%
Fleet Management achieved 97.8% positive customer and department leadership survey results, indicating superior performance. Goal is to meet customer requirements by providing world class service.	97.8%	95%	95%	95%
Fleet technician productivity rating of 78% or higher as compared to an industry benchmark of 70% or less. A higher number helps Fleet keep competitive labor rates.	78%	78%	78%	78%

Fleet Management Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$4,106,182	\$4,623,652	\$4,631,019	\$4,745,477
Operating Expenditures/Expenses	12,616,707	12,050,197	12,788,152	12,790,399
Capital Outlay	10,534,615	25,068,000	\$21,068,000	19,057,900
Grand Total	\$27,257,504	\$41,741,849	38,487,171	\$36,593,776

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Fleet Management Fund	\$27,257,504	\$41,741,849	\$38,487,171	\$36,593,776
Grand Total	\$27,257,504	\$41,741,849	\$38,487,171	\$36,593,776

Funded Positions	54	58	58	58
Funded FTE Positions	54.00	58.00	58.00	58.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- The increase in operating expenditures is primarily due to an increase in vehicle maintenance parts and fuel.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay represents vehicles included in the replacement program.

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 opportunities. HS/EHS programs also provide family support services for men, women, expectant mothers, and people in relationships. Head Start and Early Head Start are 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 total development.



Town 'N Country Head Start Center children celebrated National Hispanic Heritage Month by adding personal touches on a bus. Photo by [unreadable] on April 25, 2017.

FY 16 and FY 17 Accomplishments

- Under policies and procedures established by the Hillsborough County Board of County Commissioners, Head Start continues to demonstrate sound fiscal and administrative management practices. In December 2016, Head Start Region IV completed a review and accepted corrective actions from a prior year with no additional finding or concerns. An audit in January 2017 resulted in no finding.
- Head Start has maintained its mandated funded enrollment number of 3,474 children, as well as an attendance level of 92.5%, which is 7.5% above the required attendance level of 85%.
- Head Start retained certification from the National Head Start Association (NHSA) as a Program of Excellence. Such a program "consistently demonstrates excellence in program management and service performance, and continually supports the achievement of robust outcomes for at-risk children from birth to five years old, pregnant women, and families."

FY 18 and FY 19 Core Goals

- Ensure all HS/EHS children meet School Readiness benchmarks through the improvement of communication and collaboration across all HS/EHS service areas and program options in order to provide a continuum of quality services.
- Identify and remove barriers to parental engagement and increase opportunities for parents to become fully engaged in their child's educational and developmental growth.
- Enhance collaborative alliances with parents, staff, and community agencies in order to gain greater public awareness; and to maximize services, supports, and resources for children and families that are culturally responsive to the needs of the families and the community. Ensure that children with special needs are identified and receive high-quality, comprehensive services.



The North Tampa Head Start Center participated in a National Hispanic Heritage Month parade on March 02, 2017. Photo by [unreadable] or teachers, and staff.



FY 18 and FY 19 Key Projects

- Review and implement a new social-emotional screening tool, with a focus on conscious discipline as classroom management and social-emotional systems. Head Start has purchased the Devereux Early Childhood Assessment system and plans to begin training classroom staff, support staff, and parents in the FY 17 and FY 18 program years.
- Implement a more efficient and cost-effective solution for the provision of health and mental health services for all BOCC Head Start children.

The new approach will provide a broader range of well-needed services to a larger number of families.

- Strengthen decision-making and management systems by improving data gathering and monitoring and maximizing the use of the Child Plus Information System. This will enable Head Start to make decisions that will more precisely impact the needs of targeted children and families.



At an event in Brandon on Feb. 23, 2017, children in the program learned about CPR.



Innovation

Neighborhood-Oriented Mobile Art & Design (NOMAD) and Head Start will partner for a special project beginning in the summer of FY 17: a six-week, hands-on art experience for children, staff, and their families. This will be an opportunity for Head Start families to engage in art experiences with their children. Research has shown that art enhances math and science outcomes, social interaction, and language and motor skills.



Contact Information
(813) 272-5140
HCFLGov.net/HeadStart

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Maintain full funded enrollment	3,474	3,474	3,506	3,506
Maintain attendance level above 85%	92.5%	86%	86%	86%
Maintain administrative costs at or below 15%	12%	15%	15%	15%
Health and Dental: Children were up-to-date on age-appropriate preventative and primary health care	86%	90%	100%	100%
Parent Engagement: Maintain active parent participation in meetings and other activities	10%	15%	15%	15%

Head Start

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$13,979,103	\$19,835,826	\$17,071,326	\$17,337,374
Operating Expenditures/Expenses	20,913,115	21,639,869	19,798,549	17,031,090
Capital Outlay	464,289	270,801	545,891	140,400
Other Non Operating	61,162	172,864	112,864	112,864
Grand Total	\$35,417,669	\$41,919,360	\$37,528,630	\$34,621,728

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Not Transportation-Related)	\$35,417,669	41,919,360	\$37,528,630	\$34,621,728
Grand Total	\$35,417,669	41,919,360	\$37,528,630	\$34,621,728

Funded Positions	262	262	262	262
Funded FTE Positions	262.00	262.00	262.00	262.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- The reduction in personnel services and operating expenses is a result of a fluctuation in the carry forward of prior year grant revenue and a reduction in grant appropriations.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay represents funding for computer supplies for the Head Start Programs.



Health Care Services

Health Care Services manages the Hillsborough County Health Care Plan, the Ryan White Program, the Trauma Agency, 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, 12 hospitals that also contract with approximately 2,500 specialists, and a host of other providers of primary, specialty, and other services to Hillsborough County Health Care Plan members and Ryan White Program clients. The department manages and provides oversight of vendors who perform reviews of services and pay health care claims for the plan. Health Care Services certifies eligibility for both the Hillsborough County Health Care Plan and the Ryan White Program, and conducts enrollments and re-enrollments for both.



The Hillsborough County Health Care Plan kick-off ceremony celebrated the plan was recognized by the Board of County Commissioners with a proclamation.

FY 18 and FY 19 Core Goals

- Expand membership through Board of County Commissioner actions and continue to increase education and outreach as Hillsborough County Health Care Plan resources permit. Expansion will provide for a healthier community – physically, mentally, and economically.
- Establish internal and external partnerships to address the financial, physical, emotional, and mental well-being of participating residents through services provided by private and public entities with a holistic approach.
- Review new payment models and make recommendations to the Health Care Advisory Board for use with the Hillsborough County Health Care Plan. Recommendations may be in coordination with or in lieu of traditional fees for service and will help the Hillsborough County Health Care Plan remain viable while providing the care needed for our most vulnerable population.

FY 16 and FY 17 Accomplishments



85%

Client satisfaction over 20 categories

- The department completed its first satisfaction surveys. The client and provider satisfaction surveys averaged 85 percent satisfaction over 20 categories for FY 16. For FY 17, the client satisfaction surveys average 92.3% satisfaction over 13 categories.

- The Healthy Living program envisions a partnership with internal and external agencies to provide resources to address the financial, physical, emotional, and mental well-being of eligible, participating residents through services provided by various entities. The department is opening three new Healthy Living centers.

\$19.5

Million saved

- Through the mandatory use of the Patient Assistance Program (PAP), the Hillsborough County Health Care Plan was able to provide expanded prescription drug capacity while also saving the Plan and County over \$19.5 million in FY 16.



FY 18 and FY 19 Key Projects

- Implement the Healthy Living program in at least three Social Services Community Resource Centers to address the financial, physical, nutritional, emotional, and mental well-being of enrollees.
- Explore expanding membership services to include vision and limited dental services. These services, which either haven’t been offered or have been offered in a very limited scope, will help those in need and will be tied to active participation in the Healthy Living program.
- Continue to work with community partners and the Health Care Advisory Board on payment models that will help the Hillsborough County Health Care Plan to remain viable and provide high-quality health care to our most vulnerable residents.



Exploration of expansion of membership services, tied in the Healthy Living Program.



Innovation

The department is moving quickly to a more effective data-driven business model by establishing information technology systems supporting effective program and data management, delivery of quality health care services, and fiscal stewardship through increased data collection, analysis, and reporting capabilities. Initial phases of the ACES client eligibility system and a new data warehouse are well underway and will give the department these added capabilities.



Contact Information
 (813) 272-5040
HCFLGov.net/HealthCare

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Average costs per member per month	\$441	\$457	Less than or equal to \$475	Less than or equal to \$475
Average customer satisfaction survey score	85%	85%	Greater than or equal to 80%	Greater than or equal to 80%

Health Care Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$4,889,818	\$6,041,177	\$6,195,679	\$6,425,829
Operating Expenditures/Expenses	6,366,186	12,247,358	11,610,883	11,602,460
Capital Outlay	97,914	1,071,523	2,320,052	2,005,400
Grants & Aids	97,748,772	138,748,242	140,081,109	140,041,338
Grand Total	\$109,102,690	\$158,108,300	\$160,207,723	\$160,075,027

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$415,109	\$596,990	\$508,508	\$514,541
Countywide Special Revenue Fund	99,632,811	139,559,256	140,149,740	139,970,836
Grants (Not Transportation-Related)	9,054,770	17,952,054	19,549,475	19,589,650
Grand Total	\$109,102,690	\$158,108,300	\$160,207,723	\$160,075,027

Funded Positions	64	69	74	74
Funded FTE Positions	64.00	69.00	74.00	74.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Five new positions are added to provide Wellness Specialists at the Health Living Centers and to streamline management of department staff.

OPERATING EXPENDITURES:

- Additional funding of \$750,800 is included for the day to day operations of the Health Living Centers.
- Funding of \$250,000 is included for substance abuse transports to the Hillsborough County Central receiving Facility or State facilities as required by the Marchman Act.
- The decrease in operating expenditures is a result of realigning grant funds to cover additional capital outlay and program expenditures.

CAPITAL AND OTHER EXPENDITURES:

- The FY 18 Recommended Budget includes \$2,000,000 for capital equipment to maintain the day to day operations of the Health Living Centers.

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). Homeless Services manages several emergency bridge housing and shelter contracts, as well as a new model for homeless clients: the Community Housing Solutions Center. The contracts are paid with local funds that represent a portion of the County's investment and commitment to provide safe, temporary housing options in an environment that supports rapid rehousing of homeless individuals and families.



Commissioner Sandra L. Murman visits an encampment during the Point-In-Time Count.



held for Haley Park Apartments.

FY 18 and FY 19 Core Goals

- Reduce street homelessness by increasing temporary housing capacity, and working with community partners to open a second Community Housing Solution Center Model. This project will help to decrease chronic homelessness on the streets with a goal to end homelessness by December 31, 2017.
- Effectively ending Veteran homelessness by Dec. 31, 2017. This ensures the community has a well-coordinated system of service to ensure that Veteran homelessness is rare, brief, and non-recurring. With a coordinated system in place, homeless Veterans can easily access resources that will lead to permanent housing and supportive services.
- Preserve and increase affordable housing stock, while identifying opportunities to include set-asides for the homeless population.

FY 16 and FY 17 Accomplishments



93

Households were provided rehousing assistance

- Provided rapid-rehousing assistance, which included case management and financial assistance that supported transition from homelessness to permanent housing for 93 households (237 individuals) in FY 16.

133

Veterans provided with housing, case management, and supportive services

- Participated in a multisector collaboration in response to the U.S. Secretary of the Veterans Affairs' 90-Day Call-to-Action to reduce Veteran homelessness. This initiative resulted in providing 133 Veterans with housing, case management, and supportive services.

42%

Decrease in Veterans experiencing homelessness

- Managed contracts that provided emergency bridge housing, case management, and supportive services which contributed to a decrease in chronically homeless individuals by 11% and a decrease in Veterans experiencing homelessness by 42%.

FY 18 and FY 19 Key Projects

- Collaborate with internal and external partners to streamline resources for a system of service to coordinate efforts in preventing and effectively ending chronic homelessness by Dec. 31, 2017.
- Collaborate with local developers and landlords on rental unit subsidies to increase affordable housing inventory and expand rental options for persons emerging from homelessness.
- Coordinate with partners on the national Operation: REVEILLE campaign. This is a multisector collaborative effort, including government, nonprofit partners, the faith-based community, residents/students, and the private sector to come together to reduce and end Veteran homelessness.



Former U.S. Secretary of Housing and Urban Development Julian Castro visits Hillsborough County.



Innovation

Homeless Services is partnering with Health Care Services and THHI to assist persons experiencing homelessness with mental health issues in securing Supplemental Security Income/ Supplemental Security Disability Income (SSI/SSDI). This SSI/SSDI Outreach, Access, and Recovery (SOAR) is a program designed to increase access to SSI/SSDI. The savings will be in the Health Care Plan and homeless resources.



Contact Information

(813) 274-6834

HCFLGov.net/HomelessServices

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Number of households that were provided rapid re-housing assistance, allowing them to move from homelessness into permanent housing	147	160	25	25
% decrease in overall homelessness	6%	10%	10%	10%
Number of beds/apartments in emergency bridge housing for individuals and families previously facing homelessness	392 beds/16 apartments	392 beds/20 apartments	467 beds/20 apartments	467 beds/20 apartments
Number of clients assisted with temporary housing, case management, and supportive services	2,213	2,000	2,763	2,763

Homeless Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$666,875	\$754,693	\$795,936	\$815,915
Operating Expenditures/Expenses	3,098,722	3,367,811	3,367,128	3,367,204
Grand Total	\$3,765,597	\$4,122,504	\$4,163,064	\$4,183,119

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$3,765,597	\$4,122,504	\$4,163,064	\$4,183,119
Grand Total	\$3,765,597	\$4,122,504	\$4,163,064	\$4,183,119

Funded Positions	10	8	8	8
Funded FTE Positions	10.00	8.00	8.00	8.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget

Human Resources

Hillsborough County Human Resources is partnering with County leaders and business units to realize the department's mission: to engage talent inspired to excel. The department has two core functional areas that both optimize employee engagement: One focuses on recruiting and hiring top talent, promoting learning and organizational development, and supporting effective performance management and employee relations. The second core area focuses on total compensation to attract and retain quality talent. It includes competitive pay and classification, robust benefits, and a culture of wellness.

FY 16 and FY 17 Accomplishments



- Completed a new classification and compensation system that provides career path opportunities and great flexibility in compensating staff in a broader and less cumbersome way.
- Redesigned and implemented new Hillsborough County Wellness initiative (Well4Life) and supporting incentives.
- Implemented an Automated Performance Management Process tool that provided employees and leadership a more efficient and secure method of documenting individual performance. It includes an electronic workflow for approvals and signatures, and reporting capabilities by department or level. Unclassified employees can now generate their own evaluations for their supervisor's edits/approval.

Employees explore the health fair for information that will have a positive impact on their lives and on the health plan.



FY 18 and FY 19 Core Goals

- Enhance employee engagement and support performance by revising the performance management process that includes regular performance conversations and rewards high-performing talent.
- Redesign employee benefits programs in order to attract and retain top talent while being fiscally responsible.
- Partner with departments to reduce new-hire turnover by 5% over the next two years while striving to improve the quality of all hires. Reducing this rate will result in savings of time and money.



Wellness Champions meet to discuss ideas and strategies to spread the Well4Life message to County departments.

FY 18 and FY 19 Key Projects

- Implement classification and compensation study of the classified bargaining units’ positions.
- Implement new/renewed life insurance, and health and pharmacy benefit providers.
- Reduce the average time required to fill a position to 60 days. Having a new employee on board more quickly reduces productivity lost to vacancies, cuts overtime needed to cover gaps, and allows project completion in a more timely and efficient manner. High-value candidates are less likely to be lost due to the amount of time required to be hired.



Summer youth interns enjoy an interesting and educational experience.



Innovation

The annual performance evaluation for all employees now utilizes an online tool. While providing employees and supervisors easy access to the tool, it makes the process more effective and efficient through an electronic workflow for approvals and signatures that eliminates the need for paper documents; reporting that identifies which employees have completed preplanning, as well as mid-term and end-of-term evaluation conversations; with spell check features and electronic mathematical computations.



Contact Information

(813) 272-6400

HCFLGov.net/HumanResources

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Average time to fill a position (calendar days)	67	63	60	57
Employee development program hours of delivered training	9,780	10,000	11,500	12,000
Individual participation in Wellness Incentives Program	3,465	3,638	4,000	4,500

Human Resources

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$4,811,590	\$5,342,061	\$5,341,177	\$5,450,343
Operating Expenditures/Expenses	625,738	1,822,135	1,716,677	1,716,988
Capital Outlay	38,833	42,400	0	0
Grand Total	\$5,476,161	\$7,206,596	\$7,057,854	\$7,167,331

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$4,514,218	\$5,534,685	\$5,527,219	\$5,620,880
Self-Insurance Fund	961,943	1,671,911	1,530,635	1,546,451
Grand Total	\$5,476,161	\$7,206,596	\$7,057,854	\$7,167,331

Funded Positions	87	81	80	80
Funded FTE Positions	68.68	62.15	61.15	61.15

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One position was transferred to Fire Rescue.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- No changes.

Information & Innovation Office



County Administrator Michael S. Merrill joins Lean Six Sigma Graduates.

As an internal consultancy, the Information & Innovation Office partners with County departments and other Hillsborough County agencies toward the achievement of Hillsborough County's overall strategic goals while improving customer service.

The IIO includes the following divisions:

- Infrastructure & Technical Support**
- Information and Cyber Security**
- Performance Improvement**
- Innovation and Emerging Technologies**
- Software Development and Solutions**
- Administrative Systems and Processes**

FY 18 and FY 19 Core Goals

- Act as a business partner and internal consultancy. The IIO will collaborate with departments to conceive, design, and implement solutions that materially impact departments' service quality, speed, and efficiency for the good of departments and, by extension, County residents.
- Apply enterprise thinking to critical business requirements. We 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.
- Innovate to improve services to empower County government customers. The IIO aims to make it easy and fast for residents and other customers to conduct business with the County. As such, the IIO will pursue innovative solutions that empower customers to complete transactions online without inconvenient, time-consuming trips to County facilities.

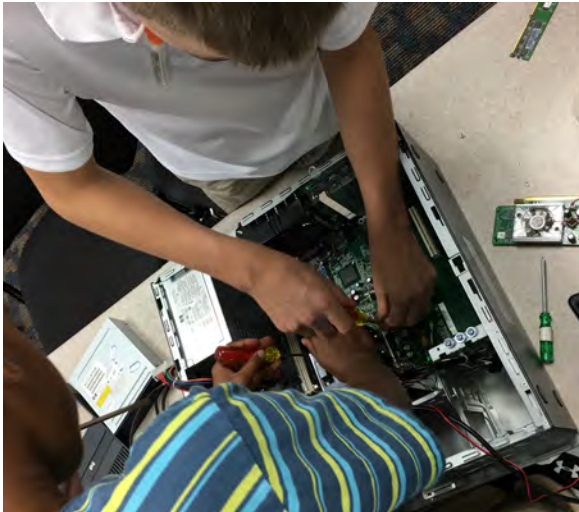
FY 16 and FY 17 Accomplishments



- The County's new E-Performance Evaluations application for the Human Resources department is a paperless solution that was built by the IIO's Solutions Architecture team. It leverages the County's in-house Oracle APEX development platform. E-Performance provides a refined, paperless, and user-friendly experience for evaluating employee performance.
- The Hillsborough County Board of County Commissioners approved the creation of an online Animal Abuse Registry to prevent individuals convicted of animal abuse from adopting, owning, or possessing animals. IIO launched the first Animal Abuser Registry in the State of Florida. The registry captures the information of convicted defendants with animal abuse charges and requires them to register.
- Hillsborough County implemented a Mobile Device Management (MDM) and text message archiving toolset replacing the existing cellular stipend program. This platform allows County employees to communicate via SMS/ MMS while archiving communications in order to comply with public records retention state statutes.

FY 18 and FY 19 Key Projects

- The Enterprise Customer Management Transformation Program is designed to streamline the means by which customer service requests are collected, assigned, tracked, completed, and communicated. This phased program and optimized business processes will help County departments consistently meet service standards and improve call center staff effectiveness.
- The Accela Civic Platform is shared across departments and covers permitting, code enforcement, right of way, contractor licensing, development review, and zoning. Through process improvements, the department will extend these new capabilities to the development community to automate transactions formerly requiring visits to County facilities.
- IIO successfully launched strategic programs for Public Safety, Development Services, Public Utilities, and Public Works departments, aligning departments with technical best practices and organizational strategic goals. The portfolio of projects include, but are not limited to, NextGen 911, Computer Aided Dispatch (CAD), Emergency Operations, and Mosquito Control.



Students learn about desktop computers during the 2016 GETSMART Event.



Innovation

In November 2016, the County's IIO GIS team launched the Hillsborough County Open Data GeoHub. The GeoHub is a cloud-hosted, public-facing data portal where users can view geographic information on a familiar, map-based interface, as well as download information in various formats. This includes location data for bodies of water, flood zones and evacuation routes, fire stations, libraries, roads, and property parcels. In the coming year, the site will be updated with further enhancements.



Contact Information
[\(813\) 272-5464](tel:(813)272-5464)

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Resolve technical service requests within one day, which ensures that Countywide staff experiencing technical difficulties can return to their primary job responsibilities in a timely manner	61.6%	60%	60%	60%
Countywide clients' overall satisfaction with IIO services providing "satisfied" and "very satisfied" ratings based on responses to an annual survey	82%	80%	80%	80%
Overall customer satisfaction with a "satisfactory" or better rating based on responses to surveys for closed case tickets	98.38%	98%	98%	98%
Unit cost of a case ticket handled by the Technical Service Desk	\$27.59	\$27	\$24	\$24

Information & Innovation Office

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$11,940,878	\$13,332,507	\$15,896,126	\$16,238,135
Operating Expenditures/Expenses	9,622,510	11,490,827	13,849,226	10,897,200
Capital Outlay	2,981,539	3,490,331	3,712,023	1,955,023
Grand Total	\$24,544,927	\$28,313,665	\$33,457,375	\$29,090,358

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$21,783,159	\$21,941,932	\$23,706,350	\$24,068,490
Countywide Special Revenue Fund	2,581,491	6,166,657	7,897,673	3,193,344
Unincorporated Area Special Revenue Fund	180,277	205,076	202,812	208,284
Transportation Trust Fund	0	0	94,855	97,359
Grants (Not Transportation-Related)	0	0	99,903	59,728
Public Utilities SW Resource Recovery Div	0	0	336,499	316,277
Public Utilities Water/Wastewater Division	0	0	1,119,283	1,146,876
Grand Total	\$24,544,927	\$28,313,665	\$33,457,375	\$29,090,358

Funded Positions	128	128	143	143
Funded FTE Positions	128.00	128.00	143.00	14.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- In the FY 18 Recommended and FY 19 Planned budgets, thirteen positions are transferred from Public Utilities, one position is transferred from Public Works and one position from Development Services as a result of realignment of duties.

OPERATING EXPENDITURES:

- Included in the FY 18 budget is \$150,160 and \$150,250 in FY 19 budget for the implementation of stronger authentication to County external resources such as VDI, VPN and Webmail.
- The FY 18 budget include \$1.1 million for the Enterprise Resource Planning maintenance contract, hardware and software maintenance at the Public Safety Operations Center, and DocuVantage enhancement.

CAPITAL AND OTHER EXPENDITURES:

- The FY 18 budget includes \$1,700,000 for the implementation of Accela Civic Platform for the Development Services Department. This implementation upgrades the Permits Plus system and will streamline and improve the quality of critical development services.

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, but also include technology instruction, free wireless Internet, and access to federal, state, and local e-government services. The primary services offered by the library make a direct impact on economic development and community prosperity through outcomes such as improved job skills, school readiness, and availability of educational and leisure materials.



Above: A volunteer aorney reads to kids for the Read to Dream John Germany Young Reader e.

Left: Entrepreneurial resources workshops promote business success.

FY 16 and FY 17 Accomplishments

- WorkInTheFlow was developed in partnership with volunteers/business leaders to assist and connect local entrepreneurs while providing a professional setting for co-working, valuable networking and skill sharing, and key resources for small businesses. The library was recognized as an innovator by the national Urban Libraries Council for WorkInTheFlow.
- One of the ways the library helps to bridge the gap to grade-level reading and academic success is through Read to Dream: A John Germany Young Readers Initiative. Volunteers from the Hillsborough County Bar Association read to children in grades 2-5 during after-school programs. Participating children are provided with high-quality books that they can keep.
- The library assists in workforce readiness by providing access to Internet technology, the latest office productivity software, and in-person and online instruction. Residents can attend classes and workshops to increase their job skills or start up or improve their own business. Online instruction is available through library subscriptions to highly rated resources.

FY 18 and FY 19 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 26 locations and two mobile library service vehicles provide access to materials and staff expertise, free meeting rooms, computers, wireless free Internet, and collaborative workspace.



Having fun with a Playaway Launchpad interactive learning tablet at Jimmie B. Keel Library.

FY 18 and FY 19 Key Projects

- Enhanced access to government services. Library Services works with other County departments and state and federal government agencies to streamline access to government services for residents, such as driver’s license renewals and passport application.
- Construction of a new, 15,000-square-foot University Area Community Library is underway. Reconstruction will soon begin on the C. Blythe Andrews, Jr. and Riverview libraries. New state-of-the-art facilities will bring additional community space and provide greater access to free meeting rooms, the latest technology, and learning experiences and materials.
- HAAL pass (Hillsborough All Access Library) is a countywide initiative to provide all registered public school students with public library access via their student identification number. Approximately 200,000 Hillsborough County Public School K-12 students will receive their own public library account, giving them 24/7 access to online homework help and a variety of other print and electronic materials and resources.



Innovation

The Mobile Interactive Literacy Opportunity (MILO) is a traveling monthly event that brings engaging literacy activities and free books to children in underserved areas of Hillsborough County. Since its inception in May 2016, MILO has reached over 1,019 attendees, with over 3,000 books provided to participating children who want to begin their own home libraries. MILO received the 2017 Florida Library Association’s Betty Davis Miller Youth Services Award, recognized as an outstanding youth program.

Contact Information

(813) 273-3652
hcplc.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
% of customers who rate library staff as friendly and competent; measures customer satisfaction with the professional service provided by library staff	98%	96%	96%	96%
% of customers who found what they were looking for in libraries and on the library website	97%	97%	97%	97%
% of customers who feel library in-person educational programs improved their quality of life; measures the value of educational and cultural programs to customers	N/A	95%	95%	95%
% of households within library service areas with at least one active card holder; measures the adoption rate/market penetration for library services	N/A	40%	40%	40%

Library Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$18,904,268	\$20,441,724	\$21,401,282	\$22,445,024
Operating Expenditures/Expenses	11,546,322	16,528,869	18,352,609	19,141,981
Capital Outlay	2,134,529	2,767,372	2,317,111	2,317,111
Grants & Aids	377,355	377,355	393,328	393,328
Grand Total	\$32,962,474	\$40,115,320	\$42,464,330	\$44,297,444

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide Special Revenue Fund	\$426,782	\$351,333	\$291,171	\$294,382
Library Tax District Special Rev Fd	32,535,692	39,763,987	42,173,159	44,003,062
Grand Total	\$32,962,474	\$40,115,320	\$42,464,330	\$44,297,444

Funded Positions	380	381	396	409
Funded FTE Positions	347.35	348.35	363.98	375.93

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Fourteen positions are established for the new C. Blythe Andrews library expansion.
- Four Senior Library Technical Assistant positions are established to provide enhanced technology and career skill development and training in collaboration with other departments.
- A reorganization included the elimination of three positions.

OPERATING EXPENDITURES:

- Increase in operating expenses includes an increase indirect administration costs.
- The FY 18 budget includes \$42,541 for Library Services' collaboration with various departments to provide enhanced technology and career development instruction and training.
- Additional operating costs of \$80,502 is budgeted for the new Univeristy Area Library and \$60,845 for the C. Blythe Andrews Library expansion.

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, manages the issuance of debt, provides financial analysis services, and is responsible for the County's risk management activities.



The department has earned the Distinguished Budget Presentation Award from the Government Finance Officers Association for 32 years.

FY 16 and FY 17 Accomplishments



- Maintained a AAA general obligation bond rating, as determined by all three major rating agencies.
- Complied with Florida Statutes, Chapters 129 and 200, for Truth in Millage requirements.
- Developed new policies for transportation, fund balance and sound financial management controls, and budget development, which were approved by the Board and enhanced the County's financial management practices.

FY 18 and FY 19 Core Goals

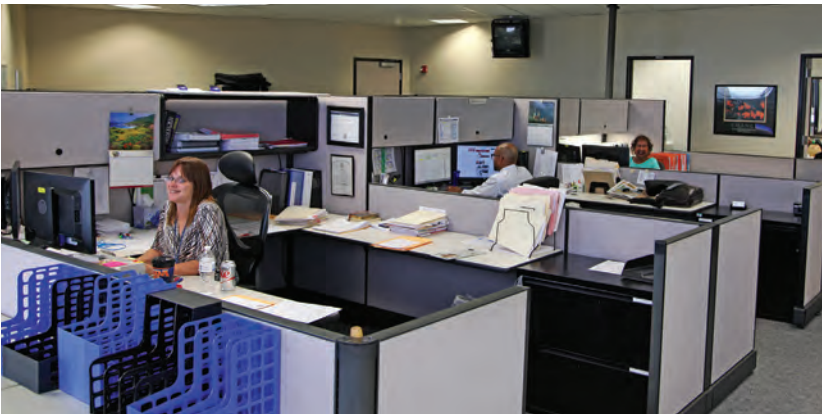
- Earn the Government Finance Officers Association's Distinguished Budget Presentation Award for the 32nd consecutive year. Receipt of the award is an indicator that Hillsborough County is communicating budget information to its citizens using the best practices, resulting in budget transparency.
- Maintain compliance with Florida Statutes, Chapters 129 and 200, to assure continuing funding and prevent potential service interruptions.
- Achieve a customer satisfaction rating of 4.5 (out of 5) to validate that the Management & Budget department is providing superior service to its customers.

FY 18 and FY 19 Key Projects

- Update financial policies to assure that the latest best practices are being employed, and that they are consistent with the current operating environment.
- Begin development of financial/budgetary strategies to ensure consistency of service delivery in FY 20 if voters approve an additional homestead exemption in 2018.



The Hillsborough County Board of County Commissioners presents a commendation to the Management & Budget department for its sound budgetary performance for the County receiving an award from the Government Finance Officers Association.



Management & Budget staff.



Contact Information
 (813) 272-5890
HCFLGov.net/Budget



Innovation

Hillsborough County reinstated a zero base budget process for FY 18 budget development. This allowed for a reexamination and prioritization of services to ensure optimal service delivery with the ability to explore potential new opportunities in the way that services are delivered. The process included each department preparing detailed service-related reports that were discussed with the County Administrator in one-on-one meetings.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Approval of Truth in Millage materials	Approved	Approved	Approved	Approved
Earned Distinguished Budget Presentation Award from Government Finance Officers Association (submitted in even number years)	30th Year Award	N/A	32nd Year Award	N/A
Customer Satisfaction Rating (scale of 0 to 5)	4.4	4.45	4.5	4.5

Management & Budget

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$2,703,631	\$3,139,880	\$3,253,772	\$3,337,285
Operating Expenditures/Expenses	170,811	266,514	223,130	223,295
Grand Total	\$2,874,442	\$3,406,394	\$3,476,902	\$3,560,580

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$2,170,058	\$2,452,100	\$2,430,592	\$2,491,949
Self-Insurance Fund	704,384	954,294	1,046,310	1,068,631
Grand Total	\$2,874,442	\$3,406,394	\$3,476,902	\$3,560,580

Funded Positions	29	29	29	29
Funded FTE Positions	29.00	29.00	29.00	29.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- The reduction in operating expenditures is primarily due to a reduction in indirect administrative expenses.



Medical Examiner

The Medical Examiner investigates or reviews more than 8,000 of the approximately 10,000 deaths that occur annually in the county. The department has two core responsibilities: a statutorily-mandated mission to determine cause and manner of death in a specific set of circumstances defined in Section 406.11, Florida Statutes, and the disposal of unclaimed bodies. A body is deemed unclaimed if no family, friend, or organization comes forward to fund private disposition of remains.



The Medical Examiner Complex is located at 11025 N. 46th St. in Tampa.

FY 16 and FY 17 Accomplishments



- Medical Examiner staff determined the cause and manner of death in over 2,000 cases.
- The department made final arrangements for approximately 800 unclaimed cases.



Death investigators respond to hundreds of scenes every year.

FY 18 and FY 19 Core Goals

- The Medical Examiner will ensure cause and manner of death opinions meet or exceed standards by complying with State of Florida Statutes and Administrative Codes, and with national and state guidelines.
- The department will facilitate the cremation of unclaimed bodies in a prompt, dignified manner that minimizes expense to the public and respects the interests of the next of kin.
- Department staff will facilitate improved quality of health care by providing feedback on the diagnosis and treatment of injuries, and by disseminating autopsy findings to trauma surgeons and other providers in a timely manner.

FY 18 and FY 19 Key Projects

- The department's toxicology laboratory will be inspected for accreditation in FY 17 by the American Board of Forensic Toxicology.
- The Medical Examiner will seek departmental accreditation in FY 18, in order to enhance the credibility of findings at trial, to anticipate federal action requiring uniform death investigation standards, and to demonstrate competency of a core local government function.



Left: Medical examiners testify in court frequently, in both civil and criminal cases.

Below: An autopsy technician assists at an exhumation part of an effort to identify unknown decedents.



Innovation

The Medical Examiner has partnered with USF's Department of Anthropology to work on determining the identity of a portion of Hillsborough County's unidentified cases, using advanced technology and public outreach.



Contact Information

(813) 914-4500 HCFLGov.net/MedicalExaminer

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Death certificates signed	2,169	2,100	2,125	2,150
Unclaimed cases processed	799	870	895	905
Cremations authorized	6,500	6,600	6,650	6,700

Medical Examiner

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$3,695,864	\$4,064,398	\$4,067,754	\$4,202,957
Operating Expenditures/Expenses	1,510,857	1,460,364	1,509,183	1,533,954
Capital Outlay	56,824	75,000	23,000	3,000
Grand Total	\$5,263,545	\$5,599,762	\$5,599,937	\$5,739,911

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$5,263,545	\$5,599,762	\$5,599,937	\$5,739,911
Grand Total	\$5,263,545	\$5,599,762	\$5,599,937	\$5,739,911

Funded Positions	40	40	40	40
Funded FTE Positions	34.96	34.96	34.96	34.96

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Additional budget is provided for investigator certifications and annual doctor's medical and toxicology field training.

CAPITAL AND OTHER EXPENDITURES:

- The FY 18 budget includes \$23,000 for a backup in-house portable x-ray machine and additional autopsy equipment.



Operations & Legislative Affairs

Operations & Legislative Affairs communicates information about Hillsborough County government programs and services to County residents, members of Congress, the Florida Legislature, and other officials and leaders. The Office also develops and coordinates state and federal legislative programs, as directed by the Board of County Commissioners and County Administrator.



FY 18 and FY 19 Core Goals

- Continue to provide excellent customer service to internal and external customers and ensure on-time agenda delivery. Seek improvements in efficiency through modifications to the agenda management software.
- Continue to advocate for policy and funding priorities at the state and federal levels. Expand upon federal legislative affairs with the introduction of a new federal lobbyist consultant. Continue to seek partnerships with local stakeholders to maximize efforts for return to Hillsborough County.
- Continue to provide County representation at major community events and to deliver translated trainings to communities on County priorities.



FY 16 and FY 17 Accomplishments



- Staff provided support to the Diversity Advisory Council, Commission on the Status of Women, Citizens Advisory Committee, and Hospital Authority at all regular and subcommittee meetings. They worked with these committees to successfully implement the Women's Hall of Fame Induction Luncheon and Interact Festival event in 2016.
- Staff ensured County legal compliance in regards to federal law. Provided service to both internal and external customers, and staff obtained ADA Coordinator Certification. Participated in the ADA Expo at MOSI and provided presentations to the public.
- Staff provided professional, confidential investigation into alleged discrimination complaints filed by citizens based on the perception of race, color, national origin, sex, age, religion, disability, marital status, sexual orientation, or gender identity or expression in connection with the Civil Rights Act and Hillsborough County ordinances.





FY 18 and FY 19 Key Projects

- Strengthen effective communication to include a new ADA website, awareness news stories, and online brochure information. Increase level of awareness through employee training, annual ADA awareness events, and emergency preparedness training for people with disabilities. Update County HIPAA Policies, Procedures, Forms, and Training.
- Continue to improve efficiency and effectiveness of the new agenda management system through improvement updates with the vendor; ensure complete County compliance with federal ADA and HIPAA laws; educate internal and external clients on federal law requirements and additional opportunities; investigate EOA and Human Rights cases and; coordinate cases with regard to federal, state, and local regulations.

Contact Information

(813) 635-3500

HCFLGov.net/OLA



Innovation

Staff successfully managed the agenda process, and coordinated with internal and external customers. The department found improvements in the current process, and transitioned from a long term staff to a new staff seamlessly. Agenda management system is an upgrade that adds modern functionalities.

Operations & Legislative Affairs

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,069,901	\$1,295,418	\$1,368,906	\$1,400,249
Operating Expenditures/Expenses	131,743	359,316	329,847	329,914
Grand Total	\$1,201,644	\$1,654,734	\$1,698,753	\$1,730,163

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$1,198,519	\$1,654,734	\$1,698,753	\$1,730,163
Transportation Trust Fund	3,125	0	0	0
Grand Total	\$1,201,644	\$1,654,734	\$1,698,753	\$1,730,163

Funded Positions	11	11	11	11
Funded FTE Positions	11.00	11.00	11.00	11.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- The reduction in operating expenditures reflects a decrease in indirect administrative costs and general operating supplies.

Parks & Recreation

The Parks & Recreation department provides recreation opportunities for people of all ages and abilities, including Hillsborough County's approximately 1.3 million residents. The department manages a wide range of facilities, including 51 recreation centers, seven gymnasiums, seven fitness centers, three skate parks, five off-leash dog parks, 145 baseball and softball fields, 38 football fields, 48 soccer fields, and two lacrosse fields. In addition, there are 104 non-programmed neighborhood parks consisting of approximately 1,200 acres of open space, courts, walking paths, playgrounds, and picnic shelters to accommodate diverse active and passive recreation needs. Adaptive programs for residents with disabilities and special events with community and civic organizations throughout the County round out Parks & Recreation's offerings.



2017 Hiking Spree
ts travel
through the woods
with Nature
Program Specialist
Brad Lympany.

FY 18 and FY 19 Core Goals

- The department will strive for excellence in personnel development, facilities, program delivery, customer service, and in all aspects of parks and recreation, including staff, facilities, programs, and events, while inspiring the trust, interest, and involvement of the community.
- Parks & Recreation will provide for an assortment of diverse recreational programs and resident engagement. Ensuring a variety of opportunities for all members of the community regardless of background or skill level, the department will utilize improved connectivity to inspire a sense of community through parks, programs, and events, and by improving overall awareness of opportunities.
- The department will develop partnerships to maximize facility and program opportunities through collaboration with community volunteers and local organizations, including the incorporated cities, the school district, private schools and homeschools, universities, business groups, not-for-profit organizations, and other government agencies, to increase park and recreation opportunities.

The Jackson Springs
Park Skate Park draws
crowds daily.



FY 16 and FY 17 Accomplishments



- **National Accreditation:** During the fall of 2016, Parks & Recreation obtained national accreditation from the Commission for Accreditation of Parks & Recreation Agencies (CAPRA). CAPRA is an arm of the National Recreation and Park Association (NRPA), and its standards for national accreditation provide an authoritative assessment tool for park and recreation agencies.
- **Department Master Plan:** In April 2017, the department presented its 10-year Master Plan to the BOCC. The comprehensive Master Plan describes recreational programming, ballfield capacity levels, levels of service, and national best practices. Through a series of established goals and park designs, the entire document has become the department's go-to reference book.
- **Sheriff's Office Partnership:** Through partnerships with the Hillsborough County Sheriff's Office and the Boys & Girls Clubs of Tampa Bay, the department has been able to expand its services for young people in high-risk communities. The County has witnessed a 48% crime reduction rate, benefitted from donations totaling \$4.9 million, and served 3,500 children impacted by the programs.

FY 18 and FY 19 Key Projects

- Develop a new employee orientation program detailing all of the organization’s amenities so new employees can appreciate their position as a piece of the overall puzzle.
- Increase accessibility in compliance with the ADA through park and facility redevelopment and a Countywide ADA Transition Plan.
- Deploy registration kiosks to all community centers aimed to enrich customer service initiatives and provide availability to stand-alone technology for enhanced online registration capabilities.



Innovation

The Hillsborough County Hiking Spree was designed to not only promote park amenities and offer a unique means of exploration, but also to enhance wellness initiatives by introducing exciting ways for residents to live a healthy lifestyle. While registered participants must hike 8 out of 20 designated trails, County Parks have experienced exponential growth in traffic during other programmed hikes, introducing residents to other hidden gems throughout the County.

Contact Information

(813) 635-3500

HCFLGov.net/Parks



Above left: The Northwest Dog Park, opened in 2016, features turf surface around the common areas.

Left: The Parks & Recreation department began a new trail in 2017 by constructing playground designs, as shown here in Paul Sanders Park.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Volunteer hours contributed to the Parks & Recreation department	97,510	112,136	123,350	135,685
Online activity enrollment increased through better marketing and the installation of registration kiosks	8,510	9,787	11,256	12,945
Hillsborough County Hiking Spree event registration	961	1,202	1,503	1,879

Parks and Recreation

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$10,869,098	\$12,509,695	\$13,160,455	\$13,477,448
Operating Expenditures/Expenses	11,144,942	15,512,007	15,225,839	15,215,061
Capital Outlay	148,867	28,850	392,189	107,151
Grants & Aids	256,813	309,740	45,000	45,000
Grand Total	\$22,419,720	\$28,360,292	\$28,823,483	\$28,844,660

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$1,381,536	\$1,138,749	\$1,114,359	\$1,139,009
Unincorporated Area General Fund	21,038,184	27,135,859	27,709,124	27,705,651
Grants (Not Transportation-Related)	0	85,684	0	0
Grand Total	\$22,419,720	\$28,360,292	\$28,823,483	\$28,844,660

Funded Positions	328	328	323	323
Funded FTE Positions	204.40	213.05	205.51	205.51

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Nine positions associated with Bakas Equestrian Center are transferred to Conservation and Environmental Lands Management.
- Three part-time Recreation Leader I positions are added to support Athletic Programs.

OPERATING EXPENDITURES:

- The reduction in operating expenditures relates to the transfer of Bakas Equestrian Center to Conservation and Environmental Lands Management.

CAPITAL AND OTHER EXPENDITURES:

- Included in capital outlay is funding for equipment replacement, three new vehicles for the Athletic Programs and a lightning detection device.

GRANTS AND AIDS:

- Grants and Aids represents funding for two Sheriff Deputy positions and equipment transferred to Conservation and Environmental Lands Management.



Pet Resources

The Pet Resources department serves multiple roles for the people and pets of Hillsborough County. It's a public safety agency that investigates and enforces both civil infractions and criminal offenses related to animals. Rabies control, picking up stray pets, ending abuse/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.



Pet Resources has expanded its social media reach and integrates social media inter

PRC's monthly First Saturday Celebrate invite the public to visit with adoptable pets and learn more about what PRC has to offer the community.



FY 16 and FY 17 Accomplishments

- The department's Animal Control section developed and introduced the first comprehensive, formal animal control officer training and evaluation guide at the annual Florida Animal Control Association Conference.
- Through its programs, the Pet Resource Center found new forever-homes for over 13,000 pets.
- Over 20,000 pet sterilizations were performed and provided in the department's ongoing effort to reduce pet overpopulation and demands on the shelter.

FY 18 and FY 19 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.
- Provide the best care possible to the thousands of pets in the department's custody throughout the year, with a focus on quality of life.
- To engage the community in helping improve overall pet ownership through education, assistance, and understanding of the issues the County faces.



Vet technicians are part of the PRC Veterinary Services team that provides the best care possible to the thousands of pets that come through its doors.

FY 18 and FY 19 Key Projects

- Become a Certified Service Enterprise that utilizes volunteers to their greatest advantage and provide the highest level of customer service to our residents and visitors.
- Engage our communities to assist in the department's efforts to protect the safety and welfare of the county's residents and pets by coordinating with our animal control officers and investigators who work within the community.
- 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.



Innovation

Began active intervention and education programs to help keep pets in their homes and improve pet ownership.



Above: PRC pets have become staples on Home Shopping Network's nationally-televised pet product shows to raise awareness about adoption from local community shelters, like Pet Resource Center.

Left: PRC pet Ruzu is one happy camper after being adopted by his loving family.

Contact Information

(813) 744-5660

HCFLGov.net/Pets

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Number of animal control actions completed by officers and investigators	33,733	38,400	38,000	37,500
Number of pets placed into new homes and rescues from PRC	12,917	13,700	14,000	14,500
Number of otherwise unadoptable pets that were saved by the veterinary team	1,940	2,100	2,000	2,000

Pet Resources

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$5,631,934	\$6,053,493	\$6,263,923	\$6,622,857
Operating Expenditures/Expenses	\$2,364,088	\$3,069,830	\$3,119,575	\$3,120,778
Capital Outlay	13,943	285,200	34,000	0
Grand Total	\$8,009,965	\$9,408,523	\$9,417,498	\$9,743,635

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$7,578,667	\$8,941,023	\$8,949,998	\$9,276,135
Unincorporated Area General Fund	1,872	0	0	0
Countywide Special Revenue Fund	429,462	467,500	467,500	467,500
Transportation Trust Fund	(36)	0	0	0
Grand Total	\$8,009,965	\$9,408,523	\$9,417,498	\$9,743,635

Funded Positions	96	97	97	97
Funded FTE Positions	95.00	96.00	96.00	96.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- One position was transferred from Code Enforcement.
- One position was eliminated from Pet Resources.

OPERATING EXPENDITURES:

- Funding of \$50,000 is included for canine influenza vaccines.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay represents funding for equipment replacement.

Procurement Services

Procurement Services provides centralized procurement support to all County departments and other government agencies and offices that choose to utilize its services. The department aims to procure required goods and services in a timely manner and provide professional support for its customers, enhancing and improving the level of service provided to Hillsborough County residents and visitors. The department supports both the community and local government through procurement excellence, and will deliver strategic and innovative supply solutions and policy guidance that align with the County's targeted performance indices and promote value, efficiency, and integrity.



Above: Procurement Services engaged in community outreach during the Wimauma Heart of Hillsborough event.

Below: Procurement Services participates in Aging Services ice cream social volunteer event.



FY 18 and FY 19 Core Goals

- Acquire the goods and services that County departments and agencies need to deliver quality services to the residents and visitors of Hillsborough County.
- Establish a reliable network of vendor businesses through active engagement, outreach, and support activities.
- Build meaningful and strategic business partnerships to maximize value and support sustainable community prosperity.

FY 16 and FY 17 Accomplishments

- Completion of a comprehensive review and rewrite of the County's Procurement Policy and Procedures. Adoption of a new Procurement Policy will trigger the finalization of updated regulations and procedures that have been specifically designed to streamline the processes, speed the delivery of goods and services, increase vendor participation, improve the customer experience, and create an environment that is open, transparent, and welcoming.
- Created the new "Let's Do Business Together!" vendor outreach initiative to recruit new businesses that have never worked with the County, and reinvigorate existing business relationships to promote the development of more meaningful and strategic business partnerships, increase participation in the procurement processes, maximize value, and support sustainable community prosperity.
- Created and conducted monthly iSupplier training to help businesses navigate the new ERP (Oracle) system. A new, highly successful, bilingual (Spanish-English) version of the same training was also created and is conducted every two months.



FY 18 and FY 19 Key Projects

- Continued expansion of the “Let’s Do Business Together!” vendor outreach initiative. Outreach events are planned for numerous communities throughout the County, especially those where vendor participation is historically low. The events will include introductory activities, training, and engagement opportunities—all aimed at encouraging businesses throughout the County to actively participate in the procurement processes.
- Development of a value-based procurement model that is aimed at maximizing value for customers (using departments, vendors, residents, etc.) by actively engaging all stakeholders to strategically solve problems and achieve desired point-of-delivery outcomes. Value-based procurement focuses on the customers’ desired outcomes, effective measurement of those outcomes, and shared responsibility for the same. Under this new model, the Procurement Services department will also be responsible and accountable for ensuring that customers achieve their respective program outcomes.
- Increased utilization of all available modules in the County’s ERP (Oracle) system. This includes the iSupplier Portal, which will reduce processing costs by allowing vendors to submit invoices electronically, view purchase orders, monitor payments, update profile information, and other important tasks—all in an on-demand, online self-service fashion. This effort is intended to leverage the efficiencies offered by the ERP system, improve the procurement process, and increase vendor satisfaction.

Noteworthy Service Statistics

Performance Measures

A total of 276 sourcing events were closed in FY2016.

A total of 12,829 purchase orders were created in FY2016.

A total of approximately 1,920 new vendors were added in FY2016.

Contact Information

[\(813\) 272-5790](tel:8132725790)

HCFLGov.net/Procurement

[ProcurementServices@ HillsboroughCounty.org](mailto:ProcurementServices@HillsboroughCounty.org)

Procurement Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$2,781,535	\$3,378,344	\$3,864,897	\$3,962,227
Operating Expenditures/Expenses	55,360	85,338	85,286	85,459
Grand Total	\$2,836,895	\$3,463,682	\$3,950,183	\$4,047,686

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$2,836,895	\$3,463,682	\$3,455,009	\$3,540,156
Public Utilities SW Resource Recovery Division	0	0	76,832	78,731
Public Utilities Water/Wastewater Division	0	0	418,342	428,799
Grand Total	\$2,836,895	\$3,463,682	\$3,950,183	\$4,047,686

Funded Positions	36	42	42	42
Funded FTE Positions	35.80	42.00	42.00	42.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- During FY 16 six positions were transferred from Public Utilities and Public Works with funding remaining in the respective departments. In FY 18, the funding was transferred to Procurement Services.

OPERATING EXPENDITURES:

- Continuation budget.

Public Utilities

The Public Utilities department provides drinking water, wastewater treatment, and reclaimed water services in the unincorporated areas of Hillsborough County.



The Northwest Wastewater Treatment Plan will expand to treat wastewater presently treated at the County's Dale Mabry and River Oaks facility.

FY 18 and FY 19 Core Goals

- The department will deliver high-quality potable water, collect and consolidate wastewater services, and distribute reclaimed water to support current and future customers for a sustainable economy.
- The department will continue to make public outreach programs a priority in order to share information and receive community feedback on how best to meet their needs. Public Utilities 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 of repairs in advance of emergency situations where possible, and reducing the cost associated with accidents through prevention.

FY 16 and FY 17 Accomplishments



\$181
million
Expansion

- The Public Utilities department initiated \$181 million in design/build expansion of the Northwest Hillsborough Water Treatment Facilities. The utility issued a revenue bond for the principal amount of \$207,795,000. Moody's rating agency upgraded the utility credit rating to AAA.

- Completed construction of a new \$7,200,000 laboratory.

\$2.5
million
Grant Money

- Public Utilities received \$2.5 million in grant dollars to help deliver water to the Palm River area.



The Lake Park West Pond is a reten located on the west side of the plant that holds water for drainage and associated maintenance, e.

FY 18 and FY 19 Key Projects

- Northwest Hillsborough wastewater treatment facilities will be expanded to accommodate the treatment of two older facilities that have met their useful lives (Dale Mabry and River Oaks). The treatment consolidation is expected to save millions of dollars over the next 20 years in the costs of treating the wastewater through more efficient treatment processes.
- Expansion of water systems into the Palm River area will be able to offer municipal drinking water to this service area and improve water quality.
- The department will continue to expand reuse opportunities and investigation of projects to minimize and ultimately eliminate surface water discharge of reclaimed water. This will provide fully beneficial use of the community's reclaimed water.



These six high service pumps are used to transport treated water from ground storage tanks into the distribution system to service customers.



Innovation

The department will continue to use the asset-management and preventative maintenance program to schedule maintenance on over 7,500 assets to improve on planned budgeted needs, and reduce failures, downtime, system failures, and regulatory issues associated with such events.



Contact Information

(813) 272-5977 [HCFLGov.net/
PublicUtilities](http://HCFLGov.net/PublicUtilities)

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
% of planned maintenance vs. unplanned repair (planned/unplanned)	80% vs. 20%	80% vs. 20%	80% vs. 20%	80% vs. 20%
100% of water and wastewater treatment facilities supported by back-up power	Yes	Yes	Yes	Yes
Number of work-related injuries where county employees were at fault	40	19	19	0

Public Utilities

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$54,514,349	\$63,244,790	\$65,260,758	\$66,641,947
Operating Expenditures/Expenses	110,726,958	117,013,314	124,970,579	124,880,331
Capital Outlay	6,390,587	5,686,702	8,447,392	127,200
Grand Total	\$171,631,894	\$185,944,806	\$198,678,729	\$191,649,478

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Unincorporated Area General Fund	\$0	\$137,862	\$137,862	\$137,862
Unincorporated Area Special Revenue Fund	79,181	204,457	208,603	208,603
Public Utilities Solid Waste Resource Recovery Division	7,814,251	6,579,978	5,630,941	5,572,102
Public Utilities Water/Wastewater Division	163,738,462	179,022,509	192,701,323	185,730,911
Grand Total	\$171,631,894	\$185,944,806	\$198,678,729	\$191,649,478

Funded Positions	735	728	722	722
Funded FTE Positions	735.00	728.00	721.59	721.59

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Twenty two new positions are included to cover the increased demand for customer service and, water and wastewater operations.
- Fifteen positions are transferred to Solid Waste and thirteen positions transferred to Information and Innovation Office.

OPERATING EXPENDITURES:

- The increase in operating expenditures relates to increase cost of bulk water purchases and increased demand for water and wastewater operations.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay represents vehicles for the new positions, replacement equipment and equipment upgrades for the credit card and E-check payment processing environments.



Public Works

The Public Works department maintains County roadway systems to make roads safer, to provide functional stormwater systems that protect the public, and to cost-effectively collect and sustainably dispose of trash. The department is responsible for maintaining more than 3,300 miles of roadway; 255 bridges; 1,300 miles of pipes, 1,224 miles of ditches, and 143 miles of channels; and for servicing over 280,000 residential customers of trash disposal services over an area of almost 1,000 square miles. The department operates from its main office in downtown Tampa and 14 other facilities to provide timely response for planned maintenance and disposal of over 585,000 tons of municipal garbage at the County's Resource Recovery Facility, which turns waste into electricity.



Residential waste services are performed by a contracted hauler.

FY 16 and FY 17 Accomplishments



- As a result of the Board of County Commissioners approving a policy that prioritizes funding of transportation, approximately \$812 million will be allocated over the next 10 years. Beginning in FY 17, numerous safety and maintenance projects including roadway resurfacing and sidewalk repairs, previously unfunded, have been initiated.
- In response to the declared health emergency related to the Zika virus, the department increased mosquito monitoring and treatment to reduce the mosquito population. Collaborating with other agencies, the department provided public education for personal protection and measures that can be taken to reduce mosquito breeding grounds.
- The Board of County Commissioners approved a stormwater fee expansion that increased annual funding to \$14.8M. As a result, 176 new projects were initiated, and nearly 81,000 feet of stormwater culverts were replaced. In response to the 2015 torrential rains, maintenance crews cleaned over 64 miles of ditches/canals. These efforts improved stormwater conveyance and lowered risks of flooding.

FY 18 and FY 19 Core Goals

- Increased investment in infrastructure to repair, preserve, and maintain roadways, sidewalks, and stormwater systems.
- Conduct additional outreach and public education to increase recycling and reduce litter and illegal dumping. These efforts include strong relationships with the community, Keep Tampa Bay Beautiful, and the cities of Tampa, Temple Terrace, and Plant City.
- Promote residential mosquito control methods and increase public awareness of the mosquito spray program functions to reduce the mosquito population. Outreach will involve workshops and presentation of educational material at community events, school, and libraries, enabling the public to implement protective measures.



A Survey crew locates a survey monument.

FY 18 and FY 19 Key Projects

- Continue implementing the transportation plan that includes road widening, intersection improvements, new signals, sidewalk installation and maintenance, bridge maintenance, and road resurfacing. The plan will also provide increased safety and preservation/maintenance of existing roadway assets.
- The Solid Waste Community Collection Center at the Northwest Transfer Station will undergo a renovation to increase customer safety and allow for easier accessibility, including relocation of the Hazardous Household Waste Facility.
- Focus on developing total mobility networks that consider all modes (pedestrian, bicycles, transit, and autos) providing the public options to move about.



Above: Maintenance crews repair a pothole.
L : Maintenance crews replace a drainage culvert pipe.



Innovation

Established a Customer Resolution Unit to be responsive to customer concerns, provide administrative oversight of cases, and create a positive customer experience through effective communication and efficient case management. Additionally, automation of the Customer Relations Management system and the Department's maintenance management system (Mainstar), which shares customer inquiry and work order information, was completed in the third quarter of FY 17.

Contact Information

(813) 635-5400

HCFLGov.net/PublicWorks

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Collaborate to reduce (incidents) of illegal dumping	941	1050	900	900
Repair and/or replace failing storm pipe (feet)	23,900	27,200	22,600	40,000
Repair sidewalks (linear feet) to increase pedestrian safety	3,159	3,216	3,329	3,446
Roadways Resurfaced (Lane Miles)	112	90	130	130
Conduct or participate in events to increase mosquito control awareness	31	40	60	65

Public Works

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$42,645,971	\$47,266,003	\$50,668,132	\$51,945,017
Operating Expenditures/Expenses	107,909,731	115,277,290	117,244,318	119,137,995
Capital Outlay	490,291	414,415	1,437,744	1,296,245
Other Non Operating	5,720	0	411,606	0
Grand Total	\$151,051,713	\$162,957,708	\$169,761,800	\$172,379,257

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$3,459,572	\$3,550,958	\$3,952,888	\$3,918,323
Unincorporated Area General Fund	15,511,212	18,256,951	19,687,765	19,929,099
Unincorporated Area Special Revenue Funds	1,261,815	1,474,892	1,494,488	1,456,051
Transportation Trust Fund	56,593,817	60,589,562	64,096,734	66,251,577
Grants (Not Transportation-Related)	42,944	47,310	94,621	94,621
Public Utilities SW Resource Recovery Division	74,127,612	78,902,636	80,350,001	80,642,215
Public Utilities Water/Wastewater Division	54,741	135,399	85,303	87,371
Grand Total	\$151,051,713	\$162,957,708	\$169,761,800	\$172,379,257

Funded Positions	622	642	682	684
Funded FTE Positions	622.00	642.00	681.85	683.85

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Eighteen positions are added in FY 18 to support stormwater, transportation and vegetative maintenance projects and eight to enhance resources at the Solid Waste transfer stations. In FY 19 two additional positions are added for transportation projects.
- A net of fifteen positions are transferred from Public Utilities Department.
- One position was transferred to Information and Innovation Office.

OPERATING EXPENDITURES:

- Operating expenses are added to support stormwater, transportation and vegetative maintenance projects.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay increase primarily relates to replacement of Solid Waste equipment.

Real Estate & Facilities Services

Real Estate & Facilities Services provides planning, design, construction, operation, maintenance, and energy management of Hillsborough County-owned facilities, as well as lease administration of County-owned facilities. The department also manages the County's real property by providing land acquisition and technical services for County departments and agencies. Further, the department manages the County's Public Art Program and County parking facilities.

FY 16 and FY 17 Accomplishments



- Completed new state-of-the-art hardened Public Safety Operations Complex (PSOC), which includes a new Emergency Operations Center, Emergency Dispatch, Fire Training Facility, Fire Rescue Headquarters, and Fleet Maintenance. The facility also accommodates Data Centers for County and Clerk's Offices, and functions as a Continuity of Government (COG) center during emergencies.
- Completed four new fire stations and several park projects, such as FishHawk Sports Complex Expansion, Ed Radice Park Football Fields, Mann Wagon Park, Northwest Dog Park, Town 'N Country Area Recreation Center and Paul Sanders Park Playground improvements.
- Land Exchange Agreement with School Board promoting community welfare and public safety by enabling Junior Achievement to expand its Enterprise Village by 16,000 square feet, and allowing the County to utilize School Board property for stormwater control capital improvements at several locations.



Above: The new Wimauma Fire Station

Left: The New Public Safety Opera Complex.

Bottom Left: An HVAC team replaces one of the air conditioning units at the New Tampa Library.



FY 18 and FY 19 Core Goals

- Implement and facilitate throughout the County options that allow departments to more efficiently utilize allocated space. Options will include the creation of collaboration spaces, reconfiguration of traditional cubicles into more open pod configurations, or identifying consolidation opportunities to reduce overall space footprints.
- Evaluate the condition of the County's real property assets

to ensure they are properly maintained and secure for effective delivery of public services. Properly caring for facilities extends their life, thereby helping to keep costs down for taxpayers.

- Ensure on-time and within budget delivery of projects in order to address the needs and expectations of County government staff and the community.

FY 18 and FY 19 Key Projects

- Through strategic facilities planning, one goal is to assist the Human Services Department in a master planning effort to align their operational and building facility needs.
- Upgrade the existing work order management system (MP2) with an enterprise web-based solution with enhanced integration, dashboard, and reporting capabilities that will improve data analysis, cost allocation, performance management, and service-based budgeting.
- Design and construct a new University Area Partnership Library; design and construct expansions or replacements for the existing C. Blythe Andrews, Jr. Library and the Riverview Library.



The Paul Sanders Park Playground improvements.



Innovation

Real Estate & Facilities
 conduct research and implementation ways to conserve energy through developing and implementing real estate sustainability programs are the surveying of solar arrays to supplement site power, as well as increased building energy LED lighting



Contact Information
 (813) 272-5810
HCFLGov.net/REFS

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Cost to operate facilities (cleaning, maintenance, utilities) compared to Building Owners and Managers Association (BOMA) Industry Benchmark standards of \$5.81/SF. REFS operates 5,072,671 SF of facilities at \$4.75/SF, representing a cost savings of \$5,377,031.26 compared to the benchmark.	\$4.75/SF	\$5.00/SF	≤ \$5.81/SF	≤ \$5.81/SF
Cost to deliver repair and preservation projects as a percentage of total costs compared to industry standard of 14% (California Benchmark). REFS delivers these projects at 8%, representing a cost savings of \$470,000.00 compared to the benchmark.	8%	9%	≤ 14%	≤ 14%
Cost to deliver capital projects as a percentage of total cost compared to industry standard of 38% (California Benchmark).	11.5%	11%	≤ 38%	≤ 38%

Real Estate and Facilities Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$12,199,950	\$13,823,798	\$14,190,446	\$14,143,059
Operating Expenditures/Expenses	14,966,891	17,683,042	17,196,995	17,213,359
Capital Outlay	147,101	291,808	253,299	129,699
Grand Total	\$27,313,942	\$31,798,648	\$31,640,740	\$31,486,117

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$24,587,377	\$28,515,708	\$28,474,186	\$28,399,010
Unincorporated Area General Fund	656,991	527,039	556,804	562,767
Transportation Trust Fund	1,556,138	2,094,478	1,545,698	1,571,347
Grants (Not Transportation-Related)	354,452	438,912	415,128	423,567
Public Utilities SW Resource Recovery Div	0	0	397,567	273,967
Public Utilities Water/Wastewater Division	158,984	222,511	251,357	255,459
Grand Total	\$27,313,942	\$31,798,648	\$31,640,740	\$31,486,117

Funded Positions	185	193	196	196
Funded FTE Positions	184.48	192.48	195.48	195.48

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Three positions are added for the maintenance of Solid Waste facilities. These facilities were previously managed through a Public Works maintenance contract.

OPERATING EXPENDITURES:

- The reduction in operating expenditures is primarily due to a reduction in indirects.

CAPITAL AND OTHER EXPENDITURES:

- Capital Outlay includes funding for solar canopies and maintenance equipment for use at Solid Waste facilities.

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: the Lee Davis, West Tampa, University, Plant City, and SouthShore Community Resource Centers. In addition, staff is deployed to remote sites and partner agencies to provide specialized services across the county.



Youth Development Programs engage literacy workshop.



The Volunteer Advisory Council plans for upcoming programs.

FY 18 and FY 19 Core Goals

- Assist low-income individuals and families with services to help resolve housing crises that would lead to homelessness.
- Provide job training and tuition assistance to motivated individuals who are interested in obtaining the necessary skills to gain stable employment. By facilitating appropriate job training and the subsequent attainment of stable employment, the department helps move families along the continuum to economic self-sufficiency.
- Provides youth development activities that offer opportunities for young people to gain access and exposure to educational programs that serve as conduits to higher education and vocational training. Staff and community partners will actively engage in the recruitment process to enroll young people, which will provide opportunities to break the generational cycle of poverty.

FY 16 and FY 17 Accomplishments



1,896

Households Assisted

- The department stabilized 1,896 households in danger of losing their shelter and 8,072 households in danger of having their utilities interrupted.

549

Residences received GED Assistance

- The department provided education assistance, including tuition, books, GED preparation, GED testing, and other fees to 549 low-income, eligible residents.

52

At-risk youth obtained scholarships

- The Youth Development Program provided opportunities for: 42 at-risk youth to participate in a six-week summer college experience; 52 at-risk youth who obtained a \$5,000 scholarship to assist in funding a post-secondary education; and 215 youth who participated in summer camp opportunities, where they were engaged in activities with their peers and which allowed their guardians to seek or maintain education and/or employment.

FY 18 and FY 19 Key Projects

- Social Services will implement an electronic visitor management system at each Community Resource Center. This enhancement will improve the speed of sign-in for both new and returning customers, accuracy, and overall reporting of customer intake data.
- The Community Services Block Grant will contract with two local nonprofit groups to provide summer employment and job placement for youth, and juvenile crime prevention and intervention services, which currently are not offered by Social Services and will be an enhancement to the existing programs and services offered to youth.
- Several Community Resource Centers are undergoing renovations to modernize the facilities, provide flexible meeting space, provide a one-stop approach to Human Services, and include a healthy living component.

Innovation

In March 2017, Social Services implemented a pilot project with 12 non-profit providers of the Children's Board Administrative Services Organization (ASO) Program. The purpose of this project is to ensure access to homeless prevention services for families engaged in case management programs and enhance County services and outcomes with case management offered by ASO partner agencies.

Contact Information

(813) 272-6770

HCFLGov.net/SocialServices

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Hillsborough County Social Services, the Community Action Board, and the Community Advisory Committees are offering \$5,000 scholarships to students who meet the eligibility requirements.	52 youth recipients	70 youth recipients	70 youth recipients	70 youth recipients
Job training and tuition assistance offered to motivated individuals who are interested in obtaining the necessary skills to gain stable employment.	438 individuals	635 individuals	635 individuals	635 individuals
Assist with services to help low-income individuals and families resolve housing crises, that would lead to homelessness.	1,548 households	1,896 households	Based on funding (unable to predict at this time)	Based on funding (unable to predict at this time)
Assist individuals in achieving financial independence by identifying and addressing short- and long-term goals. Case management and financial assistance are provided to support the case plan.	61 households	80 households	80 households	80 households
Social Services, in partnership with Feeding Tampa Bay, is providing monthly distribution events to provide nutritional options to food-insecure households throughout Hillsborough County.	0	2896 households	3,196 households	3,496 households

Social Services

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$5,377,227	\$6,210,669	\$6,247,404	\$6,375,643
Operating Expenditures/Expenses	670,505	742,286	1,282,088	1,279,635
Grants & Aids	6,623,201	8,685,846	7,812,046	7,504,649
Grand Total	\$12,670,933	\$15,638,801	\$15,341,538	\$15,159,927

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$5,967,068	\$6,780,360	\$6,686,193	\$6,798,114
Countywide Special Revenue Fund	1,099,904	1,100,000	1,100,000	1,100,000
Grants (Not Transportation-Related)	5,603,961	7,758,441	7,555,345	7,261,813
Grand Total	\$12,670,933	\$15,638,801	\$15,341,538	\$15,159,927

Funded Positions	97	103	94	94
Funded FTE Positions	88.60	90.40	86.13	86.13

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Reduction of 9 part time positions (4.275 FTE).

OPERATING EXPENDITURES:

- The increase in operating expenses is primarily due to an increase in indirect administration costs.

CAPITAL AND OTHER EXPENDITURES:

- No changes

Strategic Planning & Grants Management

Strategic Planning & Grants Management incorporates best practices in organization-wide and inter-jurisdictional activities to support the Board of County Commissioners in setting and implementing strategic priorities and strategic initiatives. The department provides a central grants management function to enhance the identification of new funding sources and best uses, collaborates within the community for optimization in the delivery of services, and assists client departments and agencies in the application process and the closeout of completed grants. Further, the department administers criminal justice grants and related programs through collaboration with the criminal justice community, as well as state and federal agencies.



Criminal Justice Administrator Robert Parkinson, Chief Judge Ronald Ficarra, Dr. Kathleen Moore, Commissioner Sandra L. Murman, Public Defender Julianne M. Holt, and State Attorney Andrew H. Warren at the 2017 Mental Health Court Summit.

FY 16 and FY 17 Accomplishments

- Delivered 26 hours of grants management training to County departments and 31 community nonprofit and other government entities covering: grant writing and development, budget and cost allocation, documentation and audit preparation, financial and fiscal reporting, and procurement practices to increase grant resources and reduce the potential for grant audit findings related to compliance issues. A total of 217 participants attended this training.
- Sponsored and led a Mental Health Court Summit that focused on smart justice philosophies, system development, and the unique challenges of working with persons with mental health disorders involved in the criminal justice system. The summit was an integral part of the department's multi-year effort to improve the justice system's response to persons with behavioral health disorders, and avert unnecessary costs through regular system mapping and collaborative problem solving.
- Maintained an online grants database for 74 federal and state grants awarded in FY 16 worth \$88 million.

FY 18 and FY 19 Core Goals

- Support active grants funding County programs and projects by providing County departments and agencies with support and customized training modules to strengthen grants management competencies, thereby facilitating service to our community and reducing the potential for audit findings related to grant compliance.
- Help reduce crime by diverting mental health and substance abuse clients facing incarceration to less costly social services. This can be accomplished by effectively managing state and federal grants and other local revenues restricted to criminal justice programs through collaborations with law enforcement, the courts, and community nonprofits.
- Facilitate cross-functional, cross-organizational, and/or cross-jurisdictional projects.



Assistant Public Defender Ashley Roura, Judge Robert Parkinson, and Chief Judge Ronald Ficarra engage in the County's inaugural Mental Health Court Program.

FY 16 and FY 17 Key Projects

- Implement a grant training program based on current assessment stakeholder needs by using survey feedback. This will ensure organizational excellence in all areas dealing with grant administration.
- Support the development of a Mental Health Court Pre-Trial Intervention Program within the 13th Judicial Circuit through the use of a Criminal Justice, Mental Health, and Substance Abuse Reinvestment Act Grant. The goal of the program will be to divert persons with serious mental illness from further involvement in the criminal justice system through the provision of comprehensive wraparound services.
- Lead an organizational-wide initiative to recover indirect costs related to local government expenses for grant-funded project implementation. Indirect costs represent the expenses of doing business that are not identified with a particular grant, contract, project, or activity, but are necessary for the overall operation of the County.



Sharon Gordon and Erica Jefferies conduct a grants management training session.



Innovation

Supported specialized criminal justice services for 84 veterans through the 13th Circuit Veterans Treatment Court, a program that structures treatment intervention around the authority and personal involvement of a single Veterans Treatment Court judge. It is a non-adversarial courtroom atmosphere where the judge, dedicated court staff, and treatment team work together toward the common goal of breaking the cycle of criminal behavior by addressing participants’ substance abuse, mental health, and physical health issues.



Contact Information

(813) 307-8301

HCFLGov.net/StrategicPlanning

HCFLGov.net/Grants

HCFLGov.net/CriminalJustice

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
Value of indirect cost revenue recovered from federal and state grants	\$1,737,908	\$1,618,146	\$2,700,000	\$3,000,000
Value of federal and state grants awarded	\$88,620,765	\$77,798,335	>\$75,000,000	>\$75,000,000
Savings on Department of Juvenile Justice billings resulting from review and analysis	N/A	\$2,111,093	>\$2,200,000	>\$2,200,000

Strategic Planning & Grants Management

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,001,110	\$1,030,867	\$1,038,575	\$965,363
Operating Expenditures/Expenses	1,931,330	2,529,458	2,529,947	2,529,417
Grants & Aids	2,469,241	2,030,261	1,679,515	1,319,515
Other Non Operating	0	0	988,512	537,149
Grand Total	\$5,401,681	\$5,590,586	\$6,236,549	\$5,351,444

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$780,052	\$796,617	\$751,393	\$770,495
Countywide Special Revenue Fund	3,071,610	3,060,404	3,056,348	3,033,282
Grants (Not Transportation-Related)	1,550,019	1,733,565	2,428,808	1,547,667
Grand Total	\$5,401,681	\$5,590,586	\$6,236,549	\$5,351,444

Funded Positions	10	9	9	9
Funded FTE Positions	10.00	9.00	9.00	9.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

GRANTS AND AIDS:

- The changes in grants and aids is a result of a fluctuation in the carry forward of prior year grant revenue.

OTHER NON OPERATING EXPENDITURES:

- Other non operating expenditures represents the in-kind match for the Criminal Justice, Mental Health, and Substance Abuse Reimbursement Grant Program. In FY 17 and prior a cash match was required for this grant, which was included in the appropriation for grants and aids.

Sunshine Line

The Sunshine Line creates community prosperity by providing transportation to those who, because of disability, age, or income, are unable to provide or purchase their own transportation and do not qualify for other local transportation services. Sunshine Line provides access to medical appointments, grocery shopping, social services, and other resources. The department provides daily or monthly bus passes to those who are able to use local bus service. Door-to-door transportation, including assistance to and from the vehicle, is provided for those who are unable to use transit service or where fixed-route transit service is not available.



Above: A Sunshine Line driver assists a rider on the v

Left: A Sunshine Line driver escorts a client to the door.

FY 16 and FY 17 Accomplishments



- Updated in-vehicle technology and scheduling software.
- Replaced 15 older vehicles with new vehicles, and stabilized the replacement cycle so that vans will be replaced more consistently.
- Participated in more than 10 outreach events each year to ensure that residents are aware of Sunshine Line's available services.

FY 17 and FY 18 Core Goals

- Improve efficiency within the department to enhance workflow and internal processes for a better experience for customers and staff. This is expected to improve reservations, scheduling, and vehicle routes.



FY 18 and FY 19 Key Projects

- Implement automated optimization feature in scheduling process to route trips more efficiently and use resources more effectively, which may also allow expansion of trip priorities.



A rider exits a van as the driver assists.



Innovation

Established new customer service training for call center staff, including interactive and hands-on practice and using Call Center School online training.

Contact Information

(813) 272-7272

HCFLGov.net/Sunshine

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Planned	FY 18 Projected	FY 19 Projected
On-time performance (% of trips on time)	92%	92%	93%	93%
Customer satisfaction	97%	97%	96%	96%
Improved quality of life for users of service	97%	97%	96%	96%
Increased independence for users of service	99%	95%	95%	95%

Sunshine Line Agency

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$3,452,339	\$5,440,214	\$5,553,301	\$5,615,802
Operating Expenditures/Expenses	2,372,619	3,962,275	3,356,410	3,358,078
Grand Total	\$5,824,958	\$9,402,489	\$8,909,711	\$8,973,880

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$3,828,502	\$4,547,908	\$4,901,722	\$4,965,891
Grants (Not Transportation-Related)	1,996,456	4,854,581	4,007,989	4,007,989
Grand Total	\$5,824,958	\$9,402,489	\$8,909,711	\$8,973,880

Funded Positions	74	77	77	77
Funded FTE Positions	74.00	77.00	77.00	77.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Fleet maintenance and repair costs are increased by \$113,073. Fleet replacement costs are increased by \$68,775.
- The Countywide General Fund includes \$46,152 for bus passes due to the loss of one-time grant funds.
- The reduction in operating expenses is a result of a fluctuation in the carry forward of prior year grant revenue and a reduction in grant appropriations.

Clerk of the Circuit Court and Comptroller

The Clerk of the Circuit Court is one of five Constitutional Officers that Hillsborough County voters elect to perform specific functions in County government. The Clerk of the Circuit Court is responsible for all Circuit and County Court records. The Clerk also serves as ex officio Clerk of the Board of County Commissioners, Chief Financial Officer, auditor, recorder, and custodian of all County funds. In addition, the Clerk records documents such as deeds, mortgages, and satisfaction of liens. The office maintains alimony and child support records, issues marriage licenses, performs marriage ceremonies, accepts passport applications, and auctions real property for non-payment of taxes or mortgage foreclosure.



Top: Court keeps records for the Board of County Commissioners.
Bottom: Court keeps records for the Board of County Commissioners.

FY 16 and FY 17 Accomplishments



- Awarded Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association for the Hillsborough County, Florida Comprehensive Annual Financial Report for the last 34 consecutive fiscal years.
- Participated in the achievement of the County's Aaa/AAA/AAA general bond rating, the highest attainable credit rating.
- Implemented a new website that offers additional online functionality (e.g., view wait times, make appointments, get in line online, submit online requests) and improved usability features (e.g., responsive design allowing users to navigate on any type of device), while providing our staff with a system that is easy to maintain.



FY 18 and FY 19 Core Goals

- The Clerk's Office will receive unqualified audit opinions on the 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 percent 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.

FY 18 and FY 19 Key Projects

- The Clerk's Office will implement a new Official Records system for recording and indexing mortgages, deeds, marriage licenses, and other records. This will allow for more efficient recording and indexing of documents and more convenient public access.
- The Clerk's Office will convert paper court 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 will allow a fully electronic workflow of court documents, provide more convenient public access, and lessen the need for storage space.
- The Clerk's Office will configure and deploy a web-based portal for public access to County accounts payable documents. This will provide transparency and more convenient public access.



Innovation

The Clerk implemented a tax deeds program that has brought new efficiencies, including workflow, cashing, payment tracking, and electronic auctions. The initial data and images are uploaded, which decreases processing time, while online sales have increased final sale prices. The public can access information necessary to evaluate the properties, place bids, and make purchases.



Contact Information

(813) 272-8100

HillsClerk.com

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Invoices and paychecks	334,217	332,837	333,665	334,667
Documents recorded	516,282	542,096	569,200	597,660
Court cases filed	342,025	348,764	348,771	348,771

Clerk of the Circuit Court & Comptroller

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other Non Operating	\$18,704,952	\$19,511,787	\$19,312,834	\$19,479,091
Grand Total	\$18,704,952	\$19,511,787	\$19,312,834	\$19,479,091

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$18,704,952	\$19,511,787	\$19,312,834	\$19,479,091
Grand Total	\$18,704,952	\$19,511,787	\$19,312,834	\$19,479,091

Funded Position	102	102	102	102
Funded FTE Positions	102.00	102.00	102.00	102.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

This budget reflects a continuation level budget. Due to efficiencies gained from recent technology initiatives—Document Management System (OnBase); Financial & Human Resources System (Oracle ERP); and Court Case Maintenance System (Odyssey)—the Clerk’s Office has been able to maintain staffing levels and operating expenditure levels at the same level as FY 16. Also, this budget utilizes existing staff’s expertise to perform necessary services in house and thereby, reducing the need for contractual services.

Property Appraiser

The Hillsborough County Property Appraiser is charged with the duty and responsibility to appraise all of the property in the County. This includes real estate and tangible personal property (the equipment, machinery, and fixtures) of businesses. The Property Appraiser prepares the tax roll, but does not collect taxes or determine tax rates. The Appraiser is required by law to assess all property within the county each January 1. In Hillsborough County, this means the Property Appraiser determines the market value for hundreds of thousands of individual parcels, including residential, agricultural, multifamily, commercial, and industrial, as well as thousands of personal property accounts. In addition to appraising property, the Appraiser must administer homestead exemptions, agricultural classification, determine the eligibility of certain religious, charitable, educational, and municipal property for tax exemption, as well as administer widow, widower, and disability exemptions. The Property Appraiser also maintains current and up-to-date legal descriptions and ownership tax maps of all the real property in Hillsborough County.

FY 18 and FY 19 Core Goals

- Value all real and tangible properties in Hillsborough County in order to meet requirement of the duties of the Property Appraiser per Florida Statute 193.
- Administer all property tax exemptions to fulfill requirement of the duties of the property appraiser per Florida Statute 196.
- Mail TRIM (Truth in Millage) notices to all real and tangible property owners in Hillsborough County as required by Florida Statute 193.
- Receive the Florida Department of Revenue's approval of the property tax roll to fulfill requirement of Florida Statute 193.
- Receive and answer all questions from customers (approximately 40,000 per year) with accurate and timely information to meet and exceed obligation of the HCPA to serve all real and tangible property owners.

FY 18 and FY 19 Key Projects

- Ongoing review and implementation of printing optimization plan in order to save taxpayer dollars and improve efficiency of office printing needs.
- Complete development and launch new office intranet site to improve coordination and communication between HCPA departments and staff.
- Develop and launch new social media plan to increase outreach into the community and educate the public about the mandated and day to day functions of the HCPA and its employees, and the services the office provides.
- Install new telecommunications system to improve customer service to taxpayers and increase office efficiency in assisting internal and external customers.

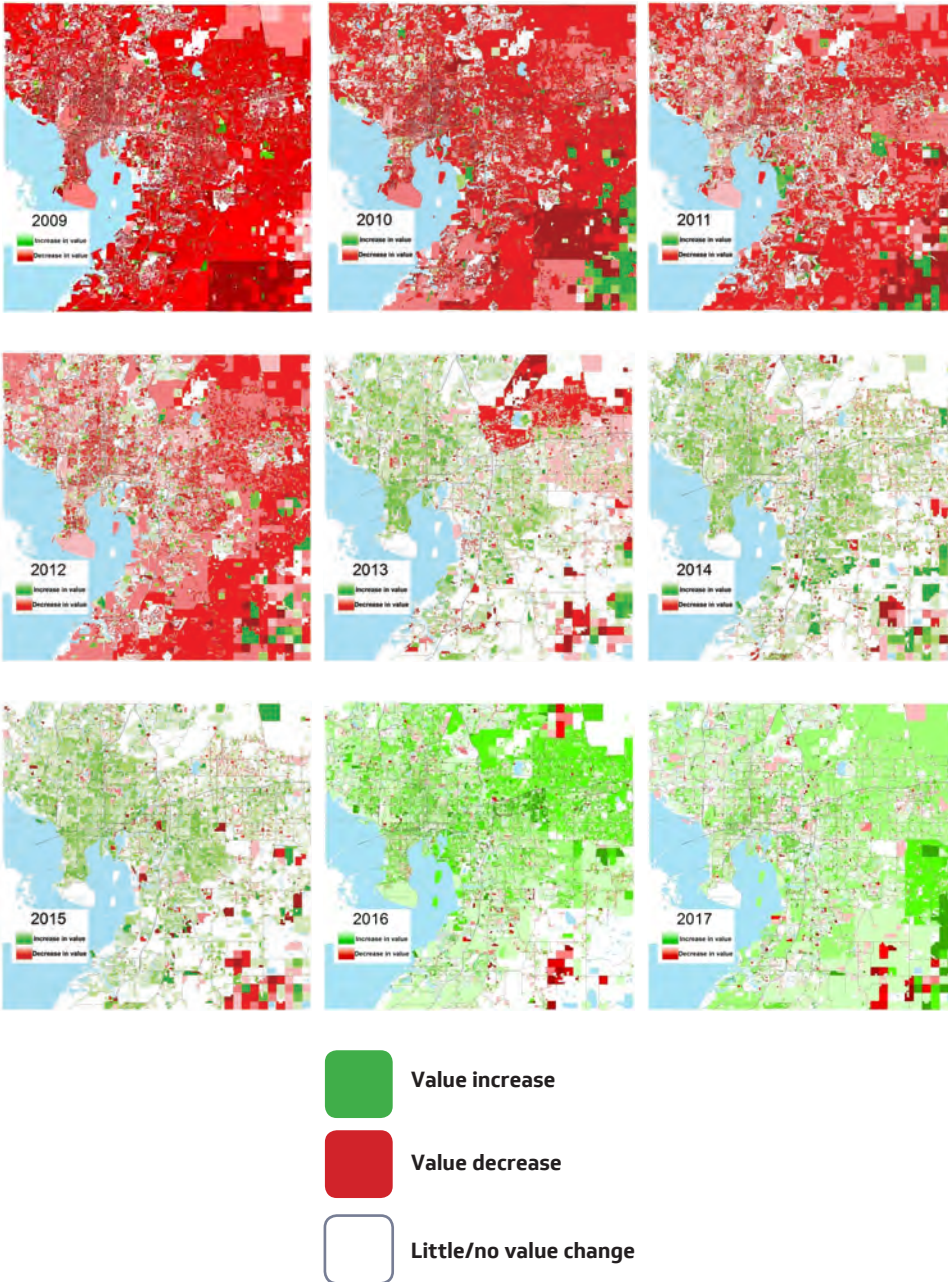
FY 16 and FY 17 Accomplishments



- Valued all real estate and tangible property in Hillsborough County.
- Received approval from the Florida Department of Revenue for an approximately \$119 billion tax roll (Just Market Value). The total taxable value is approximately \$79 billion.
- Launched new Tangible Personal Property (TPP) online filing system.
- Launched new mobile application for HCPA website to allow users to access data and maps in a mobile environment on devices such as phones, tablets, etc.



Hillsborough County Real Estate Value Increases & Decreases



Innovation

Hillsborough County Property Appraiser Bob Henriquez has taken more strides in the modernization of his office and service to the public. This past year, he celebrated the release of an innovative mobile version of the HCPA website, an online Tangible Personal Property filing system, an enhanced sales search launched on the HCPA website that includes sales of properties over a 10 year period, and upgrades to the Homestead application process online. This year, his office will be renewing the Aerial Initiative between County agencies to require ortho and oblique imagery through Hillsborough County. This will increase connectivity between satellite offices to better serve customers with high speed Metro Ethernet. The office will also implement a new social media platform to better serve and engage the public, and renew its Going Green Initiative, which will utilize a fleet of hybrid vehicles for field work.



Contact Information

(813) 272-6100

hcpafl.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Number of parcels per employee	4,125	4,413	4,414	4,433
Budget per number of parcels	\$22.50	\$23.71	\$23.35	\$24.80

Property Appraiser

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other Non Operating	\$11,661,285	\$11,656,832	\$11,537,941	\$12,114,839
Grand Total	\$11,661,285	\$11,656,832	\$11,537,941	\$12,114,839

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$9,678,282	\$9,670,221	\$9,574,868	\$10,053,611
Unincorporated Area General Fund	\$1,611,896	\$1,613,277	\$1,594,611	\$1,674,342
Library Tax District Special Rev Fd	324,891	326,921	321,432	337,504
2002 Parks & Rec Gen Obligation Ref Bds Sinking Fund	9,545	9,567	9,694	10,179
2009 ELAPP Bonds Sinking Fund	36,671	36,846	37,336	39,203
Grand Total	\$11,661,285	\$11,656,832	\$11,537,941	\$12,114,839

Funded Position	121	121	125	125
Funded FTE Positions	121.00	121.00	125.00	125.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

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.



Public Defender Julianne Holt speaks at Human Rights 2016 Event.

FY 16 and FY 17 Accomplishments



- Provided legal representation on more than 54,000 court-appointed cases.
- Resolved 50,679 cases total and 1,406 through trial.
- Provided more than 55 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 18 and FY 19 Core Goals

- Provide legal representation to indigent defendants charged with criminal offenses by protecting our 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, which increases public safety by allowing law enforcement to properly align investigative resources and improves the criminal justice system by reducing recidivism rates.
- Increase public safety by ensuring appropriate and ethical attorney caseloads, timely case disposition, and the efficient use of taxpayer money to benefit our clients, all parties in the criminal justice system, and Hillsborough County residents.
- Increase the efficiency of the criminal justice system through technology for case management, document management, witness management, data exchange, e-service, and so forth to eliminate redundant work, which allows staff resources to be reallocated to handle 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.



Unity in Community – November 2016



City Councilman Harry Cohen, Commissioner Sandra L. Murman, and Public Defender Julianne Holt attend the opening of the Bryan Glazer Family Jewish Community Center in December 2016.

FY 16 and FY 17 Key Projects

Working with agencies, such as the State Attorney and the Clerk of Court, to transfer electronic documents for court appointed cases to the Public Defender's case management system. This eliminates the paper handling between offices and it will further increase access time to discovery documents.



Public Defender Julianne Holt and community partner Crisha Murray-Scolaro from Pepin Academies.

Contact Information

(813) 272-5980
pd13.state.fl.us



Innovation

In 2016, The Public Defender's Office continued the Veterans Services Initiative, which focuses on early identification of veterans in need of services and efforts to fully utilize the county's existing diversion pathways. In addition to representation in Veterans Treatment Court, the Initiative focuses on educating criminal justice partners in all divisions, allowing the Public Defender to link our clients with services appropriate for their unique needs. The grant funds are from the Edward Byrne Memorial Justice Assistance Grant Program.

In 2016, The Public Defender's Office implemented the Mental Health Pre-trial Intervention Program, which focuses on identification of persons eligible for the Mental Health PTI program, refer them to the Mental Health Court Liaison, advocate to the SAO for the defendant's acceptance into the MHPTI, and review contract with client. The grant funds are from the Edward Byrne Memorial Justice Assistance Grant Program.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 15 Actual	FY 16 Planned	FY 17 Projected
Capital Felony	67	69	71
Capital Sex	25	34	36
Non-Capital Felony	23,542	24,416	24,900
Misdemeanor	17,121	17,678	17,900
County to Circuit Appeals	9	12	12
Juvenile	6,082	6,190	6,340
Mental Health	3,425	3,576	3,780
Sexually Violent Predator Act	4	3	4

Public Defender

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Operating Expenditures/Expenses	\$453,597	\$661,474	\$663,190	\$663,275
Capital Outlay	59,874	61,410	61,410	61,410
Grants & Aids	459,888	459,888	459,888	459,888
Grand Total	\$973,359	\$1,182,772	\$1,184,488	\$1,184,573

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$93,276	\$122,172	\$122,016	\$122,054
Countywide Special Revenue Fund	880,083	1,060,600	1,062,472	1,062,519
Grand Total	\$973,359	\$1,182,772	\$1,184,488	\$1,184,573

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

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 approximately 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 924,000 residents of unincorporated Hillsborough County and detention, court security, and child protection services to a county population of more than a million residents. Only one of Florida's 67 Sheriff's Offices serves a population larger than is served by the HCSO. The HCSO continuously pursues and implements improvements and efficiencies to meet the public safety needs of the large and growing population we serve. The mission of the Hillsborough County Sheriff's Office is to serve, protect, and defend the community while preserving the rights and dignity of all.



Let's talk about it's all about.
Above: HCSO Swat Marine Unit
Right: Serving all residents, from babies to the elderly.

FY 16 and FY 17 Accomplishments



- Reduced crime in unincorporated Hillsborough County for the 10th consecutive year.
- Acquired and implemented cutting-edge crime-solving technologies including forensic video hardware, software, and training that extracts and enhances video acquired from crime scenes, and National Integrated Ballistic Information Network (NIBIN) equipment that expedites processing of spent bullets and cartridge cases found at crime scenes or test-fired from confiscated weapons.
- Acquired grant funding for four new traffic safety programs to improve the roadway safety of citizens countywide.



FY 18 and FY 19 Core Goals

- Public Safety - Reduce criminal activity and conditions that foster crime and fear of crime.
- Traffic Safety - Increase the safety of citizens on the roadways of Hillsborough County.
- Child Protection – Safeguard, protect, and promote the well-being of Hillsborough County children.

FY 18 and FY 19 Key Projects

- Activate a centralized HCSO technology center through which live feeds from the HCSO's Eye on Crime camera and ShotSpotter gunshot detection systems will be monitored and provide real-time and latent evidentiary information to deputies and investigators during and after the commission of crimes.
- Employ and utilize a new forensic laboratory specialist to quickly process firearms evidence obtained from violent crime scenes to intervene against dangerous offenders.
- Serve as a key collaborator in the creation and activation of the Tampa Bay Regional Intelligence Center (TBRIC).



Teaching roadway safety.

Contact Information
(813) 247-8200
hcs0.tampa.fl.us



Innovation

The HCSO has a long history of utilizing new technologies to accelerate the effectiveness of the services provided to residents. Through collaboration with a community troubled by a growing street-level criminal presence, in 2009, the HCSO began a multi-year program to install and monitor portable digital overt (visible) surveillance cameras in high-crime areas. The program is called Eye on Crime, which was expanded in FY 2016 and FY 2017 with the addition of eight cameras, four license plate recognition (LPR) cameras, and three LPR trailers. Coupled with the HCSO's new ShotSpotter gun detection and automatic notification system, the HCSO's Eye on Crime system now includes over 120 video feeds, 16 license plate readers, and 81 ShotSpotter sensors. Through this successful community/law enforcement partnership, members of a community plagued by predatory criminals have successfully taken action to draw a line against crime and restore safety within their neighborhoods.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Rate of part 1 crimes per 1,000 residents	17.13	16.93	16.73	16.53
HCSO part 1 crime clearance rate	32.7%	32.1%	32.2%	32.1%
Number of calls for service requiring the dispatch of one or more deputies.	641,605	664,703	688,632	713,423
Number of deputies dispatched to calls for service.	1,055,914	1,100,051	1,146,033	1,193,938
Pursue grants each year to fund major technology-based crime prevention and intervention projects that counter violent crime.	Three	Four	Three	Four

Sheriff's Office

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other Non Operating	\$392,087,788	\$405,120,295	\$418,991,520	\$430,680,805
Grand Total	\$392,087,788	\$405,120,295	\$418,991,520	\$430,680,805

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$273,824,140	\$283,045,495	\$293,506,745	\$302,276,935
Unincorporated Area General Fund	115,663,387	119,213,735	122,228,805	125,822,260
Countywide Special Revenue Fund	2,600,261	2,861,065	3,255,970	2,581,610
Grand Total	\$392,087,788	\$405,120,295	\$418,991,520	\$430,680,805

Funded Position	3,830	3,833	3,833	3,833
Funded FTE Positions	3,670.50	3,675.50	3,675.50	3,675.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

- The increase in personnel services is primarily due to increase in compensation and anticipated employer contributions to the Florida Retirement System for special risk and DROP participants.
- A fifth patrol district was established and staffed.

State Attorney

13th Judicial Circuit

The State Attorney, under the Florida Constitution Article V Section 17, is the Chief Prosecuting Officer of all criminal trial courts in the judicial circuit. The State Attorney, with the aid of appointed assistants and staff, appears in the Circuit and County courts within the judicial circuit and prosecutes or defends on behalf of the state all suits, applications, or motions—civil and criminal—to which the state is a party. The staff of 358 includes 135 attorneys, 10 investigators, and a dedicated support staff. Hillsborough County funds the office's communication services and information systems, and provides a secure office space.



Above: Staff volunteered to march in the City of Tampa's annual St. Pete Beach parade.
Below: State Attorney Andrew Warren addresses stakeholders to launch a cross-sector partnership at the Mental Health Court summit.



FY 16 and FY 17 Accomplishments



- Processed 104,178 criminal case referrals in FY 16.
- Continued development of electronic workflow processes that provide greater efficiency and transparency in the criminal justice system, including the E-Drivers Transcript Service, which automates the acquisition of drivers history transcripts; an Eservice File Transfer process to provide information to the Public Defender's office; and working with law enforcement partners to improve the subpoena process.
- Continued development of criminal diversion programs for nonviolent, nonrepeat offenders.

FY 18 and FY 19 Core Goals

- Continued development of a fair and effective criminal justice system that efficiently allocates resources to target the crime that poses the greatest threat to the community, such as violent crime, economic crime, and serial recidivism.
- Work with our community partners and fellow government agencies in the pursuit of a justice system that effectively makes our community safer and is transparent to all citizens.
- Develop internal information processes that efficiently exchange data with criminal justice system stakeholders and assists staff in effectively handling voluminous caseloads.

FY 18 and FY 19 Key Projects

- Evaluate all prosecutorial programs to ensure public safety, fairness, and effectivity.
- Establish effective, organized discussions with community stakeholders about our criminal justice system.
- Continue to improve data sharing among criminal justice system stakeholders.



Left: State Attorney Andrew Warren and Public Defender Julianne Holt support Big Brothers Big Sisters of Tampa Bay during the 2017 Bowl for Kids' Sake event.
Below: State Attorney Andrew Warren shares his vision for assistant state attorneys and investigators during his swearing-in ceremony.



Innovation

Streamlined case opening and information retention, which makes case data available quicker within the Case Management System, and allows better management of voluminous criminal referrals.



Contact Information

Phone (Tampa Office):

(813) 272-5400

Phone (Plant City Office):

(813) 757-3890

sao13th.com

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Number of cases each attorney handles per fiscal year.	Number of cases managed as mandated by F.S. 27.02: 104,178	Number of cases managed as mandated by F.S. 27.02: 105,220	Number of cases managed as mandated by F.S. 27.02: 106,272	Number of cases managed as mandated by F.S. 27.02: 107,335
	Number of cases per FTE (number of FTE attorneys = 135): 772	Number of cases per FTE (number of FTE = 135): 779	Number of cases per FTE (number of FTE = 135): 787	Number of cases per FTE (number of FTE = 135): 795

State Attorney Part I

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Operating Expenditures/Expenses	\$702,904	\$872,607	\$1,064,216	\$950,966
Capital Outlay	346,027	351,050	171,343	280,863
Grand Total	\$1,048,931	\$1,223,657	\$1,235,559	\$1,231,829

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$261,766	\$376,826	\$335,424	\$328,899
Countywide Special Revenue Fund	787,165	846,831	900,135	902,930
Grand Total	\$1,048,931	\$1,223,657	\$1,235,559	\$1,231,829

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- The County does not fund State Attorney positions.

OPERATING AND CAPITAL EXPENDITURES:

- Continuation budget.

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, under the guidance of the Hillsborough County State Attorney's Office. 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 16 and FY 17 Accomplishments




- The program received a proclamation from the BOCC during National Crime Victims' Rights Week for their work on behalf of victims in Hillsborough County.
- Mothers Against Drunk Driving recognized the program with its Appreciation Award.
- The program successfully developed an in-house State Attorney Interactive Notification Tracking System (SAINTS).
- The program created an educational video to inform victims of domestic violence about the harms of signing a Request Not to Prosecute and to deter victims from dropping charges.
- The program received letters of appreciation from multiple local agencies, businesses, and individuals in Hillsborough County.

Counselors are busy providing important information to the community.

FY 18 and FY 19 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 Victim Assistance Program will provide escorts to court hearings and depositions as needed. This increases participation by victims throughout the prosecutorial process and provides support for both victims and prosecutors.
- The program will offer public presentations and informative booths throughout Hillsborough County. This will increase awareness of services and demonstrate achievement of the Board of County Commissioners Strategic Plan priorities.
- The program will assist victims who have received a worthless check by educating the check-writer and by working with the victim, which helps deter future worthless check transactions.

Contact Information
[\(813\) 272-6472](tel:(813)272-6472)
sao13th.com/victim_assistance

A counselor assists victims through the criminal justice process.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Number of notifications provided to victims	484,283	N/A	N/A	N/A
Number of victims assisted	47,467	N/A	N/A	N/A
Number of escorts provided	1,347	N/A	N/A	N/A
Number of public presentations	48	N/A	N/A	N/A
Number of worthless check charges	420	N/A	N/A	N/A

State Attorney Part II (Victim Assistance)

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$1,916,225	\$2,039,243	\$2,143,086	\$2,193,903
Operating Expenditures/Expenses	33,606	95,280	95,007	95,111
Grand Total	\$1,949,831	\$2,134,523	\$2,238,093	\$2,289,014

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$1,949,831	\$2,134,523	\$2,238,093	\$2,289,014
Grand Total	\$1,949,831	\$2,134,523	\$2,238,093	\$2,289,014

Funded Position	28	28	28	28
Funded FTE Positions	27.10	27.10	27.10	27.10

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

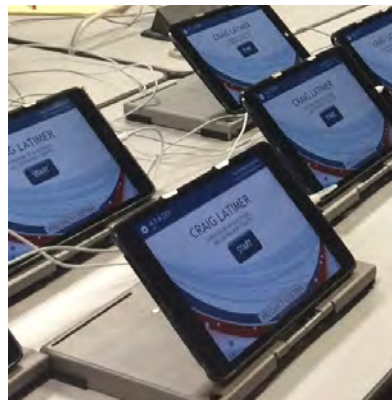
- A 3% performance pay increase is budgeted.

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 a voter registration database, provides opportunities for citizens to register to vote and update information, and conveys information to candidates. The Supervisor of Elections also educates voters on elections and trains poll workers to give citizens a positive voting experience. The office tests, maintains, and operates voting equipment in order to count and report votes with accuracy and efficiency. It is the first elections office to earn the Governor's Sterling Award for performance excellence.



Left: Supervisor Craig Latwer displayed new, state-of-the-art optical ballot scanners to all 2016 polling places. **Above:** It takes less than a minute to check in a Hillsborough County voter using one of these electronic poll books.

FY 16 and FY 17 Accomplishments



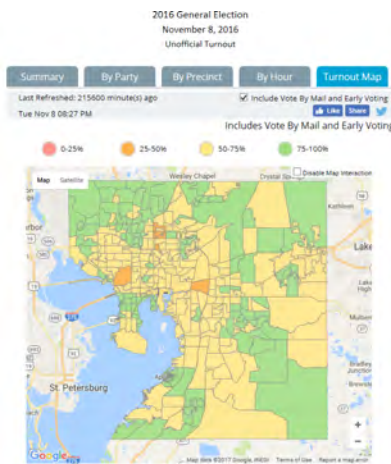
- The Hillsborough County Supervisor of Elections conducted open, accountable, accurate municipal and countywide elections in FY16/17, and enabled more than 600,000 citizens to vote conveniently and securely in the 2016 General Election. The office performed with integrity and transparency under the watchful eyes of the public, as well as local, national, and international media.
- The Supervisor of Elections educated citizens on the established methods set forth by Florida law that are followed to ensure secure, accurate elections—including public testing of tabulation equipment and hand-counting ballots in a manual audit—and successfully conducted the largest recount in Florida's history triggered by a 0.26% margin in a countywide school board race.
- The office used electronic poll books to efficiently check in all voters on Election Day and, for the first time, provided real-time voter turnout by precinct on its website throughout the day. Graphics, tables, and maps made the turnout data easy to analyze and track throughout the day.

FY 18 and FY 19 Core Goals

- The Supervisor of Elections will provide citizens with opportunities to participate in democracy by conducting two countywide elections (2018 Primary Election and 2018 General Election) and up to eight municipal elections (2019 City of Tampa, 2019 City of Tampa Runoff, 2018 and 2019 Plant City, 2018 and 2019 Plant City Runoff, 2018 Temple Terrace and Temple Terrace Runoff) with the possibility of special elections, if needed.
- The Supervisor of Elections will make voting accessible to all citizens of Hillsborough County by securing and equipping Election Day polling places and Early Voting sites for elections, ensuring the reliability of voting equipment through testing and redundancies, and providing for the needs of voters with disabilities.
- The Supervisor of Elections will educate voters on the three methods of voting and encourage voting before Election Day, increasing convenience to voters while saving money and adding predictability to staffing and equipment needs.

FY 18 and FY 19 Key Projects

- The Supervisor of Elections will earn community trust through voter outreach and education, including social media, videos, and graphics that explain the integrity and security inherent in elections in Hillsborough County.
- The Supervisor of Elections will ensure excellent customer service at polling sites by recruiting new poll workers and providing effective, consistent, and memorable poll worker training.
- Upgraded mail assembly and sorting equipment will enable the Supervisor of Elections to serve the increasing demand for Vote-By-Mail ballots in Hillsborough County.



The Super website displays r other turnout, broken down by party and precinct, thr y.

Contact Information
[\(813\) 744-5900](tel:8137445900)
VoteHillsborough.org

Innovation



Supervisor of Elections Craig Latimer ensured that every one of Hillsborough County's Early Voting and Election Day polling places was equipped with state-of-the-art optical scan ballot tabulators for all 2016 elections. The new equipment provided a more user-friendly experience for voters, and enabled the office to report election results more quickly. Deploying hundreds of new machines required careful planning and coordination among all departments in the office, from IT to poll worker training to warehouse storage.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
The most important thing this office does is conduct elections that are fair, accessible, and accurate so that citizens in our community have a voice in our governance. (Planned elections include potential runoffs; special elections may also be required.)	One presidential preference primary (PPP), one primary, two Plant City elections	One general, one Tampa special election, one Tampa runoff	One primary, two Plant City elections, two Temple Terrace elections	One general, two Plant City elections, two Tampa elections
The office secures and equips voting locations for voters in Florida's fourth most populous county. Early voting sites are open weekdays and weekends in locations convenient to where voters work, live, or play. Election Day sites are neighborhood-based because Florida law requires Election Day voters to vote in their precinct.	PPP: 348 Election Day precincts; 15 early voting sites; primary: 340 Election Day precincts; 16 early voting sites	General: 340 Election Day precincts; 16 early voting sites; Tampa (special district runoff): 20 Election Day precincts; four early voting sites	Primary: Approximately 390 Election Day precincts and 20 early voting sites; Plant City: seven precincts and one early voting site; Temple Terrace: concurrent with countywide election	General: approximately 390 Election Day precincts and 20 early voting sites; Tampa: approximately 100 Election Day precincts and six early voting sites; Plant City: seven precincts and one early voting site
In an effort to increase polling place efficiency and voter turnout, the office encourages voters to take advantage of the convenience of Early Voting and Vote-By-Mail during countywide elections.	58% voted before PPP Election Day; 72% voted before Primary Election Day	71% voted before General Election Day	At least 60% voting before Primary Election Day	At least 60% voting before General Election Day

Supervisor of Elections

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other Non Operating	\$12,814,167	\$15,203,350	\$12,439,789	\$12,439,789
Grand Total	\$12,814,167	\$15,203,350	\$12,439,789	\$12,439,789

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$12,814,167	\$15,203,350	\$12,439,789	\$12,439,789
Grand Total	\$12,814,167	\$15,203,350	\$12,439,789	\$12,439,789

Funded Position	43	44	48	48
Funded FTE Positions	43.00	44.00	48.00	48.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

The budget for the Supervisor of Elections changes year-to-year based on the number of general and special elections held. The FY 17 budget included additional budget to account for the cost of a November general election and several municipal elections. The FY 18 budget includes a midterm election cycle with an open governor's seat and a number of open seats in local races. The FY 18 budget also includes four new full time positions spread across the organization to serve the County's growing population.

Tax Collector

The Hillsborough County Tax Collector (HCTC) provides a wide range of services to the residents of Hillsborough County which include the collection of property taxes, tangible personal property taxes, business and tourist development taxes, registrations and titling of motor vehicle and vessels, the collection of related fees, and the issuance of birth certificates and hunting, fishing, driver's, and concealed weapons licenses.

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 residents 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 the state as an agent for the 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 Florida Department of Agriculture and Consumer Services, and the Department of Revenue.

HCTC 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, result in fees revenues well in excess of the budget.

FY 16 and FY 17 Accomplishments

- Expansion of Driver's License Services – Road Test: In an effort to better serve Hillsborough County residents, the Tax Collector's office expanded the driver's license skill road testing services from one centralized facility to three additional locations strategically placed throughout the county to ensure efficient and customer-friendly options. HCTC now offers driver's license skill road test services in the Plant City, Brandon, Drew Park, and East Hillsborough locations.
- Implement an Interactive Queuing Solution: HCTC's queuing system is critical in supporting customers emerging expectations as well as managing efficient operations. HCTC has upgraded the current queuing system with new software and hardware. The web-based queue management software solution allows HCTC to take customer flow management to the next level by utilizing enhanced business intelligence capabilities over the current system, which will increase efficiencies. In addition, the new queuing system offers a more robust appointment system and a self-check-in kiosk, giving customers an opportunity to streamline their experience.
- Express Lane Service: HCTC launched a new service that offers an added convenience for Hillsborough County residents. The Express Lane Service allows the customer to pay for a license plate online with same-day pick up. Customers can renew their vehicle registration and eliminate the wait, which will delight those who need to renew their registration right away. The process is simple, the customers can pay online, and then select desired location, date, and time.



HCTC and the Florida Department of Highway Safety collaborated to open a new service allowing taxpayers thousands of dollars.

FY 18 and FY 19 Core Goals

- Exhibit fiscal responsibility in the collection and distribution of property, business, tangible, and tourist development taxes. These activities fund and support essential services and infrastructure throughout Hillsborough County.
- Issue motor vehicle titles and registrations, driver’s licenses, and identification cards in compliance with Federal Homeland Security, the Real ID Act, and the Department of Highway Safety & Motor Vehicles. This goal will ensure that 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 in order to prevent fraud and ensure the safety of residents.

- Provide exemplary service to the residents of Hillsborough County and maintain a customer satisfaction rate of 96%. One of the tax collector’s core competencies and top strategic priorities is to provide excellent customer service to residents and businesses throughout Hillsborough County. This is accomplished through fast and friendly service, convenient locations, a variety of payment methods, and knowledgeable staff to meet the demands of our customers.

FY 18 and FY 19 Key Projects

- South County Relocation: HCTC’s expansion program continues to accommodate the growth in Hillsborough County. HCTC is in the process of constructing a 14,000 square foot facility in Ruskin. This action promotes fiscal responsibility by the collapse of a commercial lease and provides a long-term solution to the changing demographics in southern Hillsborough County.
- Downtown Expansion: The development of residential housing in downtown Tampa has created a high demand for services in HCTC’s downtown office. To keep pace with this growth, HCTC is expanding our customer capacity by remodeling our space in County Center. This project will net five more customer service counters.
- Improving Systems: HCTC is committed to efficiency and constantly evaluating our systems. Improvements will be made to our phone systems to ensure the proper handling of our call volume and new money sorting machines in order to promote accuracy and a more efficient process.



Innovation

To continue to increase tourism revenue within the community, HCTC partnered with the City of Tampa and the Hotel & Motel Association to develop a Tourism Marketing District comprising of 13 hotels in the Downtown Tampa and historic Ybor City area. The funds collected through the non-ad valorem district will fund critical advertisements to increase hotel room occupancy, thereby increasing tourism revenue. The Tourism Marketing District is the first of its kind in the State of Florida. Collection of the voluntary assessment will begin on May 1.

Contact Information

hillstax.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Overall Customer Satisfaction	98%	98%	98%	98%
Fiscal Responsibility - Excess fees distributed to Hillsborough County	\$11,822,000	\$11,102,000	\$10,796,000	\$12,782,000
Total branch customers served in Hillsborough County	919,051	1,030,222	1,050,000	1,045,000
Total phone calls answered (call volume)	381,151	383,000	390,000	401,000
Total driver’s license customers served in Hillsborough County	354,918	424,574 (1st 6-months = 212,287)	477,646	454,561

Tax Collector

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other Non Operating	\$24,832,286	\$26,584,229	\$29,071,439	\$29,597,324
Grand Total	\$24,832,286	\$26,584,229	\$29,071,439	\$29,597,324

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$19,421,174	\$20,621,797	\$22,476,777	\$22,865,843
Unincorporated Area General Fund	3,785,758	4,149,174	4,641,267	4,736,940
Unincorporated Area Special Revenue Fund	340,932	390,000	380,000	390,000
Transportation Trust Fund	155,910	171,058	179,500	183,500
Library Tax District Special Rev Fd	775,839	862,739	963,060	980,567
Sales Tax Revenue Fund	222,084	231,750	258,806	266,046
2002 Parks & Rec Gen Obligation Bnds Sinking Fund	33,380	41,043	43,974	44,540
2009 ELAPP Bonds Sinking Fund	97,209	116,668	128,055	129,888
Grand Total	\$24,832,286	\$26,584,229	\$29,071,439	\$29,597,324

Funded Position	371	380	381	381
Funded FTE Positions	371.00	377.00	377.00	377.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

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, 13th Judicial Circuit Judicial Branch

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 13th Judicial Circuit. While the Legal department operates under the direct supervision of the Chief Judge, the Administrative Office of the Courts is divided into three major categories, each under the direction of the Trial Court Administrator:

Business Functions (Budget Management, Personnel, Technology, Facilities/ Security, and Strategic Planning)

Court Operations (Court Reporting, Court Interpreting, Expert Witnesses, Court-Appointed Counsel, Senior Judges, Magistrates & Hearing Officers, and Courtroom Assignments)

Court Programs (Mediation & Diversion, Drug Court Programs, Unified Family Courts: Child Support, Children's Justice Center, Domestic Relations & Dependency Case Management, Domestic Violence, and Juvenile Diversionary Programs)



The public entrance to the courthouse complex is through the George Edgecomb Family and Civil Courthouse.

FY 18 and FY 19 Core Goals

- Continue with criminal courthouse master planning and site-development options, partnering with County personnel and community stakeholders, Hillsborough County Sheriff's Office, Clerk of the Circuit Court, State Attorney, and Public Defender. This goal will improve the court's function and ability to serve the public for many years to come.
- Continue to explore and implement alternative sanctioning for juvenile offenders. This goal provides a mechanism for assessment and appropriate sanctioning of youth who are referred from law enforcement and/or the State Attorney's Office.
- Increase use of court technology from the courtroom and off the bench. This goal provides increased timeliness of court orders, e-warrants, and permanent injunctions.

FY 16 and FY 17 Accomplishments



- Implemented first phase of judicial electronic review of domestic violence injunctions in November 2016. Two judges reviewed over 1,300 petitions to determine if the case documents met or failed to meet the requirements of Florida law for an issuance of a temporary injunction. Others resulted in an order setting hearing for injunction for protection.
- The Children's Advocacy Center, located at Mary Lee's House, earned re-accreditation through the National Children's Alliance in January 2016, recognizing achievement of standards of a level of multidisciplinary collaboration and coordinated service delivery that significantly improves the experience and well-being of children who are subject to child abuse intervention.

- Launched first phase of e-warrants, paperless arrest, and tracking warrants to allow the duty judge to log onto a secure site and view a warrant the moment it is uploaded into the system, increasing efficiencies for the Clerk of the Court and cost containment for Hillsborough County Sheriff's Office. Duty judges issued more than 1,000 e-warrants in 2016.

FY 18 and FY 19 Key Projects

- Update Criminal Courthouse Facilities Report. This project will provide current projection space allocations 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.
- Expand e-warrants to include all law enforcement organizations and search warrants, which will automate this process for all stakeholders, and incorporate the resources that law enforcement utilizes while driving to court or to the judges' homes after hours to acquire physical signatures.



Moran presented at the Mental Health Summit and Mental Health Kick-off event on Jan. 26, 2017, which featured a panel discussion that included Chief Judge Ronald Ficarra and County Commissioner Sandra L. Murman.



Contact Information

(813) 272-5894

fljud13.org



Innovation

The Court expanded Problem Solving Courts to include a Mental Health Court. This pilot division identifies and serves defendants who come to the criminal courts due to a major mental health disorder. Defendants who are charged with a nonviolent, third-degree felony and have been approved for Mental Health Pretrial Intervention by the State Attorney's Office in accordance with Florida Statutes may be eligible for enhanced case management services. In addition, the court provides continued jurisdiction over initial orders for involuntary admission to residential services to enter further orders, ensuring that the person is receiving adequate care, treatment, habilitation, and rehabilitation.

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Number of total users supported by JAWS, the Judicial Automated Workflow System	24,637	24,878	26,120	27,500
Percent of custodians and visiting parents reporting they feel safe during supervised visitations at the Children's Justice Center	98%	99%	99%	99%
Percent of defendants who graduate from drug court pretrial intervention	61%	61%	70%	70%
Number of website page views at www.fljud13.org	2,470,471	2,605,332	2,996,131	3,445,551
Percent of youth who successfully complete Juvenile Diversionary Programs and do not re-offend within one year	88%	88%	88%	88%

Administrative Office of the Courts (13th Judicial Circuit)

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$3,706,803	\$4,261,163	\$4,232,460	\$4,316,401
Operating Expenditures/Expenses	5,988,672	6,898,504	7,535,010	7,338,665
Capital Outlay	765,210	521,075	521,936	510,812
Other Non Operating	0	24,765	14,479	14,479
Grand Total	\$10,460,685	\$11,705,507	\$12,303,885	\$12,180,357

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$2,903,038	\$3,059,945	\$3,047,985	\$3,094,696
Countywide Special Revenue Funds	7,099,025	7,795,353	7,836,623	7,877,510
Grants (Not Transportation-Related)	458,622	850,209	1,419,277	1,208,151
Grand Total	\$10,460,685	\$11,705,507	\$12,303,885	\$12,180,357

Funded Position	60	60	60	60
Funded FTE Positions	59.70	59.70	59.70	59.70

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase was budgeted.

OPERATING EXPENDITURES:

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

CAPITAL AND OTHER EXPENDITURES:

- No change.

Civil Service Board

The Hillsborough County Civil Service Board is established by Chapter 2000-445, Florida Statutes, as amended, as an independent County agency. The board is empowered to provide a discipline appeal process for the more than 9,000 classified employees who are employed by 20 Hillsborough County agencies listed below:

- Arts Council
- Aviation Authority
- Children's Board
- Civil Service Board
- Clerk of the Circuit Court
- County Administrator
- County Attorney
- Environmental Protection Commission
- Expressway Authority
- Internal Auditor
- Planning Commission/MPO
- Property Appraiser
- Public Transportation Commission
- Sheriff's Office
- Soil and Water District
- Supervisor of Elections
- Tampa Port Authority
- Tampa Sports Authority
- Tax Collector
- Victim Assistance Program

In addition, the board is empowered to provide recruiting, classification and compensation, and other human resource services to agencies on the list. The Board consists of seven members who are appointed by the governor and receive no compensation for their service to Hillsborough County government agencies and employees.

FY 16 and FY 17 Accomplishments



- Accepted and reviewed over 10,000 applications for employment covering approximately 175 job openings across 17 different agencies.
- Reviewed close to 100 requests for classification and compensation requests by conducting job evaluations and making proper job classification decisions
- Implemented the Civil Service Advocate Program (AP) to all covered agencies. The AP allows classified employees to volunteer to help fellow employees prepare for and participate in grievance and appeal hearings before the Board.



FY 18 and FY 19 Core Goals

- Reduce the time it takes to fill County jobs with quality employees. The less time a job remains vacant, the more services can be provided to residents.
- Increase revenue by contracting with new clients to provide our services on a fee basis. The revenue will reduce the net cost to residents of the Board's operations.
- Provide a forum for County employees to have discipline reviewed by an impartial board. Among the benefits of this process are avoiding expensive civil and legal proceedings and improved employer-employee relations.

The Board recruits for many t Port Tampa Bay.

FY 18 and FY 19 Key Projects

- Extend our services to government and quasi-government entities located within Hillsborough County that are not specifically covered by the Civil Service Act. The benefits of this endeavor are reduced expenses for human resource services within each government entity that chooses to partner with the Board.
- Develop new education and training programs for covered agencies' supervisors and non-supervisors about board procedures and personnel programs. Included will be programs on effective communication, how to leverage differing personalities and develop effective work teams, job performance standard-setting, coaching, and evaluation. These programs will benefit residents by improving the productivity of County employees.
- Modernization and improved use of technology which will consistently ensure that Civil Service responds to changes and provides modern tools for effective and efficient service delivery.



The staff provides job-related training to covered agencies' staff.



Innovation

The Board created a number of efficiencies during the current fiscal year, one of which was the implementation of unproctored online testing. The benefits of online testing include: reduction of staff time needed to administer and manage the on-site testing process, reduction of computer hardware and physical space needed to administer tests in-person, and elimination of the need for candidates to drive downtown, pay for parking, and spend several hours completing the test. The feedback received from candidates to date has been positive and paints Hillsborough County government as a progressive public employer, especially among millennials.



Contact Information

813) 272-5625

HCCSB.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Job Recruitments	141	100	120	140
Job Evaluated for Proper Classification	65	55	65	65
Discipline Appeals Heard	18	20	20	20

Civil Service Board

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$946,553	\$913,970	\$924,771	\$948,976
Operating Expenditures/Expenses	237,405	320,259	326,612	326,661
Capital Outlay	1,280	10,000	10,000	0
Grand Total	\$1,185,238	\$1,244,229	\$1,261,383	\$1,275,637

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Blended Component Units Spec Rev Fund	\$1,185,238	\$1,244,229	\$1,261,383	\$1,275,637
Grand Total	\$1,185,238	\$1,244,229	\$1,261,383	\$1,275,637

Funded Positions	11	8	8	8
Funded FTE Positions	11.00	7.50	7.50	7.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

Chapter 2000-445 of the General Laws of Florida requires that the Civil Service Board receive a minimum funding level that is equal to .65 percent of the payroll of the classified employees for each County appointing authority. Changes in Florida Statutes from 2014 allow organizations served by the Civil Service Board to opt out of certain services.

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- Continuation budget.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.



Environmental Protection Commission

The Environmental Protection Commission of Hillsborough County (EPC) is a local environmental regulatory agency created by a Special Act of the Florida Legislature in 1967. Its mission 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, 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 to impact the environment and maintains air and water quality monitoring networks to ensure good environmental health. Staff conducts compliance inspections to ensure that the specific terms of each permit and authorization are being met. Annually, EPC responds to several thousand citizens' environmental complaints and conducts a wide variety of educational outreach programs. The organization promotes environmental stewardship and values integrity, transparency, and accountability. The EPC strives to find innovative, science-based solutions to difficult environmental problems.



Did you know that the 2015 nitrogen levels in local major freshwater tributaries were at their lowest levels in seven years?

FY 16 and FY 17 Accomplishments



- Received a commendation from the Board of County Commissioners for being the first local environmental agency to win the Governor's Sterling Award for organizational excellence.
- Oversaw the cleanup of two air-quality hot spots, bringing healthier air quality to 4,500 school children.
- Helped the State expedite the cleanup of leaking underground petroleum storage tanks to safeguard groundwater.
- Won two grants to study Tampa Bay to ensure it remains the economic driver in the region through the creation of 291,000 healthy-Bay-dependent jobs.
- Contributed over 2,000 staff hours of community outreach to teach the public about the importance of environmental stewardship.
- Reviewed more than 2,000 projects to ensure wetland resources are protected in Hillsborough County.

FY 18 and FY 19 Core Goals

- Average 30 days or less to issue State-delegated environmental permits – three times faster than required by state statute – despite expected increase in applications. The efficient processing of permits provides good customer service while maximizing resource protection.
- Resolve 90 percent or more of all compliance issues within 180 days, or refer to enforcement. The timely resolution of noncompliance with environmental rules means less impact to the environment and less potential for harm to the public.
- Initiate investigation of 90% of all citizen-based environmental complaints within three business days. Citizen support is one of the EPC's core functions, and timely customer service is critical to the EPC's effectiveness.
- Send formal notices of violation to owners/operators with serious violations within 60 days for at least 90% of our enforcement cases. Timely enforcement leads to quicker resolutions of environmental rule violations, and lessens the negative impact to the environment.

FY 18 and FY 19 Key Projects

- Upgrade the website to make it more customer-friendly. Currently, less than half of EPC’s permit applications can be submitted online, and fewer than 20% of environmental complaints are received electronically. The goal is to improve transparency by redesigning the website so all applications can be submitted online, simplifying the e-pay system, developing social media interaction, and making the site easier to navigate.
- Map a comprehensive GIS layer of EPC-held Conservation Easements to help Community Rating System Coordinators for the three municipalities and the County consider additional “Open Space Preservation” lands for purposes of seeking additional discounts of flood insurance premiums for properties in flood-hazard areas.
- Establish an Office of Sustainability to promote sustainable practices and provide guidance on climate adaptation issues for residents and other government agencies in the community. As a Steering Committee member on the Tampa Bay Clean Cities Coalition, staff helps direct outreach events and encourages others to apply for grants for alternative-fuel vehicles. The EPC also maintains the Green Hillsborough website and has signed on as a community partner in the Florida Solar United Neighborhoods.
- Provide enhanced response to wastewater spills to ensure water safety. In 2016, three named tropical cyclones caused torrential rain and severe flooding that overwhelmed many private and municipal wastewater collection systems, spilling millions of gallons of contaminated water into the environment. Further, a sinkhole opened under a gypsum stack at a Polk County facility, releasing over 200 hundred million gallons of contaminated water into the Floridan aquifer. To ensure the safety of citizens and the environment, EPC will continue to respond to these type of events with decisive and immediate increases in water monitoring frequency, laboratory analyses, field inspections, and complaint investigations. Hundreds of additional man hours and thousands of water analyses are expected to be required as a result.



Innovation

EPC was awarded the Governor’s Sterling Award for organizational excellence in 2016, the first local environmental organization to receive it, and the third recipient in Hillsborough County. Taking the lead from Tax Collector Doug Belden and Supervisor of Elections Craig Latimer, EPC applied Sterling’s continuous improvement management style to all phases of operations. EPC saw permit processing times drop by two-thirds, and at the same time facility compliance rates increased. By surveying customers and employees regularly, EPC is improving services and employee morale, making for a transparent and accountable agency.



Contact Information

(813) 627-2600

epchc.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 15 Actual	FY 16 Projected	FY 17 Projected	FY 18 Planned
Time to process state-delegated permits	18 days	17 days	<30 days	<30 days
Time to process EPC permits	23 days	22 days	<30 days	<30 days
Timely resolution of noncompliance cases	92%	93%	>90%	>90%
Timely response to citizen complaints	98% in 3 days	98% in 3 days	>90% in 3 days	>90% in 3 days
Timely administrative enforcement notification	100%	95%	>90%	>90%

Environmental Protection Commission

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$12,050,769	\$15,588,165	\$15,769,603	\$16,023,499
Operating Expenditures/Expenses	1,215,044	1,557,449	1,479,469	1,480,537
Capital Outlay	226,171	104,696	176,239	143,891
Grants & Aids	283,274	394,333	483,306	483,306
Other Non Operating	35,017	0	0	0
Grand Total	\$13,810,275	\$17,644,643	\$17,908,617	\$18,131,233

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$8,433,825	\$9,171,224	\$9,506,574	\$9,721,631
Countywide Special Revenue Funds	1,263,885	1,450,610	1,710,661	1,712,170
Unincorporated Area Special Revenue Fund	287,629	359,728	358,725	364,775
Grants (Not Transportation-Related)	3,824,936	6,663,081	6,332,657	6,332,657
Grand Total	\$13,810,275	\$17,644,643	\$17,908,617	\$18,131,233

Funded Positions	144	145	141	141
Funded FTE Positions	142.86	144.36	140.50	140.50

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- Three Environmental Scientist I positions and an Engineering Specialist II position are eliminated due to reductions in grant funding.
- A Project Manager I position was changed from part-time to full time during FY 17.

OPERATING EXPENDITURES:

- The reduction in operating expenses is a result of a fluctuation in the carry forward of prior year grant revenue and a reduction in grant appropriations.

CAPITAL AND OTHER EXPENDITURES:

- Capital outlay is funded at \$176,239 for replacement of existing equipment.

Guardian ad Litem

The Guardian ad Litem program is a court-appointed program that utilizes volunteers and staff members to advocate for children who are in the foster care system.



The GAL program receives a proclama from Hillsborough County Commissioner Sandra L. Murman declaring Oct. 19, 2016, as Guardian Ad Litem Volunteer Day.

FY 16 and FY 17 Accomplishments



- The GAL program represented about 4,500 children who are involved in the foster care system in Hillsborough County.
- The GAL program recruited and trained 287 new volunteers to represent the best interests of children and supported over 700 volunteers.
- The GAL program completed a public service announcement featuring local volunteers, as well as Commissioner Sandra Murman, and was honored with a proclamation facilitated by Commissioner Sandra L. Murman in October 2016.

FY 18 and FY 19 Core Goals

- Recruit and train about 400 new volunteers by the end of FY 19, so more children in the court system can have a voice.
- Represent all children in out-of-home care in Hillsborough County, about 2,400 children total.
- Ensure 80% of the children who are appointed to the GAL program are assigned to a volunteer in lieu of a staff member.



Volunteers enjoy a GAL appreciation event at Ricks on the River in Tampa last October.

FY 18 and FY 19 Key Projects

- Develop and refine processes to facilitate communication and teamwork, with the goal of expediting permanent family placement for children in the foster care system.
- Continue to increase community awareness by participating in various events. This will assist with recruiting volunteers and advocating for Hillsborough County’s most vulnerable children.
- Focus on providing adequate training for staff in order to offer the necessary support for volunteers, thus increasing volunteer retention.



GAL arranged the All for Kids event to teach the community about the need to protect children. The event was sponsored by Harley Davidson of Tampa.



Innovation

In FY 17, the GAL Program hired a full-time training coordinator. This has allowed the program to be more flexible for prospective volunteers by offering volunteer training during the evenings, weekends, and during business hours. Training also has been updated to offer needed improvements and enhancements to make it more inviting and informative for prospective volunteers.



Contact Information

(813) 272-5110

GalTampa.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
The GAL program relies on volunteers to advocate for the best interests of children in the foster care system.	Trained and certified 157 volunteers	Train and certify an additional 200 volunteers	Certify an additional 200 volunteers	Certify an additional 220 volunteers
The GAL program advocates for the best interests of children in the foster care system.	3,452 children served	Serve 3,650 children	Serve about 3,800 children	Serve about 4,000 children

Guardian ad Litem

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$179,581	\$250,414	\$258,121	\$264,238
Operating Expenditures/Expenses	134,936	117,531	124,502	122,014
Grand Total	\$314,517	\$372,945	\$382,623	\$386,252

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$314,517	\$372,945	\$382,623	\$386,252
Grand Total	\$314,517	\$372,945	\$382,623	\$386,252

Funded Positions	4	5	5	5
Funded FTE Positions	4.00	5.00	5.00	5.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- The operating budget is increased by \$10,000 to provide for a public awareness program to recruit volunteers.



Metropolitan Planning Organization

The Hillsborough County Metropolitan Planning Organization is a transportation policy-making 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.

The MPO staff civic group meet and local events (such as distribute "Vision Zero" reflective wristbands at Trick-or-Treat on the Riverwalk, shown here), hearing from residents and spreading the word about transportation safety and the community's long-range plans.



FY 16 and FY 17 Accomplishments



- **Greenways Master Plan & Regional Connections:** With the creation of the Florida SUNTrail program, the need to connect trail segments into continuous corridors across jurisdictions came into sharper focus this past year. The MPO updated the County's Master Plan with feasible connections to trails in each city and neighboring county.
- **School Transportation Successes:** Collaboration is the name of the game at the MPO's new School Transportation Working Group. Accomplishments include data-sharing, road safety audits, and grants for three new Safe Routes to Schools projects.
- **Performance Metrics & Data Business Plan:** Because of the department's pioneering work in the use of performance data for long-range planning and priority-setting, the MPO was selected for two state and national pilot projects, as well as a national peer exchange program. One of the pilot projects led to an agreement with Waze for use of real-time traffic data to inform priorities.

FY 18 and FY 19 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. Major efforts in FY 18-19: forecasting population and job growth in 2045 in 700+ zones; forecasting the present and future needs for roadway, transit, walk/bike, and other improvements; estimating the costs of these needed projects and the revenues expected to be available to meet those needs.
- Annually update the countywide Transportation Improvement Program (TIP), which assigns available federal and state funds to projects within Hillsborough County, and 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 providing viable 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 plans with neighboring counties through the TBARTA MPO Chairs' Coordinating Committee 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.

FY 18 and FY 19 Key Projects

- **Smart Cities:** The advent of connected vehicle technology and on-demand and automated transit services, such as Uber and Lyft, requires the department to re-think its needs and priorities. The MPO will have two efforts underway in FY 18: a feasibility study for automated circulator vehicles on campus for USF, and a regional working group to build a big-data sharing and analysis platform online.
- **Health, Environmental Justice, and Vision Zero:** The design of


roads, walk/bikeways, bus and other transit systems has a well-documented effect on crash rates and long-term public health. The County’s population is growing rapidly. Housing and shopping must find new ways to coexist with traffic in ever tighter spaces, and neighborhoods with the fewest resources are sometimes the most negatively affected. It’s in this context that the department will be completing a Vision Zero Action Plan to bring down the approximately 200 deaths and 1,500 incapacitating injury crashes

on roads in the county each year.

- **Regional Refocus:** The Tampa Bay region’s economy (eight counties, four million people) should compete on the national stage with Atlanta, Phoenix, and Minneapolis-St Paul — all regions with a single MPO serving 3-6 million people and up to 20 counties. In FY 18, Hillsborough MPO is participating — with TBARTA and the other MPOs of this region — in a best-practices study to put organizational changes on the table for debate.



MPO Director Beth Alden was one of two invited guest speakers at the Federal Highway Administration’s Scenario Planning Peer Exchange two-day workshop in Norfolk, Virginia.



Contact Information
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PlanHillsborough.org

Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Annually updated Transportation Improvement Program compliant with federal and state rules, identifying and qualifying local projects for designated funding amounts within the next five years	1	1	1	1
Public meetings of the board and its nine advisory committees, with public notice of actions, social media, minutes and transcripts, legal counsel, board HTV broadcast, and accommodations for persons with disabilities	90	90	90	90
Community outreach meetings and events	N/A	50	75	75

Metropolitan Planning Organization

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$786,724	\$1,752,343	\$1,788,815	\$1,788,815
Operating Expenditures/Expenses	1,589,654	3,702,578	4,143,775	4,143,775
Capital Outlay	11,640	28,800	29,400	29,400
Grand Total	\$2,388,018	\$5,483,721	\$5,961,990	\$5,961,990

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants (Not Transportation-Related)	\$2,388,018	\$5,483,721	\$5,961,990	\$5,961,990
Grand Total	\$2,388,018	\$5,483,721	\$5,961,990	\$5,961,990

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

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

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

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

Planning Commission

The Hillsborough County City-County Planning Commission develops and recommends the long-range comprehensive plans to the elected officials of Hillsborough County and the cities of Tampa, Plant City, and Temple Terrace. The agency coordinates land use, transportation, infrastructure, and environmental planning for all four local governments. The agency provides staff to the Metropolitan Planning Organization and to the Hillsborough River Board. The Planning Commission promotes, coordinates, and facilitates the involvement of all people in the long-range planning and vision for the community to improve economic development and quality of life, and provide value-added services.



Partnering with the Hillsborough County School District, the Planning Commission started a Future Leaders in Planning program to teach high school students about careers in urban planning.

FY 18 and FY 19 Core Goals

- The Planning Commission will continue to monitor, evaluate, and update the Comprehensive Plans for all four local governments to make sure they address the future long-range needs of Hillsborough County residents, meet the requirements of state law, and further the visions and strategic plans of each of the local governments.
- The Planning Commission will continue to focus on better coordination of land use and transportation planning to ensure that the type of multi-modal options support the scale and development pattern that the community envisions for their area. Greater coordination also helps make sure adequate infrastructure capacities are planned and available when development occurs.
- By serving as staff to the Hillsborough River Interlocal Planning Board and Technical Advisory Council, the Planning Commission furthers the goal of protecting the potable water source, natural resources, wildlife and habitat, and recreational opportunities available in the community asset of the Hillsborough River.

FY 16 and FY 17 Accomplishments



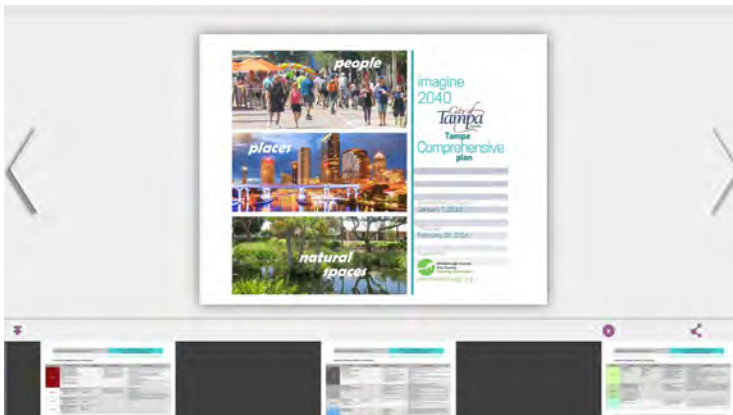
- The Planning Commission received recognition from the American Planning Association's (APA) Comprehensive Plan Standards for Sustaining Places Recognition Program, recognizing plans that advance the principles of: a livable built environment, harmony with nature, a resilient economy, a healthy community, and responsible regionalism. The Temple Terrace Comprehensive Plan earned the only gold level recognition in the nation. The Plant City and Tampa Comprehensive Plans each received silver level recognition.
- In FY 2016-17, the Planning Commission completed the updates of each of the jurisdictional 10-Year Water Supply Work Plans. Required by state statute, these work plans project the potable water demand for a 10-year planning period, detail water supply sources and future project options, and outline conservation initiatives to help meet future demand.
- In June 2016, the Planning Commission started a new outreach and education program: Future Leaders in Planning (FLiP). Designed as an opportunity to introduce high school students to urban planning, FLiP 2016 gave this group of students a chance to be exposed to planning from multiple perspectives and to learn about different aspects of their community.



Community members study maps and provide input to Planning Commission staff working on developing policies for the City of Tampa Comprehensive Plan.

FY 18 and FY 19 Key Projects

- Coordinate land use and transportation planning on projects identified by each jurisdiction, such as context-sensitive roadway design or corridor studies, to more comprehensively address the issues along these corridors that cross jurisdictional boundaries. One example is work requested by the city of Plant City to evaluate the appropriate land use designations along the newly extended Alexander Street.
- Update of the population and employment projections to 2045 and allocate those projections across the four local governments. This data serves as an important input to the MPO Long Range Transportation Plan update, as well as the updates to local government infrastructure master plans and updates to the comprehensive plans.
- The Planning Commission will study and make recommendations on needed changes to the Future Land Use Maps for each of the four local governments. These will be made to reflect trends and changes in development patterns in specific areas. One example is a need to evaluate industrial areas in the City of Tampa near MacDill Air Force Base that are transitioning to residential uses.



The Comprehensive Plans are now published in a more user-friendly and interactive format on the Plan Hillsborough website.

Innovation

The new Imagine 2040 Comprehensive Plans for Tampa, Temple Terrace, and Plant City were reformatted and now provide an easy-to-use online index and table of context. These new online Comprehensive Plans are more dynamic and enable a user to search for keywords and find all relevant passages for the plan. The plans can be found on www.planhillsborough.org.

Contact Information

(813) 272-5940

PlanHillsborough.org



Noteworthy Service Statistics

Noteworthy Service Statistics	FY 16 Actual	FY 17 Projected	FY 18 Planned	FY 19 Planned
Comprehensive plans, amendments, and updates prepared to meet state requirements	Yes	Yes	Yes	Yes
% of plan amendment consistency findings where the local jurisdiction agreed with the agency's recommendation	85%	85%	90%	90%
% of customer service surveys responding that agency services are excellent or good	96%	96%	97%	97%
Number of outreach presentations made to community or business groups	26	26	30	30
Number of meetings of the Hillsborough River Interlocal Planning Board and Technical Advisory Council held	14	14	14	14

Planning Commission

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$4,003,324	\$4,367,038	\$4,471,404	\$4,587,581
Operating Expenditures/Expenses	448,393	467,060	478,444	478,720
Capital Outlay	13,373	15,000	15,750	15,500
Grand Total	\$4,465,090	\$4,849,098	\$4,965,598	\$5,081,801

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$100	\$0	\$0	\$0
Discretely Presented Component Units	4,464,990	4,849,098	4,965,598	5,081,801
Grand Total	\$4,465,090	\$4,849,098	\$4,965,598	\$5,081,801

Funded Positions	40	41	41	41
Funded FTE Positions	40.00	41.00	41.00	41.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.

OPERATING EXPENDITURES:

- An additional \$11,500 is included for software and license renewal.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

Soil & Water Conservation District

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$207,616	\$220,260	\$217,858	\$222,913
Operating Expenditures/Expenses	15,147	46,711	46,326	46,349
Grand Total	\$222,763	\$266,971	\$264,184	\$269,262

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$222,763	\$266,971	\$264,184	\$269,262
Grand Total	\$222,763	\$266,971	\$264,184	\$269,262

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- A 3% performance pay increase is budgeted.
- The reduction in personnel services is due to a reorganization of the department.

OPERATING EXPENDITURES:

- Continuation budget.

Value Adjustment Board

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Other Non Operating	\$693,404	\$709,740	\$696,656	\$698,774
Grand Total	\$693,404	\$709,740	\$696,656	\$698,774

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$693,404	\$709,740	\$696,656	\$698,774
Grand Total	\$693,404	\$709,740	\$696,656	\$698,774

Funded Positions	5	5	5	5
Funded FTE Positions	5.00	5.00	5.00	5.00

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

NON OPERATING EXPENDITURES:

- Continuation budget.

Capital Improvement Program Projects

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Operating Expenditures/Expenses	\$8,516,258	\$34,801,667	\$33,248,268	\$15,118,644
Capital Outlay	252,416,040	848,980,718	837,029,044	653,905,971
Grants & Aids	6,613,930	19,762,862	18,705,004	13,346,921
Grand Total	\$267,546,228	\$903,545,247	\$888,982,316	\$682,371,536

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Ccountywide Special Revenue Funds	\$3,710,968	\$15,576,915	\$14,991,489	\$10,243,442
Unincorporated Area Special Revenue Funds	19,690,678	47,500,479	41,689,550	36,696,671
Transportation Trust Fund	60,391,407	127,356,956	208,903,364	228,731,036
Library Tax District Special Rev Fd	2,323,631	25,107,717	25,088,824	16,691,468
CIT Special Revenue Fund	27,802,158	126,546,570	104,024,008	69,453,535
Grants (Not Transportation-Related)	1,152,481	11,596,211	13,503,124	4,817,262
Countywide Construction Fd-	9,553,461	30,890,387	31,427,613	27,370,899
Unincorp Area Construction Fd-	4,918,339	13,162,424	10,726,992	8,934,457
Court Facil Imprvmt Non-Bd Proj Fd	25,000	2,679,343	1,004,064	217,250
CST Ser 2015 Project Fund (PSOC)	27,775,834	23,930,895	14,932,919	7,690,100
NextGeneration911 Capital Proj Fund	2,258,253	5,800,000	3,800,000	950,000
Environmental Lands Acq & Protect Fund	1,656,033	28,362,929	24,100,975	22,392,214
Commercial Paper & Credit Capacity Fund	0	42,000,000	22,311,345	21,179,355
Public Utilities Solid Waste Resource Recovery Division	1,238,355	4,056,749	11,267,809	16,218,322
Public Utilities Water/Wastewater Division	105,049,630	398,977,672	361,210,240	210,785,525
Grand Total	\$267,546,228	\$903,545,247	\$888,982,316	\$682,371,536

Debt Service Accounts

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Operating Expenditures/Expenses	\$3,612,406	\$1,889,956	\$1,296,400	\$1,000,400
Debt Service Costs	151,253,152	127,137,708	114,788,884	107,363,230
Grand Total	\$154,865,558	\$129,027,664	\$116,085,284	\$108,363,630

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
CIT Special Revenue Fund	\$716,870	\$1,047,000	\$1,972,100	\$1,972,100
Whse/Shrf Nonad Rev Ref 08 Bds Sk Fd-	1,442,050	1,443,363	1,440,550	1,444,350
4Th CT Tdt 06/17 Ref Rev Bds Sk Fd-	1,175,028	1,174,959	2,370,120	2,306,589
5Th CT Tdt 06A/16 Ref Rev Bds	1,776,663	1,780,125	2,031,944	2,084,944
P&R G.O. Ref Bnds 2002 Sk Fd-	1,336,863	1,335,783	1,337,353	1,336,288
ELAPP Series 2009 Bds Sk Fd-	4,548,800	4,551,000	4,551,400	4,552,150
CT Facil Ref Rev 05 Bds Sk Fd-	29,033,845	2,093,510	2,107,584	2,110,412
CP Note Sk Fd-Stadium Impr Notes-	0	0	8,495,967	1,092,452
CP Note Sk Fd-Arena Impr-	2,113,493	2,280,000	2,328,000	2,328,000
Cit Rev Bds 2007 Sk Fd-	11,029,500	10,994,500	10,962,200	5,000
Cit 2012A&B Rev (2001A&B /2004 Ref)-	9,837,200	9,881,450	9,884,325	9,858,075
CIP Series 2012 Rev Bds Sk Fd-	6,782,300	6,780,250	6,782,250	6,783,750
Arena Non-Ad Ref Rev Bds 05 Sk Fd-	12,419,217	1,086,265	1,151,084	1,153,759
CST Series 2015 Bonds Sk Fd	2,818,099	4,111,563	4,093,750	4,094,750
CIT Series 2015 Refunding Revenue Bonds	5,200,104	9,327,900	9,378,600	20,342,250
ELAPP Series 2016 Bds Sk Fd	0	0	1,510,000	1,510,000
CIP Series 2017 Rev Bds Sk Fd	0	5,540,000	1,895,000	1,895,000
CIP Ref Rev Bds Series 06 Fund	25,087,099	2,750,577	2,757,425	2,755,425
M2Gen Proj Rev Fund	1,320,835	1,302,800	1,497,000	1,497,000
Environmental Lands Acq & Protect Fund	0	300,000	300,000	0
Commercial Paper & Credit Capacity Fund	199,999	26,230,000	100,000	0
Public Utilities Solid Waste Resource Recovery Division	13,868,499	8,830,773	13,090,147	13,178,552
Public Utilities Water/Wastewater Division	14,142,652	16,717,701	16,623,050	16,619,550
Imp Fee Spcl Assmnt Rev/Sinking 06 Fd-	8,922,920	9,361,421	9,319,035	9,336,834
Rev/Sking Fd Imp Fee Spcl Assmnt 2000-	1,093,522	106,724	106,400	106,400
Grand Total	\$154,865,558	\$129,027,664	\$116,085,284	\$108,363,630

Debt Service Accounts is a collection of data associated with the County's debt service accounts including principal and interest on capital leases.

Governmental Agencies

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Operating Expenditures/Expenses	\$202,948	\$199,395	\$163,988	\$165,168
Grants & Aids	124,786,441	85,502,114	97,787,986	94,464,494
Grand Total	\$124,989,389	\$85,701,509	\$97,951,974	\$94,629,662

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$9,076,940	\$9,802,685	\$10,634,731	\$12,238,353
Countywide Special Revenue Fund	33,748,578	3,751,988	4,001,988	4,001,988
Unincorporated Area Special Revenue Fund	(26,257)	0	0	0
Transportation Trust Fund	2,128,393	2,155,845	2,534,398	2,260,329
Sales Tax Revenue Fund	65,561,735	67,990,991	70,534,890	73,186,540
Stadium Improvements Project Fund	0	0	8,245,967	942,452
Commercial Paper & Credit Capacity Fund	14,500,000	2,000,000	2,000,000	2,000,000
Grand Total	\$124,989,389	\$85,701,509	\$97,951,974	\$94,629,662

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

CAPITAL AND OTHER EXPENDITURES:

- Increased revenue from the Community Investment Tax increases payments (sharing) to the City of Tampa, City of Temple Terrace and the Plant City \$1,107,887.
- Increased revenue from the Community Investment Tax increases payments (sharing) to the Hillsborough School Board by \$1,435,602.
- Increased revenue from Tampa Tax Increment Financing in the amount of \$772,740.
- FY 18 includes reimbursement for improvements to Raymond James Stadium in the amount of \$8,245,967.

A detailed list of appropriations is shown on the following pages.

GOVERNMENTAL AGENCIES

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUNDS				
Countywide General Fund				
Florida Division of Forestry	\$28,061	\$28,609	\$28,609	\$28,609
Hartsaver Bus Passes	109,861	184,000	184,000	184,000
Health Department	366,242	356,295	475,888	477,068
National Estuary Program	86,073	92,692	90,431	92,692
Plant City Tax Increment Financing	910,205	561,167	646,395	726,228
School Board Racing Commission	446,500	446,500	446,500	446,500
Tampa Bay Regional Planning Council	418,604	418,604	434,704	434,704
Tampa Sports Authority (Property Taxes & Oper Deficit)	1,990,046	1,502,840	1,312,789	1,852,548
Tampa Tax Increment Financing	4,378,907	5,986,081	6,758,821	7,704,983
Temple Terrace Tax Increment Financing	55,382	66,897	97,594	132,021
The Children's Board of Hillsborough County	230,059	100,000	100,000	100,000
University of Florida Aquaculture Lab	57,000	57,000	57,000	57,000
Van Pool Discounts for County Employees	0	2,000	2,000	2,000
TOTAL GENERAL FUNDS	9,076,940	9,802,685	10,634,731	12,238,353
SPECIAL REVENUE FUNDS				
Unincorporated Area Special Purpose Revenue Fund				
Phosphate Severance Tax	(26,257)	0	0	0
	(26,257)	0	0	0
Countywide Special Purpose Revenue Fund				
School Site Impact Fees Administration	28,658,506	105,000	105,000	105,000
City of Tampa Marine Law Enforcement	182,000	182,000	182,000	182,000
City of Temple Terrace Marine Law Enforcement	60,000	60,000	60,000	60,000
Florida Department of Juvenile Justice	4,704,934	3,404,988	3,654,988	3,654,988
The Children's Board of Hillsborough County	143,138	0	0	0
	33,748,578	3,751,988	4,001,988	4,001,988
Sales Tax Revenue Fund				
CIT Distributions/Tampa Sports Authority	9,546,264	9,684,459	9,684,875	9,682,500
Community Investment Tax Distrib/City of Temple Terrace	1,290,763	1,352,513	1,406,566	1,476,949
Community Investment Tax Distributions/City of Plant City	1,837,114	1,941,986	2,061,366	2,164,513
Community Investment Tax Distributions/City of Tampa	17,971,779	18,920,692	19,855,140	20,848,657
Community Investment Tax Distributions/School Board	30,018,476	31,525,337	32,960,939	34,447,917
Sports Authority Sports Facility Sales Tax Bonds	2,000,004	2,000,004	2,000,004	2,000,004
	62,664,400	65,424,991	67,968,890	70,620,540

GOVERNMENTAL AGENCIES

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
County Transportation Trust Fund				
Alternative Transportation Program	36,000	23,500	332,470	23,500
Gas Tax Distribution - Tampa	1,782,730	1,816,582	1,875,016	1,904,735
Gas Tax Distribution - Temple Terrace	127,788	129,632	132,593	134,695
Gas Tax Distribution - Plant City	181,875	186,131	194,319	197,399
	<u>2,128,393</u>	<u>2,155,845</u>	<u>2,534,398</u>	<u>2,260,329</u>
3 Cent Tourist Development Tax Fund				
Plant City Stadium	390,374	400,000	400,000	400,000
Tampa Convention Center Debt Service	166,000	166,000	166,000	166,000
Tampa Convention Center Capital Costs	2,340,961	2,000,000	2,000,000	2,000,000
	<u>2,897,335</u>	<u>2,566,000</u>	<u>2,566,000</u>	<u>2,566,000</u>
TOTAL SPECIAL REVENUE FUNDS	<u>101,412,449</u>	<u>73,898,824</u>	<u>77,071,276</u>	<u>79,448,857</u>
CAPITAL PROJECTS FUNDS				
Commercial Paper Note Issuance Fund				
Arena Improvements	14,500,000	2,000,000	2,000,000	2,000,000
Raymond James Stadium Capital Improvements	0	0	8,245,967	942,452
	<u>14,500,000</u>	<u>2,000,000</u>	<u>10,245,967</u>	<u>2,942,452</u>
TOTAL CAPITAL FUNDS	<u>14,500,000</u>	<u>2,000,000</u>	<u>10,245,967</u>	<u>2,942,452</u>
TOTAL GOVERNMENTAL AGENCIES	<u>\$124,989,389</u>	<u>\$85,701,509</u>	<u>\$97,951,974</u>	<u>\$94,629,662</u>

Non-Departmental Allotments

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Personnel Services	\$22,270,662	\$3,228,521	\$2,488,278	\$2,488,296
Operating Expenditures/Expenses	105,343,724	158,926,809	149,713,600	154,064,174
Capital Outlay	3,859	165,000	75,000	75,000
Grants & Aids	5,350,235	8,218,388	8,032,988	7,772,988
Other Non Operating	25,622,804	575,000	675,000	675,000
Grand Total	\$158,591,284	\$171,113,718	\$160,984,866	\$165,075,458

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$15,782,876	\$16,013,040	\$22,164,473	\$21,341,145
Unincorporated General Fund	7,169,348	27,816,236	13,411,696	12,323,707
Countywide Special Revenue Fund	4,126,722	4,280,228	3,944,271	3,954,780
Unincorporated Area Special Revenue Fund	593,334	150,000	150,000	150,000
Transportation Trust Fund	1,527,952	5,004,000	5,004,000	4,000
Library Tax District Special Rev Fd	784,883	0	0	0
Various Funds	92,284	0	0	0
Grants (Not Transportation-Related)	8,629	2,953,363	2,983,970	3,005,970
Enterprise Funds	3,569,274	0	0	0
Self-Insurance and Internal Service Funds	124,935,982	114,896,851	113,326,456	124,295,856
Grand Total	\$158,591,284	\$171,113,718	\$160,984,866	\$165,075,458

Funded Position	N/A	15	15	15
Funded FTE Positions	N/A	15.00	15.00	15.00

This department is set up to provide a mechanism for the recording and payment of those items which are general government costs and are not distributed to specific departments. Representative costs include claim payment accounts in the county self insurance fund, outside legal services, the year-end audit, and funds for economic development programs.

BUDGET CHANGES AND OPERATIONAL IMPACT FY 17 TO FY 18

PERSONNEL SERVICES:

- Continuation budget.

OPERATING EXPENDITURES:

- Six million of unallocated funding is included in the FY 18 budget. This fund is available to address any new needs identified before final adoption of the budget in September.
- A \$1.2 million budget is established for Aging Services.
- The Performance Audits budget is increased by \$250,000.
- Financial Audit Services is increased by \$125,000.
- The Impact Fee Offsets Buyback Program is reduced by \$15 million.

CAPITAL AND OTHER EXPENDITURES:

- Continuation budget.

GRANTS AND AID:

- The Film Commission budget of \$823,000 is transferred from the Economic Development department budget.
- A \$200,000 budget is established for a Coastal Canal Program.
- The Palm River Water Project is increased by \$315,000.
- The Affordable Housing Subsidy is increased by \$90,000.
- The Swimmer Safety Program budget of \$67,000 is transferred to the Parks and Recreation department.

A detailed list of appropriations is found in the following pages. The listing does not include funding that these organizations may receive through departmental contracts embedded within departmental budgets.

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUNDS				
Countywide General Fund				
Aging Services	\$0	\$0	\$1,200,000	\$1,200,000
Bond Counsel	0	90,000	90,000	90,000
Brandon Chamber of Commerce	13,200	32,000	32,000	32,000
Clerk's Armed Guard Services	72,945	100,000	100,000	100,000
Commercial Insurance	913,109	862,366	855,113	872,215
Comprehensive Plan Updates	74,238	150,000	225,000	150,000
Constitutional Officers Salary Increases	0	5,000	5,000	5,000
Cost Allocation Plan	50,000	35,000	35,000	35,000
County Parking Subsidy	81,630	231,188	231,188	231,188
Cultural Assets Program	54,132	1,990,000	1,000,000	1,000,000
Deferred Compensation Plan Consultant	0	50,000	50,000	50,000
Employee Tuition Reimbursement	27,502	50,000	50,000	50,000
Environmental Protection Commission Website	0	146,041	0	0
Fallen Heroes Fund	0	200,000	200,000	200,000
Financial Advisor	62,603	555,000	555,000	555,000
Financial Audit Services	324,966	325,000	500,000	500,000
Flexible Spending Account Admin Fees	163,664	187,000	187,000	187,000
Greater Riverview Chamber of Commerce	11,000	25,000	25,000	25,000
Health Insurance Assessment	8,205,922	0	0	0
Health Insurance Subsidy - Disabled Retirees	0	2,080	2,080	2,080
Health Insurance Subsidy - Retired Employees	419,175	408,000	408,000	408,000
Impound Lot - Veterinary Svcs and Advertising	209	1,200	1,200	1,200
Intergovernmental Representation	68,400	253,000	253,000	253,000
International Protocol Officer Partnership	80,000	80,000	80,000	80,000
Jail Diversion Program	1,351	200,000	200,000	200,000
Junior Achievement	0	250,000	125,000	0
Jury Parking	151,932	218,750	218,750	218,750
Law Library Building Lease	127	97	87	89
Legal Advertising	48,274	80,000	80,000	80,000
Membership - Alliance for Innovation	0	0	0	0
Membership - Florida Assoc. of Counties	113,687	113,687	120,599	120,599
Membership - National Assoc. of Counties	22,274	23,019	23,019	23,019
Membership - National Forum Black Public Admin.	0	2,500	2,500	2,500
MOSI Feasibility Study	99,529	0	0	0
Municode Subscription	0	30,000	30,000	30,000
New Agenda System	0	225,000	0	0
New County Website	785,871	0	0	0
Newsome Band	0	5,000	0	0
Non-Ad Valorem Assessments	0	35,000	35,000	35,000
One Time Unallocated Funds	142,186	510,000	6,050,000	6,050,000
Other Countywide Costs - Clerk	2	1,400	1,400	1,400
Outside Legal/Attorneys	275,739	335,000	335,000	335,000
Performance Audits	100,412	300,000	550,000	150,000
Pictometry Initiative	282,842	300,000	300,000	300,000
Plant City Chamber of Commerce	11,000	25,000	25,000	25,000

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund (continued)				
Pool Positions	76,932	734,862	750,087	750,105
Recording Fees	6,872	15,000	15,000	15,000
Redevelopment	0	2,000,000	2,000,000	2,000,000
Security Services - County Center	646,929	575,000	675,000	675,000
South Shore Chamber of Commerce	11,000	25,000	25,000	25,000
South Tampa Chamber of Commerce	11,000	25,000	25,000	25,000
Strategic Planning	20,000	70,000	70,000	70,000
Swimmer Safety Program	32,801	67,000	0	0
Tampa to St. Petersburg Ferry Pilot Program	350,000	350,000	350,000	350,000
Tampa Bay Passenger Ferry	823	0	0	0
Tampa Bay Water Issues	91,867	50,000	50,000	50,000
Tampa-Hillsborough Econ Dev Corporation	600,000	450,000	450,000	450,000
Tax Collector Tax Notice Mailing Costs	77,545	95,000	95,000	95,000
Tax Deed Title Searches	40,764	25,000	25,000	25,000
Temple Terrace Chamber of Commerce	11,000	25,000	25,000	25,000
TRIM Mailing Costs	250,053	255,000	265,000	275,000
Unemployment Benefits	0	50,000	50,000	50,000
USF Area Innovation District-Master Plan	211,316	1,850,450	1,550,450	1,300,000
USF High Tech Incubator	240,000	240,000	240,000	240,000
Workforce Initiatives	446,053	678,400	500,000	500,000
	15,782,876	16,013,040	21,341,473	20,518,145
Economic Development Activity Fund				
Film Commission	0	0	823,000	823,000
Unincorporated Area General Fund				
Affordable Housing Program Costs	147,999	250,000	340,000	205,000
Affordable Housing Study	0	0	100,000	0
Aging Services	0	0	290,000	290,000
Coastal Canal Program	0	0	200,000	200,000
Dana Shores Underground Utility	0	250,000	100,000	0
Ruskin Firehouse Cultural Center	50,000	50,000	50,000	50,000
Constitutional Officers Salary Increases	0	5,000	5,000	5,000
Hearing Masters - Parking Violations	1,080	3,000	3,000	3,000
Health Insurance Assessment	6,015,325	0	0	0
Historic Landmark Resource Program	12,500	25,000	25,000	25,000
Impact Fee Offset Buyback Program	0	25,000,000	10,000,000	10,000,000
Land Development Code Revisions	0	200,000	200,000	200,000
Local Ordinance Enforcement - Filing Fees	960	5,000	5,000	5,000
Local Ordinance Enforcement - Public Defender	13,000	50,000	50,000	50,000
Local Ordinance Enforcement - State Attorney	24,000	24,000	24,000	24,000
One Time Unallocated Funds	352,222	250,000	250,428	250,439

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Unincorporated Area General Fund (continued)				
Palm River Water Project	0	378,000	693,000	0
Pool Positions	0	266,236	266,268	266,268
Red Light Camera Monitoring Costs	552,262	750,000	750,000	750,000
South County Water Tower	0	60,000	60,000	0
Test Track Tax Collector	0	250,000	0	0
	7,169,348	27,816,236	13,411,696	12,323,707
TOTAL GENERAL FUNDS	22,952,224	43,829,276	35,576,169	33,664,852
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	0	5,000,000	5,000,000	0
Crime Prevention/Safe and Sound				
Safe & Sound Hillsborough (Formerly Safe Neighborhoods)	350,716	730,228	294,271	304,780
Florida Department of Juvenile Justice Fund				
JBI Commission for US Dept. of Justice Reimbursement	45,929	50,000	150,000	150,000
Phosphate Severance Tax Fund				
Physical Oceanographic Real-Time Sys (PORTS)	150,000	150,000	150,000	150,000
Operating Grants Fund				
Disaster Event Costs	0	2,953,363	2,983,970	3,005,970
County Transportation Trust Fund				
SBA Administration Fees	223	4,000	4,000	4,000
TOTAL SPECIAL REVENUE FUNDS	4,046,868	12,387,591	12,082,241	7,114,750
ENTERPRISE FUNDS				
SWFWMD RW Study	218,853	0	0	0
COUNTY SELF INSURANCE FUND				
Workers Compensation Insurance	16,058,339	9,811,385	9,482,244	9,482,244
General Liability Insurance	24,728,093	9,358,566	9,359,033	9,359,033
Employee Group Health Insurance	83,905,003	95,726,900	94,485,179	105,454,579
TOTAL SELF INSURANCE FUND	124,691,435	114,896,851	113,326,456	124,295,856
Multiple Funds				
Health Insurance Assessment	6,681,904	0	0	0
TOTAL NON-DEPARTMENTAL ALLOTMENTS	\$158,591,284	\$171,113,718	\$160,984,866	\$165,075,458

Nonprofit Organizations

Appropriations	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Grants & Aids	\$22,003,346	\$20,811,281	\$21,601,728	\$22,201,728
Grand Total	\$22,003,346	\$20,811,281	\$21,601,728	\$22,201,728

Budget by Fund	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide General Fund	\$7,516,282	\$6,931,281	\$6,601,728	\$6,601,728
Grants (Not Transportation-Related)	107,423	0	0	0
Sales Tax Revenue Fund	14,379,641	13,880,000	15,000,000	15,600,000
Grand Total	\$22,003,346	\$20,811,281	\$21,601,728	\$22,201,728

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 17 TO FY 18

OPERATING EXPENDITURES:

- No changes.

GRANTS AND AID:

- The majority of nonprofits are funded at continuation level for FY 18 with the exception of several agencies that were funded on a one-time only basis in FY 17.
- The Tampa Bay Convention and Visitors Bureau is increased by \$975,000.
- The Out-of-Area Marketing Co-op Program is increased by \$180,000.
- The Hispanic Business Initiative Fund is increased by \$80,447.
- The Festivals and Events budget is reduced by \$50,000.

Details by agency are shown in the following pages.

NONPROFIT ORGANIZATIONS

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUNDS				
Countywide General Fund				
A Brighter Community	\$5,313	\$5,314	\$5,314	\$5,314
Agency for Community Treatment Services	596,568	0	0	0
Alpha, Inc.	41,363	41,368	41,368	41,368
AMI Kids	106,204	106,204	106,204	106,204
Arts Council	895,626	995,626	995,626	995,626
Back to School Coalition of Hillsborough County	60,000	60,000	60,000	60,000
Boys and Girls Clubs	64,294	64,298	64,298	64,298
Boys and Girls Clubs Summer Program	21,960	22,500	22,500	22,500
Child Abuse Council, Inc.	45,887	45,900	45,900	45,900
Children's Home, Inc.	76,820	100,521	100,521	100,521
Commission on the Status of Women	0	10,000	0	0
Community Tampa Bay (Formerly NCCJ)	5,012	5,012	5,012	5,012
Computer Mentors Group	59,398	9,739	9,739	9,739
Cornerstone Family Ministries, Inc.	17,007	17,010	17,010	17,010
Corp to Develop Communities (CDC)	70,200	200,450	200,450	200,450
Crisis Center - Eldernet	6,185	13,127	13,127	13,127
Crisis Center/Transportation/Nurse Examiner	862,130	912,130	912,130	912,130
DACCO	753,711	0	0	0
Economic Development External Organizations	10,000	12,572	12,572	12,572
Francis House	8,632	8,640	8,640	8,640
Girl Scouts of Suncoast Council	17,978	17,988	17,988	17,988
Greater Palm River Point CDC	9,110	9,113	9,113	9,113
Gr Tampa Bay Area Council, Inc. Boy Scouts of America	35,976	36,000	36,000	36,000
Hispanic Business Initiative Fund	79,553	79,553	160,000	160,000
Hispanic Services Council	31,260	31,275	31,275	31,275
Historical Advisory Council of Hillsborough	2,535	9,560	9,560	9,560
Humane Society	0	30,000	30,000	30,000
Jewish Community Center Art Program	0	100,000	0	0
Life Enrichment Center	99,999	100,000	100,000	100,000
NAACP Empowerment Center	10,125	10,125	10,125	10,125
One Time Unallocated Funds	0	60,000	60,000	60,000
Quantum Leap Farm	11,645	11,675	11,675	11,675
Radio Tower - WMNF	10,118	0	0	0
Redland Christian Migrant	54,515	54,520	54,520	54,520
Self Reliance	13,220	13,268	13,268	13,268
Seniors in Service	5,284	5,400	5,400	5,400
Sickle Cell Association	33,746	33,876	33,876	33,876
Starting Right Now	0	50,000	0	0
Sulphur Springs Museum	0	25,000	0	0
Tampa Bay Black Heritage Festival	25,000	25,000	25,000	25,000
Tampa Bay Community Network	0	200,000	0	0
Tampa Bay Sports Commission	300,000	300,000	300,000	300,000
Tampa Crossroads	57,196	0	0	0
Tampa Family Jewish Services	0	25,000	0	0

NONPROFIT ORGANIZATIONS

Description	FY 16 Actual	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
<u>Countywide General Fund (continued)</u>				
Tampa Heights Junior Civic Association	(756)	0	0	0
Tampa Hillsborough Homeless Initiative	475,000	475,000	475,000	475,000
Tampa Lighthouse for the Blind	24,252	24,291	24,291	24,291
Tampa Metro Area YMCA	13,325	13,325	13,325	13,325
Teaching Tools	25,000	25,000	25,000	25,000
The Spring of Tampa Bay	146,126	201,129	201,129	201,129
Trinity Café	165,025	165,025	165,025	165,025
United Cerebral Palsy	10,247	10,247	10,247	10,247
Veteran's Council of Hillsborough County	9,995	10,000	10,000	10,000
YES! of America United, Inc.	18,498	23,500	23,500	23,500
	<u>5,390,282</u>	<u>4,805,281</u>	<u>4,475,728</u>	<u>4,475,728</u>
<u>Seminole Gaming Compact Fund</u>				
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	479,353	479,353
Museum of Science and Industry	585,915	585,915	585,915	585,915
Straz Center for Performing Arts	221,758	221,758	221,758	221,758
Tampa Bay History Center	267,000	267,000	267,000	267,000
	<u>2,126,000</u>	<u>2,126,000</u>	<u>2,126,000</u>	<u>2,126,000</u>
TOTAL COUNTYWIDE GENERAL FUND	<u>7,516,282</u>	<u>6,931,281</u>	<u>6,601,728</u>	<u>6,601,728</u>
SPECIAL REVENUE FUNDS				
Sales Tax Revenue Fund				
<u>3% Tourist Development Tax</u>				
Festivals and Events Program	450,000	200,000	150,000	163,300
Out-of-Area Marketing Co-op	820,000	820,000	1,000,000	1,093,400
<u>3% Tourist Development Tax (continued)</u>				
Tampa Bay CVB	11,699,641	11,400,000	12,375,000	12,825,000
Tampa Bay Sports Commission	710,000	760,000	825,000	855,000
TBCVB Business Incentive Payment	500,000	500,000	500,000	500,000
Visitor Experience Program	200,000	200,000	150,000	163,300
	<u>14,379,641</u>	<u>13,880,000</u>	<u>15,000,000</u>	<u>15,600,000</u>
<u>Intergovernmental Grants Fund</u>				
Mary & Martha House Transitional	40,843	0	0	0
One Time Unallocated Funds	33,750	0	0	0
The Centre	32,830	0	0	0
	<u>107,423</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL SPECIAL REVENUE FUNDS	<u>14,487,064</u>	<u>13,880,000</u>	<u>15,000,000</u>	<u>15,600,000</u>
TOTAL NONPROFIT ORGANIZATIONS	<u>\$22,003,346</u>	<u>\$20,811,281</u>	<u>\$21,601,728</u>	<u>\$22,201,728</u>

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.

All capital project and grant funds are budgeted on an "all-years" basis. As such, each year's budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of reserves, as shown on this schedule, will only reflect the annual increase or decrease in the specific reserve, not the reserve balance.

For more information on any of these reserves or refunds, please contact the Management and Budget Department at (813) 272-5890.

RESERVES AND REFUNDS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUND				
Countywide General Fund				
Refund Prior Year Revenue	\$450,000	\$450,000	\$400,000	\$400,000
Reserve for Contingency (Policy 03.02.05.00)	59,375,083	62,311,527	82,333,531	93,770,912
Reserve Unrealized Fund Balance	9,000,000	9,000,000	9,000,000	9,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	23,886,773	25,444,861	25,600,000	25,600,000
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	22,780,940	22,780,940	22,780,940
Reserve for Attrition (Policy 03.02.02.25)	479,091	479,091	479,091	479,091
Reserve for Unreimbursed Disaster Expenses	5,006,878	5,006,878	5,006,878	5,006,878
Other Designated Reserves	14,138,028	14,052,644	15,493,235	15,553,094
	136,116,793	140,525,941	162,093,675	173,590,915
Gaming Compact Revenue Fund				
Reserve for Contingency (Policy 03.02.05.00)	1,992,757	2,961,117	3,844,786	4,373,236
Reserve Unrealized Fund Balance	318,900	318,900	318,900	318,900
	2,311,657	3,280,017	4,163,686	4,692,136
Countywide Economic Development Activity Fund				
Reserve for Contingency (Policy 03.02.05.00)	8,540,610	8,639,446	7,277,004	3,706,944
Other Designated Reserves	391,250	0	0	0
	8,931,860	8,639,446	7,277,004	3,706,944
	147,360,310	152,445,404	173,534,365	181,989,995
Unincorporated Area General Fund				
Refund Prior Year Revenue	225,000	225,000	200,000	200,000
Reserve for Contingency (Policy 03.02.05.00)	11,709,344	13,715,837	14,059,532	17,963,087
Reserve Unrealized Fund Balance	16,806,796	16,806,796	16,807,000	16,808,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	14,474,904	15,082,781	15,082,781	15,082,781
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	2,394,672	2,394,672	2,394,672	2,394,672
Reserve for Unreimbursed Disaster Expenses	5,930,233	5,930,233	5,930,233	5,930,233
Reserve for Economic Development	4,962,748	4,328,207	5,518,544	3,904,210
Other Designated Reserves	12,802,475	12,802,475	12,804,937	12,804,937
	69,306,172	71,286,001	72,797,699	75,087,920
TOTAL GENERAL FUND	216,666,482	223,731,405	246,332,064	257,077,915
SPECIAL REVENUE FUNDS				
(COUNTYWIDE & UNINCORPORATED)				
Countywide Special Purpose Revenue Fund				
Public Art Program--Countywide Ord. 89-32	241,460	42,521	52,205	52,205
School Sites Impact Fees	38,597,466	32,934,396	81,057,323	81,057,323
Criminal Just Educ/Training FS 318.18(11)D / 938.15	4,965,043	5,136,341	4,671,345	4,676,642
Criminal Justice Training R95-077	1,618,532	1,434,503	937,159	1,243,644
County Boat Registration Fee Fund Ord. 08-32	561,082	310,149	373,541	278,300
Sheriff's Child Protection/Training Facility	0	564,996	564,996	564,996
Federal USMS/Dept of Justice Asset Forfeiture Fd	3,645,570	3,413,173	3,133,174	3,190,094
Alcohol & Drug Abuse Contingency FS 938.13	338,619	384,629	436,171	479,684
Drug Abuse Alternative Source Fund R91-0223	309,896	306,644	310,594	302,354
Major Maintenance & Repair (R3M)				
Hurricane/FEMA	668,532	0	0	0
800MHz Radio Communication System Fund	2,136,311	2,730,168	2,422,331	2,058,013
Florida Contraband Forfeiture Fund FS 932.703/704	1,940,118	2,096,605	3,391,216	3,403,670
Drug Abuse Trust Fund FS938.21/Ord. 97-16	265,987	393,495	418,346	454,474
Federal Treasury Asset Forfeiture Fund	291,296	345,691	244,790	331,839
Children's Advocacy Center Fund AO 99-081	14,693	16,213	18,064	19,428

RESERVES AND REFUNDS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Countywide Special Purpose Revenue Fund (continued)				
Drug Court Program Administration Fund FS 796.07(6)	140,111	96,421	86,439	46,487
Traffic Surcharge Trust Fund (Ord 04-26; FS 318.18)	8,817,616	2,185,193	2,601,810	2,378,039
Crime Prevention/Safe Neighborhoods (FS 775.083)	2,645,745	1,764,333	2,283,370	1,778,697
Child Support Incentives Fund - SS Act Title IV-D	178,734	195,347	208,600	228,334
Victim Assist/Crime Prevent/Youth Advocacy R09-132	656,978	593,814	1,201,644	1,374,470
Emergency Management Fac Plans Review Fund	48,216	48,216	49,248	49,937
Local Air Pollution Control Tag Fee FS 320.03	275,847	18,703	0	0
Indigent Health Care Services FS 212.055	188,523	183,765	0	0
Medicaid Certified Match Program	81,244	81,607	82,636	83,834
Major Maint & Repair Proj Fd-R3M-10002606	0	0	778,991	778,991
Pollution Recovery Project Fund	0	486,757	0	0
Pollution Recovery Fund LF 84-446	389,421	631,238	486,999	490,695
State Revenue Sharing--Revenue Stabilization Res.	5,108,873	5,078,459	5,100,000	5,100,000
Indigent Health Care Services FS 212.055	72,438,526	72,397,480	75,925,059	68,619,555
911 Emergency Telephone Sys. - Combined Fund	2,073,510	2,789,266	3,747,878	2,730,712
Fla Boating Improvement Fund FS 328.72 (15)	1,495,001	39,272	120,691	120,691
Joint County-City Wagnon Will Project Fund	1,095	1,878	1,140	1,140
Safe & Sound Hillsborough	300,000	0	0	0
NFL - Youth Education	77,387	77,387	668,550	668,550
Children's Services Contribution Fund	2,039	2,864	1,178	835
State Court Innovation (ORD. 04-33;939.185 FS)	68,112	68,112	112,023	112,023
Animal Ctrl Spay/Neuter Incentive Payment Prog	0	16,483	0	0
ITS Project Fund	392,225	0	0	0
Animal Services Contributions Fund	113,719	158,303	187,318	198,291
	151,087,527	137,024,422	191,674,829	182,873,947
Unincorporated Area Special Purpose Fund				
Public Art Program MSTU Fund ORD89-32	2,362	4,829	7,442	7,442
<u>Parks Impact Fees</u>				
Adjustment to Future Capital Outlay	3,199,714	881,612	1,045,287	1,045,287
<u>Fire Service Impact Fee (all zones)</u>				
Future Capital Outlay	329,224	810,017	1,155,531	1,155,531
Impact Fee Program Administration	114,207	260,530	114,400	114,224
Communications Services Tax	1,746,619	1,000,000	1,000,000	1,009,744
Adj to Environmental Restor. Oper/Proj Fd.Ord. 92-05	6,444,955	6,779,049	703,304	710,705
Adjustment to Local Habitat Mitigation Bank Fund	1,252,706	1,259,169	1,152,790	974,051
Building Services Division Fund	1,838,916	3,692,625	2,417,535	1,176,441
Land Excavation Opr/Inspection Fund	3,723	39,290	0	0
Water Conservation Trust Fund Ord. 91-27	315,556	326,553	276,159	79,247
Phosphate Severance Tax Fund FS 211.31	1,042,250	794,274	25,334	6,913
Economic Development Project Fund				
Stormwater Management Fund	23,031	501,294	9,133	9,133
	16,313,263	16,349,242	7,906,915	6,288,718
TOTAL SPECIAL REVENUE FUNDS (TAX FUNDS)	167,400,790	153,373,664	199,581,744	189,162,665
OTHER SPECIAL REVENUE FUNDS				
Sales Tax Revenue Fund				
<u>Half Cent Sales Tax/Bonds</u>				
General Contingency	19,973,283	18,966,102	19,304,460	24,290,364
Revenue Stabilization Reserve	4,746,359	5,114,202	5,110,000	5,110,000
<u>Professional Sports Franchise Facility Sales Tax</u>				
Other Restricted Reserves	171,916	171,916	178,616	181,819

RESERVES AND REFUNDS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
<u>3% Tourist Development Tax</u>				
General & Other Contingencies	4,762,920	4,781,371	8,651,652	10,726,389
Debt Service Reserve	141,500	141,500	141,500	141,500
Other Restricted Reserves	2,789,864	2,567,030	2,558,290	2,558,290
<u>1% Additional (4th Cent) Tourist Tax Ord. 90-03</u>				
General Contingency	3,583,725	7,356,068	11,861,565	15,420,814
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	1,763,658	2,273,863	3,532,853	4,422,166
Other Restricted Reserves	1,300,000	1,300,000	1,300,000	1,300,000
<u>Local Gov't Infrastructure Surtax Fund</u>				
Other Restricted Reserves	0	9,896,614	9,478,315	9,478,315
	41,633,225	54,968,666	64,517,251	76,029,657
Blended Component Units Fund				
Reserve for Contingency - General	0	553,593	556,693	542,439
	0	553,593	556,693	542,439
County Transportation Trust Fund				
Other Designated Reserves	688,027	448,928	4,300,000	0
Reserve for Attrition	200,000	200,000	0	0
Reserve for Contingency - General	3,004,727	832,428	1,223,669	1,988,282
Reserve for Future Capital Outlay	18,744,341	17,630,977	27,554,815	31,807,590
Reserve for Fund Balance Carryforward	692,450	1,844,211	1,500,530	1,500,530
	23,329,545	20,956,544	34,579,014	35,296,402
Library Tax District Fund				
Refund Prior Year Revenue	50,000	0	0	0
General Contingency	15,699,236	16,684,486	18,558,501	20,123,975
Reserve for Attrition	137,905	0	137,905	137,905
Unrealized Fund Balance	1,000,000	0	1,000,000	1,000,000
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	1,851,033	0	1,851,033	1,851,033
Other Restricted Reserves	170,475	0	170,475	170,475
Reserve for Future Capital Outlay	387,785	110,695	220,409	220,409
	19,296,434	16,795,181	21,938,323	23,503,797
Infrastructure Surtax Fixed Project Fund				
Reserve for Future Capital Outlay	2,064,706	2,616,738	3,229,450	3,229,450
	2,064,706	2,616,738	3,229,450	3,229,450
TOTAL OTHER SPECIAL REVENUE FUNDS	86,323,910	95,337,129	124,264,038	138,059,306
DEBT SERVICE FUNDS				
Fund Balance Carried Forward	33,355,590	45,231,987	39,328,302	39,842,834
General & Other Contingencies	4,409,505	2,000,000	2,000,000	2,000,000
Debt Service Reserve	4,846,575	6,323,919	7,696,320	7,051,310
TOTAL DEBT SERVICE FUND	42,611,670	53,555,906	49,024,622	48,894,144
CAPITAL PROJECTS FUNDS				
Reserve for Future Capital Outlay	4,342,414	4,061,823	4,614,329	4,226,610
Reserve for Fund Balance Carryforward	671,366	0	0	0
Other Designated Reserves	2,392,155	25,800	61,710	61,710
TOTAL CAPITAL PROJECTS FUNDS	7,405,935	4,087,623	4,676,039	4,288,320

RESERVES AND REFUNDS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Reserve for Future Capital Outlay	24,937,182	21,016,558	11,241,701	11,241,701
Reserve for Fund Balance Carryforward	73,281,176	85,326,800	113,077,730	111,713,851
Debt Service Reserve	0	0	5,154,126	5,154,126
Other Designated Reserves	35,639,964	35,911,945	36,148,832	36,137,767
	133,858,322	142,255,303	165,622,389	164,247,445
Water & Wastewater Utility Enterprise Fund				
Reserve for Future Capital Outlay	14,157,242	23,030,943	4,763,592	5,061,234
Reserve for Contingency - General	26,385,614	37,764,700	34,070,406	39,090,867
Other Designated Reserves	55,841,832	132,777,483	138,197,182	150,877,220
Debt Service Reserve	16,295,729	18,766,659	18,792,915	18,792,915
	112,680,417	212,339,785	195,824,095	213,822,236
TOTAL ENTERPRISE FUNDS	246,538,739	354,595,088	361,446,484	378,069,681
INTERNAL SERVICE FUND				
Fleet Services Fund				
Reserve for Future Capital Outlay	16,252,680	13,021,701	11,823,074	7,580,365
Reserve for Attrition	22,034	22,034	22,034	22,034
General & Other Contingencies	1,127,777	1,860,033	2,172,306	2,772,387
	17,402,491	14,903,768	14,017,414	10,374,786
County Self-Insurance Fund				
<u>Insurance Program Administration</u>				
General Contingency	260,389	88,844	15,335	41,798
County Self-Insurance Fund (continued)				
<u>Workers' Compensation Insurance</u>				
General Contingency	4,705,181	12,193,115	14,568,331	16,791,444
Long-Term Incurred Claims	13,000,000	0	0	0
<u>General Liability Insurance</u>				
General Contingency	15,131,926	8,131,277	10,196,707	10,788,195
Claims Settlement	4,148,855	0	0	0
<u>Catastrophic Disaster Insurance</u>				
General Contingency (Policy 03.02.04.00)	93,302,289	93,696,824	94,507,666	95,007,666
<u>Employee Group Health Insurance</u>				
General Contingency	17,995,249	21,314,674	38,456,853	35,096,020
Other Designated Reserves	33,166,749	32,577,428	49,389,144	56,373,399
	181,710,638	168,002,162	207,134,036	214,098,522
TOTAL INTERNAL SERVICE FUND	199,113,129	182,905,930	221,151,450	224,473,308
AGENCY FUNDS				
<u>Capacity Assessment Special Assessment Bonds '06</u>				
Adjustment to Designated Reserves	1,796,389	4,563,351	8,899,277	11,189,433
TOTAL AGENCY FUNDS	1,796,389	4,563,351	8,899,277	11,189,433
GRAND TOTAL	\$967,857,044	\$1,072,703,689	\$1,215,932,411	\$1,251,757,211

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 actuals for FY 16, the adopted budget for FY 17, the recommended budget for FY 18 and the planned FY 19 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.

All capital project and grant subfunds are budgeted on an “all-years” basis. As such, each year’s budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of interfund transfers, as shown on this schedule, will only reflect the annual increase or decrease in the specific transfer, resulting in instances of a negative transfer in any given year.

For more information on any of these transfers, please contact the Management and Budget Department at (813) 272-5890.

INTERFUND TRANSFERS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
GENERAL FUND				
Countywide General Fund				
<i>Revenue:</i>				
From State Revenue Sharing	\$1,754,621	\$1,750,826	\$0	\$0
From Half-Cent Sales Tax	58,949,529	23,629,253	22,808,375	23,844,909
From Tourist Development Tax Fund	25,000	0	0	0
From Countywide Construction Fund	1,000,000	6,246,207	0	0
From Transportaton Trust Fund	0	1,219,150	0	0
From Countywide General Fund - Operating	2,010,000	2,060,000	2,323,000	2,323,000
From Various Grant Funds	0	0	2,559,396	0
Total Interfund Transfers	\$63,739,150	\$34,905,436	\$27,690,771	\$26,167,909
<i>Appropriations:</i>				
State Court Innovations Fund	1,596,297	1,670,597	1,793,490	1,818,444
Countywide General Fund	0	0	0	0
Legal Aid Fund	747,119	809,680	847,588	844,418
Teen Court/Juvenile Diversion Fund	1,206,636	1,519,718	1,570,693	1,656,329
Court-Related Technology Fund	5,230,876	5,026,286	4,705,137	4,680,455
Animal Control Spay/Neuter Program Fund	321,345	317,946	241,412	363,285
Florida Department of Juvenile Justice Fund	4,895,152	3,101,466	3,403,349	3,402,529
Planning Commission (3)	4,561,911	4,535,455	3,156,538	4,212,156
Civil Service Board (3)	1,554,100	1,797,822	1,732,576	1,732,576
Transportation Trust Fund	0	6,000,000	308,970	1,210,884
Transfer to Grants Fund - Match	4,905,767	4,096,857	4,920,571	4,859,301
Countywide Construction Fund	3,990,680	3,728,129	6,025,000	5,775,000
Information & Technology Services Project Fund	4,127,182	3,968,243	4,114,011	2,951,803
Major Maintenance and Repair Fund	3,954,240	4,173,215	4,692,142	4,947,864
Economic Development Activity Fund	2,010,000	2,060,000	2,323,000	2,323,000
Total Interfund Transfers	\$39,101,305	\$42,805,414	\$39,834,477	\$40,778,044
Unincorporated Area General Fund				
<i>Revenue:</i>				
From Half-Cent Sales Tax	47,096,252	80,902,139	80,211,915	83,760,386
From State Revenue Sharing	3,768,644	3,772,439	5,345,374	5,298,996
From Communication Services Tax Fund	11,679,000	12,253,996	13,888,035	11,393,702
From Unincorporated Area Construction Fund	5,480,569	5,722,637	3,434,577	3,479,464
From Unincorporated Area General Fund	500,000	700,000	1,000,000	1,000,000
From Transportation Trust Fund	0	1,375,912	0	0
Total Interfund Transfers	\$68,524,465	\$104,727,123	\$103,879,901	\$104,932,548
<i>Appropriations:</i>				
Unincorp. Area Major Maintenance & Repair Fund	2,764,359	2,923,911	3,265,822	3,455,240
Parks and Rec GO Bonds 2002 Sinking Fund	232,418	275,834	0	0
Transportation Trust Fund - O&M Subsidy	8,307,161	7,995,017	13,728,946	16,108,251
Transportation Trust Fund - Project Fund	0	18,912,142	24,778,215	29,778,215
Unincorp Area Economic Devel Activity Fund	500,000	700,000	1,000,000	1,000,000
9th Cent Fuel Tax Fund	6,000,000	0	0	0
ITS Project Fund	0	0	1,700,000	0
Unincorporated Area Construction Fund	0	2,192,217	0	0
Land Excavation Operating Fund	25,080	24,859	2,991	48,506
Total Interfund Transfers	\$17,829,018	\$33,023,980	\$44,475,974	\$50,390,212

INTERFUND TRANSFERS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Fund				
<i>Revenue:</i>				
From Countywide General Fund	22,078,847	20,587,151	21,367,822	20,665,127
From Crime Prevent/Safe Neighborhoods Fund	567,600	284,166	294,271	304,780
From Indigent Health Care Sales Surtax Fund	113,869,161	140,496,898	138,805,828	138,608,683
Total Interfund Transfers	\$136,515,608	\$161,368,215	\$160,467,921	\$159,578,590
<i>Appropriations:</i>				
800 MHz Intergovernmental Radio Debt Service	1,137,279	165,195	488,496	859,129
Courthouse Proj. Sink Fd (Traf Surchrg Trust Fd)	2,639,507	2,116,222	1,139,298	2,126,298
Indigent Health Care Fund	113,869,161	140,496,898	138,805,828	138,608,683
Grants Match	400,000	0	0	0
Impact Fee Funds for Administration	120,485	120,485	120,485	120,485
Countywide General Fund	1,754,621	1,750,826	0	0
Unincorporated Area General Fund	3,768,644	3,772,439	5,345,374	5,298,996
M2Gen Project Revenue/Sinking Fund	1,247,766	1,296,809	1,383,100	1,453,525
Safe and Sound Hillsborough Fund	567,600	284,166	294,271	304,780
NG Capital Project Fund	500,000	0	0	0
Total Interfund Transfers	\$126,005,063	\$150,003,040	\$147,576,852	\$148,771,896
Unincorporated Area Special Purpose Fund				
<i>Revenue:</i>				
From Impact Fee Funds for Administration	23,332	23,914	30,230	30,230
From Road Impact Fee Funds for Administration	32,965	32,965	57,637	57,637
From Various Grant Funds	0	53,705	332,824	0
From Water/Wastewater Operating Fund	204,457	0	0	0
From School Site Impact Fee Fund	120,485	120,485	120,485	120,485
From Stormwater Management Project Fund	1,420,590	1,430,942	1,526,737	1,526,737
From Unincorporated Area General Fund	2,789,439	2,948,770	4,968,813	3,503,746
Total Interfund Transfers	\$4,591,268	\$4,610,781	\$7,036,726	\$5,238,835
<i>Appropriations:</i>				
Unincorporated Area Construction Fund	8,980,058	7,622,637	7,861,232	7,806,719
Unincorporated Area General Fund	11,679,000	12,253,996	13,888,035	11,393,702
Public Safety Complex Bond Sinking Fund FY 11	2,324,994	1,537,332	1,617,096	1,617,496
Impact Fee Funds for Administration - Various	23,332	23,914	30,230	30,230
Unincorporated Area Special Revenue Fund	1,420,590	1,430,942	1,526,737	1,526,737
Total Interfund Transfers	\$24,427,974	\$22,868,821	\$24,923,330	\$22,374,884
Blended Component Units Fund				
<i>Revenue:</i>				
From Countywide General Fund	6,116,011	6,333,277	4,889,114	5,944,732
Total Interfund Transfers	\$6,116,011	\$6,333,277	\$4,889,114	\$5,944,732
Sales Tax Revenue Fund				
<i>Appropriations:</i>				
Countywide General Fund - Operating	58,974,529	23,629,253	22,808,375	23,844,909
Unincorporated Area General Fund	47,096,252	80,902,139	80,211,915	83,760,386
Series 2007 Bond Sinking Fund	9,454,857	12,440,177	930,700	0
Series 2008 Bond Sinking Fund	1,382,129	1,390,669	1,344,776	1,376,876
Series 2012 CIT Bond Sinking Fund	10,024,521	10,006,772	9,997,492	10,035,222
Series 2012 CIP Bond Sinking Fund	6,806,817	6,725,900	6,759,625	6,779,209
Series 2015 CIT Bond Sinking Fund	8,877,930	9,366,608	19,775,959	20,699,400
Series 2016 ELAPP Bond Sinking Fund	2,462,361	0	0	0
Series 2017 CIP Bond Sinking Fund	0	5,382,000	3,740,342	3,740,342

INTERFUND TRANSFERS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Sales Tax Revenue Fund: Appropriations (continued)				
CIT Project Fund Phase II	19,087,342	0	0	0
CIT Project Fund Phase III	0	24,559,472	24,151,767	27,236,419
CIP Revenue Refunding Bonds '96 Sinking Fund	2,044,810	297,019	760,535	1,337,569
4th Cent TDT 06 Refunding Bonds Sinking Fund	940,415	1,416,423	2,301,980	2,318,608
5th Cent TDT 06A Refunding Bonds Sinking Fund	1,776,217	1,815,587	3,203,519	2,103,854
Commercial Paper Fund	4,160,320	2,160,320	2,273,100	2,326,100
TSA Ref Non-Ad Valorem Bonds Debt Svc Fd	1,282,121	1,130,338	154,729	1,406,603
CP Quarterly Note Issuances	740,000	1,047,000	965,583	962,324
CP Governmental Project Fund	230,000	0	0	0
Capital Improvement Commercial Paper Program F	1,666,402	158,000	0	0
Total Interfund Transfers	\$177,007,023	\$182,427,677	\$179,380,397	\$187,927,821
Intergovernmental Grants Fund				
Revenue:				
From Countywide General Fund	4,905,767	4,096,857	4,920,571	4,859,301
From Indigent Health Care Fund	400,000	0	0	0
Total Interfund Transfers	\$5,305,767	\$4,096,857	\$4,920,571	\$4,859,301
Appropriations:				
Countywide General Fund	0	0	2,894,246	0
Total Interfund Transfers	\$0	\$0	\$2,894,246	\$0
County Transportation Trust Fund				
Revenue:				
From Transportation Trust Funds - Various	39,696,750	40,968,924	39,394,480	38,596,704
From Countywide General Fund		6,000,000	308,970	1,210,884
From 9th Cent Fuel Tax Fund	4,626,870	4,914,437	5,081,700	5,162,244
From Unincorp. Area General Fund (O&M Subsidy)	14,307,161	26,907,159	38,507,161	45,886,466
Total Interfund Transfers	\$58,630,781	\$78,790,520	\$83,292,311	\$90,856,298
Appropriations:				
Countywide General Fund	0	1,219,150	0	0
Impact Fee Fund - Various	32,965	32,965	57,637	57,637
Unincorporated Area General Fund	0	1,375,912	0	0
Transportation Trust - Operating	39,696,750	40,968,924	39,394,480	38,596,704
Ninth-Cent Fuel Tax Projects Fund	4,626,870	4,914,437	5,081,700	5,162,244
Total Interfund Transfers	\$44,356,585	\$48,511,388	\$44,533,817	\$43,816,585
Library Tax District Fund				
Revenue:				
From Library Operating Fund	370,549	5,791,184	3,440,964	3,185,477
Total Interfund Transfers	\$370,549	\$5,791,184	\$3,440,964	\$3,185,477
Appropriations:				
Library Project Fund	0	5,400,000	3,000,000	2,720,000
Library Maintenance Fund	370,549	391,184	440,964	465,477
Total Interfund Transfers	\$370,549	\$5,791,184	\$3,440,964	\$3,185,477

INTERFUND TRANSFERS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Infrastructure Surtax Fixed Project Fund				
<i>Revenue:</i>				
From CIT Project Fund	0	34,659	2,026	0
	19,827,342	25,606,472	25,117,350	28,198,743
Total Interfund Transfers	\$19,827,342	\$25,641,131	\$25,119,376	\$28,198,743
<i>Appropriations:</i>				
CIT Revenue Bonds 2007 Sinking Fund	515,048	0	0	0
CIT Project Fund - Phase III	0	10,599,497	0	0
Total Interfund Transfers	\$515,048	\$10,599,497	\$0	\$0
DEBT SERVICE FUNDS				
<i>Revenue:</i>				
From Unincorporated Area General Fund	232,418	275,834	0	0
From Half-Cent Sales Tax	4,028,096	6,799,339	5,163,932	5,813,830
From CIT Surtax Fund	35,164,125	38,539,457	37,463,776	37,513,831
From 800MHz Intergovt Radio System	1,137,279	165,195	488,496	859,129
From State Revenue Sharing	1,247,766	1,296,809	1,383,100	1,453,525
From 4th Cent Tourist Dev. Tax	4,468,021	1,844,772	2,983,701	3,517,565
From Traffic Surcharge Trust Fund	2,639,507	2,116,222	1,139,298	2,126,298
From 5th Cent Tourist Dev. Tax	7,218,658	5,106,245	5,631,348	5,278,557
From Unincorporated Construction Fund	1,794,658	2,580,168	2,426,655	2,427,255
From Communication Services Tax Fund	2,324,994	1,537,332	1,617,096	1,617,496
From Public Safety Improvement Bond Fund	0	0		
From CIP Series 2017 Rev Bond Fund	0	57,300,000	1,845,342	1,845,342
From ELAPP 2009B Build America Bonds Subsidy Fu	930,498	935,517	934,513	934,513
From CIT Project Fund	515,048	0	0	0
Total Interfund Transfers	\$61,701,068	\$118,496,890	\$61,077,257	\$63,387,341
CAPITAL PROJECTS FUNDS				
<i>Revenue:</i>				
From Countywide General Fund	3,990,680	3,728,129	6,025,000	5,775,000
From Unincorporated Area Operating Fund	0	2,192,217	0	0
From CIT Project Fund - Phase III	0	10,599,497	0	0
From Countywide 911 System Fund	500,000	0	0	0
From Communication Services Tax Fund	8,273,058	7,622,637	7,761,232	7,806,719
From Phosphate Severance Tax Fund	707,000	0	100,000	0
From Half Cent Sales Tax Fund	230,000	0	0	0
Total Interfund Transfers	\$13,700,738	\$24,142,480	\$13,886,232	\$13,581,719
<i>Appropriations:</i>				
CIP Series 2017 Bonds Sinking Fund	0	57,300,000	1,845,342	1,845,342
Countywide General Fund	1,000,000	6,246,207	0	0
Unincorporated Area General Fund	5,480,569	5,722,637	3,434,577	3,479,464
PSOC Series 2014 Bond Sinking Fund	1,794,658	2,580,168	2,426,655	2,427,255
Various Funds	0	88,364	0	0
ELAPP Series 2009 Bonds Sinking Fund	930,498	935,517	934,513	934,513
Total Interfund Transfers	\$9,205,725	\$72,872,893	\$8,641,087	\$8,686,574
ENTERPRISE FUNDS				
Solid Waste Utility Enterprise Fund				
<i>Revenue:</i>				
From Revenue Fund	114,348,228	103,391,251	104,024,971	105,263,799
From Rate Stabilization Fund	6,000,000	0	0	0
From Various Funds	2,000,000	0	0	0
Total Interfund Transfers	\$122,348,228	\$103,391,251	\$104,024,971	\$105,263,799

INTERFUND TRANSFERS

Description	FY 16 Adopted	FY 17 Adopted	FY 18 Recommended	FY 19 Planned
Appropriations:				
Landfill Closure Fund	1,059,128	811,177	1,268,420	1,287,211
Revenue Fund	2,000,000	0	0	0
Series 2013 Bonds	0	150,000	0	0
Operating Fund	87,235,088	82,012,596	83,060,553	83,849,344
Debt Fund	14,186,467	8,810,925	11,394,745	13,137,349
Rate Stabilization Fund	17,867,545	11,606,553	8,301,253	6,989,895
Total Interfund Transfers	\$122,348,228	\$103,391,251	\$104,024,971	\$105,263,799
Water and Wastewater Utility Enterprise Fund				
Revenue:				
From Revenue Fund	221,486,188	247,732,825	236,287,288	232,570,406
From Impact Fee Fund	5,163,980	4,523,419	4,520,500	4,520,500
From Revenue Stabilization Fund	36,071,256	0	9,109,031	0
From Capacity Assessment Unit Fund	8,997,568	8,997,565	8,997,565	8,997,565
From 2010B Bab Subsidy Fund	1,837,900	1,847,765	1,847,765	1,847,765
From 2010C Bab Subsidy Fund	529,651	534,407	534,407	534,407
Total Interfund Transfers	\$274,086,543	\$263,635,981	\$261,296,556	\$248,470,643
Appropriations:				
Water Conservation Trust Fund	204,457	210,604	0	0
Operating Fund	178,232,244	179,010,560	191,282,641	182,173,610
Debt Fund	16,143,894	21,710,104	11,609,370	17,218,512
Impact Fee Fund	8,997,568	8,997,565	8,997,565	8,997,565
Renewal and Replacement Fund	29,500,000	21,464,020	21,406,980	8,783,621
General Capital Fund	35,300,000	32,243,128	28,000,000	28,000,000
Revenue Rate Stabilization Account	5,141,581	0	0	3,297,335
Reclaimed Water Project Fund	771,256	0	0	0
Total Interfund Transfers	\$274,291,000	\$263,635,981	\$261,296,556	\$248,470,643
INTERNAL SERVICE FUNDS				
County Self Insurance Fund				
Revenue:				
From Workers Compensation Fund	300,000	500,000	550,000	575,000
From General Liability Fund	5,703,151	500,000	550,000	575,000
Total Interfund Transfers	\$6,003,151	\$1,000,000	\$1,100,000	\$1,150,000
Appropriations:				
Employee Group Health Insurance Fund	5,403,151	0	0	0
Self Insurance Administration Fund	600,000	1,000,000	1,100,000	1,150,000
Total Interfund Transfers	\$6,003,151	\$1,000,000	\$1,100,000	\$1,150,000

Capital Budget





Hillsborough County Florida

For more information, contact the Management & Budget Department
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CAPITAL BUDGET

Overview

The Recommended FY 18 Capital Budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2017 and ending September 30, 2018. 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 18 is \$889.0 million. The Planned Capital Budget for FY 19 is \$679.0 million. A Sources and Uses schedule can be found in the Executive Summary section of this document. In addition, a list of projects is included at the end of this section.

The Capital Budget is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants. These one-time revenue sources are not appropriate funding sources for recurring operating expenses. Second, capital projects tend to have higher costs requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees and certain gas taxes are limited to use on certain types of capital improvements by statute or other legal restrictions.

To provide direction for the capital program, the Hillsborough County Board of County Commissioners approved Policy 03.02.02.00 - Policy for Capital Budget and Capital Improvement Program. This policy defines requirements for projects included in the Capital Budget and Capital Improvement Program. Under the policy, a capital project is defined as a set of activities meeting one or more of the following criteria:

- Delivery of a distinct capital asset or improvement to an existing capital asset which will become an asset of Hillsborough County and be recorded on the financial records of the County as a capital asset under generally accepted accounting principles and applicable State statutes;
- Any contribution by Hillsborough County to other governmental or not-for-profit entities to deliver a capital improvement. In situations where the improvement is not or will not become an asset of the County, it will be included in the Capital Improvement Program as a contribution for tracking purposes;
- Any project or equipment funded from the Community Investment Tax (CIT);
- Any engineering study or master plan needed for the delivery of a capital project;
- Any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

Hillsborough County categorizes capital improvements into eight programs: Fire Services, Government Facilities, Libraries, Parks Facilities, Solid Waste Enterprise, Stormwater, Transportation and Water Enterprise. The Recommended FY 18 Capital Budget also includes the County's Environmental Land Acquisition and Protection Program (ELAPP) and payments to the Fishhawk developer for improvements to roads previously constructed for which they are being reimbursed from transportation impact fees. These activities, while not specifically meeting the criteria above, are tracked through the Capital Budget to provide for better accountability and control.

As previously noted, capital projects only require one-time allocations for a given project unlike operating expenses which recur annually. This funding flexibility allows the County to use financing and one-time revenue sources to accelerate completion of critical projects. Significant projects within each program are discussed below. More comprehensive project information can be found in the County's Recommended FY 18 – FY 23 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

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- 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
- 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.theplanningcommission.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 Coun-

ty'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—The Library's Capital Facilities Master Plan guides the Library Board in making its annual recommendations to the BOCC of funded and unfunded capital projects. This plan outlines a method for analyzing census and other demographic data and comparing them to standards of library services. It considers the total cost of ownership for new construction versus renovating current buildings or leasing space.

The Capital Facilities Master Plan is currently under revision, but preliminary analyses point to an increased need for library square footage in addition to the expansion and new library projects currently funded in the Capital Improvement Program.

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

CAPITAL BUDGET

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 FY17, Hillsborough County Parks & Recreation and Conservation & Environmental Lands Management Departments delivered their Master Plans to the BOCC. The Master Plans are a 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.hillsboroughmpo.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 moni-

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toring 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 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.

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Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma document. This document is used to put current budget and financial decisions into a longer-term context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is particularly useful in showing how capital projects, funded in the biennial budget or planned over the next several years, will impact future operating budgets in terms of maintenance, utility and staffing costs.

Another tool used in financial planning is the County's debt management strategy. Credit ratings assigned by the three international rating agencies, Moody's Investors Service, Standard and Poor's Ratings Services, and Fitch Ratings are key factors influencing interest rates paid on local governments' borrowings. Because of the significant impact interest rates have on our overall financial position, Hillsborough County places a great deal of emphasis on its 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.

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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.

Using updated information, the Capital Budget Team develops draft documents showing projects that have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the recommended budget.

These draft documents are distributed to the departments for another review and the opportunity to correct information. Upon completing their review, the Capital Budget Team meets with the appropriate program directors and representatives to resolve outstanding issues and ensure that all are in agreement with the current information.

Budget preparation meetings held with Directors, Executive Team members and budget staff during February through April include discussions regarding capital projects. Decisions made at these meetings are incorporated into the documents and communicated to the appropriate departments.

Final revisions are incorporated into the Recommended Capital Budget and the Recommended Capital Improvement Program (CIP) in mid-May and delivered to the Board of County Commissioners in June.

Components for Each Capital Project Page:

Project Title – This is the project’s name.

Project No. – This is a unique identification number assigned to the project for accounting purposes.

CIE Requirement – This indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act of 1985.

Level of Service Impact – If the project addresses a CIE element, this indicates what impact it has on the level of service:

(M) – This indicates a project relates to the repair, remodeling, renovation or replacement of an existing County facility in order to maintain levels of service in the Comprehensive Plan.

(E) – This indicates the construction of a new facility or expansion of an existing facility that will reduce or eliminate deficiencies in the levels of the service in the Comprehensive Plan.

(F) – This indicates the construction of a new facility or expansion of an existing facility is needed to meet levels of service for new development.

(N/A) – This indicates that the project is not covered by the Capital Improvements Element.

Sample Capital Project Detail Page

PROJECT TITLE: FISHAWK FIRE STATION		PROJECT NUMBER: C91189000	
CIE REQUIREMENTS: N		PROGRAM: FIRE SERVICES	
LEVEL OF SERVICE IMPACT: N/A			
PROJECT DESCRIPTION: Design and construct a new 3-Bay Fire Station on a 2-acre property to be acquired on the South side of Fishhawk Boulevard between Bell Shoals Road and Mosaic Drive.		Neighborhood Community Area: Boyette	
OPERATING COST IMPACT: Annual operating cost impact is estimated at \$3.5 million. A total of 13 new positions are anticipated.			
PROJECT COMPLETION DATE: Apr 2018			
Sources of Funds (in \$000s):	Total Estimated Source	Prior Reversals	Net
			FY 18 FY 19 FY 20 FY 21 FY 22 FY 23 Future
Funding	\$3,751	\$3,551	\$0
General Revenues	0	0	0
General Revenues-RSM	0	0	0
Impact Fees	0	0	0
Other	0	0	0
(Unclassified)	0	0	0
Net Total	\$3,751	\$3,551	\$0
			\$0 \$0 \$0 \$0 \$0 \$0 \$0
Uses of Funds (in \$000s):	Total Estimated Cost	Prior Expenses	Net
			FY 18 FY 19 FY 20 FY 21 FY 22 FY 23 Future
Administration	\$40	\$40	\$0
Construction	3,300	3,300	0
Design	212	190	0
Development	0	0	0
Equipment	291	291	0
Land/ROW	0	0	0
Non-Capital	0	0	0
Net Total	\$3,751	\$3,551	\$0
			\$0 \$0 \$0 \$0 \$0 \$0 \$0

Program – This indicates the capital program to which this project pertains.

Project Description – This describes the scope of work.

Operating Cost Impact – This is an estimate of the ongoing annual operating and maintenance funding this project will require once completed.

Project Completion Date – This is the estimated date the project will be ready for its intended use.

Neighborhood Community Area – This indicates the area of the county the project will occur. A copy of the Neighborhood Community Area map can be found in the Appendix section of the Capital Improvement Program document.

Source of Funds – This shows by year the sources of funding. Many projects have multiple sources of funding.

Uses of Funds – This shows by year the planned uses of funds summarized by project phase.

CAPITAL BUDGET

Throughout the budget development process, the County Administrator and Management and Budget staff conduct several budget workshops with the Board of County Commissioners to provide them with revenue projection updates and to obtain overall policy guidance.

Once the recommended budget and CIP are delivered to the Board, a series of budget workshops and public meetings are held. During this period, the Hillsborough County City - County Planning Commission also reviews the recommended CIP to ensure compliance with the County's Comprehensive Plan. Two statutorily required public hearings are held in September to gain public input. A separate public hearing is held following the budget adoption to also adopt the CIP.

Final budget documents reflecting the adopted budget and Adopted Capital Improvement Program are then prepared and distributed in both hardcopy and electronic formats. Once the Capital Budget and CIP are formally adopted, changes to the budget can only be made in accordance with the budget amendment process defined in BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program, which ensures compliance with budget amendment requirements per Florida State Statute 129.06. The BOCC policy also specifies that the list of projects included in the adopted CIP may only be revised through formal Board resolution.

Funding Sources

Funding for capital projects comes from a variety of sources, but generally falls into one of several categories: ad valorem taxes, the Communications Services Tax, the Community Investment Tax, gasoline taxes, enterprise fees, special assessments, impact fees, grants or financing.

- Ad Valorem (Property) Taxes are taxes levied by the Hillsborough County Board of County Commissioners on property within the County.

There are three ad valorem taxes imposed by Hillsborough County – the countywide property tax imposed on all properties within the county with use restricted to projects providing countywide benefit; the unincorporated area property tax imposed on all properties in the unincorporated area of the county with use limited to projects that benefit the unincorporated area; and the special library property tax, imposed on all properties within the City of Tampa and the unincorporated area of the County with use restricted to library projects. Both Temple Terrace and Plant City maintain their own library systems so properties within these two municipalities are not subject to the special library tax.

Additionally, two voter approved ad valorem taxes are used to pay debt service on the Jan K. Platt Environmental

Lands Acquisition and Protection Program (ELAPP) bonds and on Parks and Recreation bonds.

- The Communications Services Tax is a 4% tax imposed on local and long distance telephone calls, cable, fax, pagers and beepers, cellular phone services and other related telecommunication services. The Board of County Commissioners originally designated 1% of this tax for the construction of new fire stations. Beginning in FY 06, the Board increased the allocation by an additional ½ %, for a total of 1½% for the construction of fire stations. However, due to the continuing ad valorem roll back requirements by the State Legislature and the effects of Amendment 1, approved by the voters on January 29, 2008, the amount and the percentage allocated to the construction of new fire stations in FY 09 was reduced to ½%. The remainder of the 1½% is used to offset a portion of the reduction in property tax revenues funding operating expenditures.
- The Community Investment Tax is a ½% sales tax on the price of taxable goods, as defined by State statute, sold within the County. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax expires on November 30, 2026.
- Gasoline taxes used to fund capital projects are the Six Cent Local Option Gasoline Tax, the Voted (Ninth Cent) Gasoline Tax and the Constitutional Fuel Tax. Permitted uses for each of these taxes are defined by statute, and in the case of the Voted Ninth Cent Gasoline Tax, are further restricted by County ordinances.

The Six Cent Local Option Gasoline Tax is limited to transportation expenditures for public transportation operations and maintenance; roadway and right-of-way maintenance and equipment and structures used primarily for the storage and maintenance of this equipment; roadway and right-of-way drainage; street lighting; traffic signs, traffic engineering, signalization and pavement markings; bridge maintenance and operation; debt service and current expenditures for transportation capital projects including construction or reconstruction of roads.

Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

The Constitutional Fuel Tax collected by the State on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration

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payable from this tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and maintenance of roads as defined by statute or as matching funds for grants specifically related to these purposes.

- Enterprise fees are charges for services imposed on users of facilities of the two programs funded through enterprise funds - Solid Waste and Water / Wastewater / Reclaimed Water. An annual fee schedule for each enterprise fund is set by the Board of County Commissioners. Use of these revenues is restricted to operating, maintaining or building new infrastructure for the respective service for which the fee is being collected.
- Special assessments are charges levied by statute or ordinance for a specific purpose. One example is the storm-water fee, a non-ad valorem special assessment levied on the annual property tax bill, used to help fund the storm-water capital program.
- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The unincorporated area of the County is divided into zones for each type of impact fee.

Use of impact fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. There are four types of impact fees: transportation, parks, fire and schools. Impact fees are governed by the County's Consolidated Impact Fee Assessment Program Ordinance.

- Mobility Fees are a one-time charge on new development to pay for offsite transportation improvements that are necessitated by new development. On April 26, 2016 the Board of County Commissioners adopted the Mobility Fee Ordinance that would replace the current transportation impact fees and transportation concurrency. The Mobility Fee Program became effective January 1, 2017.
- Financing is the last source of funding. It includes both long-term and short-term financing. Short-term financing via a commercial paper borrowing program is used to borrow funds when needed in order to keep projects on schedule and to keep financing costs down.

Upon completion of capital projects, the County either uses available cash or issues long-term debt at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term, variable rate notes outstanding.

Uses of Funds

Capital budget expenditures are related to one of the eight capital programs: Fire Services, Libraries, Government Facilities, Parks, Solid Waste Enterprise, Stormwater, Transportation, and Water Enterprise. It also includes the Environmental Land Acquisition and Protection Program (ELAPP) and the Major Repair, Renovation, Replacement and Maintenance (R3M) program. Planned capital project expenditures are summarized into the following categories:

Project Development - These are costs incurred by the County to identify project requirements, and to define a project's work scope including preliminary design studies, permitting requirements, data collection, public involvement, legal and technical documentation, cost estimates and assessment of alternatives.

Design - These are costs incurred by the County to design a project in accordance with the scope of work set forth in the development phase. This includes professional consultant fees, legal and technical documentation, constructability review, data collection, advertising, assessment of alternatives related to project design, construction management services and bid reviews.

Land / ROW - Costs incurred by the County for the purchase of land, easements and right-of-way. This also includes purchase price, surveys, appraisals, environmental audit, permitting, legal costs, maps, charts, aerial photography and other costs such as wetlands restoration.

Equipment - These are costs incurred by the County for the purchase of equipment required to complete the project.

Construction - Costs incurred by the County for all construction related tasks required to place a project in service. Includes project construction contracts, professional and technical assistance, advertising, legal and technical documentation, costs, inspection, testing and permitting.

Administration - Costs incurred by the County for in-house project management, supervision and administration of capital projects. Administration costs include project design, technical reviews, construction management, construction inspection, technical specifications, surveying and mapping, cost of preparing reports and maintaining the capital projects management information system, eminent domain, contract management, monitoring and processing the related financial transactions.

Non-Capital - These are costs incurred as part of delivering the project but won't be capitalized with the asset when the project is complete. Maintenance / replacement costs, minor equipment and contributions to other entities are examples of non-capital costs.

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Capital Projects Operating Impacts

The Capital Budget and Capital Improvement Program (CIP) are integral elements of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However, in some cases, like the construction of a new jail, the operational impact may be phased-in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay, add new staff, jail and food supplies, and operational equipment, thus spreading the increased operating impact over a number of years rather than impacting the budget all at once when the jail opens. Historically, operating costs of non-enterprise facilities have been funded from property taxes. Consideration of operating costs becomes particularly critical with the property tax restrictions now in effect and the past property tax reductions due to the recession. In some cases, it may be prudent to defer or cancel construction of a facility because there will be no funds to operate it.

Debt service payments on issued debt for capital projects are also included in the operating budget. The amount of required debt service relative to the size of the annual budget is an important indicator of fiscal obligations. Since debt service expenditures reduce the amount of funds available for other operating or capital uses, it is important that the ratio of debt service to the total operating budget remain at a prudent level.

Issuance of short-term commercial paper to provide adequate cash flow for approved projects does not have an impact on the operating budget. This is because these costs are rolled to subsequent notes until the projects are completed, at which time available cash or long-term debt is used at favorable interest rates to pay off outstanding short-term notes, unless there is an economic advantage in keeping short-term debt.

Specific FY 18 – FY 19 incremental operating cost impacts of capital facilities are discussed below in each program's highlights section. The recommended budget for FY 18 – FY 19 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 18 – FY 19 (which includes estimated funding carried forward from FY 17 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 18 is \$20.2 million. The additional funding in the Planned FY 19 Capital Budget is \$1.9 million. The program is funded with fire impact fees, Communications Services Tax, general revenues, financing and 911 service fees.

Four new maintenance related projects are being added in FY 18 to address HVAC issues at four fire stations; Sun City, Providence, River Oaks and Tampa Shores. Three projects that help address the top priorities from the prior Capital Budget are continuing to move forward. Communications Services Tax revenue and a recent bond issue fund the following ongoing replacement / expansion / renovation projects: Apollo Beach Fire Station # 29 Enhancements / Land Acquisition for Future Expansion, East Lake Fire Station #32 Replacement/Relocation, and the new Fishhawk Fire Station project.

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 18 through FY 23. The Next Generation 911 project will continue into FY 18 and is an initiative aimed at updating the 911 service infrastructure to improve public emergency communications services in a wireless mobile society. This project is funded with 911 service reserves.

One project was completed in FY 17 - the Wimauma Fire Station #22 Replacement project was ready for service in November, 2016.



Wimauma Fire Station #22

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Operating Impact – There are eight projects that are scheduled for completion in FY 18. Four of them are replacing existing HVAC systems so there will be no significant change in operating cost at those locations. Two projects are renovation / replacement projects (Apollo Beach and East Lake) which will result in a small increase in operating costs related to maintaining the new facilities. Fishhawk is a new fire station requiring the addition of 21 new positions resulting in annual incremental operating costs of \$2.6 million. The Next Generation 911 Equipment project has an estimated completion date of December, 2017, but the impact on operating costs has not been determined yet. 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 18	FY 19
Apollo Beach Fire Station #29 Enhancements	0	\$12.5	\$15.0
East Lake Fire Station #32 Replacement	0	3.8	45.0
Fire Stations Hardening	0	10.0	10.0
Fishhawk Fire Station	21	1,300.0	2,600.0

Government Facilities

The Government Facilities Program Recommended Capital Budget for FY 18 is \$54.2 million. The additional funding in the Planned FY 19 Capital Budget is \$14.2 million. Funding sources for the program are Community Investment Tax, financing, grants and general revenues.

Six new projects are being added to the program in FY 18 with most being maintenance related. Three projects will address HVAC issues (Children’s Services Building 53 HVAC Replacement, County Center Air Handler Replacements and South Shore Service Center Chiller) and one will repair elevators (North Courthouse Annex Elevator Renovations). The Courts Downtown Training Facility will remodel the former jury auditorium in the old courthouse to accommodate training functions and public meetings. The South County Workforce Center is not currently funded, but represents a possible future County investment in that facility.

Many important projects are continuing into this recommended Capital Budget. The Falkenburg Road Jail Expansion Phase VIIA project continues the expansion, renovation and enhancement work that is underway at the jail. Construction work is almost complete the East County Regional Service Center. Most of the court related projects are being constructed under a common contract and nearing completion. Two projects are under construction at the Pet Resources facility which will replace the roof and improve functionality.

The Hanna Facility Repurpose project will renovate portions of the existing Fire Rescue headquarters to accommodate other County agencies. The ERP System Enhancements, will provide funding to address improvement opportunities related to the recently implemented Oracle E-Business Suite software.



Public Safety Operations Complex (PSOC)

The Historical Preservation Matching fund program continues with an additional \$1.25 million being added in FY 18 to help preserve historic community assets. The Capital Asset Preservation Program will receive additional funding in FY 18 and supports the preservation of community capital assets that enhance tourism, arts and culture, entertainment and community education. Other continuing projects include the Re-development Project which will focus on investments that will spur economic development in the County and the Town ‘N Country Service Center which will provide enhanced customer service in the northwest area of Hillsborough County.

Due to ongoing capital funding limitations, the Public Art assessments for FY 18 and FY 19 are set at 0%. Work on the Public Art Plan can continue by using funds from previous assessments. The Annual Public Art Plan, as recommended by the Public Art Committee, is included within the appendix section of this document.

Operating Impact – There are seven projects that were completed in FY 17. Most of these projects are improvements to existing facilities and do not create incremental operating costs. One of the seven projects is the Sheriff’s Pinebrooke Facility Acquisition project. Operating and maintenance costs for this facility are the responsibility of the Sheriff’s Office. The operating costs for the PSOC project have been incorporated into various departmental budgets.

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There are eight projects scheduled for completion in FY 18. Most of these projects are improvements to existing facilities and do not create incremental operating costs. The East County Court Redevelopment / Regional Service Center project will be completed at the beginning of FY 18 and have incremental operating and maintenance costs compared to the current facility. Two projects are scheduled for completion in FY 19 (700 Twiggs Carpet Replacement and Pet Resources Facility Improvements), but they will not have any operating cost impact.

Government Facilities Projects	New Positions	Operating Impact (In thousands)	
		FY 18	FY 19
East County Court Redevelopment / Regional Service Center	0	\$121.0	\$121.0

Libraries

The Library Services Program Recommended Capital Budget for FY 18 is \$25.0 million. The additional funding in the Planned FY 19 Capital Budget is \$3.2 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 Jan Platt Library Interior Renovations project will modify interior spaces to create an enclosed children's library, various multi-purpose rooms, and replace carpeting and a moveable partition wall in the Witt Community Room. The additional new projects are maintenance-related and involve replacing HVAC components at the SouthShore and West Tampa libraries.

Three library construction projects continue into FY 18. The University Area Community Library project is currently under construction and is expected to be complete in the fall of 2017. Replacement/expansion projects at the C. Blythe Andrews, Jr. Library and the Riverview Libraries are underway which will increase library square footage by 2.5 times and will give library customers increased access to public computers, meeting space, enclosed children's areas, and maker spaces.

There are other carry-over projects included in this program. The self-checkout, RFID System Replacement project continues. The New Tampa Regional Library Improvements project includes re-roofing and interior renovations to create an enclosed developmentally appropriate play and learning space for children. The John Germany (Main Library) Various Improvements and Planning Study project includes various renovations to the building and site to meet customer needs.



John F. Germany Public Library

Operating Impact – Five projects are scheduled for completion in FY 18, but only the University Area Partnership Library project will have incremental operating costs in FY 18. It is estimated that this new library will increase annual operating costs by \$775,000 to cover maintenance, utilities and new personnel. The C. Blythe Andrews project is scheduled for completion in FY 19 and will have incremental annual operating costs of \$704,000.

Library Services Projects	New Positions	Operating Impact (In thousands)	
		FY 18	FY 19
C. Blythe Andrews, Jr. Library Expansion / Replacement	15	\$0.0	\$586.7
University Area Community Library	10	645.8	775.0

Parks

The Parks Facilities Program Recommended Capital Budget for FY 18 is \$91.1 million. The additional funding in the Planned FY 19 Capital Budget is \$50,000. The program is funded through a combination of impact fees, Community Investment Tax proceeds, ad valorem tax proceeds, long-term financing and Boat Improvement Fees.

Five new projects have been added to the Parks Capital Budget including the Alderman's Ford Park Boardwalk Repairs at \$400,000, the Apollo Beach Site Improvement at \$225,000, the Kenly Recreation Center HVAC Replacement at \$250,000, the Northdale Recreation Center HVAC Replacement at \$250,000 and the Shimberg Soccer Complex Improvement at \$550,000. The Shimberg park project includes construction of a multi-purpose synthetic grass field and miscellaneous site work.

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Ten projects are scheduled for completion in FY 18 including the Alafia River Boat Ramp, the Alderman's Ford Park Boardwalk Repairs, the Baker Creek Boat Ramp, the Brandon Aquatic Center, the Cockroach Bay Boat Ramp, the Courtney Campbell Scenic Highway Trail, the Flatwoods Park Trail Repairs, the Kenly Recreation Center HVAC Replacement, the Northdale Recreation Center HVAC Replacement and the Seffner Mango Park. The Seffner Park will develop land designated for the park into a passive park to include community gardens, shade shelters, walking/jogging trails, landscaping, fencing and various site improvements.

Two projects were completed in FY 17 including the Cypress Creek ELAPP Site Access Improvement and the Town N Country Area Recreation Center. The Town N Country Area Recreation Center constructed and expanded the existing building together with associated site improvements.



Veterans Memorial Park Expansion Phase I/II/III

Another significant project in the Capital Budget is the Veterans Memorial Park Expansion project. This project will redesign and expand the existing Veteran's Memorial Park and Museum located on Highway 301 North. Phase I will include installation of an entry feature, signage and icon, site work, roads, parking and a caretaker area. Phase II will include construction of a "Freedom Trail" and observation decks. Phase III will include county funding for design and construction of individual memorials. The recommended 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.

Some projects are shown in the Recommended Capital Budget with undetermined funding in "Future" years. Future funding may be determined based on project prioritization and available options at the Board of County Commissioners' discretion.

Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP)

The Jan K. Platt Environmental Lands Acquisition and Protection Program (ELAPP) is a voluntary land preservation program based in the Conservation and Environmental Lands Management Department. The ELAP Program is dedicated to the protection and preservation of natural and environmentally significant resources, as well as restoration of natural habitat. Properties preserved through ELAPP are available for recreational uses compatible with the preservation objectives. Some of the criteria used when considering a property for protection are: contains unique or scarce natural habitat for endangered species, protection of water resources, or lands that buffer, link or provide access to existing environmentally sensitive lands.

Historically, funding was secured through an operating and debt service ad valorem millage not exceeding 0.25 mills in any one year period. A four year property tax was originally approved by the 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 \$59.4 million has been issued of the \$200 million authorized by the voters.

As of October 1, 2015, the County has preserved approximately 61,500 acres at a cost of \$258.6 million, of which \$83.6 million (or 32.3%) has been funded by other agencies.

Operating Impact – There is one project that will begin incurring operating costs in FY 18 and two projects in FY 19.

Parks Projects	New Positions	Operating Impact (In thousands)	
		FY 18	FY 19
Seffner Mango Park	0	\$20.0	\$20.0
Brandon Area Dog Park	0	0.0	22.5
Veterans Memorial Park Expansion Phase I/II/III	0	0.0	16.6

Solid Waste Enterprise

The Solid Waste Enterprise Program Recommended Capital Budget for FY 18 is \$11.3 million. The additional funding in the Planned FY 19 Capital Budget is \$6.5 million. The Solid Waste Enterprise Program is funded with financing and revenues

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generated from fees and assessments paid by customers of the enterprise.

The program has eight active projects in the Capital Budget. Most of these projects are concentrated on enhancing some of the service centers throughout the county. One of these projects is the Northwest Community Collection Center and Household Hazardous Waste 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.

Another project in the program is the Southeast County Landfill Leachate Line Connection to Sewer Main. This project will install a six inch HDPE line, two new booster pumps and improvements to the existing leachate pump station to connect the leachate collection and treatment system to the sewer main line. Connection is necessary to eliminate the need to haul the leachate off site and improve operations.

Operating Impact – No new projects are scheduled to begin incurring operating costs in FY 18 or FY 19.

Stormwater

The Stormwater Program Recommended Capital Budget for FY 18 is \$40.5 million. The additional funding in the Planned FY 19 Capital Budget is \$14.8 million. The program is funded with a combination of Stormwater Fees, Community Investment Tax, Enterprise Fees and grants. There is the potential for additional funding starting in FY 18 and subsequent years if the BOCC approves an increase in Stormwater fees.

The program includes ongoing funding for the following Master Programs: Countywide Culvert Renewal and Replacement; Neighborhood Drainage Improvements; Stormwater Pumping Station Renewal and Replacement; Watershed Master Plan Implementation; Water Quality Improvement and Environmental; Watershed Drainage Improvements; and Watershed Master Plan Updates.

The Countywide Culvert Renewal and Replacement Program replaces or repairs culverts at various locations throughout Hillsborough County. The Watershed Master Plan Implementation Program 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

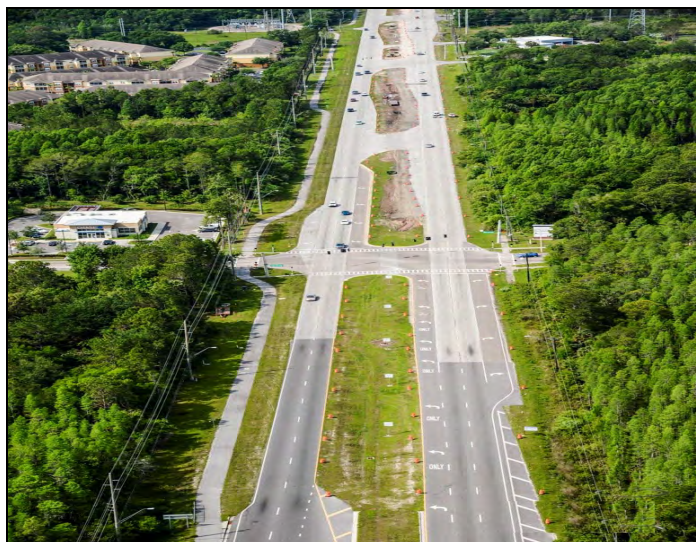
Four projects are scheduled for completion in FY 17 including the Delaney Creek Stormwater Plan Implementation project and the Sun City Inlet Covers project. Two existing master projects are concluding (Countywide Watershed Management Masterplan Update and Culvert Replacement Program) with their work continuing under other master projects. No new stormwater stand-alone projects are being added in FY 18.

Operating Impact – New stormwater infrastructure normally does not have explicit additional operating costs beyond additional materials and supplies for maintenance. It is estimated that ongoing annual maintenance costs for stormwater improvements are \$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. It is anticipated that 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.

Transportation

The Transportation Program Recommended Capital Budget for FY 18 is \$289.2 million. The additional funding in the Planned FY 19 Capital Budget is \$95.6 million. The program is funded with a combination of Fuel Tax, Community Investment Tax, financing, General Revenues, Grants and Impact Fees.

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Bruce B. Downs (Bears to Palm Springs) Widening

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. After the Board adopted the FY 17 - FY 21 CIP, a resolution to amend the CIP was approved by the Board on October 19, 2016 to add transportation projects that will be funded through the new policy. At the February 1, 2017 BOCC meeting, staff was directed to set up a Transportation Work Plan workshop in February and schedule a public hearing for March 1, 2017 to amend the Adopted FY 17 - FY 21 CIP. Three more projects were added to the transportation program during this public hearing. All projects that were added through the two CIP amendment resolutions are identified by having “***” after the project number in the projects summary schedule.

Key areas in the Transportation Work Plan include widening projects (Big Bend Road, Lithia Pinecrest Road, Van Dyke Road), 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, Northwest 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 is being added to the program as part of the recommended budget. The Ferry Station – South County to MacDill Air Force Base project will help establish new ferry service from a south county location to MacDill Air Force Base. This project has been discussed extensively by the Board at previous meetings and workshops.

Many other previously funded projects continue in FY 18. The program includes funding for important bridge replacements (2nd Street and Maydell bridges), Bell Shoals Road Widening, the last two phases of Bruce B. Downs Boulevard widening, bridge repairs, intersection improvements, sidewalks, pavement preservation and paved shoulders / bicycle lanes for County rural roads. More information about specific transportation projects can be found in the Transportation Program section of the Recommended FY 18 – FY 23 Capital Improvement Program document.

Seven projects are scheduled for completion in FY 17 including the Bruce B. Downs (Bears Avenue to Palm Springs) Road Widening, CR 579 (Mango Road) I-4 to Sligh Avenue, Gunn Highway and Linebaugh Avenue Intersection Improvements projects. Four existing master projects are concluding (Consolidated Bridge and Guardrail Rehabilitation and Repair, New Traffic Signals, Pavement Treatment Program and Sidewalk ADA Retrofit Program projects) with their work continuing under new master projects.

Operating Impact – While new transportation infrastructure generally has no immediate direct operating costs associated with it, future and ongoing maintenance expenditures are needed to keep the roads up to County standards. Ongoing maintenance costs include pothole patching, lane and cross-walk re-striping, sign and traffic signal replacement, and roadside right-of-way mowing and maintenance. It costs approximately \$12,500 a year to maintain each lane mile of roadway. 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. It is anticipated that additional transportation infrastructure scheduled for FY 18 completion can be maintained within the budget. Like stormwater, as more transportation infrastructure continues to become operational, additional staff and equipment will be needed at some point to maintain infrastructure at desired levels. The annual cost to maintain traffic signals is approximately \$6,000 per signalized intersection; \$2,400 for utility cost and \$3,600 for maintenance costs.

The following table identifies the anticipated projects that will be completed in FY 18 and FY 19 and their operating impacts.

Transportation Projects	New Positions	Operating Impact (In thousands)	
		FY 18	FY 19
Bruce B. Downs (Pebble Creek to Pasco County Line) Road Widening	15	\$0.5	\$6.0
East Keysville over West Branch Bridge	10	0.0	0.1

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Water Enterprise

The Water Enterprise Program Recommended Capital Budget for FY 18 is \$357.5 million. The additional funding in the Planned FY 19 Capital Budget is \$40.0 million. The Water Enterprise Program includes potable water, wastewater and reclaimed water projects and is funded with a combination of long-term financing, revenue generated from fees, rates and charges paid by customers of the enterprise.

Five projects are scheduled for completion in FY 18 including the Bloomingdale Avenue Reclaimed Water Transmission Main Extension, the BSOC Pump Shop Test Panel, the Supervisory Control & Data Acquisition For Pump Stations Phase II, the Valrico AWTP Clarifier Launder Covers and the Environmental Laboratory Replacement. The Environmental Laboratory Replacement project will design and construct an approximately 20,000 square foot environmental laboratory in the Central portion of Hillsborough County. The project will require land acquisition, site development, building, parking, laboratory space and administrative space.

One significant project in the program is the River Oaks Diversion Forcemain and Pump Station project that will divert wastewater flow from the River Oaks Wastewater Treatment Plant to the Northwest Regional Water Reclamation Facility, decommissions & demolishes the River Oaks Plant, and then repurposes the plant site to a greenfield condition. The project includes the design, permitting and construction of a forcemain and pumping station to transfer wastewater flow from the River Oaks site to the Northwest Regional Water Reclamation Facility. Improvements are essential to meeting long-term environmental needs and decommissioning of the River Oaks plant.

Eighteen projects were completed in FY 17 including the Dale Mabry Diversion Forcemain. This project consists of the construction of approximately 24,600 linear feet of 20-inch forcemain and 14,150 linear feet of 36-inch forcemain between the Dale Mabry and Northwest Regional Advanced Wastewater Treatment Plant.

An ongoing project of significant note is the current construction of the South County Wastewater Treatment Plant Expansion at a cost of \$98.2 million. This project will expand the existing South County Regional Advanced Wastewater Treatment Plant from 4.5 million gallons per day (MGD) to 10 MGD. The design of the expansion should consider new technologies including membrane biological reactor (MBR) treatment processes to reduce the foot print of the expanded facility.

Other important projects of note are the future expansion of the Northwest Hillsborough Wastewater Reclamation Facility and the decommissioning of the existing River Oaks and Dale Mabry Wastewater Treatment Plants. The proposed decom-

missioning of the two older facilities and further expansion of a more modern facility will significantly reduce the total operating costs associated with these facilities, while treating the same amount of Wastewater.



Dale Mabry Wastewater Diversion Project

Operating Impact – There are two projects that will begin incurring operating costs in FY 18.

Water Enterprise Projects	New Positions	Operating Impact (In thousands)	
		FY 18	FY 19
Environmental Laboratory Replacement	0	\$66.5	\$114.0
Supervisory Control & Data Acquisition for Pump Stations Ph II	0	43.8	75.0

Major Repair, Replacement, Renovation, and Maintenance Program

During the FY 02 capital budget process, the Board of County Commissioners, concerned about maintaining the condition of County facilities, established the Major Repair, Replacement, Renovation and Maintenance Program (R3M). The program focuses on non-routine repairs, renovations, replacement or maintenance of existing facilities rather than construction of new facilities or infrastructure. Projects included in this program are typically under \$150,000, do not add square footage to an existing facility, and can be delivered within a twelve-

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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 18 Recommended Budget includes an increase of the set aside for the Unincorporated Area General Fund from 1% to 1½%. The recommended FY 18 allocations will generate approximately \$4.7 million for Countywide General Fund, \$3.3 million for the Unincorporated Area General Fund and \$441,000 for the Library District Fund. A list of proposed FY 18 R3M projects can be found in the appendix section of the Recommended FY 18 – FY 23 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 variance and tracking reports from the County's financial system.

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FY 18 & FY 19 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 18 Funding	FY 19 Funding	Future Funding	Total Funding
<i>Fire Services:</i>						
C91182000	Apollo Beach FS #29 Enhance/Land Acq for Future Expansion	\$694	\$118	\$0	\$0	\$812
C91183000	Carrollwood Fire Station # 19 Expansion / Replacement	2,388	138	0	0	2,525
C91179000	East Lake Fire Station # 32 Replacement	527	4,273	0	0	4,800
C91191000	Fire Rescue Equipment Replacement/Modernization	3,169	5,947	1,900	7,600	18,616
C91196000*	Fire Station #28 Sun City HVAC Replacement (R3M)	0	200	0	0	200
C91193000*	Fire Station #37 Providence HVAC Replacement (R3M)	0	200	0	0	200
C91194000*	Fire Station #38 River Oaks HVAC Replacement (R3M)	0	175	0	0	175
C91195000*	Fire Station #39 Tampa Shores HVAC Replacement (R3M)	0	175	0	0	175
C91170000	Fire Stations Hardening	5,334	697	0	0	6,031
C91189000	Fishhawk Fire Station	200	3,551	0	0	3,751
C91192000	Land Acquisition For New Fire Stations	116	599	0	0	716
C91190000	Next Generation 911 Equipment	2,000	3,800	0	0	5,800
C91185000	Riverview Fire Station # 16 Replacement	2,686	69	0	0	2,755
C91187000	Sundance Fire Station #8 Expansion and Renovation	1,398	87	0	0	1,485
C91181000	Wimauma Fire Station # 22 Replacement	2,789	121	0	0	2,910
Total Fire Services		\$21,301	\$20,150	\$1,900	\$7,600	\$50,951
<i>Government Facilities:</i>						
C77822000	700 Twiggs Carpet Replacement	\$0	\$550	\$0	\$0	\$550
C77801000	700 Twiggs HVAC Replacement	459	1,841	0	0	2,300
C77815000	Capital Asset Preservation Program	2,650	3,744	2,275	9,100	17,769
C77823000	Central Fleet Maintenance Facility Re-roof Phase II	0	900	0	0	900
C77827000*	Children Services Bldg. 53 HVAC Replacement (R3M)	0	300	0	0	300
C77821000	Clerk's Record Center Re-Roof	590	610	0	0	1,200
C77829000*	County Center Air Handler Replacements	0	2,500	2,500	0	5,000
CM1200000	Countywide R3M Program	2,005	4,617	4,948	0	11,570
C70121000	Court Facilities Expansion	89,193	746	0	0	89,939
C77736000	Courthouse Annex Maintenance Systems Upgrades	9,180	2,158	0	0	11,338
C77789000	Courthouse South Annex Air Handler Replacement	1,147	7	0	0	1,154
C77831000*	Courts Downtown Training Facility	0	1,000	0	0	1,000
C77770000	Criminal Court Facilities Improvement Project	3,104	2	0	0	3,106
C79136000	East County Court Redevelopment / Regional Service Center	20,834	2,906	0	0	23,739
C77824000	ERP System Enhancements	113	887	0	0	1,000
C79143000	Falkenburg Road Jail Expansion Phase VII A	28,341	2,438	0	0	30,779
C77818000	Hanna Facility Repurpose	324	376	0	0	700
C77796000	Historic Preservation Matching Fund Program	2,741	4,520	1,000	4,000	12,261
C77710000	Indoor Air Quality Measures / Environmental Remediation	901	629	0	0	1,530
C77771000	Juvenile Delinquency Court Expansion Project	993	79	0	0	1,072
C77805000	Lee Davis Community Resource Center Renovation	2,574	1,491	0	0	4,065
C79054000	MOSI West Wing Repairs/Reseal/Recaulking	534	466	0	0	1,000
C77826000*	North Courthouse Annex Elevator Renovations (R3M)	0	250	0	0	250
C79146000	Pet Resources Facility Improvements	2,721	1,204	0	0	3,925
C77810000	Pet Resources Master Plan	424	76	0	0	500
C70000000	Public Art Program	2,533	1,942	0	0	4,475
C77793000	Public Safety Operations Complex	33,193	1,261	0	0	34,455
C77816000	Redevelopment Project	0	1,845	0	0	1,845
C77830000*^	South County Workforce Center	0	0	0	3,000	3,000
C77825000*	South Shore Service Center Chiller Replacement (R3M)	0	300	0	0	300
C77814000	Town 'N Country Service Center	0	4,550	0	0	4,550
C69107000	Traffic Management Center	5,217	2,283	0	0	7,500
CM1300000	Unincorporated R3M Program	2,166	5,069	3,455	0	10,691
C77806000	West Tampa Community Resource Center	0	2,000	0	0	2,000
C77795000	Ybor Historical Buildings Preservation	1,379	621	0	0	2,000
Total Government Facilities		\$213,315	\$54,171	\$14,178	\$16,100	\$297,764

CAPITAL BUDGET
FY 18 & FY 19 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 18 Funding	FY 19 Funding	Future Funding	Total Funding
<u>Libraries:</u>						
C76017000	C. Blythe Andrews, Jr. Library Expansion / Replacement	\$398	\$7,352	\$0	\$0	\$7,750
C76026000*	Jan Platt Library Interior Renovations	0	620	0	0	620
C76001000	John Germany (Main Library) Various Improvements & Planning Study	2,770	2,686	0	0	5,456
C76018000	Land Acquisition For Future Library Projects	211	1,673	0	0	1,884
CM1400000	Library R3M Program	750	591	465	0	1,806
C76021000	New Tampa Regional Library Improvements	31	644	0	0	675
C76019000	RFID System Replacement	1,005	445	0	0	1,450
C76016000	Riverview Library Expansion / Replacement	84	6,916	2,720	0	9,720
C76022000*	South Shore Library Chillers Replacement (R3M)	0	300	0	0	300
C70080000	University Area Partnership Library	5,715	3,610	0	0	9,325
C76023000*	West Tampa Library HVAC Replacement (R3M)	0	200	0	0	200
Total Libraries		\$10,964	\$25,037	\$3,185	\$0	\$39,186

<u>Parks:</u>						
C83271000	Alafia River Boat Ramp	\$0	\$150	\$0	\$0	\$150
C83279000*	Alderman's Ford Park Boardwalk Repairs (R3M)	0	400	0	0	400
C83282000*	Apollo Beach Site Improvement	0	225	0	0	225
C83230000^	Athletic Facilities Improvements	0	0	0	3,000	3,000
C83269000	Baker Creek Boat Ramp	0	400	0	0	400
CM1500000	Boating Improvement R3M Program	0	100	0	0	100
C83257000^	Brandon Aquatic Center	396	404	0	0	800
C83272000	Brandon Area Dog Park	0	300	0	0	300
C83225000	Brandon Area Recreation Center	0	0	0	2,200	2,200
C83263000	Carrollwood Village Community Park	25	6,475	0	0	6,500
C83273000	Central County Splash Pad	0	400	0	0	400
C83277000	Central County Tennis Courts Upgrades	0	600	0	0	600
C89318000	Citrus Park Expansion/Improvements	1,614	1,328	0	0	2,942
C83270000	Cockroach Bay Boat Ramp	0	500	0	0	500
C83264000	County Fairground Event Center	529	278	0	0	807
C83262000	County Marine Safety Facility & Equipment Improvements	0	439	50	200	689
C83278000	Countywide Park Impact Fee Enhancements	7	2,043	0	0	2,050
C80209000	Countywide Soccer Complex	162	14,838	0	0	15,000
C83253000	Courtney Campbell Scenic Highway Trail	51	1,202	0	0	1,253
C80005000	Cross Creek Park Construction	406	1,448	0	0	1,854
C83641000	Cypress Creek ELAPP Site Access Improvement	210	83	0	0	293
C83247000^	EG Simmons/Eco Tourism	529	1,521	0	700	2,750
C83229000^	Fishhawk Recreation Center	0	0	0	2,200	2,200
C83219000	Fishhawk Sports Complex Expansion Phase I	3,085	65	0	0	3,150
C83239000	Flatwoods Park Trail Repairs	1,077	1,423	0	0	2,500
C83226000	Gibsonton Area Recreation Center/Gardenville School Renovations	2,825	211	0	0	3,036
C89000000	Jan K. Platt Environmental Land Acquisition & Protection Program	119,295	15,005	0	0	134,300
C89200000	Jan K. Platt Environmental Land Acquisition & Protection Restoration Progra	10,338	9,013	0	0	19,351
C83280000*	Kenly Recreation Center HVAC Replacement (R3M)	0	250	0	0	250
C80236000	Keystone Park Expansion	0	2,500	0	0	2,500
C83232000	Live Oak / Branchton Regional Park	30	6,944	0	0	6,973
C83260000	Lucy Dell Community Pond	59	3,441	0	0	3,500
C83259000	New Tampa Cultural Arts Center	61	5,459	0	0	5,520
C83281000*	Norhtdale Recreation Center HVAC Replacement (R3M)	0	250	0	0	250
C83276000	Northlakes Park Improvements	0	450	0	0	450
C83231000^	Parks Playgrounds Improvements	1,682	683	0	1,700	4,065
C83222000	Progress Village Recreation Center at Larry Sanders Complex	2,474	826	0	0	3,300
C83266000	Riverview / Brandon Area Park(s)	0	6,000	0	0	6,000
C83268000	Ruskin Commongoods Boat Ramp	0	550	0	0	550
C83261000	Seffner Mango Park	263	137	0	0	400
C83283000*	Shimberg Soccer Complex Improvement	0	550	0	0	550
C89003000	South Coast Greenway Phase I - PD&E, Design and Construction	469	6	0	2,012	2,487
C83275000	South County Parks Improvements	0	700	0	0	700

CAPITAL BUDGET
FY 18 & FY 19 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 18 Funding	FY 19 Funding	Future Funding	Total Funding
C83274000	South East County Skate Park	0	500	0	0	500
C80207000	Temple Terrace Multiple Parks Projects	189	261	0	0	450
C83227000	Thonotosassa Area Recreation Center	0	0	0	2,200	2,200
C83224000	Town N Country Area Recreation Center	2,034	166	0	0	2,200
C80218000	University Area Community Center Parking Land Acquisition	649	751	0	0	1,400
C83246000^	Upper Tampa Bay Trail IV A&B	0	0	0	5,000	5,000
C80219000^	Veterans Memorial Park Expansion Phase I/II/III	4,576	858	0	1,000	6,434
C80324000^	Waterset Sports Complex	38	462	0	4,500	5,000
C83267000	Williams Park Boat Ramp	0	550	0	0	550
Total Parks		\$153,075	\$91,143	\$50	\$24,712	\$268,980

Solid Waste Enterprise:

C54065000	Countywide Solid Waste Management Facilities R&R Master Project	\$1,912	\$298	\$200	\$400	\$2,810
C54074000	Hardening of 2nd Floor Conference Room at the Resource Recovery Facility	0	350	0	0	350
C54073000	Hardening of the Resource Recovery Facility Cooling Tower	0	750	0	0	750
C54067000	Northwest Community Collection Center and Household Hazardous Waste	40	3,710	0	0	3,750
C54066000	Northwest Transfer Facility Scale House Replacement	40	2,960	0	0	3,000
C54064000	Resource Recovery Facility Warehouse	0	2,000	0	0	2,000
C54075000	Road Improvements at the Resource Recovery Facility	0	0	300	1,500	1,800
C54068000	Southeast County Landfill Leachate Line Connection to Sewer Main	0	1,200	6,000	800	8,000
Total Solid Waste Enterprise		\$1,992	\$11,268	\$6,500	\$2,700	\$22,460

Stormwater:

C41175000	Canal Dredging And Preventative Measures Study Implementation	\$258	\$242	\$0	\$0	\$500
C41142000	Countywide Watershed Masterplan Update Phase II	2,998	600	0	0	3,598
C46136000	Culvert Renewal & Replacement Program	18,000	9,793	9,000	36,000	72,793
C41073000	Hollomans Branch Stormwater Improvements - HBA 6C	364	2,327	0	0	2,691
C46132000	Major Neighborhood Drainage Improvements	7,229	2,928	0	0	10,157
C46129000	Master Plan Implementation Program	4,062	6,638	0	0	10,700
C46131000	Minor Neighborhood Drainage Improvements	17,082	1,301	0	0	18,382
C46139000	Neighborhood Drainage Improvements	5,485	8,034	4,320	17,280	35,119
C46138000	Stormwater Pumping Station Renewal & Replacement	133	820	200	800	1,953
C46266000	Stormwater Utility Allocation	0	370	0	0	370
C46134000	Water Quality Improvement & Environmental Program	6,098	2,075	0	0	8,173
C46141000	Water Quality Improvements and Environmental Program	258	1,242	500	2,000	4,000
C46137000	Watershed Drainage Improvements	86	1,054	380	1,520	3,040
C46140000	Watershed Master Plan Updates	81	3,040	400	1,600	5,121
Total Stormwater		\$62,132	\$40,465	\$14,800	\$59,200	\$176,597

Transportation:

C69640000***	19th Avenue NE Widening - US 41 to US 301	\$0	\$2,500	\$0	\$0	\$2,500
C69633000	2nd Street Bridge Replacement	281	1,719	0	0	2,000
C69602000	Advanced Traffic Management System Improvement Program	23,242	11,028	0	0	34,269
C69643000***	Apollo Beach Blvd I-75 Overpass	0	0	0	10,000	10,000
C69112000	Bell Shoals Road Widening (Bloomingdale to Boyette)	18,015	16,341	0	0	34,356
C69647000***	Big Bend Road Widening - US 41 to I-75	0	2,000	3,000	16,500	21,500
C61149000	Big Bend Road Widening (Covington Garden To Simmons Loop) - PD&E	410	6,516	0	0	6,926
C69656000***	Big Bend/I-75 Interchange Improvements Phase 1	0	300	1,200	6,000	7,500
C69648000***	Big Bend/I-75 Interchange Improvements Phase 2	0	2,700	0	37,600	40,300
C69629000	Bloomingdale Area Improvements	240	617	0	0	857
C61909000	Boyette Road West Boundary To Lithia-Pinecrest	2,558	76	38	151	2,822
C69124000	Boyette Road Widening Construction Phase III (Donneymoore To Bell Shoals)	28,940	241	0	0	29,181
C69655000***	Brandon Blvd/SR 60 Intersection Improvements	0	3,480	10,930	7,690	22,100
C62120000	Bridge and Guardrail Rehabilitation and Repair	401	7,607	4,400	30,800	43,208
C61045000	Bruce B. Downs (Bearss Avenue To Palm Springs) Road Widening	52,513	6,790	0	0	59,302
C61043000	Bruce B. Downs (Pebble Creek To Pasco County) Road Widening	13,270	12,076	0	0	25,345

CAPITAL BUDGET
FY 18 & FY 19 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 18 Funding	FY 19 Funding	Future Funding	Total Funding
C61134000	Citrus Park Drive Extension (Countryway Blvd To Sheldon Rd)	4,947	51,777	0	0	56,724
C69225000	Columbus Drive Over Hillsborough River Bridge Rehabilitation	11,516	65	0	0	11,581
C69200000	Community Investment Tax (CIT) Funded Bridge Improvements	939	12,184	0	0	13,124
C69607000	CR 579 (Mango Road) I-4 To Sligh Avenue	4,741	649	0	0	5,390
C61153000	Dangerous Intersection / Pedestrian Safety Program	2,550	5,959	0	0	8,508
C69652000***	Davis Road Extension	0	3,000	0	0	3,000
C69642000***	East 131st Avenue Improvements - North 30th Street to US 41	0	580	2,300	14,020	16,900
C69218000	East Keysville Road Over West Branch	594	2,150	0	0	2,744
C69653000*	Ferry Station - South County to MacDill Air Force Base	0	750	0	0	750
C61010000	Hartline Capital Allocation	3,546	960	72	288	4,866
C69650000***	Hyperlink - Pilot Project	0	350	0	0	350
C63090000	Intersection And Pedestrian Safety Program	6,601	1,411	0	0	8,012
C69600000	Intersection Improvement Program	40,619	7,233	0	0	47,852
C69645000***	Intersection Operation and Safety Enhancement Program	0	36,423	19,590	26,540	82,553
C69649000***	Lithia Pinecrest Road Widening - Adelaide Avenue to Lumsden Avenue	0	2,050	0	98,251	100,300
C63077000	Lithia Pinecrest/Lumsden/Bell Shoals/Durant Intersection Improvements	6,489	8,933	0	0	15,423
C61150000	Madison Avenue Improvements - US 41 To 78th Street	843	4,249	0	0	5,092
C69634000	Maydell Bridge Replacement	25	5,975	0	0	6,000
C69601000	New & Improved Signalization Program	11,639	4,306	0	0	15,945
C69654000***	North West University Area Transportation Improvements	0	5,212	4,684	55,770	65,666
C63520000	Orient Road/Sligh Avenue Traffic Signal	208	933	0	0	1,141
C61035000	Paved Shoulders/Bicycle Lanes County Rural Roads	7,611	1,640	250	1,000	10,501
C69638000***	Pedestrian Safety and Mobility Enhancement Program	0	4,745	13,455	13,500	31,700
C69644000***	Progress Boulevard and South 78th Street Improvements	0	1,300	3,020	19,680	24,000
C69999000	Proportionate Share Transportation Project	0	5,245	0	0	5,245
C69631000	Roadway Pavement Preservation Program	31,665	24,927	24,900	174,300	255,792
C69651000***	Sam Allen Road Widening	0	500	0	0	500
C69630000	Sidewalk Repair and Improvement Program	1,872	3,173	3,050	21,350	29,445
C69508000	Sidewalk Retrofit Construction Funding	6,893	301	0	0	7,194
C61038000	Skipper Road/46th Street from Bruce B. Downs to Fletcher Road Improv	210	1,790	0	0	2,000
C69639000***	Sun City Center Pedestrian Mobility Masterplan	0	950	750	3,300	5,000
C69228000	The Estuary	5,056	1,194	0	0	6,250
C69632000	Traffic Signal LED Replacement	0	813	0	0	813
C69635000	Transportation Utility Allocation	0	5,836	0	0	5,836
C69625000	Turkey Creek Road Improvements from MLK Blvd to Sydney Road	190	3,676	0	0	3,866
C69646000***	Van Dyke Road Widening - Whirley Road to Suncoast Parkway	0	2,000	4,000	34,000	40,000
C69641000***	Westshore Blvd Complete Street Improvements - W Kennedy to W Boyasco	0	2,000	0	0	2,000
Total Transportation		\$288,622	\$289,231	\$95,639	\$570,740	\$1,244,232

Water Enterprise:

C31982000	19th Ave. Water Transmission Main (I-75 to US 41)	\$616	\$6,109	\$0	\$0	\$6,725
C10217000	19th Avenue Reclaimed Water Transmission Main	628	6,421	0	0	7,049
C10243000	19th Avenue Wastewater Forcemain	133	6,940	0	0	7,073
C31995000	Backflow Upgrade Program (Master Project)	0	1,000	0	0	1,000
C10244000	Bellamy Road Gravity Main	433	367	0	0	800
C10234000	Bloomington Avenue Reclaimed Water Transmission Main Extension	620	380	0	0	1,000
C10202000	Brushy Creek Pump Station Rehabilitation	7,236	184	0	0	7,420
C10248000	BSOC Pump Shop Test Panel	739	11	0	0	750
C31968000	Countywide Fire Hydrant Replacement (Master Project)	2,018	1,282	0	0	3,300
C31979000	Countywide Non-Urgent Facility R&R (Master Project)	2,244	1,919	0	0	4,163
C31986000	Countywide Potable Water Main Extension Program (Master Project)	301	3,890	0	0	4,192
C31987000	Countywide Potable Water Quality Monitoring	687	1,313	0	0	2,000
C31977000	Countywide Potable Water Transmission and Distribution System R&R (Ma	11,137	6,181	1,250	16,000	34,568
C10235000	Countywide Pump Station SCADA (Master Project)	87	413	0	0	500
C31981000	Countywide Removal & Replacement Of AC & SCH. 40 PVC Piping Master P	4,422	6,554	0	0	10,976
C10171000	Countywide Wastewater Collection and Transmission System R&R (Master	4,723	8,721	525	2,100	16,068
C10138000	Countywide Wastewater Pump Stations R&R (Master Project)	54,278	14,215	5,000	20,000	93,493
C10250000	Countywide Wastewater System Expansion Program (Master Project)	223	2,043	0	0	2,266
C10280000*	Divert Mitchell Master Pump Station Flow to Valrico AWTF	0	2,000	5,000	0	7,000

CAPITAL BUDGET
FY 18 & FY 19 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Expenses	FY 18 Funding	FY 19 Funding	Future Funding	Total Funding
C31983000	Environmental Laboratory Replacement	5,986	1,214	0	0	7,200
C10275000	Falkenburg AWTP Mechanical Bar Screens Replacements	0	2,500	0	0	2,500
C10167000	Falkenburg AWTP Sludge Dewatering Upgrade	5,558	543	0	0	6,101
C31957000	Fire Flow Deficiency (Master Project)	19,651	4,209	0	0	23,861
C10272000	Forcemain Transmission System Valve R&R (Master Project)	92	1,408	0	5,500	7,000
C31988000	Franchise Systems Acquisition and Improvements (Master Project)	16,739	2,815	0	6,000	25,554
C31989000	Kings Point Potable Water Valve Installation/Replacement	198	1,498	0	0	1,696
C31985000	Large Water Meter Replacement (Master Project)	1,137	2,563	0	0	3,700
C10768000	Low Pressure Sewer System (LPSS) (Master Project)	14,658	2,798	750	3,000	21,206
C10279000*	LPSS Pump Shop and Admin	0	1,500	0	0	1,500
C10744000	Manhole Inspection & Rehabilitation Program (Master Project)	12,019	1,692	0	0	13,712
C1300N000	Miscellaneous Water/Wastewater Projects	19,368	288	0	0	19,655
C10238000	Northwest Hillsborough Area Recharge Project (NHARP)	1,777	1,973	0	0	3,750
C10239000	Northwest RWRf System Improvements	46,527	141,988	0	0	188,515
C31992000	Palm River Utility Expansion Program	1,752	11,248	0	0	13,000
C30116000	Potable Water Treatment Plant R&R (Master Project)	12,828	4,748	550	2,200	20,326
C31978000	Public Utilities SCADA Network and Support (Master Project)	3,281	1,951	0	0	5,231
C10795000	Reclaimed Water Pump Station & Remote Telemetry Monitoring (Master F	2,308	1,884	0	0	4,193
C19017000	Reclaimed Water Transmission Main Extensions to New and Existing Custo	1,645	1,003	0	0	2,648
C10745000	Regional Wastewater Treatment Plant R&R (Master Project)	43,493	5,757	1,271	5,084	55,605
C10276000	River Oaks Diversion Forcemain (RO to NWRWRF) And Pump Station	432	31,742	0	0	32,174
C32001000*	South County Potable Repump Station Expansion (includes tank and pump	0	0	3,000	0	3,000
C10283000*	South County Reclaimed Pump Station Expansion	0	0	2,000	0	2,000
C31999000	South County Repump Station Chemical Addition and Yard Piping	35	1,515	0	0	1,550
C31969000	South County Water Repump Station Water Transmission Main To 19Th Av	851	5,899	0	0	6,750
C10143000	South County WWTP Expansion Project	87,611	10,540	0	0	98,150
C10259000	South Hillsborough Aquifer Recharge Expansion (SHARE)	10	8,492	2,500	0	11,002
C10198000	South Hillsborough Aquifer Recharge Program (SHARP)	3,062	359	0	0	3,420
C10281000*	Southeast County Landfill Biosolids Composting Facility	0	750	3,250	0	4,000
C10270000	Sun City Center Golf Courses Reclaimed Water Expansion	217	5,783	0	0	6,000
C10794000	Supervisory Control & Data Acquisition For Pump Stations Phase II	20,797	668	0	0	21,464
C10260000	Tate Lane Reclaimed Water Main Relocation	110	2,890	0	0	3,000
C32000000*	US Hwy 41 (Riverview Dr. to Big Bend Rd) AC Transmission Main Replacem	0	0	10,000	0	10,000
C31945000	Utility Relocation (Master Project)	15,399	8,205	2,000	8,000	33,604
C10282000*	Valrico AWTF Clarifiers #'s 1, 2, and 3 Rehabilitation	0	0	2,868	0	2,868
C10261000	Valrico AWTP Clarifier Launder Covers	461	739	0	0	1,200
C10262000	Valrico AWTP Lightning Protection Project	672	228	0	0	900
C10200000	Valrico AWTP RAS Pump Replacement	1,535	684	0	0	2,219
C10241000	Valrico Dewatering System Replacement	1,533	2,667	0	0	4,200
C10265000	Wastewater Plant Sludge Holding/Thickening (Mobile Dewatering)	236	1,069	0	0	1,305
C10750000	Wastewater Slip Lining (Master Project)	23,256	2,728	0	0	25,984
C10242000	Waterset Sports Complex Reclaimed Water Pump Station/Storage Tank	943	7,557	0	0	8,500
C10192000	Westchase High Density Polyethylene RWTM Replacement	2,320	1,468	0	0	3,788
Total Water Enterprise Program		\$459,022	\$357,504	\$39,964	\$67,884	\$924,374
Total Programs		\$1,210,423	\$888,968	\$176,216	\$748,936	\$3,024,544
Carryforward **		\$0	\$0	\$502,794	\$0	\$502,794
Total Capital Budget		\$1,210,423	\$888,968	\$679,010	\$748,936	\$3,527,337

* New Projects

** Reflects projects carryforward balance from prior year.

*** Project that was not in the Adopted FY 17 - FY 21 Capital Improvement Program but added during FY 17 by amending the CIP at two separate Board meetings. Some smaller projects have been consolidated into larger projects.

^ Project includes undetermined funding in the Future column. Future funding to be determined based on project prioritization and available options at BOCC discretion.



Hillsborough County Florida

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

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 regular classified positions, Fire Rescue positions, executive manager positions, constitutional officer pay ranges as mandated by the State of Florida, Public Transportation Commission Inspectors, and the Administrative Office of the Courts.

In addition to the schedules mentioned above, the following are special pay grade designations and explanations that may be used in this section.

CO	Constitutional Officers' pay.
CTR	Contract-related pay (e.g., the County Administrator, County Attorney, and the Director of the Planning Commission).
MKT	Market-based compensation which is not controlled by Civil Service or tied specifically to the Human Resources Exempt-Pay Plan (e.g., Board/Commission unclassified positions, Assistant County Attorneys).
NCP	Positions that are tied to a pay plan other than that of Hillsborough County (e.g., Cooperative Extension Agents that are paid in accordance with the State of Florida pay plan).
SP	Special pay plans not identified in other categories to include, but not limited to, special library page positions.
TBD	(To Be Designated) Positions which had not been assigned a Manager pay grade at the time of this printing but will be determined pending results of the ongoing compensation study.

SALARY SCHEDULES

SALARY SCHEDULE A—GENERAL 2,080 HOURS ANNUALLY

Pay Grade	Effective January 1, 2013		Effective January 1, 2014	
	Minimum	Maximum	Minimum	Maximum
AA	\$16,203	\$25,126	\$16,494	\$25,126
AB	18,096	28,704	18,096	28,704
AC	19,822	31,449	19,822	31,449
AD	20,924	33,196	20,924	33,196
AE	22,131	35,131	22,131	35,131
AF	23,316	37,003	23,316	37,003
AG	24,752	39,270	24,752	39,720
AH	26,332	41,828	26,332	41,828
AI	27,830	44,200	27,830	44,200
AJ	29,577	46,987	29,577	46,987
AK	31,512	50,044	31,512	50,044
AL	33,696	53,497	33,696	53,497
AM	35,838	56,888	35,838	56,888
AN	38,168	60,590	38,168	60,590
AO	40,768	64,708	40,768	64,708
AP	43,097	68,411	43,097	68,411
AQ	46,238	73,424	46,238	73,424
AR	49,795	79,081	49,795	79,081
AS	53,435	84,822	53,435	84,822
AT	57,116	90,646	57,116	90,646
AU	61,110	96,990	61,110	96,990
AV	65,124	103,376	65,124	103,376
AW	69,534	110,406	69,534	110,406
AX	74,630	118,456	74,630	118,456
AY	79,872	126,796	79,872	126,796

SALARY SCHEDULES

SALARY SCHEDULE C—AFSCME 2,080 HOURS ANNUALLY

Pay Grade	Effective November 26, 2008		Effective January 1, 2014	
	Minimum	Maximum	Minimum	Maximum
CA	\$16,203	\$25,230	\$16,494	\$25,230
CB	18,158	28,849	18,158	28,849
CC	19,905	31,595	19,905	31,595
CD	21,008	33,342	21,008	33,342
CE	22,235	35,297	22,235	35,297
CF	23,441	37,211	23,441	37,211
CG	24,876	39,499	24,98+	39,499
CH	26,457	41,995	26,457	41,995
CI	27,976	44,428	27,976	44,428
CJ	29,744	47,216	29,744	47,216
CK	31,657	50,252	31,657	50,252
CL	33,862	53,747	33,862	53,747
CM	36,129	57,366	36,129	57,366
CN	38,376	60,923	38,376	60,923
CO	N/A	N/A	40,664	64,584
CP	N/A	N/A	43,097	68,411

Note: This salary schedule is based on a collective bargaining agreement between the American Federation of State, County and Municipal Employees (AFSCME) and the Hillsborough County Board of County Commissioners.

SALARY SCHEDULE D—FIRE RESCUE—IAFF—SUPPRESSION 2,496 HOURS ANNUALLY

Pay Grade	Effective September 28, 2008		Effective October 1, 2013	
	Step 1—Minimum	Maximum	Step 1—Minimum	Maximum
DI	\$16,203	\$25,230	\$29,852	\$34,232
DJ	18,158	28,849	32,339	37,098
DK	19,905	31,595	38,663	62,549
DL	21,008	33,342	45,901	71,784
DN	22,235	35,297	57,308	86,536
DR	23,441	37,211	43,929	63,298
DT	24,876	39,499	51,891	77,775
DU	26,457	41,995	59,479	81,419

Hourly pay is based on a 2,496 hour schedule which does not include holiday pay, except for pay grade DI which is on a 2,704 hour schedule.

SALARY SCHEDULE E—FIRE RESCUE – IAFF – SUPPRESSION 2,080 HOURS ANNUALLY

Pay Grade	Effective September 28, 2008		Effective October 1, 2013	
	Step 1—Minimum	Maximum	Step 1—Minimum	Maximum
EK	\$57,283	\$79,747		N/A
EL	N/A		\$45,905	\$71,801
EN	N/A		57,283	86,548

SALARY SCHEDULES

SALARY SCHEDULE G—FIRE RESCUE—IAFF—SUPERVISORY 2,080 HOURS ANNUALLY

Pay Grade	Effective September 28, 2008		Effective October 1, 2013	
	Step 1—Minimum	Maximum	Step 1—Minimum	Maximum
GO	\$65,748	\$89,627	\$65,748	\$92,764

SALARY SCHEDULE H—FIRE RESCUE—IAFF—SUPERVISORY 2,496 HOURS ANNUALLY

Pay Grade	Effective September 28, 2008		Effective October 1, 2013	
	Step 1—Minimum	Maximum	Step 1—Minimum	Maximum
HQ	\$65,744	\$89,606	\$65,744	\$92,742

Note: The salary schedules on this page are based on a collective bargaining agreement between the International Association of Fire Fighters (IAFF) and the Hillsborough County Board of County Commissioners.

SALARY SCHEDULE K—FIRE RESCUE—EMPACCT—NON SUPERVISORY-PARAMEDIC 2,819.20 HOURS ANNUALLY

Pay Grade	In Effect October 1, 2010		Effective October 1, 2012	
	Minimum	Maximum	Minimum	Maximum
KM	\$32,420	\$62,417	\$35,662	\$68,647
KN	33,830	73,609	35,662	77,302

SALARY SCHEDULE L—FIRE RESCUE—EMPACCT—NON SUPERVISORY-PARAMEDIC 2,377.00 HOURS ANNUALLY

Pay Grade	Effective October 1, 2010		Effective October 1, 2012	
	Minimum	Maximum	Minimum	Maximum
LG		N/A	\$28,286	\$44,877
LI	\$31,828	\$51,580	33,420	54,171
LK	36,011	57,166	37,818	60,019
LM	41,050	65,177	43,095	68,433

Note: Salary Schedules K and L are based upon a collective bargaining agreement between Emergency Medical Personnel and Critical Care Technician Association (EMPACCT) and the Hillsborough County Board of County Commissioners.

SALARY SCHEDULE T—INSPECTOR—PUBLIC TRANSPORTATION COMMISSION—CERTIFIED 2,080 HOURS ANNUALLY

Pay Grade	Effective June 1, 2013	
	Minimum	Maximum
TL	\$38,916	\$61,817
TN	44,096	70,012

ADMINISTRATIVE OFFICE OF THE COURTS AND THE COUNTY ATTORNEY'S OFFICE SALARY SCHEDULES

Pay Grade	Effective October 1, 2006		Revised May 2013	
	Minimum	Maximum	Minimum	Maximum
1	\$16,592.16	\$31,525.08	\$16,592.16	\$31,525.08
4	18,630.96	35,398.80	18,630.96	35,398.80
5	19,380.00	36,822.00	19,380.00	36,822.00
7	21,512.64	40,874.04	21,413.52	40,685.64
9	22,768.44	43,260.00	22,768.44	43,260.00
10	24,256.80	46,087.92	24,165.96	45,915.36
11	25,169.28	47,821.68	25,169.28	47,821.68
13	26,658.48	50,651.16	26,658.48	50,651.16
14	31,419.84	59,697.72	31,419.84	59,697.72
15	32,639.52	62,015.04	32,639.52	62,015.04
16	30,320.04	57,608.04	31,820.04	60,458.04
17	31,664.64	60,162.84	31,664.64	60,162.84
18	33,076.56	62,845.44	33,076.56	62,845.44
19	34,559.04	65,662.20	34,559.04	65,662.20
20	36,115.32	68,619.12	36,115.32	68,619.12
21	37,756.20	71,736.84	37,756.20	71,736.84
22	39,466.08	74,985.60	39,466.08	74,985.60
23	41,267.76	78,408.72	41,267.76	78,408.72
24	43,193.52	82,067.64	43,193.52	82,067.64
25	45,303.72	86,077.08	45,303.72	86,077.08
26	47,569.08	90,381.24	47,569.08	90,381.24
27	49,947.12	94,899.48	49,947.12	94,899.48
28	52,444.80	99,645.12	52,444.80	99,645.12
29	55,066.92	104,627.16	55,066.92	104,627.16
31	60,711.24	115,351.32	60,711.24	115,351.32
32	63,746.88	121,119.12	63,746.88	121,119.12
33	66,934.20	127,175.04	66,934.20	127,175.04
35	73,795.08	140,210.64	73,795.08	140,210.64
36	77,484.60	147,220.80	77,484.60	147,220.80
37	81,359.04	154,582.20	81,359.04	154,582.20
50	43,403.40	82,466.52	43,403.40	82,466.52
51	47,504.40	90,258.36	47,504.40	90,258.36
60	45,556.08	86,556.60	45,556.08	86,556.60
61	53,585.76	101,812.92	53,585.76	101,812.92
62	59,607.00	113,253.36	59,607.00	113,253.36
64	47,914.80	93,769.32	47,914.80	93,769.32
65	56,052.00	109,693.80	56,052.00	109,693.80
66	---	---	64190.80	125,620.08

COUNTY ATTORNEY UNCLASSIFIED PAY STRUCTURE 2,080 HOURS ANNUALLY

Pay Grade	Minimum	Maximum
UA	\$35,000	\$95,000
UB	45,000	106,000
UC	56,000	117,000
UD	65,000	138,000
UE	87,635	186,000
UF	100,000	223,000

OTHER SALARY SCHEDULES

MANAGEMENT PAY RANGES 2,080 HOURS ANNUALLY

Pay Grade	Effective November 23, 2008		Effective March 21, 2014	
	Minimum	Maximum	Minimum	Maximum
A1	\$N/A	\$N/A	\$126,630	190,008
A	113,090	169,645	113,090	169,645
B	101,005	151,466	101,005	151,466
C	90,126	135,242	90,126	135,242
D	80,496	120,786	80,496	120,786
E	71,885	107,806	71,885	107,806
F	64,189	96,262	64,189	96,262
G	57,325	85,946	57,325	85,946
H	51,147	76,731	51,147	76,731
I	45,677	68,515	45,677	68,515

INFORMATION & TECHNOLOGY SERVICES MANAGER PAY RANGES 2,080 HOURS ANNUALLY

Pay Grade	Effective November 1, 2010		Effective March 21, 2014	
	Minimum	Maximum	Minimum	Maximum
X1	\$91,353	\$155,292	\$91,354	\$155,293
X2	74,900	127,316	101,109	127,317
X3	61,401	104,353	61,402	104,354
X4	50,315	85,529	50,315	85,530

MEDICAL POSITION PAY RANGES 2,080 HOURS ANNUALLY

Pay Grade	Effective November 23, 2008		Effective March 21, 2014	
	Minimum	Maximum	Minimum	Maximum
M1	\$190,507	\$285,750	\$190,507	\$285,750
M2	170,955	256,443	170,955	256,443
M3	144,310	216,466	144,310	216,466

Note: Annual salary amounts are rounded to the nearest dollar value.

STATE MANDATED COUNTY CONSTITUTIONAL OFFICER SALARIES*

Office	Final FY 16 Salary	Final FY 17 Salary
Clerk of Circuit Court	\$160,591	\$161,235
County Commissioners	95,888	96,031
County Commission Chairman	105,477	105,634
Property Appraiser	160,591	161,235
Sheriff	169,541	170,198
Supervisor of Elections	140,361	161,235
Tax Collector	160,591	161,235

*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 Number of FTEs	FY 19 Number of FTEs
BOARD OF COUNTY COMMISSIONERS ORGANIZATION		
Board of County Commissioners		
Commissioner Aide.E.Admin	14.00	14.00
County Commissioner.E.ExMgt	7.00	7.00
Subtotal	21.00	21.00
County Internal Auditor		
County Internal Auditor.E.ExMgt	1.00	1.00
Lead Internal Auditor.E.Acctg	1.00	1.00
Senior Internal Auditor.E.Acctg	2.00	2.00
Subtotal	4.00	4.00
TOTAL BOARD OF COUNTY COMMISSIONERS ORGANIZATION	25.00	25.00
COUNTY ATTORNEY ORGANIZATION		
County Attorney		
Assistant County Attorney-CAT.E.Legal	1.00	1.00
Chief Administrative Counsel-CAT.E.ExMgt	1.00	1.00
Chief Assistant County Attorney-CAT.E.ExMgt	4.00	4.00
County Attorney.E.ExMgt	1.00	1.00
Customer Service Manager-CAT.E.ExMgt	1.00	1.00
Executive Assistant.E.Admin	1.00	1.00
General Counsel-CAT.E.Legal	1.00	1.00
Legal Secretary.N.Admin	11.00	11.00
Lobbyist Registration Manager.E.ExMgt	1.00	1.00
Manager.E.Supv	4.00	4.00
Office Assistant III.N.Admin	1.00	1.00
Office Manager-CAT.E.ExMgt	1.00	1.00
Paralegal Specialist.N.Legal	2.50	2.50
Project Manager I.E.Proj	1.00	1.00
Senior Assistant County Attorney-CAT.E.Legal	24.00	24.00
Senior Paralegal Specialist.N.Legal	4.00	4.00
TOTAL COUNTY ATTORNEY ORGANIZATION	59.50	59.50

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
COUNTY ADMINISTRATOR ORGANIZATION		
9-1-1 Agency		
GIS Analyst.N.ITS	1.00	1.00
GIS/Mapping Technician.N.ITS	1.00	1.00
Land Technician.N.Real	2.00	2.00
Manager 911 Emergency Operations.E.Emerg	1.00	1.00
Manager.E.Supv	1.00	1.00
Office Assistant II.N.Admin	1.00	1.00
Senior Land Technician.N.Real	2.00	2.00
Subtotal	9.00	9.00
 Affordable Housing Department		
Accountant I.N.Acctg	1.00	1.00
Accountant II.E.Acctg	1.00	1.00
Accountant III.E.Acctg	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Business Systems Department Specialist.N.Bus	1.00	1.00
Community Services Program Coordinator II.E.Proj	1.00	1.00
Compliance and Monitoring Manager.E.ExMgt	1.00	1.00
Contracts Manager.E.Purch	6.00	6.00
Director Affordable Housing.E.ExMgt	1.00	1.00
Manager Financial Services/Grants.E.Acctg	1.00	1.00
Manager Fiscal Services.E.Acctg	1.00	1.00
Planning/Reporting Manager.E.Plan	1.00	1.00
Principal Planner.E.Plan	1.00	1.00
Senior Budget Analyst.E.Acctg	1.00	1.00
Senior Secretary.N.Admin	1.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00
Subtotal	21.00	21.00
 Aging Services Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist I.N.Admin	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Adult Day Care Aide.N.SSvcs	12.25	12.25
Aging Services Project Coord.E.SSvcs	3.00	3.00
Business Analyst I.E.Bus	1.00	1.00
Business Manager Human Services.E.Human	1.00	1.00
Case Manager.N.SSvcs	14.00	14.00
Center Coordinator.N.SSvcs	9.00	9.00
Community Services Program Manager.E.Proj	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Aging Services Department (continued)		
Coordinator Business Analysis & Svcs.E.ExMgt	1.00	1.00
Coordinator Grants Training Emer Prep.E.ExMgt	1.00	1.00
Director Aging Services.E.ExMgt	1.00	1.00
Food Service Aide.N.SSvcs	2.50	2.50
General Manager I.E.Supv	2.00	2.00
General Manager II.E.Supv	2.00	2.00
Grants Programs Svcs Complnc Crd.E.ExMgt	1.00	1.00
Home Meal Deliver Driver Part-Time.N.Trans	3.29	3.29
Human Services Supervisor.E.SSvcs	2.00	2.00
Manager Adult Day Care.E.ExMgt	1.00	1.00
Manager Community Care Elderly.E.SSvcs	1.00	1.00
Manager Quality Management and Business Information.E.ExMgt	1.00	1.00
Manager.E.Supv	8.00	8.00
Manager.N.Supv	1.00	1.00
Nutrition & Wellness Manager.E.SSvcs	1.00	1.00
Nutrition Services Coordinator.N.SSvcs	3.00	3.00
Office Assistant.N.Admin	0.36	0.36
Personal Care Aide.N.SSvcs	7.75	7.75
Principal Business Analyst.E.Bus	2.00	2.00
Program Coordinator.N.Proj	1.00	1.00
Project Manager I.E.Proj	1.00	1.00
Project Manager I.N.Proj	1.00	1.00
Registered Nurse.N.MedSv	1.00	1.00
Senior Budget Analyst.E.Acctg	1.00	1.00
Senior Case Manager.N.SSvcs	2.00	2.00
Senior Citizens Activity Specialist.N.SSvcs	8.35	8.35
Senior Program Coordinator.N.Proj	3.00	3.00
Senior Recreational Therapist.N.Parks	2.00	2.00
Senior Social Services Specialist.N.SSvcs	3.75	3.75
Social Services Specialist.N.SSvcs	1.75	1.75
Summer Youth Wrkr/Area Mntr.N.Misc	0.72	0.72
Summer Youth Wrkr/Area Site Mntr.N.Misc	2.05	2.05
Wellness Assistant.N.Admin	5.00	5.00
Subtotal	122.77	122.77

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Children's Services Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	1.00	1.00
Administrative Specialist I.N.Admin	2.00	2.00
Administrative Specialist II.E.Admin	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Assessment/Counseling Specialist.E.SSvcs	1.00	1.00
Cashier I.N.Acctg	1.00	1.00
Child Care Licensing Inspector.N.Insp	14.00	14.00
Child Care Specialist P/T.N.SSvcs	10.26	10.26
Child Care Specialist.N.SSvcs	16.14	16.14
Clinical Director.E.ExMgt	1.00	1.00
Community Services Program Manager.E.Proj	1.00	1.00
Cook Part-time.N.Misc	0.38	0.38
Cook.N.SSvcs	2.00	2.00
Custodian Part-Time.N.Fac	0.51	0.51
Director Children Services.E.ExMgt	1.00	1.00
General Manager I.E.Supv	1.00	1.00
Lead Cook.N.SSvcs	1.00	1.00
Manager Child Care Licensing.E.SSvcs	1.00	1.00
Manager Residential Services.E.ExMgt	2.00	2.00
Manager Strategic Planning & Business Development.E.Plan	1.00	1.00
Manager Youth Program Operations.E.ExMgt	1.00	1.00
Mgr Ed/Admstrv Svcs.E.ExMgt	1.00	1.00
Multi-Trades Worker II.N.Trade	3.00	3.00
Multi-Trades Worker III.N.Trade	1.00	1.00
Office Assistant II.N.Admin	1.00	1.00
Office Assistant.N.Admin	1.00	1.00
Principal Business Analyst.E.Bus	1.00	1.00
Receptionist.N.Admin	1.00	1.00
Registered Nurse.N.MedSv	2.00	2.00
Residential Services Coord.E.SSvcs	5.00	5.00
Senior Case Manager.E.SSvcs	1.00	1.00
Senior Case Manager.N.SSvcs	1.00	1.00
Senior Child Care Licensing Insptr.E.Insp	2.00	2.00
Senior Child Care Specialist.N.SSvcs	26.00	26.00
Senior Program Coordinator.N.Proj	1.00	1.00
Senior Secretary.N.Admin	2.00	2.00
Systems Coordinator.N.ITS	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Children's Services Department (continued)		
Training Specialist.E.Human	1.00	1.00
Treatment Counselor.E.SSvcs	14.00	14.00
Treatment Counselor-P/T.N.SSvcs	0.38	0.38
Subtotal	127.67	127.67
Code Enforcement Department		
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist II.N.Admin	1.50	1.50
Administrative Specialist III.E.Admin	1.00	1.00
Assistant County Administrator.E.ExMgt	1.00	1.00
Codes Enfcmnt Ofcr Supervisor.E.Insp	5.00	5.00
Codes Enforcement Ofcr.N.Insp	34.00	34.00
Community Relations Coord.E.Comm	1.00	1.00
Director Code Enforcement.E.ExMgt	1.00	1.00
Division Director Team Ops.E.ExMgt	1.00	1.00
Exec Manager Specialized Ordinance Enforcement.E.ExMgt	1.00	1.00
General Manager I.E.Supv	2.00	2.00
General Manager II.E.Supv	3.00	3.00
Manager Citizen Board Support.E.Comm	1.00	1.00
Manager of Operations.E.ExMgt	1.00	1.00
Manager Regulatory Compliance.E.Misc	1.00	1.00
Manager Veterans Services.E.Vets	1.00	1.00
Manager.E.Supv	1.00	1.00
Marine Safety Coordinator.E.Parks	1.00	1.00
Mgr IDS Tm Bus/Perf Svcs Sctn.E.ExMgt	1.00	1.00
Multi-Trades Worker II.N.Trade	1.00	1.00
Office Assistant III.N.Admin	4.00	4.00
Office Assistant.N.Admin	1.00	1.00
Program Coordinator.N.Proj	1.00	1.00
Project Manager III.E.Proj	1.00	1.00
Senior Administrative Specialist-CAD.E.Admin	1.00	1.00
Senior Secretary.N.Admin	2.00	2.00
Senior Supervisor.N.Supv	1.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00
Subtotal	73.50	73.50

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Communications and Digital Media Department		
Administrative Specialist III.E.Admin	1.00	1.00
Broadcast Engineer.N.Cultr	2.00	2.00
Commission Support/Chauffeur.N.Comm	1.00	1.00
Community Relations Coord.E.Comm	2.50	2.50
Computer Graphics Designer.N.ITS	1.00	1.00
Digital Media Producer II.E.Misc	2.00	2.00
Digital Media Producer III.E.Misc	2.00	2.00
Director Communications & Digital Media.E.ExMgt	1.00	1.00
Division Dir Public Relations & Marketing.E.ExMgt	1.00	1.00
Division Director Digital Media Services.E.Comm	1.00	1.00
Fiscal Operations Manager.E.Acctg	1.00	1.00
Manager Communications Production.E.ExMgt	1.00	1.00
Manager Digital Engagement.E.Comm	1.00	1.00
Manager HTV.E.ExMgt	1.00	1.00
Manager Public Relations & Marketing.E.Mktg	1.00	1.00
Manager Visual Design & Brand Identity.E.Mktg	1.00	1.00
Office Assistant II.N.Admin	1.00	1.00
Public Relations Strategist.E.Comm	7.00	7.00
Senior Computer Graphics Designer.E.ITS	1.00	1.00
Senior Public Relations Strategist.E.Comm	2.00	2.00
Senior Web Content Coordinator.E.Comm	1.00	1.00
Social Media Strategist.E.Comm	2.00	2.00
TV Program Specialist.N.Cultr	1.00	1.00
TV Videographer.N.Cultr	4.00	4.00
Web Content Coordinator.E.Comm	1.00	1.00
Web Designer.E.ITS	1.00	1.00
Subtotal	41.50	41.50
Conservation and Environmental Lands Management Department		
Accountant III.E.Acctg	1.00	1.00
Administrative Specialist I.N.Admin	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Director Regional Parks Environmental Lands.E.ExMgt	1.00	1.00
Environmental Lands Management Coordinator.E.EnvSv	4.00	4.00
Environmental Lands Research Analyst.E.EnvSv	1.00	1.00
Environmental Outreach Coordinator.N.Comm	1.00	1.00
Environmental Specialist I.N.EnvSv	3.00	3.00
Environmental Specialist II.N.EnvSv	4.00	4.00
Environmental Tech II.E.EnvSv	4.48	4.48
Environmental Technician I Part-Time.N.EnvSv	1.22	1.22
Environmental Technician II.E.EnvSv	0.48	0.48

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Conservation and Environmental Lands Management Department (continued)		
Environmental Technician II.N.EnvSv	9.00	9.00
Field Operations Manager Environmental Lands Management.E.Parks	1.00	1.00
General Manager I.E.Supv	1.00	1.00
Head Lifeguard.N.Parks	1.00	1.00
Lifeguard Part-Time.N.Parks	12.80	12.80
Lifeguard.N.Parks	1.92	1.92
Manager Administrative Svcs.E.ExMgt	1.00	1.00
Manager Conservation Services.E.Parks	1.00	1.00
Manager Park Maintenance.E.ExMgt	1.00	1.00
Park Manager.N.Parks	12.00	12.00
Park Ranger I Part-Time.N.Parks	4.16	4.16
Park Ranger I.N.Parks	2.00	2.00
Park Ranger II.N.Parks	61.00	61.00
Program Coordinator.N.Proj	1.00	1.00
Recreation Therapist Aide Part-Time.N.Parks	0.57	0.57
Recreational Therapist.N.Parks	4.00	4.00
Regional Parks Coordinator.E.ExMgt	2.00	2.00
Section Manager Environmental Lands Management.E.Parks	1.00	1.00
Section Manager Regional Parks.E.Parks	1.00	1.00
Senior Environmental Technician.E.EnvSv	2.00	2.00
Senior Environmental Technician.N.EnvSv	4.00	4.00
Senior Park Manager.N.Parks	8.00	8.00
Senior Park Ranger.N.Parks	5.00	5.00
Senior Program Coordinator.N.Proj	1.00	1.00
Senior Recreational Therapist.N.Parks	1.00	1.00
Senior Supervisor.N.Supv	1.00	1.00
Theraputics Manager.E.ExMgt	1.00	1.00
Subtotal	164.63	164.63
Consumer and Veteran Services Department		
Administrative Specialist III.E.Admin	1.00	1.00
Community Relations Coord.E.Comm	1.00	1.00
Consumer Prot Investigator I.N.Insp	3.00	3.00
Consumer Prot Investigator II.N.Insp	1.00	1.00
Director Consumer & Veterans Affairs.E.ExMgt	1.00	1.00
Division Dir Consumer Protection.E.ExMgt	1.00	1.00
General Manager I.E.Supv	1.00	1.00
Office Assistant III.N.Admin	1.00	1.00
Senior Veterans Service Officer.E.Vets	1.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00
Veterans Service Officer.N.Vets	4.00	4.00
Subtotal	16.00	16.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
County Administrator		
Chief Communications Admin.E.ExMgt	1.00	1.00
Chief Development & Infrastructure Svcs Admin.E.ExMgt	1.00	1.00
Chief Financial Administrator.E.ExMgt	1.00	1.00
Chief Human Services Admin.E.ExMgt	1.00	1.00
Chief Information & Innovation Officer.E.ExMgt	1.00	1.00
County Administrator.E.ExMgt	1.00	1.00
Deputy County Administrator.E.ExMgt	1.00	1.00
Executive Assistant-County Administrator.E.Admin	6.00	6.00
Subtotal	13.00	13.00
Customer Service and Support Department		
Administrative Specialist I.N.Admin	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Citizen Svc Call Center Mgr.E.ExMgt	1.00	1.00
Community Relations Worker.N.Comm	2.00	2.00
Customer Service Analyst.N.Admin	2.00	2.00
Customer Service Representative.N.Admin	11.00	11.00
Director Citizen & Communications Support.E.ExMgt	1.00	1.00
Division Director Customer Engagement.E.ExMgt	1.00	1.00
Manager Customer Service Quality Assurance.E.Comm	1.00	1.00
Neighborhood Liaison.E.Comm	2.00	2.00
Office Assistant II.N.Admin	2.00	2.00
Senior Supervisor.E.Supv	1.00	1.00
Subtotal	27.00	27.00
Development Services Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	1.00	1.00
Administrative Specialist I.N.Admin	2.00	2.00
Administrative Specialist II.N.Admin	4.00	4.00
Administrative Specialist III.E.Admin	2.00	2.00
Building Inspector (Limited Duration).N.Insp	9.00	9.00
Building Inspector.N.Insp	50.00	50.00
Business Manager.E.Plan	1.00	1.00
Cashier I.N.Acctg	3.00	3.00
Cashier II.N.Acctg	2.00	2.00
Chief Building Inspector.E.Insp	4.00	4.00
Community Planner II.E.Plan	3.00	3.00
Construction Permit Technician I.N.Insp	11.00	11.00
Construction Permit Technician II.N.Insp	8.00	8.00
Customer Service Analyst.N.Admin	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Development Services Department (continued)		
Customer Service Representative.N.Admin	4.00	4.00
Director Developmental Services.E.ExMgt	1.00	1.00
Director Planning/Zoning Division.E.ExMgt	1.00	1.00
Division Director Building & Construction Services.E.Admin	1.00	1.00
Division Director Development Review.E.ExMgt	1.00	1.00
Engineering Specialist I.N.Eng	1.00	1.00
Engineering Specialist II.N.Eng	5.00	5.00
Engineering Technician III.N.Eng	3.00	3.00
Environmental Scientist II.E.EnvSv	1.00	1.00
Environmental Specialist III.E.EnvSv	1.00	1.00
Environmental Supervisor.E.EnvSv	1.00	1.00
Envrmntl Codes Enfcmnt Ofcr.N.EnvSv	2.00	2.00
Executive Planner.E.Plan	4.00	4.00
Forestry Examiner.E.Insp	1.00	1.00
Forestry Examiner.N.Insp	1.00	1.00
General Manager I.E.Supv	6.00	6.00
General Manager III.E.ExMgt	1.00	1.00
General Manager IV.E.ExMgt	1.00	1.00
Inspector I.N.Insp	1.00	1.00
Land Use Ombudsman.E.Plan	1.00	1.00
Landscaping Examiner.E.Insp	1.00	1.00
Manager Bldg Permitting/Plans Review.E.ExMgt	1.00	1.00
Manager Building SPO South County.E.Const	1.00	1.00
Manager Licensing/Code Compliance.E.ExMgt	1.00	1.00
Manager.E.Supv	1.00	1.00
Office Assistant II.N.Admin	4.00	4.00
Office Assistant III.N.Admin	1.00	1.00
Planning/Zoning Technician II.N.Plan	7.00	7.00
Plans Examiner I.N.Insp	1.00	1.00
Plans Examiner II.N.Insp	11.00	11.00
Plans Examiner/Inspector.N.Insp	3.00	3.00
Principal Planner.E.Plan	4.00	4.00
Prof Engineer II.E.Eng	1.00	1.00
Program Coordinator.N.Proj	4.00	4.00
Project Manager I.E.Proj	1.00	1.00
Project Manager II.E.Proj	1.00	1.00
Senior Engineering Specialist.E.Eng	3.00	3.00
Senior Forestry Examiner.E.Insp	1.00	1.00
Senior GIS Analyst.E.ITS	1.00	1.00
Senior Hydrologist.E.EnvSv	1.00	1.00
Senior Planner.E.Plan	5.00	5.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Development Services Department (continued)		
Senior Planning/Zoning Technician.N.Plan	6.00	6.00
Senior Supervisor.E.Supv	3.00	3.00
Senior Supervisor.N.Supv	1.00	1.00
Subtotal	204.00	204.00
 Economic Development Department		
Accountant II.E.Acctg	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Assistant County Administrator.E.ExMgt	1.00	1.00
Community Services Program Coordinator I.E.Proj	1.00	1.00
Community Services Program Coordinator I.N.Proj	1.00	1.00
Community Services Program Coordinator II.E.Proj	2.00	2.00
Coordinator Competitive Site Analyst.E.Econ	1.00	1.00
Coordinator Redevelopment Site Analysis.E.Proj	1.00	1.00
Coordinator Tourism Industry Analysis.E.Mktg	1.00	1.00
Director Economic Development.E.ExMgt	1.00	1.00
Manager Agricultural Industry Development.E.Misc	1.00	1.00
Manager Business Retention/Tourism Development.E.Misc	1.00	1.00
Manager Competitive Sites.E.ExMgt	1.00	1.00
Manager Consulting Outreach.E.ExMgt	4.00	4.00
Manager Corporate Business Development.E.Bus	1.00	1.00
Manager Entrepreneur Collaborative Ctr.E.Bus	1.00	1.00
Manager Entrepreneur Svcs.E.Bus	1.00	1.00
Manager Industry Strategic Initiatives.E.ExMgt	2.00	2.00
Manager Workforce and Community Stabilization.E.ExMgt	1.00	1.00
Minority-Disadvantaged Bus Mgr.E.ExMgt	1.00	1.00
Office Assistant III.N.Admin	2.00	2.00
Project Manager I.E.Proj	1.00	1.00
Senior Administrative Specialist-CAD.E.Admin	1.00	1.00
Senior Coordinator Tourism Industry Analysis.E.Econ	1.00	1.00
Special Projects Coordinator.E.Proj	1.00	1.00
Training Coordinator.N.Human	1.00	1.00
Subtotal	32.00	32.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Enterprise Solutions and Quality Assurance Department		
Administrative Specialist III.E.Admin	1.00	1.00
Director Enterprise Solutions & Quality Assurance.E.ExMgt	1.00	1.00
EBS Functional Support Anlyst II.E.ITS	2.00	2.00
EBS Functional Support Anlyst III.E.ITS	3.00	3.00
EBS Functional Support Anlyst III.N.ITS	1.00	1.00
ERP Solutions Architect.E.ITS	1.00	1.00
ERP Techn Functional Solutions Mgr.E.Proj	1.00	1.00
Functional Prog Mgr ERP & Integrated Sol.E.Proj	3.00	3.00
Manager Support ERP Human Capital Management Programs.E.ITS	1.00	1.00
Project Manager II.E.Proj	1.00	1.00
Senior Functional Business Analyst.E.ITS	9.00	9.00
Subtotal	24.00	24.00
Extension Service Department		
County Forester.E.Misc	1.00	1.00
Director Cooperative Extension.E.ExMgt	1.00	1.00
Ext Agnt FLA Yards/Nghbrhd.E.SSvcs	1.00	1.00
Extension Agent 4H.E.SSvcs	2.00	2.00
Extension Agent Agriculture / Small Farms.E.SSvcs	1.00	1.00
Extension Agent Family Relations.E.SSvcs	1.00	1.00
Extension Agent Home Environment.E.SSvcs	1.00	1.00
Extension Agent Nutrition Health.E.SSvcs	1.00	1.00
Extension Agent Ornmtl Horticulture.E.SSvcs	1.00	1.00
Extension Agent Vegetables.E.SSvcs	1.00	1.00
General Manager I.E.Supv	1.00	1.00
Ornamental Horticultural Assistant.N.Trade	2.80	2.80
Program Assistant Part-Time.N.Admin	0.86	0.86
Program Coordinator.E.Proj	1.00	1.00
Secretary.N.Admin	1.00	1.00
Senior Secretary.N.Admin	3.00	3.00
Training Coordinator.N.Human	1.00	1.00
Subtotal	21.66	21.66
Fire Rescue Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	3.00	3.00
Administrative Specialist I.N.Admin	3.00	3.00
Administrative Specialist II.N.Admin	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Assistant Fire Marshall.E.Fire	1.00	1.00
Battalion Chief.N.Fire	21.00	21.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Fire Rescue Department (continued)		
Chief Education/Employee Development.E.Human	1.00	1.00
Chief Rescue Division.E.Fire	1.00	1.00
Company Fire Captain.N.Fire	148.00	148.00
Deputy Chief - Operations.E.Fire	1.00	1.00
Deputy Chief- Administration.E.Admin	1.00	1.00
Deputy Emergency Manager.E.Emerg	1.00	1.00
Director Emergency Management.E.ExMgt	1.00	1.00
Director Fire Rescue.E.ExMgt	1.00	1.00
Driver/Engineer.N.Fire	177.00	177.00
Fire Fighter.N.Fire	172.00	172.00
Fire Inspector I.N.Fire	3.00	4.00
Fire Inspector II.N.Fire	23.00	23.00
Fire Inspector.N.Fire	1.00	1.00
Fire Investigator.N.Fire	4.00	4.00
Fire Marshal.E.Fire	1.00	1.00
Fire Medic I.N.Fire	325.00	325.00
Fire Medic IV.N.Fire	2.00	2.00
Fire Rescue Training Officer.N.Fire	8.00	8.00
Fiscal Services Manager.E.Acctg	1.00	1.00
General Manager I.E.Supv	2.00	2.00
Human Resources Partner.E.Admin	1.00	1.00
Inventory Mgmt Coordinator.E.ExMgt	1.00	1.00
Lead Fire Investigator.N.Fire	1.00	1.00
Lieutenant.N.Fire	71.00	71.00
Manager Contract Soltns Grant Mgmt.E.ExMgt	1.00	1.00
Manager Emergency Dispatch.E.Emerg	1.00	1.00
Manager Logistics.E.Fire	1.00	1.00
Multi-Trades Worker III.N.Trade	1.00	1.00
Office Assistant II.N.Admin	1.00	1.00
Office Assistant III.N.Admin	1.00	1.00
Paramedic.N.Fire	14.00	14.00
Project Manager I.E.Proj	1.00	1.00
Public Safety Information Officer.E.ExMgt	1.00	1.00
Quality Management Chief.E.Misc	1.00	1.00
Rescue Lieutenant.N.Fire	6.00	6.00
Research Planning/Spec Manager.E.Misc	1.00	1.00
Resource Management Chief.E.ExMgt	1.00	1.00
Secretary.N.Admin	1.00	1.00
Senior Planner.E.Plan	1.00	1.00
Senior Program Coordinator.E.Proj	5.00	5.00
Senior Telecommunicator.N.Comm	4.00	4.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Fire Rescue Department (continued)		
Shift Commander.E.Fire	3.00	3.00
Special Operations Chief.E.Fire	1.00	1.00
Storekeeper II.N.Purch	3.00	3.00
Storekeeper III.N.Purch	2.00	2.00
Telecommunications Supervisor.N.Comm	5.00	5.00
Telecommunications Technician.N.ITS	2.00	2.00
Telecommunicator.N.Comm	28.00	30.00
Training Technician.N.Human	2.00	2.00
Subtotal	1,068.00	1,071.00
Fleet Services Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Assistant.N.Acctg	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Business Analyst II.E.Bus	1.00	1.00
Contracts Management Specialist.N.Purch	1.00	1.00
Director Fleet Management.E.ExMgt	1.00	1.00
Equipment Operator III.N.Trade	1.00	1.00
Fleet Master Technician.N.Trade	6.00	6.00
Fleet Technician Supervisor.E.Trade	4.00	4.00
Fleet Technician Supervisor.N.Trade	1.00	1.00
Fleet Technician.N.Trade	29.00	29.00
General Manager I.E.Supv	1.00	1.00
General Manager II.E.Supv	1.00	1.00
Manager Fleet Management Services.E.VehMn	1.00	1.00
Manager Operations/Maintenance.E.VehMn	1.00	1.00
Project Manager I.E.Proj	1.00	1.00
Property Control Specialist.N.Misc	1.00	1.00
Service Advisor.N.VehMn	3.00	3.00
Vehicle Service Attendant.N.VehMn	2.00	2.00
Subtotal	58.00	58.00
Head Start Department		
Accountant I.N.Acctg	1.00	1.00
Accountant.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	4.00	4.00
Administrative Specialist I.N.Admin	3.00	3.00
Administrative Specialist II.E.Admin	1.00	1.00
Administrative Specialist II.N.Admin	1.00	1.00
Community Services Program Coordinator II.E.Proj	1.00	1.00
Contracts Manager.E.Purch	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Head Start Department (continued)		
Director Head Start/Early Head Start.E.ExMgt	1.00	1.00
General Manager I.E.Supv	5.00	5.00
General Manager II.E.Supv	3.00	3.00
Head Start Infant And Toddler Specialist.N.SSvcs	32.00	32.00
Head Start Services Specialist.E.SSvcs	2.00	2.00
Head Start Services Specialist.N.SSvcs	8.00	8.00
Head Start Teacher Asst.N.SSvcs	63.00	63.00
Head Start Teacher.N.SSvcs	38.00	38.00
Head Start/EHS Education Mgr.E.SSvcs	14.00	14.00
Human Services Supervisor.E.SSvcs	2.00	2.00
Lead Head Start/EHS Teacher.E.SSvcs	26.00	26.00
Lead Head Start/EHS Teacher.N.SSvcs	1.00	1.00
Manager Education Administration.E.ExMgt	1.00	1.00
Manager Fiscal Services.E.Acctg	1.00	1.00
Manager Operations.E.ExMgt	1.00	1.00
Minibus Driver.N.Trans	5.00	5.00
Multi-Trades Worker II.N.Trade	1.00	1.00
Multi-Trades Worker III.N.Trade	1.00	1.00
Office Assistant.N.Admin	2.00	2.00
Quality Assurance Manager.E.SSvcs	1.00	1.00
Receptionist.N.Admin	1.00	1.00
Registered Nurse.E.MedSv	3.00	3.00
Senior Case Manager.N.SSvcs	25.00	25.00
Senior Secretary.N.Admin	3.00	3.00
Senior Social Services Specialist.N.SSvcs	1.00	1.00
Social Services Specialist.N.SSvcs	4.00	4.00
Software Specialist II.E.ITS	1.00	1.00
Systems Coordinator.E.ITS	1.00	1.00
Treatment Counselor.E.SSvcs	2.00	2.00
Subtotal	262.00	262.00
Health Care Services Department		
Accountant II.E.Acctg	1.00	1.00
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Case Manager.N.SSvcs	21.00	21.00
Community Services Program Manager.E.Proj	1.00	1.00
Contracts Manager.E.Purch	1.00	1.00
Director Health Care Services.E.ExMgt	1.00	1.00
General Manager II.E.Supv	2.00	2.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Health Care Services Department (continued)		
General Manager III.E.ExMgt	1.00	1.00
Grants Programs Svcs Complnc Crd.E.ExMgt	1.00	1.00
Healthcare Svcs Review Nurse.E.MedSv	2.00	2.00
Human Services Supervisor.E.SSvcs	5.00	5.00
Manager Contract Development & Management.E.Purch	1.00	1.00
Manager Education and Outreach Services.E.SSvcs	1.00	1.00
Manager Fiscal Support & Services.E.Acctg	1.00	1.00
Manager Operations Support.E.Exec	1.00	1.00
Manager.E.Supv	1.00	1.00
Principal Business Analyst.E.Bus	1.00	1.00
Program Coordinator.N.Proj	3.00	3.00
Project Manager I.E.Proj	4.00	4.00
Project Manager II.E.Proj	1.00	1.00
Senior Case Manager.N.SSvcs	7.00	7.00
Senior Social Services Specialist.N.SSvcs	7.00	7.00
Special Projects Coordinator.E.Proj	1.00	1.00
Trauma Coordinator.E.SSvcs	1.00	1.00
Wellness Assistant.N.Admin	1.00	1.00
Wellness Specialist.N.Admin	3.00	3.00
Subtotal	74.00	74.00
Homeless Services Department		
Administrative Specialist III.E.Admin	1.00	1.00
Community Relations Coord.E.Comm	1.00	1.00
Contracts Manager.E.Purch	2.00	2.00
Director Homeless Services.E.ExMgt	1.00	1.00
Manager Contracts Grants Compl.E.ExMgt	1.00	1.00
Senior Case Manager.N.SSvcs	2.00	2.00
Subtotal	8.00	8.00
Human Resources Department		
Administrative Specialist III.E.Admin	1.00	1.00
Director Human Resources.E.ExMgt	1.00	1.00
General Manager III.E.ExMgt	1.00	1.00
Human Resource Transformation Manager.E.Human	1.00	1.00
Human Resource Wellness Coordinator.N.Admin	1.00	1.00
Human Resources Division Director.E.ExMgt	2.00	2.00
Human Resources Investigations Officer.E.ExMgt	2.00	2.00
Human Resources Manager I.E.ExMgt	2.00	2.00
Human Resources Manager II.E.ExMgt	5.00	5.00
Human Resources Partner P/T.E.Human	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Human Resources Department (continued)		
Human Resources Partner.E.Admin	9.00	9.00
Human Resources Specialist.E.Admin	19.48	19.48
Human Resources Support Technician.N.Admin	12.00	12.00
Summer Youth Intern.N.Misc	2.30	2.30
Wellness Assistant.N.Admin	0.38	0.38
Wellness Specialist.N.Admin	1.00	1.00
Subtotal	61.15	61.15
Information and Innovation Office		
Accountant II.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist II.E.Admin	1.00	1.00
Business Analyst I.E.Bus	1.00	1.00
Business Analyst I.N.Bus	1.00	1.00
Business Analyst II.E.Bus	2.00	2.00
Business Applications Delivery Manager.E.ITS	1.00	1.00
Chief Information Security Officer.E.ExMgt	1.00	1.00
Database Administrator.E.ITS	4.00	4.00
Database and Application Engineering Manager.E.ITS	1.00	1.00
Desktop Support Manager.E.ITS	1.00	1.00
Director Performance Improvement.E.ExMgt	1.00	1.00
Division Director Administrative Systems and Processes.E.ITS	1.00	1.00
Division Director Enterprise Project Management Office.E.ExMgt	1.00	1.00
Division Director Infrastructure and Tech Support Services.E.ITS	1.00	1.00
Division Director Innovation and Emerging Technologies.E.ITS	1.00	1.00
Division Director Software Development and Solutions.E.ITS	1.00	1.00
EBS Application/Security Specialist.E.ITS	1.00	1.00
EBS Data Warehouse Admin/Hyperion.E.ITS	1.00	1.00
EBS Database Administrator.E.ITS	1.00	1.00
EBS Reporting/Imaging Workflow Support Specialist.E.ITS	1.00	1.00
EBS Timekeeping/Payroll Application Analyst.E.ITS	1.00	1.00
Enterprise Architect.E.ITS	1.00	1.00
Enterprise Content Management and Development Manager.E.ITS	1.00	1.00
Enterprise Project Management Office Coord.E.Admin	1.00	1.00
ERP Technical Solutions and Analysis Manager.E.ITS	1.00	1.00
General Manager III.E.ExMgt	2.00	2.00
GIS Manager.E.ITS	1.00	1.00
Human Services Integration Manager.E.ITS	1.00	1.00
Info Systems Project Manager.E.ITS	3.00	3.00
Information and Cybersecurity Manager.E.ITS	1.00	1.00
Information and Technology Associate Project Manager.E.ITS	2.00	2.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Information and Innovation Office (continued)		
Information Systems Financial Manager.E.ITS	1.00	1.00
Information Technology Contracts Manager.E.ITS	1.00	1.00
Information Technology Program Manager.E.ITS	3.00	3.00
Information Technology Projects Manager.E.ITS	3.00	3.00
IT Asset Mgmt Specialist.E.ITS	1.00	1.00
IT Business Relationship Manager.E.ITS	3.00	3.00
IT Research Analyst.E.ITS	2.00	2.00
Manager Solutions and Analysis.E.Admin	1.00	1.00
Manager Svc Management/Acctng Group.E.Acctg Manager.E.Supv	1.00	1.00
Network Administration Manager.E.ITS	1.00	1.00
Network Administrator.E.ITS	5.00	5.00
PC Administrator.E.ITS	8.00	8.00
Performance Improvement Manager.E.ITS	1.00	1.00
Principal Business Analyst.E.Bus	4.00	4.00
Programmer/Analyst.E.ITS	2.00	2.00
Project Manager I.E.Proj	1.00	1.00
Senior Computer Operator.N.Data	1.00	1.00
Senior GIS Analyst.E.ITS	1.00	1.00
Senior Network Administrator.E.ITS	2.00	2.00
Senior Software Specialist.E.ITS	7.00	7.00
Senior Solutions Specialist.E.ITS	2.00	2.00
Senior Systems Administrator.E.ITS	2.00	2.00
Senior Systems Analyst.E.ITS	6.00	6.00
Senior Technical Support Spc.E.ITS	1.00	1.00
Software Developer.E.ITS	1.00	1.00
Software Specialist II.E.ITS	1.00	1.00
Solutions Analyst.E.ITS	1.00	1.00
Solutions Engineer.E.ITS	1.00	1.00
Systems Administration Manager.E.ITS	1.00	1.00
Systems Administrator.E.ITS	15.00	15.00
Systems Analyst.E.ITS	5.00	5.00
Systems Coordinator.E.ITS	8.00	8.00
Technical Support Desk Manager.E.ITS	1.00	1.00
Technical Support Specialist.E.ITS	4.00	4.00
Telecommunications Analyst.E.ITS	2.00	2.00
Telecommunications Coordinator.E.ITS	1.00	1.00
Subtotal	143.00	143.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Library Services Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	1.00	1.00
Administrative Specialist II.N.Admin	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Business Systems Department Specialist.E.Bus	1.00	1.00
Contracts Manager.E.Purch	1.00	1.00
Director Library Services.E.ExMgt	1.00	1.00
Division Manager Library Public Svcs.E.LibSv	1.00	1.00
General Manager I.E.Supv	1.00	1.00
Librarian Part-Time.E.LibSv	0.95	0.95
Librarian Part-Time.N.LibSv	4.75	4.75
Librarian.E.LibSv	45.00	48.00
Librarian.N.LibSv	3.00	3.00
Librarian-P/T.N.LibSv	0.48	0.95
Librarian-Youth Services.E.LibSv	12.00	12.00
Librarian-Youth Services.N.LibSv	1.00	1.00
Library Aide Part-Time.N.LibSv	0.48	0.48
Library Aide.N.LibSv	23.00	25.00
Library Assistant- Part-Time.N.LibSv	18.53	18.53
Library Assistant.N.LibSv	75.00	77.00
Library Assistant-P/T.N.LibSv	0.48	0.48
Library Community Engagement & Partnerships Mgr.E.LibSv	1.00	1.00
Library Project Mgr.E.LibSv	1.00	1.00
Library Public Service Reg Mgr.E.LibSv	6.00	6.00
Library Technical Assistant Part-Time.N.LibSv	3.33	3.33
Library Technical Assistant- Part-Time.N.LibSv	-	1.00
Library Technical Assistant.N.Cultr	34.00	35.00
Library Transport Assistant II.N.Trans	2.00	2.00
Manager Law Library.E.ExMgt	1.00	1.00
Manager Library Development.E.LibSv	1.00	1.00
Manager Library Learning Experiences.E.LibSv	1.00	1.00
Manager Library Tech & Collections.E.LibSv	1.00	1.00
Manager Operations/Technology.E.ITS	1.00	1.00
Office Assistant II.N.Admin	1.00	1.00
Paralegal Specialist.N.Legal	1.00	1.00
Principal Librarian.E.Cultr	14.00	14.00
Principal Librarian.N.Cultr	2.00	2.00
Principal Librarian-Youth Svcs.E.Cultr	4.00	4.00
Principal Library Assistant.N.Cultr	8.00	8.48
Senior Librarian.E.Cultr	19.00	21.00
Senior Librarian-Youth Services.E.Cultr	15.00	15.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Library Services Department (continued)		
Senior Librarian-Youth Services.N.Cultr	2.00	2.00
Senior Library Assistant.N.Cultr	40.00	40.00
Senior Library Technical Assistant.N.ITS	11.00	11.00
Technology Manager.E.LibSv	1.00	1.00
Subtotal	363.98	375.93
Management and Budget Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Budget Manager Capital Team.E.Acctg	1.00	1.00
Budget Manager Operating Team.E.Acctg	1.00	1.00
Budget Services Coordinator.E.Acctg	3.00	3.00
Budget Systems Administrator.E.Data	1.00	1.00
Debt & Financial Analysis Manager.E.Acctg	1.00	1.00
Debt-Government Business Mgr.E.ExMgt	1.00	1.00
Director Management and Budget.E.ExMgt	1.00	1.00
Economist.E.Econ	1.00	1.00
General Manager IV.E.ExMgt	1.00	1.00
Insurance Fiscal Manager.E.ExMgt	1.00	1.00
Manager Fiscal Services.E.Acctg	1.00	1.00
Manager Risk Management/Safety.E.Insp	1.00	1.00
Manager Systems/Revenue.E.ITS	1.00	1.00
Program Coordinator.N.Proj	2.00	2.00
Safety/Loss Control Coord.N.Insp	1.00	1.00
Senior Budget Analyst.E.Acctg	5.00	5.00
Senior Budget Analyst.N.Acctg	1.00	1.00
Senior Supervisor.N.Supv	1.00	1.00
Subtotal	29.00	29.00
Medical Examiner Department		
Administrative Specialist II.N.Admin	1.00	1.00
Assistant Chief Forensic Toxicologist.E.MedSv	1.00	1.00
Associate Medical Examiner.E.ExMgt	3.00	3.00
Autopsy Technician Part-Time.N.MedSv	0.48	0.48
Autopsy Technician.N.MedSv	5.00	5.00
Chief Forensic Toxicologist.E.ForOp	1.00	1.00
Chief Medical Examiner.E.ExMgt	1.00	1.00
Deputy Chief Medical Examiner.E.ExMgt	1.00	1.00
Forensic Investigator I Part-Time.N.ForOp	0.48	0.48
Forensic Toxicologist I.E.MedSv	3.00	3.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Medical Examiner Department (continued)		
General Manager II.N.Supv	1.00	1.00
Manager Operations.E.ExMgt	1.00	1.00
Medical Exmnr DeathInvstgtr.N.MedSv	10.00	10.00
Office Assistant III.N.Admin	3.00	3.00
Senior Autopsy Technician.N.MedSv	1.00	1.00
Sr Medical Exmnr DeathInvstgtr.N.MedSv	2.00	2.00
Subtotal	34.96	34.96
Non-Departmental - Pool Positions		
Pool Position.N.Misc	15.00	15.00
Subtotal	15.00	15.00
Office of Operations and Legislative Affairs		
Agenda Special Projects Manager.E.Admin	1.00	1.00
Community Affairs Liaison & Equal Opportunity Admin.E.ExMgt	1.00	1.00
Community Affairs Liaison.E.ExMgt	1.00	1.00
Equal Opportunity Coordinator.E.ExMgt	1.00	1.00
Executive Assistant-County Administrator.E.Admin	1.00	1.00
Intergovernmental Relations Manager.E.ExMgt	1.00	1.00
Intrgvnmntl Rlt/Spcl Proj Crd.E.Proj	1.00	1.00
Manager Hispanic Affairs.E.Comm	1.00	1.00
Operations-Legislative Affairs Ofcr.E.ExMgt	1.00	1.00
Senior Secretary.N.Admin	1.00	1.00
Special Projects Manager Legislative Affairs.E.Proj	1.00	1.00
Subtotal	11.00	11.00
Parks and Recreation Department		
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Services Coord.E.Admin	1.00	1.00
Administrative Specialist II.N.Admin	1.00	1.00
Administrative Specialist III.N.Admin	1.00	1.00
Assistant Athletics Specialist.N.Parks	1.00	1.00
Assistant Recreation Program Supervisor.N.Parks	8.00	8.00
Athletics Manager.E.ExMgt	1.00	1.00
Athletics Specialist.N.Parks	2.00	2.00
Construction Equipment Oper III.N.Trade	1.00	1.00
Director Recreation Athletics Neighborhood Parks.E.ExMgt	1.00	1.00
Electrician III.N.Trade	1.00	1.00
Environmental Technician I Part-Time.N.EnvSv	0.57	0.57
Event Coordinator.N.Parks	1.00	1.00
Executive Administrative Manager.E.Admin	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Parks and Recreation Department (continued)		
Fiscal Operations Manager.E.Acctg	1.00	1.00
General Crew Leader.N.Trade	5.00	5.00
General Manager I.E.Supv	1.00	1.00
Manager Operations.E.ExMgt	1.00	1.00
Manager.E.Supv	3.00	3.00
Multi-Trades Worker I.N.Trade	3.00	3.00
Multi-Trades Worker II.N.Trade	18.00	18.00
Multi-Trades Worker III.N.Trade	5.00	5.00
Office Assistant II.N.Admin	2.00	2.00
Parks Planning & Development Manager.E.ExMgt	1.00	1.00
Program Coordinator.N.Proj	1.00	1.00
Project Manager I.E.Proj	1.00	1.00
Recreation Leader I Part-Time.N.Parks	24.85	24.85
Recreation Leader I.E.Parks	0.51	0.51
Recreation Leader I.N.Parks	15.64	15.64
Recreation Leader II.N.Parks	24.00	24.00
Recreation Program Specialist.N.Parks	16.00	16.00
Recreation Program Supervisor.N.Parks	10.00	10.00
Recreation Therapist Aide Part-Time.N.Parks	23.94	23.94
Recreational Therapist.N.Parks	5.00	5.00
Refrig Air Cndtng Mechanic III.N.Trade	2.00	2.00
Senior Crew Leader.N.Trade	7.00	7.00
Senior Program Coordinator.E.Proj	2.00	2.00
Senior Recreational Therapist.N.Parks	2.00	2.00
Senior Secretary.N.Admin	1.00	1.00
Storekeeper III.N.Purch	2.00	2.00
Trades Helper.N.Trade	5.00	5.00
Subtotal	205.51	205.51
Pet Resources Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist III.E.Admin	1.00	1.00
Animal Abuse Investigator.N.Anim	6.00	6.00
Animal Care Assistant.N.Anim	12.00	12.00
Animal Care Supervisor.E.Anim	1.00	1.00
Animal Control Officer.E.Anim	2.00	2.00
Animal Control Officer.N.Anim	15.00	15.00
Animal Control Supervisor.E.Anim	3.00	3.00
Assistant Animal Shelter Coord.E.Anim	1.00	1.00
Community Services Program Coordinator I.N.Proj	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Pet Resources Department (continued)		
Court Liaison.N.Court	1.00	1.00
Customer Service Representative.N.Admin	16.00	16.00
Director Pet Resources.E.ExMgt	1.00	1.00
General Manager I.E.Supv	3.00	3.00
Manager Field Services.E.Anim	1.00	1.00
Manager Pet Resources & Community Services.E.Anim	1.00	1.00
Managing Dir Shelter Ops.E.ExMgt	1.00	1.00
Office Assistant.N.Admin	1.00	1.00
Senior Animal Care Assistant.N.Anim	6.00	6.00
Senior Supervisor.E.Supv	2.00	2.00
Senior Supervisor.N.Supv	1.00	1.00
Veterinarian.E.Anim	2.50	2.50
Veterinary Medical Director.E.Anim	1.00	1.00
Veterinary Technician Part-Time.N.Anim	0.50	0.50
Veterinary Technician.N.Anim	13.00	13.00
Subtotal	96.00	96.00
Procurement Services Department		
Administrative Specialist I.N.Admin	5.00	5.00
Administrative Specialist II.N.Admin	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Chief Procurement Analyst.E.Purch	6.00	6.00
Director Procurement Services.E.ExMgt	1.00	1.00
Principal Business Analyst.E.Bus	1.00	1.00
Procurement Analyst.E.Purch	4.00	4.00
Procurement Operations Coordinator.E.Admin	6.00	6.00
Procurement Operations Manager.E.Admin	1.00	1.00
Procurement Performance Coordinator.E.Purch	1.00	1.00
Senior Business Analyst.E.Bus	1.00	1.00
Senior Procurement Analyst.E.Purch	14.00	14.00
Subtotal	42.00	42.00
Public Utilities Department		
Accountant I.E.Acctg	4.00	4.00
Accountant I.N.Acctg	4.00	4.00
Accountant II.E.Acctg	3.00	3.00
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk II.N.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	10.00	10.00
Accounting Manager.E.Acctg	1.00	1.00
Administrative Specialist I.N.Admin	8.00	8.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Public Utilities Department (continued)		
Administrative Specialist II.N.Admin	5.00	5.00
Administrative Specialist III.E.Admin	1.00	1.00
Business Analyst I.E.Bus	1.00	1.00
Business Analyst II.E.Bus	4.00	4.00
Chief Environmental Scientist.E.EnvSv	3.00	3.00
Contracts Manager.E.Purch	2.00	2.00
Customer Service Analyst.E.Admin	1.00	1.00
Customer Service Analyst.N.Admin	4.00	4.00
Customer Service Representative.N.Admin	21.00	21.00
Director Public Utilities.E.ExMgt	1.00	1.00
Director Utility Support Division.E.ExMgt	1.00	1.00
Division Dir Field Maint Svcs.E.Const	1.00	1.00
Division Dir Technical Services.E.ExMgt	1.00	1.00
Division Dir Utility Operations.E.Util	2.00	2.00
Division Director Enterprise Solutions.E.ExMgt	1.00	1.00
Engineering Specialist II.E.Eng	3.00	3.00
Engineering Specialist II.N.Eng	9.00	9.00
Engineering Technician II.N.Eng	8.00	8.00
Engineering Technician III.E.Eng	1.00	1.00
Engineering Technician III.N.Eng	4.00	4.00
Environmental Manager.E.EnvSv	2.00	2.00
Environmental Scientist I.N.EnvSv	5.00	5.00
Environmental Scientist II.E.EnvSv	3.59	3.59
Environmental Specialist I.N.EnvSv	5.00	5.00
Environmental Specialist II.E.EnvSv	2.00	2.00
Environmental Specialist II.N.EnvSv	3.00	3.00
Environmental Specialist III.E.EnvSv	3.00	3.00
Environmental Supervisor.E.EnvSv	1.00	1.00
Environmental Technician I.N.EnvSv	1.00	1.00
Field Collector.N.Tax	4.00	4.00
Field Service Representative.N.Util	7.00	7.00
General Manager I.E.Supv	12.00	12.00
General Manager I.N.Supv	1.00	1.00
General Manager II.E.Supv	7.00	7.00
General Manager III.E.ExMgt	9.00	9.00
GIS Analyst.N.ITS	2.00	2.00
Industrial Electrician.E.Trade	5.00	5.00
Industrial Electrician.N.Trade	27.00	27.00
Industrial Instrm/Control Tech.N.Trade	19.00	19.00
Industrial Mechanic.N.Trade	70.00	70.00
Information Technology Program Manager.E.ITS	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Public Utilities Department (continued)		
Inspector I.N.Insp	1.00	1.00
Inspector III.N.Insp	1.00	1.00
Manager Client Services Group.E.SSvc	1.00	1.00
Manager Contract Admin & Assistant Group.E.Purch	1.00	1.00
Manager Engineering Svcs Capital Projects Management.E.Eng	1.00	1.00
Manager Engineering Svcs Utility Design.E.Eng	1.00	1.00
Manager Engineering Svcs Utility Planning.E.Eng	1.00	1.00
Manager Field Services.E.Anim	1.00	1.00
Manager Financial & Business Svcs.E.ExMgt	1.00	1.00
Manager Plans/Readiness & Analysis.E.Misc	1.00	1.00
Manager.E.Supv	4.00	4.00
Manager.N.Supv	1.00	1.00
Meter Reader.N.Util	5.00	5.00
Multi-Trades Worker II.N.Trade	1.00	1.00
Office Assistant II.N.Admin	16.00	16.00
Office Assistant III.N.Admin	4.00	4.00
Office Assistant.N.Admin	6.00	6.00
Plant Electronics Supervisor.N.Util	2.00	2.00
Plant Manager.E.Util	8.00	8.00
Plant Manager.N.Util	2.00	2.00
Principal Business Analyst.E.Bus	1.00	1.00
Prof Engineer I.E.Eng	1.00	1.00
Prof Engineer I.N.Eng	1.00	1.00
Program Coordinator.E.Proj	1.00	1.00
Program Coordinator.N.Proj	3.00	3.00
Project Manager I.E.Proj	1.00	1.00
Project Manager II.E.Proj	7.00	7.00
Safety/Loss Control Coord.N.Insp	1.00	1.00
SCADA Systems Coordinator.E.ITS	3.00	3.00
Section Manager FMS Line Maint.E.ExMgt	2.00	2.00
Section Manager FMS Pump Stn Ops.E.ExMgt	1.00	1.00
Section Manager Public Utilities Maintenance.E.ExMgt	1.00	1.00
Section Manager Public Utilities Wastewater.E.ExMgt	1.00	1.00
Section Manager Public Utilities Water.E.ExMgt	1.00	1.00
Senior Budget Analyst.E.Acctg	1.00	1.00
Senior Customer Service Rep.N.Misc	9.00	9.00
Senior Engineering Specialist.E.Eng	2.00	2.00
Senior Engineering Specialist.N.Eng	13.00	13.00
Senior Engineering Technician.E.Eng	1.00	1.00
Senior Engineering Technician.N.Eng	8.00	8.00
Senior Field Collector.N.Tax	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Public Utilities Department (continued)		
Senior Field Service Rep.N.Util	7.00	7.00
Senior GIS Analyst.E.ITS	1.00	1.00
Senior Hydrologist.E.EnvSv	1.00	1.00
Senior Meter Reader.N.Util	10.00	10.00
Senior Professional Engineer.E.Eng	10.00	10.00
Senior Supervisor.E.Supv	8.00	8.00
Senior Supervisor.N.Supv	4.00	4.00
Storekeeper III.N.Purch	4.00	4.00
Supervisor.N.Admin	3.00	3.00
Systems Analyst.E.ITS	1.00	1.00
Training Specialist.N.Human	1.00	1.00
Training Technician.N.Human	2.00	2.00
Utilities Asset Coordinator.N.Util	2.00	2.00
Utilities Maintenance Crew Ldr.N.Util	15.00	15.00
Utilities Maintenance Operator.E.Trade	8.00	8.00
Utilities Maintenance Operator.N.Trade	92.00	92.00
Utilities Maintenance Supervisor.N.Util	22.00	22.00
Utilities Maintenance Worker.E.Trade	3.00	3.00
Utilities Manager.E.Util	8.00	8.00
Utilities Manager.N.Util	3.00	3.00
Utilities Plant Operator.N.Trade	102.00	102.00
Subtotal	721.59	721.59
Public Works Department		
Accountant I.E.Acctg	2.00	2.00
Accountant I.N.Acctg	3.00	3.00
Accountant III.E.Acctg	2.00	2.00
Accounting Clerk III.N.Acctg	14.00	14.00
Administrative Specialist I.N.Admin	5.00	5.00
Administrative Specialist II.N.Admin	5.00	5.00
Administrative Specialist III.E.Admin	3.00	3.00
Advanced Transportation Worker.N.Trade	43.00	43.00
Business Analyst II.E.Bus	1.00	1.00
Business Manager.E.Plan	1.00	1.00
Chief Environmental Scientist.E.EnvSv	1.00	1.00
Community Collection Ctr Attendant.N.Trade	10.00	10.00
Community Relations Coord.N.Comm	1.00	1.00
Construction Equipment Oper III.N.Trade	1.00	1.00
Contracts Management Specialist.N.Purch	1.00	1.00
Contracts Manager.E.Purch	4.00	4.00
Contracts Manager.N.Purch	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Public Works Department (continued)		
Crew Leader II.N.Trade	2.00	2.00
Customer Service Analyst.N.Admin	1.00	1.00
Customer Service Representative.N.Admin	2.00	2.00
Director Financial Services Division.E.ExMgt	0.85	0.85
Director Public Works.E.ExMgt	1.00	1.00
Director Technical Services Div.E.ExMgt	1.00	1.00
Director Transportation Maintenance Division.E.ExMgt	1.00	1.00
Division Dir Trnsprtn Plng Dvlpmt.E.ExMgt	1.00	1.00
Division Director Solid Waste.E.ExMgt	1.00	1.00
Engineering Specialist I.N.Eng	11.00	11.00
Engineering Specialist II.E.Eng	3.00	3.00
Engineering Specialist II.N.Eng	10.00	10.00
Engineering Technician I.N.Eng	3.00	3.00
Engineering Technician II.N.Eng	5.00	5.00
Engineering Technician III.N.Eng	20.00	20.00
Environmental Scientist I.N.EnvSv	1.00	1.00
Environmental Scientist II.E.EnvSv	2.00	2.00
Environmental Specialist I.E.EnvSv	1.00	1.00
Environmental Specialist I.N.EnvSv	2.00	2.00
Environmental Specialist II.N.EnvSv	1.00	1.00
Environmental Specialist III.E.EnvSv	1.00	1.00
Environmental Specialist III.N.EnvSv	1.00	1.00
Environmental Technician I.N.EnvSv	1.00	1.00
Environmental Technician II.N.EnvSv	8.00	8.00
Equipment Technician II.N.Trade	1.00	1.00
Executive Planner.E.Plan	1.00	1.00
Fiscal Analyst.E.Admin	1.00	1.00
Fiscal Analyst.N.Admin	1.00	1.00
General Crew Leader.N.Trade	11.00	11.00
General Manager I.E.Supv	3.00	3.00
General Manager I.N.Supv	4.00	4.00
General Manager II.E.Supv	8.00	8.00
General Manager II.N.Supv	1.00	1.00
General Manager III.E.ExMgt	6.00	6.00
GIS Analyst.N.ITS	5.00	5.00
GIS Project Manager.E.Proj	2.00	2.00
GIS/Mapping Technician.N.ITS	4.00	4.00
Helicopter Pilot.N.Trans	1.00	1.00
Industrial Mechanic.N.Trade	2.00	2.00
Inspector/Spray Equip Operator.N.Insp	11.00	11.00
Laborer.N.Trade	8.00	8.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Public Works Department (continued)		
Landscape Architect.E.Trans	2.00	2.00
Landscape Gardener.N.Trade	2.00	2.00
Manager Center Development Svcs.E.ExMgt	1.00	1.00
Manager CIP Financial Services.E.ExMgt	1.00	1.00
Manager Countywide Construction.E.Const	1.00	1.00
Manager Engineering Construction.E.ExMgt	1.00	1.00
Manager Engineering Technical Services.E.ExMgt	1.00	1.00
Manager Environmental Services Section.E.EnvSv	1.00	1.00
Manager Geomatics Section.E.Eng	1.00	1.00
Manager Hazardous Mitigation Program.E.Misc	1.00	1.00
Manager Infrastructure Growth Planning.E.ExMgt	1.00	1.00
Manager Mosquito/Aqua Weed Control.E.EnvSv	1.00	1.00
Manager Public Works Maint Ops.E.Eng	3.00	3.00
Manager Solid Waste Landfill Ops.E.ExMgt	1.00	1.00
Manager Solid Waste Processing.E.ExMgt	1.00	1.00
Manager South Solid Waste Ops.E.ExMgt	1.00	1.00
Manager Systems Planning.E.ExMgt	1.00	1.00
Manager Traffic Operations Section.E.ExMgt	1.00	1.00
Manager.N.Supv	14.00	14.00
Mosquito Control Inspector.N.Insp	2.00	2.00
Multi-Trades Worker I.N.Trade	1.00	1.00
Multi-Trades Worker II.N.Trade	1.00	1.00
Multi-Trades Worker III.N.Trade	1.00	1.00
Office Assistant II.N.Admin	5.00	5.00
Office Assistant III.N.Admin	6.00	6.00
Office Assistant.N.Admin	1.00	1.00
Operations Field Coordinator.N.Eng	8.00	8.00
Principal Business Analyst.E.Bus	1.00	1.00
Principal Planner.E.Plan	2.00	2.00
Prof Engineer II.E.Eng	12.00	12.00
Prof Engineer II.N.Eng	4.00	4.00
Prof Land Surveyor/Mapper II.E.Eng	3.00	3.00
Program Coordinator.N.Proj	7.00	7.00
Project Manager I.N.Proj	2.00	2.00
Project Manager II.E.Proj	1.00	1.00
Project Manager II.N.Proj	1.00	1.00
Project Manager III.E.Proj	2.00	2.00
Projects Control Coordinator.E.ExMgt	1.00	1.00
Recycling Coordinator.E.Util	1.00	1.00
Senior Business Analyst.N.Bus	1.00	1.00
Senior Contracts Management Specialist.E.Purch	2.00	2.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Public Works Department (continued)		
Senior Crew Leader.N.Trade	29.00	29.00
Senior Engineering Specialist.E.Eng	1.00	1.00
Senior Engineering Specialist.N.Eng	22.00	22.00
Senior Engineering Technician.N.Eng	22.00	22.00
Senior Environmental Technician.N.EnvSv	3.00	3.00
Senior GIS Analyst.E.ITS	2.00	2.00
Senior GIS Analyst.N.ITS	3.00	3.00
Senior Human Resource Assistant.N.Human	1.00	1.00
Senior Planner.E.Plan	3.00	3.00
Senior Professional Engineer.E.Eng	13.00	13.00
Senior Professional Engineer.N.Eng	1.00	1.00
Senior Program Coordinator.E.Proj	1.00	1.00
Senior Program Coordinator.N.Proj	1.00	1.00
Senior Supervisor.N.Supv	11.00	11.00
Senior Transportation Worker.N.Trade	58.00	58.00
Solid Waste Construction Equipment Operator.N.Const	17.00	17.00
Solid Waste Equipment Operator.N.Util	15.00	15.00
Solid Waste Transfer Equipment Operator.N.Util	28.00	28.00
Special Projects Coordinator.E.Proj	2.00	2.00
Spray Equipment Operator.N.Trade	5.00	5.00
Storekeeper III.N.Purch	5.00	5.00
Trades Helper.N.Trade	11.00	11.00
Traffic Instrumentation and Control Technician.N.Util	16.00	16.00
Traffic Sign/Marking Supervisor.N.Trade	2.00	2.00
Traffic Sign/Marking Technician I.N.Trade	8.00	10.00
Traffic Sign/Marking Technician II.N.Trade	5.00	5.00
Transportation Development Program Manager.E.ExMgt	1.00	1.00
Transportation Operations Supt.N.Trans	3.00	3.00
Transportation Program Manager.E.ExMgt	1.00	1.00
Transportation Worker.N.Trade	41.00	41.00
Utilities Plant Operator.N.Trade	1.00	1.00
Subtotal	681.85	683.85
Real Estate and Facilities Services Department		
Accountant I.N.Acctg	1.00	1.00
Accountant II.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist II.N.Admin	4.00	4.00
Administrative Specialist III.E.Admin	1.00	1.00
Assistant County Administrator.E.ExMgt	1.00	1.00
Business Systems Department Specialist.E.Bus	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Real Estate and Facilities Services Department (continued)		
Carpenter.N.Trade	5.00	5.00
Contract Compliance Insprtr I.N.Insp	5.00	5.00
Contracts Manager.E.Purch	1.00	1.00
Custodian Part-Time.N.Fac	0.48	0.48
Custodian.N.Fac	35.00	35.00
Director Real Estate Services.E.ExMgt	1.00	1.00
ELAPP Acquisition Manager.E.Real	1.00	1.00
Electrician II.N.Trade	11.00	11.00
Electrician III.N.Trade	3.00	3.00
Engineering Specialist II.E.Eng	1.00	1.00
General Manager I.N.Supv	1.00	1.00
General Manager II.E.Supv	1.00	1.00
General Manager III.E.ExMgt	2.00	2.00
Head Custodian.N.Fac	6.00	6.00
Indoor Air Quality Specialist.N.Trade	1.00	1.00
Maintenance Repair Supervisor.N.Trade	1.00	1.00
Manager Architecture & Engineering Svcs.E.ExMgt	1.00	1.00
Manager Facilities Capital Construction.E.Proj	1.00	1.00
Manager Logistics.E.Bus	1.00	1.00
Manager Real Estate Acquisition & Disposition Services.E.ExMgt	1.00	1.00
Manager Real Estate Technical Services.E.ExMgt	1.00	1.00
Manager Real Property Section.E.Real	1.00	1.00
Manager Support Services.E.SSvcs	1.00	1.00
Manager Workforce Utilization.E.Misc	1.00	1.00
Manager.E.Supv	1.00	1.00
Manager.N.Supv	1.00	1.00
Multi-Trades Worker I.N.Trade	5.00	5.00
Multi-Trades Worker II.N.Trade	9.00	9.00
Multi-Trades Worker III.N.Trade	5.00	5.00
Office Assistant II.N.Admin	1.00	1.00
Office Assistant III.N.Admin	1.00	1.00
Painter.N.Trade	5.00	5.00
Principal Business Analyst.E.Bus	1.00	1.00
Project Manager I.E.Proj	7.00	7.00
Project Manager II.E.Proj	7.00	7.00
Project Manager II.N.Proj	1.00	1.00
Project Manager III.E.Proj	2.00	2.00
Project Manager IV.E.Proj	1.00	1.00
Real Property Specialist.N.Real	6.00	6.00
Refrig Air Cndtng Mechanic I.N.Trade	2.00	2.00
Refrig Air Cndtng Mechanic II.N.Trade	6.00	6.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Real Estate and Facilities Services Department (continued)		
Refrig Air Cndtng Mechanic III.N.Trade	5.00	5.00
Section Manager Operations/Maintenance.E.Misc	1.00	1.00
Senior Administrative Specialist-CAD.E.Admin	1.00	1.00
Senior Architect.E.Eng	4.00	4.00
Senior Carpenter.N.Trade	1.00	1.00
Senior Head Custodian.N.Fac	2.00	2.00
Senior Heating Vent A/C Technician.N.Trade	2.00	2.00
Senior Locksmith.N.Trade	1.00	1.00
Senior Real Estate Appraiser.E.Prop	1.00	1.00
Senior Real Property Specialist.N.Real	7.00	7.00
Senior Storeroom Manager.E.Fac	1.00	1.00
Senior Supervisor.N.Supv	4.00	4.00
Space Planning Coordinator.E.ExMgt	1.00	1.00
Storekeeper II.N.Purch	1.00	1.00
Storekeeper III.N.Purch	2.00	2.00
Supervisor Buildings/Grounds.N.Fac	1.00	1.00
Supervisor.N.Admin	1.00	1.00
Systems Coordinator.E.ITS	1.00	1.00
Trades/Maintenance Supt.E.Trade	3.00	3.00
Subtotal	195.48	195.48
Social Services Department		
Accountant III.E.Acctg	1.00	1.00
Accountant.E.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	2.00	2.00
Administrative Specialist I.N.Admin	2.00	2.00
Administrative Specialist II.N.Admin	1.00	1.00
Administrative Specialist III.E.Admin	1.00	1.00
Case Manager.N.SSvc	9.00	9.00
Community Services Program Coordinator II.E.Proj	2.00	2.00
Director Social Services.E.ExMgt	1.00	1.00
Human Services Supervisor.E.SSvc	8.00	8.00
Manager Grants Compliance.E.ExMgt	1.00	1.00
Manager Grants/Quality Assurance.E.ExMgt	1.00	1.00
Manager Projects and Contracts.E.ExMgt	1.00	1.00
Office Assistant Part-Time.N.Admin	0.95	0.95
Office Assistant.N.Admin	6.18	6.18
Project Manager I.E.Proj	1.00	1.00
Regional Service Center Manager.E.Misc	3.00	3.00
Senior Case Manager.N.SSvc	18.00	18.00
Senior Social Services Specialist.N.SSvc	13.00	13.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Social Services Department (continued)		
Social Services Specialist.N.SSvcS	10.00	10.00
Training Specialist.E.Human	3.00	3.00
Subtotal	86.13	86.13
Strategic Planning and Grants Management Department		
Assistant County Administrator.E.ExMgt	1.00	1.00
Community Services Program Coordinator I.N.Proj	1.00	1.00
Criminal Justice Specialist.E.Legal	1.00	1.00
Executive Assistant-County Administrator.E.Admin	1.00	1.00
General Manager III.E.ExMgt	1.00	1.00
Grants Administrator.E.ExMgt	1.00	1.00
Grants Reporting/Complnc Ofcr.E.ExMgt	1.00	1.00
Manager Crime Prevention/Coordinating Unit.E.Law	1.00	1.00
Project Manager I.E.Proj	1.00	1.00
Subtotal	9.00	9.00
Sunshine Line Department		
Accountant III.E.Acctg	1.00	1.00
Accounting Clerk II.N.Acctg	1.00	1.00
Accounting Clerk III.N.Acctg	1.00	1.00
Administrative Specialist II.E.Admin	1.00	1.00
Business & Compliance Coordinator.E.ExMgt	1.00	1.00
Customer Service Analyst.N.Admin	1.00	1.00
Customer Service Representative.N.Admin	9.00	9.00
Director Sunshine Line.E.ExMgt	1.00	1.00
General Manager I.E.Supv	1.00	1.00
Manager.E.Supv	1.00	1.00
Office Assistant II.N.Admin	1.00	1.00
Paratransit Minibus Operator.N.Trans	44.00	44.00
Senior Paratransit Minibus Oper.N.Trans	6.00	6.00
Senior Supervisor.E.Supv	1.00	1.00
Supervisor.E.Admin	4.00	4.00
Transportation Route Scheduler.N.Trans	3.00	3.00
Subtotal	77.00	77.00
TOTAL COUNTY ADMINISTRATOR ORGANIZATION	5,140.37	5,157.32

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
ELECTED OFFICIALS ORGANIZATION		
Clerk of the Circuit Court - BOCC Funded		
Subtotal	102.00	102.00
Property Appraiser		
Subtotal	125.00	125.00
Sheriff's Office		
Subtotal	3,675.50	3,675.50
State Attorney Part II (Victim Assistance)		
Administrative Assistant Part-Time.N.Admin	0.50	0.50
Court Clerk II.N.Court	8.00	8.00
Court Clerk III.N.Court	2.00	2.00
Intake Counselor.N.Admin	14.00	14.00
Program Manager-VA.E.Proj	1.00	1.00
Senior Case Manager.N.SSvc	1.00	1.00
Victim Support Specialist-VA.N.SSvc	0.60	0.60
Subtotal	27.10	27.10
Supervisor of Elections		
Subtotal	48.00	48.00
Tax Collector		
Subtotal	377.00	377.00
TOTAL ELECTED OFFICIALS ORGANIZATION	4,354.60	4,354.60
JUDICIAL ORGANIZATION		
Judicial Branch - Administrative Offices of the Court		
ZCA-Accountant III.N.CrtA	1.00	1.00
ZCA-Administrative Assistant I.N.CrtA	1.00	1.00
ZCA-Chief Deputy Court Administrator.N.CrtA	2.00	2.00
ZCA-Circuit Court Counsel.N.CrtA	1.00	1.00
ZCA-Court Counselor.N.CrtA	10.00	10.00
ZCA-Court Facilities Supervisor.N.CrtA	1.00	1.00
ZCA-Court Operations Consul.N.CrtA	1.00	1.00
ZCA-Court Operations Manager.N.CrtA	1.00	1.00
ZCA-Court Ops Coordinator.N.CrtA	1.00	1.00
ZCA-Court Program Specialist I.N.CrtA	6.85	6.85
ZCA-Court Program Specialist II.N.CrtA	3.00	3.00
ZCA-Customer Service Agent.N.CrtA	1.00	1.00
ZCA-Director of Facilities Management.N.CrtA	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Judicial Branch - Administrative Offices of the Court (continued)		
ZCA-Director of Problem Solving Courts.E.Legal	1.00	1.00
ZCA-Drug Court Specialist II.N.CrtA	6.00	6.00
ZCA-Human Resources Mgr.N.CrtA	1.00	1.00
ZCA-Information System Analyst.N.CrtA	2.00	2.00
ZCA-Mediation Services Coordinator.N.CrtA	1.00	1.00
ZCA-Multi Trades Worker I.N.CrtA	1.00	1.00
ZCA-Multi Trades Worker II.N.CrtA	4.00	4.00
ZCA-Program Assistant.N.CrtA	3.00	3.00
ZCA-Public Information Specialist I.N.CrtA	1.00	1.00
ZCA-Secretary Specialist.N.CrtA	2.00	2.00
ZCA-Senior Administrative Assistant.N.CrtA	1.00	1.00
ZCA-Senior Court Program Spec.N.CrtA	2.00	2.00
ZCA-Senior Secretary.N.CrtA	0.85	0.85
ZCA-Senior Trial Court Staff Attorney.N.CrtA	1.00	1.00
ZCA-System Project Consultant.N.CrtA	1.00	1.00
ZCA-User Support Analyst.N.CrtA	1.00	1.00
TOTAL JUDICIAL ORGANIZATION	59.70	59.70
BOARDS, COMMISSIONS, & AGENCIES ORGANIZATION		
Civil Service Board		
Chief Class & Comp Dept-CSB.E.ExMgt	1.00	1.00
Chief ER/Pr Act/Sys Spt Dept-CSB.E.ExMgt	1.00	1.00
Chief Talent Acqtn Dept-CSB.E.ExMgt	1.00	1.00
Director Civil Service Board.E.ExMgt	1.00	1.00
Exec Assistant/Office Mgr-CSB.E.Admin	1.00	1.00
Human Resource Research Specialist.E.Human	0.50	0.50
Manager.E.Supv	1.00	1.00
Senior Human Resource Analyst.E.Human	1.00	1.00
Subtotal	7.50	7.50
Environmental Protection Commission		
Administrative Specialist II.N.Admin	3.00	3.00
Administrative Specialist III.E.Admin	1.00	1.00
Attorney-EPC.E.Legal	1.00	1.00
Chief Environmental Scientist.E.EnvSv	1.00	1.00
Community Relations Coord.E.Comm	1.00	1.00
Database Administrator.E.ITS	1.00	1.00
Director Air Management-EPC.E.ExMgt	1.00	1.00
Director Waste Management-EPC.E.ExMgt	1.00	1.00
Director Water Management-EPC.E.ExMgt	1.00	1.00
Director Wetlands Management-EPC.E.ExMgt	1.00	1.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Environmental Protection Commission (continued)		
Electronics Technician I.N.Trade	1.00	1.00
Electronics Technician II.N.Trade	2.00	2.00
Electronics Technician III.N.Trade	2.00	2.00
Engineering Specialist I.E.Eng	1.00	1.00
Engineering Specialist II.E.Eng	7.00	7.00
Engineering Specialist II.N.Eng	1.00	1.00
Environmental Manager.E.EnvSv	1.00	1.00
Environmental Scientist I.E.EnvSv	11.00	11.00
Environmental Scientist I.N.EnvSv	2.00	2.00
Environmental Scientist II.E.EnvSv	21.00	21.00
Environmental Scientist II.N.EnvSv	1.00	1.00
Environmental Specialist I.N.EnvSv	3.00	3.00
Environmental Specialist II.E.EnvSv	1.00	1.00
Environmental Specialist II.N.EnvSv	8.00	8.00
Environmental Specialist III.E.EnvSv	7.00	7.00
Environmental Supervisor.E.EnvSv	1.00	1.00
Executive Director-EPC.E.ExMgt	1.00	1.00
Fiscal Analyst.E.Admin	1.00	1.00
General Counsel-EPC.E.Legal	2.00	2.00
General Manager I.E.Supv	2.00	2.00
General Manager II.E.Supv	10.00	10.00
General Manager III.E.ExMgt	9.00	9.00
General Manager IV.E.ExMgt	2.00	2.00
GIS Project Manager.E.Proj	1.00	1.00
Info Systems Project Manager.E.ITS	1.00	1.00
Legal Administrative Assistant.N.Admin	1.00	1.00
Manager.E.Supv	1.00	1.00
Office Assistant II.N.Admin	1.50	1.50
Prof Engineer I.E.Eng	4.00	4.00
Prof Engineer II.E.Eng	4.00	4.00
Prof Geologist.E.EnvSv	2.00	2.00
Project Manager I.E.Proj	7.00	7.00
Project Manager II.E.Proj	3.00	3.00
Senior Hydrologist.E.EnvSv	2.00	2.00
Senior Professional Engineer.E.Eng	1.00	1.00
Senior Program Coordinator.N.Proj	1.00	1.00
Senior Software Specialist.E.ITS	1.00	1.00
Software Specialist II.E.ITS	1.00	1.00
Subtotal	140.50	140.50

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Guardian ad Litem		
ZGAL-Case Coordinator I.N.GAL	3.00	3.00
ZGAL-Case Coordinator II.N.GAL	1.00	1.00
ZGAL-Senior Secretary.N.GAL	1.00	1.00
Subtotal	5.00	5.00
Metropolitan Planning Organization		
Administrative Specialist III.E.Admin	1.00	1.00
Executive Director Metropolitan Planning Org.E.ExMgt	1.00	1.00
Executive Planner.E.Plan	2.00	2.00
MPO Assistant Executive Director-PC.E.Exec	1.00	1.00
Senior GIS Analyst.E.ITS	1.00	1.00
Software Specialist I.N.ITS	1.00	1.00
Subtotal	7.00	7.00
Planning Comission		
Assistant Executive Director-PC.E.ExMgt	1.00	1.00
Community Planner II.E.Plan	4.00	4.00
Community Relations Coord.E.Comm	1.00	1.00
Computer Graphics Designer.N.ITS	1.00	1.00
Database Administrator.E.ITS	1.00	1.00
Executive Director Planning Commission.E.ExMgt	1.00	1.00
Executive Planner.E.Plan	3.00	3.00
Financial Manager.E.Acctg	1.00	1.00
GIS Project Manager.E.Proj	1.00	1.00
Office Assistant III.N.Admin	1.00	1.00
Office Manager.E.Admin	1.00	1.00
Planning Support Services Manager.E.ITS	1.00	1.00
Planning/Zoning Technician II.N.Plan	1.00	1.00
Principal Planner.E.Plan	7.00	7.00
Programmer/Analyst.E.ITS	1.00	1.00
Project Manager II.E.Proj	1.00	1.00
Secretary.N.Admin	1.00	1.00
Senior Planner.E.Plan	6.00	6.00
Senior Planning/Zoning Technician.N.Plan	1.00	1.00
Software Specialist I.E.ITS	1.00	1.00
Team Leader Cities Planning- PC.E.Plan	1.00	1.00
Team Leader Countywide Planning-PC.E.Plan	1.00	1.00
Team Leader Env Planning/Rsrch Team-PC.E.Plan	1.00	1.00
Team Leader/Administration-PC.E.ITS	1.00	1.00
Webmaster.E.ITS	1.00	1.00
Subtotal	41.00	41.00

DETAILED LISTING OF FULL-TIME EQUIVALENT POSITIONS (BY DEPARTMENT - ALL FUNDS)

	FY 18 Number of FTEs	FY 19 Number of FTEs
Soil and Water Conservation Board		
Administrative Specialist II.N.Admin	1.00	1.00
Environmental Outreach Coordinator.N.Comm	1.00	1.00
Executive Director-SWCD.E.EnvSv	1.00	1.00
Subtotal	3.00	3.00
Value Adjustment Board		
Subtotal	5.00	5.00
TOTAL BOARDS, COMMISSIONS, & AGENCIES ORGANIZATION	209.00	209.00
GRAND TOTAL	9,848.17	9,865.12

**Pro Forma Budget
Countywide General Fund
Unincorporated Area
General Fund**

FY 17 through FY 22

**Hillsborough County
Management and Budget Department**

February 2017



**Hillsborough
County Florida**

FY 17 – FY 22 PRO FORMA

SUMMARY

The Pro Forma operating budget for Hillsborough County's two major operating funds is prepared as a tool for understanding the future course of the County budget, given certain assumptions about growth in the revenues and expenditures that comprise each fund and general economic conditions. Separate models have been prepared for the County's Countywide General Fund and Unincorporated Area General Fund.

The Countywide General Fund is the operating fund that pays for most countywide services. It covers a variety of social service programs, criminal justice programs, administrative services costs, and various other programs that serve all County residents such as environmental protection, regional parks and comprehensive planning. The single largest component of this fund's budget is for operation of County jails by the Hillsborough County Sheriff's Office.

The Unincorporated Area General Fund is the operating fund that pays for municipal services provided by Hillsborough County to those residents and businesses not located within one of the three municipalities. About 2 of every 3 residents live in the unincorporated area. The Unincorporated Area General Fund covers typical municipal services such as neighborhood and district parks, Sheriff's patrol services, fire suppression and ambulance services, code enforcement, planning and zoning, and stormwater management.

FY 17 reflects the Adopted FY 17 Budget. Projected budgets for FY 18 through FY 22 are fully model-driven. The model is constructed so that assumptions may vary each year to reflect impact of the business cycle and other anticipated or possible events.

The Appendix contains a section identifying the major assumptions used in this model. Sensitivity analysis has been conducted to show the implications of alternate property tax assumptions (page 7, top). The number of assumptions is intentionally limited so that the risk of inconsistent assumptions being used to drive the forecast is reduced. The benefits of sophisticated modeling techniques are carefully weighed against ease of use and the opaqueness that can sometimes accompany greater complexity.

THE ECONOMY

The US economic expansion at 7 years and 9 months is now the third longest expansion on record. Despite that age analysts do not yet foresee a recession in the near future. Job growth and consumer spending remain strong nationally

and locally while housing markets continue to post gains in sales and prices.

Metro Tampa gained 28,400 jobs in 2016, a gain of 2.2%. Tampa's gain outpaced the US rate of 1.5% and was slightly behind the State's growth rate of 3.0%. Job gains show strength across industries. Hillsborough's unemployment rate fell to 4.3% in December 2016 and is lower than the US at 4.5% and the State at 4.7%. These job gains continue to support strong consumer spending. Hillsborough County's taxable sales rose 6.6% during Fiscal Year 2016 (FY 16).

Housing markets are continuing their long recovery from the steep drop in values during the last recession. The Greater Tampa Association of Realtors reports home sales rose 5.1% in 2016 while measures of unsold inventory show tightening markets. Low inventory and strong demand lead to a 10.8% gain in average prices in 2016. These gains will support strong growth in taxable property values for FY 18.

Forecast risk exists in this Pro Forma due to the uncertain nature of the still-recovering housing market and the impact of increasing interest rates on those markets as well as the possible impacts of future state legislative action or changes in federal fiscal policies. Short term risks, however, appear weighted to stronger, rather than weaker outcomes as economic growth, particularly job growth, remains strong.

REVENUES AND EXPENDITURES

Reflecting consensus economic opinion, including state forecasts, property tax revenue growth is projected to be strong for FY 18. FY 18 Countywide Ad Valorem growth is projected to be 8.87% compared to 7.58% for FY 17 (Appendix, Page 8). Other major revenues, such as Half-Cent Sales Tax Program and Revenue Sharing Program revenues, will continue to increase in FY 18. The Management and Budget Department expects sales tax revenues to increase 4.8% in FY 18. Revenue growth is likely to remain strong for FY 19 with the exception of the Communications Services Tax which is expected to slowly decline during FY 19 to FY 22 as technology and changing consumer habits affects the telecommunications industry. Ad Valorem property taxable property values are modeled to grow at 5.45% Countywide and 5.80% Unincorporated Area during FY 19 to FY 22. These rates are 0.15 percentage points above the 20-year average annual rates of growth. Half-cent sales tax revenue growth is modeled at 4.55% during FY 19 to FY 22.

Recent expenditure growth has been constrained by the loss of revenue due to Tax Reform and the decline in home values. Expenditure growth rates are assumed to be less

FY 17 – FY 22 PRO FORMA

constrained going forward and will more likely reflect long-run historical patterns.

Three percent average pay raises for nonunion employees have been included in the projected FY 18 to FY 22 budgets. The Unincorporated General Fund includes annual 5% pay increases for fire fighters reflecting the union's 5% step plan. Projected personnel costs include 4.9% annual increases in employee health care costs reflecting recent increases in claim costs and national health insurance cost data for state and local government employee health expenditures. Retirement contributions are modeled to rise with pay increases but, with the exception of a small allowance for FY 18 increases, do not reflect possible rate increases. Future legislative changes to FRS contributions would alter this assumption.

Other expenditures such as operating costs, grants and constitutional officer costs are modeled to grow at the combined rate of population growth and the growth of state and local government prices. In June 2016 the University of Florida forecasted Hillsborough County's countywide population will grow about 1.97% annually through 2021. The US Bureau of Economic Analysis reports state and local government prices rose at an average annual rate of 3.04% during the last twenty years. The combined modeled expenditure growth rate for the Countywide fund is 5.07% and, assuming a slightly higher population growth rate, is 5.11% for the Unincorporated Area. This assumption of population and price level growth rates approximates unchanged levels of service provision and productivity. Previous Pro Formas did not include a population growth rate factor.

Some revenues are transferred from both General Funds to other funds. These include transfers for transportation, courts, and maintenance and repair. The Major Repair and Maintenance program is funded by transfers from both General Funds to their respective Major Maintenance and Repair Fund. These transfers continue for FY 18 to FY 22.

A significant addition to this year's Pro Forma is the inclusion of the modeled impact of the Board of County Commissioner's September 2016 approval of a new 10-year transportation funding policy. This policy targets \$600 million of additional transportation expenditures above FY 16 levels for 10 years, FY 17 to FY 26. Funding sources may include general revenue, fuel taxes, grants and other sources both recurring and one-time. The Board subsequently approved an \$812 million transportation plan. This Pro Forma models the current expectation envisioning general funds will provide about \$400 million of the total \$812 million. As most expected projects are in the unincorporated

area the increases in general revenue funding are modeled in the Unincorporated Area General Fund. Total Unincorporated policy funding to transportation is \$147.5 million during FY 18 to FY 22.

Consistent with the model's construction, deficits and surpluses build over the forecast period. Deficits and surpluses are cumulative. Any current year surplus or deficit will flow into the next year's fund balance, thus carrying a current year's balance forward. Projections include requirements of previous tax reform legislation passed by the Florida Legislature and from constitutional amendments approved by voters since 2008.

MODEL RESULTS

The combined result of the modeled revenue and expenditure assumptions and estimated policy impacts (pages 5-6 and Appendix, pages 12-13) are a \$14.1 million surplus in the Countywide General Fund and a \$4.9 million deficit in the Unincorporated Fund for FY 18. A projected cumulative FY 22 surplus (including fund balance and reserves) of \$40.4 million arises in the Countywide Fund. In the Unincorporated Fund the projected FY 22 cumulative deficit is \$33.7 million.

The long term Countywide surplus is 1.0% of 5-year total expenditures while the Unincorporated Area deficit is 1.3% of 5-year expenditures. These results indicate both funds are approximately balanced during this 5-year period as modeled. Indeed, if both fund experience both revenue and expenditure growth rates that are 1% higher than modeled then the Countywide 5-year surplus is \$37.4 million and the Unincorporated deficit is \$37.7 million. Little change occurs. Similarly if both revenue and expenditure growth rates are 1% lower than modeled little change in the long run Countywide surplus and Unincorporated deficit occurs. These results indicate the general funds are roughly balanced within a margin of error and are able to accommodate recent Board actions regarding increased transportation funding. The County should remain realistic in its expectations of what can feasibly be afforded in addition to what is included in this model during the forecast period. For example, this Pro Forma does not assume, nor include, any possible impact from the upcoming Fire Rescue, Parks and other future master plans.

In using the information contained in this report, it is important to understand that an indicated deficit or surplus reflects the models' economic assumptions and shows what could happen in the absence of policy direction to cut costs or increase funding. Deficits or surpluses that develop are allowed to accumulate over the forecast period. In reality,

FY 17 – FY 22 PRO FORMA

the Board of County Commissioners must balance each year's budget, so interim steps would have to be taken to prevent deficits. Similarly, an indicated surplus shows what could happen in the absence of policy direction to expand programs or reduce funding (e.g. cut the millage rate). A cumulative deficit or surplus representing a small share of total 5-year budget expenditure is likely to be within the range of estimation error and not materially different from characterizing the projected fund to be in balance over that period. The purpose of this forecast exercise is to determine the extent of actions necessary to close the gap between revenues and other sources, and expenditures and other uses.

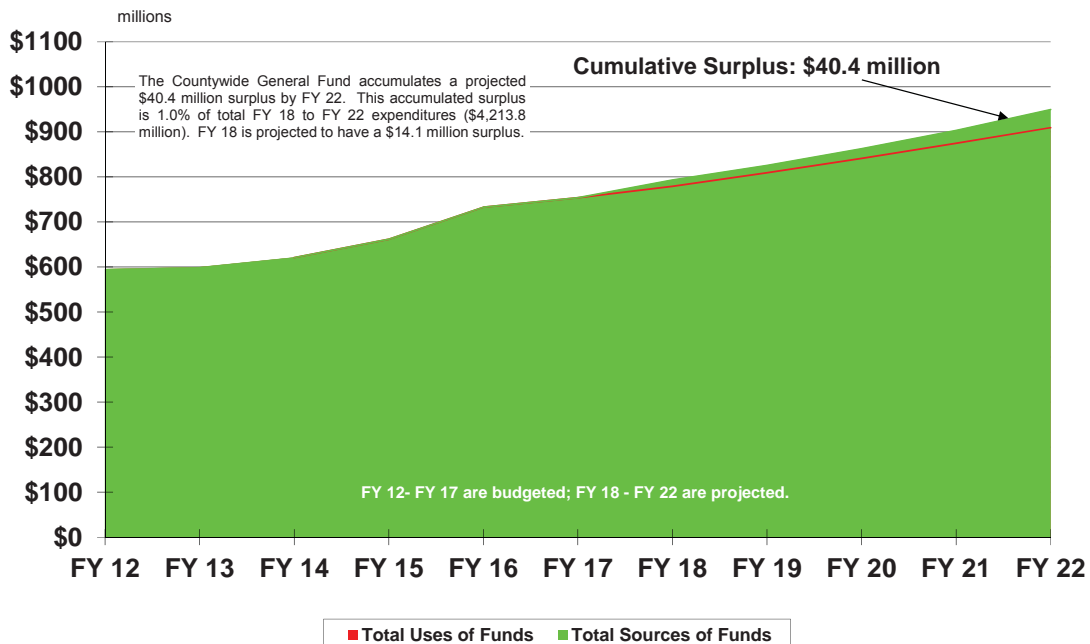
The following Summary tables show the impact of increasing home values, rising sales tax based revenue and continuing limitations of tax reform.

How would other ad valorem assumptions affect surpluses or deficits? Other economic or policy changes, such as new spending commitments, could also alter the Pro Forma's results. Alternate possibilities are examined in Sensitivity Analysis section (page 7, top).

COUNTYWIDE GENERAL FUND PROFORMA FY 17 - FY 22

	Adopted Budget FY 17	Projected Budget FY 18	Projected Budget FY 19	Projected Budget FY 20	Projected Budget FY 21	Projected Budget FY 22
Beginning Fund Balance	\$191.0	\$196.6	\$199.8	\$206.0	\$213.8	\$225.4
Revenues:						
Ad Valorem Taxes	456.3	496.3	523.2	551.6	581.5	613.1
Other Revenues	99.4	101.6	104.0	107.1	110.3	114.3
Less: 5% of Revenues	(27.6)	(28.7)	(30.1)	(31.6)	(33.2)	(34.9)
Transfers In	<u>34.9</u>	<u>27.4</u>	<u>28.5</u>	<u>29.6</u>	<u>30.8</u>	<u>32.0</u>
Total Sources of Funds	\$753.9	\$793.2	\$825.4	\$862.7	\$903.3	\$949.9
Expenditures:						
Personal Services	118.8	122.8	126.6	130.6	134.8	139.1
Operating Expenses	63.0	68.5	72.6	77.1	81.5	86.1
Capital Outlay	2.4	2.5	2.7	2.8	2.9	3.1
Operating Impact of CIP	0.0	0.1	0.1	0.1	0.1	0.1
Grants & Aids	25.1	26.3	27.6	28.9	30.2	31.6
Transfers to Constitutionals	349.3	367.0	385.7	405.2	425.8	447.3
Transfers	42.8	36.9	38.0	39.2	40.4	41.7
Reserves and Refunds	<u>152.4</u>	<u>155.0</u>	<u>156.0</u>	<u>157.4</u>	<u>158.9</u>	<u>160.4</u>
Total Uses of Funds	\$753.9	\$779.1	\$809.2	\$841.4	\$874.6	\$909.4
Surplus/(Deficit) - Cumulative	\$0.0	\$14.1	\$16.2	\$21.4	\$28.6	\$40.4

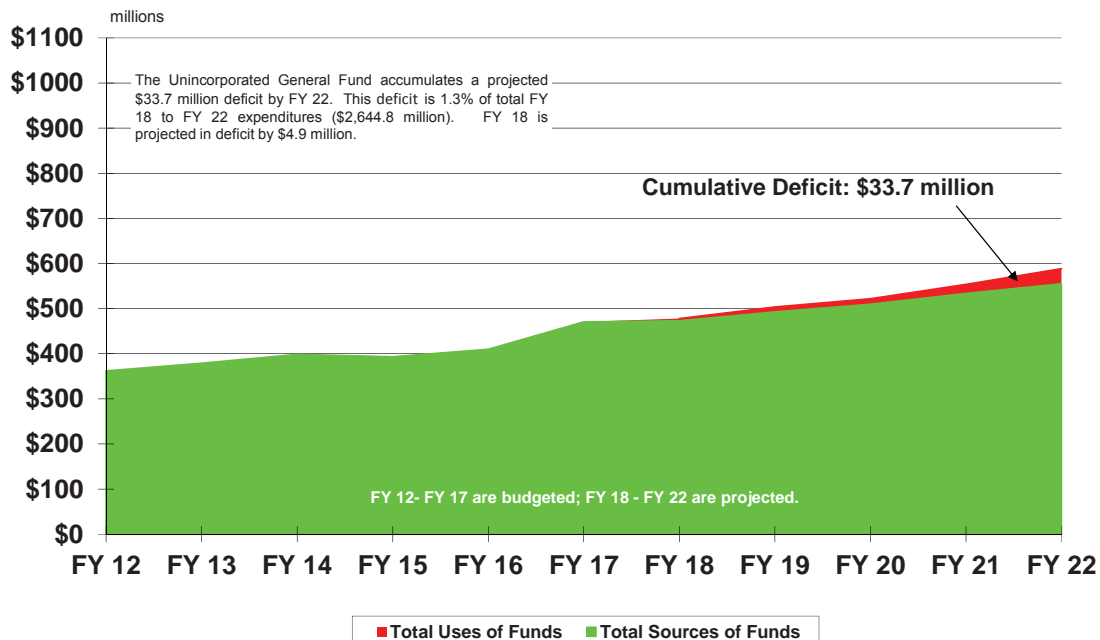
Countywide General Fund



UNINCORPORATED GENERAL FUND PROFORMA FY 17 - FY 22

	Adopted Budget FY 17	Projected Budget FY 18	Projected Budget FY 19	Projected Budget FY 20	Projected Budget FY 21	Projected Budget FY 22
Beginning Fund Balance	\$97.7	\$89.4	\$88.0	\$84.9	\$87.8	\$86.6
Revenues:						
Ad Valorem Taxes	211.9	230.6	243.9	257.9	272.8	288.6
Other Revenues	70.1	72.3	74.2	77.1	80.1	83.3
Less: 5% of Revenues	(14.1)	(14.7)	(15.5)	(16.3)	(17.2)	(18.1)
Transfers In	104.7	95.2	102.1	106.0	110.2	114.5
Total Sources of Funds	\$470.3	\$472.9	\$492.7	\$509.7	\$533.7	\$554.9
Expenditures:						
Personal Services	151.5	158.1	165.1	172.5	180.2	188.1
Operating Expenses	88.1	76.8	80.8	74.4	78.2	82.2
Capital Outlay	0.3	0.3	0.3	0.3	0.3	0.3
Operating Impact of CIP	0.0	1.3	2.7	2.9	3.5	3.7
Grants in Aid	1.2	1.2	1.3	1.4	1.4	1.5
Transfers to Constitutionals	125.0	131.4	138.1	145.1	152.6	160.4
Transfers	33.0	37.2	43.2	49.5	56.1	63.1
Reserves and Refunds	71.3	71.5	71.8	75.5	81.1	89.2
Total Uses of Funds	\$470.3	\$477.8	\$503.3	\$521.6	\$553.5	\$588.6
Surplus/(Deficit) - Cumulative	\$0.0	-\$4.9	-\$10.7	-\$11.9	-\$19.8	-\$33.7

Unincorporated General Fund



SENSITIVITY ANALYSIS
MEASURING THE FISCAL IMPACT OF ALTERNATIVE ASSUMPTIONS

Millions of dollars

	Countywide General Fund		Unincorporated General Fund	
	FY 18	5 Years	FY 18	5 Years
Projected Pro Forma Surpluses/(Deficits)	14.1	40.4	(4.9)	(33.7)

Yearly Growth Rate Alternatives

Positive numbers increase surpluses (decrease deficits) whereas, negative numbers decrease surpluses (increase deficits)
 Comparisons are in relation to Pro Forma Surpluses/(Deficits).

Changes in opposite direction will have opposite effect of similar magnitude.

	Countywide General Fund		Unincorporated General Fund	
	FY 18	5 Years	FY 18	5 Years
Revenues				
1% less - Ad Valorem, each year	(4.3)	(75.0)	(2.0)	(34.8)
1% higher - Ad Valorem, each year	4.2	77.0	1.9	35.7
1% higher - Ad Valorem for FY 18 only	4.2	24.0	1.9	11.1
1% higher - Communications Services Tax (CST), each year	0.0	0.0	0.1	3.1
1% higher - Other Revenues (License/Permit, Charges, Fines, Other), each year	0.6	10.4	0.3	5.9
1% higher - Half-cent revenue (Transfers In) and State Revenue Sharing, each year	0.0	3.0	1.3	20.7

Expenditures

1% less - Personal Services, each year	1.3	22.0	1.5	26.8
1% higher - Personal Services, each year	(1.4)	(22.5)	(1.6)	(27.5)
No Annual Pay Raises for FY 18 - FY 22	3.4	53.7	5.4	94.7
1% less - Operating expense, each year	0.7	9.9	0.7	11.8
1% less - Grants & Aids expense, each year	0.2	3.8	0.0	0.1
1% less - Capital expenses, each year	0.0	0.4	0.0	0.0
1% less - Transfers to Constitutionals, each year	3.2	55.0	1.1	19.7
1% less - Transfers out (not Constitutionals), each year	0.2	3.6	0.0	1.3
No increase in General Revenue funding to Transportation above FY 17 amounts	0.0	0.0	0.0	54.9

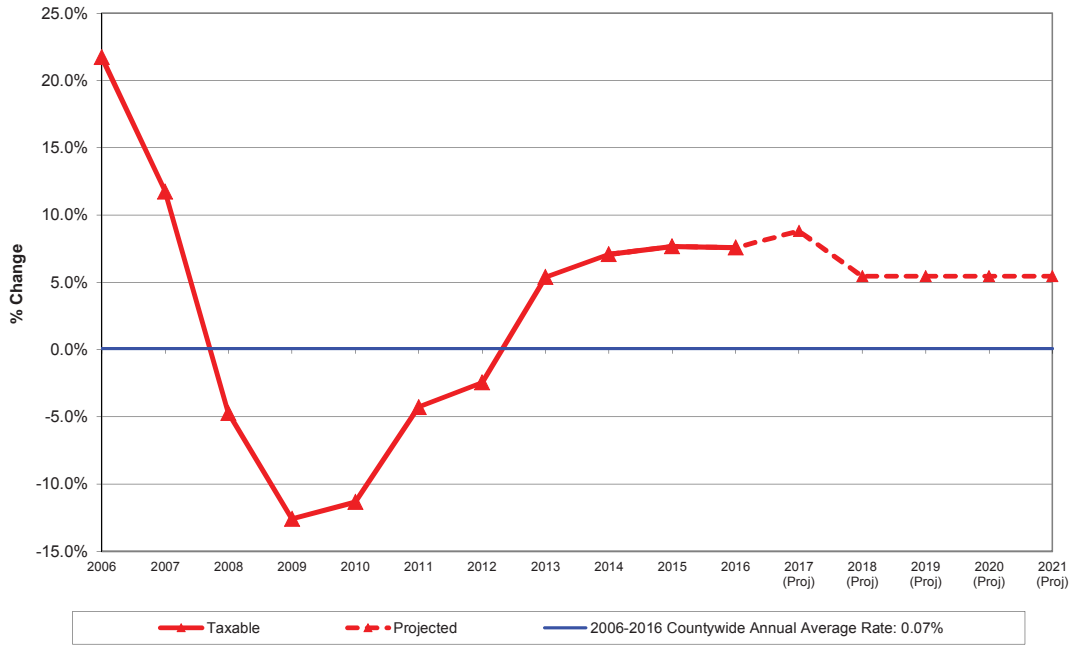
Appendix:

Ad Valorem Graphs

Operating Impact of CIP

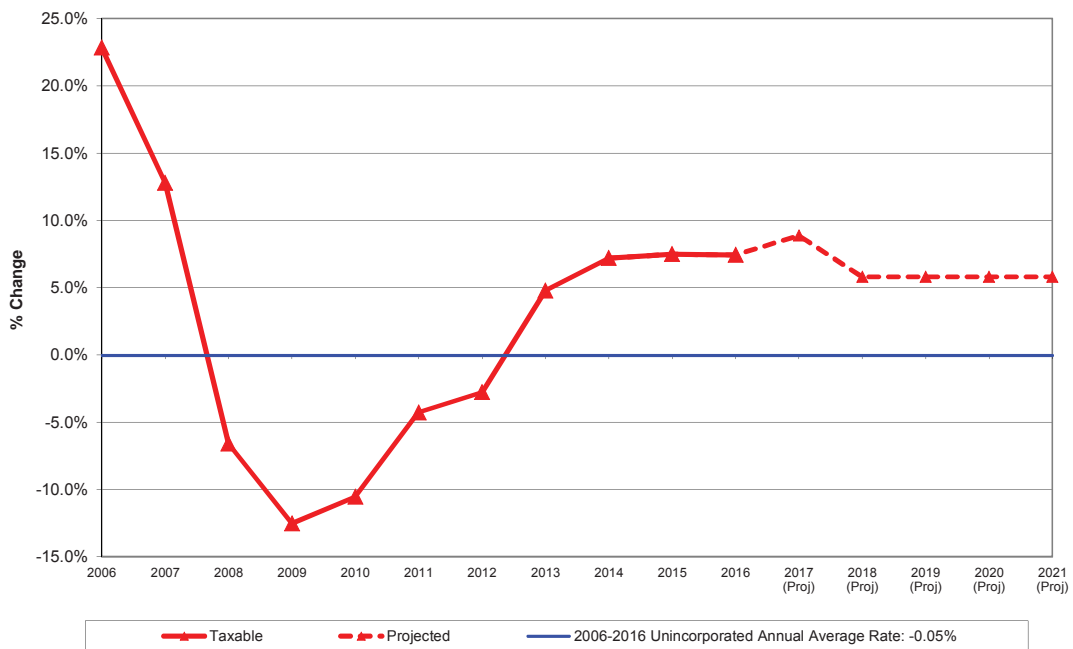
Pro Forma Detail

Countywide Taxable Property Values Growth



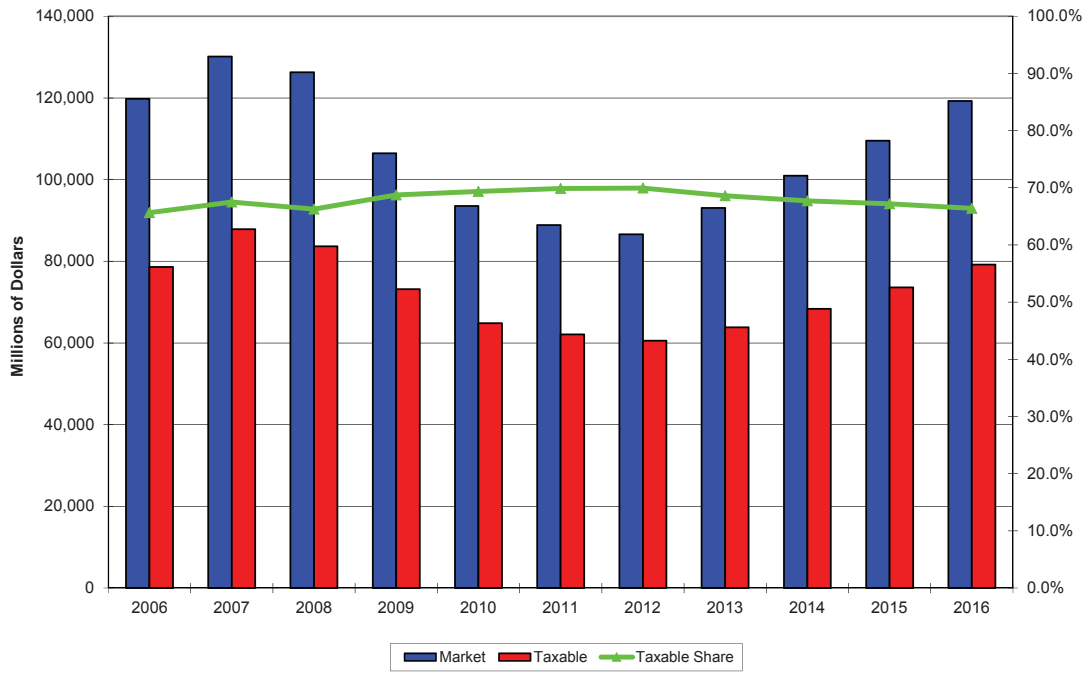
Historical Data Source: Hillsborough County Property Appraiser's Office
 Projections - Department of Management and Budget

Unincorporated Taxable Property Values Growth



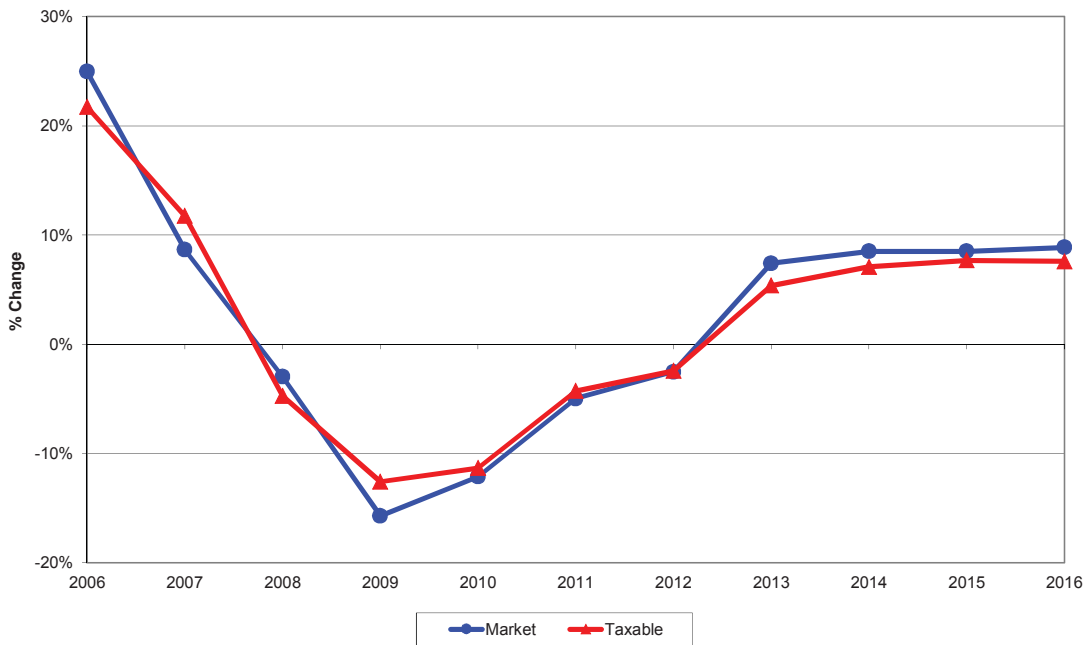
Historical Data Source: Hillsborough County Property Appraiser's Office
 Projections - Department of Management and Budget

Countywide Property Values



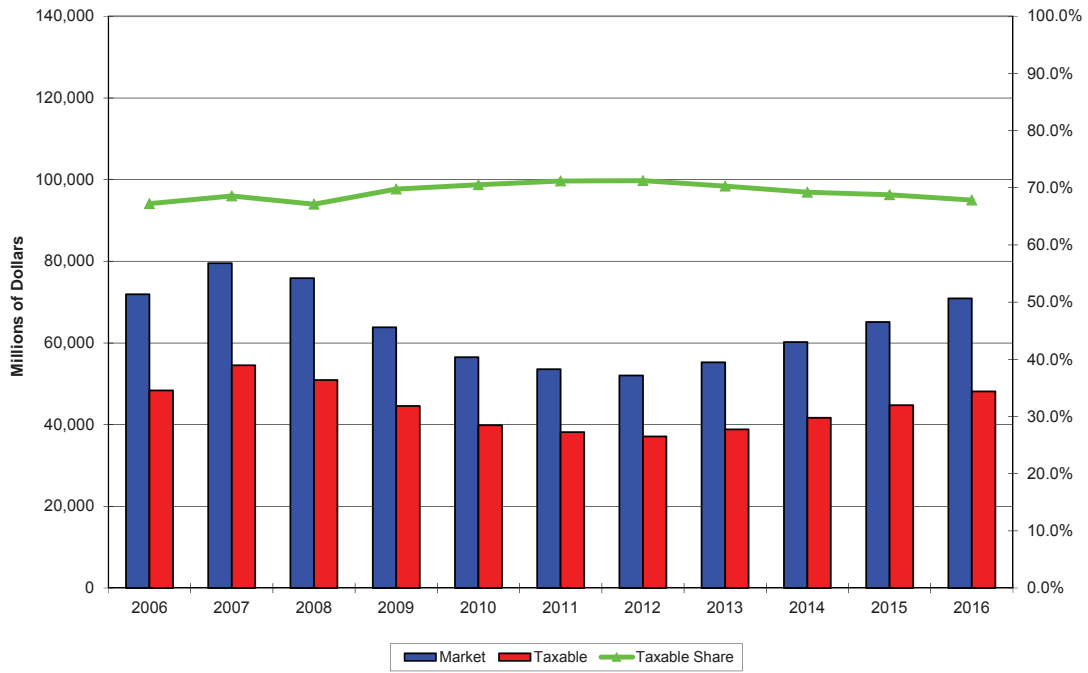
Source: Hillsborough County Property Appraiser's Office

Countywide Property Values Growth



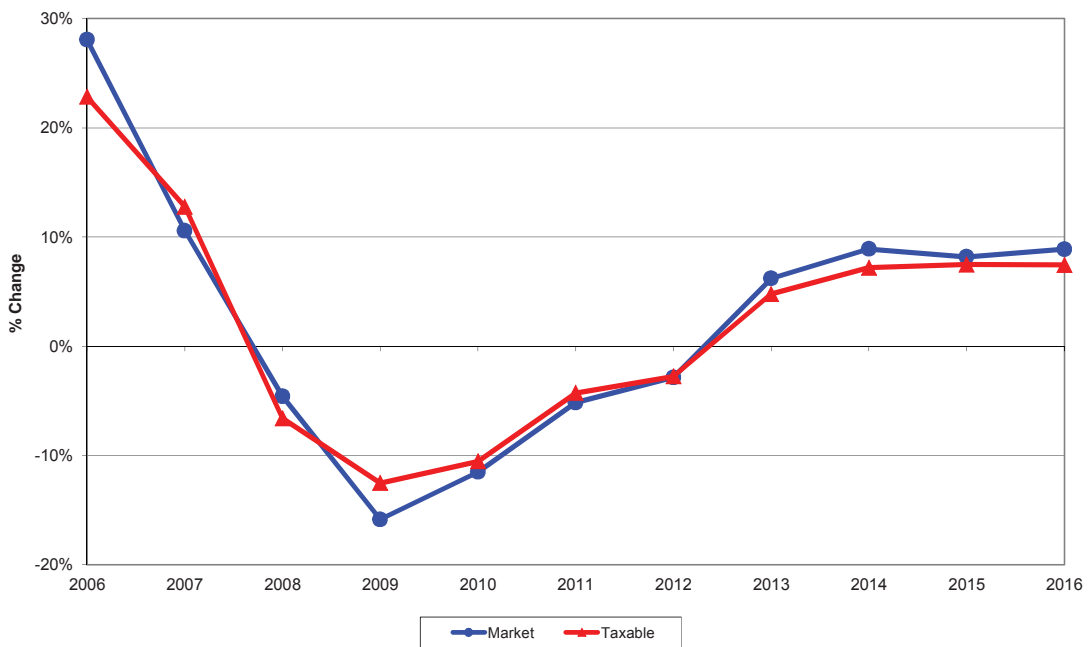
Source: Hillsborough County Property Appraiser's Office

Unincorporated Property Values



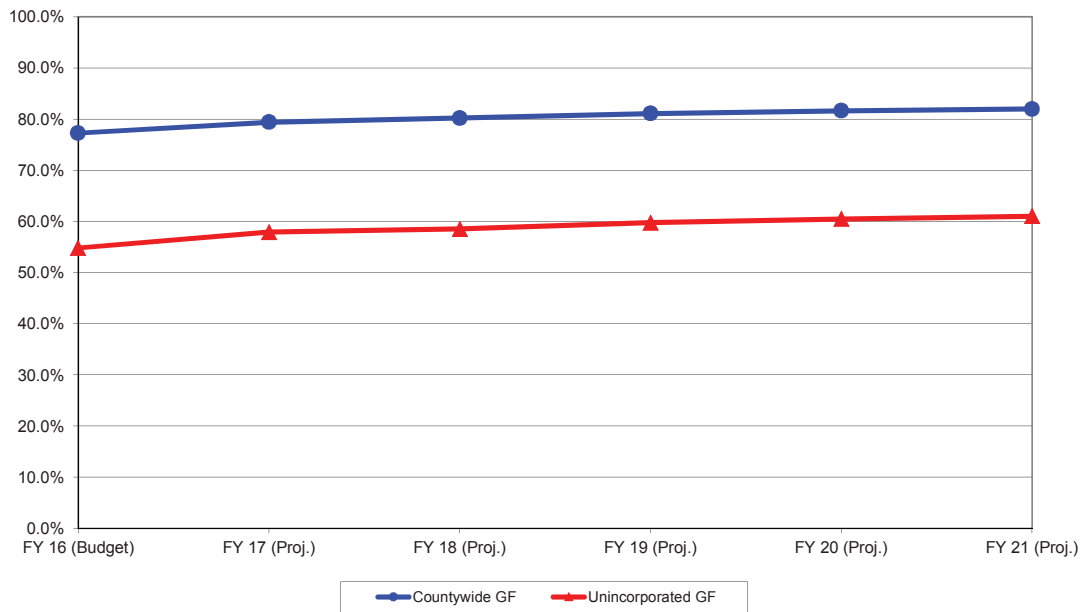
Source: Hillsborough County Property Appraiser's Office

Unincorporated Property Values Growth



Source: Hillsborough County Property Appraiser's Office

Ad Valorem Revenue's Share of All Fund Revenues



Source: Hillsborough County Management and Budget, Pro Forma projections

HILLSBOROUGH COUNTY ESTIMATED CIP OPERATING COST IMPACT DETAIL FY 17- FY 22

PROJECT OPERATING		PROJECT TITLE	OPER. DATE	NEW POSITIONS	TBD - To be Determined						
NUMBER	FUND				FY 17	FY 18	FY 19	FY 20	FY 21	FY 22	
FIRE FACILITIES											
C91182000	MSTU	APOLLO BEACH FS #29 ENHANCE/LAND ACQ FOR FUTURE EXPAN	Dec-17	0	\$0	\$12,500	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
C91179000	MSTU	EAST LAKE FIRE STATION #32 REPLACEMENT	Jul-18	0	0	15,000	45,000	45,000	45,000	45,000	45,000
C91170000	MSTU	FIRE STATIONS HARDENING	Various	0	10,000	15,000	15,000	20,000	20,000	20,000	20,000
C91189000	MSTU	FISHHAWK FIRE STATION	Apr-18	20	0	1,200,000	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
C91188000	MSTU	NEXT GENERATION 911 EQUIPMENT	Jul-17	0	TBD	TBD	TBD	TBD	TBD	TBD	TBD
C91181000	MSTU	WIMAUMA FIRE STATION #22 REPLACEMENT	Dec-16	0	12,500	15,000	15,000	15,000	15,000	15,000	15,000
TOTAL FIRE FACILITIES					20	\$22,500	\$1,257,500	\$2,490,000	\$2,495,000	\$2,495,000	\$2,495,000
GOVERNMENT FACILITIES											
C79136000	GEN FUND	EAST COUNTY COURT REDEVELOPMENT/REGIONAL SERVICE CENT	Oct-17	0	\$0	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000	\$121,000
C77793000	GEN FUND	PUBLIC SAFETY OPERATIONS COMPLEX	Oct-16	0	938,000	938,000	938,000	938,000	938,000	938,000	938,000
C77814000	GEN FUND	TOWN N COUNTRY SERVICE CENTER	TBD	0	0	TBD	TBD	TBD	TBD	TBD	TBD
TOTAL GOVT. FACILITIES					0	\$938,000	\$1,059,000	\$1,059,000	\$1,059,000	\$1,059,000	\$1,059,000
PARKS FACILITIES											
C83272000	MSTU	BRANDON AREA DOG PARK	TBD	0	\$0	\$0	\$0	\$0	\$30,000	\$30,000	\$30,000
C83225000	MSTU	BRANDON AREA RECREATION CENTER	TBD	0	0	0	0	0	50,000	50,000	50,000
C89318000	MSTU	CITRUS PARK EXPANSION/IMPROVEMENTS	TBD	0	0	0	0	0	30,000	30,000	30,000
C83262000	MSTU	COUNTY MARINE SAFETY FACILITY & EQUIPMENT IMPROVEMENTS	Oct-17	0	0	5,000	5,000	5,000	5,000	5,000	5,000
C83229000	MSTU	FISHHAWK RECREATION CENTER	TBD	0	0	0	0	0	20,000	20,000	20,000
C83219000	MSTU	FISHHAWK SPORTS COMPLEX EXPANSION PHASE I	Oct-16	0	40,000	40,000	40,000	40,000	40,000	40,000	40,000
C83261000	MSTU	SEFFNER MANGO PARK	Oct-17	0	0	20,000	20,000	20,000	20,000	20,000	20,000
C89003000	MSTU	SOUTH COAST GREENWAY PHASE I- PD&E/CONSTRUCTION	TBD	1	0	0	0	0	45,000	45,000	45,000
C83227000	MSTU	THONOTOSASSA AREA RECREATION CENTER	TBD	0	0	0	0	0	20,000	20,000	20,000
C83224000	MSTU	TOWN N COUNTRY AREA RECREATION CENTER	Oct-16	0	20,000	20,000	20,000	20,000	20,000	20,000	20,000
C83246000	MSTU	UPPER TAMPA BAY TRAIL IV A&B	TBD	1	0	0	0	0	45,000	45,000	45,000
C80219000	MSTU	VETERANS MEMORIAL PARK EXPANSION PHASE III/II	Dec-18	0	0	0	16,666	20,000	20,000	20,000	20,000
C80324000	MSTU	WATERSET SPORTS COMPLEX	TBD	0	0	0	0	0	250,000	250,000	250,000
TOTAL PARKS FACILITIES					2	\$60,000	\$85,000	\$101,666	\$105,000	\$565,000	\$565,000
STORMWATER PROGRAM											
TOTAL STORMWATER					0	\$35,646	\$37,646	\$42,003	\$42,003	\$42,003	\$42,003
TOTAL ALL PROGRAMS (General Funds only)					22	\$1,056,146	\$2,439,146	\$3,692,669	\$3,701,003	\$4,161,003	\$4,161,003
Countywide, FY 18 - FY 22, Less FY 17					0	121,000	121,000	121,000	121,000	121,000	121,000
Unincorporated, FY 18 - FY 22, Less FY 17					0	1,262,000	2,515,523	2,523,857	2,983,857	2,983,857	2,983,857

COUNTYWIDE GENERAL FUND PROFORMA FY 17 - FY 22

	Adopted Budget FY 17	Projected Yearend FY 17	Projected Budget FY 18	Projected Yearend FY 18	Projected Budget FY 19	Projected Yearend FY 19	Projected Budget FY 20	Projected Yearend FY 20	Projected Budget FY 21	Projected Yearend FY 21	Projected Budget FY 22
Ad Valorem Tax	\$453,939,896	\$435,464,542	\$493,909,716	\$473,807,591	\$520,827,796	\$499,630,105	\$549,212,911	\$526,859,945	\$579,145,015	\$555,573,812	\$610,708,418
Delinquent Ad Valorem	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000	\$2,350,000
Federal & State Grants	6,990,037	6,960,148	7,162,907	7,383,525	7,364,723	7,591,556	7,571,806	7,805,017	7,787,630	8,027,489	8,012,574
Parimutuel Tax	446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500	446,500
Local Business Tax	1,500,000	1,402,200	1,534,381	1,495,714	1,569,549	1,529,997	1,605,524	1,565,065	1,642,324	1,600,937	1,679,966
License/Permit Revenue	583,496	545,452	596,870	581,829	610,551	595,165	624,545	608,806	638,860	622,760	653,502
Charges for Services	60,897,947	57,853,050	61,671,351	61,671,351	62,562,060	62,562,060	63,982,219	63,982,219	65,434,615	65,434,615	67,574,327
Fines and Forfeits	126,583	126,583	129,484	128,307	132,452	133,540	135,488	138,893	138,594	143,388	141,770
Other Revenues	5,235,184	5,163,462	5,235,184	5,032,582	5,287,536	6,034,665	5,353,630	6,110,098	5,447,319	6,217,025	5,542,647
Less: 5% of Budget	-27,621,681	0	-28,651,820	0	-30,057,558	0	-31,564,131	0	-33,151,543	0	-34,855,485
Transfers	34,905,436	34,985,719	27,440,079	27,503,191	28,515,210	28,580,795	29,639,259	28,646,531	30,814,453	30,885,326	32,043,118
Other Non-Revenue	23,594,373	29,425,676	24,790,581	31,468,556	26,047,436	33,642,722	27,368,012	35,956,459	28,755,539	37,779,411	30,213,413
Beginning Fund Balance	190,951,447	206,069,572	186,592,130	193,592,130	199,781,659	196,781,659	205,989,443	202,989,443	213,821,077	210,821,077	225,352,524
Total Sources of Funds	\$753,899,218	\$780,793,103	\$793,207,365	\$805,561,276	\$825,437,913	\$839,978,763	\$862,715,205	\$877,558,976	\$903,270,382	\$920,003,321	\$949,863,274
Personal Services	118,801,875	115,617,985	122,754,103	119,464,293	126,636,368	123,242,513	130,647,119	127,145,776	134,784,896	131,172,661	139,053,723
Operating Expenses	63,039,562	53,249,518	68,454,796	57,823,766	72,575,581	61,304,593	77,108,193	65,133,291	81,548,657	68,884,151	86,148,432
Capital Outlay	2,401,861	2,097,065	2,523,633	2,203,384	2,651,578	2,315,093	2,786,010	2,432,465	2,927,258	2,555,789	3,075,666
Operating Impact of CIP	0	0	125,025	121,675	128,979	125,523	133,064	129,498	137,279	133,600	141,627
Grants & Aids	25,067,712	22,395,494	26,336,617	23,530,920	27,566,169	24,627,616	28,855,958	25,779,913	30,211,136	26,990,629	31,635,021
Transfers to Constitutionals	349,337,290	349,494,592	367,048,404	367,213,576	385,657,347	385,830,893	405,209,743	405,392,087	425,753,423	425,945,012	447,338,645
Transfers	42,805,414	43,233,468	36,921,553	37,290,769	38,024,218	38,404,460	39,183,801	39,575,639	40,405,236	40,809,288	41,680,409
Reserves and Refunds	152,445,404	1,112,851	154,963,616	1,131,234	155,976,544	1,138,629	157,428,619	1,149,229	158,858,614	1,159,668	160,365,019
Total Uses of Funds	\$753,899,218	\$587,200,973	\$779,129,748	\$608,779,618	\$809,216,786	\$636,989,320	\$841,352,507	\$666,737,899	\$874,626,499	\$697,650,797	\$909,438,541
Surplus(Shortfall) of Sources Less Uses:											
Excluding Fund Balance	0	193,592,130	14,077,616	3,189,527	2,143,512	6,207,785	5,141,571	7,831,634	7,281,184	11,531,447	11,780,850
Including Fund Balance	0	193,592,130	14,077,617	196,781,659	16,221,127	202,989,443	21,362,696	210,821,077	28,643,863	222,352,524	40,424,733
Sources (excluding Fund Bal.)	562,947,771	574,723,531	596,615,234	611,969,146	625,656,255	643,197,104	656,725,763	674,569,533	689,449,305	709,182,244	724,510,751
Uses (excluding Reserves)	601,453,814	586,088,121	624,166,132	607,648,383	653,240,241	635,850,691	683,923,889	665,588,670	715,767,885	696,491,130	749,073,522
Current Surplus(Shortfall)	-38,506,043	-11,364,590	-27,550,898	4,320,763	-27,583,987	7,346,413	-27,198,126	8,980,863	-26,318,580	12,691,115	-24,562,772

COUNTYWIDE GENERAL FUND ASSUMPTIONS

Revenue Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Ad Valorem Tax Base (Budget)	State & Federal Grants (Budget)	License Revenue (Budget)	Charges for Services (Budget)	Fines and Forfeitures (Budget)	Transfers (Budget)	Other Revenue (Annual Rate)
FY 18	8.81%	2.47%	2.29%	1.27%	2.29%	-21.39%	0.00%
FY 19	5.45%	2.82%	2.29%	1.27%	2.29%	3.92%	1.00%
FY 20	5.45%	2.81%	2.29%	2.27%	2.29%	3.94%	1.25%
FY 21	5.45%	2.85%	2.29%	2.27%	2.29%	3.96%	1.75%
FY 22	5.45%	2.89%	2.29%	3.27%	2.29%	3.99%	1.75%
Actuals = %:	95.93%	103.08%	97.48%	100.00%	176.32%	100.23%	114.13%

Expenditure Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Personal Services (Budget)	Operating Expenses (Budget)	Capital Outlay (Budget)	Grants & Aid (Budget)	Transfers to Constitutionals (Budget)	Transfers (80% P.S. 20% O.E.) (Budget)	Reserves (Budget)	Operating Impact of CIP (Budget)
FY 18	3.33%	5.07%	5.07%	5.07%	5.07%	3.68%	0.00%	See
FY 19	3.16%	5.07%	5.07%	5.07%	5.07%	3.54%	0.00%	personal
FY 20	3.17%	5.07%	5.07%	5.07%	5.07%	3.55%	0.00%	services
FY 21	3.17%	5.07%	5.07%	5.07%	5.07%	3.55%	0.00%	assumptions
FY 22	3.17%	5.07%	5.07%	5.07%	5.07%	3.55%	0.00%	
Actuals = %:	97.32%	84.47%	87.31%	89.34%	100.05%	101.00%	0.73%	97.32%

UNINCORPORATED GENERAL FUND PROFORMA FY 17 - FY 22

	Adopted Budget FY 17	Projected Yearend FY 17	Projected Budget FY 18	Projected Yearend FY 18	Projected Budget FY 19	Projected Yearend FY 19	Projected Budget FY 20	Projected Yearend FY 20	Projected Budget FY 21	Projected Yearend FY 21	Projected Budget FY 22
Ad Valorem Tax	\$210,509,503	\$201,710,206	\$229,180,484	\$219,600,740	\$242,472,952	\$232,337,583	\$256,536,383	\$245,813,162	\$271,415,493	\$260,070,326	\$287,157,592
Delinquent Ad Valorem	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000
Federal & State Grants	27,243,454	27,094,740	28,559,170	29,872,892	30,116,392	31,501,746	31,747,549	33,207,936	33,452,752	34,991,579	35,235,370
Licenses and Permits	50,357	54,386	51,511	55,632	52,692	56,907	53,900	58,212	55,135	59,546	56,399
Charges for Services	24,743,156	26,722,608	25,310,281	27,335,103	25,890,405	27,961,637	26,483,825	28,602,531	27,090,847	29,258,115	27,711,782
Fines and Forfeits	7,144,683	9,751,778	7,308,443	9,975,293	7,475,956	10,203,932	7,647,308	10,437,811	7,822,588	10,677,050	8,001,895
Other Revenues	1,842,410	2,892,584	1,884,639	2,581,955	1,927,836	3,026,702	1,981,662	3,111,209	2,046,899	3,213,632	2,134,518
Less: 5% of Budget	-14,063,581	0	-14,684,728	0	-15,466,812	0	-16,292,531	0	-17,164,186	0	-18,084,377
Transfers	104,727,123	105,921,012	95,245,409	96,331,207	102,107,126	103,271,147	106,044,583	107,253,491	110,171,389	111,427,343	114,535,858
Other Non-Revenue	9,038,380	10,602,792	9,198,204	11,144,712	8,726,529	11,714,330	9,172,551	12,313,061	9,641,370	12,942,395	10,134,150
Beginning Fund Balance	97,706,629	93,357,637	89,405,280	87,405,280	87,960,093	85,960,093	84,878,041	82,878,041	87,809,033	85,809,033	86,592,156
Total Sources of Funds	\$470,342,114	\$479,507,742	\$472,858,694	\$485,702,814	\$492,663,168	\$507,434,077	\$509,653,269	\$525,075,453	\$533,741,320	\$549,849,017	\$554,865,433
Personal Services	151,491,292	149,234,072	158,071,146	155,715,886	165,117,989	162,657,731	172,488,215	169,918,140	180,186,372	177,501,595	188,142,520
Operating Expenses	88,109,639	83,994,919	76,846,349	73,257,624	80,774,045	77,001,898	74,391,381	70,917,303	78,193,601	74,541,960	82,190,158
Capital Outlay	270,276	270,276	284,090	284,090	298,610	298,610	313,873	313,873	329,915	329,915	346,777
Operating Impact of CIP	0	0	1,316,814	1,297,193	2,740,517	2,699,653	2,871,005	2,828,227	3,544,151	3,481,343	3,700,643
Grants in Aid	1,184,740	662,270	1,245,293	696,119	1,308,942	731,698	1,375,843	769,096	1,446,164	808,405	1,520,079
Transfers to Constitucionals	124,976,186	124,738,731	131,363,840	131,114,258	138,077,992	137,815,644	145,135,302	144,859,544	152,553,318	152,263,466	160,350,476
Transfers	33,023,980	33,023,980	37,198,857	37,198,857	43,171,151	43,171,151	49,471,396	49,471,396	56,117,334	56,117,334	63,128,117
Reserves and Refunds	71,286,001	178,215	71,477,428	178,694	71,848,243	179,621	75,536,348	188,841	81,136,813	202,842	89,197,093
Total Uses of Funds	\$470,342,114	\$392,102,463	\$477,803,826	\$399,742,721	\$503,337,489	\$424,556,036	\$521,583,361	\$439,266,420	\$553,507,667	\$465,256,861	\$588,575,863
Surplus(Shortfall) of Sources Less Uses:											
Excluding Fund Balance	0	87,405,280	-4,945,132	-1,445,187	-5,729,189	-3,082,053	-1,255,771	2,930,992	-7,836,255	-1,216,877	-13,944,083
Including Fund Balance	0	87,405,280	-4,945,132	85,960,093	-10,674,321	82,878,041	-11,930,092	85,809,033	-19,766,347	84,592,156	-33,710,430
Sources (excluding Fund Bal.)	372,635,485	386,150,105	383,453,414	398,297,534	404,703,075	421,473,983	424,775,228	442,197,413	445,932,287	464,039,984	468,273,277
Uses (excluding Reserves)	399,056,113	391,924,248	406,326,398	399,564,027	431,489,246	424,376,415	446,047,013	439,077,580	472,370,855	465,054,019	499,378,770
Current Surplus(Shortfall)	-26,420,628	-5,774,142	-22,872,984	-1,266,493	-26,786,171	-2,902,432	-21,271,785	3,119,833	-26,438,567	-1,014,035	-31,105,493

UNINCORPORATED GENERAL FUND ASSUMPTIONS

Revenue Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Ad Valorem Tax Base (Budget)	State & Federal Grants (Budget)	Licenses and Permits (Budget)	Charges for Services (Budget)	Fines and Forfeitures (Budget)	Transfers (Budget)	Other Revenue (Annual Rate)
FY 18	8.87%	4.83%	2.29%	2.29%	2.29%	-9.05%	2.29%
FY 19	5.80%	5.45%	2.29%	2.29%	2.29%	7.20%	2.29%
FY 20	5.80%	5.42%	2.29%	2.29%	2.29%	3.86%	2.79%
FY 21	5.80%	5.37%	2.29%	2.29%	2.29%	3.89%	3.29%
FY 22	5.80%	5.33%	2.29%	2.29%	2.29%	3.96%	3.79%
Actuals = %:	95.82%	104.60%	100.00%	108.00%	136.49%	101.14%	157.00%

Expenditure Growth Rate Assumptions, by Year:

RATE, BY YEAR:	Personal Services (Budget)	Operating Expenses (Budget)	Capital Outlay (Budget)	Grants & Aid (Budget)	Transfers to Constitucionals (Budget)	Transfers (80% P.S.. 20% O.E.) (Budget)	Reserves (Budget)	Operating Impact of CIP (Budget)
FY 18	4.34%	5.11%	5.11%	5.11%	5.11%	4.50%	0.50%	See personal services assumptions
FY 19	4.41%	5.11%	5.11%	5.11%	5.11%	4.55%	0.50%	
FY 20	4.42%	5.11%	5.11%	5.11%	5.11%	4.55%	0.50%	
FY 21	4.42%	5.11%	5.11%	5.11%	5.11%	4.55%	0.50%	
FY 22	4.42%	5.11%	5.11%	5.11%	5.11%	4.55%	0.50%	
Actuals = %:	98.51%	95.33%	100.00%	55.90%	99.81%	100.00%	0.25%	98.51%

ACRONYMS

ACES	Automated Client Eligibility System	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	L RTP	Long Range Transportation Plan
CAU	Capacity Assessments Units	MBE	Minority Businesses Enterprise
CDBG	Community Development Block Grant	MOSI	Museum of Science and Industry
CIP	Capital Improvement Program	MPO	Metropolitan Planning Organization
CIT	Community Investment Tax	MSBU	Municipal Service Benefit Units
CLASS	Client Assistance System	MSTU	Municipal Services Taxing Unit
CMCMP	Congestion Management/Crash Mitigation Process	NACSLB	National Advisory Council on State and Local Budgeting
CST	Communications Services Tax	NHSA	National Head Start Association
DACCO	Drug Abuse Comprehensive Coordinating Office	PAB	Private Activity Bond
DOR	Florida Department of Revenue	PAM	Payback Analysis Model
DRI	Developments of Regional Impact	PCI	Payment Card Industries
EDI	Economic Development Innovation Initiative	PHI	Protected Health Information
EDR	Florida Legislature's Office of Economic & Demographic Research	PPM	Project Prioritization Model
ELAP	Environmental Land Acquisition Program	PSOC	Public Safety Operations Complex
ELAPP	Environmental Lands Acquisition Protection Program	REC	Florida Revenue Estimating Conference
EPC	Environmental Protection Commission	REPS	Regional Election Problem Solvers
ERC	Equivalent Residential Customers	RWIU	Reclaimed Water Improvement Unit
ERP	Enterprise Resource Planning	SAINTS	State Attorney Interactive Notification Tracking System
ESG	Emergency Shelter Grant	SBE	Small Business Enterprise
ESQA	Enterprise Solutions & Quality Assurance Department	SHIP	Safety & Health Investment Projects
EVT	Emergency Vehicle Technician	SOH	Save Our Homes
FCIT	Florida Counties Investment Trust	STEMI	ST-elevated myocardial infarction
FRS	Florida Retirement System	THHI	Tampa Hillsborough Homeless Initiative
FTE	Full-Time Equivalent	TIP	Transportation Improvement Program
FY	Fiscal Year	TSA	Tampa Sports Authority
GAAP	Generally Accepted Accounting Principles	TRIM	Truth-in-Millage
GASB	Governmental Accounting Standards Board	UAS	Uniform Accounting Standards
GFOA	Government Finance Officers Association of the United States and Canada	VDI	Virtual Desktop imaging
GIS	Geographic Information System	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.

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.

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

GLOSSARY OF KEY TERMS

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.

FINES AND FORFEITURES REVENUES includes revenues received from fines and penalties imposed for the commission of statutory offenses, violation of lawful administrative rules and regulations, and for neglect of official duty. Forfeits include revenues resulting from confiscation of deposits or bonds held as performance guarantees and proceeds from sale of contraband property seized by law enforcement agencies.

FTE is the acronym for Full-Time Equivalent. See the definition for **FULL-TIME EQUIVALENT**.

FULL-TIME EQUIVALENT is one position funded for a full year. For example, a permanent employee funded and paid for 40 hours/week and 52 weeks/year or 2 employees funded and paid for 20 hours/week and 52 weeks/year would be equal to one full-time equivalent.

GLOSSARY OF KEY TERMS

FUND is an accounting entity used to record cash and other financial resources as well as an offsetting amount of liabilities and other uses. The resources and uses are segregated from other resources and uses for the purpose of carrying on specific activities or attaining specific objectives in accordance with special regulations, restrictions, or limitations.

FUNDED POSITIONS is a term referring to the number of authorized positions for which funding is included in a given fiscal year's budget.

FUNDING SOURCES is a term referring to the type or origination of funds to finance recurring or non-recurring expenditures. Examples include revenues such as ad valorem taxes, user fees, licenses, permits, and grants and non-revenues such as fund balance and interfund transfers.

FY (FISCAL YEAR) 17 ADOPTED BUDGET refers to the budget for the period beginning October 1, 2016 and ending September 30, 2017.

FY (FISCAL YEAR) 18 RECOMMENDED BUDGET refers to the budget for the period beginning October 1, 2017 and ending September 30, 2018.

FY (FISCAL YEAR) 19 PLANNED BUDGET refers to the budget for the period beginning October 1, 2018 and ending September 30, 2019.

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.

INTERGOVERNMENTAL REVENUE includes all revenue received from federal, state, and other local government sources in the form of grants, shared revenue and payments in lieu of taxes.

LIBRARY TAXING DISTRICT is a special taxing district encompassing the City of Tampa and the unincorporated areas of the county. It provides library services for county residents. These services are financed primarily by an ad valorem tax levied on all taxable property located in the district and accounted for in the Special Library Tax District Fund.

LICENSES AND PERMITS REVENUE are fees levied by the County for providing corporations or individuals the right to engage in a business, occupation, or activity otherwise lawful.

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.

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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 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.

GLOSSARY OF KEY TERMS

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 include 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**.

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

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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.