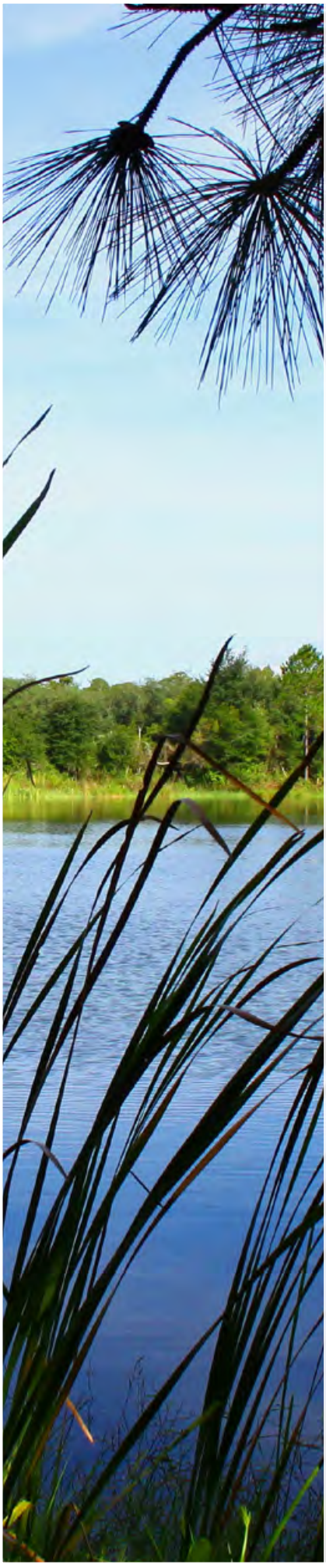
Hillsborough County
Florida

COUNTY ADMINISTRATOR'S

RECOMMENDED BUDGET FOR FY 13

Hillsborough County
Florida



Hillsborough County
Florida

COUNTY ADMINISTRATOR'S RECOMMENDED BUDGET FOR FY 13

Board of County Commissioners

Ken Hagan, Chairman

Sandra L. Murman, Vice Chairman

Kevin Beckner

Victor D. Crist

Al Higginbotham

Lesley "Les" Miller, Jr.

Mark Sharpe

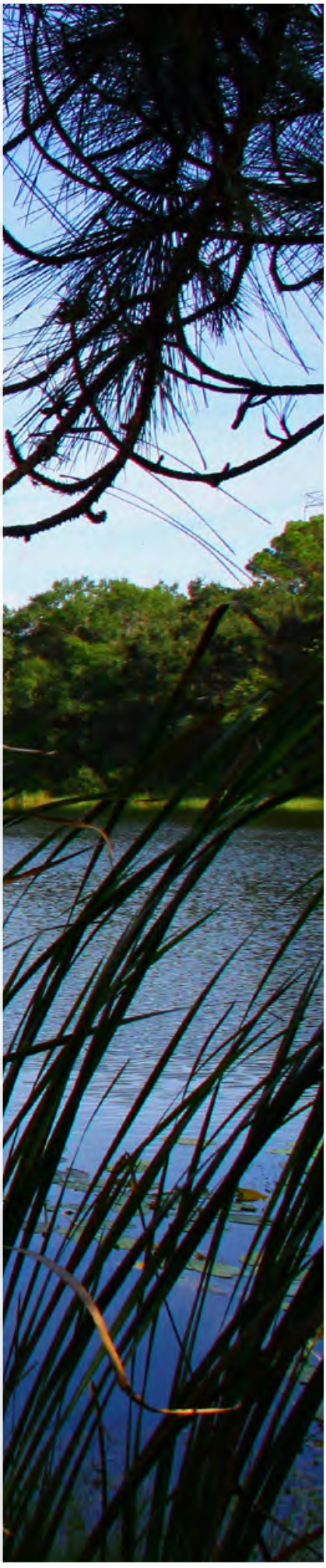
County Administrator

Michael Merrill

Chief Financial Administrator

Bonnie M. Wise

For more information, please call the Business and Support Services Department (813) 272-5890



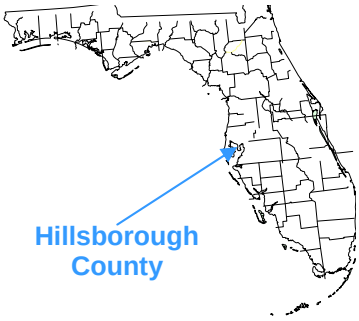
Hillsborough County
Florida

Board of County Commissioners

At the Time the Budget Was Adopted

Standing left to right: Lesley “Les” Miller Jr. (District 3);
Victor D. Crist (District 2); Kevin Beckner (District 6);
Ken Hagan (District 5)
Seated left to right: Mark Sharpe (District 7), Vice-chair;
Al Higginbotham (District 4), Chair
Center: Sandra L. Murman (District 1)

DESCRIPTION OF HILLSBOROUGH COUNTY



GEOGRAPHY AND DEMOGRAPHICS

Located midway on the west coast of Florida, Hillsborough County's boundaries embrace 1,051 square miles of land and 24 miles of inland water for a total of 1,072 square miles. With the largest bay in Florida opening to the Gulf of Mexico, its coast spans 76 miles.

The unincorporated area encompasses 87% of the total county land area. The municipalities of Tampa (the county seat), Temple Terrace and Plant City account for the remainder. According to the latest population counts from the US Census and the University of Florida's Bureau of Economic and Business Research, the county's total population as of April 1, 2011 was 1,238,951 making it the fourth most populous county in the state. Of this population, 842,395 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 of 1772. The Spanish first mapped and explored the area in the early 16th century. Between 1559 and 1819, the area now called Florida was under the rule of four nations: Spain, France, Great Britain and, finally, the United States. The United States purchased Florida from Spain in 1821 for $5 million. In 1845, it was granted statehood. On January 25, 1834, the U.S. Legislative Council for the Territory of Florida approved an act organizing Hillsborough as Florida's 19th county. Its area then was 5.5 million acres and included the present counties of Hillsborough, Pinellas, Polk, Pasco, Manatee, Sarasota, Charlotte, DeSoto, Hardee and Highlands. The civilian 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 a large service sector, a large manufacturing sector and a thriving retail trade sector. According to the latest information, the four largest employers in the public sector are Hillsborough County School Board followed by Hillsborough County government, the University of South Florida and Tampa International Airport. Major private sector employers are Verizon Communications Corporation (telecommunications); St. Joseph's Hospital (medical facility), Publix Food Centers (supermarkets), Tampa Electric Corporation (electric utility), Bank of America (banking services), JPMorgan Chase (financial services), Busch Entertainment Corporation (tourist attraction), Sweet Bay Food Centers (supermarkets), Tribune Company (newspaper publishing) and MacDill Air Force Base (Central Command Headquarters).

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

Another significant element of the economy is agriculture. The county's total agricultural production ranks 4th in the state and 59th in the United States. It ranks number two in Florida for the number of farms. In 2009, sales of crops were estimated at $777.8 million. The crop with the highest sales in 2009 was strawberries.

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 Tampa Bay Times Forum in downtown Tampa. 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 Champion, the Tampa Bay Lightning. In 2012, the Tampa Bay

DESCRIPTION OF HILLSBOROUGH COUNTY

Times Forum in downtown Tampa will be the site of the Republican National Convention.

GOVERNING THE COUNTY

A political subdivision of the State of Florida, the County is governed by an elected seven-member Board of County Commissioners. Through partisan elections, three are elected to represent the entire county as a district and four are elected to represent single-member districts. Under a Charter Ordinance effective May 1985, the Board is restricted to performing the legislative functions of government by developing policy for the management of Hillsborough County. The County Administrator, a professional appointed by the Board, and his staff are responsible for the implementation of those polices. 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.

Commissioners Serve on Other Boards—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.

The departments and agencies under the County Administrator are grouped into four offices: Infrastructure and Development Services, Chief Financial Administrator, Public Safety and Community Services, and Chief of Administration. An organization chart is on page x of this book.

OTHER CONSTITUTIONAL OFFICERS AND ELECTED OFFICIALS

In addition to the Commissioners, citizens also elect five Constitutional Officers: Tax Collector, Property Appraiser, Clerk of the Circuit Court, Sheriff, and Supervisor of Elections. These Officers are not governed by the Board of County Commissioners, but the Board funds all or, in some cases, a portion of the operating budgets of these Constitutional Officers. The Constitutional Officers maintain separate accounting systems and expanded budget detail information.

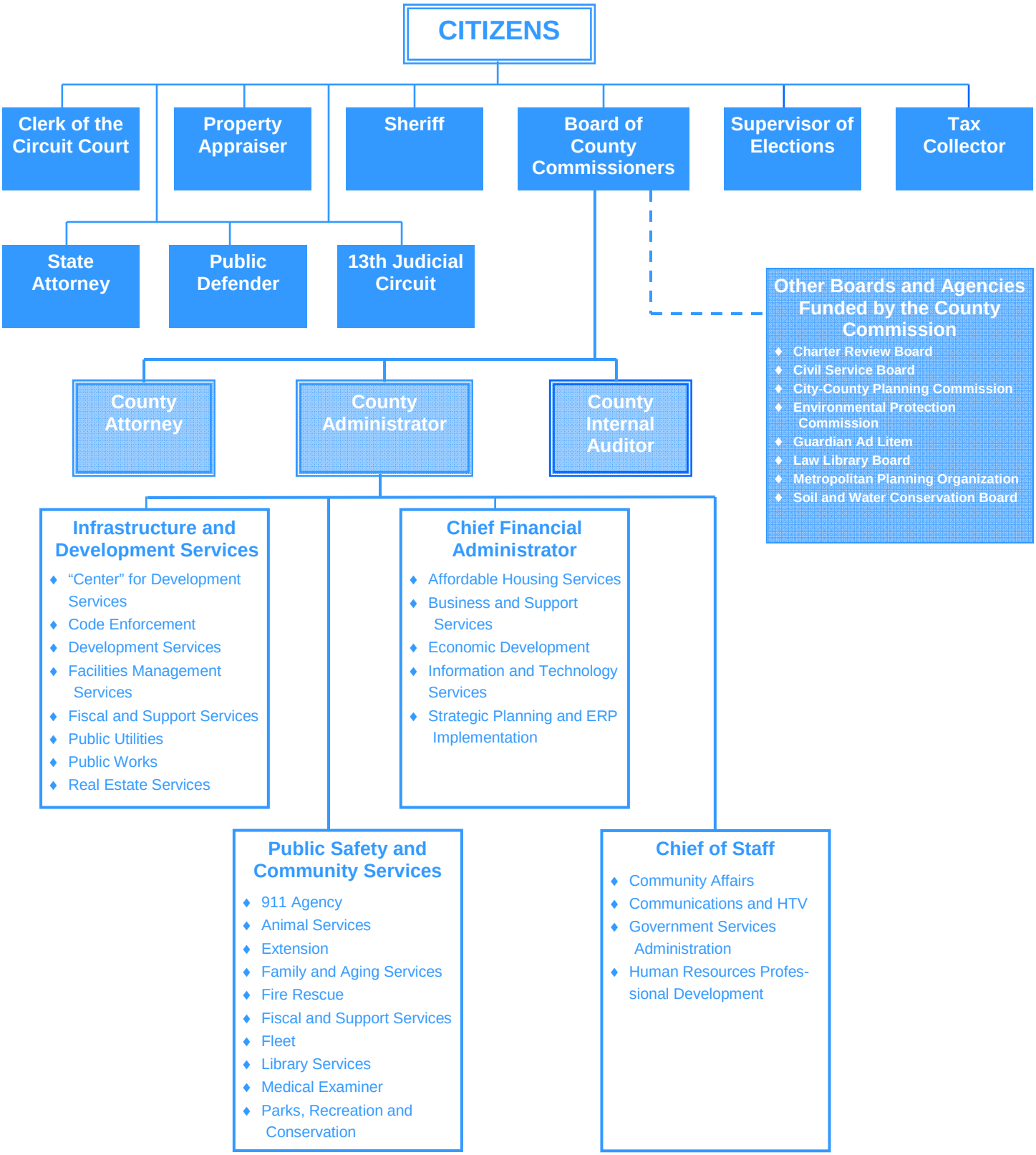
Citizens also elect the State Attorney and the Public Defender. Their budgets are included in this document to the extent they are funded by the Board of County Commissioners.

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 and the levels of accountability to the electorate. Those directly elected to office by voters are shown in dark boxes. Those reporting directly to the Board of County Commissioners are in light boxes. Those under the County Administrator are in the lighter boxes. Boards and commissions funded through the Board of County Commissioners, but are not otherwise accountable to the Board are in the box connected by the dotted line.



HILLSBOROUGH COUNTY MISSION, VISION AND VALUES

Mission

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

Vision

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

Hillsborough County, as a Community, values:

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

Adopted by the Board on April 21, 1999

Hillsborough County, as an organization, values the following:

- ***Accountability*** - Accepting individual responsibility to perform quality work that contributes to quality service at a reasonable cost.
- ***Diversity*** - Organizational effectiveness can best be achieved by recruiting and retaining a work force that represents the diversified population of Hillsborough County.
- ***Efficiency and Cost Effectiveness*** - The timeliness of meeting our obligations and performing each task; the stewardship and best use of our resources.
- ***Empowerment*** - The freedom and power to act, command, or decide on a course of action.
- ***Open and Honest Communication*** - An expression of a professional work environment which facilitates the exchange of information, ideas, and divergent opinions among all levels of an organization in an atmosphere of respect and genuine concern for the best interest of the County, its employees, and citizens/customers.
- ***Quality*** - Meeting citizens/customers requirements the first time and every time.
- ***Respect*** - The quality of accepting and holding in high esteem all persons right to their beliefs, values, autonomy, and differences while treating them with dignity, worth, courtesy, civility, and politeness.
- ***Responsiveness*** - The willingness and ability to provide information, reply to requests, answer questions, and complete tasks promptly.
- ***Teamwork*** - The ability of a group of individuals to work together towards a common vision by each doing their part to achieve the efficiency of the whole.

Adopted by the Board on April 21, 1999

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

Objectives:

A. Reduce over-reliance on property taxes as a general revenue by relying more on the non-tax portion of total General Fund revenue from 16% (adopted FY 04 budget) to 18% (adopted FY 11 budget).

B. Improve protection of stabilization reserves in the General Fund by establishing specific criteria by FY 08 that will determine when such reserves may be used and how quickly they would be subsequently replaced.

C. To maintain general obligation and sales tax credit ratings of at least “Aa/AA/AA”.

D. Conduct a self-assessment by FY 08 resulting in a financial management rating of at least “A-“ using current Governing Magazine criteria for “Money.”

Board Initiated Strategy

• Resist unfunded mandates

GOAL TWO
To improve the economic well-being of our citizens

Objectives:

A. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5 % and equal to at least 95% of the national average, by FY 09.

B. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census.

C. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and National averages.

D. Support economic development initiatives that maintain annual employment growth rates equal to or greater than the State and National averages, by FY 09.

E. To assist at least 100 families having average housing expense ratios of 35% or less annually.

F. Maintain a rating at, or above, the median housing affordability index for the 7- County Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida.

G. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above.

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

Objectives:

A. To become the best county in the U.S. by FY 09, as measured by customer satisfaction surveys, benchmark comparisons with other top counties throughout the U.S., and through assessments by independent experts such as the Governing Magazine survey.

B. Attain, by FY 10, a customer satisfaction rating on the value of County services of 80% on the value of County services compared to their costs.

C. Maintain a customer satisfaction rating of 90%, as measured by a rating of 4 or 5 on a scale of 1 to 5.

GOAL FOUR
To build a high performance diverse professional organization

Objectives:

A. By FY 08, maintain diversity in the workforce in all EEO-4 categories of Hillsborough County government, under the County Administrator, representative within a 10% variation when compared to the workforce census of Hillsborough County measured by data from the Human Resource Information System (HRIS).

B. By FY 08, improve employee relations through effective reduction of the number of employee disputes, grievances and lawsuits per 100 employees unresolved at the department level by 20% as compared to the number of outstanding issues as of FY 06 determined by Human Resources and County Attorney records.

C. Achieve and maintain, by FY 07, a human resources rating of at least an "A-", as determined by the Governing Magazine review of 40 counties.

D. Improve efficiencies and effectiveness in County services as measured by internal and external benchmarking by FY 08.

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

Objectives:

Public Safety:

A. Achieve a customer satisfaction rating of 90% regarding the deputies serving customers' neighborhoods by the end of FY 08.

B. In partnership with local utilities and through facility upgrades, reduce the downtime caused by electrical outages at County water and sewer treatment and pumping facilities by increasing the percentage of mitigation from 14% experienced in FY 04 to 20% by FY 10.

C. In partnership with local law enforcement agencies, the per capita rate of violent crime in Hillsborough County will be the lowest of any large urban county in the state of Florida by FY 15.

D. In partnership with law enforcement agencies, the per capita rate of property crime in Hillsborough County will be the lowest of any large urban county in the state of Florida by FY 15.

E. In partnership with law enforcement agencies, the per capita crime ranking for Hillsborough County will be the lowest of any large urban county in the state of Florida by FY 15.

F. By FY 15, improve the response time of Advanced Life Support personnel to arrive within 7 minutes, 86% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year.

G. By FY 15, improve the response time of Advanced Life Support transport vehicles to arrive within 9 minutes, 86% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year.

H. By FY 15, improve fire response time in the urban area to be within 6 minutes, 76% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 3.5% per year.

I. By FY 15, improve fire response time in the designated suburban area to be within 7 minutes, 80% of the time throughout unincorporated Hillsborough County – incrementally improving the existing performance by an average of 2% per year.

J. By FY 15, improve the fire response time within the rural area to be within 10 minutes, 76% of the time throughout unincorporated Hillsborough County.

Arts and Entertainment:

K. Maintain a 90% or higher customer satisfaction level with public library youth programming using point of service surveys in FY 08.

L. By FY 11, increase the return on investment for County-funded cultural tourism events by 5% in dollar terms over the FY 08 baseline as measured by the event survey data collected for Tampa Bay & Company.

Visually Pleasing:

M. By FY11, achieve an above average rating from 75% of those answering the County's countywide customer service satisfaction survey's question on cultural opportunities in the county.

N. Improve the physical appearance of the community as measured by compliance with the County's sign and landscaping codes. That is, by the year 2009, reduce the incidence of variances granted to these codes by 10%.
O. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 09.
P. Increase the percentage of code violations resolved within a 6-month period to attain a 90% resolution rate by FY 10.
Q. Reduce the County's reliance on PD zoning by revising the land development code as required by 2010.

Healthy Community:

R. To increase the Quality of Life for seniors by 15% by the end of FY 10 as indicated by 5 baseline benchmark measures from the 2007 Aging Master Plan.

Sports and Recreation:

S. For athletic and recreation programs offered by Parks, Recreation and Conservation Department of Hillsborough County, as measured by the department's customer survey, maintain 85% customer satisfaction rating with recreational programs and improve athletic programs to attain 90% customer satisfaction rating by FY 09.
T. Increase youth participation in public library activities within the Community Development Black Grant areas by 10% in FY 08 over the FY 07 youth participation of 5,741.

Board-Initiated Strategies for Sports and Recreation:

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

Other Board Initiated Strategies:

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

GOAL SIX
To improve transportation in Hillsborough County

Objectives:

A. Decrease the rate of preventable intersection crashes per million entering vehicles (MEV) by 5% by FY 10.
B. Increase the number of intersections being upgraded to accommodate growth by 50% by FY 08.
C. Reduce the preventable pedestrian accident rate per 100,000 population. (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.)
D. Implement a countywide "Senior Zone" Program. Conduct project development studies, prepare construction plans and install traffic control devises for at least two "Senior Zones" per year along county roadways that have adjacent assisted living facilities to reduce travel speeds and enhance traffic safety at each location and expand the program based upon BOCC approved program funding.
E. Improve the Level of Service (LOS) for county roads such that by 2017 at least 90% of the regulated county roads assessed for LOS have an LOS of "D" or better.

Board Initiated Strategies:

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

GOAL SEVEN

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

Objectives:

A. Maintain the average per capita potable water use at 107 gallons per day in a wet weather year, 120 gallons per capita in an average rainfall year, and 130 gallons per capita per day in a dry weather year.

B. Protect river resources by developing regulatory overlay districts for the Alafia, Little Manatee, Palm and Hillsborough rivers in Hillsborough County by FY 08.

C. Monitor and support actions taken by the Southwest Florida Water Management District (SWFWMD) and/or Tampa Bay Water to protect natural water resources in the county from adverse impacts due to excessive ground and surface water withdrawals by meeting adopted SWFWMD minimum flow levels by FY 10.

D. Ensure Tampa Bay Water can deliver to Hillsborough County a water supply capacity is at least 6% greater than Hillsborough County's demands by FY 08 on a twelve month average basis.

E. Provide expanded protection from contamination through the permitting requirements for all the 740 potable water supply wellheads in the County by FY 08.

F. Hillsborough County will pursue the acquisition of environmentally sensitive and significant resources by leveraging ELAPP funding with 40% non-county funding on an average gross annual basis.

G. In partnership with the Environmental Protection Commission, increase ambient air quality in the County to meet the Federal Clean Air Standards by FY 08.

H. Sustain the reuse of 45% of the reclaimed water supply to offset increased demands for potable water through FY 10.

I. Prevent stormwater flooding attributable to the inadequate design of new development for which permits are submitted after December 2005.

GOAL EIGHT

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

Objectives:

A. Improve quality of life for County citizens by establishing and monitoring a set of BOCC improvement measures using data from an annual Quality of Life survey, beginning in FY 05.

B. Prepare and implement community based plans for 22 communities as set forth in the work program developed with the Planning Commission as set forth in the "Team Approach to Community-Based Planning Agreement" by FY 08.

C. Improve the physical appearance of the community as measured by compliance with the County's sign and landscaping codes. That is, by the year 2009, reduce the incidence of variances granted to these codes by 10%.

D. Ensure projects that are zoned Planned Development (PD), which are submitted for permitting after December 2005, fully comply with the Planned Development (PD) zoning that was approved by the Board of County Commissioners.

Board Initiated Strategies

- Need to promote redevelopment strategies, including cities

As revised by the Board of County Commissioners March 6, 2008

ACKNOWLEDGEMENTS

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Theme: The landscape of Hillsborough County is dotted with lakes and ponds. Valued as places of recreation and as places to live, these water bodies are also prized for their physical beauty and contributions to our potable water resources.

For more information about the lakes of Hillsborough County including their geological origins, go to the Hillsborough County/City of Tampa Water Atlas website at www.hillsborough.wateratlas.usf.edu/

The Government Finance Officers Association of the United States and Canada (GFOA) presented a **Distinguished Budget Presentation Award** to Hillsborough County, Florida for its biennial budget for the biennium beginning October 1, 2011. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of two years only.

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Hillsborough County
Florida

EXECUTIVE SUMMARY

Hillsborough County
Florida

INTRODUCTION

As a result of a policy adopted in 1995 by the Board of County Commissioners, the County uses a two-year (biennial) budget process. As part of this process, in odd-numbered years two separate twelve-month budgets are prepared and approved by the Board of County Commissioners. The first year of the biennial budget is adopted as the FY 12 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 13 budget. Then, during calendar year 2012, the planned FY 13 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 2011. The Board then adopts a budget for FY 13 according to procedures outlined by State statute.

This book contains the **Recommended Budget for FY 13**. It has four sections: *Executive Summary*; *Operations and Funding Guide*; *Capital Budget,* and *Supplemental Information*. Financial schedules throughout this book include multi-year information for comparison.

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

The second section, called the *Operations and Funding Guide,* contains more detailed information such as schedules showing the budget by fund as well as detailed information about the various budgetary funds and their funding levels. It also includes information on appropriations for the operations of County departments, commissions and boards funded through the Board of County Commissioners. Each department or organization budget includes a page with the organization's mission statement, objectives and performance measures. The second page of an individual organization's budget shows its summary budget, a comparison of funded positions for the previous four years and text explaining changes from year to year. Finally, this section also includes detailed information on reserve balances, non-departmental allotments, contracts with non-profit organizations and a list of interfund transfers.

The third section, the *Capital Budget*, contains information about the County's recommended capital program for FY 13. It contains a narrative describing the capital budget highlights as well as summaries showing projects to be started in FY 13.

The fifth section*, Supplemental Information,* contains information about the various salary schedules, a detailed listing of positions and pay grades, additional performance measures for organizations and departments, a glossary and an index of departments.

A second book, called the **Recommended Capital Improvement Program FY 13 - FY 17**, presents the capital improvement program through FY 17. This book includes detailed information about each project in the capital budget and the capital improvement program for the next six years.

Persons interested in reviewing any materials comprising the **Recommended Budget for FY 13** and the **Recommended Capital Improvement Program FY 13 - FY 17** at any level of detail are encouraged to contact the Hillsborough County Business and Support Services Department at (813) 272-5890. The mailing address is: Business and Support Services Department, 26th Floor, P.O. Box 1110; Tampa, Florida 33601. The Department is located at: 601 East Kennedy Blvd., County Center, 26th Floor, Tampa, Florida 33602.

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

COUNTY ADMINISTRATOR'S BUDGET MESSAGE

Members of the Board of County Commissioners:

To the Board of County Commissioners and County Citizens:

I respectfully submit to the Board and the community this Recommended Budget for FY 13. I am delighted to report that over the past four years, despite the most severe downturn in our economy and housing markets in collective memory, Hillsborough County remains in sound financial condition.

There are clear signs that the local economy is on the mend. More than 33,000 new jobs have been added to our metropolitan economy in the past two years (May 2010 to May 2012) through the joint efforts of my staff and the Economic Development Corporation. Unemployment, currently at 8.4%, has declined markedly from its 10.4% one year ago. Building permit activity for the 1st quarter of 2012 is up 43%.

The County's credit rating remains at the highest level of "AAA". This is a clear, independent assessment of our strong financial management and community assets. With sound reserves across the board, we are able to consider investing significant amounts of one-time monies in economic development opportunities and for needed infrastructure.

Preliminary valuation estimates of the 2012 tax base point to an expected decline of 2.5% in property tax revenue for FY 13. Final tax base estimates will be available in July. Although this decline is counterbalanced by stronger than expected growth in sales and tourist taxes – 4.4% and 8.4% respectively – the loss of property taxes is expected to contribute to a FY 13 budget shortfall of $9.0 million in the two tax funds. Despite this news, and the loss of $220 million in general fund property tax revenue over the past four years (FY 08 to FY 12), the FY 13 recommended operating budget is balanced without using reserve dollars, without raising taxes, and without reducing services to our citizens. The budget shortfall is covered by one-time revenues, including $12.9 million from a refund of excess workers compensation fund reserves and a refund of $4.3 million from excess fleet replacement reserves.

As promised when I was appointed Administrator in March 2010, we have taken a comprehensive approach to reducing the cost of government. Over $83 million in administrative and operating costs have been cut over the past 2 years; 72% of those cuts were in my organization. Duplication, waste, and inefficient processes have been diminished **without negatively affecting service**. Where appropriate, services have been successfully contracted out to the private sector, and internal operations have been consolidated to reduce costs and hold taxes at historically low levels. By way of comparison, the cost per capita of county government services and operations in 2012 is 26% lower than in 2007.

FY 13 is the second year of the County's biennial budget. Consequently, this recommended budget does not represent wholesale changes from the FY 13 planned budget approved by the Board in September 2011. Adjustments primarily include revisions to fund balances revenues based on actual activity and updated projections, as well as further reductions in operating costs due to efficiencies and productivity. While there is no planned reduction-in-force (lay-offs) for FY 13, 55 positions within my organization will be eliminated through attrition.

The Board will soon begin its strategic planning activities which will provide a sound basis for the development of the next biennial budget in early 2013. At that time, we will consider strategies for long-term funding capital needs and alternative service models for continued improvements in service provision.

Provided with this recommended budget is a highlight of organizational accomplishments achieved over the past year that demonstrate our commitment to streamlining operations and improving the delivery of services. While we have had many successes and have learned valuable lessons from the past, there is still room for continued improvement. Accomplishments that stand-out include successes in creating jobs, stimulating economic growth and improving community outreach:

- *Streamlined Minority Business Enterprise/Small Business Enterprise (MBE/SBE) application process by increasing coordination between the City & County Minority Business Development Sections.*
- *Created additional job opportunities by receiving approval for an Ordinance to construct and operate an oil recycling plant.*

- *During a time of a slow economy & restrained resources, the BOCC contributed over $600,000 to non-profit organizations for preservation and renewal to promote tourism within the County.*
- *Established a Community Affairs team to support the needs and address the concerns of Hillsborough County's diverse communities ensuring that their voices are heard and we are better positioned to incorporate any achievable requirements into our core services and decision making.*

The old paradigm and belief – that government is immune from competition and accountability – is simply not true. Local government competes nationally and globally every day to retain and attract quality jobs and capital investment to help promote a quality lifestyle and a strong economy. County government must be accountable to those we serve so that there is both confidence and trust that county government can carry out its core mission and provide a sense of safety and security for its citizens. To promote trust and accountability our employees must remain dedicated to the goals of excellent customer service; specifically, responsiveness, respect and accuracy.

While we do have a funded $560.5 million capital improvement program, there are a number of unfunded capital projects that have been postponed due to limited resources. In order to get our capital program back on track, the recommended FY 13 budget suggests policy options that could fund parks, transportation projects, service centers, and even the Friendship Trail Bridge. As things currently stand, we have $179.5 million in deferred infrastructure needs, including: $57.5 million in parks and recreation projects; $89.0 million in roads, intersections, and trails; and, $5.5 million in critical service center improvements. Adding a fully value-engineered replacement for the crumbling Friendship Trail Bridge brings the total unfunded needs to $179.5 million. Funding options for Board consideration include the following.

- $25 per year for 10 years is what it would take to pay for $80 million in parks and recreation projects throughout the County, including the Friendship Trail Bridge. $25 per year is what the owner of a $165,000 home (with a homestead exemption of $50,000) would pay if voters were asked approved a maximum 0.15 mill levy in November to pay debt service on general obligation bonds and 0.067 mills to operate and maintain the projects listed in the appendix.

- The following combination of funding sources (in whole or in part) could be used to construct up to $89.0 in needed transportation projects also shown in the appendix:

    - $45.1 million in one-time, non recurring revenue from a combination of uncommitted major maintenance and repair funds, impact fees, and $12 million in other one-time unallocated funds;

    - $8.5 million in the County's share of funding originally earmarked, at the time Raymond James Stadium was built, for the construction of a practice facility for the Tampa Bay Buccaneers;

    - $9 million in remaining CIT funding granted by the County to HART Line in 2008.

      HART received $40 million in CIT grant funding in May 2008 and says it has plans to expend the remaining balance of $35.2 million. Given the drastically changed economic landscape over the past five years, I believe it is prudent for the Board to assess whether HART's planned expenditures remain a priority. Based on that assessment the Board can determine whether any or all of the funding should be discontinued and used for other more pressing needs. HART has indicated that an estimated $9 million of the remaining funds will not be needed.

    - Three of our service centers that provide front-line social services, workforce training and placement, and educational programs to return clients to self-sufficiency are in dire need of repair and replacement. It is estimated that $5.5 million is needed to remediate the following centers: West Tampa (Nowatny); Plant City; and, Lee Davis. Possible funding sources include the Half-Cent Sales Tax reserve for contingency and major maintenance and repair uncommitted funds.

Currently budgeted funding totaling $6.6 million should be considered for additional strategic investments to further economic development.

Finally, the issue of compensation must be addressed. In FY 13 it will be five years since employees have seen a pay increase. In fact, employee take-home pay has decreased due to a requirement that employees contribute 3% of

their gross pay to fund FRS pension obligations. In addition, food and fuel prices have risen over the past few years; from 2010 to 2011 the Consumer Price Index increased 3.2%.

It is not for the sake of fairness that a pay adjustment is required. It is, in fact, a cost of doing business. It is in the best interest of those whom we serve that we retain valued employees. It is also a truism that, in order to motivate employees to commit to and remain focused on the mission of the organization; they must first be able to maintain a basic standard of living. I have demanded much of employees as we have transformed the organization; significant change and added work load have been met for the most part with enthusiasm and a willingness to excel as a high performing organization.

In considering a recommended pay adjustment I have balanced the reality of our budgetary constraints with the need to do something meaningful for employees. The recommended budget includes a $1,200 one-time cost of living adjustment for non-union full time employees, excluding myself and other contract employees. A prorated amount is recommended for permanent part time employees working at least 20 hours per week. Employees in lower salary ranges will benefit more so than higher paid employees as percentage of salary. The total cost of this adjustment is $4.96 million and affects County Administrator and County Attorney employees.

Accounting for budgetary constraints, and the necessity of a general pay adjustment for all employees, the recommended budget includes compensation for unions which is reasonable but may not be agreeable to the unions subject to collective bargaining. Compensation for the Firefighters Union is $86.0 million. AFSCME is funded at the same compensation level as general employees described above.

In closing, I want to sincerely thank the Board for its support and leadership over the past two years. This recommended budget reflects my commitment to our partnership in building a world-class community that is "the" place to grow a business and a family, a place that is admired for its progressive and innovative investment in sustainability, and a regional partner that can be relied on to support the best we all strive for in our communities.

Sincerely,

Michael Merrill, County Administrator

BUDGET HIGHLIGHTS

The County Administrator's Recommended Budget for Fiscal Year 2013 (FY 13) totals $3.067 billion. By contrast, the FY 12 Adopted Budget was $2.909 billion. This is the second year of the ninth biennial budget adopted by the Board of County Commissioners (Board). This budget is the culmination of the process that started in January 2012.

In a biennial budget process, the Board develops detailed budgets for two separate years. The intent of a biennial budget process is to focus on implementation of major policy decisions in a two year cycle. The first year's budget (FY 12) was formally adopted by the Board on September 22, 2011 and covers the period of October 1, 2011 through September 30, 2012. At the same time, the Board approved a "planned" second year budget for FY 13, covering the period of October 1, 2012 through September 30, 2013. Starting in January, this planned budget was updated as appropriate to reflect revised revenue and expenditure estimates and other budget issues not known at the time the planned budget was prepared, resulting in this "recommended" budget for FY 13. The recommended budget will be modified by the BOCC throughout the summer, ending with formal adoption in late September 2012. The continued impact of declining revenue on the County's budget – which in some cases lags the economic cycle – required continued creativity in developing new service delivery models that were effective in maintaining current service levels with fewer resources.

As previously discussed, the FY 13 Recommended Budget is an update to the FY 13 component of the FY 12 and FY 13 biennial budget that was adopted by the Board in September 2011. In a very real sense, the FY 13 biennial budget was an ongoing community conversation that began in the summer of 2010 during the adoption of the FY 11 budget. Facing continuing declines in tax revenues, the FY 11 budget was balanced with one-time, non-recurring revenues. This strategy, while not sustainable in the long-term, did buy the time needed to undertake more deliberate, strategic and transformational changes in our organization in order to improve customer service and reduce the cost of operations.

Guiding Principles – FY 13 Recommended Budget

- 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

During the budget process the Board of County Commissioners will hold three public hearings to provide opportunity for community input. This input will supplement information gathered last year when the County Administrator personally met with citizen and employee groups in a concerted effort to reach out to the community and learn more about their concerns and needs, and to hear creative ideas for a more responsive government. Outreach to stakeholders through such venues as the roundtable group sponsored by the Children's Board was instrumental in this strategic thinking process.

Far in advance of the development of the FY 12 and FY 13 biennial budget, the County Administrator began conducting "pre-budget" meetings with department directors to solicit their strategic thinking about service delivery, including:

- Identifying core services; specifically, who is served, and whether that customer is best served by County government or by another provider;
- Establishing key performance measures and how they will be tracked/verified;
- Identifying departments' functional interrelationships within the County and describing plans to more effectively integrate financially and operationally across the organization;
- Describing plans to achieve the County's client services focus;
- Describing how departments will involve staff in the decision making process; and
- Identifying strategies and investments to automate and to achieve process improvement, better customer service, and cost efficiencies.

As a result of all these efforts, the operating budget for FY 13 achieves long-term fiscal sustainability in day-to-day service provision.

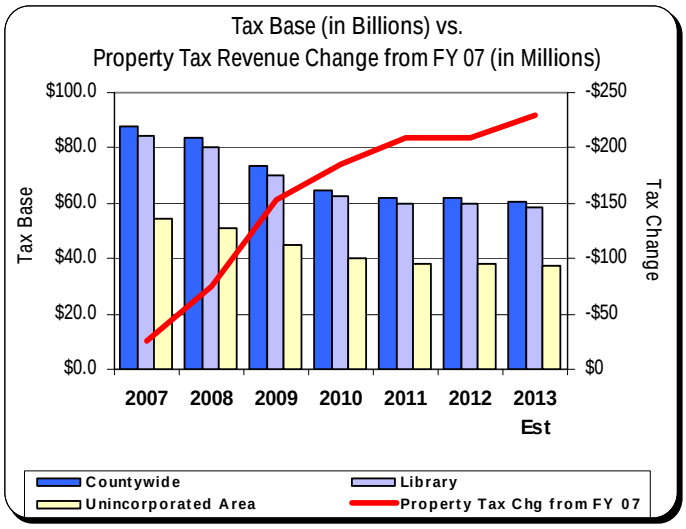
BUDGET HIGHLIGHTS

During the update of the two-year biennial budget, available resources were reevaluated to determine the continued viability of the FY 13 Planned Budget. This process identified that resources continued to decline to lower levels not anticipated when the planned budget was approved. The FY 13 Planned Budget projected that property tax values would stabilize. However, these values have declined by an additional 2.5% for FY 13 resulting in the need to further prioritize existing resources.

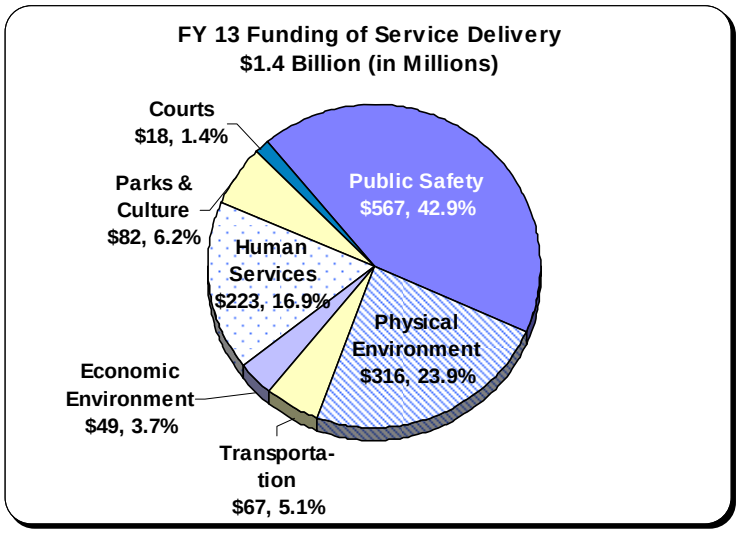
The FY 13 Recommended Capital Budget is balanced within available resources, but those resources have dwindled. Reductions in Community Investment Tax (CIT) revenue and ad valorem tax revenue to fund capital needs such as roads, stormwater and recreation have necessitated a reprioritization of capital projects with an emphasis on pressing service needs and public safety. As a consequence, future funding sources must be considered for capital projects that do not meet these criteria. Options for future alternative funding sources include mobility fees and tax increment financing, as well as a recommended rededication of a portion of the currently levied Communications Services Tax (CST) for critical infrastructure needs. On a positive note, further reductions from the FY 13 Planned Capital Budget were not required.

Budget in Brief

The County Administrator's Recommended Budget for FY 13 totals $3.067 billion; this represents a $158.0 million increase over the adopted FY 12 budget of $2.909 billion. This change is attributable primarily to an increase of $154 million in the Capital Improvement Program. The FY 13 capital budget represents a return to a more normalized capital spending plan since, due to a continued lack of growth in Community Investment Tax (CIT) revenues, approximately $127 million CIT funding had to be removed from projects in the FY 12 – FY 17 capital improvement program.



From a service delivery point-of-view, there are seven programmatic areas shown in the chart below that more meaningfully describe the budget. The chart demonstrates the County continues to place a high value on public safety. Over the past six years, expenditures for public safety have continued to be maintained even as expenditures for other service areas have been reduced.

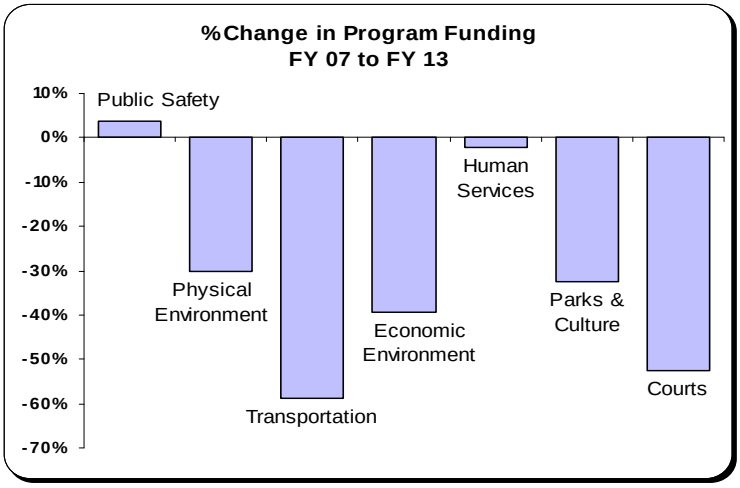


It is the operating budget that is most impacted by changes in the property tax base and reduced sales tax collections. In the Recommended Budget for FY 13, funding for service delivery of $1.4 billion represents 43% of the total County budget. The charts to the left and in the Operating Budget section below depict how the budget is allocated in FY 13.

Since FY 07, non-dedicated property tax revenue has declined by $230.2 million due primarily to three events. The first event was legislative action to limit millage. 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 an economic recession and the associated decline in property values brought on by a collapse in the housing market. Another voter referendum, placed on the ballot by the State, will be held in November

2012. The referendum, if approved, will provide an additional exemption for new homeowners and will reduce the annual allowable taxable value increase on non-homesteaded properties from 10% to 5%.

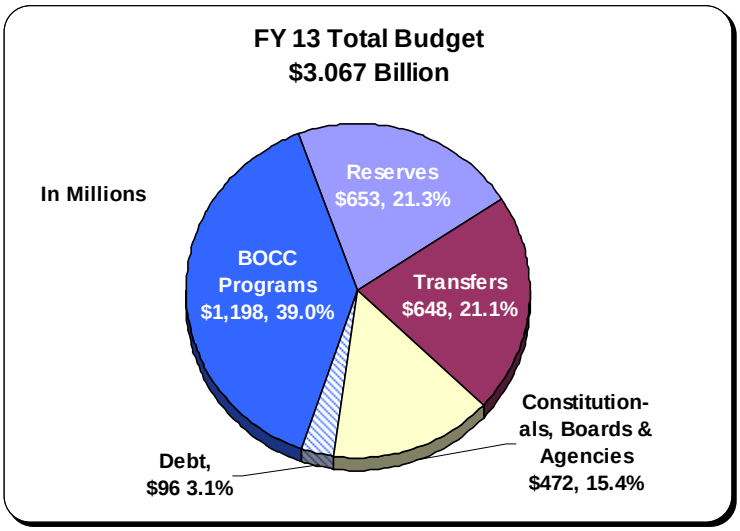
Due to the weak economy, half-cent sales tax collections since FY 07 have declined by 17.1%. On a positive note, FY 13 sales tax revenue is expected to increase 4.5% over FY 12. However, fuel tax revenues are projected to decrease slightly. The projected increase in half-cent sales tax revenue is inadequate to address the reduction in ad valorem taxes and other revenues.



Since 2007 approximately $339.8 million in combined revenue losses have contributed to shortfalls in the County operating budget. These shortfalls have been predominately absorbed by County Administrator operations. From FY 07 to FY 13 the budget for County Administrator's operations has declined by $81 million, excluding Fire/EMS and Library Services – the latter which is funded by revenue from a separate taxing district. In FY 12, shortfalls in revenue were addressed through a combination of reductions in force, elimination of vacant positions and reductions in associated operating costs. These and other reductions are continued in the FY 13 recommended budget. While no new reductions in force are proposed for FY 13, the recommended budget does reflect the elimination of 55 positions in my organization that are or will become vacant due to retirement or other reasons.

Operating Budget

The FY 13 recommended operating budget reflects a decline of $6.0 million from FY 12. The reduction is primarily due to decreased funding requests from the Environmental Protection Commission, the 13th Judicial Circuit Court and the Supervisor of Elections. The budget continues to reflect the transfer of the Section 8 program to the Tampa Housing Authority and the lack of any new future federal Neighborhood Stabilization Program funding, and reflects a state mandated increase in Florida Retirement System contribution rates. This increase impacts all departments, agencies and Constitutional Officers funded by the BOCC.



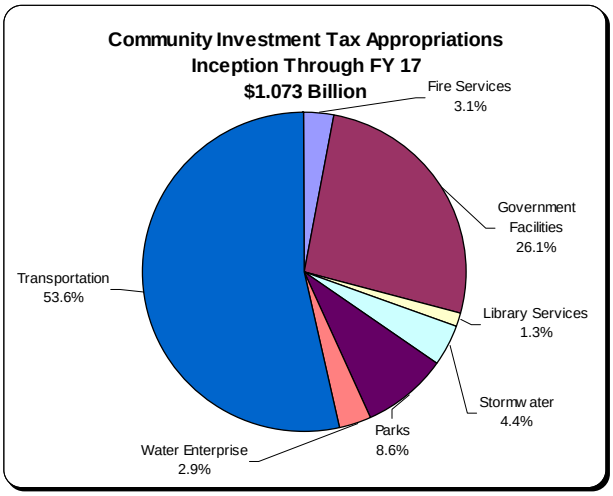
The Recommended Budget for FY 13 continues recurring support of non-profit agencies at FY 12 levels. The Citizen's Advisory Committee (CAC), whose members are appointed by the Board of County Commissioners, is assisting the County in developing a new system of outcome-based performance measures that align with services determined to be part of the County's core mission. These measures and other CAC recommended criteria for awarding grants to non-profit service providers are expected to be ready in 2012 for the Board's deliberations on funding awards.

The Recommended Budget for FY 13 includes the loss of $14.6 million in general fund property tax revenues, contributing to a $9.0 million shortfall in these funds. This shortfall is covered by one-time revenues, including $12.9 million from a refund of excess workers compensation fund reserves and a refund of $4.3 million from excess fleet replacement reserves. As a result of revenue reductions the County will lose some of the flexibility it has enjoyed in the

past to be able to absorb unexpected needs or requests. It is unlikely we will be able to absorb the cost of future unplanned events without a commitment of additional resources.

Capital Budget

The FY 13 – FY 17 Recommended Capital Improvement Program totals $560.5. Poor sales tax revenue performance and financing conditions during the recent recession reduced CIT financing capacity requiring a $127.6 million reduction in CIT funded project budgets in FY 12. While potential alternative funding sources have been identified for some projects deferred due to the CIT funding shortfall, others continue to reflect unidentified alternative funding sources in the FY 13 – FY 17 Capital Improvement Program (CIP). Options for future alternative funding include mobility fees and tax increment financing, as well as a recommended rededication of a portion of the currently levied Communications Services Tax (CST).



The Hillsborough County Fire Rescue Department responds to more than 80,000 unique citizen calls for assistance annually. During FY 11 Fire Rescue responded to urban calls in an average 6.1 minutes, suburban calls in an average 6.8 minutes, and rural calls in an average 9.4 minutes. Maintaining and improving Fire Rescue service in Hillsborough County is a priority in the Recommended FY 13 Budget. The Recommended Budget includes eight new projects to expand, renovate or replace fire stations. These projects will replace the Apollo Beach, Armwood, East Lake, South Brandon, and Wimauma fire stations. Carrollwood, Falkenburg and Riverview stations will be expanded or renovated. FY 13 capital funding for Fire Rescue totals $22.4 million.

The Parks capital budget for FY 13 is $4.9 million. Ten new projects are added to the Parks Program; nine of the ten funded projects for FY 13 are part of the County's repair, replacement, renovation and maintenance (R3M) program. These projects are primarily intended to preserve or enhance the operational condition of existing facilities and may increase the capacity of the facility. These projects include the Edward Medard Park Campground Renovations, Flatwoods Park Trail Repairs, Lithia Springs Campground Renovations, Nye Park Renovations, Rubin Padget Park Field, Fencing, Parking & Drainage Renovations, Rubin Padgett Park Storage, Concession & Restroom Renovations, University Community Center HVAC Repairs, Upper Tampa Bay Trail Repairs, and Vance Vogel Park Renovations. The tenth new project is the Mann-Wagnon Memorial Park Improvements.

The Transportation Program recommended capital budget for FY 13 is $11.8 million. The program includes funding for the Big Bend Road Widening (Covington Gardens to Simmons Loop)- project development and engineering phase project at $6.5 million, the Bridge/Guardrail Rehabilitation Program at $400,000, the Columbus Drive over Hillsborough River Bridge Rehabilitation and the Platt Street over Hillsborough River Bridge Rehabilitation projects at $500,000 each, the Sidewalk ADA Retrofit Program at $550,000, the Paved Shoulders/Bicycle Lanes County Rural Roads at $250,000 and the Pavement Treatment Program at $4,000,000.

Through an interlocal agreement, the City of Tampa and Hillsborough County are responsible for any Tampa Sports Authority capital and operating shortfalls related to the Raymond James Stadium and George Steinbrenner Field. The City funds one-third and the County two-thirds of any shortfalls. During FY 13, the Tampa Sports Authority budget includes significant capital requirements for maintenance and replacements at Raymond James Stadium. The adopted FY 12 County budget included $6 million in FY 12, which will carry forward into FY 13. An additional $7.44 million is included in the FY 13 budget to meet these requirements. The source of funding for these capital contributions is short-term commercial paper borrowing to be repaid from 4th Cent Tourist Development Tax revenue.

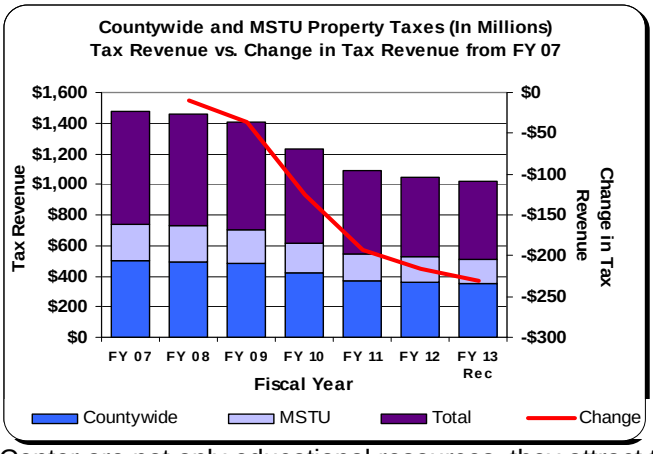
Since 1980, in addition to other taxes authorized by law, Hillsborough County has levied the Ninth Cent Fuel Tax authorized by Section 336.021, Florida Statutes. In unincorporated Hillsborough County, revenue from the tax has been used exclusively for the maintenance of roads, streets and bridges. There is a continuing need for the funding of such activities. At a June 15, 2011 public hearing the Board authorized extending the tax through December 31, 2021.

The One to Six Cents Local Option Fuel Tax is set to expire August 31, 2013. This tax has the same allowable uses as the Ninth Cent Fuel Tax. Section 336.025, Florida Statutes, authorizes the Board to extend the levy of the One to Six Cents Local Option Fuel Tax by majority vote taken prior to July 1, 2013. This issue will be brought to the Board for their consideration in 2013. The annual revenue generated from the local option fuel tax is approximately $24 million; The FY 13 impact reflected in this budget is approximately $2 million.

Setting the Stage for Fiscal Sustainability

This budget includes carrying over unspent balances from the $12.6 million in direct support for economic development initiatives to retain and attract jobs approved by the Board in FY12. The FY 12 funding established a closing fund of $2 million dollars to provide a source of cash incentives that can make the difference between a business choosing Hillsborough County over another location. A small business investment fund in the amount of $500,000 and a "green" sustainability fund in a like amount were approved as a way to inject capital into existing businesses that encourages innovation and creates jobs. The budget also includes carryover of $100,000 for an agriculture innovation fund and $500,000 for a bio-tech innovation fund.

This recommended budget continues to stress the importance of economic development by continuing to commit county resources to activities designed to create jobs and stimulate economic growth. Economic development initiative funds carried forward from FY 12 include: 1) $250,000 to the Economic Development Corporation for business recruitment; 2) $2.5 million in capital funding for historic preservation of which $2 million was committed to four historic clubs in the Ybor City area; 3) $2 million in a historic preservation challenge grant matching program for capital improvements to encourage cultural tourism; 4) $500,000 each for the Sports Commission, the Film Commission, and Tampa Bay and Company; and 5) second year funding of $730,000 for limited duration staff in the Building Services Division to assist in decreasing the amount of time necessary to issue permits for new development.



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 our effort to attract target corporate relocations. In the case of MOSI, Children's Museum and History Center, the County has a made a substantial investment in the buildings and assets which must be preserved and enhanced. Dedicating a reliable, recurring revenue source to further the mission of these venues is of paramount public benefit. To that end, monies from the Seminole Gaming Compact are committed as a funding source for these six venues. The second year's share of the Compact's distribution for Hillsborough County amounts to $2.036 million. Staff has worked with the leadership of these venues to develop a formula for sharing of the monies and quantifiable performance measures and criteria the venues must continue to meet to receive funding.

Strategic Planning

The County's existing Strategic Plan, developed during a period of strong revenue growth and unlimited expectations, no longer serves as a viable guide to decision-making in our current environment – or in the environment expected to exist in the next several years. When the Board met in its annual retreat last December, I outlined four vision statements that I saw as describing how we should move forward in this new environment: community building, identifying essential (core) services, enhancing customer service, and creating a new and vibrant organizational culture. I laid out my personal and organizational goals and objectives for each of these areas, and I embraced them as we reshaped our organization and as we built this biennial budget for Board consideration and subsequent approval.

Moving forward, the Board has 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. As we move forward into the future, we will need to decide how to engage our citizens in that process; recognize the importance in such a process of identifying internal organizational strengths and weaknesses and external opportunities and threats; understand the need to establish organization-wide and community objectives for the next several years; and plan to use key performance indicators to chart our progress and interconnect to current and future budget decisions. These deliberations should also be conducted in concert with other community stakeholders including the Planning Commission, Port Authority, Aviation Authority and Economic Development Corporation, to name a few.

Investment Opportunities for One-Time Monies

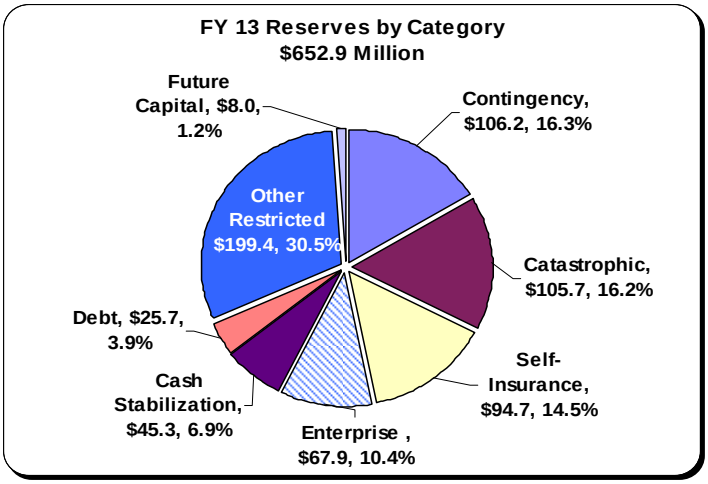
During each annual budget process, one-time sources of funds may be identified. When this occurs, sound financial practice suggests that such sources should be used to fund one-time uses. During the FY 13 budget process, two such one-time sources were identified. First, excess workers compensation reserves resulting from prior assessments are recommended to be refunded to the various funding sources from which the original assessments were paid. The refund to the general funds totals $11.6 million. The excess was due to a significant decrease in the number of funded positions in the past five years combined with better than anticipated claims experience. Second, general fund beginning fund balances in FY 12 were higher than anticipated. As we have been transforming County operations to become more customer-oriented and business-friendly, several critical one-time needs have been identified in the areas of economic development and technology. In keeping with sound budget principles, we are recommending these needs be met with these identified one-time sources of funding. Some of these needs include the following:

- $12 million in a one-time allotment to allow additional funding for high priority needs.
- $500,000 for detailed analysis of data center needs at the new Public Safety Operations Center (PSOC) to allow the PSOC to serve as a backup to the primary data center in the event of disaster.
- Additional economic development program funding.
- Funding for deferred capital projects discussed below in the Capital Budget section.

Other Factors Considered in the Recommended FY 13 Budget

Budget Limitation – The Recommended Budget is in compliance with Board Policy 03.05.07.00 on limiting spending. We also carefully assessed our ability to avoid future draw downs of fund balance in the Countywide General Fund and Unincorporated Area General Fund because such actions can have significant implications on our ability to access financial markets to secure financing for County projects.

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. There are three basic categories of reserves: restricted, designated, and contingency.



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 whose use is restricted to enterprise program related purposes. For FY 13, restricted reserves total $387.7 million.

Designated reserves represent amounts set aside to provide funds for a specific purpose where the actual cost is currently unknown. Once the actual need for which the funds were reserved has been met, any remaining balance may be reappropriated with Board approval for any lawful purpose. Examples include cash stabilization reserves, intended to protect the County from revenue shortfalls and to ensure that sufficient cash is on hand in the following year to meet the County's obligations until revenues are anticipated to be available; catastrophic reserves established to provide critical funds in the event of a hurricane, major flood or other disaster; reserves for future capital outlay, which are intended to fund capital project cost increases as well as unfunded capital projects in current or future years; and reserves to meet prior year obligations that have not yet been paid. For FY 13, designated reserves total $159.0 million.

Contingency reserves represent amounts available for appropriation by the Board to meet any lawful purpose. Most funds have a contingency reserve, intended to meet unanticipated needs within the corresponding fund. When discussing contingency reserves, the usual intent relates to reserves in the two general revenue operating funds. By Board policy, use of these funds requires supermajority approval by the Board. The policy also states that the need being funded could not be reasonably anticipated during the budget process. For FY 13, contingency reserves across all non-enterprise funds total $106.2 million.

Vacation Payout Program – During the 2011 legislative session, legislation was passed that requires all participants in the Florida Retirement System to contribute 3% of their pay towards retirement. This requirement, combined with no County pay adjustments (other than union contracts) over the period FY 10 through FY 12, place a significant burden on County employees to continue to meet their financial obligations in an environment of rising prices including a significant rise in fuel prices. The FY 13 budget continues a program began in FY 12 to allow employees to cash out up to 40 hours of their vacation time in excess of 80 hours of their vacation accruals. Vacation time is an obligation of the County that is paid out to all employees at the time they separate employment from the County. Therefore, as vacation time is paid out, the County will reduce its obligation for future payouts.

Reduced Millage – The Countywide operating millage has been reduced for the twentieth consecutive year. As with the reduction in FY 12, the amount is minimal, but we believe that this shows a Board commitment on property taxes. The cumulative reduction amounts to $2.42 in savings for every $1,000 in taxable value in addition to the benefits of the doubling of the homestead exemption approved by Florida voters. For those unincorporated taxpayers who benefit from all reductions in County-levied millage rates, the total millage has been reduced for eighteen consecutive years, amounting to a total of $3.20 in savings for every $1,000 in taxable value. While taxpayers have benefited from lower millage rates, a higher homestead exemption, and portability of the Save Our Homes cap on taxes, the amount of revenue generated by each mill of property tax has declined by 29.3 percent since FY 08. In November 2012, voters will decide on another referendum placed on the ballot by the Florida Legislature that will provide for an additional exemption for first time homeowners and will reduce the cap on increases on taxable value for non-homesteaded properties from 10% to 5%.

Conclusion

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/or effective policies and practices. The County continues to receive positive feedback – most recently in 2010 when Fitch Ratings and Moody's upgraded our 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 early 2012.

The Recommended Budget for FY 13 budget represents a balanced, equitable plan to provide our residents with vital services in this difficult economic period. As we move into FY 13 we will continue to seek opportunities to improve the manner in which we deliver service and continue to help grow our economy. The FY 13 Recommended Budget continues the same level of service to Hillsborough County citizens.

THE BUDGET PROCESS: BIENNIAL (2-YEAR) BUDGETING

The budget process used to develop this document reflects an approach first adopted by the Board of County Commissioners (BOCC) in 1995. At that time, the BOCC approved a biennial budget process for FY 96 and FY 97. While Florida Statutes require a minimal annual process to adopt the budget, there is nothing prohibiting local governments from developing a budget plan for a second year. In this way, when it is time to legally adopt the second year of the budget plan, the process of preparing the adopted budget represents an "update" of the original plan. One of the greatest advantages of a biennial process is the literally thousands of hours of staff time that are typically saved in the "off" year of the process, while maintaining opportunities for public input in the update process.

The biennial budget process increasingly used by local governments varies from the process historically used by some state governments. Unlike states that use a biennial budget because the legislature meets infrequently, local government legislative bodies – councils or commissions – meet regularly and can update the second year's budget during an abbreviated update process for the second year as well as make changes during each year as unplanned circumstances arise.

The BOCC has continued this biennial process for succeeding budgets. In FY 12, the BOCC adopted a ninth fiscal plan reflecting the budgets for FY 12 and FY 13.

The budget process used this year to update the FY 13 Planned Budget included a review of revenue projections, recalculation of fund balances based on more current data, and consideration of issues not known when the FY 13 Planned Budget was developed. Strategies used to absorb continued 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 13 Recommended Budget also includes certain unallocated appropriated funds that are available for the Board to prioritize through budget workshops held during the summer months.

USES OF FUNDS

The Operating Budget

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

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

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

Board Policy 03.02.02.13 provides that pay ranges for all employees be targeted to maintain the 50th percentile in comparison to pay for public and private employers. In FY 05, MGT of America, Inc. completed a compensation and classification study which included recommendations to allow the County to maintain compliance with its policy. Annually, the Civil Service Office provides the Board with an analysis of the market comparability of compensation levels. These recommendations were followed in FY 06 and FY 07. However, legislative actions and economic conditions caused reduced pay raises in FY 08 and FY 09, and no pay raises, market equity or performance unless included in labor contracts, in FY 10, FY 11, and FY 12. The FY 13 Recommended Budget includes a one-time pay supplement to assist employees with inflationary pres-

sures. State legislative action in FY 11 requires employees to contribute 3% of their compensation to the Florida Retirement System (FRS) beginning July 1, 2011.

In the area of staffing, the Board adopted service standards for two programmatic areas. On June 28, 2005, the BOCC established a service standard for Code Enforcement Officers that maintains a ratio of one Officer for every 18,000 persons in the unincorporated area of the County. Then, in law enforcement for the unincorporated area, the Board set a target ratio of 1.7 sworn deputies per 1,000 citizens. This service standard was established in FY 00. Neither of these standards is currently being met due to recent legislative actions and general economic conditions.

Finally, 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, 2007
Contract end: September 30, 2011
Positions represented: 1,128
Departments covered: Public Safety Services, Community Services, Fleet Services, Facilities Management, Development Services, Public Utilities, Public Works, and Public Works.

Emergency Medical Personnel and Critical Care Technicians (EMPACCT) Local 3525
Contract start: October 1, 2007
Contract end: September 30, 2011
Positions represented: 49
Departments covered: Public Safety Services - Fire Rescue & Emergency Dispatch/Communications.

International Association of Firefighters (IAFF) Local 2294 SUPPRESSION UNIT
Contract start: October 1, 2009
Contract end: September 30, 2011
Positions represented: 780
Departments covered: Public Safety Services - Fire Rescue.

International Association of Firefighters (IAFF) Local 2294 SUPERVISORS UNIT
Contract start: October 1, 2009
Contract end: September 30, 2011
Positions represented: 19
Department covered: Public Safety Services - Fire Rescue**.**

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

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

Since FY 08, operating budgets supported by the County's two major tax funds declined each year due to Legislative actions and worsening economic conditions and this trend is expected to continue in FY 13. The FY FY 13 budget reflects further decreases in available resources. During the first few years of revenue reductions, costs were reduced through a focus on identifying efficiencies including reducing discretionary areas of the budget including travel and training, office leases, contract services, general operating supplies, etc. As the economic downturn has persisted the focus has turned to developing new methods of conducting business and delivering service, including selective reductions in services in areas deemed less critical.

The operating budget category includes a component referred to as "Grants and Aids" in detailed breakouts of the budget such as the table entitled "Fund Summary by Type of Expenditure." This component of operating expenses reflects funds that the County receives but passes through to other governments. A notable example is approximately $45 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.

This component also includes payments for services to various non-profit service providers. Funding sources include general County revenues, federal Community Development Block Grants and tourist development taxes. In addition, the payments reflect the County's role as a regional recipient of federal grants (such as Ryan White grants that fund AIDS programs), which are pass-through funds which the County receives and then passes on to providers of services in Pinellas and Pasco Counties.

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

Summary - The operating budget (compensation, operating expenses, and equipment) has been the focus of budget discussions in past years because it generally represented the cost of day-to-day services to County residents. To some extent, that is becoming less the case as pass-throughs account for an increasing share of the operating budget and a significant share of the annual increase in the operating budget.

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

The Capital Budget

A separate summary presenting details on FY 13 projects appears in the back of this document. The entire five-year capital improvement program (CIP) can be reviewed in the volume containing the **Adopted Capital Improvement Program FY 13 – FY 17**.

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

"All years" budgeting within the capital budget means that once the Board commits funds to a capital project, those funds remain with that project until either the project is completed, regardless of how many fiscal years the project may last, or specific budget action is taken by the Board of County Commissioners to revise the all years budget previously approved. The unspent funds will no longer show up in the fund balance reported in the budget at the beginning of each year or in the capital budget in future years. Once a project is completed, unspent funds will become available again for appropriation.

Under annual budgeting, unspent funds are estimated in fund balance and re-budgeted in subsequent years. Re-budgeting the same funds year after year overstates the impact of the budget on the community since the funds will only be spent once, one of the benefits of using all years budgeting for capital projects.

With this practice reflected in the budget, county residents and others who examine the budget should better understand how funds are allocated to capital projects in the budget since the capital budget will reflect only new funding allocated to projects. The capital improvement program, which is described in the second budget book, will continue to reflect prior year funding for projects in addition to any funding anticipated in this budget or future budgets.

Other key points about the capital budget are:

✓ The decision on whether to finance a project versus use a pay-as-you-go approach is typically made on a project-by-project basis. Explicit debt and capital policies were adopted by the BOCC in July 1998 to guide the decision-making process. In part, the policy and procedures requires the review of the capital program by the City-County Planning Commission to ensure consistency of the five year CIP and capital budget with the elements of the County's comprehensive land-use plan.

✓ Increasingly, the County is using short term financing as a tool as well as using a line of credit to cover encumbrance requirements (contractual obligations that precede the actual need for cash). These techniques optimize the County's ability to time projects to meet operational requirements while minimizing financing costs. In some cases short term financing allows the County to use state or federal grants that would otherwise not be available if funding for a project were delayed.

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

✓ Until FY 08 the budget has historically funded environmental land acquisition and protection program (ELAPP) purchases by levying an operating millage to bring the total ELAPP millage up to 0.25 mills. This pay-as-you-go approach to ELAPP maximized the revenue available to that program as the millage levied to pay debt service on existing ELAPP bonds gradually declined. This approach was changed in the FY 08 budget, and the ELAPP operating millage was reduced proportional to other millage reductions mandated by the Legislature. In FY 09, the portion of the ELAPP operating millage that has historically been used for capital acquisitions was eliminated.

✓ The capital program continues to reflect one percent of both the General Fund and the Unincorporated General Fund being set aside to maintain existing County facilities.

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 are provided in a separate section of the Adopted Budget.

Transfers

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

Reserves

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

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

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

THE PURPOSE OF BUDGET DOCUMENTS AND THE BUDGET PROCESS

Users of budget documents reflect a wide spectrum of types and interests. Users include financial analysts who may from time-to-time invest in the long-term securities issued by the County or who may review County finances in order to rate such bond issues, and residents and business owners within the community who desire a better understanding of the services county government provides and what various taxes and fees are collected to pay for those services. Other users include researchers interested in comparing the structure of Hillsborough County's organization and finances against those of other jurisdictions; senior and mid-level County managers interested in confirming the resources allocated to their organizations (both dollars and staffing) and the expectations for their organizations in terms of mission, objectives and measures. Other interested parties include employees and their bargaining units interested in understanding the County's allocation of priorities and finances and perhaps numerous other groups and individuals with similar and additional interests.

As explained in the following section titled "Basis of Budgeting," the formatting of a budget document does not always present the same disclosure that is required in an annual financial report. This difference recognizes the broader -- and normally less technical -- audience served by budget documents. Disclosures are presented to assist those who use both budgets and financial reports to reconcile the differences.

The Government Finance Officers Association of the United States and Canada (GFOA) has long recognized the diversity of interests in budget documents

and structured a program to strengthen the ability of state and local governments to meet these needs. Hillsborough County is pleased to have regularly received GFOA's recognition for meeting the various criteria intended to meet these needs through the budget documents it prepares, including the **Taxpayers' Guide**, which won a GFOA Award for Excellence in 1993 and which served as a model for a variety of governments throughout North America. More importantly, however, is the ability of Hillsborough County to provide infomation to address questions that might not otherwise be answered because not every user will take the time to call, write, or e-mail County staff.

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

Principle 1: Establish Broad Goals to Guide Government Decision Making

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

Principle 2: Develop Approaches to Achieve Goals

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

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

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

Principle 4: Evaluate Performance and Make Adjustments

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

Many of the NACSLB recommendations address processes that should be used, rather than information that can be disclosed in a budget document. Hillsborough County monitored development of the draft recommendations prior to their being finalized in 1998, and many of the practices are currently in place, based on a self-assessment. For example, a set of comprehensive financial policies developed and then approved by the Board of County Commissioners in July 1998 reflected examination of draft NACSLB recommendations. Where possible, common language has been incorporated.

The County's long range plans for quality programs and improved performance measurement will address recommended budget practices that are not currently in place. Additional information on the NACSLB recommended budget practices is available through GFOA's web site at *www.gfoa.org* or by calling (312) 977-9700.[2]

THE BASIS OF BUDGETING

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

Hillsborough County uses the GAAP basis of accounting. Governmental funds reflect a modified accrual basis of accounting. Revenues are recorded when they become both measurable and available to pay liabilities of the current period. Expenditures are recorded when

[2] Other participating organizations in the NACSLB included the International City/County Management Association, the National League of Cities, the National Association of Counties, the National Conference of State Legislatures, the U.S. Conference of Mayors, the Council of State Governments, the Association of School Business Officials International, the American Federation of State, County & Municipal Employees, and the Service Employees International Union, as well as several academic and industry representatives.

a liability is incurred with certain limitations. Proprietary funds use an accrual basis of accounting that is more similar to that used by private businesses. Revenues are recorded when earned and expenses are recorded at the time liabilities are incurred. At the end of each year, all budget appropriations lapse along with outstanding encumbrances.[3]

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

Several key differences need to be disclosed to assist the reader in reconciling between the basis of budgeting used to develop Hillsborough County's budget documents and the basis of accounting that is reflected in the County's CAFR prepared by the Clerk of Circuit Court as the County's Chief Financial Officer. The primary differences include the budgets for the Sheriff's Law Enforcement Fund, the Property Appraiser's Property Assessment Fund, and the Clerk of Circuit Court's Court System and Accounting Fund, which are prepared on a basis of budgeting that differs from GAAP. These budgets reflect transfers of funds from the General Fund and other BOCC funds. The CAFR excludes these transfers, but does present the account structure for the funds maintained by these Constitutional Officers in their independent accounting systems. The budget, therefore, shows the collection of the tax revenues used to fund Constitutional Officers and the General Fund reflects the transfer of funds for those budgets. Any unspent funds at year end are shown as "other non-revenue sources" in the General Fund. The following table depicts FY 11 revenues and other financing sources and expenditures and other financing uses associated with those funds that are not included in the County's budget document.

Funds included in CAFR but not in Budget (in thousands)		
	Revenues	**Expenditures**
Sheriff's Law Enforcement Fund	$369,310	$369,310
Sheriff's Special Use Rev. Fund	2,932	2,932
Sheriff's Jail Inmate Canteen Fund	4,335	4,335
Sheriff's Child Prot. Invest. Fund	12,717	12,717
Sheriff's Drug Enforcement Fund	474	-
Sheriff's Communications 911 Fund	736	690
Property Appraiser's Property Assessment Fund	11,820	11,820
Tax Collector's Fund	35,948	35,948
Supervisor of Elections' Elections Fund	7,717	7,717
Clerk of the Circuit Court's Court System & Accounting Fund	31,952	31,057

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

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

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

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

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

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

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

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

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

Under GASB Statement 34, the CAFR reflects both the adopted budget and the final revised budget which includes amendments that occur after the completion of the fiscal year as final transactions are posted to the fiscal year on a modified accrual or accrual accounting basis. These final amendments reflect proper recording of financial activity rather than a change in management plan. Budget documents, therefore, typically disclose historical actuals – both actual revenues and other sources, and actual expenditures and other uses – rather than revised budgets that may not truly reflect the management plan.

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

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

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

THE PROCESS OF ADOPTING THE BUDGET

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

SPECIFIC LEGAL REQUIREMENTS

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 (TIF) must also be provided. Hillsborough County currently has eleven TIFs.

As the BOCC's designated Budget Officer, the County Administrator must present a balanced budget to the Board of County Commissioners (BOCC).

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 the prior year millage rates, the 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) computed as specified under 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 first substantive issue discussed must be the percentage increase in the proposed aggregate millage rate over the aggregate rolled-back rate and, if appropriate, the specific purposes for which the ad valorem tax revenues are being increased. (Information on rolled-back millages may be found in this document and a definition may be found in the glossary.) Prior to the conclusion of the hearing, the BOCC amends the tentative budget as it deems necessary, adopts the amended tentative budget, recomputes its proposed millage rates as needed, and publicly announces the percent, if any, by which the recomputed proposed aggregate millage exceeds the rolled-back rate. That percentage represents the percentage increase in property taxes tentatively adopted by the BOCC (regardless of whether millage rates have changed). The date, time and place for the second statutorily required public hearing is set at this time. As with the first public hearing, the second public hearing must be held after 5:00 p.m.

Within fifteen 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. Specific size, placement, and wording requirements for each advertisement are defined in Chapter 200.065(3) of the Florida Statutes. The tentative budget must be posted on the County's official web site at least two days before the public hearing to consider the tentative budget.

No earlier than two days and no later than five days after the advertisements have been published the second statutorily required public hearing must be held to receive public testimony and to adopt final millage rates and the final budget. If for any reason the adoption of the final budget is delayed beyond the start of the next fiscal year, the BOCC can expend moneys as outlined in s. 200.065(2)(g), F.S., as amended.

Within three days of the final public hearing, copies of the completed ordinances or resolutions adopting the final millages and budget are required to be forwarded to the Property Appraiser, the Tax Collector, and the Florida Department of Revenue. Hillsborough County adopts its millages and budget through resolution.

The adopted budget must be posted on the County's official web site within thirty days of acoption.

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. The BOCC certifies compliance by sending a certification package which includes a signed statement of compliance, a copy of the adopted millage and adopted budget resolutions, a copy of the published budget advertisements including proof of publication

from the newspaper, and copies of statutorily required completed forms.

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 the expenditures of the County and the budget shall not be amended, except as provided for in Chapter 129.06, Florida Statutes. Pursuant to Chapter 129.07, Florida Statues, it is unlawful for the BOCC to expend or contract for expenditures in any fiscal year in excess of the amount budgeted in each fund.

PROCESS OF ADOPTING THE FY 13 BUDGET

Besides complying with the specific legal requirements for adopting a budget and levying ad valorem taxes, the County has a budget process consisting of four distinct phases.

The Planning Phase began October 1, 2011 with in-house review of the FY 12 budget process and consideration of comments from the review of prior budget documents by the Government Finance Officers Association (GFOA). The County submitted the FY 12 and FY 13 biennial (two-year) budget to GFOA for consideration to receive GFOA's *Distinguished Budget Presentation Award.* The planning phase continued with preparation of budget instructions, examples, and training materials.

The Preparation Phase began when budget instructions were delivered to departments in February with submissions due March 16, 2012. One budget workshops was conducted during this phase. A workshop with the BOCC on February 15, 2012 discussed the budget calendar, the status of the two major tax funds, the County Administrator's vision, goals, and objectives, the Five-Year Proforma Analysis, and the strategies to balance the budget.

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. All Constitutional Officers provided their budget requests on or before May 1.

The Review Phase consisted of scheduled budget work sessions conducted by the County Administrator and attended by the County Administrator, Assistant County Administrators and budget staff. In these sessions proposals submitted by each department or agency were reviewed. Review meetings began in April and continued into mid-May. Due to the FY 13 budget process being an off-year process, department directors were not included in these work sessions unless specific clarification of their budgets was required.

The Public Adoption Phase will begin with the formal presentation of the **County Administrator's Recommended Budget for FY 13** at a regular Board meeting on June 27, 2012. The BOCC's review of the budget and the public process of review, change, and formal adoption will continue through September 20, 2012 when the BOCC formally adopts the budget. This phase will include three workshops and public hearings with the BOCC. Only two of the public hearings are mandatory under State law.

The second milestone of this phase set the proposed millage rates for FY 13. This will occur at a workshop on July 31st. The proposed millage rates approved at the July 31st workshop will be used by the Property Appraiser to prepare Truth-in-Millage (TRIM) notices to be sent to property owners in mid-August.

The TRIM notice advises each property owner how tax rates proposed by all local taxing authorities combined with current information on assessed value of real property will affect the taxes on each taxed parcel of land. The TRIM notice also serves as the official notification of the time and place of the first State-required public hearing to adopt the tentative millage rates and a tentative budget by each taxing authority.

The third milestone in this phase will be the first of two State required public budget hearings to be held on September 12, 2012. After hearing public testimony at the hearing, the BOCC will adopt tentative millage rates and a tentative FY 13 budget.

The fourth and final milestone in this phase will be the adoption of the FY 13 budget and millage rates at the second public hearing to be held on September 20, 2012. The second public hearing along with the State mandated information on the tentative budget will be advertised in a newspaper of general circulation as required by law. The Tampa Tribune and the Tampa Bay Times are newspapers of general circulation

THE PROCESS OF ADOPTING THE BUDGET

BUDGET PROCESS MILESTONES

Planning

- **October - December 2011 -** Staff reviews the previous biennial budget process, comments from GFOA reviewers, and Board policies.

Preparation

- **February 15, 2012 –** First budget workshop with the Board of County Commissioners reviewing the Five-Year Proforma Analysis and budget strategies

- **March 16, 2012 –** Budget submissions due from all organizations except Constitutional Officers

- **May 1, 2012 -** Budget submissions due from Sheriff, Clerk, and Supervisor of Elections

- **June 1, 2012 –** Budget submission due from Property Appraiser

Review

- **April – May -** County Administrator review of proposed budgets and decision units with Business and Support Services Department staff, and Assistant County Administrators.

- **June 1 -** Preliminary tax roll information from the Property Appraiser's Office is available.

Public Adoption

- **June 27, 2012 –** The County Administrator delivers the **Recommended Budget for FY 13** and the **Recommended Capital Improvement Program FY 13 – FY 17** to the Board of County Commissioners.

- **July 1, 2012** - Final tax roll information from the Property Appraiser's Office is available.

- **Budget Workshops During Adoption Phase:**
  June 28, 2012
  July 26, and 31, 2012 (The July 31st workshop is for reconciling budget issues and setting the TRIM rates.)

- **Non– Mandatory Public Hearing**
  July 19, 2012

- **Mandatory Public Hearings**
  September 12, 2012 – First State-Required Public Hearing to adopt tentative millage rates and a tentative budget

  September 20, 2012 – Second State-Required Public Hearing to adopt final millage rates and the FY 13 operating and capital budgets.

BUDGET SUMMARY

Fiscal Year	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
PROPERTY TAX RATES (In Mills)				
Countywide [1]	5.8027	5.8011	5.7995	5.7978
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	$73.2	$64.9	$62.1	$60.5
Library District	70.2	62.3	59.7	58.2
Unincorporated	44.6	39.9	38.2	37.1
BUDGET SUMMARY (In Millions of $)				
Operating	$1,547.9	$1,483.2	$1,523.1	$1,517.1
Capital (net of reserves) [5]	182.1	203.3	(1.4)	152.8
Debt Service [6]	402.6	332.7	93.1	95.6
Reserves & Refunds [5]	3.0	706.1	743.4	801.3
MAJOR ORGANIZATION OPERATING BUDGET (In Millions of $)				
Board of County Commissioners	$2.4	$2.2	$2.5	$2.5
County Administrator	870.1	831.4	850.5	863.2
County Attorney	8.3	8.2	7.0	7.1
Elected Officials	438.6	440.2	430.9	439.2
Judicial	10.5	10.9	11.2	9.8
Guardian Ad Litem	0.2	0.2	0.2	0.2
Boards, Commissions & Agencies	24.1	22.6	22.2	22.3
Non-Departmental	193.7	167.6	198.6	172.7
	$1,547.9	$1,483.2	$1,523.1	$1,517.1
CAPITAL BUDGET (In Millions of $)				
Fire	$5.4	$6.7	$3.5	$22.4
Government Facilities	23.0	18.4	23.3	21.7
Libraries	1.9	2.0	10.4	7.8
Parks	45.8	15.7	(23.0)	4.9
Solid Waste	12.5	3.0	(18.0)	1.1
Stormwater	4.7	8.8	(16.4)	4.1
Transportation	54.6	83.9	(54.8)	11.8
Water/Wastewater & Reclaimed Water	29.5	44.0	73.8	47.2
Other Non-CIP	4.6	20.8	(0.3)	31.9
	$182.1	$203.3	($1.4)	$152.8

Detail may not add to totals because of rounding.

Note: The County uses an all years budget process for capital projects (see glossary for definition of all years budget process).

[1] See the pages entitled Millage Comparison for an explanation of countywide millage rates. Includes millage levies for debt service.

[2] Includes properties within the City of Tampa and the unincorporated areas of the County.

[3] Unincorporated area - includes Parks General Obligation millage.

[4] Based on Property Appraiser taxable assessed values as of July 1.

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

[6] Debt service amount reflects debt service capital and interest payments only.

Hillsborough County
Florida

FY 13 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	$ 2,191,525	0	0	0	0
County Performance Auditor	346,850	0	0	0	0
TOTAL BOCC	2,538,375	0	0	0	0
COUNTY ATTORNEY	7,102,619	0	0	0	0
COUNTY ADMINISTRATOR					
Administrative Services	1,030,661	1,298,482	0	0	0
Affordable Housing Office	0	1,094,503	0	0	5,888,330
Animal Services	6,457,337	0	515,177	0	0
Business and Support Services	3,436,999	0	773,452	0	573,902
Client and Liaison Services	0	0	0	0	44,031
Code Enforcement	0	5,032,000	0	0	62,643
Communications Department	2,299,329	568,765	0	0	0
County Administrator	1,707,507	0	0	0	0
Center for Development Services	0	981,219	0	0	0
Development Services	0	3,722,313	0	0	0
Economic Development	1,569,069	127,553	4,422,922	261,382	0
Emergency Telephone (911)	0	0	7,551,655	0	0
Extension Services	1,298,555	0	0	0	114,500
Facilities Management Services	15,155,572	29,771	0	0	0
Family and Aging Services	25,241,251	0	122,475,689	0	62,056,076
Fire Rescue	982,700	109,217,373	423,309	0	652,225
Fiscal and Support Services	7,203,868	0	0	0	0
Fleet Management	0	0	0	0	0
Government Services Administration	1,789,487	369,642	0	0	95,176
Human Resources	1,811,946	141,493	0	0	0
Information & Technology Services	12,581,177	0	807,339	0	0
Library Services	0	0	0	0	0
Medical Examiner	4,681,926	0	0	0	0
Office of Community Affairs	659,092				
Parks, Recreation & Conservation	11,626,627	23,701,719	83,812	0	0
Public Works	2,200,428	12,236,878	0	0	595,172
Real Estate Services	1,248,010	4,475,402	0	0	0
Public Utilities	0	137,862	0	0	0
TOTAL COUNTY ADMINISTRATOR	$ 102,981,541	163,134,975	137,053,355	261,382	70,082,055

FY 13 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

COUNTY TRANSPORT-ATION	INFRA-STRUCTURE SURTAX PROJECTS	OTHER GOVERN-MENTAL FUNDS	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	TOTAL
0	0	0	0	0	0	2,191,525
0	0	0	0	0	0	346,850
0	0	0	0	0	0	2,538,375
0	0	0	0	0	0	7,102,619
1,377,736	0	726,082	0	0	0	4,432,961
0	0	0	0	0	0	6,982,833
0	0	0	0	0	0	6,972,514
0	0	0	0	0	825,220	5,609,573
0	0	(18,091)	0	0	0	25,940
0	0	0	0	0	0	5,094,643
249,133	0	0	88,223	0	0	3,205,450
0	0	0	0	0	0	1,707,507
0	0	9,383,283	0	0	0	10,364,502
1,489	0	3,442	0	0	0	3,727,244
0	0	1,770,000	0	0	0	8,150,926
0	0	0	0	0	0	7,551,655
0	0	57,379	0	0	0	1,470,434
0	0	0	0	0	0	15,185,343
0	0	0	0	0	0	209,773,016
0	0	0	0	0	0	111,275,607
0	0	0	0	0	0	7,203,868
0	0	0	0	0	48,134,244	48,134,244
0	0	0	0	0	0	2,254,305
219,205	0	0	164,161	40,950	774,585	3,152,340
0	0	0	0	0	0	13,388,516
0	0	32,717,754	0	0	0	32,717,754
0	0	0	0	0	0	4,681,926
		100,000				759,092
0	0	217,317	0	0	0	35,629,475
52,445,001	0	1,671,688	274,056	0	0	69,423,223
2,813,699	0	0	185,857	0	0	8,722,968
0	0	211,210	141,185,584	94,115,308	0	235,649,964
57,106,263	0	46,840,064	141,897,881	94,156,258	49,734,049	863,247,823

FY 13 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	$ 17,988,659	0	0	0	0
Property Appraiser	8,302,000	1,350,000	0	0	0
Public Defender	122,710	0	1,060,600	0	0
Sheriff's Office	265,606,810	108,397,718	2,455,401	0	0
State Attorney Part I	377,663	0	705,925	0	0
State Attorney Part II (Victim Assistance)	1,867,557	0	0	0	0
Supervisor of Elections	7,863,977	0	0	0	0
Tax Collector	17,579,049	3,297,712	0	150,625	0
Value Adjustment Board	711,062	0	0	0	0
TOTAL ELECTED OFFICIALS	320,419,487	113,045,430	4,221,926	150,625	0
JUDICIAL BRANCH	2,719,747	0	6,991,082	0	51,427
GUARDIAN AD LITEM	239,435	0	0	0	0
BOARDS, COMMISSIONS & AGENCIES					
Civil Service Board	0	0	0	0	0
Environmental Protection Commission	7,358,982	0	1,103,077	0	3,248,216
Law Library Board	0	0	0	0	0
Metropolitan Planning Organization	0	0	0	0	2,299,943
Planning Commission	0	0	0	0	0
Soil & Water Conservation Board	247,046	0	0	0	0
TOTAL BOARDS, COMMISSIONS	7,606,028	0	1,103,077	0	5,548,159
NON-DEPARTMENTAL					
Capital Improvement Program Projects [1]	0	0	6,590,054	0	0
Debt Service Accounts [2]	0	0	533,479	0	0
Governmental Agencies	10,789,060	0	6,364,556	53,048,290	0
Major Maintenance & Repair Program	0	0	(5,992,000)	0	0
Non-Departmental Allotments	18,499,047	1,357,000	3,583,440	0	19,686
Nonprofit Organizations	6,338,285	0	0	9,834,000	1,231,000
TOTAL NON-DEPARTMENTAL	35,626,392	1,357,000	11,079,529	62,882,290	1,250,686
TRANSFERS, RESERVES & REFUNDS					
Reserves and Refunds	90,421,277	86,064,380	80,623,960	44,440,788	(42,272)
Intrafund Transfers	0	0	97,498	0	42,272
Interfund Transfers	28,210,835	4,899,988	9,199,178	130,384,988	0
TOTAL TRANSFERS, RESERVES & REFUNDS	118,632,112	90,964,368	89,920,636	174,825,776	0
TOTAL BOCC AND CONSTITUTIONAL OFFICERS	$ 597,865,736	368,501,773	250,369,605	238,120,073	76,932,327

(1) Excludes funding for Capital Projects under the specific control of various operating departments.

(2) This category includes all costs charged to debt service, not only costs associated with interest and principal payments, and includes consulting fees and other operating costs not classified under the Florida Uniform Accounting System as Debt Service.

FY 13 BUDGET SUMMARY BY MAJOR FUND AND DEPARTMENT

COUNTY TRANSPORT-ATION	INFRA-STRUCTURE SURTAX PROJECTS	OTHER GOVERN-MENTAL FUNDS	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	TOTAL
0	0	0	0	0	0	17,988,659
0	0	309,000	0	0	0	9,961,000
0	0	0	0	0	0	1,183,310
0	0	0	0	0	0	376,459,929
0	0	0	0	0	0	1,083,588
0	0	0	0	0	0	1,867,557
0	0	0	0	0	0	7,863,977
170,000	0	926,246	0	0	0	22,123,632
0	0	0	0	0	0	711,062
170,000	0	1,235,246	0	0	0	439,242,714
0	0	0	0	0	0	9,762,256
0	0	0	0	0	0	239,435
0	0	3,277,696	0	0	0	3,277,696
0	0	171,449	0	0	0	11,881,724
0	0	427,511	0	0	0	427,511
0	0	0	0	0	0	2,299,943
0	0	4,125,066	0	0	0	4,125,066
0	0	0	0	0	0	247,046
0	0	8,001,722	0	0	0	22,258,986
11,769,081	17,233,127	36,987,424	47,160,000	1,100,000	0	120,839,686
0	0	66,462,331	20,430,663	9,071,750	0	96,498,223
2,011,686	0	7,440,000	0	0	0	79,653,592
0	0	(2,102,920)	0	0	0	(8,094,920)
1,800	0	150,000	0	0	91,207,579	114,818,552
0	0	0	0	0	0	17,403,285
13,782,567	17,233,127	108,936,835	67,590,663	10,171,750	91,207,579	421,118,418
(1,531,358)	(5,578,990)	74,894,543	981,913	66,883,383	215,730,846	652,888,470
42,913,739	0	9,017,600	113,694,756	101,571,154	900,000	268,237,019
35,608	33,495,636	157,515,605	0	0	16,324,711	380,066,549
41,417,989	27,916,646	241,427,748	114,676,669	168,454,537	232,955,557	1,301,192,038
112,476,819	45,149,773	406,441,615	324,165,213	272,782,545	373,897,185	3,066,702,664

FY 13 BUDGET SUMMARY BY MAJOR FUND

	COUNTYWIDE GENERAL	UNINCORP-ORATED AREA GENERAL	COUNTYWIDE SPECIAL PURPOSE	SALES TAX REVENUE	INTERGOVERN-MENTAL GRANTS
Fund balances, beginning of year	$112,499,000	$106,192,000	$80,074,791	$42,645,207	$0
REVENUES BY SOURCE:					
Taxes	$350,619,822	163,137,695	0	120,335,266	0
Permits, Fees, & Assessments	681,300	38,602	6,302,000	0	0
Intergovernmental Revenue	8,662,733	14,400,206	14,776,622	85,150,862	69,241,435
Charges for Services	61,133,738	18,786,552	7,405,354	0	1,269,588
Fines and Forfeitures	37,140	3,659,937	1,232,828	0	0
Miscellaneous Revenues	8,807,897	6,214,786	7,919,341	173,283	273,695
Other Financing Sources[2]	55,424,106	56,071,995	132,658,669	(10,184,545)	6,147,609
Total Revenues and Other Financing Sources	$485,366,736	$262,309,773	$170,294,814	$195,474,866	$76,932,327
Total Revenues and Balances	$597,865,736	$368,501,773	$250,369,605	$238,120,073	$76,932,327
APPROPRIATIONS:					
Personal Services	$84,521,152	114,061,525	9,709,128	191,245	29,889,493
Operating Expenditure	52,919,523	49,419,068	24,768,599	70,137	28,844,746
Capital Equipment[1]	1,245,683	62,400	2,515,522	0	219,300
Capital Projects[1]	0	0	0	0	0
Debt Service	0	0	533,479	0	0
Grants & Aids[1]	22,013,797	948,982	120,466,840	62,882,290	17,312,995
Transfers	28,210,835	4,899,988	9,296,676	130,384,988	42,272
Budgeted Transfers to Constitutional Off.	318,533,469	113,045,430	2,455,401	150,625	0
Total Expenditures/Expenses	$507,444,459	$282,437,393	$169,745,645	$193,679,285	$76,308,806
Reserves	90,421,277	86,064,380	80,623,960	44,440,788	623,521
Total Appropriated Expenditures and Reserves	$597,865,736	$368,501,773	$250,369,605	$238,120,073	$76,932,327

(1) "All years" budgeting is used within certain funds. This means that the current year's budget will only reflect changes in funding, such as additional funds being added to a project or grant budget or unneeded funds being subtracted. Prior year funding will remain with projects or grants until completion and will not need to be rebudgeted every year. "All years" budgeting can result in negative budget balances for an individual fiscal year.

(2) 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.

(3) Other governmental funds include such funds as the unincorporated area special purpose fund, the library tax district fund, the debt service funds, capital projects funds, blended component unit funds, etc.

FY 12 BUDGET SUMMARY BY MAJOR FUND

COUNTY TRANSPORT-ATION	INFRA-STRUCTURE SURTAX PROJECTS	OTHER GOVERN-MENTAL FUNDS[3]	WATER RESOURCE SERVICES	SOLID WASTE RESOURCE RECOVERY	INTERNAL SERVICE	TOTAL
$9,913,057	$0	$114,817,296	$97,587,895	$66,258,193	$249,817,518	$879,804,957
29,616,291	0	161,676,619	0	0	0	825,385,693
9,712,662	0	26,354,741	11,904,783	0	0	54,994,088
16,168,761	0	2,894,663	0	0	0	211,295,282
2,190,000	0	2,781,689	199,018,004	107,233,836	114,490,461	514,309,222
0	0	911,533	66,000	0	0	5,907,438
777,069	191,790	2,547,825	5,354,638	1,385,475	9,356,050	43,001,849
44,098,979	44,957,983	94,457,249	10,233,893	97,905,041	233,156	532,004,135
$102,563,762	$45,149,773	$291,624,319	$226,577,318	$206,524,352	$124,079,667	$2,186,897,707
$112,476,819	$45,149,773	$406,441,615	$324,165,213	$272,782,545	$373,897,185	$3,066,702,664
25,976,707	0	31,115,134	42,162,126	9,642,409	6,317,159	353,586,078
31,131,356	0	24,753,768	99,274,688	82,448,388	105,079,819	498,710,092
11,769,081	14,533,127	34,902,108	47,629,067	3,170,461	29,544,650	145,591,399
0	0	0	0	0	0	0
0	0	65,616,331	20,422,663	9,066,750	0	95,639,223
2,011,686	0	7,391,280	0	0	0	233,027,870
42,949,347	33,495,636	166,533,205	113,694,756	101,571,154	17,224,711	648,303,568
170,000	2,700,000	1,235,246	0	0	0	438,290,171
$114,008,177	$50,728,763	$331,547,072	$323,183,300	$205,899,162	$158,166,339	$2,413,148,401
(1,531,358)	(5,578,990)	74,894,543	981,913	66,883,383	215,730,846	653,554,263
$112,476,819	$45,149,773	$406,441,615	$324,165,213	$272,782,545	$373,897,185	$3,066,702,664

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
BOARD OF COUNTY COMMISSIONERS				
Board of County Commissioners	$2,148,946	$2,148,113	$2,120,725	$2,191,525
County Internal Performance Auditor	259,715	14,360	354,015	346,850
TOTAL BOARD OF COUNTY COMMISSIONERS	**2,408,661**	**2,162,473**	**2,474,740**	**2,538,375**
COUNTY ATTORNEY	**8,277,206**	**8,203,512**	**6,958,686**	**7,102,619**
COUNTY ADMINISTRATOR				
Affordable Housing Office	20,901,998	34,975,172	7,684,939	6,982,833
Aging Services	15,257,120	4,118,768	0	0
Animal Services	7,696,619	7,012,894	7,087,795	6,972,514
Business and Support Services	0	6,969,642	5,773,092	5,609,573
Center for Development Services	0	0	826,798	10,364,502
Children's Services	43,463,610	6,183,222	0	0
Client and Liaison Services	3,365,959	2,298,512	1,718,980	25,940
Code Enforcement	4,731,295	4,285,684	4,441,444	5,094,643
Communications and HTV	2,275,143	2,740,845	2,236,869	3,205,450
Community Affairs Office	0	0	0	759,092
Consumer Protection	539,043	635,486	0	0
County Administrator	2,674,013	2,220,282	1,470,710	1,707,507
Debt Management	623,896	0	0	0
Development Services (Formerly PGM)	20,265,816	17,454,980	17,165,218	3,727,244
Economic Development	1,731,134	1,582,801	7,265,947	8,150,926
Emergency Dispatch Center	2,036,372	2,072,009	0	0
Emergency Management	1,486,013	1,389,889	0	0
Emergency Telephone (911)	7,747,402	6,750,311	7,176,791	7,551,655
Equal Opportunity Administrator	250,325	180,275	0	0
Extension Services	1,525,795	1,378,114	1,486,300	1,470,434
Facilities Management Services	0	0	15,477,077	15,185,343
Family and Aging Services	0	176,496,632	209,795,900	209,773,016
Fire Rescue	113,159,296	110,120,279	110,944,510	111,275,607
Fiscal Services - Infrastructure/Development Svcs	0	5,160,044	4,499,957	4,432,961
Fiscal Services - Public Safety/Community Svcs	0	0	8,279,475	7,203,868
Fleet Management	22,640,706	24,099,979	39,073,357	48,134,244
Government Services Administration	0	0	2,045,652	2,254,305
Health & Social Services	173,801,530	12,931,311	0	0
Housing & Community Code Enforcement	235,394	241,373	0	0
HIPAA Compliance Office	88,997	91,770	0	0
Human Resources	3,288,443	0	2,674,587	3,152,340
Information & Technology Services	14,004,612	13,838,895	13,416,710	13,388,516
Library Services	36,876,705	34,608,244	33,418,509	32,717,754
Management & Budget	1,820,075	0	0	0
Medical Examiner	4,744,726	4,475,958	4,554,062	4,681,926
Neighborhood Relations	0	0	$0	0
Parks, Recreation & Conservation	42,558,622	39,935,310	35,788,909	35,629,475
Procurement Services	1,994,055	0	0	0
Public Safety	(25)	0	0	0
Public Utilities Department	0	218,250,007	231,456,847	235,649,964
Public Works	78,523,506	66,869,762	65,075,850	69,423,223
Real Estate Services	23,844,233	21,996,050	9,700,245	8,722,968
Security Services Agency	1,422,141	0	0	0
Solid Waste Management	80,305,187	0	0	0
Water Resource Services	134,139,550	(3,932)	0	0
Water Resources Team	36,755	7,215	0	0
TOTAL COUNTY ADMINISTRATOR	**870,056,061**	**831,367,783**	**850,536,530**	**863,247,823**

DEPARTMENT BUDGET SUMMARY COMPARISON

	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
ELECTED OFFICIALS				
Clerk of the Circuit Court	17,910,217	18,325,647	18,177,333	17,988,659
Property Appraiser	11,408,140	10,649,420	10,746,100	9,961,000
Public Defender	1,702,173	822,922	1,549,602	1,183,310
Sheriff's Office	371,431,012	376,264,372	363,027,841	376,459,929
State Attorney Part I	895,436	972,111	1,126,759	1,083,588
State Attorney Part II (Victims' Assistance)	2,279,498	1,946,668	1,914,325	1,867,557
Supervisor of Elections	8,704,293	9,392,422	10,852,097	7,863,977
Tax Collector	23,515,075	21,077,620	22,778,116	22,123,632
Value Adjustment Board	750,812	769,094	767,564	711,062
TOTAL ELECTED OFFICIALS	**438,596,656**	**440,220,276**	**430,939,737**	**439,242,714**
JUDICIAL BRANCH (ADMIN OFC OF COURTS)	**10,521,903**	**10,881,427**	**11,205,736**	**9,762,256**
GUARDIAN AD LITEM	**221,015**	**205,429**	**219,054**	**239,435**
BOARDS, COMMISSIONS & AGENCIES				
Charter Review Board	6,294	0	0	0
Civil Service Board	2,619,927	2,510,107	3,274,199	3,277,696
Environmental Protection Commission	13,651,286	13,178,757	12,500,420	11,881,724
Law Library Board	460,918	430,085	425,276	427,511
Legislative Delegation	99,612	0	0	0
Metropolitan Planning Organization	2,259,473	2,186,014	1,699,943	2,299,943
Planning Commission	4,754,606	4,118,166	4,091,204	4,125,066
Soil & Water Conservation Board	208,563	146,238	230,576	247,046
TOTAL BOARDS, COMMISSIONS	**24,060,679**	**22,569,367**	**22,221,618**	**22,258,986**
NON-DEPARTMENTAL				
Capital Improvement Program Projects [1]	176,840,793	182,510,278	(1,180,832)	120,839,686
Debt Service Accounts [2]	403,944,162	335,732,016	93,600,369	96,498,223
Governmental Agencies	77,127,485	69,244,172	76,621,120	79,653,592
Major Maintenance & Repair Program	3,631,231	3,801,641	(2,604,059)	(8,094,920)
Non-Departmental Allotments	101,463,669	92,661,014	105,689,573	114,818,552
Nonprofit Organizations	19,354,451	19,726,177	18,123,285	17,403,285
TOTAL NON-DEPARTMENTAL	**782,361,791**	**703,675,298**	**290,249,456**	**421,118,418**
TRANSFERS, RESERVES & REFUNDS				
Reserves and Refunds	3,005,154	783,599	743,392,490	652,888,470
Intrafund Transfers	405,266,763	444,933,803	339,052,531	268,237,019
Interfund Transfers	431,628,952	350,915,001	212,019,517	380,066,549
TOTAL TRANSFERS, RESERVES & REFUNDS	**839,900,869**	**796,632,403**	**1,294,464,538**	**1,301,192,038**
TOTAL BOARD OF COUNTY COMMISSIONERS AND CONSTITUTIONAL OFFICERS	**$2,976,404,841**	**$2,815,917,968**	**$2,909,270,095**	**$3,066,702,664**

(1) Excludes funding for Capital Projects under the specific control of various operating departments.

(2) This category includes all costs charged to debt service, not only costs associated with interest and principal payments, and includes consulting fees and other operating costs not classified under the Florida Uniform Accounting System as Debt Service.

BUDGET SOURCES AND USES OF FUNDS

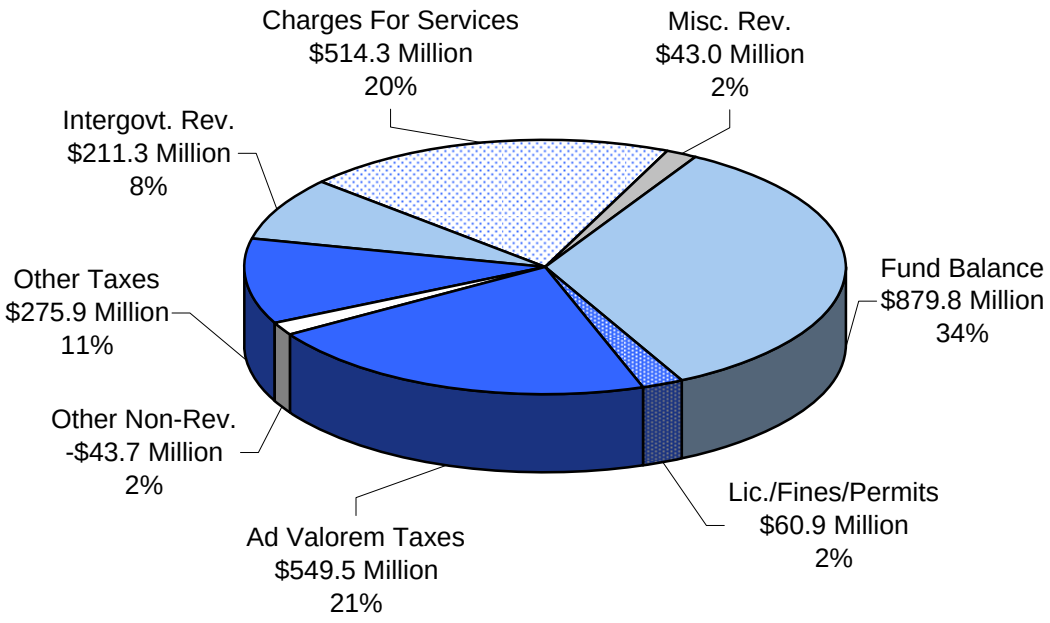
SOURCES	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Fund Balance Begin Of Year	$883.4	$857.9	$868.6	$879.8
Revenue:				
Ad Valorem Taxes	631.1	561.1	564.1	549.5
Other Taxes	252.0	261.2	273.0	275.9
Licenses And Permits	59.9	62.1	51.6	55.0
Intergovernmental Revenue	257.3	258.9	212.7	211.3
Charges For Services	488.4	502.6	513.2	514.3
Fines And Forfeits	6.1	5.6	5.6	5.9
Miscellaneous Revenue (including interest)	87.9	47.0	43.7	43.0
Total Revenue	1,782.8	1,698.4	1,663.9	1,654.9
Transfers	836.9	795.8	551.1	648.3
Other Non-Revenues	309.0	533.5	(101.4)	(43.7)
Less 5% Required By Law	0.0	(67.7)	(73.0)	(72.6)
TOTAL AVAILABLE	**$3,812.2**	**$3,817.9**	**$2,909.3**	**$3,066.7**
USES				
Operating Budget:				
Compensation	$689.7	$678.3	$656.7	$669.0
Operating Expenses	820.2	786.9	826.1	836.9
Equipment	38.0	18.0	40.3	11.3
Total Operating Budget	**1,547.9**	**1,483.2**	**1,523.1**	**1,517.1**
Capital Budget (net of reserves)	182.1	203.3	(1.4)	152.8
Debt Service	402.6	332.7	93.1	95.6
Transfers	836.9	795.8	551.1	648.3
Reserves and Refunds:				
Operating	6.9	0.8	738.6	595.1
Capital	0.0	0.0	(27.8)	20.1
Debt	0.0	0.0	32.7	37.6
Total Reserves and Refunds	6.9	0.8	743.4	652.9
TOTAL USES	**$2,976.4**	**$2,815.9**	**$2,909.3**	**$3,066.7**

Detail may not add to totals because of rounding.

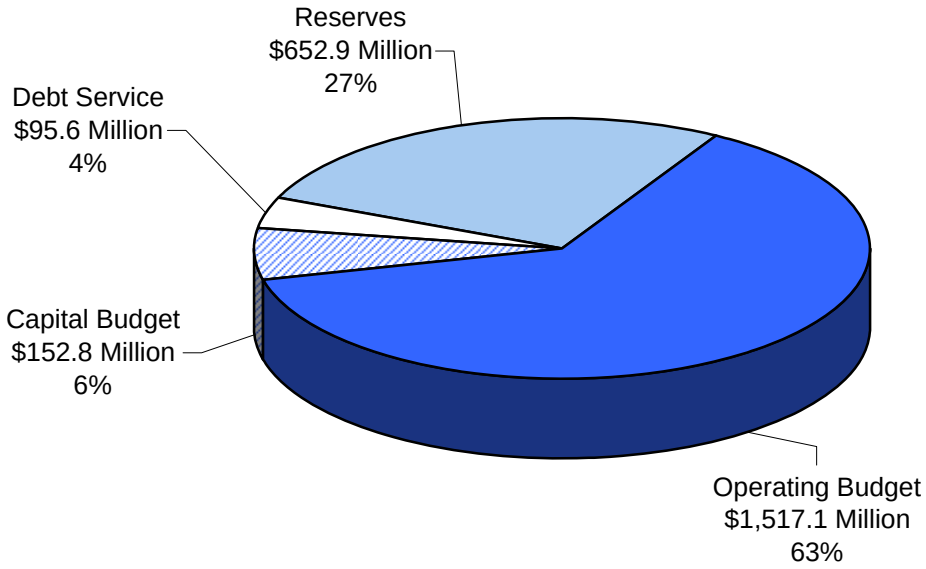
Amounts expressed in millions of dollars, rounded to the nearest one hundred thousand.

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

WHERE THE MONEY COMES FROM (SOURCES)
FY 13 - ALL FUNDS



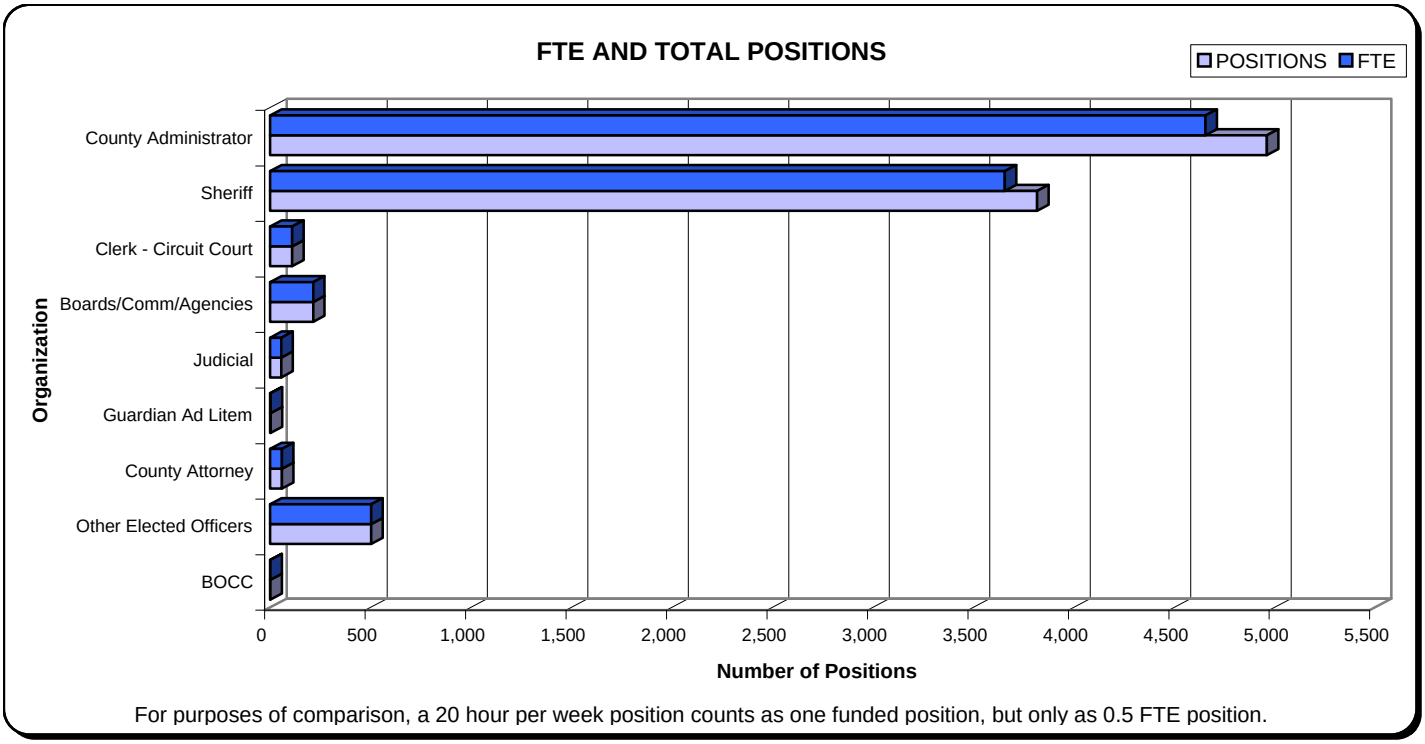
WHERE THE MONEY GOES (USES)
FY 13 - ALL FUNDS



Note: Sources and Uses shown above exclude $648.3 million in Transfers In and Transfers Out, respectively. With the exception of Fund Balance, Other-Non-Revenues, and Transfers In, many of the other revenues are subject to a statutory 5% reduction. That is, only 95% of anticipated revenue may be budgeted. As the reduction may only apply to selected revenues in any category, the numbers in this chart have not been reduced. Totals may not add up to 100% due to rounding.

SUMMARY OF FUNDED FULL-TIME EQUIVALENT POSITIONS AND FUNDED POSITIONS

Organization	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended	Changes FY 12 to FY 13
County Administrator - Funded FTE	**5,245.92**	**5,000.96**	**4,656.69**	**4,637.62**	**-19.07**
Funded Positions	5,710	5,446	4,962	4,907	**-55**
Sheriff - Funded FTE	**3,602.50**	**3,660.00**	**3,658.50**	**3,654.50**	**-4.00**
Funded Positions	3,793	3,821	3,819	3,815	**-4**
Clerk of the Circuit Court/VAB - Funded FTE	**112.00**	**112.00**	**111.00**	**108.00**	**-3.00**
Funded Positions	112	112	111	108	**-3**
Boards, Commissions, and Agencies - Funded FTE	**228.80**	**219.00**	**215.00**	**214.00**	**-1.00**
Funded Positions	232	222	215	214	**-1**
Judicial - Funded FTE	**56.50**	**56.50**	**56.50**	**56.50**	**0.00**
Funded Positions	57	57	57	57	**0**
Guardian Ad Litem - Funded FTE	**4.00**	**4.00**	**4.00**	**4.00**	**0.00**
Funded Positions	4	4	4	4	**0**
County Attorney - Funded FTE	**67.00**	**66.00**	**59.00**	**58.00**	**-1.00**
Funded Positions	68	67	60	59	**-1**
Other Elected Officers - Funded FTE	**496.50**	**507.60**	**503.60**	**515.60**	**12.00**
Funded Positions	497	508	504	516	**12**
Board of County Commissioners - Funded FTE	**21.00**	**21.00**	**21.00**	**21.00**	**0.00**
Funded Positions	21	21	21	21	**0**
County Internal Auditor - Funded FTE	**3.00**	**3.00**	**3.00**	**3.00**	**0.00**
Funded Positions	3	3	3	3	**0**
Total Funded FTE's	**9,837.22**	**9,650.06**	**9,288.29**	**9,272.22**	**-16.07**
Total Funded Positions	10,497.00	10,261.00	9,756.00	9,704.00	-52.00



For purposes of comparison, a 20 hour per week position counts as one funded position, but only as 0.5 FTE position.

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 3.7% allocation to economic environment and housing in the **All Funds – FY 13** chart by one percentage point to 3.8% would require an added $13.2 million increase in funding. An $13.2 million shift to economic environment and housing in the **Unincorporated Area General Fund** would require a 5.1 percentage point shift in priorities from one or more other program areas because each percentage point shift in that fund equals about $2.6 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.

- **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

BUDGET BY PROGRAM
ALL FUNDS

Program	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Public Safety				
Law Enforcement	224,196,529	225,877,448	212,826,918	220,658,235
Fire Control	92,349,561	93,144,211	86,318,396	105,801,618
Ambulance and Rescue	24,577,022	22,729,155	23,343,947	23,162,808
Detention/Corrections	160,867,828	159,993,013	160,648,760	180,009,825
Public Safety Protective Inspections	14,720,271	13,825,355	15,899,922	17,266,194
Emergency & Disaster Relief Services	3,987,607	2,981,079	1,697,003	2,812,082
Medical Examiner	4,850,043	4,602,495	4,565,312	4,693,176
Consumer Affairs	500,212	633,483	640,714	735,422
Other Public Safety	11,891,303	11,577,846	41,362,124	12,057,143
Subtotal	537,940,376	535,364,085	547,303,096	567,196,503
Physical Environment				
Physical Environment/Solid Waste	93,916,060	86,216,654	71,958,206	95,256,258
Water/Sewer Combination Services	170,643,921	183,369,416	215,850,241	189,383,109
Conservation & Resource Management	52,454,315	29,527,461	18,352,701	15,885,276
Flood Control	18,328,064	17,933,707	(5,886,705)	15,054,682
Other Physical Environment	324,601	245,016	362,179	357,473
Subtotal	335,666,961	317,292,254	300,636,622	315,936,798
Transportation				
Road & Street Facilities	112,419,282	137,799,137	1,369,623	67,087,704
Transport Transit Systems	197,096	162,131	249,081	246,290
Other Transportation	1,548,605	339,028	2,000	2,000
Subtotal	114,164,983	138,300,296	1,620,704	67,335,994
Economic Environment				
Industry Development	32,103,063	28,960,833	24,992,554	37,956,432
Veterans Services	1,306,827	1,254,885	814,985	363,080
Housing & Urban Development	41,397,639	36,870,034	9,689,932	8,836,509
Other Economic Environment	584,366	693,866	2,440,592	1,633,990
Subtotal	75,391,895	67,779,618	37,938,063	48,790,011
Human Services				
Health	135,103,126	121,649,481	132,951,299	141,834,055
Mental Health	2,348,026	2,236,292	3,373,208	3,373,208
Human Services Public Assistance	14,228,612	13,859,431	7,828,076	7,409,671
Other Human Services	83,589,687	82,604,529	76,339,928	70,773,572
Subtotal	235,269,451	220,349,733	220,492,511	223,390,506
Culture/Recreation				
Libraries	38,852,378	36,945,606	44,139,985	40,616,571
Parks & Recreation	54,525,333	43,682,958	10,140,597	39,399,387
Cultural Services	1,485,466	980,488	258,600	258,600
Special Recreation Facilities	1,926,896	0	404,249	1,150,427
Other Culture/Recreation	1,660,575	1,392,147	6,009,632	956,538
Subtotal	98,450,648	83,001,199	60,953,063	82,381,523
Courts				
Court-Related Services	23,566,563	21,724,082	21,018,318	17,963,076
Subtotal	23,566,563	21,724,082	21,018,318	17,963,076
Total Citizen Programs	**$1,420,450,877**	**$1,383,811,267**	**$1,189,962,377**	**$1,322,994,411**

BUDGET BY PROGRAM
ALL FUNDS

Program	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
General Government Services				
Legislative	$2,554,759	$2,300,594	$2,315,874	$2,357,374
Executive	4,171,364	3,232,691	2,857,145	2,645,096
Financial & Administrative	127,175,035	127,167,673	135,930,924	146,786,724
Legal Counsel	8,596,495	8,484,872	7,438,686	7,482,619
Comprehensive Planning	17,341,141	14,650,955	13,615,078	14,547,324
General Government Debt Service	374,336,487	298,948,578	75,777,956	66,969,810
Other General Government	152,371,988	144,007,131	169,101,304	172,224,855
Subtotal	686,547,269	598,792,494	407,036,967	413,013,802
Nonexpenditure Disbursements				
Transfers	836,895,715	795,848,803	551,072,048	648,303,568
Reserves & Refunds	3,005,154	783,599	743,392,490	652,888,470
Subtotal	839,900,869	796,632,402	1,294,464,538	1,301,192,038
Other Nonoperating Costs				
Other Nonoperating	29,505,826	36,681,827	17,806,213	29,502,413
Subtotal	29,505,826	36,681,827	17,806,213	29,502,413
Grand Total	**$2,976,404,841**	**$2,815,917,990**	**$2,909,270,095**	**$3,066,702,664**

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

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

Amounts include capital funding for infrastructure including fire, government facilities, libraries, parks, solid waste, stormwater, transportation, and water and wastewater.

BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND

Program	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Public Safety				
Law Enforcement	$108,976,613	$109,439,406	$106,820,717	$107,318,875
Fire Control	31,356	29,302	28,609	28,609
Detention/Corrections	151,024,925	153,675,401	152,834,223	158,430,346
Public Safety Protective Inspections	500,471	216,699	522,000	522,000
Emergency & Disaster Relief Services	659,405	881,735	829,604	768,841
Medical Examiner	4,611,851	4,404,045	4,438,019	4,693,176
Consumer Affairs	500,212	633,483	640,714	735,422
Other Public Safety	559,247	264,383	646,692	611,374
Subtotal	266,864,080	269,544,454	266,760,578	273,108,643
Physical Environment				
Water/Sewer Combination Services	174,077	127,405	200,000	200,000
Client & Liaison Services	0	0	96,000	0
Conservation & Resource Management	12,517,453	11,865,291	11,595,765	11,984,913
Subtotal	12,691,530	11,992,696	11,891,765	12,184,913
Transportation				
Transport Transit Systems	165,411	162,131	186,000	186,000
Subtotal	165,411	162,131	186,000	186,000
Economic Environment				
Industry Development	16,511,151	12,101,600	11,542,551	10,562,124
Veterans Services	1,093,165	1,072,303	814,985	363,080
Other Economic Environment	71,837	97,930	3,061,636	2,096,947
Subtotal	17,676,153	13,271,833	15,419,172	13,022,151
Human Services				
Health	9,881,798	9,218,614	9,321,848	9,085,607
Mental Health	1,115,185	1,115,179	58,320	103,320
Human Services Public Assistance	7,668,350	7,238,958	6,564,110	6,145,705
Other Human Services	27,298,717	24,400,491	22,718,175	21,227,209
Subtotal	45,964,050	41,973,242	38,662,453	36,561,841
Culture/Recreation				
Parks & Recreation	12,146,230	10,978,223	8,951,839	8,895,345
Cultural Services	882,512	809,105	258,600	258,600
Special Recreation Facilities	1,926,896	0	404,249	1,150,427
Other Culture/Recreation	385,636	390,281	1,434,632	931,538
Subtotal	15,341,274	12,177,609	11,049,320	11,235,910
Courts				
Court-Related Services	8,423,822	7,117,137	7,536,073	7,498,531
Subtotal	8,423,822	7,117,137	7,536,073	7,498,531
Total Citizen Programs	**$367,126,320**	**$356,239,102**	**$351,505,361**	**$353,797,989**
General Government Services				
Legislative	$2,554,759	$2,300,594	$2,315,874	$2,357,374
Executive	3,918,263	3,232,691	2,653,877	2,644,800
Financial & Administrative	19,693,631	19,482,348	28,545,126	39,391,047
Legal Counsel	8,595,201	8,484,872	7,438,686	7,482,619
Comprehensive Planning	362,162	361,068	369,622	366,753
Other General Government	76,286,089	73,599,854	76,869,724	73,193,042
Subtotal	111,410,105	107,461,427	118,192,909	125,435,635

BUDGET BY PROGRAM
COUNTYWIDE GENERAL FUND

Program	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Nonexpenditure Disbursements				
Transfers Within BOCC [1]	54,443,937	27,991,874	33,925,063	28,210,835
Reserves & Refunds	1,440,857	245,337	91,850,599	90,421,277
Subtotal	55,884,794	28,237,211	125,775,662	118,632,112
Grand Total	**$534,421,219**	**$491,937,740**	**$595,473,932**	**$597,865,736**

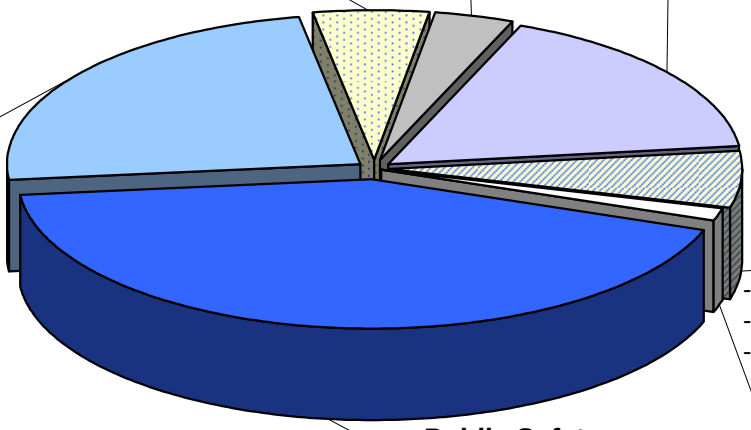
(1) - A detailed schedule of transfers is contained in the Operations and Funding Guide section of this document..

BUDGET BY PROGRAM
UNINCORPORATED AREA GENERAL FUND

Program	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Public Safety				
Law Enforcement	106,788,315	106,195,266	102,165,700	108,397,718
Fire Control	86,347,662	86,337,210	82,819,787	83,423,009
Ambulance and Rescue	24,184,486	22,227,200	23,249,648	23,068,509
Public Safety Protective Inspections	4,483,599	4,292,517	4,812,517	5,921,045
Emergency & Disaster Relief Services	1,978,946	1,089,637	1,144,205	1,164,347
Other Public Safety	2,043,794	2,533,295	2,504,154	2,430,663
Subtotal	225,826,802	222,675,125	216,696,011	224,405,291
Physical Environment				
Water/Sewer Combination Services	11,548	54,083	99,228	99,228
Flood Control	12,188,255	8,099,311	9,003,722	9,457,060
Other Physical Environment	13,529	13,934	14,353	0
Subtotal	12,213,332	8,167,328	9,117,303	9,556,288
Economic Environment				
Industry Development	14,792	19,536	0	0
Housing & Urban Development	935,524	537,748	1,041,874	1,094,503
Other Economic Environment	508,348	499,191	780,830	627,553
Subtotal	1,458,664	1,056,475	1,822,704	1,722,056
Culture/Recreation				
Parks & Recreation	27,482,550	26,420,730	24,162,343	23,701,719
Other Culture/Recreation	0	13,160	25,000	25,000
Subtotal	27,482,550	26,433,890	24,187,343	23,726,719
Courts				
Court-Related Services	1,080	1,080	3,000	3,000
Subtotal	1,080	1,080	3,000	3,000
Total Citizen Programs	**$266,982,428**	**$258,333,898**	**$251,826,361**	**$259,413,354**
General Government Services				
Financial & Administrative	1,056,507	2,410,718	1,875,612	1,906,871
Comprehensive Planning	9,234,438	7,148,138	6,651,659	6,812,009
Other General Government	11,915,599	9,243,028	10,777,067	9,405,171
Subtotal	22,206,544	18,801,884	19,304,338	18,124,051
Nonexpenditure Disbursements				
Transfers Within BOCC (1)	18,858,685	22,309,920	4,549,745	4,899,988
Reserves & Refunds	257,262	38,808	86,068,729	86,064,380
Subtotal	19,115,947	22,348,728	90,618,474	90,964,368
Grand Total	**$308,304,919**	**$299,484,510**	**$361,749,173**	**$368,501,773**

(1) - A detailed schedule of transfers is contained in the Operations and Funding Guide section of this document..

Allocation of County Funds by Citizen Program
All Funds - FY 13



Economic Environment and Housing 3.7%
- employment
- industry development
- veteran's services
- housing
- redevelopment (cities)

Transportation 5.1%
- surface transportation
- transit

Health and Human Services 16.9%
- health
- public asistance
- social services

Physical Environment 23.9%
- water
- wastewater
- solid waste
- stormwater
- land conservation
- environmental protection

Culture and Recreation Services 6.2%
- parks and recreation
- cultural services
- libraries

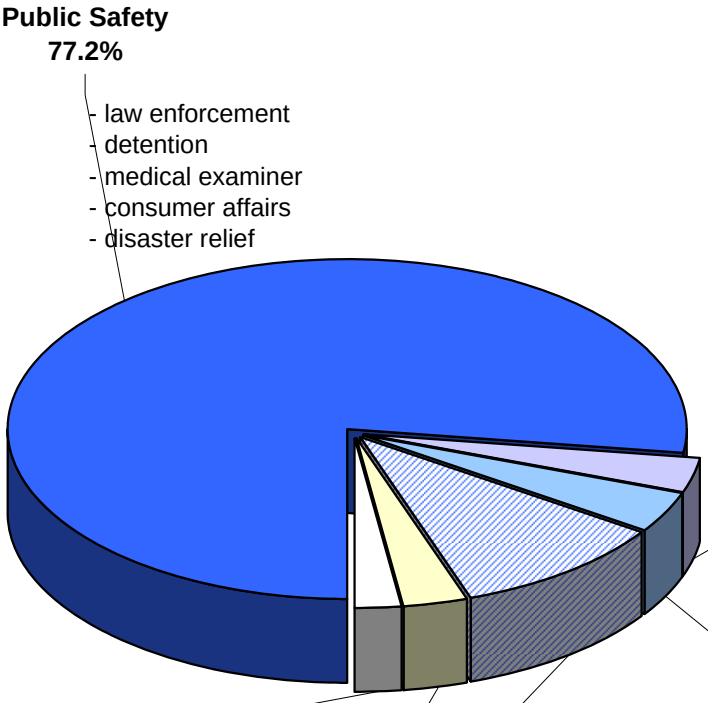
Courts 1.4%
- defense
- prosecution
- records
- court services

Public Safety 42.9%
- law enforcement
- detention
- fire control
- ambulance and rescue
- medical examiner
- consumer affairs
- disaster relief

Each 1% equals $13.2 million
Total funding equals $1.32 billion

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

Allocation of County Funds by Citizen Program
Countywide General Fund - FY 13



Public Safety
77.2%
- law enforcement
- detention
- medical examiner
- consumer affairs
- disaster relief

Physical Environment
3.4%
- stormwater
- land conservation
- environmental protection

Economic Environment and Housing
3.7%
- employment
- industry development
- veteran's services
- redevelopment (cities)

Health and Human Services
10.3%
- health
- public assistance
- social services

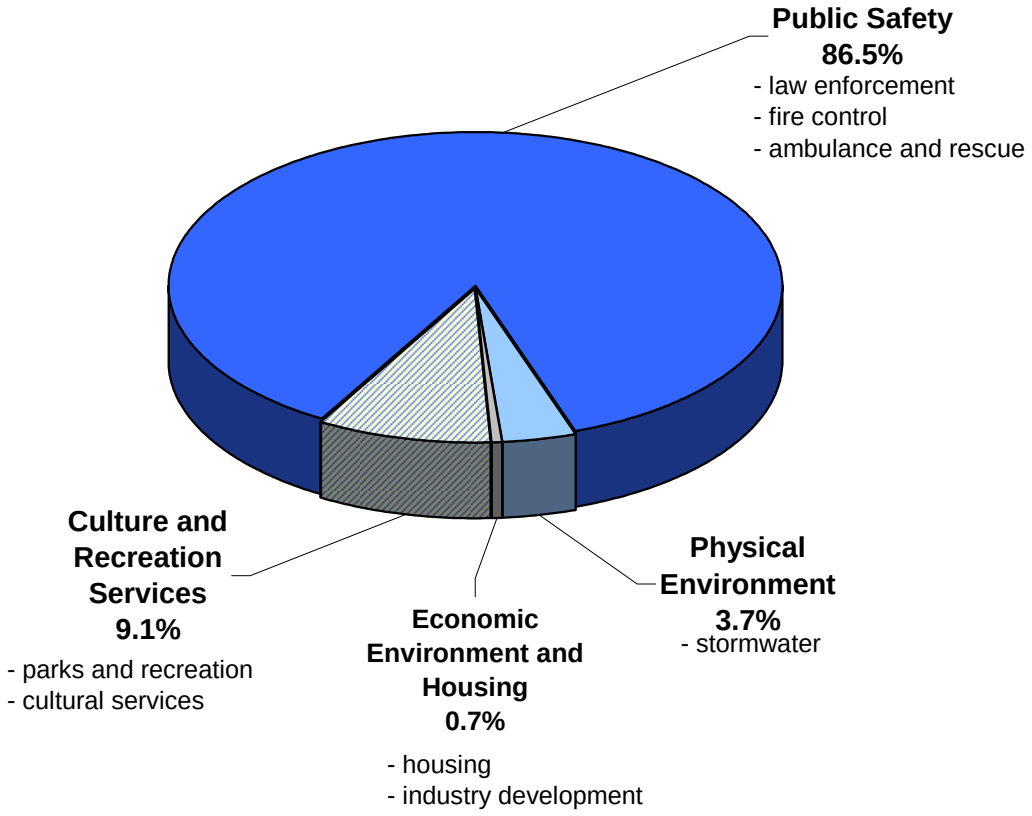
Culture and Recreation Services
3.2%
- parks and recreation
- cultural services

Courts
2.1%
- defense
- prosecution
- records
- court services

Each 1% equals $3.5 million
Total funding equals $353.7 million

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

Allocation of County Funds by Citizen Program
Unincorporated Area General Fund - FY 13



Each 1% equals $2.6 million
Total funding equals
$259.4 million

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

CAPITAL BUDGET
SOURCES & USES OF FUNDS

(in Millions of $)

SOURCES [1]	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Revenues:				
Ad Valorem Taxes	$0.6	$54.5	$61.3	$94.3
Communications Services Tax	(4.1)	0.0	0.0	11.6
Community Investment Tax	28.1	0	0.1	0.0
Contributions	2.7	0.7	0.0	0.1
Enterprise Fees	51.0	168.6	33.1	36.9
Gasoline Taxes	2.8	4.6	6.3	15.6
Grants & Shared Revenues	15.4	17.4	0.0	0.2
Impact Fees	(0.1)	2.2	2.0	2.5
Miscellaneous Revenues [2]	15.1	1.9	(1.5)	(0.0)
User Fees	55.9	6.3	4.2	6.1
Total Revenue	**167.4**	**256.2**	**105.5**	**167.4**
Other Non Revenue-Financing	(0.9)	14.4	(134.7)	15.1
TOTAL SOURCES	**$166.5**	**$270.6**	**($29.2)**	**$182.5**

USES [1]	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Fire	$5.4	$6.7	$3.5	$22.4
Government Facilities	23.0	18.4	23.3	21.7
Libraries	1.9	2.0	10.4	7.8
Parks	45.8	15.7	(23.0)	4.9
Solid Waste	12.5	3.0	(18.0)	1.1
Stormwater	4.7	8.8	(16.4)	4.1
Transportation	54.6	83.9	(54.8)	11.8
Water & Wastewater	29.5	44.0	73.8	47.2
Other Non-CIP [3]	4.6	20.8	(0.3)	31.9
Total Capital Budget	182.1	203.3	(1.4)	152.8
Transfer Out	0.0	0.0		
Reserves [4]	0.0	0.0	(27.8)	29.7
TOTAL USES (Including Reserves)	**$182.1**	**$203.3**	**($29.2)**	**$182.5**

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

(2) Includes interest earnings and other miscellaneous revenues.

(3) Other Non-CIP expenditures are Capital Budget Expenditures not related to the Capital Improvement Program, such as capital equipment, leasehold improvements,some land acquisitions,and the County's Major Repair, Replacement, Renovation and Maintenance Program.

(4) Reflects net changes to reserve accounts.

DEBT SERVICE BUDGET SUMMARY

DEBT REQUIREMENTS FOR COUNTY DEBT ONLY
($ IN MILLIONS)

	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
DEBT SERVICE BUDGET				
Principal Payments[1]	$175.8	$49.3	$49.7	$46.9
Interest Payments, except capitalized[1]	46.2	46.8	43.1	45.4
TOTAL PRINCIPAL & INTEREST	$222.0	$96.1	$92.8	$92.2
Debt Administration Expenses2	0.8	2.3	2.8	0.0
Principal Payment Defeased Debt3	104.8	0.0	0.0	0.0
Redemption of Debt	0.0	0.0	9.6	2.3
Redemption of Short Term Loans	0.0	0.0	6.0	1.1
Interfund Short Term Loans	0.0	0.0	0.0	0.0
NET DEBT SERVICE FUNDING	**$327.5**	**$98.4**	**$111.1**	**$95.6**
(not including Commercial Paper rollovers)				
Commercial Paper Rollovers[4]	75.1	$234.3	($18.0)	$0.0
TOTAL DEBT SERVICE FUNDING	**$402.6**	**$332.7**	**$93.1**	**$95.6**
Other Debt Issuance Costs and Fees[5]	$1.4	$2.9	$0.5	$0.8
COUNTY DEBT OUTSTANDING BY TYPE: *(As of Fiscal Year End)*				
General Obligation Debt	$77.7	$72.1	$70.1	$68.0
Self-Supporting Debt[1]	316.3	442.5	416.4	397.9
Non Self-Supporting Debt	555.6	562.9	543.0	618.8
TOTAL COUNTY DEBT OUTSTANDING *(As of Fiscal Year End)*	**$949.6**	**$1,077.4**	**$1,029.6**	**$1,084.8**

Notes:

[1] *Amounts shown include Special Assesment 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] *Beginning in FY 12, Commercial Paper Rollovers will no longer be included in the budget since they will neither increase nor decrease resources. They will be tracked on the General Ledger. New Commercial Paper issues and defeasance of Commercial Paper notes will be reflected in the budget.*

[5] *Includes debt issuance costs, tax liability consutant 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.*

Hillsborough County relies on a variety of revenue sources to finance operations and construction activities. These sources include taxes, special assessments, fines and forfeitures, fees, intergovernmental funding, grants and service charges. Some examples include ad valorem (property) taxes, user fees such as those funding the County's solid waste and water and wastewater utilities, fuel taxes on gasoline and diesel fuel financing roadway construction and maintenance, permit fees supporting building permit and inspection programs, sales tax and other revenue shared with counties by the State of Florida, business license fees, parks and recreation fees, and interest earned on cash balances.

Various factors can have significant impact on revenues: changes in overall county-wide and unincorporated area population, changes in specific service populations and associated demands, increases or decreases in real disposable income (which measures residents' after-tax buying power, adjusted for inflation), increases or decreases in taxable property values, and inflation. State legislative action can also significantly impact revenues as evidenced by the state mandated roll-back of property taxes for FY 08 and beyond, and the constitutional amendment introduced by the state legislature and passed by voters which increased exemptions and capped the percentage the taxable value of non-homestead properties can increase each year to 10%. One or more of these factors affect revenues directly or indirectly. For example, decreases in real disposable income not only make it more difficult for residents to pay property taxes, but also results in consumers and businesses buying fewer goods which negatively impacts revenue from sales taxes. Less disposable income and/or higher gas prices can result in residents driving less which negatively impacts fuel tax revenue. Less disposable income can result in fewer homes being sold, reducing both demand for new construction and existing home resales and refinancing resulting in lower County revenue associated with these activities. Lower real disposable income can also result in fewer out-of-state visitors or visitors staying in the County for shorter periods of time, which negatively impact revenue sources such as the tourist development tax, sales taxes and fuel taxes.

Major tax and state shared revenues are forecast using a variety of methods. 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). Statewide REC estimates are provided on the State's fiscal year basis (July 1 – June 30), are converted by the Business and Support Services Department 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 forecasting method used to project County revenues. In addition to using the REC estimates, the Business and Support Services Department forecasts revenues using various trend forecasting methods. These methods include moving average models, year-to-date rate of growth trend, year-to-date monthly averages, regression analysis models, and using the average of the various estimates generated by these methods.

Estimates of revenues not forecast by the State are gathered from a variety of sources including professional organization 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 based on past trends, current conditions, and forecasts of future conditions.

To assist in the revenue forecasting process, each April the Business and Support Services Department hosts a Revenue Consensus Meeting with representatives from various County departments including Family and Aging Services, Fire Rescue, Economic Development, Development Services (formerly Planning and Growth Management), and Public Works to develop a consensus on major revenues. Preliminary forecasts generated by the Department of Business and Support Services using the various techniques previously described as well as any forecasts developed by the participants based on their expertise regarding relevant major revenues are evaluated and discussed until a consensus is reached.

Participants in the April 21, 2012 Revenue Consensus Meeting noted small variance among the forecast results from the various forecasting methods and consequently endorsed the average year-end FY 12 estimates for fuel taxes and slightly below average estimates for sales tax based revenues. Participants were concerned about high energy costs and high uncertainty regarding the effects of sovereign debt troubles. The Communications Services Tax revenue has slowed recently and is performing below the FY 12 budgeted amount; therefore, participants chose a conservative estimate for year-end FY 12. Tourist Development Tax (TDT) estimates were provided by the Economic Development Department and are consistent with the average forecast. The TDT has been growing strongly in recent months.

Revenue Consensus Meeting participants recognized economic conditions improved in 2011 and are projected to show more robust improvement in 2012 and 2013. The group agreed on FY 13 projections based on growth rates consistent with state projections in January for sales tax based revenues, the Communications Services and fuel tax revenues. The group further agreed to use a higher estimate of 1% higher than REC based growth rates for the Tax Tourist Development Tax in recognition of strong local performance and high expected summer bookings.

As various indicators seem to affirm the recovery has not given way to renewed recession, Economy.com now expects 2.5% GDP growth for 2012 and 3.0% for 2013, provided the Eurozone holds together and US fiscal policymakers reach new agreements over looming tax increases and spending cuts. Economy.com expects positive but relatively weak job growth. Hillsborough County economic growth

improved in 2011 and should continue that trend through 2013. Continued weakness in housing markets, higher energy prices and the continuing European debt crisis are downside risks to these forecasts.

Paralleling the national trend, both Florida and Hillsborough County are showing improvement as well. FY 11 non-ad Valorem major revenues returned to growth after two to four years of decline. Estimates of year-end FY 12 revenues reflect growing improvement in late 2011 and early 2012. Estimated year-end FY 12 fuel tax and sales tax based revenues are expected to fall 2% to 4% below adopted FY 12 budgets due to actual economic growth increasing more slowly than the FY 12 budget anticipated. Fuel tax revenue is expected to be about flat compared to FY 11. Sales tax based revenues are expected to end FY 12 on a more positive note and are expected to rise 3% to 3.5 % compared to FY 11. Continued improvement is forecast for FY 13.

In addition to 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. Where appropriate, county revenue estimates are updated using these localized DOR estimates and serve as the basis for final revenue estimates for the budget to be adopted in September.

Unlike other revenues, State and local forecasts project that ad valorem (property tax) revenue will continue to decline for FY 13 even though the local economy has begun to improve. A continued decline in FY 13 is projected both due to the lag between when property values actually recover and when this increased value is captured for taxable value assessments, and the continued impact of State legislatively mandated constraints on taxable value growth discussed under the Ad Valorem Taxes section below. FY 13 property tax revenues are based on declining home values that occurred during 2011 that are reflected in the January 1, 2012 valuations used by the Property Appraiser in determining FY 13 taxable values. Home prices continued to decline through 2011 (see the Economic Indicators section of the Executive Summary for further discussion) which resulted in a continuation of the decline in property values. The initial taxable values were provided to the County on May 25, 2012 by the Property Appraiser and form the basis for the ad valorem tax revenues in the FY 13 recommended budget. The decline for FY 13, at 2.5%, is moderate compared to the past four years, as illustrated in the graph on the next page.

FY 13 ad valorem revenue for the adopted budget will be revised to reflect July 1 taxable property values to be provided by the Property Appraiser at the end of June, in conjunction with millage rates to be adopted by the Board of County Commissioners (BOCC) at the two statutorily required public hearings to be held in September.

Hillsborough County will continue to carefully monitor the impact of economic conditions and legislative action on estimated revenues and expenditures, and if necessary, will recommend appropriate expenditure adjustments for BOCC consideration.

In reviewing the graphs associated with the following revenue discussions, it is important to keep in mind a statutory requirement that budgeted revenue in each category be reduced by 5% from "…all receipts reasonably to be anticipated from all sources.[1]" This state mandated requirement often results in what appears to be an anticipated reduction in revenue from the prior year's actual collections as reflected on the respective graphs, when in fact the actual estimate is for actual collections to meet or exceed the prior year's actual amounts. Year-end actual revenue collected often exceeds budget for this reason.

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

Ad Valorem Taxes

In modern times, property taxes, also called *ad valorem* taxes, have traditionally been the major source of revenue for local governments.[2] In Hillsborough County these taxes comprise the single largest percentage of all current year's revenues – 33.2% in FY 13.

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 General Fund to fund programs having countywide benefit. Examples of Countywide tax funded programs include services to the elderly and children provided by the Family and Aging Services Department, emergency management and emergency dispatch functions provided by the Fire Rescue Department, jail operations provided by the Sheriff's Office, and animal control and spay/neuter services provided by the Animal Services Department.

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.[3] Examples of MSTU tax funded services are unincorporated area fire rescue services provided by the Fire Rescue Department, law enforcement services provided by the Sheriff's Office, and code enforcement services provided by the Code Enforcement Department. 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

[1] Section 129.01(2)(b), Florida Statutes
[2] Section 9(a), Article VII, Florida Constitution
[3] Section 125.01(1)(q), Florida Statutes

residents outside of the municipalities for these and other unincorporated area services.

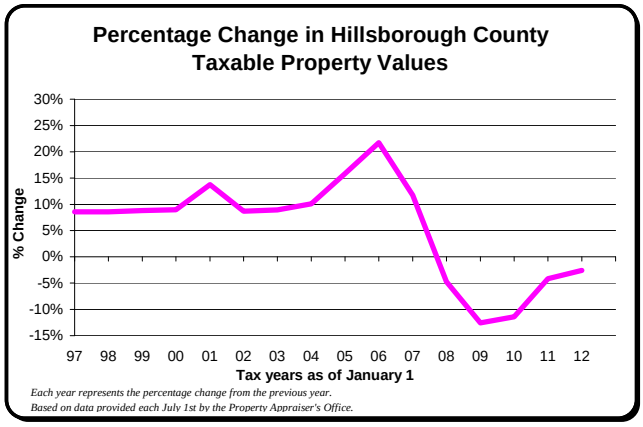
To fund operations of the city-county library system, the County levies a third property tax called the *Special Library District Ad Valorem Tax*. This tax applies only to property in the City of Tampa and in unincorporated areas of the County. The Cities of Temple Terrace and Plant City operate their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

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

In addition to the tax levies already mentioned, the County levies separate countywide property taxes to meet annual debt service requirements for the payment of voter approved general obligation bonds. FY 13 assessments include a countywide millage for voter approved general obligation debt for the acquisition of environmentally sensitive land, and an unincorporated area millage for voter approved debt for additional park facilities located solely in the unincorporated area.

Current fiscal year property tax revenues depend upon two factors - the ad valorem tax rate expressed as a millage rate (a mill is $1 per $1,000), as well as the *taxable* value of property. Taxable value is the assessed value of real and personal property less any exemptions. By statute, the County can assess no more than 10 mills for countywide purposes and 10 mills for services in the unincorporated area. The FY 13 recommended countywide general purpose millage rate is 5.7374 mills, a 0.0017 mill reduction from FY 11, and the recommended general purpose MSTU millage rate is 4.3745 mills, unchanged from FY 12. Additional millages for debt service may be levied if approved by voter referendum. The FY 13 budget includes 0.0604 mills for countywide voter approved debt to acquire environmentally sensitive land and another 0.0259 mills assessed only in the unincorporated area for voter approved debt for parks and recreational facilities.

As previously discussed, taxable values, the second component in determining property tax revenues, are established by the Hillsborough County Property Appraiser and are based on property values as of the preceding January 1st. The Hillsborough County Property Appraiser is a separately elected constitutional officer who is responsible for assessing property values throughout the County. While growth in the tax base increases County ad valorem tax revenues without requiring an increase in the ad valorem tax rate (the millage rate), a decrease in the tax base, as Hillsborough County has been experiencing since FY 09, can result in lower ad valorem revenues without a change in the tax rate. Taxable values tend to fluctuate over time. Historically, countywide taxable value growth averaged 11.6% annually from 1997 – 2007, increased to 21.7% for FY 07 and declined to 11.7% for FY 08. A weakening economy, with the associated weak housing markets and State mandated tax reform measures resulted in a 4.7% decline in taxable values for FY 09. Rapid home price declines led to a further 12.6% decline in FY 10 taxable values, followed by another 11.3% reduction for FY 11. FY 12 taxable values fell by 4.3%, with projected FY 13 taxable values declining at a more moderate rate of 2.5%.



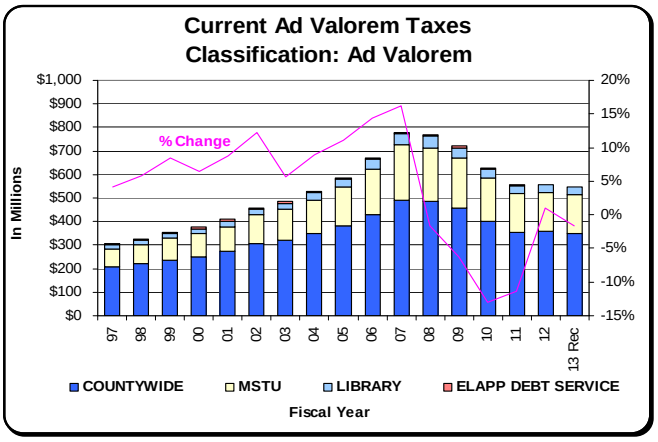
Projections of future ad valorem tax revenues for the budget are updated throughout the budget process by the Hillsborough County Department of Business and Support Services based on historical and current information on economic activity and the current tax roll. Key forecasting tools for taxable property values include state forecasts, trend analysis, preliminary data from the Property Appraiser, and expert knowledge.

The recommended budget forecasts will be updated with actual data from the Property Appraiser's Office when they provide the statutorily required preliminary taxable values as of July 1st. The July 1 taxable values reflect the amounts sent to property owners on the Truth in Millage (TRIM) notices to be mailed in late August, and local governments are required by statute to use these values in projecting ad valorem revenue for the adopted budget. Note that the July 1st taxable values are always described as preliminary since the Property Appraiser's values are, in turn, subject to adjustment by the Value Adjustment Board (VAB) upon appeal by a taxpayer. Since VAB adjustments impact the tax base, actual ad valorem tax revenues will differ from adopted budget estimates. The historical annual impact of Value Adjustment Board changes has been well below 1%.

Another factor constraining growth in property values is Amendment 10 of the Florida Constitution, also known as the Save Our Homes constitutional amendment. Passed by voters in 1992, this amendment took effect January 1, 1995 and limits the rise in assessed values for homesteaded properties to the lesser of 3% or the rise in the Consumer Price Index.

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 other residential and commercial property as well. These regulatory constraints will limit any future growth of property tax revenue for the foreseeable future. Further constitutional limitations on assessed values may be considered by voters in upcoming elections.

The following chart on Current Ad Valorem Taxes shows the changes in the County's ad valorem tax revenues for the Countywide, MSTU, Library District and Environmentally Sensitive Land acquisition bond ad valorem taxes since 1997. Strong growth in taxable value from FY 97 to 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.



(Note: All graphs show FY 97 – FY 11 actual revenue and budgeted FY 12 – FY 13 revenue

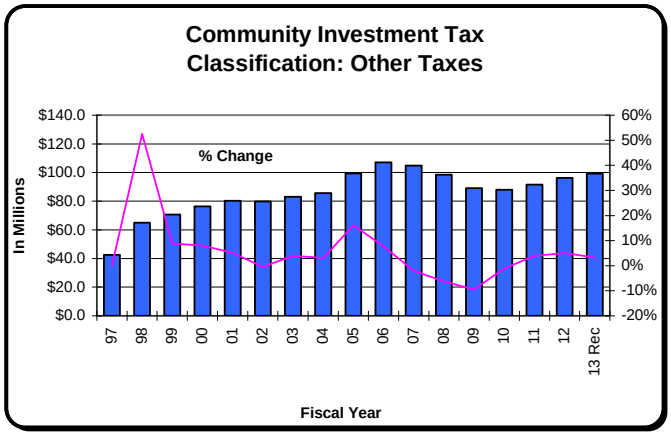
Total BOCC millage rates and associated budgeted ad valorem taxes were reduced for FY 08 and FY 09 due to the mandated millage rollback and property tax reforms. In FY 12, the adopted budget demonstrated the Board of County Commissioners' continued commitment to taxpayer relief by decreasing the total BOCC millage by 0.0016 mills from FY 11, from 10.7598 mills to 10.7582 mills. The BOCC is expected to continue this trend for FY 13, with a recommended reduction of 0.0017 mills, from 10.7582 mills to 10.7565 mills.

Other Taxes

The *Other Taxes* category includes 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. This category accounts for 16.7% of all current year revenues.

Local Government Infrastructure Surtax - In a referendum held on September 3, 1996, voters of Hillsborough County approved the levy of a 0.5% sales surtax for a thirty year period, effective December 1, 1996. The proceeds from this "*Community Investment Tax*"[4] are used to acquire, construct and improve general government, public education and public safety infrastructure to promote the health, safety and welfare of Hillsborough County residents. This tax is currently due to expire on November 30, 2026.

Under interlocal agreement the Hillsborough County School Board receives 25% of this revenue, distributed monthly. Another $318 million is dedicated to finance, over a thirty year period, Raymond James Stadium. This stadium is used by the University of South Florida football team, the Tampa Bay Buccaneers of the National Football League, and hosts multiple special events annually. The remaining Community Investment Tax proceeds are shared among the County and its three municipalities using the same population based distribution formula that applies to the regular Local Government Half-Cent Sales Tax.



Reflecting strong economic growth and consumer spending, Community Investment Tax (CIT) revenue grew at a 6.45% average annual rate from FY 98 to FY 06. This exceeded the original long term forecast, even factoring in the 2001 recession and aftermath of 9/11/01 occurring during that period. FY 02 revenues fell 0.25% but quickly recovered. Revenue growth accelerated to 14.6% in FY 05 with boosts from post-hurricane spending and rapidly rising home prices. 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 a 1.2% drop in FY 10, before starting to recover in late 2010.

The participants in the April 11th Revenue Consensus Meeting accepted a slightly below average estimate for sales tax based revenues for year-end FY 12. This resulted in year-end estimates about $1 million below those based on the statewide January Revenue Estimating Conference (REC). Participants agreed FY 12 revenue performance will surpass FY 11 results but still fall 2% to 3% short of FY 12 adopted annual revenue. Forecasts for an improving job market in 2012 and 2013 should boost consumer spending, although

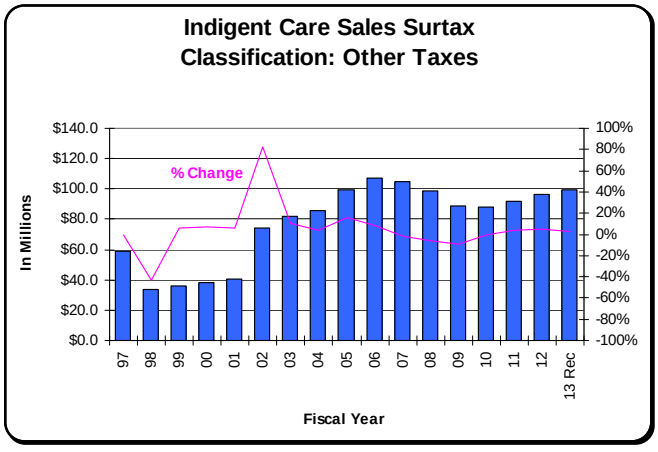
[4] Section 212.055(2), Florida Statutes

weak home prices and high energy prices will continue to act as spending constraints. Community Investment Tax revenue is projected to grow 5.4% in FY 13. More robust economic recovery than estimated could spark stronger consumer spending than forecast, with the corresponding increase in sales tax revenue, while any delays in economic recovery could result in weaker consumer spending.

As previously discussed, Business and Support Services staff prepares short and long term projections of sales surtax revenues based on trend analysis, state forecasts, and current economic conditions, and will continue to update projections as new information becomes available.

Indigent Care and Trauma Center Sales Surtax - The *Indigent Care and Trauma Center Sales Surtax*[5] funds Hillsborough County's nationally acclaimed Indigent Health Care Program. This surtax was first imposed in FY 85 for a two-year period at a rate of 0.25 percent. In FY 92, the Board of County Commissioners authorized a seven year 0.5 percent sales surtax within Hillsborough County. On May 23, 1997, the state legislature approved a bill to extend the sales surtax until October 1, 2005. The legislation requires that any county that levied the tax prior to October 1, 1998 must adopt an ordinance, by extraordinary vote, to extend the surtax to October 1, 2005 and to authorize the amount of tax to be levied. On July 9, 1997, the Board of County Commissioners approved the required ordinance to extend the surtax.

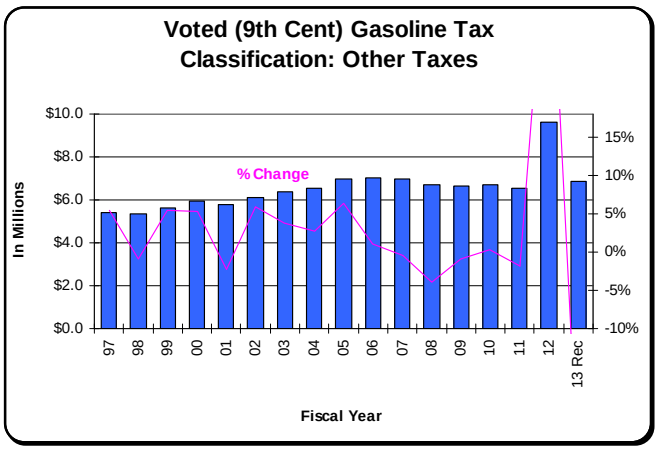
As approved, the ordinance extended the surtax through September 30, 2005 and authorized a reduction in the surtax rate from 1/2 cent per dollar of sales price to 1/4 cent per dollar of sales price. This reduction remained in place through September 30, 2001, when falling reserve levels triggered a planned increase back to 1/2 cent per dollar of sales price.



The 2003 Legislature extended the authority for this surtax on a continuing basis (removed the sunset provision) with a requirement that a biennial audit be delivered to the local governing body and to the chair of the legislative delegation. The chart for this tax reflects revenues since FY 97. FY 98 through FY 01 revenues reflects the reduction in the surtax rate from 0.5 percent to 0.25 percent effective October 1, 1997, with corresponding decreases in revenues. The large revenue increase, over 80% for FY 02, reflects the return to a 0.5% rate on October 1, 2001. In the absence of rate, other structural tax changes and audit adjustments the Indigent Care Sales Surtax and the Local Government Infrastructure Sales Surtax (CIT) previously discussed should exhibit nearly identical trends. Using the same methods and tax base, the Indigent Care Surtax will parallel CIT forecasts.

Gasoline Taxes - The taxes classification includes two fuel taxes, the Voted (9th Cent) Fuel Tax[6] and the Local Option (6 Cents) Fuel Tax[7]. Gasoline taxes collected within Hillsborough 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.

Fuel taxes are an important source of funds for road network improvement, maintenance, and road resurfacing. Like most fuel taxes, and as shown in the respective charts, fuel tax revenues have grown slowly over the last several fiscal years due primarily to increased motor vehicle fuel efficiency and rising gas prices. FY 99 and FY 00 fuel tax revenue increases reflected strong fuel demand resulting from rapid economic growth. FY 01 local option fuel taxes fell due to higher fuel costs and a slowing economy, but returned to long term trends in FY 02 and FY 03. A strong economy kept fuel tax revenue growth high in FY 04 and FY 05.



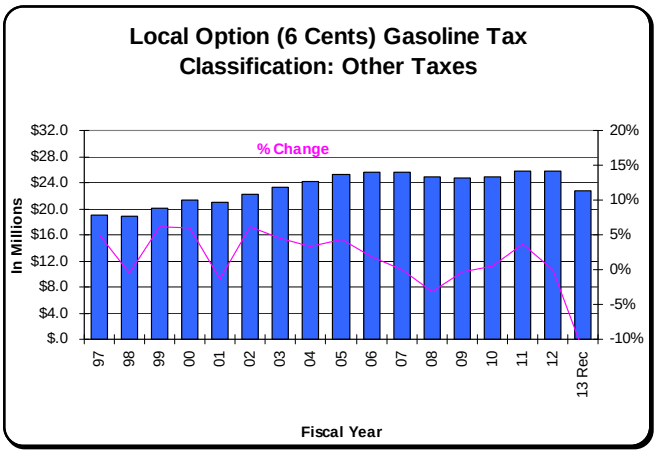
The trend in fuel price increases seen over the past few years has been very volatile. High fuel prices in the summer of 2008 began to negatively impact demand, discouraging consumers from driving and encouraging a shift to more fuel efficient cars. The financial crisis of late 2008 intensified the recession that began in December 2007,

[5] Section 212.055(4), Florida Statutes

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

resulting in falling oil demand and a steep drop in prices. Prices resumed climbing in the summer of 2009 through early 2010, retreated in 2011. Prices rose again to near record levels in early 2012 before retreating yet again in May.

The participants in the April 11th Revenue Consensus Meeting accepted the average fuel tax estimates for year-end FY 12. These average estimates are consistent with the statewide January Revenue Estimating Conference estimates for fuel taxes. Stronger economic activity in late 2012 and 2013 should support stronger growth in fuel demand for FY 13. FY 12 and FY 13 Voted Fuel Tax and Local Option 6 Cents Fuel Tax revenues are both projected to increase from FY 12 levels. Note that if current fuel prices rise consumers could continue to reduce their gasoline usage, which would negatively impact fuel tax revenues.



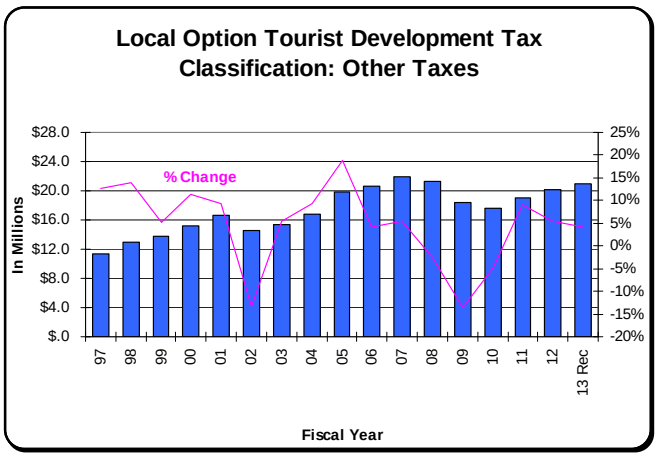
Note: Chart above reflects sunset of tax on August 31, 2013.

The Voted (9th Cent) Fuel Tax was scheduled to expire on December 31, 2011, but was extended on June 15, 2011 for another ten years by the Board of County Commissioners. The new sunset date is December 31, 2021. The Local Option (6 Cents) Fuel Tax is scheduled to expire on August 31, 2013; renewal will be addressed in 2013.

Local Option Tourist Development Tax[8] - This tax, imposed primarily on tourist related resorts and facilities, provides funding for tourist and economic development. The tax was increased in 1990 from 3% to 4% to provide funds as a pledge against sports facility debt. In October 1995, an additional one percent was added to finance the St. Petersburg Times Forum, an indoor sports and entertainment arena constructed in downtown Tampa. This brings the current tax rate to 5%.

Tourist tax revenues rose steadily from FY 97 – FY 01. FY 02 revenues fell substantially in the aftermath of September 11, 2001, and began to rebound in FY 03 and into early FY 04. As the economy recovered and tourists returned to travel, FY 04 revenues modestly exceeded pre-September 11 levels. Strong tourism markets boosted revenues for FY 05. FY 06 revenues increased 4.2%, and FY 07 revenues increased 5.6% over FY 06. Tampa played host to both the NCAA Men's basketball quarterfinals and the NCAA Women's basketball semi-finals and final in 2008. Poor economic conditions, however, resulted in an overall 2.5% revenue decline for FY 08 and a 13.5% decline for FY 09. Tourist Development Tax revenue fell a further 4.8% in FY 10. Revenue performance improved in mid-2010 and 2011, exceeding year-ago performance. FY 11 revenue rose 8.9%. First half FY 12 revenue has increased 9.8% over the same period in FY 11.

The April Revenue Consensus group agreed year-end FY 12 Tourist Development Tax (TDT) would meet budgeted levels amid the gathering strength in the revenue since mid-2010. Improving national economic conditions are projected to support more travel and local occupancy rates are improving. The Economic Development Department (EDD) and the consensus group expect 4.2% FY 13 revenue growth.



Communications Services Tax – In 2001, the State of Florida established the Communications Services Tax (CST)[9]. The goal was to restructure taxes on telecommunications, cable television, direct-to-home satellite, and related services. The law replaced and consolidated several different state and local taxes with a single tax comprised of two parts: the Florida communications services tax and the local communications services tax. Communications services subject to the tax encompass voice, data, audio, video, or any other 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 on communications services rather than use the default rate.

In FY 02, the Hillsborough County Board of County Commissioners (BOCC) assessed the default rate of 2.2%. Starting January 1, 2003

[8] Section 125.0104, Florida Statutes

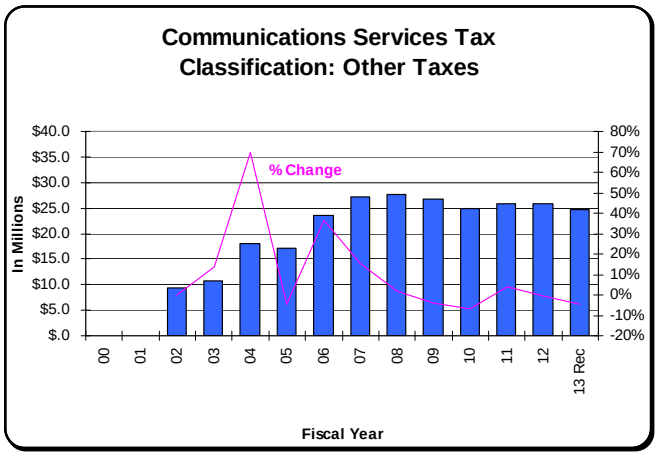
[9] Section 202.19(1), Florida Statutes

the BOCC lowered the rate to 2%. On January 1, 2004, the BOCC raised the rate to 4.0%, with the provision that one-quarter (25%) of the tax go to fund fire station construction and capital fire equipment acquisition. During the FY 06 budget process the BOCC increased this percentage to 37.5%. In FY 08; in conjunction with addressing previously discussed mandated ad valorem revenue reductions, the BOCC reduced the percentage allocated to fire rescue uses from 37.5% to 12.5% for FY 08 and FY 09. This percentage was restored to 37.5% in FY 10, where it remains for FY 13.

Communications Services Tax (CST) revenue continues to reflect the rapid change occurring in the communications industry. New technologies, particularly internet and wireless, are changing the way we use telephones, computers and television. Some of these technologies and arrangements are not currently taxable, and in some cases, such as Voice over Internet Protocol (VOIP), supplant taxable services. Strong FY 06 and FY 07 growth of 36.7% and 15.5% was followed by only 1.7% growth in FY 08 due to weakening economic conditions. Recession brought a 3.8% decline for FY 09. FY 10 revenue was 6.7% below FY 09. As with other revenues the CST began to recover in mid-2010 as monthly results exceeded year-ago levels but unlike sales taxes the CST has dipped below year ago levels since September.

The April Consensus group accepted a 5.0% estimated revenue decline for FY 12 followed by a weak 0.1% rise in FY 13. These rates are consistent with the January State estimates. In FY 13, the adopted budget includes issuing CST backed debt to construct a new Public Safety Operations Center and for Fire Station renovation and replacement.

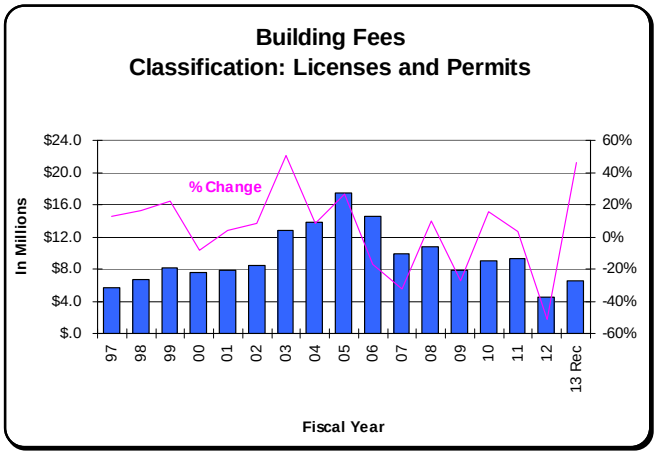
This tax is levied in the unincorporated area only, and is used to fund services in the unincorporated area, with 3/8 of the revenue dedicated to Fire Rescue. Note that the three municipalities levy their own communications services taxes.



Licenses and Permits

Fees from licenses and permits provide 3.3% of total County current year 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 License and Permit Revenue category. These fees merit mention due to their relationship to the regulatory functions of County government and their usefulness in gauging activity of growth in related segments of the County's economy.

Building Permit Fees - The chart on Building Permit Fee revenue since 1997 parallels the general health of the local building industry. As in the rest of the nation, both residential and commercial construction was very strong in Hillsborough during the late 1990s. Building fee revenue surged 16.2% in FY 98 and 22.4% in FY 99. Rapid commercial construction, however, outpaced market absorption in 2000 resulting in increasing vacancy rates and softening rents. This development, combined with higher interest rates in 2000, contributed to a 41.2% fall in the value of commercial permits issued in 2000. New residential permits fell 19.5%. Building fee revenue fell 8% in FY 00. Single family permitting activity improved in 2001 and 2002 supporting better building fee revenue growth 4.2% in FY 01 and 8.5% in FY 02. FY 03 revenues included fee increases for residential housing permits and building trades subpermits. After a one-time increase of nearly 50% in this revenue, FY 04 revenue grew 8.3%. Strong markets produced a 26.7% gain for FY 05. In response to higher interest rates, residential building permits fell 19.5% in 2006. This drop led to a 16.9% fall in this revenue for FY 06, followed by a 32.2% fall in FY 07. In 2007, in recognition of increased permit application processing costs, the Board of County Commissioners approved an increase in permitting fees; despite this increase, revenues continued to decline as the number of residential permits fell 30.6% in FY 07.



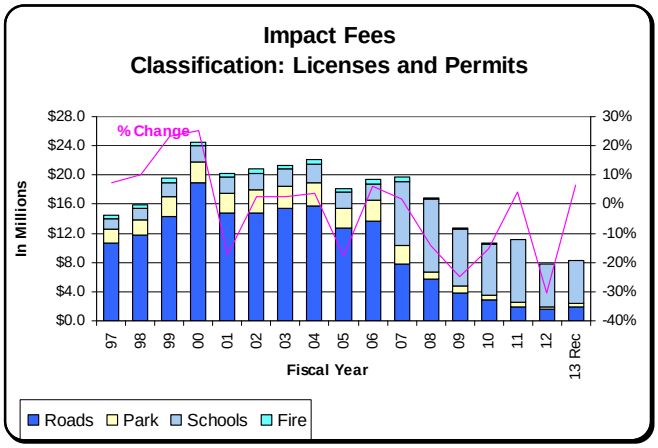
Despite permit activity falling another 28.2% in FY 08 due to the continued backlog of unsold existing and new homes, revenue increased 9.6% due to the full year benefit of the increased fee structure implement in FY 07. Actual year-end FY 09 revenues fell 27.6%

or almost $3 million from FY 08 revenues, reflecting the weak economy. FY 10 revenue rose 15.4%, reflecting some growth in construction, albeit from low levels. FY 10 actual revenues of $9.0 million exceeded the FY 10 budget of $7.0 million. FY 11 revenues were $9.4 million, a 3.5% increase over FY 10. Greater Tampa Association of Realtors (GTAR) reports 2011 existing home sales rose 11.4%. While improving, sales are still at low levels and home prices fell again in 2011. GTAR reports year-to-date April 2012 sales are down 5.7% compared to 2011, but are still 61% above the same period in 2008. Months of inventory has dropped to 4.3 months in April compared to more than 10 during much of 2007-2010. GTAR reports April 2012's average sales price is up 10.0% compared to a year ago.

Higher existing home sales activity has reduced the backlog of unsold homes and is encouraging new home construction. New single family home permits rose above year-ago levels in the third quarter of 2011, but are still well short of 2000 - 2007 levels and are not yet indicative of a large increase in construction activity. Increases in late 2012 and in 2013 will be from current low activity levels and should be supported by renewed job growth and lower unsold existing home inventory. FY 12 revenue is projected to be only $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 is intended to help encourage economic development, and applies to construction related permit applications and applications for service filed between October 1, 2011 and December 31, 2012. The rates are scheduled to return to FY 11 levels effective January 1, 2013. The three month FY 13 reduction is reflected in the recommended budget of $6.6 million. The forecasts are based on the expert judgment of Development Services (formerly Planning and Growth Management) staff regarding projected permitting activity.

Impact Fees - Impact fees on new construction were implemented in June 1985 to finance capital facilities needed to maintain service levels in areas of growth. The first of these fees was for roads and parks, while the right-of-way portion of the roads impact fees was implemented in February 1986. School impact fees followed in August 1986, with fire impact fees implemented in June 1988. Originally, all impact fees were collected only in the unincorporated areas of the county. However, on January 1, 1993, school impact fees began to be collected in both incorporated and unincorporated areas of the county.

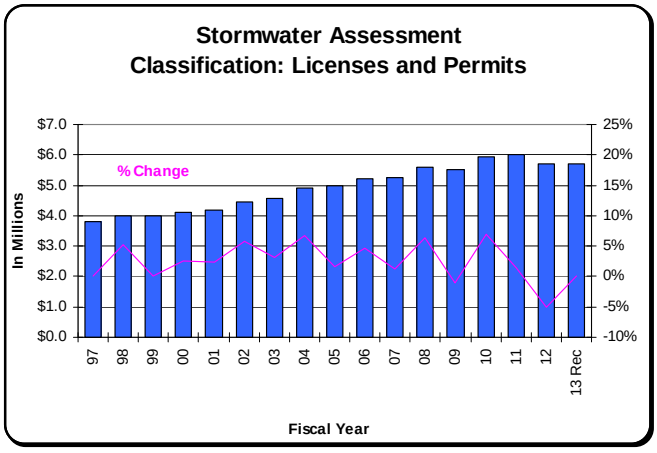
In April 1990, all impact fees, with the exception of fire impact fees, were increased. The degree of increase depended on several factors including land use, location, and engineering factors. Total impact fee revenues have shown cyclical growth since FY 97, reflecting overall county growth. Not shown, however, are the in-kind contributions provided by some developments in lieu of paying fees. Cost recovery rates for impact fees have dropped substantially since fees were changed in 1990, declining from 80% to approximately 12% in FY 09.



In July 2006, the Board voted to increase school impact fees beginning in November 2006. This is evident in the above graph for school impact fee revenues starting in FY 07. Impact fee revenue since FY 07 has been adversely impacted by the weak real estate market previously discussed in the building permit fee section; this weakness is expected to continue into FY 13. Fees are conservatively estimated by Department of Business and Support Services staff using a forecast of new construction and expert staff judgment. Note that prior to FY 10, impact fees were reported under Miscellaneous Revenues.

Stormwater Assessments - On June 22, 1989, the Board of County Commissioners of Hillsborough County imposed 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 augmentation. 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.

On August 15, 1991, the Board set the rates for single family residential and agricultural parcels at $12 per year. Other residential parcels, such as apartment complexes and condominiums, are assessed $6 per dwelling unit on the parcel. For non-residential parcels the assessment is $.01 for each 1.5 square feet of area which cannot absorb water, with a minimum assessment of $12. The stormwater rates have remained unchanged since 1991. While annual population growth in the unincorporated area historically accounted for a small, but consistent annual increase in revenues, the large number of taxpayers delinquent on their taxes or currently in foreclosure resulted in FY 09 revenues declining slightly. FY 10 actual revenue exceeded budget by $516 thousand or 6.9%. FY 11 revenue was slightly under budget, but was above FY 10. FY 12 and FY 13 budgets reflect the 5% statutorily required reduction previously discussed which accounts for the values being lower than FY 10 and FY 11 actual revenue. 11. Forecasts are derived by Public Works staff judgment and actual property tax roll data.

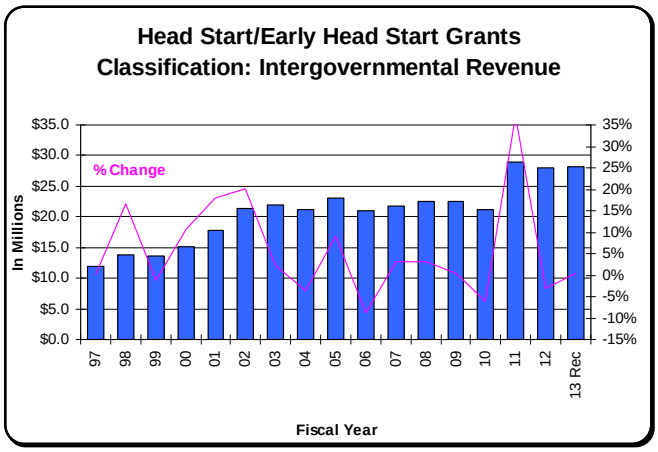


Intergovernmental Revenues

The County receives 12.8% of its current year's revenue from intergovernmental sources including federal and state grants.

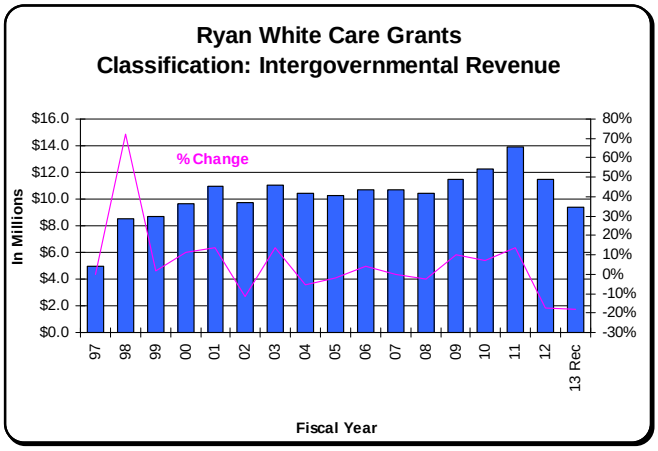
Grants - Major grants received by the county include funding for head start and early head start, children and elderly food programs, anti-drug abuse programs, environmental issues, and Housing and Urban Development grants for community development and housing rental.

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



As the chart indicates, revenue grew substantially from FY 97 through FY 02 due to cost-of-living adjustments (COLA) and expansion funding. In FY 03 through FY 10, the rate of increase began to slow and have annual growth has generally been confined to the COLAs. Strong growth reflected in FY 11 is mainly attributable to additional grant funding expected to be received through the American Recovery and Reinvestment Act of 2009 (ARRA). FY 12 and FY 13 revenues are expected to be slightly below FY 11 levels. Estimates are prepared by the Family and Aging Services Department in consultation with the granting agency, the U.S. Department of Health and Human Services, Region IV Administration for Children and Families.

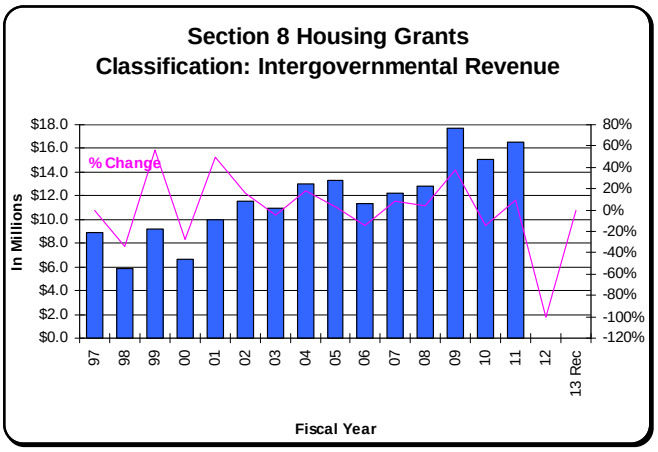
On December 1, 1992, the Hillsborough County Board of County Commissioners was designated as the grantee agency for the Ryan White CARE Act of 1990 for Title I funds to be allocated among service providers for HIV+ individuals in the Tampa-St. Petersburg area, comprised of Hillsborough, Pinellas, Pasco,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



As the chart shows, Ryan White grant revenue peaked in FY 11, and has been declining for FY 12 and FY 13. FY 12 and FY 13 projections reflect estimates prepared by the Family and Aging Services Department in consultation with the granting agency, the U.S. Department of Health and Human Services, Region IV, Health Resources and Services Administration.

While the U.S. Department of Health and Human Services is the County's largest granting agency, significant funding comes from the U.S. Department of Housing and Urban Development (HUD). The largest HUD program is the Section 8 Housing Choice Voucher Program. This program provides financial assistance to low-income families so they can obtain decent, safe and sanitary rental housing in Hillsborough County.

As the chart below indicates, Section 8 grant revenue trends showed slow but steady increases from FY 97 through FY 05. Though timing issues related to receiving the funds caused the graphed fluctuations, the amounts actually granted increased gradually.

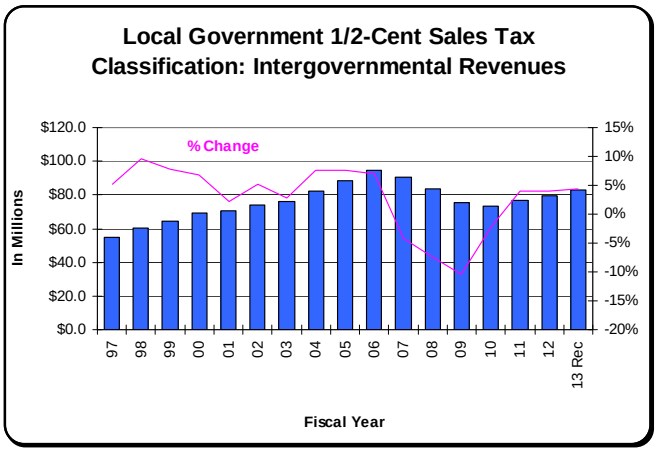


However, available funding fell from FY 05 to FY 06, rebounding slightly in FY 07 and FY 08. The FY 09 revenue increase was due to a new grant which was not received in FY 10. FY 11 was higher than FY 10 revenue.

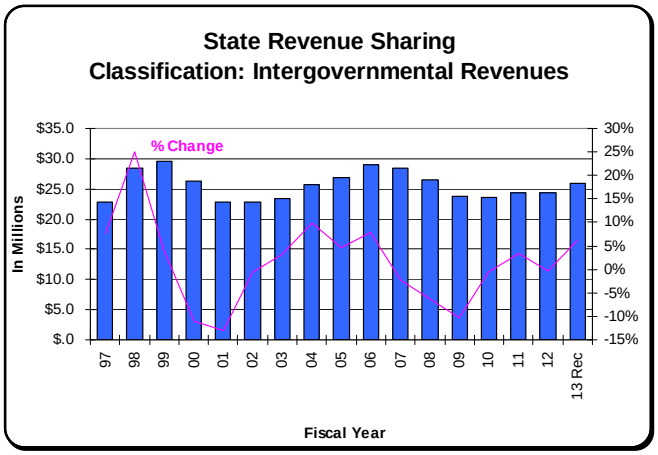
Starting in FY 12, responsibility for the Section 8 program has been transferred to the Tampa Housing Authority, an independent agency whose budget is independent of the BOCC. As a result, the County will not receive any Section 8 grant funds beyond FY 11.

State Shared Revenues - Two State shared revenues are important sources of funding for the County. The *Local Government Half-Cent Sales Tax*[10] has been a major source of revenue for the County since FY 83. Growth was steady from FY 98 to FY 06, reflecting the strong local economy and associated consumer spending. Strong economic conditions boosted growth above 7% for FY 04, FY 05 and FY 06. The impact of the recession is apparent in FY 08, where revenues declined 7.4% and declined another 10.4% for FY 09. Although revenue began to exceed year ago amounts in late FY 10, Half-cent sales tax revenue still fell 2.3% on an annual basis for FY 10. As consumer spending rose with renewed job growth, Half-cent revenue rose 4.0% in FY 11, the first increase in five years. Revenue has risen 4.5% during the first six months of FY 12.

Participants in the April 11th Revenue Consensus Meeting accepted a slightly below average estimate for sales tax based revenues for year-end FY 12. Estimated year-end FY 12 Half-Cent revenue is 3.4% above FY 11 reflecting slowly improving economic conditions in 2012. An improving job market in 2012 and 2013 is projected to boost consumer spending. High energy costs and falling home prices could continue to act as spending constraints. The Consensus Meeting accepted the REC based forecast of 5.4% for FY 13. More robust economic recovery than estimated could spark stronger consumer spending than forecast, with the corresponding increase in sales tax revenue.



The second important State revenue source is the County Revenue Sharing Program[11]. Until July 1, 2000 the County received a portion of the State intangibles tax along with a small contribution from the one-cent cigarette tax. As with other State estimates, FY 98 and FY 99 State Revenue Sharing revenues were underestimated. FY 00 included a 25% reduction in the intangibles tax based on a change approved by the Florida Legislature in 1999. In May 2000 the Legislature passed an additional change to State Revenue Sharing. As of July 1, 2000 counties still receive the one-cent cigarette tax but no longer receive any portion of the intangibles tax. In place of the intangibles revenue the Legislature authorized 2.25% of State sales tax revenue be included in State Revenue Sharing. This change further reduced state revenue proceeds, but produced a more stable revenue source over the long term. The change causes State



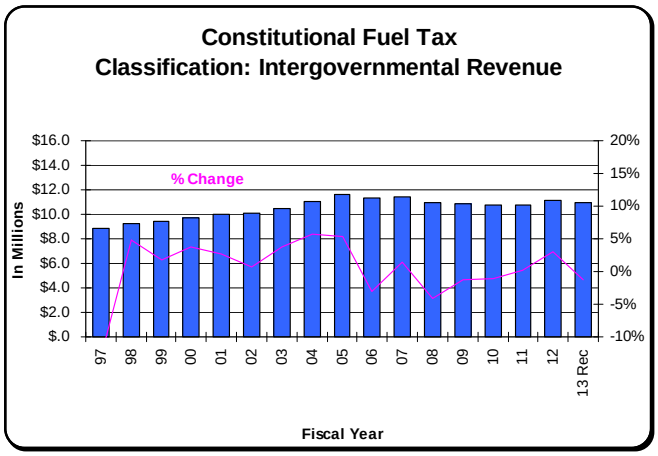
Revenue Sharing to grow in a similar manner to the Half-Cent Sales Tax. It is expected that State Revenue Sharing forecasts, will closely track Half-Cent Sales Tax forecasts. In 2004, State legislation related to Article V implementation lowered the share of sales

[10] Section 212.20(6)(d)2, Florida Statutes

[11] Sections 210.20(2), 212.20(6) and 218.20, Florida Statutes

tax shared with counties through revenue sharing by 9.1% effective July 1, 2004. The weakening economy, with its associated impacted on sales tax revenue, resulting in reductions in revenue starting in FY 08. The economic recovery is evident in FY 10, when state revenue sharing was less than 1% below FY 09. FY 11 state revenue sharing increased 3.3%, while FY 12 growth in the first six months of the fiscal year is up 5.9%. 5.3% growth is forecast in FY 13. The FY 11 through FY 13 amounts shown in the above graph reflect the statutorily required 5% reduction.

The *Constitutional Fuel Tax*[12] is a two cent 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 their use in meeting transportation needs. The other 20 percent is given to the County for the acquisition, construction and maintenance of roads. FY 10 Constitutional

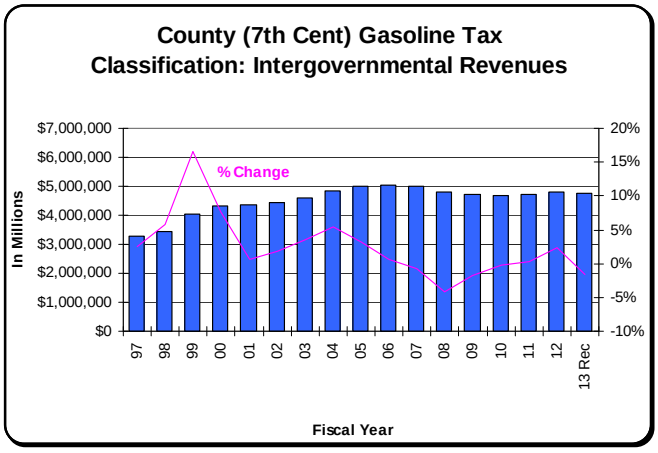


Fuel Tax revenue was 1.0% below FY 09. FY 11 revenue is forecast to rise 1.7%, FY 12 revenue is forecast to grow 3.0%, over FY 11. FY 13 revenue is forecast to decline 1.2%, reflecting state estimates.

The *County (7th Cent) Fuel Tax*[13] is considered a State Shared Revenue since its distribution is based on a State-set formula not based solely on total collections within the county of collection.

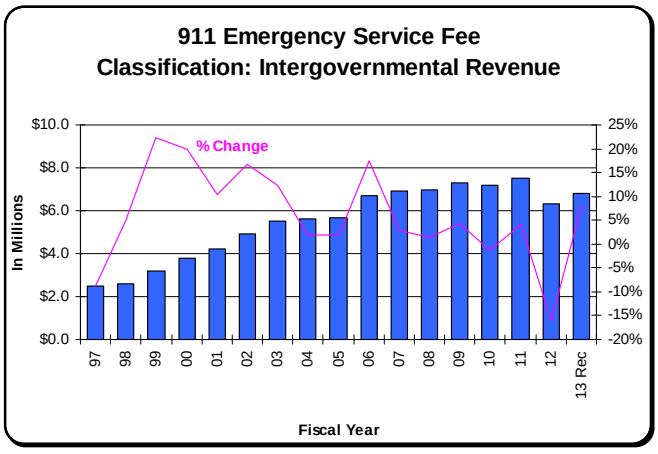
This revenue, along with other gasoline taxes and road network impact fees, is used to finance road network improvements and maintenance. As the associated chart shows, revenues from this tax have grown steadily from FY 97 to FY 06 before leveling out in FY 07 and declining in FY 08 through FY 10. FY 10 revenue was 0.3% below FY 09. FY 11 revenue is forecasted to rise 1.2% amid rising demand as the economy improves. FY 12 projected revenue is forecast to grow 2.4% over FY 11 actual revenue, while state forecasts call for FY 13 revenue to decline 1.5% from FY 12 levels.

[12] Section 9(c), Article XII, Florida Constitution
[13] Section 206.41(1)(b), Florida Statutes



911 Emergency Service Fee[14] – Prior to FY 09 this revenue was classified by the State of Florida as a charge for service. A change in the Florida Uniform Accounting System required that, beginning with FY 09, the County classify this as intergovernmental revenue. This fee is paid by landline telephone subscribers within Hillsborough County to fund the 911 emergency service program. The monthly rate is 50 cents per access line up to a maximum of 25 lines per account. There was a similar fee imposed by the State of Florida on cellular telephone subscribers to fund the electronic 911 system. Starting in FY 10, accounting for these two fees were required by the State to be consolidated for budget and reporting purposes.

The income from the 911 service fee grew steadily from FY 95 through FY 03. However, in FY 04 the revenue generated by landlines began to decline as the number of landline telephones declined. This decrease was more than offset by increases in fees



generated from cellular telephones as reflected in the constant growth from FY 97 to FY 11. For the same reasons discussed under the Communications Services Tax section, shifts from traditional phone service to non-taxable services like Voice over Internet Protocol (VOIP) are expected to negatively impact FY 12 revenues. FY 13

[14] Sections 365.172 - .173, Florida Statutes

revenue is forecast to increase 7.9%, reflecting. The FY 12 and FY 13 budgets include the statutorily required 5% reduction to the revenue estimate. Revenue estimates are provided by the 9-1-1 Agency based on staff expert opinion.

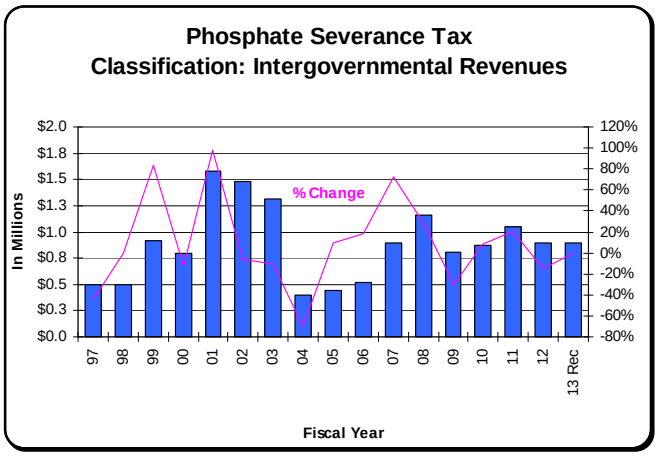
State Housing Initiatives Partnership Program - The State of Florida levies a Documentary Stamp Tax on all real estate transactions. Of total collections in each County, 11.3425% is returned to local governments to fund local affordable housing plans. The growth in this revenue generally follows the same pattern as Building Permits since they are interrelated. The high level of building activity in FY 98 and FY 99 caused the FY 99 revenue spike as seen in the chart below. Since mortgage refinancing is also subject to the documentary stamp tax, high levels of mortgage refinancing in FY 02 and FY 03 account for those years' increases. The housing market supported high growth in this revenue for FY 04, but as interest rates and home prices rose in 2005 and 2006 we experienced a decline in sales and corresponding revenues.

In FY 07, a one-time change in the method and timing of remittance of the revenue from the State resulted in significantly lower booked revenue for FY 07. FY 08 and FY 09 revenues were relatively flat with FY 06 levels, resulting from a weak economy and recognition that the slow housing markets are not projected to turn around before 2010.

In early 2009, Hillsborough County was notified by the State of Florida that, due to budgetary constraints at the State level, no SHIP grants will be awarded until further notice. No SHIP grants are expected in FY 12 or FY 13.

Phosphate Severance Tax[15] - The State of Florida levies a tax on phosphate rock mined in the state. The 1982 session of the State Legislature authorized a distribution of 10% of this tax to counties. To receive funds from this source, a county must demonstrate a nexus, direct or indirect, to the phosphate industry. The volatility of the phosphate industry in the late 1980's adversely affected the amount of tax levied; in FY 94 the state permanently reallocated a portion of these taxes to other jurisdictions.

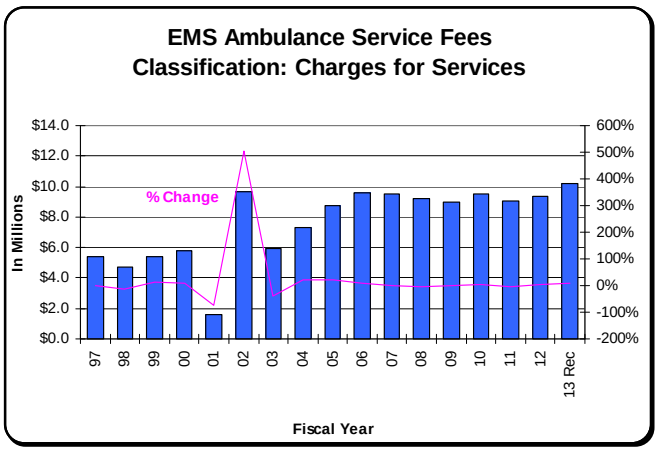
The chart shows this revenue's volatility over the years. Revenue in FY 99 reflected better international market conditions for phosphates and phosphatic fertilizer. In May 2000 the Legislature increased the county share of the tax from 10% to 18%. In FY 04, a major phosphate mining company scaled back operations in Hillsborough County and shifted them to Manatee and Hardee counties. This was a short term shift and revenues returned to near normal in FY 07, and grew an unanticipated 28.7% in FY 08. FY 09 actual revenues were 30.7% lower than FY 08. FY 10 actual revenue increased 8.9% from FY 09 levels, and is budgeted to increase 14.4% for FY 11, although the continued weak housing market will impact the actual revenue collected. FY 12 and FY 13 projections are for revenues to remain at FY 10 levels. Forecasts are based on Business and Support Services staff judgment and analysis of the number of phosphate mining reviews for the preceding three years.



Charges for Services

Charges for Services comprise 31.1% of recommended FY 13 budgeted income and include revenues from such services as ambulance transports, water, special recreation programs, sewer service charges, internal service charges, fees for housing federal prisoners, and municipal, commercial and franchise solid waste disposal fees. In preparing the County's annual budget, the departments whose operations are supported by these fees provide the estimates of anticipated revenue. Departments rely upon past trends and their accumulated expert knowledge to construct these estimates. Over the past several years, as a result of declining general revenues, the County has had to rely more heavily on this type of revenue.

One example of this type of revenue is illustrated by the chart on *EMS Ambulance Service Fees.* As the graph illustrates, these fees have been a steady source of revenue except in FY 01. In FY 99,



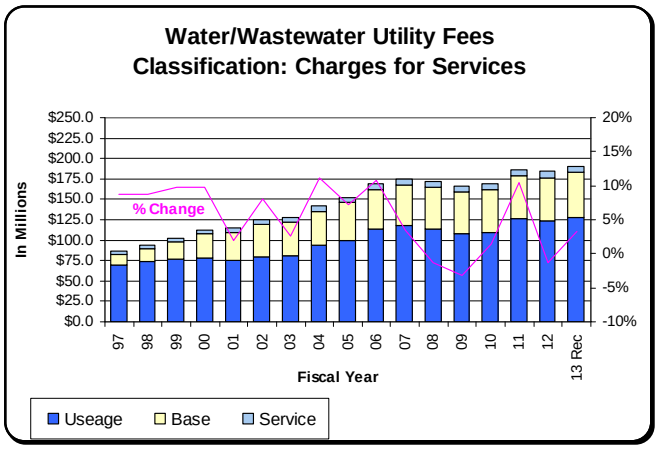
collections were contracted out and revenue began to rise. However, a problem with the collection vendor in FY 01 caused revenue to decrease substantially for that fiscal year, and rise substantially

[15] Section 211.3103, Florida Statutes

above the norm in FY 02. County growth accounted for the revenue growth from FY 03 through FY 06, at which time County growth slowed as the economy began its downturn and more service recipients found themselves unable to reimburse the County for transport services. This decrease is evident from FY 07 through FY 09. Actual FY 10 revenues increased 5.5% from FY 09, while FY 11 revenues declined 4.4% from FY 10. FY 12 revenues are projected to remain relatively flat with FY 11, with 9.7% growth projected for FY 13, reflecting estimates by the Fire Rescue Department, which 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. From FY 01 through FY 09, the standard residential Base Facility Charge for Potable Water was $7.90 per month, the Wastewater charge was $12.75 per month and the Customer Service Charge was $3.80 per month. The rates will be adjusted for indexing effective June 1, 2010 and June 1, 2011 resulting in the following new rates. The Residential Base Facility Charge for Potable Water will be $8.12, the Residential Base Facility Charge for Wastewater will be $13.11, and the Customer Service Charge will be $3.91. These base charges are in addition to Volumetric Charges, which are tiered as follows: $.66 for each 1,000 gallons up to 5,000 gallons, $1.85 for each 1,000 gallons from 5,001 to 15,000 gallons, $3.09 for each 1,000 gallons from 15,001 to 30,000 gallons, $4.63 per 1.000 gallons over 30,000 gallons, plus a Purchased-Water Pass-Through Charge of $2.77 per 1,000 gallons. Wastewater billable flow is charged at $4.22 for each 1,000 gallons.

In order to ensure that rates are sufficient to meet the financial needs of the County's Water and Wastewater System, a rate study is conducted by the Public Utilities Department every two years to set the rates for the biennial budget. Once completed the study is



validated by an independent consultant. This study is the basis for the monthly user charges for the following two years, with the exception of the "Purchased-Water Pass-Through" consumption charge to recover the cost of all retail and bulk potable water purchases. The Water Department calculates the "Purchased-Water Pass-Through" charge annually and implements any changes for the 12-month period on or about October 1 of each year. Growth and the need to reduce reliance on ground water pumping have required Tampa Bay Water to construct additional projects, including a water desalinization plant, which have increased the cost of bulk water purchased.

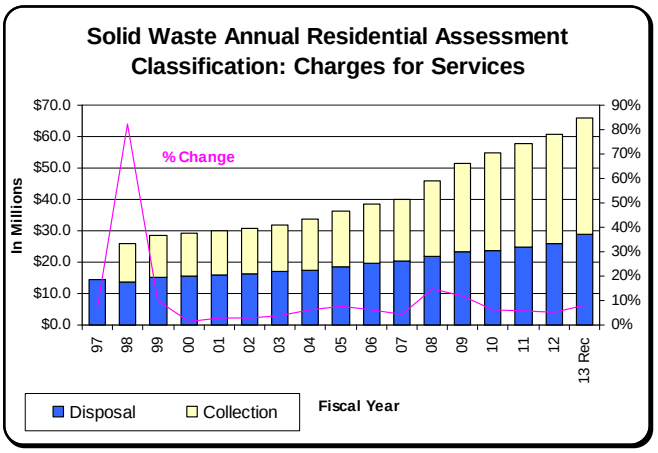
The Water/Wastewater chart shows that overall revenues from user, base and service charges grew steadily through FY 07, reflecting the impact of growth in the unincorporated area. The troubled real estate market is reflected in the 1.3% revenue decline for FY 08 and the additional 3.2% decline in FY 09 as fewer new homes translated to fewer new connections. FY 10 showed modest growth of 1.5%. Reflecting the improving economy, FY 11 revenues jumped 10.4% from FY 10. FY 12 is projected to be slightly below FY 11 revenues, with a strengthening housing market contributing to a projected 3.4% growth in FY 13.

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

The solid waste collection assessment was initially approved by the Board of County Commissioners (BOCC) on November 13, 1996, and went into effect on October 1, 1997. This assessment replaced the annual $82.08 fee residents previously paid directly to collectors for curbside service. Franchise collectors are now paid directly by the County. From FY 98 through FY 03 the rate was $76.20. For FY 04 the rate was $80.68, and increased to $85.16 for FY 05 through FY 07. For FY 08 the rate was $105.61. In FY 09 the rate was $118.44. For FY 10 the rate was $128.93. On May 20, 2010, the BOCC approved an increase to $135.02, which went into effect on January 1, 2011. Bond covenant requirements dictate that the rate will increase $1.21 to $136.23 for FY 12 and FY 13. This increase is offset by a $1.21 decrease in the disposal assessment.

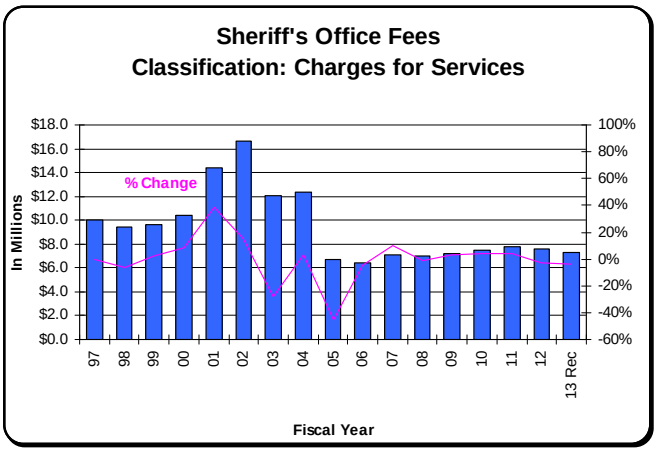
Residents are also assessed a solid waste disposal assessment on the ad valorem tax bill. These assessment fees replace the tipping fee previously charged by disposal facilities for residential refuse disposal, whether transported by the residential user or a commercial service. From FY 87 to FY 91, this assessment was $96.50 and was reduced to $84.00 in FY 92. In FY 96 and FY 97, the disposal fee was $89.71; in FY 98 through FY 07 this assessment decreased to $85.43. In FY 08 the assessment was $87.99, increasing to $90.63 in FY 09. For FY 10 the rate was $93.35, increasing to $96.15 for FY 11. As indicated above, in FY 12 the rate will be re-

duced by $1.21 to $94.94. Refuse originating from non-residential sources is subject to a tipping fee at the time of disposal.



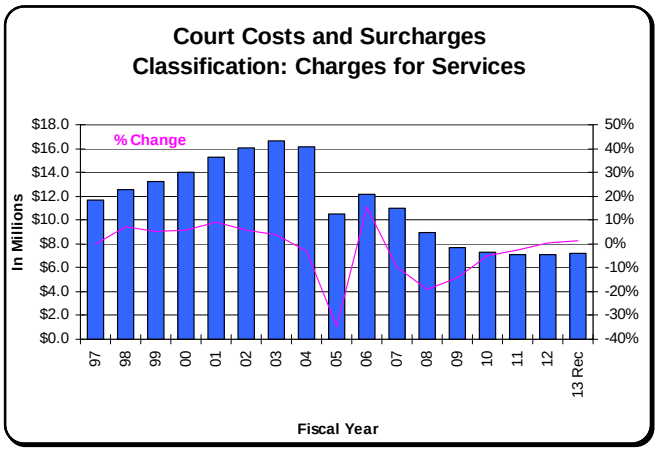
As a result of the rate increases discussed above and a strengthening economy, FY 11 revenue grew by 5.7% from FY 10. The improving economy will contribute to continued growth of 5.2% in FY 12 and 8.3% in FY 13. Estimates reflect Public Utilities Department expert staff judgment and existing property tax rolls.

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



ceased in FY 03. In FY 05, an apparent drop in Sheriff's Office Fees as illustrated in the graph below was in fact due to an accounting change that reclassified revenue received by the Sheriff for housing federal prisoners from Charges for Services to Residual Equity. This reclassification resulted in this revenue no longer being budgeted under the BOCC, but is being remitted to the BOCC at fiscal year end as part of the Sheriff's residual equity. Sheriff's Office Fee revenue estimates are provided by the Sheriff's Office based on the estimated cost to provide these services to the outside agencies, and are forecast to decline from FY 11 levels by 3.0% in FY 12, and an additional decrease of 4.1% for FY 13.

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



The Clerk of the Circuit Court, together with Business and Support Services, develop the estimates for these new fees using expert judgment and 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 the weak real estate market, resulted in FY 09 revenues decreasing by 14.2% from FY 08, 4.9% in FY 10, and an additional 2.8% for FY 11. FY 12 revenues are forecast to remain relatively flat. Revenue is not expected to return to positive growth until FY 13, when housing markets are forecast to improve and revenue is forecast to increase 1.3% from FY 12.

Fines and Forfeitures

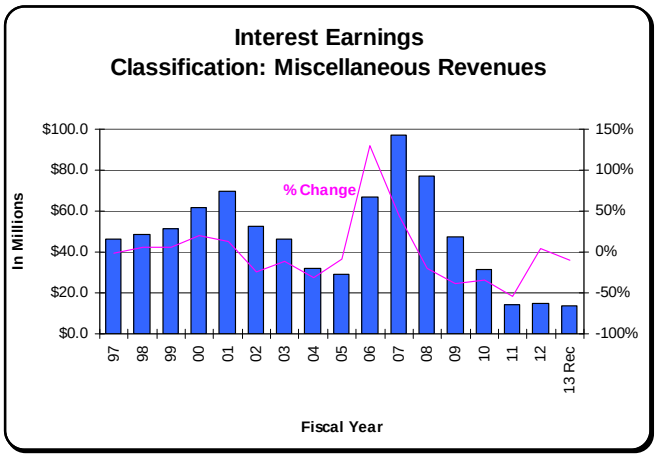
Fines and Forfeitures comprise only 0.4% of the County's current year's revenues. Prior to July 1, 2004, these revenues consisted

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 annual revenue loss of $1.0 million.

Miscellaneous Revenues

Miscellaneous Revenues account for 2.6% of projected FY 13 revenues. Note that special assessments and impact fees no longer fall under this state classification as the State of Florida reclassified these revenues as Licenses and Permits. As a result of continued low interest rates and the corresponding impact on investment vehicle yields, interest now accounts for less than half of the revenues in this category. 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. It also reflects the net change in the fair value of investments, as required to be reported under governmental accounting standards. The County does not currently budget for unrealized changes in the value of its investments, but they are reflected in its financial statements and they impact future years' budgets through changes in the fund balance brought forward.

Interest Earnings – Interest revenue is the largest component of Miscellaneous Revenues and affects every county fund. As the chart below shows, there can be a great deal of fluctuation in interest earnings. The main reasons for this fluctuation are changes in interest rates and changes in investment term structure. The spikes in FY 96 and FY 01 are due to short term interest rate increases while the declines from FY 02 through FY 05 are due to short term interest rate decreases. On June 30, 2004 the Federal Reserve Board of Governors (Fed), in response to improving economic growth, began a string of short term interest rates increases. From June 2004 through June 2006 the Fed increased the Federal Funds rate a total of 425 basis points. The Fed made no additional changes until lowering the rate a total of 75 basis points in September and October 2007 in response to worsening mortgage markets and other weaknesses in the economy. Amid fears of recession and financial stress, the Fed aggressively lowered its rate target another 350 basis points through October 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 dropped to near zero and remained there through mid-2012. The Federal Reserve has stated its intention to hold rates near zero through 2014. These actions, coupled with the maturity of higher yielding County investments and replacement with low yielding investments, have curtailed interest income since FY 07. Continued weak performance is anticipated to continue through FY 13.



The other component of interest earnings is average daily cash balance. Overall this tended to fluctuate very little from FY 97 through FY 07. Several factors since FY 07 have resulted in a decrease in average daily cash balance through FY 13. These include declining average fund balance estimates due to lower ad valorem revenues anticipated through FY 13 offset partially by increasing sales tax revenues in FY 12 and FY 13 as previously discussed. These factors, coupled with the previously discussed Fed action to maintain low interest rates will continue to contribute to restrained interest earnings through FY 13. Business and Support Services 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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended	% Total FY 12
Taxes						
Ad Valorem Taxes	**D**	$631,101,018	$561,081,462	$564,149,809	$549,510,651	33.2%
Community Investment Tax	**D**	88,073,757	91,559,464	96,192,111	99,335,266	6.0%
Indigent Healthcare Surtax	**D**	88,073,860	91,501,674	96,192,111	99,335,266	6.0%
Local Option Six-Cents Fuel Tax	**D**	24,830,105	24,369,448	25,730,452	22,730,022	1.4%
Communications Services Tax	**D**	24,871,132	25,872,876	25,755,896	24,616,042	1.5%
Tourist Development Tax	**D**	17,537,995	19,104,025	20,150,000	21,000,000	1.3%
Ninth-Cent Gas Tax	**D**	6,680,499	6,562,915	6,929,113	6,886,069	0.4%
Other Taxes		1,963,423	2,246,625	2,038,200	1,972,377	0.1%
Total Taxes		**883,131,789**	**822,298,489**	**837,137,692**	**825,385,693**	**49.9%**
Licenses & Permits						
Building Permits	**D**	9,046,834	9,361,594	4,527,803	6,611,835	0.4%
Fire Impact Fees		159,306	0	0	0	0.0%
Water/Wastewater Impact Fees		2,899,464	3,679,137	1,351,990	2,106,295	0.1%
School Impact Fees		6,984,638	8,581,610	5,830,000	5,830,000	0.4%
Transportation Impact Fees		2,790,002	1,979,025	1,544,000	1,874,100	0.1%
Parks Impact Fees		780,976	596,643	400,000	565,473	0.0%
Special Assessments - Capital Improvement		22,444,451	22,813,708	23,102,995	23,169,613	1.4%
Special Assessments - Water/Wastewater		7,784,551	7,849,333	7,817,551	7,838,562	0.5%
Special Assessments - Stormwater		5,916,921	6,000,139	5,700,000	5,700,000	0.3%
Other Licenses & Permits		1,126,661	1,240,993	1,290,088	1,298,210	0.1%
Total Licenses & Permits		**59,933,804**	**62,102,182**	**51,564,427**	**54,994,088**	**3.3%**
Intergovernmental Revenue						
State Shared Revenues						
Local Government Half-Cent Sales Tax	**D**	73,552,571	76,522,633	79,602,707	83,150,858	5.0%
State Revenue Sharing	**D**	23,678,576	24,461,308	24,364,164	25,845,777	1.6%
Constitutional Fuel Tax	**D**	10,752,404	10,771,813	11,097,589	10,964,144	0.7%
Shared State Restricted Revenue		10,042,919	10,328,913	8,951,708	9,391,989	0.6%
County Fuel Tax	**D**	4,693,365	4,703,245	4,816,326	4,742,117	0.3%
Shared State General Revenues		4,433,857	4,570,765	5,954,871	5,952,871	0.4%
Other Intergovernmental Revenues		879,168	761,222	25,500	25,500	0.0%
		128,032,860	132,119,899	134,812,865	140,073,256	8.5%
Intergovernmental Grants						
Head Start/Early Head Start Grant	**D**	17,044,429	29,010,041	28,088,265	28,186,836	1.7%
Section 8 Housing Grant	**D**	15,051,939	16,515,884	0	0	0.0%
Ryan White Emergency Relief Grant	**D**	12,470,299	13,923,958	11,463,226	9,403,477	0.6%
Federal Human Services Grants		17,501,648	14,604,036	9,092,632	7,801,409	0.5%
Community Development Block Grant		6,427,704	2,721,476	5,416,663	5,176,540	0.3%
State Health & Human Svcs Grants		6,162,459	5,569,190	5,864,112	5,032,313	0.3%
Federal Health Grants		3,430,170	3,372,342	3,933,379	3,891,560	0.2%
Fed Economic Environment Grants		17,690,164	6,083,935	4,151,795	3,188,218	0.2%
State Physical Environment Grants		2,668,125	2,682,854	2,121,083	1,793,439	0.1%
Other State Grants		10,361,557	3,805,375	2,441,170	2,241,988	0.1%
Other Federal Grants		16,306,993	25,803,314	4,706,860	4,115,585	0.3%
Local Grants		4,184,704	2,651,039	621,324	390,661	0.0%
		129,300,191	126,743,444	77,900,509	71,222,026	4.3%
Total Intergovernmental Revenue		**257,333,051**	**258,863,343**	**212,713,374**	**211,295,282**	**12.8%**

COUNTY REVENUES BY SOURCE

		FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended	% Total FY 12
Charges for Services						
Water/Wastewater Utility Fees						
Water/Wastewater Usage Fees	**D**	110,987,271	125,799,176	123,672,393	127,646,596	7.7%
Water/Wastewater Base Fees	**D**	52,205,521	53,446,552	53,145,020	55,080,845	3.3%
Accrued Guaranteed Revenue Fees		5,173,275	6,170,671	3,465,315	6,065,890	0.4%
Customer Monthly Billing Charge	**D**	7,261,569	7,450,113	7,388,336	7,665,203	0.5%
Other Water/Wastewater Utility Fees		687,868	2,523,698	1,557,325	1,821,000	0.1%
		176,315,504	195,390,210	189,228,389	198,279,534	12.0%
Solid Waste Fees						
Solid Waste Residential Assessments	**D**	54,639,505	57,792,716	60,798,499	65,853,075	4.0%
Solid Waste Tipping Fees		23,262,483	24,290,973	27,172,648	23,212,775	1.4%
Solid Waste Recycling Revenue		19,059,622	16,552,625	18,304,562	18,167,886	1.1%
		96,961,610	98,636,314	106,275,709	107,233,736	6.5%
Other User Fees						
Ambulance Fees	**D**	9,488,087	9,071,318	9,323,576	10,229,736	0.6%
Court Costs & Surcharges	**D**	7,264,293	7,064,648	7,101,355	7,193,965	0.4%
Planning & Growth Management Fees		4,354,353	3,571,189	3,149,151	668,391	0.0%
Sheriff's Office Fees	**D**	7,531,413	7,818,927	7,587,994	7,279,113	0.4%
Public Safety Fees		2,808,140	2,771,639	2,750,681	2,511,916	0.2%
Environment & Physical Resource Fees		4,360,155	2,275,868	2,325,085	3,429,170	0.2%
Transportation Fees		5,179,161	4,196,418	3,954,891	3,869,338	0.2%
Human Services & Recreation Fees		7,097,798	7,866,345	7,863,368	6,448,884	0.4%
Economic Environment Fees		74,001	158,201	168,999	128,500	0.0%
Other User Fees		2,988,543	3,290,875	11,685,632	11,472,183	0.7%
		51,145,944	48,085,428	55,910,732	53,231,196	3.2%
Internal Charges						
Internal Service Charges - Insurance		60,728,123	55,989,454	55,398,153	52,508,910	3.2%
Indirect Administrative Costs		46,302,298	43,939,523	42,013,008	41,474,295	2.5%
Internal Service Charges - Fleet		27,933,648	29,376,043	30,335,533	31,148,009	1.9%
Employee Health Insurance Premiums		21,626,864	23,562,610	26,394,084	22,324,332	1.4%
Insurance & Technology Reimbursements		7,397,092	7,631,950	7,612,357	8,109,210	0.5%
		163,988,025	160,499,580	161,753,135	155,564,756	9.4%
Charges for Services Total		**488,411,083**	**502,611,532**	**513,167,965**	**514,309,222**	**31.1%**
Fines & Forfeits		**6,109,894**	**5,551,089**	**5,562,878**	**5,907,438**	**0.4%**
Miscellaneous Revenue						
Water/Wastewater Special Assessments		0	0	0	0	0.0%
Interest	**D**	24,565,128	14,564,464	15,102,953	13,582,025	0.8%
Other Miscellaneous Revenues		63,357,635	73,358,299	72,819,810	74,340,738	4.5%
Miscellaneous Revenue Total		**87,922,763**	**46,987,682**	**43,741,136**	**43,001,849**	**2.6%**
Total Revenue - All Types		**$1,782,842,384**	**$1,698,414,317**	**$1,663,887,472**	**$1,654,893,572**	**100.0%**

Notes:

(1) Those revenues with a **"D"** following the title are discussed in more detail in the narrative prior to this table.

(2) Schedule excludes non-operating revenues which include fund balance, transfers, debt proceeds and residual equity.

COUNTY REVENUES BY DEPARTMENT / AGENCY

	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
BOARD OF COUNTY COMMISSIONERS	**$1,142,352,856**	**$1,048,069,899**	**$1,062,383,618**	**$1,054,637,300**
COUNTY ATTORNEY	**583,314**	**393,487**	**428,600**	**444,000**
COUNTY ADMINISTRATOR				
Aging Services	7,423,170	3,525,389	0	0
Affordable Housing	22,194,108	25,260,822	7,894,065	7,119,330
Animal Services	3,003,384	2,976,356	3,091,960	2,859,588
Business and Support Services	0	282,845	1,418,342	1,288,045
County Administrator	37,636	30,337	0	0
Code Enforcement	1,330,057	1,257,837	1,257,056	1,486,462
Consumer Protection	121	0	0	0
Housing and Code Enforcement (Closed)	1,043,201	552,783	0	0
Client and Liaison Services	2,979,948	2,478,542	(195,167)	0
Communications and HTV	406,976	479,433	109,110	119,378
Children's Services	24,170,749	11,718,364	0	0
The Center for Development Services	0	0	0	8,024,990
Economic Development	106,610	241,828	264,790	219,518
Extension Services	193,905	177,171	143,860	140,660
Emergency Management	570,732	279,646	0	0
Equal Opportunity Administrator	143,783	72,531	0	0
Emergency Telephone (911)	7,239,160	7,563,936	6,360,037	6,847,148
Facilities Management Services	0	0	0	1,120,000
Family and Aging Services	0	46,322,150	63,937,898	59,368,985
Fiscal & Support Services - Public Services Tear	0	0	8,278,635	7,339,483
Fleet Management	31,118,197	31,217,764	32,041,885	32,940,836
Fire Rescue	12,393,027	11,754,538	11,869,201	12,292,204
Government Services Administration	0	0	404,613	460,010
Human Resources	885	0	0	0
Health and Social Services	46,694,234	11,778,046	0	0
Information Technology Services	741	1,596	1,968	1,380
Library Services	1,761,540	1,935,448	1,813,700	1,808,539
Medical Examiner	165,784	149,115	149,200	120,900
Development Services	14,002,667	13,745,851	8,329,486	671,439
Procurement Services	182,007	0	0	0
Parks, Recreation and Conservation	5,913,381	5,083,005	5,403,980	4,104,896
Public Utilities Department	0	314,182,796	311,698,716	322,355,589
Public Works	3,252,620	2,412,890	2,824,579	4,776,655
Real Estate Services	4,799,626	4,135,205	1,920,350	755,990
Solid Waste	97,448,780	0	0	0
Water Resource Services	194,299,462	0	0	0
Water Resources Team	15,060	3,865	0	0
TOTAL COUNTY ADMINISTRATOR	**482,891,551**	**499,620,089**	**469,018,264**	**476,222,025**
ELECTED OFFICIALS				
Sheriff's Office	10,701,958	10,284,256	9,716,834	9,508,994
State Attorney (Part I)	19	312	0	0
State Attorney (Victims' Assistance)	208,601	198,401	225,000	225,000
Supervisor of Elections	164,772	975,615	35,000	75,344
Tax Collector	122,430	66,550	86,000	67,000
TOTAL ELECTED OFFICIALS	**11,197,780**	**11,525,134**	**10,062,834**	**9,876,338**

COUNTY REVENUES BY DEPARTMENT / AGENCY

	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
JUDICIAL BRANCH	**6,995,572**	**1,169,429**	**1,864,718**	**139,538**
BOARDS, COMMISSIONS & AGENCIES				
Civil Service Board	171,601	182,672	248,610	245,282
Environmental Protection Commission	6,187,813	5,733,791	5,831,295	5,326,461
Law Library	50,765	51,602	51,566	51,739
Metropolitan Planning Organization	2,219,835	2,147,881	1,654,603	2,254,603
Planning Commission	799,017	394,192	570,500	386,500
Value Adjustment Board	238,600	240,692	233,807	200,145
TOTAL BOARDS, COMMISSIONS & AGENCIES	**9,667,631**	**8,750,830**	**8,590,381**	**8,464,730**
NON-DEPARTMENTAL				
Capital Improvement Program	16,650,376	20,033,821	1,140,102	0
Debt Service	20,074,012	19,114,763	19,259,561	19,254,500
Governmental Agencies	37,000	37,000	37,000	37,000
Non-Departmental Allotments [2]	92,350,549	89,699,655	91,102,394	85,818,141
Non-Profits	41,743	0	0	0
TOTAL NON-DEPARTMENTAL	**129,153,680**	**128,885,239**	**111,539,057**	**105,109,641**
TOTAL REVENUE	**$1,782,842,384**	**$1,698,414,107**	**$1,663,887,472**	**$1,654,893,572**

Notes:

(1) Schedule excludes non-operating revenues which include fund balance, transfers, debt proceeds and residual equity.

(2) Non-departmental allotment revenue reflects internal service fund charges to other funds.

Hillsborough County
Florida

MILLAGE COMPARISON

	FY 10 ADOPTED		FY 11 ADOPTED	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.7423	$420,116,917	5.7407	$372,401,800
TOTAL OPERATING	5.7423	420,116,917	5.7407	372,401,800
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	4,434,304	0.0604	3,933,032
TOTAL DEBT	0.0604	4,434,304	0.0604	3,933,032
TOTAL OPERATING & DEBT	5.8027	424,551,221	5.8011	376,334,832
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3745	194,942,183	4.3745	174,377,411
Library Services	0.5583	39,173,797	0.5583	34,773,356
TOTAL OPERATING	4.9328	234,115,980	4.9328	209,150,767
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	1,154,190	0.0259	1,032,432
TOTAL OPERATING & DEBT	4.9587	235,270,170	4.9587	210,183,199
TOTAL BOCC	**10.7614**	**$659,821,391**	**10.7598**	**$586,518,031**

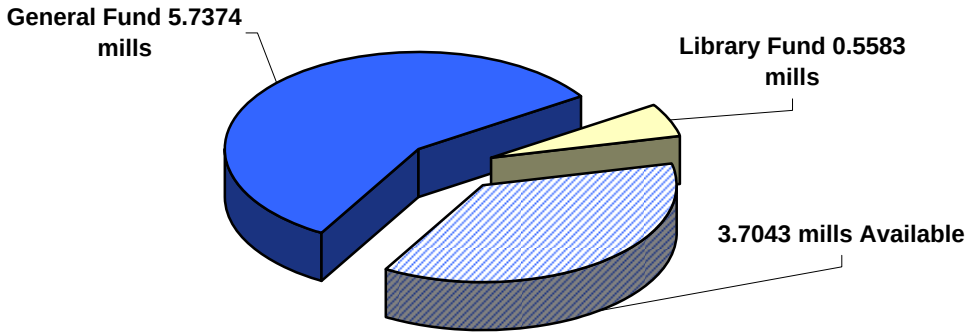
TAXABLE PROPERTY VALUES	**FY 10**	**FY 11**
COUNTYWIDE		
Value of Existing Property	$71,983,403,944	$63,933,588,594
Value of New Construction	1,178,380,839	936,862,770
Total Taxable Value	$73,161,784,783	$64,870,451,364
ELAPP DEBT SERVICE		
Value of ELAPP Property	$73,415,622,752	$65,116,419,986
Total Taxable Value	$73,415,622,752	$65,116,419,986
UNINCORPORATED(MSTU)		
Value of Existing Property	$43,925,124,495	$39,326,744,137
Value of New Construction	638,181,598	535,505,522
Total Taxable Value	$44,563,306,093	$39,862,249,659
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	$69,026,403,721	$61,368,922,765
Value of New Construction	1,139,810,045	915,432,498
Total Taxable Value	$70,166,213,766	$62,284,355,263

MILLAGE COMPARISON

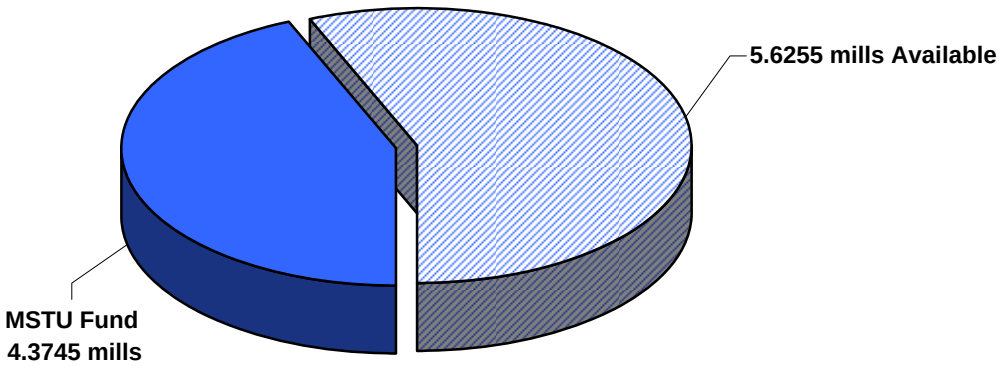
	FY 12 ADOPTED		FY 13 RECOMMENDED	
	MILLAGE	LEVY	MILLAGE	LEVY
COUNTYWIDE				
OPERATING				
General Revenue Fund	5.7391	$356,403,108	5.7374	$347,284,822
TOTAL OPERATING	5.7391	356,403,108	5.7374	347,284,822
DEBT SERVICE				
Environ. Sensitive Lands	0.0604	3,765,154	0.0604	3,670,508
TOTAL DEBT	0.0604	3,765,154	0.0604	3,670,508
TOTAL OPERATING & DEBT	5.7995	360,168,262	5.7978	350,955,330
NON COUNTYWIDE				
OPERATING				
General Purpose MSTU	4.3745	166,911,034	4.3745	162,337,695
Library Services	0.5583	33,313,287	0.5583	32,487,477
TOTAL OPERATING	4.9328	200,224,321	4.9328	194,825,172
DEBT SERVICE				
Parks & Recreation Bonds	0.0259	988,226	0.0259	961,149
TOTAL OPERATING & DEBT	4.9587	201,212,547	4.9587	195,786,321
TOTAL BOCC	**10.7582**	**$561,380,809**	**10.7565**	**$546,741,651**

TAXABLE PROPERTY VALUES	**FY 12**	**FY 13**
COUNTYWIDE		
Value of Existing Property	$61,520,175,624	$59,835,200,000
Value of New Construction	580,695,319	694,800,000
Total Taxable Value	$62,100,870,943	$60,530,000,000
ELAPP DEBT SERVICE		
Value of ELAPP Property	$62,336,980,209	$60,770,000,000
Total Taxable Value	$62,336,980,209	$60,770,000,000
UNINCORPORATED(MSTU)		
Value of Existing Property	$37,795,186,944	$36,643,900,000
Value of New Construction	360,267,135	466,100,000
Total Taxable Value	$38,155,454,079	$37,110,000,000
SPECIAL LIBRARY DISTRICT		
Value of Existing Property	$59,098,173,463	$57,518,700,000
Value of New Construction	570,977,252	671,300,000
Total Taxable Value	$59,669,150,715	$58,190,000,000

Hillsborough County's
Use of the Countywide 10-mill Cap
FY 13



Hillsborough County's
Use of the Unincorporated Area 10-mill Cap
FY 13



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 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 $150 by the FY 13 recommended countywide millage rate	5.7374
Equals the amount of countywide property tax levied on property	**$659.80**

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 House Bill 1B 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 mandates 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 portablility 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.

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.

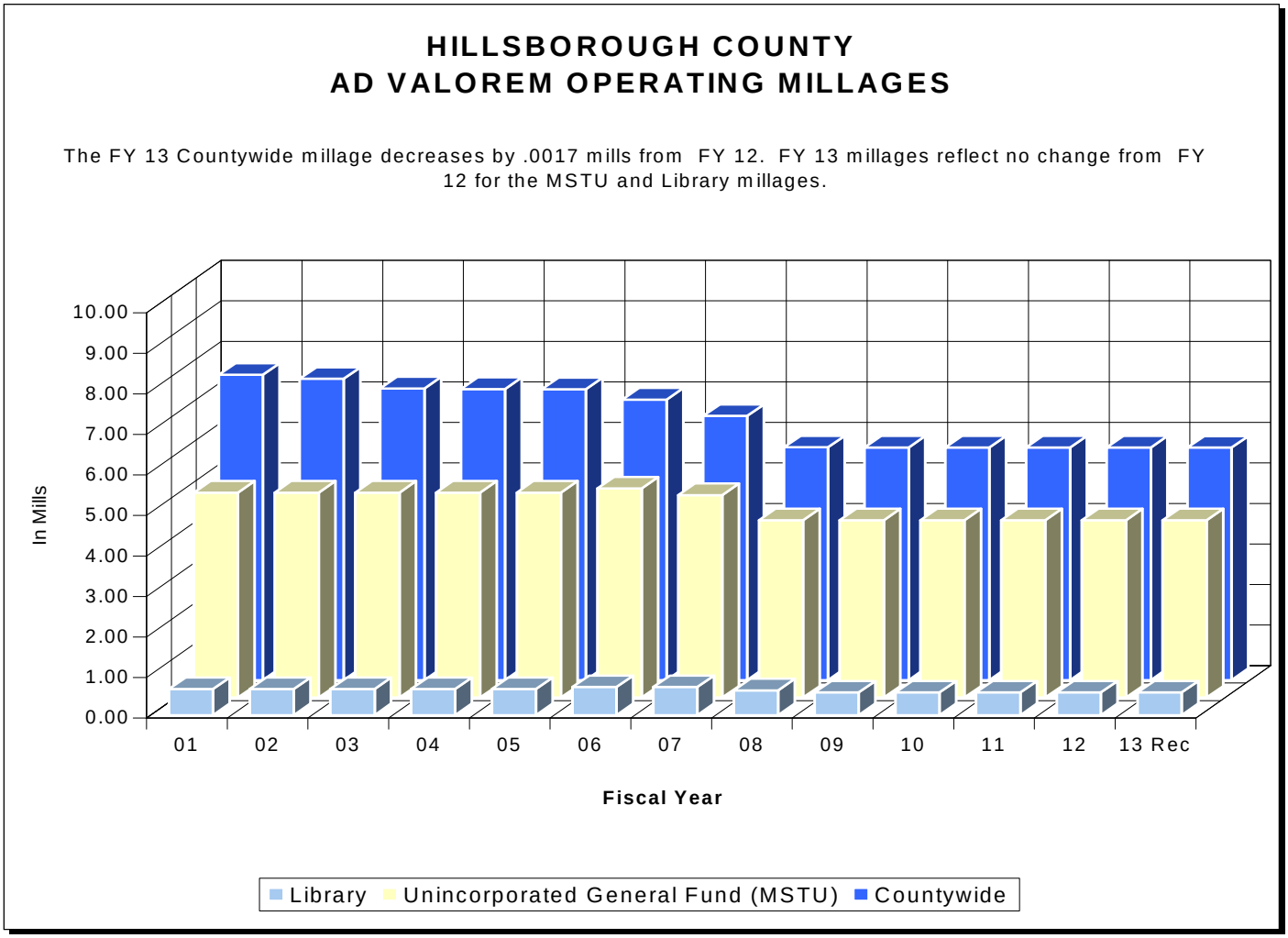
CALCULATION OF THE ESTIMATED AGGREGATE ROLLED-BACK RATE [1]

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 = *$548,311,108*

Divided by

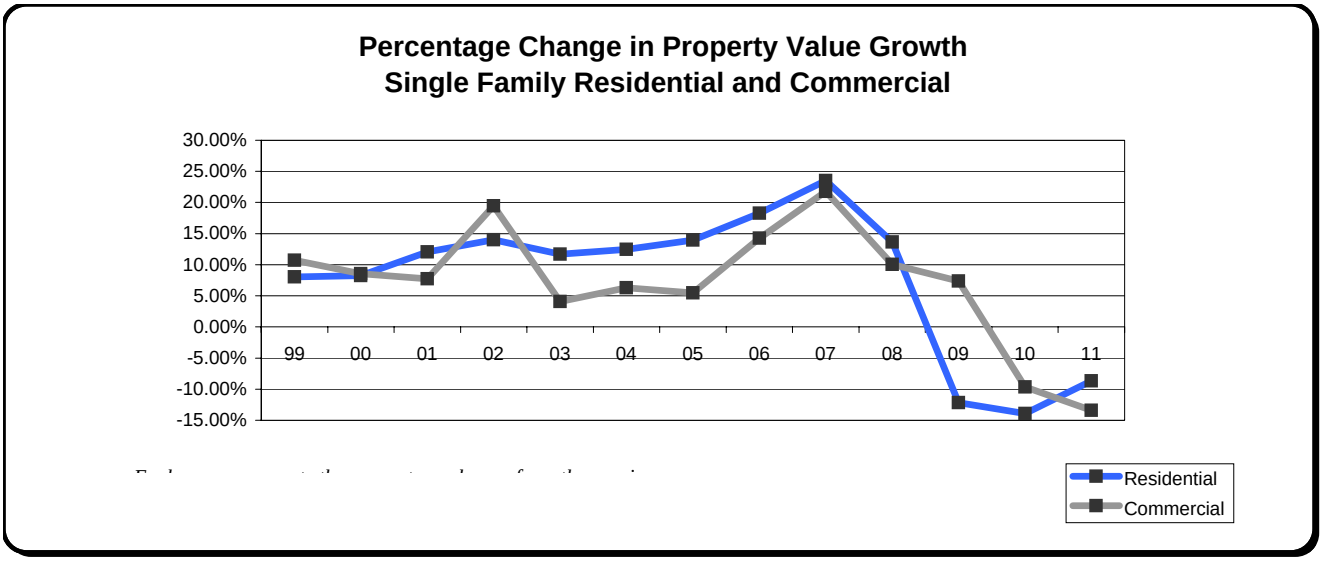
Amount of Taxable Value of Countywide Property Less New Construction and Less Dedicated Tax Increment Values in the Current Year = *$58,422,791,075*

The result of this calculation is the Aggregate Rolled-Back Rate of 9.3852 Mills or $9.39 per $1,000 of Taxable Value



[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. The example above incorporates changes to calculating the aggregate rolled back rate resulting from voter approval of Amendment One in January 2008.

CHANGES IN TAXABLE VALUES BY PROPERTY CLASSIFICATION

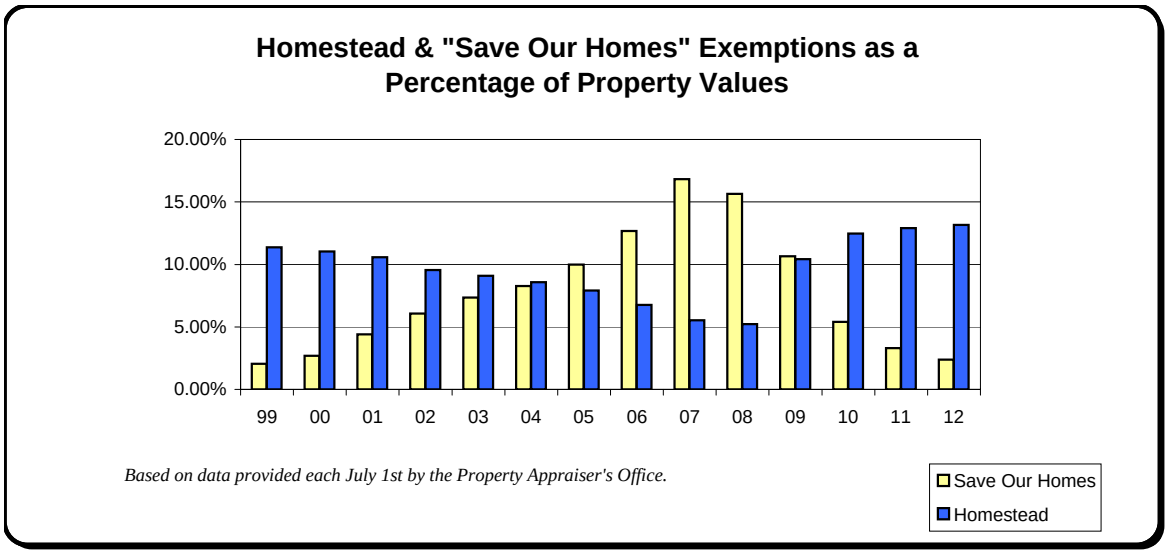


Property Value Changes by Fiscal Year

	Single Family Residential	Percent Change	Other Residential	Percent Change	Commercial Property	Percent Change
FY 99	13,198,217,817	8.02%	4,019,231,028	13.32%	6,200,916,982	10.74%
FY 00	14,289,708,196	8.27%	4,317,155,359	7.41%	6,730,265,982	8.54%
FY 01	16,014,033,679	12.07%	4,949,637,164	14.65%	7,251,847,484	7.75%
FY 02	18,259,923,201	14.02%	5,549,428,379	12.12%	8,661,193,865	19.43%
FY 03	20,394,688,550	11.69%	6,374,044,430	14.86%	9,013,883,894	4.07%
FY 04	22,934,737,007	12.45%	6,793,625,845	6.58%	9,581,626,323	6.30%
FY 05	26,138,770,886	13.97%	7,873,449,051	15.89%	10,104,938,385	5.46%
FY 06	30,915,682,246	18.28%	9,450,610,601	20.03%	11,548,275,836	14.28%
FY 07	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	-4.76%	8,319,781,336	-1.79%	12,382,858,678	-4.78%

	Industrial Property	Percent Change	All Others	Percent Change	Total	Percent Change
FY 99	1,686,638,788	5.62%	1,305,415,774	13.79%	26,410,420,389	9.54%
FY 00	1,752,549,629	3.91%	1,733,031,263	32.76%	28,822,710,429	9.13%
FY 01	1,873,696,959	6.91%	1,678,329,130	-3.16%	31,767,544,416	10.22%
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%

MAJOR TAX EXEMPTIONS AS A PERCENTAGE OF PROPERTY VALUES



Exemption Percentages by Fiscal Year

	Homestead Exemption	Percent Value	Save Our Homes Capped Value	Percent Value	Total Just Value
FY 99	5,190,630,272	11.36%	935,144,739	2.05%	45,674,754,732
FY 00	5,362,840,969	11.04%	1,306,247,070	2.69%	48,556,382,426
FY 01	5,607,405,231	10.59%	2,326,873,676	4.39%	52,973,587,748
FY 02	5,779,692,739	9.55%	3,676,013,568	6.07%	60,544,259,230
FY 03	6,050,603,029	9.08%	4,892,551,853	7.34%	66,634,913,844
FY 04	6,232,289,649	8.59%	6,007,667,195	8.28%	72,567,375,597
FY 05	6,368,801,924	7.90%	8,052,535,399	9.99%	80,616,025,668
FY 06	6,485,566,862	6.77%	12,150,844,977	12.68%	95,836,796,083
FY 07	6,624,674,302	5.53%	20,163,626,163	16.83%	119,776,510,189
FY 08	6,808,035,527	5.23%	20,353,986,976	15.64%	130,134,318,243
FY 09	13,164,111,107	10.43%	13,449,284,468	10.65%	126,272,071,232
FY 10	13,272,349,483	12.47%	5,741,024,515	5.39%	106,437,479,757
FY 11	12,060,696,636	12.89%	3,095,016,986	3.31%	93,536,916,919
FY 12	11,691,712,610	13.16%	2,115,377,944	2.38%	88,874,185,134

	Governmental Exemption	Percent Value	Institutional Exemption	Percent Value	Total Just Value
FY 99	4,258,504,816	9.32%	1,612,142,919	3.53%	45,674,754,732
FY 00	4,278,787,032	8.81%	1,730,310,571	3.56%	48,556,382,426
FY 01	4,177,347,947	7.89%	1,870,241,043	3.53%	52,973,587,748
FY 02	5,030,944,798	8.31%	1,944,261,140	3.21%	60,544,259,230
FY 03	5,748,348,033	8.63%	2,137,548,638	3.21%	66,634,913,844
FY 04	6,070,710,125	8.37%	2,310,504,198	3.18%	72,567,375,597
FY 05	6,393,756,217	7.93%	2,458,348,568	3.05%	80,616,025,668
FY 06	7,533,544,648	7.86%	3,091,491,665	3.23%	95,836,796,083
FY 07	8,471,291,561	7.07%	3,409,197,015	2.85%	119,776,510,189
FY 08	8,565,739,625	6.58%	3,484,187,822	2.68%	130,134,318,243
FY 09	9,158,454,504	7.25%	3,685,045,431	2.92%	126,272,071,232
FY 10	8,355,520,371	7.85%	3,447,058,024	3.24%	106,437,479,757
FY 11	7,546,502,188	8.07%	3,090,445,552	3.30%	93,536,916,919
FY 12	7,287,453,720	8.20%	2,979,434,475	3.35%	88,874,185,134

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 07	FY 08	FY 09	FY 10	FY 11	FY 12 Adopted	FY 13 Recommended
TAXES LEVIED COUNTYWIDE							
BOCC - General Fund	$912.80	$804.24	$660.55	$660.36	$660.18	$660.00	$659.80
BOCC - General Obligation Debt	9.34	8.46	6.95	6.95	6.95	6.95	6.95
Southwest Florida Water Mgmt District *	59.08	54.12	44.46	44.46	43.36	45.17	NA
School Board (incl. General Oblig. Debt)	1,095.22	1,053.22	1,088.78	1,076.88	873.08	910.00	929.32
Children's Board *	70.00	64.88	57.50	57.50	57.50	57.50	NA
Port Authority*	30.80	27.75	22.43	22.14	21.85	21.85	NA
TOTAL COUNTYWIDE TAXES	**$2,177.24**	**$2,012.67**	**$1,880.66**	**$1,868.29**	**$1,662.91**	**$1,701.46**	**$1,596.06**
TAXES LEVIED WITHIN SPECIFIC AREAS							
Library District	$96.92	$85.16	$64.20	$64.20	$64.20	$64.20	$64.20
Municipal Services Taxing Unit (MSTU)	699.36	612.57	503.07	503.07	503.07	503.07	503.07
MSTU Parks General Obligation Debt **	4.00	3.63	2.98	2.98	2.98	2.98	2.98
Hillsborough Area Regional Transit*	70.00	70.00	53.84	53.84	53.84	57.50	NA
Hillsborough River Basin*+	39.90	35.66	29.29	27.84	26.45	0.00	NA
TOTAL TAXES WITHIN SPECIFIC ARE	**$910.18**	**$807.02**	**$653.38**	**$651.94**	**$650.54**	**$627.75**	**$570.25**
TOTAL AD VALOREM TAXES	**$3,087.42**	**$2,819.68**	**$2,534.04**	**$2,520.22**	**$2,313.46**	**$2,329.21**	**$2,166.31**
$ change from preceding year:	($105.14)	($267.74)	($285.64)	($13.82)	($506.23)	$15.76	($162.90)
% change from preceding year:	(3.3%)	(8.7%)	(10.1%)	(0.5%)	(18.0%)	0.7%	(7.0%)

Notes:

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

** Homeowners residing within the municipalities of Tampa, Temple Terrace, or Plant City pay city taxes instead of the MSTU taxes. The Hillsborough Area Regional Transit Tax is not levied in Plant City. The Library District tax is not levied in Temple Terrace or Plant City. 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.

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.

Weak economic performance during the first half of 2011 was followed by more encouraging performance in late 2011. Uncertainty regarding national and international struggles with sovereign debt levels, natural disasters, and energy costs created heightened fears of renewed recession which turned to tentative and cautious optimism in later 2011. Fourth quarter GDP growth accelerated to 3.0%. Weaker business investment and slower inventory accumulation lead to only 1.9% GDP growth for the first quarter 2012. On the positive side consumer spending and net exports supported overall growth.

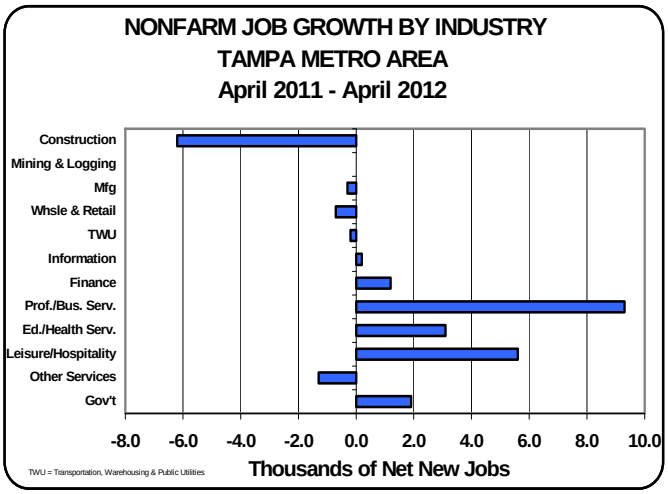
Late spring has brought renewed concerns about the Euro crisis, slowing growth in China, and uncertainty regarding possible US tax increases and spending cuts at the end of the year. These are once again taking a toll on US business confidence. Hiring has slowed. Weak growth in Europe and China will be a drag on US exports. Whereas only recently analysts expected US growth to accelerate in late 2012 and 2013, expectations are now for slower growth.

Jobs are again a concern. Monthly US job growth in the first three months of 2012 averaged 226,000. April job growth fell to 77,000 and May fell further to 69,000. Initial unemployment compensation claims data, however, show job losses are trending downward since a bump upward during April. Slow job growth seems to be related to a reluctance of firms to hire rather than increasing job losses. Although there is renewed concern regarding the pace of job growth the improvements compared to recent years remain. There is, however, still room for more improvement.

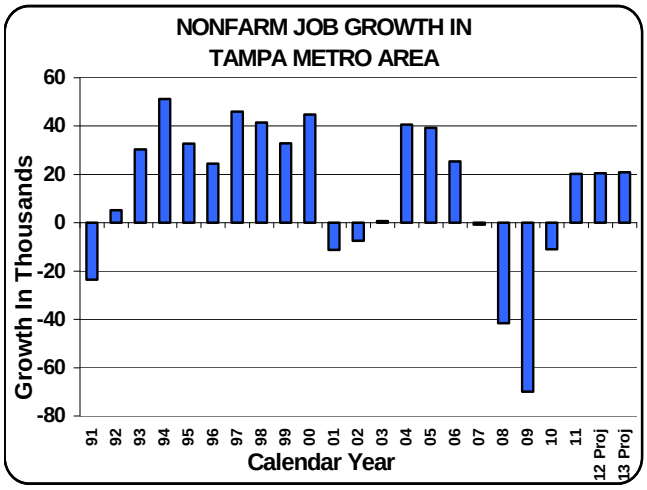
As job markets stabilize, at least in terms of fewer job losses, retail sales have improved from the low levels of 2009. Year-ago US retail sales growth has been positive the last 30 months. After rising at more than 8% in mid-2011, 2012 growth rates have moderated to 6.4% for April. Warm winter weather likely pulled some sales forward. Retail sales are still growing, driven by a release of pent-up demand and declining job losses. Falling housing prices, a resumption of fuel price increases, and consumer doubts regarding the recovery's resilience are threats to future sales.

As various indicators seem to affirm the recovery has not given way to renewed recession, Economy.com now expects 2.5%% GDP growth for 2012 and 3.0% for 2013, provided the Eurozone holds together and US fiscal policymakers reach new agreements over looming tax increases and spending cuts. Economy.com expects positive, but relatively weak job growth. Hillsborough County economic growth improved in 2011 and should continue that trend through 2013.

Florida and the Tampa Metropolitan Area posted job gains during 2011 and 2012. As job losses have abated initial unemployment compensation claims in both Florida and Hillsborough County fell about 21% during 2011 April 2012 Hillsborough initial claims were 15.6% below year-ago levels. October 2010 was the first month since June 2007 that Metro Tampa jobs exceeded year-ago levels. Metro Tampa gained 12,600 jobs during April 2011 to April 2012, accounting for 30% of Florida job growth. This is below the pace of about 25,000 in late 2011. 12-month job growth in April 2012 fell to 1.1% in Metro Tampa and to 0.6% in Florida. The University of Central Florida forecasts 1.8% job growth for Tampa Bay in 2012 and 2013.



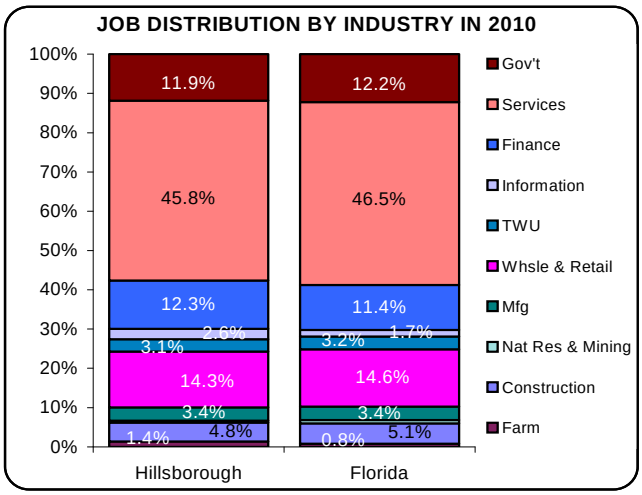
Source: Florida Department of Economic Opportunity, Labor Market Statistics Center



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

Since August 2011 Hillsborough County's unemployment rate has matched or dipped slightly below the State's rate. Hillsborough County's April 2012 unemployment rate is 8.2%, compared to 10.2% in April 2011. Hillsborough County's rate peaked at 12.0% in January 2010. The unemployment rate still remains high compared to April 2007's rate of 3.3%. US unemployment also remains high at 7.7% (not seasonally adjusted) for April 2012, under the previous April rate of 8.7% and the peak rate of 10.6%

for January 2010. Florida's April rate is 8.3% (not seasonally adjusted) compared to 10.2 % a year ago.



Note: TWU = Transportation, Warehousing & Utilities

Source: BEA, Regional Economic Information System (REIS)

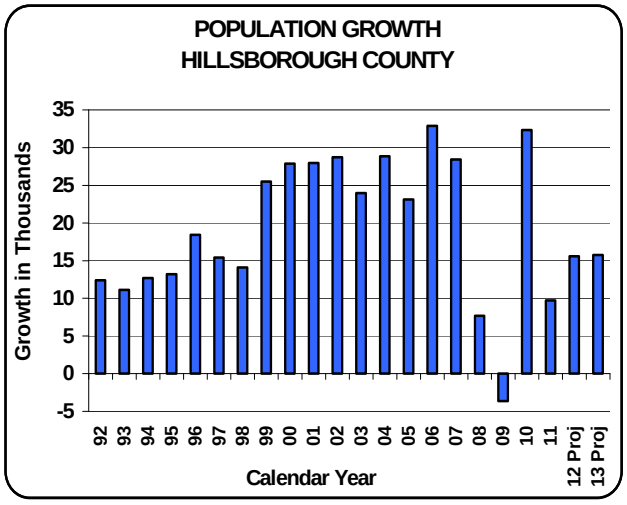
Long-term job growth in Metro Tampa, and, indeed, Florida and the nation, is concentrated in services industries. In 2010 services industries accounted for about 46% of existing jobs in Hillsborough County and Florida. Services industries include high wage industries such as finance, insurance, legal services, engineering services, computer design, and health. Wholesale and retail trade accounted for about 14.5% of all jobs. Most of Hillsborough's ten largest employers in 2011 are government, retail or health related.

LARGEST HILLSBOROUGH EMPLOYERS, 2011

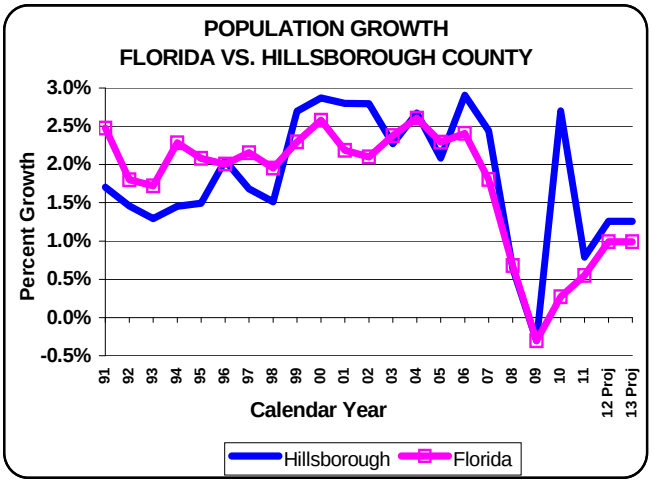
Hillsborough County School Board	29,603
MacDill Air Force Base	15,485
Hillsborough County Government	9,328
Verizon Communications	9,065
University of South Florida	8,353
Tampa International Airport	8,060
Tampa General Hospital	6,900
Publix Food Centers	5,823
St. Joseph Hospital	4,400
City of Tampa	4,274

Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2011

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 resumed after falling as a result of the housing correction and resulting recession. After average annual population growth of 25,500 in Hillsborough County during 1999-2008, BEBR estimated Hillsborough's population fell by 3,649 in 2009, consistent with the first statewide population drop in 63 years. BEBR estimated Hillsborough gained of 9,725 people in 2011. BEBR forecasts Hillsborough population growth during 2011 - 2015 will average 15,900 annually. Population growth rates for both Florida and Hillsborough County are expected to recover from recessionary lows, but not match the relatively rapid rates of 1999-2008.



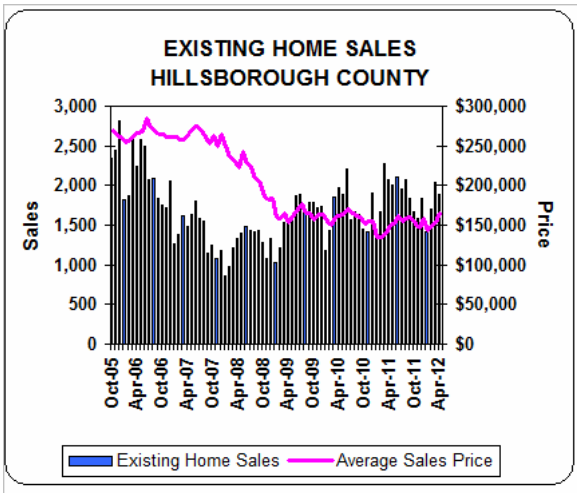
Source: Bureau of Economic and Business Research (BEBR)



Source: Bureau of Economic and Business Research (BEBR)

Population growth is, in turn, a primary factor driving housing markets and retail sales as well as job growth. Hillsborough County's real estate market has experienced a deep and persistent cyclical downturn as have national markets. While housing markets troubles still continue the worst may be over. New and existing national home sales have tracked upward since mid-2011 and home prices appear to be firming. A backlog of foreclosures remains a threat to housing market recovery.

Greater Tampa Association of Realtors (GTAR) reports 2011 existing home sales rose 11.4%. While improving, sales are still at low levels and home prices fell again in 2011. GTAR reports year-to-date April 2012 sales are down 5.7% compared to 2011, but are still 61% above the same period in 2008. Months of inventory has dropped to 4.3 months in April compared to more than 10 during much of 2007-2010. GTAR reports April 2012's average sales price is up 10.0% compared to a year ago.



Source: Greater Tampa Association of Realtors

Other measures of home prices are mixed, highlighting the uncertainty of the near-term path of home prices. The National Association of Realtors reports the 1st quarter 2012 Metro Tampa area median price is up 16.1% compared to a year earlier. The Federal Housing Finance Agency's first quarter House Price Index rose 0.44% nationally compared to a year ago, while Tampa MSA rose 4.69%, the fist annual gains since 2006 and 2007. The closely watched national 20-city S&P/Case-Shiller home price index fell 2.6% in March 2012 compared to a year ago. The Metro Tampa index fell 1.0%.

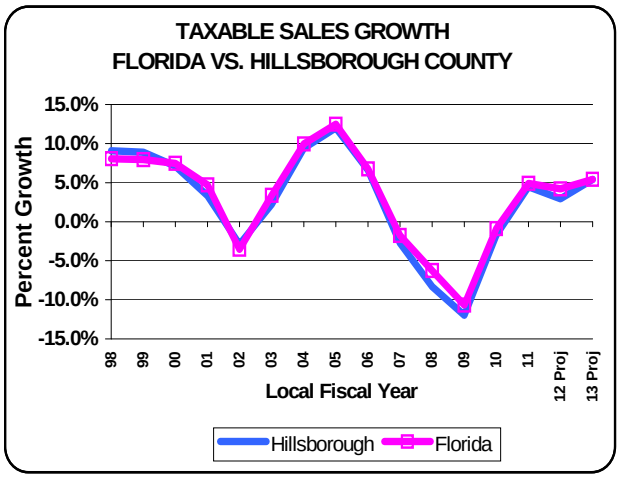
Foreclosures rose during late 2011 and early 2012 as expected due to the resolution of some of the delays resulting from the "robosigning" moratoria on foreclosures. Further downward pressure on prices is expected from the rise in foreclosures. It is still too early to conclude price declines are over. Job growth will be a boost to housing, but housing's recovery will not likely gain lasting traction until late 2012 or early 2013.

LARGEST HILLSBOROUGH PROPERTY TAXPAYERS, FY 11

	$ Millions
Tampa Electric Company	34.7
Verizon Communications	17.7
Hillsborough County Aviation Authority	9.9
Mosaic Company	6.5
Camden Operating LP	5.5
Liberty Property	4.6
Post Apartment Homes LP	4.3
Wal-Mart	4.3
Highwoods/Florida Holding LP	4.2
Brighthouse Networks	3.8

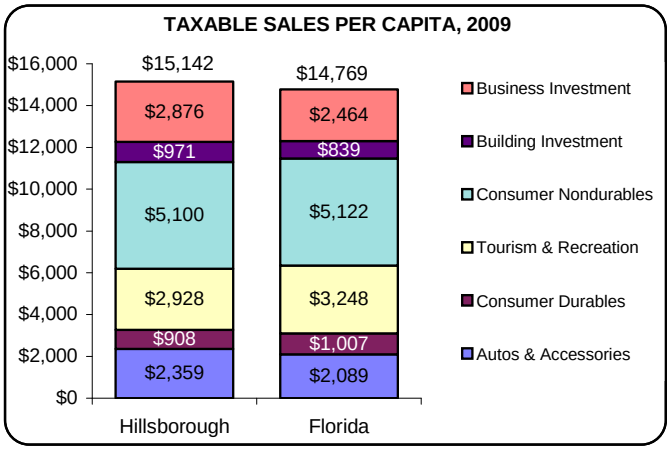
Source: Hillsborough County, Florida Comprehensive Annual Financial Report, Fiscal Year Ended September 30, 2011

Property taxes provide Hillsborough County Government with its largest source of revenue. Poor housing markets and tax reform measures resulted in a 4.7% decline in taxable values for FY 09. Taxable values declined a further 12.6% for FY 10, 10.6% for FY 11 and 4.0% for FY 12. Declining home prices in 2011 produced another decline in taxable values for FY 13. The Hillsborough County Property Appraiser's Office estimates countywide taxable value fell 2.5% for FY 13.



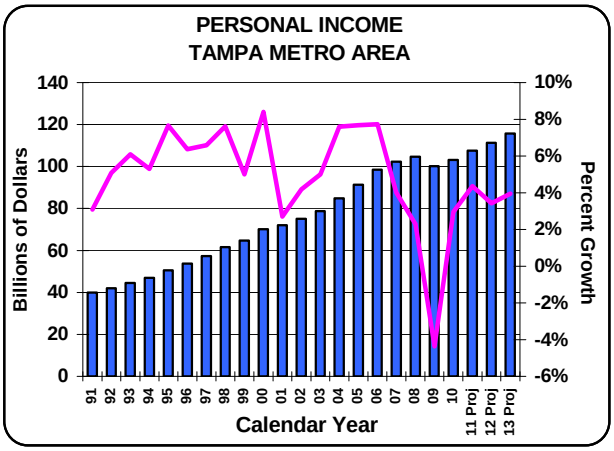
Sources: Florida Department of Revenue, Revenue Estimating Conference and Dept of Business & Support Services.

Florida and Hillsborough consumer spending is reflecting gains in jobs and confidence. Taxable Sales in Hillsborough County have risen on a year ago basis since April 2010. Reflecting this improvement, 12 month Hillsborough County Sales Surtax revenues have exceeded year ago results since November 2010. Growth has increased to 8.3% for March 2012.



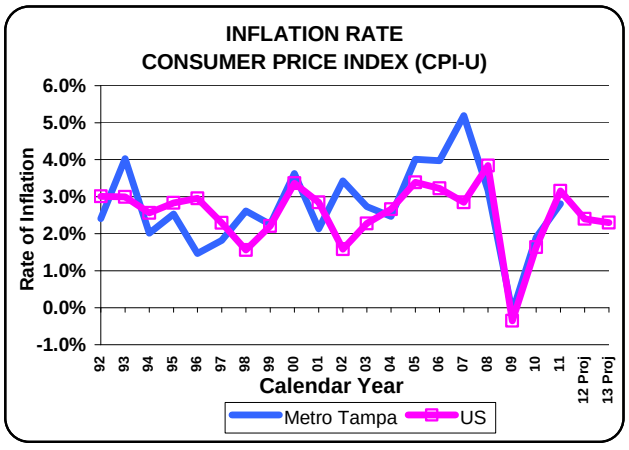
Source: Florida Department of Revenue (DOR)

Hillsborough taxable sales are highly dependent on consumer nondurable purchases, including clothing and groceries. When comparing the sources of Hillsborough's taxable sales to Florida's some notable differences arise. Hillsborough in 2009 was more dependent on automobile related sales and business investment (items and services related to construction activity). Hillsborough sales are less reliant on tourism/recreation with 19.3% of sales arising from that industry compared to nearly 22% for the state.



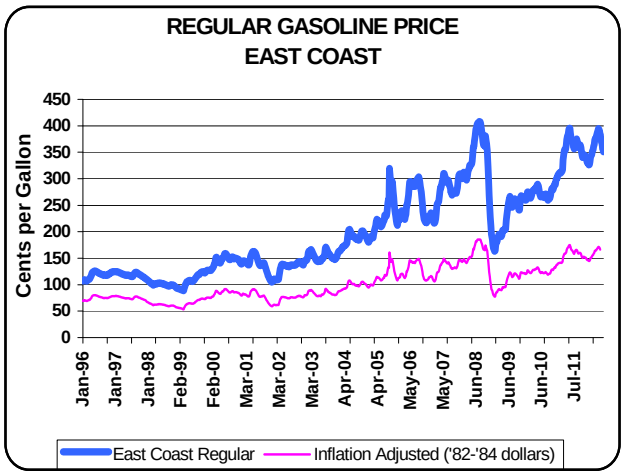
Sources: BEA, Regional Economic Information System (REIS), and Institute for Economic Competitiveness, University of Central Florida

With the absence of direct and comprehensive measures of a local area's economic output, total personal income is a good surrogate measure. Metro Tampa's 2010 total personal income stood at $45.5 billion, 3.4% above 2009, erasing 2009's loss. The University of Central Florida estimates Metro Tampa personal income rose 4.4% in 2011 as job growth resumed. Income growth is forecast to grow 3.4% for 2012 and 3.9% for 2013.



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

US inflation briefly rose above 5.0% during mid-2008 but fell to 3.8% for the year as oil prices retreated rapidly in late 2008. Weak recessionary demand placed downward pressure on commodity and food prices. Inflation turned negative, -0.4%, during 2009. Weak economic recovery kept overall inflation in check even as energy prices rise strongly during 2010. 2010 inflation was still modest at 1.6%. High energy and commodity prices caused inflation to rise to 3.2% in 2011. The National Association for Business Economics expects inflation to fall to 2.4% for 2012 and 2.3% for 2013. This will restrain interest rates.



Sources: US Energy Information Administration and U.S. Department of Labor, Bureau of Labor Statistics

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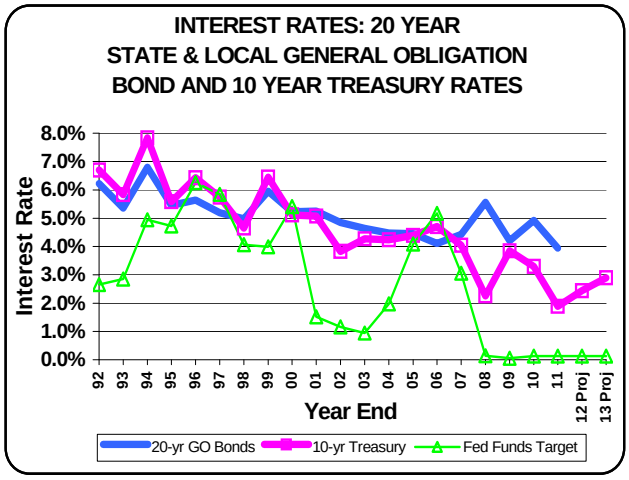
he Federal Reserve has signaled its continuing intention to hold short term interest rates low. Forecasters anticipate The Fed will hold its key Federal Funds rate target steady through 2014. The Fed is continuing its efforts to support economic growth.



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

Risks always abound in economic forecasting. Housing markets are still fragile and foreclosures could reaccelerate. The Eurozone's continuing problems and US fiscal policy remain key concerns. A return of sustained job growth will be a key to recovery.

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 be made to the adopted budget only 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 budgeted. 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
- Business and Support Services Department
- County Attorney's Office (concurrent with review and approval by Business and Support Services)
- Assistant County Administrator (required for departments under the County Administrator).

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

As part of the overall review process, the Business and Support Services 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 resubmitted 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. In accordance with BOCC Policy 03.02.05.00, any budget amendment that requires a drawdown on the reserve for contingency in either the Countywide General Fund or the Unincorporated Area General Fund must be approved by a super majority vote of the BOCC.

FINANCIAL POLICIES AND PROCEDURES

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

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.

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POLICIES AND GUIDELINES

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

1. **Chapter 129.01(2)(b), Florida Statutes**: The budget will be balanced by subfund, that is, the estimated revenues including balances brought forward will equal the total of the appropriations and reserves.

2. **Chapter 129.01(2)(b), Florida Statutes**: Budgeted reimbursements are considered anticipated receipts and as such will be budgeted at 95% of the estimated fiscal year total.

3. **Chapter 129.01(2)(c)1, Florida Statutes**: Reserves for contingencies may be established for each fund during the annual budget development process, and when established, will be in compliance with Florida Statutes requiring that reserves for contingencies not exceed ten percent of the total budget.

4. **Chapter 129.01(2)(d), Florida Statutes**: A reserve for reappropriation will be provided in each fund as necessary to provide for the payment of vouchers which have been incurred in the year(s) prior to the fiscal year for which the budget is being prepared.

5. **Chapter 129.06(2)(a), Florida Statutes**: Budget changes may be made through the budget amendment process.

6. **Chapter 129.06(2)(d & e), Florida Statutes**: Fund revenue and expenditure totals may be increased or decreased by formal action of the BOCC: a) following appropriate public notice and public hearing, b) in the event new revenue is received from an unanticipated source, or c) in the County's enterprise funds.

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

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

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

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

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

    - Use the County's approved credit card service vendors to process the charges.
    - Adhere to agreements with the approved credit card service vendors.
    - Not charge a person using a credit card, charge card, and debit card a surcharge or fee for using the card.
    - Explicitly budget in its operating budget the cost of paying credit card service 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 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.

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.

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:

- 25 percent will be transferred to a fleet replacement account in the Fleet Services Fund for the replacement of vehicles including annual rental costs until the County's fleet replacement account for each fund has attained industry replacement standards, as identified by the Fleet Maintenance Department; and
- 25 percent will be transferred to a designated reserve in the Self Insurance Fund for unbudgeted litigation or judgment expenses until the reserve in that account equals one percent of the combined

General Fund and General Purpose MSTU Fund; and,

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

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

Excess fund balance is defined as both, (1) underexpenditures which may be realigned in the budget in which it was appropriated pursuant to Section 129.06(2)(a), Florida Statutes and, (2) unanticipated revenue which may be appropriated pursuant to Section 129.06(2)(f), Florida Statutes, that combined exceed the budgeted beginning fund balance for the next fiscal year.

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

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

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

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

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

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

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

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

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

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

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 priori-

tized based on standards established for each program, including comprehensive plan standards and impact fee standards.

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

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

20. **Minimizing the Expense of Financing Capital Projects - BOCC Policy 03.02.02.07:** It is the policy of the BOCC that short-term or long-term financing for capital projects be based on anticipated cash requirement so as to borrow only when funds are needed, and to fully comply with federal tax code in regard to arbitrage rebates. That is, funds shall not be borrowed for future phases of a project, if those funds will not be needed within the next twelve months and the County will incur additional interest expense or operating impacts as a result of such action.

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

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

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

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

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

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

22. **User Fees and Cost Recovery - BOCC Policy 03.02.02.09**: It is the policy of the BOCC that the County may from time to time establish or update fees for services provided by the County (user fees). The County will identify the full cost of providing a service for which fees are charged. Wherever practical, the County shall identify cost recovery goals for each fee and authorize automatic adjustment so that the fee can be updated to recover the same portion of the County's cost over time. The calculation of cost will include all reasonable and justifiable direct and indirect cost components.

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

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

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

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

    - Enterprise operations - Each County enterprise operating shall reimburse the General Fund for

the Calculated Value of indirect services provided to the enterprise. These costs should be incorporated into service charges levied by the enterprise. The amount actually charged should be based on the amount derived during the budget process.

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

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

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

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

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

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

25. **Fleet Maintenance -BOCC Policy 03.02.02.12:** It is the policy of the BOCC that the Fleet Maintenance Department operate within an internal service fund. The internal service fund shall recover, over time, the full cost of providing fleet maintenance services to customers, as well as the projected replacement cost (net of salvage value) for vehicles owned by Fleet Maintenance and rented to departments and agencies. The Department will develop a fleet replacement schedule and update that schedule annually.

    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 tar-

geted goal for comparison purposes, the midpoint of each County pay range should represent the imputed market value of a job and should be set so that one-half of comparable employers pay lower (the basis for a 50th percentile) and the other one-half pay higher. However, as the BOCC considers the targeted percentile along with the total employee compensation package, it will be the BOCC discretion in determining where the actual pay ranges shall be established.

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

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

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

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

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

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

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

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

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

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

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

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

30. **Budgetary Position Control- BOCC Policy 03.02.02.17:** It is the policy of the BOCC that the total number of permanent full-time, and part-time positions approved in the adopted budget for each department, agency or office funded by the BOCC

may not be exceeded without prior approval of a change in the authorized staffing level. The County Administrator as designated Budget Officer, may authorize position realignments between departments, agencies and offices with the consent of any affected appointing authorities, so long as the realignment is not inconsistent with the work program in the approved budget. For departments and agencies that report to the BOCC, this also applies to temporary positions.

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

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

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

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

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

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

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

31. **Budget Override Authority - BOCC Policy 03.02.02.18:** It is the policy of the BOCC that a procedure exist to permit the County Administrator, as designated Budget Officer, to provide authorization to the Clerk of Circuit Court, as Chief Financial Officer, to bypass or override established budgetary controls when there are no appropriations or insufficient appropriations with a designated department or agency funding source. To address the immediate operational requirement, such override will be requested only in situations when it is absolutely necessary and when a budget amendment has been prepared for approval by the BOCC at any of their next scheduled meetings, and when the County Administrator is not aware of any reason why the BOCC would reject approval of the budget amendment. At no time shall the fund be overexpended. The authority to prepare the budget amendment and coordinate the override with the Clerk of the Circuit Court may be delegated to the Budget Director.
In addition, this policy also authorizes the Clerk of Circuit Court to automatically process overrides on statutory payments (i.e., payroll, payroll benefits, and workers compensation payments), accounting system interfaces, and accounting corrective action when such processing is in the best interest of the County.

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

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

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

tion 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
    - 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.

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

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

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

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

41. **Method of Funding Citizen Initiated Localized Capital Projects or Services – Board Policy 03.02.02.28:** It is the policy of the Board of County Commissioners that it will use non-ad valorem assessments to fund the full cost of citizen initiated capital projects or services that will benefit limited areas within the unincorporated area, that exceed the current general levels of services provided to residents of unincorporated area by Hillsborough County and have not been previously provided by the County. These non ad valorem assessments will be imposed through Municipal Service Benefit Units (MSBU) the BOCC may establish under Chapter 125.01(1)(q) of the Florida Statutes.
    1) The area to be included in an MSBU is compact and amenable to the efficient and effective delivery of service.
    2.) A fair and reasonable methodology can be developed to apportion the full cost of the capital project or service to those properties benefiting.
    3) The citizen initiated project or service is not the remediation of a tangible action of the Hillsborough County Charter Government.

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

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

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

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

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

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

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

43. **Reserve for Catastrophic Emergencies - BOCC Policy 03.02.04.00:** It is the policy of the (BOCC) to maintain a Catastrophic Emergency ("Rainy Day") reserve within the County's Self Insurance Fund for events of such magnitude that they could

not otherwise be covered by available, budgeted funds. This reserve shall be used only for one or more of the following events:

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

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

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

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

44. **Reserve for Contingency - BOCC Policy 03.02.05.00**: It is the policy of the Board of County Commissioners (BOCC) to reduce the draw downs on the Reserve for Contingencies to only those requests that meet one or more of the following criteria:
    1) could not be reasonably anticipated during the budget process for the current year and without funding would result in material financial penalty or detriment to the County;
    2) are the result of new unfunded/federal mandates that require immediate funding;
    3) would not be part of any County competitive funding program in the following year, and/or;
    4) are offset by unbudgeted revenues that cannot be appropriated in the current year.

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

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

    Responsibility: It is the responsibility of the County Administrator and the Business and Support Services 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 supermajority 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, assess-

ment and evaluation of all Debt Obligations (defined below) issued by Hillsborough County.
Responsibility: It is the responsibility of the Debt Management Department, under the direction of the County Administrator and with the advice of the Finance Committee, to implement this policy.

46. **Policy Concerning Conduit Private Activity Bond Issuance – Board Policy 03.02.06.01**: - All requests for County approval of PAB's proposed to be issued by a Conduit Issuer or issued directly by the County on behalf of a Borrower must comply with the policies, guidelines and procedures described in the attached Borrower Application Forms. Furthermore, Conduit Issuers and Borrowers shall use the County's bond counsel, and the County Attorney's Office shall serve as General Counsel to all Conduit Issuers whose members are appointed by the County Commission. Finally, fees payable to the Hillsborough County Board 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) 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) 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) 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 CAUs shall be accounted for as set forth in appropriate county ordinances and bond covenants. Also, these fees and all other Water Department fees, rates and charges shall be reviewed on an annual basis to determine their 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 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 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: The purpose of this policy is 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. **Capital Funding for Outside Agencies Board Policy: 04.05.000.00**

1. 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.

2. Policy Statement: 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.

3. 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.

4. Procedures:

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

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

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

2. A Business Plan: The Business Plan will include a discussion of how the agency proposes to meet annual operating and maintenance cost requirements, and will provide a sensitivity analysis for the agency's anticipated ability to meet ongoing cost commitments at various revenue levels. t should identify any other anticipated funding sources (actual or proposed) and the estimated amount from each source. he Business Plan should also include a discussion of the intended ownership of the capital asset – whether the agency will retain ownership or will turn it over to the County once completed. The Business Plan format shall be available on the Department of Business and Support Services website and will include the following:

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

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

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

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

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

4.3 Monitoring and Agreement for the Capital Funding/Project

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

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

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.

5.0 **RESPONSIBILITY**: It is the responsibility of the Business and Support Services 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.

53. **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 surplused 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 surplused vehicles and equipment be returned.

The BOCC has the discretion to classify as surplus any of its property not otherwise lawfully disposed

of that is obsolete, that is uneconomical or inefficient to use, or that serves no useful purpose.

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

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

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

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

a. Reclaimed Water Facilities – Transmission. These will be funded from existing Utility Enterprise Fund Bond proceeds through specific Capital Improvement Program (CIP) projects. If bond proceeds are not sufficient, other Utilities Enterprise funds may be used upon BOCC approval.
b. Reclaimed water Facilities – Distribution. The initial funds to design and construct these may come from either:

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

A budget amendment will be presented to the BOCC to appropriate the initial amounts from the above-referenced funds (#2) and thereafter if necessary.
The Utility System funds and BAN may be refinanced with long-term, fixed rate assessment district bonds. Funding, regardless of its source, will be repaid from assessments on property within the RWIU. The choice of financing alternatives will be determined on a case-by-case basis depending upon the economic feasibility to the homeowners and the economic and credit impact on the Utility Enterprise System.

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

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

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

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

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

56. **Fallen Heroes Program - BOCC Policy 10.06.00.00:** It is the policy of the Board of County Commissioners that a Fallen Heroes Program (Program) be established to provide monetary benefits for the support, and maintenance of the beneficiaries of specified fallen First Responders who have died while in the performance of their duties to the

citizens of Hillsborough County, which Program shall be administered pursuant to the requirements of this Policy as described below. County funding for the Program will be provided in the form of an annual General Fund non-departmental appropriation with provisions for total annual funding not to exceed one million dollars.

Definitions:

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

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

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

D. Fund Administrator
The Fund Administrator is the staff of the Hillsborough County Business and Support Services 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.

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 Business and Support Services Department, to implement this Policy and to establish procedures for its administration. The Business and Support Services Department shall be the Program Administrator. The Program Administrator shall be responsible for collecting, receipting, depositing, and acknowledging private and outside donations.

COMPARISON OF STATUTORY OPERATING BUDGET TO TRADITIONAL OPERATING BUDGET

	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
Total Budget	**$3,481.6**	**$3,521.0**	**$2,909.3**	**$3,066.7**
Reductions:				
Internal Service Funds (Net of Transfers)	330.0	359.0	366.0	356.7
Trust and Agency Funds (Net of Transfers)	13.0	14.2	13.0	13.0
Debt Redemption, Defeasance and Commercial Paper Rollovers	300.2	313.6	(207.9)	0.0
Transfers	737.5	743.0	551.1	648.3
Capital Budget (Net of Reserves)	39.3	99.9	(1.4)	152.8
Capital Reserves	(30.9)	28.1	(27.8)	20.1
Total Reductions	1,389.0	1,557.7	692.9	1,190.9
Statutory Operating Budget [1]	**$2,092.6**	**$1,963.3**	**$2,216.4**	**$1,875.8**
Total Budget	**$3,481.6**	**$3,521.0**	**$2,909.3**	**$3,066.7**
Reductions:				
Capital Budget (Net of Reserves)	39.3	99.9	(1.4)	152.8
Debt Service	408.7	410.1	93.1	95.6
Transfers	737.5	743.0	551.1	648.3
Reserves and Refunds	689.4	706.1	743.4	648.3
Total Reductions	1,874.9	1,959.1	1,386.1	1,545.0
Traditional Operating Budget [2]	**$1,606.7**	**$1,561.9**	**$1,523.1**	**$1,521.7**

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.

(2) Calculated per traditional (non-statutory) methodology reflected elsewhere in this document which included personal services, operating and maintenance, and grants only.

(3) Major reconciling adjustments between statutory and traditional operating budget calculations:

a. Operating reserves (excluding internal service fund and trust and agency fund reserves) are included in the statutory operating budget; all reserves are excluded from the traditional operating budget.

b. Debt service, net of advanced refunded debt principal and commercial paper rollovers, is included in the statutory operating budget but is excluded in the traditional operating budget. Debt service costs include principal and interest payments, arbitrage rebate costs, bond counsel fees, consultant fees, and other costs associated with issuing and servicing long or short term debt.

c. Internal service funds net of transfers are excluded from the statutory operating budget; non-capital internal service fund amounts are included in the traditional operating budget.

d. Trust and agency funds net of transfers are excluded from the statutory operating budget; non-capital trust and agency fund amounts are included in the traditional operating budget.

ESTIMATION OF THE COUNTY'S ENDING FUND BALANCE

In reviewing the adopted budget, the reader will notice that the County's practice is to appropriate all beginning fund balances and all revenues and other sources. As a result, it appears that it is the County's intent to end the fiscal year with no remaining funds. This is not the case.

The County's estimation of its fiscal position at fiscal year end on September 30th can be looked at in two ways - on a budgetary basis and on a projected year end basis.

First, 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 can be viewed as an assumption of ending fund balance. In fact, sufficient reserves are included to ensure adequate funds are available at the beginning of the next fiscal year to meet payments. A listing of reserves is found in the operations section of this document and totals $659.2 million in FY 13.

A second basis for looking at ending fund balance is to project how much of the funds appropriated in the adopted budget will actually be spent, based on past experience and current trends. The remaining (unspent) funds will increase ending fund balance. Similarly, by projecting excess revenues, an additional component of ending fund balance can be established.

Excess revenues for local governments in Florida 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.

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

The following 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 100% of budgeted revenues and other sources (no 95% factor is applied), with the exception of Ad Valorem Taxes. Due to discounts for early payment and Value Adjusment Board revisions to assessed values, receipt of approximately 95% of budgeted ad valorem tax revenue is normal and is reflected in the revenue estimate.

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.

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.

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 fund balance at September 30th is column one plus column two, less column three. The total for all funds is $836.8 million in FY 13.

Best budget practices recommend 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. In calculating the aggregate change in fund balance for nonmajor funds, all years funds are excluded since there is no beginning fund balance budgeted for these funds. Therefore, for all years funds the amount shown in the ending fund balance column represents the net change in the all years budget for the fiscal year. Due to the nature of all years budgeting, it is possible to have a negative amount in this column, which represents a current year reduction to funds budgeted in prior years.

Per the Comprehensive Annual Financial Report (CAFR) for Hillsborough County, the County's major funds include the Countywide General Fund, the Unin-

corporated Area General Fund, the Sales Tax Revenue Fund, the Intergovernmental Grants Fund, the County Transportation Trust Fund, the Infrastructure Surtax Fixed Project Fund, the Florida Health Care Surtax Trust Fund, the Water Resource Services System Fund and the Solid Waste Resource Recovery Fund. For FY 13, the following major funds are estimated to have a fund balance change of more than 10% (as indicated on the schedule following this narrative):

- Unincorporated Area Special Purpose Fund - In FY 13, expenditures are expected to exceed budgeted revenues by approximately $1.9 million. This is primarily due to a planned $1.8 million use of Economic Development reserves for industry promotion purposes.

- Florida Health Care Surtax Trust Fund – The fund balance reduction of 18.1% or $8.7 million in FY 13 is due to both projected expenditures exceeding sales surtax and other current revenues, and the required 5% statutory reduction discussed above. The fund is projected to exceed the minimum target ending fund balance of between two and three months of actual expenditures (between $17.3 million and $25.9 million based on FY 10 actual expenditures).

- Sales Tax Revenue Fund – The fund balance increase of $11.2 million is the result of the required 5% statutory reduction discussed above ($10.2 million) and a reduction of required transfers for debt service ($1.5 million).

- County Transportation Trust Fund – The FY 13 fund balance decrease of $5.0 million reflects the use of excess reserves in the various fuel tax funds to help meet FY 13 transportation operating needs.

- Library Fund – The FY 13 fund balance is estimated to decrease $7.9 million due to use of reserves to fund library construction needs.

- Fleet Services Fund – The FY 13 fund balance is estimated to decrease $14.6 million due to planned refund of excess reserves ($5.0 million) and the planned drawdown of fund balance in FY 13 to fund purchase of vehicles originally scheduled for purchase in FY 12 ($10.1 million)

- County Self Insurance Fund – The FY 13 fund balance decrease of $20.4 million is due to a refund of excess reserves from FY 08 and FY 09 workers compensation assessments.

The aggregate fund balance for non-major funds is estimated to decrease by 9.9%, or $36.8 million for FY 13. Although the change is under the 10% threshold for explanation recommended under best budgeting practices specific information on the reasons for significant changes in the nonmajor funds are detailed on the estimated ending fund balance schedule.

FY 13 ESTIMATED ENDING FUND BALANCE

Descripton	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Percent Change
General Fund					
Countywide General Fund	$112,499,000	$506,839,310	$507,444,459	$111,893,851	-0.5%
Unincorporated Area General Fund	106,192,000	272,646,147	273,437,393	105,400,754	-0.7%
Subtotal	218,691,000	779,485,457	780,881,852	217,294,605	-0.6%
Special Revenue Funds					
Countywide Special Purpose Fund	80,074,791	172,167,662	169,745,645	82,496,808	3.0%
Unincorporated Area Special Purpose Fund [1]	13,994,875	44,344,243	46,258,544	12,080,574	-13.7%
County Blended Component Units Fund	0	7,830,273	7,830,273	0	0.0%
Florida Health Care Surtax Trust Fund [2]	48,134,039	99,705,548	108,393,807	39,445,780	-18.1%
Sales Tax Revenue Fund [3]	42,645,207	205,660,600	193,679,285	54,626,522	28.1%
Intergovernmental Grants	0	76,933,363	76,420,706	512,657	N/A
County Transportation Trust Fund [4]	9,913,057	105,727,410	110,708,177	4,932,290	-50.2%
Library Tax District Fund [5]	27,469,600	43,158,242	47,267,084	23,360,758	-15.0%
Infrastructure Surtax Fixed Project Fund [6]	0	45,165,789	50,728,763	(5,562,974)	N/A
Subtotal	222,231,569	800,693,130	811,032,284	211,892,415	-4.7%
Debt Service Funds [7]					
Cap Imp Non-Adval Rev Bds Ser 98/08 Fund	363,311	1,442,568	1,442,475	363,404	0.0%
4th Cent Tourist Development Tax Fund	818,495	1,191,990	1,156,490	853,995	4.3%
5th Cent Tourist Development Tax Fund	1,223,419	1,794,763	1,779,500	1,238,682	1.2%
P&R G.O. Bnds 93/96/02 Dbt. Svc. Fund	139,930	1,353,330	1,376,069	117,191	-16.3%
ELAPP Limited Ad Valorem Tax Bonds	100,872	4,913,323	4,676,000	338,195	235.3%
Court Facil Rev Bonds 99 & 05 Debt Svc Fund	1,629,068	2,608,619	2,535,984	1,701,703	4.5%
CIP Rev Bonds 94/96/06 Debt Svc Fund	3,804,289	3,289,941	3,250,575	3,843,655	1.0%
Capital Improvement Commercial Paper Prog Fd	150,202	2,401,612	2,401,612	150,202	0.0%
CIT Rev Bds 2001 A & B Debt Svc Fund	2,160,366	2,554,458	2,550,531	2,164,293	0.2%
CIT Rev Bds 2004 Debt Svc Fund	2,695,107	3,861,739	3,780,806	2,776,040	3.0%
CIT Rev Bds 2007 Debt Svc Fund	11,108,818	16,348,531	16,234,563	11,222,786	1.0%
CIT Refunding Rev 2012 A&B Debt Svc Fund	0	3,871,579	3,870,899	680	N/A
CIP Revenue Bonds Series 2012	0	6,975,755	6,972,838	2,917	N/A
TSA Non-Adv Ref Rev Bds 05 Debt Svc Fund	1,024,905	1,329,045	1,315,677	1,038,273	1.3%
Subtotal	25,218,782	53,937,253	53,344,019	25,812,016	2.4%
Capital Projects Funds					
Countywide Capital Projects Fund	0	567,468	1,292,468	(725,000)	N/A
Unincorporated Area Capital Projects Fund	0	13,745,085	16,420,085	(2,675,000)	N/A
Enviro Sensitive Lands Tax / Bond Fund	0	1,381,811	1,213,774	168,037	N/A
Court Facil Non-Bond Construction Fund	0	17,807	0	17,807	N/A
Consolidated Public Safety Bond Fund	0	15,100,000	15,100,000	0	N/A
Future Financed Projects Fund	0	7,760,000	7,760,000	0	N/A
Subtotal	0	30,812,171	34,026,327	(3,214,156)	N/A

FY 13 ESTIMATED ENDING FUND BALANCE

Descripton	Beginning Fund Balance	Revenues and Sources	Expend/ Uses	Ending Fund Balance	Percent Change
Enterprise Funds					
Solid Waste System Enterprise Fund	66,258,193	210,767,052	205,899,162	71,126,083	7.3%
Water & Wastewater Utility Enterprise Fund	97,587,895	237,399,151	238,381,064	96,605,982	-1.0%
Subtotal	163,846,088	448,166,203	444,280,226	167,732,065	2.4%
Internal Service Fund					
Fleet Services Fund [8]	42,331,337	33,454,336	48,134,244	27,651,429	-34.7%
County Self Insurance Fund [9]	207,486,181	91,481,548	110,032,095	188,935,634	-8.9%
Subtotal	249,817,518	124,935,884	158,166,339	216,587,063	-13.3%
Trust & Agency Funds [6]					
CAU Special Assessment Bonds 2006	0	10,235,000	9,723,250	511,750	N/A
Recl Water Spcl Assessment Rev Bds 2000	0	515,088	489,332	25,756	N/A
Capacity Assess Special Assess Bds 2000	0	2,900,670	2,755,636	145,034	N/A
Subtotal	0	13,650,758	12,968,218	682,540	N/A
Total	**$879,804,957**	**$2,251,680,856**	**$2,294,699,265**	**$836,786,548**	**-4.9%**

Funds that are all years are represented by an N/A in the Percent Change column and have no budgeted beginning fund balance. The ending fund balance shown represents the FY 13 net change to the all years budget for these funds. Some funds have all years subfunds as well as regular subfunds. These include the Enterprise Funds, ELAPP Capital Project Fund, Transportation Fund, Library District Fund and the Unincorporated Area Special Purpose Fund.

Notes:

(1) - Decrease primarily due to planned drawdown of Economic Development reserves to fund $1.8 million in industry promotion costs.

(2) - Decrease due to planned drawdown of reserves resulting from forecast expenditures exceeding anticipated sales surtax and other current revenues by $8.7 million. Changes to benefits recently implemented will help maintain annual ending fund balance above target levels of between 2 and 3 months actual expenditures ($13.7 to $20.5 million).

(3) - Increase primarily due to the impact of the 5% statutory reduction to revenue estimates ($10.2 million).

(4) - Decrease due to one time use of excess fuel tax reserves to reduce required transfer from unincorporated area general fund for transportation operations and maintenance ($5.0 million).

(5) - Decrease due to planned use of reserves to fund library construction ($7.9 million) offset by the impact of the 5% statutory reduction ($1.6 million).

(6) - This fund is budgeted on an all years basis, from appropriation inception through the current reporting period, not on an annual fiscal year basis. The ending fund balance shown reflects the FY 13 change to prior all years budgeted amount.

(7) - Debt service fund changes primarily reflect annual reserve adjustments required under bond covenants.

(8) - Reduction reflects refund of excess prior year reserves ($5.0 million) and planned drawdown of fund balance to purchase vehicles initially funded in FY 12.

(9) - Reduction due to planned refund of excess FY 08 and FY 09 workers compensation reserves ($20.4 million).

Hillsborough County
Florida

Hillsborough County
Florida

OPERATIONS AND FUNDING GUIDE

Hillsborough County
Florida

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

Next follows the Budget Summary by Fund schedule which shows budget figures for each fund within its respective fund type. The next schedule is the Fund Summary by Type of Expenditure which reflects data by characters of expense entitled Personal Services, Operating Expenditure/Expense, Capital Equipment, Capital Projects, Debt Service, and Grants and Aids. The character of expense entitled *Other Uses* is not shown in the aggregate but rather as a breakdown into objects classified as Transfers, Budgeted Transfers to Constitutional Officers, and Reserves & Refunds. The schedules that follow provide, by fund, an explanation of the purpose of the fund and a four-year comparison of revenues and appropriations. Revenues are presented according to classifications set by the State of Florida and appropriations are presented by major organization. Each table presents FY 10 and FY 11 actuals, FY 12 adopted and FY 13 recommended budgets.

The Budget by Subfund schedule follows next. Subfunds allow County staff to separate, for example, the transportation impact fees collected in each of ten geographic zones, so they may be used exclusively within those zones for the benefit of those who paid the fees. The budget is balanced within each of the subfunds presented, since each subfund has unique sources and uses. Interest is earned, fund balances are estimated, and reserves are established, as needed. Subfunds which are marked with an asterisk are coded as "all years" in the County's financial system. All years budgeting is the method of budgeting and reporting grant and capital project appropriations and expenditures from grant or project inception through the reporting period, as opposed to budgeting and reporting on a fiscal year basis. With all year's budgeting, each year's budget only reflects that specific year's changes in funding.

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

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

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

FUND ACCOUNTING

The operations of the County are recorded in the following fund types for FY 10, FY 11, FY 12, and FY 13:

All Fund Types:	FY 10	$2,976,404,841	FY 11	$2,815,918,537	FY 12	$2,909,270,095	FY 13	$3,066,702,664

Governmental Funds:	FY 10	$2,222,694,921	FY 11	$2,055,312,867	FY 12	$1,832,242,512	FY 13	$2,082,889,503

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

A. General Fund:	FY 10	$842,726,138	FY 11	$791,422,388	FY 12	$957,223,105	FY 13	$966,367,509

The general fund is the primary operating fund of the County. It is used to account for all financial resources of the general government except those required to be accounted for in other funds.

B. Special Revenue Funds:	FY 10	$1,098,350,647	FY 11	$1,168,129,298	FY 12	$875,924,921	FY 13	$999,092,783

Special revenue funds are used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to specified purposes.

C. Debt Service Funds:	FY 10	$185,728,508	FY 11	$51,184,828	FY 12	$81,755,500	FY 13	$78,874,778

Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and other debt related costs.

D. Capital Projects Funds:	FY 10	$95,889,628	FY 11	$44,576,353	FY 12	($82,660,914)	FY 13	$38,554,433

Capital projects funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Proprietary Fund Types:	FY 10	$741,556,104	FY 11	$747,876,254	FY 12	$1,064,064,240	FY 13	$970,844,943

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

A. Enterprise Funds:	FY 10	$592,500,326	FY 11	$635,222,206	FY 12	$694,394,099	FY 13	$596,947,758

Enterprise funds are used to account for operations that are financed primarily through user charges, or where the governing body has concluded that the determination of net income is appropriate.

B. Internal Service Funds:	FY 10	$149,055,778	FY 11	$112,654,048	FY 12	$369,670,141	FY 13	$373,897,185

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

Agency Funds:	FY 10	$12,153,816	FY 11	$12,729,416	FY 12	$12,963,343	FY 13	$12,968,218

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

Source of definitions: Hillsborough County 2000 Comprehensive Annual Financial Report (CAFR) and 2002 CAFR.

BUDGET SUMMARY BY FUND

Fund Title		FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
General Fund					
Countywide General Fund		$534,421,219	$491,937,812	$595,473,932	$597,865,736
Unincorporated Area General Fund		308,304,919	299,484,576	361,749,173	368,501,773
	Subtotal	842,726,138	791,422,388	957,223,105	966,367,509
Special Revenue Funds					
Countywide Special Purpose Revenue Fund		175,773,029	162,225,375	244,317,575	250,369,605
Unincorporated Area Special Purpose Fund		22,058,846	18,912,915	57,351,147	56,295,344
County Blended Component Units Fund		7,866,456	7,106,089	7,790,679	7,830,273
Local Housing Assistance Program Fund		1,521,573	5,546,742	0	0
State of Fl Healthcare Surtax Trust Fund		103,236,770	94,410,569	145,884,960	142,854,311
Sales Tax Revenue Fund		177,384,080	192,763,675	219,214,191	238,120,073
Intergovernmental Grants		133,213,140	123,027,600	84,254,933	76,932,327
County Transportation Trust Fund		149,631,956	159,877,731	121,631,694	112,476,819
Library Tax District Fund		40,328,413	47,519,299	85,900,155	69,064,258
Infrastructure Surtax Fund		287,336,384	356,739,303	(90,420,513)	45,149,773
	Subtotal	1,098,350,647	1,168,129,298	875,924,821	999,092,783
Debt Service Funds					
Cap Imp Nonadval Rev 98 &08 Dbt Svc Fd		1,438,863	1,436,438	1,801,232	1,801,937
Fuel Tax Ref Rev Bds Dbt Svc Fd		1,368,635	1,371,450	400,250	0
4th Cent Tourist Dev Tax Fd		1,154,215	1,154,390	2,570,122	2,009,985
5th Cent Tourist Dev Tax Fd		3,335,921	1,164,588	3,006,532	3,017,882
P&R G.O. Bnds 93/96/02 Dbt Svc Fd		1,370,806	1,362,845	1,474,692	1,444,935
ELAPP Limited Adval Tax Bonds Dbt Svc Fd		6,938,719	8,539,482	4,874,446	4,822,147
Crim Just CIP Ref Rev 93& 03 Dbt Svc Fd		74,210,100	0	0	0
Ct Facil Rev Bds 99&05 Debt Svc Fd		2,540,796	2,531,996	4,163,634	4,237,087
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc		3,245,825	3,257,759	7,041,264	7,079,830
Cap Imprv Non-Adv Ref Rev 96&2006 Bd Fd		59,548,297	84,457	0	0
Cap Impr Commercial Paper Prog Fd		1,747,300	1,058,179	8,596,229	2,551,489
CIT Rev Bds 2001 A & B Dbt Svc Fd		4,531,462	4,532,462	6,684,538	4,714,234
CIT Rev Bds 2004 Dbt Svc Fd		6,382,544	6,394,544	9,104,461	6,556,216
CIT Rev Bds 2007 Dbt Svc Fd		16,270,748	16,256,588	27,375,731	27,454,099
US 301 Expan Taxable Notes		333,099	728,445	431,944	0
CIT Ref Rev 2012 A & B Dbt Svc Fd		0	0	0	3,870,899
CIP Revenue Bds Series 2012		0	0	0	6,972,838
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd		1,311,178	1,311,205	2,330,425	2,341,200
Communications Svcs Tax Bd Sinking Fd		0	0	1,900,000	0
	Subtotal	185,728,508	51,184,828	81,755,500	78,874,778

BUDGET SUMMARY BY FUND

Fund Title		FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Capital Projects Funds					
Countywide Capital Projects Fund		12,043,592	6,492,529	4,500,000	567,468
Unincorp Area Capital Projects Fund		33,095,318	14,867,527	9,675,538	13,745,085
EPC Facility Acquisition/Rehab Fund		3,913	159,283	0	0
Enviro Sensitive Lands Tax/Bond Fund		50,205,297	14,482,710	1,496,916	1,364,963
Court Facil Non-Bond Construction Fund		111,876	0	22,792	16,917
Cap Impr Commercial Paper Program Fund		429,632	8,574,304	(125,561,160)	0
Falkenburg Jail Construction Fund		0	0	27,205,000	15,100,000
		0	0	0	7,760,000
	Subtotal	95,889,628	44,576,353	(82,660,914)	38,554,433
Enterprise Funds					
Solid Waste System Enterprise Fund		203,529,090	209,548,164	213,007,752	272,782,545
Water & Wastewater Utility Enterprise Fd		388,971,236	425,674,042	481,386,347	324,165,213
	Subtotal	592,500,326	635,222,206	694,394,099	596,947,758
Internal Service Funds					
Fleet Services Fund		30,955,362	29,185,375	73,683,320	75,779,266
County Self Insurance Fund		118,100,416	83,468,673	295,986,821	298,117,919
	Subtotal	149,055,778	112,654,048	369,670,141	373,897,185
Agency Funds					
Imp Fee Special Assessment Bonds 2006		9,217,912	9,735,330	9,721,825	9,723,250
Transportation Assessment Units Fund		345	59,683	0	0
Recl Water Spcl Assessment Rev Bds 2000		444,660	440,140	495,382	489,332
Impact Fees Special Assess Bd		2,490,899	2,494,263	2,746,136	2,755,636
	Subtotal	12,153,816	12,729,416	12,963,343	12,968,218
	Total	$2,976,404,841	$2,815,918,537	$2,909,270,095	$3,066,702,664

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
GENERAL REVENUE FUND				
Countywide General Fund				
Personnel Services	93,370,038	86,089,040	84,233,836	84,521,152
Operating Expenditure/Expense	38,736,924	36,468,008	42,974,267	52,919,523
Capital Equipment	868,772	698,493	781,655	1,032,608
Capital Projects	156,694	152,579	404,075	213,075
Grants & Aids	29,531,400	22,905,880	24,598,693	22,013,797
Transfers	54,443,937	27,991,874	34,026,514	28,210,835
Budgeted Transfers to Constitutional Officers	315,872,597	317,386,601	316,604,293	318,533,469
Reserves & Refunds	1,440,857	245,337	91,850,599	90,421,277
	534,421,219	491,937,812	595,473,932	597,865,736
Unincorporated Area General Fund				
Personnel Services	127,291,923	121,805,732	113,493,893	114,061,525
Operating Expenditure/Expense	48,157,899	43,109,399	49,558,569	49,419,068
Capital Equipment	1,133,164	19,242	10,000	0
Capital Projects	0	68,190	62,400	62,400
Grants & Aids	703,410	1,315,966	939,072	948,982
Transfers	18,858,685	22,309,920	4,549,745	4,899,988
Budgeted Transfers to Constitutional Officers	111,902,576	110,817,319	107,066,765	113,045,430
Reserves & Refunds	257,262	38,808	86,068,729	86,064,380
	308,304,919	299,484,576	361,749,173	368,501,773
Total General Revenue Fund	842,726,138	791,422,388	957,223,105	966,367,509
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Personnel Services	10,966,263	10,726,516	9,347,049	9,709,128
Operating Expenditure/Expense	20,808,513	19,287,421	27,466,041	24,768,599
Capital Equipment	1,862,192	1,382,340	2,011,481	1,893,976
Capital Projects	825,819	318,712	1,248,614	621,546
Debt Service	0	0	7,781,342	533,479
Grants & Aids	111,006,247	98,886,199	109,560,622	120,466,840
Transfers	25,620,617	24,499,542	10,482,116	9,296,676
Budgeted Transfers to Constitutional Officers	4,644,976	7,097,211	1,509,852	2,455,401
Reserves & Refunds	38,402	27,434	74,910,458	80,623,960
	175,773,029	162,225,375	244,317,575	250,369,605
Unincorporated Area Special Purpose Fund				
Personnel Services	7,139,662	7,028,272	7,833,756	7,795,296
Operating Expenditure/Expense	7,557,996	5,405,317	6,530,554	6,826,726
Capital Equipment	9,396	0	0	0
Capital Projects	3,878,304	2,433,083	6,260,000	4,535,000

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Blended Component Units Fund				
Personnel Services	6,741,650	6,105,626	6,339,408	6,523,856
Operating Expenditure/Expense	921,487	805,172	1,321,852	1,154,845
Capital Equipment	172,314	145,897	109,419	131,572
Capital Projects	0	1,667	20,000	20,000
Transfers	31,005	47,727	0	0
	7,866,456	7,106,089	7,790,679	7,830,273
Local Housing Assistance Program Fund				
Personnel Services	(1,946)	1,972	0	0
Operating Expenditure/Expense	(16,022)	1,705	0	0
Grants & Aids	1,539,541	5,543,065	0	0
	1,521,573	5,546,742	0	0
Local Housing Assistance Program Fund				
Transfers	103,236,770	94,410,569	111,089,959	117,893,807
Reserves & Refunds	0	0	34,795,001	24,960,504
	103,236,770	94,410,569	145,884,960	142,854,311
Sales Tax Revenue Fund				
Personnel Services	173,454	169,950	192,919	191,245
Operating Expenditure/Expense	27,029	30,629	68,269	70,137
Grants & Aids	61,697,233	62,575,917	61,272,837	62,882,290
Transfers	115,354,829	129,843,899	109,155,810	130,384,988
Budgeted Transfers to Constitutional Officers	131,535	143,280	153,200	150,625
Reserves & Refunds	0	0	48,371,156	44,440,788
	177,384,080	192,763,675	219,214,191	238,120,073
Intergovernmental Grants				
Personnel Services	33,063,368	33,692,988	30,588,958	29,889,493
Operating Expenditure/Expense	27,749,795	31,321,307	32,601,874	28,844,746
Capital Equipment	693,211	425,219	15,800	159,300
Capital Projects	6,584,763	9,450,856	0	60,000
Grants & Aids	58,959,152	45,186,010	20,124,543	17,312,995
Transfers	4,953,735	1,637,729	133,949	42,272
Reserves & Refunds	1,209,116	1,313,491	789,809	623,521
	133,213,140	123,027,600	84,254,933	76,932,327
County Transportation Trust Fund				
Personnel Services	30,670,442	28,097,551	26,723,714	25,976,707
Operating Expenditure/Expense	32,207,046	30,328,144	30,934,076	31,131,356
Capital Equipment	9,688	86,895	23,000	0
Capital Projects	37,238,774	40,981,007	7,778,796	11,769,081
Grants & Aids	(19,257,563)	2,024,454	2,034,388	2,011,686
Transfers	67,572,944	57,872,508	45,755,786	42,949,347
Budgeted Transfers to Constitutional Officers	149,761	149,504	170,000	170,000
Reserves & Refunds	1,040,864	337,668	8,211,934	(1,531,358)
	149,631,956	159,877,731	121,631,694	112,476,819

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Library Tax District Fd (Lof 84-443)				
Personnel Services	19,473,340	18,868,604	16,937,804	16,795,982
Operating Expenditure/Expense	13,166,035	12,064,122	12,308,699	12,159,566
Capital Equipment	4,319,895	4,564,547	6,087,882	5,167,983
Capital Projects	798,528	851,142	8,416,250	6,101,250
Grants & Aids	1,047,846	479,897	389,350	391,790
Transfers	399,892	9,749,507	7,421,476	7,898,817
Budgeted Transfers to Constitutional Officers	1,035,045	931,735	1,031,909	951,696
Reserves & Refunds	87,832	9,745	33,306,785	19,597,174
	40,328,413	47,519,299	85,900,155	69,064,258
Infrastructure Surtax Fund				
Operating Expenditure/Expense	212,255	18,076	(390,766)	0
Capital Equipment	238,206	134,254	(2,289,982)	(2,552,000)
Capital Projects	46,390,909	51,346,319	(107,319,196)	17,085,127
Debt Service	191,217,232	227,118,653	0	0
Grants & Aids	2,835,551	2,236,185	0	0
Transfers	43,742,231	73,185,816	27,211,047	33,495,636
Budgeted Transfers to Constitutional Officers	2,700,000	2,700,000	2,700,000	2,700,000
Reserves & Refunds	0	0	(10,331,616)	(5,578,990)
	287,336,384	356,739,303	(90,420,513)	45,149,773
Total Special Revenue Fund	1,098,350,647	1,168,129,298	875,924,821	999,092,783
DEBT SERVICE FUNDS				
Cap Imp Nonadval Rev 98 &08 Dbt Svc Fd				
Operating Expenditure/Expense	0	0	3,000	3,000
Debt Service	1,438,863	1,436,438	1,438,363	1,439,475
Reserves & Refunds	0	0	359,869	359,462
	1,438,863	1,436,438	1,801,232	1,801,937
Fuel Tax Ref Rev Bds Dbt Svc Fd(Clsd)				
Operating Expenditure/Expense	3,385	0	14,000	0
Debt Service	1,365,250	1,371,450	386,250	0
	1,368,635	1,371,450	400,250	0
4th Cent Tourist Dev Tax Fd				
Operating Expenditure/Expense	3,825	1,200	5,000	5,000
Debt Service	1,150,390	1,153,190	1,185,190	1,151,490
Reserves & Refunds	0	0	1,379,932	853,495
	1,154,215	1,154,390	2,570,122	2,009,985
5th Cent Tourist Dev Tax Fd				
Operating Expenditure/Expense	3,750	0	3,000	3,000
Debt Service	3,332,171	1,164,588	1,780,413	1,776,500
Reserves & Refunds	0	0	1,223,119	1,238,382
	3,335,921	1,164,588	3,006,532	3,017,882
P&R G.O. Bnds 93/96/02 Dbt Svc Fd				
Debt Service	1,328,113	1,324,313	1,329,113	1,332,113
Budgeted Transfers to Constitutional Officers	41,197	38,308	44,100	43,956
Reserves & Refunds	1,496	224	101,479	68,866
	1,370,806	1,362,845	1,474,692	1,444,935

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
ELAPP Limited Adval Tax Bonds Dbt Svc Fd				
Operating Expenditure/Expense	0	0	7,000	7,000
Debt Service	6,801,690	8,423,588	4,447,950	4,544,250
Budgeted Transfers to Constitutional Officers	126,823	115,170	136,000	124,750
Reserves & Refunds	10,206	724	283,496	146,147
	6,938,719	8,539,482	4,874,446	4,822,147
CJ CIP Ref Rev 93& 03 Dbt Svc Fd(Clsd)				
Operating Expenditure/Expense	62,117	0	0	0
Debt Service	64,015,664	0	0	0
Transfers	10,132,319	0	0	0
	74,210,100	0	0	0
Ct Facil Rev Bds 99&05 Debt Svc Fd				
Operating Expenditure/Expense	5,000	300	5,000	5,000
Debt Service	2,535,796	2,531,696	2,530,166	2,530,984
Reserves & Refunds	0	0	1,628,468	1,701,103
	2,540,796	2,531,996	4,163,634	4,237,087
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc				
Operating Expenditure/Expense	3,000	0	3,000	3,000
Debt Service	3,242,825	3,257,759	3,248,375	3,247,575
Reserves & Refunds	0	0	3,789,889	3,829,255
	3,245,825	3,257,759	7,041,264	7,079,830
Cap Imp Non-Ad Ref Rev 96&06 Bd Fd(Clsd)				
Operating Expenditure/Expense	82,310	1,200	0	0
Debt Service	54,276,681	83,257	0	0
Transfers	5,189,306	0	0	0
	59,548,297	84,457	0	0
Cap Impr Commercial Paper Prog Fd				
Operating Expenditure/Expense	3,900	0	247,000	7,000
Debt Service	1,743,400	1,058,179	8,199,352	2,394,612
Reserves & Refunds	0	0	149,877	149,877
	1,747,300	1,058,179	8,596,229	2,551,489
CIT Rev Bds 2001 A & B Dbt Svc Fd				
Debt Service	4,531,462	4,532,462	4,524,762	2,550,531
Reserves & Refunds	0	0	2,159,776	2,163,703
	4,531,462	4,532,462	6,684,538	4,714,234
CIT Rev Bds 2004 Dbt Svc Fd				
Debt Service	6,382,544	6,394,544	6,410,304	3,780,806
Reserves & Refunds	0	0	2,694,157	2,775,410
	6,382,544	6,394,544	9,104,461	6,556,216
CIT Rev Bds 2007 Dbt Svc Fd				
Operating Expenditure/Expense	160	0	0	0
Debt Service	16,270,588	16,256,588	16,270,163	16,234,563
Reserves & Refunds	0	0	11,105,568	11,219,536
	16,270,748	16,256,588	27,375,731	27,454,099
US 301 Expan Taxable Notes				
Debt Service	333,099	728,445	310,000	0
Reserves & Refunds	0	0	121,944	0
	333,099	728,445	431,944	0

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
CIT Ref Rev 2012 A & B Dbt Svc Fd				
Operating Expenditure/Expense	0	0	0	10,000
Debt Service	0	0	0	3,860,899
	0	0	0	3,870,899
CIP Revenue Bds Series 2012				
Operating Expenditure/Expense	0	0	0	10,000
Debt Service	0	0	0	6,962,838
	0	0	0	6,972,838
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd				
Operating Expenditure/Expense	0	0	8,000	8,000
Debt Service	1,311,178	1,311,205	1,310,270	1,307,677
Reserves & Refunds	0	0	1,012,155	1,025,523
	1,311,178	1,311,205	2,330,425	2,341,200
Communications Svcs Tax Bd Sinking Fd				
Debt Service	0	0	1,900,000	0
	0	0	1,900,000	0
Total Debt Service Funds	185,728,508	51,184,828	81,755,500	78,874,778
CAPITAL PROJECTS FUNDS				
Countywide Capital Projects Fund				
Operating Expenditure/Expense	1,887,160	2,572,400	(6,969,676)	356,631
Capital Equipment	39,989	59,903	0	0
Capital Projects	7,164,228	2,243,926	112,542	935,837
Grants & Aids	301,343	0	4,500,000	0
Transfers	2,841,631	1,616,300	7,166,506	0
Budgeted Transfers to Constitutional Officers	(190,759)	0	0	0
Reserves & Refunds	0	0	(309,372)	(725,000)
	12,043,592	6,492,529	4,500,000	567,468
Unincorp Area Capital Projects Fund				
Operating Expenditure/Expense	724,168	73,337	(4,267,195)	200,000
Capital Equipment	1,128,728	3,780,681	1,200,000	1,200,000
Capital Projects	5,212,021	2,146,303	500,000	6,196,810
Grants & Aids	201,858	0	(541,874)	(590,510)
Transfers	25,828,543	8,867,206	13,284,607	9,413,785
Reserves & Refunds	0	0	(500,000)	(2,675,000)
	33,095,318	14,867,527	9,675,538	13,745,085
EPC Facility Acquisition/Rehab Fund				
Capital Projects	3,913	0	0	0
Transfers	0	159,283	0	0
	3,913	159,283	0	0
Enviro Sensitive Lands Tax/Bond Fund				
Operating Expenditure/Expense	1,120,124	172,496	995,000	3,210,000
Capital Projects	33,052,450	11,070,841	(825,000)	(4,486,344)
Transfers	16,032,723	3,239,373	1,003,774	2,490,118
Reserves & Refunds	0	0	323,142	151,189
	50,205,297	14,482,710	1,496,916	1,364,963
Court Facil Non-Bond Construction Fund				
Capital Projects	790	0	0	0
Transfers	111,086	0	0	0
Reserves & Refunds	0	0	22,792	16,917
	111,876	0	22,792	16,917

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Cap Impr Commercial Paper Program Fund				
Operating Expenditure/Expense	0	1,633	(240,000)	0
Debt Service	83,603	8,167,882	(275,000)	0
Grants & Aids	346,029	404,789	6,240,000	0
Transfers	0	0	(131,286,160)	0
	429,632	8,574,304	(125,561,160)	0
Consolidated Public Safety Bonds Fund				
Capital Projects	0	0	27,205,000	15,100,000
	0	0	27,205,000	15,100,000
Future Financed Projects Fund				
Operating Expenditure/Expense	0	0	0	320,000
Grants & Aids	0	0	0	7,440,000
	0	0	0	7,760,000
Total Capital Projects Funds	95,889,628	44,576,353	(82,660,914)	38,554,433
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Personnel Services	8,843,763	9,206,301	9,136,318	9,642,409
Operating Expenditure/Expense	69,744,722	73,000,472	78,679,744	82,448,388
Capital Equipment	3,000,742	1,101,648	1,901,506	2,055,046
Capital Projects	11,242,822	2,907,746	(17,754,362)	1,115,415
Debt Service	9,019,766	7,034,550	(10,270,450)	9,066,750
Transfers	101,588,247	116,175,637	82,691,480	101,571,154
Reserves & Refunds	89,028	121,810	68,623,516	66,883,383
	203,529,090	209,548,164	213,007,752	272,782,545
Water & Wastewater Utility Enterprise Fd				
Personnel Services	43,986,915	41,417,566	43,201,560	42,162,126
Operating Expenditure/Expense	89,759,768	95,792,957	97,278,647	99,274,688
Capital Equipment	313,040	521,770	261,651	469,067
Capital Projects	30,881,108	46,325,384	74,800,955	47,160,000
Debt Service	20,481,105	27,135,023	28,063,663	20,422,663
Grants & Aids	2,264,934	6,934	0	0
Transfers	201,284,366	214,474,408	201,374,951	113,694,756
Reserves & Refunds	0	0	36,404,920	981,913
	388,971,236	425,674,042	481,386,347	324,165,213
Total Enterprise Funds	592,500,326	635,222,206	694,394,099	596,947,758
INTERNAL SERVICE FUNDS				
Fleet Services Fund				
Personnel Services	4,348,125	4,172,931	3,264,718	3,265,313
Operating Expenditure/Expense	11,238,324	12,416,667	15,361,471	15,324,281
Capital Equipment	7,039,888	7,495,221	20,436,368	29,544,650
Capital Projects	14,369	15,166	10,800	0
Transfers	8,314,656	5,085,390	0	0
Reserves & Refunds	0	0	34,609,963	27,645,022
	30,955,362	29,185,375	73,683,320	75,779,266

FUND SUMMARY BY TYPE OF EXPENDITURE

Fund Title	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Self Insurance Fund				
Personnel Services	2,595,651	2,792,602	3,085,144	3,051,846
Operating Expenditure/Expense	83,386,032	79,776,071	91,207,135	89,755,538
Transfers	28,204,025	900,000	3,682,718	17,224,711
Reserves & Refunds	3,914,708	0	198,011,824	188,085,824
	118,100,416	83,468,673	295,986,821	298,117,919
Total Internal Service Funds	149,055,778	112,654,048	369,670,141	373,897,185
AGENCY FUNDS				
Imp Fee Special Assessment Bonds 2006				
Operating Expenditure/Expense	323,037	310,755	358,000	365,000
Debt Service	8,894,875	9,423,974	9,362,625	9,357,050
Reserves & Refunds	0	601	1,200	1,200
	9,217,912	9,735,330	9,721,825	9,723,250
Transportation Assessment Units Fund				
Operating Expenditure/Expense	345	59,683	0	0
	345	59,683	0	0
Recl Water Spcl Assessment Rev Bds 2000				
Operating Expenditure/Expense	15,980	15,666	16,200	13,000
Debt Service	428,680	424,474	479,182	476,332
	444,660	440,140	495,382	489,332
Impact Fees Special Assess Bd				
Operating Expenditure/Expense	85,869	86,942	86,500	87,000
Debt Service	2,405,030	2,407,321	2,659,636	2,668,636
	2,490,899	2,494,263	2,746,136	2,755,636
Total Agency Funds	12,153,816	12,729,416	12,963,343	12,968,218
TOTAL	2,976,404,841	2,815,918,537	2,909,270,095	3,066,702,664

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 anticipated to be issued in FY 12. This separation provides a better picture of the use of unrestricted and restricted County funds.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Current Ad Valorem Taxes	$399,151,792	$352,846,062	$356,403,108	$347,284,822
Delinq Ad Valorem Taxes	2,559,651	3,249,238	1,800,000	1,800,000
Local Business Tax	1,527,326	1,576,772	1,535,000	1,535,000
Permits & Fees	585,483	568,303	682,500	681,300
Intergovernmental Revenue	5,553,295	5,790,635	7,770,976	8,662,733
Charges for Services	59,025,980	57,693,210	63,111,353	61,133,738
Fines and Forfeits	134,813	37,430	37,047	37,140
Miscellaneous Revenues	9,498,662	8,694,395	7,410,263	8,807,897
Gross Revenue	478,037,002	430,456,045	438,750,247	429,942,630
Interfund Transfers	20,049,770	40,823,868	27,593,068	53,523,876
Other	38,005,923	37,814,209	24,734,255	23,372,804
Less 5% Required By Law	0	0	(21,662,437)	(21,472,574)
Fund Balance Begin of Year	114,054,196	115,765,295	126,058,799	112,499,000
	172,109,889	194,403,372	156,723,685	167,923,106
Total	$650,146,891	$624,859,417	$595,473,932	$597,865,736

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Board of County Commissioners				
Board of County Commissioners	$2,148,946	$2,148,113	$2,120,725	$2,191,525
Internal Performance Auditor	259,715	14,360	354,015	346,850
	2,408,661	2,162,473	2,474,740	2,538,375
County Attorney				
County Attorney	8,275,912	8,203,517	6,958,686	7,102,619

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Aging Services Department	7,240,492	($467)	0	0
Animal Services Department	7,041,180	6,540,769	6,575,565	6,457,337
Business & Support Services	0	5,543,592	3,570,190	3,436,999
Children's Services Department	9,469,912	0	0	0
Client & Liaison Services	793,919	605,795	765,192	0
Communications Department	1,930,109	1,981,847	2,151,663	2,299,329
Consumer Protection	498,754	635,484	0	0
Co-Op Extension	1,379,601	1,239,641	1,315,712	1,298,555
County Administrator	2,639,594	2,184,996	1,677,879	1,707,507
Debt Management Department	623,896	0	0	0
Economic Development Department	1,266,850	1,389,058	1,691,417	1,569,069
Emergency Dispatch Center	163,581	195,923	0	0
Emergency Management	659,405	803,059	0	0
Equal Opportunity Administrator	55,078	56,927	0	0
Facilities Management Services	0	0	15,451,716	15,155,572
Family & Aging Services	0	29,235,781	27,114,112	25,241,251
Fire Rescue Department	0	0	1,034,921	982,700
Fiscal & Support Services-Infrastructure & Develop Services	0	734,018	887,283	1,030,661
Fiscal & Support Services-Public Safety & Community Services	0	0	8,279,475	7,203,868
Governmental Admnistration Services	0	0	1,522,954	1,789,487
Health and Social Services Department	15,968,897	0	0	0
HIPAA Compliance Office	88,997	91,769	0	0
Human Resources Department	1,775,769	0	1,833,138	1,811,946
Information & Technology Services Dept	13,178,427	12,791,359	12,968,710	12,581,177
Management & Budget Department	1,820,075	0	0	0
Medical Examiner Department	4,518,106	4,352,341	4,426,769	4,681,926
Office of Community Affairs	0	0	0	659,092
Parks, Recreation and Conservation Department	14,218,270	13,171,962	11,259,042	11,626,627
Procurement Services	1,994,055	0	0	0
Public Works Department	2,293,176	2,149,337	2,282,395	2,200,428
Real Estate Department	17,532,747	16,608,245	949,577	1,248,010
Security Services Agency	1,422,141	0	0	0
	108,573,031	100,311,436	105,757,710	102,981,541

COUNTYWIDE GENERAL FUND

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Elected Officials				
Clerk of Circuit Court	17,910,217	18,183,278	18,177,333	17,988,659
Property Appraiser	9,491,677	8,865,048	8,930,000	8,302,000
Public Defender	124,424	118,589	124,702	122,710
Sheriff	259,997,721	263,114,264	259,352,289	265,606,810
State Attorney (Part I)	213,251	316,274	380,262	377,663
State Attorney (Part II)	2,277,816	1,946,667	1,914,325	1,867,557
Supervisor of Elections	8,704,293	9,392,422	10,852,097	7,863,977
Tax Collector	18,720,272	16,749,064	18,043,098	17,579,049
Value Adjustment Board	750,812	769,094	767,564	711,062
	318,190,483	319,454,700	318,541,670	320,419,487
Judicial Branch (Admin Office of Courts)	2,432,139	2,466,010	2,651,164	2,719,747
Guardian Ad Litem	221,015	205,429	219,054	239,435
Boards, Commissions & Agencies				
Charter Review Board	6,294	0	0	0
Environmental Protection Commission	8,317,800	7,778,377	7,334,350	7,358,982
Legislative Delegation	99,612	0	0	0
Soil & Water Conservation Board	208,563	146,239	230,576	247,046
	8,632,269	7,924,616	7,564,926	7,606,028
Non-Departmental Organizations				
Governmental Agencies	16,582,267	10,760,744	10,295,512	10,789,060
Non-Departmental Allotments	6,968,089	6,166,959	7,795,072	18,499,047
Nonprofit Organizations	6,252,559	6,044,717	7,338,285	6,338,285
	29,802,915	22,972,420	25,428,869	35,626,392
Non-Expenditure Accounts				
Interfund Transfers	54,443,937	27,991,874	33,925,063	28,210,835
Intrafund Transfers	0	0	101,451	0
Reserves & Refunds	1,440,857	245,337	91,850,599	90,421,277
	55,884,794	28,237,211	125,877,113	118,632,112
Total	$534,421,219	$491,937,812	$595,473,932	$597,865,736

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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Current Ad Valorem Taxes	$185,360,903	$165,768,873	$166,911,034	$162,337,695
Delinq Ad Valorem Taxes	1,214,751	1,218,772	800,000	800,000
Communications Services Tax	24,871,132	25,872,876	0	0
Other Taxes	0	0	0	0
Permits & Fees	58,295	47,929	41,280	38,602
Intergovernmental Revenue	13,392,364	14,223,156	13,856,096	14,400,206
Charges for Services	19,638,438	19,130,004	19,433,727	18,786,552
Fines and Forfeits	3,307,699	3,345,436	3,201,294	3,659,937
Miscellaneous Revenue	4,011,406	2,383,254	5,651,860	6,214,786
Gross Revenue	251,854,988	231,990,300	209,895,291	206,237,778
Interfund Transfers	53,512,462	71,001,423	47,042,800	63,188,369
Other	12,196,653	10,567,283	4,620,000	3,220,000
Less 5% Required By Law	0	0	(12,014,181)	(10,336,374)
Fund Balance Begin of Year	92,036,851	101,296,076	112,205,263	106,192,000
	157,745,966	182,864,782	151,853,882	162,263,995
Total	$409,600,954	$414,855,082	$361,749,173	$368,501,773

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Affordable Housing Office	$935,524	$537,749	$1,041,874	$1,094,503
Client & Liaison Services	0	0	605,412	0
Code Enforcement Dept	3,903,384	3,683,772	4,335,448	5,032,000
Communications & HTV	345,754	672,225	0	568,765
Development Services	9,851,554	7,795,750	6,507,735	3,722,313
Economic Development Department	0	0	130,830	127,553
Emergency Dispatch Center	1,579,381	1,576,274	0	0
Facilities Management Services	0	0	25,361	29,771
Fire Rescue Department	112,511,094	109,654,057	108,804,678	109,217,373
Fiscal and Support Services-Infrastructure & Development Services	0	1,625,123	1,399,479	1,298,482
Governmental Administration Services	0	0	356,205	369,642
Human Resources-Professional Development	0	0	0	141,493
Parks, Recreation and Conservation Department	27,482,550	26,420,763	24,162,343	23,701,719
Public Utilities Department	0	96,783	137,862	137,862
Public Works Department	15,236,721	10,321,970	8,903,869	12,236,878
Real Estate Department	3,332,137	2,554,851	5,573,719	4,475,402
The Center for Development Services	0	0	552,766	981,219
Water Resource Services	40,457	0	0	0
Subtotal	175,218,556	164,939,317	162,537,581	163,134,975

UNINCORPORATED AREA GENERAL FUND

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Elected Officials				
Property Appraiser	1,559,266	1,451,291	1,470,000	1,350,000
Sheriff	106,788,315	106,195,266	102,165,700	108,397,718
Tax Collector	3,554,995	3,170,762	3,431,065	3,297,712
	111,902,576	110,817,319	107,066,765	113,045,430
Non-Departmental Organizations				
Non-Departmental Allotments	2,067,840	1,379,212	1,526,353	1,357,000
	2,067,840	1,379,212	1,526,353	1,357,000
Non-Expenditure Accounts				
Interfund Transfers	18,858,685	22,309,920	4,549,745	4,899,988
Reserves & Refunds	257,262	38,808	86,068,729	86,064,380
	19,115,947	22,348,728	90,618,474	90,964,368
Total	$308,304,919	$299,484,576	$361,749,173	$368,501,773

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

This special revenue fund accounts for all financial transactions associated with restricted revenues which provide services to all residents of Hillsborough County. This special use fund is subdivided into numerous and varied subfunds which have been established to manage and account for revenues and fees which are restricted as to the purposes for which they may be used. Most of these revenues/fees are authorized by State law or by local government ordinance. For example, numerous court fees have been established by local ordinances to fund various court-related programs regarding services and facility improvements. State laws authorize fines to fund various criminal justice functions and education/training programs, and a half-cent sales tax to fund an indigent health care program. Other local fees, fines, and charges are used to fund wholly or in part such programs as the 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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Permits, Fees, & Special Assessments	$7,479,411	$9,069,829	$6,302,000	$6,302,000
Intergovernmental Revenue	15,233,706	15,515,344	14,347,111	14,776,622
Charges For Services	7,308,547	7,384,862	7,318,479	7,405,354
Fines And Forfeits	1,612,292	1,107,790	1,313,639	1,232,828
Miscellaneous Revenues	12,754,527	10,350,378	8,068,059	7,919,341
Gross Revenue	44,388,483	43,428,203	37,349,288	37,636,145
Interfund Transfers	146,999,565	110,517,214	135,571,370	134,209,019
Intrafund Transfers	13,514,133	146,571	0	97,498
Other	2,421,321	4,056,727	265,000	225,000
Less 5% Required By Law	0	0	(1,552,251)	(1,872,848)
Fund Balance Begin of Year	63,693,386	75,113,920	72,684,168	80,074,791
	226,628,405	189,834,432	206,968,287	212,733,460
Total	$271,016,888	$233,262,635	$244,317,575	$250,369,605

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
9-1-1 Agency	$7,747,402	$6,750,311	$7,176,791	$7,551,655
Animal Services Department	655,439	472,134	512,230	515,177
Business and Support Services Department	0	0	788,891	773,452
Communications & HTV	(720)	0	0	0
Client & Liaison Services	110,633	49,328	0	0
Economic Development Department	0	0	3,417,273	4,422,922
Emergency Dispatch Center	293,410	299,812	0	0
Family & Aging Services	0	100,116,346	115,674,910	122,475,689
Fire Rescue Department	0	0	435,762	423,309
Health and Social Services Department	110,291,931	0	0	0
Information & Technology Svcs Department	826,185	1,047,544	448,000	807,339
Parks, Recreation & Conservation Department	78,893	84,879	159,416	83,812
Real Estate Department	2,513	1,057	0	0
	120,005,686	108,821,411	128,613,273	137,053,355

COUNTYWIDE SPECIAL PURPOSE REVENUE FUND

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Elected Officials				
Clerk of Circuit Court	0	142,369	0	0
Public Defender	1,577,749	704,335	1,424,900	1,060,600
Sheriff	4,644,976	6,954,842	1,509,852	2,455,401
State Attorney (Part I)	682,185	655,837	746,497	705,925
	6,904,910	8,457,383	3,681,249	4,221,926
Judicial Branch (Admin Office of Courts)	7,185,788	6,676,041	6,941,533	6,991,082
Boards, Commissions & Agencies				
Environmental Protection Commission	1,590,679	1,561,668	1,345,781	1,103,077
Non-Departmental Organizations				
Capital Improvement Program Projects	346,798	62,814	3,594,000	6,590,054
Debt Service Accounts	0	0	7,781,342	533,479
Governmental Agencies	7,856,912	5,428,178	6,312,383	6,364,556
Major Maintenance & Repair Program	1,422,311	1,924,104	(2,928,000)	(5,992,000)
Non-Departmental Allotments	3,700,926	3,666,800	3,583,440	3,583,440
Nonprofit Organizations	1,100,000	1,100,000	0	0
	14,426,947	12,181,896	18,343,165	11,079,529
Non-Expenditure Accounts				
Intrafund Transfers	13,514,133	146,571	0	97,498
Interfund Transfers	12,106,484	24,352,971	10,482,116	9,199,178
Reserves & Refunds	38,402	27,434	74,910,458	80,623,960
	25,659,019	24,526,976	85,392,574	89,920,636
Total	$175,773,029	$162,225,375	$244,317,575	$250,369,605

UNINCORPORATED AREA SPECIAL PURPOSE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Local Business Tax	$401,331	$632,991	$26,223,896	$25,017,219
Permits, Fees, & Special Assessments	15,818,798	16,023,090	10,677,111	12,938,616
Intergovernmental Revenue	874,077	1,054,544	900,000	900,000
Charges For Services	2,605,921	1,580,245	1,536,943	1,105,671
Fines And Forfeits	447,613	404,181	463,298	444,903
Miscellaneous Revenues	827,227	627,646	590,420	501,338
Gross Revenue	20,974,967	20,322,697	40,391,668	40,907,747
InterfundTransfers	7,846,346	2,643,470	6,637,943	2,269,714
IntrafundTransfers	1,147,474	1,244,940	1,115,497	1,118,783
Other	48,527	43,773	48,000	48,000
Less 5% Required By Law	0	0	(2,016,339)	(2,043,775)
Fund Balance Begin of Year	5,823,646	8,808,422	11,174,378	13,994,875
	14,865,993	12,740,605	16,959,479	15,387,597
Total	$35,840,960	$33,063,302	$57,351,147	$56,295,344

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Client & Liaison Services	$0	$0	$100,000	($18,091)
Co-Op Extension Services	44,770	38,399	56,088	57,379
County Administrator	34,419	35,286	(207,169)	0
Development Services	9,414,491	8,563,770	9,584,901	3,442
Economic Development Department	0	0	1,765,239	1,770,000
Fiscal and Support Services-Infrastructure & Development Services	0	681,029	508,298	726,082
Office of Community Affairs	0	0	0	100,000
Parks, Recreation and Conservation Department	704,005	202,800	208,108	217,317
Public Utilities Department	0	124,094	211,210	211,210
Public Works Department	1,190,596	1,155,045	1,246,147	1,671,688
The Center for Development Services	0	0	118,594	9,383,283
Water Resource Services	342,486	0	0	0
	11,730,767	10,800,423	13,591,416	14,122,310
Elected Officials				
Tax Collector	112,644	112,878	114,844	114,844
Boards, Commissions & Agencies				
Environmental Protection Commission	146,908	149,729	165,429	171,449

UNINCORPORATED AREA SPECIAL PURPOSE FUND

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	4,587,816	2,290,507	6,860,000	7,100,000
Major Maintenance & Repair Program	2,117,956	1,534,964	7,465	(2,236,737)
Non-Departmental Allotments	151,911	241,049	150,000	150,000
	6,857,683	4,066,520	7,017,465	5,013,263
Non-Expenditure Accounts				
Interfund Transfers	2,006,694	2,537,177	22,212,273	27,717,895
Intrafund Transfers	1,147,474	1,244,940	1,115,497	1,118,783
Reserves & Refunds	56,676	1,248	13,134,223	8,036,800
	3,210,844	3,783,365	36,461,993	36,873,478
Total	$22,058,846	$18,912,915	$57,351,147	$56,295,344

COUNTY BLENDED COMPONENT UNITS FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Local Business Tax	$34,766	$36,371	$35,000	$36,000
Charges For Services	1,415,135	1,009,874	1,218,355	1,041,868
Fines And Forfeits	120	0	0	30
Miscellaneous Revenues	1,104	275	2,666	2,678
Gross Revenue	1,451,125	1,046,520	1,256,021	1,080,576
Interfund Transfers	6,403,911	5,990,936	6,587,553	6,801,926
Less 5% Required by Law	0	0	(62,801)	(52,229)
Fund Balance Begin of Year	32,322	20,906	9,906	0
	6,436,233	6,011,842	6,534,658	6,749,697
Total	$7,887,358	$7,058,362	$7,790,679	$7,830,273

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Boards, Commissions & Agencies				
Civil Service Board	$2,619,927	$2,510,108	$3,274,199	$3,277,696
Law Library	460,918	430,087	425,276	427,511
Planning Commission	4,754,606	4,118,167	4,091,204	4,125,066
	7,835,451	7,058,362	7,790,679	7,830,273
Non-Expenditure Accounts				
Interfund Transfers	31,005	47,727	0	0
	31,005	47,727	0	0
Total	$7,866,456	$7,106,089	$7,790,679	$7,830,273

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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Revenue	$0	$716,175	$0	$0
Miscellaneous Revenues	(181,319)	1,202,902	0	0
Gross Revenue	(181,319)	1,919,077	0	0
Total	($181,319)	$1,919,077	$0	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Affordable Housing Office	$1,521,573	$5,546,742	$0	$0
	1,521,573	5,546,742	0	0
Total	$1,521,573	$5,546,742	$0	$0

STATE OF FLORIDA HEALTH CARE SURTAX TRUST FUND

This trust fund was established in FY 92 to account for the proceeds of the special one-half cent sales surtax which was implemented December 1, 1991 to be used solely to fund indigent health care services to residents of Hillsborough County. Prior to FY 01, proceeds from this sales surtax were accounted for by a Trust Fund. As a result of GASB 34, the Trust Fund was replaced by this Special Revenue Fund.

Revenue by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Discretionary Sales Surtax	$88,073,860	$91,501,674	$96,192,111	$99,335,266
Miscellaneous Revenues	1,502,389	549,253	291,767	370,282
Gross Revenue	89,576,249	92,050,927	96,483,878	99,705,548
Less 5% Required By Law	0	0	(4,824,194)	(4,985,276)
Fund Balance Begin of Year	67,885,797	54,225,276	54,225,276	48,134,039
	67,885,797	54,225,276	49,401,082	43,148,763
Total	$157,462,046	$146,276,203	$145,884,960	$142,854,311

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Expenditure Accounts				
Interfund Transfers	$103,236,770	$94,410,569	$111,089,959	$117,893,807
Reserves & Refunds	0	0	34,795,001	24,960,504
	103,236,770	94,410,569	145,884,960	142,854,311
Total	$103,236,770	$94,410,569	$145,884,960	$142,854,311

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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Tourist Development Tax	$17,537,995	$19,104,025	$20,150,000	$21,000,000
Discretionary Sales Surtax	88,073,757	91,559,464	96,192,111	99,335,266
Intergovernmental Revenue	75,552,575	78,522,637	81,602,711	85,150,862
Miscellaneous Revenues	289,404	234,624	241,981	173,283
Gross Revenue	181,453,731	189,420,750	198,186,803	205,659,411
Interfund Transfer	0	0	1,200	1,189
Intrafund Transfers	41,250	0	0	0
Less 5% Required By Law	0	0	(9,809,243)	(10,185,734)
Fund Balance Begin of Year	31,396,600	35,507,503	30,835,431	42,645,207
	31,437,850	35,507,503	21,027,388	32,460,662
Total	$212,891,581	$224,928,253	$219,214,191	$238,120,073

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Economic Development	$200,483	$200,579	$261,188	$261,382
Elected Officials				
Tax Collector	131,535	143,280	153,200	150,625
Non-Departmental Organizations				
Governmental Agencies	50,254,824	50,626,006	51,738,837	53,048,290
Nonprofit Organizations	11,442,409	11,949,911	9,534,000	9,834,000
	61,697,233	62,575,917	61,272,837	62,882,290
Non-Expenditure Accounts				
Interfund Transfers	115,313,579	129,843,899	109,155,810	130,384,988
Intrafund Transfers	41,250	0	0	0
Reserves & Refunds	0	0	48,371,156	44,440,788
	115,354,829	129,843,899	157,526,966	174,825,776
Total	$177,384,080	$192,763,675	$219,214,191	$238,120,073

INTERGOVERNMENTAL GRANTS FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Revenue	$115,629,634	$105,569,848	$75,834,041	$69,241,435
Charges For Services	1,293,122	1,240,841	1,268,563	1,269,588
Fines And Forfeits	12,097	67,489	0	0
Miscellaneous Revenues	3,732,443	733,276	265,811	273,695
Gross Revenue	120,667,296	107,611,454	77,368,415	70,784,718
Interfund Transfers	5,970,712	7,143,844	5,841,354	5,448,500
Intrafund Transfers	2,141,516	1,332,066	133,949	42,272
Other	1,209,118	1,313,491	911,215	656,837
	9,321,346	9,789,401	6,886,518	6,147,609
Total	$129,988,642	$117,400,855	$84,254,933	$76,932,327

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Affordable Housing Office	$18,444,901	$28,890,755	$6,643,065	$5,888,330
Aging Services Department	8,016,628	4,119,250	0	0
Business & Support Services Department	0	0	575,432	573,902
Children's Services Department	33,993,698	6,183,236	0	0
Client & Liaison Services	2,461,407	1,643,403	0	44,031
Code Enforcement Dept	827,911	601,922	105,996	62,643
Consumer Protection Agency	40,289	0	0	0
Co-Op Extension Services	101,424	100,074	114,500	114,500
Development Services	29,558	109,923	0	0
Economic Development Department	263,801	(6,817)	0	0
Emergency Management	826,608	586,839	0	0
Equal Opportunity Administrator	195,247	123,360	0	0
Family & Aging Services Department	0	47,144,556	67,006,878	62,056,076
Fire Rescue Department	648,202	466,240	669,149	652,225
Governmental Administration Services	0	0	166,493	95,176
Health and Social Services Department	47,540,702	12,931,328	0	0
Housing & Community Code Enforcement	235,394	241,372	0	0
Medical Examiner Department	226,620	123,619	127,293	0
Parks, Recreation and Conservation Department	74,904	54,951	0	0
Public Safety Department	(25)	0	0	0
Public Works Department	475,173	368,939	595,172	595,172
Water Resources Team	36,755	7,215	0	0
	114,439,197	103,690,165	76,003,978	70,082,055

INTERGOVERNMENTAL GRANTS FUND

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Elected Officials				
State Attorney Part II (Victim's Assistance)	1,682	0	0	0
Judicial Branch (Admin Office of Courts)	903,976	1,739,383	1,613,039	51,427
Boards, Commissions & Agencies				
Environmental Protection Commission	3,595,899	3,689,004	3,654,860	3,248,216
Metropolitan Planning Organization	2,259,473	2,186,020	1,699,943	2,299,943
	5,855,372	5,875,024	5,354,803	5,548,159
Non-Departmental Organizations				
Capital Improvement Projects Program	6,290,394	9,390,986	0	0
Non-Departmental Allotments	209,301	62,763	20,657	19,686
Nonprofit Organizations	559,483	631,550	1,251,000	1,231,000
	7,059,178	10,085,299	1,271,657	1,250,686
Non-Expenditure Accounts				
Reserves & Refunds	0	0	(122,493)	(42,272)
Interfund Transfers	2,812,219	305,663	0	0
Intrafund Transfers	2,141,516	1,332,066	133,949	42,272
	4,953,735	1,637,729	11,456	0
Total	$133,213,140	$123,027,600	$84,254,933	$76,932,327

COUNTY TRANSPORTATION TRUST FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Taxes	$31,510,604	$30,932,854	$32,659,765	$29,616,291
Permits, Fees, & Special Assessments	10,574,553	9,828,358	9,361,551	9,712,662
Intergovernmental Revenue	29,634,066	33,350,752	16,376,415	16,168,761
Charges For Services	3,118,733	2,252,038	2,190,000	2,190,000
Miscellaneous Revenues	5,306,937	2,620,794	2,519,934	777,069
Gross Revenue	80,144,893	78,984,796	63,107,665	58,464,783
Interfund Transfers	12,335,704	11,689,359	303,858	4,284,888
Intrafund Transfers	48,740,636	55,465,347	45,302,927	42,913,739
Other	64,519	57,786	64,000	64,000
Less 5% Required By Law	0	0	(3,102,928)	(3,163,648)
Fund Balance Begin of Year	18,141,790	13,783,409	15,956,172	9,913,057
	79,282,649	80,995,901	58,524,029	54,012,036
Total	$159,427,542	$159,980,697	$121,631,694	$112,476,819

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Attorney				
County Attorney	$1,294	$0	$0	$0
County Administrator				
Client & Liaison Services	0	0	248,376	0
Communications & HTV	0	0	0	249,133
Development Services	728,551	746,520	802,650	1,489
Fiscal and Support Services-Infrastructure & Development Services	0	2,119,875	1,704,897	1,377,736
Human Resources-Professional Development	0	0	0	219,205
Public Works Department	59,327,840	52,874,499	52,048,267	52,445,001
Real Estate Department	2,820,344	2,647,979	2,996,362	2,813,699
The Center for Development Services	0	0	155,438	0
	62,876,735	58,388,873	57,955,990	57,106,263
Elected Officials				
Tax Collector	149,761	149,504	170,000	170,000
Non-Departmental Organizations				
Capital Improvement Projects Program	15,901,292	41,103,109	7,501,796	11,769,081
Governmental Agencies	2,087,453	2,024,454	2,034,388	2,011,686
Non-Departmental Allotments	1,613	1,615	1,800	1,800
	17,990,358	43,129,178	9,537,984	13,782,567
Non-Expenditure Accounts				
Interfund Transfers	18,832,308	2,407,161	452,859	35,608
Intrafund Transfers	48,740,636	55,465,347	45,302,927	42,913,739
Reserves & Refunds	1,040,864	337,668	8,211,934	(1,531,358)
	68,613,808	58,210,176	53,967,720	41,417,989
Total	$149,631,956	$159,877,731	$121,631,694	$112,476,819

LIBRARY TAX DISTRICT FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Current Ad Valorem Taxes	$37,232,579	$32,966,056	$33,313,287	$32,487,477
Delinq Ad Valorem Taxes	235,076	280,198	150,000	150,000
Intergovernmental Revenue	934,888	1,022,250	1,022,250	990,889
Charges For Services	280,999	224,191	283,950	269,150
Fines And Forfeits	510,729	511,335	476,600	466,600
Miscellaneous Revenues	1,219,598	829,792	312,241	446,459
Gross Revenue	40,413,869	35,833,822	35,558,328	34,810,575
Intrafund Transfers	399,892	9,636,907	7,421,476	7,898,817
Other	943,900	252,676	501,458	448,850
Less 5% Required By Law	0	0	(1,727,305)	(1,563,584)
Fund Balance Begin of Year	40,402,364	43,371,330	44,146,198	27,469,600
	41,746,156	53,260,913	50,341,827	34,253,683
Total	$82,160,025	$89,094,735	$85,900,155	$69,064,258

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Library Services Department	$36,876,705	$34,608,265	$33,418,509	$32,717,754
Elected Officials				
Property Appraiser	312,625	291,490	297,000	270,000
Tax Collector	722,420	640,245	734,909	681,696
	1,035,045	931,735	1,031,909	951,696
Non-Departmental Organizations				
Capital Improvement Projects Program	1,859,975	1,877,465	10,405,000	7,765,000
Major Maintenance & Repair Program	90,964	342,582	316,476	133,817
	1,950,939	2,220,047	10,721,476	7,898,817
Non-Expenditure Accounts				
Interfund Transfers	0	112,600	0	0
Intrafund Transfers	399,892	9,636,907	7,421,476	7,898,817
Reserves & Refunds	65,832	9,745	33,306,785	19,597,174
	465,724	9,759,252	40,728,261	27,495,991
Total	$40,328,413	$47,519,299	$85,900,155	$69,064,258

INFRASTRUCTURE SURTAX FIXED PROJECT FUND

This fund is to account for the County share of a discretionary half-cent sales surtax (Community Investment Tax) approved by the voters to finance general government, public safety, and educational facilities in Hillsborough County, and capital expenditures for the cities of Tampa, Plant City, and Temple Terrace. This fund was created as a result of the closeout of the Sales Surtax Fixed Capital Outlay Fund in FY 97. Debt service budgets in FY 12 and FY 13 are $0 due to a change in the accounting method used for commercial paper rollovers and due to having no plans for any new issuances.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Charges for Services	$0	$191,793	$0	$0
Miscellaneous Revenues	225,807	155,873	(1,816,504)	191,790
Gross Revenue	225,807	347,666	(1,816,504)	191,790
Interfund Transfers	41,193,759	43,363,694	(88,590,833)	44,973,999
Intrafund Transfers	15,877,876	45,353,735	0	0
Other	190,330,000	253,330,000	(13,176)	(16,016)
	247,401,635	342,047,429	(88,604,009)	44,957,983
Total	$247,627,442	$342,395,095	($90,420,513)	$45,149,773

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	$52,372,921	$56,432,026	($107,299,944)	$17,233,127
Debt Service Accounts	191,221,232	227,121,461	0	0
	243,594,153	283,553,487	(107,299,944)	17,233,127
Non-Expenditure Accounts				
Interfund Transfers	27,864,354	27,832,081	27,211,047	33,495,636
Intrafund Transfers	15,877,877	45,353,735	0	0
Reserves & Refunds	0	0	(10,331,616)	(5,578,990)
	43,742,231	73,185,816	16,879,431	27,916,646
Total	$287,336,384	$356,739,303	($90,420,513)	$45,149,773

CAPITAL IMPROVEMENT NON-AD VALOREM REVENUE BONDS SERIES 1998 & 2008 DEBT SERVICE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$182,027	$74,891	$76,344	$78,844
Gross Revenue	182,027	74,891	76,344	78,844
Interfund Transfers	1,292,726	1,355,328	1,299,829	1,363,724
Less 5% Required by Law	0	0	(3,817)	(3,942)
Fund Balance Begin of Year	401,646	437,536	428,876	363,311
	1,694,372	1,792,864	1,724,888	1,723,093
Total	$1,876,399	$1,867,755	$1,801,232	$1,801,937

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$1,438,863	$1,436,438	$1,441,363	$1,442,475
Non-Expenditure Accounts				
Reserves & Revenues	0	0	359,869	359,462
Total	$1,438,863	$1,436,438	$1,801,232	$1,801,937

FUEL TAX REFUNDING REVENUE BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$8,551	$3,180	$4,000	$0
Gross Revenue	8,551	3,180	4,000	0
Interfund Transfers	1,381,929	1,195,683	114,663	0
Less 5% Required by Law	0	0	(200)	0
Fund Balance Begin of Year	430,209	452,054	281,787	0
	1,812,138	1,647,737	396,250	0
Total	$1,820,689	$1,650,917	$400,250	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$1,368,635	$1,371,450	$400,250	$0
Total	$1,368,635	$1,371,450	$400,250	$0

4TH CENT TOURIST DEVELOPMENT TAX DEBT SERVICE FUND

This debt service fund accounts for the payment of interest and principal on the Series 2006 Bonds, issued to refund the Tampa Sports Authority Tourist Development Tax Revenue Bonds, Series 1997B and to finance the acquisition and construction of capital improvements to Legends Field and the Tampa Convention Center. These bonds are payable from the proceeds of the Fourth Cent Tourist Development Tax. Final maturity date of the bonds is October 1, 2035.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$18,704	$7,815	$7,500	$10,000
Gross Revenue	18,704	7,815	7,500	10,000
Interfund Transfers	2,501,436	2,536,769	2,562,622	1,999,985
Less 5% Required by Law	0	0	(375)	(500)
Fund Balance Begin of Year	1,406,774	1,365,925	1,385,954	818,495
Total	$2,520,140	$2,544,584	$2,570,122	$2,009,985

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$1,154,215	$1,154,390	$1,190,190	$1,156,490
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,379,932	853,495
Total	$1,154,215	$1,154,390	$2,570,122	$2,009,985

5TH CENT TOURIST DEVELOPMENT TAX DEBT SERVICE FUND

This debt service fund accounts for the payment of interest and principal on the Series 2006A and Series 2006B Bonds. The Series 2006A Bonds were issued to refund the Tampa Sports Authority County Interlocal Payments Refunding Revenue Bonds, Series 1998. These bonds are payable from the proceeds of the Fifth Cent Tourist Development Tax. Final maturity date of the bonds is October 1, 2035. The Series 2006B Bonds were issued to finance the acquisition and construction of capital improvements to a multi-purpose sports and entertainment facility. These bonds were payable from the proceeds of the Fifth Cent Tourist Development Tax. Final maturity date of the bonds was February 1, 2010.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$8,625	$4,520	$4,000	$6,000
Gross Revenue	8,625	4,520	4,000	6,000
Interfund Transfers	2,650,942	1,782,481	1,789,604	1,788,763
Other	0	0	(200)	(300)
Fund Balance Begin of Year	1,267,887	591,534	1,213,128	1,223,419
	3,918,829	2,374,015	3,002,532	3,011,882
Total	$3,927,454	$2,378,535	$3,006,532	$3,017,882

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$3,335,921	$1,164,588	$1,783,413	$1,779,500
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,223,119	1,238,382
Total	$3,335,921	$1,164,588	$3,006,532	$3,017,882

PARKS & RECREATION GENERAL OBLIGATION BONDS 1993/1996/2002 DEBT SERVICE FUND

This debt service fund accounts for the collection of ad valorem tax revenue levied in the unincorporated area of the County and required for principal and interest payments on general obligation bonds issued by the County to fund acquisition of land and construction of park facilities in the unincorporated area. Bonds were issued in 1993 and 1996 in the principal amount of $10,000,000 each. The County is obligated to levy millage in an amount sufficient to pay annual debt service, but the millage is not included in the calculation of the constitutional 10 mill limitation on the annual millage levy. Both the Series 1993 and 1996 bonds were refunded by the $18,540,000 Series 2002 bonds. The maturity date of the Series 2002 bonds is July 1, 2025.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Current Ad Valorem Taxes	$1,097,423	$981,442	$988,226	$961,149
Delinq Ad Valorem Taxes	7,368	7,449	4,000	4,000
Miscellaneous Revenues	9,383	5,960	1,012	1,349
Gross Revenue	1,114,174	994,851	993,238	966,498
Other	280,302	331,577	407,467	386,832
Less 5% Required By Law	0	0	(49,679)	(48,325)
Fund Balance Begin of Year	152,674	176,346	123,666	139,930
	432,976	507,923	481,454	478,437
Total	$1,547,150	$1,502,774	$1,474,692	$1,444,935

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Elected Officials				
Property Appraiser	$9,213	$8,597	$9,100	$8,000
Tax Collector	31,984	29,711	35,000	35,956
	41,197	38,308	44,100	43,956
Non-Departmental Organizations				
Debt Service Accounts	1,328,113	1,324,313	1,329,113	1,332,113
Non-Expenditure Accounts				
Reserves & Refunds	1,496	224	101,479	68,866
Total	$1,370,806	$1,362,845	$1,474,692	$1,444,935

ELAPP LIMITED AD VALOREM TAX BONDS DEBT SERVICE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Current Ad Valorem Taxes	$4,214,092	$3,727,959	$3,765,154	$3,670,508
Delinq Ad Valorem Taxes	27,383	35,413	15,000	15,000
Miscellaneous Revenues	116,119	123,116	180,300	182,460
Gross Revenue	4,357,594	3,886,488	3,960,454	3,867,968
Other	2,500,517	3,981,902	1,045,350	1,045,355
Less 5% Required By Law	0	0	(198,023)	(192,048)
Fund Balance Begin of Year	871,999	791,393	66,665	100,872
	3,372,516	4,773,295	913,992	954,179
Total	$7,730,110	$8,659,783	$4,874,446	$4,822,147

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Elected Officials				
Property Appraiser	$35,359	$32,994	$40,000	$31,000
Tax Collector	91,464	82,176	96,000	93,750
	126,823	115,170	136,000	124,750
Non-Departmental Organizations				
Debt Service Accounts	6,801,690	8,423,588	4,454,950	4,551,250
Non-Expenditure Accounts				
Reserves & Refunds	10,206	724	283,496	146,147
Total	$6,938,719	$8,539,482	$4,874,446	$4,822,147

CRIMINAL JUSTICE CAPITAL IMPROVEMENT PROGRAM REFUNDING REVENUE 1993/2003 BONDS DEBT SERVICE FUND

This debt service fund accounted for the payment of interest and principal on the Series 2003 bonds issued to refund the Series 1993 bonds, which were issued to refund the Series 1986 Criminal Justice Bonds. The Series 1986 bonds were issued to fund construction of criminal justice facilities and to fund the relocation of County departments from the Jail East Site. The bonds were defeased in November 2009. These bonds were payable from the proceeds of the Local Government Half-Cent Sales Tax. The final maturity date of the refunding bonds was August 1, 2016.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	($40,392)	$0	$0	$0
Gross Revenue	(40,392)	0	0	0
Interfund Transfers	44,076,295	0	0	0
Intrafund Transfers	10,132,319	0	0	0
Fund Balance Begin of Year	20,041,880	0	0	0
	74,250,494	0	0	0
Total	$74,210,102	$0	$0	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$64,077,781	$0	$0	$0
Non-Expenditure Accounts				
Interfund Transfers	10,132,319	0	0	0
Total	$74,210,100	$0	$0	$0

COURT FACILITIES REVENUE BONDS 1999/2005 DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on the Series 2005 bonds issued to refund the Series 1999 Court Facilities Revenue Bonds issued to finance the acquisition, construction, equipping and renovation of capital improvements to the court system facilities of the County. This debt is secured by Court Surcharges Revenues and the Community Investment Tax. The final maturity date of the refunding bonds is November 1, 2029.

Revenue by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$18,356	$10,161	$9,000	$12,000
Gross Revenue	18,356	10,161	9,000	12,000
Interfund Transfers	2,550,992	2,545,424	2,501,445	2,596,619
Less 5% Required by Law	0	0	(450)	(600)
Fund Balance Begin of Year	1,608,208	1,636,761	1,653,639	1,629,068
	4,159,200	4,182,185	4,154,634	4,225,087
Total	$4,177,556	$4,192,346	$4,163,634	$4,237,087

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$2,540,796	$2,531,996	$2,535,166	$2,535,984
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,628,468	1,701,103
Total	$2,540,796	$2,531,996	$4,163,634	$4,237,087

CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS 1994/1996/2006 DEBT SERVICE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
	$108,583	$134,519	$75,000	$115,000
Miscellaneous Revenues	178,562	140,317	147,100	161,000
Gross Revenue	287,145	274,836	222,100	276,000
Interfund Transfers	3,038,085	3,037,317	2,989,881	3,013,941
Less 5% Required by Law	0	0	(13,135)	(14,400)
Fund Bal Begin of Year	3,786,214	3,865,619	3,842,418	3,804,289
	6,824,299	6,902,936	6,819,164	6,803,830
Total	$7,111,444	$7,177,772	$7,041,264	$7,079,830

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$3,245,825	$3,257,759	$3,251,375	$3,250,575
Non-Expenditure Accounts				
Reserves & Refunds	0	0	3,789,889	3,829,255
Total	$3,245,825	$3,257,759	$7,041,264	$7,079,830

CAPITAL IMPROVEMENT NON-AD VALOREM REFUNDING REVENUE 1996/2006 BONDS DEBT SERVICE FUND

This debt service fund accounted for payment of principal and interest on bonds issued to refund the outstanding Capital Improvement Non-Ad Valorem Revenue Bonds (Museum of Science and Industry Project) and the Capital Improvement Non-Ad Valorem Revenue Bonds (County Center Project). These bonds were issued in two series: the $20,490,000 Series 1996 A bonds (MOSI Project) and the $56,445,000 Series 1996 B Bonds (County Center Project). The Series 1996 bonds were refunded in April 2006 by the Capital Improvement Non-Ad Valorem Refunding Revenue Bonds, Series 2006. The Series 2006 bonds were secured by a covenant to annually budget and appropriate legally available non-ad valorem revenue of the County. The Series 2006 bonds were defeased in January 2010.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$97,814	$0	$0	$0
Gross Revenue	97,814	0	0	0
Interfund Transfers	35,888,969	84,457	0	0
Intrafund Transfers	5,189,306	0	0	0
Fund Bal Begin of Year	18,372,211	0	0	0
	59,450,486	84,457	0	0
Total	$59,548,300	$84,457	$0	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$54,358,991	$84,457	$0	$0
Non-Expenditure Accounts				
Intrafund Transfers	5,189,306	0	0	0
Total	$59,548,297	$84,457	$0	$0

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM DEBT SERVICE 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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$9,596	$8,044	$5,000	$6,500
Gross Revenue	9,596	8,044	5,000	6,500
Interfund Transfers	541,000	1,823,854	8,384,437	2,395,112
Less 5% Required by Law	0	0	(250)	(325)
Fund Bal Begin of Year	1,383,240	186,537	207,042	150,202
	1,924,240	2,010,391	8,591,229	2,544,989
Total	$1,933,836	$2,018,435	$8,596,229	$2,551,489

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$1,747,300	$1,058,179	$8,446,352	$2,401,612
Non-Expenditure Accounts				
Reserves & Refunds	0	0	149,877	149,877
Total	$1,747,300	$1,058,179	$8,596,229	$2,551,489

COMMUNITY INVESTMENT TAX REVENUE BONDS 2001 A&B DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on bonds issued to finance all or a portion of the cost of acquisition and construction of capital improvements to the County's jail and stormwater facilities. A portion of the bond proceeds was also used to refund Commercial Paper Notes, which were used to finance the construction of jail and stormwater facilities on an interim basis. The bonds are secured solely by a pledge of the Community Investment Tax Revenues with final maturity occurring in November 2025.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$24,955	$14,177	$11,800	$3,927
Gross Revenue	24,955	14,177	11,800	3,927
Interfund Transfers	6,647,961	6,679,731	6,672,738	4,710,307
Total	$6,672,916	$6,693,908	$6,684,538	$4,714,234

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$4,531,462	$4,532,462	$4,524,762	$2,550,531
Non-Expenditure Accounts				
Reserves & Refunds	0	0	2,159,776	2,163,703
Total	$4,531,462	$4,532,462	$6,684,538	$4,714,234

COMMUNITY INVESTMENT TAX REVENUE BONDS 2004 DEBT SERVICE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$30,794	$18,195	$15,000	$12,600
Gross Revenue	30,794	18,195	15,000	12,600
Interfund Transfers	9,013,041	9,073,535	9,089,461	6,543,616
Total	$9,043,835	$9,091,730	$9,104,461	$6,556,216

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$6,382,544	$6,394,544	$6,410,304	$3,780,806
Non-Expenditure Accounts				
Reserves & Refunds	0	0	2,694,157	2,775,410
Total	$6,382,544	$6,394,544	$9,104,461	$6,556,216

COMMUNITY INVESTMENT TAX REVENUE BONDS 2007 DEBT SERVICE FUND

This debt service fund accounts for the accumulation of CIT revenue collections for and the payment of principal and interest on bonds issued to finance the acquisition and construction of transportation and other CIT capital projects in the County. The bonds are secured solely by a lien upon and pledge of the Community Investment Tax Revenues, with final maturity occurring in 2025.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$122,283	$67,264	$52,000	$27,968
Gross Revenue	122,283	67,264	52,000	27,968
Interfund Transfers	16,394,484	16,337,590	16,297,831	16,320,563
Less 5% Required by Law	0	0	(2,600)	(3,250)
Fund Balance Begin of Year	10,654,677	10,900,697	11,028,500	11,108,818
	27,049,161	27,238,287	27,323,731	27,426,131
Total	$27,171,444	$27,305,551	$27,375,731	$27,454,099

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$16,270,748	$16,256,588	$16,270,163	$16,234,563
Non-Expenditure Accounts				
Reserves & Refunds	0	0	11,105,568	11,219,536
Total	$16,270,748	$16,256,588	$27,375,731	$27,454,099

US 301 EXPANSION TAXABLE NOTES

This debt service fund accounts for payment of principal and interest on the County's Series 2008 Taxable Notes A and B that were issued to provide interim financing for the design, acquisition and construction of improvements to approximately 6.11 miles of highway U.S.301 between CR 672 and Gibsonton Drive. The county and a community development district (CDD) intend to provide permanent financing through transportation improvement revenue bonds. These notes are secured by cash and irrevocable direct pay letters of credit from participating developers plus Limited Transportation Impact Fees that the County has placed in reserve as additional security. The Notes mature April 1, 2013 if not replaced earlier by the anticipated permanent financing.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Interfund Transfers	$528,811	$654,675	$310,000	$0
Fund Balance Begin of Year	1	195,714	121,944	0
Total	$528,812	$850,389	$431,944	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$333,099	$728,445	$310,000	$0
Non-Expenditure Accounts				
Reserves & Refunds	0	0	121,944	0
Total	$333,099	$728,445	$431,944	$0

COMMUNITY INVESTMENT TAX REFUNDING REVENUE 2012 A & B DEBT SERVICE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$0	$0	$0	$13,592
Gross Revenue	0	0	0	13,592
Interfund Transfers	0	0	0	3,857,987
Less 5% Required by Law	0	0	0	(680)
	0	0	0	3,857,307
Total	$0	$0	$0	$3,870,899

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$0	$0	$0	$3,870,899
Total	$0	$0	$0	$3,870,899

CAPITAL IMPROVEMENT PROGRAM REVENUE BONDS SERIES 2012

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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$0	$0	$0	$58,339
Gross Revenue	0	0	0	58,339
Interfund Transfers	0	0	0	6,917,416
Less 5% Required by Law	0	0	0	(2,917)
	0	0	0	6,914,499
Total	$0	$0	$0	$6,972,838

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$0	$0	$0	$6,972,838
Total	$0	$0	$0	$6,972,838

TSA TAMPA BAY ARENA NON-AD VALOREM REFUNDING REVENUE BONDS 2005 DEBT SERVICE FUND

This debt service fund accounts for the payment of principal and interest on the Series 2005 Bonds, issued to refund the TSA Taxable Special Purpose Florida Surcharge Loan Revenue Bonds, Series 1995. The refunded bonds were originally issued to fund a portion of the acquisition, construction and equipping of the St. Pete Times Forum. The bonds are secured by the County's legally available non-ad valorem revenue. The final maturity date of the bonds is October 1, 2026.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Charges For Services	$286,247	$403,598	$250,000	$250,000
Miscellaneous Revenues	10,860	5,488	3,500	5,000
Gross Revenue	297,107	409,086	253,500	255,000
Interfund Transfers	1,107,190	1,072,037	991,629	1,074,045
Less 5% Required by Law	0	0	(12,675)	(12,750)
Fund Balance Begin of Year	1,013,624	1,106,744	1,097,971	1,024,905
	2,120,814	2,178,781	2,076,925	2,086,200
Total	$2,417,921	$2,587,867	$2,330,425	$2,341,200

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$1,311,178	$1,311,205	$1,318,270	$1,315,677
Non-Expenditure Accounts				
Reserves & Refunds	0	0	1,012,155	1,025,523
Total	$1,311,178	$1,311,205	$2,330,425	$2,341,200

COMMUNICATIONS SERVICES TAX BOND SINKING FUND

This debt service fund will account for the payment of principal and interest on a planned 30-year financing related to the construction of a new Public Safety Operations Complex. The debt service budgeted in FY 12 and FY 13 represents an estimate of the annual financing costs.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Interfund Transfers	$0	$0	$1,900,000	$0
Total	$0	$0	$1,900,000	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$0	$0	$1,900,000	$0
Total	$0	$0	$1,900,000	$0

COUNTYWIDE CAPITAL PROJECTS FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Charges for Services	$1,432,237	$0	$0	$0
Interfund Transfers	2,236,893	1,626,000	4,500,000	567,468
Total	$3,669,130	$1,626,000	$4,500,000	$567,468

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	$9,201,961	$4,876,229	($2,357,134)	$1,292,468
Non-Expenditure Accounts				
Reserves & Refunds	0	0	(309,372)	(725,000)
Interfund Transfers	2,841,631	1,616,300	7,166,506	0
	2,841,631	1,616,300	6,857,134	(725,000)
Total	$12,043,592	$6,492,529	$4,500,000	$567,468

UNINCORPORATED AREA CAPITAL PROJECTS FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Charges for Services	$170,000	$0	$0	$0
Interfund Transfers	9,326,674	9,334,426	9,675,538	13,745,085
Total	$9,496,674	$9,334,426	$9,675,538	$13,745,085

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	$7,266,775	$6,000,321	($3,109,069)	$7,006,300
Non-Expenditure Accounts				
Interfund Transfers	25,828,543	8,867,206	13,284,607	9,413,785
Reserves & Refunds	0	0	(500,000)	(2,675,000)
	25,828,543	8,867,206	12,784,607	6,738,785
Total	$33,095,318	$14,867,527	$9,675,538	$13,745,085

EPC FACILITY ACQUISITION/REHABILITATION FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$3,091	$511	$0	$0
Gross Revenue	3,091	511	0	0
Total	$3,091	$511	$0	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	$3,913	$0	$0	$0
Non-Expenditure Accounts				
Interfund Transfers	0	159,283	0	0
Total	$3,913	$159,283	$0	$0

ENVIRONMENTALLY SENSITIVE LANDS TAX/BOND FUND

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

Revenue by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Revenue	$0	$1,003,774	$1,003,774	$1,003,774
Miscellaneous Revenues	7,570,173	690,947	519,097	378,037
Gross Revenue	7,570,173	1,694,721	1,522,871	1,381,811
Other	60,201,402	28,182	0	0
Interfund Transfers	4,369,248	0	0	0
Less 5% Required by Law	0	0	(25,955)	(16,848)
	64,570,650	28,182	(25,955)	(16,848)
Total	$72,140,823	$1,722,903	$1,496,916	$1,364,963

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	$33,420,050	$11,243,337	$170,000	($1,276,344)
Debt Service Accounts	752,524	0	0	0
	34,172,574	11,243,337	170,000	(1,276,344)
Non-Expenditure Accounts				
Reserves & Refunds	0	0	323,142	151,189
Interfund Transfers	11,663,475	3,239,373	1,003,774	2,490,118
Intrafund Transfers	4,369,248	0	0	0
	16,032,723	3,239,373	1,326,916	2,641,307
Total	$50,205,297	$14,482,710	$1,496,916	$1,364,963

COURT FACILITY NON-BOND CONSTRUCTION FUND

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

Revenue by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	$59,593	$26,675	$23,992	$17,807
Gross Revenue	59,593	26,675	23,992	17,807
Less 5% Required by Law	0	0	(1,200)	(890)
Total	$59,593	$26,675	$22,792	$16,917

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Projects Program	$790	$0	$0	$0
Non-Expenditure Accounts				
Reserves & Refunds	0	0	22,792	16,917
Interfund Transfers	111,086	0	0	0
	111,086	0	22,792	16,917
Total	$111,876	$0	$22,792	$16,917

CAPITAL IMPROVEMENT COMMERCIAL PAPER PROGRAM 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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Miscellaneous Revenues	($7,000)	$19,903	$0	$17,012
Gross Revenue	(7,000)	19,903	0	17,012
Interfund Transfers	183,213	311,141	0	(17,012)
Loan/Note Proceeds-General Gov't	4,000,000	8,000,000	(125,561,160)	0
	4,183,213	8,311,141	(125,561,160)	(17,012)
Total	$4,176,213	$8,331,044	($125,561,160)	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$83,603	$8,169,515	($515,000)	$0
Governmental Agencies	346,029	404,789	6,240,000	0
	429,632	8,574,304	5,725,000	0
Non-Expenditure Accounts				
Interfund Transfers	0	0	(131,286,160)	0
Total	$429,632	$8,574,304	($125,561,160)	$0

CONSOLIDATED PUBLIC SAFETY BONDS FUND

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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Bond Proceeds-General Government	$0	$0	$27,205,000	$15,100,000
Total	$0	$0	$27,205,000	$15,100,000

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Capital Improvement Program Projects	$0	$0	$27,205,000	$15,100,000
Total	$0	$0	$27,205,000	$15,100,000

FUTURE FUNDED PROJECTS 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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Other (Loan/Note Proceeds-General Government)	$0	$0	$0	$7,760,000
Total	$0	$0	$0	$7,760,000

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$0	$0	$0	$320,000
Governmental Agencies	0	0	0	7,440,000
Total	$0	$0	$0	$7,760,000

SOLID WASTE SYSTEM ENTERPRISE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Revenue	$100,125	$0	$0	$0
Charges For Services	96,961,835	98,636,071	106,275,809	107,233,836
Fines And Forfeits	80	0	0	0
Miscellaneous Revenues	4,354,523	2,509,982	2,313,649	1,385,475
Gross Revenue	101,416,563	101,146,053	108,589,458	108,619,311
Intrafund Transfers	101,588,247	116,175,637	82,691,480	101,571,154
Other	16,699	23,589	(36,426,469)	576,587
Less 5% Required by Law	0	0	(4,048,907)	(4,242,700)
Fund Balance Begin of Year	73,248,060	82,899,580	62,202,190	66,258,193
	174,853,006	199,098,806	104,418,294	164,163,234
Total	$276,269,569	$300,244,859	$213,007,752	$272,782,545

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Human Resources-Professional Development	$0	$0	$0	$40,950
Public Utilities Department	0	83,196,263	89,930,383	94,115,308
Solid Waste Management Department	80,305,187	0	0	0
	80,305,187	83,196,263	89,930,383	94,156,258
Non-Departmental Organizations				
Capital Improvement Projects Program	12,538,159	3,019,304	(17,972,177)	1,100,000
Debt Service Accounts	9,023,666	7,035,150	(10,265,450)	9,071,750
	21,561,825	10,054,454	(28,237,627)	10,171,750
Non-Expenditure Accounts				
Intrafund Transfers	101,588,247	116,175,637	82,691,480	101,571,154
Reserves & Refunds	73,831	121,810	68,623,516	66,883,383
	101,662,078	116,297,447	151,314,996	168,454,537
Total	$203,529,090	$209,548,164	$213,007,752	$272,782,545

WATER & WASTEWATER UTILITY ENTERPRISE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Permits, Fees, & Special Assessments	$12,333,584	$13,471,193	$11,083,860	$11,904,783
Intergovernmental Revenue	0	1,802,271	0	0
Charges For Services	177,079,580	196,162,817	189,966,859	199,018,004
Fines And Forfeits	84,451	77,369	71,000	66,000
Miscellaneous Revenues	23,348,044	7,342,942	8,435,808	5,354,638
Gross Revenue	212,845,659	218,856,592	209,557,527	216,343,425
Intrafund Transfers	201,284,366	214,474,408	201,374,951	113,694,756
Other	576,274	150,429,469	2,663,345	(92,639,030)
Less 5% Required by Law	0	0	(10,434,206)	(10,821,833)
Fund Balance Begin of Year	65,166,653	72,793,491	78,224,730	97,587,895
	267,027,293	437,697,368	271,828,820	107,821,788
Total	$479,872,952	$656,553,960	$481,386,347	$324,165,213

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Communications & HTV	$0	$86,776	$85,206	$88,223
Development Services	241,662	239,021	269,932	0
Human Resources-Professional Development	0	0	0	164,161
Public Utilities Department	0	134,832,922	141,177,392	141,185,584
Public Works Department	0	0	0	274,056
Real Estate Department	156,492	183,929	180,587	185,857
Water Resource Services	133,756,607	(3,923)	0	0
	134,154,761	135,338,725	141,713,117	141,897,881
Non-Departmental Organizations				
Capital Improvement Projects Program	33,049,949	46,214,232	73,821,696	47,160,000
Debt Service Accounts	20,482,160	29,646,677	28,071,663	20,430,663
	53,532,109	75,860,909	101,893,359	67,590,663
Non-Expenditure Accounts				
Intrafund Transfers	201,284,366	214,474,408	201,374,951	113,694,756
Reserves & Refunds	0	0	36,404,920	981,913
	201,284,366	214,474,408	237,779,871	114,676,669
Total	$388,971,236	$425,674,042	$481,386,347	$324,165,213

FLEET SERVICES FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Charges for Services	$27,933,648	$29,377,033	$30,335,533	$31,148,009
Miscellaneous Revenues	3,386,795	1,703,061	2,288,079	2,121,012
Gross Revenue	31,320,443	31,080,094	32,623,612	33,269,021
Interfund Transfers	377,095	0	38,400	185,315
Intrafund Transfers	200,499	204,191	0	0
Less 5% Required by Law	0	0	(6,407)	(6,407)
Fund Balance Begin of Year	40,440,960	41,383,635	41,027,715	42,331,337
	41,018,554	41,587,826	41,059,708	42,510,245
Total	$72,338,997	$72,667,920	$73,683,320	$75,779,266

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Fleet Management Department	$22,640,706	$24,099,985	$39,073,357	$48,134,244
Non-Expenditure Accounts				
Reserves & Refunds	0	0	34,609,963	27,645,022
Interfund Transfers	8,114,157	4,881,199	0	0
Intrafund Transfers	200,499	204,191	0	0
	8,314,656	5,085,390	34,609,963	27,645,022
Total	$30,955,362	$29,185,375	$73,683,320	$75,779,266

COUNTY SELF INSURANCE FUND

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

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Revenue	$428,321	$291,957	$0	$0
Charges for Services	89,752,078	87,190,409	89,903,394	83,342,452
Fines and Forfeits	0	59	0	0
Miscellaneous Revenues	8,747,022	5,605,881	5,875,957	7,235,038
Gross Revenue	98,927,421	93,088,306	95,779,351	90,577,490
Interfund Transfers	0	0	6,400,000	4,058
Intrafund Transfers	640,000	900,000	910,800	900,000
Less 5% Required by Law	0	0	(695,427)	(849,810)
Fund Balance Begin of Year	204,911,268	186,378,276	193,592,097	207,486,181
	205,551,268	187,278,276	200,207,470	207,540,429
Total	$304,478,689	$280,366,582	$295,986,821	$298,117,919

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Administrator Organization				
Business & Support Services	$0	$1,426,056	$838,579	$825,220
Human Resources-Professional Development	1,512,674	0	841,449	774,585
	1,512,674	1,426,056	1,680,028	1,599,805
Non-Departmental Organizations				
Non-Departmental Allotments	88,363,989	81,142,617	92,612,251	91,207,579
Non-Expenditure Accounts				
Interfund Transfers	27,564,025	0	2,771,918	16,324,711
Intrafund Transfers	640,000	900,000	910,800	900,000
Reserves & Refunds	19,728	0	198,011,824	188,085,824
	28,223,753	900,000	201,694,542	205,310,535
Total	$118,100,416	$83,468,673	$295,986,821	$298,117,919

IMPACT FEE SPECIAL ASSESSMENT BONDS 2006

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.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Permits, Fees, & Special Assessments	$9,885,059	$9,886,978	$10,121,000	$10,121,000
Miscellaneous Revenues	307,714	142,619	112,500	114,000
Gross Revenue	10,192,773	10,029,597	10,233,500	10,235,000
Less 5% Required by Law	0	0	(511,675)	(511,750)
	0	0	(511,675)	(511,750)
Total	$10,192,773	$10,029,597	$9,721,825	$9,723,250

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$9,217,912	$9,734,729	$9,720,625	$9,722,050
Non-Expenditure Accounts				
Reserves & Refunds	0	601	1,200	1,200
	0	601	1,200	1,200
Total	$9,217,912	$9,735,330	$9,721,825	$9,723,250

TRANSPORTATION ASSESSMENT UNITS FUND

This fund accounted for non-ad valorem special assessment revenue from the time payment of transportation impact fee program. The revenues were used to fund the cost of transportation capital improvements in the zone from which they were collected. All transportation impact fees associated with this unit are now paid in full.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Permits, Fees, & Special Assessments	$8,705	$3,666	$0	$0
Miscellaneous Revenues	994	515	0	0
Gross Revenue	9,699	4,181	0	0
Total	$9,699	$4,181	$0	$0

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$345	$59,683	$0	$0
Total	$345	$59,683	$0	$0

RECLAIMED WATER SPECIAL ASSESSMENT REVENUE BONDS 2000

This agency fund accounts for the collection of special assessment revenues collected and required for principal and interest payments on Reclaimed Water Special Assessment Revenue Bonds, Series 2000 issued to redeem outstanding Commercial Paper Notes to construct reclaimed water distribution systems and to fund future reclaimed water projects. The 2000 bonds are not part of the County's general obligations and are secured solely by a pledge of the non-ad valorem special assessment revenues from Reclaimed Water Improvement Units.

Revenues by Source	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Permits, Fees, & Special Assessments	$487,992	$487,376	$503,455	$503,455
Miscellaneous Revenues	29,811	14,024	18,000	11,633
Gross Revenue	517,803	501,400	521,455	515,088
Less 5% Required by Law	0	0	(26,073)	(25,756)
Total	$517,803	$501,400	$495,382	$489,332

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$444,660	$440,140	$495,382	$489,332
Total	$444,660	$440,140	$495,382	$489,332

IMPACT FEES SPECIAL ASSESSMENT 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 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Permits, Fees, & Special Assessments	$2,701,924	$2,715,460	$2,791,670	$2,791,670
Miscellaneous Revenues	137,581	65,032	99,000	109,000
Gross Revenue	2,839,505	2,780,492	2,890,670	2,900,670
Less 5% Required by Law	0	0	(144,534)	(145,034)
Total	$2,839,505	$2,780,492	$2,746,136	$2,755,636

Appropriations by Organization	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Non-Departmental Organizations				
Debt Service Accounts	$2,490,899	$2,494,263	$2,746,136	$2,755,636
Total	$2,490,899	$2,494,263	$2,746,136	$2,755,636

BUDGET BY SUBFUND*

Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
01	GENERAL FUND				
001	*COUNTYWIDE GENERAL FUND*				
001	Countywide General Operating Fd	$534,381,673	$491,937,812	$593,127,207	$595,829,736
* 002	Capital Project Fund (Clsd)	21,807	0	0	0
003	Major Maint& Repair Proj Fd (Clsd)	17,739	0	0	0
005	Gaming Compact Revenue Fund	0	0	2,346,725	2,036,000
		534,421,219	491,937,812	595,473,932	597,865,736
003	*UNINCORPORATED AREA GENERAL FUND*				
001	Unincorp Area General Operating Fd	308,304,919	299,484,576	361,749,173	368,501,773
	Total General Funds	842,726,138	791,422,388	957,223,105	966,367,509
10	SPECIAL REVENUE FUNDS				
002	*COUNTYWIDE SPECIAL PURPOSE REVENUE FUND*				
* 602	Public Art Prog Countywide Fund Ord89-32	11,467	12,674	4,718	3,479
* 606	CW Major Maintenance & Repair Project Fd	1,914,427	7,280,067	0	0
636	School Site Impact Fee Fd (10/05-10/06)	0	0	91,290	91,290
637	School Site Impact Fee Fd (11/06-)	183,192	143,354	26,054,577	31,759,092
638	School Impact Fee Interest Fd (11/06-)	0	0	1,105,506	1,256,501
702	Crim Just Ed/Trg Fd-FS318.18(11)D/938.15	80,000	1,000,000	5,951,953	6,364,234
703	Crim Just Training Trust Fd R95-077	0	0	1,079,505	1,188,280
705	County Boat Registration Fee Fd Ord08-32	502,893	498,934	935,979	942,799
709	Federal Usms/Dept Just Asset Forfeit Fd	7,000	2,500,000	4,831,240	4,930,730
712	Cty Lcl Alcohol/Drg Tr Fd 938.13 & 89-29	4,208	44,552	150,367	179,361
713	Drug Abuse Alternate Source Fd R91-0223	68,316	0	262,446	282,706
714	800MHz Intrgv Radio Comm Sys Fd FS318.21	1,123,092	1,133,000	3,944,004	3,907,430
715	Fla Contraband Forfeit Fd FS932.703/704	3,652,447	2,531,052	3,556,573	3,110,230
718	Drug Abuse Tr Fd FS938.21/Ord 97-16	38,109	4,776	364,887	352,538
719	Federal Treasury Asset Forfeiture Fund	0	0	296,991	298,551
736	Children's Advocacy Ctr Fd(Ao 99-081)	0	0	8,195	8,195
738	Drug Ct Prog Admin Fd FS796.07(6)	0	0	216,114	217,146
742	State Court Innov(Ord 04-33;939.185 FS)	1,604,746	1,550,742	1,486,132	1,510,342
743	Legal Aid Fd (Ord 04-33;939.185 F.S.)	1,100,000	1,100,000	1,100,000	1,100,000
744	Teen Ct/Juv Divrs Fd(Ord04-33;939.185FS)	1,139,114	1,133,600	1,401,906	1,394,760
745	Court-Related Tech Fd fs28.24(12)(E)1¿	7,424,671	6,093,661	7,145,423	6,716,940
746	Traf Surcharge Tr Fd FS318.18/Ord04-26	2,550,992	2,545,424	11,877,417	4,658,203
747	Crime Prev/Safe Neighborhds FS775.083(2)	0	0	4,463,180	4,859,142
749	Child Supprt Incent Fd-Ss Act Title Iv-D	0	142,369	214,820	238,816
750	Florida Dept Of Juvenile Justice Fd	7,672,671	5,265,546	6,094,823	6,146,996
751	Vict Asst,Crime Prev,& Yth Advoc R09-132	0	0	327,501	471,337
904	Emer Mgt Facil Plns Rev Fd Fac 9G-20.004	0	0	44,652	43,794
905	Lcl Air Poll Ctrl Tag Fee Tr Fd FS320.03	887,519	933,067	1,189,202	1,269,323
906	Medicaid Certified Match Prog	0	0	67,600	12,038
907	Indigent Health Care Svcs Fd FS212.055	113,791,931	103,643,432	118,017,310	124,873,651
908	Gardinier Settlement Dep/EPC Fund	0	0	257,882	0
909	Pollution Recovery Fund Lf84-446	619,499	227,361	829,734	662,992
* 910	Pollution Recovery Project Fund	612,324	477,811	0	0
911	State Rev Sharing Fd, Entlmnt I&Ii	8,007,391	15,001,829	12,470,773	12,280,192

BUDGET BY SUBFUND*

Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
002	*COUNTYWIDE SPECIAL PURPOSE REVENUE FUND*				
915	911 Emg Tel Sys-Ld Ln Ord86-14/87-25(Clsd	6,604,427	0	0	0
916	911 Emg Tel Sys-Wireless 365.173FS(Clsd)	6,381,043	0	0	0
917	911 Emer Tel Sys-Combined365.173(2)(C)FS	8,040,812	7,050,123	18,149,404	18,711,723
* 925	Fl Boating Improv Prog Fd-FS328.72(15)	143,982	261,142	225,112	220,013
932	Countywide Economic Devel Activity Fund	0	0	9,016,506	8,725,703
959	Jt Cty-City Wagnon Will Proj Fd	0	0	0	98,054
968	Children's Svcs Contributions Fd	0	0	1,527	12,384
969	Jt County-City Cecile Wagnon Will Fund	0	0	97,382	97,498
971	Animal Cont Spay/Neuter Inc Pymt Prog	650,456	467,624	502,600	511,838
972	Animal Svcs Contributions Fd(B-1,9/5/01)	4,993	74,510	34,344	53,965
* 992	ITS Project Fund	951,307	1,108,725	448,000	807,339
		175,773,029	162,225,375	244,317,575	250,369,605
004	*UNINCORPORATED AREA SPECIAL PURPOSE FUND*				
* 602	Public Art Program Mstu Fd Ord89-32	547	3,089	1,657	1,427
* 610	UA Major Maintenance & Repair Project Fd	3,684,627	3,202,846	207,465	1,550,073
* 620	Parks Impact Fee (Nw Zone) Fund	7,570	365	92,335	192,883
* 621	Parks Impact Fee (Ne Zone) Fund	50,229	83,614	51,876	70,502
* 622	Parks Impact Fee (Cent Zone) Fund	3,442,571	1,309,250	186,287	166,296
* 623	Parks Impact Fee (S Zone) Fund	34,603	210,020	196,812	165,840
* 630	Fire Service Impact Fee (Nw Zone) Fund	1,198	475	21,458	23,281
* 631	Fire Service Impact (Ne Zone) Fund	(135,474)	200	21,435	23,514
* 632	Fire Service Impact Fee (Cent Zone) Fund	2,634	1,039	42,110	36,673
* 633	Fire Service Impact Fee (S Zone) Fund	78,480	685,664	45,880	33,713
* 641	Impact Fees Administration	253,101	130,299	267,425	259,342
645	Communication Services Tax	0	0	24,468,101	25,960,829
* 892	Enviro Restoration Fd(Ldc Sec 4.01.15)	36,330	163,400	151,887	119,755
* 893	Local Habitat Mitig Bank Fd(R96-294)	7,240	150	118,373	6,506
900	Bld Svc Div(Pgm)Fd:Ord05-12/FS553.80(7)	8,731,421	8,706,693	15,706,345	12,069,850
908	Land Excavatn Opr/Inspect Sec.8.01.03Ldc	78,286	81,083	101,826	107,635
913	Water Conserv Trust Fd Ord03-7 As Amnded	853,977	352,436	1,063,355	833,370
922	Tax Dist On Severance Phos Rock FS211.31	1,345,502	792,038	1,653,607	1,757,463
* 924	Stormwater Mgmt Proj Fd Ord 89-27	2,395,408	2,035,209	5,698,667	5,676,596
925	Stormwater Mgmt Operating Fd Ord 89-27	1,190,596	1,155,045	1,123,387	1,136,436
934	Unincorp Area Economic Devel Activity Fd	0	0	6,130,859	6,103,360
		22,058,846	18,912,915	57,351,147	56,295,344
006	*COUNTY BLENDED COMPONENT UNITS FUND*				
001	Civil Service Board Fund	2,619,927	2,510,108	3,274,199	3,277,696
002	Law Lib Bd Fd-Ord 01-16,FS939.185	463,973	450,140	399,543	412,495
006	City-Cnty Planning Com Fd-Ch97-351L.O.F.	4,754,606	4,118,167	4,091,204	4,125,066
903	Law Library Sales/Svcs Ord 01-16,Sec8	27,950	27,674	25,733	15,016
		7,866,456	7,106,089	7,790,679	7,830,273
008	*LOCAL HOUSING ASSISTANCE PROGRAM FUND*				
* 200	S.H.I.P. Program	1,521,573	5,546,742	0	0
009	*STATE OF FL HEALTHCARE SURTAX TRUST FUND*				
001	Indigent Health Care & Trauma Center Fd	103,236,770	94,410,569	145,884,960	142,854,311

BUDGET BY SUBFUND*

Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
010	*SALES TAX REVENUE FUND*				
010	Half-Cent Sales Tax/Bonds Revenue Fund	67,372,475	80,671,545	93,973,258	114,391,843
020	Prof Sports Franchise Facil Sales Tax Fd	2,042,476	2,003,303	2,176,233	2,184,133
030	3% Tourist Dev Tx Trust Fd(FS 125.0104)	12,255,146	11,703,125	13,632,792	14,138,557
040	1% Addl (4Th Ct) Tourist Tax Fd Ord03-03	3,716,770	3,741,960	10,337,592	7,202,432
050	1% Addl (5Th Ct) Tourist Tax Fd Ord03-03	3,924,439	3,083,295	7,711,662	5,834,293
090	Lcl Govt Infrastructure Surtax Fund	88,072,774	91,560,447	91,382,654	94,368,815
		177,384,080	192,763,675	219,214,191	238,120,073
012	*INTERGOVERNMENTAL GRANTS*				
* 100	Operating Grants Fund	121,999,922	108,009,702	78,742,488	71,696,101
* 200	Project Grants Fund	11,209,368	15,017,898	5,491,788	5,216,540
* 400	Disaster Event Subfund	3,850	0	20,657	19,686
		133,213,140	123,027,600	84,254,933	76,932,327
013	*COUNTY TRANSPORTATION TRUST FUND*				
001	Operating Fund	54,788,316	50,301,401	53,538,456	51,141,201
* 002	Proj Fund (1St Local Option 6Ct Fuel Tx)	25,198,543	28,596,796	24,444,594	21,594,186
005	Street Lighting Non-Ad Val Assessment Fd	8,263,525	8,262,704	9,959,564	9,379,105
* 200	Project Grants Fund	15,129,739	18,958,975	0	0
* 300	Developer/Privately Fd Transp Proj	(3,588,857)	1,360,688	1,114,502	0
* 940	Local Voted/9Th Cent Fuel Tx Proj Fd	3,885,807	3,064,237	4,638,751	4,392,987
* 970	Road Network Impact Fee (Zone 01) Fund	1,571,959	700,828	125,400	234,637
* 971	Road Network Impact Fee (Zone 02) Fund	2,699,677	50,454	83,600	159,702
* 972	Road Network Impact Fee (Zone 03) Fund	167,361	70,442	13,300	16,309
* 973	Road Network Impact Fee (Zone 04) Fund	6,837,451	2,678,426	380,000	326,533
* 974	Road Network Impact Fee (Zone 05) Fund	281,051	2,126	42,750	39,801
* 975	Road Network Impact Fee (Zone 06) Fund	83,616	105,897	122,035	71,373
* 976	Road Network Impact Fee (Zone 07) Fund	(579,493)	3,561,964	370,500	315,062
* 977	Road Network Impact Fee (Zone 08) Fund	(3,387,166)	544,219	351,500	330,875
* 978	Road Network Impact Fee (Zone 09) Fund	(6,624,035)	615,880	294,500	314,148
* 979	Road Network Impact Fee (Zone 10) Fund	365,895	209,120	144,400	246,795
* 989	Constitutional Fuel Tax Fund	10,322,995	9,943,316	10,632,960	10,446,100
990	County Fuel Tax (7Th Cent) Fund	4,464,661	3,179,059	8,262,053	6,664,918
991	Local Vtd/9Th Cent Fuel Tx/ Ord 00-01	6,616,345	6,627,070	6,582,729	6,541,862
* 992	Uninc Ad Valorem Tax Transp Fd	23,134,566	20,191,097	522,500	202,442
993	Transit System Aid Fund (Clsd)	0	709,767	0	0
995	Cw Ad Valorem Tax Transp Fund	0	143,265	7,600	58,783
		149,631,956	159,877,731	121,631,694	112,476,819
014	*LIBRARY TAX DISTRICT FD (LOF 84-443)*				
001	Library Tax Dist Operating Fund	37,428,386	44,092,312	77,453,287	60,166,996
* 002	Library Tax District Project Fund	1,845,029	2,047,428	7,105,000	7,590,000
* 003	Major Maintenance & Repair Project Fund	90,964	342,582	316,476	308,817
* 100	Operating Grants Fund	956,888	1,022,250	1,022,250	990,889
602	Public Art Prog Library Dist Fd Ord89-32	7,146	14,727	3,142	7,556
		40,328,413	47,519,299	85,900,155	69,064,258

BUDGET BY SUBFUND*

	Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
	030	*INFRASTRUCTURE SURTAX FUND*				
*	002	Project Fund (Entitlement One 1997-2003)	1,127,842	4,834,137	162,952	88,374
*	003	Financed Proj Subfund (Ph Ii 2003-2008)	8,777,518	6,797,674	(12,587,123)	87,400
*	005	Proj Subfd(Ph III Feb08-Sept16)	55,055,091	54,550,709	(25,296,310)	44,973,999
*	006	Cit Proj Fd-Transportation Task Force	16,158,701	18,860,504	(52,320,000)	0
*	010	Series 2007 Cit Rev Bds Proj Fd(Clsd)	15,000,000	17,091,985	(380,032)	0
*	044	Commercial Paper Notes Fd II	191,217,232	254,604,294	0	0
			287,336,384	356,739,303	(90,420,513)	45,149,773
		Total Special Revenue Funds	1,098,350,647	1,168,129,298	875,924,821	999,092,783
	20	DEBT SERVICE FUNDS				
	011	*CAP IMP NONADVAL REV 98 &08 DBT SVC FD*				
	000	Whse/Shrf Nonad Rev Ref 08 Bds Sk Fd	1,438,863	1,436,438	1,801,232	1,801,937
	013	*FUEL TAX REF REV BDS DBT SVC FD(CLSD)*				
	001	Fuel Tx Ref Rev 98 Sk Fd (Taxable)	1,368,635	1,371,450	400,250	0
	021	*4TH CENT TOURIST DEV TAX FD*				
	001	4Th Ct Tdt 06 Ref Rev Bds Sk Fd	1,154,215	1,154,390	2,570,122	2,009,985
	022	*5TH CENT TOURIST DEV TAX FD*				
	001	5Th Ct Tdt 06A Ref Rev Bds Sk Fd	1,166,463	1,164,588	3,006,532	3,017,882
	002	5Th Ct Tdt 06B Ref Rev Bds Sk Fd(Clsd)	2,169,458	0	0	0
			3,335,921	1,164,588	3,006,532	3,017,882
	024	*P&R G.O. BNDS 93/96/02 DBT SVC FD*				
	000	P&R G.O. Ref Bnds 2002 Sk Fd	1,370,806	1,362,845	1,474,692	1,444,935
	029	*ELAPP LIMITED ADVAL TAX BONDS DBT SVC FD*				
	000	ELAPP Ltd Adval Tx Bds 98& 03 Sk Fd	5,289,117	5,276,532	0	0
	003	ELAPP Series 2009 Bds Sk Fd	1,649,602	3,262,950	4,874,446	4,822,147
			6,938,719	8,539,482	4,874,446	4,822,147
	036	*CJ CIP REF REV 93& 03 DBT SVC FD(CLSD)*				
	000	Jr Lien CIP Ref Rev 03 Bds Sk Fd(Clsd)	9,997,250	0	0	0
	001	Jr Lien CIP Ref Rev 03 Bds Rsv Fd(Clsd)	10,001,250	0	0	0
	005	Jr Lien CIP Ref Rev 03 Bds-Escr(Clsd)	54,211,600	0	0	0
			74,210,100	0	0	0
	037	*CT FACIL REV BDS 99&05 DEBT SVC FD*				
	002	Ct Facil Ref Rev 05 Bds Sk Fd	2,540,796	2,531,996	4,163,634	4,237,087
	038	*CAP IMPRV PRG REV BDS 94/96/06 DEBT SVC*				
	004	CIP Ref Rev Bds Series 06 Sk Fd	3,245,825	3,257,759	3,792,639	3,831,205
	005	CIP Ref Rev Bds 06 Rsv Fd	0	0	3,248,625	3,248,625
			3,245,825	3,257,759	7,041,264	7,079,830
	039	*CAP IMP NON-AD REF REV 96&06 BD FD(CLSD)*				
	001	MOSI/Cty Ctr Ref Rev Bds 06 Sk Fd(Clsd)	5,189,306	84,457	0	0
	002	MOSI/Cnty Ctr Ref Rev Bds 06 Rsv (Clsd)	5,189,306	0	0	0
	003	CIP Nonad Val Ref Rev Bds 06(Escr)(Clsd)	49,169,685	0	0	0
			59,548,297	84,457	0	0
	044	*CAP IMPR COMMERCIAL PAPER PROG FD*				
	003	M2Gen Project Revenue/Sinking Fund	1,747,300	1,058,179	1,962,877	1,437,877
	004	Com Paper Note Sk Fd-Stadium Impr Notes	0	0	4,473,023	1,113,612
	005	Commercial Paper Note Sk Fd-Arena Impr	0	0	2,160,329	0
			1,747,300	1,058,179	8,596,229	2,551,489

BUDGET BY SUBFUND*

Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
049	*CIT REV BDS 2001 A & B DBT SVC FD*				
001	Jail/Strmwtr Cit Rev Bds 01 A/B Sk Fd	4,531,462	4,532,462	6,684,538	4,714,234
050	*CIT REV BDS 2004 DBT SVC FD*				
001	CIT Rev Bds 2004 Sk Fd	6,382,544	6,394,544	9,104,461	6,556,216
051	*CIT REV BDS 2007 DBT SVC FD*				
001	CIT Rev Bds 2007 Sk Fd	16,270,748	16,256,588	27,375,731	27,454,099
052	*US 301 EXPAN TAXABLE NOTES*				
001	US301 Tx Note Series 08A Sk Fd(Suntrust)	206,569	186,447	241,580	0
002	US301 Tx Note Series 08B Sk Fd(Suntrust)	126,530	541,998	190,364	0
		333,099	728,445	431,944	0
053	*CIT REF REV 2012 A & B DBT SVC FD*				
001	CIT 2012A&B Rev (2001A&B /2004 Ref)	0	0	0	3,870,899
054	*CIP REVENUE BDS SERIES 2012*				
001	CIP Series 2012 Rev Bds Sk Fd	0	0	0	6,972,838
055	*TSA NON-ADV REF REV BDS 05 DBT SVC FD*				
001	Arena Non-Ad Ref Rev Bds 05 Sk Fd	1,311,178	1,311,205	2,330,425	2,341,200
079	*COMMUNICATIONS SVCS TAX BD SINKING FD*				
001	Public Safety Complex Bds 11 Sk Fd	0	0	1,900,000	0
	Total Debt Service Funds	185,728,508	51,184,828	81,755,500	78,874,778
30	CAPITAL PROJECTS FUNDS				
002	*COUNTYWIDE CAPITAL PROJECTS FUND*				
* 604	Countywide Construction Fd	12,043,592	6,492,529	4,500,000	567,468
004	*UNINCORP AREA CAPITAL PROJECTS FUND*				
* 608	Unincorp Area Construction Fd	33,095,318	14,867,527	9,675,538	13,745,085
016	*EPC FACILITY ACQUISITION/REHAB FUND*				
* 002	EPC Sabal Park Facility Proj Fd(Clsd)	3,913	159,283	0	0
029	*ENVIRO SENSITIVE LANDS TAX/BOND FUND*				
* 002	ELAPP Projects (Non-Bond) Fund	10,545,509	293,664	383,892	296,638
007	ELAPP Bonds (2009A) Project Fund	4,858,530	0	0	41,077
008	ELAPP Bonds (2009B) Project Fund	33,151,654	10,967,515	109,250	23,474
009	ELAPP Bnds Series 2009A Cap Int(Clsd)	1,649,604	2,719,644	0	0
010	ELAPP 2009B Bld Amer Bonds Subsidy	0	501,887	1,003,774	1,003,774
		50,205,297	14,482,710	1,496,916	1,364,963
034	*COURT FACIL NON-BOND CONSTRUCTION FUND*				
* 002	Court Facil Imprvmt Non-Bond Proj Fund	790	0	22,792	16,917
* 003	Ctl Energy Plant Ph Ii Const(Clsd)	111,086	0	0	0
		111,876	0	22,792	16,917
044	*CAP IMPR COMMERCIAL PAPER PROGRAM FUND*				
* 001	Commercial Paper Note Issuance Fund I	429,632	8,574,304	6,240,000	0
* 002	Allocated Debt Capacity Fund	0	0	(131,801,160)	0
		429,632	8,574,304	(125,561,160)	0
079	*CONSOLIDATED PUBLIC SAFETY BONDS FUND*				
002	Project Bond Fund	0	0	27,205,000	15,100,000
080	*FUTURE FINANCED PROJECTS FUND*				
002	Stadium Improvements	0	0	0	7,760,000
	Total Capital Projects Funds	95,889,628	44,576,353	(82,660,914)	38,554,433

BUDGET BY SUBFUND*

Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
40	ENTERPRISE FUNDS				
032	*SOLID WASTE SYSTEM ENTERPRISE FUND*				
001	SW & RR System Operating/Maintenance Fd	76,944,611	80,789,483	99,805,257	105,506,331
003	SW & RR System Revenue Fund	101,340,246	99,825,530	103,592,989	103,794,694
004	SW & RR System Renewal/Repl Fd(Clsd)	1,702,105	10,830,107	0	0
* 005	SW & RR System Capital Improvement Fund	330,032	(4,225)	0	0
006	SW Sys Renewal/Repl Fd-Ord 06-28;Sec9.06	0	2,000,975	277,722	422,500
017	SW/RR Sys (Fin Assur) Nw Clsd Lf Fd(Clsd	73,000	146,000	0	0
019	SW/RR Sys (Fin Assur/Gasb) Lf Closure Fd	0	5,004,576	31,064,099	31,971,312
024	SW/RR Sys Closed L/F Maintenance Fund	1,592,241	1,504,126	1,943,781	1,624,639
027	SW & RR System Debt Service Fund	9,019,766	7,035,150	8,760,113	9,899,996
029	SW & RR System General Purpose Fund	103,138	0	7,990,000	5,988,380
041	Taylor Road Landfill Superfund Site Fund	24,739	34,374	120,821	181,500
043	Lf Closure Fd-Phase Ii (Cell 7) Gasb	0	369,424	1,969,391	1,954,091
* 044	Cp Qrtrly Note Issuances (Clsd)	0	0	(36,677,969)	0
049	SW & RR System Rate Stabilization Fd	0	0	10,836,287	11,269,611
* 058	Internal Capital Improvement Fund	4,104,102	466,049	1,661,230	88,352
* 059	Series 2006A Rev Bds Proj Fd (Amt)	3,984,722	128,203	12,000	5,632
* 060	Series 2006B Rev Bds Proj Fd(Non-Amt)	4,195,066	1,418,392	80,000	75,507
* 064	Commercial Paper Fin Proj Fd (Clsd)	0	0	(18,427,969)	0
* 100	Operating Grants Fund	115,322	0	0	0
		203,529,090	209,548,164	213,007,752	272,782,545
040	*WATER & WASTEWATER UTILITY ENTERPRISE FD*				
001	Utility Sys Operating & Maintenance Acct	133,601,386	134,754,942	158,295,886	159,999,557
002	Utility Sys Rev Bds Debt Service Acct	20,482,160	27,135,475	28,071,663	20,430,663
003	Utility Sys General Revenue Acct	179,855,069	175,625,681	187,960,216	195,290,047
005	Util Sys Impact Fees Gen Oper Acct	11,321,731	12,730,814	9,606,235	10,368,835
* 007	Utility Sys Renewal & Replacement Acct A	7,459,708	3,662,923	10,356,018	13,338,468
* 010	Utility Sys Gen Rev Cap Exp Acct	21,539,611	9,690,835	12,564,247	26,041,593
* 011	Water Projects Acct(Impact Fees)(Clsd)	431,108	15,116	0	0
* 012	Wastewater Proj Acct(Impact Fees)(Clsd)	849,019	0	0	0
* 044	CP Quarterly Note Issuances(Clsd)	0	0	0	(97,022,508)
046	Revenue Account Rate Stabilization Fund	0	0	60,004,416	67,004,416
050	Reclaimed Water Impvmt Unit Assessmnt Fd	1,566,993	478,721	1,557,857	2,336,767
* 051	Reclaimed Water Impvmt Unit Project Fd	1,500	0	32,300	14,711
052	Impact Fees Assessmnt Unit Fd Ord96-07	8,649,486	8,940,352	8,534,334	8,553,100
054	Infrastructure Assessment Unit Fd 99-08	65	64	90,754	96,303
* 057	Utility Sys Financed Project Fd	0	0	0	(97,022,508)
068	Utility Sys Renewal & Replacement Acct B	3,213,400	7,119,391	0	0
069	Series 10A Tx-Ex Rev Bds Proj Fd-Tradn'L	0	15,457,494	86,276	25,972
070	Series 10B Txble Bab Rev Bds Proj Fd-35%	0	27,956,023	1,405,026	471,461
071	Series 10C Txbl Rzed Rev Bds Proj Fd-45%	0	2,106,211	276,942	112,784
073	Tax-Exempt 2010B Bab Subsidy	0	0	1,972,924	1,972,924
074	Tax-Exempt 2010C Bab Subsidy	0	0	571,253	571,253

BUDGET BY SUBFUND*

Fund	Subfund Title	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
040	*WATER & WASTEWATER UTILITY ENTERPRISE FD (continued)*				
075	Series 2010A Debt Service Reserve	0	0	0	1,392,467
076	Series 2010B Debt Service Reserve	0	0	0	8,513,469
077	Series 2010C Debt Service Reserve	0	0	0	1,675,439
		388,971,236	425,674,042	481,386,347	324,165,213
	Total Enterprise Funds	592,500,326	635,222,206	694,394,099	596,947,758
50	INTERNAL SERVICE FUNDS				
066	*FLEET SERVICES FUND*				
001	Operating Fund	15,607,143	16,630,563	21,298,299	22,634,417
003	Lease Back Program Fund	15,348,219	12,554,812	52,385,021	53,144,849
		30,955,362	29,185,375	73,683,320	75,779,266
067	*COUNTY SELF INSURANCE FUND*				
000	Insurance Program Administration Fund	808,144	744,388	1,239,341	1,283,494
001	Workers Compensation Insurance Fund	38,635,029	8,655,076	42,553,144	43,679,712
002	General Liability Insurance Fund	10,026,094	9,605,261	35,201,462	35,150,068
003	Catastrophic Disaster Recovery Fund	0	0	92,542,737	94,737,237
004	Employee Group Health Insurance Fund	68,631,149	64,463,948	101,231,342	99,482,890
005	OPEB/Retiree Health Insur Fd	0	0	14,328,863	14,765,678
006	Tax Coll Opeb/Retiree Health Ins Fd	0	0	401,268	489,116
007	Sheriff Opeb/Retiree Health Ins Fd	0	0	2,027,864	2,037,342
008	Sheriff Group Health State Req'd Rsv Fd	0	0	6,460,800	6,492,382
		118,100,416	83,468,673	295,986,821	298,117,919
	Total Internal Service Funds	149,055,778	112,654,048	369,670,141	373,897,185
65	AGENCY FUNDS				
040	*IMP FEE SPECIAL ASSESSMENT BONDS 2006*				
* 002	Imp Fee Spcl Assmnt Rev/Sinking 06 Fd	9,217,912	9,735,330	9,721,825	9,723,250
044	*TRANSPORTATION ASSESSMENT UNITS FUND*				
* 002	TAU Spcl Assmnt Rev/Sk Fd (Clsd)	345	59,683	0	0
046	*RECL WATER SPCL ASSESSMENT REV BDS 2000*				
* 002	Rev/Sinking Fd Rw Spcl Assmnt 00 Rev Bds	444,660	440,140	495,382	489,332
047	*IMPACT FEES SPECIAL ASSESS BD*				
* 002	Rev/Sking Fd Imp Fee Spcl Assmnt 2000	2,490,899	2,494,263	2,746,136	2,755,636
	Total Agency Funds	12,153,816	12,729,416	12,963,343	12,968,218
	Total	$2,976,404,841	$2,815,918,537	$2,909,270,095	$3,066,702,664

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

DEPARTMENT SUMMARIES The Departmental Summaries that follow in this section include mission statements, summary budgets, and funded position comparisons for each individual department and various other organizations funded by the Board of County Commissioners.

MATRIX OF COUNTY SERVICES Hillsborough County is a general-purpose government which performs many tasks and a wide range of services for the health, safety, and welfare of its citizens. At a March 10, 1999 workshop to review recommendations made by the Blue Ribbon Committee on County Finances, the Board of County Commissioners requested that a matrix be developed to disclose over three hundred services provided by Hillsborough County. The original list was taken from a report prepared by Florida TaxWatch. The current list reflects organizational changes as well as refinements by the departments that are the direct result of the 'mapping' of specific performance measures to each service or program. Some services contracted by Hillsborough County as well as services provided by other taxing authorities are not included (e.g., Hillsborough County's three cities, the School Board, the Children's Board, the Hillsborough Area Regional Transit Authority, the Port Authority, independent special districts, and the Southwest Florida Water Management District). There may be some embedded programs within the list that could be identified separately. The matrix is intended to be used as additional reference material for reviewing the budget.

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

911 Administration
Countywide 9-1-1 Database & Street/Address Administration
Countywide 9-1-1 Network Administration

Affordable Housing Office
Affordable Housing Services
Down Payment and Other Assistance
Single Family Housing Rehabilitation

Animal Services
Animal Adoption
Enforcement/Protection
Pet Overpopulation
Rabies Tags and Licensing
Responsible Pet Ownership Education
Sheltering Animals

Board of County Commissioners
Set Policy & Directives/Implementation of Comp Plan
Performance Auditor

Business and Support Services
Criminal Justice Liaison
Management and Budget Division
- Budget Systems and Revenue Analysis
- Capital Budget Services
- Coordinate Debt Obligation Issues with Clerk Circuit Court
- Management Analysis/Performance Measurement
- Multi-Year Financial Planning/Economic Analysis
- Operating Budget Services
- Truth-in-Millage (TRIM) Compliance

Risk Management and Safety Division
Employee Benefits – Fiscal Control
Procurement Division
- Centralized Procurement - Informal
- Centralized Procurement - Formal
- Management of Automated Purchasing Activities
- Purchasing Card Program

Center for Development Services
Customer Relations
Permit Intake & Contractor Services
Site Development

Circuit and County Courts
Conduct arraignments, hearings, and trials
Divert cases from the judiciary
Coordinate court appearances, conferences, and depositions

Circuit and County Courts *(continued)*
Assign guardian ad litem to represent minors

Civil Service Board
Applicant Recruiting and Screening
Job Classification and Compensation
Employee Record Maintenance
Job Performance Management

Clerk of Circuit Court
County Recorder
Financial Services
Internal Auditing
Recordkeeping for BOCC
Recordkeeping for Circuit and County Courts

Community Affairs
Liaison Division
- African-American Affairs Liaison
- Hispanic Affairs Liaison

Neighborhood Relations Division
- Technical Assistance & Neighborhood Liaison
- Neighborhood Mini-Grant program
- Recognition programs

Code Enforcement
Burglar Alarm Ordinance Administration
Code Enforcement/Compliance Inspections
Condemnation and Removal of Dangerous Structures
Foreclosure Properties Registration
Sign Code Enforcement

Communications & HTV
Public Information
Community Relations
Hillsborough Television
Printing Services Administration

Cooperative Extension Services
4-H and Youth Programs
Agricultural Programs
Horticulture
Family and Consumer Sciences

County Administrator
Administrative Support
County Intergovernmental Representation
County Legislative Representation

County Administrator (continued)
Develop Federal Legislative Program
Develop State Legislative Program
ERP Project Implementation Management
Strategic Planning

County Attorney
General Legal Services & Counsel
Litigation
Eminent Domain
Hearings of Discipline Appeals and Grievances

Development Services
Building Services
Development Review
Planning & Zoning Services

Economic Development
Agriculture Industry Development
Asian-American Affairs Liaison
Corporate Business Development
Small/Minority Business Development
Tourist Development

Environmental Protection Commission
Air Management
Water/Wastewater Management
Waste Management
Wetlands Management
Environmental Resources Management

Facilities Management Services
Capital Construction Program Management
Repair & Preservation
Operations & Maintenance
Custodial & Grounds Maintenance
Parking Administration
Surplus Warehouse Maintenance
Pest Control
Public Art

Family & Aging Services
Children's Services Division
- Child and Family Counseling Program
- Child Care Licensing
- Clinical Services - Parenting Training
- Community Reintegration
- Early Head Start
- Emergency Shelter Residential Care

Family & Aging Services *(continued)*
- Food and Nutrition
- Head Start
- Independent Living Program
- Medicaid Mental Health Services
- Residential Services for Children in Need Services
- Respite Services
- Severely Emotionally Disturbed Children (Day Treatment)
- Severely Emotionally Disturbed Children (Residential)

Aging Services Division
- Case Management
- In-Home Care
- Nutrition
- Retired Senior Volunteer Services
- Senior Centers
- Transportation

Health & Social Services Division
- Baker Act Mental Health Program
- Client Assistance - Financial Aid for Indigents
- HIV Services - Ryan White
- Homeless Case Management
- Indigent Health Care
- Summer Food Program for Children
- Transportation for the Transportation Disadvantaged
- Trauma Care
- Veterans Services

Fire Rescue
Arson Investigation
Emergency Management
Fire Inspection
Fire Prevention
Fire Suppression
Fire Training (County employees and volunteers)
Fire/Medical Emergency Dispatch Services
Paramedic Services (advanced life support)

Fiscal & Support Services – Infrastructure and Development
Employee Relations
Fiscal Control
Projects Control

Fiscal & Support Services – Public Safety & Community Services
Fiscal Control
Grants Control
Project Controls
Requisitions Management

Fleet Management
Equipment Acquisition
Equipment Repair & Maintenance Services
Fuel Services
Motor Pool Services
Parts Management

Government Services Administration
Consumer Protection Division
- Investigation of Consumer Complaints
- Mediation/Prosecution of Consumer Complaints
- Public Education
- Training & Policy Dev.-Employee Professional Responsibility

HIPAA Compliance
Equal Opportunity
- Investigation of Complaints/Citizen Requests for Assistance

Process Improvement Group
- Process Improvement

Compliance Services Group
- Employee Misconduct Investigations & Discipline

Agenda Process Group
- Prepare & Manage BOCC Agenda Process

Citizen Board Support

Human Resources
Benefits Administration
Citizen Volunteer Program
Employee Development/Training Program
Employee Relations
Labor Negotiations
Workers Compensation Investigation/Administration

Information Technology
Business Solutions/Services
Communications Services
Desktop Services
Geographic Information Systems (GIS)
Information Distribution and Data Management Services

Law Library Board
Provide Public Access to Legal Research Materials

Library Services
Circulation Services
Information & Reference Services
Member Services
Programming

Medical Examiner
Cause of Death Determination
Indigent Burial

Metropolitan Planning Organization
Conduct Req. Transportation Plans, Programs & Studies
Develop, Monitor and Evaluate Transportation Systems
Long-Range Transportation Planning
Technical Assistance to Local Governments

Parks & Recreation Services
After-school Recreation Programs
Management of Environmental Lands (ELAPP)
Marine Public Safety
Neighborhood, district, and regional park maintenance
Neighborhood, district, and regional park programs
Organized Adult Athletic Programs
Organized Youth Athletic Programs
Park Construction (In-house and Contractual)
Parks Planning and Design
Summer Enrichment Program
Therapeutic Programs

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

Property Appraiser
Exemptions Administration
Real and Tangible Property Assessment
TRIM Notice Administration

Public Defender
Legal Representation to Indigent Clients

Public Utilities
Solid Waste Division
- Solid Waste Collection
- Closed Landfill Maintenance
- Community Collection Centers
- Customer Services
- Field Services
- Franchise Collection
- Household Chemical Collection
- Keep America Beautiful Program
- Landfill Operation

Public Utilities *(continued)*
- Recycling
- Resource Recovery Operation
- Solid Waste Disposal
- Tire Processing
- Transfer Facilities Operation
- Yard/Wood Waste Processing

Water Resources Division
- Business Services
- Communications and Public Involvement
- Employee Services
- Engineering
- Evaluation of New and Existing Water Supply Projects
- Exercising of County's Arbitration Rights
- Field Maintenance Services
- Management Services and Accounting
- Monitoring Wellfield Reductions
- Planning and Operations
- Potable Water Treatment & Delivery
- Reclaimed Water Disposal
- Support Services
- Wastewater Treatment & Disposal
- Water Conservation

Public Works
Emergency Management and NIMS/Incident Command Systems
Engineering & Construction
Environmental Services
Right of Way Management
Stormwater Management
Traffic Engineering & Operations
Transportation Maintenance
Utilities Coordination
Vector Control

Real Estate Services
Environmental Land Acquisition (ELAPP)
GIS Services/Surveys & Mapping
Lease Administration
Real Estate Acquisition Support
Records Storage and Retrieval
Right-of-Way Management
Survey and Mapping

Sheriff
Aviation
Booking & Releasing
Canine
Classification & Records

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

Soil Conservation Board
Conservation and Environmental Education
Soil & Water Technical and 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

MATRIX OF SERVICES

State Attorney *(continued)*
Sexual Battery Medical Screening
Victim Assistance
Worthless Check Diversion Program

Supervisor of Elections
Administer Elections
Voter Registration

Tax Collector
Bill and Collect Property Taxes and Assessments
Collect Tourist Development Tax
License Issuance (occupational, hunting and fishing licenses)
Motor Vehicle Registration/Title

BOARD OF COUNTY COMMISSIONERS

MISSION:

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

KEY OBJECTIVES:

1. Adopt a balanced budget for County government for FY 12 and FY 13 that is linked to the County's Strategic Plan and incorporates customer feedback.
2. Respond to citizens' requests.
3. Maintain bond ratings of at least Aa (Moody's), AA (Standard and Poor's), and AA (Fitch Ratings) on general obligation debt.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
# of Commissioners' referrals and direct contacts per the Customer Request Management System (CRM)	2	12,363	13,346	12,500	12,500
# of Boards and Councils served	4	41	41	41	41
Effectiveness					
adoption of balanced annual budget	1	adopted	adopted	adopted	adopted
% of survey respondents who rate the County 9 or 10 out of 10	1	n/a	n/a	n/a	n/a
% of survey respondents who rate the County 6 to 10 out of 10	1	n/a	n/a	n/a	n/a
maintain bond rating of at least Aa/AA/AA	3	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA

BOARD OF COUNTY COMMISSIONERS

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$2,119,619	$2,118,775	$2,058,586	$2,129,095
Operating Expenditure/Expense	29,327	29,338	62,139	62,430
Total	$2,148,946	$2,148,113	$2,120,725	$2,191,525

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$2,148,946	$2,148,113	$2,120,725	$2,191,525
Total	$2,148,946	$2,148,113	$2,120,725	$2,191,525

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

The FY 10 adopted budget was funded below continuation level due to a $46,613 reduction in personal services which consisted of furlough days for Commissioner's Aides and monthly auto allowance reductions equivalent to a 4% salary reduction for Commissioners.

The FY 11 adopted budget was funded at continuation level.

The FY 12 adopted budget was funded at continuation level.

The FY 13 recommended budget is funded at continuation level.

COUNTY INTERNAL AUDITOR

MISSION:

Promote accountability while providing to the Board of County Commissioners fair and objective oversight, insight, and foresight into County operations. Assess performance, results, efficiency, and effectiveness of County operations in a professional, quality, and timely manner.

KEY OBJECTIVES:

1. Promote accountable government by completing four performance audit reports each fiscal year.
2. Promote efficient government by identifying potential cost savings or cost avoidance in performance audit reports.
3. Promote effective government by producing high-quality performance audit reports where at least 75% of our recommendations are adopted by the BOCC.
4. Produce high-quality and timely performance audit reports as measured by receiving an average score of 4 or greater (out of 5) on our BOCC Satisfaction Survey and by completing 90% of audits within established deadlines.
5. Promote fiscal stewardship by reviewing every consent item greater than $125,000 and finding that 95% of items meet review criteria.
6. Provide high-quality budget analysis services to the BOCC as measured by receiving an average score of 4 or greater (out of 5) on the BOCC Satisfaction Survey.
7. Promote government accountability by providing high-quality advisory services to the BOCC as measured by receiving an average score of 4 or greater (out of 5) on the BOCC Satisfaction Survey.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Performance Auditing	1-4				
Workload/Demand					
# of audits completed		---	---	---	---
Efficiency					
cost per audit		---	---	---	---
# of audits per auditor		---	---	---	---
Effectiveness					
cost savings		---	---	---	---
% of audit recommendations adopted by BOCC		---	---	---	---
BOCC Satisfaction Survey average score		---	---	---	---
% of performance audits completed on time		---	---	---	---
Budget Analysis Services	5,6				
Workload/Demand					
# of consent agenda items reviewed over $125,000		---	---	---	---
Efficiency					
cost per consent agenda item reviewed		---	---	---	---
# of agenda items reviewed per reviewer per year		---	---	---	---
Effectiveness					
BOCC Satisfaction Survey average score		---	---	---	---
Advisory Services	7				
Workload/Demand					
# of advisory services completed		---	---	---	---
Efficiency					
cost per advisory service		---	---	---	---
# of advisory services completed per employee		---	---	---	---
Effectiveness					
BOCC Satisfaction Survey average score		---	---	---	---

COUNTY INTERNAL AUDITOR

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$256,765	$13,220	$331,171	$324,199
Operating Expenditure/Expense	2,950	1,140	22,844	22,651
Total	$259,715	$14,360	$354,015	$346,850

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$259,715	$14,360	$354,015	$346,850
Total	$259,715	$14,360	$354,015	$346,850

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

The FY 10 adopted budget eliminated an Executive Assistant position and included an efficiency of $13,500 to reduce the operating expenditure budget. At the July 15, 2009 regular Board meeting, the Board entered into a Memorandum of Understanding with the Clerk of the Circuit Court to complete performance audits. Additionally, at the May 6, 2009 Board meeting, the Board voted to establish a $150,000 budget (included in non-departmental allotments) to contract for performance audits and other outside expertise when in-house staff do not possess specific subject matter knowledge. These two actions expanded the County's capability to conduct performance audits. Non-departmental allotments also included a one-time budget of $10,000 in FY 10 to have a peer review performed of the Internal Performance Auditor's Office.

The FY 11 adopted budget was funded at a continuation level.

The FY 12 adopted budget was funded at a continuation level.

The FY 13 recommended budget is funded at a continuation level.

COUNTY ATTORNEY

MISSION:

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

KEY OBJECTIVES:

1. Provide high quality low-cost legal representation to all clients with a positive client service rating of 90% or better.
2. Prosecute and defend legal actions by and against the County, limiting outside counsel fees to under $185 per hour.
3. Initiate and defend eminent domain litigation on behalf of the BOCC, limiting outside counsel. Use to less than 10% of all cases.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Provide General Counsel	1				
Workload/Demand					
# of BOCC mtgs., Councils, public hearings, town meetings, Boards, and other public meetings		1,406	1,426	1,038	1,400
# of BOCC agenda items		1,701	1,970	1,874	1,900
# of new legal issues per year		2,779	2,630	2,547	2,800
# of accident claims reviewed		214	236	282	230
# of resolutions and ordinances prepared/reviewed		1,588	1,563	1,719	1,600
# of contracts and agreements prepared/reviewed		4,299	4,706	5,447	5,000
# of BOCC inquiries/legal opinions rendered		772	1,128	959	925
# of legislative bills reviewed		2,694	2,422	2,479	2,480
# of administrative cases, court hearings, trials & appearances		462	470	407	425
Efficiency					
In-house hourly rate compared to outside rate		$103/$216	$104/$216	$95/$214	$95/$216
Outside attorney's fees (in dollars)		$169,939	$159,759	$79,352	$200,000
Effectiveness					
# of attorneys with local government bar certification		11	12	13	14
# of attorneys with labor & employment certification			1	1	1
% customer satisfaction (per survey)		100%	95.4%	N/A	98%
Prosecution and Defense of Lawsuits	2				
Workload/Demand					
# of active litigation cases		617	665	686	686
# of cases resolved by settlements, dismissals, summary judgments and trial victories		129	133	137	140
Efficiency					
in-house hourly rate compared to outside rate		$103/$216	$104/$216	$95/$216	$95/$216
Effectiveness					
% of cases handled in-house		98.6%	98.6%	99.0%	99.0%
litigation recoveries		$887,258	$1,389,987	$1,833,120	$1,030,000
Litigation Case Savings		$15,919,777	$14,759,425	$6,415,062	$7,000,000
Eminent Domain	3				
Workload/Demand					
# active eminent domain parcels		216	255	257	300
# of eminent domain parcels in litigation		208	245	227	275
Efficiency					
% of successful Orders of Taking		100%	100%	100%	100%
Effectiveness					
outside attorney's fees (in dollars)		$228,367	$235,432	$174,533	$250,000
# of new cases assigned to outside counsel		7	9	0	5
Litigation Case Savings		$6,168,376	$6,200,000	$6,200,000	$6,200,000

COUNTY ATTORNEY

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$8,086,193	$8,028,344	$6,767,273	$6,912,234
Operating Expenditure/Expense	191,013	175,173	191,413	190,385
Total	$8,277,206	$8,203,517	$6,958,686	$7,102,619

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$8,275,912	$8,203,517	$6,958,686	$7,102,619
County Transportation Trust Fund	1,294	0	0	0
Total	$8,277,206	$8,203,517	$6,958,686	$7,102,619

Funded Positions	68	67	60	59
Funded FTE Positions	67.00	66.00	59.00	58.00

The FY 10 adopted budget eliminated 14 positions including a Senior Assistant County Attorney, an Assistant County Attorney, three Paralegal Specialists, the Manager of Automated Systems, the Legal Office Administrator, three Legal Secretaries, and four Office Assistants. Another Paralegal Specialist was also reduced to part-time (.5 FTE). The department's operating expenditure budget was reduced approximately 37% with the most significant reductions in the areas of training, memberships, copying and printing, legal publications, and office supplies. One-time funding of $60,000 was approved for the updating of the codification of County ordinances and for the office to pursue certain activities related to the Florida Sterling Award.

The FY 11 adopted budget eliminated a Legal Administrative Assistant position. FY 10 one-time funding of $42,700 was rebudgeted in FY 11 to allow for the continuation of the Florida Sterling Award and codification of County ordinances. The FY 11 operating budget reflected additional productivity savings of $56,699 primarily in the areas of books and subscriptions, information technology, process servers, and court reporters. Approximately $300,000 in one-time funding was used to support the FY 11 budget of the County Attorney. The Office worked on a transition plan to eliminate the continuing need for one-time funding.

The FY 12 adopted budget eliminated seven positions including a Deputy County Attorney, two Senior Assistant County Attorneys, an Assistant County Attorney, an Accountant II, a Senior Paralegal Specialist, and a Legal Administrative Assistant. The agency redistributed caseloads among the remaining attorneys, replaced the attendance of all Managing Attorneys with the County Attorney at the County Administrator's Agenda Review meetings, eliminated the assignment of paralegals to divisions or attorneys and created a pool of paralegals for the office, and divided the duties of the Accountant II among remaining administrative staff and staff in Business and Support Services. The FY 12 adopted budget was reduced by the personnel cost of a Chief Administrative Manager position. The position was eliminated when the incumbent retired during FY 12. Personnel costs for this position was absorbed within the agency's adopted personnel services budget. The agency's operating budget reflected savings of $22,243 primarily in the areas of court reporting, other professional services, printing and binding, contractual non-payroll employees, and books and subscriptions.

The FY 13 recommended budget is funded at continuation level.

9-1-1 AGENCY

MISSION:

Maintain effective Enhanced 911 (E911) services which provide citizens with rapid direct access to the appropriate public safety agencies in an effort to efficiently respond to requests for emergency services initiated through the E911 emergency telephone system in the interest of the public health, safety and general welfare of the citizens and inhabitants of Hillsborough County.

KEY OBJECTIVES:

1. Comply with the requirements of Florida Statutes 365.171 - 175 (911 Telephone Legislation) and the Florida Emergency Communications E911 State Plan in the administration of an effective countywide E911 emergency telephone system.
2. Maintain integrity of an address database to ensure 911 calls are delivered to appropriate Public Safety Answering Points (PSAP's) with 99.97% accuracy.
3. Process 90% of all reviews for new residential and commercial developments received from Development Services by requested response date in accordance with the responsibilities established in HC Ordinance 89-05 (Uniform Building Numbering System) providing for the assignment of addresses in the unincorporated areas of the County to ensure accurate and timely responses by emergency agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
9-1-1 Network					
Workload/Demand					
# of 9-1-1 calls	1	838,054	831,565	823,249	815,016
Efficiency					
# of 9-1-1 calls processed per 9-1-1 workstation	1	11,729	11,549	11,434	11,319
Database Maintenance					
Workload/Demand					
# of 9-1-1 Inquiry Forms	2	186	232	243	256
Efficiency					
# of database (MSAG) updates performed per FTE	2	212	194	203	213
Effectiveness					
% of address accuracy in 9-1-1 database	2	99.98%	99.98%	99.98%	99.98%
Streets & Addresses					
Workload/Demand					
# of new addresses issued	3	2,675	3,770	3,925	3,851
# of street direction requests answered		5,138	3,519	3,065	2,715
# of field address validations performed		na[1]	na[1]	14,450	10,830
Efficiency					
# of new addresses issued per FTE	3	668	942	785	770
Effectiveness					
% Development Reviews completed on time	3	91.43%	97.00%	98.00%	98.50%
Address Enforcement					
Workload/Demand					
# of field inspections performed		36,703	21,014	na[2]	na[2]
# of infractions notices issued		2,971	744	na[3]	na[3]
Efficiency					
# of infractions brought into compliance per FTE		625	162	na[3]	na[3]
Effectiveness					
% of infractions brought into voluntary compliance		63.18%	65.50%	na[3]	na[3]

na1 – Workload previously measured in Address Enforcement as field inspections

na2 – Workload transferred to Streets & Addresses as Address Enforcement activities are transferred to Code Enforcement

na3 – Workload transferred to Code Enforcement as Address Enforcement activities are transferred to Code Enforcement (Inspection Services Consolidation)

9-1-1 AGENCY

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,051,421	$992,646	$824,717	$841,269
Operating Expenditure/Expense	3,973,447	3,764,694	4,354,444	4,134,976
Capital Equipment	705,293	398,474	518,000	777,000
Capital Projects	446,810	3,294	53,130	371,910
Grants & Aids	1,570,431	1,591,203	1,426,500	1,426,500
Total	$7,747,402	$6,750,311	$7,176,791	$7,551,655

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide Special Purpose Revenue Fund	$7,747,402	$6,750,311	$7,176,791	$7,551,655
Total	$7,747,402	$6,750,311	$7,176,791	$7,551,655

Funded Positions	16	16	13	13
Funded FTE Positions	16.00	16.00	13.00	13.00

During FY 09, the 9-1-1 Emergency Telephone System split from the Information and Technology Services Department and became the 9-1-1 Agency.

In the FY 10 adopted budget, a part-time Public Relations Coordinator position was transferred from the Emergency Management Department. This action enhanced the 9-1-1 public education efforts of the 9-1-1 Agency.

The FY 11 adopted budget was funded at continuation level.

The FY 12 adopted and the FY 13 planned budgets eliminate a manager position and the manager's duties of address enforcement are transferred to the Code Enforcement department. A Community Relations Coordinator position is also eliminated and these duties are transferred to the Communications department. Additionally, an Executive Secretary position is being eliminated as a result of the reorganization of the Public Safety and Community Services team. The department is reducing operating costs by $32,200 in both the FY 12 and FY 13 budgets due to the modification of an interpreter services contract. In order to allow the department to provide a single, concurrent mapping platform to all 9-1-1 call centers with the latest 9-1-1 mapping solutions, funding of $473,130 is provided in FY 12 and $1,001,910 in FY 13. Additionally, the department is implementing a concurrent call statistics platform which will meet the reporting and analytical needs of the 9-1-1 call centers at a cost of $201,600 in FY 12 and $302,400 in FY 13. The FY 12 budget also adds $264,000 for a secure private network connecting all 9-1-1 call centers and the 9-1-1 agencies to allow for accessing data and electronic communications.

The FY 13 recommended budget is funded at the continuation level.

AFFORDABLE HOUSING

MISSION:

Increase affordable housing opportunities as well as community and economic development initiatives for eligible residents of Hillsborough County in accordance with the rules and regulations of federal, state and local funding sources.

KEY OBJECTIVES:

1. Increase communication by utilizing technology and mass media to improve service delivery and staff effectiveness in an effort to increase production in housing programs.
2. Improve administrative and accounting support to all sections of the Affordable Housing Department.
3. Provide assurance and accountability of all funding.
4. Provide assistance to low income Hillsborough County citizens through multiple County departments and outside agencies.
5. Provide safe, decent, affordable housing opportunities for 300 low income families.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Planning and Reporting	1,2,3				
Workload/Demand					
# of reports		141	141	49	49
# of projects		n/a	n/a	165	165
Efficiency					
length of time required to prepare annual grant reports		60 days	60 days	60 days	60 days
Effectiveness					
% of annual reports accepted on 1st submission		n/a	100%	100%	100%
Contracts and Agreements	4,5				
Workload/Demand					
# of contracts		61	61	61	61
Efficiency					
A minimum of 95% of all executed agreements will have completed files within two months		58	58	58	58
Effectiveness					
% of new contracts utilizing SBE/MBE		n/a	n/a	10%	10%
Compliance and Monitoring	1,3				
Workload/Demand					
# of active contracts		113	94	94	94
Efficiency					
% of site visits performed pursuant to risk analysis rating		86.0%	95.0%	100%	100%
% of monitoring reports issued within 30 days of required site visit		55.0%	85.0%	95.0%	95.0%
Effectiveness					
% of non compliant agencies successful achieving compliance with 30 days of year end		75.0%	85.0%	95.0%	95.0%
% of agencies receiving monitoring closeout within 30 days of year end		58.0%	90.0%	95.0%	95.0%
% of agencies with zero findings of non-compliance in consecutive years		57.0%	75.0%	85.0%	85.0%

Continued in *"Supplemental Information"*

AFFORDABLE HOUSING SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,967,166	$3,225,295	$2,414,335	$1,800,209
Operating Expenditure/Expense	1,554,883	1,682,468	1,545,201	1,082,588
Capital Equipment	4,875	293,718	0	0
Grants & Aids	17,375,074	29,773,765	3,725,403	4,100,036
Total	$20,901,998	$34,975,246	$7,684,939	$6,982,833

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund	$935,524	$537,749	$1,041,874	$1,094,503
Local Housing Assistance Program Fund	1,521,573	5,546,742	0	0
Intergovernmental Grants	18,444,901	28,890,755	6,643,065	5,888,330
Total	$20,901,998	$34,975,246	$7,684,939	$6,982,833

Funded Positions	29	43	22	23
Funded FTE Positions	29.00	42.50	22.00	23.00

The FY 10 adopted budget reflected the elimination of $6.4 million in FY 10 State Housing Initiative Partnership (SHIP) grant funding. Because the department continued to have projects funded from prior year SHIP grants, six positions were transferred to the Unincorporated Area General Fund to monitor and provide oversight of these projects, with three positions transferred to CDBG and HOME. Of the $6 million set aside in a capital project fund for Affordable Housing initiatives, $1,195,110 was utilized to fund all of the department's Unincorporated Area General Fund personnel and operating costs. Efficiencies included the elimination of an Executive Planner and Housing Counselor positions. The Manager of contracts Management and contracts funded with Community Development Block Grant were transferred from the Management and Budget Department to Affordable Housing Department.

The FY 11 adopted budget included the elimination of three positions – Environmental Specialist II, Planning and Zoning Tech I and a Senior Secretary. The Department entered into a $75,000 contract with the Environmental Protection Commission to perform environmental requirements. The adopted budget also includes the transfer of the HUD Section 8 program from Health and Social Services Department to the Affordable Housing Department. Of the twenty one positions within the Section 8 program, seventeen positions were transferred to Affordable Housing. Included in these positions was a Systems Coordinator reduced from full time to part time and two limited duration Family Self Sufficiency Counselor positions funded through December 31, 2010. Prior to FY 11 a portion of the Accountant III was being funded by Section 8. However, in FY 11 the position will be funded 100% by the Family and Aging Services Department. A Receptionist, Accountant I and a Housing Assistance Specialist are being eliminated from the Section 8 program. Because of an increase in the CDBG and HOME grant allocations, funding for nine positions were transferred from the Unincorporated Area General Fund to the grants. The total cost of these positions along with operating costs totaling $650,420 was transferred back into the capital project fund for Affordable Housing initiatives.

During FY 11 the BOCC approved the Family Self-Sufficiency Coordinator grant from the U. S. Department of Housing and Urban Development which extended funding for the two limited duration Counselor positions through June 30, 2012.

The FY 12 adopted budget included the transfer of five inspector positions and the inspection function to Code Enforcement Department. In addition, the Section 8 program was transferred to the Tampa Housing Authority and resulted in the elimination of sixteen positions. Included in the FY 12 adopted budget a Systems Coordinator position was increased from part time to full time. Of the funds set aside in a capital project fund for Affordable Housing initiatives, $1,041,874 was utilized to fund all of the department's Unincorporated Area General Fund personnel and operating costs. During FY 12, a General Manager I position was transferred from Code Enforcement Department.

The FY 13 recommended budget is funded at continuation level. Of the funds set aside in a capital project fund for Affordable Housing initiatives, $1,090,510 is being utilized to fund all of the department's Unincorporated Area General Fund personnel and operating costs.

AGING SERVICES DEPARTMENT

MISSION:

The mission of the Department of Aging Services is to provide essential social and health services to older adults and to promote social, physical, economic and emotional well-being to encourage maximum independence and improve the quality of life for older adults and their caregivers.

KEY OBJECTIVES:

1. In-Home Care – Continue serving frail, functionally impaired elderly that are at the greatest risk of nursing home placement. Provide services on balance with available funding and population growth of seniors in Hillsborough County versus clients served by the Aging Services Department.
2. Senior Centers – Increase Senior Center visits/day care hours commensurate with the growth rate in the senior population and available funding. Maintain 8 senior centers and 20 congregate and satellite dining sites assuring compliance with fire, health and licensing guidelines, and Americans with Disabilities Act requirements resulting in licensing of 100% of our facilities, while focusing on the clients' health and safety.
3. Nutrition – Provide breakfast and hot noon meals to senior citizens at 8 senior centers and 20 congregate and satellite dining sites to meet at least two-thirds of the daily nutritional requirements for clients aged 60 and over, resulting in achieving and maintaining improved nutritional status with at least 95% client satisfaction.
4. Case Management – Provide case management services to link clients with community resources meeting their needs. Additionally, successfully link 100% of clients referred from the State of Florida Department of Children and Families Adult Protective Services to services within 72 hours of referral.
5. RSVP – Increase the number of volunteer provided hours by 3% each year.
6. Quality Improvement – Continue transition from a complaint driven, compliance oriented environment to a high performance organization in a continuous quality improvement environment achieving 95% client satisfaction with services.
7. Annual Citizen Survey – Improve Hillsborough County citizens' perceived performance and worth of aging related services by 1% annually from 2008 baseline.
8. Customer Satisfaction – Achieve 95% or greater in client satisfaction with services as measured on the Aging Service County Point of Service Customer Satisfaction Survey results.
9. Seek to implement more innovative and effective means of providing transportation for the elderly with improved transportation services provided to Aging Services clients (Strategic Plan Goal 5, Board Initiated Strategy 6).
10. Provide added value with senior services by running programs more efficiently through automation (Strategic Plan Goal 5, Board Initiated Strategy 7).
11. Establish baselines and benchmarks for measuring the quality of life for senior citizens, and improve the quality of life by 5% for key physical health, mental health, social, safety, transportation, and faith-based activity outcomes by FY 11, as measured with Aging Services' Master Plan Survey Tool. Baseline was established in 2007, second measure to be done in 2010, and new results to be available in 2011.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Overall					
Workload/Demand					
clients served		5,586	n/a	n/a	n/a
# of seniors (60+) in Hillsborough County		215,030	n/a	n/a	n/a
In-Home Care	1				
Workload/Demand					
clients served (unduplicated)		1,638	n/a	n/a	n/a
hours of homemaker, personal care, and respite services		222,220	n/a	n/a	n/a
Efficiency/Effectiveness					
% of clients satisfied with In-Home Services		95.0%	n/a	n/a	n/a
Vendor Missed Visit Complaints as Percent of In-Home Clients		1.3%	n/a	n/a	n/a
Senior Centers	2				
Workload/Demand					
day care clients served		560	n/a	n/a	n/a
hours of facility-based respite, adult day care		235,000	n/a	n/a	n/a
senior center visits		44,000	n/a	n/a	n/a
Efficiency					
overall occupancy percent		90.0%	n/a	n/a	n/a
Effectiveness					
% of clients satisfied with Senior Center services		98.5%	n/a	n/a	n/a

Continued in "*Supplemental Information*"

AGING SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$8,833,799	$1,795,486	$0	$0
Operating Expenditure/Expense	6,399,298	2,305,093	0	0
Capital Equipment	10,370	0	0	0
Other Uses	13,653	18,204	0	0
Total	$15,257,120	$4,118,783	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$7,240,492	($467)	$0	$0
Intergovernmental Grants	8,016,628	4,119,250	0	0
Total	$15,257,120	$4,118,783	$0	$0

Funded Positions	260	0	N/A	N/A
Funded FTE Positions	176.58	0.00	N/A	N/A

The FY 10 adopted budget eliminated 10 positions as a result of efficiency proposals. The FY 10 adopted budget also eliminated another 32 positions in the areas of in-home services, and case management, as well as $57,900 in operating costs. The reductions in the area of case management reduced non-grant funded client capacity from 1,470 down to 210. The reductions in the area of in-home care resulted in a non-grant cut in capacity of 130 clients served by in-house staffing, in addition to a reduction in vendor-contracted in-home services for 21 clients. In FY 10, no existing clients lost service. The clients who left the programs created vacant slots that were not filled, therefore, "capacity" was reduced.

The FY 11 adopted budget eliminated five positions in the areas of in-home services and case management. With the increased utilization of volunteers and interns in the senior center/adult day care areas, an additional four positions are eliminated. Additionally, five administration positions in the fiscal, management information systems, and quality/compliance area were eliminated. The workload for these positions was assigned to other staff and/or was redistributed to support resources provided by other Human Services departments as a result of consolidation of back office functions. Two positions were restored in the area of case management that had been deleted in FY 10. Staffing levels at three senior centers were reduced by deleting three LPN positions and the Center Manager positions require an LPN or RN license. As a result of productivity savings, administrative operating costs were being reduced by $81,110 for lease costs and cell phone usage.

In the FY 11 adopted budget, as a result of the approval of administrative order AO-10-01, the Aging Services Department merged with the Children's Services Department and the Health and Social Services Department to become the Family and Aging Services Department.

ANIMAL SERVICES DEPARTMENT

MISSION:

Provide for the public's safety and the protection of companion animals through education and enforcement of County Ordinances and Florida state laws dealing with companion animals. Work with community partners to reduce pet overpopulation through spay/neuter and adoption programs.

KEY OBJECTIVES:

1. Enforcement/Protection - Ensure that the public's safety is adequately protected and ensure the humane treatment of animals by enforcing the Animal Ordinance and related Florida state laws.
2. Enforcement/Protection - Maintain a capability to carry out emergency disaster operations in accordance with Federal and State mandates and the County Consolidated Emergency Plan (CEMP).
3. Sheltering Animals - Ensure that all animals impounded are provided with appropriate and humane care including a clean environment, fresh water, adequate nutrition, and appropriate medical care by maintaining a ratio of one Animal Care Assistant per 1,000 impounded animals annually as recommended by the Florida Animal Control Association.
4. Rabies Tags and Licensing – Maintain a Pet Registration program for owned dogs, cats, and ferrets in order to provide for the public's safety from the threat of rabies and other zoonotic diseases and to facilitate the return of lost pets to their owners.
5. Responsible Pet Ownership Education – Promote responsible animal ownership and bite-prevention through multifaceted education programs. Also to maintain a successful, positive promotion of the Department, the County, and the profession through media exposure and outreach.
6. Animal Adoption – Maintain effective pet adoption programs to find permanent homes for in need animals impounded by the Department.
7. Pet Overpopulation – Maintain a successful low cost pet sterilization program for qualified pet owners that will help reduce the number of unwanted dogs and cats in Hillsborough County.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Enforcement/Protection	1,2				
Workload/Demand					
# of enforcement responses completed by officers (total enforcement responses)		22,993	21,193	21,500	21,000
Efficiency					
# of responses answered per enforcement officer (enforcement responses completed by officers/19 officers		1,210	1,177	1,132	1,105
Effectiveness					
# of daily requests for enforcement (average)		313	294	295	290
# of reported animal bite calls		2,041	1,531	1,500	1,500
# of ordinance violations cited		10,432	9,156	10,000	10,000
Sheltering Animals	3				
Workload/Demand					
# of animals brought in by citizens for impoundment*		11,289	9,737	9,500	9,250
# of animals impounded by Animal Control Officers*		11,533	10,378	10,000	9,900
# of animals humanely euthanized*		15,778	13,214	12,200	11,200
Efficiency					
# of impounded animals per FTE (FY12 - 19 employees/FY13 – 18 employees)		1,247	1,103	1,127	1,108
Effectiveness					
% of Florida Animal Control Association recommended shelter staffing levels of 1 employee/1,000 animals		80.0%	91.0%	89.0%	90.0%

Continued in "*Supplemental Information*"

ANIMAL SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$5,298,367	$4,973,116	$4,549,420	$4,461,500
Operating Expenditure/Expense	2,395,352	2,039,787	2,538,375	2,511,014
Capital Equipment	2,900	0	0	0
Total	$7,696,619	$7,012,903	$7,087,795	$6,972,514

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$7,041,180	$6,540,769	$6,575,565	$6,457,337
Countywide Special Purpose Revenue Fund	655,439	472,134	512,230	515,177
Total	$7,696,619	$7,012,903	$7,087,795	$6,972,514

Funded Positions	88	83	78	77
Funded FTE Positions	87.50	82.50	77.50	76.50

The FY 10 adopted budget eliminated seven positions and reduced operating costs by $32,400 as a result of efficiency proposals. The proposals included the redesign of the rabies license notice mailer, eliminated one leased vehicle, and increased the effectiveness and efficiency in field operations by allowing animal control officers to use assigned patrol zones to park their vehicles. As a result of budget cuts in the FY 10 adopted budget, seven positions were eliminated resulting in the days of operation for the shelter being reduced from six to five. Additionally, in the FY 10 adopted budget, one position was funded for two months as part of the reduction in force process.

During FY 10, because of a high demand for spay and neuter surgeries for qualified low-income residents' pets, funds in the Animal Control Spay/Neuter Incentive Payment Program Fund decreased considerably. The funds for this program are appropriated from the tag fee differential amounts collected for intact animals as compared to sterilized animals. The program expended funds at nearly double the amount expended in FY 09. In the hope of increasing tag sales, the Department started another program to contact animal owners who had failed to register their animals.

In the FY 11 adopted budget, an Animal Abuse Investigator position, an Animal Care Assistant position and an Office Assistant position were eliminated as productivity savings. Additionally a Business Analyst ll position was deleted, and an Animal Control Officer position that was only funded for two months in FY 10 was eliminated. In the FY 11 adopted budget, as a result of an administrative order for organizational changes within the Office of Public Affairs, a Community Relations Coordinator position was assigned to the Communications Department 25% of the time.

The FY 12 adopted and FY 13 planned budgets eliminate an Accounting Clerk position. The FY 13 planned budget eliminates one Animal Care Assistant position in anticipation of a reduction in the number of animals the department will impound. In the FY 12 adopted and FY 13 planned budgets, four positions in the financial services function are being transferred to the Fiscal and Support Services Department as a result of the reorganization of the Public Safety and Community Services team. As a result of a reduction in field officers, the Department will give up six vehicles and continue the level of operation with the current fleet resulting in cost savings of $3,800 in both FY 12 and FY 13. Termination of the shelter's after-hours lost animal telephone line answering service and use instead of a cell phone assigned to the shelter will result in cost savings of $2,000 in both the FY 12 and FY 13 budgets. Funding designated for the Spay/Neuter program is continued to decline in FY 11 at the same time that the number of surgeries increased. Funding in the amount of $350,000 from the countywide general fund has been appropriated to supplement the program in FY 12 and FY 13. An evaluation of the program is being conducted to develop options for its continuation without long-term reliance on countywide general fund support.

FY 12 and FY 13 service levels are not anticipated to be affected by budget actions in these years.

In the FY 13 recommended budget, an Animal Care Assistant position is being eliminated in anticipation of a reduction in the number of animals the department will impound.

BUSINESS AND SUPPORT SERVICES DEPARTMENT

MISSION:

Assure organizational compliance with all laws, ordinances and policies governing budgeting, procurement, human resources and other assigned administrative processes using the best professional practices available.

KEY OBJECTIVES:

1. Comply with requirements of Florida Statutes, Chapters 129 and 200, as evaluated by the Florida Department of Revenue in its annual review of Truth in Millage (TRIM) materials and through Clerk of Court acceptance of a balanced budget by Statutory deadlines of July 15 (recommended budget) and October 1 (adopted budget).
2. Develop a "Proficient" biennial budget in accordance with budget criteria established by the Government Finance Officers Association Distinguished Budget Presentation Award Program meeting the requirements of a budget as a policy document, financial plan, operations guide, and communications device. (Biennial budget submitted in even numbered fiscal years. Award valid for two years.)
3. Maintain departmental expenditures as a percent of total government expenditures at or below the GFOA benchmark average of 0.10% for budget offices in 9 major governments with budgets in excess of $1 billion (for which the range was 0.07% to 0.19%).
4. Reduce over-reliance on property taxes as a general revenue by relying more on the non-property tax portion of total General Fund budgeted revenue from 16% to 18%, and by establishing a Countywide target of under 7 mills by FY 09. (Strategic Plan Goal 1, Objectives A and B.)
5. Set priority for transportation funding from the Community Investment Tax (CIT) and ad valorem taxes (Strategic Plan Goal 7, BOCC strategy – not quantified, no measurements) and resist unfunded mandates (Strategic Plan Goal 1, BOCC strategy – not quantified, no measurements).
6. Manage central procurement and requests for proposals with average turnaround times of 21 days for informal bids and for formal bids, the following:. commodities (80 days), term contracts (80 days), services (80 days), and construction (110 average days), and 180 days for RFP's.
7. Manage and train on the Purchasing Card Program offering a monthly training class for all departments and semi-annual user group meetings.
8. Administer employee benefits program to entire workforce, and resolve inquires within two weeks of receipt. Manage all employee benefit programs through efficient education and response to all employees.
10. Provide safety training and risk management administration to reduce accidents, losses and claims, and provide support through incentives and active involvement to departments and Safety Action Teams, while minimizing the cost of claims settlements through timely claims management.
11. Criminal Justice Liaison represents the County for public safety, criminal justice, mental health, and substance abuse issues to ensure County interests are represented and communicated clearly; builds and maintains strong collaborations with stakeholders and various segments of the community to create, coordinate, support, enhance or sustain crime reduction projects; secures 75% of the grants applied for; manages and monitors those grants; manages trust and general funds; is active with Public Safety Coordinating Council, Anti-Bullying Advisory Board, Baker Act, Marchman Act and other related groups to reduce violent crime and property crime; advocates for criminal justice programs that include best-practice or evidence based models; and pursues cost effective measures such as decriminalization of the mentally ill. The crime ranking for Hillsborough County will be the lowest of any large urban county in Florida by FY 15 (Strategic Plan Goal 5, BOCC Objectives C, D, & E).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Budgeting Function					
Workload/Demand					
Number of budget transactions processed		n/a	new	new	new
Efficiency					
Budget office expenditures as a % of total County expenditures (budget basis)	3	0.07%	0.07%	.06%	.06%
Effectiveness					
Approval of TRIM materials and Clerk acceptance of budget	1	approved	approval	approval	approval
Receipt of GFOA Distinguished Budget Presentation Award for biennial budget (submitted in even numbered fiscal years)	2	proficient	proficient	proficient	proficient
Policy Document		proficient	proficient	proficient	proficient
Financial Plan		proficient	proficient	proficient	proficient
Operation Guide		proficient	proficient	proficient	proficient
Communications Device		proficient	proficient	proficient	proficient
% of non-property tax revenue in combined General Fund (budget basis)	4	19.2%	20.8%	20.0%	20.0%
Countywide operating millage rate (in mills)	4	5.7423	5.7423	5.7391	5.7391

Continued in "*Supplemental Information*"

BUSINESS AND SUPPORT SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY12 Adopted	FY 13 Recommended
Personnel Services	$0	$6,608,235	$4,118,848	$4,003,621
Operating Expenditure/Expense	0	361,413	349,979	339,102
Grants & Aids	0	0	1,304,265	1,266,850
Total	$0	$6,969,648	$5,773,092	$5,609,573

Budget by Fund	FY 10 Actual	FY 11 Actual	FY12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$5,543,592	$3,570,190	$3,436,999
Countywide Special Purpose Revenue Fund	0	0	788,891	773,452
Intergovernmental Grants	0	0	575,432	573,902
County Self Insurance Fund	0	1,426,056	838,579	825,220
Total	$0	$6,969,648	$5,773,092	$5,609,573

Funded Positions	N/A	79	50	49
Funded FTE Positions	N/A	79.00	50.00	49.00

In the FY 11 adopted budget, as a result of an organizational restructuring, the Human Resources Department, Management and Budget, and Procurement Services Department merged to become the Department of Business and Support Services. In addition, a Principal Business Analyst was transferred from the County Administrator's Office and a Manager, Debt Finance was transferred from the Debt Management Department.

During FY 11, the BOCC approved Administrative Order AO-11-01 reestablishing the Human Resources Department as a separate department with the transfer of sixteen positions from Business and Support Services. This included the recruitment, training and employee relations function. In addition, the reorganization plan transferred three positions to the County Administrator's Office (an Administrative Specialist, a Manager Debt Finance and the Management Services Administrator) and five positions from the Criminal Justice section of Community Liaisons to Business and Support Services. The Process Improvement Team made up of two positions was transferred to Government Services Administration. An Executive Secretary and a Senior Administrative Specialist were transferred from the County Administrator's Office.

The FY 12 adopted budget eliminated a Budget Manager–Capital Team, an Administrative Specialist, and a Claims Services Representative II. Operating budget expenditures were also reduced by $16,861. An additional twelve positions and the insurance administration, claims and wellness program were moved to Human Resources Department. Budget reductions in FY 12 will not affect department service levels. During FY 12, one positions was transferred to Human Resources Department.

The FY 13 recommended budget transfers a Budget Analyst II position to the Economic Development Department to assist with contract monitoring.

"CENTER" FOR DEVELOPMENT SERVICES

MISSION:

Provide comprehensive customer service for real property development activities including building permit application intake, tracking and processing; counseling and application intake for zoning and land use; public right-of-way information; driveway and right-of-way use permits; site plan and subdivision submittal and processing; vacating petition intake and processing; contractor licensing activities; and general project information for Infrastructure and Development Services Team projects.

KEY OBJECTIVES:

1. Provide centralized assistance to citizens for development related activities and service in a prompt and efficient manner.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Centralized Assistance					
Workload/Demand					
avg. number of customer served daily at The Center	1	new measure	100	200	200
Efficiencies					
Receive customer and route to appropriate service queue within 5 minutes of arrival at The Center	1	new measure	>95.0%	>95.0%	>98.0%
Wait time for serving building permit customers = 30 minutes or less 90% of the time	1	new measure	>90.0%	>90.0%	>95.0%
Wait time for serving contractor licensing customers = 30 minutes or less 90% of the time	1	new measure	>90.0%	>95.0%	>95.0%
Wait time for serving zoning counseling customers = 30 minutes or less 90% of the time	1	new measure	>90.0%	>95.0%	>95.0%
Effectiveness					
Receive less than 1% customer service complaints	1	new measure	>90.0%	>90.0%	>90.0%

"CENTER" FOR DEVELOPMENT SERVICES

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$0	$581,404	$6,944,374
Operating Expenditure/Expense	0	0	245,394	3,420,128
Total	$0	$0	$826,798	$10,364,502

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund	$0	$0	$552,766	$981,219
Unincorporated Area Special Purpose Fund	0	0	118,594	9,383,283
County Transportation Trust Fund	0	0	155,438	0
Total	$0	$0	$826,798	$10,364,502

Funded Positions	N/A	N/A	8	95
Funded FTE Positions	N/A	N/A	8.00	95.00

In the FY 12 adopted budget, "The Center" was established to provide centralized intake and processing for various development and land use issues and applications, i.e. building permits, rezoning actions, commercial site plan processing, subdivision submittals, and right-of-way information. By consolidating these functions, customers are served in one location. This department issues Certificates of Occupancy and Certificates of Completion. This consolidation enhances the efficiency of service delivery and allows for the streamlining of various processes. Positions were transferred from Development Services, Fiscal & Support Services for Infrastructure and Development, and Real Estate within the Infrastructure and Development Services Team to create this department.

The FY 13 recommended budget includes transferring 85 positions from the Development Services Department and two positions from the Public Works Department as part of consolidating Zoning Administration, Building Plans Review and Permitting, and Building Inspection Services into The Center for Development Services.

CHILDREN'S SERVICES DEPARTMENT

MISSION:

We are committed to empowering children and families to be successful, healthy, and self-reliant through education, care, and support in a safe and nurturing environment.

KEY OBJECTIVES:

1. Provide 100% of the licensed child care providers in Hillsborough County the number of monitoring visits required by County Ordinance.
2. Comply with the Federal Revised Head Start/Early Head Start Performance Standards as measured by the March 2007 Program Review Instrument Service Monitoring (PRISM) Audit and 2009 Self Assessment Evaluation.
3. The Child Outcomes Section of the Head Start Division will assure at least 3,070 preschool aged children assessments for education will be above the local, state and national standards as measured by the Galileo Education Instrument and Early Childhood and Infant Toddler screening tools.
4. The Head Start Division will provide parenting education classes to at least 3,000 families by providing multiple workshops on self-reliance, job training, mental wellness and responsible fatherhood. This is evidenced and measured through sign in sheets, evaluations of participants and parent surveys.
5. Provide residential treatment services on a 24/7 basis for up to 86 residents of the Family Treatment Program, Emergency Shelter Care, CINS/FINS and the GATES Programs. Eighty percent of clients discharged will demonstrate improved behavior.
6. Provide outpatient intake screening and counseling services for up to 3,000 Children in Need of Services (CINS) and Families in Need of Services (FINS) by September 30, 2010.
7. The four residential programs (Child & Family counseling, Emergency Shelter, Family Treatment, and GATES) will provide 18,615 days of therapeutic residential care (including family involvement) days for up to 51 youth on a 24 hour/7 day per week basis.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Child Care Licensing	1				
Workload/Demand					
# of inspections of child care facilities		5,200	n/a	n/a	n/a
# of investigations of complaints against facilities		600	n/a	n/a	n/a
Efficiency					
avg. # of inspections annually per inspector		400	n/a	n/a	n/a
Effectiveness					
% of licensed child care providers receiving at least 2 inspections per licensing year		95.0%	n/a	n/a	n/a
Head Start/Early Head Start	2				
Workload/Demand					
Head Start funded enrollment		3,474	n/a	n/a	n/a
# of children with disabilities enrolled		347	n/a	n/a	n/a
Efficiency					
cost per child per year–Head Start/Early Head Start		$10,181	n/a	n/a	n/a
County cost per hour per child for Head Start		$5.65	n/a	n/a	n/a
cost per hour for Early Head Start		$9.13	n/a	n/a	n/a
cost per hour for School Board operated Head Start		$6.72	n/a	n/a	n/a
Effectiveness					
daily attendance/% of enrollment		88.0%	n/a	n/a	n/a
% of compliance with Office of Head Start standards		100%	n/a	n/a	n/a
% of parents responding with positive changes		95.0%	n/a	n/a	n/a
% of children meeting school readiness goals		100%	n/a	n/a	n/a
% of Families with Partnership Agreement		100%	n/a	n/a	n/a

Continued in "*Supplemental Information*"

CHILDREN'S SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$24,134,292	$2,688,343	$0	$0
Operating Expenditure/Expense	18,447,435	3,108,233	0	0
Capital Equipment	239,136	13,805	0	0
Capital Projects	281,350	210,271	0	0
Grants & Aids	186,245	162,584	0	0
Other Uses	175,152	0	0	0
Total	$43,463,610	$6,183,236	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$9,469,912	$0	$0	$0
Intergovernmental Grants	33,993,698	6,183,236	0	0
Total	$43,463,610	$6,183,236	$0	$0

Funded Positions	503	0	N/A	N/A
Funded FTE Positions	478.34	0.00	N/A	N/A

During FY 08, four positions (3.55 FTE's) were added: two Senior Treatment Counselors, one Senior Social Worker, and one Project Manager III (0.55 FTE).

The FY 10 adopted budget was funded below continuation level funding as a result of the following efficiencies: the elimination of a Community Services Program Coordinator in the Child and Family Counseling Program; the purchase of a live scan fingerprint system; the surplus of two minibuses; the reduction of Head Start leases ($320,000); the elimination of one Senior Case Manager in the Family Treatment Program whose workload was absorbed by community based organizations; and effective June 1, 2010 the elimination of the Child and Family Counseling Manager whose duties was absorbed by the Emergency Shelter Program Manager. Consequently, the Emergency Shelter Program Manager was reclassified to a Division Director due to the added responsibilities of overseeing an additional program. Other efficiencies included the elimination of one Senior Secretary in the Child and Family Counseling Program which resulted in the reclassification of a Senior Secretary to an Executive Secretary to absorb the duties of the eliminated Senior Secretary position as well as provide support to Community Support Services, the Food Program, and assisting and managing all residential programs in assuring outpatient and inpatient services are well coordinated and measured; the elimination of four Senior Treatment Counselors which resulted in the creation of two new General Manager II positions to provide supervisory responsibility over Clinical and Behavioral Programs in Residential Services; and the elimination of an unclassified Manager of Support Services in the Head Start Division to support the reclassification of a Senior Supervisor to a General Manger I , and the reclassification of one Minibus Driver to a Multi-Trades Worker II. The budget reductions included: the elimination of one Senior Secretary and one unclassified Manager in the Family Treatment Program; the elimination of an Accounting Manager in Administration, the elimination of a Senior Secretary in the Emergency Shelter Program; the elimination of an unclassified Dining Facility Manager in the Food Service Program; and the elimination of one Senior Secretary in the Child and Family Counseling Program.

During FY 10, Child Care Licensing for Child Care Centers and Homes implemented new fees and partnered with organizations to help fund their operations. In May 2009, the Board of County Commissioners approved the grant application for the Head Start and Early Head Start Cost-of-Living and Quality Improvement funds. This grant allowed Head Start to create higher level positions to allow current employees to apply and receive temporary promotions until grant funds expired in September 2010. Additional funding was obtained to fully fund the higher level positions. Therefore, the 17 lower level positions were inactivated.

The FY 11 adopted budget included reductions to offset the Medicaid revenue shortfall by eliminating five Child Care Specialists, a Treatment Counselor, and a Psychologist; reductions to offset the lack of funding for the Basic Center grant by eliminating a Treatment Counselor and a Child Care Specialist (0.49); and reductions in Head Start Services by eliminating a Senior Social Services Specialist and a Social Services Specialist. Increased funding in the School Readiness Grant allowed the transfer of 13 child care licensing positions from the Countywide General Fund. Criminal Liaison Juvenile Justice Grants provided funding for a Senior Secretary, Recreational Therapist, Delinquency Prevention Program Manager, and a reduced hour Senior Case Manager (0.50 FTE). Operating efficiencies included reclassifying a Child Care Supervisor to a Multi-Trades Worker III; four Social Services Specialists to four Licensed Practical Nurses; two Senior Social Services Specialists to a Treatment Counselor and a Licensed Practical Nurse; a Registered Nurse to a General Manager; two Senior Minibus Drivers to two Senior Head Custodians; two Minibus Drivers to two Custodians; and an unclassified Manager to a higher pay grade. The FY 11 adopted Head Start Services budget was increased by $5.1 million due to the success of the program in obtaining additional federal funding. Countywide general fund support for the program is reduced by $415,476.

During FY 10, an organizational restructuring merged Aging Services, Children's Services, and Health and Social Services into a new entity called Family and Aging Services Department per Administrative Order (AO) 10-01.

CLIENT & LIAISON SERVICES DEPARTMENT

MISSION:

To advocate for citizens, communities and neighborhoods while providing reliable, respectful and fully-facilitated access to services at all times.

KEY OBJECTIVES:

Community Liaison Function

1. Community Liaisons increase advocacy and outreach activities between the African-American, Hispanic, Asian-American, and Criminal Justice communities by 3% each year and respond to queries within 24 hours. Asian-American Liaison assists in matters concerning visits from foreign officials and dignitaries, coordinates and networks with County agencies, inter-counties, state and international groups.
2. Americans with Disabilities Act Liaison represents County on disability issues and increases awareness about the 1990 ADA and other applicable disability rights law; ensures County Title II compliance with ADA, including development, review, and update of ADA Transition Plan including architectural, communication, and procedural barriers and modifications; increasing advocacy and outreach by 3% each year, and respond to queries within 24 hours.

Neighborhood & Community Relations

3. Assist 800 neighborhood associations to receive information and technical assistance within one working day 90% of the time.
4. Award 100% of available mini-grant funds to neighborhood associations with 90% of projects completed during the fiscal year.
5. Conduct outreach services for two new Community Based Plans in the unincorporated County, recruiting a minimum of 30 people per community to serve on the working committee.
6. Maintain database of neighborhood associations for contact, updating within two working days of change notices.
7. Provide an annual local conference for up to 305 participants.
8. Award neighborhood recognition awards for exemplary projects and good neighbor awards for exemplary citizens.

Legislative Program

UNDER DEVELOPMENT

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
African-American Affairs Liaison	1				
Workload/Demand					
# of community meetings/programs as County advocate		---	---	---	---
# of Heritage events		---	---	---	---
# of workshops/seminars/presentations planned and conducted		---	---	---	---
# of media outreach/contacts		---	---	---	---
# of HTV shows planned and conducted		---	---	---	---
# of public information pamphlets/media items		---	---	---	---
# of interdepartmental coordination efforts		---	---	---	---
# of queries received and handled		---	---	---	---
Effectiveness					
% of queries responded to within 24 hours		---	---	---	---
% of efforts with satisfactory arbitration/resolution		---	---	---	---
Americans with Disabilities Act Liaison	2				
Workload/Demand					
# of community meetings/programs as County advocate		250	250	---	---
# of workshops/seminars/presentations planned and conducted		20	20	---	---
# of public information pamphlets, newsletters, fact sheets		**100,000	12,000	---	---
# of media outreach/contacts		10	6	---	---

**Includes one-time 16-page *Tampa Tribune* insert on disability

Continued in "*Supplemental Information*"

CLIENT AND LIAISON SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,293,438	$896,472	$1,249,372	$44,031
Operating Expenditure/Expense	74,115	73,396	469,608	(18,091)
Capital Equipment	7,158	2,125	0	0
Grants & Aids	1,619,843	1,026,689	0	0
Other Uses	371,405	299,844	0	0
Total	$3,365,959	$2,298,526	$1,718,980	$25,940

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$793,919	$605,795	$765,192	$0
Unincorporated Area General Fund	0	0	605,412	0
Countywide Special Purpose Revenue Fund	110,633	49,328	0	0
Unincorporated Area Special Purpose Fund	0	0	100,000	(18,091)
Intergovernmental Grants	2,461,407	1,643,403	0	44,031
Infrastructure Surtax Fund	0	0	248,376	0
Total	$3,365,959	$2,298,526	$1,718,980	$25,940

Funded Positions	12	9	17	0
Funded FTE Positions	12.00	9.00	17.00	0.00

The department formerly known as Community Liaisons was renamed Client and Liaison Services.

During FY 11, the BOCC approved Administrative Order AO-11-01, which merged four Public Affairs and Neighborhood Relations positions from the County Administrator's Office, five Community Relations positions and five Citizen Boards Support positions from Communications, four Community Liaisons positions, and seven Community Relations positions from Customer Services Development Services Center and Administrative Services Unit Planning and Infrastructure into a new department called Client and Liaison Services, reporting to the Chief Administrative Officer. Five Criminal Justice positions were transferred to Business and Support Services Department.

The FY 12 adopted budget, per Administrative Order AO-01-03, transfers five Citizen Boards Support positions and the American Disability Act Coordinator position from Client and Liaison Services to Government Services Administration. The adopted budget also transfers the Asian-American Affairs Liaison position from Client and Liaison Services to Economic Development Department and a Senior Administrative Specialist position from Client and Liaison Services to Government Services Administration.

The FY 12 adopted budget included $25,054 in one-time funding for a Citizen Request Management software maintenance agreement.

The FY 13 recommended budget, per an Administrative Order, establishes a new department called Office of Community Affairs. Three positions from Client and Liaison Services, one position from Economic Development Department, and one position from Public Utilities are transferred to this new department. The Administrative Order also transfers thirteen positions from Client and Liaison Services to the Communications Department and one position from Client and Liaison Services to Government Services Administration.

CODE ENFORCEMENT DEPARTMENT

MISSION:

Preserve the quality and value of public and private property and maintain a high standard of living by eliminating conditions that threaten the life, health, safety, and general welfare of the public.

KEY OBJECTIVES:

1. Code Enforcement: Respond to code enforcement complaints within 5 working days from receipt 98% of the time by September 30, 2012.
2. Code Enforcement: Increase the percentage of code violations resolved within a 6-month period to attain a 90% resolution rate by September 30, 2012 (Strategic Plan Goal 5, Objective O).
3. Burglar Alarm Enforcement: Obtain collection on 90% of fines assessed by 9/30/2012.
4. Sign Removal: Remove at least 35,000 snipe signs from the rights-of-way of unincorporated Hillsborough County roads and streets during FY 12.
5. Condemnation & Demolition: Facilitate the demolition or repair of at least 55 hazardous, condemnable structures during FY 12.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Code Enforcement Inspections	1,2				
Workload/Demand					
# on cases initiated		16,432	13,873	13,000	13,000
# of inspections conducted		50,671	39,602	40,000	40,000
# of cases referred to Code Enforcement Board (regardless of start date)		824	485	600	600
Efficiency					
# of daily inspections per FTE		9.4	6.21	7.5	7.5
Effectiveness					
% complaints responded to within 5 working days	1	96.9%	95.44%	98.0%	98.0%
% of FY cases resolved without Code Board Action		85.9%	91.36%	90.0%	90.0%
% cases resolved within six months	2	90.91%	87.64%	90.0%	90.0%
average response time to complaints		2.4 days	2.89 days	5 days	5 days
Burglar Alarm Enforcement	3				
Workload/Demand					
# of false alarms reported		28,768	26,521	25,000	25,000
Efficiency					
# of false alarm correspondences processed per FTE		28,757	26,125	25,000	25,000
Effectiveness					
% of same FY false alarm fines collected	3	85.47%	91%	85.0%	85.0%
Sign Enforcement	4				
Workload/Demand					
# of signs removed from the public right of way		44,315	56,673	35,000	35,000
# of temporary sign permits issued in the field		104	25	25	25
Efficiency					
# of signs removed per FTE		1,384.9	-	-	-
Effectiveness					
# of sign complaints received		188	477	380	380
Customer Service					
Workload/Demand					
# of customers (estimate based on code & false alarm cases)		45,200	40,394	45,000	45,000
Effectiveness					
% of surveys with overall rating of 3 or better		---	---	---	---

Continued in "*Supplemental Information*"

CODE ENFORCEMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$3,277,629	$2,889,261	$2,477,002	$3,178,204
Operating Expenditure/Expense	1,247,202	1,145,850	1,964,442	1,916,439
Capital Equipment	4,360	130,029	0	0
Grants & Aids	202,104	120,554	0	0
Total	$4,731,295	$4,285,694	$4,441,444	$5,094,643

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund	$3,903,384	$3,683,772	$4,335,448	$5,032,000
Intergovernmental Grants	827,911	601,922	105,996	62,643
Total	$4,731,295	$4,285,694	$4,441,444	$5,094,643

Funded Positions	53	49	53	53
Funded FTE Positions	53.00	49.00	53.00	53.00

The FY 10 adopted budget included the elimination of eight positions with $140,658 in related operating costs. The elimination of these positions resulted in approximately 9,000 fewer removal of illegal signs and 39,200 property inspections (a 6% reduction over FY 09) resulting in a 84% compliance of cases within 6 months. A 10% reduction in cases referred to the Code Enforcement Board was anticipated. Approved efficiencies totaling $41,465 included the termination of cell phones, recycle case file folders, paperless inspection notifications, labeling of file folders, and the use of Community Service Workers from the Sheriff's office to clean up certain properties and right of ways. In addition, one unclassified position, Manager of Code Enforcement, was eliminated. The Accounting Clerk II and the Community Relations Coordinator were retained and funded by a Federal Stimulus grant for one year. The State Stimulus grant provided funding for the retention of three Community Codes Investigator positions for one year. The annual state formula grant provided funding for two retained Community Codes Investigator positions for three years. During FY 10, a Community Relations Coordinator position was transferred to Communications.

The FY 11 adopted budget included the elimination of three Community Codes Investigator I positions with $38,770 in related operating expenses. Productivity savings of $45,944 were generated from reductions in travel, wireless air cards, demolition costs, office supplies and equipment, and the utilization of local, in-house and free training opportunities. A reduction in replacement and insurance costs resulted from the elimination of two vehicles. An additional $10,000 in productivity savings in the Property Improvement Program resulted from the agreement entered into during FY 10 with the Sheriff's Office to use Community Service Workers to clean up certain properties and right of ways. The Accounting Clerk II, Community Relations Coordinator, and three Community Codes Investigators funded in FY 10 by stimulus grants for one year were funded in FY 11 by the extension of State Stimulus funding and, Federal and State Justice Assistance Grants.

During FY 11, the County Administrator's reorganization plan included the transfer of five inspector positions and the inspection function from the Affordable Housing Department to Code Enforcement.

The FY 12 adopted budget included the elimination of an office assistant position and the transfer of a General Manager I position to Affordable Housing Department.

The FY 13 recommended budget is funded at continuation level.

COMMUNICATIONS AND HTV DEPARTMENT

MISSION:

Provide accurate and timely Hillsborough County information, outreach and services to the public through traditional and innovative means in order to connect people with their County government and inspire public confidence and participation.

KEY OBJECTIVES:

1. Public Information: Provide timely, accurate and complete information of public interest to both employees and citizens, while ensuring 100% compliance with the Florida Sunshine Law.
2. Hillsborough Television: Maintain the County's cable TV station by producing and televising government meetings and other programs about County government and its services. Provide audio/visual services for the BOCC, administration, and county offices and produce 50 productions per year. Provide access to County government through cable channels, internet streaming, and social media videos.
3. Internet and Intranet services: Provide a functional Internet and Intranet site with ease of use in locating online services; information, databases and documents; making inquiries concerning service delivery; and working to provide a 24/7 electronic County Center.
4. The Hillsborough County Citizen Services Center addresses all concerns that the citizens of Hillsborough County may have in interacting with county government. An essential part of the center's operation is to provide after hours emergency contact assistance to the public and law enforcement in providing emergency assistance from county departments.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Public Information	1				
Workload/Demand					
# of news releases per year		673	605	600	610
# of media advisories per year		571	623	625	656
# of proclamations, commendations, welcome letters per year		329	462	475	499
# of advertisements per year		197	168	115	115
# of social media direct interactions per year		278 (4thQ)	1,888	2,552	2,552
Efficiency					
cost of earned news coverage (without paid advertisement)		n/a	$249,100	$275,000	$200,000
Effectiveness					
staff cost comparison Communications/Industry average per hour (included Benefits costs)		$43/$105	$42/$105	$43/$105	$43/$105
Hillsborough Television	2				
Workload/Demand					
# of new BOCC meetings produced per year		82	90	90	90
# of new Non-BOCC meetings produced per year		181	215	215	215
# of meetings meeting hours per year		475	550	550	550
# of public information programs/productions produced annually		22	25	25	25
Efficiency					
hourly cost of meeting coverage per meeting		$175.45	$141.23	$141.23	$141.23
amount of savings from 2011 hourly cost vs. 2010 (2011 – 11% increase in meeting coverage)		$83,338	$77,676	$77,676	$77,676
amount of revenue from media production and meeting coverage		$8,430	$82,717	$95,125	$109,393
Effectiveness					
# of videos uploaded to social media websites (YouTube) by year		114	96	96	96
# of views for videos uploaded to social media websites (YouTube) by year		771	14,492	28,984	57,968

Continued in "*Supplemental Information*"

COMMUNICATIONS AND HTV DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,956,512	$2,308,963	$1,754,120	$2,623,207
Operating Expenditure/Expense	182,676	342,923	279,320	429,429
Capital Equipment	38,257	88,962	203,429	152,814
Capital Projects	97,698	0	0	0
Total	$2,275,143	$2,740,848	$2,236,869	$3,205,450

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,930,109	$1,981,847	$2,151,663	$2,299,329
Unincorporated Area General Fund	345,754	672,225	0	568,765
Countywide Special Purpose Revenue Fund	(720)	0	0	0
County Transportation Trust Fund	0	0	0	249,133
Water & Wastewater Utility Enterprise Fd	0	86,776	85,206	88,223
Total	$2,275,143	$2,740,848	$2,236,869	$3,205,450

Funded Positions	28	36	25	38
Funded FTE Positions	27.50	35.50	24.50	37.50

The FY 10 adopted budget eliminated five positions including a Print Services Manager, one Station Manager, two Senior Television Producers, and one Television Producer/Director. An additional two limited duration Television Program Specialist positions added in FY 09 expired and were not part of the FY10 budget.

During FY 10, BOCC approved Administrative Order AO-10-03, which permanently reassigned eight positions from Code Enforcement, Public Works, Water Resources Services, and Parks, Recreation, and Conservation to Communications Department. One position from Animal Services was assigned to Communications Department 25% of the time, the position and FTE count remained in Animal Services.

The FY 11 adopted budget included productivity savings which reduced overtime and operating expenses. Two positions responsible for televising non-BOCC meetings were reclassified from Broadcast Engineer to Electronics Technician I and TV Videographer to Production Assistant. The Unincorporated Area General fund included increased funding for indirect administrative costs. Capital outlay funding to replace old and antiquated equipment of video and audio capital equipment was reduced. As a result of the organizational changes, two positions were reclassified: Public Relations Information Specialist I to Public Relations Information Specialist II and General Manager I to Community Relations Coordinator. Funding for one Community Relations Coordinator was included in the Community Liaison's department budget.

During FY 11, the BOCC approved Administrative Order AO-11-01, which merged four Public Affairs and Neighborhood Relations positions from the County Administrator's Office, five Community Relations positions and five Citizen Boards Support positions from Communications, four Community Liaisons positions, and seven Community Relations positions from Customer Services Development Services Center and Administrative Services Unit Planning and Infrastructure into a new department called Client and Liaison Services, reporting to the Chief Administrative Officer.

The FY 12 adopted operating budget reflected savings totaling $12,400 primarily in the areas of telecommunications, printing and binding, postage, pre-employment medical testing, and other professional services. One limited-duration position (1.00 full time equivalents) funded by Criminal Justice Grant funding was eliminated.

The FY 13 recommended budget, per an Administrative Order, establishes a new department called Office of Community Affairs. Part of the Administrative Order transfers thirteen positions from Client and Liaison Services to Communications Department.

CONSUMER PROTECTION AGENCY

MISSION:

To enforce consumer protection laws and to protect and educate Hillsborough County consumers, in the marketplace and business community, against economic losses resulting from unfair, deceptive and illegal business practices. Present criminal cases to the State Attorney and Attorney General for review and prosecution. Recover losses for consumers through investigation and mediation.

KEY OBJECTIVES:

1. Receive, investigate, mediate, and/or refer at least 700 written consumer complaints.
2. Conduct at least 75 consumer outreach/education events at schools, community events, civic and neighborhood meetings.
3. Complete at least 6 consumer related criminal investigations for prosecution.
4. Receive, respond, and assist all citizen inquiries on consumer protection matters.
5. Administer and maintain the "pain management clinic" license program.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Investigation and Prosecution of Consumer Complaints	1,3,4				
Workload/Demand					
# of complaints received, investigated and opened by CPA		673	700	n/a	n/a
# of investigations referred to another agency		59	70	n/a	n/a
# of criminal investigations forwarded to State Attorney for prosecution		4	6	n/a	n/a
Efficiency					
# of cases investigated per Investigator (annual avg.)		96	100	n/a	n/a
# of cases in “open” status per Investigator (avg.)		17	20	n/a	n/a
avg. # of days to begin an investigation after complaint is rec’d		2.7	3.0	n/a	n/a
Effectiveness					
% of criminal investigations accepted for prosecution State Attorney or Statewide Prosecutor		100%	100%	n/a	n/a
cash recovery, savings and services returned to citizens due to CPA investigation		$320,201	$600,000	n/a	n/a
value loss to victims in criminal cases filed		$202,840	$500,000	n/a	n/a
% of investigations resolved successfully		87.80%	85.00%	n/a	n/a
Respond to Consumer Complaint Inquiries	1,2,3,4				
Workload/Demand					
# of citizen service requests, contacts and consumer questions and inquiries		96,895	100,000	n/a	n/a
Efficiency					
# of citizen service requests contacts, consumer questions and inquiries per investigator (annually)		13,842	12,500	n/a	n/a
Effectiveness					
avg. # of citizen service requests, contacts, consumer questions and inquiries per work day, per investigator		53.2	50	n/a	n/a
Public Education	2,4				
Workload/Demand					
# of public meetings, events and media contacts		102	90	n/a	n/a
# of visitors to Consumer Protection Agency webpage		36,249	30,000	n/a	n/a
Efficiency					
avg. # of attendees per public meeting and event		30.4	30	n/a	n/a
# of consumer pamphlets distributed		7,439	10,000	n/a	n/a
Effectiveness					
avg. # of consumer pamphlets distributed per event		73	100	n/a	n/a
avg. # of FTE hours per outreach event		4	4	n/a	n/a
% citizens rating service good, excellent or outstanding		100%	100%	n/a	n/a

Continued in *“Supplemental Information”*

CONSUMER PROTECTION AGENCY

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$503,766	$600,177	$0	$0
Operating Expenditure/Expense	35,277	35,307	0	0
Total	$539,043	$635,484	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$498,754	$635,484	$0	$0
Intergovernmental Grants	40,289	0	0	0
Total	$539,043	$635,484	$0	$0

Funded Positions	10	10	N/A	N/A
Funded FTE Positions	10.00	9.60	N/A	N/A

The FY 10 budget eliminated the Professional Responsibility section and five positions, which included one unclassified position. Two positions were transferred to other functions. The Equal Employment Opportunity (EEO) Manager transferred to the office of the Equal Opportunity Administrator and assumed responsibility for all EEO investigations—both internal and external. A Chief Investigator/Professional Responsibility transferred to County Administrator's Office to consolidate within that department the handling of investigations involving County employees.

During FY 10, the State American Recovery and Reinvestment Act (ARRA) Justice Assistance Grant (JAG) funded a Consumer Protection Investigator I (1.00 FTE) for one year.

The FY 11 adopted budget includes productivity savings which reduced operating expenses for the Consumer Protection Agency, while adding additional operating funds for Pain Management Clinic Licensing. Funding for one position was transferred from Community Liaison. Due to limited Federal Justice Assistance Grant (JAG) funding, one Consumer Protection Investigator I was reduced to permanent part time (0.60 FTE) for one year.

During FY 11, the BOCC approved Administrative Order AO-11-01, which merged nine positions from Consumer Protection, three positions from Equal Opportunity Administrator, one position from HIPAA Compliance Office, two positions from Process Improvement Team from Business and Support Services, two positions from Compliance Services, one position from Agenda Process, and one position from Reception from the County Administrator's Office into a new department called Government Services Administration, reporting to the Chief Administrative Officer.

One permanent part-time limited-duration position (0.60 full time equivalents) funded by Federal Justice Assistance Grant (JAG) funding is eliminated.

COUNTY ADMINISTRATOR

MISSION:

Provide sound administration and execution of Hillsborough County programs and finances for the Board of County Commissioners as evidenced by comparisons with other local governments, and provide opportunities for public interaction with the Board on the budget that guides both finances and programs.

KEY OBJECTIVES:

1. Develop and recommend an annual balanced budget (a biennial budget in odd numbered fiscal years) by the first Board meeting in June to provide 3 months' public exposure to the budget and to facilitate public comment to the Board well in advance of Board adoption at September public hearings.
2. Maintain bond ratings of at least Aa (Moody's), AA (Standard and Poor's), and AA (Fitch Ratings) on general obligation debt. (Strategic Plan Goal 1, Objective C.)
3. Benchmark services provided by departments and agencies under County Administration against Florida cities and counties through participation in the Florida Benchmarking Coalition (FBC), participating in all of the service categories and at least 85% of the service measures.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
# of FBC service categories in which County Administration departments participate	3	12	15	15	15
# of FBC service measures in which County Administration departments participate	3	412	743	743	743
Effectiveness					
deliver balanced annual budget by first BOCC meeting in June for adoption in September	1	yes	yes	yes	yes
maintain bond rating of at least Aa/AA/AA	2	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
% of FBC service categories in which County Administration departments participate	3	91.7%	100%	100%	100%
% of FBC service measures in which County Administration departments participate	3	79.6%	86.3%	100%	100%

COUNTY ADMINISTRATOR

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$2,444,733	$1,963,842	$1,593,082	$1,634,709
Operating Expenditure/Expense	229,280	256,440	(122,372)	72,798
Total	$2,674,013	$2,220,282	$1,470,710	$1,707,507

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$2,639,594	$2,184,996	$1,677,879	$1,707,507
Unincorporated Area Special Purpose Fund	34,419	35,286	(207,169)	0
Total	$2,674,013	$2,220,282	$1,470,710	$1,707,507

Funded Positions	19	19	11	11
Funded FTE Positions	19.00	19.00	11.00	11.00

The FY 10 adopted budget eliminated 16 positions, transferred six positions to Library Services, and reduced operating expenses to better align the budget with historical spending patterns. Support positions within County Administration were physically aligned with those of Management and Budget and Debt Management Departments forming a Business Center to support these departments. Other personnel changes included transferring one position from Management and Budget Department and one position from Consumer Protection Department to strengthen the handling of disciplinary issues involving County employees.; and transferring six positions and operating funding to Library Services to consolidate reference and referral functions.

The FY 11 adopted budget eliminated one position, transferred one position to Business and Support Services Department, reduced operating costs for the Neighborhood Conference, and transferred two positions from the Debt Management Department which was dissolved.

During FY 11, the Board of County Commissioners approved Administrative Order AO-11-01 Reorganization of the County Administrator's Office, which transferred four positions along with associated operating costs, including the Neighborhood Enhancement Program ($96,000) and the projected balance of the Neighborhood Tree Mini-Grant Program ($207,169), to the newly named Client and Liaison Services Department; transferred three positions to the newly established Government Services Administration Department; transferred two positions from the Business and Support Services Department; and eliminated one position; resulting in a net reduction of six positions within the department.

The FY 12 adopted budget eliminated two positions for a projected cost savings of $159,629.

The FY 13 recommended budget is funded at continuation level.

DEBT MANAGEMENT DEPARTMENT

MISSION:

Manage the County's issuance of debt and its debt obligations in a manner that serves the public interest, complies with the policies and meets the goals of the County Commission; complies with all federal tax and securities laws; ensures that appropriate financial controls are exercised; and enhances the long-term fiscal health of the County.

KEY OBJECTIVES:

1. Debt Administration, Issuance and Refinancing -- (A) Identify, analyze and develop new financings to fund infrastructure and capital requirements approved by the BOCC at the lowest cost and highest possible credit ratings; (B) maximize interest cost savings by refinancing outstanding debt as indicated by financial and/or legal changes; and (C) administer outstanding debt to maintain general credit ratings of at least Aa2/AA/AA; and (D) ensure that Hillsborough County is financially strong enough to influence its destiny by applying efficient and/or effective policies and practices. [Note: Achievement of effectiveness targets for this objective is subject to economic and market conditions over which the Department has no control.]
2. Financial Advisory Services -- Ensure the consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time: (A) provide general financial advice to departments and agencies including development of capital financing and business plans; (B) evaluate the creditworthiness and financial condition of bidders/respondents to RFP's; and (C) advise in the preparation and updating of strategic business plans for the Enterprise Systems.
3. Municipal Securities Market Compliance and Disclosure -- Research, compile, and submit financial information to ensure 100% compliance with municipal securities market disclosure requirements.
4. Financial & Credit Evaluations of Conduit Bond Issues -- Evaluate the credit, financial condition, and proposed transaction structures of Community Development District and conduit bond applicants and recommend to the BOCC only those transactions in which there is a reasonable expectation of borrower compliance with scheduled debt repayment.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Manage County Debt Obligations	1				
Workload/Demand					
# of evaluations of funding needs with respect to financing recommendations		46	52	n/a	n/a
# of new financings and refundings completed		40	41	n/a	n/a
rating agency semiannual updates		3	3	n/a	n/a
Efficiency					
cost of Debt Management per Debt Obligation (Char. 10, 30, & 60 excluding non-debt staff position)		$17,144	$20,256	n/a	n/a
Effectiveness					
% of debt financings/refinancings that maximize interest cost savings		100%	100%	n/a	n/a
% of debt refinancing opportunities completed		100%	100%	n/a	n/a
bond issuance costs as a % of par amount of bonds issued (Goal: <2%)		1.5%	1.5%	n/a	n/a
# of credit ratings reduced for technical reasons (Goal: 0)		0	0	n/a	n/a
% of bonds issued that are in compliance with Structuring Guidelines of Debt Policies		100%	100%	n/a	n/a
true interest cost of debt outstanding as a % of Bond Buyer Index (Goal: < or = to 105%)		80.0% to 95.0%	80.0 % to 95.0%	n/a	n/a
County general bond rating at end of fiscal year		Aa1/AAA/AA+	Aa1/AAA/AA+	n/a	n/a
Customer Service Rated Above Average or Excellent		100%	100%	n/a	n/a

Continued in "*Supplemental Information*"

DEBT MANAGEMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$601,656	$0	$0	$0
Operating Expenditure/Expense	22,240	0	0	0
Total	$623,896	$0	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$623,896	$0	$0	$0
Total	$623,896	$0	$0	$0

Funded Positions	5	N/A	N/A	N/A
Funded FTE Positions	5.00	N/A	N/A	N/A

The FY 10 adopted budget included the Manager of Business Services position being split funded to reflect the assignment of duties. This realignment transferred .5 FTE totaling $76,486 from the General Fund to the Solid Waste Enterprise Fund. Operating costs were decreased by $9,816. A Housing and Finance Advisor position was eliminated and operating costs were reduced by $6,064 as productivity savings. This position was transferred to Debt Management during FY 09 and was not reflected in the Department's FY 09 adopted budget.

The FY 11 adopted budget transferred the debt management responsibilities to the Clerk of the Circuit Court. A Senior Debt Finance Manager and a Manager of Business Services position were eliminated totaling $237,531 as well as operating costs of $35,463. The Utilities Commerce Administrator position and a Senior Administration Specialist position were transferred to the Office of the County Administrator at a cost of $290,224. A Manager of Debt Finance position was transferred to the Business and Support Services Department at a cost of $146,742.

DEVELOPMENT SERVICES DEPARTMENT

MISSION:

To efficiently and effectively manage Hillsborough County's planning and growth management system consisting of the following core services: Code Development, Zoning Administration, Grants Administration, Special Purpose Studies, Land Use and Development Counseling, Development Plan Review, Development Inspection, Transportation Planning, Impact Fee Administration, Phosphate and Land Excavation Review, Contractor Licensing and Enforcement, Building Plans Review and Permit Processing, and Building Inspection.

KEY OBJECTIVES:

1. Zoning Administration: Process applications for rezonings, variances, conditional uses, special uses, and land use appeals.
2. Development Plan Review: Assure that plans for the on- and off-site impacts of new development are consistent with County Codes and are satisfactorily mitigated concurrent with the completion of the development.
3. Land Use and Development Counseling: To counsel property owners, developers and consultants on the proper application of County Codes to their projects prior to the initiation of development activities.
4. Building Plans Review and Permitting: Assure the health, safety and welfare of the general public by reviewing the specifications of, and issuing a permit for, all new and remodeled building plans for code compliance.
5. Building Inspection: Assure the health, safety and welfare of the general public by inspecting all new and remodeled buildings for conformance with approved plans and permits; and to stop work on any project that lacks a permit.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Zoning Administration	1				
Workload/Demand					
# of zoning counseling actions per year		2,000	776	612	700
# of rezonings, variances, special use applications per year		300	172	202	220
Efficiency					
mean # of zoning counseling actions per FTE		800	310	245	280
mean # of rezonings, variances, special uses per FTE		60	34	40	44
mean cost per action		new	new	new	new
Effectiveness					
% of zoning cases sustained		96.0%	96.0%	96.0%	96.0%
Development Plan Review	2				
Workload/Demand					
# of preliminary and construction site plan submittals		799	875	950	975
Efficiency					
# of preliminary and construction site plans reviewed per FTE (reviewer)		199	219	238	244
Land Use and Development Counseling	3				
Workload/Demand					
total # of counseling cases		8,500	8,022	8,044	8,100
Efficiency					
# of cases per FTE		4,250	4,011	4,022	4,050
mean cost per case		new	new	new	new

Continued in "*Supplemental Information*"

DEVELOPMENT SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$14,385,921	$12,232,531	$11,607,499	$2,231,805
Operating Expenditure/Expense	5,843,702	4,944,912	5,557,719	1,495,439
Capital Equipment	9,396	0	0	0
Capital Outlay	5,197	174,021	0	0
Grants & Aids	3,730	94,476	0	0
Other Uses	17,870	9,044	0	0
Total	$20,265,816	$17,454,984	$17,165,218	$3,727,244

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund	$9,851,554	$7,795,750	$6,507,735	$3,722,313
Unincorporated Area Special Purpose Fund	9,414,491	8,563,770	9,584,901	3,442
Intergovernmental Grants	29,558	109,923	0	0
County Transportation Trust Fund	728,551	746,520	802,650	1,489
Water & Wastewater Utility Enterprise Fd	241,662	239,021	269,932	0
Total	$20,265,816	$17,454,984	$17,165,218	$3,727,244

Funded Positions	185	168	144	30
Funded FTE Positions	176.96	168.00	144.00	30.00

The FY 11 adopted budget included 9.21 FTE reductions in the Unincorporated Area General Fund (UAGF). The following five positions were eliminated: one Community Planner II, one Landscape Examiner, one Planning and Zoning Tech II, one Principal Planner, one Professional Engineer I and 10 part time; 2.96 FTE's in temporary personnel at a cost savings of $676,788. Transfers to other funds included 1.25 FTE's. An Administrative Specialist Position was transferred to the Transportation Trust Fund (TTF) at $81,328. The Impact Fee Program Manager position was transferred to the Business and Support Services Department; .25 FTE at $25,828 from UAGF and .75 FTE at $77,485 from the Impact Fee Fund. Productivity savings of $111,392 in the UAGF were included in operating costs. The Impact Fee Fund was reduced with a transfer of .50 FTE Principal Planner position to the Transportation Trust Fund. This was offset by the elimination of one Manager of Transportation Planning at $130,598 in the TTF. The Building Services Fund had productivity savings of $548,997 primarily due to the relocation from Net Park to the County Center in FY 10. During FY 11, the Board of County Commissioners approved the realignment of funding and 20 positions from the administrative functions located in the Development Services department (former Planning and Growth Management) and into the Infrastructure & Development Services Fiscal Support Services (IDS).

The FY 12 adopted budget included an organization restructure that transferred five positions within the IDS team and one position to Economic Development. After evaluating the overall programs within the department, ten positions were eliminated as business opportunities. In addition, Development Services added 12 new positions to support building inspections and plans reviews. The staffing increase addressed pending building code compliance cases, decreased the backlog of inspections, generated additional revenue through the issuance of citations, and assisted the code compliance team. The department identified savings through business opportunities within their operating and capital expenditures.

The FY 13 recommended budget includes transferring one position to Fiscal & Support Services Infrastructure and Development, 30 positions to Public Works, 85 positions to the Center for Development Services, one position from Real Estate Services, and one position from Public Works for a net reduction of 114 positions. In addition to personnel changes, the following functions are reassigned: Building Plans Review and Permitting, Zoning Administration, and Building Inspection will move to The Center for Development Services; and Development Plan Review will move to Public Works. A business opportunity for County Planning and Land Use Services transfers one position to Building Services Fund for a cost savings of approximately $65,326 to Unincorporated Area General Fund. As a result of these changes, Development Services will provide the sole function of Land Use and Development Counseling.

ECONOMIC DEVELOPMENT DEPARTMENT

MISSION:

Improve employment opportunities of County residents by encouraging creation and retention of quality jobs throughout the entire range of economic activities in the County.

KEY OBJECTIVES:

1. Work with public and private organizations to promote job growth through corporate/business relocation, retention, and expansion; increase the number of corporate prospects making a commitment to at least 25%.
2. Provide information, technical assistance, business disaster information, workshops/counseling, and access for financing to existing and startup small businesses, responding within three days to requests.
3. Provide assistance to disadvantaged minority/disadvantaged women and small business enterprises (DM/DWBE & SBE) to increase their participation in the County's procurement programs.
4. Encourage growth and retention of the County's agri-business industry, resolving at least 65% of agriculture projects/issues.
5. Promote the growth of tourism/convention activity and spending within the County by administering with the Tourist Development Council tourist development tax receipts and providing technical assistance to recipient agencies, increasing assistance to tourism entities by 2% annually.
6. Encourage private investment in the University Area by administering the Enterprise Zone Program, targeting a 2% annual increase in new businesses and jobs for area residents.
7. Support economic development initiatives that promote the creation and retention of quality jobs that result in a local average wage exceeding the State average by at least 5% and equal to at least 95% of the national average by FY .
8. Reduce the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida based on the 2010 Census.
9. Support economic development initiatives that maintain an annual unemployment rate at least 1 percentage point below the State and national averages.
10. Support economic development initiatives that maintain annual employment growth rates equal to or greater than the State and national averages.
11. Diversify economic base by targeting appropriate new industries in order to improve the average wages and reduce unemployment as measured by the objectives above.
12. Coordinates to identify, address and resolve problems between the Asian-American community and County government. Also facilitates international economic and trade development efforts..

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Corporate Business Development	1, 7-11				
Workload/Demand					
# of corporate projects/contacts		39	56	50	50
Efficiency					
avg. number of new jobs per project		148	113	150	150
Effectiveness					
# of corporate prospects making a commitment		10	15	18	18
% of total job growth that can be attributed to corporate development activity		*83.0%	10.0%	20.0%	20.0%
% of corporate prospects making a commitment		26.0%	27.0%	36.0%	36.0%
Small/Minority Business Development	2,3,6-11				
Workload/Demand					
# of small business clientele points of assistance		26,738	28,823	29,250	29,750
# of workshops conducted for start-up & existing businesses (See note.)		201	258	255	260
# of workshops conducted in Spanish		10	11	12	12
# of on-site business surveys conducted		30	245	225	250

Note: Data for FY10 & FY11 was combined.

Continued in "*Supplemental Information*"

ECONOMIC DEVELOPMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,295,447	$1,327,885	$1,686,179	$1,611,470
Operating Expenditure/Expense	435,687	254,935	5,479,768	5,264,456
Grants & Aids	0	0	100,000	1,275,000
Total	$1,731,134	$1,582,820	$7,265,947	$8,150,926

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,266,850	$1,389,058	$1,691,417	$1,569,069
Unincorporated Area General Fund	0	0	130,830	127,553
Countywide Special Purpose Revenue Fund	0	0	3,417,273	4,422,922
Unincorporated Area Special Purpose Fund	0	0	1,765,239	1,770,000
Sales Tax Revenue Fund	200,483	200,579	261,188	261,382
Intergovernmental Grants	263,801	(6,817)	0	0
Total	$1,731,134	$1,582,820	$7,265,947	$8,150,926

Funded Positions	18	23	25	25
Funded FTE Positions	15.18	18.93	24.70	24.70

During FY 11, the Board of County Commissioners approved establishing a limited duration Office Assistant III with City of Tampa funding to provide administrative support for business workshops and Enterprise Zone Coordination.

The FY 12 adopted budget included the following personnel changes: transferred one position and associated operating from Client and Liaison Services Department, transferred one position and associated operating from Development Services Department, eliminated a temporary position (0.13 FTE), increased one position by 0.30 FTE, decreased one position by 0.20 FTE, and changed seven positions from part-time to full time resulting in a net increase of one position and 4.77 FTEs.

The FY 12 adopted budget included several one-time funding increases. The budget added $500,000 for the Corporate Business Development (CBD) Services BioTech Innovation Fund Program; $2,000,000 for the CBD Closing Fund which is a financial incentive program to maintain a business friendly environment to encourage corporations to create and sustain quality employment opportunities; $500,000 for the CBD Technology And Manufacturing Research and Development (TAMRAD) Incentive Program; $100,000 for the Agriculture Innovation Program which encourages job creation, capital investment, and positive economic impact in agriculture industry sectors; and $250,000 for the Small/Minority Business Development (SMBD) Services Incentive Fund. These additions to the budget were funded by transfers of $1,850,000 from the Countywide General Fund and $1,500,000 from the Unincorporated Area General Fund.

The FY 12 adopted budget for Small/Minority Business Development (SMBD) included operating increases of $96,135. The HUD Community Services Development Block Grant in Affordable Housing's budget provided $308,000 for SMBD operations. The Countywide General Fund included $168,999 from the City of Tampa for technical assistance to small/minority businesses in the City of Tampa, and $75,568 from the University of South Florida Small Business Development Center for business workshops and counseling services to small/minority businesses in Hillsborough County.

During FY 12, the Board of County Commissioners (BOCC) approved an Agreement with the USF Heart Institute to establish various operating facilities throughout Hillsborough County for $1,000,000 in FY 12 and $250,000 annually for FY 13 through FY 16, approved an Agreement with the Tampa Bay Sports Commission Inc., to support sports event programming services for $375,000 in FY 12 and $125,000 in FY 13, and allocated $500,000 of one time funding in FY 13 to Tampa Bay & Company to support industry promotion.

The FY 13 recommended budget includes reappropriating one time funding of: $385,922 for Small Minority Business Development, $100,000 for Agriculture Innovation Program, $500,000 for Bio Tech, $500,000 for Technology and Manufacturing Research and Development (TAMRAD), $2,000,000 for Closing Fund, and $203,288 for Corporate Business Development.

The FY 13 recommended budget includes a transfer of one position from Business and Support Services Department, a transfer of one position and associated operating to the newly established Office of Community Affairs per an Administrative Order.

EMERGENCY DISPATCH CENTER

MISSION:

Coordinate all efforts in the preservation of life and property with expediency, accuracy and compassion.

KEY OBJECTIVES:

1. Answer, triage, and allocate appropriate emergency and/or non-emergency resources for over 200,000 requests for service, providing pre-arrival medical instructions for all 9-1-1 callers and the dispatch of Advanced Life Support (ALS), Basic Life Support (BLS), and fire apparatus.
2. Perform electronic notifications and process 24x7 requests that contain information regarding routine, significant and/or sensitive events to public safety and public service entities at both local and state levels.
3. Provide 24x7 call processing and dispatching for mental health transports countywide for the Crisis Center.
4. Maintain databases that are necessary to assure accurate location and response scenarios.
5. Maintain the administrative integrity of BOCC appointed Emergency Medical Planning Council (EMPC).-

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Fire/Medical Emergency Dispatch					
Workload/Demand					
# of fire, medical, mental health & miscellaneous calls received	1	200,011	203,011	n/a	n/a
# of outbound calls to coordinate resources and notifications	1	92,186	93,568	n/a	n/a
# of NEP calls & notifications	2	352	357	n/a	n/a
# of incidents reported to SW	2	204	215	n/a	n/a
# of average monthly radio transmissions to fire/medical personnel	1	123,243	126,940	n/a	n/a
# of mental health calls processed & dispatched	3	4,303	4,367	n/a	n/a
# of EMPC meetings held annually	5	7	10	n/a	n/a
# of entries into Computer Aided Dispatch System (CAD) databases	4	774,631*	782,147	n/a	n/a
# of CAD call entries for dissemination	1	113,424	115,125	n/a	n/a
# of notifications made to agencies	2	2,180	2,212	n/a	n/a
Efficiency					
# of calls per FTE (annual average)	1	7,408	7,518	n/a	n/a
avg. 9-1-1 answer time (in seconds)	1	4.0	4.0	n/a	n/a
# of CAD calls entered per FTE	1	4,201	4,263	n/a	n/a
# of outbound calls made per FTE	1	3,414	3,465	n/a	n/a
Effectiveness					
avg. compliance % for Emergency Medical Dispatch (EMD)	1	98.13%	98.5%	n/a	n/a
avg. annual hours of training per FTE	1-3	36	36	n/a	n/a
avg. annual hours of EMPC meeting preparation, attendance, and minute transcription	5	280*	400	n/a	n/a
avg. annual hours of CAD data entry	4	935*	940	n/a	n/a
customer satisfaction	1-5	---	---	---	---

*Estimated.

EMERGENCY DISPATCH CENTER

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,755,034	$1,821,165	$0	$0
Operating Expenditure/Expense	281,338	250,844	0	0
Total	$2,036,372	$2,072,009	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$163,581	$195,923	$0	$0
Unincorporated Area General Fund	1,579,381	1,576,274	0	0
Countywide Special Purpose Revenue Fund	293,410	299,812	0	0
Total	$2,036,372	$2,072,009	$0	$0

Funded Positions	30	30	N/A	N/A
Funded FTE Positions	30.00	30.00	N/A	N/A

The FY 10 adopted budget eliminated two Communication Supervisors and a Digital Communication Dispatcher. This reduction diminished capacity by increasing call answering time from four seconds to five seconds. The operating budget was reduced in FY 10 primarily due to a decrease in indirect costs allocated to the department.

The FY 11 adopted budget was funded at continuation level.

During FY 11, the Emergency Dispatch Center Department was merged into the Fire Rescue Department per Administrative Order AO-11-01, Reorganization of the County Administrator's Office.

EMERGENCY MANAGEMENT DEPARTMENT

MISSION:

Serve as the focal point for emergency management in Hillsborough County. Provide support to citizens, businesses, and government agencies in all matters relating to emergency management. Develop, implement, and maintain a comprehensive, all hazards approach to disaster preparedness, response, recovery, and mitigation that incorporates the National Incident Management System (NIMS) guidelines as well as State and local directives and guidelines.

KEY OBJECTIVES:

1. Maintain a comprehensive public education program to inform the public about hurricane preparedness and emergency management.
2. Maintain a comprehensive, all-hazards exercise program that conforms to the National Incident Management System (NIMS), Homeland Security Exercise & Evaluation System (HSEEP), and other applicable standards and protocols.
3. Coordinate the evacuation and sheltering of county residents during an impending or existing emergency situation.
4. Meet or exceed state and regional standards for emergency shelter capacity.
5. Assist county departments/agencies, healthcare facilities, and local businesses in maintaining a high level of emergency preparedness.
6. Maintain a state-approved countywide Comprehensive Emergency Management Plan (CEMP).
7. Maintain a highly skilled and professional Emergency Management workforce through continued professional development of staff.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Emergency Management					
Workload/Demand					
# of presentations/lectures/media interviews requested	1	133	125	n/a	n/a
# of exercises	2	6	6	n/a	n/a
# of evacuation orders issued	4	0	TBD	n/a	n/a
Efficiency					
% of requests for presentations/lectures met	1	100%	100%	n/a	n/a
% shelter capacity compliance	4	100%	100%	n/a	n/a
% of County Administrator employees with approved disaster plan	5	95.0%	95.0%	n/a	n/a
% of healthcare facility CEMP reviews completed within 60 days	5	100%	100%	n/a	n/a
Effectiveness					
% of customers reporting 4 or 5 on overall satisfaction with presentations/lectures	1	100%	98.0%	n/a	n/a
% of exercise participants reporting 4 or 5 on improved readiness	2	87.5.0%	80.0%	n/a	n/a
maintenance of state approval of CEMP	6	yes	yes	n/a	n/a
% of EM professional staff with FEMA Professional Development Series (PDS) Certificate	7	37.50%	37.50%	n/a	n/a
% of EM professional staff with FEMA Advanced Professional Development Series (APS) Certificate	7	37.50%	37.50%	n/a	n/a
% of EM professional staff with Florida Professional Emergency Manager (FPEM) Certification	7	62.50%	62.50%	n/a	n/a
% of citizens reporting 4 or 5 on overall satisfaction	1-8	100%	95.0%	n/a	n/a

*Evacuation order for Tropical Storm Fay rescinded.

**As required by Florida Governor's Shelter Deficient Reduction Report and Tampa Bay Regional Planning Council's Hurricane Evacuation Study

EMERGENCY MANAGEMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$893,281	$911,147	$0	$0
Operating Expenditure/Expense	474,806	258,688	0	0
Capital Equipment	1,965	0	0	0
	115,961	220,063	0	0
Total	$1,486,013	$1,389,898	$0	$0

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$659,405	$803,059	$0	$0
Intergovernmental Grants	826,608	586,839	0	0
Total	$1,486,013	$1,389,898	$0	$0

Funded Positions	11	11	N/A	N/A
Funded FTE Positions	10.60	10.60	N/A	N/A

The FY 10 adopted budget increased reliance on grant funding and reduced dependence on the General Fund. Operating budget reductions impacted the County's disaster notification capacity in the event of a disaster or pending disaster, reduced in weather updates for Emergency Management Staff, and discontinued the printed hurricane guides for the public.

The FY 11 adopted budget eliminated a grant match transfer of $102,064 since the grant requirements were met through the local emergency budget. The percentage of each position charged to the Countywide General Fund increased to accommodate this shift in funding requirements. Productivity savings of $35,465 were provided in reduced operating costs.

During FY 11, the Emergency Management Department was merged into the Fire Rescue Department per Administrative Order AO-11-01, Reorganization of the County Administrator's Office.

EQUAL OPPORTUNITY ADMINISTRATOR

MISSION:

Enforce the Human Rights Ordinance 00-37 and all related laws to ensure equal opportunity for all residents in unincorporated Hillsborough County and Plant City. Also, conduct internal equal opportunity (EO) discrimination, harassment, and/or retaliation investigations for complaints made by or against employees that fall under the jurisdiction of the County Administrator.

KEY OBJECTIVES:

1. Complete investigations of employment, housing, contracting and procurement, and public accommodations discrimination complaints filed under the Human Rights Ordinance 00-37 within 180 days.
2. Respond to citizen's requests for assistance and service within 24 hours.
3. Complete investigations of internal EEO discrimination complaints within 120 days.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Investigation of Human Rights Ordinance Complaints	1				
Workload/Demand					
# of complaints received		29	34	n/a	n/a
# of employment discrimination complaints filed		3	3	n/a	n/a
# of other discrimination complaints filed		2	1	n/a	n/a
# of housing complaints filed		24	30	n/a	n/a
# of complaints resolved		24	28	n/a	n/a
Efficiency					
% of complaints resolved vs. complaints received		82.0%	77.0%	n/a	n/a
Effectiveness					
avg. time for complaint resolution (in days)		210	210	n/a	n/a
Citizen and Employee Requests for Assistance	2				
Workload/Demand					
# of telephone inquiries/written requests for assistance		1,225	1,020	n/a	n/a
# of referrals to another agency		205	220	n/a	n/a
Efficiency					
# of calls per staff person		408	340	n/a	n/a
Effectiveness					
% of requests addressed within 48 hours		95.0%	95.0%	n/a	n/a
% of customer satisfaction		90.0%	90.0%	n/a	n/a
Investigation of Internal EO Complaints	3				
Workload/Demand					
# of complaints received		58	55	n/a	n/a
# of EO complaints received		52	47	n/a	n/a
# of non-EO complaints received		6	8	n/a	n/a
Efficiency					
# of complaints per investigator		58	55	n/a	n/a
# of employees per investigator		5,153	5,058	n/a	n/a
Effectiveness					
avg. time for investigation (in days)		100	120	n/a	n/a
% of investigations that allegations are founded		10.0%	12.0%	n/a	n/a

EQUAL OPPORTUNITY ADMINISTRATOR

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$235,425	$173,332	$0	$0
Operating Expenditure/Expense	14,900	6,955	0	0
Total	$250,325	$180,287	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$55,078	$56,927	$0	$0
Intergovernmental Grants	195,247	123,360	0	0
Total	$250,325	$180,287	$0	$0

Funded Positions	3	3	N/A	N/A
Funded FTE Positions	3.00	3.00	N/A	N/A

The FY 10 adopted budget reflected budget reductions that eliminated two positions: one Equal Opportunity Administrator and one Equal Opportunity Specialist. One Equal Employment Opportunity Manager position was transferred from the Consumer Protection Agency and assumed responsibility for all EEO investigations – both internal and external. The reduction of one position negatively affected the department's ability to receive, investigate, and resolve housing complaints filed. Funding for one Senior Equal Opportunity Specialist position was shifted from the Countywide General Fund to the Fair Housing Assistance Program (FHAP) grant (50%) and the HOME Investment Partnerships Program (HOME) grant (50%), in order to maximize the HOME award amount of $35,000. The adopted budget also reflected a shift in funding for a Senior Secretary position from the FHAP grant to the Community Development Block (CDBG) grant, in order to maximize the CDBG award amount of $30,000. All operating expenses were budgeted in the FHAP grant.

The FY 11 adopted budget reflected budget transfers between grants and the establishment of a reserve account in the FHAP grant to allow for the better use of funds. The department utilized Affordable Housing funding to partially fund two positions. The $35,000 HOME Investment Partnerships Program (HOME) grant and $30,000 Community Development Block (CDBG) grant were included in Affordable Housing's department budget.

During FY 11, the BOCC approved Administrative Order AO-11-01, which merged nine positions from Consumer Protection, three positions from Equal Opportunity Administrator, one position from HIPAA Compliance Office, two positions from Process Improvement Team from Business and Support Services, and two positions from Compliance Services, one position from Agenda Process, and one position from Reception from the County Administrator's Office into a new department called Government Services Administration, reporting to the Chief Administrative Officer.

EXTENSION SERVICES DEPARTMENT

MISSION:

To provide positive solutions to the citizens of Hillsborough County with research based knowledge and education from the University of Florida and USDA that focus on strengthening the community, sustaining natural resources and promoting healthy individuals, youth and families.

KEY OBJECTIVES:

1. Provide six hours or more of youth development and leadership educational programs through 4-H to Hillsborough County residents (ages 9-19) delivered by staff and trained volunteers.
2. Provide research based information/education to agricultural producers and information concerning agriculture as an industry to the Hillsborough County public, assisting agricultural Farm-Gate value growth.
3. The Urban Horticulture program provides homeowners and professional horticulture service workers information/education on Best Management Practices for composting, water conservation and environmental landscape management. Clients will report adopted conservation techniques and sustainable practices.
4. Family and Consumer Sciences programs in nutrition, home environment, parent education and financial management will help County residents make decisions and adopt behaviors that improve their lives. Clients will report improved parenting, nutrition, and financial management skills and practices.
5. Provide the citizens of Hillsborough County with prompt and timely response to their needs and maintain the highest level of customer satisfaction.
6. Increase the information delivered via technology.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
4-H and Youth Programs	1				
Workload/Demand					
# of 4-H trained volunteers		1,149	1,829	1,950	2,000
Efficiency					
# of youth receiving 6 hours or more of youth development education.		21,884	36,234	37,000	37,500
Effectiveness					
# of educational programs		1,092	1,201	1,250	1,300
Agriculture Programs	2				
Workload/Demand					
# of publications distributed		18,728	20,601	22,661	24,927
Efficiency					
avg. # of contacts/topic area		13,441	14,785	16,264	17,890
Effectiveness					
# of growers improving food safety practices, Best Management Practices (BMPs), Integrated Pest Management (IPM)		7,873	8,660	9,526	10,479
Urban Horticulture Programs	3				
Workload/Demand					
# Master Gardener/Compost/Horticulture volunteers coordinated		144	158	174	191
Master Gardener volunteer hours donated		183,150	201,465	221,612	243,773
Efficiency					
avg. # of contacts/topic area		50,200	55,220	60,742	66,816
FTE's of Master Gardener volunteer hours donated		3.9	4.3	4.7	5.2
economic value of Master Gardener volunteer hours donated		$183,150	$201,465	221,612	243,773
economic impact of Green Industry BMP Training		$715,500	$787,050	865,755	952,331
economic savings in residential landscape maintenance costs		$753,480	$828,828	911,710	1,002,881
Effectiveness					
% of responses to client requests within one day		95.0%	95.0%	95.0%	95.0%
% of Water wise Workshop attendees reporting adopted conservation techniques		99.0%	99.0%	99.0%	99.0%
water saved (gallons) by clients reached through educational programming		24,328,207	26,761,028	29,437,131	32,380,844

Continued in "*Supplemental Information*"

EXTENSION SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,248,398	$1,172,419	$1,149,071	$1,163,325
Operating Expenditure/Expense	277,397	205,695	337,229	307,109
Total	$1,525,795	$1,378,114	$1,486,300	$1,470,434

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,379,601	$1,239,641	$1,315,712	$1,298,555
Unincorporated Area Special Purpose Fund	44,770	38,399	56,088	57,379
Intergovernmental Grants	101,424	100,074	114,500	114,500
Total	$1,525,795	$1,378,114	$1,486,300	$1,470,434

Funded Positions	29	27	25	25
Funded FTE Positions	25.38	23.38	21.38	21.38

The FY 10 adopted budget included efficiency savings to transfer funding for the Florida Yards and Neighborhood Urban Horticulture Program Coordinator position to the Florida Yard and Neighborhood Program Tampa Bay Water grant. Additional efficiency savings were reflected in the operating expenditure budget by increasing the use of grant funds and cutting costs in various operating areas. Budget reductions included the reclassification of one Senior TV Producer/Director to a Program Coordinator and the elimination of two positions: one Senior Secretary at the Aquaculture Lab and one part-time Program Assistant the Bette S. Walker Discovery Garden. Aquaculture Lab administrative support has been maintained by replacing the eliminated position with a contract with the University of Florida to provide this function. The budget for this contract was included in the Governmental Agencies area of the budget and was managed by Health and Social Services department.

The FY 11 adopted budget included productivity savings and budget reductions, which eliminated two positions, Adult and 4H Young Expanded Food Nutrition Education Program (EFNEP) Extension Agents. Through six-year-renewable and annual-recurring federal grants, the University of Florida (UF) was able to fund each position which allowed for continued services for Extension. Additional productivity savings were reflected by reducing funding for an Instructional Media Extension Agent, a contractual non-payroll staff member, who continued to provide services for Extension, as the UF continued to fund this position without reimbursement from Hillsborough County. Of the 43 total staff in this department, 27 were funded through County payroll, with four also funded through UF payroll. The remaining 16 were UF salaried employees, with one funded from Florida Agricultural and Mechanical University.

The FY 12 adopted budget was funded at a reduced level which eliminated a Senior Secretary position and transferred an Accountant I position to the Fiscal and Support Services Department – Public Safety and Community Services. The increase in operating expenditure was attributed to the $51,999 assessment in the Countywide General Fund for direct administrative costs to support the Fiscal and Support Department – Public Safety and Community Services.

The FY 13 recommended budget funds a Multi-Trades Worker II position for three months, at which time the position will be eliminated upon retirement of the incumbent, providing a savings of $45,938. The cleaning and maintenance duties will be contracted out at an annual cost of $20,000. The budget also includes savings to operating expenses in the amount of $50,539.

FACILITIES MANAGEMENT SERVICES DEPARTMENT

MISSION:

Provide comprehensive facility management services to ensure a safe, pleasant, functional, and sustainable environment throughout County facilities while maintaining the operating plant in good condition, controlling operating costs, and protecting the County's investment in its facilities.

KEY OBJECTIVES:

1. Effectively and efficiently operate and maintain the County's facilities.
2. Ensure the effective delivery of support services in support of facility operations.
3. Deliver quality capital facility projects in support of department and agency missions on time and within budget.
4. Perform facility asset management and repair / renovation to ensure facility assets are preserved.
5. Support the delivery of the County's Public Art Program.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Operations & Maintenance	1				
Workload/Demand					
square feet of facilities to maintain		4,148,266	4,148,266	4,188,266	4,168,266
# of maintenance-related work orders		14,365	15,083	15,837	16,628
Efficiency					
cost per square foot to maintain facilities compared to industry		---	$2.23/$2.76	$2.34/$2.90	$2.46/3.04
operating cost per square foot for County Center (Class A building) compared to Tampa commercial class A buildings		$6.42/$9.39	$6.74/$10.27	$7.08/$10.78	$7.43/11.34
utility costs of County Center per square foot compared to avg. Tampa commercial buildings		$1.58/$2.69	$1.43/$2.82	$1.50/$3.10	$1.57/$3.26
Effectiveness					
% maintenance work orders completed on schedule		92.0%	93.0%	94.0%	95.0%
% HVAC operational rate		98.0%	98.5%	99.0%	99.5%
% PM work orders completed on schedule		94.0%	95.0%	95.0%	96.0%
# of indoor air quality complaints		254	245	228	212
Support Services	2				
Workload/Demand					
square feet of facilities receiving custodial services		*	2,391,099	2,435,264	2,435,264
real estate properties maintained for pest control		*	215	208	208
# of parking spaces		*	1,649	1,649	1,649
tangible property processed		*	3,069	5,800	5,800
Efficiency					
cost per square foot for custodial operations compared to industry		*	$1.02/$1.21	$1.18/$1.21	$1.18/$1.21
cost per real estate property for pest control compared to industry		*	$19.40/$26.00	$22.00/$26.00	$22.00/$26.00
ratio of parking expenses vs. revenue per space		*	$113/$520	$113/$520	$113/$520
processing cost per tangible property		*	$20.29	$23	$23
Effectiveness					
customer satisfaction rate for custodial above 4.5		*	> 4.5	> 4.5	> 4.5
minimize pest control call backs to less than 12.5%		*	11.6%	< 10%	< 10%
maintain parking utilization rates above 95%		*	98.0%	> 95.0%	> 95.0%
process greater than 95% of tangible property annually		*	102%	> 95.0%	> 95.0%

* No data previously available.

Continued in "*Supplemental Information*"

FACILITIES MANAGEMENT SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$0	$6,746,788	$6,478,527
Operating Expenditure/Expense	0	0	8,730,289	8,706,816
Total	$0	$0	$15,477,077	$15,185,343

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$0	$15,451,716	$15,155,572
Unincorporated Area General Fund	0	0	25,361	29,771
Total	$0	$0	$15,477,077	$15,185,343

Funded Positions	N/A	N/A	104	100
Funded FTE Positions	N/A	N/A	104.00	100.00

As a result of the County Administrator's approved reorganization, the FY 12 adopted budget created the new Facilities Management Services Department. Facilities Management Services included the transfer of two positions from Public Works and 109 positions from the following programs within the Real Estate Department: Architecture Services, Public Art, R3M (now Repair and Preservation), and Facilities Maintenance. The new department reflected business opportunities with cost savings of approximately $1.1 million that included the elimination of six positions and the transfer of a Project Manager IV to Fiscal and Support Services Infrastructure and Development Department and savings in the following areas: energy, City of Tampa solid waste, paper products, recyclable office materials, and service center custodial services. The department's budget included $4 million for energy and utility costs as well as over $2 million in contracted services.

The FY 13 recommended budget includes transferring two positions to Fiscal & Support Services Infrastructure & Development Department as part of consolidating fiscal and support services functions; transfer one position to Code Enforcement Department; and eliminating one position and reducing electricity by $250,000 for a business opportunity in Facilities Maintenance.

FAMILY AND AGING SERVICES DEPARTMENT

MISSION:

Assist families in achieving their maximum level of self-sufficiency -- with an emphasis on protecting and nurturing at-risk children, seniors, and families.

KEY OBJECTIVES:

Health & Social Services Division

1. Implement restructuring recommendations for the HealthCare Program approved by the BOCC and implement the operational and eligibility changes made by the Study Committee as adopted by the BOCC at its October 7, 2009 meeting.
2. Maintain a General Assistance (GA) program that assures over 18,500 households receive assistance within the dollars available in the approved budget, and manage existing social service related grant programs to assure all grant funds are spent in accordance with the terms of the grant. Transitional Objectives: a) Help 1,000 families move out of poverty through intensive case management in FY–10; b) provide case management services to 15,000 families which result in an increase of at least one level on a Results Oriented Management and Accountability (ROMA) self-sufficiency scale.
3. Maintain an effective employment opportunity program that moves 240 clients into employment and helps them reach maximum self sufficiency.
4. Meet 90% goal of on time delivery performance for Sunshine Line transportation service.
5. Actively seek grant and other funding sources to offset the need for more Health Care Trust Fund and ad valorem funding for Department programs. In accordance with Strategic Plan goal, obtain minimum of one successful new grant application each year.
6. Provide services to at least 1,900 homeless applicants (a family or single individual) annually.
7. Coordinate the provision of at least 400,000 Summer Food services (lunches and snacks) to eligible children.
8. Provide stewardship over the Ryan White Program in order to 1) ensure high quality of services at a reasonable cost to at least 6,290 individuals annually affected by HIV, and 2) ensure that the federal, state, and County guidelines are followed.
9. Assist at least 30,061 veterans/dependents/survivors annually in obtaining Veteran's benefits in the amount of at least $19.4 million with emphasis on serving homeless veterans.
10. Award final contracts for replacement of the client assistance management information system by 1st quarter FY 2012. The information system was deployed in 1993 and currently nearing the end of its developmental life cycle.
11. Reduce morbidity and mortality from trauma by planning, coordinating, and evaluating the trauma care system across a continuum of services. Reduce/maintain over-triage of injured citizens and visitors to 15% or less.
12. Participate in the Prosperity Campaign of Hillsborough and Pinellas Counties and facilitate the return of approximately $8.5 million in tax returns to residents of Hillsborough County, thus helping Hillsborough County achieve its goal of reducing the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida on the 2010 census.
13. Survey and measure customer satisfaction for Department services with the objective of making continuous improvements in customer service.

Aging Services Division

14. In-Home Care – Continue serving frail, functionally impaired elderly clients that are at the greatest risk of nursing home placement. Provide continued services on balance with available funding. Work toward reducing the number of eligible elders waiting to receive services, to the maximum extent possible.
15. Senior Centers – Increase Senior Center visits/day care hours commensurate with the growth in the demand for services and available funding. Maintain 8 senior centers and 18 congregate and satellite dining sites assuring compliance with fire, health and licensing guidelines, and Americans with Disabilities Act requirements resulting in licensing of 100% of our facilities, while focusing on the clients' health and safety.
16. Nutrition – Provide breakfast and hot pre-plated lunch to senior citizens at 8 senior centers and 18 congregate and satellite dining sites to meet at least two-thirds of the daily nutritional requirements for clients aged 60 and over, resulting in achieving and maintaining improved nutritional status with at least 95% client satisfaction. Weekly, frozen meals are delivered to home-bound elderly clients.
17. Case Management – Provide case management services to link clients with community resources meeting their needs. Additionally, successfully link 100% of clients referred from the State of Florida Department of Children and Families Adult Protective Services to services within 72 hours of referral.
18. RSVP – Maintain at least 50% of volunteers in outcome-driven volunteer assignments.
19. Quality Improvement – Continue transition from a complaint driven, compliance oriented work environment to a high performance organization in a continuous quality improvement environment achieving 95% client satisfaction with services.
20. Seek to implement more innovative and effective means of providing transportation for the elderly with improved transportation services provided to Aging Services clients (Strategic Plan Goal 5, Board Initiated Strategy 6).
21. Improve the quality of life of services recipients by meeting established goals for key performance outcome measures: client home environment (safety); nutrition status (health); activities of daily living (ADL); instrumental activities of daily living (IADL); service to high risk adult protective services (APS) referred clients; services to clients at imminent risk for nursing home placement; and, caregiver quality of life.

Continued in *"Supplemental Information"*

FAMILY AND AGING SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$42,203,001	$42,029,332	$42,477,765
Operating Expenditure/Expense	0	33,095,502	50,161,454	44,107,191
Capital Equipment	0	12,590	351,629	228,752
Capital Projects	0	0	510,400	270,400
Grants & Aids	0	100,663,346	116,050,846	122,243,178
Other Uses	0	522,244	692,239	445,730
Total	$0	$176,496,683	$209,795,900	$209,773,016

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$29,235,781	$27,114,112	$25,241,251
Countywide Special Purpose Revenue Fund	0	100,116,346	115,674,910	122,475,689
Intergovernmental Grants	0	47,144,556	67,006,878	62,056,076
Total	$0	$176,496,683	$209,795,900	$209,773,016

Funded Positions	N/A	1,023	840	836
Funded FTE Positions	N/A	893.59	767.57	764.57

The FY 12 adopted budget in the Aging Services Division eliminated 10 Adult Service Aides, one Project Coordinator, and one Aging Services Specialist. Personnel costs were reduced by having 15 Adult Day Care Aides work 6 hours instead of 8 hours, eliminating six Food Service Aides, one Executive Secretary, and one Human Services Supervisor. The FY 12 adopted budget eliminated 12 Food Service Aide positions, 70 of the 85 Home Delivery Driver part-time positions, one Accounting Clerk administrative support position, and one Manager of Nutritional Activity. Reductions were also made in the case management and in-home care services capability by eliminating one Case Manager and reducing in-home care services costs by $252,720. The FY 12 adopted budget in the Health and Social Services Division eliminated one Contracts Manager and two Community Services Program Coordinators. Additionally, due to grant funding ending, two positions were deleted. Pursuant to BOCC approval, two Veteran Services Officer were added, as well as one Division Manager of Administrative Services. In the FY 12 adopted budget and the FY 13 planned budget, $34,000 from the Veterans' Combat Grant was realigned to fund the HIMS homeless tracking system, as well as $300,000 in general assistance for alternate veterans' programs. The FY 12 adopted budget in the Division of Children's Services eliminated three Treatment Counselors, one Registered Nurse, four Child Care Specialists, one Senior Secretary, and nine Child Care Supervisors. As a result of the Department's Workforce Plan Analysis and FY 10 Hillsborough Kids' Inc. shortfall, a Treatment Counselor position and a Senior Childcare Specialist position were also eliminated. Additionally, due to grant funding ending, eight positions were deleted. Additionally, one Administrative Services Coordinator and five manager positions were added. Funding for 0.40 of an FTE for an already existing grant funded Project Manager position approved by the BOCC was also added.

As a result of the reorganization of the Public Safety and Community Services team, 54 positions in the financial services and contracts management functions were transferred to the new Fiscal and Support Services Department.

In the FY 13 recommended budget, the Division of Aging Services is reducing the cost of providing services by $593,600. Additionally, a Nutrition Services Coordinator position is being eliminated and four Center Coordinator position hours are being increased by .25 of an FTE position.

In the FY 13 recommended budget, the Division of Children's Services is reducing operating funds by $337,890. This is due to the consolidation of all programs, efficiency of the new campus buildings and the elimination of remote locations. Additionally, a Senior Treatment Counselor position is being eliminated in the Head Start Division due to the contract funding ending. As a result of a business opportunity proposal, the Head Start operating expenditures and County matching funds transfer is being reduced by $400,000. In the FY 13 recommended budget, a Community Services Program Coordinator is being transferred to the Human Resources Division.

In the FY 13 recommended budget, the Division of Health and Social Services is reducing the amount of client assistance by $494,900 that had been previously provided by the Countywide General Fund. As a result of a business transition opportunity, two positions are being eliminated from the Sunshine Line Division. Additionally, due to efficiencies being achieved a Community Services Program Coordinator position is also being eliminated. Three positions are being transferred to the Division of Health and Social Services from the Fiscal and Support Services Department as these positions are directly related to the Division's programs, and a Senior Administrative Specialist position is being transferred to Fiscal and Support Services Department. In the FY 13 recommended budget, the Transportation Disadvantage Program is being reduced by $43,268 as a result of a reduction in the FY 13 Social Services Sunshine Line revenue. In the FY 13 recommended budget, $45,000 is being realigned from the Indigent Health Care Services Fund to the Countywide General Fund to provide transportation for Baker Act non-County residents.

FIRE RESCUE DEPARTMENT

MISSION:

Protect life and property through fire prevention, investigation, and education, advanced life support, fire suppression, hazardous materials response/mitigation and other emergency services during both natural and man-made emergencies in the unincorporated areas of Hillsborough County in the most effective, professional, and efficient manner possible. Coordinate all efforts of emergency dispatch in the preservation of life and property with expediency, accuracy and compassion. The Office of Emergency Management provides support to and coordinates with citizens, businesses, and County departments/agencies, as well as local, state, and federal government partners to ensure our community mitigates our vulnerabilities to hazards such as hurricanes and severe weather, manmade disasters, and mass casualty incidents, and has adequate policies, plans, resources, and personnel in place to manage, respond to, and recover from these hazards and other events in an effective, efficient, and fiscally responsible manner.

KEY OBJECTIVES:

Fire Rescue Function:

1. By FY 15, ensure Advanced Life Support personnel continue to arrive within 7 minutes, 67 % of the time throughout unincorporated Hillsborough County. (Goal 5, Objective G)
2. By FY 15, ensure Advanced Life Support transport vehicles continue to arrive within 9 minutes, 71% of the time throughout unincorporated Hillsborough County year. (Goal 5, Objective H)
3. By FY 15, ensure the response time in the designated urban area continues to be within 6 minutes, 62% of the time. (Goal 5 Objective I)
4. By FY15 ensure the response time in the designated suburban area continues to be within 7 minutes, 67% of the time. (Goal 5 Objective J)
5. By FY 15, ensure the response time in the designated rural area continues to be within 10 minutes, 70% of the time. (Goal 5 Objective K)
6. Provide professional certified training to all career response personnel (paramedics, firefighters, and cross trained) and 180 volunteer firefighters at an average of 50 hours per career person and 45 hours per volunteer firefighter, per year.
7. Provide fire prevention and life safety activities through fee supported fire prevention inspections to 85% of all commercial occupancies every two years year and minimize property loss from fire through inspections, which evaluate each site's code compliance. Close 50% of open investigations of fires and other related emergency incidents; complete construction plans review with an average turn around time of 45 working days. In public education we will provide fire and life safety education through educational programs, static displays, news articles and media releases.

Emergency Dispatch Communications Function:

1. Answer, triage, and allocate appropriate emergency and/or non-emergency resources for over 200,000 requests for service, providing pre-arrival medical instructions for all 9-1-1 callers and the dispatch of Advanced Life Support (ALS), Basic Life Support (BLS), and fire apparatus.
2. Perform electronic notifications and process 24x7 requests that contain information regarding routine, significant and/or sensitive events to public safety and public service entities at both local and state levels.
3. Provide 24x7 call processing and dispatching for mental health transports countywide for the Crisis Center. Service no longer provided as of 01-01-12
4. Maintain databases that are necessary to assure accurate location and response scenarios.

Emergency Management Function

1. Maintain a comprehensive public information and education program to inform residents about emergency preparedness and emergency management.
2. Maintain a comprehensive, all hazards training and exercise program that conforms to the National Incident Management System (NIMS) and Homeland Security Exercise & Evaluation Program (HSEEP) and supports continued professional development of staff.
3. Assist citizens, businesses, County departments/agencies, and healthcare facilities in the development and maintenance of emergency preparedness and continuity programs and/or plans.
4. Maintain evacuation, transportation, and sheltering plans and provide adequate accessible and pet-friendly emergency shelter space for evacuees in accordance with applicable state and federal guidance.
5. Maintain Emergency Operations Center (EOC) capabilities to ensure systems and staffing are in place for immediate and sustained activation of Emergency Support Functions.
6. Comply with all State and Federal Grant requirements to assure that Emergency Management is maximizing its usage of external revenue sources.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Fire Rescue Emergency Response Times	3-5				
Workload/Demand					
# of unique calls[1]		80,076	82,459	82,460	82,460

[1]Calls for assistance responded to by Fire Rescue whether arrived at or not.

Continued in "*Supplemental Information*"

FIRE RESCUE DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$88,102,999	$85,885,419	$85,772,915	$85,859,396
Operating Expenditure/Expense	24,577,725	23,976,473	24,899,669	25,144,285
Capital Equipment	180,167	243,275	0	0
Grants & Aids	298,405	15,130	51,863	51,863
Other Uses	0	0	220,063	220,063
Total	$113,159,296	$110,120,297	$110,944,510	$111,275,607

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$0	$1,034,921	$982,700
Unincorporated Area General Fund	112,511,094	109,654,057	108,804,678	109,217,373
Countywide Special Purpose Revenue Fund	0	0	435,762	423,309
Intergovernmental Grants	648,202	466,240	669,149	652,225
Total	$113,159,296	$110,120,297	$110,944,510	$111,275,607

Funded Positions	864	864	898	902
Funded FTE Positions	864.00	864.00	898.00	902.00

The FY 11 adopted budget included productivity savings from reducing overtime by $500,000. Additions to the budget included a new Voluntary Employees' Beneficiary Association (VEBA) benefit for $478,375. During FY 11, the Emergency Dispatch Center and the Emergency Management Department were merged into the Fire Rescue Department per Administrative Order AO-11-01, Reorganization of the County Administrator's Office. Consequently, 30 positions (30.00 FTEs) were transferred from the Emergency Dispatch Center and 11 positions (10.60 FTEs) were transferred from the Emergency Management Department. A non-FTE Temporary Digital Communications Dispatcher was eliminated and replaced with two full time Temporary Digital Communications Dispatchers (2.00 FTEs) which was approved by the Board of County Commissioners on April 7, 2010. A reduction in overtime allowed for funding of these two positions.

The FY 12 adopted budget included the following business opportunities (cost savings): $234,497 due to modifying the entry level position from Fire Medic to Fire Medic Trainee; elimination of a Manager whose job functions will be absorbed by existing staff as a result of merging Emergency Management into Fire Rescue; elimination of promotional assessment funding; fleet down-sizing by reducing vehicle fleet by four; reduction in the wellness exam program for Fire Suppression based on projected usage; and $40,000 for revenue sharing paramedic assessment services. Additions to the budget included establishing two full time Digital Communication Dispatchers in the Countywide Special Purpose Revenue Fund. The FY 12 adopted eliminated nine fiscal and administrative positions, reduced overtime, and transferred the funding to the Public Safety and Community Services Fiscal Department. Additional personnel changes included: increasing a Senior Planner from part-time to full-time; reducing a full time Community Relations Coordinator to part-time; and established a part-time Training Technician. Further reductions included outsourcing logistic operations thereby eliminating one position in FY 12.

The FY 13 recommended budget includes the establishment of four positions to support the logistics operations. Efficiencies included a $950,000 reduction in overtime, reduction in expenditures associated with the maintenance of equipment, and elimination of Engine 5 from service.

FISCAL & SUPPORT SERVICES DEPARTMENT—INFRASTRUCTURE & DEVELOPMENT SERVICES

MISSION:

Provide support services in the areas of accounting, budgeting, desktop support, employee relations, and procurement and contracts, for the departments within the Infrastructure and Development Services Team, and for Hillsborough County's Capital Improvement Program, in an effective and efficient manner.

KEY OBJECTIVES:

1. Process all payments within the required timeframes of the Prompt Payment Act.
2. Process Personnel Action forms processed accurately and within five working days.
3. Maximize rebates and discounts on departmental purchases.
4. Respond to all ITS Desktop support requests within 24 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
# of payments processed for the year	1	new	new	18,594	18,700
# of Personnel Actions processed for the year	2	new	new	1,494	1,548
# of eligible payments processed (rebates and discounts offered) for the year	3	new	new	750	750
# of ITS Desktop Support requests per FTE for the year	4	new	new	3,800	3,800
Efficiency					
# of payments processed annually with no errors	1	new	new	4125	4125
# of Personnel Action forms processed annually with no errors	2	new	new	1,419	1,502
# of eligible payments processed within required timeframes to receive rebates/discounts for the year	3	new	new	735	735
# of monthly ITS Desktop Support requests responded to within 24 hours per FTE	4	new	new	291/FTE	291/FTE
Effectiveness					
% of payments processed within timeframes of the Prompt Payment Act	1	new	new	100%	100%
Interest dollars paid to vendors due to late payments	1	new	new	$0	$0
% of Personnel Action forms accurately processed within 5 working days	2	new	new	95.0%	96.0%
total savings amount from rebates/discounts	3	new	new	$68,704	$68,704
% of ITS Desktop Support requests responded to within 24 hours	4	new	new	92.0%	92.0%

FISCAL & SUPPORT SERVICES DEPARTMENT—INFRASTRUCTURE & DEVELOPMENT SERVICES

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$4,230,230	$3,625,349	$3,475,030
Operating Expenditure/Expense	0	929,815	874,608	957,931
Total	$0	$5,160,045	$4,499,957	$4,432,961

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$734,018	$887,283	$1,030,661
Unincorporated Area General Fund	0	1,625,123	1,399,479	1,298,482
Unincorporated Area Special Purpose Fund	0	681,029	508,298	726,082
County Transportation Trust Fund	0	2,119,875	1,704,897	1,377,736
Total	$0	$5,160,045	$4,499,957	$4,432,961

Funded Positions	N/A	24	49	47
Funded FTE Positions	N/A	24.00	49.00	47.00

In the FY 11 adopted budget, as a result of organizational restructuring, the Fiscal and Administrative section within the Real Estate and Public Works department merged into the Administrative Services Unit. During FY 11, the Board of County Commissioners approved the realignment of funding and 34 positions from the administrative functions located in the Development Services Department (former Planning and Growth Management) and the Real Estate Department into the Fiscal and Support Services – Infrastructure and Development Services Department.

The FY 12 adopted budget included a business opportunity which eliminated two positions (a Sr. Business Analyst and a Training Technician). The budget also included the realignment of seven positions from The Center for Development Services, Development Services (PGM), Communications, Real Estate, Public Works, and the County Administrator department as a part of restructuring the organization within the Infrastructure and Development Services Team.

The FY 13 recommended budget includes consolidating fiscal and support services functions and human resources functions for a net reduction of two positions. The fiscal and support services restructure includes: two positions from Facilities Management Services, one position from Real Estate Services, one position from Development Services, one position from Government Services Administration, and one position to Government Services Administration. The human resources restructure includes six positions to Human Resources Department.

FISCAL & SUPPORT SERVICES-PUBLIC SAFETY & COMMUNITY SERVICES DEPARTMENT

MISSION:

Support the County's core services by providing effective and efficient fiscal, systems, contractual support and compliance programs at reasonable costs with courtesy, integrity, and accountability in a manner which protects and enhances the quality of life of our diverse population.

KEY OBJECTIVES:

1. Achieve staff productivity rate (time charged directly to projects in support of departments) at 1,664 hours annually per FTE.
2. Ensure payments for Public Safety & Community Services Departments comply with Florida's Prompt Payment Act.
3. Ensure revenue deposit reports are submitted within time frames established by Clerk of the Circuit Court.
4. Provide quarterly management reports with projections to Public Safety & Community Services Departments; budget, actual performance, trend and statistical analysis within 10 business days of quarterly month-end close and Spoolview availability.
5. Ensure grant financial managers meet all timeframes for draw-downs, reimbursements and monthly, quarterly and annual reporting.
6. Participate in cross-functional team projects to accomplish specific goals which result in efficiencies across Public Safety & Community Services Departments.
7 Achieve equipment acquisition average order time of less than 60 days with 90% or higher satisfactory response to customer service as indicated through customer satisfaction surveys.
8. Process Public Safety & Community Services Departments' requisitions and develop specifications within 10 business days for commodities and 30 business days for services.
9. Resolve Public Safety & Community Services Departments' Priority A desktop support requests within 24 hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Departmental Support					
Workload/Demand	1				
Annual labor hours per staff		new	new	1,560	1,664
Efficiency					
% of total time tracked to projects		new	new	75.0%	80.0%
Effectiveness					
% Customer service rating of good or excellent		new	new	90.0%	90.0%
Payment Processing					
Workload/Demand	2				
Number of invoices processed		new	new	new	new
Efficiency					
Number of invoices processed per Accounting Clerk		new	new	new	new
Effectiveness					
% of payments processed within required timeframe		new	new	98.0%	99.0%
Revenue Collections					
Workload/Demand	3				
Number of deposit reports submitted		new	new	new	new
Efficiency					
This function will be provided at 94% of the historical cost		new	new	new	new
Effectiveness					
% of deposit reports within required timeframe		new	new	100%	100%

Continued in "*Supplemental Information*"

FISCAL & SUPPORT SERVICES DEPARTMENT—PUBLIC SAFETY & COMMUNITY SERVICES

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$0	$7,342,785	$6,791,440
Operating Expenditure/Expense	0	0	936,690	402,428
Capital Equipment	0	0	0	10,000
Total	$0	$0	$8,279,475	$7,203,868

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$0	$8,279,475	$7,203,868
Total	$0	$0	$8,279,475	$7,203,868

Funded Positions	N/A	N/A	90	88
Funded FTE Positions	N/A	N/A	90.00	88.00

Fiscal & Support Services (FSS) was created during calendar year 2011 in order to streamline support activities and consolidate similar functions and processes across Public Safety & Community Services (PS&CS) Departments. Consolidating fiscal and support functions will produce efficiencies, reduce support costs and allow Public Safety & Community Services Departments to focus on their core missions to provide services to Hillsborough County citizens. FSS will provide support to the following PS&CS Departments and Divisions: 911-Administration, Animal Services, Extension Services; Family & Aging Services (Aging Services, Children Services and Health & Social Services), Fire Rescue (Emergency Dispatch, Emergency Management), Fleet Management, Library Services, Medical Examiner, and Parks, Recreation & Conservation. Core functions of FSS are Financial Services (Budget Development, Revenue Processing, Accounts Payable, Financial Reporting and Grant Financial Management); Fiscal Controls & Compliance and Audit Coordination; Systems & Applications Support (Integration; Process Management & Automation, Web Page & ERP support); and Contract Development & Management.

The FY 12 and adopted and FY 13 planned budgets are funded at continuation level.

In the FY 13 recommended budget as a result of a business opportunity savings proposal, three positions being funded from the Countywide General Fund are being transferred to the Department of Family and Aging Services, Division of Health Care Services. The three positions are directly program related and are to be funded from the Indigent Health Care Services Fund. Additionally, an Executive Secretary position is being transferred to Fiscal & Support Services Department from the Department of Family and Aging Services to support a realignment of duties. In the FY 13 recommended budget, as a result of a business opportunity saving proposal, there is a reduction of $3,300 in operating expenditures.

FLEET MANAGEMENT DEPARTMENT

MISSION:

Provide County departments with the most effective vehicle and/or other piece of fleet equipment that is safe, efficient and reliable to meet their respective missions. The functions involved in providing this service are fleet acquisition and disposal, preventative maintenance, repairs, fuel service, and motor pool rentals.

KEY OBJECTIVES:

1. Maintain mechanic productivity at 1,664 labor hours per year per mechanic providing for 80% of labor hours billed.
2. Maintain a vehicle equivalency unit (VEU) to mechanic ratio of in excess of the industry average range between 220 - 275:1.
3. Maintain average operational downtime (out of service) of less than 5 days per repair.
4. Attain average vehicle availability (in service) of 92% or better.
5. Maintain an average of less than 1% for vehicles and equipment returned for repeat work.
6. Maintain 95% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.
7. Maintain Automotive Service Excellence (ASE) Blue Seal Certified Shop Accreditation for 4 Fleet Shops.
8. Achieve 100% of Fire Apparatus annual pump and aerial testing requirements in accordance with National Fire Protection Assn (NFPA) 1911 standard. Maintain average days out of service for pump and aerial test completion under 6 days.
9. Provide over 2 million gallons of fuel to more than 100 sites throughout the County with fuel to be available at all sites 100% of the time.
10. Provide more than $2.3 million in parts achieving an on-demand availability rate of 88% and operating expenses to less than 14% of total parts costs.
11. Manage fleet contracts ensuring 98.0% of purchases are covered under contract and maintaining an internal processing time of under 40 days. Maintain percentage of operating expenses on contract at 95% or better.
12. Achieve equipment acquisition average order time of less than 60 days with 95% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.
13. Attain overall customer satisfaction for the motor pool of 95% or better satisfactory response to customer service as indicated through comment cards and COIN surveys.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Equipment Repair & Maintenance Services					
Workload/Demand					
annual labor hours per mechanic	1	1,654	1,518	1,496	1,654
Efficiency					
% of labor billed	1	80.0%	73.0%	72.5%	80.0%
vehicle equivalent unit to mechanic ratio	2	290:1	267:1	280:1	265:1
average turnaround time (in days):					
automotive/light truck	3	2.3	2.2	2.9	3.7
heavy truck/equipment	3	4.3	3.9	4.2	5.4
Fire Rescue/apparatus	3	5.2	2.5	2.4	4.1
Effectiveness					
% of fleet available for use :					
automotive/light truck	4	97.0%	96.3%	96.7%	95.0%
heavy truck/equipment	4	91.2%	90.4%	91.3%	92.0%
Fire Rescue/apparatus	4	84.4%	90.0%	92.1%	92.0%
% of repeat work					
automotive/light truck	5	.5%	.5%	.2%	.6%
heavy truck/equipment	5	1%	.6%	.4%	.9%
fire rescue/apparatus	5	0%	.0%	.2%	.2%
% customer rating service good to excellent (4 to 5)	6	97.6%	98.6%	96.0%	96.0%
ASE Blue Seal certified shops	7	4	4	4	4

Continued in "*Supplemental Information*"

FLEET MANAGEMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$4,348,125	$4,172,931	$3,264,718	$3,265,313
Operating Expenditure/Expense	11,238,324	12,416,667	15,361,471	15,324,281
Capital Equipment	7,039,888	7,495,221	20,436,368	29,544,650
Capital Projects	14,369	15,166	10,800	0
Total	$22,640,706	$24,099,985	$39,073,357	$48,134,244

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Fleet Services Fund	$22,640,706	$24,099,985	$39,073,357	$48,134,244
Total	$22,640,706	$24,099,985	$39,073,357	$48,134,244

Funded Positions	66	61	51	50
Funded FTE Positions	66.00	61.00	51.00	50.00

The FY 10 adopted budget included several efficiencies in the amount of approximately $950,000 and a reduction of four positions. The first efficiency was the fleet vehicle reduction in response to utilization concerns. A fleet right sizing study was conducted that recommended the reduction and pooling of 179 vehicles and pieces of equipment. The fleet was reduced by 314 units. This reduction resulted in reduced maintenance, replacement and operating charges to County departments that reimburse Fleet Management for these costs on a charge back basis. This reduction along with streamlining work processes and responsibilities allowed for the closing of one satellite facility – Fleet Unit 4 (Plant City) in addition to reductions in labor, parts, and contracted services. Fleet Management implemented new service intervals for preventive maintenance (PM's) to coincide with manufacturers' recommended standards. This occurred since the motor oils produced for today's engines have a longer useful life and engines are more efficient. Another factor was the implementation of an on-board oil filtration system that uses a technologically advanced process to clean engine oil while vehicles are in operation. This resulted in the included vehicles running on clean oil and reduced and/or eliminated the need to change engine oil on a routine basis. The Tire Recap Program improved the vulcanization process which applies the new tread to an existing tire casing. The tire program recap targets heavy truck and equipment users such as Solid Waste, Public Works, and Water Resource Services. During FY 10, the department used a more environmentally friendly and less expensive parts washer rather than using a rental contract.

The FY 11 adopted budget included productivity savings of $1.3 million eliminating five positions. The duties and responsibilities associated with a Project Manager I were significantly reduced due to the federally mandated replacement of underground fuel storage tanks. As a result of the functional reductions and the reassignment of remaining responsibilities, the Project Manager I position was eliminated. The department continued to right-size fleet. As a result, 171 additional vehicles and pieces of equipment were relinquished by departments. As a result of this productivity savings, the department eliminated one technician and further reduced commercial service, parts, other contractual services, fuel and County indirect expenses. Additionally, one supervisor (Manager) and two overhead positions (a Senior Service Writer and a Trades Helper) were eliminated as a result of the realignment of duties. The department identified savings by reducing cell phones by 50% and converting to push-to-talk service only. A less expensive brand of hand tools were furnished to technicians. Also, copier networking was incorporated eliminating some printers. Planned capital improvements to fuel sites were funded by an American Reinvestment and Recovery Act grant resulting in savings to the operating budget.

The FY 12 adopted budget reflected savings of $466,528 due to efficiencies identified by the department. These included the elimination of the following three positions: a Fabrication Specialist, a Fleet Equipment Repair Supervisor, and a Senior Administrative Specialist at a cost of $221,861. An additional Office Assistant III position was eliminated on 01/01/12 resulting in savings of $43,200 in FY 12. Seven positions were transferred to the Fiscal and Support Services – Public Safety and Community Services Team. Funding transferred totaled $815,264 comprised of $678,832 in personal and $136,432 in operating costs. The department reduced the new vehicle and equipment preparation time while decreasing costs through the implementation of a change in the new equipment order process. All installations that include welding and fabrication work are included with new equipment orders providing efficiencies at a reduced cost. The department also has developed process mapping and implemented virtual workflows to reduce the need for coordination of administrative programs and eliminated the need for paper files. Additional operating costs were reduced by $186,447 due to reductions in commercial repairs, parts and fuel expenses related to equipment reductions realized through the utilization of contracted services by the Parks and Recreation Department and Public Utilities.

The FY 13 recommended budget includes the reduction of an Office Assistant III position resulting in savings of $57,530.

GOVERNMENT SERVICES ADMINISTRATION

MISSION:

Administer programs which assure regulatory compliance and provide innovative solutions for our internal and external customers.

KEY OBJECTIVES:

Americans with Disabilities Act (ADA) Liaison

1. Represent Hillsborough County on disability issues and increased awareness about the 1990 ADA and other applicable disability rights law. Respond to queries within 24 hours.
2. Administer Title II compliance with ADA, including development, review, and update of ADA Transition Plan including architectural, communication, and procedural barriers and modifications.

BOCC Regular Meeting Agenda

3. Coordinate and prepare the BOCC Regular Meeting Agenda for the County Administrator.

Business Analysis Unit

4. Provide independent reviews and analyses of the functions and programs under the County Administrator to recommend efficiencies within processes and resources.

Citizen Boards Support

5. Support the Code Enforcement Board, Code Enforcement Special Magistrates, Land Use Appeals Board, and Nuisance Abatement Board as mandated by County Ordinance, processing all new cases within 30 days of submittal, while providing consistent and reliable customer service.

Consumer Protection Agency

6. Receive, investigate, mediate, and/or refer at least 700 written consumer complaints, and other related BOCC initiatives as assigned.
7. Conduct at least 75 consumer outreach/education events at schools, community events, civic and neighborhood meetings.
8. Complete at least 6 consumer related criminal investigations for prosecution.
9. Receive, respond, and assist all citizen inquiries on consumer protection matters.
10. Administer and maintain the "Pain Management Clinic" license program.
11. Administer and maintain the “PIP Medical Providers Clinic” license program.

Equal Opportunity Administration

12. Complete investigations of employment, housing, contracting and procurement, and public accommodations discrimination complaints filed under Title VI and the Human Rights Ordinance 00-37 within 180 days.
13. Respond to citizen's requests for assistance and service within 24 hours.
14. Complete investigations of internal EEO discrimination complaints within 120 days.
15. Administrate USCIS I-9 Employee Eligibility Compliance.

Health Insurance Portability and Accountability Act (HIPAA) Compliance

16. Monitor and assure HIPAA privacy and security compliance.
17. Provide annual workforce training to ensure proper safeguarding of PHI.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Americans with Disabilities Act (ADA) Liaison	1,2				
Workload/Demand					
# of community meetings/programs as County advocate		250	250	250	250
# of workshops/seminars/presentations planned and conducted		20	20	20	20
# of public information pamphlets, newsletters, fact sheets (**Includes one-time 16-page *Tampa Tribune* insert on disability)		**100,000	12,000		
# of media outreach/contacts		10	6	6	6
BOCC Regular Meeting Agenda	3				
Workload/Demand					
% of times BOCC Final Agenda published by the established deadline		100%	100%	100%	100%

Continued in “*Supplemental Information*”

GOVERNMENT SERVICES ADMINISTRATION

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$0	$1,757,336	$1,987,162
Operating Expenditure/Expense	0	0	274,895	267,143
Capital Equipment	0	0	13,421	0
Total	$0	$0	$2,045,652	$2,254,305

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$0	$1,522,954	$1,789,487
Unincorporated Area General Fund	0	0	356,205	369,642
Intergovernmental Grants	0	0	166,493	95,176
Total	$0	$0	$2,045,652	$2,254,305

Funded Positions	N/A	N/A	25	27
Funded FTE Positions	N/A	N/A	25.00	27.00

During FY 11, the BOCC approved Administrative Order AO-11-01, which merged nine positions from Consumer Protection, three positions from Equal Opportunity Administrator, one position from HIPAA Compliance Office, two positions from Process Improvement Team from Business and Support Services, and two positions from Compliance Services, one position from Agenda Process, and one position from Reception from the County Administrator's Office into a new department called Government Services Administration, reporting to the Chief Administrative Officer.

The FY 12 adopted budget, per Administrative Order AO-01-03, transferred five positions in Citizen Boards Support and the American Disability Act Coordinator position from Client and Liaison Services to Government Services Administration. The adopted budget also transferred a Chief Investigator Professional Responsibility position of the Compliance Services section from Government Services Administration to Human Resources and a Senior Administrative Specialist position from Client and Liaison Services to Government Services Administration.

The FY 12 adopted budget of the Consumer Protection section reflected a savings of $5,580 primarily in travel reimbursement, postage and freight services, building and facility maintenance, and office supplies and minor office equipment. Funding to purchase and maintain a fleet vehicle for use by investigative staff for pain management clinic inspections, consumer investigative field work, and community outreach events was included in the Consumer Protection budget.

The FY 12 adopted budget of the Equal Opportunity Administrator section utilized Affordable Housing grant funding to partially fund two positions, due to a 61% reduction in funding from Affordable Housing grant funding, 0.28 full time equivalents was transferred to the Fair Housing Assistance Program (FHAP). Reserve funding bridged the gap in the FY 12 FHAP grant; however the FY 13 FHAP grant cannot support the full cost of the section and was budgeted with a shortfall of $111,037. The $15,000 HOME Investment Partnerships Program (HOME) grant and $10,000 Community Development Block (CDBG) grant was included in Affordable Housing's department budget.

The FY 12 adopted budget of the Citizen Board Support section reflected a savings of $3,000 primarily in the areas of telecommunications and printing and binding.

The FY 13 recommended budget, per an Administrative Order, establishes a new department called Office of Community Affairs. Part of the Administrative Order transfers one position from Client and Liaison Services to Government Services Administration. The FY 13 budget also transfers one position and related operating from Human Resources Department to Government Services Administration.

The FY 13 recommended budget also includes savings to operating expenses in the amount of $41,422 from HIPAA Compliance, $10,550 from Consumer Protection, and $4,000 from Citizen Boards Support. The Personal Injury Protection (PIP) Clinic Program expenses are established at $24,000 which is offset by the program's revenues. By limiting HIPAA consultation services to $26,660, the department was able to realign $25,000 from Government Services Administration to Human Resources for external misconduct investigative services. The budget also reflects a realignment of $12,000 for printing and binding from the County Administrator's Office to Government Services Administration, as a result of a reorganization in FY 11.

The FY 13 recommended budget of the Equal Opportunity Administrator section utilizes Affordable Housing grant funding to partially fund two positions. The $15,000 HOME Investment Partnerships Program (HOME) grant and $10,000 Community Development Block (CDBG) grant are included in Affordable Housing's department budget. The FY 13 FHAP grant cannot support the full cost of the section, as a result 0.81 full time equivalents are funded by the Countywide General Fund.

MISSION:

Provide holistic, case-managed medical, social, and other services to eligible County residents to assist them in reaching their maximum potential of self-sufficiency; to improve their health by providing quality health services at reasonable cost and in a manner which contributes to the overall health of the community; and to provide effective, efficient and quality services using grant and/or operating funds for Ryan White, Community Service Block Grants, Veterans Assistance, Homeless, Energy and Housing Assistance, Trauma Care oversight, and Disadvantaged Transportation programs.

KEY OBJECTIVES:

1. Implement restructuring recommendations for the HealthCare Program approved by BOCC and implement the operational and eligibility changes recommended by the Study Committee as adopted by the BOCC at its October 7, 2009 Meeting.
2. Maintain a General Assistance (GA) program that assures over 5,329 households receive assistance within the dollars available in the approved budget, and manage existing social service related grant programs to assure all grant funds are spent in accordance with the terms of the grant. Transitional Objectives: a) Help 1,400 families move out of poverty through intensive case management in FY–10; b) provide case management services to 4,050 families which result in an increase of at least one level on a Results Oriented Management and Accountability (ROMA) self-sufficiency scale.
3. Maintain an effective employment opportunity program that moves 450 clients into employment and helps them reach maximum self sufficiency.
4. Meet 88% goal of on time delivery performance for Sunshine Line transportation service.
5. Actively seek grant and other funding sources to offset the need for more Health Care Trust Fund and ad valorem funding for Department programs. In accordance with Strategic Plan goal, obtain minimum of one successful new grant application each year.
6. Provide services to at least 1,450 homeless applicants (a family or single individual) annually.
7. Coordinate the provision of at least 623,352 Summer Food services (lunches and snacks) to eligible children.
8. Provide stewardship over the Ryan White Program in order to 1) ensure high quality of services at a reasonable cost to at least 6,070 individuals annually affected by HIV, and 2) ensure that the federal, state, and County guidelines are followed.
9. Assist at least 27,797 veterans/dependents/survivors annually in obtaining Veteran's benefits in the amount of at least $24 million with emphasis on serving homeless veterans.
10. Provide housing assistance through Section 8 and general assistance funded rent programs to over 7,100 households. Provide Section 8 rental assistance for 2,010 unduplicated low-income families.
11. Award final contracts for replacement of the client assistance management information system by end of the 4th quarter FY 2011~~0~~). The information system was deployed in 1993 and currently nearing the end of its developmental life cycle
12. Reduce morbidity and mortality from trauma by planning, coordinating, and evaluating the trauma care system across a continuum of services. Reduce/maintain over triage of injured citizens and visitors to 15% or less.
13. Participate in the Prosperity Campaign of Hillsborough and Pinellas Counties and facilitate the return of approximately $8.6 million in tax returns to residents of Hillsborough County, thus helping Hillsborough County achieve its goal of reducing the percentage of County residents living in poverty to the lowest quartile of counties in the State of Florida on the 2010 census.
14. Survey and measure customer satisfaction for Department services with the objective of making continuous improvements in customer service.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Indigent Health Care*	1,5,11,14				
Workload/Demand					
total unduplicated members served by Health Care Trust Fund		33,548	n/a	n/a	n/a
avg. monthly members in Health Care Plan		16,280	n/a	n/a	n/a
Efficiency					
per member per month medical overlay and pharmacy costs		$492	n/a	n/a	n/a
% annual increase in PMPM		5.0%	n/a	n/a	n/a
Effectiveness					
% of administrative expenditures to Health Care budget[1]		9.4%	n/a	n/a	n/a
% of citizen survey respondents ranking Hillsborough County's Health Care Services for the Poor above average		n/a	n/a	n/a	n/a

Continued in "*Supplemental Information*"

HEALTH AND SOCIAL SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$19,406,504	$2,097,527	$0	$0
Operating Expenditure/Expense	11,482,373	357,376	0	0
Capital Equipment	25,546	0	0	0
Capital Outlay	290,810	0	0	0
Grants & Aids	142,101,506	10,250,599	0	0
Other Uses	494,791	225,826	0	0
Total	$173,801,530	$12,931,328	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$15,968,897	$0	$0	$0
Countywide Special Purpose Revenue Fund	110,291,931	0	0	0
Intergovernmental Grants	47,540,702	12,931,328	0	0
Total	$173,801,530	$12,931,328	$0	$0

Funded Positions	341	0	0	0
Funded FTE Positions	310.91	0.00	0.00	0.00

The FY 10 adopted budget reflected efficiency savings and budget reductions that eliminated 15 positions, including one unclassified position. The adopted budget included the following efficiencies: eliminating one Community Services Program Coordinator I position, Sunshine Line (SSL) savings by issuing monthly and daily unlimited-ride bus passes, reclassifying a Manager to Senior Supervisor within the SSL for a partial year savings, reclassifying a Special Needs Transportation Coordinator to an Office Assistant, eliminating one Receptionist position within the Veterans Affairs Office, eliminating two Paratransit Minibus Operator positions, eliminating two SSL vehicles, and reclassifying an Executive Secretary position to a Public Relations Information Specialist II, in lieu of a Secretary position. The adopted budget included the following reductions: eliminating one Regional Service Center Manager position, eliminating two Paratransit Minibus Operator positions and related operating expense budget, eliminating one Veterans Service Officer position, reducing General Assistance by 6%, and utilizing the increased Low Income Home Energy Assistance Program (LIHEAP) funding, reducing the operating expense budget for SSL, eliminating the Veterans Affairs Combat Grant Program for Renters, eliminating funding to the Crisis Center, eliminating funding match to the Agency for Community Treatment Services, eliminating one Senior Case Manager position due to not receiving Community Development Block Grant funding, eliminating three Paratransit Minibus Operator positions due to reduced grant funding, eliminating one Housing Counselor from Section 8 Family Self-Sufficiency (FSS) Grant and shifting funding for one Senior Housing Counselor from the Section 8 Choice Vouchers (Section 8) Grant to FSS Grant, transferring funds from grant reserves in order to fund indirect administrative costs within the Section 8 Grant, allocating excess revenue to fund indirect administrative costs within the Ryan White HIV Grants, and eliminating two Housing Assistance Specialist positions within the Section 8 Grant. The adopted budget transferred two Contracts Manager positions from Management and Budget. FY 10 position and FTE counts included 22 limited duration grant funded positions.

During FY 10, the BOCC approved two limited duration FSS positions (two Housing Counselors) through 12/31/10. The following reclassifications occurred: one Healthcare Service Review Nurse to Office Assistant II, one Community Services Program Manager to Human Services Supervisor, three Paratransit Minibus Operators to Senior Paratransit Minibus Operators. Six limited duration Community Service Block Grant/American Recovery and Reinvestment Act positions (two Job Developers, three Case Managers, and one Accounting Clerk III) added in FY 10 expired on 9/30/10.

The FY 11 adopted budget included productivity savings that reduced operating expenses, eliminated two positions (Office Assistant in SSL and Office Assistant II in Social Services), and reclassified two positions (Senior Case Manager to Case Manager for partial year savings in Social Services and Receptionist to Office Assistant in SSL). The Manager of Contracts and Accounting position was upgraded. The Section 8 and FSS Grants were transferred to Affordable Housing Department per Administrative Order AO-10-08. This included the transfer of 14 positions (13.50 FTE's) and three limited duration positions (3.00 FTE's). Three positions (3.00 FTE) were eliminated, and one was transferred from the Section 8 Grant to the Countywide General and Indigent Health Care funds. The Countywide General fund included utility costs for Tampa Family Health Center. The overall IHCF in the Countywide Special Purpose Revenue fund was reduced by approximately $17.5 million to allow for an adequate reserve balance which represented three and a half months of expenses per the most recent actuarial study. Funding for the CLASS replacement system project, strategic information management and IVRS system replacement was included in the IHCF. The FY 11 position and FTE counts included 12 limited-duration grant funded positions: six JARC positions (one Job Development Team Leader and five Paratransit Minibus Operators) and six LIHEAP positions (one Accounting Clerk III and five Senior Social Services Specialists). During FY 10, the BOCC approved Administrative Order AO-10-01, which merged Aging Services, Children's Services, and Health and Social Services into a new entity called the Family and Aging Services Department.

HIPAA COMPLIANCE OFFICE

MISSION:

Provide leadership, education, awareness, training, and guidance to those impacted by the federal Health Insurance Portability and Accountability Act (HIPAA), assure compliance with Privacy, Security, and Transactions and Code Set Standards, uphold individual rights and safeguard Protected Health Information (PHI) for each citizen or workforce member served by the County, maintain appropriate documentation and agreements consistent with compliance oversight, identify and mitigate risks to the County from federal civil and criminal penalties associated with non-compliance, and that necessary measures exist to provide ongoing access to paper and electronic information for the continued delivery and payment for services as mandated by the HIPAA Law. Promote HIPAA compliance through routine compliance reviews, electronic monitoring and on-site inspections coupled with reasonable and appropriate recommendations for improvements.

KEY OBJECTIVES:

1. Provide annual training of the workforce to ensure proper safeguarding of PHI.
2. Maintain HIPAA privacy and security compliance by: monitoring HIPAA impacted departments through electronic tracking systems, access control reports, and targeted recommendations for improvements; monitoring the legislation enacted by the American Recovery and Reinvestment Act (ARRA) of 2009 for changes in the HIPAA privacy and security standards for Business Associates (BA), Minimum Necessary, Psychotherapy Notes and for Non-HIPAA Covered Entities as the new requirements and definitions are developed; reviewing departments or programs that are not "Covered Entities" but may be "Business Associates" to determine if they need to comply with HIPAA ; leading the HIPAA Committee for the ongoing HIPAA Security Program; monitoring the guidance and education offered under the new Regional Office Privacy Advisors and National Education Initiative defined in ARRA for updates to policy, procedure and training; and recommending policy, procedure and training updates based on new ARRA HIPAA requirements for: Breach Notification, Criminal Penalties and Improved Enforcement of Penalties.
3. Promote participation of electronic transactions and code sets through increased outreach and collaboration with Business Associates and Trading Partners. This effort includes review and assessment of compliance of existing and planned electronic systems that process Protected Health Information.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
# of workforce (new in FY) trained	1	>90%	>90%	n/a	n/a
# of HIPAA Compliance Committee Meetings	2	6	6	n/a	n/a
# of Updates and New Policies and Procedures reviewed to continue meeting standards based on ARRA HIPAA changes	2	6	TBD	n/a	n/a
# of departments or programs reviewed for ARRA HIPAA Business Associate Status	2	5	5	n/a	n/a
# of training updates or notices developed from new education and guidance	2	6	6-8	n/a	n/a
Efficiency					
Program cost per affected employee (includes non-BOCC employees covered by the HC Group Health Plan)	2	$.09[1]	TBD	n/a	n/a
Effectiveness					
% of new workforce trained	1	>90.0%	>90.0%	n/a	n/a
% of BA agreements in compliance	2,3	<80%[2]	>90.0%	n/a	n/a
# of updates or new Policies & Procedures implemented based on ARRA HIPAA changes	2	1	TBD	n/a	n/a
% of departments or programs meeting standards based on for ARRA HIPAA Business Associate Status	2	80.0%[2]	TBD	n/a	n/a
# of training updates or notices from new education and guidance implemented	2,3	6	5	n/a	n/a
# of HIPAA violation from Office of Civil Rights	2	0	0	n/a	n/a

Notes:

[1] FY Total number of BOCC employees ÷ FY 10 actual budget. Employee numbers provided by HR. Does not include the number of clients affected.

[2] Estimate

FY12-13 projections marked as TBD are pending rules implementation and guidelines to be developed for ARRA and in the case of the efficiency the number of affected employees is unknown at this time.

HIPAA COMPLIANCE OFFICE

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$51,734	$50,955	$0	$0
Operating Expenditure/Expense	37,263	40,814	0	0
Total	$88,997	$91,769	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$88,997	$91,769	$0	$0
Total	$88,997	$91,769	$0	$0

Funded Positions	1	1	N/A	N/A
Funded FTE Positions	1.00	1.00	N/A	N/A

The FY 10 adopted budget reduced other professional services. Additional efficiencies in operating expenses were realized by utilizing technology for the electronic dissemination of information and training.

The FY 11 adopted budget was funded at a continuation level.

During FY 11, the BOCC approved Administrative Order AO-11-01, which merged nine positions from Consumer Protection, three positions from Equal Opportunity Administrator, one position from HIPAA Compliance Office, two positions from Process Improvement Team from Business and Support Services, and two positions from Compliance Services, one position from Agenda Process, and one position from Reception from the County Administrator's Office into a new department called Government Services Administration, reporting to the Chief Administrative Officer.

HOUSING AND COMMUNITY CODE ENFORCEMENT DEPARTMENT

MISSION:

Provide residents with safe, decent, and sanitary housing stock in an acceptable and aesthetically pleasing community by enforcing the County's Land Development Code, Minimum Housing Standards, False Alarm Ordinance, demolishing unsafe structures, and making housing affordable.

KEY OBJECTIVES:

1. Code Enforcement: Respond to code enforcement complaints within 10 working days from receipt 95% of the time by September 30, 2006.
2. Code Enforcement: Increase the percentage of code violations resolved within a 12-month period to attain a 90% resolution rate by September 30, 2010. (Strategic Plan Goal 5, Objective O)
3. First Time Home Buyer Program: Provide 375 very low, low, and moderate income first-time home buyers with the down payment assistance needed to purchase an affordable home that meets the County's Minimum Housing Standards by September 30, 2006.
4. First Time Home Buyer Program: Reduce by 5%, the number of homeowners who spend more than 50% of household income on housing costs and have an income of less than 90% of area medium income by September 30, 2012. (Strategic Plan Goal 2, Objective E)
5. Housing Rehabilitation: Rehab 200 single family owner-occupied housing units to meet the County's Minimum Housing Standards by September 30, 2006.
6. Single Family Affordable Housing: Provide financial assistance for the construction of 250 single-family affordable housing units for clients below 80% of median income by September 30, 2006.
7. Multi Family Affordable Housing: Provide financial assistance for the construction of 250 multi-family affordable housing units for clients below 50% of median income by September 30, 2006.
8. Rental Inspection Program: Inspect 70% of the rental housing units (single, multiple, and mobile home) by September 30, 2006.
9. Burglar Alarm Enforcement: Notice 75% of false alarm events within 3 days of receipt of alarm by September 30, 2006.
10. Contract Management: Perform one contract monitoring per contract by September 30, 2006.
11. Maintain a rating at, or above, the median housing affordability index for the 7-county Tampa Bay Regional Partnership area as reported by the Florida Data Clearinghouse, Shimberg Center for Affordable Housing, University of Florida. (Strategic Plan Goal 2, Objective F)
12. Need to promote redevelopment strategies, including cities. (Board Initiated Strategies 8)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Code Enforcement Inspections	1,2				
Workload/Demand					
# of cases initiated		n/a	n/a	n/a	n/a
# of inspections conducted for cases initiated		n/a	n/a	n/a	n/a
# of cases referred to Code Enforcement Board		n/a	n/a	n/a	n/a
Efficiency					
# of daily inspections per FTE		n/a	n/a	n/a	n/a
Effectiveness					
% of complaints responded to within 10 working days		n/a	n/a	n/a	n/a
% of cases heard by the Code Enforcement Board		n/a	n/a	n/a	n/a
% of cases resolved within the same fiscal year		n/a	n/a	n/a	n/a
avg. response time to complaints		n/a	n/a	n/a	n/a
First Time Home Buyer Program	3,4				
Workload/Demand					
# of applicants		n/a	n/a	n/a	n/a
# of first time home buyer applicants assisted		n/a	n/a	n/a	n/a
# of applicants spending greater than 50% of area median income on housing		n/a	n/a	n/a	n/a
Efficiency					
ratio of public/private funding for first time home buyers		n/a	n/a	n/a	n/a
# of applications reviewed per FTE		n/a	n/a	n/a	n/a
Effectiveness					
% applicants assisted by the First Time Home Buyers Program		n/a	n/a	n/a	n/a

HOUSING AND COMMUNITY CODE ENFORCEMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$55,250	$80	$0	$0
Grants & Aids	179,286	241,292	0	0
Other Uses	858	0	0	0
Total	$235,394	$241,372	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Grants	$235,394	$241,372	$0	$0
Total	$235,394	$241,372	$0	$0

Funded Positions	0.00	0.00	N/A	N/A
Funded FTE Positions	0.00	0.00	N/A	N/A

The FY 07 adopted budget was funded at continuation level except for the addition of twelve Community Code Investigator and two Senior Secretary positions. In addition, one Housing Counselor funded by the State Housing Initiative Partnership grant and one Contracts Manager funded by the Community Development Block Grant is included. Two positions were transferred to Health and Social Services. During FY 07, the County Administrator established the Code Enforcement Department to handle the code enforcement function. Eighty-seven positions, operating expenses, and capital equipment were transferred to the Code Enforcement Department from Housing and Community Code Enforcement to handle the administration and implementation of the code enforcement function.

The FY 08 adopted budget reflected activity for prior year awards for the State Housing Initiative Partnership Grant (SHIP) and Community Development Block Grant (CDBG). Affordable Housing administered and monitored these grants.

HUMAN RESOURCES PROFESSIONAL DEVELOPMENT

MISSION:

Improve the quality of life of Hillsborough County employees by providing an enriching employment experience.

KEY OBJECTIVES:

1. Maximize the effectiveness of the IMAGE program (established by the Department of Homeland Security to promote proper hiring procedures and employment eligibility verification) by accurately administering all procedures to reduce error rates and detect fraudulent employment documentation.
2. Provide relevant learning opportunities and organizational development solutions in order to build employees' competencies. Achieve a satisfaction rating indicating that at least 80% of class participants were satisfied with or more than satisfied with the course or program.
3. Provide records management services by responding to all public record requests and subpoenas in a manner that complies with law and policy. Audit all documents imaged for the electronic drawers of benefits, medical, personnel, retirement, and workers' compensation to comply with existing law. Records Management endeavors to process 90% of public records requests and/or subpoenas by due date.
4. Improve the performance, productivity, and professionalism of the County's workforce; ensure organizational compliance with employment-related laws and regulations; and develop and implement effective strategies to meet current and future workforce needs.
5. Negotiate, implement and administer collective bargaining agreements, workforce contingency staffing and other services contracts utilized county-wide to provide maximum workforce stability in day-to-day operations, immediate availability of contingents, and efficient employee screening and testing.
6. Maintain data regarding the diversity in the County Administrator workforce in all EEO-4 categories and take action whenever a deviation of greater than 10% exists when compared to the workforce census of Hillsborough County.
7. By FY 12, improve employee relations through effective reduction of the number of employee disputes, complaints and lawsuits per 100 employees by 20% as compared to the number of disputes, complaints and lawsuits in FY 11 as determined by Human Resources and County Attorney records.
8. Administer employee benefits program to entire workforce and resolve inquires within two weeks of receipt. Manage all employee benefit programs through efficient education and response to all employees.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual* FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Learning and Organizational Development	2				
Workload/Demand					
# of participants attending training		2356	2,682	1758	2356
# of HR sourced training classes		152	181	114	152
# of HR sourced training hours		9,631	12,348	7015.5	9,631
# of tuition reimbursement applications received		59	55	55	55
Efficiency					
# of average HR sourced training hours per participant		4.16	4.59	4.0	4.16
# of tuition reimbursement applications approved		40	43	43	43
Effectiveness					
% of customer satisfaction from training programs		new	96.16%	85.0%	85.0%
% of tuition reimbursement budget disbursed		46%	56%	56%	56%
Records Management	3				
Workload/Demand					
# of public record requests and subpoenas		575	214	214	214
# of hours processing public records requests and subpoenas		1293.75	374.50	374.50	374.50
# of HR imaged documents audited		108,000	70,769	70,769	70,769
Efficiency					
# of hours per public records requests and subpoenas		2.25 hrs	1.75 hrs	1.75 hrs	1.75 hrs
Effectiveness					
% of public records requests and/or subpoenas processed by due date		90.0%	90.0%	90.0%	90.0%

Continued in "*Supplemental Information*"

HUMAN RESOURCES-PROFESSIONAL DEVELOPMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$3,057,091	$0	$2,388,484	$2,843,256
Operating Expenditure/Expense	231,352	0	286,103	309,084
Total	$3,288,443	$0	$2,674,587	$3,152,340

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,775,769	$0	$1,833,138	$1,811,946
Unincorporated Area General Fund	0	0	0	141,493
County Transportation Trust Fund	0	0	0	219,205
Solid Waste System Enterprise Fund	0	0	0	40,950
Water & Wastewater Utility Enterprise Fd	0	0	0	164,161
County Self Insurance Fund	1,512,674	0	841,449	774,585
Total	$3,288,443	$0	$2,674,587	$3,152,340

Funded Positions	40	0	28	37
Funded FTE Positions	40.00	0.00	28.00	37.00

In the FY 10 adopted budget, seven positions were eliminated as a result of budget cuts. The positions included a Senior Personnel Analyst, an Administrative Specialist, a Personnel Analyst, two Training Specialists and a Senior Personnel Assistant. The duties associated with these positions were reallocated to other employees within the department. Also eliminated was the position of Division Director, Employee Relations. As a result of efficiency proposals, operating costs were reduced by $164,500 in the General Fund and by $100,000 in the Employee Group Health Insurance Fund in both the FY 10 and FY 11 budgets. The primary areas reduced include awards programs ($12,000), other professional services ($65,000), printing and binding ($14,000), computer software and hardware ($40,000), and rental of training space ($50,000) at the Tampa Port Authority.

In the FY 11 adopted budget, three positions in the Countywide General Fund were eliminated and the duties of these positions were redistributed and the processes revised with a reduction in workload due to process improvements. The three positions eliminated were: Employee Relations Manager, Senior Personnel Analyst, and Senior Personnel Assistant. Additionally, $91,470 in operating costs in the Countywide General Fund was reduced in non-essential and under-utilized expenditures. In the FY 11 adopted budget, two positions were realigned from the Countywide General Fund to two of the Self Insurance Funds. In addition, operating costs in two of the Self Insurance Funds are being reduced by a total amount of $70,119.

In the FY 11 adopted budget, as a result of organizational restructuring, the Human Resources, Management and Budget Department, and Procurement Services departments merged to become the Business and Support Services Department. During FY 11, the BOCC approved Administrative Order AO-11-01 reestablishing the Human Resources Department's recruitment, training, employee relations, and labor union relations functions as a separate department with the transfer of fifteen positions from Business and Support Services. In addition, one position was transferred from the County Administrator's Office.

The FY 12 adopted budget included an additional twelve positions and the insurance administration, claims and wellness program being moved to Human Resources Department. During FY 12, one position was transferred from Business and Support Services.

The FY 13 recommended budget consolidates certain aspects of the human resources function and includes the transfer of six positions from the Fiscal and Support Services – Infrastructure and Development Services Department and three positions from the Public Utilities Department. One position is transferred to the Government Services Administration Department.

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

MISSION:

Provide efficient, reliable, and cost effective information management services through the application of computing technology and related information resources. Provide planning and technical support for Countywide telephone/voice and data processing systems, non-emergency radio services and centralized Geographic Information Systems management.

KEY OBJECTIVES:

1. Resolve 70% of Telecom cases associated with movements, additions, & deletions of data and telephone services within five days. (This does not include phone repair)
2. Provide a central point for reporting automation problems and ensure a resolution rate of 96% within 3 days.
3. Implement technology based measures to allow maintaining a client to Network Administrator ratio of 357 to 1, with a goal of reaching FY 10 ratios.
4. Maintain a customer service satisfaction rating of 90% or higher on all services render by ITS.
5. Maintain the Customer requested Unplanned projects involvement to 30% or less by increasing awareness among customer base.
6. Ensure that critical automated systems (Human Resources, Health Care, Permitting, Water Services Billing, Geographic Information Systems, Etc.) are available to our clients a minimum of 99.95% of the time during business hours.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Communications Services	1				
Workload/Demand					
total # of telecom cases		658	998	600	600
Efficiency					
ratio of telecom cases per FTE		6	16	18	18
Effectiveness					
% of cases resolved by telecom staff within 5 days		74.00%	73.00%	70.00%	70.00%
% of customer satisfaction w/TEL responsiveness		95.00%	90.00%	90.00%	90.00%
Desktop	2-4				
Workload/Demand					
# of County web visitors		1,906,969	1,715,522	5,000,000	5,000,000
# of Help Desk contacts received (e-mails, phone, COIN)		35,267	36,372	36,372	36,372
Efficiency					
ratio of users to Help Desk FTE		1,634	1,660	1,600	1,600
ratio of users to network staff		354	323	357	357
Effectiveness					
% of cases resolved by network staff within 3 days		80.30%	71.00%	75.00%	75.00%
% of cases resolved by Help Desk staff within 3 days		97.91%	96.00%	96.00%	96.00%
% of customer satisfaction w/DPM responsiveness		90.00%	90.00%	90.00%	90.00%
Geographic Information Systems (GIS)	5				
Workload/Demand					
# of County users		616	546	545	555
# of service requests		132	100	145	180
Efficiency					
cost per GIS/mini computer account		$200	$200	$205	$210
Effectiveness					
% of customer satisfaction w/responsiveness		100.00%	100.00%	95.00%	95.00%

Continued in "*Supplemental Information*"

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$8,127,867	$8,052,849	$7,782,887	$7,745,807
Operating Expenditure/Expense	5,123,771	4,840,494	5,205,498	4,973,145
Capital Equipment	666,199	628,621	314,250	631,489
Capital Projects	86,775	316,939	114,075	38,075
Total	$14,004,612	$13,838,903	$13,416,710	$13,388,516

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$13,178,427	$12,791,359	$12,968,710	$12,581,177
Countywide Special Purpose Revenue Fund	826,185	1,047,544	448,000	807,339
Total	$14,004,612	$13,838,903	$13,416,710	$13,388,516

Funded Positions	84	83	83	83
Funded FTE Positions	84.00	83.00	83.00	83.00

In the FY 10 adopted budget, six positions were eliminated in wireless support, technical support, outsourced systems development and support, cellular, pager and 800 MHz radio support, GIS data management and GIS geodata directory. Also as a result of efficiency proposals, the department reduced operating costs in the area of desktop support services, the non-renewal of leases at Netpark, technology improvement programs, and the asset management inventory program. The reductions in the operating costs were due to the migration of the existing email program to Microsoft, the elimination or replacement of several software products, the migration to Symantec, the reduction of software licenses, maintenance support, the virtualization of servers and software applications, not renewing the outsourcing of computer issues, and the reduction of training and travel expenses.

The FY 11 adopted budget eliminated the Distributed Processing Manager's position and the duties were reassigned to other managers within the department. Additionally, operating costs were reduced by $475,952 as a result of productivity savings proposals. These operating cost reductions were in the areas of Communication Services Wireless Devices – $10,157, Technology Improvement Program – $221,795, HP Hardware and Software Support – $214,374 and product retirements enabled by Microsoft System Center – $29,626.

The FY 12 adopted budget funds the implementation of a new gas fire suppression system at a cost of $35,000. The department is also implementing a new client survey system that will result in cost savings of $33,353 in both FY 12 and FY 13. One-time expenditures of $448,000 are funded for the implementation of a new SharePoint system and for the updating of the County's web site.

FY 12 and FY 13 service levels are not anticipated to be reduced by budget actions in these years. The one-time expenditures for technology are anticipated to improve customer service and to make service delivery more cost effective.

In the FY 13 recommended budget, a business opportunity savings proposal is being implemented that eliminates the procurement of technology items in the amount of $390,909. Additionally, in the FY 13 recommended budget, funding in the amount of $307,339 is being provided for data storage and tape backup library to accommodate the growth in user data storage needs. In the FY 13 recommended budget, $500,000 is being transferred from the Half-cent Sales Tax Fund to the Information and Technology Services Project Fund for the Public Safety Operations Center data needs analysis.

LIBRARY SERVICES DEPARTMENT

MISSION:

Promote lifelong learning, an informed citizenry, individual intellectual freedom, an enhanced quality of life, and broadened horizons for all residents of Hillsborough County through a network of free libraries with open access, a community focus, welcoming environments, a broad range of relevant materials in a variety of formats, and highly trained, qualified customer-focused employees.

KEY OBJECTIVES:

1. Maintain circulation of 10,000,000 items in FY13 through a 1% increase in circulation of electronic materials.
2. Maintain or exceed the Florida Library Association enhanced quality level standard of 50% of population registered for a library card.
3. Maintain the percentage of customers both, in person and virtual, whose questions were answered clearly.
4. Offer public access computers to meet the Florida Library Association standard for exemplary service of 1 workstation per 1,000 population.
5. Maintain program participants of 200,000 in FY13 with library programming inside and outside library facilities.
6. Maintain a 95% or higher customer satisfaction level with library services using point of service surveys.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Member Services					
Workload/Demand					
# of registered borrowers *	2	575,651	570,382	565,000	560,000
# of library visits	1,5	3,779,386	3,434,795	4,000,000	4,000,000
# of annual service hours **	1	63,469	71,119	70,350	68,878
# of holdings	1	2,363,863	2,539,267	2,579,952	2,579,952
Efficiency					
# of hours per week libraries are open	1	63.5	63.5	63.5	63.5
# of annual service hours per 1,000 population	1,2	53	58	57	55
# of square feet per capita	1,2,4	.45	.45	.44	.44
# of library visits per capita	1,3	3.1	2.8	3.2	3.2
# of holdings per capita	1	2.0	2.1	2.1	2.1
Effectiveness					
% of population registered *	2	47.8%	46.8%	45.7%	44.7%
% of customer satisfaction	1,3	98.0%	99.0%	95%	95%
Circulation					
Workload/Demand					
# of items circulated	1,2	10,037,974	10,065,566	10,166,222	10,267,884
# of circulating items purchased	1,2	256,819	222,622	189,070	189,070
# of items circulated via self-check	1,2	3,689,443	4,508,710	9,657,910	9,754,489
Efficiency					
circulation per borrower	1,2	17.4	17.6	17.6	17.6
material turnover rate	1	4.3	4.0	3.9	4.0
circulation per capita	1,2	8.3	8.2	8.2	8.2
circulation per self-check unit	1,2	105,413	107,350	180,000	180,000
Effectiveness					
% of customers who found what they were looking for	1,2	92.7%	93.0%	93.0%	93.0%
% of new purchases circulated	1,2	82.3%	88.0%	88.0%	88.0%
% circulation via self-check at self-check locations	1,2	85.0%	94.6%	95.0%	95.0%

Continued in "*Supplemental Information*"

LIBRARY SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$19,473,340	$18,868,604	$16,937,804	$16,795,982
Operating Expenditure/Expense	12,953,037	11,453,920	11,992,223	11,850,749
Capital Equipment	93,542	9,038	221,035	18,900
Capital Outlay	56,571	32,267	11,250	11,250
Library Books & Publications	3,868,835	3,834,992	3,866,847	3,649,083
Grants & Aids	409,380	409,444	389,350	391,790
Other Uses	22,000	0	0	0
Total	$36,876,705	$34,608,265	$33,418,509	$32,717,754

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Library Tax District Fd (Lof 84-443)	$36,876,705	$34,608,265	$33,418,509	$32,717,754
Total	$36,876,705	$34,608,265	$33,418,509	$32,717,754

Funded Positions	375	377	352	349
Funded FTE Positions	348.30	346.59	322.12	319.12

The FY 10 adopted budget eliminated 30 positions. The positions cut were: 13 part-time Library Assistants, 13 part-time Librarians, one Principal Librarian, one Office Assistant, one Public Relations Information Representative, and a part-time Library Assistant. The book budget was reduced by $750,000, a decrease in the operating grants to municipal libraries of $93,296, and an extension of the public access computers replacement cycle saving $100,000. The new Sulphur Springs Library added four positions and operating funds at $236,102. Reorganization of the Citizens Action Center transferred four Public Relations/Info Specialists II and two Senior Public Relations Specialists to Library Services from the County Administrator Department.

The FY 11 adopted budget eliminated five positions: one Manager of Library Facilities Planning and Design, one Library Transport Assistant I, two Public Relations/Information Specialist II positions and one Executive Secretary at a cost reduction of $472,149 in personnel and indirect costs. Productivity savings of $24,998 were included. Seven part-time Library Assistants were added at $107,104 in personnel and $60,500 in operating costs to restore a portion of hours that were previously reduced in the following libraries: North Tampa, Fendig, Seminole Heights, 78th Street Community Library, Ruskin, Thonotosassa and West Tampa. Due to a recalculation of indirect cost for building depreciation in FY 11, the indirect cost to the Library Services budget was reduced by $1,165,953.

The FY 12 adopted budget eliminated 16 positions at the beginning of the budget year and eliminated an additional three positions during the year for a cost savings of $1,049,475. The FY 13 planned budget included a total of 19 position reductions at a cost savings of $1,164,052. Nine positions were transferred to the Fiscal and Support Services – Public Safety and Community Services Team. Funding transferred totaled $850,283 comprised of $732,216 in personal and $118,067 in operating costs. Additional operating costs were reduced by $2,473,828 in FY 12 and $2,262,540 in FY 13. Substantial programmatic changes included closing the science library at the Museum of Science and Industry totaling $156,662. Library Services staff absorbed the duties previously provided by the Citizens Action Center for a savings of $222,635. The Youth Services and Adult Programming units were combined with the John F. Germany Public Library public services department staff saving $118,780. Library delivery operations were outsourced throughout FY 12 with cost savings of $75,754 and $109,274 in FY 13. Administration cost reductions totaled $84,135 in FY 12 and $111,980 in FY 13. Software/hardware and technology maintenance was reduced by $169,486 and building maintenance by $450,000. The completion of tagging all books and materials with Radio Frequency Identification in FY 12 eliminated the separate purchase of tags since all new materials are purchased with the tags. This resulted in $200,000 of savings per year in FY 12 and FY 13. Electric hand dryers installed in all branch libraries resulted in savings of $12,872 annually. Programming supplies were reduced by $50,000. County grants to Temple Terrace and Plant City were reduced by $12,315 for circulation functions, $6,158 for reference and information functions and $2,053 for cultural and instructional programming functions which was an overall 5.5% decrease.

The FY 13 recommended budget includes the elimination of three transportation positions that were reduced mid-year in FY 12. Vacant positions have been reclassified to lower cost positions resulting in savings of approximately $128,650. Processing costs for digital vs. print materials will result in savings of $16,463. A portion of non-public telephone lines will be eliminated with savings of $5,386. The final implementation of the Radio Frequency Identification self-checkout and security system has resulted in the need for fewer operating supplies to support circulation functions saving $65,000. Operating supplies to support computer and networking operations is anticipated to be lower resulting in savings of $27,000. Library Services has typically budgeted funds for mitigating mold outbreaks. New facilities have cavity wall designs to inhibit moisture and with maintenance improvements and air quality monitoring such outbreaks are infrequent and the need to budget funding each year is eliminated at a cost savings of $100,000. Should an outbreak occur contingency reserves could be utilized. Computer hardware and software reductions of $50,000 are included. The library books and materials budget is reduced by $100,000 which is approximately two percent of FY 12 funding. The spending reductions will primarily focus on print adult non-fiction collections which are declining in circulation.

MANAGEMENT AND BUDGET DEPARTMENT

MISSION:

Develop and use sound financial and management practices in budgeting to efficiently and effectively allocate available resources to address the Board of County Commissioners' priorities today, while providing responsible planning to meet future priorities.

KEY OBJECTIVES:

1. Comply with requirements of Florida Statutes, Chapters 129 and 200, as evaluated by the Florida Department of Revenue in its annual review of Truth in Millage (TRIM) materials and through Clerk of Court acceptance of a balanced budget by Statutory deadlines of July 15 (recommended budget) and October 1 (adopted budget).
2. Develop a "Proficient" biennial budget in accordance with budget criteria established by the Government Finance Officers Association Distinguished Budget Presentation Award Program meeting the requirements of a budget as a policy document, financial plan, operations guide, and communications device. (Biennial budget submitted in even numbered fiscal years. Award valid for two years.)
3. Maintain departmental expenditures as a percent of total government expenditures at or below the GFOA benchmark average of 0.10% for budget offices in 9 major governments with budgets in excess of $1 billion (for which the range was 0.07% to 0.19%).
4. Reduce over-reliance on property taxes as a general revenue by relying more on the non-property tax portion of total General Fund budgeted revenue from 16% to 18%, and by establishing a Countywide target of under 7 mills by FY 09. (Strategic Plan Goal 1, Objectives A and B.)
5. Set priority for transportation funding from the Community Investment Tax (CIT) and ad valorem taxes (Strategic Plan Goal 7, BOCC strategy – not quantified, no measurements) and resist unfunded mandates (Strategic Plan Goal 1, BOCC strategy – not quantified, no measurements).
6. Assist County departments, agencies, and other offices in developing, managing and monitoring operating budgets developed under the County's biennial budget process with a unit cost per operating budget transaction of less than the average for FY 05 through FY 08 of $56.53 per transaction (based on full cost, cost allocation plans).
7. Assist County departments, agencies, and other offices in developing, managing and monitoring capital budgets and the Capital Improvement Program with a unit cost per capital budget transaction of less than the average for FY 05 through FY 08 of $103.45 per transaction (based on full cost, cost allocation plans).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Department-wide					
Efficiency					
Budget office expenditures as a % of total County expenditures (budget basis)	3	0.07%	n/a	n/a	n/a
Unit cost per operating budget transaction (full cost allocation)	6	<$56.53	n/a	n/a	n/a
Unit cost per capital budget transaction (full cost allocation)	7	<$103.45	n/a	n/a	n/a
Effectiveness					
% of non-property tax revenue in combined General Fund (budget basis)	4	19.2%	n/a	n/a	n/a
Countywide operating millage rate (in mills)	4	5.7423	n/a	n/a	n/a
Approval of TRIM materials and Clerk acceptance of budget	1	Approved	n/a	n/a	n/a
Receipt of GFOA Distinguished Budget Presentation Award for biennial budget (submitted in even numbered fiscal years)	2	Proficient	n/a	n/a	n/a
Policy Document		Proficient	n/a	n/a	n/a
Financial Plan		Proficient	n/a	n/a	n/a
Operation Guide		Proficient	n/a	n/a	n/a
Communications Device		Proficient	n/a	n/a	n/a

MANAGEMENT AND BUDGET DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,800,038	$0	$0	$0
Operating Expenditure/Expense	20,037	0	0	0
Total	$1,820,075	$0	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,820,075	$0	$0	$0
Total	$1,820,075	$0	$0	$0

Funded Positions	19	N/A	N/A	N/A
Funded FTE Positions	19.00	N/A	N/A	N/A

The FY 10 adopted budget eliminated a Capital Program Administrator, a Senior Administrative Specialist, and an Administrative Specialist. During FY 09, three departments with contracts management functions involving non profit contracts worked to consolidate existing activities into two areas. Two positions are transferred to Health and Social Services along with social services contracts funded by general revenue. The Manager–Contracts Management position is transferred to Affordable Housing to manage contracts funded with Community Development Block Grant funds. In addition, a General Manager III is transferred to the County Administrator Department to strengthen handling of disciplinary issues involving County Employees.

The FY 11 adopted budget reflected a productivity savings of approximately $84,000. The savings include the elimination of a Budget Analyst I position as a result of downsizing the operating budget staff. This lower number of analysts was sustained by streamlining operating departments to reduce the number of separate departmental budgets. Four positions – two classified positions and two unclassified positions -- were transferred from other departments (Public Works, Planning and Growth Management, Debt Management, and the County Administrator's Office) to establish a business analysis group. Those positions were primarily used to analyze data and County processes in order to identify opportunities for service improvement and cost reduction.

In the FY 11 adopted budget, as part of an organizational restructuring, the Management and Budget Department merged with the Procurement and Human Resources departments to become the Business and Support Services Department.

MEDICAL EXAMINER DEPARTMENT

MISSION:

Identify criminal, accidental, suicidal, suspicious, unexpected, unattended and work-related deaths; determine causes of death for same and for all bodies to be cremated, donated to science, or removed from the State as per Section 406.11, Florida Statutes and County Ordinance 93-18. Arrange disposition or dead bodies as mandated by F.S. 406.50 while minimizing the financial impact on the County. Foster improved medical care by disseminating autopsy results to physicians and by functioning as a teaching affiliate of the University of South Florida College of Medicine. Optimize number of organ donors without compromising prosecution of criminal defendants.

KEY OBJECTIVES:

1. Maintain median number of days to sign autopsy reports to 60 days or less.
2. Sign a minimum of 90% of autopsy reports within 90 days.
3. Maintain toxicology turnaround time (specimen receipt to results ready, excludes preparation of report) for screens and alcohols at less than 30 days.
4. Investigate, by inquiry, all deaths for which the body is to be cremated or removed from the State.
5. Minimize disposition costs for unclaimed and indigent bodies by maximizing disposal by cremation.
6. Maintain median number of days to dispose unclaimed bodies to 21 days or less.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Cause of Death Determination	1-4				
Workload/Demand					
# of autopsies		1,172	1,252	1,225	1,250
# of investigations of bodies to be cremated		3,868	4,499	4,050	4,100
# of investigations of bodies to be removed from the State		712	589	700	700
Efficiency					
# of autopsies per Associate Medical Examiner (* Reflects five-month vacancy of one associate ME position.)		219	224*	220	225
avg. cost/autopsy		$3,653	$3,366	$3,704	$3,764
# of inquiries, per Medical Examiner/# of bodies to be cremated		645	803*	675	683
# of inquiries/Investigator of bodies to be removed from the State		79	65	78	78
Effectiveness					
median # of days to signed autopsy report		55	52	60	60
% autopsy reports signed in 90 days		89.3%	94.6%	90.0%	90.0%
avg. # of days to complete toxicology testing		21.7	22.5	24	24
Disposition of Unclaimed Bodies	5,6				
Workload/Demand					
# of cremations provided		609	650	625	670
# of burials provided (unidentified + veterans)		0	10	25	5
Efficiency					
avg. cost per cremation		$366	$375	$400	$400
avg. cost per burial		$1,850	$2,000	$2,000	$2,000
avg. cost/per body disposed		$389	$390	$462	$412*
*Decrease reflects projected increase in # of cremains interred in Bushnell Nat'l Cemetery					
Effectiveness					
% of unclaimed bodies cremated		100%	98.5%	96.2%	99.3%
median # of days to dispose of unclaimed bodies		13	15	18	18

MEDICAL EXAMINER DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$3,137,377	$3,017,821	$2,846,701	$2,916,213
Operating Expenditure/Expense	1,475,900	1,458,139	1,473,361	1,375,713
Capital Equipment	131,449	0	44,000	315,000
Capital Projects	0	0	190,000	75,000
Total	$4,744,726	$4,475,960	$4,554,062	$4,681,926

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$4,518,106	$4,352,341	$4,426,769	$4,681,926
Intergovernmental Grants	226,620	123,619	127,293	0
Total	$4,744,726	$4,475,960	$4,554,062	$4,681,926

Funded Positions	35	35	35	35
Funded FTE Positions	29.48	29.96	29.96	29.96

The FY 10 adopted budget reflected efficiency savings that reduced microfiche backup costs with the utilization of on-site digital imaging equipment and outsourcing and immunoassay reagent costs. The merging of the Unclaimed Bodies Unit and the Forensic Investigation Unit provided additional efficiencies by eliminating a vacant Senior Secretary position and reclassifying a General Manager I position and a Social Services Investigator position to two Forensic Investigator I positions. Budget reductions included the elimination of three positions and the related operating expenditure budget: one Forensic Toxicologist II position and two Forensic Investigator I positions.

During FY 10 a State American Recovery and Reinvestment Act (ARRA) Justice Assistance Grant (JAG) funded the USF Fellow, a contractual non-payroll staff member, along with digital imaging equipment, and capital funding to replace a database. The department also received funding from Florida Department of Law Enforcement Paul Coverdall Grant to purchase additional digital imaging equipment. Also during FY 10, BOCC approved the addition of three new permanent part-time (0.16 FTE) Forensic Investigator I positions funded with the reduction of overtime.

The FY 11 adopted budget reflected funding for personal services at a continuation level and productivity savings which reduces operating expenses. There was an increase in the morgue's operating budget, which was largely offset by lower than projected increases in electrical costs, projected efficiencies in the facility's air handling system, as well as, other efficiencies implemented in the toxicology laboratory and morgue. Federal Justice Assistance Grant funded the USF Fellow, a contractual non-payroll staff member, for one year.

The FY 12 adopted budget included $9,000 in one time funding for the replacement of autopsy saws and $190,000 for the first phase of the replacement of the DOS-Based Medical Examiner System which replaced the Case Management System. The USF Fellow, a contractual non-payroll staff member, was funded with State Justice Assistance Grant (JAG) funding.

The FY 13 recommended budget includes $75,000 in one time funding for the second phase of the replacement of the DOS-Based Medical Examiner System which replaces the Laboratory Information Management System, $35,000 for the replacement of a digital X-ray cassette reader, and $315,000 for the replacement of a liquid Chromatograph/ Mass Spectrometer. Due to the loss of State Justice Assistance Grant (JAG) funding, the department's budget in the countywide general fund includes $127,293 for continued funding of the USF Fellow position, allowing the Department to sustain the 1,200 autopsies required to satisfy State mandates of Florida Statute 406, Part 1. The budget also includes savings to operating expenses in the amount of $74,410.

OFFICE OF COMMUNITY AFFAIRS

MISSION:

Improve customer service initiatives for the benefit of Hillsborough County citizens.

KEY OBJECTIVES:

UNDER DEVELOPMENT

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
UNDER DEVELOPMENT					

OFFICE OF COMMUNITY AFFAIRS

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$0	$0	$0	$504,744
Operating Expenditure/Expense	0	0	0	254,348
Total	$0	$0	$0	$759,092

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$0	$0	$0	$659,092
Unincorporated Area Special Purpose Fund	0	0	0	100,000
Total	$0	$0	$0	$759,092

Funded Positions	N/A	N/A	N/A	5
Funded FTE Positions	N/A	N/A	N/A	5.00

The FY 13 recommended budget, per an Administrative Order, establishes a new department called Office of Community Affairs. Three positions from Client and Liaison Services, one position from Economic Development Department, and one position from Public Utilities are transferred to this new department. The Administrative Order also transfers thirteen positions from Client and Liaison Services to Communications Department and one position from Client and Liaison Services to Government Services Administration. The creation of the new department is an effort to improve customer service initiatives for the benefit of Hillsborough County Citizens.

PARKS, RECREATION AND CONSERVATION DEPARTMENT

MISSION:

To provide for the public a standard of excellence in leisure service, facilities, programs and preservation of resources while working in concert with residents and the County's leadership.

KEY OBJECTIVES:

1. Maintenance and Construction Services: Provide over 73,799 square feet of building maintenance per day at a cost of less than $2.04 per square foot with a 94% satisfaction rating. Provide maintenance of 176 parks of 1,775 acres, oversee the mowing of 320 acres daily.
2. Recreation Services: Provide morning, afternoon, and evening leisure programming at 10 Regional Community Centers. Provide Special Interest programming in each region at satellite facilities. Provide Summer Camps at Regional Centers and resource-based parks. Increase attendance at all programs. Attendance in FY11 was 3,056,000. Attendance represents daily occurrences for all recreation programs and events. Implement online user satisfaction surveys
3. Athletic Services: Provide administration, facilities, officiating and all associated duties to nearly 50,000 youth and adult sports participants at 265 athletic fields. Provide Therapeutic Services to an average of 350 clients per event achieving 97% or better customer satisfaction.
4. Regional Parks: Provide and maintain ten Regional Parks and the Upper Tampa Bay Trail offering activities such as picnicking, hiking, canoeing, fishing, nature study, trails, swimming and camping at an average cost between $1.90 and $3.29 per visit (or less) and within a 95% satisfaction rating.
5. Conservation Services: Provide administration for the Environmental Lands Acquisition and Protection Program (ELAPP) which identifies, evaluates, and protects lands meeting program criteria. Responsible for providing land management activities such as site security, habitat restoration/enhancement, prescribed burn program, invasive and exotic plant removal, etc., for 60,501 acres at 60 sites with an average of 40 prescribed burns per year.
6. For athletic and recreation programs, as measured by the department's customer survey, maintain 85% or more customer satisfaction rating with recreational programs and improve athletic programs to attain 95% customer satisfaction rating. (Strategic Plan Goal 5).
7. Outreach to disadvantaged children; give discounts for minority and underprivileged to afford programs offered; offer dance/music programs for disadvantaged children; improve transportation for underprivileged children to get to the facilities. (Strategic Plan Goal 5)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Maintenance and Construction Services					
Workload/Demand					
# of building sq. ft. maintained (excludes picnic shelters)		955,431	976.702	1,016.702	1,016,702
# of acres supervised per day	1	307	320	333	333
Efficiency					
square feet maintained per day	1	67,274	73,799	73,802	73,802
Effectiveness					
% of building maintained satisfactorily	1	94.0%	94.0%	94.0%	94.0%
Recreation Services					
Workload/Demand					
# of staff programmed recreation areas	2	41	41	40	15
# of areas programmed w/special interest and partner programs		---	---	---	40
# of recreation programs attendees	2	3,056,000	3,000,000	3,000,000	3,000,000
Efficiency					
% of cost recovery by programs which charge user fees					35%
% of center hours programmed by special interest or programs partners					25%
Effectiveness					
% of customers satisfied and will return	2.6	96.0%	80.0%	85.0%	85.0%
% of improvement in fitness scores by Rec2Six participants					15%
Therapeutic Services					
Workload/Demand					
# of programmed therapeutic areas		8	8	8	8
f therapeutic program visits		22,210	22,280	22,820	23,320
# of recreation clients served-Paralympic	3	595	610	645	675
therapeutic programs, # of clients served	3	3,100	3,340	3,685	3,985

Continued in "*Supplemental Information*"

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$26,689,864	$25,258,421	$18,672,015	$19,316,218
Operating Expenditure/Expense	15,553,518	13,835,674	16,629,664	15,761,887
Capital Equipment	97,145	15,642	25,000	79,230
Capital Projects	25,235	115,974	162,400	162,400
Grants & Aids	192,860	709,644	299,830	309,740
Total	$42,558,622	$39,935,355	$35,788,909	$35,629,475

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$14,218,270	$13,171,962	$11,259,042	$11,626,627
Unincorporated Area General Fund	27,482,550	26,420,763	24,162,343	23,701,719
Countywide Special Purpose Revenue Fund	78,893	84,879	159,416	83,812
Unincorporated Area Special Purpose Fund	704,005	202,800	208,108	217,317
Intergovernmental Grants	74,904	54,951	0	0
Total	$42,558,622	$39,935,355	$35,788,909	$35,629,475

Funded Positions	762	745	569	532
Funded FTE Positions	544.66	533.28	381.01	378.94

Through FY 11, the County provides 42 staffed recreation centers with times ranging from 4 hours to 14 hours per day. The facilities were located throughout the County mostly in neighborhoods. Several of the centers were singularly focused on the after school program. The operational structure for recreation programs was inefficient resulting in less than optimal levels of service to citizens. After school participation declined from over 6,000 several years ago to 1,800 in June 2011. The department was staffed to serve a total of 4,000 participants. The plan presented to the BOCC at the August 24, 2011 budget workshop consolidated recreation activities from 42 neighborhood locations to 11 larger regional facilities of which three of the regional facilities currently exist, another six current facilities will need to be expanded, and there will be a need for two new facilities.

The FY 12 Adopted budget approved: adding 18 neighborhood facilities to the plan for the Rec2Six Program which was a new recreation program for children grades kindergarten through fifth, offered Monday through Friday from 2 p.m.—6 p.m. Rec2Six improves a child's quantity and quality of physical activity, motor skills, movement knowledge, and peer interaction that measures fitness improvement throughout the year along with providing seasonal sports, fitness activities, art programs, and special activities; A standard fee was established in the amount of $38; a fee of $30 for an eligible child on reduced lunch and $20 for a child on free school lunch; and using contract staff. This transition plan will not result in a loss of recreational activities to citizens. In fact, synergies gained from a more centralized approach will improve the quality of the County's programs.

The FY 12 adopted budget eliminated 11 positions (11.00 FTEs) and transferred the funding to the Public Safety and Community Services Fiscal Department to fund newly established positions. Further changes in personnel services included: transferring a Project Manager from Animal Services to fully support the Rec2Six program; establishing 30 positions (30.00 FTEs); and eliminating 196 positions (172.27 FTEs); resulting in a net reduction of 176 positions (152.27 FTEs) and budget savings in excess of $8 million.

During FY 12, the department made personnel changes that resulted in the elimination of two temporary positions (0.96 FTE), the establishment of one part time position (0.50 FTE), and the reclassification of two part time Lifeguard positions (0.81 FTE) to two part time Park Ranger I positions (1.20 FTEs).

On March 8, 2012, the Board of County Commissioners approved a motion to discontinue the after school program, known as Rec2Six, at neighborhood facility centers with less than five children enrolled. This action resulted in the closure of three neighborhood facility centers with less than five children in attendance. There are currently eight neighborhood facility centers and 11 regional parks that are running successfully. During FY 12, seven neighborhood facility centers have discontinued the program due to low attendance. As a result of the reduction to the Rec2Six Program, two full time and 40 part time positions (2.00 and 8.00 FTEs, respectively) were eliminated, along with related operating. In addition, funding for six full time positions (6.00 FTEs) were shifted from the after school program budget to other centers.

The FY 13 recommended budget establishes positions (6.00 FTEs) and funding to purchase two vehicles and related operating so that the department can address the Lower Green Swamp Preserve (f.k.a Cone Ranch) management needs. On May 21, 2012, the ELAPP General Committee approved a three year funding commitment to transfer $341,726 from the ELAPP Unrestricted Fund to the Countywide General Fund for FY 13 and $299,646 per year to be transferred for FY 14 and FY 15.

PROCUREMENT SERVICES DEPARTMENT

MISSION:

The Department of Procurement Services is committed to maintaining public trust by achieving the highest level of professionalism, ethics, integrity and customer service, and procuring the highest quality commodities / services at the lowest cost in a manner that is fair, efficient and provides equal opportunities to our diverse vendor community in accordance with established regulations.

KEY OBJECTIVES:

1. Manage central procurement for informal bids and requests for proposals (between $10,000 and $25,000) with an average turnaround time of 21 days.
2. Manage central procurement for formal bids (exceeding $25,000) with an average turnaround time of: commodities (80 days), term contracts (80 days), services (80 days), and construction (110 average days), for formal requests for proposals (exceeding $25,000) with an average turnaround time of 180 days.
3. Manage automated services activities – Purchase Orders and Blanket Purchase Orders with a turnaround time of 4 days.
4. Manage and train on the Purchasing Card Program offering a monthly training class for all departments and semi-annual user group meetings.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Central Procurement-Informal (Between $10,000 and $25,000)	1				
Workload/Demand					
# of informal procurements		321	270	n/a	n/a
Efficiency					
cost per informal procurement		$847	$992	n/a	n/a
Effectiveness					
avg. turnaround time for informal procurement		14	21	n/a	n/a
Central Procurement Formal (Exceeding $25,000)	2				
Workload/Demand					
# of awards		283	241	n/a	n/a
# of renewals		202	185	n/a	n/a
total dollars awarded (in millions)		$358	$223	n/a	n/a
Efficiency					
cost per formal procurement		$3,545	$3,490	n/a	n/a
cost savings $ to formal awards (in millions)		$18.5	$12.0	n/a	n/a
Effectiveness					
% of procurements without protest		95.0%	91.0%	n/a	n/a
% of procurements without successful protest		99.0%	99.0%	n/a	n/a
Automated Procurement Services Activities	3				
Workload/Demand					
# of purchase orders (PO and BPO) issued annually		931	875	n/a	n/a
Effectiveness					
avg. time for a PO (in days)		4	4	n/a	n/a

Continued in "*Supplemental Information*"

PROCUREMENT SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,958,362	$0	$0	$0
Operating Expenditure/Expense	35,693	0	0	0
Total	$1,994,055	$0	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,994,055	$0	$0	$0
Total	$1,994,055	$0	$0	$0

Funded Positions	25	N/A	N/A	N/A
Funded FTE Positions	25.00	N/A	N/A	N/A

The FY 10 adopted budget included efficiencies resulting from an 11% reduction in operating expenditures and the elimination of two vacant positions (a Procurement Analyst and a Business Analyst). In addition, an Executive Secretary, a Receptionist, a Procurement Analyst, an Office Assistant II and a Senior Procurement Analyst were eliminated. The elimination of these positions resulted in the outsourcing of all vendor registration and bid notifications. An efficiency included the elimination of two Executive Secretaries upon their retirement during FY 10.

The FY 11 adopted budget included productivity savings of $361,411 with the elimination of a Director of Procurement Services, a Manager of Procurement Administration/Information Systems and an Accountant I. Additional productivity savings of $29,121 resulted from the reclassification of three positions, elimination of a Blackberry, all pagers, cell phones, desktop printers and two networked printers. As part of an organizational restructuring plan, the Procurement Services, Human Resources, and Management and Budget departments were consolidated into the Business and Support Services Department.

PUBLIC SAFETY DEPARTMENT

MISSION:

Support public safety agencies by administering the 9-1-1 emergency telephone system; provide dispatch services for medical, fire, and mental health responses; provide general support to citizens and government agencies in matters relating to emergency preparedness and public safety; provide crime prevention and personnel safety for County operations; and administer the marine safety program.

KEY OBJECTIVES:

1. Answer, triage, and allocate appropriate emergency resources for 200,000 requests for service within 90 seconds, and provide pre-arrival medical instructions.
2. Plan, coordinate, and execute drills and exercises to include various volunteers, private non-profit organizations, city, county, state, and federal agencies in various areas such as natural disasters, industrial accidents, and terrorism with at least two exercises per year.
3. Enforce Florida Statute 365.171, 2, 3, 4 (9-1-1 Telephone Legislation) and HC Ordinance 89-05 (Uniform Building Numbering System) and maintain integrity of the address database to ensure 9-1-1 calls are delivered to appropriate Public Safety Answering Points (PSAP's) with 97% accuracy.
4. Perform 24 hour, 7-day a week security functions, including courthouse screening, to safeguard County personnel and property, confiscating 99.9% of prohibited items.
5. Maintain the County uniform waterway marker system. Manage the County derelict vessel removal grant program to ensure removal of vessels within three months of grant approval.
6. After the occurrence of a declared emergency, measure citizen satisfaction with Hillsborough County's preparedness and response by means of a survey; based on the survey results, adopt milestones for continuous improvement. (Strategic Plan Goal 5, Objective B.)

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Fire/Medical Emergency Dispatch Services	1				
Workload/Demand					
# of fire, medical, & miscellaneous calls received		n/a	n/a	n/a	n/a
% of calls requiring pre-arrival medical instructions		n/a	n/a	n/a	n/a
Efficiency					
# of calls per FTE		n/a	n/a	n/a	n/a
Effectiveness					
avg. 9-1-1 answer time (in seconds)		n/a	n/a	n/a	n/a
Emergency Management Readiness	2				
Workload/Demand					
# of exercises		n/a	n/a	n/a	n/a
# of emergency events		n/a	n/a	n/a	n/a
Efficiency					
# of people per event		n/a	n/a	n/a	n/a
# of people surveyed		n/a	n/a	n/a	n/a
Effectiveness					
# of individuals participating in all events		n/a	n/a	n/a	n/a
customer satisfaction		n/a	n/a	n/a	n/a
9-1-1 Network	3				
Workload/Demand					
# of 9-1-1 calls		n/a	n/a	n/a	n/a
# of new addresses issued		n/a	n/a	n/a	n/a
Efficiency					
# of new addresses issued per FTE		n/a	n/a	n/a	n/a
Effectiveness					
% of address accuracy in 9-1-1 database (goal 95%)		n/a	n/a	n/a	n/a
% of calls answered in busiest hour (goal 95%)		n/a	n/a	n/a	n/a

Continued in "*Supplemental Information*"

PUBLIC SAFETY DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	($25)	0	0	0
Total	($25)	$0	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Grants	($25)	$0	$0	$0
Total	($25)	$0	$0	$0

Funded Positions	0	N/A	N/A	N/A
Funded FTE Positions	0.00	N/A	N/A	N/A

As a result of an organizational restructuring during FY 06 (Administrative Order #06-02), the Public Safety Department was eliminated and the Emergency Dispatch Center, Emergency Management, and Security Services Agency were created. The Marine Safety program was transferred to the Parks, Recreation and Conservation Department and 9-1-1 Administration was transferred to the Information and Technology Services Department and subsequently became a separate department.

PUBLIC UTILITIES DEPARTMENT

MISSION:

Provide for the treatment, storage and distribution of potable drinking water; the collection, treatment and disposal of wastewater; the collection, transfer and disposal of solid waste; and the recovery of recyclable materials.

KEY OBJECTIVES:

1. Treat and distribute all potable water to customers within the service area efficiently and effectively, while complying with regulatory requirements.
2. Treat and dispose all wastewater received from customers within the service area efficiently and effectively, while complying with regulatory requirements.
3. Sustain the reuse of 55% of reclaimed water supply to offset increased demands of potable water through FY 2013.
4. Maintain 5% or less bad debt write-off as a percentage of year-end accounts receivable balance.
5. Provide collection services, garbage (2), yard/wood waste (1), and recyclables (1) for residential customers, transport solid waste from transfer stations to landfill or resource recovery facility.
6. Receive and landfill all solid waste which cannot be processed by other methods including ash residue, construction and demolition debris, shredded tires, non-combustibles and by-pass solid waste; to receive and incinerate solid waste and convert the energy into electricity; and to receive and process yard/wood waste at the yard and wood waste processing facility.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Water Program (excluding bulk water purchased)	1				
Workload/Demand					
average annual customer accounts (ERC's)		192,503	194,923	194,923	194,923
Efficiency					
average annual costs per customer account		$136	$141	$146	$154
Effectiveness					
% of compliance w/reg requirements for water quality standards		100%	100%	98.0%	98.0%
Wastewater Program	2				
Workload/Demand					
average annual customer accounts (ERC's)		207,088	211,021	211,021	211,021
Efficiency					
average annual costs per customer accounts		$348	$331	$347	$357
Effectiveness					
% of compliance w/reg requirements for w/water qual. standards		97.8%	97.5%	97.5%	97.5%
Reclaimed Water Program	3				
Workload/Demand					
average annual customer accounts		15,276	15,376	15,480	15,605
Efficiency					
average annual costs per customer accounts		$160	$166	$165	$160
Effectiveness					
% delivered of available effluent		55.0%	55.0%	55.0%	55.0%
Customer Service Program	4				
Workload/Demand					
average annual customer bills		153,830	156,222	156,222	156,222
Efficiency					
average annual costs per bill		$47	$47	$47	$47
Effectiveness					
Maintain a 5% or less bad debt write-off as a percentage of year-end accounts receivable balance		1.32%	<=5.0%	<=5.0%	<=5.0%

Continued in "*Supplemental Information*"

PUBLIC UTILITIES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$0	$50,175,979	$51,894,489	$51,143,560
Operating Expenditure/Expense	0	166,444,137	176,202,127	181,966,876
Capital Equipment	0	1,629,946	3,360,231	2,539,528
Total	$0	$218,250,062	$231,456,847	$235,649,964

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund	$0	$96,783	$137,862	$137,862
Unincorporated Area Special Purpose Fund	0	124,094	211,210	211,210
Solid Waste System Enterprise Fund	0	83,196,263	89,930,383	94,115,308
Water & Wastewater Utility Enterprise Fd	0	134,832,922	141,177,392	141,185,584
Total	$0	$218,250,062	$231,456,847	$235,649,964

Funded Positions	N/A	861	839	825
Funded FTE Positions	N/A	861.00	839.00	825.00

FY 11 adopted budget included the consolidation of the Solid Waste Management and Water Resource Services Departments into the Public Utilities Department. The FY 11 adopted budget included within the Solid Waste Division productivity savings of $923,774 as a result of reductions in fleet fuel and oil ($200,000), fewer anticipated fleet repairs ($230,000), overtime ($400,767), travel and training ($84,339), and cellular phone costs ($8,668). The elimination of two Environmental Specialist I positions and the outsourcing of a portion of the environmental sampling team's responsibilities resulted in a net productivity savings of $59,480. The FY 11 adopted budget included within the Water Resource Services Division productivity savings of $7,116,334 as a result of continued implementation of prior years efficiencies, further reduction in power costs, reduction in costs related to elimination of 56 vehicle/heavy equipment, further reduction in odor control chemicals, purchased water and printers and related costs. The elimination of a property control specialist position was included in the FY 11 adopted budget. A transfer of the Community Relations Coordinator to Communications was also included in the FY 11 adopted budget. However, the Public Utilities Department continued to fund the position.

Included in the FY 12 adopted budget were several business opportunities implemented as part of the department's transition plan to enhance the bond coverage and focus on essential (core) services. These business opportunities included the elimination of twenty two positions, transfer of ownership and maintenance of the high volt transmission equipment to Tampa Electric Company, in-house recycling (stripping) of meters, elimination of warehouse standby costs, and electricity savings at the Central Water Treatment Plant. Additional savings were generated from the department contracting out mowing at the landfill facilities and changing the provider of natural gas. In addition, services provided by the Environmental Protection Commission, Office of Neighborhood Relations, outside contract for litter removal, Cooperative Extension Services, Hillsborough Education Foundation and recycle for county offices were being eliminated.

The FY 13 recommended budget includes the elimination of ten positions. In addition, three positions were transferred to Human Resources and one to the Office of Community Affairs.

PUBLIC WORKS DEPARTMENT

MISSION:

Provide and manage safe, efficient, and environmentally sensitive transportation and stormwater systems to satisfy diverse mobility needs and to provide flood protection of public lands.

KEY OBJECTIVES:

1. Meet requirements of the Clean Water act for the NPDES program; maintain wetlands mitigation sites within compliance standards of federal and state government agency permits. Conduct public education programs to enhance water quality, alleviate flooding, and comply with regulatory requirements.
2. Maintenance of the County's infrastructure includes bridges, roads, Stormwater system, sidewalks. Maintain and construct a safe roadway and drainage network; including a service guarantee response time of 72 hours of report for pothole patching.
3. Provide traffic engineering services; maintain and install traffic control devices with a service guarantee response time of within 24 hours of report to malfunctioning traffic devices and maintain street lighting to enhance public safety.
4. Reduce the preventable pedestrian accident rate per 100,000 population. (An in-depth analysis will be conducted to determine the causes of pedestrian accidents and feasible solutions. Upon completion, objectives will be clarified based upon what the analysis reveals.)(Strategic Plan Goal 6, Obj.).
5. Decrease the vehicle crash rate per million entering vehicles (MEV) by 5% (Strategic Plan Goal 6, Obj. A).
6. Implement the transportation and stormwater CIP in a timely manner to optimize quality standards using partnering and maintaining construction costs within 5% of award for projects greater than $1 million.
7. Locate mosquito breeding sites; conduct source reduction to decrease larvae and adult population numbers to improve the quality of life within Hillsborough County maintaining 75% of activities on time per schedule.
8. Provide enhanced public safety through adequate Street Lighting management as required with Florida Statue, Chapters 125 & 189 and Hillsborough County Ordinance #06-03.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Environmental Mandates	1				
Workload/Demand					
# acres maintained as wetland mitigation		348	354	354	360
Efficiency					
met mandates of gov't agencies & obligations of Clean Water Act		100%	100%	100%	100%
Effectiveness					
mandates met with out penalties or fines assessed		100%	100%	100%	100%
Maintenance—Street, Sidewalk, Stormwater & Bridges	2				
Workload/Demand					
# of miles of trees trimmed to standard		241	424	406	400
# of road surface potholes patched		27,457	23,641	23,109	23,000
# of miles of roadside ditches cleaned/reshaped		94	46	68	65
# of miles of canal systems cleaned and maintained		29	5	5	5
# of sidewalk hazards eliminated (includes grinds & replace locations)		7,426	5,326	4,263	2,300
# of miles of stormwater pipes cleaned		21	31	29	30
# of acres of roadside mowing performed		26,674	22,668	22,701	23,000
# of miles of new bike lanes		1.6	1.5	2.4	1.5
Efficiency					
cost per miles of trees trimmed to standard		$5,596	$3,675	$3,838	$3,800
cost per road surface pothole patched		$36	$37	$38	$38
cost per miles of roadside ditches cleaned/reshaped		$12,373	$12,057	$16,667	$15,000
cost per miles of canal systems cleaned and maintained		$20,991	$14,087	$14,341	$14,100
cost per instance to mitigate sidewalk safety hazard (includes grinds & replacing 10 foot sections of sidewalk)		$239	$133	$167	$167
cost per miles to clean stormwater pipes		$23,243	$13,033	$13,931	$14,000
cost per acre of roadside mowing performed		$34	$42	$42	$42
cost per miles of bike lanes constructed		---			

Continued in "*Supplemental Information*"

PUBLIC WORKS DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$37,338,843	$32,108,548	$28,625,842	$31,415,410
Operating Expenditure/Expense	41,167,813	34,688,842	36,450,008	38,007,813
Capital Equipment	12,187	7,400	0	0
Capital Outlay	4,663	65,000	0	0
Total	$78,523,506	$66,869,790	$65,075,850	$69,423,223

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$2,293,176	$2,149,337	$2,282,395	$2,200,428
Unincorporated Area General Fund	15,236,721	10,321,970	8,903,869	12,236,878
Unincorporated Area Special Purpose Fund	1,190,596	1,155,045	1,246,147	1,671,688
Intergovernmental Grants	475,173	368,939	595,172	595,172
County Transportation Trust Fund	59,327,840	52,874,499	52,048,267	52,445,001
Water & Wastewater Utility Enterprise Fd	0	0	0	274,056
Total	$78,523,506	$66,869,790	$65,075,850	$69,423,223

Funded Positions	677	589	441	478
Funded FTE Positions	619.03	531.03	435.95	472.95

The FY 11 adopted budget reflected a reduction of 68 positions as a result of productivity savings and budget reductions. Stormwater included a reduction of eight vacant positions. In addition, The Transportation Trust Fund reflected a reduction of approximately $6.3 million which included the elimination of 52 vacant positions within the Transportation Maintenance, Engineering, and Traffic Division, four positions (two Administrative Specialist, a Director of Operations/Fiscal Division, and a Manager of Fiscal Control/Administration) within Operations of Fiscal and Administration Division, and three Unclassified Managers (Traffic Services Division Director, and two Transportation Maintenance Division Section Managers). A General Manager III was transferred to the Business and Support Services Department to analyze data and County processes in order to identify opportunities for service improvement and cost reduction. The department had significant reductions in operating costs related to overtime, telecommunications, office supplies, travel, training, membership, dues, books, subscriptions, contractual services, and fleet. There were additional productivity savings within fiscal administration and asset management support services. Contracted Street Sweeping in the amount of $300,000 was added to support the County's National Pollution Discharge Elimination System (NPDES) permit and assist in reducing the amount of debris entering the stormwater systems. As a result of the Transitional plan, 15 positions within the Fiscal and Admin Section were transferred to the Administrative Services Unit and five community relations positions were transferred to the Communications Department.

During FY 11 three community relations positions were transferred to the Communications Department and 14 positions were transferred to the Fiscal and Support Services Infrastructure and Development Services section.

The FY 12 adopted budget included a reorganization which transferred: 21 positions in the Asset Management and Right of Way Management sections to Real Estate Services Department, two positions to Facilities, one additional Fiscal and Administration position, and two positions transferred from Development Services. The department has identified $2.1 million of business opportunities that will result in reductions to the budget. The business opportunities include the elimination of 17 positions and several vehicles. Approximately 81 of the positions eliminated are associated with the work release program in which the county worked with the Sheriff's office to hire inmates as temporary laborers. Implementation of the Public Works field operations reorganization resulted in a reduction of 29 positions (Asset Coordinators, General Crew Leaders, Professional Engineers, Transportation Workers, Office Assistant II's, Inventory purchasing Manager, and Storekeepers) positions, and an increase of 15 positions (Trades helpers and Operation Field Coordinators).

The FY 13 recommended budget includes an organization restructure which transfers two positions to The Center for Development Services Department, two positions to Code Enforcement Department, 30 positions from Development Services, and 11 positions from Real Estate Services Department; for a net increase of 37 positions. A realignment of functions include Right of Way Management from Real Estate Services Department and Development Plan Review from Development Services Department. The budget also includes a business opportunity for Traffic Services and Transportation Maintenance by reducing planned traffic sign replacements since the capital project, Traffic Sign Retro Reflectivity, is ahead of schedule and will be replacing deficient traffic signs sooner than anticipated resulting in a cost savings of approximately $255,000 and a business opportunity for Mosquito Control as a result of a one time revenue source of approximately $500,000 from the sale of a fixed wing aircraft.

REAL ESTATE SERVICES DEPARTMENT

MISSION:

Provide comprehensive right of way management and real estate support services in a professional and cost effective manner for the benefit of the citizens of Hillsborough County while instilling a sense of employee pride and dedication.

KEY OBJECTIVES:

1. Effectively manage the County's rights of way to ensure protection of the County's infrastructure/assets and safety of the public by issuing right-of-way permits, conducting inspections of the permitted activities and performing Utility Coordination for all the work within the County's rights of way.
2. Provide leadership and support for the management of Hillsborough County's Infrastructure assets (Stormwater and Transportation) and support Public Works' Infrastructure Management System (currently Hansen).
3. Provide real estate services to support CIP (Capital Improvement Program)/CIT (Community Investment Tax)/ELAPP (Environmental Land Acquisition Protection Program) and on-going non-capital programs (i.e., Developer Road Projects and Developer Projects, Tampa Bay Water). Close 50% of Right-of-Way parcels prior to eminent domain litigation.
4. Pursue the preservation of environmentally sensitive and significant resources by leveraging ELAPP funding with non-ELAPP funding.
5. Provide quality, professional surveying and mapping services for CIP/CIT programs; enhance Geographical Information System (GIS) services and Right-of-Way Information Request; and meet mandatory plan review deadlines.
6. Provide professional lease administration as landlord and as tenant, keeping average cost per square foot of office space as tenant below $14.00.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Real Estate Acquisition					
Workload/Demand					
# of CIP projects/parcels completed	3	18/33	40/50	40/50	40/50
# of acres acquired for ELAPP (contracted)	4	1,100	700	700	700
% of purchase price secured in non-county funding for ELAPP	4	33.0%	31.0%	30.0%	30.0%
Efficiency					
ELAPP purchase as a % of highest appraised value	4	99.5%	95.0%	95.0%	95.0%
Effectiveness					
% of parcels closed prior to litigation	3	66.0%	50.0%	50.0%	50.0%
Lease Administration					
Workload/Demand					
# of leased/licensed properties	6	164	160	160	160
Efficiency					
avg. cost per sq. ft. of office space as tenant	6	$12.64	$13.00	$13.00	$13.00
Effectiveness					
revenue generated from leased/licensed property (in thousands)	6	$1,191	$940	$940	$940
Technical Support					
Workload/Demand					
# of technical reviews for CIP & non-CIP parcels	3	387	300	300	300
# of acres vacated		30.95	30	30	30
# of public information requests		939	1,200	1,200	1,200
Efficiency					
avg. time per public information request (hours)		1.5	1.25	1.25	1.25
Effectiveness					
% of vacated acres returned to tax rolls		34.9%	50.0%	50.0%	50.0%

Continued in "*Supplemental Information*"

REAL ESTATE SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$13,356,183	$11,917,585	$6,494,326	$5,469,429
Operating Expenditure/Expense	10,450,466	10,068,976	3,205,919	3,253,539
Capital Equipment	37,584	9,500	0	0
Total	$23,844,233	$21,996,061	$9,700,245	$8,722,968

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$17,532,747	$16,608,245	$949,577	$1,248,010
Unincorporated Area General Fund	3,332,137	2,554,851	5,573,719	4,475,402
Countywide Special Purpose Revenue Fund	2,513	1,057	0	0
County Transportation Trust Fund	2,820,344	2,647,979	2,996,362	2,813,699
Water & Wastewater Utility Enterprise Fd	156,492	183,929	180,587	185,857
Total	$23,844,233	$21,996,061	$9,700,245	$8,722,968

Funded Positions	188	177	87	74
Funded FTE Positions	187.50	176.50	87.00	74.00

The FY 10 adopted reflected a reduction of 59 positions. The utilization of existing staff assuming the responsibilities of 11 eliminated positions resulted in departmental efficiencies in the following sections: Fiscal, Property Management, Building Maintenance and Repair, Architectural Services, and Surveying and Mapping. In addition, two positions (a Refrigeration/AC Mechanic III and a Multi Trades Worker II) funded within the Water and Wastewater Utility Enterprise Fund were eliminated and a Project Manager II was transferred to Water Resources Services. A portion of the operating expenses were transferred to Water Resources to fund contracts for services. Also there were several budget reductions in addition to the efficiency savings proposed by the department. A reduction of funding for the expansion of the preventative maintenance program increased the emergency and routine request response time due to performing preventative maintenance work while handling repair requirements. There were additional reductions in janitorial services, records management services, and mapping support services.

The FY 11 adopted budget included a reduction of three positions (one Geographic Information System Mapping Technician, an Engineering Tech and a Manager of Geographic Information System Mapping Section) for the Geographic Information Systems (GIS) Support Services. In addition, the adopted budget reflected productivity savings of approximately $659,000. Hillsborough County's Energy program is continuing to look at ways to save on energy cost, through lighting retrofits, renegotiating rates, looking at usage during peak times and other energy levels which allowed the Real Estate electricity budget to be reduced substantially. The department also identified savings throughout the departmental travel, training, and telecommunications budgets. As a result of a transition plan, eight positions within the department's Fiscal and Administrative section were transferred to the Administrative Services Unit.

The FY 12 adopted included the County Administrator's reorganization which realigned Facilities, Architect, Repair & Preservation (R3M), Public Art, Fiscal & Support, and Customer Services functions, along with 113 positions from Real Estate Services to Facilities Management Services, and 29 positions transferred to Real Estate Services from within the Infrastructure and Development Services team. The Asset Management and Right of Way Management sections were transferred to the Real Estate Services department from Public Works. The budget also included a reduction of three positions, a vehicle, and funding for janitorial services at Net Park. There was also a reduction of six positions as a result of business opportunities.

The FY 13 recommended budget includes an organization restructure which transfers 11 positions to Public Works Department, one position to Development Services Department, and one position to Fiscal & Support Services for Infrastructure and Development Services Department; resulting in a total reduction of 13 positions and a transfer of the Right of Way function to Public Works Department. The budget also includes cost savings of $76,435 from business opportunities in Right of Way Management for contractual services and three underutilized vehicles.

SECURITY SERVICES AGENCY

MISSION:

Provide general support to citizens and government agencies in matters relating to security; prevent unauthorized items from entering Courthouse facilities; provide crime prevention and personnel safety for County operations.

KEY OBJECTIVES:

1. Perform 24 hour, 7-day a week security functions, including courthouse screening, to safeguard County personnel and property, confiscating 99.9% of prohibited items.
2. Provide daily escorts for Children Justice Center for the safety of the children, families, staff and transporters.
3. Maintain a one day turnaround on Incident/Event Reports. Provide Incident/Event Reports to various departments and agencies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Security Functions					
Workload/Demand					
# of people screened entering courthouse	1	---	n/a	n/a	n/a
# of escorts/visits for Children Justice Center	2	---	n/a	n/a	n/a
# of incident reports written	3	---	n/a	n/a	n/a
# of incidents reported to Risk Management	3	---	n/a	n/a	n/a
Efficiency					
# of people screened per FTE	1	---	n/a	n/a	n/a
# of visits per FTE	2	---	n/a	n/a	n/a
Effectiveness					
# of prohibited items prevented from entering courthouse	1	---	n/a	n/a	n/a
% of visitor satisfaction	2	---	n/a	n/a	n/a
% of reports completed in 24 hours	3	---	n/a	n/a	n/a

SECURITY SERVICES AGENCY

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,348,809	$0	$0	$0
Operating Expenditure/Expense	73,332	0	0	0
Total	$1,422,141	$0	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$1,422,141	$0	$0	$0
Total	$1,422,141	$0	$0	$0

Funded Positions	69	N/A	N/A	N/A
Funded FTE Positions	67.00	N/A	N/A	N/A

The FY 10 adopted budget showed a continued funding of the Security Services Department. However, in January 2010 the Hillsborough County Sheriff's Office assumed full responsibility for security. This phased transition included all of the Edgecomb Courthouse, Courthouse Annex, 700 Twiggs Street Facility, 419 Pierce Street Facility, N. Florida Avenue Traffic, and the Plant City Courthouse. This budget was used at the total phase out point to fund security provided by the Hillsborough County Sheriff's Office.

SOLID WASTE MANAGEMENT DEPARTMENT

MISSION:

Provide for the safe, efficient, and environmentally sensitive collection, transportation, and disposition of solid waste generated or brought into the Hillsborough County service area.

KEY OBJECTIVES:

1. Waste Collection: Provide collection services, garbage (2), yard/wood waste (1), and recyclables (1) for residential customers, transport solid waste from transfer stations to landfill or resource recovery facility.
2. Waste Disposal: To receive and landfill all solid waste which cannot be processed by other methods including ash residue, construction and demolition debris, shredded tires, non-combustibles and by-pass solid waste; to receive and incinerate solid waste and convert the energy into electricity which is sold to Tampa Electric Company; receive solid waste at two transfer stations, five community collection centers, and three yard and wood waste processing facilities and transport the solid waste to the Resource Recovery Facility or the Southeast County Landfill or the City of Tampa Resource Recovery Facility; and to receive and process yard/wood waste at the yard and wood waste processing facility.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Waste Collection	1				
Workload/Demand					
total tons collected (residential)		326,015	n/a	n/a	n/a
# of residential customers receiving collection service		252,068	n/a	n/a	n/a
tons of solid waste transferred		283,310	n/a	n/a	n/a
tons of recycled solid waste collected (residential)		50,551	n/a	n/a	n/a
Efficiency					
cost per ton of solid waste collected (residential		$89.03	n/a	n/a	n/a
Effectiveness					
% of services successfully completed (residential)		99.99952	n/a	n/a	n/a
tons of yard/wood waste collected per residential unit		0.48	n/a	n/a	n/a
tons of recyclables collected per residential unit		0.20	n/a	n/a	n/a
Waste Disposal	2				
Workload/Demand					
tons of solid waste landfilled		249,405	n/a	n/a	n/a
tons of solid waste incinerated		549,834	n/a	n/a	n/a
tons of yard/wood waste processed		120,932	n/a	n/a	n/a
Efficiency					
costs per ton of solid waste landfilled		$29.22	n/a	n/a	n/a
costs per ton of solid waste incinerated		$47.36	n/a	n/a	n/a
costs per ton of yard/wood waste processed		$23.39	n/a	n/a	n/a
Effectiveness					
Resource Recovery Boiler Availability Factor		91.5%	n/a	n/a	n/a

Notes: Cost per ton of solid waste landfilled components: Tech Support Landfills, Southeast Landfill Operations, Tire Shredding, Leachate Management, Site Access Southeast Landfill, and Closure & Long Term Care (GASB) Costs divided by landfill tonnage.

Cost per ton of Solid waste incinerated components: Resource Recovery Plant Operations and Site Access Resource Recovery costs divided by incinerated tonnage

Cost per ton of yard/wood waste processed components: Yard/Wood Waste Processing costs divided by yard/wood waste processed tonnage.

SOLID WASTE MANAGEMENT DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$8,843,763	$0	$0	$0
Operating Expenditure/Expense	69,740,822	0	0	0
Capital Equipment	1,652,005	0	0	0
Capital Projects	53,400	0	0	0
Other Uses	15,197	0	0	0
Total	$80,305,187	$0	$0	$0

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Solid Waste System Enterprise Fund	$80,305,187	$0	$0	$0
Total	$80,305,187	$0	$0	$0

Funded Positions	161	N/A	N/A	N/A
Funded FTE Positions	161.00	N/A	N/A	N/A

The FY 10 adopted budget included operating expenses of $120,000 and seven new positions (two Equipment Operator III, two Construction Equipment Operator II, two Equipment Operator I and an Accounting Clerk II) to operate the new transfer facility opened in September 2009. With the active landfill gas collection system at the Southeast County Landfill becoming operational in FY 10, $8,000 was added for standby pay to be used only in emergency situations.

The FY 11 adopted budget included the consolidation of the Solid Waste Management and Water Resource Services Departments into the Public Utilities Department.

WATER RESOURCE SERVICES DEPARTMENT

MISSION:

Provide for the treatment and delivery of potable water, collection and treatment of wastewater, and the distribution of reclaimed water within the approved utility service area. Provide these services under established programs to address present and future customer needs in conformance with local, state, and federal regulations in an environmentally sensitive and cost conscious manner, utilizing continuous improvement processes.

KEY OBJECTIVES:

1. Maintain the average per capita potable water use at 107 gallons per day in a wet weather year, 120 gallons in an average year, and 130 gallons in a dry year. (Strategic Goal 7, Objective A).
2. Treat and dispose all wastewater received from customers within the service area efficiently and effectively, while complying with regulatory requirements.
3. Sustain the reuse of 55% of reclaimed water supply to offset increased demands of potable water through FY 2010. (Strategic Goal 7, Objective H).
4. Define the customer satisfaction rating with the quality of Departmental services being provided. *(Strategic Goal 3, Objective C).*
5. Maintain 5% or less bad debt write-off as a percentage of year-end accounts receivable balance.
6. Reduce downtime caused by electrical power outages at County water and sewer treatment, and pumping facilities by increasing the percentage of mitigation from 14% experienced in FY 2004 to 20% by FY 2010 (Strategic Goal 5, Objective C).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Water Program (excluding bulk water purchased)	1				
Workload/Demand					
avg. annual customer accounts (ERC's)		191,810	n/a	n/a	n/a
Efficiency					
avg. annual costs per customer account		$150	n/a	n/a	n/a
Effectiveness					
avg. per capita potable water usage per day		120	n/a	n/a	n/a
% of compliance w/reg requirements for water quality standards		98.0%	n/a	n/a	n/a
Wastewater Program	2				
Workload/Demand					
avg. annual customer accounts (ERC's)		205,121	n/a	n/a	n/a
Efficiency					
avg. annual costs per customer accounts		$373	n/a	n/a	n/a
Effectiveness					
% of compliance w/reg requirements for w/water qual. standards		98.0%	n/a	n/a	n/a
Reclaimed Water Program	3				
Workload/Demand					
avg. annual customer accounts		14,690	n/a	n/a	n/a
Efficiency					
avg. annual costs per customer accounts		$175	n/a	n/a	n/a
Effectiveness					
% delivered of available effluent		55.0%	n/a	n/a	n/a

Continued in "*Supplemental Information*"

WATER RESOURCE SERVICES DEPARTMENT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$43,651,820	$0	$0	$0
Operating Expenditure/Expense	90,078,597	(3,923)	0	0
Capital Equipment	313,040	0	0	0
Capital Projects	96,093	0	0	0
Total	$134,139,550	($3,923)	$0	$0

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund	$40,457	$0	$0	$0
Unincorporated Area Special Purpose Fund	342,486	0	0	0
Water & Wastewater Utility Enterprise Fd	133,756,607	(3,923)	0	0
Total	$134,139,550	($3,923)	$0	$0

Funded Positions	704	0	N/A	N/A
Funded FTE Positions	704.00	0.00	N/A	N/A

The FY 10 adopted budget included efficiencies that eliminated 24 support, managerial and senior level positions in an effort to contain costs and downsize the telecommunications program. Additionally, four positions were eliminated that provided facility/real estate maintenance. The elimination of the existing standby pay in the Plant Operations group and the addition of a second shift in Field Maintenance Services resulted in reductions in both standby and overtime pay. The construction of new underground power conduits, wiring, switches, meters and transformers to allowed the Solid Waste Resource Recovery Facility to provide electric power to the Falkenburg AWTP, Woodbury Master Wastewater Pumping Station and the Brandon Support Operations Complex (BSOC) facilities in lieu of using electric power from Tampa Electric Company. Two positions within the Real Estate Department that were funded by Water Resource Services (WRS) for building maintenance and CIP support were eliminated, with one position (Project Manager II) transferred to WRS. In addition, two positions in the Planning and Growth Management Department that were funded by WRS for utility plan review and land development permitting and inspecting were eliminated. There was also funding for an energy efficiency advisor to identify opportunities to modify existing equipment, replace inefficient equipment and to implement electrical energy alternatives to reduce reliance on energy purchased from Tampa Electric Company and implement additional water conservation strategies. Through a mixture of more energy efficient motors and equipment, and construction of energy production facilities (photo voltaic, etc), Water Resource Services aimed at reducing its electrical bills from TECO by 2.0%.

The FY 11 adopted budget included the consolidation of the Solid Waste Management and Water Resource Services Departments into the Public Utilities Department.

WATER RESOURCES TEAM

MISSION:

Protect the interests of Hillsborough County, the quality of life for its citizens, and the environment from the potential adverse effects of new and existing water supply facilities operated by Tampa Bay Water.

KEY OBJECTIVES:

1. Evaluate Tampa Bay Water's application for Primary Environmental Permits for their new and existing water supply projects and provide recommendations to the BOCC within the mandated period of 30 days.
2. Exercise the County's rights to binding arbitration under the Amended and Restated Interlocal Agreement to ensure that Tampa Bay Water addresses the concerns of the County as they relate to applications for Primary Environmental Permits, striving to settle at least 50% of these with issues resolved.
3. Monitor the implementation of the Northern Tampa Bay New Water Supply and Ground Water Withdrawal Reduction Agreement to ensure that 100% of the required wellfield reductions are met according to the SWFWMD mandated timelines, and recovery of the natural systems achieved.
4. Provide communication to the BOCC and the public in order to allow for the public involvement and awareness of water supply projects, increasing outreach to all interested parties through a variety of informational methods.
5. Monitor and participate as warranted in the water resource related efforts of Tampa Bay Water, regulatory agencies (local, state, and federal), legislatures, and watershed, estuary and bay management programs.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
Efficiency					
Effectiveness					

WATER RESOURCES TEAM

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$36,755	$7,215	$0	$0
Total	$36,755	$7,215	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Grants	36,755	7,215	0	0
Total	$36,755	$7,215	$0	$0

Funded Positions	0.00	0.00	N/A	N/A
Funded FTE Positions	0.00	0.00	N/A	N/A

The FY 06 Water Resource Team's budget was included in the Water Resource Services Department budget to reflect the County Administrator's reorganization plan.

CLERK OF THE CIRCUIT COURT

MISSION:

BOCC Records: Keep and protect the public records, provide required services, and serve the people of Hillsborough County in a professional, accurate, and efficient manner. County Finance: Perform financial functions supporting the Clerk of Circuit Court's role as accountant and treasurer for the Board of County Commissioners (BOCC) and chief financial officer of Hillsborough County. Financial functions include preparation of countywide, enterprise, and other financial reports, coordination of the annual audit by the County's independent auditors, maintenance and retention of financial records, banking, cash management and investment of County funds, issuance and management of County debt, monitoring grants, auditing the County's budget and budget amendments, and receipt and disbursement of County funds of the BOCC and other agencies in compliance with Generally Accepted Accounting Principles (GAAP), federal, state, and County laws and regulations, County policies and contractual obligations. Payroll: Provide payroll services for the Clerk of the Circuit Court as well as BOCC employees. System Support: Administer and oversee the BOCC integrated payroll system, financial system, and sub-systems, to include technical and functional support, training, application security, and reporting. Clerk to the Board Administration: Provide professional administrative support to the Board of County Commissioners in a cost effective manner. County Audit: Provide audit services, add value, improve operations, and serve the people of Hillsborough County in a professional, accurate, and efficient manner. Mail Services: Provide proficient, expedient, and reliable mail services to 250 departments of the BOCC and other Hillsborough County agencies while remaining compliant with all USPS regulations and the Federal Private Express Statutes.

KEY OBJECTIVES:

1. Maintain minutes and records of the BOCC and other committees and councils appointed by the BOCC, process and distribute agenda items within ten days of receipt and produce meeting minutes within 21 days of meeting date.
2. Attend and record zoning meetings; have zoning files available for view by the public; accept oral argument requests; notify parties of record of the BOCC Land Use Meeting dates.
3. Report yearly lobbyist registrations to the BOCC and public, through the Clerk's internet.
4. Issue County's Comprehensive Annual Financial Report (CAFR), Single Audit, Water Resource and Solid Waste Enterprise Fund Financial Reports, the Annual Local Government Financial Report to state of Florida, Financial Summary Report, and other reports by statutory or other due dates.
5. Ensure that Hillsborough County financial statements are prepared using generally accepted accounting principles and are audited annually in accordance with Florida Statutes.
6. Record capital asset additions, disposals, contributions and transfers in a timely and accurate manner. Inventory all tagged property (equipment and vehicles) on a 12-month cycle.
7. Audit BOCC budget and budget amendments for compliance with Florida Statutes, ordinances, bond covenants, grant contracts, interlocal agreements, and other requirements on a timely basis.
8. Manage County cash and investments while fulfilling fiduciary responsibilities for safety of principal, liquidity to meet cash needs, and optimization of earnings.
9. Monitor financial aspects of grants.
10. Timely review and processing of all accounting documents including revenues and expenditures.
11. Reconcile ledger balances within 30 days of month-end to maintain integrity of accounting entries, systems and financial reports.
12. Debt Management: (a) Identify, analyze and develop new financings to fund infrastructure and capital requirements approved by the BOCC at the lowest cost and highest possible credit ratings; (b) maximize interest cost savings by refinancing outstanding debt as indicated by financial and/or legal changes; and (c) administer outstanding debt to maintain general credit ratings of at least Aa2/AA/AA.
13. Monitor debt service requirements and compliance with bond covenants and initiate all principal and interest payments in a timely manner.
14. Research, compile, and submit financial information to ensure 100% compliance with municipal securities market disclosure requirements.
15. Produce accurate and timely payroll payments each two weeks for employees of agencies covered under the payroll system.
16. Audit the appropriateness of payments to these employees.
17. Distribute moneys deducted from employees to all appropriate vendors within two days of the pay day.
18. Manage back up payroll documentation for historical records.
19. Provide technical and functional support for BOCC financial system, payroll system, and sub-systems.
20. Provide hands on training for the BOCC financial system, payroll system, and sub-systems.
21. Establish and maintain security for the users of the BOCC financial system, payroll system, and sub-systems.
22. Coordinate, develop, and maintain system programs, processes, and enhancements for the FAMIS financial system, Genesys payroll system, and OnBase imaging system.
23. Provide financial and payroll reports and data files to BOCC departments, County Finance, Payroll, other constitutional officers and independent agencies of Hillsborough County and the public at large.
24. Provide efficiency in validating vendor W-9 forms and applications security forms electronically through an online imaging system.
25. Provide quality professional administrative and clerical support to the Board of County Commissioners and their Aides.

Continued in "*Supplemental Information*"

CLERK OF THE CIRCUIT COURT

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Other Uses	$17,910,217	$18,325,647	$18,177,333	$17,988,659
Total	$17,910,217	$18,325,647	$18,177,333	$17,988,659

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$17,910,217	$18,183,278	$18,177,333	$17,988,659
Countywide Special Purpose Revenue Fund	0	142,369	0	0
Total	$17,910,217	$18,325,647	$18,177,333	$17,988,659

Funded Positions	106	106	105	103
Funded FTE Positions	106.00	106.00	105.00	103.00

Functions under the Clerk of the Circuit Court's budget include:

1. Recordkeeping for the Board of County Commissioners--Maintains minutes and records of the Board.
2. Financial Services--Collects, reports, disburses, and invests County funds.
3. Internal Auditing--Audits the adequacy and effectiveness of internal controls and procedures in BOCC departments, agencies, and programs.
4. Recordkeeping for Circuit and County Courts--Maintains records and files for all Courts in the 13th Judicial Circuit.
5. County Recorder--Records all authorized documents into the official record.

The FY 10 adopted budget eliminated two positions in BOCC Accounting and one position in Systems Support. The budget shifted two positions in BOCC Records and one Clerk to the Board Administration position to the Value Adjustment Board to assist with an increase in petitions, and the length of hearings caused by statutory changes to the process. Technology changes increased the hardware replacement cycle from three to four years and reduced maintenance and support contracts. The Clerk's technology staff was tasked with dealing with more hardware and software repair issues internally. Administrative support department budgets were reduced by 10.5% and this savings was reflected in the reduced FY 10 budget. The remaining reduction in the Clerk's FY 10 budget consisted of a 1.50% reduction in the employer contribution to the deferred compensation plan and the implementation of five unpaid furlough days.

The FY 11 adopted budget eliminated the original planned three furlough days by identifying other operation savings in the budget. The budget also eliminated one Janitor position.

The FY 12 adopted budget represented continuation level funding.

The FY 13 budget eliminates two positions as a result of implementing technology improvements including a new online document management system. This system has created efficiencies in the County Finance and Payroll areas. The budget provides for a continuation level of service.

PROPERTY APPRAISER

MISSION:

Secure a just valuation for ad valorem tax purposes of all real and tangible personal property; provide for uniform assessment of these properties; and administer exemptions pursuant to Florida law.

KEY OBJECTIVES:

1. Assess all real and tangible property in Hillsborough County including agricultural, commercial, residential, and vacant parcels.
2. Assess all tangible property (business assets) located in the county including furniture, fixtures, tools, machinery, equipment, signs, leasehold improvements, supplies, leased equipment, and whatever is used to conduct business.
3. Administer Homestead Exemptions applications, verifying qualifications and approving or disapproving exemptions up to $50,000 based on State statute requirements.
4. Administer disability, widow/widower, religious, seniors, and non-profit exemptions, verifying qualifications and approving or disapproving exemptions based on State statute requirements.
5. Send TRIM (Truth in Millage) notices to all property owners and implement review/appeal process.
6. Conduct individual assessment reviews for Value Adjustment Board appeals and defend assessment values.
7. Implement Amendment 10, Constitutional Amendment, limiting annual assessment of homestead property, not to exceed 3% assessment increases, or the percentage change in the Consumer Price Index (CPI) or just market value, whichever is the lowest.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
TRIM notices mailed	5	455,934	454,006	470,000	475,000
Homestead Exemptions processed	3	269,576	265,782	272,000	275,000
other exemptions processed	4	48,051	53,688	52,000	54,000
Effectiveness					
receive State Certification of tax rolls	1,2	yes	yes	TBD	TBD

PROPERTY APPRAISER

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Other Uses	$11,408,140	$10,649,420	$10,746,100	$9,961,000
Total	$11,408,140	$10,649,420	$10,746,100	$9,961,000

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$9,491,677	$8,865,048	$8,930,000	$8,302,000
Unincorporated Area General Fund	1,559,266	1,451,291	1,470,000	1,350,000
Library Tax District Fd (Lof 84-443)	312,625	291,490	297,000	270,000
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	9,213	8,597	9,100	8,000
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	35,359	32,994	40,000	31,000
Total	$11,408,140	$10,649,420	$10,746,100	$9,961,000

Funded Positions	142	135	133	130
Funded FTE Positions	142.00	135.00	133.00	130.00

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.

The FY 10 adopted budget eliminated five positions.

The FY 11 adopted budget reduces staffing by an additional seven positions.

The FY 12 adopted budget reflects a reduction of two positions.

The FY 13 recommended budget eliminates three positions, but provides for a continuation level of services.

PUBLIC DEFENDER

MISSION:

We are committed to efficiently providing our clients with effective legal representation, and treating our clients, our employees, and our community with dignity and respect.

KEY OBJECTIVES:

1. Represent appointed clients arrested for or charged with a felony, a violation of probation or community control, a criminal misdemeanor or criminal traffic offense, criminal contempt, violation of municipal or County ordinance, juveniles alleged to be delinquent, those detained under the "Baker Act" proceedings and individuals charged under the civil Commitment for Habitual Sexual Predators Act. Provide representation in other proceedings as appointed by the court (Chapter 27, F.S. mandate).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Legal Representation to Indigent Clients	1				
Workload/Demand					
# of total appointed cases		60,852	57,225	53,763	57,280
# of major crime appointed cases		73	88	81	80
# of felony appointed cases		26,882	25,749	24,919	25,850
# of juvenile appointed cases		7,065	6,464	6,132	6,554
# of misdemeanor appointed cases		24,446	22,974	20,476	22,632
# of civil appointed cases		2,386	1,950	2,155	2,164
Efficiency					
# of cases per major crime attorney		12	15	14	13
# of cases per felony attorney		597	572	489	507
# of cases per juvenile attorney		416	380	341	364
# of cases per misdemeanor attorney		1,528	1,436	1,463	1,617
# of cases per civil attorney		477	390	359	360
Effectiveness					
% of clients in custody contacted within 72 hours of appointment		100%	100%	100%	100%
% of cases without substantiated Bar grievances		100%	100%	100%	100%
% of cases closed within constitutional speedy trial timeliness		100%	100%	100%	100%
% of attorney turnover rate		31.43%	19.44%	18.81%	19.50%
cost per case		$221	$225	$231	$241
customer satisfaction survey rating of "excellent" or "above satisfactory"		88.0%	90.0%	89.0%	89.0%

PUBLIC DEFENDER

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$627,924	$338,539	$628,304	$662,012
Capital Equipment	649,361	59,497	461,410	61,410
Grants & Aids	424,888	424,888	459,888	459,888
Total	$1,702,173	$822,924	$1,549,602	$1,183,310

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$124,424	$118,589	$124,702	$122,710
Countywide Special Purpose Revenue Fund	1,577,749	704,335	1,424,900	1,060,600
Total	$1,702,173	$822,924	$1,549,602	$1,183,310

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Subsequent to June 30, 2004, S. 14, Article V of the State Constitution required counties to fund the cost of communication services, existing radio systems, existing multi-agency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions.

The FY 10 adopted budget included one time funding of $588,000 for replacement of computer hardware and software that will no longer be under maintenance contracts and is obsolete. The funds were used to move off the Novell GroupWise e-mail system and move onto the Microsoft Exchange e-mail system to better communicate with the other agencies: State Attorney's Office, Clerk of Court, Board of County Commissioners, Court Administrator, and other outside agencies. The funds upgraded the IP phone servers and software.

The FY 11 adopted budget was funded at continuation level.

The FY 12 adopted budget included one-time funding for $400,000 for Odyssey System Software, a criminal case management system which enabled the agency and the Clerk of the Circuit court to increase electronic file sharing and exchange of criminal case information, in an effort to create a truly unified criminal justice system.

Section 29.008 (1) (4) counties are required by s. 14 Art. V of the State Constitution to fund the cost of auxiliary aids and services for qualified individuals with a disability which are necessary to ensure access to the courts. Such auxiliary aids and services include, but are not limited to, sign language interpretation services or real-time transcription services for individuals who are hearing impaired. The FY 12 budget added additional support to the Public Defender's Office of $35,000 to provide for these services.

The FY 13 recommended budget includes funding in the amount of $35,700 for annual maintenance of the Odyssey System.

SHERIFF

MISSION:

The mission of the Hillsborough County Sheriff's Office is to serve, protect, and defend the community while preserving the rights and dignity of all.

KEY OBJECTIVES:

1. Provide emergency law enforcement response times within ten (10) minutes and provide proactive enforcement of traffic laws to unincorporated Hillsborough County.
2. Perform timely and objective criminal investigations of all assigned criminal incidents resulting in clearance of more than 19% of reported indexed crimes.
3. Perform the inmate booking process for 25 local, state, and federal agencies and safely house and supervise pretrial and sentenced inmates within constitutional and regulatory standards maintaining an average daily inmate census within the detention system operating capacity.
4. Provide timely civil process services by attempting or completing service for all civil processes received by the Sheriff.
5. Provide security for judges, court attendees, and persons detained for trial by providing secure movement of inmates and maintaining order in the courts through assignment of at least one bailiff per criminal court session.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Law Enforcement/Investigations					
Workload/Demand					
# of calls for service	1	553,055	543,526	530,000	531,000
# of vehicle stops conducted	1	101,355	99,464	100,000	100,000
# of reported Part I Crimes	2	27,402	22,456	21,100	23,000
Efficiency					
ratio of law enforcement deputies per thousand residents (unincorporated)		1.55*	1.49*	1.55*	1.55*
Effectiveness					
average emergency response time in minutes		9.7	9.7	9.7	9.7
Part I Crime Index Clearance Rate		24.7	26.0	28.0	30.0
Detention Services					
Workload/Demand					
# of inmates booked	3	55,547	54,624	54,203	53,499
average daily inmate census	3	3,302	3,156	3,200	3,299
detention operating capacity	3	4,190	4,783	4,783	4,783
Efficiency					
avg. daily cost per inmate		$83.09	$100.06	$110.00	$114.00
Effectiveness					
daily census as a % of operating capacity		78.8%	65.9%	66.9%	68.9%
Court Services					
Workload/Demand					
# of civil process services	4	188,354	180,061	162,055**	162,055**
# of inmates transported for local courts	4	45,646	45,646	50,000	50,000
# of circuit/county courts secured by bailiffs	5	63	63	64	64
Efficiency					
average number of attempts for services made by deputies and process servers per day		25.29	26.98	27.00	27.00
Effectiveness					
% of enforceable processes actually served within 10-day period		65.17%	67.0%	67.0%	67.0%

*Based on 2010 Census Data population estimates.

**Projecting State Attorney's Office to go on-line with court notify.

10% decrease.

SHERIFF

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$283,536,890	$291,182,633	$285,739,552	$299,111,910
Operating Expenditure/Expense	69,164,819	67,728,341	67,508,375	67,068,250
Capital Equipment	18,729,303	17,353,398	9,779,914	10,279,769
Total	$371,431,012	$376,264,372	$363,027,841	$376,459,929

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$259,997,721	$263,114,264	$259,352,289	$265,606,810
Unincorporated Area General Fund	106,788,315	106,195,266	102,165,700	108,397,718
Countywide Special Purpose Revenue Fund	4,644,976	6,954,842	1,509,852	2,455,401
Total	$371,431,012	$376,264,372	$363,027,841	$376,459,929

Funded Positions	3,793	3,821	3,819	3,815
Funded FTE Positions	3,602.50	3,660.00	3,658.50	3,654.50

The FY 10 and FY 11 adopted budgets did not add any new civilian, court bailiff, detention or deputy positions. The FY 10 and FY 11 budgets also reflected the impacts of numerous efficiencies implemented including: the renegotiation of an inmate medical services contract, closing the work release center, changes in inmate transportation routes, modification of electrical and water systems in the jails, reduction in overtime for detention deputies, installation of bulk fuel tanks at district offices, extending the retention of patrol vehicles from four years to six years, etc.

In FY 10 and FY 11, the cost of replacing 120 vehicles was funded through the use of the Community Investment Tax..

The FY 12 adopted and FY 13 recommended budgets are funded at a continuation level.

Each year the Hillsborough County Sheriff's Office generates revenues which help offset costs for services it provides through agreements with the Hillsborough County School Board and the Tampa Port Authority and through the red light camera monitoring program. The School Resource Officer program generates approximately $2.5 million annually, the School Crossing Guard program generates approximately $716 thousand annually, the Port Authority Officer program generates approximately $1.9 million annually, and the red light monitoring program generates approximately $1.8 million annually.

STATE ATTORNEY PART I

MISSION:

Appear in the Circuit and County Courts within the Judicial Circuit and prosecute and defend, on behalf of the State, all suits, applications or motions, civil or criminal, in which the State is a party, except as provided in Chapters 39 and 959 of the Florida Statutes (F.S. 27.22).

KEY OBJECTIVES:

1. Initiate a caseload of approximately 139,585 criminal legal actions on behalf of the State in FY 11.
2. Maintain a 90% or greater conviction rate.
3. Continue implementation and expansion of automated informational processing throughout the Criminal Justice System.
4. Represent the citizens of Hillsborough County with quality legal services.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Initiate Criminal Legal Caseload on Behalf of the State	1-4				
Workload/Demand		138,203	139,585	140,981	142,390
# of cases managed as mandated by F.S. 27.02					
Efficiency		continuing	Continuing	Continuing	Continuing
automation of the criminal justice system will continue to enhance services provided to Hillsborough County citizens					
# of cases per FTE (number of FTE=122)		1,124	1,144	1,156	1,167
cost per case		$10.02	$7.78	$9.34	$8.24
Effectiveness					
dollars reimbursed to County through the cost of prosecutions		$0	$0	$0	$0
% of convictions		92.8%	92.8%	92.8%	92.8%

STATE ATTORNEY PART I

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$641,630	$674,161	$883,675	$799,577
Capital Equipment	253,806	297,950	243,084	284,011
Total	$895,436	$972,111	$1,126,759	$1,083,588

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$213,251	$316,274	$380,262	$377,663
Countywide Special Purpose Revenue Fund	682,185	655,837	746,497	705,925
Total	$895,436	$972,111	$1,126,759	$1,083,588

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

Subsequent to June 30, 2004, S. 14, Article V of the State Constitution required counties to fund the cost of communication services, existing radio systems, existing multi-agency criminal justice information systems, and the cost of construction or lease, maintenance, utilities, and security of facilities for the circuit and county courts, public defenders' offices, state attorneys' offices, guardian ad litem offices, and the offices of the clerks of the circuit and county courts performing court-related functions.

The State Attorney is mandated to provide Hillsborough County citizens such services as: criminal prosecution of all felony and misdemeanor cases, hearings related to Florida's Baker Act statutes, prosecution of all delinquency cases within the juvenile criminal justice system, civil commitment hearings, certain criminal appeals of felony and misdemeanor cases, oversight of diversion programs.

The FY 10 adopted budget was funded at continuation level.

The FY 11 adopted budget included a reduction of $275,000 in telecommunications and other operating cost.

The FY 12 adopted budget was funded at a reduced level which reduced continued support on software maintenance, hardware maintenance for network, servers, storage devices, scanners and printer/copier maintenance.

The FY 13 recommended budget is funded at continuation level.

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

MISSION:

Enhance law enforcement by providing comprehensive services to victims of crime through all phases of the criminal justice/judicial process and to act as liaison between victims and each agency involved in law enforcement to ensure cooperation and understanding and close any service gaps among the victim population.

KEY OBJECTIVES:

1. Provide quality victim services to all victims of violent crime within Hillsborough County by: attempting initial contact with victims within 5 days of criminal offense; assisting law enforcement agencies within the county to provide 24-hour, on-site emergency services to all victims of crimes; increase awareness of services by providing crime scene call outs, roll calls and public presentations; notifying domestic violence victims in writing within 5-7 days of the crime, apprising them of available services; provide initial intake interviews for all sexual battery victims; and, when possible, notifying all crime victims of the crucial stages of their case within five days after court date is scheduled.
2. Divert designated worthless check cases from the criminal justice system, obtain restitution for victims in a timely manner and generate revenue from check writers' required fees.
3. In accordance with the Hillsborough County Administrator's Strategic Plan, we will strive to provide outstanding customer service to the victims of Hillsborough County and will measure our success by randomly surveying victims coming into the office.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Victim Assistance Services	1				
Workload/Demand					
# of violent crime victims seen in the office		2,308	2,377	2,400	2,400
# of crime scene call-outs		13	15	20	20
# of domestic violence victims seen in office		3,245	3,355	3,300	3,300
# of awareness meetings/roll calls attended		141	136	150	150
# of initial interviews conducted for sexual and child abuse offenses		753	787	800	800
# of escorts provided to court hearings, depositions		1,636	1,679	1,700	1,700
# of petitioners of domestic violence injunctions contacted		5,452	5,541	5,500	5,500
Efficiency					
# of crime victims seen in the office per counselor FTE		367	381	400	400
Effectiveness					
# of violent crime victims' initial notifications within 5 days of crime (felony, misdemeanor, & Preliminary Presentation Court)		9,163	9,245	9,200	9,200
# of victims notified of crucial court dates, dispositions or any other matter regarding their case		236,154	242,123	240,000	240,000
# of assisting petitioners of domestic violence injunctions		413	444	420	420
% of satisfied victims from those surveyed	3	93.0%	92.0%	90.0%	90.0%
Worthless Check Diversion Program	2				
Workload/Demand					
# of worthless checks processed		2,091	1,715	1,800	1,800
Efficiency					
% success rate of Diversion Program		85.0%	85.0%	85.0%	85.0%
Effectiveness					
$ amount of restitution returned to victims of worthless checks		$446,390	$326,214	$350,000	$350,000
$ amount of revenue generated to BOCC by check writer fees		$45,887	$33,947	$35,000	$35,000

STATE ATTORNEY PART II (VICTIM ASSISTANCE)

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$2,225,359	$1,898,635	$1,819,016	$1,772,242
Operating Expenditure/Expense	54,139	48,032	95,309	95,315
Total	$2,279,498	$1,946,667	$1,914,325	$1,867,557

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$2,277,816	$1,946,667	$1,914,325	$1,867,557
	1,682	0	0	0
Total	$2,279,498	$1,946,667	$1,914,325	$1,867,557

Funded Positions	33	29	27	27
Funded FTE Positions	32.50	28.60	26.60	26.60

The FY 10 adopted budget cut $160,150. This included one Intake Counselor, one part time Court Clerk II and corresponding operating expenditures. One-time funding was included to maintain a part-time Domestic Violence Therapist position.

The FY 11 adopted budget increased the part-time status of a Domestic Violence Therapist by .1 full time equivalents. The budget also eliminated four full-time positions including the Director of Victim Assistance, a Senior Supervisor, and Administrative Manager, and an Intake Counselor. Three furlough days originally planned for FY 11 were eliminated in the budget.

The FY 12 adopted budget was funded at a reduced level and eliminated two Court Clerk II positions. Two limited duration positions funded with State Formula Justice Assistance Grant (JAG), an Intake Counselor and a part-time Court Clerk II, were also eliminated, however, the position and FTE counts for these grant funded positions were not included in the FY 11 counts, thus the FY 12 budget did not show this reduction.

The FY 13 recommended budget is funded at continuation level.

SUPERVISOR OF ELECTIONS

MISSION:

Conduct open, secure, reliable elections for the citizens of Hillsborough County.

KEY OBJECTIVES:

1. Plan, organize, and efficiently execute one countywide general , and up to two additional elections to serve in excess of 700,000 registered voters for the Countywide General Election, and 16,000 registered voters for Plant City Elections.
2. Locate, retain and provide the support necessary for suitable and accessible polling places for 383 precincts for countywide elections, as well as polling places needed for other elections.
3. Recruit, train and supervise all election workers for elections. Develop a cadre of highly trained and skilled election workers who will be deployed upon for various elections and whose expertise will ensure efficiency and compliance.
4. Increase public awareness of various ways voters can participate in the electoral process by promoting and familiarizing the public with the availability of early voting and vote by mail (absentee ballots).
5. Implement appropriate list maintenance activities that accomplish complete database comparisons each year in compliance with United States Postal Service regulations, produce routine final address confirmations within a month of the Postal Address Change Notification, and delete voters from the registration rolls within one month from the date of notification. Complete the legislatively mandated odd-year list maintenance process in 2013.
6. Continue to encourage public confidence in the election process through education and improvement of voter services.
7. Maintain streets indexes and jurisdictional maps, in compliance with federal, state and local requirements.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
# of elections	1	3	3	4	1
# of precincts required/supported	1,2	383	383/121/121	383/383/7/7	383
# of precinct election officers required/trained (varies--this is a total of all elections)	1,2,3	2,713	4,604	5,928	2,716
# of precinct elections executed (varies--this is a total of all elections)	1,2,3	481	625	780	383
# of total active voters	1	677,353	677,340	751,666	751,666
# of ballots cast (total of all elections)	1,4,6	133,140	407,340	201,360	405,899
# of early voting ballots cast (total of all elections)	1,4	24,392	92,238	46,312	93,316
# of absentee ballots cast (total of all elections)	1,4	36,517	87,787	48,566	97,862
County populations (FY 10 UF estimate, FY 11 US Census)	1,7	1,234,930	1,229,226	1,229,226	1,229,226
Efficiency					
avg. # of precinct election officers per precinct election executed	1	5.6	7.6	7.6	7.1
% of early votes per ballots cast	1,4,6	18.3%	22.65%	22.99%	22.99%
% of votes by mail (absentee ballots) per ballots cast	1,4,6	27.4%	21.55%	24.11%	24.11%
avg. # of ballots cast per precinct	1,4,6	276.8	652	258	1,059
% registered voters per county populations	1,5,6	54.8%	55.1%	61.1%	61.1%
Effectiveness					
% change in early votes cast per total ballots cast	1,4	-10.00%	4.35%	0.34%	0%
% change in vote by mail (absentee) ballots cast per total ballots cast	1,4	4.1%	-5.85%	2.56%	0%
change in registered voters per county population	1,5,6	3.2%	0.3%	6.0%	0%

Note: FY 12 and 13 numbers are estimated.

SUPERVISOR OF ELECTIONS

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$0	$106,795	$0	$0
Other Uses	8,704,293	9,392,422	10,852,097	7,863,977
Total	$8,704,293	$9,499,217	$10,852,097	$7,863,977

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$8,704,293	$9,499,217	$10,852,097	$7,863,977
Total	$8,704,293	$9,499,217	$10,852,097	$7,863,977

Funded Positions	39	39	39	39
Funded FTE Positions	39.00	39.00	39.00	39.00

The Supervisor of Elections' FY 08 adopted budget included $7,895,151 to fund the acquisition, maintenance, and storage of new voting machines mandated by the State of Florida and a Ballot on Demand System. Of this amount, $2,522,519 was funded by grants from the State of Florida.

The FY 09 adopted budget was funded at a continuation level. However, it did include $300,000 in one-time funding for the construction of a new computer room.

The FY 10 adopted budget adds five new funded positions.

The FY 11 adopted budget included the cost of an election for the City of Tampa which was not included in the FY 10 adopted budget.

The FY 12 adopted budget includes funding for three major elections.

The FY 13 recommended budget includes funding for one major election and the election for Plant City. The Supervisor of Elections has begun utilizing a staffing agency to reduce overall administrative costs associated with meeting temporary staffing needs.

TAX COLLECTOR

MISSION:

To exceed customer expectations through continuous innovation in performing the required duties of our office with the highest level of ethics and integrity while empowering and challenging our workforce. Purpose: To perform the state work of collecting and distributing taxes and license fees at the local level.

KEY OBJECTIVES:

1. Property Tax and Other Taxes -- Bill and collect property taxes and assessments from property owners and distribute property taxes collected to each taxing authority at least five times during the first two months of tax roll collections and at least once every other month thereafter. Bill and collect business and tourist development taxes in accordance with local ordinance; and issue hunting & fishing licenses on behalf of FFWCC. Distribute appropriate taxes and fees collected in accordance with all applicable FL statutes and local ordinances.
2. Motor Vehicle and Driver Licenses -- Issue motor vehicle titles, registrations, and driver licenses in accordance with FL statute and regulations of the FL DHSMV and the Federal Real ID Act (for Driver Licenses). Distribute collections to the DHSMV weekly as required by FL statute and distribute sales tax to FL DOR. Assume responsibility for all driver license services from the state of FL DHSMV by 2015.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Property Tax/Other Taxes and Licenses	1				
Workload/Demand					
# of property parcels for tax roll		523,387	523,401	523,401	523,401
# of ad valorem transactions		501,860	501,580	501,420	501,400
# of business tax transactions		63,334	63,450	63,470	63,490
# of other transactions (tourist development, hunting & fishing)		9,687	9,173	9,100	9,200
property taxes collected (in millions)		1,734.737	1,530.699	1,503.000	1,503.000
other collections (in millions)		268.768	131.842	132.000	132.000
Efficiency/Effectiveness					
% of property tax mail payments processed same day		95%	91%	90%	96%
% property tax payment voids		1.0%	0.6%	1.0%	0.5%
% of business tax mail payments processed same day		83%	86%	86%	90%
% government customers satisfied (with distributions)		87%	98%	98%	98%
Motor Vehicle and Driver License	2				
Workload/Demand					
# of motor vehicle titles and registrations processed		1,803,593	1,820,306	1,837,223	1,854,236
# of driver license transactions processed		122,120	189,341	210,168	184,948
motor vehicle collections (in millions)		125.908	129.007	132.000	132.000
driver license collections (in millions)		5.165	7.076	8.000	8.000
Efficiency/Effectiveness					
% voids to motor vehicle registrations and titles issued		1.7%	1.7%	1.5%	1.5%
% motor vehicle mail payments processed same day		78%	80%	82%	84%
Department Totals (Overall)					
Workload/Demand					
total collections for agency (in millions)		2,134.578	1,798.624	1,775.000	1,775.000
# of audit exceptions on annual independent audit		0	0	0	0
unused funds returned to agencies (in millions)		17.0	13.9	9.2	8.2
total transactions processed		2,500,594	2,583,850	2,621,381	2,613,274
FTE positions		283	305	322	322
Customers served in branch offices		764,682	799,474	895,410	832,732
Calls answered		313,959	321,947	350,000	335,000
Efficiency/Effectiveness					
transactions per FTE		8836	8471	8140	8115
% branch customer satisfaction (per survey cards)		97%	96%	96%	96%
% of time branch customer waits for service ≤ 30 minutes		85%	70%	70%	80%

TAX COLLECTOR

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$23,515,075	$21,077,620	$22,778,116	$22,123,632
Total	$23,515,075	$21,077,620	$22,778,116	$22,123,632

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$18,720,272	$16,749,064	$18,043,098	$17,579,049
Unincorporated Area General Fund	3,554,995	3,170,762	3,431,065	3,297,712
Unincorporated Area Special Purpose Fund	112,644	112,878	114,844	114,844
Sales Tax Revenue Fund	131,535	143,280	153,200	150,625
County Transportation Trust Fund	149,761	149,504	170,000	170,000
Library Tax District Fd (Lof 84-443)	722,420	640,245	734,909	681,696
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	31,984	29,711	35,000	35,956
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	91,464	82,176	96,000	93,750
Total	$23,515,075	$21,077,620	$22,778,116	$22,123,632

*Funded Positions	283	305	305	320
*Funded FTE Positions	283.00	305.00	305.00	320.00

The budget reflected above is not the budget of the Tax Collector but represents the dollar amounts that the County Commission has paid or is estimated to pay to the Tax Collector as the statutory fee for collection of taxes on behalf of the County Commission and School Board as a taxing authority. Other taxing authorities paying commissions to the Tax Collector for the collection of ad valorem taxes include the Tampa Port Authority, the Children's Board, HARTline, the Southwest Florida Water Management District and Tampa Palms. Florida Statutes require that the Tax Collector's operating budget be submitted on or before August 1st of each year and be approved by the Department of Revenue and that commissions be paid to the Tax Collector by the County and other taxing authorities for the collection of ad valorem taxes. The Tax Collector returns excess fees (surplus funds) remaining at the end of the fiscal year. The number of funded positions and funded FTE's represent the total for the entire Tax Collector's organization.

Budget amounts reflected statutory fees for the collection of taxes on behalf of the BOCC and the School Board. Fees for the collection of School Board property taxes were approximately $12.3 million in FY 10, $10.8 million in FY 11, and are estimated to be $10.7 million for both FY 12 and FY 13.

*Fee Funded.

The State of Florida recently passed legislation to transfer responsibility for drivers license activities to local jurisdictions. This change is resulting in an increase in the budget of the Tax Collector including the addition of new positions. The change will also create new revenue for the Tax Collector, however, the new revenues are not anticipated to cover all of the new costs.

VALUE ADJUSTMENT BOARD

MISSION:

Receive and hold hearings for petitions filed by taxpayers concerning property value assessments, classification, homestead exemptions, and other disputes of exemptions from ad valorem taxes. Report to the Value Adjustment Board and the Department of Revenue.

KEY OBJECTIVES:

1. Accept petitions from taxpayers who wish to appeal property assessments and exception denials by the 25th day from the mailing of TRIM notices.
2. Schedule and begin hearings no later than 60 days following the mailing of TRIM notices; mail notice of hearings at least 30 days prior to hearings; reschedule on demand if requested at least 5 days prior to hearing.
3. Assist special magistrates in the hearings; accept evidence and scan into VAB program; record hearings and convert to mp3 and attach to online VAB program. Some evidence issues require rescheduling.
4. Track every property that is remanded or postponed to Property Appraiser; specific time limits apply; copies must be sent to petitioners; reschedule each to new hearing date for conclusion.
5. Track all portability petitions; mail cross-county petitions to counties from which a petitioner moved; must wait until other county's hearing decision is received before scheduling a hearing in Hillsborough.
6. Track all requests to hold hearings in the petitioners' absence ("no show" hearings). Otherwise, all nonappearances will result in a cancellation of the hearing.
7. Audit all special magistrate recommended findings of fact and conclusions of law for each property considered in hearings and mail to petitioner and Property Appraiser timely (before final VAB meeting).
8. Balance each VAB tax year and compile values and statistics for Department of Revenue.
9. Let petitioners know when the final VAB hearing will be held.
10. Report to the Value Adjustment Board at least four times each year to hire special magistrates, review DOR rules, approve internal operating procedures, extend tax rolls, approve magistrate hearing recommendations, and certify tax rolls.
11. Advertise and report loss in taxes due to VAB action to the Florida Department of Revenue as mandated by statute.
12. Within 20 days of the final VAB meeting, mail final hearing decisions to all petitioners who had a hearing before a special magistrate.
13. Hold orientation meetings after special magistrates are hired and before hearings begin.
14. Advertise and assist the VAB in hiring special magistrates each year.
15. Advertise and assist in hiring of VAB attorney each year.
16. Assist in yearly VAB member appointment process.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Value Adjustment					
Workload/Demand					
# of petitions filed	1,16	2,337	2,162	2,378	2,616
# of properties reflected on petitions	1,16	3,977	3,350	3,685	4,054
# of petitions scheduled for hearings	2,16	9,106	1,923	2,801	3,081
# of hearings rescheduled	2,4,5,16	2,689	1,738	1,385	1,524
# of hearings held	3-8,11-14,16	6,039	687	1,452	1,598
Efficiency					
# of petitions filed per FTE	1	425	393	528	581
# of properties reflected on petitions per FTE	1	723	609	819	1,009
# of petitions scheduled per FTE	2	1,656	350	622	685
# of hearings rescheduled per FTE	2	489	316	308	339
# of hearings held per FTE	3	1,098	125	323	355
# of hearing rooms scheduled per week	2-6	10	6	6	6

Continued in *"Supplemental Information"*

VALUE ADJUSTMENT BOARD

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	($1,939)	($5)	$0	$0
Other Uses	752,751	769,099	767,564	711,062
Total	$750,812	$769,094	$767,564	$711,062

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$750,812	$769,094	$767,564	$711,062
Total	$750,812	$769,094	$767,564	$711,062

Funded Positions	6	6	6	6
Funded FTE Positions	6.00	6.00	6.00	6.00

Functions under the Value Adjustment Board budget include: assisting the public in filing petitions to contest property value assessments, property classification and homestead exemption, and providing petitioners an independent appeal hearing.

The Value Adjustment Board is considered part of the Clerk of the Circuit Court organization. The six positions funded in this budget are included in the total of Clerk-funded positions in the position detail listing.

The FY 10 budget shifted two positions in BOCC Records and one Clerk to the Board Administration position to the Value Adjustment Board to assist with an increase of 67% in petitions, and the length of hearings caused by statutory changes to the process. Changes caused the workload of hearing masters to double, and the FY 10 adopted budget reflected a doubling in the cost of hearing masters to $250,000 annually.

The FY 11 adopted budget was funded at continuation level.

The FY 12 adopted and FY 13 recommended budgets are funded at continuation level.

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

MISSION:

Consider all legal actions within the Circuit, including civil, family law, criminal, juvenile, probate, guardianship and mental health, and conduct all business in a way that will instill public confidence and support the judiciary in the performance of its constitutional duties by providing programmatic, technical, and administrative assistance.

KEY OBJECTIVES:

1. Court Administration: Provide technical and administrative assistance to the judiciary to assure they have the necessary resources to fulfill their constitutional duties. This includes administering security support services, personnel actions, responding to informational inquiries and payments for goods and services, processing 95% of the invoices within 3 days.
2. Court Facilities: Provides the mandated management and maintenance of the various court facilities and assistance to judges, judicial assistants and court staff for internal mail services, purchasing, and security.
3. Children's Justice Center: Provide a neutral, child friendly atmosphere to children who are exposed to an adult court system striving for less than 7% no shows for interviews.
4. Mediation and Diversion: Provide high quality professional mediation services at a reasonable cost in a cordial and comfortable environment and resolve disputes in a timely and efficient manner.
5. Juvenile Diversionary Program: Handles referrals from law enforcement and the State Attorney's Office. Cases are 1st and 2nd time misdemeanor offenses. Each youth is assessed using a nationally recognized assessment tool to determine the youth's needs. The youth and family are interviewed to gather additional information. The youth is sanctioned using the assessment and interview results. The youth is then connected with services in the community. Staff follow each case until sanctions are completed.
6. EJC: Provides guidance to elders in our community who need assistance navigating through the courts and to the services available in the community
7. Domestic Violence: Provides assistance with the cost of DV assessment & other treatment and services to domestic violence offenders when the offender is indigent.
8. Drug Court Program: Assist adult and Juvenile substance abuse offenders to become drug and crime free productive citizens.
9. Court Technology Services: Provides desktop management services to approximately 525 computers and 800 devices within the courts. This includes the following areas: A) Court Communications Technology Services: Provide efficient technology solutions, services and support to the judiciary, Administrative Office of the Courts and all affiliated court programs and departments, as well as criminal justice partners. Currently supporting approximately 3,000 network connected devices. B) Judicial Automated Workflow System (JAWS): Provide a primary interface between the court, the people and organizations that have business before it by offering the capability for external parties to schedule hearings and upload courtesy copies, allowing the judiciary a way to generate orders in court and delivering case management tracking for specific departments. JAWS supports approximately 8,800 users. C) Digital Court Reporting: Capture quality annotations and recordings and perform timely quality control so a verbatim transcript can be produced while delivering superior customer service. Currently, the digital court reporting infrastructure supports 27 divisions. D) Help Desk: Provide a single point of contact for all internal and external users and customers to direct questions and report problems regarding information, requests, Facilities, Court Business Center and supported computing and networking services. The Help Desk will answer questions, resolve the issue and attempt to help the user or distribute the call to the appropriate levels of computing and networking services and ensure that the technical support essential to effectively use these services is provided in an efficient and effective manner. E) Desktop Management Services: provides desktop management services to approximately 525 computers and 800 devices within the courts.
10. Legal Department. Provides legal advice, counsel, and research to members of the Judiciary and the Administrative Office of the Courts. Attorneys are assigned to judges in all subject matter divisions and to the administrative management team to research legal issues, draft legal memoranda, attend evidentiary hearings, draft proposed orders on pending cases, review contracts, respond to public records requests potentially seeking confidential records, and draft or review all administrative orders entered by the chief judge.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13

Continued in "*Supplemental Information*"

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$3,127,110	$3,120,706	$3,207,455	$3,328,385
Operating Expenditure/Expense	6,880,298	7,198,445	7,462,399	5,948,871
Capital Equipment	418,293	539,369	528,742	485,000
Capital Projects	78,689	19,429	0	0
Grants & Aids	1,388	3,485	7,140	0
	16,125	0	0	0
Total	$10,521,903	$10,881,434	$11,205,736	$9,762,256

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$2,432,139	$2,466,010	$2,651,164	$2,719,747
Countywide Special Purpose Revenue Fund	7,185,788	6,676,041	6,941,533	6,991,082
Intergovernmental Grants	903,976	1,739,383	1,613,039	51,427
Total	$10,521,903	$10,881,434	$11,205,736	$9,762,256

Funded Positions	57	57	57	57
Funded FTE Positions	56.50	56.50	56.50	56.50

The FY 10 adopted budget eliminated two positions (Director of Fiscal Affairs and a Public Information Specialist) and approximately $600,000 is reduced for operating and capital outlay expenditures.

The FY 11 adopted budget included an additional reduction of $624,302 to reduce support for technology ($541,302), community mediation ($50,000), facilities ($23,000), and court administration ($10,000).

The FY 12 adopted was funded at a continuation level.

An American Recovery and Reinvestment Act Justice Assistance Grant (Drug Court Expansion) in the amount of $1,100,000 ended in FY 12. A Drug Court Program Substance Abuse and Mental Health Services Administration (SAMHSA) Grant in the amount of $300,000 ended in FY 12. Two grants awarded by the Children's Board ended in FY 12. These include the Child Advocacy Supervised Visitation Program Grant in the amount of $92,663 and the Family Court Services and Assistance Grant in the amount of $50,000.

The FY 13 recommended budget shifts one position previously funded by the Child Advocacy Supervised Visitation Program Grant from the Intergovernmental Grants fund to the Countywide Special Purpose Revenue Fund.

GUARDIAN AD LITEM

MISSION:

Represent the best interests of all abused, abandoned, and neglected children in Hillsborough County's Dependency Courts, through both its volunteers and staff guardians, advocating for their safety, their security, and for any services required for their well being.

KEY OBJECTIVES:

1. Maintain the number of children whose cases are currently active and served by the program in FY 10 and in FY 11.
2. Increase the number of volunteers by 9% in FY 11 and 13% in FY 12, to replace diminished state FTE resources.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Guardian Ad Litem Services	1				
Workload/Demand					
# of children receiving services of GAL volunteer or staff advocate as of last day of fiscal year		1,656	1,748	1,748	1,748
# of abused, neglected children currently on waiting list for GAL services as of last day of fiscal year*		867	1,022	1,022	1,022
Efficiency					
# of children served per FTE, as of last day of fiscal year (54.50 FTE's as of 12/31/08; 47.50 FTE's as of 6/1/09, 46.50 FTE's as of 07/29/11 as we lost one to FTE.)		34	37	37	37
Effectiveness					
% of total entitled children receiving GAL services		65.6%	63.1%	64.0%	65.0%
% of new court ordered appointments accepted by GAL assignment, for full fiscal year (rolling 12 months result)**		71.1%	61.0%	65.0%	65.0%
Volunteer Program	2				
Workload/Demand					
# of volunteers as of last day of fiscal year***		448	493	516	517
# of newly certified volunteers for full fiscal year		186	231	231	235
Efficiency					
% of trainees certified per training class		83.9%	86.0%	85.0%	85.0%
# of children served by volunteers as of last day of fiscal year		925	976	985	995
Effectiveness					
# of volunteers supervised by Case Managers		30	30	30	30
# of prospective trainees enrolled in training classes (full fiscal year)		224	235	239	242

* Presumes 2,970 total kids in care as reported by the Hillsborough Kids, Inc. as of 12/31/08; 2,746 actual children as of 9/30/2009; 2,523 as of 9/30/10; 2770 as of 09/30/11.

** Hillsborough Kids, Inc. (HKI) has seen a dramatic increase in the numbers of children in care and new cases being assigned by the courts since last year.

*** Volunteer growth presumes an annual turnover rate of 35%.

GUARDIAN AD LITEM

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$178,259	$172,785	$170,485	$182,597
Operating Expenditure/Expense	39,793	32,644	48,569	56,838
Capital Equipment	2,963	0	0	0
Total	$221,015	$205,429	$219,054	$239,435

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$221,015	$205,429	$219,054	$239,435
Total	$221,015	$205,429	$219,054	$239,435

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

The Board of County Commissioners provides funding for the Guardian ad Litem program to provide an unbiased voice in advocating what is in the child's best interest in court proceedings for abused and neglected children.

The FY 10 budget was funded at the continuation level and reflected productivity savings of $17,092 in telecommunications and $243,299 in rental expense due to a move into County-owned office space.

The FY 11 adopted budget was funded at the continuation level.

The FY 12 adopted and the FY 13 recommended budgets reflect a 5% decrease ($1,272) in telecommunications costs. Both fiscal years are funded at the continuation level.

CHARTER REVIEW BOARD

MISSION:

Review any and all phases of County government and, upon approval of 2/3 of the members of the Charter Review Board, propose County charter amendments to be voted upon at a general election.

KEY OBJECTIVES:

1. Receive testimony and collect data on recommended changes to the County charter.
2. Evaluate benefits of recommended charter changes.
3. Propose County charter amendments to be placed on the ballot at a general election.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Workload/Demand					
Efficiency					
Effectiveness					

CHARTER REVIEW BOARD

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$6,294	$0	$0	$0
Total	$6,294	$0	$0	$0

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$6,294	$0	$0	$0
Total	$6,294	$0	$0	$0

Funded Positions	N/A	N/A	N/A	N/A
Funded FTE Positions	N/A	N/A	N/A	N/A

The Charter Review Board convenes every five years to conduct a comprehensive study of any or all phases of county government.

The Board convened in FY 10.

CIVIL SERVICE BOARD

MISSION:

Provide select personnel services, via a centralized model, to 20 Hillsborough County Government Agencies and their current and future employees.

KEY OBJECTIVES:

1. Talent Acquisition: Promptly and effectively respond to client requests to fill job vacancies by aggressively recruiting and screening candidates to achieve high quality hires.
2. Job Classification and Compensation: Promptly and effectively respond to client requests for position reviews. Improve management and employee perceptions of internal compensation equity.
3. Employee Change Action Review and Approval: Promptly and accurately review classified employee change actions for compliance with laws, rules and policies and maintain an accurate employment history file for each classified employee.
4. Hearings of Discipline Appeals and Grievances: Promptly and effectively respond to employee requests for Civil Service Board hearings of discipline appeals and grievances (maximize number resolved without a full hearing).

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Talent Acquisition	1				
Workload/Demand					
# of positions requested to be filled		new	new	900	900
# of employment applications received & reviewed		85,464	94,460	82,000	82,000
Efficiency					
Cost per position fill		new	new	$740	$700
Effectiveness					
avg. # of days to position fill		new	new	65	60
avg. eligible list quality rating (5 point scale)		new	new	3	3.5
% position fills rated successful or higher at end of probation		new	new	80%	85%
avg. # of qualified candidates per recruitment		40	38	37	37
Job Classification & Compensation	2				
Workload/Demand					
# of position review requests worked		658	540	700	700
Efficiency					
avg. days to case closure		18	8	8	8
Effectiveness					
% of classified positions impacted		6%	6%	6%	6%
Employee Change Action Review & Approval	3				
Workload/Demand					
# of employee change actions reviewed & approved		17,650	19,259	18,500	18,500
Efficiency					
cost per employee change action reviewed & approved		$13.60	$12.47	$12.98	$12.98
Effectiveness					
accuracy of filing approved employee change actions		98.7%	99.0%	99.1%	99.1%
Hearings of Discipline Appeals & Grievances	4				
Workload/Demand					
# of hearing requests received		25	35	30	25
Efficiency					
avg. # of days to case closure		73	53	50	50
Effectiveness					
% of cases closed prior to full hearing		97.0%	100.0%	98.0%	98.0%

CIVIL SERVICE BOARD

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$2,340,338	$2,301,103	$2,572,409	$2,618,207
Operating Expenditure/Expense	279,589	207,338	681,790	639,489
Capital Equipment	0	1,667	20,000	20,000
Total	$2,619,927	$2,510,108	$3,274,199	$3,277,696

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Blended Component Units Fund	$2,619,927	$2,510,108	$3,274,199	$3,277,696
Total	$2,619,927	$2,510,108	$3,274,199	$3,277,696

Funded Positions	34	34	34	34
Funded FTE Positions	34.00	34.00	34.00	34.00

Chapter 2000-445 of the General Laws of Florida requires that the Civil Service Board receive a minimum funding level that is equal to .65 percent of the payroll of the classified employees for each county appointing authority. These appointing authorities for Hillsborough County are the Board of County Commissioners, the Aviation Authority, the Tampa Sports Authority, the Tampa Port Authority, the Tampa-Hillsborough County Expressway Authority, the Clerk of the Circuit Court, the Sheriff, the Children's Board, the Property Appraiser, the Arts Council, and the Tax Collector.

The FY 10 adopted budget was funded at the statutorily required minimum funding level.

The FY 11 adopted budget was funded at the statutorily required minimum funding level.

The FY 12 adopted budget was funded at the statutorily required minimum funding level.

The FY 13 recommended budget is funded at the statutorily required minimum funding level.

ENVIRONMENTAL PROTECTION COMMISSION

MISSION:

To protect the natural resources of Hillsborough County through local control and regulation of activities that may cause pollution.

KEY OBJECTIVES:

1. Air Management – Inspect sources, issue permits, write reports, monitor air quality, respond to citizen inquiries and complaints, regulate noise through monitoring events, oversee asbestos removal, enforce rules, conduct air quality planning and special projects as needed, coordinate grant activities and requirements and provide public information; average 231 inspections per year, per inspector.
2. Water Management -- Issue domestic and industrial wastewater permits, conduct source compliance and sampling inspections, investigate citizen complaints, enforce facility compliance, conduct other surface water and ground water protection activities and operate an environmental laboratory that supports the agency; average 246 inspections per year, per inspector. Also monitor water and sediment quality and benthic organisms in the County's public waterways. Prepare reports summarizing monitoring results, documenting environmental conditions and trends and providing natural resource and watershed management recommendations for the EPC Board. Manage the Pollution Recovery Fund (PRF), Gardinier Settlement Trust Fund (GSTF) and Artificial Reefs programs. Monitor and review proposed water management plans and rules, and evaluate cumulative environmental impacts of water supply development projects. Respond to citizen complaints and enquiries involving surface water quality issues. Monitor 100% of water quality and benthic monitoring stations per year. Coordinate and provide technical support for the agency-wide GIS program.
3. Waste Management -- Protect soil, groundwater and surface water quality by maintaining programs for permitting and monitoring waste management facilities, investigating citizens complaints, inspecting and educating small quantity generators (SQG) of hazardous waste, inspecting pollutant storage tank facilities, oversee clean up at petroleum tank facilities and petroleum contaminated sites, and perform corrective enforcement when required; average 376 SQG inspections per year, per inspector.
4. Wetlands Management -- Identify and protect wetlands and other surface waters and their functions by performing wetland field delineations; reviewing plans and applications for land development including agricultural proposals, wetland impact and mitigation, phosphate mining and mangrove trimming, nuisance vegetation removal and shoreline stabilization. Issue Tampa Port Authority minor work and dredging permits. Conduct compliance inspections on permits, respond to citizen inquiries and complaints; average 175 mitigation inspections per year, per inspector.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Air Management	1				
Workload/Demand					
# of permits issued		158	140	125	130
# of compliance inspections conducted per year		1,495	1,614	1,501	1,537
Efficiency					
# of inspections per inspector per year		214	231	214	220
Effectiveness					
% of facilities initially found to be in compliance		95.1%	97.0%	97.0%	97.0%
% of facilities found to be in compliance within one year of initial inspection		99.0%	99.0%	99.0%	99.0%
Water Management	2				
Workload/Demand					
# of permits issued		311	300	350	350
# of compliance inspections conducted per year		1,294	1,170	1,200	1,200
Efficiency					
# of inspections per inspector per year		272	246	260	260
Effectiveness					
% average facilities compliance rate		96.0%	96.7%	96.0%	96.0%
% facilities compliance rate goal		99.0%	99.0%	99.0%	99.0%

Continued in "*Supplemental Information*"

ENVIRONMENTAL PROTECTION COMMISSION

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$12,212,203	$11,513,035	$10,801,526	$10,675,806
Operating Expenditure/Expense	985,948	1,392,537	1,319,757	1,119,804
Capital Equipment	98,599	168,688	121,255	86,114
Grants & Aids	351,235	86,252	257,882	0
Other Uses	3,301	18,266	0	0
Total	$13,651,286	$13,178,778	$12,500,420	$11,881,724

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$8,317,800	$7,778,377	$7,334,350	$7,358,982
Countywide Special Purpose Revenue Fund	1,590,679	1,561,668	1,345,781	1,103,077
Unincorporated Area Special Purpose Fund	146,908	149,729	165,429	171,449
Intergovernmental Grants	3,595,899	3,689,004	3,654,860	3,248,216
Total	$13,651,286	$13,178,778	$12,500,420	$11,881,724

Funded Positions	140	132	128	127
Funded FTE Positions	140.00	132.00	128.00	127.00

The FY 10 adopted General Fund budget included a 13% reduction totaling $1,270,565 and a reduction of 9.15 FTE's. A reorganization eliminated two division directors; Finance and Administration and Environmental Resource Management Division. A reduction of seven additional positions (6.85 FTE's) included: an Accountant III, two Environmental Scientist I's, three Environmental Scientist II's and a General Manager IV. A realignment of eight positions resulted in a reduction of .30 FTE. A five day furlough resulted in savings of $100,425. Overtime costs of $24,526, temporary personnel costs of $40,632 and car allowance costs of $10,319 were eliminated. Fleet efficiencies and network printer standardization provided savings of $66,000. Within the agency Special Funds, a Community Relations Specialist position was eliminated and position realignments from the General Fund to Special Funds increased by 1.50 FTE's. Waste Division State contract funding was reduced and eliminated an Accountant III (.15 FTE), an Environmental Specialist II, an Executive Secretary and positional realignments reduced an additional 2.20 FTE's. Air Division realignments within the Division increased the grants and contracts by 1.0 FTE.

The FY 11 adopted General Fund budget included a reduction of $413,709 and a reduction of 6.08 FTE's. The following five positions are eliminated: one Engineering Specialist II, one Environmental Scientist II, one Professional Geologist, one Programmer/Analyst, and one Information Systems Project Manager. Transfers to grant funds included 1.08 FTE's. Productivity savings in operating costs were $17,180. An additional $75,000 was included for reimbursement for environmental assessments that were conducted for Affordable Housing. One Administrative specialist position was eliminated in the Air Pollution Control Grant. One Hydrologist, one Project Manager III and $30,936 in temporary personnel were eliminated from the Petro Site Cleanup Grant. Reductions were achieved through staff funding shifts in anticipation of increased grant funding, interdivisional sharing of personnel, limited contracting of information management functions, collaboration with the Information and Technology Services Department and further economizing and a 16% reduction of fleet expenses. Additional grant funding was expected from the U.S. Environmental Protection Agency for further commitments in compliance activities as well as climate change initiatives.

The FY 12 adopted budget included a reduction of $434,176 for the following six positions: two Office Assistant III's, a Project Manager III, a General Manager IV, an Environmental Specialist II and an Environmental Scientist I. An additional position; an Accountant I was eliminated midyear for savings of $36,106 in FY 12 and $72,211 in FY 13. A Project Manager I position was grant funded for one year in FY 12. A limited duration Environmental Scientist I position was funded for two years. Operating costs were reduced by $28,928. A business opportunity included $20,000 in operational savings for the utilization of a centralized printer station and the elimination of desk top printers. The Agency received additional revenue of $69,600 for a contract with Southwest Florida Water Management District for wetland assessment. This was used to offset personnel costs in FY 12 and FY 13. Programmatic changes as a result of decreased staffing levels included the permitting function at a minimum service level. The managerial oversight of the water monitoring program was reduced. The compliance and enforcement function was challenged to respond to all complaints within one week and expected a 95% rate of response. During FY 12, two limited duration positions were established that will carry over for a portion of FY 13; an Environmental Technician I position for the Tampa Bay Estuary Program Baywide Benthic Monitoring Program grant and an Environmental Scientist II position for the Tampa Bay Watershed Compensatory Mitigation project.

The FY 13 recommended budget includes the reduction of one General Manager III and an Environmental Specialist II, both the result of grant reductions. A transfer of 1.5 FTE's is made from the Pollution Recovery Fund to the Countywide General Fund. A Project Manager I limited duration position is extended for one year in the Local Air Pollution Control Tag Fee Fund.

LAW LIBRARY BOARD

MISSION:

Collect, maintain, and make available legal research materials in print and electronic format not generally obtainable elsewhere in the County for use by the bench, Bar, students, and the general public.

KEY OBJECTIVES:

1. Provide access to legal research materials via print and electronic format.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Provide Access to Legal Research Materials	1				
Workload/Demand					
# of volumes		27,000	28,000	28,500	29,000
# of daily patrons		140	142	146	148
computers to provide access to electronic research		6	6	6	6
self-generated revenues (in dollars)		$55,000	$51,000	$51,200	$51,500
Efficiency					
ratio of # of patrons per day to staff (per day)		46.7	47.3	48.7	49.3
Effectiveness					
patron satisfaction of materials and staff helpfulness		99.3%	99.6%	99.7%	99.8%

LAW LIBRARY BOARD

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$290,289	$289,511	$287,550	$290,281
Operating Expenditure/Expense	48,116	43,922	51,307	42,658
Capital Equipment	122,513	96,654	86,419	94,572
Total	$460,918	$430,087	$425,276	$427,511

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Blended Component Units Fund	$460,918	$430,087	$425,276	$427,511
Total	$460,918	$430,087	$425,276	$427,511

Funded Positions	4	4	4	4
Funded FTE Positions	4.00	4.00	4.00	4.00

The Law Library receives funding from the County Blended Component Units Fund.

The FY 10 adopted budget was funded at the continuation level.

The FY 11 adopted budget was funded at the continuation level.

The Law Library is supported primarily through court fees prescribed by Florida Statutes. Fees in FY 12 were not projected to be sufficient to support a continuation level budget. Therefore, the Law Library book budget was reduced by $6,516.

The FY 13 recommended budget is funded at the continuation level.

LEGISLATIVE DELEGATION

MISSION:

Serve the 16-member Legislative Delegation, its staff, and the constituency (private and public sectors) by providing district office, constituent, legislative services and economic development services along with management of the central office. [Mandated: M1 (Ch. 73-484, Laws of Florida)]

KEY OBJECTIVES:

1. District Office Services: Services provided to each Senator (with three staff members) and each Representative (with two staff members). Includes staff development and training, the development of training tools, provision of legislative and constituent services and community outreach.
2. Constituent Services: Direct contact with persons within the private and public sectors in resolving largely state-related issues but frequently including local and federal issues;
3. Legislative Services: Bill research and drafting, bill analyses, current and historical legislative research (including appropriations), management of the local bill and public hearing/workshop processes, identification and tracking of legislation, staffing and management of ad hoc committees, reporting of findings, consultation on development of local bills and communities budget requests and any related matters. Management of Hillsborough Day in Tallahassee, including attracting and retaining co-hosts and site hosts, fundraising, and staging of the event.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
District Office Services	1				
Workload/Demand					
problem resolutions		4,499	n/a	n/a	n/a
training manual updates		5/185	n/a	n/a	n/a
distributed e-mail reports to members and/or staff		269/12,715	n/a	n/a	n/a
Efficiency					
problem resolution (internal) per FTE		4,499	n/a	n/a	n/a
# of e-mailed reports sent to members and staff per FTE		269	n/a	n/a	n/a
Effectiveness					
% of information released within		85.0%	n/a	n/a	n/a
Constituent Services	2				
Workload/Demand					
problem resolution		2,909	n/a	n/a	n/a
distributed e-mail reports (miscellaneous items to constituents)		45,40,043	n/a	n/a	n/a
Efficiency					
problem resolution (external) per FTE		2,909	n/a	n/a	n/a
# of e-mailed reports sent to constituents per FTE		45	n/a	n/a	n/a
Effectiveness					
% of information released within timeframe established		85.0%	n/a	n/a	n/a
Legislative Services	3				
Workload/Demand					
# of Flavors of Hillsborough events		1	n/a	n/a	n/a
monetary support contributors/community support/estimated attendance of Flavors of Hillsborough		dependent upon economic recovery	n/a	n/a	n/a
distributed e-mail reports: appropriation reports to constituents		8/8168	n/a	n/a	n/a
distributed e-mail reports: local bill status reports to constituents		6/4,480	n/a	n/a	n/a
Efficiency					
cost per contact		---	n/a	n/a	n/a
Effectiveness					
respond timely, within 24 hours		85.0%	n/a	n/a	n/a

LEGISLATIVE DELEGATION

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personal Services	$98,952	$0	$0	$0
Operating Expenditure/Expense	660	0	0	0
Total	$99,612	$0	$0	$0

Budget By Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$99,612	$0	$0	$0
Total	$99,612	$0	$0	$0

Funded Positions	1	N/A	N/A	N/A
Funded FTE Positions	1.00	N/A	N/A	N/A

The FY 10 adopted budget included funding for the Legislative Delegation Director to operate the office through December 31, 2009. A Senior Administrative Specialist position was eliminated. In January 2010, the office was eliminated and the duties were absorbed by the County Administrator's Office.

METROPOLITAN PLANNING ORGANIZATION

MISSION:

Develop and maintain a continuing, cooperative, comprehensive, and balanced transportation plan that preserves and enhances the quality of life for present and future residents of Hillsborough County.

KEY OBJECTIVES:

1. Conduct required long-range transportation planning activities to keep the urbanized area eligible for federal and state funding in conformance with Chapter 339, F.S. and Chapter 23 USC 134. Develop and amend as needed the Long-Range Transportation Plan (LRTP) for Hillsborough County. The plan shall have a 20+ year planning horizon and be updated every five years. Identify present and future needs for improvement in the transportation network. Estimate the costs of and funding availability for meeting such needs. Prioritize the needed projects, identifying those reasonably affordable in the long range. Support more than 100 meetings of the MPO Board and its Technical, Citizens, Policy, Livable Roadways, Intelligent Transportation System, Bicycle/Pedestrian Advisory Committees, and Subcommittees to set priorities for long range transportation plans and review of other transportation studies. Conduct state and federally mandated regional coordination, participating in regional teams and developing regional plans and studies. Support the West Central Florida MPO Chairs' Coordinating Committee (CCC) and Joint Citizens Advisory Committee to set priorities for regional long range transportation plans. Annually update the Unified Planning Work Program (UPWP) documenting federally-funded transportation planning in Hillsborough County.
2. Monitor transportation systems to maintain current data for transportation planning and annually update the program of committed projects. Evaluate the performance and impacts of the transportation system, comprising major roads, sidewalks, bicycle facilities, freight systems, and public transit services including paratransit and trip reduction. Annually evaluate candidate improvement projects for federal funding and update the required Transportation Improvement Program (TIP). Forecast population and other socioeconomic data for each of more than 700 traffic analysis zones, and periodically validate the accuracy of the Tampa Bay Regional Travel Demand Forecasting Computer Model to estimate future congestion levels on each road segment. Maintain the MPO's technical capacity and federal and state certifications.
3. Provide technical assistance, inter-agency coordination, and participation opportunities in metropolitan planning to local jurisdictions. Prepare a variety of technical studies and community-supported plans to meet federal and state requirements as well as local requests. Examples include plans and studies for congestion management, goods movement, intelligent transportation systems, public transportation, non-motorized transportation, transportation disadvantaged services, and corridor-specific needs. Respond to informational inquiries, provide technical assistance to the local jurisdictions and transportation authorities, and advise on local plans and studies as needed or requested. Provide opportunities for public engagement including workshops, presentations, displays, and informational materials for community stakeholders and local citizens throughout the planning process. Record comments, analyze and respond to input, and provide citizen feedback to the MPO Board in full compliance with federal and state public participation requirements, including: §450.316, §450.322, §450.324, and §450.326 in Chapter 23 of the Code of Federal Regulations; Title VI of the Civil Rights Act of 1964; the Limited English Proficiency Executive Order 13166; Florida Statute 339.175; and The Sunshine Law.
4. Conduct required planning for the transportation disadvantaged in conformance with Chapter 427 F.S. Monitor and evaluate the quality and quantity of trips provided by the Community Transportation Coordinator to county residents who do not have means to transport themselves to life-sustaining activities. Forecast local needs for such services and annually update the Transportation Disadvantaged Service Plan. Provide a public process for addressing customer grievances. Support meetings of the Transportation Disadvantaged Coordinating Board and its advisory committees.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Conduct Long-Range Transportation Planning Activities Required to Maintain Funding Eligibility	1				
Workload/Demand					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		3	2	2	2
# of regional plans and studies completed under CCC auspices, Reg. MUT, CCC Staff Svs.		2	2	1	2
# of public meetings of MPO & Committees		82	80	80	80
Effectiveness					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		yes	yes	Yes	Yes
Efficiency					
FTE positions to prepare for and conduct MPO & Committee public meetings[1]		1.4	1.6	1.5	1.5
avg. staff time per public meeting (in hours)		35	30	30	30
FTE positions per completed update of UPWP[1]		.63	1.1	1.0	1.0

Continued in "*Supplemental Information*"

METROPOLITAN PLANNING ORGANIZATION

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$313,615	$989,251	$809,468	$828,212
Operating Expenditure/Expense	1,933,678	1,188,188	876,675	1,457,431
Capital Equipment	12,180	8,581	13,800	14,300
Total	$2,259,473	$2,186,020	$1,699,943	$2,299,943

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Intergovernmental Grants	$2,259,473	$2,186,020	$1,699,943	$2,299,943
Total	$2,259,473	$2,186,020	$1,699,943	$2,299,943

Funded Positions	2	7	7	7
Funded FTE Positions	2.00	7.00	7.00	7.00

The FY 10 adopted budget was funded at the continuation level. Two positions; a PC Specialist and an Executive Planner were transferred from the City-County Planning Commission budget.

The FY 11 adopted budget included the transfer of the following five positions (budgeted at 5.00 FTE's) at a cost of $677,272 from the City-County Planning Commission budget: one Executive Director Metropolitan Planning Organization, one Team Leader Transportation Planning/Special Programs-PC, one Team Leader Transportation Planning Modeling Program-PC, one GIS Analyst and one Administrative Assistant.

The FY 12 adopted budget was funded at the continuation level.

The FY 13 recommended budget is funded at the continuation level.

PLANNING COMMISSION

MISSION:

As the countywide, single local planning agency, conduct comprehensive planning, plan consistency reviews, community/neighborhood planning, MPO transportation planning, Hillsborough River planning, and other planning studies in partnership with Hillsborough County, Plant City, Tampa, and Temple Terrace, and provide objective analysis of and creative solutions to planning issues in order to enhance the quality of life for present and future residents.

KEY OBJECTIVES:

1. Conduct the Planning Commission-approved comprehensive planning Work Program consistent with Chapter 163, F.S. and Chapter 97-351 Laws of Florida and professional planning standards which includes: the multi-year planning to update the comprehensive plans for unincorporated Hillsborough County, and the Cities of Tampa, Temple Terrace, and Plant City (background research, data collection, analyses, evaluation and appraisal report, policy development, and public participation); plan amendments (amendments not part of the plan update-background research, data collection, analyses, report preparation, public hearing, and state compliance); plan consistency reviews (rezonings, special uses, subdivisions*, right-of-way vacations*, annexations*, historic landmark designations*, capital improvement programs, school siting, Port Authority permits*, developments of regional impact, special authority master plans) for Hillsborough County and the Cities of Tampa, Temple Terrace, and Plant City; and providing plan information and assistance to the public. *These review types are not applicable to all local governments.
2. Develop community/neighborhood plans in partnership with local governments.
3. Conduct the approved Work Program of the Hillsborough County Metropolitan Planning Organization keeping the urbanized area eligible for federal and state transportation funding, and support the Planning Commission Comprehensive Planning Program by updating Transportation Elements as required and reviewing proposed amendments for transportation impacts.
4. Provide administrative support to all meetings of the Hillsborough River Board and Hillsborough River Technical Advisory Council (TAC), providing minutes of meetings held by the subsequent meeting, and conduct the approved river/environmental Work Program.
5. Function as the single LPA for Hillsborough County, Plant City, Tampa, and Temple Terrace providing timely recommendations to elected/appointed bodies with land development powers, providing public access to planning, meeting at least once per month per Chapter 97-351 Laws of Florida, and conducting meetings, workshops, and public hearings in accordance with adopted bylaws and policies.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Countywide Comprehensive Planning & Related Activities	1				
Workload/Demand					
# of plan amendments processed		55	39	48	60
# of plan consistency reviews processed		302	268	590	640
# of plan information inquiries addressed		8,422	10,184	10,000	12,200
Efficiency					
average # of staff hours per plan amendment processed		158.50	154.2	113.00	117.00
% of state required comprehensive plan amendments completed with update		N/A	N/A	N/A	100%
# of plan consistency reviews per planner		51.43	57.2	81.00	98.00
# of plan information inquiries per planner		1,142	727.4	1,194.4	1,455.5
Effectiveness					
% of plan where both the Planning Commission and local government concurred w/staff recommendation		99.0%	99.0%	99.0%	99.0%
% of comprehensive plan update amendments approved by both the Planning Commission and local government		90.0%	90.0%	N/A	100%
% of plan consistency findings disputed by local government		3.0%	3.0%	3.0%	3.0%
% of citizens rating service above average		95.1%	98%	100%	100%

Continued in "*Supplemental Information*"

PLANNING COMMISSION

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$4,111,023	$3,515,012	$3,479,449	$3,615,368
Operating Expenditure/Expense	593,782	553,912	588,755	472,698
Capital Equipment	49,801	49,243	23,000	37,000
Total	$4,754,606	$4,118,167	$4,091,204	$4,125,066

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
County Blended Component Units Fund	$4,754,606	$4,118,167	$4,091,204	$4,125,066
Total	$4,754,606	$4,118,167	$4,091,204	$4,125,066

Funded Positions	48	42	39	39
Funded FTE Positions	44.80	39.00	39.00	39.00

The adopted FY 10 budget included a 20% reduction from the FY 09 General Fund transfer to the agency. Personnel costs were reduced $792,403 that included the elimination of five positions (4.5 FTE's) including: two Principal Planners, a Senior Planner, a Senior Systems Analyst and a Team Leader. A Special Projects Manager position was funded through December 2009 and eliminated thereafter. Two positions (1.90 FTE's); an Executive Planner and a PC Specialist were transferred to the Metropolitan Planning Organization grant budget where they were fully funded at two FTE's. Two new Principal Planner positions were added at a cost of $179,992 that are responsible for creating and updating the Community Based Plans for Hillsborough County. The Assistant Executive Director position was retained, but unfunded for FY 10. Operating costs remained at the FY 09 level and the capital equipment allocation was reduced $12,100. As a result of the budget reductions, services were impacted as follows: the agency office was closed to the public on Fridays, Land Use verifications were done only during morning hours, and the Plan Amendment cycle per year for each of the four jurisdictions was anticipated to be reduced from two to one.

The FY 11 adopted budget included the transfer of the following five positions; 4.9FTE's at a cost of $669,085 to the Metropolitan Planning Organization: one Executive Director Metropolitan Planning Organization, one Team Leader Transportation Planning/Special Programs-PC, one Team Leader Transportation Planning Modeling Program-PC, one GIS Analyst and one Administrative Assistant. One vacant Manager-Special Projects position; .90 FTE at a cost of $56,050 was eliminated. The Assistant Executive Director position was retained, but unfunded for FY 11. Twenty-nine positions continued to be funded at .90 FTE instead of a full FTE per position. Productivity savings in operating costs totaled $21,327.

The FY 12 adopted budget included the reduction of two Principal Planner positions at a cost of $162,366. Twenty-seven positions, previously funded at .9 FTE's, were restored to full FTE positions at a cost of $235,190. The Assistant Executive Director position which had been unfunded but retained for several years was eliminated. Operating costs were reduced by $102,254. Capital costs were reduced $27,000 in FY 12 and $13,000 in FY 13.

The FY 13 recommended budget includes a reduction of $73,385 in information technology service costs, $10,000 in printing costs and $40,000 in legal advertising costs. Capital costs reductions of $13,000 identified in the planned budget are included.

SOIL AND WATER CONSERVATION BOARD

MISSION:

Our passion is manifested through the benefits derived from stewardship of private lands-benefits we all enjoy, such as cleaner water and air, improved soils and abundant wildlife habitat. Provide voluntary technical assistance and conservation planning to land-users, communities, units of state and local government and other Federal agencies in planning and implementing conservation systems. Educate and serve residents of Hillsborough County to gain a better understanding of local environmental concerns and what can be done to protect and conserve the County's limited natural resources. Continue to provide assistance, service and programs offered through USDA-NRCS (Natural Resource Conservation Services) to promote and to deliver to owners of private land in conserving soil, water, and other natural resources in Hillsborough County.

KEY OBJECTIVES:

1. Reach out to all segments of the agricultural community, including undeserved and socially disadvantage farmers and ranchers, to ensure that all our programs and services are accessible to everyone. Provide technical assistance on soil and water conservation to urban residents and agricultural producers for permitting procedures and issues related to agriculture surface water management, irrigation water management, wetland delineation, water quality relating to nutrient and pest management, wildlife consideration, and cultural resources. Increase the percentage of informed producers using tensiometers to 15%.
2. Promote/provide at least 5 educational programs such as Ag in the Classroom, Land Judging Contest, Florida State Fair, Tampa Bay Regional Envirothon and a Poster Contest to educate Hillsborough County students and citizens in the importance of conserving the natural resources.
3. Provide expertise in Hillsborough County and Pinellas County historical aerials (1938, 1948, 1957, 1976, 1991), wetland flood plain and topographical maps for viewing to the public. Leadership for Soil Surveys of Hillsborough and Pinellas Counties and for the National Resources Inventory which assesses natural resource conditions and trends in the United States.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Soil and Water Technical and Permitting Services	1				
Workload/Demand					
# of agriculture assistance		31	10	17	33
# of urban technical assistance		35	11	29	25
# of engineering plans prepared		16	7	15	27
Efficiency					
avg. reduction in irrigation water use		25.0%	25.0%	25.0%	25.0%
avg. urban technical consumers surveyed		100%	100%	100%	100%
Effectiveness					
% of informed producers using technical services		50.0%	50.0%	50.0%	50.0%
% of satisfied consumers		100%	100%	100%	100%
Conservation and Environmental Education	2				
Workload/Demand					
# of participants reached		952	1,159	1,462	1,476
# of educational programs offered		3	4	5	5
Efficiency					
avg. annual attendance on educational programs		317	290	292	295
Effectiveness					
% of Hillsborough County citizens reached		2.0%	2.0%	2.0%	2.0%
Historical Maps and Books	3				
Workload/Demand					
# of soil surveys books issued		3	3	3	3
# of customers reviewed aerials		16	11	8	8
Efficiency					
avg. of soil surveys issued per month		.25	.25	.25	.25
avg. of customers reviewing historical aerials per month		1	1	1	1
Effectiveness					
% of satisfied consumers		100%	100%	100%	100%

SOIL AND WATER CONSERVATION BOARD

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$204,441	$138,678	$220,047	$236,476
Operating Expenditure/Expense	4,122	7,561	10,529	10,570
Total	$208,563	$146,239	$230,576	$247,046

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$208,563	$146,239	$230,576	$247,046
Total	$208,563	$146,239	$230,576	$247,046

Funded Positions	3	3	3	3
Funded FTE Positions	3.00	3.00	3.00	3.00

The FY 10 adopted budget was funded at the continuation level.

The FY 11 adopted budget was funded at the continuation level.

The FY 12 adopted and FY 13 recommended budgets are funded at a continuation level.

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$4,494,431	$3,755,075	($7,404,637)	$13,096,685
Capital Equipment	3,126,523	4,898,607	953,018	168,000
Capital Projects	181,813,462	168,843,076	(1,387,339)	105,465,511
Grants & Aids	(15,102,864)	2,313,572	3,958,126	(590,510)
Other Uses	2,509,241	2,700,000	2,700,000	2,700,000
Total	$176,840,793	$182,510,330	($1,180,832)	$120,839,686

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide Special Purpose Revenue Fund	$346,798	$62,814	$3,594,000	$6,590,054
Unincorporated Area Special Purpose Fund	4,587,816	2,290,507	6,860,000	7,100,000
Intergovernmental Grants	6,290,394	9,390,986	0	0
County Transportation Trust Fund	15,901,292	41,103,109	7,501,796	11,769,081
Library Tax District Fd (Lof 84-443)	1,859,975	1,877,465	10,405,000	7,765,000
Infrastructure Surtax Fund	52,372,921	56,432,026	(107,299,944)	17,233,127
Countywide Capital Projects Fund	9,201,961	4,876,229	(2,357,134)	1,292,468
Unincorp Area Capital Projects Fund	7,266,775	6,000,321	(3,109,069)	7,006,300
EPC Facility Acquisition/Rehab Fund	3,913	0	0	0
Enviro Sensitive Lands Tax/Bond Fund	33,420,050	11,243,337	170,000	(1,276,344)
Court Facil Non-Bond Construction Fund	790	0	0	0
Consolidated Public Safety Bonds Fund	0	0	27,205,000	15,100,000
Solid Waste System Enterprise Fund	12,538,159	3,019,304	(17,972,177)	1,100,000
Water & Wastewater Utility Enterprise Fd	33,049,949	46,214,232	73,821,696	47,160,000
Total	$176,840,793	$182,510,330	($1,180,832)	$120,839,686

DEBT SERVICE ACCOUNTS

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$1,354,157	$2,992,441	$528,700	$859,000
Debt Service	402,590,005	332,739,579	93,071,669	95,639,223
Total	$403,944,162	$335,732,020	$93,600,369	$96,498,223

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide Special Purpose Revenue Fund	$0	$0	$7,781,342	$533,479
Infrastructure Surtax Fund	191,221,232	227,121,461	0	0
Cap Imp Nonadval Rev 98 &08 Dbt Svc Fd	1,438,863	1,436,438	1,441,363	1,442,475
Fuel Tax Ref Rev Bds Dbt Svc Fd(Clsd)	1,368,635	1,371,450	400,250	0
4th Cent Tourist Dev Tax Fd	1,154,215	1,154,390	1,190,190	1,156,490
5th Cent Tourist Dev Tax Fd	3,335,921	1,164,588	1,783,413	1,779,500
P&R G.O. Bnds 93/96/02 Dbt Svc Fd	1,328,113	1,324,313	1,329,113	1,332,113
ELAPP Limited Adval Tax Bonds Dbt Svc Fd	6,801,690	8,423,588	4,454,950	4,551,250
CJ CIP Ref Rev 93& 03 Dbt Svc Fd(Clsd)	64,077,781	0	0	0
Ct Facil Rev Bds 99&05 Debt Svc Fd	2,540,796	2,531,996	2,535,166	2,535,984
Cap Imprv Prg Rev Bds 94/96/06 Debt Svc	3,245,825	3,257,759	3,251,375	3,250,575
Cap Imp Non-Ad Ref Rev 96&06 Bd Fd(Clsd)	54,358,991	84,457	0	0
Cap Impr Commercial Paper Prog Fd	1,747,300	1,058,179	8,446,352	2,401,612
CIT Rev Bds 2001 A & B Dbt Svc Fd	4,531,462	4,532,462	4,524,762	2,550,531
CIT Rev Bds 2004 Dbt Svc Fd	6,382,544	6,394,544	6,410,304	3,780,806
CIT Rev Bds 2007 Dbt Svc Fd	16,270,748	16,256,588	16,270,163	16,234,563
US 301 Expan Taxable Notes	333,099	728,445	310,000	0
CIT Ref Rev 2012 A & B Dbt Svc Fd	0	0	0	3,870,899
CIP Revenue Bds Series 2012	0	0	0	6,972,838
TSA Non-Adv Ref Rev Bds 05 Dbt Svc Fd	1,311,178	1,311,205	1,318,270	1,315,677
Communications Svcs Tax Bd Sinking Fd	0	0	1,900,000	0
Enviro Sensitive Lands Tax/Bond Fund	752,524	0	0	0
Cap Impr Commercial Paper Program Fund	83,603	8,169,515	(515,000)	0
Future Financed Projects Fund	0	0	0	320,000
Solid Waste System Enterprise Fund	9,023,666	7,035,150	(10,265,450)	9,071,750
Water & Wastewater Utility Enterprise Fd	20,482,160	29,646,677	28,071,663	20,430,663
Imp Fee Special Assessment Bonds 2006	9,217,912	9,734,729	9,720,625	9,722,050
Transportation Assessment Units Fund	345	59,683	0	0
Recl Water Spcl Assessment Rev Bds 2000	444,660	440,140	495,382	489,332
Impact Fees Special Assess Bd	2,490,899	2,494,263	2,746,136	2,755,636
Total	$403,944,162	$335,732,020	$93,600,369	$96,498,223

Debt Service Accounts is a collection of data associated with the County's debt service accounts including principal and interest on capital leases.

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$146,659	$167,586	$200,335	$163,342
Grants & Aids	76,980,826	69,076,585	76,420,785	79,490,250
Total	$77,127,485	$69,244,171	$76,621,120	$79,653,592

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$16,582,267	$10,760,744	$10,295,512	$10,789,060
Countywide Special Purpose Revenue Fund	7,856,912	5,428,178	6,312,383	6,364,556
Sales Tax Revenue Fund	50,254,824	50,626,006	51,738,837	53,048,290
County Transportation Trust Fund	2,087,453	2,024,454	2,034,388	2,011,686
Cap Impr Commercial Paper Program Fund	346,029	404,789	6,240,000	0
Future Financed Projects Fund	0	0	0	7,440,000
Total	$77,127,485	$69,244,171	$76,621,120	$79,653,592

This department is set up to provide a mechanism for the recording of payments to other governmental agencies that are not attributed to a specific department. Representative costs include redevelopment tax increment funding, community investment tax distribution to the Sports Authority, School Board and municipalities, and distribution of the ninth-cent fuel tax to the cities.

The FY 12 adopted budget reflects the ongoing impact of lower property, sales and gas tax revenues. FY 12 budgets for tax increment financing payments to the three cities decreased by $2,412,835 from FY 11 reflecting projected lower Plant City, City of Tampa and Temple Terrace taxable values. The payment to the Tampa Sports Authority (TSA) for operating and property tax deficits reflects a one time decrease of $1,435,629 for FY 12 reflecting a change in the method used to calculate the operating deficit. The FY 12 budget includes $6,240,000 in new capital funding for TSA for improvements to Raymond James Stadium; an additional $7,440,000 is planned for FY 13. The interlocal agreement for $800,000 in funding for TSA from the 3 Cent Tourist Development Tax expired after September 30, 2010, reducing the FY 12 and FY 13 allocation from this funding source to zero. Based on State estimates and FY 11 actual expenditures, funding for the Florida Department of Juvenile Justice for pre-trial incarceration of minors declined by $1,748,274 for FY 12. Improving sales surtax revenues account for Community Investment Tax budgeted payments to the cities and the School Board being increased by $1,353,443 in FY 12. The BOCC approved extending the Ninth Cent Fuel Tax through December 31, 2021, resulting in relatively flat FY 12 distributions to cities. The FY 10 allotment of $561,937 for Legends Field from 4th Cent Tourist Development Tax backed bonds remained unspent at year end; the agreement was extended through December 2011; the FY 12 funds were budgeted in reserves. If a payment is required prior to agreement's end, a budget amendment allocating the funds will be needed. Finally, reflecting greater employee utilization, the allocation for funding discounted HARTline bus passes for employees was increased by $10,000.

The FY 13 recommended budget continues to reflect the ongoing impact of lower property taxable values. The FY 13 budget for tax increment financing payments to the three cities decreased by $210,312 from FY 12 reflecting projected lower Plant City, City of Tampa and Temple Terrace taxable values. The FY 13 budgeted payment to the Tampa Sports Authority (TSA) for operating and property tax deficits increased by $746,178, reflecting the expiration of the one time accounting change benefit experienced for FY 12. The interlocal agreement for $800,000 in funding for TSA from the 3 Cent Tourist Development Tax expired after September 30, 2010, reducing the FY 12 and FY 13 allocation from this funding source to zero. The second capital infusion of $7,440,000 reflects continued funding for TSA for improvements to Raymond James Stadium. A projected FY 13 Half Cent Sales Tax revenue required an increase of $1,260,542 in budgeted distributions to the three municipalities and the School Board. Finally, the FY 13 allocation from the 3 Cent Tourist Development Tax to the Tampa Convention Center for capital costs is planned to increase $100,000 over FY 12.

A detailed list of appropriations is shown on the following pages.

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
GENERAL FUNDS				
Countywide General Fund				
Planning & Growth Management				
Hartsaver Bus Passes	$164,416	$162,131	$184,000	$184,000
Van Pool Discounts for County Employees	0	0	2,000	2,000
Business and Support Services				
Plant City Tax Increment Financing	692,991	510,559	449,632	438,128
Temple Terrace Tax Increment Financing	130,165	56,828	19,102	18,613
Tampa Tax Increment Financing	12,243,570	8,650,841	7,847,589	7,646,814
Florida Division of Forestry	28,604	28,608	28,609	28,609
Health Department	445,989	403,235	403,235	366,242
National Estuary Program	83,974	83,974	83,974	83,974
School Board Racing Commission	446,500	446,500	446,500	446,500
Tampa Bay Regional Planning Council	362,162	361,068	369,622	366,753
University of Florida Aquaculture Lab	57,000	57,000	57,000	57,000
Tampa Sports Authority (Property Taxes & Oper Deficit)	1,926,896	0	404,249	1,150,427
TOTAL GENERAL FUNDS	16,582,267	10,760,744	10,295,512	10,789,060
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Marine Law Enforcement				
City of Tampa	182,000	182,000	182,000	182,000
City of Temple Terrace	60,000	60,000	60,000	60,000
Business and Support Services				
Florida Department of Juvenile Justice	7,586,867	5,159,927	6,011,383	6,063,556
School Site Impact Fee Commissions	28,045	26,251	59,000	59,000
	7,856,912	5,428,178	6,312,383	6,364,556
Sales Tax Revenue Fund				
Sports Authority Debt Service				
Sports Authority Sports Facility Sales Tax Bonds	2,042,476	2,003,303	2,000,004	2,000,004
CIT Distributions/Tampa Sports Authority	8,820,000	8,631,238	8,935,000	8,937,000
Business and Support Services				
Community Investment Tax - TSA Stadium Renovations	750,000	750,000	750,000	750,000
Community Investment Tax Distributions/City of Tampa	13,076,351	13,760,828	13,299,902	13,696,238
Community Investment Tax Distrib/City of Temple Terrace	920,711	972,329	971,056	995,757
Community Investment Tax Distributions/City of Plant City	1,293,514	1,351,775	1,371,249	1,411,165
Community Investment Tax Distributions/School Board	22,018,439	22,889,866	22,845,626	23,592,126
	48,921,491	50,359,339	50,172,837	51,382,290
County Transportation Trust Fund				
Hartline (Planning & Growth Management)				
Road Network Impact Fee Program	32,680	0	65,081	62,290
Planning & Growth Management				
Alternative Transportation Program	23,500	23,500	23,500	23,500

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Business and Support Services				
Gas Tax Distribution - Tampa	1,737,491	1,712,343	1,653,906	1,638,817
Gas Tax Distribution - Temple Terrace	122,307	120,758	121,121	118,563
Gas Tax Distribution - Plant City	171,475	167,853	170,780	168,516
3 Cent Tourist Development Tax Fund				
Sports Authority				
Plant City Stadium	0	0	400,000	400,000
Tampa Convention Center	0	0	250,000	250,000
Tampa Convention Center Debt Service	0	0	166,000	166,000
Tampa Convention Center Capital Costs	0	0	750,000	850,000
Tampa Sports Authority (Operating & Maintenance Deficit)	1,333,333	266,667	0	0
	3,420,786	2,291,121	3,600,388	3,677,686
TOTAL SPECIAL REVENUE FUNDS	60,199,189	58,078,638	60,085,608	61,424,532
Debt Service Funds				
Sports Authority				
4th Cent Tourist Development Tax 2006 Bonds	0	0	0	0
TOTAL CAPITAL FUNDS	0	0	0	0
Commercial Paper Note Issuance Fund				
Sports Authority				
Arena Improvements	346,029	404,789	0	0
Raymond James Stadium Capital Improvements	0	0	6,240,000	7,440,000
TOTAL CAPITAL FUNDS	346,029	404,789	6,240,000	7,440,000
TOTAL GOVERNMENTAL AGENCIES	$77,127,485	$69,244,171	$76,621,120	$79,653,592

MAJOR MAINTENANCE AND REPAIR

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Operating Expenditure/Expense	$3,631,231	$3,801,650	($2,604,059)	($8,094,920)
Total	$3,631,231	$3,801,650	($2,604,059)	($8,094,920)

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide Special Purpose Revenue Fund	$1,422,311	$1,924,104	($2,928,000)	($5,992,000)
Unincorporated Area Special Purpose Fund	2,117,956	1,534,964	7,465	(2,236,737)
Library Tax District Fd (Lof 84-443)	90,964	342,582	316,476	133,817
Total	$3,631,231	$3,801,650	($2,604,059)	($8,094,920)

This non-departmental organization is established to account for the management of the Small Construction Projects Program. This program is used for the repair, renovation, replacement and maintenance (R3M) of Hillsborough County facilities. Projects administered through the R^3M Program are designed to ensure health and safety, prevent further damage to facilities, increase efficiency, or support changes in program requirements. These projects will generally be completed within 12 months and will generally cost under $150,000.

NON-DEPARTMENTAL ALLOTMENTS

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Personnel Services	$1,229,478	$1,456,411	$1,667,822	$1,650,000
Operating Expenditure/Expense	89,817,093	85,865,568	96,847,371	107,486,640
Capital Equipment	1,048,259	0	0	0
Grants & Aids	5,178,193	5,025,610	6,692,468	5,200,000
Other Uses	4,190,646	313,426	481,912	481,912
Total	$101,463,669	$92,661,015	$105,689,573	$114,818,552

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$6,968,089	$6,166,959	$7,795,072	$18,499,047
Unincorporated Area General Fund	2,067,840	1,379,212	1,526,353	1,357,000
Countywide Special Purpose Revenue Fund	3,700,926	3,666,800	3,583,440	3,583,440
Unincorporated Area Special Purpose Fund	151,911	241,049	150,000	150,000
Intergovernmental Grants	209,301	62,763	20,657	19,686
County Transportation Trust Fund	1,613	1,615	1,800	1,800
County Self Insurance Fund	88,363,989	81,142,617	92,612,251	91,207,579
Total	$101,463,669	$92,661,015	$105,689,573	$114,818,552

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.

The FY 11 adopted budget reduced funding for intergovernmental representation by $55,750 and audit fees by $90,000. The reductions were achieved through successful procurement processes, and service levels in each of these areas were not diminished. The budget also adjusted certain other budgets based on expected results and historical spending patterns. $630,000 was added to the budget to provide for payments to the vendor that is administering the newly enacted Red Light monitoring ordinance. A new budget of $481,912 was added to provide for security at the County Center. This new budget is associated with the Sheriff's Office assuming responsibility for all County security. A new budget of $200,000 was also added for the newly Board approved Fallen Heroes program. Finally, the FY 11 budget for unemployment costs was increased by $133,250 to provide for higher than expected costs associated with staff reductions. The majority of the unemployment cost increase was related to the elimination of the Security Services Department.

The FY 12 adopted budget included one-time funding of $500,000 for the Film Commission, $100,000 to develop a plan to address homelessness, $50,000 for strategic planning, $25,000 for the South Shore Chamber of Commerce, and $60,000 to cover lease termination costs associated with transitioning the Section 8 program to the Tampa Housing Authority. The County experienced a significant increase in the number of employee retirements. This increase necessitated an increase of $193,000 in the health insurance subsidy for retired employees. The FY 11 adopted budget included a significant one-time increase in the budget for unemployment compensation due to the elimination of the Security Services department. Benefits for these employees are no longer payable, and this budget was reduced by $168,250 to reflect a normalized level for this benefit. Sterling Award funding was not budgeted in FY 12 or FY 13. There was a $15,000 increase in tax notice mailing costs to reflect increasing costs incurred by the Tax Collector. The FY 12 budget included a $300,000 one-time allocation to the Tampa Bay Workforce Alliance to allow greater support to County employees who lost their jobs due to budget constraints. It also included a one-time FY 12 increase of $250,000 for the Tampa-Hillsborough Economic Development Council. Finally, the FY 12 and FY 13 budgets associated with the red light monitoring program increased $120,000 to reflect actual historical program costs.

The FY 13 recommended budget includes an increase of $10,000 in bond counsel funding, an increase of $75,000 in financial advisor costs and $20,700 in strategic planning costs. Intergovernmental representation funding has been increased an additional $200,000 for outside consulting costs. Funding for outside attorney's fees has been reduced $100,000. Funding of $150,000 for impact fee waivers has been eliminated. One-time funding of $500,000 was allocated in FY 12 for the Film Commission. The remaining unspent funds for this purpose are moved into the Countywide Economic Development Activity fund for FY 13 so the funds can be fully expended.

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.

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
GENERAL FUNDS				
Countywide General Fund				
Business and Support Services				
Bond Counsel	24,750	39,059	40,000	90,000
Clerk's Armed Guard Services	0	68,320	70,000	70,000
Constitutional Officers Salary Increases	0	0	2,822	0
Cost Allocation Plan	37,132	38,245	45,000	40,000
Employee Tuition Reimbursement	27,719	33,595	75,000	75,000
Fallen heroes Fund	100,000	0	200,000	200,000
Film Commission	0	0	500,000	0
Financial Advisor	4,265	16,751	15,000	90,000
Financial Audit Services	236,131	211,070	310,000	310,000
Flexible Spending Account Admin Fees	40,428	46,444	63,000	63,000
Health Ins. Subsidy-Disabled (ILOD) Retirees	2,000	0	2,000	2,000
Health Insurance Subsidy-Retired Employees	179,720	239,435	408,000	408,000
Homeless Plan Development	0	0	100,000	0
Impound Lot - Veterinary Svcs & Advertising	280	175	1,200	1,200
Jury Parking	140,828	158,340	175,000	175,000
Membership - Alliance for Innovation	0	0	7,500	7,500
Membership - Florida Assoc. of Counties	107,130	107,130	107,130	107,130
Membership - National Assoc. of Counties	19,369	19,369	23,019	23,019
Membership - National Forum Black Public Admin.	0	0	2,500	2,500
One Time Unallocated Funds	0	0	0	12,000,000
Other Countywide Costs - Clerk	290	1,234	1,000	1,000
Other Countywide Costs - Emergency Management	0	78,680	0	0
Other Countywide Costs-Supervisor of Elections	0	251	0	0
Peer Review	9,000	0	0	0
Performance Audits	103,574	66,896	150,000	150,000
Recording Fees	10,599	18,302	15,000	15,000
Redistricting Expenses	0	7,681	0	0
Security Services - County Center	295,666	313,426	481,912	481,912
Sinkhole Grant Awards	0	26,212	0	0
Sterling Award	12,375	750	0	0
Strategic Planning	0	0	50,000	20,700
Tax Collector Tax Notice Mailing Costs	68,516	124,563	95,000	95,000
TRIM Mailing Costs	212,120	231,539	240,000	240,000
Unanticipated Cost Adjustments	37,696	0	0	0
Veterans' Program Funding	0	0	342,468	0
Unemployment Benefits	65,465	47,247	60,000	0
Victims' Assistance Transitional Funding	0		0	0
Client and Liaison Services				
Intergovernmental Representation	165,000	165,000	153,000	353,000
County Attorney				
Legal Advertising	64,875	47,518	80,000	80,000
Outside Legal/Attorneys	254,414	234,251	400,000	300,000

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Economic Development				
Agricultural Preservation	997	0	0	0
Brandon Chamber of Commerce	13,018	13,074	30,000	30,000
Tampa-Hillsborough Econ Dev Corp Bio Tech Project	0	0	89,000	89,000
General Fund Industry Promotion (QTI)	1,511,888	818,416	0	0
International Protocol Officer Partnership	31,170	31,210	40,000	40,000
South Shore Chamber of Commerce	0	0	25,000	25,000
Tampa Bay Partnership	40,000	40,000	40,000	40,000
Economic Development (continued)				
Tampa Bay Workforce Alliance	0	0	300,000	0
Tampa-Hillsborough Econ Dev Council	450,000	450,000	611,000	361,000
USF High Tech Incubator	200,000	200,000	200,000	200,000
USF Office for Technology Entrepreneurship	40,000	40,000	40,000	40,000
Public Utilities				
Tampa Bay Water Issues	171,473	120,678	200,000	200,000
Real Estate				
Commercial Insurance	1,899,374	2,075,288	1,903,495	2,032,207
Law Library Building Lease	1,024	1,026	1,026	879
Lease terminations	387,019	12	0	0
Lease termination - Section 8	0	0	60,000	0
Non-Ad Valorem Assessments	1,940	2,536	35,000	35,000
Tax Deed Title Searches	844	33,236	5,000	5,000
	6,968,089	6,166,959	7,795,072	18,499,047
Unincorporated Area General Fund				
Affordable Housing				
Affordable Housing Program Costs	493,712	499,191	500,000	500,000
Business and Support Services				
Constitutional Officers Salary Increases	0	0	5,000	0
Emergency Acquisition of Equipment	1,048,259	0	0	0
Local Ordinance Enforcement - Filing Fees	1,980	3,650	5,000	5,000
Management Consultant	5,894	428	0	0
Red Light Camera Monitoring Costs	284,452	782,433	750,000	750,000
Court Administrator				
Hearing Masters - Parking Violations	1,080	1,080	3,000	3,000
County Attorney				
Local Ordinance Enforcement - Public Defender	30,800	21,800	50,000	50,000
Local Ordinance Enforcement - State Attorney	24,000	24,000	24,000	24,000
Economic Development				
Economic Development Initiatives	14,792	19,536	0	0
Development Services				
Impact Fee Waiver - No Fee Zones	14,636	0	150,000	0
Historic Landmark Resource Program	0	13,160	25,000	25,000
Real Estate				
Lease terminations and relocations	134,706	0	0	0
Viacom Billboard Lease	13,529	13,934	14,353	0
	2,067,840	1,379,212	1,526,353	1,357,000
TOTAL GENERAL FUNDS	9,035,929	7,546,171	9,321,425	19,856,047

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Business and Support Services				
Technology Sys Upgrade & Replacement	125,122	61,181	0	0
Level 1 Trauma Care (Tampa General Hospital)	3,500,000	3,500,000	3,500,000	3,500,000
	3,625,122	3,561,181	3,500,000	3,500,000
Disaster Event Fund				
Fire Rescue				
Disaster Events	0	0	20,657	19,686
Environmental Restoration Fund				
Planning and Growth Management				
Environmental Buffers Study	1,911	91,049	0	0
Florida Department of Juvenile Justice Fund				
Community Liaisons				
JBI Commission for US Dept of Justice Reimb	75,804	105,619	83,440	83,440
Phosphate Severance Tax Fund				
Business and Support Services				
Physical Oceanographic Real-Time Sys (PORTS)	150,000	150,000	150,000	150,000
Operating Grants Fund				
Business and Support Services				
COBRA Premium Assistance/ARRA	209,301	62,763	0	0
County Transportation Trust Fund				
Business and Support Services				
SBA Administration Fees	1,613	1,615	1,800	1,800
	1,613	1,615	1,800	1,800
TOTAL SPECIAL REVENUE FUNDS	4,063,751	3,972,227	3,755,897	3,754,926
COUNTY SELF INSURANCE FUND				
Business and Support Services				
Workers Compensation Insurance				
Administrative Costs	4,787,890	733,683	426,359	830,000
Claim Payments - W/C Medical	4,337,219	5,710,306	5,000,000	5,100,000
Insurance Purchases	562,154	352,161	425,000	425,000
Wage Loss Benefits	1,164,013	1,408,926	1,600,000	1,650,000
General Liability Insurance				
Administrative Costs	354,255	256,929	358,000	358,000
Claim Payments	1,793,506	1,686,303	1,849,780	1,900,597
Insurance Purchases	7,438,333	7,212,029	8,101,382	8,593,366

NON-DEPARTMENTAL ALLOTMENTS

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Employee Group Health Insurance				
Administrative Costs	2,933,305	2,746,982	3,051,730	3,347,320
Claim Payments	64,352,290	60,317,874	70,900,000	68,000,000
Insurance Purchases	641,024	717,424	900,000	1,003,296
TOTAL SELF INSURANCE FUND	88,363,989	81,142,617	92,612,251	91,207,579
TOTAL NON-DEPARTMENTAL ALLOTMENTS	$101,463,669	$92,661,015	$105,689,573	$114,818,552

NONPROFIT ORGANIZATIONS

Appropriations	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Grants & Aids	$19,354,451	$19,726,178	$18,123,285	$17,403,285
Total	$19,354,451	$19,726,178	$18,123,285	$17,403,285

Budget by Fund	FY 10 Actual	FY 11 Actual	FY 12 Adopted	FY 13 Recommended
Countywide General Fund	$6,252,559	$6,044,717	$7,338,285	$6,338,285
Countywide Special Purpose Revenue Fund	1,100,000	1,100,000	0	0
Sales Tax Revenue Fund	11,442,409	11,949,911	9,534,000	9,834,000
Intergovernmental Grants	559,483	631,550	1,251,000	1,231,000
Total	$19,354,451	$19,726,178	$18,123,285	$17,403,285

Included in this budget is funding for social services competitive organizations, social services non-competitive organizations, cultural services competitive organizations, and cultural services non-competitive organizations. This funding is awarded to non-profit groups on a biennial basis for community functions not covered by departments of county government.

The FY 10 adopted budget continued to reflect prioritization of funding based on basic human needs, self-sufficiency, and quality of life service designations. Generally, organizations providing self-sufficiency and quality of life services were reduced 20% and 25%, respectively. Most organizations providing basic human needs were reduced 15%. The Museum of Science and Industry and the Tampa History Center are both considered to provide quality of life services. Each was reduced 25% in FY 10, but were funded at the FY 10 level in FY 11 since both are County owned facilities and the County is committed to maintaining its existing assets. Funding changes for the Agency for Community Treatment Services, DACCO, Goodwill Industries, and Tampa Crossroads was based on a new funding plan proposed by the Health and Social Services Department which was discussed with these organizations. Funding recommendations for the 3% tourist development tax were made by the Tourist Development Council. Funding of $800,000 that would normally have been budgeted for the Tampa Convention Center from the 3% tourist development tax was budgeted from the 4th cent tourist development tax in FY 10 and FY 11. For these two years, $800,000 of the 3% tourist development tax was used to reimburse the Tampa Sports Authority for Raymond James Stadium maintenance which would normally be funded by the countywide general fund. This funding commitment was included in the Governmental Agencies area of the budget. The FY 11 adopted budget maintained funding for most nonprofits at a level consistent with FY 10 while the County developed a long-term strategy for these agencies. However, the budget for the Arts Council was reduced by $122,000, and one-time funding of $250,000 was provided to Lowry Park Zoo in support of their accreditation efforts.

The FY 12 adopted budget included a 10% reduction from FY 11 in countywide funding for most nonprofits, and a 20% reduction in FY 13. The FY 12 budget reflected an increase from the proposed 20% reduction in the recommended budget reflecting the Board of County Commissioners (BOCC) decision to keep nonprofits whole for six months pending delivery of a new system for making awards currently being developed by the Citizens' Advisory Council at the request of the BOCC. The new system focuses on outcome-based measures that align with services determined to be part of the County's core mission. FY 13 planned budgets reflected a full year's reduction of 20% from FY 11. Both the FY 12 and FY 13 planned nonprofit budgets are subject to revision once the new allocation process is approved.

During FY 11 the County began receiving new revenues associated with the Seminole Gaming Casino pursuant to Florida law. The FY 12 adopted budget for this revenue was $2,036,367. The BOCC designated that this revenue be allocated on a continuing basis to support the Tampa Bay History Center, the Florida Aquarium, the Lowry Park Zoo, the Museum of Science and Industry, the Straz Center, and the Children's Museum. These organizations were tasked with developing performance outcomes that link with the County's current focus of economic development. Specific allocations for these funds are detailed on the corresponding schedule. Budget pages detailing nonprofit funding show that budgets of Lowry Park Zoo and the Museum of Science and Industry, and the Tampa Bay History Center were $0 in FY 12 and FY 13. However, the line item titled "Seminole Gaming Revenue Funded Nonprofits" reflected adopted funding for these organizations. The FY 12 and FY 13 allotments funded from the 3 Cent Tourist Development Tax reflect BOCC approved allocations as recommended by the Economic Development Council. One change of note is that the Florida Aquarium will receive $240,000 and will administer the allocations of $80,000 each to the Museum of Science and Industry and the Lowry Park Zoo from this allotment. Funding of $510,988 for ambulance transports provided to the Crisis Center was transferred to the Family and Aging Services department in the FY 12 adopted and FY 13 planned budgets. The department will competitively bid these services. FY 12 and FY 13 funding for Bay Area Legal Services of $1,100,000 was also transferred to the Family and Aging Services department area of the budget. Bay Area Legal Services continued to receive this funding. Finally, Community Development Block Grant (CDBG) funded nonprofit budgets reflect BOCC approved allocations as approved as part of the CDBG plan adoption process.

The FY 13 recommended budget maintains funding for nonprofit organizations at the FY 12 level. One-time funding for Tampa Bay and Company and the Tampa Bay Sports Commission was allocated in FY 12 at $500,000 each. The remaining unspent funds are moved into the Countywide Economic Development Activity fund for FY 13 so the funds can be fully expended.

Details by agency are shown in the following pages.

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
GENERAL FUND				
Countywide General Fund				
Non-Competitive				
Business and Support Services				
Arts Council	$809,227	$687,227	$618,504	$618,504
Historical Advisory Council of Hillsborough	0	2,531	2,278	2,278
Tampa Bay History Center	177,187	177,187	0	0
Teaching Tools	0	0	25,000	25,000
Economic Development				
Lowry Park Zoo	283,500	250,000	0	0
Museum of Science and Industry	430,312	430,312	0	0
Family and Aging Services				
Catholic Charities - Choose Life Distribution	44,857	41,743	0	0
Catholic Charities - Mercy House	0	0	45,000	45,000
Community Tampa Bay (Formerly NCCJ)	5,569	5,569	5,012	5,012
Crisis Center/Transportation/Nurse Examiner	1,413,338	1,413,355	812,130	812,130
Sickle Cell Association	26,529	26,529	23,876	23,876
Competitive				
Family and Aging Services				
A Brighter Community (Formerly Bright Horizons)	5,904	5,904	5,314	5,314
Alpha, Inc.	45,964	45,964	41,368	41,368
Bolesta	11,308	0	10,177	10,177
Boys and Girls Clubs	71,442	71,442	64,298	64,298
Centre for Women	48,068	43,659	39,293	39,293
Child Abuse Council, Inc.	51,000	51,000	45,900	45,900
Children's Home, Inc.	111,690	106,523	100,521	100,521
Computer Mentors Group	13,023	10,821	9,739	9,739
Cornerstone Ministries (Formerly Tampa United Methodist)	18,900	18,900	17,010	17,010
Corp to Develop Communities (CDC)	34,020	34,020	30,618	30,618
Crisis Center - Eldernet	14,586	14,586	13,127	13,127
Epilepsy Services of West Central Florida	7,746	7,233	14,256	14,256
Family Justice Center	75,000	75,000	67,500	67,500
Francis House	9,600	9,600	8,640	8,640
Girl Scouts of West Central Florida	29,607	19,987	17,988	17,988
Greater Palm River Point CDC	14,246	10,125	9,113	9,113
Gulf Ridge Boy Scouts	19,987	19,987	17,988	17,988
Hispanic Services Council	34,750	34,750	31,275	31,275
Life Enrichment Center	12,254	11,250	10,125	10,125
Mary & Martha House	22,313	22,313	20,082	20,082
Mental Health Care, Inc.	64,806	64,800	58,320	58,320
Quantum Leap Farm	12,972	12,972	11,675	11,675
Redland Christian Migrant	60,578	60,578	54,520	54,520
Self Reliance	14,742	14,742	13,268	13,268
Seniors in Service	6,000	6,000	5,400	5,400
Tampa Lighthouse for the Blind	26,990	26,990	24,291	24,291
Tampa Metro Area YMCA	14,805	14,805	13,325	13,325
The Spring of Tampa Bay	90,143	90,143	81,129	81,129
Trinity Café	72,250	72,250	65,025	65,025

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Competitive (continued)				
United Cerebral Palsy	11,386	11,386	10,247	10,247
Veteran's Council of Hillsborough County	4,419	6,969	10,000	10,000
YES! of America United, Inc.	7,500	7,500	6,750	6,750
Community Liaisons				
Agency for Community Treatment Services	534,975	584,629	599,990	599,990
DACCO	672,174	734,591	753,903	753,903
Goodwill Industries	332,063	196,242	0	0
Tampa Crossroads	99,113	106,885	111,163	111,163
Economic Development				
Boys and Girls Clubs Summer Program	28,125	28,125	25,313	25,313
Economic Development External Organizations	5,000	5,000	4,500	4,500
Hispanic Business Initiative Fund	27,281	27,281	24,553	24,553
NAACP Empowerment Center	11,248	11,250	10,125	10,125
Tampa Bay & Company	0	0	500,000	0
Tampa Bay Sports Commission	300,000	300,000	800,000	300,000
Tampa Bay Black Heritage Festival	14,062	14,062	12,656	12,656
	6,252,559	6,044,717	5,302,285	4,302,285
Seminole Gaming Compact Fund				
Non-Competitive				
Economic Development				
Florida Aquarium	0	0	307,135	307,135
Lowry Park Zoo	0	0	479,353	479,353
Museum of Science and Industry	0	0	585,915	585,915
Straz Center for Performing Arts	0	0	221,758	221,758
Glazer Children's Museum	0	0	264,839	264,839
Tampa Bay History Center	0	0	177,000	177,000
	0	0	2,036,000	2,036,000
TOTAL COUNTYWIDE GENERAL FUND	6,252,559	6,044,717	7,338,285	6,338,285
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Revenue Fund				
Non-Competitive				
Family and Aging Services				
Bay Area Legal Services	1,100,000	1,100,000	0	0
	1,100,000	1,100,000	0	0
Sales Tax Revenue Fund				
Economic Development				
3% Tourist Development Tax				
Apollo Beach Chamber of Commerce	9,253	9,870	0	0
Arts Council of Hillsborough County	12,953	12,899	0	0
County Arts & Cultural Co-op	115,660	162,864	200,000	220,000
Downtown Attractions	13,879	14,805	0	0
Events Collaborative	0	0	24,000	24,000
Florida Aquarium	92,528	98,706	240,000	240,000
Lowry Park Zoo	92,528	98,706	0	0
Museum of Science and Industry	122,528	98,706	0	0

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
3% Tourist Development Tax (continued)				
Outback Pro-Am	68,000	0	0	0
Plant City Chamber of Commerce	57,952	58,651	55,000	55,000
Plant City Stadium	500,000	383,846	0	0
Ruskin Chamber of Commerce	0	0	0	0
Tampa Bay Black Heritage Festival	13,879	14,805	0	0
Tampa Bay CVB	7,374,400	8,019,837	8,000,000	8,200,000
Tampa Bay CVB - Non-Base - Legislative Program	25,000	0	0	0
Tampa Bay CVB - Non-Base - Westshore Center	82,500	22,500	0	0
Straz Center for the Performing Arts	416,373	493,527	450,000	470,000
Straz Center for the Performing Arts - Wonderland	50,000	0	0	0
Tampa Bay Sports Commission	370,107	444,173	500,000	560,000
TBSC - International Dragon Boat Events	0	50,000	0	0
Tampa Convention Center	952,467	1,082,314	0	0
Tampa Convention Center Debt Service	166,000	0	0	0
Tampa History Center	18,504	9,672	0	0
Tampa Museum of Art	18,504	0	0	0
Ybor City Chamber of Commerce	69,394	74,030	65,000	65,000
	10,642,409	11,149,911	9,534,000	9,834,000
1% Additional (4th Cent) Tourist Development Tax				
Tampa Convention Center	800,000	800,000	0	0
	800,000	800,000	0	0
Intergovernmental Grants Fund				
Affordable Housing				
Bay Area Legal Services	31,546	31,546	31,000	31,000
Big Brothers Big Sisters	34,647	29,010	35,000	35,000
Boys and Girls Club	22,533	22,533	30,000	30,000
Catholic Charities - Reach	71,157	68,623	45,000	45,000
Catholic Charities - Mercy House	0	0	20,000	0
Centre for Women	0	0	375,000	375,000
Children's Home Society	54,730	123,380	75,000	75,000
Computer Mentors Group	23,561	2,020	0	0
Corporation to Develop Communities (CDC)	28,292	28,013	38,000	38,000
Florida Home Partnership	0	0	110,000	110,000
Gulf Coast Jewish Families	21,493	22,592	0	0
HARC - Alzheimer Care Staff	71,591	71,591	0	0
Hispanic Services Council	23,165	23,165	0	0
Mary & Martha House	30,026	30,026	30,000	30,000
Rebuilding Together Tampa Bay	0	0	250,000	250,000
Redland Christian Migrants	50,535	50,535	0	0
Self Reliance	0	0	85,000	85,000
Seniors in Service	23,044	23,044	37,000	37,000

Description	FY 10 Actuals	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Affordable Housing (continued)				
Tampa Bay Academy of Hope	18,935	21,065	0	0
Tampa Metro Area YMCA	4,096	23,483	0	0
The Spring of Tampa Bay - Intervention	30,845	36,054	50,000	50,000
United Cerebral Palsy	19,287	24,870	40,000	40,000
	559,483	631,550	1,251,000	1,231,000
TOTAL SPECIAL REVENUE FUNDS	13,101,892	13,681,461	10,785,000	11,065,000
TOTAL NONPROFIT ORGANIZATIONS	$19,354,451	$19,726,178	$18,123,285	$17,403,285

RESERVES AND REFUNDS

The following table presents a four-year comparison of reserves and refunds. Unlike most four-year schedules in the various documents that comprise the Annual Budget, this table presents adopted budgets for each year. No actuals are presented. Under governmental accounting, reserves are not expended. Instead, when funds are needed, the budget is amended to reduce the budget for a particular reserve and appropriate more funds in the expenditure category where they are needed. That means there are never actual expenditures of reserves.

Reserves are lump sum dollars set aside in a budget for unanticipated needs. These moneys are not distributed or allocated to operating budgets because specific requirements are not known at the time of budget adoption, or because bond documents require their establishment.

Florida Statutes Chapter 129.01(2)(c) and (d) provides for the following reserves:

1. A reserve for contingencies may be provided in a sum not to exceed ten percent of the total of the budget.

2. A reserve for cash balance to be carried forward may be provided for the purpose of paying expenses from October 1 of the ensuing fiscal year until the time when the revenues for that year are expected to be available.

3. An appropriation for "outstanding indebtedness" shall be made to provide for the payment of vouchers which have been incurred in and charged against the budget for the current year, but which are expected to be unpaid at the beginning of the ensuing year for which the budget is being prepared.

General contingency reserves may be allocated to fund any lawful need as long as funding source guidelines are met. Specific use reserves are restricted to an individual purpose or program within the funding source. Once it has been determined that the specific need has been satisfied or is no longer necessary, the balance in these types of reserves may be reprogrammed into a general contingency account with the approval of the Board of County Commissioners through the budget amendment process. The reserve for cash balance carry-forward, however, may not be reprogrammed during the year.

Refunds are also included in this component of the budget, and may be expended. However, refunds constitute a small proportion of the budget. They usually include the refund of revenues collected in a prior fiscal year for which accounting records have been closed.

The organization of these reserves and refunds is by fund, so that it is generally clear what the funding source is for each reserve. Many of these reserves are funded from restricted revenues, such as the State Indigent Health Care Sales Tax or proceeds from bond issues or other special financings.

All capital project and grant subfunds are budgeted on an "all-years" basis. As such, each year's budget only reflects the annual change in funding and does not include any carryover appropriation from prior years. All-years budgeting of reserves, as shown on this schedule, will only reflect the annual increase or decrease in the specific reserve, not the reserve balance.

For more information on any of these reserves or refunds, please contact the Business and Support Services Department at (813) 272-5890.

Description	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
GENERAL FUND				
Countywide General Fund				
Refund Prior Year Revenue	$450,000	$450,000	$450,000	$450,000
Reserve for Contingency (Policy 03.02.05.00)	36,175,453	36,786,197	36,692,386	36,780,252
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)	25,862,472	26,137,996	23,998,860	23,886,773
Other Designated Reserves				
Reserve for Grant Match	1,000,000	1,000,000	1,000,000	1,000,000
Reserve for Attrition (Policy 03.02.02.25)	600,745	600,745	610,000	610,000
Reserve for Unreimbursed Disaster Expenses	5,006,878	5,006,878	5,006,878	5,006,878
Other Designated Reserves	14,749,517	13,353,204	14,781,750	13,687,374
	92,845,065	92,335,020	91,539,874	90,421,277
Gaming Compact Revenue Fund				
Reserve Unrealized Fund Balance	0	0	310,725	0
	0	0	310,725	0
Unincorporated Area General Fund				
Refund Prior Year Revenue	225,000	225,000	225,000	225,000
Reserve for Contingency (Policy 03.02.05.00)	34,132,874	33,868,061	33,681,915	33,674,972
Reserve Unrealized Fund Balance	15,302,895	16,806,796	16,806,796	16,806,796
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	14,709,904	15,012,986	14,472,310	14,474,904
Other Designated Reserves				
Reserve for Attrition (Policy 03.02.02.25)	2,147,686	2,147,686	2,150,000	2,150,000
Reserve for Unreimbursed Disaster Expenses	5,930,233	5,930,233	5,930,233	5,930,233
Other Designated Reserves	12,644,812	11,772,466	12,802,475	12,802,475
	85,093,404	85,763,228	86,068,729	86,064,380
TOTAL GENERAL FUND	177,938,469	178,098,248	177,919,328	176,485,657
SPECIAL REVENUE FUNDS (COUNTYWIDE & UNINCORPORATED)				
Countywide Special Purpose Revenue Fund				
Adjustment to Public Art Program--Countywide Ord. 89-32	32,000	(37,310)	4,718	3,479
School Sites Impact Fees	12,680,926	20,536,459	27,081,888	32,937,398
Criminal Justice Education/Training FS 318.18(11)D / 938.15	4,987,342	5,585,065	5,951,953	5,814,234
Criminal Justice Training R95-077	808,041	828,580	1,079,505	1,188,280
County Boat Registration Fee Fund Ord. 08-32	512,670	465,517	434,563	434,987
Federal USMS/Dept of Justice Asset Forfeiture Fd.	3,932,621	4,344,018	4,831,240	4,853,230
Alcohol & Drug Abuse Contingency FS 938.13	146,470	125,602	150,367	179,361
Drug Abuse Alternative Source Fund R91-0223	201,398	279,044	262,446	250,373
800MHz Radio Communication System Fund	3,526,387	3,445,761	2,826,292	2,830,206
Florida Contraband Forfeiture Fund FS 932.703/704	1,334,823	1,946,850	3,149,252	2,373,685
Drug Abuse Trust Fund FS938.21/Ord. 97-16	332,388	332,953	305,057	340,770
Federal Treasury Asset Forfeiture Fund	290,411	297,411	296,991	298,551

Description	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
Countywide Special Purpose Revenue Fund (continued)				
Children's Advocacy Center Fund AO 99-081	5,464	7,964	8,195	8,195
Drug Court Program Administation Fund FS 796.07(6)	141,718	165,718	216,114	172,225
Traffic Surcharge Trust Fund (Ord 04-26; FS 318.18)	1,421,594	9,762,630	1,594,630	1,528,105
Crime Prevention/Safe Neighborhoods (FS 775.083)	3,635,226	3,967,634	3,734,119	4,129,791
Child Support Incentives Fund - SS Act Title IV-D	143,302	25,446	214,820	238,816
Victim Assistance, Crime Prevention, Youth Advocacy R09-132	0	85,000	327,501	471,337
Emergency Management Fac Plans Review Fund	40,253	43,153	44,652	43,794
Local Air Pollution Control Tag Fee FS 320.03	387,906	414,647	361,462	345,588
Indigent Health Care Services FS 212.055	0	0	10,000	10,000
Gardinier Settlement DEP/EPC Fund	9,162	9,662	0	0
Pollution Recovery Fund LF 84-446	1,100,947	447,100	569,575	483,650
State Revenue Sharing--Revenue Stabilization Res.	14,010,655	6,074,180	5,718,299	6,865,342
911 Emergency Telephone Sys. - Combined Fund	13,397,468	11,773,647	10,536,851	10,736,759
Fla Boating Improvement Fund FS 328.72 (15)	282,800	282,800	(440,888)	(279,987)
Economic Development Project Fund	0	0	5,599,233	4,302,781
Children's Services Contribution Fund	0	0	1,527	12,384
Museums/Cecile Wagnon Will Fund	98,139	101,139	15,382	0
Animal Ctrl Spay/Neuter Incentive Payment Prog	616,300	92,131	370	6,661
Animal Services Contributions Fund	71,811	82,561	24,344	43,965
	64,148,222	71,485,362	74,910,458	80,623,960
Unincorporated Area Special Purpose Fund				
Adjustment to Public Art Program	28,570	(95,164)	1,657	1,427
Parks Impact Fees				
Adjustment to Future Capital Outlay	978,994	81,875	(2,280,290)	535,442
Fire Service Impact Fee (all zones)				
Adjustment to Future Capital Outlay	(1,162,111)	308,354	129,059	(709,871)
Impact Fee Program Administration	16,994	76,601	64,157	120,901
Communications Services Tax	0	0	2,575,589	185,847
Adjustment to Environmental Restoration Oper/Proj Fd.Ord. 92-05	736,030	52,000	259,056	37,846
Adjustment to Local Habitat Mitigation Bank Fund	30,000	33,700	118,373	6,506
Building Services Division Fund	4,760,528	6,055,929	5,983,508	1,973,534
Land Excavation Opr/Inspection Fund	0	0	0	162
Water Conservation Trust Fund Ord. 91-27	1,028,147	1,399,603	676,889	444,271
Phosphate Severance Tax Fund FS 211.31	804,594	220,254	823,448	912,868
Economic Development Project Fund	0	0	4,365,620	4,333,360
Adjustment to Stormwater Management Fund	(2,090,898)	(414,232)	417,157	194,507
	5,130,848	7,718,920	13,134,223	8,036,800
TOTAL SPECIAL REVENUE FUNDS (TAX FUNDS)	69,279,070	79,204,282	88,044,681	88,660,760
OTHER SPECIAL REVENUE FUNDS				
County Blended Component Units Fund				
Law Library Board Sales and Other Services	30,867	24,367	0	0

Description	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
Sales Tax Revenue Fund				
Indigent Health Care & Trauma Center Fund				
General Contingency	32,118,650	23,400,000	34,795,001	24,960,504
Half Cent Sales Tax/Bonds				
General Contingency	9,004,534	2,495,067	35,825,861	31,628,241
Revenue Stabilization Reserve	3,705,325	3,756,014	3,990,383	4,256,931
Other Restricted Reserves	4,119,019	0	0	0
Professional Sports Franchise Facility Sales Tax				
General Contingency	1,607	58	0	0
Other Restricted Reserves	166,667	166,667	176,229	184,129
3% Tourist Development Tax				
General & Other Contingencies	4,419,212	1,959,702	751,114	856,710
Debt Service Reserve	0	0	141,500	141,500
Other Restricted Reserves	2,419,790	1,419,790	1,288,290	1,288,290
1% Additional (4th Cent) Tourist Tax Ord. 90-03				
General Contingency	3,320,329	2,095,206	504,552	434,707
Other Restricted Reserves	4,179,228	4,179,228	2,679,228	2,679,228
1% Additional (5th Cent) Tourist Tax Ord. 94-13				
General & Other Contingencies	1,800,512	848,035	468,750	396,410
Other Restricted Reserves	2,245,100	2,245,100	2,545,100	2,562,112
Local Gov't Infrastructure Surtax Fund				
Other Restricted Reserves	237	0	149	12,530
	67,500,210	42,564,867	83,166,157	69,401,292
Intergovernmental Grants				
Reserve for Public Art	(152,903)	0	0	0
Other Designated Reserves	0	12,919	(122,493)	(42,272)
County Transportation Trust Fund				
Operating Fund				
General & Other Contingencies	2,710,642	956,968	477,451	2,611,035
Other Designated Reserves	713,647	713,647	3,919,799	260,146
Adjustment to Project Fund	45,416	91,536	416,228	(711,773)
Street Lighting Non-Ad Valorem Assessments	2,487,368	1,780,971	949,480	347,562
Adjustment to Developer/County Funded Projects	(193,875)	(214,696)	804,502	0
Adjustment to Ninth-Cent Fuel Tax Fund	361	235,720	138,751	392,987
Transportation Impact Fees:				
Adjustment to Future Capital Outlay	(2,261,781)	1,513,364	(307,088)	(4,617,061)
Adjustment to Constitutional Fuel Tax Fund	0	378,217	(704,750)	(877,136)
County Fuel Tax (7th Cent) Fund	2,849,878	4,876,812	2,147,390	800,959
Local Transportation Ninth Cent Fuel Tax Fund	200	692	71	698
Adjustment to Ad Valorem Tax Transportation Fund	400,000	(728,024)	362,500	202,442
Reserve for Retroreflectivity Project	(16,310,000)	0	0	0
Adjustment to Transit System Aid Fund	709,767	0	0	0
Countywide Ad Valorem Tax Transportation Fund	0	1,128,024	7,600	58,783
	(8,848,377)	10,733,231	8,211,934	(1,531,358)

Description	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
Library Tax District Fund				
Refund Prior Year Revenue	75,000	75,000	50,000	50,000
General Contingency	1,420,512	11,170,512	33,702,610	13,809,065
Unrealized Fund Balance	1,000,000	1,000,000	1,000,000	1,000,000
Other Designated Reserves	31,339,074	17,404,045	0	2,879,520
Reserve Cash Balance-Stabilization Funds (03.02.02.22)	2,253,676	2,253,676	1,851,033	1,851,033
Library Tax District Fund (continued)				
Adjustment to Project Fund Ord. 89-32	767,800	(115,190)	(3,300,000)	0
Adjustment to Public Art Program	(2,800)	(9,000)	3,142	7,556
	36,853,262	31,779,043	33,306,785	19,597,174
Infrastructure Surtax Fixed Project Fund				
FY 97 - FY 03				
Adjustment to Future Capital Outlay	(800,000)	(118,228)	1,603,158	78,374
Adjustment to Other Designated Reserves	8,293,305	(11,164,322)	0	0
Adjustment to Debt Service Reserve	0	8,191,101	0	0
Adjustment to Other Debt Service Reserve	0	(1,565,055)	0	0
Adjustment to Other Restricted Reserves	0	(201,078)	0	0
FY 03 - FY 08				
Financed Project Subfund:				
Adjustment to Future Capital Outlay	1,214,456	71,385	(10,486,237)	(197,494)
Adjustment to Other Designated Reserve	0	(9,105,093)	0	0
Reserve for Public Art	0	(2,958)	0	0
FY 08 - FY 16				
Adjustment to Future Capital Outlay	568,459	400,034	(4,829,505)	(5,459,870)
Adjustment to Other Designated Reserve	3,150,000	(2,769,968)	(380,032)	0
Reserve for Public Art	168,300	(567,073)	0	0
Reserve for Future Debt Service	0	(5,203,817)	0	0
Reserve for Transportation Task Force	0	0	3,761,000	
	12,594,520	(22,035,072)	(10,331,616)	(5,578,990)
TOTAL OTHER SPECIAL REVENUE FUNDS	107,977,579	63,079,355	114,230,767	81,845,846
DEBT SERVICE FUNDS				
Fund Balance Carried Forward	21,233,940	21,943,401	22,376,129	22,067,121
General & Other Contingencies	696,545	180,702	384,975	215,013
Reserve Investment Fair Market Value Adj.	0	0	0	0
Debt Service Payments	18,439,181	3,248,625	3,248,625	3,248,625
TOTAL DEBT SERVICE FUND	40,369,666	25,372,728	26,009,729	25,530,759
CAPITAL PROJECTS FUNDS				
Capital Projects Funds				
Adjustment to Countywide Capital Projects Fund	(8,211,792)	0	(309,372)	(725,000)
Adjustment to Unincorp. Area Capital Projects Fund	(14,829,624)	352,341	0	0
Adjustment to Reserve for Future Fire Stations	2,362,336	(1,752,341)	(500,000)	(2,675,000)
Adjustment to EPC Facility Acquisition Fund	6,000	6,000	0	0
Adjustment to Environmentally Sensitive Lands	350,000	(2,002,239)	323,142	151,189

Description	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
Capital Projects Funds (continued)				
Adjustment to Court Facility Non-Bond Construction	85,000	85,000	22,792	16,917
Adjustment to Central Energy Plant Non-Bond Construction	2,500	0	0	0
TOTAL CAPITAL PROJECTS FUNDS	(20,235,580)	(3,311,239)	(463,438)	(3,231,894)
ENTERPRISE FUNDS				
Solid Waste System Enterprise Fund				
Operating and Maintenance	15,322,168	13,847,440	13,946,708	15,060,081
Revenue Refund	0	15,000	10,000	10,000
Renewal and Replacement	10,000,000	10,000,000	0	0
Future Capital Outlay	(3,488,723)	3,688,681	(527,161)	(2,578,470)
Landfill Closures	35,566,249	37,423,225	33,118,579	34,081,995
Debt Service Accounts	586,212	661,963	2,223,540	2,223,540
Rate Stabilization Reserve	7,003,793	4,389,259	11,861,850	12,097,857
General Operating Reserves	9,706,692	6,091,518	7,990,000	5,988,380
	74,696,391	76,117,086	68,623,516	66,883,383
Water & Wastewater Utility Enterprise Fund				
Utility System Operation & Maintenance Acct.				
Reserve for Fund Balance Carried Forward	0	51,957	17,918,729	18,432,029
Utility System Revenue Bonds Debt Svc. Acct.				
Reserve for Fund Balance Carried Forward	3,529,060	3,437,393	0	0
Utility System General Revenue Account				
Fund Balance Carried Forward	3,000,000	3,000,000	6,300,969	5,832,662
Capacity Fees General Operating Account				
Adjustment to Renewal and Replacement	0	0	(11,728,832)	(9,721,532)
Adjustment to General Revenue Capacity Expansion Account	9,839,108	10,615,410	(40,247,449)	3,781,593
Revenue Account Rate Stabilization Fund				
Other Designated Reserves	47,239,038	53,004,416	60,004,416	67,004,416
Reclaimed Water Improvement Unit Asmt. Fund	25,867	210,845	1,523,857	2,302,767
Reclaimed Water Improvement Unit Project Fund	1,582,721	474,871	32,300	(1,915,289)
Impact Fee Assesment Unit Fund	1,000	1,000	0	0
Infrastructure Assessment Unit Fund 99-08	76,336	83,120	90,634	96,183
Financed Project Fund	(23,252,200)	(11,139,668)	0	(97,022,508)
Build America Bonds Debt Service Reserves	0	0	2,510,296	12,191,592
	42,040,930	59,739,344	36,404,920	981,913
TOTAL ENTERPRISE FUNDS	116,737,321	135,856,430	105,028,436	67,865,296
INTERNAL SERVICE FUND				
Fleet Services Fund				
General & Other Contingencies	2,561,122	1,880,820	2,643,310	3,984,623
Lease-Back Program Reserve	25,809,553	39,986,615	31,966,653	23,660,399
	28,370,675	41,867,435	34,609,963	27,645,022

Description	FY 10 Adopted	FY 11 Adopted	FY 12 Adopted	FY 13 Recommended
County Self-Insurance Fund				
Insurance Program Administration				
General Contingency	187,748	130,619	376,399	468,673
Workers' Compensation Insurance				
General Contingency	3,656,512	15,518,387	18,380,743	2,425,701
Long-Term Incurred Claims	21,680,530	19,539,413	16,246,742	16,450,000
Other Restricted Reserves	1,630,356	0	0	0
Refund	3,894,980	0	0	0
County Self-Insurance Fund (continued)				
General Liability Insurance				
General Contingency	17,907,310	20,619,565	19,867,774	19,273,579
Claims Settlement	4,752,690	4,100,935	4,574,526	4,574,526
Catastrophic Disaster Insurance				
General Contingency (Policy 03.02.04.00)	92,294,084	90,720,978	92,542,737	94,737,237
Employee Group Health Insurance				
Revenue Refund	0	0	1,371,064	0
General Contingency	4,249,573	10,323,304	25,586,826	26,371,590
Incurred but Not Realized (IBNR) Claims	0	6,266,000	0	0
Other Designated Reserves	17,950,673	18,230,208	19,065,013	23,784,518
	168,204,456	185,449,409	198,011,824	188,085,824
TOTAL INTERNAL SERVICE FUND	196,575,131	227,316,844	232,621,787	215,730,846
AGENCY FUNDS				
Transportation Assessment Unit Special Assessment				
Adjustment to Designated Reserves	8,562	10,865	0	0
Capacity Assessment Special Assessment Bonds '06				
Adjustment to Designated Reserves	464,693	(16,114)	1,200	1,200
Reclaimed Water Special Assessment Bonds '00				
Adjustment to Designated Reserves	39,149	73,136	0	0
Capacity Assessment Special Assessment Bonds '00				
Adjustment to Designated Reserves	197,639	425,313	0	0
TOTAL AGENCY FUNDS	710,043	493,200	1,200	1,200
GRAND TOTAL	$689,351,699	$706,109,848	$743,392,490	$652,888,470

Notes:

1) Reserves for various capital project funds are shown on an all years budget basis and therefore reflect only the increase or decrease for that year not necessarily the reserve balance ("adjustment to").
2) Many reserves include an adjustment for investment fair market value change.

INTERFUND TRANSFERS

The following table presents a four-year comparison of interfund transfers. Like most four-year schedules in this document, this table presents actuals for FY 10 and FY 11, the adopted budget for FY 12, and the recommended budget for FY 13.

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 Business and Support Services Department at (813) 272-5890.

INTERFUND TRANSFERS

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
GENERAL FUND				
Countywide General Fund				
Revenue:				
From State Revenue Sharing	$1,233,137	$10,254,581	$907,783	$899,262
From Grants Fund	2,723,800	305,664	0	0
From Countywide Major Maintenance & Repair Fund	0	3,729,963	0	0
From Half-Cent Sales Tax	0	23,620,607	25,369,124	47,904,303
From Transportation Trust Fund	4,400,000	0	0	0
From Florida Department of Juvenile Justice Fund	10,000	0	0	0
From Countywide Construction Fund	2,556,631	1,616,300	0	0
From Workers Compensation Insurance Fund	6,355,916	0	0	3,233,967
From Lease Back Program Fund	2,770,286	1,296,753	0	0
From Unincorporated Area General Fund	0	0	310,725	0
From OPEB Retiree Health Insurance Fund	0	0	1,005,436	0
From ELAPP Projects (Non-Bond) Fund	0	0	0	1,486,344
Total Interfund Transfers	20,049,770	40,823,868	27,593,068	53,523,876
Appropriations:				
State Court Innovations Fund	1,052,523	1,082,706	1,307,030	1,107,936
Legal Aid Fund	603,706	629,817	883,711	724,414
Teen Court/Juvenile Diversion Fund	658,721	701,522	1,129,779	1,002,096
Court-Related Technology Fund	6,099,303	4,681,926	5,709,426	5,286,754
ELAPP Series 2009 Bond Sinking Fund	0	0	41,576	41,581
ELAPP Ad Valorem 98 & 03 Sinking Fund	809,665	728,060	0	0
State Revenue Sharing Fund	256,099	0	0	0
Animal Control Spay/Neuter Program Fund	0	0	350,000	350,000
Florida Department of Juvenile Justice Fund	7,113,913	4,529,574	5,540,313	5,659,251
Planning Commission (3)	3,955,587	3,663,501	3,513,533	3,712,930
Civil Service Board (3)	2,448,324	2,327,435	3,017,521	3,028,159
Aging Services Grants Match	574,317	565,081	567,056	567,056
Emergency Management Grants Match	102,045	102,044	0	0
EPC Grants Match	565,703	565,755	565,755	565,755
Head Start Grants Match	3,542,996	3,756,017	4,101,096	3,701,096
MPO Grants Match	42,618	42,864	45,340	45,340
Health & Social Services Grants Match	527,738	342,736	361,514	368,660
Sheriff Group Health Reserve Fund	0	0	4,493,413	0
Countywide Construction Fund	1,827,553	0	0	567,468
Countywide Major Maintenance & Repair Fund	17,586,698	4,272,836	0	0
Countywide Economic Development Activity Fund	0	0	1,850,000	1,175,000
Information & Technology Services Project Fund	0	0	448,000	307,339
Library District Fund	320,512	0	0	0
CIP Revenue Refunding Bonds 2006	6,355,916	0	0	0
Total Interfund Transfers	54,443,937	27,991,874	33,925,063	28,210,835

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund				
Revenue:				
From Half-Cent Sales Tax	1,000,000	55,449,296	22,328,388	28,064,847
From State Revenue Sharing	0	2,812,370	4,093,606	3,234,088
From Lease Back Program Fund	2,011,291	1,704,669	0	0
From Communication Services Tax Fund	0	0	10,816,974	14,151,707
From Unincorp. Area Major Maintenance & Repair Fund	1,050,000	1,667,882	0	0
From Unincorporated Area Construction Fund	4,612,400	183,200	1,041,874	1,090,510
From Transportation Trust Fund	12,447,821	500,000	0	0
From Workers Compensation Insurance Fund	18,918,987	0	0	8,323,942
From OPEB Retiree Health Insurance Fund	0	0	986,420	0
From Communications Services Tax Fund	13,471,963	8,684,006	7,775,538	8,323,275
Total Interfund Transfers	53,512,462	71,001,423	47,042,800	63,188,369
Appropriations:				
Economic Development Activity Fund	0	0	1,663,664	0
Unincorporated Area Construction Fund	0	650,420	0	0
Unincorporated Area Construction Fund - CST	9,326,674	8,684,006	0	0
Unincorp. Area Major Maintenance & Repair Fund	2,463,768	2,299,407	207,465	1,550,073
State Revenue Sharing Fund	5,373,732	147,463	0	0
Parks and Recreation GO Bonds 2002 Sinking Fund	266,039	319,984	394,367	373,732
Seminole Gaming Compact Revenue Fund	0	0	310,725	0
Sheriff Group Health Reserve Fund	0	0	1,906,587	0
Transportation Trust Fund - Operating ($10 million alloc.)	755,000	1,650,000	0	0
Transportation Trust Fund - O&M Subsidy	647,404	8,516,180	0	2,907,934
Land Excavation Operating Fund	26,068	42,460	66,937	68,249
Total Interfund Transfers	18,858,685	22,309,920	4,549,745	4,899,988
SPECIAL REVENUE FUNDS				
Countywide Special Purpose Fund				
Revenue:				
From Countywide Project Const. Fund - Public Art	13,000	0	0	0
From Countywide Project Construction Fund	200,000	0	0	0
From Half-Cent Sales Tax	4,500,000	0	0	500,000
From Countywide General Fund:				
State Revenue Sharing Fund	256,099	0	0	0
Major Maintenance & Repair Fund	17,568,959	4,272,836	0	0
Countywide Construction Fund	0	0	7,166,506	0
Animal Control Spay / Neuter Program Fund	0	0	350,000	350,000
Countywide Economic Development Activity Fund	0	0	1,850,000	1,175,000
State Court Innovations Fund	1,052,523	1,082,706	1,307,030	1,107,936
Legal Aid Fund	603,706	629,817	883,711	724,414
Teen Court/Juvenile Diversion Fund	658,721	701,522	1,129,779	1,002,096
Court-Related Technology Fund	6,099,303	4,681,926	5,709,426	5,286,754

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
From Countywide General Fund: (continued)				
Florida Department of Juvenile Justice Fund	7,113,913	4,529,574	5,540,313	5,659,251
Information & Technology Svcs. Project Fund	0	0	448,000	307,339
From Unincorporated Area General Fund:				
State Revenue Sharing Fund	5,373,732	147,463	0	0
Major Maintenance & Repair Fund	17,739	0	0	0
From Workers Compensation Insurance Fund	258,262	0	0	0
From OPEB Retiree Health Insurance Fund	0	0	96,646	202,422
From Lease Back Program Fund	15,833	13,074	0	0
From Indigent Health Care Sales Surtax Fund	103,236,770	94,410,569	111,089,959	117,893,807
From Law Library Board Fund - State Court Innovations	31,005	47,727	0	0
Total Interfund Transfers	146,999,565	110,517,214	135,571,370	134,209,019
Appropriations:				
Countywide General Fund	10,000	3,729,963	0	0
800 MHz Intergovernmental Radio Debt Service	1,123,092	1,133,000	1,117,712	1,077,224
Impact Fee Administration	116,755	116,755	110,485	110,485
Courthouse Proj. Sinking Fund (Traffic Surcharge Trust Fund)	2,550,992	2,545,424	2,501,445	2,596,619
Countywide Capital Project Fund	298,254	1,626,000	0	0
Florida Boating Improvement Program Fund		200,000		
State Revenue Sharing:				
Countywide General Fund	1,233,137	10,254,581	907,783	899,262
Unincorporated Area General Fund	0	2,812,370	4,093,606	3,234,088
CIP Revenue Refunding Bonds 2006	6,190,041	0	0	0
Commerical Paper Quarterly Note Issuances	43,213	111,024	0	0
M2Gen Project Revenue/Sinking Fund	541,000	1,823,854	1,751,085	1,281,500
Total Interfund Transfers	12,106,484	24,352,971	10,482,116	9,199,178
Unincorporated Area Special Purpose Fund				
Revenue:				
From Unincorporated Area Construction Fund	549,070	0	4,467,195	0
From Half-Cent Sales Tax	3,000,000	0	0	0
From Lease Back Program	143,838	15,445	0	0
From Grants Fund	88,418	0	0	0
From Impact Fee Funds for Administration	73,747	56,803	28,196	35,608
From School Site Impact Fee Fund	116,755	116,755	110,485	110,485
From CP Allocated Credit Capacity	0	0	0	0
From Workers Compensation Insurance Fund	1,384,682	0	0	463,677
From OPEB Retiree Health Insurance Fund	0	0	94,001	41,622
From Library Tax District Project Fund		112,600		
From Unincorporated Area General Fund:				
Unincorp. Area Major Maint. & Repair Fund	2,463,768	2,299,407	207,465	1,550,073
Economic Development Activity Fund	0	0	1,663,664	0
Land Excavation Operation/Inspection	26,068	42,460	66,937	68,249
Total Interfund Transfers	7,846,346	2,643,470	6,637,943	2,269,714

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Appropriations:				
Unincorporated Area Construction Fund	0	0	9,175,538	13,245,085
Unincorporated Area General Fund	1,050,000	1,667,882	10,816,974	14,151,707
Public Safety Complex Bond Sinking Fund FY 11	0	0	1,900,000	0
School Site Impact Fee Fund	0	0	0	0
Water and Wastewater Enterprise Fund	466,621	189,843	119,168	120,510
Match for Project Grants				
Parks	490,073	679,452	200,593	200,593
Total Interfund Transfers	2,006,694	2,537,177	22,212,273	27,717,895
Blended Component Units Fund				
Revenue:				
From OPEB Retiree Health Insurance Fund	0	0	56,499	60,837
From Countywide General Fund:				
Civil Service Board	2,448,324	2,327,435	3,017,521	3,028,159
City/County Planning Commission	3,955,587	3,663,501	3,513,533	3,712,930
Total Interfund Transfers	6,403,911	5,990,936	6,587,553	6,801,926
Appropriations:				
State Court Innovations Fund	31,005	47,727	0	0
Total Interfund Transfers	31,005	47,727	0	0
State Health Care Surtax Trust Fund				
Appropriations:				
Indigent Health Care Services Fund	103,236,770	94,410,569	111,089,959	117,893,807
Total Interfund Transfers	103,236,770	94,410,569	111,089,959	117,893,807
Sales Tax Revenue Fund				
Revenue:				
From OPEB Retiree Health Insurance Fund	0	0	1,200	1,189
Total Interfund Transfers	0	0	1,200	1,189
Appropriations:				
Countywide General Fund:				
Countywide General Fund - Operating	0	23,620,607	25,369,124	47,804,293
Gaming Compact Revenue Fund	0	0	0	100,010
Unincorporated Area General Fund:				
Unincorporated Area General Fund - Oper. Subfund	1,000,000	55,449,296	22,328,388	28,064,847
Countywide Major Maintenance and Repair Fund	4,500,000	0	0	0
Countywide Construction Fund	0	0	4,500,000	0
Unincorporated Area Major Maintenance and Repair Fund	3,000,000	0	0	0
Unincorporated Area Construction Fund	0	0	500,000	500,000
Infrastructure Surtax Proj. Fd; FY 09 - 16	41,193,759	43,204,411	43,209,672	44,973,999
Jr. Lien CIP Revenue Refunding Bonds 2003	34,076,295	0	0	0
CIP Revenue Refunding Bonds '96 Sinking Fund	1,914,993	1,904,317	1,872,169	1,936,717
4th Cent TDT 06 Refunding Bonds Sinking Fund	1,094,662	1,170,844	1,177,043	1,181,990
5th Cent TDT 06A Refunding Bonds Sinking Fund	1,166,361	1,782,481	1,789,604	1,788,763

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Unincorporated Area General Fund (continued)				
5ht Cent TDT 06B Refunding Bonds Sinking Fund	1,484,581	0	0	0
MOSI/County Center Debt Svc Fund	5,189,306	84,457	0	0
CIP Revenue Refunding Bonds 2006	18,153,706	0	0	0
Capital Improvement Series 98 Bonds Debt Svc Fd.	1,292,726	1,355,328	1,299,829	1,363,724
TSA Refunding Non-Ad Valorem Bonds Debt Svc. Fd.	1,107,190	1,072,037	991,629	1,074,045
CP Quarterly Note Issuances	140,000	200,121	0	(17,012)
Capital Improvement Commercial Paper Program Fund	0	0	6,118,352	1,113,612
ITS Project Fund	0	0	0	500,000
Total Interfund Transfers	115,313,579	129,843,899	109,155,810	130,384,988
Intergovernmental Grants Fund				
Revenue:				
From Countywide General Fund	5,355,417	5,374,497	5,640,761	5,247,907
From Countywide Construction Fund	72,000	0	0	0
From ELAPP Projects Fund	13,871	17,842	0	0
From Stormwater Management Fund	490,074	1,751,505	200,593	200,593
From Lease Back Program	2,480	0	0	0
Infrastructure Surtax Proj. Fd; FY 09 - 16 Fund	36,870	0	0	0
Total Interfund Transfers	5,970,712	7,143,844	5,841,354	5,448,500
Appropriations:				
Countywide General Fund	2,723,801	305,663	0	0
Stormwater Project Management Fund	88,418	0	0	0
Total Interfund Transfers	2,812,219	305,663	0	0
County Transportation Trust Fund				
Revenue:				
Infrastructure Surtax Proj. Fd; FY 09 - 16 Fund	572,510	(328,081)	0	0
From Lease Back Program	3,165,680	1,851,258	0	0
From OPEB Retiree Health Insurance Fund	0	0	303,858	1,376,954
From Unincorporated Area Construction Fund	7,195,110	0	0	0
From Unincorp. Area General Fd - Cap. ($10 million alloc.) *	755,000	1,650,000	0	0
From Unincorp. Area General Fund (O&M Subsidy)	647,404	8,516,180	0	2,907,934
Total Interfund Transfers	12,335,704	11,689,357	303,858	4,284,888
Appropriations:				
Countywide General Fund	4,400,000	0	0	0
Unincorporated Area General Fund	12,447,821	500,000	0	0
Impact Fees/Capital Program Administration Fund	73,747	56,803	28,196	35,608
US 301 Taxable Note Series	528,811	654,675	310,000	0
Fuel Tax Revenue Bonds Debt Svc Fund	1,381,929	1,195,683	114,663	0
Total Interfund Transfers	18,832,308	2,407,161	452,859	35,608

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Library Tax District Fund				
Revenue:				
From Countywide General Fund	320,512	0	0	0
From Lease Back Program	4,749	0	0	0
From OPEB Retiree Health Insurance Fund	0	0	189,458	0
From Workers Compensation Insurance Fund	269,083	0	0	136,850
Total Interfund Transfers	594,344	0	189,458	136,850
Appropriations:				
Parks Impact Fee	0	112,600	0	0
Total Interfund Transfers	0	112,600	0	0
Infrastructure Surtax Fixed Project Fund				
Revenue:				
From Local Govt. Infrastructure Surtax	41,193,759	43,204,411	43,210,327	44,973,999
From CP Allocated Credit Capacity	0	0	(131,801,160)	0
From EPC Sabal Park Facility Project Fund		159,283		
Total Interfund Transfers	41,193,759	43,363,694	(88,590,833)	44,973,999
Appropriations:				
Match for Project Grants	36,872	1,070,060	0	0
Transportation Trust Fund	572,510	(526,087)	0	0
CIT Series 2001A & Series 2001B Bonds	4,487,408	4,538,276	4,515,046	2,550,531
CIT Series 2004 Sinking Fund	6,373,080	6,412,244	6,398,170	3,849,139
CIT Series 2012 A & B Debt Service Fund	0	0	0	3,857,987
CIT Series 2012 Revenue Bonds	0	0	0	6,917,416
CIT Revenue Bonds 2007 Sinking Fund	16,394,484	16,337,590	16,297,831	16,320,563
CP Quarterly Note Issuances	0	(4)	0	0
Total Interfund Transfers	27,864,354	27,832,079	27,211,047	33,495,636
DEBT SERVICE FUNDS				
Revenue:				
From Countywide General Fund	7,165,581	728,060	41,576	41,581
From Unincorporated Area General Fund	266,039	319,984	394,367	373,732
From Half-Cent Sales Tax	58,872,475	1,601,642	1,459,502	1,537,521
From 800MHz Intergovt Radio System	1,123,092	1,133,000	1,117,712	1,077,224
From State Revenue Sharing	6,731,041	1,823,854	1,751,085	1,281,500
From 4th Cent Tourist Dev. Tax	2,849,213	2,913,304	7,122,562	4,058,522
From Traffic Surcharge Trust Fund	2,550,992	2,545,424	2,501,445	2,596,619
From 5th Cent Tourist Dev. Tax	3,758,132	2,854,518	4,666,562	2,862,808
From County Fuel Tax	1,381,929	1,195,683	114,663	0
From US 301 Notes Fund	528,811	654,675	310,000	0
From Communication Services Tax Fund	0	0	1,900,000	0
From Commercial Paper Fund	0	0	515,000	0

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
DEBT SERVICE FUNDS: Revenue *(continued)*				
From ELAPP Project Fund	10,000,000	0	0	0
From ELAPP Bond Series 2009A Cap Interest Fund	1,649,604	2,719,644	0	0
From ELAPP 2009B Build America Bonds Subsidy Fund	0	501,887	1,003,774	1,003,774
From CIT Project Fund	27,254,972	27,288,110	27,211,047	33,495,636
Total Interfund Transfers	124,131,881	46,279,785	50,109,295	48,328,917
CAPITAL PROJECTS FUNDS				
Revenue:				
From Countywide General Fund	1,827,553	0	0	567,468
From Countywide Major Maint. & Repair Proj. Fund	298,254	1,626,000	0	0
From Unincorp. Area General Fund (Comm Svcs Tax)	9,326,674	8,684,006	0	0
From Unincorp. Area General Fund	0	650,420	0	0
From Unincorp Area Major Maint & Repair Proj Fund	0	0	0	1,621,810
From Communication Services Tax Fund	0	0	9,175,538	11,623,275
From Half Cent Sales Tax Fund	0	0	5,000,000	500,000
From 5th Cent Tourist Dev. Tax	140,000	200,121	0	(17,012)
CAPITAL PROJECTS FUNDS (continued)				
Revenue:				
Capital Improvement Commercial Paper Program Fund:				
From CIT Project Fund	111,086	0	0	0
From State Revenue Sharing Fund	43,213	111,024	0	0
From Infrastructure Surtax Fund	0	(4)	0	0
Total Interfund Transfers	11,746,780	11,271,567	14,175,538	14,295,541
Appropriations:				
Public Art Program Countywide Fund	13,000	0	0	0
Countywide General Fund	2,556,631	1,616,300	0	1,486,344
Countywide Major Maintenance & Repair Fund	200,000	0	0	0
Countywide Construction Fund	111,086	0	0	0
Unincorporated Area Economic Development Activity Fund	0	0	7,166,506	0
Unincorporated Area General Fund	4,612,400	183,200	1,041,874	1,090,510
Unincorporated Area General Fund - CST	13,471,963	8,684,006	7,775,538	8,323,275
Unincorp. Area Major Maint. & Repair Proj. Fund	525,000	0	0	0
Unincorporated Area General Fund - Public Art	24,070	0	0	0
Unincorporated Area Economic Development Activity Fund	0	0	4,467,195	0
Transportation Trust Fund	7,195,110	0	0	0
Grants Fund	85,871	17,842	0	0
Jr. Lien CIP Revenue Refunding Bonds 2003	10,000,000	0	0	0
ELAPP Series 2009 Bonds Sinking Fund	1,649,604	3,221,531	1,003,774	1,003,774
Stormwater Management Project Fund	0	0	0	0
Debt Service Fund:				
Commercial PaperSinking Fund - Arena Improvements	0	0	275,000	0
Commercial Paper Sinking Fund - Stadium Improvements	0	0	240,000	0

Description	FY 10 Actual	FY 11 Actuals	FY 12 Adopted	FY 13 Recommended
Appropriations (continued)				
Capital Imp. Commercial Paper Program Fund:				
CIT Phase II Financed Project Fund	0	0	(6,180,555)	0
CIT Phase III Project Fund	0	159,283	(93,843,347)	0
CIT Project Fund Transportation Task Force	0	0	(31,777,258)	0
Total Interfund Transfers	40,444,735	13,882,162	(109,831,273)	11,903,903
ENTERPRISE FUNDS				
Water and Wastewater Utility Enterprise Fund				
Revenue:				
Water Conservation Trust Fund	466,621	189,843	119,168	120,510
Workers Compensation Insurance Fund				2,293,878
Total Interfund Transfers	$466,621	$189,843	$119,168	$2,414,388
INTERNAL SERVICE FUNDS				
Fleet Services Fund				
Revenue:				
From OPEB Retiree Health Insurance Fund	0	0	38,400	0
From Workers Compensation Insurance Fund	377,095	0	0	185,315
Total Interfund Transfers	$377,095	$0	$38,400	$185,315
Appropriations:				
Lease Program Refunds	8,114,157		0	0
Total Interfund Transfers	$8,114,157	$0	$0	$0
County Self Insurance Fund				
Revenue:				
From Countywide General Fund	0	0	4,493,413	0
From Unincorporated Area General Fund	0	0	1,906,587	0
From Workers Compensation Insurance Fund	0	0	0	4,058
Total Interfund Transfers	$0	$0	$6,400,000	$4,058
Appropriations:				
Transfer to BOCC	27,564,025	0	0	16,324,711
Countywide General Fund	0	0	1,005,436	0
Unincorporated Area General Fund	0	0	986,420	0
Countywide Special Purpose Revenue Fund	0	0	96,646	0
Unincorporated Area Special Purpose Revenue Fund	0	0	94,001	0
Component Blended Units Fund	0	0	56,499	0
Sales Tax Fund	0	0	1,200	0
Transportation Trust Fund	0	0	303,858	0
Library District Fund	0	0	189,458	0
Fleet Services Fund	0	0	38,400	0
Total Interfund Transfers	$27,564,025	$0	$2,771,918	$16,324,711

Hillsborough County
Florida

Hillsborough County
Florida

CAPITAL BUDGET

Hillsborough County
Florida

CAPITAL BUDGET

Overview

The FY 13 Capital Budget is the County's financial plan of capital project expenditures for the fiscal year starting October 1, 2012 and ending September 30, 2013. 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 13 is $152.8 million. Poor revenue performance and financing conditions during the last recession have limited CIT financing capacity requiring a $127.6 million reduction in CIT project funding in FY 12. This funding was identified in last year's Capital Improvement Program as undetermined in FY 14. Some of the projects have alternative funding in FY 13, others are still undetermined for FY14 and at BOCC discretion, future determinations of alternate funding for specific projects will be based on prioritization and available options.

A Sources and Uses schedule can be found in the Executive Summary section of this document. In addition, a list of adopted 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 purpose;
- Any project or equipment funded from the Community Investment Tax (CIT);
- Any engineering study or master plan needed for the delivery of a capital project;
- Any major repair, renovation or replacement that extends the useful operational life by at least five years or expands capacity of an existing facility.

Hillsborough County categorizes capital improvements into eight programs: Fire Services, Government Facilities, Libraries, Parks Facilities, Solid Waste Enterprise, Stormwater, Transportation and Water Enterprise. The Adopted FY 13 capital budget also includes the County's Environmental Land Acquisition and Protection Program (ELAPP), the Major Repair, Renovation, Replacement and Maintenance Program, and payment 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 13 – FY 17 Capital Improvement Program. Interested parties can review this and other information at the County's website at www.hillsboroughcounty.org. Compact disks with the Recommended FY 13 – FY 17 Capital Improvement Program are also available for review at all libraries. Disks can also be obtained at no cost by calling the Business and Support Services Department at 813-272-5890.

Note that the Recommended FY 13 Capital Budget differs from the Recommended FY 13 – FY 17 Capital Improvement Program (CIP) because certain adjustments and other expenditures reflected in the recommended capital budget are not included in the recommended CIP. For example, budgeted funds under $150,000 for the Major Repair, Renovation, Replacement and Maintenance Program as well as payments to developers previously discussed are not reflected in the CIP.

CAPITAL BUDGET

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 Business and Support Services Department and the Clerk of the Circuit Court. These and other policies are reviewed periodically by the County Administrator and the Board of County Commissioners and are detailed in the Financial Policies and Procedures section of this document.

Specific policies applying to the Capital Improvement Program and the Capital Budget are:

- BOCC Policy 03.02.01.00 - Bids for Capital Improvement Projects 10% or More in Excess of Estimated Construction Costs
- BOCC Policy 03.02.02.00 - Capital Budget and Capital Improvement Program
- BOCC Policy 03.02.02.05 - Pay-As-You-Go Funding of Capital Projects
- BOCC Policy 03.02.02.06 - Prioritization of Capital Projects
- BOCC Policy 03.02.02.07 - Minimizing the Expense of Financing Capital Projects
- BOCC Policy 03.02.02.08 - Operating Impact of Capital Projects
- BOCC Policy 03.02.02.20 – Budgetary Control
- BOCC Policy 03.02.02.26 - Use of Capital Project Appropriations
- BOCC Policy 03.02.02.28 - Method of Funding Citizen Initiated Localized Capital Projects or Services
- BOCC Policy 03.02.03.00 - Environmental Land Acquisition Program (ELAPP) Fund
- BOCC Policy 03.02.06.00 - Debt Management
- BOCC Policy 03.03.01.00 - Water and Wastewater Financial Policy
- BOCC Policy 03.03.05.00 - Community Investment Tax Financial Policies
- BOCC Policy 04.05.00.00 - Capital Funding for Outside Agencies

Capital Planning

Capital planning refers to the process of identifying and prioritizing 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 facilities, solid waste, stormwater, transportation and water are guided by the Capital Improvements Element 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 recommended 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 very 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 facilities, solid waste, stormwater, transportation and water also is guided by master and visioning plans developed by County staff. Planning for fire, government facilities, and library infrastructure in Hillsborough County's unincorporated area is performed primarily within County government. Each capital program has different criteria for assessing project needs and priorities; however, a common characteristic of the planning processes is the recognition of the importance of obtaining input from the public and other interested governmental and private agencies. The individual program planning processes provide the guidance necessary for allocating available resources during the capital budget process. A brief description of the various planning processes follows.

Fire Services – The Fire Rescue Department maintains a Capital Facilities Master Plan which details new fire station needs required to meet emergency and rescue service requirements within the unincorporated area. The plan is prepared based on national service response time standards established by the National Fire Protection Association 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 adopted by the

County are applied to an analysis of the needs of Hillsborough County's current and projected populations and population distribution to identify where and when new fire rescue facilities will be needed. This plan has been updated with additional analysis being performed to ensure that current facilities in need of a major remodel are presently in the best locations. This process will result in the relocation of some existing facilities.

Libraries – In September 2003, the Library Board delivered a capital facilities master plan to the BOCC. In the preparation of the master plan, two key standards for Library System performance - three volumes of library material per capita and 0.6 square feet of library space per capita, were selected. These standards were then applied to an analysis of the needs of Hillsborough County's current population, and projected population increases, resulting in a long-range capital facilities plan for the Tampa-Hillsborough County Public Library System. The master plan is the primary source for adding new projects to the Library Services Capital Program.

The plan is updated annually by the Library Board and currently identifies a need to add 145,000 square feet of library space, and a minimum of 1,000,000 library volumes (print and e-book formats) to the Library System 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 Department includes the development of goals and objectives to safeguard the inheritance of the County's future generations.

The planning process identifies future developments that may affect expected needs, wants and social environments. It identifies the most critical stakeholders and their major interests and expectations, such as safety and security, high quality experience, well maintained facilities and the preservation of our natural and cultural resources. This tool is evaluated against the current environment in order to develop a Capital Improvement Plan that is consistent with the vision of Hillsborough County and the values and expectations of our community.

Solid Waste Enterprise - The Solid Waste Enterprise, a Division of the Public Utilities Department, has an established plan to determine the need to enhance and or change its Capital Improvement Program on an annual basis. This plan calls for information to be gathered from various sources such as staff, stakeholders, public meetings, etc. to identify needs that should be incorporated into the Capital Improvement Program. Management reviews the information and prioritizes each need according to a pre-established ranking system.

The ranking system takes into account mandates by federal and State agencies, health and safety concerns, capacity needs, efficiency, location requirements, population growth and aging infrastructure.

Stormwater – The County maintains a Watershed Master Plan that incorporates identified needs for each of its seventeen watershed basins. The plan is periodically updated as new development and stormwater improvements are completed throughout the County. Under the plan, the entire County (1,072 sq. miles) is divided into 17 watersheds (basins) and further divided into 7,000 sub-basins. The master plan study looks at water quantity, water quality and the natural watershed system. The plan identifies areas with inadequate conveyance systems or poor water quality and recommended solutions.

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 communicated by the Florida Department of Environmental Protection relating to the sub-watershed segment of "impaired waters/water bodies," the concern of water quality parameters and the benefits of a natural system.

Both engineers and environmental scientists from an investigation team, specialized service unit, environmental team and master planning team contribute to this uniform matrix evaluation process.

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 responsi-

ble 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.

As previously indicated, the Hillsborough County City-County Planning Commission is responsible for developing and monitoring compliance with the County's Comprehensive Plan. The Commission also reviews proposed developments of regional impact (DRI) proposals (those development proposals that will have significant impact on existing county roads).

Each municipality is responsible for its own transportation planning; however, major roads that have been determined to have a countywide importance may be designated as County roads, with the County primarily responsible for their maintenance and improvement. Capital needs associated with these roads, as well as all transportation needs in the unincorporated area of the County, are evaluated for inclusion in the annual capital budget.

Planning for the transportation program is performed on a sub-program basis. The sub-programs within the transportation program are roads, intersections, sidewalks and bridges. With the exception of roads, where the County adopts the prioritized list from the Long Range Transportation Plan (LRTP) and adds local road improvements not subject to inclusion in the plan, the County has prepared, and the Hillsborough County Board of County Commissioners has adopted a master plan for intersections, bridges and sidewalks. While specific criteria used for prioritizing the projects on the plans 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, a Division of the Public Utilities Department, 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.

In 2000, the department implemented a new CIP Delivery Process. This process uses a systematic approach to develop and refine the scope, schedule and budget for existing and newly proposed expansion and renewal and replacement projects. It allows priorities to be determined and extensively 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, as listed below:

Compliance
Health and Safety
Expansion / Renewal and Replacement
Long Range Planning
Community and Environmental Impacts
Economic / Financial Considerations

The resulting score for each existing or new "planning" project is used at the beginning of the budget process to rank all of the projects within the CIP.

Additionally, the Department's Payback Analysis Model (PAM) incorporates several economic factors to estimate the payback period of a given capital project. It determines the payback period by modeling the average

monthly revenues generated by the Equivalent Residential Customers (ERC) to be served by the capital project. Generally, the information that is required to be input into the model includes:

- Project Name, CIP Number and Type
- Payback Analysis Period
- Discount Rate
- Debt Service or Pay-As-You-Go
- Expansion Percentage
- Operating, Maintenance and Fixed Overhead Cost
- Capital Cost by Year
- Outside Funding Sources
- ERCs served by the Project
- ERC Connection Schedule
- Rate and Debt Service Information

The information is used to assign a weighted economic criteria number for the project in the earlier referenced Project Prioritization Model (PPM) during each fiscal year budget process.

Finally, the CIP Master Program Schedule is used as a planning tool to lay out each of the project schedules, provide the cash flow requirements of the program as a whole, anticipate project resource needs and provide historical data for future trend analysis. In addition, the Master Program Schedule is also used at the beginning of each fiscal year to facilitate the efficient distribution of work throughout a six year period.

Financial Planning Strategies

Hillsborough County uses a variety of tools to assist in developing long-term financial planning strategies. One tool is the preparation of an annual Pro Forma document. This document is used to put current budget and financial decisions into a longer-term context. Prepared in accordance with Board policy, the Pro-Forma provides a five year projection of revenues and expenditures for major operating funds, and is 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 credit 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. Furthermore, the 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 BUDGET

Capital Improvement Program Process

The annual Capital Budget and Capital Improvement Program (CIP) update begins in December with a request to the Capital Program directors to review update and re-prioritize the list of unfunded capital needs.

The Capital Budget Team of the Business and Support Services 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.

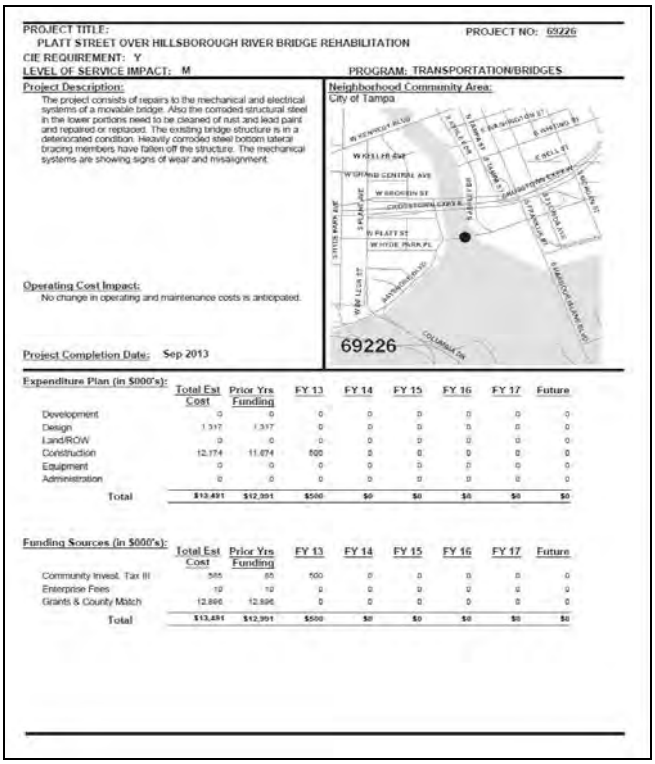
During the month of January (in the first year of the biennial budget cycle), the Capital Budget Team conducts a series of training sessions to provide capital project management and staff specific direction relating to the capital budget process. As part of this training, those involved in the capital budget process 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 in the County's Project Information Management System (PIMS) as appropriate.

A specific form – the Capital Project Initiation Request Form - is used to document project changes or new project requests. This form is designed to guide the preparer in providing all necessary information including the reason for the project, the proposed project location and scope, project funding requirements by fiscal year, proposed project schedule and completion dates, anticipated operating cost impacts and management approvals.

Using updated information, the Capital Budget Team develops draft documents showing all projects that either have been completed or are anticipated to be completed by the end of the current fiscal year as well as specific detail project pages (see below for sample) for each project proposed to be included in the recommended budget.

Sample Capital Project Detail Page



PROJECT TITLE:
PLATT STREET OVER HILLSBOROUGH RIVER BRIDGE REHABILITATION
PROJECT NO: 69226
CIE REQUIREMENT: Y
LEVEL OF SERVICE IMPACT: M
PROGRAM: TRANSPORTATION/BRIDGES

Project Description:
The project consists of repairs to the mechanical and electrical systems of a movable bridge. Also the corroded structural steel in the lower portions need to be cleaned of rust and lead paint and repaired or replaced. The existing bridge structure is in a deteriorated condition. Heavily corroded steel bottom lateral bracing members have fallen off the structure. The mechanical systems are showing signs of wear and misalignment.

Neighborhood Community Area:
City of Tampa

Operating Cost Impact:
No change in operating and maintenance costs is anticipated.

Project Completion Date: Sep 2013

69226

Expenditure Plan (in $000's):

	Total Est Cost	Prior Yrs Funding	FY 13	FY 14	FY 15	FY 16	FY 17	Future
Development	0	0	0	0	0	0	0	0
Design	1,317	1,317	0	0	0	0	0	0
Land/ROW	0	0	0	0	0	0	0	0
Construction	12,174	11,674	500	0	0	0	0	0
Equipment	0	0	0	0	0	0	0	0
Administration	0	0	0	0	0	0	0	0
Total	$13,491	$12,991	$500	$0	$0	$0	$0	$0

Funding Sources (in $000's):

	Total Est Cost	Prior Yrs Funding	FY 13	FY 14	FY 15	FY 16	FY 17	Future
Community Invest. Tax III	595	95	500	0	0	0	0	0
Enterprise Fees	10	10	0	0	0	0	0	0
Grants & County Match	12,896	12,896	0	0	0	0	0	0
Total	$13,491	$12,991	$500	$0	$0	$0	$0	$0

Explanation of Terms Used on Capital Project Detail Page

Project Title – Brief name of project.

Project No. – Unique identification number assigned for accounting purposes.

CIE Requirement – Indicates whether this project addresses a Capital Improvement Element as defined under the Growth Management Act.

Level of Service Impact – If the project addresses a CIE element, indicates what impact it has on the level of service (a full explanation of levels of service is provided in the CIP document).

Program – Indicates the capital program to which this project pertains.

Project Description – A description of the project scope.

Operating Cost Impact – Indicates the ongoing annual operating and maintenance funding this project will require once completed.

Project Completion Date – The estimated date that the project will be ready for use.

Neighborhood Community Area – Specifies in which area of the County the project will occur. A project location map is also provided. This allows the website visitor or CD user to easily search for all projects within a certain area of the County.

Expenditure Plan – A plan that estimates how expenditures in a project fund will be spent on a yearly basis.

Funding Source(s) – A breakdown of the sources of funding by year. Many projects have multiple sources of funding.

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 taken 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 Capital Improvement Program (CIP) in mid May and delivered to the Board of County Commissioners in June.

Throughout the budget development process, the County Administrator and the Business and Support Services 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.

During the FY 13 budget process, the first public hearing to adopt the tentative budget and millage rates will be held on September 12, 2012. The second public hearing will be held on September 20, 2012 to formally adopt the FY 13 budget and millage rates. A separate public hearing will be held following the FY 13 budget adoption to also adopt the FY 13 – FY 17 Capital Improvement Program.

Final budget documents reflecting the adopted budget and 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.

- 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%, or approx $3.3 million annually.

  The remainder of the 1½% ($5.2 million) was used to offset a portion of the impact of the reduction in property tax revenues which fund operating expenditures. For FY 10 the Board used the 1½ % allocation (approximately $9.8 million) to supplement the funding of the Fire Rescue operating budget. It is estimated that the 1½ % allocation will generate $9.2 million in FY 13. It is also be used to supplement the Fire Rescue FY 13 operating budget to maintain service levels despite a projected decrease in ad valorem tax revenue.

- The Community Investment Tax is a ½ % sales tax imposed on the price of taxable goods, as defined by State statute, sold within the County. Approved for a thirty year period by public referendum in 1996, use of this tax is restricted to acquiring, constructing, and improving infrastructure and purchasing equipment with a useful life of at least five years to promote the health, safety and welfare of Hillsborough County residents. This tax 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.

  Use of the Six Cent Local Option Gasoline Tax is limited to transportation expenditures for public transportation operations and maintenance; roadway and right-of-way maintenance and equipment and structures used primarily for the storage and maintenance of this equipment; roadway and right-of-way drainage; street lighting; traffic signs, traffic engineering, signalization and pavement markings; bridge maintenance and operation; debt service and current expenditures for transportation capital projects including construction or reconstruction of roads. This tax is scheduled to sunset on August 31, 2013.

  Use of the Ninth Cent Gasoline Tax is restricted by County ordinance to the road resurfacing program.

  The Constitutional Fuel Tax collected by the State on behalf of the County is first used to meet debt service, if any, of debt assumed by the State Board of Administration payable from this tax. Any remaining tax proceeds may be used by the County for the acquisition, construction, and maintenance of roads as defined by statute or as matching funds for grants specifically related to these purposes.

- Enterprise fees are charges for services imposed on users of facilities of the two programs funded through enterprise funds - Solid Waste and Water/Wastewater/Reclaimed Water. An annual fee schedule for each 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 stormwater fee, a non-ad valorem special assessment levied on the annual property tax bill, which is used to help fund the stormwater capital program.

- Impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction. The 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.

- 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 program.

Poor revenue performance and financing conditions during the last recession have limited Community Investment Tax financing capacity requiring a $127.6 million reduction in CIT project funding in FY 12. This funding was identified in last year's Capital Improvement Program as undetermined in FY 14. Some of the projects have alternative funding in FY 13, others are still undetermined for FY14 and at BOCC discretion. Future

determinations of alternate funding for specific projects will be based on prioritization and available options.

Fire Services

The Fire Services recommended capital budget for FY 13 is $22.4 million. The program is funded with fire impact fees, Community Investment Tax, general revenues and financing supported by the Communications Services Tax.

Ruskin Fire Station #17

A total of nine new projects have been added to the CIP this year to help address the top priorities in the recently updated Fire Rescue Capital Facilities Master Plan. Communications Services Tax revenue, impact fees and a proposed bond issue supported by the Communications Services Tax fund seven of the new replacement / expansion/renovation projects: Apollo Beach Fire Station # 29 Replacement, Armwood Fire Station #4 Replacement, Carrollwood Fire Station #19 Expansion/Renovation, East Lake Fire Station #32 Replacement, Falkenburg Fire Station #33 Expansion/Renovation, Riverview Fire Station #16 Expansion/Renovation and Wimauma Fire Station #22 Replacement. Two of the new projects, Brandon Fire Station #11 HVAC System Replacement and West Hillsborough – Memorial Fire Station #31 Renovation, are funded with major repair, renovation, replacement and maintenance funds.

Other key projects in the program carrying over from prior years include the Land Acquisition for New Fire Stations project, South Brandon Fire Station #7 Replacement, North Hillsborough Fire Station renovation, Springhead Fire Station #25 Replacement and the replacement and modernization of fire rescue equipment. No new fire stations were completed in FY 12.

Government Facilities

The Government Facilities recommended capital budget for FY 13 is $21.7 million. Funding sources for the program are Community Investment Tax, general revenues and financing.

Eight new projects have been added to the program, all of which are funded with major repair, renovation, replacement and maintenance funds: 700 Twiggs Air Handler Replacement, Animal Services HVAC, Ductwork and Ceiling Replacement, Clerk's Data Center Air Handler Replacement, Cooperative Extension Emergency Generator, County Center Carpet Replacement, MOSI Air Handler Replacements, South Annex Courthouse Life Safety Renovations and the West Tampa Neighborhood Service Center Renovations.

Other projects funded in FY 13 include the Falkenburg Road Jail Expansion Phase VII project, Sheriff's Fleet Equipment Replacement, Animal Services Roof Replacement and Shelter Ventilation and the Central Fleet Maintenance Facility Re-Roof project.

Five projects were completed in FY 12. Among those completed are the Clerk's Traffic Department Build-out, Emergency Operations Center Interim Enhancements, Roger P. Stewart Center Chiller Plant Replacement and Traffic Court Relocation.

Due to unfavorable economic conditions, the Public Art assessment for FY 13 is recommended to be set at 0%. Work on the Public Art Plan can continue by using funds from previous assessments. For the FY 13 budget, $220,000 is being realigned from the Public Art Program – Unallocated Assessments project to the Public Art Program – Projects CIP project to fund two new projects: the Sheriff's Office 911 Memorial Monument and the Robert Saunders Library Public Art project. The Annual Public Art Plan, as recommended by the Public Art Committee, is now included within the appendix section of the Capital Improvement Program document.

During FY 12 Public Art Projects for the Southshore Regional Library, University Community Social Services Center, Brandon Skateboard Park and Apollo Beach Skateboard Park were completed. Additionally art projects for Brandon Community Head Start and MOSI Children's Science Center are on-going and estimated to be completed in FY 12.

CAPITAL BUDGET

Libraries

The Library Services FY 13 recommended capital budget is $7.8 million.

Work continues on three key expansion projects that were added in past years (Bloomingdale Regional Library, Jimmie B. Keel Regional Library and the Upper Tampa Bay Regional Library) and one new replacement library (Seminole Heights).

The FY 13 recommended budget also includes funding for the University Area Partnership Library, the Robert W. Saunders Sr. Public Library and the Jan Platt Library Chiller Replacement project.

The Library Services Program is funded with ad valorem tax proceeds from the Special Library Taxing District.

Parks

The Parks recommended capital budget for FY 13 is $4.9 million. 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.

The Parks Program includes a mix of recreational facilities such as local and regional parks, trails, community and recreation centers, dog parks and boat ramps. Regional parks serve citizens in both the incorporated and unincorporated areas of the County and are normally funded with countywide ad valorem taxes. Local parks serve the citizens of the unincorporated area of the County and are normally funded with impact fees and the proceeds from the unincorporated area property tax.

Due to unfavorable revenue performance and financing conditions since the 2008-2009 recession, the Community Investment Tax allocation for the program was reduced by $27.3 million in FY 12. Subsequently, alternative funding has been applied to some of these projects in FY 13, reducing the shortfall by $6.4 million. A list of these projects and FY 13 actions can be found in the Appendix Section of the FY 13 – FY 17 Capital Improvement Program document under the heading of FY 12 Recommended Project Deferrals. The remaining $20.9 million of unfunded projects are shown with possible funding in FY 14. At BOCC discretion, future determinations of alternate funding for specific projects will be based on prioritization and available options.

In addition the program shows possible funding for fifteen projects totaling $36.6 million in FY 14 at the discretion of the BOCC.

The decrease in Community Investment Taxes, impact fees (collected from new construction) and decline in property tax revenues have led to the scaling down of what was previously an aggressive building program. Nevertheless, some projects are moving forward with construction with minimal operating cost.

Brandon Skateboard Park
(Completed in February 2012)

Ten new projects are added to the Parks Program. Nine of the ten funded projects for FY 13 are part of the county's repair, replacement, renovation and maintenance (R3M) program. These projects are primarily intended to preserve or enhance the operational condition of existing facilities and may increase the capacity of the facility. These projects include the Edward Medard Park Campground Renovations, Flatwoods Park Trail Repairs, Lithia Springs Campground Renovations, Nye Park Renovations, Rubin Padget Park Field, Fencing, Parking & Drainage Renovations, Rubin Padget Park Storage, Concession & Restroom Renovations, University Community Center HVAC Repairs, Upper Tampa Bay Trail Repairs, and Vance Vogel Park Renovations.

There are five projects scheduled for completion in FY 13 including the Salty Sol Fleishman Boat Ramp Improvements and the County Fairgrounds Improvements. The County Fairgrounds Improvements is schedule for completion in June 2013 at an estimated cost of $2.5 million. The project will provide upgrades to the existing County Fairgrounds such as site/infrastructure, utilities, parking, code corrections, covered arena, restrooms, storage/office building(s) to meet the needs of the public and for public safety.

Nine projects were completed in FY 12. Among these are the : Apollo Beach Park Expansion, Bypass Canal Rowing Facility Phase II, Fishhawk/Alafia Creek Improvements, Gardenville Community Center Restoration, Lettuce Lake Park Boardwalk Replacement, Medard Park Boardwalk Replacement, North Brandon Park Renovations, Rotary All Persons Water Play Area at Clayton Park and the Brandon Skateboard Park. The Brandon Skateboard Park was completed in February 2012. This new 11,000 square-foot skateboard park located in Providence East Park in South Brandon includes an obstacle street section that has two main levels that split the park in two sections, an intermediate/professional bowl with all rounded walls, two hips and two general depths, and transition elements with a 6 foot corner quarter pipe that leads to a long and low A-shaped quarter pipe, and ends at a series of moguls that are located throughout.

Environmental Lands Acquisition and Protection Program (ELAPP)

A subset of the Parks Program is the Environmental Lands Acquisition and Protection Program (ELAPP). The ELAP Program is dedicated to the purchase of land for the protection and preservation of natural and environmentally significant resources, as well as restoration of natural habitat. 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. This property tax was originally approved by the voters in 1990. 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, 2011, the County has preserved approximately 60,490 acres at a cost of $251.6 million, of which $83.6 million (or 33.2%) has been funded by other agencies (this includes the 12,300 acre Cone Ranch property that was transferred from Public Utilities).

Solid Waste Enterprise

The Solid Waste Enterprise FY 13 recommended capital budget is $1.1 million. The Solid Waste Enterprise Program, a Division of the Public Utilities Department, is funded with financing and revenues generated from fees and assessments paid by customers of the enterprise.

The program provides funding in FY 13 for the Countywide Monitoring Well Installation, Repair and Replacement project. This project consists of installing, repairing and replacing of groundwater monitoring wells, landfill gas monitoring wells and surface water gauges.

Another project funded in FY 13 is the Landfill Gas System Expansion-Section 9 project at $1.2 million. This project includes the engineering, design and construction of the expansion of the landfill gas collection system into Section 9 of the Southeast County Landfill. The gas collection system is necessary to remove landfill gas from the landfill and the capacity expansion area.

Construction of the entrance for the Resource Recovery Facility Scale House Replacement and Entrance Road Improvements Project

The Resource Recovery Facility Scale House Replacement and Entrance Road Improvements project is schedule for completion in October, 2012 at an estimated cost of $3.1 million. This project will widen and improve the entrance and construct and install new scales.

Stormwater

The Stormwater recommended capital budget for FY 13 is $4.1 million. The program is funded with a combination of Stormwater Fees and Community Investment Tax financing. The program includes funding for the Countywide Culvert Replacement Program at $1.5 million, the Countywide Watershed Master Plan Update Phase II at $400,000, the Duck Pond Outfall project at $200,000, the Major Neighborhood Drainage Improvements Program at $232,000, the Minor Neighborhood Drainage Improvements Program at $1.3 million, the Neighborhood System Improvements at $200,000 and the Water

Quality Improvement & Environmental Program at $295,000.

The Culvert Replacement Program replaces culverts at various locations throughout Hillsborough County. The Master Plan Implementation Program is used to study the water quality and water quantity at various watersheds within Hillsborough County. The Major 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 after the conclusion of a drainage investigation of actual flooding that identified the deficiencies and estimates that the proposed project can be designed, permitted and constructed for over $400,000. The Minor Neighborhood Drainage Improvements Program has the same intent with a construction threshold amount of $400,000.

East Morgan Retention Pond

The Heritage Crest Retention Pond Improvements project is scheduled to be completed in December, 2012. This project will design and construct a pump station and force main to alleviate drainage problems in the Valrico area.

The Duck Pond Outfall project is of great importance to this program because of the extensive flooding caused by Hurricane Frances in 2004. To address the drainage needs at this location, the County entered into an agreement with the City of Tampa to provide relief in the area. As part of these improvements the County will build an additional retention pond and the City and County will each build a high volume pumping station to discharge to the Hillsborough River. This project is scheduled to be completed in December, 2014.

Due to unfavorable revenue performance and financing conditions resulting from the 2008-2009 recession, projects funded with CIT revenues were reduced by $23.2 million in FY 12 and are scheduled to be funded in FY 14 at BOCC discretion using alternated funding strategies. A list of these projects is found in the appendix section of the FY 13 – FY 17 Capital Improvement Program document under the heading of FY 12 Project Deferrals.

Transportation

The Transportation Program recommended capital budget for FY 13 is $11.8 million.

The program includes funding for the Big Bend Road Widening (Covington Gardens to Simmons Loop)- PD&E project at $6.5 million, the Bridge/Guardrail Rehabilitation Program at $400,000, the Columbus Drive over Hillsborough River Bridge Rehabilitation and the Platt Street over Hillsborough River Bridge Rehabilitation projects at $500,000 each, the Sidewalk ADA Retrofit Program at $550,000, the Paved Shoulders/Bicycle Lanes County Rural Roads at $250,000 and the Pavement Treatment Program at $4,000,000.

The Pavement Treatment program has been established to rehabilitate existing County roads via asphalt resurfacing and other specified methods. The Paved Shoulders/Bicycle Lanes County Rural Roads program was established to construct paved shoulders to accommodate bicycle traffic.

There are six projects scheduled to be completed in FY 13. The 22nd Street Community Main Street project at $22.1 million in August, 2013, the Habana Avenue & Waters Avenue Intersection Improvements project at $1.8 million in April, 2013 the Lithia Pinecrest (SR 640) over Alafia River / South Prong Bridge project at $11.5 million in February, 2013, the Columbus Drive over Hillsborough River Bridge Rehabilitation project at $11.5 million in September, 2013, the Platt Street over Hillsborough River Bridge Rehabilitation project at $13.5 million in September, 2013 and the School Safety Circulation & Access Program at $7.6 million in June, 2013.

On August 1, 2007 the Board of County Commissioners (BOCC) approved the Transportation Task Force's recommendation to fund an additional $500 million to complete or to fund new transportation projects using Community Investment Tax (CIT) backed financing. On October 17, 2007, at a required public hearing, the Board amended the adopted FY 08 – FY 13 Transportation CIP to provide additional CIT funding for four active projects

and 23 new projects totaling $489.4 million. Due to unfavorable revenue performance and financing conditions since the 2008-2009 recession, the CIT allocation for the program was reduced by $307.1 million in FY 10 and an additional $75.9 million in FY 12. These projects are scheduled to be funded in FY 14 at BOCC discretion using alternated funding strategies

In addition, the program shows possible funding in FY 14 for the Orient Road Widening (Broadway to Hillsborough) at the discretion of the BOCC.

Projects that are still underway include the Advanced Traffic Management System (ATMS), New Traffic Signals, and the Intersection Improvements program.

Bruce B. Downs (Palm Springs to Pebble Creek Drive South) Road Widening

Over the past few years the Bruce B. Downs Widening project has had many revisions. The BOCC prioritized the southern segment (A), Bearss Ave to Palm Springs Blvd, over the northern segment (D), Pebble Creek Drive to County Line Road. The central segment (B/C), Palm Springs Drive to Pebble Creek Drive is now under construction with an anticipated completion date of August, 2018. Based on current funding and the bids received for the central segment, there should be sufficient funds to also construct the southern segment.

The County, along with other transportation agencies and the City of Tampa are also reviewing the planned widening of Bruce B. Downs Blvd. to ensure that adequate right of way is available to support future rapid transit along the corridor.

More information about specific transportation projects can be found in the Recommended FY 13 – FY 17 Capital Improvement Program document.

Water Enterprise

The Water Enterprise recommended capital budget for FY 13 is $47.2 million. The Water Enterprise Program, a Division of the Public Utilities Department, 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.

The Capital Budget includes 16 new projects. One of these projects is the South Area Limited Seasonal Augmentation Program (SALSA) project, at a cost of $3.0 million. The project will design, permit and construct four (4) supplemental groundwater wells, pumps, motors, controls and piping at two (2) reclaimed water storage tank locations to augment reclaimed water supply within the South/Central service area of Hillsborough County, thus reducing surface water discharge. This project is intended to further assist the Department in complying with the upcoming regulatory requirements proposed in reducing nutrient loading to surface waters associated with the discharge of reclaimed water into surface water bodies.

There are 8 projects scheduled for completion in FY 13. These projects include the South County AWTP Sludge Processing Conversion-EECBG3 at a cost of $3.3 million and the Lithia Water Treatment Plant Hydrogen Sulfide Treatment Integration at a cost of $5.1 million. The Lithia Water Treatment Plant Hydrogen Sulfide Treatment Integration project will design and construct a piping connection from the regional water supply line to storage tank, install above grade piping with chemical injection points, sample stations and monitoring equipment. Tampa Bay Water by Memorandum of Understanding (MOU) with Hillsborough County Water Enterprise is tasked to provide Hydrogen Sulfide treatment for the South Central Hillsborough Regional Well Field supply to Lithia.

An ongoing project of significant note is the current construction of the South County Wastewater Treatment Plant Expansion from 4.5 to 10.0 million gallons per day project at a cost of $82.5 million. The design and construction expansion project will include a new headworks, aeration and process tanks, clarifiers, filters, a new ultraviolet disinfection system, piping, new

electrical and administration buildings and emergency generators.

Four projects were completed in FY 12. These projects include the Central Hillsborough WTP Electrical Power Supply-EECBG5 at cost of $2.3 million, the Four Wheel Drive Water System Replacement at a cost of $515,000, the Nature's Way Wastewater Pump Station Upgrade at a cost of $5.1 million, and the South County Potable Water Repump Station at a cost of $7.0 million.

The South County Potable Water Repump Station project constructed a new Repump facility and 3.0 million gallon storage tank in the southern portion of the South/Central Potable Water System to assist with peak demands. This new facility will now provide 20.0 MGD of firm pumping capacity during periods of heavy water demands. Without this additional pumping capacity, the region could have experienced system pressures below the County's recommended level of service standards for dry season conditions.

Souty County Potable Water Repump Station Project

Another significant project planned for future initiation is the South County Class A Biosolids Facility. This project will design, permit and construct a new Class A Biosolids Treatment Facility to process all of the future BioSolids produced at the Valrico, Falkenburg and South County Advanced Wastewater Treatment Plants and within the South County service area at an estimated cost of $40 million. This project will include the purchase of land, acquisition of thermal drying equipment, and include a building for odor and air pollution control equipment. An earlier Biosolids Master Plan determined a sludge dryer was needed in the South Central Service area in order to meet environmental permitting rules for final disposal of wastewater solids.

Capital Projects Operating Impacts

The Capital Improvement Program (CIP) is an integral element of the County's biennial budgeting process. The cost of operating new or expanded facilities or infrastructure can be significant and is included in the operating budget in the fiscal year the asset becomes operational. However, in some cases, like the construction of a new jail, the operational impact may be phased-in gradually while the new jail is under construction. This is because as the jail population increases beyond its operational capacity so does the need for additional funds for overtime pay, 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 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 13 operating cost impacts of capital facilities are detailed below. The recommended budget for FY 13 includes these operating costs.

Fire Services **–**There is one project scheduled for completion in FY 13 – Ruskin Fire Station #17. The fire station has been in use since April, 2011 so there is no incremental operating cost impact in FY 13. The new completion date of June 2013 reflects the completion of an emergency signal at the fire station egress. An ongo-

ing 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)
Fire Stations Hardening	0	$10.0

Government Facilities – There two projects scheduled for completion in FY 13, but no additional operating cost is anticipated.

Libraries – There is one project scheduled for completion in FY 13, but no additional operating cost is anticipated.

Parks - There are five projects scheduled for completion in FY 13, but no additional operating cost is anticipated.

***Solid Waste* Enterprise-** There is only one project scheduled for completion in FY 13, but no additional operating cost is anticipated.

Stormwater - 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 storm water pipes, culverts and other infrastructure. It is anticipated that maintenance of new storm water 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 - 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 crosswalk 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 12 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; $2,400 for utility cost and $3,600 for maintenance costs.

Water Enterprise - There are eight projects scheduled for completion in FY 13; four projects will begin incurring operating costs in FY 13.

Water Enterprise Projects	New Positions	Operating Impact (In thosands)
Boyette Road Force Main Phase III	0	$2.0
Crosby Rd Reclaimed Water Transmission Main	0	12.0
Fawn Ridge Chemical Trim	0	10.0
South County AWTP Sludge Processing Conversion	0	50.0

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-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 13 1% allocation will generate approximately $3.3 million for Countywide General Fund, $1.6 million for the Unincorporated Area General Fund, and $309,000 for the Library District Fund. A list of proposed FY 13 R3M projects can be found in the appendix section of the FY 13 – FY 17 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 identify projects with total expenditures and encumbrances exceeding the current appropriation that might require additional appropriations.
- To track impact fee revenues and expenditures to ensure that impact fees are being spent in a timely manner as required by ordinance.

Results of these analyses are communicated to appropriate management and staff for follow-up and corrective action. To assist in the reviews, the Capital Budget Team generates numerous variance and tracking reports from the County's financial system and Project Information Management System (PIMS). Among these reports are:

Monthly Community Investment Tax Report: This report shows the budget, expenditures and remaining balance of projects and reflects the cash position of the fund. Management uses this report to determine the availability of funds that may be used to fund other needs.

Projects 120 Days or More Past Substantial Completion Date: This report identifies open projects that have been coded as substantially complete (defined as completed and ready for use) for at least 120 days in the Project Information Management System. At that time, program managers are asked to fiscally close-out these projects unless they provide valid reasons for keeping the project open. One example of a valid reason is outstanding eminent domain issues associated with a project. This review helps identify allocated funds that may no longer be needed for the intended purpose.

Fiscally Closed Projects with Balances: This report is run periodically to determine if any capital project coded as fiscally closed in the Project Information Management System has an outstanding balance. If any are identified, the managing department is requested to prepare a budget amendment to make residual funds available for other projects.

Negative Balance Report: This report identifies projects that have negative balances within any funding sources. This report is also run periodically and is sent to all departments involved with capital projects to alert them of the need for corrective action.

Impact Fee Threshold Report: This report is used to the determine the status of impact fee funds as it relates to timeliness of spending as required by County Ordinance. It shows revenues by impact fee zone and projects when each zone's balance needs to be spent in order to meet ordinance restrictions on timeliness of use. Hillsborough County, by ordinance, requires that all impact fee revenues be utilized within 6 years or may be subject to refund.

Capital Projects Request List: This is a prioritized list of unfunded capital project needs by program that is used to determine what projects should be funded next as funds become available.

CAPITAL BUDGET

FY 13 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Funding (**)	FY 13 Funding	Future Funding	Total Funding
	Fire Services:				
C91182*	Apollo Beach Fire Station #29 Replacement	$0	$3,000	$0	$3,000
C91180*	Armwood Fire Station #4 Replacement	0	2,250	0	2,250
C91178*	Brandon Fire Station #11 HVAC Sytstem Replacement	0	290	0	290
C91183*	Carrollwood Fire Station #19 Expansion / Renovation	0	2,500	0	2,500
C91179*	East Lake Fire Station #32 Replacement	0	3,800	0	3,800
C91184*	Falkenburg Fire Station #33 Expansion / Renovation	0	2,000	0	2,000
C91172	Fire Rescue Equipment Replacement / Modernization	6,925	1,400	5,600	13,925
C91153	Land Acquisition for New Fire Stations	1,903	500	0	2,403
C91145C	North Hillsborough Fire Station Renovation	1,910	10	0	1,920
C91185*	Riverview Fire Station #16 Expansion / Renovation	0	1,600	0	1,600
C91176	South Brandon Fire Station # 7 Replacement	0	2,250	0	2,250
C91186*	West Hillsborough - Memorial Fire Station #31 Renovation	0	150	0	150
C91181*	Wimauma Fire Station #22 Replacement	0	2,600	0	2,600
	Total Fire Services	$10,738	$22,350	$5,600	$38,688
	Government Facilities:				
C77801*	700 Twiggs Air Handler Replacemnt	$0	$1,500	$0	$1,500
C77767	Affordable Task Force Program - Unincorporated	4,363	(1,091)	0	3,273
C77798*	Animal Services HVAC,Ductwork & Ceiling Replacement	0	225	0	225
C79146C	Animal Services Roof Replacement & Shelter Ventilation	382	1,143	0	1,525
C77759	Central Fleet Maintenance Facility Re-Roof	1,000	200	0	1,200
C77799*	Clerk's Data Center Air Handler Replacement	0	200	0	200
C77802*	Cooperative Extension Emergency Generator	0	295	0	295
C77797*	County Center Carpet Replacement	0	480	0	480
C79143C	Falkenburg Road Jail Expansion Phase VIIA	12,225	13,725	4,830	30,780
C77803*	MOSI Air Handler Replacements	0	450	0	450
C70001	Public Art - Unallocated Assessments	514	(220)	0	294
C70000	Public Art Program - Projects	3,831	220	0	4,051
C77707	Public Defender Office Expansion	970	125	0	1,095
C77775C	Sheriff's Office Vehicle Fleet Replacment	8,100	2,700	0	10,800
C77800*	South Annex Courthouse Life Safety Renovations	0	674	0	674
C77804*	West Tampa Neighborhood Service Center Renovations	0	275	0	275
C70058C	Falkenburg Road Jail Expansion Phase VI	75,606	798	0	76,404
	Total Government Facilities	$106,991	$21,700	$4,830	$133,520
	Libraries:				
C76009	Bloomingdale Regional Library Expansion	$3,245	$10	$0	$3,255
C76011*	Jan Platt Library Chiller Replacement	0	175	0	175
C76008	Jimmie B. Keel Regional Library Expansion	3,295	10	0	3,305
C70081	Robert W. Saunders Sr. Public Library	545	7,300	0	7,845
C70080C	University Area Partnership Library	4,260	260	3,705	8,225
C76007	Upper Tampa Bay Regional Library Expansion	2,962	10	0	2,972
	Total Libraries	$14,307	$7,765	$3,705	$25,777

CAPITAL BUDGET

FY 13 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Funding (**)	FY 13 Funding	Future Funding	Total Funding
	Parks:				
C83233	Bealsville Sport Complex Expansion	$120	$50	$0	$170
C83238*	Edward Medard Park Campground Renovations (R3M)	0	275	0	275
C89000	Environmental Land Acquisition & Protection Program	128,926	(1,486)	(600)	126,840
C89200	Environmental Land Acquisition & Protection Restoration Program	10,649	210	0	10,859
C83239*	Flatwoods Park Trail Repairs (R3M)	0	475	0	475
C80236	Keystone Park Expansion	1,478	1,622	0	3,100
C83240*	Lithia Springs Campground Renovations (R3M)	0	275	0	275
C83236*	Mann-Wagnon Memorial Park Improvements	0	498	0	498
C83241*	Nye Park Renovations (R3M)	0	275	0	275
C83242*	Rubin Padget Park Field, Fencing, Parking & Drainage Renov. (R3M)	0	450	0	450
C83244*	Rubin Padget Park Storage, Concession & Restroom Renov. (R3M)	0	175	0	175
C83234	South County YMCA Contribution	500	500	1,000	2,000
C83245*	University Community Center HVAC Repairs (R3M)	0	325	0	325
C83237*	Upper Tampa Bay Trail Repairs (R3M)	0	225	0	225
C83243*	Vance Vogel Park Renovations (R3M)	0	500	0	500
C80219C	Veterans Memorial Park Expansion	2,506	567	0	3,073
	Total Parks	$144,179	$4,936	$400	$149,515
	Solid Waste Enterprise:				
C54062	Countywide Monitoring Well Installation, Repair and Replacement	$100	$100	$400	$600
C54056	Landfill Gas System Expansion-Section 9	200	1,000	0	1,200
	Total Solid Waste Enterprise	$300	$1,100	$400	$1,800
	Stormwater:				
46133C	Countywide Culvert Replacement Program	$4,335	$1,453	$3,000	$8,788
C41142	Countywide Watershed Masterplan Update Ph Ii	2,770	400	1,600	4,770
C47097	Duck Pond Outfall	13,268	200	0	13,468
C46132	Major Neighborhood Drain Improvement Project	7,644	232	1,960	9,836
C46129	Master Plan Improvement Project	1,766	0	2,000	3,766
C46131	Minor Neighborhood Drain Improvement Project	14,884	1,280	2,065	18,229
C48501	Neighborhood System Improvements	1,497	200	800	2,497
C46134	Water Quality Improvement & Enviromental Project	6,711	295	2,079	9,085
	Total Stormwater	$52,874	$4,060	$13,504	$70,438
	Transportation:				
C61149	Big Bend Road Widening	$426	$6,500	$0	$6,926
C62119	Bridge/Guardrail Rehabilitation Projects	1,815	400	1,600	3,815
C69200	CIT Allocated Funds Bridge Program	4,156	(1,000)	0	3,156
C69225	Columbus Dr @Hillsboro River Bridge Rehab	10,974	500	0	11,474
C61010	Hartline Capital Allocation	4,084	62	249	4,395
C61035	Paved Shoulder/Bicycle Lanes County Rural Roads	3,392	250	1,000	4,642
C69046	Pavement Treatment Program	36,288	4,000	17,200	57,488
C69226	Platt St @ Hillsboro River Bridge Rehab	12,991	500	0	13,491

CAPITAL BUDGET
FY 13 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Funding (**)	FY 13 Funding	Future Funding	Total Funding
C64036	Sidewalk ADA Retrofit	3,100	550	2,200	5,850
C61909	Boyette Road W Boundary To Lithia-Pinecrest	2,455	69	276	2,800
	Total Transportation	$79,681	$11,831	$22,525	$114,038
	Water Enterprise:				
C10177	Boyette Road Force Main Phase III	$2,460	$40	$0	$2,500
C10211	Countryway Blvd. Forcemain Replacement	0	1,400	0	1,400
C31968	Countywide Fire Hydrant Replacement (Master Project)	1,500	1,000	4,000	6,500
C10138	Countywide Major Wastewater Pump Stations Refurbish (Master Project)	35,203	4,000	16,000	55,203
C31979	Countywide Non-Urgent Facility R&R (Master Project)	500	300	1,200	2,000
C31981	Countywide Remove & Replace of AC & Schedule 40 PVC Pipe (Master Project)	0	1,500	6,000	7,500
C10171	Countywide Wastewater Forcemain R&R (Master Project)	2,451	500	4,000	6,951
C10140	Countywide Wastewater Pump Station Replacements (Master Project)	14,489	1,000	4,000	19,489
C31977	Countywide Water Transmission / Distribution Line R&R (Master Project)	4,434	1,000	2,000	7,434
C10209	Dale Mabry AWTP Motor Control Center 100 & 200 Replacement	0	700	0	700
C10206	Del Webb South Pump Station Rehabilitation	750	1,350	0	2,100
C10231*	Eagle Pointe RWIU Distribution Lines	0	357	0	357
C10220*	Falkenburg AWTP UV Disinfection System Additional Banks	0	500	0	500
C10221*	Falkenburg Backwash Blowers Replacement	0	900	0	900
C31957	Fire Flow Deficiency (Master Project)	12,221	2,050	8,200	22,471
C10232*	Fishhawk Garden RWIU Distribution Lines	0	521	0	521
C10233*	Fishhawk Town Center 2B RWIU Distribution Lines	0	1,052	0	1,052
C10768	Low Pressure Sewer System (LPSS) - (Master Project)	11,578	750	3,000	15,328
C10215	Low Pressure Sewer System Pump Shop South Rehab	0	2,000	0	2,000
C10744	Manhole Inspection & Rehabilitation Program (Master Project)	10,612	800	3,200	14,612
C31980	Manors Of Crystal Lakes and Franchise Interconnection	2,755	2,300	0	5,055
C10180	Mitchell Master WWPS Rehabilitation	0	360	1,440	1,800
C10216	Northdale Reclaimed Water Transmission Main	0	3,300	0	3,300
C10230*	Northwest Biosolids Odor Control System Replacement And Upgrade	0	900	3,600	4,500
C31978	Public Utilities Centralized Operations Control Center	4,250	750	0	5,000
C10795	Reclaimed Water Pump Station Refurbishment (Master Project)	900	100	400	1,400
C10225*	River Oaks AWTP Filter System Rehab	0	1,000	0	1,000
C10224*	River Oaks AWTP In-Plant Reclaimed Water System Replacement	0	300	0	300
C10227*	River Oaks AWTP Sludge Export Pump Station Upgrade	0	750	0	750
C19017	RWTM Ext. To New Developments & RWIU's (Master Project)	1,696	100	400	2,196
C31969	South County Water Repump Station WTM To 19th Ave.	0	570	2,280	2,850
C10182	Stall Road Master WWPS Rehabilitation	0	160	640	800
C10187	Swindon Road Pump Station Phase II	400	1,100	0	1,500
C31945	Utility Relocation (Master Project)	1,160	2,000	4,000	7,160
C10223*	Valrico AWTP Filter Valves Replacement	0	900	0	900
C10207	Valrico AWTP Headworks Rehabilitation	0	6,500	0	6,500
C10219*	Valrico AWTP Motor Control Centers 6 & 7 Upgrade	0	750	0	750
C10228*	Valrico AWTP UV Disinfection System Recirculation Pumps & Piping	0	750	0	750
C10229*	Valrico Headworks Flow Splitting Weirs	0	350	0	350

CAPITAL BUDGET

FY 13 Funding for Capital Projects (in thousands)

Project Number	Program / Project Title	Prior Funding (**)	FY 13 Funding	Future Funding	Total Funding
C10750	Wastewater Slip Lining (Master Project)	13,977	2,000	8,000	23,977
C30116	Water Treatment R&R (Master Project)	10,054	500	3,500	14,054
	Total Water Enterprise Program	$131,390	$47,160	$75,860	$254,410
	Total Programs	$540,460	$120,902	$126,824	$788,187
	Other Non-CP:				
	Repair, Renovation, Replacement and Maintenance Program	$35,728	($8,095)	$0	$27,633
	Other Non-CP	0	39,958	NA	39,958
	Total Non-CP	$35,728	$31,863	$0	$67,591
	Total Capital Budget	$576,188	$152,765	$126,824	$855,778

* New Project C - CIT Funded

** As of 04/30/12

CAPITAL BUDGET
Major Repair, Renovation, Replacement and Maintenance (R3M) Program
Fiscal Year 13 Appropriations

FUND TITLE	APPROPRIATIONS
UNINCORPORATED AREA (MSTU)	
Unincorporated R3M Program Account	($614,927)
R3M MSTU Allocation FY12 - FY14	(1,621,810)
Total Unincorporated Area (MSTU)	($2,236,737)
COUNTYWIDE (GENERAL FUND)	
Countywide R3M Program Account	($3,191,794)
R3M Countywide Allocation FY12 - FY14	(3,300,206)
Total Countywide (General Fund)	($6,492,000)
SPECIAL LIBRARY TAXING DISTRICT	
Library R3M Program Account	$133,817
Total Special Library Taxing District	$133,817
BOATING IMPROVEMENT FUND	
Boating Improvement R3M Program Account	$500,000
Total Boating Improvement Fund	$500,000
Total FY 13 R3M Program	($8,094,920)

Note (A): Please refer to the Major Repair, Renovation, Replacement and Maintenance Program section in the appendix of the FY 13 - FY 17 Capital Improvement Program document for a list of proposed FY 13 projects.

Note (B): 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 13 1% allocation will generate approximately $3.3 million for Countywide General Fund, $1.6 million for the Unincorporated Area General Fund and $309,000 for the Library District Fund.

Hillsborough County
Florida

Hillsborough County
Florida

SUPPLEMENTAL INFORMATION

Hillsborough County
Florida

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS

This section provides a listing of full-time equivalent positions by department, pay grade, position classification, and the number of positions in each classification. Also provided are salary schedules for regular classified positions, Fire Rescue positions, executive manager positions, constitutional officer pay ranges as mandated by the State of Florida, and the Administrative Office of the Courts.

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 SCHEDULE A (CLASSIFIED)
2,080.00 HOURS ANNUALLY

Pay Grade	Effective October 1, 2007 Minimum	Effective October 1, 2007 Maximum	Effective October 1, 2008 Minimum	Effective October 1, 2008 Maximum
AA	$15,828.80	$24,564.80	$15,828.80	$25,126.40
AB	18,096.00	28,080.00	18,096.00	28,704.00
AC	19,822.40	30,763.20	19,822.40	31,449.60
AD	20,924.80	32,468.80	20,924.80	33,196.80
AE	22,131.20	34,361.60	22,131.20	35,131.20
AF	23,316.80	36,192.00	23,316.80	37,003.20
AG	24,752.00	38,396.80	24,752.00	39,270.40
AH	26,332.80	40,913.60	26,332.80	41,828.80
AI	27,830.40	43,222.40	27,830.40	44,200.00
AJ	29,577.60	45,947.20	29,577.60	46,987.20
AK	31,512.00	48,942.40	31,512.00	50,044.80
AL	33,696.00	52,312.00	33,696.00	53,497.60
AM	35,838.40	55,640.00	35,838.40	56,888.00
AN	38,168.00	59,259.20	38,168.00	60,590.40
AO	40,768.00	63,294.40	40,768.00	64,708.80
AP	43,097.60	66,913.60	43,097.60	68,411.20
AQ	46,238.40	71,801.60	46,238.40	73,424.00
AR	49,795.20	77,334.40	49,795.20	79,081.60
AS	53,435.20	82,950.40	53,435.20	84,822.40
AT	57,116.80	88,649.60	57,116.80	90,646.40
AU	61,110.40	94,848.00	61,110.40	96,990.40
AV	65,124.80	101,108.80	65,124.80	103,376.00
AW	69,534.40	107,972.80	69,534.40	110,406.40
AX	74,630.40	115,856.00	74,630.40	118,456.00
AY	79,872.00	124,009.60	79,872.00	126,796.80

SALARY SCHEDULE C (CLASSIFIED)
2,080.00 HOURS ANNUALLY

Pay Grade	Effective November 26, 2006 Minimum	Effective November 26, 2006 Maximum	Effective November 23, 2008 Minimum	Effective November 23, 2008 Maximum
CA	$15,891.20	$23,836.80	$15,891.20	$25,230.40
CB	18,158.40	27,248.00	18,158.40	28,849.60
CC	19,905.60	29,868.80	19,905.60	31,595.20
CD	21,008.00	31,512.00	21,008.00	33,342.40
CE	22,235.20	33,363.20	22,235.20	35,297.60
CF	23,441.60	35,172.80	23,441.60	37,211.20
CG	24,876.80	37,315.20	24,876.80	39,499.20
CH	26,457.60	39,686.40	26,457.60	41,995.20
CI	27,976.00	41,974.40	27,976.00	44,428.80
CJ	29,744.00	44,616.00	29,744.00	47,216.00
CK	31,657.60	47,486.40	31,657.60	50,252.80
CL	33,862.40	50,793.60	33,862.40	53,747.20
CM	36,129.60	54,204.80	36,129.60	57,366.40
CN	38,376.00	57,574.40	38,376.00	60,923.20

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
2,496.00 HOURS ANNUALLY

Pay	Effective September 30, 2007				Effective September 28, 2008			
Grade	Minimum		Maximum		Minimum		Maximum	
DI	Step 1	$28,851.68	Step 3	$30,906.72	Step 1	$29,852.16	Step 3	$31,961.28
DJ	Step 1	28,853.76	Step 3	30,900.48	Step 1	29,852.16	Step 3	31,973.76
DK	Step 1	38,663.04	Step 12	58,381.44	Step 1	38,663.04	Step 12	58,381.44
DL	Step 1	45,901.44	Step 11	67,017.60	Step 1	45,901.44	Step 11	67,017.60
DN	Step 1	57,308.16	Step 10	80,795.52	Step 1	57,308.16	Step 10	80,795.52
DR	Step 1	43,929.60	Step 12	63,298.56	Step 1	43,929.60	Step 12	63,298.56
DT	Step 1	51,891.84	Step 11	73,008.00	Step 1	51,891.84	Step 11	73,008.00
DU	Step 1	59,479.68	Step 8	76,402.56	Step 1	59,479.68	Step 8	76,402.56

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
2,080.00 HOURS ANNUALLY

Pay	Effective September 30, 2007				Effective September 28, 2008			
Grade	Minimum		Maximum		Minimum		Maximum	
EK	Step 1	$57,283.20	Step 10	$79,747.20	Step 1	$57,283.20	Step 10	$79,747.20

SALARY SCHEDULE G
FIRE RESCUE - IAFF - SUPERVISORY
2,080.00 HOURS ANNUALLY

Pay	Effective September 30, 2007				Effective September 28, 2008			
Grade	Minimum		Maximum		Minimum		Maximum	
GO	Step 1	$65,748.80	Step 9	$89,627.20	Step 1	$65,748.80	Step 9	$89,627.20

SALARY SCHEDULE H
FIRE RESCUE - IAFF - SUPERVISORY
2,496.00 HOURS ANNUALLY

Pay	Effective September 30, 2007				Effective September 28, 2008			
Grade	Minimum		Maximum		Minimum		Maximum	
HQ	Step 1	$63,523.20	Step 10	$86,586.24	Step 1	$65,744.64	Step 9	$89,606.40

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	Effective November 25, 2007 Minimum	Effective November 25, 2007 Minimum	Effective November 23, 2008 Minimum	Effective November 23, 2008 Maximum
KM	$32,420.80	$61,035.68	$32,420.80	$62,417.09
KN	33,830.40	72,002.37	33,830.40	73,609.31

SALARY SCHEDULE L
FIRE RESCUE - EMPACCT - NON SUPERVISORY-PARAMEDIC
2,377.00 HOURS ANNUALLY

Pay Grade	Effective November 25, 2007 Minimum	Effective November 25, 2007 Maximum	Effective November 23, 2008 Minimum	Effective November 23, 2008 Maximum
LG	N/A	N/A	$28,206.30	$44,877.76
LI	$31,828.03	$50,439.94	31,828.03	51,580.90
LK	36,011.55	55,907.04	36,011.55	57,166.85
LM	41,050.79	63,751.14	41,050.79	65,177.34

Note: Salary Schedules K, L, and M are based upon a collective bargaining agreement between Emergency Medical Personnel and Critical Care Technician Association (EMPACCT) and the Hillsborough County Board of County Commissioners.

ADMINISTRATIVE OFFICE OF THE COURTS SALARY SCHEDULE

Pay Grade	Effective August 1, 2005 Minimum	Effective August 1, 2005 Maximum	Effective October 1, 2006 Minimum	Effective October 1, 2006 Maximum
01	$16,266.84	$30,093.60	$16,592.16	$31,525.08
04	18,265.68	33,791.52	18,630.96	35,398.80
05	18,999.96	35,149.00	19,380.00	36,822.00
07	21,101.04	38,594.16	21,512.64	40,874.04
09	22,743.84	41,717.52	22,768.44	43,260.00
10	23,700.84	43,470.84	24,256.80	46,087.92
11	24,684.36	45,290.40	25,169.28	47,821.68
13	26,135.76	48,351.12	26,658.48	50,651.16
14	27,274.32	50,457.48	31,419.84	59,697.72
15	28,470.12	52,669.68	32,639.52	62,015.04
16	29,725.56	56,492.28	30,320.04	57,608.04
17	31,043.76	57,430.92	31,664.64	60,162.84
18	32,427.96	59,991.72	33,076.56	62,845.44
19	33,881.40	62,680.56	34,559.04	65,662.20
20	35,407.20	65,503.32	36,115.32	68,619.12
21	37,015.92	68,479.44	37,756.20	71,736.84
22	37,933.44	66,383.52	39,466.08	74,985.60
23	40,458.60	74,848.44	41,267.76	78,408.72
24	42,346.56	78,341.16	43,193.52	82,067.64
25	44,415.36	82,168.44	45,303.72	86,077.08
26	46,636.32	82,277.24	47,569.08	90,381.24
27	48,967.80	90,590.40	49,947.12	94,899.48
28	51,416.52	95,120.52	52,444.80	99,645.12
29	53,987.16	99,876.24	55,066.92	104,627.16
31	59,520.84	110,113.56	60,711.24	115,351.32
32	62,496.96	115,619.40	63,746.88	121,119.12
33	65,621.76	121,400.28	66,934.20	127,175.04
35	72,348.12	133,844.04	73,795.08	140,210.64
36	75,965.28	140,535.72	77,484.60	147,220.80
37	79,763.76	147,562.92	81,359.04	154,582.20
50	42,139.20	77,957.52	43,403.40	82,466.52
51	46,120.80	85,323.48	47,504.40	90,258.36
60	44,229.24	81,824.04	45,556.08	86,556.60
61	52,025.04	96,246.36	53,585.76	101,812.92
62	57,870.96	107,061.24	59,607.00	113,253.36
64	47,914.80	88,642.44	47,914.80	93,769.32
65	56,052.00	99,876.24	56,052.00	109,693.80
66	64,190.00	110,113.56	N/A	N/A
101	N/A	N/A	39,708.48	75,446.16
102	N/A	N/A	41,694.12	79,218.84
114	N/A	N/A	74,876.64	142,265.64
200	N/A	N/A	45,303.72	86,077.08

COUNTY ATTORNEY UNCLASSIFIED PAY STRUCTURE

2,080 HOURS ANNUALLY

Pay Grade	Minimum	Maximum
UA	$35,000	$85,000
UB	45,000	95,000
UC	56,000	100,000
UD	65,000	120,000
UE	87,635	160,000
UF	100,000	185,000
UG	135,000	250,000

OTHER SALARY SCHEDULES

MANAGEMENT PAY RANGES

Pay	Effective November 25, 2007		Effective November 23, 2008	
Grade	Minimum	Maximum	Minimum	Maximum
A1	$123,843.20	$185,827.20	$N/A	$N/A
A	110,593.60	165,921.60	113,090	169,645
B	98,779.20	148,137.60	101,005	151,466
C	88,150.40	132,267.20	90,126	135,242
D	78,728.00	118,123.20	80,496	120,786
E	70,304.00	105,435.20	71,885	107,806
F	62,774.40	94,140.80	64,189	96,262
G	56,056.00	84,052.80	57,325	85,946
H	50,024.00	75,046.40	51,147	76,731
I	44,678.40	67,017.60	45,677	68,515

Note: A salary increase of 2.25% will be effective November 23, 2008, not to exceed maximum.

INFORMATION & TECHNOLOGY SERVICES MANAGER PAY RANGES

Pay	Effective November 25, 2007		Effective November 23, 2008	
Grade	Minimum	Maximum	Minimum	Maximum
X1	$89,336.00	$151,881.60	$91,354	$155,293
X2	73,257.60	124,508.80	74,901	127,317
X3	60,049.60	102,065.60	61,402	104,354
X4	49,212.80	83,657.60	50,315	85,530

Note: A salary increase of 2.25% will be effective November 23, 2008, not to exceed maximum.

MEDICAL POSITION PAY RANGES

Pay	Effective November 25, 2007		Effective November 23, 2008	
Grade	Minimum	Maximum	Minimum	Maximum
M1	$186,306	$279,469	$190,507	$285,750
M2	167,190	250,806	170,955	256,443
M3	141,128	211,702	144,310	216,466

Note: A salary increase of 2.25% will be effective November 23, 2008, not to exceed maximum.
Annual salary amounts are rounded to the nearest dollar value.

STATE MANDATED COUNTY CONSTITUTIONAL OFFICER SALARIES*

Office	Final FY 11 Salary	Final FY 12 Salary
Clerk of Circuit Court	$152,523	$153,052
County Commissioners	92,097	92,097
County Commission Chairman	101,307	101,307
Property Appraiser	152,523	153,052
Sheriff	161,118	161,648
Supervisor of Elections	133,092	133,622
Tax Collector	152,523	153,052

*These figures do not include the $2,000 supplement for certification.

The County Commission Chairman receives an additional 10% above the statutorily set rate which is reflected above

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	BOARD OF CO COMMISSIONERS ORGANIZATION				
	BOARD OF COUNTY COMMISSIONERS				
CO	County Commissioners	7.00	7.00	7.00	7.00
XI	Senior Commission Assistant BOCC	14.00	14.00	14.00	14.00
	Subtotal	21.00	21.00	21.00	21.00
	COUNTY INTERNAL AUDITOR				
XA	County Internal Performance Auditor	1.00	1.00	1.00	1.00
XD	Senior Performance Auditor	1.00	1.00	1.00	1.00
XI	Executive Assistant	1.00	1.00	1.00	1.00
	Subtotal	3.00	3.00	3.00	3.00
	TOTAL BD OF CO COMM ORGANIZATION	24.00	24.00	24.00	24.00
	COUNTY ATTORNEY ORGANIZATION				
	COUNTY ATTORNEY				
AO	Accountant II	1.00	1.00	0.00	0.00
UA	Administrative Assistant to the County Attorney	1.00	1.00	1.00	1.00
UC	Assistant County Attorney	8.00	8.00	7.00	7.00
UD	Chief Administrative Manager	1.00	1.00	1.00	0.00
UG	County Attorney	1.00	1.00	1.00	1.00
UG	Deputy County Attorney	1.00	1.00	0.00	0.00
AO	Legal Administrative Assistant	9.00	8.00	7.00	7.00
AL	Legal Secretary	9.00	9.00	9.00	9.00
UF	Managing Attorney	8.00	8.00	8.00	8.00
AI	Office Assistant III	1.00	1.00	1.00	1.00
AN	Paralegal Specialist	2.00	2.00	2.00	2.00
UE	Senior Assistant County Attorney	20.00	20.00	18.00	18.00
AO	Senior Paralegal Specialist	5.00	5.00	4.00	4.00
	TOTAL COUNTY ATTORNEY ORGANIZATION	67.00	66.00	59.00	58.00
	COUNTY ADMINISTRATOR ORGANIZATION				
	9-1-1 AGENCY				
AP	Community Relations Coordinator	1.00	1.00	0.00	0.00
AJ	Executive Secretary	1.00	1.00	0.00	0.00
AM	GIS Analyst	0.00	0.00	0.00	1.00
AI	GIS Mapping Technician	1.00	1.00	1.00	1.00
AK	Land Technician	4.00	4.00	4.00	3.00
AO	Manager	3.00	3.00	2.00	2.00
XE	Manager 9-1-1 Emergency Operations	1.00	1.00	1.00	1.00
AG	Office Assistant ll	3.00	3.00	3.00	3.00
AM	Senior Land Technician	2.00	2.00	2.00	2.00
	Subtotal	16.00	16.00	13.00	13.00
	AFFORDABLE HOUSING SERVICES				
AO	Accountant II	1.00	1.00	1.00	1.00
AJ	Accounting Clerk III	1.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	AFFORDABLE HOUSING SERVICES (continued)				
AL	Administrative Specialist	1.00	1.00	1.00	1.00
AO	Community Service Program Coordinator II	2.00	2.00	2.00	2.00
AO	Construction Inspector	4.00	4.00	0.00	0.00
AQ	Contracts Manager	3.00	5.00	4.00	4.00
XC	Director Affordable Housing	1.00	1.00	1.00	1.00
AM	Environmental Specialist II	1.00	0.00	0.00	0.00
AU	Executive Planner	1.00	0.00	0.00	0.00
AJ	Executive Secretary	0.00	1.00	0.00	0.00
AQ	General Manager I	1.00	1.00	0.00	1.00
AG	Housing Assistance Specialist	0.00	1.00	0.00	0.00
AN	Housing Counselor	2.00	9.00	0.00	0.00
AO	Manager	1.00	1.00	1.00	1.00
XG	Manager, Affordable Housing	1.00	1.00	1.00	1.00
XG	Manager. Foreclosures	1.00	1.00	1.00	1.00
XF	Manager, Contracts Unit	1.00	1.00	1.00	1.00
XF	Manager, Financial Service/Grants	1.00	1.00	1.00	1.00
XE	Operations Manager	0.00	1.00	0.00	0.00
AI	Planning & Zoning Technician I	1.00	0.00	0.00	0.00
AE	Secretary	1.00	2.00	0.00	0.00
AR	Senior Budget Analyst	0.00	0.00	1.00	1.00
AO	Senior Housing Counselor	2.00	5.00	3.00	3.00
AQ	Senior Planner	0.00	1.00	1.00	1.00
AG	Senior Secretary	2.00	1.00	1.00	1.00
AO	Systems Coordinator	0.00	0.50	1.00	1.00
	Subtotal	29.00	42.50	22.00	23.00
	AGING SERVICES				
AM	Accountant I	1.00	0.00	0.00	0.00
AS	Accountant III	1.00	0.00	0.00	0.00
AH	Accounting Clerk II	5.00	0.00	0.00	0.00
AB	Adult Day Care Aide	16.09	0.00	0.00	0.00
AC	Adult Services Aide	8.00	0.00	0.00	0.00
AO	Aging Services Project Coordinator	6.00	0.00	0.00	0.00
AL	Aging Services Specialist	1.00	0.00	0.00	0.00
AM	Buyer	1.00	0.00	0.00	0.00
AM	Case Manager	11.00	0.00	0.00	0.00
AK	Center Coordinator	10.00	0.00	0.00	0.00
CB	Custodian	4.50	0.00	0.00	0.00
XC	Director, Aging Services	1.00	0.00	0.00	0.00
AJ	Executive Secretary	3.00	0.00	0.00	0.00
XE	Financial & Administrative Services Manager	1.00	0.00	0.00	0.00
AB	Food Service Aide	13.24	0.00	0.00	0.00
AQ	General Manager I	2.00	0.00	0.00	0.00
AE	Homemaker Leader	1.00	0.00	0.00	0.00
AB	Homemaker/Respite Aide	2.00	0.00	0.00	0.00
99	Home Meal Delivery Driver P/T	22.99	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	AGING SERVICES (continued)				
AQ	Human Services Supervisor	4.00	0.00	0.00	0.00
AI	Licensed Practical Nurse	7.00	0.00	0.00	0.00
AO	Manager	6.00	0.00	0.00	0.00
XE	Manager, Community Care for the Elderly Program	1.00	0.00	0.00	0.00
XF	Manager, Homemaker Services	1.00	0.00	0.00	0.00
XE	Manager, Nutrition/Activity	1.00	0.00	0.00	0.00
XE	Manager, Senior Adult Day Care Program	1.00	0.00	0.00	0.00
AM	Nutrition Services Coordinator	4.00	0.00	0.00	0.00
AE	Office Assistant	4.00	0.00	0.00	0.00
AG	Office Assistant II	3.00	0.00	0.00	0.00
AC	Personal Care Aide	13.76	0.00	0.00	0.00
AS	Principal Business Analyst	1.00	0.00	0.00	0.00
AF	Public Relations/Information Specialist I	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	0.00	0.00	0.00
AO	Senior Case Manager	7.00	0.00	0.00	0.00
AG	Senior Citizens Activity Specialist	1.00	0.00	0.00	0.00
AC	Senior Food Service Aide	1.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	1.00	0.00	0.00	0.00
AM	Senior Recreational Therapist	2.00	0.00	0.00	0.00
AG	Senior Secretary	2.00	0.00	0.00	0.00
CE	Storekeeper II	1.00	0.00	0.00	0.00
AK	Supervisor	1.00	0.00	0.00	0.00
AO	Systems Coordinator	1.00	0.00	0.00	0.00
	Subtotal	176.58	0.00	0.00	0.00
	ANIMAL SERVICES				
AH	Accounting Clerk II	3.00	3.00	0.00	0.00
AK	Animal Abuse Investigator	8.00	7.00	7.00	7.00
CC	Animal Care Assistant	11.00	10.00	10.00	9.00
AL	Animal Care Supervisor	3.00	3.00	3.00	3.00
AL	Animal Control Supervisor	3.00	3.00	3.00	3.00
CH	Animal Control Officer	20.00	18.00	18.00	18.00
AG	Animal Foster Care Coordinator	1.00	1.00	1.00	1.00
AP	Business Analyst II	1.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	1.00	1.00	1.00
XC	Director, Animal Services	1.00	1.00	1.00	1.00
AQ	General Manager I	1.00	1.00	1.00	1.00
XG	Manager of Finance and Budget	1.00	1.00	0.00	0.00
XH	Manager, Revenue Control	1.00	1.00	0.00	0.00
XF	Manager, Field Operations	1.00	1.00	1.00	1.00
AE	Office Assistant	2.00	2.00	2.00	2.00
AG	Office Assistant II	2.00	1.00	1.00	1.00
AI	Office Assistant III	1.00	1.00	1.00	1.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AG	Public Relations/Information Specialist I	0.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	ANIMAL SERVICES (continued)				
XE	Revenue & Administrative Manager	0.00	0.00	1.00	1.00
AN	Senior Administrative Specialist	1.00	1.00	0.00	0.00
CG	Senior Animal Care Assistant	10.00	9.00	9.00	9.00
AI	Senior Customer Service Rep	5.00	5.00	5.00	5.00
AJ	Senior Public Relations Information Specialist	0.00	1.00	1.00	1.00
AM	Senior Supervisor	2.00	1.00	1.00	1.00
XE	Senior Veterinarian	0.00	0.00	1.00	1.00
XE	Veterinarian	2.50	2.50	1.50	1.50
AK	Veterinary Technician	6.00	7.00	7.00	6.00
	Subtotal	87.50	82.50	77.50	76.50
	BUSINESS AND SUPPORT SERVICES				
AS	Accountant III	0.00	1.00	1.00	1.00
AJ	Accounting Clerk III	0.00	1.00	1.00	2.00
AL	Administrative Specialist	0.00	3.00	0.00	0.00
XF	Budget Manager, Capital Team	0.00	1.00	0.00	0.00
XF	Budget Manager, Operating Team	0.00	1.00	1.00	1.00
AP	Budget Analyst II	0.00	2.00	2.00	1.00
AS	Budget Services Coordinator	0.00	2.00	2.00	2.00
XG	Capital Policy Manager	0.00	1.00	1.00	1.00
AK	Claims Service Representative II	0.00	2.00	1.00	1.00
AM	Community Service Program Coordinator I	0.00	0.00	2.00	3.00
AQ	Community Service Program Manager	0.00	0.00	1.00	0.00
XF	Criminal Justice Specialist	0.00	0.00	1.00	1.00
XB	Director, Human Resources	0.00	1.00	0.00	0.00
XE	Economist	0.00	1.00	1.00	1.00
XD	Employee Benefits and Risk Management Division Director	0.00	1.00	0.00	0.00
AJ	Executive Secretary	0.00	4.00	4.00	4.00
XD	Financial Services Group Director	0.00	0.00	1.00	1.00
AS	General Manager II	0.00	1.00	0.00	0.00
AU	General Manager III	0.00	2.00	0.00	0.00
AX	General Manager IV	0.00	1.00	1.00	1.00
XE	HRIS Manager	0.00	1.00	0.00	0.00
XF	Impact Fee Program Manager	0.00	1.00	0.00	0.00
XF	Labor Relations Manager	0.00	1.00	0.00	0.00
XA	Management Services Administrator	0.00	1.00	0.00	0.00
XF	Manager, Contracts Unit	0.00	1.00	1.00	1.00
XH	Manager, Crime Prevention/Coordinating Unit	0.00	0.00	1.00	1.00
XD	Manager, Budget Programs	0.00	1.00	0.00	0.00
XD	Manager, Debt and Financial Analysis	0.00	0.00	0.00	1.00
XD	Manager, Debt Finance	0.00	1.00	0.00	0.00
XG	Manager, Performance Management	0.00	1.00	1.00	1.00
XF	Manager, Services & Construction Procurement	0.00	1.00	1.00	1.00
XF	Manager, Systems/Revenues	0.00	1.00	1.00	1.00
AG	Office Assistant II	0.00	1.00	1.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	BUSINESS AND SUPPORT SERVICES (continued)				
AM	Personnel Analyst	0.00	2.00	0.00	0.00
AI	Personnel Assistant	0.00	2.00	0.00	0.00
AS	Principal Business Analyst	0.00	1.00	1.00	0.00
AP	Procurement Analyst	0.00	1.00	1.00	1.00
AS	Procurement Supervisor	0.00	3.00	3.00	3.00
AQ	Project Manager I	0.00	1.00	1.00	1.00
XF	Research Manager	0.00	1.00	1.00	1.00
AK	Safety and Loss Control Coordinator	0.00	3.00	2.00	2.00
XE	Safety Manager	0.00	1.00	1.00	1.00
AR	Senior Budget Analyst	0.00	4.00	4.00	4.00
AO	Senior Personnel Analyst	0.00	10.00	0.00	0.00
AQ	Senior Procurement Analyst	0.00	9.00	9.00	9.00
AM	Senior Supervisor	0.00	2.00	1.00	1.00
XF	Training and Development Manager	0.00	1.00	0.00	0.00
AO	Training Specialist	0.00	1.00	0.00	0.00
AM	Training Technician	0.00	1.00	0.00	0.00
	Subtotal	0.00	79.00	50.00	49.00
	CHILDREN'S SERVICES				
AM	Accountant I	1.00	0.00	0.00	0.00
AO	Accountant II	1.00	0.00	0.00	0.00
AS	Accountant III	1.00	0.00	0.00	0.00
AH	Accounting Clerk II	1.50	0.00	0.00	0.00
AJ	Accounting Clerk III	3.00	0.00	0.00	0.00
AL	Administrative Specialist	2.00	0.00	0.00	0.00
AS	Assessment/Counsel Specialist	1.00	0.00	0.00	0.00
AP	Business Analyst II	1.00	0.00	0.00	0.00
AM	Case Manager	2.00	0.00	0.00	0.00
AK	Child Care Licensing Inspector	13.00	0.00	0.00	0.00
AI	Child Care Specialist	48.70	0.00	0.00	0.00
AM	Child Care Supervisor	10.00	0.00	0.00	0.00
XD	Clinical Director	1.00	0.00	0.00	0.00
AO	Community Services Program Coordinator II	2.00	0.00	0.00	0.00
AQ	Contracts Manager	1.00	0.00	0.00	0.00
AC	Cook	4.00	0.00	0.00	0.00
AB	Custodian	0.34	0.00	0.00	0.00
CB	Custodian	8.00	0.00	0.00	0.00
XB	Director, Children's Services	1.00	0.00	0.00	0.00
XD	Director, Head Start Division	1.00	0.00	0.00	0.00
AJ	Executive Secretary	5.00	0.00	0.00	0.00
AK	Facilities Technician	1.00	0.00	0.00	0.00
AQ	General Manager I	6.00	0.00	0.00	0.00
AS	General Manager II	5.00	0.00	0.00	0.00
AM	Head Start/Early Head Teacher	20.00	0.00	0.00	0.00
AM	Head Start Services Specialist	10.00	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	CHILDREN'S SERVICES (continued)				
AM	Head Start/Early Head Start Center Coordinator	17.00	0.00	0.00	0.00
AO	Head Start/Early Head Start Education Manager	13.00	0.00	0.00	0.00
AK	Head Start/Early Head Star Teacher	50.00	0.00	0.00	0.00
AG	Head Start/Early Head Start Services Teacher Asst	92.00	0.00	0.00	0.00
AQ	Healthcare Services Review Nurse	1.00	0.00	0.00	0.00
AQ	Human Services Supervisor	2.00	0.00	0.00	0.00
XE	Manager, Child & Family Counseling	1.00	0.00	0.00	0.00
XE	Manager, Children Services Center	1.00	0.00	0.00	0.00
XE	Manager, Education & Health	1.00	0.00	0.00	0.00
XF	Manager, Family & Mental Health	1.00	0.00	0.00	0.00
XF	Manager, Fiscal Services	1.00	0.00	0.00	0.00
XH	Manager, Delinquency Prevention Program	1.00	0.00	0.00	0.00
AC	Minibus Driver	7.00	0.00	0.00	0.00
CI	Multi-Trades Worker II	4.00	0.00	0.00	0.00
CK	Multi-Trades Worker III	1.00	0.00	0.00	0.00
AE	Office Assistant	2.00	0.00	0.00	0.00
AI	Office Assistant III	1.00	0.00	0.00	0.00
AG	Personnel Clerk	1.00	0.00	0.00	0.00
AS	Principal Business Analyst	1.00	0.00	0.00	0.00
AQ	Project Manager I	1.00	0.00	0.00	0.00
AU	Project Manager lll	0.55	0.00	0.00	0.00
AS	Psychologist	2.00	0.00	0.00	0.00
XF	Quality Assurance Manager	1.00	0.00	0.00	0.00
AD	Receptionist	3.00	0.00	0.00	0.00
AK	Recreational Therapist	2.00	0.00	0.00	0.00
AO	Registered Nurse	4.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	0.00	0.00	0.00
AO	Senior Case Manager	27.50	0.00	0.00	0.00
AM	Senior Child Care Licensing Inspector	2.00	0.00	0.00	0.00
AK	Senior Child Care Specialist	37.00	0.00	0.00	0.00
CC	Senior Groundskeeper	1.00	0.00	0.00	0.00
AE	Senior Minibus Driver	2.00	0.00	0.00	0.00
AG	Senior Secretary	9.75	0.00	0.00	0.00
AK	Senior Social Services Specialist	3.00	0.00	0.00	0.00
AR	Senior Treatment Counselor	1.00	0.00	0.00	0.00
AI	Social Services Specialist	5.00	0.00	0.00	0.00
AS	Software Specialist II	1.00	0.00	0.00	0.00
AO	Systems Coordinator	1.00	0.00	0.00	0.00
AP	Treatment Counselor	25.00	0.00	0.00	0.00
	Subtotal	478.34	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	CLIENT AND LIAISON SERVICES				
XF	ADA Coordinator	1.00	1.00	0.00	0.00
AL	Administrative Specialist	1.00	1.00	0.00	0.00
XF	Asian-American Affairs Liaison	1.00	1.00	0.00	0.00
AM	Business Analyst I	1.00	0.00	0.00	0.00
XF	Chief Investigator	1.00	0.00	0.00	0.00
AM	Community Service Program Coordinator I	2.00	1.00	0.00	0.00
AO	Community Services Program Coordinator II	0.00	0.00	1.00	0.00
AQ	Community Service Program Manager	1.00	1.00	0.00	0.00
XF	Criminal Justice Specialist	1.00	1.00	0.00	0.00
XA	Director, Client and Liaison Services	0.00	0.00	1.00	0.00
AQ	General Manager I	0.00	0.00	1.00	0.00
XE	Intergovernmental Affairs Manager	0.00	0.00	1.00	0.00
XF	Manager, African-American Affairs	1.00	1.00	1.00	0.00
XG	Manager, Community Relations	0.00	0.00	1.00	0.00
XH	Manager, Crime Prevention/Coordinating Unit	0.00	1.00	0.00	0.00
XF	Manager, Hispanic Affairs	1.00	1.00	1.00	0.00
AE	Office Assistant	0.00	0.00	1.00	0.00
AG	Office Assistant II	0.00	0.00	4.00	0.00
AH	Public Relations/Information Specialist II	0.00	0.00	1.00	0.00
AG	Senior Secretary	0.00	0.00	2.00	0.00
AI	Social Services Specialist	1.00	0.00	0.00	0.00
CC	Trades Helper	0.00	0.00	2.00	0.00
	Subtotal	12.00	9.00	17.00	0.00
	CODE ENFORCEMENT DEPARTMENT				
AJ	Accounting Clerk III	2.00	2.00	2.00	2.00
AK	Community Codes Investigator I	22.00	19.00	0.00	3.00
AM	Community Codes Investigator II	10.00	10.00	29.00	26.00
AP	Community Codes Investigator III	4.00	4.00	4.00	4.00
AP	Community Relations Coordinator	1.00	0.00	0.00	0.00
AO	Construction Inspector	1.00	1.00	5.00	5.00
XC	Director, Housing & Code Enforcement	1.00	1.00	1.00	1.00
AQ	General Manager I	1.00	1.00	2.00	2.00
AS	General Manager II	1.00	1.00	1.00	1.00
AG	Housing Assistance Specialist	1.00	1.00	1.00	0.00
AO	Manager	1.00	1.00	1.00	1.00
AE	Office Assistant	2.00	2.00	1.00	1.00
AI	Office Assistant III	1.00	1.00	1.00	1.00
AN	Senior Administrative Specialist	1.00	1.00	1.00	1.00
AQ	Senior Business Analyst	1.00	1.00	1.00	1.00
AG	Senior Secretary	3.00	3.00	3.00	4.00
	Subtotal	53.00	49.00	53.00	53.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	COMMUNICATIONS & HTV DEPARTMENT				
AL	Administrative Specialist	1.00	1.00	1.00	1.00
AO	Broadcast Engineer	2.00	1.00	1.00	1.00
AP	Community Relations Coordinator	3.50	6.50	5.50	5.50
AM	Computer Graphics Designer	2.00	2.00	2.00	2.00
XC	Director, Communications Department	1.00	1.00	1.00	0.00
XB	Director, Public Information and Community Relations	0.00	0.00	0.00	1.00
XG	Division Director, Digital Media Services	0.00	0.00	0.00	1.00
XG	Division Director, Information Services	0.00	0.00	0.00	1.00
AJ	Electronics Technician I	0.00	1.00	1.00	1.00
AJ	Executive Secretary	1.00	1.00	0.00	0.00
AQ	General Manger I	0.00	0.00	0.00	1.00
AG	Housing Assistance Specialist	3.00	3.00	0.00	0.00
XF	Manager, Citizen Board Support	1.00	1.00	0.00	0.00
XG	Manager, Community Relations	0.00	1.00	0.00	1.00
XG	Manager, Public Information	1.00	1.00	1.00	0.00
XG	Manager, Technical Support	1.00	1.00	1.00	0.00
AE	Office Assistant	0.00	1.00	0.00	1.00
AG	Office Assistant II	0.00	0.00	0.00	4.00
AU	Project Manager III	0.00	0.00	1.00	1.00
XH	Public Relations Coordinator	0.00	0.00	0.00	1.00
AH	Public Relations/Information Specialist	0.00	0.00	0.00	2.00
AH	Public Relations/Information Specialist II	1.00	2.00	1.00	0.00
AR	Real-Time Captioner	1.00	1.00	1.00	1.00
AJ	Senior Public Relations/Information Specialist	1.00	1.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	0.00	2.00
AQ	Senior Television Producer/Director	1.00	1.00	1.00	1.00
AE	Television Production Assistant	1.00	2.00	2.00	2.00
AN	Television Production Specialist	1.00	1.00	1.00	1.00
AK	Television Program Specialist	2.00	2.00	2.00	2.00
CC	Trades Helper	0.00	2.00	0.00	2.00
AI	Videographer	1.00	0.00	0.00	0.00
AR	Webmaster	2.00	2.00	1.00	1.00
	Subtotal	27.50	35.50	24.50	37.50
	OFFICE OF COMMUNITY AFFAIRS				
XF	Community Affairs Liaison	0.00	0.00	0.00	5.00
	Subtotal	0.00	0.00	0.00	5.00
	CONSUMER PROTECTION AGENCY				
XF	Chief Investigator	1.00	1.00	0.00	0.00
AL	Consumer Protection Investigator I	6.00	5.60	0.00	0.00
AN	Consumer Protection Investigator II	2.00	2.00	0.00	0.00
AE	Secretary	1.00	1.00	0.00	0.00
	Subtotal	10.00	9.60	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	COUNTY ADMINISTRATOR				
XA	Administrator, Human Services	1.00	0.00	0.00	0.00
XA	Administrator, Planning and Infrastructure Services	1.00	1.00	0.00	0.00
XA	Administrator, Public Affairs	1.00	1.00	0.00	0.00
XA	Administrator, Public Safety	1.00	1.00	0.00	0.00
XA	Administrator, Utilities/Commerce	0.00	1.00	0.00	0.00
XA	Chief Administrative Officer	0.00	0.00	1.00	1.00
XA	Chief Financial Officer	0.00	0.00	1.00	1.00
XF	Chief Investigator/Professional Responsibility	1.00	1.00	0.00	0.00
AO	Community Services Program Coordinator II	2.00	2.00	0.00	0.00
CTR	County Administrator	1.00	1.00	1.00	1.00
XA	Deputy County Administrator	0.00	0.00	2.00	2.00
XB	Director, Special Projects	0.00	0.00	1.00	1.00
XH	Executive Assistant to the County Administrator	1.00	1.00	5.00	5.00
AJ	Executive Secretary	1.00	1.00	0.00	0.00
AU	General Manager III	1.00	1.00	0.00	0.00
XH	Manager, Administrative Services	1.00	1.00	0.00	0.00
XE	Manager, Intergovernmental Affairs	1.00	1.00	0.00	0.00
AS	Principal Business Analyst	1.00	0.00	0.00	0.00
AF	Public Relations Information Specialist I	1.00	1.00	0.00	0.00
AN	Senior Administrative Specialist	3.00	4.00	0.00	0.00
AR	Special Projects Coordinator	1.00	1.00	0.00	0.00
	Subtotal	19.00	19.00	11.00	11.00
	DEBT MANAGEMENT DEPARTMENT				
AL	Administrative Specialist	1.00	0.00	0.00	0.00
XD	Manager, Debt Finance	2.00	0.00	0.00	0.00
XE	Senior Debt Finance Manager	1.00	0.00	0.00	0.00
XA	Utilities and Commerce Administrator and Debt Director	1.00	0.00	0.00	0.00
	Subtotal	5.00	0.00	0.00	0.00
	DEVELOPMENT SERVICES DEPARTMENT				
AO	Accountant II	1.00	1.00	0.00	0.00
AJ	Accounting Clerk III	2.00	2.00	0.00	0.00
XD	Administrative Services Division Director	1.00	1.00	0.00	0.00
AL	Administrative Specialist	4.00	4.00	3.00	1.00
AG	Cashier I	4.00	4.00	0.00	0.00
AR	Chief Inspector	3.00	3.00	4.00	0.00
AM	Community Codes Investigator II	4.00	4.00	2.00	0.00
AN	Community Planner II	4.00	3.00	1.00	3.00
AH	Construction Permit Technician I	5.00	5.00	5.00	0.00
AJ	Construction Permit Technician II	5.00	5.00	7.00	0.00
AQ	Contracts Manager	1.00	1.00	0.00	0.00
XB	Director, Planning & Growth Management	1.00	1.00	1.00	1.00
XD	Director, Planning & Zoning Division	1.00	1.00	1.00	1.00
XD	Division Director, Transport & Land Development RW	1.00	1.00	1.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	DEVELOPMENT SERVICES DEPARTMENT (continued)				
AO	Engineering Specialist I	1.00	1.00	1.00	0.00
AQ	Engineering Specialist II	4.00	4.00	3.00	0.00
CK	Engineering Technician III	2.00	2.00	2.00	1.00
AL	Environmental Scientist I	1.00	1.00	1.00	0.00
AO	Environmental Scientist II	1.00	1.00	1.00	0.00
AO	Environmental Specialist III	1.00	1.00	1.00	0.00
AQ	Environmental Supervisor	1.00	1.00	1.00	0.00
AU	Executive Planner	5.00	5.00	4.00	4.00
AJ	Executive Secretary	4.00	4.00	3.00	1.00
AN	Forestry Examiner	1.00	1.00	1.00	0.00
AQ	General Manager I	1.00	1.00	1.00	0.00
AU	General Manager III	2.00	2.00	1.00	0.00
AX	General Manager IV	1.00	1.00	1.00	0.00
XF	Impact Fee Program Manager	1.00	0.00	0.00	0.00
AQ	Impact Fee Coordinator	1.00	1.00	1.00	0.00
AM	Inspector I	9.00	9.00	9.00	0.00
AO	Inspector II	15.00	15.00	16.00	0.00
AP	Inspector III	11.00	11.00	11.00	0.00
AU	Land Use Ombudsman	1.00	1.00	0.00	0.00
AN	Landscaping Examiner	1.00	0.00	0.00	0.00
AO	Manager	2.00	1.00	0.00	0.00
XE	Manager, Hazard Mitigation Program	1.00	1.00	0.00	0.00
XE	Manager, Satellite Building Permits Office Northwest	1.00	1.00	0.00	0.00
XE	Manager, Satellite Building Permits Office South County	1.00	1.00	1.00	0.00
XE	Manager, Transportation Planning Section	1.00	0.00	0.00	0.00
XE	Manager, Transportation Review Section	1.00	1.00	1.00	0.00
AE	Office Assistant	1.27	1.00	1.00	0.00
AG	Office Assistant II	5.50	5.00	4.00	2.00
AI	Office Assistant III	1.00	1.00	1.00	0.00
AI	Planning & Zoning Technician I	0.81	0.00	0.00	0.00
AK	Planning & Zoning Technician II	6.00	5.00	5.00	2.00
AO	Plans Examiner I	0.00	0.00	4.00	0.00
AQ	Plans Examiner II	6.00	6.00	6.00	0.00
AS	Principal Planner	7.38	6.00	5.00	3.00
AS	Professional Engineer I	1.00	0.00	0.00	0.00
AU	Professional Engineer II	2.00	2.00	1.00	0.00
AM	Program Coordinator	1.00	1.00	5.00	0.00
AD	Receptionist	1.00	1.00	0.00	0.00
AE	Secretary	1.00	1.00	0.00	0.00
AN	Senior Administrative Specialist	2.00	2.00	1.00	0.00
AT	Senior Engineering Specialist	3.00	3.00	3.00	0.00
AN	Senior Engineering Tech	5.00	5.00	4.00	0.00
AQ	Senior Forestry Examiner	1.00	1.00	1.00	0.00
AO	Senior GIS Analyst	1.00	1.00	0.00	0.00
AS	Senior Hydrologist	1.00	1.00	1.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	DEVELOPMENT SERVICES DEPARTMENT (continued)				
AK	Senior Personnel Assistant	1.00	1.00	0.00	0.00
AQ	Senior Planner	7.00	7.00	7.00	6.00
AM	Senior Planning & Zoning Technician	9.00	9.00	7.00	4.00
AX	Senior Professional Engineer	1.00	1.00	1.00	0.00
AG	Senior Secretary	1.00	1.00	0.00	0.00
AM	Senior Supervisor	2.00	2.00	1.00	1.00
AO	Systems Coordinator	1.00	2.00	1.00	0.00
	Subtotal	176.96	168.00	144.00	30.00
	ECONOMIC DEVELOPMENT DEPARTMENT				
AJ	Accounting Clerk III	0.00	0.60	1.00	1.00
XF	Asian-American Affairs Liaison	0.00	0.00	1.00	0.00
AP	Budget Analyst II	0.00	0.00	0.00	1.00
AM	Business Analyst I	1.00	0.00	0.00	0.00
AM	Community Services Program Coordinator I	1.50	2.20	3.00	3.00
AO	Community Services Program Coordinator II	0.80	3.40	2.90	2.90
AQ	Community Services Program Manager	0.00	0.00	1.00	1.00
AQ	Contracts Manager	1.00	1.00	0.00	0.00
XC	Director, Economic Development Department	1.00	1.00	1.00	1.00
AU	Executive Planner	0.00	0.00	1.00	1.00
XG	Manager, Agriculture Industry Development Program	1.00	1.00	1.00	1.00
XE	Manager, Business Retention & Tourism Development	1.00	1.00	1.00	1.00
XF	Manager, Corporate Business Development	1.00	1.00	1.00	1.00
XE	Manager, Small Business Development	1.00	1.00	1.00	1.00
AE	Office Assistant	0.13	0.73	0.00	0.00
AG	Office Assistant II	1.75	0.00	0.00	0.00
AI	Office Assistant III	1.50	3.50	4.80	4.80
AQ	Project Manager I	1.00	1.00	1.00	1.00
AN	Senior Administrative Specialist	1.00	1.00	1.00	1.00
AR	Special Projects Coordinator	0.00	0.00	1.00	1.00
AH	Training Coordinator	0.00	0.00	1.00	1.00
AO	Training Specialist	0.00	0.00	0.00	1.00
AM	Training Technician	0.50	0.50	1.00	0.00
	Subtotal	15.18	18.93	24.70	24.70
	EMERGENCY DISPATCH CENTER				
LM	Communications Supervisor	2.00	2.00	0.00	0.00
LI	Digital Communications Dispatcher	21.00	21.00	0.00	0.00
XD	Emergency Dispatch Center Manager	1.00	1.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	1.00	0.00	0.00
AO	Manager	1.00	1.00	0.00	0.00
LK	Senior Digital Communications Dispatcher	4.00	4.00	0.00	0.00
	Subtotal	30.00	30.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	EMERGENCY MANAGEMENT				
AO	Community Services Program Coordinator II	3.00	3.00	0.00	0.00
AP	Data Processing Telecom Technician	1.00	1.00	0.00	0.00
XG	Director of Public Safety	1.00	0.00	0.00	0.00
XG	Emergency Management Organization Coordinator	0.00	1.00	0.00	0.00
AO	Manager	2.00	2.00	0.00	0.00
XC	Director, Emergency Management	1.00	1.00	0.00	0.00
CI	Multi-Trades Worker II	1.00	1.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	1.00	0.00	0.00
AQ	Senior Planner	0.60	0.60	0.00	0.00
	Subtotal	10.60	10.60	0.00	0.00
	EQUAL OPPORTUNITY ADMINISTRATOR				
XF	EEO Manager	1.00	1.00	0.00	0.00
AO	Senior Equal Opportunity Specialist	1.00	1.00	0.00	0.00
AG	Senior Secretary	1.00	1.00	0.00	0.00
	Subtotal	3.00	3.00	0.00	0.00
	EXTENSION SERVICES				
AM	Accountant I	1.00	1.00	0.00	0.00
XH	Coordinator, Florida Yards & Neighborhood Program	1.00	1.00	1.00	1.00
XG	County Forester	1.00	1.00	1.00	1.00
NCF	Director, Cooperative Extension	1.00	1.00	1.00	1.00
XG	Extension Agent, 4H	2.00	2.00	2.00	2.00
NCF	Extension Agent, 4H EFNEP Youth	1.00	0.00	0.00	0.00
NCF	Extension Agent, EFNEP Adult	1.00	0.00	0.00	0.00
XG	Extension Agent, Family Relations	1.00	1.00	1.00	1.00
XG	Extension Agent, Home Environment	1.00	1.00	1.00	1.00
NCF	Extension Agent, Nutrition/Health	1.00	1.00	1.00	1.00
NCF	Extension Agent, Ornamental Horticulture	1.00	1.00	1.00	1.00
NCF	Extension Agent, Vegetables	1.00	1.00	1.00	1.00
AQ	General Manager I	1.00	1.00	1.00	1.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	1.00
AI	Ornamental Horticultural Assistant	1.80	1.80	1.80	1.80
99	Program Assistant P/T	2.58	2.58	2.58	2.58
AM	Program Coordinator	1.00	1.00	1.00	1.00
AD	Receptionist	1.00	1.00	0.00	0.00
AE	Secretary	0.00	0.00	1.00	1.00
AG	Senior Secretary	4.00	4.00	3.00	3.00
	Subtotal	25.38	23.38	21.38	21.38
	FACILITIES MANAGEMENT DEPARTMENT				
AJ	Accounting Clerk III	0.00	0.00	1.00	0.00
AL	Administrative Specialist	0.00	0.00	3.00	2.00
CI	Carpenter	0.00	0.00	3.00	3.00
AI	Construction Inspector	0.00	0.00	3.00	3.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FACILITIES MANAGEMENT DEPARTMENT (continued)				
CG	Crew Leader I	0.00	0.00	1.00	1.00
AG	Custodial Inspector	0.00	0.00	3.00	3.00
CB	Custodial	0.00	0.00	10.00	9.00
XC	Director, Facilities Management Services	0.00	0.00	1.00	1.00
CI	Electrician II	0.00	0.00	8.00	8.00
CM	Electrician III	0.00	0.00	2.00	2.00
AQ	Engineering Specialist II	0.00	0.00	2.00	2.00
AS	General Manager II	0.00	0.00	1.00	1.00
AU	General Manager III	0.00	0.00	1.00	1.00
AX	General Manager IV	0.00	0.00	1.00	1.00
CC	Head Custodian	0.00	0.00	4.00	4.00
AL	Indoor Air Quality Specialist	0.00	0.00	1.00	1.00
CI	Locksmith	0.00	0.00	1.00	1.00
AO	Manager	0.00	0.00	1.00	1.00
XD	Manager, Architectural Design	0.00	0.00	1.00	1.00
XF	Manager, Facilities Customer Service	0.00	0.00	1.00	1.00
XE	Manager, Facilities Planning/Development	0.00	0.00	1.00	1.00
XD	Manager Projects Management	0.00	0.00	1.00	0.00
CG	Multi-Trades Worker I	0.00	0.00	4.00	4.00
CI	Multi-Trades Worker II	0.00	0.00	6.00	6.00
CK	Multi-Trades Worker III	0.00	0.00	3.00	3.00
AE	Office Assistant	0.00	0.00	2.00	1.00
AG	Office Assistant II	0.00	0.00	1.00	1.00
AI	Office Assistant III	0.00	0.00	1.00	1.00
CG	Painter I	0.00	0.00	5.00	5.00
AK	Parking Facility Supervisor	0.00	0.00	1.00	0.00
AS	Project Manager II	0.00	0.00	2.00	2.00
AX	Project Manager IV	0.00	0.00	1.00	1.00
CI	Refrigeration-A/C Mechanic I	0.00	0.00	1.00	1.00
CJ	Refrigeration-A/C Mechanic II	0.00	0.00	2.00	2.00
CK	Refrigeration-A/C Mechanic III	0.00	0.00	5.00	5.00
XE	Section Manager, Operations & Maintenance	0.00	0.00	0.00	2.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	1.00
AU	Senior Architect	0.00	0.00	3.00	3.00
CK	Senior Carpenter	0.00	0.00	1.00	1.00
AT	Senior Engineering Specialist	0.00	0.00	1.00	1.00
AQ	Senior Grad Architect / Architect	0.00	0.00	1.00	0.00
CD	Senior Head Custodian	0.00	0.00	1.00	1.00
CL	Senior Heating Vent A/C Technician	0.00	0.00	2.00	1.00
CI	Senior Painter	0.00	0.00	1.00	1.00
AM	Senior Supervisor	0.00	0.00	2.00	2.00
CE	Storekeeper II	0.00	0.00	2.00	2.00
AK	Supervisor	0.00	0.00	0.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FACILITIES MANAGEMENT DEPARTMENT (continued)				
CC	Trades Helper	0.00	0.00	2.00	2.00
AO	Trades/ Maintenance Supt	0.00	0.00	3.00	3.00
	Subtotal	0.00	0.00	104.00	100.00
	FAMILY & AGING SERVICES				
AM	Accountant I	0.00	1.00	1.00	1.00
AO	Accountant II	0.00	6.00	0.00	2.00
AS	Accountant III	0.00	5.00	1.00	1.00
AH	Accounting Clerk II	0.00	7.00	1.00	2.00
AJ	Accounting Clerk III	0.00	12.00	4.00	4.00
AL	Administrative Specialist	0.00	4.00	4.00	5.00
XD	Administrator-Program Services	0.00	1.00	0.00	0.00
AB	Adult Day Care Aide	0.00	16.10	12.35	12.35
AC	Adult Services Aide	0.00	8.00	0.00	0.00
XH	Administrative Services Coordinator	0.00	0.00	0.00	1.00
AO	Aging Service Project Coordinator	0.00	6.00	5.00	5.00
AL	Aging Service Specialist	0.00	1.00	0.00	0.00
AS	Assessment Counseling Specialist	0.00	1.00	1.00	1.00
AP	Business Analyst II	0.00	1.00	0.00	0.00
AM	Case Manager	0.00	26.00	25.00	26.00
AG	Cashier I	0.00	0.00	0.00	1.00
AK	Center Coordinator	0.00	8.00	8.00	9.00
AK	Child Care Licensing Inspector	0.00	13.00	13.00	13.00
AI	Child Care Specialist	0.00	41.16	35.16	35.16
AM	Child Care Supervisor	0.00	9.00	0.00	0.00
XD	Clinical Director	0.00	1.00	1.00	1.00
AO	Community Services Program Coordinator II	0.00	13.00	9.00	7.00
AQ	Community Services Program Manager	0.00	1.00	1.00	1.00
AK	Contracts Management Specialist	0.00	1.00	0.00	0.00
AQ	Contracts Manager	0.00	6.00	1.00	1.00
AC	Cook	0.00	4.38	4.38	3.38
CB	Custodian	0.00	19.01	19.01	19.01
XB	Director Health/Social Services Department	0.00	1.00	1.00	1.00
XC	Director, Aging Services Department	0.00	1.00	1.00	1.00
XB	Director, Children's Services Department	0.00	1.00	1.00	1.00
XD	Director, Head Start Division	0.00	1.00	1.00	1.00
XD	Manager, Health Care Services Division	0.00	0.00	0.00	1.00
XD	Director, Health & Financial Services Division	0.00	1.00	0.00	0.00
XD	Director, Residential Services Division	0.00	1.00	1.00	0.00
XD	Director, Social Services Division	0.00	1.00	1.00	1.00
AA	Driver/Custodian	0.00	1.00	1.00	1.00
AJ	Executive Secretary	0.00	9.00	8.00	7.00
AK	Facilities Technician	0.00	1.00	0.00	0.00
XE	Financial & Administration Services Manager	0.00	1.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FAMILY & AGING SERVICES (continued)				
AB	Food Service Aide	0.00	12.24	3.50	3.50
AQ	General Manager I	0.00	9.00	7.00	8.00
AS	General Manager II	0.00	9.00	7.00	9.00
AM	Head Start Services Specialist	0.00	10.00	10.00	10.00
AM	Head Start/Early Head Start Center Coordinator	0.00	7.00	5.00	3.00
AO	Head Start/Early Head Start Education Manager	0.00	13.00	12.00	12.00
AK	Head Start/Early Head Start Teacher	0.00	43.00	43.00	43.00
AM	Head start/Early Head Start Teacher	0.00	28.00	29.00	31.00
AG	Head Start/Early Head Start Teacher Assistant	0.00	86.00	86.00	86.00
AQ	Healthcare Services Review Nurse	0.00	5.00	5.00	5.00
99	Home Meal Delivery Driver P/T	0.00	22.98	7.05	7.05
AE	Homemaker Leader	0.00	1.00	1.00	1.00
AB	Homemaker/Respite Aide	0.00	2.00	0.00	0.00
AQ	Human Services Supervisor	0.00	19.00	17.00	17.00
AM	Job Developer	0.00	3.50	3.00	3.00
AO	Job Development Team Leader	0.00	1.00	1.00	0.00
AI	Licensed Practical Nurse	0.00	9.00	7.00	7.00
AO	Manager	0.00	8.00	10.00	9.00
XE	Manager Community Care Elderly	0.00	1.00	1.00	1.00
XE	Manager Contracts & Accounting Services	0.00	1.00	0.00	0.00
XH	Manager Delinquency Prevention	0.00	1.00	0.00	0.00
XE	Manager Education & Health	0.00	1.00	1.00	1.00
XE	Manager Family & Mental Health	0.00	1.00	1.00	1.00
XF	Manager Fiscal Services	0.00	1.00	1.00	0.00
XE	Manager Homemaker Services	0.00	1.00	1.00	1.00
XF	Manager Nutrition/Activity	0.00	1.00	0.00	0.00
XE	Manager Senior Adult Daycare Program	0.00	1.00	1.00	1.00
XF	Manager Specialized Transportation	0.00	1.00	1.00	1.00
XH	Manager Veteran Affairs	0.00	1.00	1.00	1.00
AC	Minibus Driver	0.00	5.00	5.00	5.00
CI	Multi-Trades Worker II	0.00	4.00	5.00	4.00
CK	Multi-Trades Worker III	0.00	2.00	2.00	2.00
AM	Nutrition Services Coordinator	0.00	4.00	4.00	3.00
AE	Office Assistant	0.00	13.00	13.00	13.28
AG	Office Assistant II	0.00	7.00	4.00	6.00
99	Office Assistant P/T	0.00	1.28	1.28	0.00
AE	Paratransit Minibus Operator	0.00	52.00	52.00	50.00
AC	Personal Care Aide	0.00	13.76	13.76	13.76
AG	Personnel Clerk	0.00	1.00	1.00	1.00
AS	Principal Business Analyst	0.00	3.00	0.00	0.00
AQ	Project Manager I	0.00	1.00	0.00	0.00
AU	Project Manager III	0.00	0.55	0.95	0.95
AS	Psychologist	0.00	1.00	1.00	1.00
AF	Public Relations/Information Specialist I	0.00	1.00	1.00	0.00
AH	Public Relations/Information Specialist II	0.00	2.00	2.00	3.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FAMILY & AGING SERVICES (continued)				
XF	Quality Assurance Manager	0.00	1.00	1.00	1.00
AD	Receptionist	0.00	8.00	7.00	7.00
AK	Recreational Therapist	0.00	2.00	1.00	1.00
XF	Regional Service Center Manager	0.00	3.00	3.00	3.00
AO	Registered Nurse	0.00	3.00	3.00	3.00
XG	Ryan White Program Manager	0.00	1.00	1.00	1.00
AE	Secretary	0.00	10.00	10.00	10.00
AN	Senior Administrative Specialist	0.00	3.00	3.00	3.00
AO	Senior Case Manager	0.00	81.50	81.00	81.00
AM	Senior Child Care Licensing Inspector	0.00	2.00	2.00	2.00
AK	Senior Child Care Specialist	0.00	34.00	31.00	31.00
AG	Senior Citizens Activity Specialist	0.00	1.00	1.00	1.00
AC	Senior Food Service Aide	0.00	1.00	1.00	1.00
CC	Senior Groundskeeper	0.00	1.00	0.00	0.00
AD	Senior Head Custodian	0.00	2.00	1.00	2.00
AE	Senior Minibus Driver	0.00	0.00	1.00	0.00
AF	Senior Paratransit Minibus Operator	0.00	3.00	3.00	3.00
AK	Senior Personnel Assistant	0.00	1.00	0.00	0.00
AM	Senior Recreational Therapist	0.00	2.00	2.00	2.00
AG	Senior Secretary	0.00	16.00	14.00	13.00
AK	Senior Social Services Specialist	0.00	28.00	31.00	30.00
AM	Senior Supervisor	0.00	1.00	1.00	1.00
AI	Senior Transportation Route Scheduler	0.00	1.00	1.00	1.00
AR	Senior Treatment Counselor	0.00	1.00	1.00	0.00
AI	Social Services Specialist	0.00	0.00	4.00	4.00
AS	Software Specialist II	0.00	1.00	1.00	1.00
AI	Special Needs Transportation Coordinator	0.00	1.00	1.00	1.00
CE	Storekeeper II	0.00	1.00	1.00	1.00
AK	Summer Youth Work/Area Monitor	0.00	0.72	0.72	0.72
AE	Summer Youth Work/Site Monitor	0.00	2.41	2.41	2.41
AK	Supervisor	0.00	2.00	1.00	1.00
AO	Systems Coordinator	0.00	5.00	1.00	1.00
AM	Training Technician	0.00	1.00	0.00	0.00
AG	Transportation Route Scheduler	0.00	3.00	3.00	3.00
XG	Trauma Coordinator	0.00	1.00	1.00	1.00
AP	Treatment Counselor	0.00	24.00	19.00	18.00
AK	Veterans Services Officer	0.00	3.00	4.00	4.00
	Subtotal	0.00	893.59	767.57	764.57
	FIRE RESCUE				
AO	Accountant II	1.00	1.00	0.00	0.00
AJ	Accounting Clerk III	2.00	2.00	0.00	0.00
AL	Administrative Specialist	3.00	3.00	3.00	3.00
XF	Assistant Fire Marshal	0.00	0.00	1.00	1.00
HQ	Battalion Chief	18.00	18.00	18.00	18.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FIRE RESCUE (continued)				
AP	Business Analyst II	1.00	1.00	0.00	0.00
AM	Buyer	1.00	1.00	0.00	0.00
XD	Chief, Administration	1.00	1.00	1.00	1.00
XE	Chief, Education/Employment Development	1.00	1.00	1.00	1.00
XD	Chief, Operations	1.00	1.00	1.00	1.00
XE	Chief, Personnel/Project	1.00	1.00	1.00	1.00
XF	Chief, Quality Management	1.00	1.00	1.00	1.00
XF	Chief, Research Planning/Spec	1.00	1.00	0.00	0.00
XE	Chief, Rescue Division	1.00	1.00	1.00	1.00
XE	Chief, Special Operations	1.00	1.00	1.00	1.00
XE	Chief, Volunteer Services	1.00	1.00	0.00	0.00
LM	Communications Supervisor	0.00	0.00	2.00	2.00
AP	Community Relations Coordinator	1.00	1.00	0.50	0.50
AO	Community Services Program Coordinator II	0.00	0.00	3.00	0.00
DN	Company Fire Captain	126.00	126.00	126.00	127.00
GO	Deputy Fire Marshall	1.00	1.00	0.00	1.00
LI	Digital Communications Dispatcher	0.00	0.00	25.00	25.00
XC	Director, Emergency Management	0.00	0.00	1.00	1.00
XB	Director, Fire Rescue	1.00	1.00	1.00	1.00
DL	Driver/Engineer	145.00	145.00	145.00	144.00
XG	Emergency Management Organization Coordinator	0.00	0.00	1.00	0.00
CJ	Equipment Mechanic II	1.00	0.00	0.00	0.00
AJ	Executive Secretary	2.00	2.00	3.00	2.00
DK	Fire Fighter	31.00	23.00	17.00	56.00
EK	Fire Inspector	29.00	29.00	29.00	27.00
DN	Fire Inspector (Ext. Hours)	3.00	3.00	3.00	5.00
XE	Fire Marshal	1.00	1.00	1.00	1.00
DR	Fire Medic I	377.00	384.00	380.00	346.00
DT	Fire Medic III	53.00	53.00	58.00	65.00
DU	Fire Medic IV	12.00	12.00	9.00	8.00
DJ	Fire Medic Trainee	0.00	0.00	8.00	0.00
EK	Fire Rescue Training Officer	6.00	6.00	6.00	6.00
AQ	General Manager I	0.00	0.00	0.00	2.00
AO	Manager	0.00	0.00	2.00	0.00
XD	Manager, Emergency Dispatch Center	0.00	0.00	1.00	1.00
XF	Manager, Emergency Planning	0.00	0.00	1.00	1.00
XH	Manager, Facilities and Supply	1.00	1.00	1.00	1.00
XE	Manager, Fiscal Services	1.00	1.00	0.00	0.00
XF	Manager, Research Planning/Spec	0.00	0.00	1.00	1.00
CK	Multi-Trades Worker III	0.00	0.00	1.00	1.00
AG	Office Assistant II	1.00	1.00	0.00	1.00
KM	Paramedic	10.00	11.00	14.00	16.00
AM	Personnel Analyst	0.00	0.00	1.00	1.00
AI	Personnel Assistant	1.00	1.00	1.00	2.00
AU	Project Manager III	0.00	0.00	1.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FIRE RESCUE (continued)				
KN	Rescue Lieutenant	13.00	13.00	10.00	5.00
AE	Secretary	3.00	3.00	3.00	3.00
AN	Senior Administrative Specialist	1.00	1.00	1.00	1.00
AR	Senior Budget Analyst	1.00	1.00	0.00	0.00
AQ	Senior Business Analyst	1.00	1.00	0.00	0.00
LK	Senior Digital Comm Dispatcher	0.00	0.00	4.00	4.00
AQ	Senior Planner	0.00	0.00	1.00	1.00
AM	Senior Program Coordinator	0.00	0.00	0.00	6.00
XE	Shift Commander	3.00	3.00	3.00	3.00
CE	Storekeeper II	2.00	2.00	2.00	3.00
CG	Storekeeper III	2.00	2.00	2.00	2.00
AI	Storeroom Manager	0.00	1.00	0.00	0.00
AM	Training Technician	0.00	0.00	0.50	0.50
	Subtotal	864.00	864.00	898.00	902.00
	FISCAL & SUPPORT SERVICES DEPARTMENT-INFRASTRUCTURE & DEVELOPMENT SERVICES				
AM	Accountant I	0.00	4.00	4.00	4.00
AO	Accountant II	0.00	1.00	2.00	1.00
AJ	Accounting Clerk III	0.00	3.00	5.00	6.00
XD	Administrative Services Division Director	0.00	0.00	0.00	1.00
AL	Administrative Specialist	0.00	1.00	1.00	1.00
AP	Budget Analyst II	0.00	1.00	1.00	1.00
XF	Business Analysis Consultant	0.00	0.00	0.00	1.00
AG	Cashier I	0.00	0.00	4.00	4.00
AI	Cashier II	0.00	0.00	0.00	1.00
AN	Community Planner II	0.00	0.00	1.00	1.00
AK	Contracts Management Specialist	0.00	3.00	3.00	3.00
AQ	Contracts Manager	0.00	2.00	2.00	3.00
XC	Director, Fiscal & Support Services	0.00	0.00	0.00	1.00
xd	Division Director, Administrative Services	0.00	0.00	1.00	0.00
CK	Engineering Technician III	0.00	1.00	1.00	0.00
AQ	General Manager I	0.00	0.00	2.00	1.00
AS	General Manager II	0.00	3.00	3.00	2.00
AU	General Manager III	0.00	0.00	1.00	4.00
AQ	Impact Fee Coordinator	0.00	0.00	0.00	1.00
AO	Manager	0.00	0.00	1.00	0.00
XE	Manager, Fiscal Services	0.00	1.00	1.00	0.00
XG	Manager, Workforce Utilization	0.00	0.00	0.00	1.00
AS	Principal Planner	0.00	0.00	1.00	1.00
AM	Program Coordinator	0.00	0.00	2.00	0.00
AS	Project Manager II	0.00	1.00	1.00	1.00
AX	Project Manager IV	0.00	0.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	0.00	1.00	1.00
AR	Senior Budget Analyst	0.00	2.00	2.00	1.00
AQ	Senior Business Analyst	0.00	1.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FISCAL & SUPPORT SERVICES DEPARTMENT-INFRASTRUCTURE & DEVELOPMENT SERVICES (continue				
AK	Senior Personnel Assistant	0.00	0.00	4.00	0.00
AG	Senior Secretary	0.00	0.00	1.00	1.00
AM	Senior Supervisor	0.00	0.00	2.00	2.00
AO	Systems Coordinator	0.00	0.00	1.00	2.00
	Subtotal	0.00	24.00	49.00	47.00
	FISCAL & SUPPORT SERVICES DEPARTMENT-PUBLIC SAFETY AND COMMUNITY SERVICES				
AM	Accountant I	0.00	0.00	2.00	1.00
AO	Accountant II	0.00	0.00	6.00	5.00
AS	Accountant III	0.00	0.00	9.00	10.00
AH	Accounting Clerk II	0.00	0.00	6.00	6.00
AJ	Accounting Clerk III	0.00	0.00	13.00	12.00
XF	Coordinator Fiscal Services/Public Safety/Community Service	0.00	0.00	1.00	1.00
XF	Coordinator Systems Management & Process Automation	0.00	0.00	3.00	4.00
AP	Data Processing Telecommunication Tech	0.00	0.00	2.00	2.00
XC	Director Fiscal & Support Services	0.00	0.00	1.00	1.00
XD	Division Director Health & Financial Svcs	0.00	0.00	1.00	0.00
AJ	Executive Secretary	0.00	0.00	0.00	1.00
AQ	General Manager I	0.00	0.00	2.00	0.00
AS	General Manager II	0.00	0.00	1.00	0.00
XF	General Manager III	0.00	0.00	1.00	0.00
AP	Internal Auditor II	0.00	0.00	1.00	0.00
AQ	Manager	0.00	0.00	1.00	0.00
XE	Manager Contract Development & Management	0.00	0.00	1.00	1.00
XF	Manager Fiscal Processes & Analyses	0.00	0.00	1.00	1.00
XE	Manager Fiscal Services	0.00	0.00	3.00	2.00
XF	Manager Process Analysis/Contract Management	0.00	0.00	1.00	1.00
XE	Manager Systems & Application Proj Development Imp Mana	0.00	0.00	1.00	1.00
XE	Manager Fiscal Support and Services	0.00	0.00	0.00	1.00
XE	Manager Fiscal Svcs & Syst Integration	0.00	0.00	0.00	1.00
AK	Personal Computer Specialist	0.00	0.00	0.00	3.00
AS	Principal Business Analyst	0.00	0.00	6.00	6.00
AQ	Programmer/Anlalyst	0.00	0.00	4.00	4.00
AQ	Project Manager I	0.00	0.00	3.00	6.00
AS	Project Manager II	0.00	0.00	2.00	2.00
AO	Software Specialist I	0.00	0.00	3.00	3.00
AP	Specification Writer	0.00	0.00	1.00	1.00
AR	Senior Budget Analyst	0.00	0.00	5.00	5.00
AK	Senior Computer Operator	0.00	0.00	3.00	0.00
AS	Senior Internal Auditor	0.00	0.00	0.00	1.00
AS	Systems Analyst	0.00	0.00	1.00	1.00
AK	Systems Coordinator	0.00	0.00	5.00	5.00
		0.00	0.00	90.00	88.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	FLEET MANAGEMENT DEPARTMENT				
AS	Accountant III	1.00	1.00	0.00	0.00
XB	Director, Fleet Management	1.00	1.00	1.00	1.00
CK	Equipment Fabrication Specialist	2.00	2.00	1.00	0.00
CH	Equipment Mechanic I	1.00	0.00	0.00	0.00
CJ	Equipment Mechanic II	6.00	6.00	6.00	3.00
CG	Equipment Operator III	1.00	1.00	1.00	1.00
AO	Fleet Equipment Repair Supervisor	4.00	4.00	3.00	2.00
XG	Manager, Operations & Maintenance	1.00	1.00	1.00	1.00
CK	Fleet Mechanic Technician	16.00	17.00	19.00	24.00
AO	Manager	1.00	0.00	0.00	0.00
XG	Manager, Contracts and Training	1.00	1.00	0.00	0.00
XE	Manager, Fiscal, Systems & Quality Assurance	1.00	1.00	0.00	0.00
XF	Manager, Fleet Management Services	0.00	1.00	1.00	1.00
XG	Manager, Equipment Coordinator Services	1.00	0.00	0.00	0.00
AG	Office Assistant II	1.00	1.00	1.00	0.00
AI	Office Assistant III	2.00	2.00	2.00	2.00
AS	Principal Business Analyst	2.00	2.00	0.00	0.00
AM	Program Coordinator	0.00	1.00	0.00	0.00
AQ	Project Manager I	1.00	0.00	1.00	1.00
CM	Senior Fleet Mechanic Technician	11.00	10.00	8.00	7.00
AN	Senior Administrative Specialist	1.00	1.00	0.00	0.00
CK	Senior Service Writer	3.00	2.00	2.00	3.00
AQ	Senior Specification Writer	1.00	1.00	0.00	0.00
AP	Senior Equipment Repair Supervisor	1.00	1.00	1.00	1.00
CI	Service Writer	1.00	0.00	0.00	0.00
AP	Specification Writer	1.00	1.00	0.00	0.00
AK	Supervisor	1.00	1.00	1.00	1.00
CC	Trades Helper	3.00	2.00	2.00	2.00
	Subtotal	66.00	61.00	51.00	50.00
	GOVERNMENT SERVICES ADMINISTRATION				
XF	American Disability Act Coordinator	0.00	0.00	1.00	1.00
XF	Business Analysis Consultant	0.00	0.00	2.00	1.00
XF	Chief Investigator	0.00	0.00	1.00	1.00
AL	Consumer Protection Investigator I	0.00	0.00	5.00	4.00
AN	Consumer Protection Investigator II	0.00	0.00	2.00	2.00
XH	Deputy Chief Investigator	0.00	0.00	0.00	1.00
XC	Director, Governmental Administration Services	0.00	0.00	1.00	1.00
XF	EEO Manager	0.00	0.00	1.00	1.00
AU	General Manager III	0.00	0.00	0.00	1.00
XI	HIPAA Compliance Liaison	0.00	0.00	1.00	1.00
AG	Housing Assistance Specialist	0.00	0.00	3.00	3.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	GOVERNMENT SERVICES ADMINISTRATION (continued)				
XE	Manager, Intergovernmental Affairs	0.00	0.00	0.00	1.00
XF	Manager, Citizen Board Support	0.00	0.00	1.00	1.00
AQ	Project Manager I	0.00	0.00	1.00	1.00
AF	Public Relations/Information Specialist II	0.00	0.00	1.00	0.00
AH	Public Relations/Information Specialist	0.00	0.00	0.00	1.00
XG	Regulatory Compliance Program Coordinator	0.00	0.00	0.00	1.00
AE	Secretary	0.00	0.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	0.00	1.00	1.00
AO	Senior Equal Opportunity Specialist	0.00	0.00	1.00	1.00
AG	Senior Secretary	0.00	0.00	1.00	1.00
AK	Supervisor	0.00	0.00	1.00	1.00
	Subtotal	0.00	0.00	25.00	27.00
	HEALTH & SOCIAL SERVICES				
AM	Accountant I	1.00	0.00	0.00	0.00
AO	Accountant II	5.00	0.00	0.00	0.00
AS	Accountant III	3.00	0.00	0.00	0.00
AJ	Accounting Clerk III	10.00	0.00	0.00	0.00
AL	Administrative Specialist	2.00	0.00	0.00	0.00
XD	Administrator, Program Services	1.00	0.00	0.00	0.00
AM	Case Manager	16.00	0.00	0.00	0.00
AO	Community Services Program Coordinator II	10.00	0.00	0.00	0.00
AQ	Community Services Program Manager	2.00	0.00	0.00	0.00
AK	Contracts Management Specialist	1.00	0.00	0.00	0.00
AQ	Contracts Manager	5.00	0.00	0.00	0.00
CB	Custodian	4.00	0.00	0.00	0.00
XD	Director, Health & Financial Services Division	1.00	0.00	0.00	0.00
XB	Director, Health & Social Services Department	1.00	0.00	0.00	0.00
XD	Director, Social Services Division	1.00	0.00	0.00	0.00
AA	Driver/Custodian	1.00	0.00	0.00	0.00
AJ	Executive Secretary	4.00	0.00	0.00	0.00
AS	General Manager II	3.00	0.00	0.00	0.00
AQ	Healthcare Services Review Nurse	5.00	0.00	0.00	0.00
AG	Housing Assistant Specialist	2.00	0.00	0.00	0.00
AN	Housing Counselor	7.00	0.00	0.00	0.00
AQ	Human Services Supervisor	12.00	0.00	0.00	0.00
AM	Job Developer	5.50	0.00	0.00	0.00
AO	Job Development Team Leader	1.00	0.00	0.00	0.00
AO	Manager	2.00	0.00	0.00	0.00
XE	Manager, Contracts & Accounting Services	1.00	0.00	0.00	0.00
XF	Manager, Specialized Transportation	1.00	0.00	0.00	0.00
XH	Manager, Veterans' Affairs	1.00	0.00	0.00	0.00
AE	Office Assistant	12.28	0.00	0.00	0.00
AG	Office Assistant II	5.00	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	HEALTH & SOCIAL SERVICES (continued)				
XE	Operations Manager	1.00	0.00	0.00	0.00
AE	Paratransit Minibus Operator	55.00	0.00	0.00	0.00
AS	Principal Business Analyst	1.00	0.00	0.00	0.00
AQ	Project Manager I	1.00	0.00	0.00	0.00
AH	Public Relations/Information Specialist II	1.00	0.00	0.00	0.00
AD	Receptionist	7.00	0.00	0.00	0.00
XF	Regional Service Center Manager	3.00	0.00	0.00	0.00
XG	Ryan White Program Manager	1.00	0.00	0.00	0.00
AE	Secretary	13.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	0.00	0.00	0.00
AO	Senior Case Manager	47.00	0.00	0.00	0.00
AO	Senior Housing Counselor	2.00	0.00	0.00	0.00
AG	Senior Secretary	5.00	0.00	0.00	0.00
AK	Senior Social Services Specialist	28.00	0.00	0.00	0.00
AI	Senior Transportation Route Scheduler	1.00	0.00	0.00	0.00
AI	Special Needs Transportation Coordinator	1.00	0.00	0.00	0.00
AK	Summer Youth Work/Area Monitor	3.13	0.00	0.00	0.00
AK	Supervisor	1.00	0.00	0.00	0.00
AO	Systems Coordinator	5.00	0.00	0.00	0.00
AM	Training Technician	1.00	0.00	0.00	0.00
AG	Transportation Route Scheduler	3.00	0.00	0.00	0.00
XG	Trauma Coordinator	1.00	0.00	0.00	0.00
AK	Veterans Service Officer	3.00	0.00	0.00	0.00
	Subtotal	310.91	0.00	0.00	0.00
	HIPAA COMPLIANCE OFFICE				
AN	Senior Administrative Specialist	1.00	1.00	0.00	0.00
	Subtotal	1.00	1.00	0.00	0.00
	HUMAN RESOURCES				
AS	Accountant III	1.00	0.00	0.00	0.00
AJ	Accounting Clerk III	1.00	0.00	0.00	0.00
AL	Administrative Specialist	2.00	0.00	1.00	1.00
XF	Chief Investigator/Professional Responsibility	0.00	0.00	1.00	0.00
AK	Claims Service Representative II	2.00	0.00	1.00	1.00
XB	Director, Human Resources	1.00	0.00	1.00	1.00
XD	Employee Benefits & Risk Management Division Director	1.00	0.00	1.00	1.00
XF	Employee Relations Manager	1.00	0.00	0.00	1.00
AQ	General Manager I	0.00	0.00	0.00	1.00
AS	General Manager II	1.00	0.00	1.00	1.00
AU	General Manager III	1.00	0.00	1.00	1.00
AX	General Manager IV	1.00	0.00	0.00	0.00
XE	HRIS Manager	1.00	0.00	1.00	1.00
XI	Investigation/Discipline Admin Coordinator	0.00	0.00	0.00	1.00
XF	Labor Relations Manager	1.00	0.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	HUMAN RESOURCES (continued)				
AO	Manager	0.00	0.00	0.00	1.00
AG	Office Assistant II	1.00	0.00	0.00	0.00
AM	Personnel Analyst	2.00	0.00	2.00	2.00
AI	Personnel Assistant	2.00	0.00	2.00	2.00
AQ	Project Manager I	1.00	0.00	1.00	1.00
AK	Safety/Loss Control Coordinator	3.00	0.00	0.00	0.00
XG	Safety Manager	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	0.00	0.00	1.00	2.00
AO	Senior Human Resource Analyst	0.00	0.00	0.00	10.00
AK	Senior Human Resource Assistant	0.00	0.00	0.00	5.00
AO	Senior Personnel Analyst	11.00	0.00	9.00	0.00
AK	Senior Personnel Assistant	1.00	0.00	0.00	0.00
AM	Senior Supervisor	1.00	0.00	0.00	0.00
AO	Senior Special Investigator	0.00	0.00	1.00	0.00
XF	Training & Development Manager	1.00	0.00	1.00	1.00
AO	Training Specialist	1.00	0.00	1.00	1.00
AM	Training Technician	1.00	0.00	1.00	1.00
	Subtotal	40.00	0.00	28.00	37.00
	INFORMATION & TECHNOLOGY SERVICES DEPARTMENT				
AO	Accountant II	1.00	1.00	1.00	1.00
AJ	Accounting Clerk III	2.00	2.00	2.00	2.00
X1	Director, Information & Technology Services	1.00	1.00	1.00	1.00
X2	Distributed Process Manager	1.00	0.00	0.00	0.00
AV	Information Systems Project Manager	9.00	9.00	9.00	9.00
XF	ITS Financial Manager	1.00	1.00	1.00	1.00
AO	Manager	1.00	1.00	1.00	1.00
X2	Manager, Graphic Information System	1.00	1.00	1.00	1.00
X3	Manager, Hardware Services	1.00	1.00	1.00	1.00
X2	Manager, Planning and Technical Assessment	1.00	1.00	1.00	1.00
AG	Office Assistant II	1.00	1.00	1.00	1.00
X2	Operational Service Manager	1.00	1.00	1.00	1.00
AQ	Programmer/Analyst	5.00	4.00	4.00	4.00
AQ	Project Manager I	1.00	1.00	1.00	1.00
AS	Project Manager II	1.00	1.00	1.00	1.00
AK	Senior Computer Operator	3.00	3.00	3.00	3.00
AO	Senior Computer Programmer	1.00	1.00	1.00	1.00
AR	Senior Data Processing Telecommunications Technician	3.00	3.00	3.00	3.00
AU	Senior Software Specialist	10.00	10.00	10.00	10.00
AU	Senior Systems Analyst	2.00	2.00	2.00	2.00
AO	Software Specialist I	7.00	10.00	10.00	9.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	INFORMATION & TECHNOLOGY SERVICES DEPARTMENT (continued)				
AS	Software Specialist II	17.00	15.00	15.00	16.00
AS	Systems Analyst	12.00	12.00	12.00	12.00
AM	Telecommunication Coordinator	1.00	1.00	1.00	1.00
	Subtotal	84.00	83.00	83.00	83.00
	LIBRARY SERVICES DEPARTMENT				
AM	Accountant I	1.00	1.00	0.00	0.00
AS	Accountant III	1.00	1.00	0.00	0.00
AL	Administrative Specialist	2.00	2.00	2.00	2.00
AS	Chief Librarian	8.00	8.00	8.00	8.00
XB	Director, Library Services	1.00	1.00	1.00	1.00
AJ	Executive Secretary	1.00	0.00	0.00	0.00
AQ	General Manager I	1.00	1.00	0.00	0.00
AU	General Manager III	1.00	1.00	0.00	0.00
AM	Librarian	49.00	35.00	31.00	31.00
99	Librarian P/T	5.17	5.17	5.17	5.17
AM	Librarian - Youth Services	0.00	15.00	18.00	19.00
AA	Library Aide	13.00	14.00	19.00	21.00
99	Library Aide P/T	0.94	0.94	0.94	0.94
AE	Library Assistant	72.00	72.00	68.00	69.00
99	Library Asst P/T	17.19	20.48	20.01	20.01
AK	Library Services Specialist	2.00	2.00	0.00	0.00
AM	Library Services Specialist Supervisor	2.00	2.00	0.00	0.00
AI	Library Technical Assistant	24.00	27.00	31.00	32.00
AC	Library Transport Assist I	3.00	2.00	2.00	0.00
AE	Library Transport Assist II	4.00	4.00	3.00	2.00
XE	Manager, Administration & Reference Services	1.00	1.00	1.00	1.00
XF	Manager, Library Facility Planning & Design	1.00	0.00	0.00	0.00
XE	Manager, Operations and Technology	1.00	1.00	1.00	1.00
XE	Manager, Staff/Administrative Support	1.00	1.00	1.00	1.00
XE	Manager, Public Services Center	1.00	1.00	1.00	1.00
AG	Office Assistant II	1.00	1.00	1.00	1.00
AI	Office Assistant III	1.00	1.00	1.00	0.00
AK	Personal Computer Specialist	2.00	2.00	0.00	0.00
AI	Personnel Assistant	3.00	1.00	1.00	1.00
AQ	Principal Librarian	20.00	13.00	11.00	10.00
AQ	Principal Librarian - Youth Services	0.00	6.00	6.00	7.00
AK	Principal Library Assistant	12.00	12.00	8.00	8.00
AF	Public Relations/Information Specialist II	4.00	2.00	0.00	0.00
AK	Senior Human Resource Assistant	0.00	0.00	0.00	1.00
AO	Senior Librarian	39.00	19.00	16.00	11.00
AO	Senior Librarian-Youth Services	0.00	19.00	21.00	23.00
AG	Senior Library Assistant	43.00	42.00	41.00	38.00
AK	Senior Library Technical Assistant	0.00	0.00	0.00	2.00
AK	Senior Personnel Assistant	1.00	1.00	1.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	LIBRARY SERVICES DEPARTMENT (continued)				
AJ	Senior Public Relations/Information Specialist	2.00	2.00	0.00	0.00
AG	Senior Secretary	1.00	1.00	0.00	0.00
AM	Senior Supervisor	1.00	1.00	1.00	1.00
AO	Software Specialist I	3.00	3.00	0.00	0.00
AK	Supervisor	1.00	1.00	1.00	1.00
AS	Systems Analyst	1.00	1.00	0.00	0.00
	Subtotal	348.30	346.59	322.12	319.12
	MANAGEMENT AND BUDGET DEPARTMENT				
AL	Administrative Specialist	1.00	0.00	0.00	0.00
AO	Budget Analyst I	1.00	0.00	0.00	0.00
AP	Budget Analyst II	2.00	0.00	0.00	0.00
XF	Budget Manager, Capital Team	1.00	0.00	0.00	0.00
XF	Budget Manager, Operating Team	1.00	0.00	0.00	0.00
AS	Budget Services Coordinator	2.00	0.00	0.00	0.00
XG	Capital Policy Manager	1.00	0.00	0.00	0.00
XD	Economist	1.00	0.00	0.00	0.00
XA	Management Services Administrator and Budget Director	1.00	0.00	0.00	0.00
XD	Manager, Budget Programs	1.00	0.00	0.00	0.00
XG	Manager, Performance Measurement	1.00	0.00	0.00	0.00
XF	Manager, Systems and Revenue	1.00	0.00	0.00	0.00
XF	Research Manager	1.00	0.00	0.00	0.00
AR	Senior Budget Analyst	4.00	0.00	0.00	0.00
	Subtotal	19.00	0.00	0.00	0.00
	MEDICAL EXAMINER				
AL	Administrative Specialist	1.00	1.00	1.00	1.00
M3	Associate Medical Examiner	3.00	3.00	3.00	3.00
AK	Autopsy Technician	5.00	5.00	5.00	5.00
99	Autopsy Technician P/T	0.48	0.48	0.48	0.48
XD	Chief Forensic Toxicologist	1.00	1.00	1.00	1.00
M1	Chief Medical Examiner	1.00	1.00	1.00	1.00
M2	Deputy Chief Medical Examiner	1.00	1.00	1.00	1.00
AK	Forensic Investigator I	6.00	6.00	6.00	6.00
99	Forensic Investigator I P/T	0.00	0.48	0.48	0.48
AP	Forensic Toxicologist I	3.00	3.00	3.00	3.00
	MEDICAL EXAMINER (continued)				
AQ	General Manager I	1.00	1.00	1.00	1.00
XE	Manager of Operations	1.00	1.00	1.00	1.00
AG	Office Assistant II	1.00	1.00	1.00	1.00
AL	Senior Autopsy Technician	1.00	1.00	1.00	1.00
AM	Senior Forensic Investigator	2.00	2.00	2.00	2.00
AG	Senior Secretary	2.00	2.00	2.00	2.00
	Subtotal	29.48	29.96	29.96	29.96

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PARKS, RECREATION AND CONSERVATION DEPARTMENT				
AO	Accountant II	1.00	1.00	0.00	0.00
AH	Accounting Clerk II	1.00	1.00	0.00	0.00
AJ	Accounting Clerk III	2.00	2.00	0.00	0.00
AL	Administrative Specialist	2.00	2.00	2.00	2.00
AK	Assistant Athletics Specialist	0.00	0.00	2.00	2.00
AK	Assistant Recreation Program Supervisor	0.00	0.00	10.00	10.00
AM	Athletics Specialist	0.00	0.00	3.00	3.00
AM	Community Service Program Coordinator I	1.00	1.00	0.00	0.00
AO	Community Service Program Coordinator II	1.00	1.00	1.00	0.00
CE	Construction Equipment Operator I	2.00	2.00	0.00	0.00
CI	Construction Equipment Operator III	1.00	1.00	1.00	1.00
CB	Custodian	31.75	31.75	29.75	24.75
99	Custodian P/T	1.98	1.98	1.48	1.48
XB	Director, Parks, Recreation and Conservation	1.00	1.00	1.00	1.00
CM	Electrician III	1.00	1.00	0.00	0.00
AO	Environmental Scientist II	2.00	2.00	2.00	4.00
AK	Environmental Specialist I	6.00	6.00	6.00	6.00
AM	Environmental Specialist II	3.00	3.00	3.00	3.00
AO	Environmental Specialist III	1.00	1.00	1.00	2.00
99	Environmental Technician I P/T	0.95	0.95	0.95	0.95
AG	Environmental Technician II	9.00	9.00	9.00	11.00
CC	Equipment Operator I	8.00	8.00	0.00	0.00
CE	Equipment Operator II	29.00	29.00	0.00	0.00
AM	General Crew Leader	4.00	4.00	5.00	5.00
AQ	General Manager I	8.00	6.00	5.00	5.00
AS	General Manager II	2.00	2.00	2.00	2.00
AU	General Manager III	2.00	3.00	2.00	1.00
CC	Head Custodian	3.00	3.00	2.00	2.00
AJ	Head Lifeguard	2.00	2.00	2.00	2.00
CE	Landscape Gardener	2.00	2.00	0.00	0.00
AB	Lifeguard	0.96	0.96	0.96	0.00
99	Lifeguard P/T	7.07	7.07	7.07	6.26
XF	Manager, Athletic Services	1.00	1.00	0.00	0.00
XF	Manager, Fiscal Control	1.00	1.00	0.00	0.00
XE	Manager, Recreation Services South	1.00	1.00	2.00	2.00
XE	Manager, Regional Parks Services	1.00	1.00	1.00	1.00
CG	Multi-Trades Worker I	11.00	11.00	2.00	2.00
CI	Multi-Trades Worker II	25.00	25.00	23.00	22.00
CK	Multi-Trades Worker III	4.00	4.00	4.00	4.00
AE	Office Assistant	3.00	3.00	1.00	1.00
AG	Office Assistant II	2.00	2.00	2.00	2.00
AK	Park Manager	12.00	11.00	11.00	12.00
CD	Park Ranger I	3.00	3.00	3.00	3.00
99	Park Ranger 1 P/T	1.20	1.20	1.20	2.90

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PARKS, RECREATION AND CONSERVATION DEPARTMENT (continued)				
CG	Park Ranger II	66.00	66.00	66.00	71.00
AK	Personal Computer Specialist	1.00	1.00	0.00	0.00
AG	Personnel Clerk	1.00	0.00	0.00	0.00
AQ	Project Manager I	1.00	1.00	1.00	1.00
AU	Project Manager III	0.00	0.00	0.00	1.00
AQ	Recreation Area Supervisor	8.00	8.00	0.00	0.00
XG	Recreation Coordinator	0.00	0.00	2.00	2.00
AA	Recreation Leader Aide	7.62	0.00	0.00	0.00
AE	Recreation Leader I	21.00	21.00	21.00	15.00
99	Recreation Leader I P/T	36.73	42.17	22.36	22.84
AH	Recreation Leader II	55.00	55.00	27.00	27.00
AK	Recreation Program Specialist	0.00	0.00	16.00	16.00
AM	Recreation Program Supervisor	0.00	0.00	11.00	12.00
AK	Recreation Specialist	27.00	27.00	0.00	0.00
AK	Recreation Therapist	8.00	8.00	7.00	7.00
99	Recreation Therapist Aide P/T	19.96	19.76	19.76	19.76
CK	Refrigeration/Air Conditioning Mechanic III	2.00	2.00	1.00	1.00
AE	Secretary	2.00	2.00	1.00	1.00
AR	Special Projects Coordinator	1.00	1.00	0.00	0.00
AP	Senior Buyer	1.00	1.00	0.00	0.00
AK	Senior Crew Leader	8.00	8.00	8.00	7.00
AI	Senior Customer Service Rep	1.00	1.00	2.00	1.00
AI	Senior Environmental Technician	0.00	0.00	0.00	2.00
CC	Senior Groundskeeper	3.00	3.00	0.00	0.00
99	Senior Groundskeeper P/T	0.96	0.96	0.00	0.00
AK	Senior Human Resource Assistant	0.00	0.00	0.00	3.00
AM	Senior Park Manager	9.00	9.00	9.00	8.00
CI	Senior Park Ranger	6.00	0.00	1.00	1.00
AK	Senior Personnel Assistant	4.00	4.00	3.00	0.00
AI	Senior Recreation Leader	19.00	19.00	0.00	0.00
AM	Senior Recreation Specialist	19.00	19.00	0.00	0.00
99	Senior Recreation Specialist P/T	0.48	0.48	0.48	0.00
AM	Senior Recreation Therapist	3.00	3.00	3.00	3.00
AG	Senior Secretary	2.00	2.00	2.00	2.00
CG	Storekeeper III	1.00	1.00	1.00	2.00
AO	Systems Coordinator	1.00	1.00	1.00	0.00
CC	Trades Helper	7.00	7.00	6.00	6.00
	Subtotal	544.66	533.28	381.01	378.94
	PROCUREMENT SERVICES DEPARTMENT				
AM	Accountant I	1.00	0.00	0.00	0.00
XB	Director, Procurement Services	1.00	0.00	0.00	0.00
AJ	Executive Secretary	5.00	0.00	0.00	0.00
XF	Manager, Contracts Unit	1.00	0.00	0.00	0.00
XG	Manager, Procurement Administration/Info System	1.00	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PROCUREMENT SERVICES DEPARTMENT (continued)				
XF	Manager Services & Construction Procurement	1.00	0.00	0.00	0.00
AP	Procurement Analyst	1.00	0.00	0.00	0.00
AS	Procurement Supervisor	4.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	0.00	0.00	0.00
AQ	Senior Procurement Analyst	8.00	0.00	0.00	0.00
AM	Senior Supervisor	1.00	0.00	0.00	0.00
	Subtotal	25.00	0.00	0.00	0.00
	PUBLIC UTILITIES DEPARTMENT				
AM	Accountant I	0.00	8.00	8.00	9.00
AO	Accountant II	0.00	3.00	3.00	3.00
AS	Accountant III	0.00	3.00	3.00	2.00
AH	Accounting Clerk II	0.00	16.00	16.00	4.00
AJ	Accounting Clerk III	0.00	9.00	9.00	19.00
AU	Accounting Manager	0.00	1.00	1.00	1.00
AL	Administrative Specialist	0.00	7.00	7.00	8.00
AP	Budget Analyst II	0.00	1.00	0.00	0.00
AM	Business Analyst I	0.00	5.00	5.00	9.00
AP	Business Analyst II	0.00	1.00	1.00	2.00
AR	Chief Environmental Scientist	0.00	3.00	3.00	3.00
AK	Community Codes Investigator I	0.00	2.00	0.00	0.00
AM	Community Codes Investigator II	0.00	2.00	3.00	0.00
CE	Community Collection Center Attendant	0.00	9.00	9.00	9.00
AP	Community Relations Coordinator	0.00	1.00	1.00	0.00
CG	Construction Equipment Operator II	0.00	11.00	11.00	10.00
CI	Construction Equipment Operator III	0.00	4.00	3.00	2.00
AQ	Contracts Manager	0.00	3.00	4.00	4.00
AG	Customer Service Representative	0.00	5.00	4.00	2.00
XB	Director, Solid Waste Management	0.00	1.00	1.00	0.00
XB	Director, Water Department	0.00	1.00	1.00	1.00
CI	Electrician II	0.00	15.00	13.00	13.00
CM	Electrician III	0.00	10.00	13.00	13.00
CL	Electronics Technician II	0.00	7.00	6.00	7.00
CN	Electronics Technician III	0.00	10.00	11.00	10.00
AQ	Engineering Specialist II	0.00	10.00	11.00	10.00
AO	Engineering Specialist I	0.00	1.00	0.00	0.00
CH	Engineering Technician II	0.00	9.00	8.00	8.00
CK	Engineering Technician III	0.00	6.00	6.00	6.00
AL	Environmental Codes Enforcement Officer	0.00	0.00	0.00	5.00
AN	Environmental Codes Enforcement Supervisor	0.00	0.00	0.00	1.00
AT	Environmental Manager	0.00	2.00	2.00	2.00
AL	Environmental Scientist I	0.00	1.00	1.00	1.00
AO	Environmental Scientist II	0.00	3.00	3.00	3.00
AK	Environmental Specialist I	0.00	5.00	5.00	5.00
AM	Environmental Specialist II	0.00	11.00	10.00	10.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PUBLIC UTILITIES DEPARTMENT (continued)				
AQ	Environmental Supervisor	0.00	3.00	3.00	3.00
AD	Environmental Technician I	0.00	1.00	1.00	1.00
AG	Environmental Technician II	0.00	5.00	6.00	6.00
CC	Equipment Operator I	0.00	19.00	17.00	16.00
CE	Equipment Operator II	0.00	4.00	1.00	1.00
CG	Equipment Operator III	0.00	41.00	36.00	32.00
AI	Field Collector	0.00	6.00	6.00	7.00
AH	Field Service Representative	0.00	7.00	7.00	7.00
AM	General Crew Leader	0.00	6.00	6.00	6.00
AQ	General Manager I	0.00	10.00	10.00	7.00
AS	General Manager II	0.00	14.00	14.00	19.00
AU	General Manager III	0.00	13.00	12.00	14.00
AM	GIS Analyst	0.00	2.00	2.00	2.00
AM	Inspector I	0.00	1.00	1.00	1.00
AP	Inspector lll	0.00	1.00	1.00	1.00
AO	Manager	0.00	6.00	6.00	6.00
XE	Manager, Administrative Support	0.00	1.00	1.00	1.00
XE	Manager, Customer Accounting	0.00	1.00	1.00	2.00
XH	Manager, Customer Service	0.00	1.00	1.00	1.00
XD	Manager, Engineering/Environmental Services	0.00	1.00	1.00	1.00
XF	Manager, Fiscal Administration	0.00	1.00	1.00	0.00
XD	Manager, Fiscal Operations/Mgmt	0.00	1.00	1.00	1.00
XE	Manager, Landfill Section	0.00	1.00	1.00	1.00
XE	Manager, Line Maintenance	0.00	1.00	1.00	1.00
XE	Manager, Management Services	0.00	1.00	1.00	0.00
XE	Manager, Operations/Management	0.00	1.00	1.00	1.00
XE	Manager, Plant Operations	0.00	1.00	1.00	1.00
XG	Manager, Solid Waste North	0.00	1.00	1.00	0.00
XB	Manager, Strategic Water Management	0.00	1.00	1.00	1.00
CE	Meter Reader	0.00	5.00	5.00	5.00
CI	Multi-Trades Worker II	0.00	1.00	1.00	0.00
CK	Multi-Trades Worker III	0.00	1.00	1.00	1.00
AE	Office Assistant	0.00	6.00	6.00	6.00
AG	Office Assistant II	0.00	30.00	29.00	29.00
AI	Office Assistant III	0.00	7.00	7.00	8.00
AI	Personal Assistant	0.00	1.00	1.00	1.00
CG	Plant Maintenance Mechanic I	0.00	1.00	1.00	1.00
CI	Plant Maintenance Mechanic II	0.00	46.00	46.00	51.00
CK	Plant Maintenance Mechanic III	0.00	15.00	14.00	15.00
AQ	Plant Manager	0.00	13.00	12.00	12.00
CJ	Plant Operator	0.00	47.00	51.00	57.00
CN	Plant Supervisor	0.00	14.00	13.00	13.00
AS	Principal Business Analyst	0.00	2.00	2.00	2.00
XD	Principal Eng/Technician Operations & Construction	0.00	1.00	1.00	1.00
AS	Professional Engineer I	0.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PUBLIC UTILITIES DEPARTMENT (continued)				
AU	Professional Engineer II	0.00	9.00	9.00	9.00
AM	Program Coordinator	0.00	2.00	1.00	2.00
AS	Project Manager II	0.00	7.00	8.00	8.00
CF	Reclaimed/Potable Water Distribution Specialist I	0.00	5.00	5.00	1.00
CH	Reclaimed/Potable Water Distribution Specialist II	0.00	7.00	7.00	0.00
CK	Reclaimed/Potable Water Distribution Specialist III	0.00	2.00	2.00	0.00
AN	Senior Administrative Specialist	0.00	1.00	1.00	1.00
AR	Senior Budget Analyst	0.00	1.00	1.00	1.00
AQ	Senior Business Analyst	0.00	1.00	1.00	3.00
AK	Senior Crew Leader	0.00	17.00	16.00	15.00
AI	Senior Customer Service Representative	0.00	25.00	26.00	28.00
AT	Senior Engineering Specialist	0.00	19.00	18.00	16.00
AN	Senior Engineering Technician	0.00	13.00	12.00	11.00
AK	Senior Field Collector	0.00	4.00	4.00	1.00
AI	Senior Field Service Representative	0.00	2.00	2.00	2.00
AO	Senior GIS Analyst	0.00	2.00	2.00	2.00
AK	Senior Human Resource Assistant	0.00	0.00	0.00	4.00
AS	Senior Hydrologist	0.00	1.00	1.00	1.00
CH	Senior Meter Reader	0.00	9.00	9.00	9.00
AK	Senior Personnel Assistant	0.00	3.00	3.00	0.00
CL	Senior Plant Operator	0.00	35.00	30.00	29.00
AQ	Senior Procurement Analyst	0.00	1.00	0.00	0.00
AX	Senior Professional Engineer	0.00	4.00	3.00	3.00
AG	Senior Secretary	0.00	1.00	1.00	0.00
AQ	Senior Specification Writer	0.00	1.00	1.00	1.00
AM	Senior Supervisor	0.00	14.00	14.00	12.00
CI	Senior Utilities Maintenance Worker	0.00	23.00	23.00	23.00
AM	Senior Water Conservation Inspector	0.00	1.00	1.00	0.00
AK	Solid Waste Coordinator	0.00	3.00	3.00	3.00
AR	Special Project Coordinator	0.00	1.00	1.00	2.00
CE	Storekeeper II	0.00	2.00	2.00	2.00
CG	Storekeeper III	0.00	1.00	1.00	1.00
AI	Storeroom Manager	0.00	3.00	3.00	3.00
AK	Supervisor	0.00	1.00	1.00	4.00
AS	Systems Analyst	0.00	1.00	1.00	1.00
AO	Systems Coordinator	0.00	1.00	1.00	2.00
AO	Training Specialist	0.00	0.00	1.00	1.00
AM	Training Technician	0.00	2.00	2.00	2.00
AN	Utilities Maintenance Supervisor	0.00	24.00	26.00	25.00
CG	Utilities Maintenance Worker	0.00	75.00	74.00	67.00
AQ	Utilities Manager	0.00	2.00	2.00	2.00
AM	Waste Reduction Specialist	0.00	3.00	3.00	3.00
AI	Water Conservation Inspector	0.00	3.00	2.00	0.00
	Subtotal	0.00	861.00	839.00	825.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PUBLIC WORKS DEPARTMENT				
AM	Accountant I	4.00	0.00	0.00	0.00
AJ	Accounting Clerk III	3.00	0.00	0.00	0.00
AL	Administrative Specialist	6.00	5.00	2.00	3.00
CG	Advanced Transportation Worker	54.00	48.00	45.00	44.00
AK	Asset Coordinator	14.00	11.00	1.00	0.00
AP	Chief Aircraft Pilot	1.00	1.00	0.00	0.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00
AP	Community Relations Coordinator	1.00	1.00	0.00	0.00
CI	Construction Equipment Operator III	2.00	1.00	1.00	1.00
CE	Construction Permit Technician II	1.00	1.00	0.00	0.00
AK	Contracts Management Specialist	3.00	1.00	1.00	1.00
AQ	Contracts Manager	1.00	0.00	1.00	1.00
CG	Crew Leader I	2.00	1.00	1.00	1.00
CI	Crew Leader II	2.00	2.00	2.00	2.00
XB	Director, Public Works	1.00	1.00	1.00	1.00
XD	Director, Operations/Fiscal Div	1.00	0.00	0.00	0.00
XC	Director, Transportation Maintenance Division	1.00	1.00	1.00	1.00
XC	Division Director, Traffic Services	1.00	0.00	0.00	0.00
XD	Division Director, Transportation & Land Development Review	0.00	0.00	0.00	1.00
CJ	Electronics Technician I	5.00	5.00	5.00	5.00
CL	Electronics Technician II	3.00	3.00	3.00	3.00
CN	Electronics Technician III	6.00	6.00	6.00	6.00
AO	Engineering Specialist I	11.00	9.00	9.00	11.00
AQ	Engineering Specialist II	19.00	12.00	10.00	14.00
CE	Engineering Technician I	3.00	3.00	0.00	0.00
CH	Engineering Technician II	3.00	4.00	2.00	3.00
CK	Engineering Technician III	20.00	16.00	12.00	13.00
AL	Environmental Codes Enforcement Officer	0.00	0.00	0.00	2.00
AT	Environmental Manager	1.00	1.00	1.00	0.00
AL	Environmental Scientist I	0.00	0.00	0.00	1.00
AO	Environmental Scientist II	2.00	2.00	2.00	3.00
AM	Environmental Specialist II	1.00	1.00	1.00	1.00
AO	Environmental Specialist III	2.00	2.00	2.00	3.00
AQ	Environmental Supervisor	0.00	0.00	0.00	1.00
AD	Environmental Technician I	1.00	1.00	1.00	1.00
AG	Environmental Technician II	4.00	4.00	4.00	4.00
CE	Equipment Operator II	2.00	2.00	2.00	2.00
CI	Equipment Technician ll	1.00	1.00	1.00	1.00
AJ	Executive Secretary	3.00	1.00	2.00	3.00
AN	Forestry Examiner	0.00	0.00	0.00	1.00
AM	General Crew Leader	14.00	14.00	10.00	8.00
AQ	General Manager I	7.00	6.00	3.00	3.00
AS	General Manager II	8.00	6.00	6.00	6.00
AU	General Manager III	5.00	4.00	4.00	3.00
AX	General Manager IV	1.00	1.00	0.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PUBLIC WORKS DEPARTMENT (continued)				
AM	GIS Analyst	2.00	1.00	0.00	0.00
AI	GIS Mapping Technician	4.00	4.00	0.00	0.00
AO	Helicopter Pilot	1.00	1.00	1.00	1.00
CF	Inspector/Spray Equipment Operator	12.00	12.00	11.00	11.00
CA	Laborer	41.08	38.08	10.50	10.50
CE	Landscape Gardener	3.00	2.00	2.00	2.00
XE	Liaison Project Manager	1.00	1.00	0.00	0.00
AO	Manager	7.00	7.00	5.00	7.00
XF	Manager, Central Service Unit	1.00	1.00	1.00	0.00
XG	Manager, Community Relations	1.00	0.00	0.00	0.00
XE	Manager, Countywide Construction	0.00	0.00	0.00	1.00
XE	Manager, Design/Engineering Support	1.00	1.00	1.00	1.00
XF	Manager, East Service Unit	1.00	0.00	1.00	1.00
XD	Manager, Environmental Services Section	0.00	0.00	0.00	1.00
XE	Manager, Hazardous Mitigation Program	0.00	0.00	1.00	1.00
XF	Manager, Fiscal Control and Administration	1.00	0.00	0.00	0.00
XF	Manager, Mosquito/Aquatic Weed Control	1.00	1.00	1.00	1.00
XF	Manager, North Service Unit	1.00	0.00	0.00	0.00
XD	Manager, Projects Management	1.00	1.00	0.00	0.00
XE	Manager, Right of Way	0.00	0.00	0.00	1.00
XF	Manager, South Service Unit	2.00	0.00	0.00	1.00
XD	Manager, Systems Planning	0.00	0.00	0.00	1.00
XD	Manager, Traffic Engineering Section	0.00	0.00	1.00	2.00
XE	Manager, Traffic Operations Section	1.00	1.00	1.00	1.00
XE	Manager, Transportation Review Section	0.00	0.00	0.00	1.00
XE	TBD	1.00	0.00	0.00	0.00
CJ	Mosquito Control Inspector	2.00	2.00	2.00	2.00
CG	Multi-Trades Worker I	2.00	2.00	2.00	2.00
CI	Multi-Trades Worker II	1.00	1.00	1.00	1.00
AE	Office Assistant	3.50	1.50	1.00	2.00
AG	Office Assistant II	10.00	10.00	4.00	4.00
AI	Office Assistant III	6.00	5.00	5.00	5.00
AM	Operations Field Coordinator	0.00	0.00	7.00	7.00
AS	Principal Business Analyst	3.00	1.00	0.00	0.00
AS	Principal Planner	0.00	0.00	0.00	2.00
AU	Professional Engineer II	7.00	6.00	5.00	6.00
AM	Program Coordinator	2.00	2.00	0.00	0.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AS	Project Manager II	1.00	0.00	0.00	0.00
AU	Project Manager III	3.00	3.00	3.00	3.00
AF	Public Relations/Information Specialist I	1.00	1.00	0.00	0.00
AD	Receptionist	1.00	1.00	1.00	1.00
AR	Special Projects Coordinator	0.00	0.00	0.00	1.00
CB	Spray Equipment Operator	1.45	1.45	1.45	1.45
AN	Senior Administrative Specialist	1.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PUBLIC WORKS DEPARTMENT (continued)				
AM	Senior Asset Coordinator	5.00	5.00	1.00	0.00
AR	Senior Budget Analyst	1.00	0.00	0.00	0.00
AQ	Senior Business Analyst	1.00	1.00	0.00	0.00
AK	Senior Crew Leader	32.00	29.00	29.00	28.00
AT	Senior Engineering Specialist	26.00	24.00	22.00	25.00
AN	Senior Engineering Technician	9.00	10.00	6.00	10.00
AI	Senior Environmental Technician	3.00	3.00	3.00	3.00
AQ	Senior Forestry Examiner	0.00	0.00	0.00	1.00
AO	Senior GIS Analyst	1.00	1.00	0.00	0.00
AS	Senior Hydrologist	0.00	0.00	0.00	1.00
AK	Senior Personnel Assistant	3.00	3.00	0.00	0.00
AQ	Senior Planner	0.00	0.00	0.00	1.00
AM	Senior Planning & Zoning Technician	0.00	0.00	0.00	1.00
AX	Senior Professional Engineer	18.00	18.00	17.00	17.00
AG	Senior Secretary	3.00	3.00	0.00	0.00
AM	Senior Supervisor	11.00	11.00	9.00	9.00
CI	Senior Transportation Worker	66.00	62.00	60.00	62.00
CG	Storekeeper III	5.00	5.00	3.00	3.00
AI	Storeroom Manager	1.00	1.00	1.00	1.00
CC	Trades Helper	7.00	5.00	13.00	13.00
AL	Traffic Signal/Marking Supervisor	2.00	2.00	2.00	2.00
CF	Traffic Signal/Marking Technician I	10.00	8.00	8.00	8.00
CI	Traffic Signal/Marking Technician II	5.00	5.00	5.00	5.00
AM	Training Technician	1.00	1.00	0.00	0.00
AR	Transportation Operations Support	3.00	3.00	3.00	3.00
CE	Transportation Worker	56.00	42.00	40.00	39.00
CE	Tree Trimmer	1.00	1.00	1.00	1.00
	Subtotal	619.03	531.03	435.95	472.95
	REAL ESTATE DEPARTMENT				
AO	Accountant II	1.00	0.00	0.00	0.00
AJ	Accounting Clerk III	1.00	1.00	0.00	0.00
AL	Administrative Specialist	4.00	3.00	1.00	2.00
CG	Advance Transportation Worker	0.00	0.00	1.00	0.00
AP	Budget Analyst II	1.00	0.00	0.00	0.00
CI	Carpenter	3.00	3.00	0.00	0.00
AO	Chief Land Technician	4.00	4.00	4.00	4.00
AJ	Construction Permit Technician II	0.00	0.00	1.00	1.00
AO	Construction Inspector	3.00	3.00	0.00	0.00
AK	Contracts Management Specialist	1.00	0.00	0.00	0.00
AQ	Contracts Manager	1.00	0.00	0.00	0.00
XD	County Surveyor	1.00	1.00	1.00	1.00
CG	Crew Leader	1.00	1.00	0.00	0.00
AG	Custodial Inspector	3.00	3.00	0.00	0.00
CB	Custodian	11.00	11.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	REAL ESTATE DEPARTMENT (continued)				
XD	Director, Facilities Management Division	1.00	1.00	0.00	0.00
XB	Director, Real Estate	1.00	1.00	1.00	1.00
CI	Electrician II	8.00	8.00	0.00	0.00
CM	Electrician III	3.00	3.00	0.00	0.00
AO	Engineering Specialist I	1.00	1.00	0.00	0.00
AQ	Engineering Specialist II	2.00	2.00	2.00	1.00
CE	Engineering Technician I	1.00	1.00	4.00	4.00
CH	Engineering Technician II	5.00	5.00	6.00	3.00
CK	Engineering Technician III	8.00	7.00	10.00	9.00
AI	Executive Secretary	3.00	3.00	2.00	0.00
AM	General Crew Leader	0.00	0.00	1.00	0.00
AQ	General Manager I	1.00	1.00	0.00	0.00
AS	General Manager II	4.00	2.00	1.00	1.00
AU	General Manager III	1.00	1.00	0.00	0.00
AX	General Manager IV	1.00	1.00	1.00	2.00
AM	GIS Analyst	4.00	4.00	6.00	6.00
AI	GIS Mapping Technician	3.00	1.00	5.00	5.00
CC	Head Custodian	4.00	4.00	0.00	0.00
AL	Indoor Air Quality Specialist	1.00	1.00	0.00	0.00
AM	Land Agent I	2.00	2.00	2.00	2.00
AO	Land Agent II	6.00	6.00	4.00	2.00
AK	Land Technician	2.00	2.00	1.00	1.00
XE	Liaison Project Manager	0.00	0.00	1.00	0.00
CI	Locksmith	1.00	1.00	0.00	0.00
AO	Manager	1.00	1.00	0.00	0.00
XD	Manager, Architectural Design	1.00	1.00	0.00	0.00
XE	Manager, Environmental Land Acquisition	1.00	1.00	1.00	1.00
XF	Manager, Facilities Customer Services	1.00	1.00	0.00	0.00
XE	Manager, Facility Planning & Development	1.00	1.00	0.00	0.00
XE	Manager, Fiscal Services	1.00	0.00	0.00	0.00
XE	Manager, GIS Mapping	1.00	0.00	0.00	0.00
XE	Manager, Property Section	1.00	1.00	1.00	1.00
XE	Manager, Right-of-Way Mapping	1.00	1.00	1.00	0.00
XE	Manager, Technical Services	1.00	1.00	0.00	0.00
CG	Multi-Trades Worker I	5.00	5.00	0.00	0.00
CI	Multi-Trades Worker II	6.00	6.00	0.00	0.00
CK	Multi-Trades Worker III	3.00	3.00	0.00	0.00
AE	Office Assistant	1.00	2.00	0.00	0.00
AG	Office Assistant II	2.00	1.00	0.00	0.00
AI	Office Assistant III	1.00	1.00	0.00	0.00
CG	Painter I	4.00	4.00	0.00	0.00
AK	Parking Facility Supervisor	1.00	1.00	0.00	0.00
AQ	Professional Land Surveyor/Mapper I	5.00	5.00	0.00	0.00
AS	Professional Land Surveyor/Mapper II	0.00	0.00	5.00	5.00
AQ	Project Manager I	1.00	2.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	REAL ESTATE DEPARTMENT (continued)				
AS	Project Manager II	2.00	2.00	0.00	1.00
AX	Project Manager IV	2.00	2.00	0.00	0.00
CI	Refrigeration/Air Conditioning Mechanic I	1.00	1.00	0.00	0.00
CJ	Refrigeration/Air Conditioning Mechanic II	2.00	2.00	0.00	0.00
CK	Refrigeration/Air Conditioning Mechanic III	5.00	5.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	1.00	0.00	1.00
AU	Senior Architect	3.00	3.00	0.00	0.00
AR	Senior Budget Analyst	1.00	0.00	0.00	0.00
CK	Senior Carpenter	1.00	1.00	0.00	0.00
AT	Senior Engineering Specialist	1.00	1.00	2.00	1.00
AN	Senior Engineering Technician	5.00	5.00	7.00	5.00
AO	Senior GIS Analyst	2.00	2.00	4.00	4.00
AQ	Senior Graduate Architect	1.00	1.00	0.00	0.00
CD	Senior Head Custodian	1.00	1.00	0.00	0.00
CL	Senior Heating/Ventilating/Air Conditioning Technician	2.00	2.00	0.00	0.00
AS	Senior Land Agent	2.00	2.00	2.00	2.00
AM	Senior Land Technician	3.00	3.00	3.00	3.00
CI	Senior Painter	2.00	2.00	0.00	0.00
AV	Senior Professional Land Surveyor/Mapping	1.00	2.00	2.00	2.00
AO	Senior Program Coordinator	0.00	0.00	0.00	1.00
AS	Senior Real Estate Appraiser	1.00	1.00	1.00	1.00
AM	Senior Supervisor	4.50	4.50	1.00	1.00
CE	Storekeeper II	2.00	2.00	0.00	0.00
CC	Trades Helper	2.00	2.00	0.00	0.00
AO	Trades/Maintenance Superintendent	3.00	3.00	0.00	0.00
CI	Senior Transportation Worker	0.00	0.00	2.00	0.00
	Subtotal	187.50	176.50	87.00	74.00
	SECURITY SERVICES				
AJ	Executive Secretary	1.00	0.00	0.00	0.00
XD	Manager, Security Services	1.00	0.00	0.00	0.00
AI	Office Assistant III	1.00	0.00	0.00	0.00
AM	Public Safety Lieutenant	1.00	0.00	0.00	0.00
AI	Public Safety Officer	57.00	0.00	0.00	0.00
AK	Public Safety Sergeant	6.00	0.00	0.00	0.00
	Subtotal	67.00	0.00	0.00	0.00
	SOLID WASTE MANAGEMENT				
AS	Accountant III	1.00	0.00	0.00	0.00
AH	Accounting Clerk II	12.00	0.00	0.00	0.00
AJ	Accounting Clerk III	2.00	0.00	0.00	0.00
AL	Administrative Specialist	3.00	0.00	0.00	0.00
AK	Community Codes Investigator I	2.00	0.00	0.00	0.00
AM	Community Codes Investigator II	2.00	0.00	0.00	0.00
CE	Community Collection Center Attendant	9.00	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	SOLID WASTE MANAGEMENT (continued)				
AP	Community Relations Coordinator	1.00	0.00	0.00	0.00
CG	Construction Equipment Operator II	11.00	0.00	0.00	0.00
CI	Construction Equipment Operator III	3.00	0.00	0.00	0.00
XB	Director, Solid Waste Management	1.00	0.00	0.00	0.00
AO	Engineering Specialist I	1.00	0.00	0.00	0.00
CK	Engineering Technician III	1.00	0.00	0.00	0.00
AT	Environmental Manager	1.00	0.00	0.00	0.00
AK	Environmental Specialist I	3.00	0.00	0.00	0.00
AM	Environmental Specialist II	3.00	0.00	0.00	0.00
AQ	Environmental Supervisor	1.00	0.00	0.00	0.00
AG	Environmental Technician II	4.00	0.00	0.00	0.00
CC	Equipment Operator I	18.00	0.00	0.00	0.00
CE	Equipment Operator II	5.00	0.00	0.00	0.00
CG	Equipment Operator III	41.00	0.00	0.00	0.00
AM	General Crew Leader	6.00	0.00	0.00	0.00
AU	General Manager III	1.00	0.00	0.00	0.00
XH	Manager, Customer Service	1.00	0.00	0.00	0.00
XF	Manager, Fiscal Administration	1.00	0.00	0.00	0.00
XE	Manager, Landfill Section	1.00	0.00	0.00	0.00
XE	Manager, Management Services	1.00	0.00	0.00	0.00
XG	Manager, Solid Waste North	1.00	0.00	0.00	0.00
CK	Multi-Trades Worker III	1.00	0.00	0.00	0.00
AI	Personal Assistant	1.00	0.00	0.00	0.00
CL	PC Plant Operator II	1.00	0.00	0.00	0.00
CI	Plant Maintenance Mechanic II	1.00	0.00	0.00	0.00
CN	Plant Supervisor	1.00	0.00	0.00	0.00
AS	Project Manager II	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	0.00	0.00	0.00
AI	Senior Customer Service Rep.	4.00	0.00	0.00	0.00
AN	Senior Engineering Technician	2.00	0.00	0.00	0.00
AS	Senior Hydrologist	1.00	0.00	0.00	0.00
AM	Senior Supervisor	1.00	0.00	0.00	0.00
AK	Solid Waste Coordinator	3.00	0.00	0.00	0.00
AR	Special Project Coordinator	1.00	0.00	0.00	0.00
AN	Supervisor of Buildings and Grounds	1.00	0.00	0.00	0.00
AO	Systems Coordinator	1.00	0.00	0.00	0.00
AM	Waste Reduction Specialist	3.00	0.00	0.00	0.00
	Subtotal	161.00	0.00	0.00	0.00
	THE "CENTER" FOR DEVELOPMENT SERVICES				
XH	Administrative Services Coordinator	0.00	0.00	0.00	1.00
AL	Administrative Specialist	0.00	0.00	1.00	1.00
AR	Chief Inspector	0.00	0.00	0.00	4.00
AP	Community Relations Specialist	0.00	0.00	1.00	0.00
AH	Construction Permit Technician I	0.00	0.00	0.00	5.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	THE "CENTER" FOR DEVELOPMENT SERVICES (continued)				
AJ	Construction Permit Technician II	0.00	0.00	0.00	7.00
XB	Director, The Center for Development Services	0.00	0.00	0.00	1.00
AJ	Executive Secretary	0.00	0.00	1.00	1.00
AQ	General Manager I	0.00	0.00	0.00	1.00
AU	General Manager III	0.00	0.00	0.00	1.00
AM	Inspector I	0.00	0.00	0.00	10.00
AO	Inspector II	0.00	0.00	0.00	15.00
AP	Inspector III	0.00	0.00	0.00	11.00
AU	Land Use Ombudsman	0.00	0.00	1.00	1.00
XE	Manager, Building SPO Northwest	0.00	0.00	0.00	1.00
XE	Manager, Building SPO South	0.00	0.00	0.00	1.00
XG	Manager, The Center for Development Services	0.00	0.00	0.00	1.00
XE	Manager, Technical Services	0.00	0.00	1.00	0.00
AE	Office Assistant I	0.00	0.00	1.00	1.00
AG	Office Assistant II	0.00	0.00	0.00	3.00
AI	Office Assistant III	0.00	0.00	0.00	1.00
AK	Planning & Zoning Technician II	0.00	0.00	0.00	3.00
AQ	Plans Examiner II	0.00	0.00	0.00	10.00
AM	Program Coordinator	0.00	0.00	0.00	5.00
AQ	Project Manager I	0.00	0.00	0.00	1.00
AD	Receptionist	0.00	0.00	1.00	1.00
AE	Secretary	0.00	0.00	1.00	1.00
AN	Senior Administrative Specialist	0.00	0.00	0.00	2.00
AN	Senior Engineering Technician	0.00	0.00	0.00	1.00
AM	Senior Planning & Zoning Technician	0.00	0.00	0.00	2.00
AM	Senior Supervisor	0.00	0.00	0.00	1.00
AO	Systems Coordinator	0.00	0.00	0.00	1.00
	Subtotal	0.00	0.00	8.00	95.00
	WATER RESOURCE SERVICES DEPARTMENT				
AM	Accountant I	8.00	0.00	0.00	0.00
AO	Accountant II	3.00	0.00	0.00	0.00
AS	Accountant III	2.00	0.00	0.00	0.00
AU	Accounting Manager	1.00	0.00	0.00	0.00
AH	Accounting Clerk II	4.00	0.00	0.00	0.00
AJ	Accounting Clerk III	7.00	0.00	0.00	0.00
AL	Administrative Specialist	4.00	0.00	0.00	0.00
AP	Budget Analyst II	1.00	0.00	0.00	0.00
AM	Business Analyst I	5.00	0.00	0.00	0.00
AP	Business Analyst II	1.00	0.00	0.00	0.00
AR	Chief Environmental Scientist	3.00	0.00	0.00	0.00
AP	Community Relations Coordinator	1.00	0.00	0.00	0.00
AQ	Contracts Manager	3.00	0.00	0.00	0.00
AG	Customer Service Representative	1.00	0.00	0.00	0.00
XB	Director, Water Department	1.00	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	WATER RESOURCE SERVICES DEPARTMENT (continued)				
CI	Electrician II	14.00	0.00	0.00	0.00
CM	Electrician III	10.00	0.00	0.00	0.00
CL	Electronics Technician II	7.00	0.00	0.00	0.00
CN	Electronics Technician III	10.00	0.00	0.00	0.00
AO	Engineering Specialist I	1.00	0.00	0.00	0.00
AQ	Engineering Specialist II	10.00	0.00	0.00	0.00
CH	Engineering Technician II	9.00	0.00	0.00	0.00
CK	Engineering Technician III	5.00	0.00	0.00	0.00
AT	Environmental Manager	1.00	0.00	0.00	0.00
AL	Environmental Scientist I	1.00	0.00	0.00	0.00
AO	Environmental Scientist II	3.00	0.00	0.00	0.00
AK	Environmental Specialist I	4.00	0.00	0.00	0.00
AM	Environmental Specialist II	8.00	0.00	0.00	0.00
AQ	Environmental Supervisor	2.00	0.00	0.00	0.00
AD	Environmental Technician I	1.00	0.00	0.00	0.00
AG	Environmental Technician II	1.00	0.00	0.00	0.00
AI	Field Collector	6.00	0.00	0.00	0.00
AH	Field Service Representative	7.00	0.00	0.00	0.00
AQ	General Manager I	12.00	0.00	0.00	0.00
AS	General Manager II	16.00	0.00	0.00	0.00
AU	General Manager III	11.00	0.00	0.00	0.00
AM	GIS Analyst	2.00	0.00	0.00	0.00
AM	Inspector I	1.00	0.00	0.00	0.00
AP	Inspector lll	1.00	0.00	0.00	0.00
AO	Manager	6.00	0.00	0.00	0.00
XE	Manager, Administrative Support	1.00	0.00	0.00	0.00
XE	Manager, Customer Accounting	1.00	0.00	0.00	0.00
XD	Manager, Engineering/Environmental Services	1.00	0.00	0.00	0.00
XD	Manager, Fiscal Operations/Mgmt	1.00	0.00	0.00	0.00
XE	Manager, Line Maintenance	1.00	0.00	0.00	0.00
XE	Manager, Plant Operations	1.00	0.00	0.00	0.00
XE	Manager, Water Section	1.00	0.00	0.00	0.00
CE	Meter Reader	5.00	0.00	0.00	0.00
CI	Multi-Trades Worker II	1.00	0.00	0.00	0.00
CK	Multi-Trades Worker III	2.00	0.00	0.00	0.00
AE	Office Assistant	5.00	0.00	0.00	0.00
AG	Office Assistant II	30.00	0.00	0.00	0.00
AI	Office Assistant III	7.00	0.00	0.00	0.00
CG	Plant Maintenance Mechanic I	1.00	0.00	0.00	0.00
CI	Plant Maintenance Mechanic II	45.00	0.00	0.00	0.00
CK	Plant Maintenance Mechanic III	14.00	0.00	0.00	0.00
AQ	Plant Manager	13.00	0.00	0.00	0.00
CJ	Plant Operator	50.00	0.00	0.00	0.00
CN	Plant Supervisor	13.00	0.00	0.00	0.00
AS	Principal Business Analyst	2.00	0.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	WATER RESOURCE SERVICES DEPARTMENT (continued)				
XD	Principal Eng/Technician Operations & Construction	1.00	0.00	0.00	0.00
AU	Professional Engineer II	9.00	0.00	0.00	0.00
AM	Program Coordinator	2.00	0.00	0.00	0.00
AQ	Project Manager I	1.00	0.00	0.00	0.00
AS	Project Manager II	3.00	0.00	0.00	0.00
AK	Property Control Specialist	1.00	0.00	0.00	0.00
CF	Reclaimed/Potable Water Distribution Specialist I	5.00	0.00	0.00	0.00
CH	Reclaimed/Potable Water Distribution Specialist II	7.00	0.00	0.00	0.00
CK	Reclaimed/Potable Water Distribution Specialist III	2.00	0.00	0.00	0.00
AE	Secretary	1.00	0.00	0.00	0.00
AR	Senior Budget Analyst	1.00	0.00	0.00	0.00
AQ	Senior Business Analyst	1.00	0.00	0.00	0.00
AK	Senior Crew Leader	16.00	0.00	0.00	0.00
AI	Senior Customer Service Representative	21.00	0.00	0.00	0.00
AT	Senior Engineering Specialist	20.00	0.00	0.00	0.00
AN	Senior Engineering Technician	10.00	0.00	0.00	0.00
AI	Senior Environmental Technician	1.00	0.00	0.00	0.00
AK	Senior Field Collector	4.00	0.00	0.00	0.00
AI	Senior Field Service Representative	2.00	0.00	0.00	0.00
AO	Senior GIS Analyst	2.00	0.00	0.00	0.00
CH	Senior Meter Reader	9.00	0.00	0.00	0.00
AK	Senior Personnel Assistant	3.00	0.00	0.00	0.00
CL	Senior Plant Operator	31.00	0.00	0.00	0.00
AQ	Senior Procurement Analyst	1.00	0.00	0.00	0.00
AX	Senior Professional Engineer	4.00	0.00	0.00	0.00
AG	Senior Secretary	4.00	0.00	0.00	0.00
AQ	Senior Specification Writer	1.00	0.00	0.00	0.00
AM	Senior Supervisor	12.00	0.00	0.00	0.00
CI	Senior Utilities Maintenance Worker	23.00	0.00	0.00	0.00
AM	Senior Water Conservation Inspector	1.00	0.00	0.00	0.00
CE	Storekeeper II	2.00	0.00	0.00	0.00
CG	Storekeeper III	1.00	0.00	0.00	0.00
AI	Storeroom Manager	3.00	0.00	0.00	0.00
AK	Supervisor	2.00	0.00	0.00	0.00
AS	Systems Analyst	1.00	0.00	0.00	0.00
AM	Training Technician	1.00	0.00	0.00	0.00
AN	Utilities Maintenance Supervisor	25.00	0.00	0.00	0.00
CG	Utilities Maintenance Worker	75.00	0.00	0.00	0.00
AQ	Utilities Manager	2.00	0.00	0.00	0.00
AI	Water Conservation Inspector	3.00	0.00	0.00	0.00
XB	Water Resource Team Administrator	1.00	0.00	0.00	0.00
	Subtotal	704.00	0.00	0.00	0.00
	TOTAL CO ADMIN ORGANIZATION	5,245.92	5,000.96	4,656.69	4,637.62

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	ELECTED OFFICIALS ORGANIZATION				
	CLERK OF THE CIRCUIT COURT--BOCC FUNDED (Including Value Adjustment Board)				
	Subtotal	112.00	112.00	111.00	108.00
	PROPERTY APPRAISER				
	Subtotal	142.00	135.00	133.00	130.00
	SHERIFF				
	Subtotal	3,602.50	3,660.00	3,658.50	3,654.50
	STATE ATTORNEY PART II (VICTIM ASSISTANCE)				
99	Administrative Manager	1.00	0.00	0.00	0.00
AI	Court Clerk II	10.00	10.00	8.00	8.00
AK	Court Clerk III	2.00	2.00	2.00	2.00
99	Director, Victim Assistance	1.00	0.00	0.00	0.00
99	Domestic Violence Specialist	0.50	0.00	0.00	0.00
AQ	General Manager I	1.00	0.00	0.00	0.00
AN	Intake Counselor	15.00	14.00	14.00	14.00
AM	Senior Supervisor	1.00	0.00	0.00	0.00
99	Program Manager	0.00	1.00	1.00	1.00
AO	Senior Case Manager	1.00	1.00	1.00	1.00
99	Victims Support Specialist	0.00	0.60	0.60	0.60
	Subtotal	32.50	28.60	26.60	26.60
	SUPERVISOR OF ELECTIONS				
	Subtotal	39.00	39.00	39.00	39.00
	TAX COLLECTOR				
	Subtotal	283.00	305.00	305.00	320.00
	TOTAL ELECTED OFFICIALS ORGANIZATION	4,211.00	4,279.60	4,273.10	4,278.10
	JUDICIAL ORGANIZATION				
	JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS				
18	Accountant III	0.00	0.00	1.00	1.00
14	Administrative Assistant I	2.00	2.00	2.00	2.00
20	Administrative Assistant III	1.00	1.00	1.00	1.00
33	Budget Director	0.00	0.00	1.00	1.00
37	Chief Deputy Court Administrator	1.00	1.00	1.00	1.00
33	Circuit Court Counselor	1.00	1.00	1.00	1.00
19	Court Counselor	11.00	11.00	11.00	11.00
24	Court Operations Coordinator	2.00	2.00	2.00	2.00
20	Court Operations Manager	0.00	0.00	2.00	1.00
99	Court Operations Consultant	0.00	0.00	0.00	1.00
16	Court Program Specialist I	4.00	4.00	4.00	5.00
4	Custodial Area Supervisor	0.00	0.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	JUDICIAL BRANCH-ADMIN OFFICE OF THE COURTS (continued)				
19	Customer Service Rep	1.00	1.00	0.00	0.00
26	Director, Facilities Management	1.00	1.00	1.00	1.00
19	Drug Court Specialist I	2.00	2.00	1.00	0.00
21	Drug Court Specialist II	6.00	6.00	6.00	6.00
16	Help Desk Agent	0.00	0.00	1.00	0.00
10	Information Systems Analyst	2.00	2.00	1.00	2.00
21	Mediation Services Coordinator	1.00	1.00	1.00	1.00
09	Multi-Trades Worker I	1.00	1.00	1.00	1.00
13	Multi-Trades Worker II	4.00	4.00	4.00	4.00
24	Personnel Management Analyst	1.00	1.00	1.00	1.00
11	Program Assistant	2.00	2.00	2.00	2.00
11	Public Information Specialist II	1.00	1.00	1.00	1.00
09	Secretary Specialist	2.00	2.00	2.00	2.00
11	Senior Secretary	2.00	2.00	2.00	2.00
51	Senior Trial Court Staff Attorney	0.50	0.50	0.50	0.50
21	System Project Coordinator	1.00	1.00	1.00	1.00
50	Trial Court Staff Attorney	1.00	1.00	1.00	1.00
14	Unknown	1.00	1.00	0.00	0.00
99	Unknown	1.00	1.00	0.00	0.00
10	User Support Analyst	4.00	4.00	3.00	3.00
	TOTAL JUDICIAL ORGANIZATION	56.50	56.50	56.50	56.50
	GUARDIAN AD LITEM				
16	Case Coordinator I	2.00	2.00	2.00	2.00
18	Case Coordinator II	1.00	1.00	1.00	1.00
11	Senior Secretary	1.00	1.00	1.00	1.00
	TOTAL GUARDIAN AD LITEM	4.00	4.00	4.00	4.00
	BOARDS/COMMISSIONS/AGENCIES ORGANIZATION				
	CIVIL SERVICE BOARD				
AL	Administrative Specialist	2.00	2.00	1.00	1.00
99	Change Manager	0.00	0.00	0.00	1.00
AQ	Chief Personnel Analyst	2.00	2.00	3.00	1.00
99	Director, Civil Service Board	1.00	1.00	1.00	1.00
AS	General Manager II	1.00	1.00	1.00	2.00
AU	General Manager III	1.00	1.00	1.00	1.00
AX	General Manager IV	4.00	4.00	4.00	2.00
AO	Manager	2.00	2.00	2.00	3.00
AE	Office Assistant	1.00	1.00	1.00	0.00
AG	Office Assistant II	0.00	0.00	0.00	1.00
AI	Office Assistant III	1.00	1.00	1.00	0.00
AM	Personnel Analyst	4.00	5.00	4.00	4.00
AO	Personnel Research Specialist	2.00	2.00	2.00	2.00
AQ	Programmer/Analyst	1.00	1.00	1.00	0.00
AS	Project Manager II	1.00	1.00	1.00	1.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	CIVIL SERVICE BOARD (continued)				
AO	Senior Human Resource Analyst	0.00	0.00	0.00	1.00
AK	Senior Human Resource Assistant	0.00	0.00	0.00	10.00
AK	Senior Personnel Assistant	10.00	9.00	9.00	0.00
AO	Senior Program Coordinator	0.00	0.00	0.00	1.00
AM	Senior Supervisor	1.00	1.00	2.00	1.00
99	System Support/Process Improvement Manager - Civ Serv Bo	0.00	0.00	0.00	1.00
	Subtotal	34.00	34.00	34.00	34.00
	ENVIRONMENTAL PROTECTION COMMISSION				
AM	Accountant I	1.00	1.00	1.00	0.00
AL	Administrative Specialist	3.00	2.00	2.00	2.00
99	Attorney - EPC	2.00	2.00	2.00	2.00
AP	Budget Analyst II	0.00	0.00	1.00	1.00
AR	Chief Environmental Scientist	1.00	1.00	1.00	1.00
99	Director Air Management - EPC	1.00	1.00	1.00	1.00
99	Director, Waste Management Program	1.00	1.00	1.00	1.00
99	Director, Water Management Program	1.00	1.00	1.00	1.00
99	Director, Wetlands Management Division	1.00	1.00	1.00	1.00
AJ	Electronics Technician I	2.00	2.00	2.00	2.00
AL	Electronics Technician II	2.00	2.00	2.00	2.00
AN	Electronics Technician III	1.00	1.00	1.00	1.00
AO	Engineering Specialist I	4.00	4.00	2.00	2.00
AQ	Engineering Specialist II	10.00	9.00	9.00	10.00
AT	Environmental Manager	1.00	1.00	1.00	1.00
AL	Environmental Scientist I	8.00	8.00	8.00	8.00
AO	Environmental Scientist II	16.00	15.00	15.00	16.00
AK	Environmental Specialist I	6.00	6.00	6.00	6.00
AM	Environmental Specialist II	13.00	13.00	12.00	12.00
AO	Environmental Specialist III	7.00	7.00	7.00	7.00
AQ	Environmental Supervisor	7.00	7.00	7.00	6.00
AD	Environmental Tech I	0.00	0.00	0.00	1.00
99	Executive Director	1.00	1.00	1.00	1.00
99	General Counsel EPC	1.00	1.00	1.00	1.00
AQ	General Manager I	2.00	2.00	2.00	2.00
AS	General Manager II	8.00	8.00	8.00	7.00
AU	General Manager III	6.00	6.00	6.00	6.00
AX	General Manager IV	3.00	3.00	2.00	2.00
AO	Hydrologist	2.00	1.00	1.00	1.00
AV	Info System Project Manager	1.00	0.00	0.00	1.00
AL	Legal Secretary	1.00	1.00	1.00	1.00
AO	Manager	1.00	1.00	1.00	1.00
AE	Office Assistant	1.00	1.00	1.00	1.00
AI	Office Assistant III	2.00	2.00	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	ENVIRONMENTAL PROTECTION COMMISSION (continued)				
AS	Professional Engineer I	4.00	4.00	3.00	3.00
AU	Professional Engineer II	5.00	5.00	5.00	5.00
AQ	Professional Geologist	3.00	2.00	2.00	2.00
AQ	Programmer/Analyst	1.00	0.00	0.00	0.00
AQ	Project Manager I	0.00	0.00	1.00	1.00
AS	Project Manager II	0.00	0.00	2.00	1.00
AV	Project Manager III	1.00	0.00	0.00	0.00
AN	Senior Administrative Specialist	1.00	1.00	1.00	1.00
AR	Senior Budget Analyst	1.00	1.00	0.00	0.00
AT	Senior Engineering Specialist	2.00	2.00	2.00	2.00
AO	Senior GIS Analyst	1.00	1.00	1.00	1.00
AS	Senior Hydrologist	1.00	1.00	1.00	1.00
AU	Senior Software Specialist	1.00	1.00	1.00	0.00
AS	Software Specialist II	1.00	1.00	1.00	1.00
AS	Systems Analyst	1.00	1.00	1.00	1.00
	Subtotal	140.00	132.00	128.00	127.00
	LEGISLATIVE DELEGATION				
99	Director, Legislative Delegation	1.00	0.00	0.00	0.00
	Subtotal	1.00	0.00	0.00	0.00
	LAW LIBRARY BOARD				
99	Director, Law Library	1.00	1.00	1.00	1.00
AN	Paralegal Specialist	1.00	1.00	1.00	1.00
AO	Senior Librarian	1.00	1.00	1.00	1.00
AG	Senior Library Assistant	1.00	1.00	1.00	1.00
	Subtotal	4.00	4.00	4.00	4.00
	METROPOLITAN PLANNING ORGANIZATION				
99	Administrative Assistant - PC	0.00	1.00	1.00	1.00
99	Executive Director, MPO	0.00	1.00	1.00	1.00
AU	Executive Planner	1.00	1.00	1.00	1.00
AM	GIS Analyst	0.00	1.00	1.00	1.00
AK	Personal Computer Specialist	1.00	1.00	1.00	1.00
99	Team Leader Trans Planning Modeling/Program	0.00	1.00	1.00	1.00
99	Team Leader Trans Planning/Spl Program	0.00	1.00	1.00	1.00
	Subtotal	2.00	7.00	7.00	7.00
	PLANNING COMMISSION				
AS	Accountant III	0.90	0.90	1.00	1.00
99	Administrative Assistant - PC	0.90	0.00	0.00	0.00
AL	Administrative Specialist	1.00	1.00	1.00	1.00
99	Assistant Executive Director PC	0.90	0.90	0.00	0.00

DETAILED LISTING OF FUNDED FULL-TIME EQUIVALENT POSITIONS
(BY DEPARTMENT--ALL FUNDS)

		Number of FTE's			
		FY 10	FY 11	FY 12	FY 13
	PLANNING COMMISSION (continued)				
AM	Community Planner I	1.00	1.00	0.00	0.00
AN	Community Planner II	2.00	2.00	3.00	3.00
AM	Computer Graphics Designer	1.00	1.00	1.00	1.00
99	Executive Director, MPO	1.00	0.00	0.00	0.00
99	Executive Director, Planning Commission	1.00	1.00	1.00	1.00
AU	Executive Planner	2.70	2.70	3.00	2.00
AM	GIS Analyst	1.00	0.00	0.00	0.00
99	Manager, Special Projects - PC	0.90	0.00	0.00	0.00
99	Manager, Administrative Services PC	0.90	0.90	1.00	1.00
99	MPO Programs Administrator PC	1.00	0.00	0.00	0.00
AE	Office Assistant	1.00	1.00	1.00	1.00
AK	Planning & Zoning Technician II	1.00	1.00	1.00	1.00
AS	Principal Planner	8.30	9.20	8.00	9.00
AQ	Programmer/Analyst	0.90	0.90	1.00	1.00
AQ	Project Manager I	0.00	0.00	1.00	1.00
AE	Secretary	1.00	1.00	1.00	1.00
AO	Senior Librarian	0.90	0.90	0.00	0.00
AQ	Senior Planner	7.30	6.40	7.00	6.00
AO	Software Specialist I	1.80	1.80	2.00	2.00
AS	Software Specialist II	0.90	0.90	1.00	1.00
AW	Systems Software Manager	0.90	0.90	1.00	1.00
99	Team Leader Automation	0.90	0.90	1.00	1.00
99	Team Leader Countywide Planning	0.90	0.90	1.00	2.00
99	Team Leader Public Participation	0.90	0.90	1.00	1.00
99	Team Leader Research/Economic Development	0.90	0.90	1.00	1.00
99	Team Leader Trans Planning Modeling/Program	1.00	0.00	0.00	0.00
	Subtotal	44.80	39.00	39.00	39.00
	SOIL & WATER CONSERVATION BOARD				
AL	Administrative Specialist	1.00	1.00	1.00	1.00
AQ	Engineering Specialist II	1.00	1.00	1.00	1.00
AM	Environmental Specialist II	1.00	1.00	1.00	1.00
	Subtotal	3.00	3.00	3.00	3.00
	TOTAL BOARDS/COMMISSIONS/AGENCIES	228.80	219.00	215.00	214.00
	GRAND TOTAL	9,837.22	9,650.06	9,288.29	9,272.22

AFFORDABLE HOUSING

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Finance	2,3				
Workload/Demand					
# of transactions processed		3,095	3,500	3,500	3,500
Efficiency					
average # of transactions processed within 5 working days		2,631	3,485	3,485	3,485
Effectiveness					
95% of transactions processed within 5 working days		85%	95%	95%	95%
Administration	1,2,3				
Workload/Demand					
# of CRM's		n/a	260	250	250
# of Agenda items		n/a	89	88	88
Efficiency					
% of agenda items filed on time		n/a	95.0%	100%	100%
% of CRM's responded to within prescribed time		n/a	75.0%	95.0%	95.0%

AGING SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Nutrition	3				
Workload/Demand					
# of clients served		3,246	n/a	n/a	n/a
# of home delivered meals delivered		897,112	n/a	n/a	n/a
# of congregate dining site meals served		198,650	n/a	n/a	n/a
total meals provided		1,095,762	n/a	n/a	n/a
Efficiency/ Effectiveness					
avg. cost per meal provided		$5.16	n/a	n/a	n/a
% of clients satisfied with meals		97.6%	n/a	n/a	n/a
Case Management	4				
Workload/Demand					
# of clients served		2,816	n/a	n/a	n/a
# of case management hours		18,200	n/a	n/a	n/a
Efficiency/ Effectiveness					
avg. caseload per FTE		100	n/a	n/a	n/a
% of APS clients served within 72 hours		100%	n/a	n/a	n/a
% of clients remaining in the community		85.0%	n/a	n/a	n/a
RSVP	5				
Efficiency/Effectiveness					
total # of volunteer hours		145,000	n/a	n/a	n/a
value of volunteer hour		$20.25	n/a	n/a	n/a
volunteer satisfaction		99.0%	n/a	n/a	n/a
Quality Improvement	6				
Workload/Demand					
overall client satisfaction (Aging Services' Annual Survey)		97.6%	n/a	n/a	n/a
Efficiency/Effectiveness					
% of vendor services initiated within 3 days of client referral		92.0%	n/a	n/a	n/a
cycle time from meals referral to service delivery		3.0	n/a	n/a	n/a
Annual Citizen Survey	7				
County citizens survey (perceived performance senior citizens)		67.0%	n/a	n/a	n/a
County citizens survey (perceived worth senior services)		69.0%	n/a	n/a	n/a
Customer Satisfaction—County Point of Service Survey	8				
% 4s and 5s (excellent) of clients on the POS Survey		97.5%	n/a	n/a	n/a
Transportation	9				
total trips including trips to sr. centers & congregate dining sites		66,595	n/a	n/a	n/a
total # of clients who receive transportation services to areas such as senior centers and congregate dining sites		625	n/a	n/a	n/a
Provide Value Through Program Efficiency (Automation)	10				
Efficiency/Effectiveness					
total # of hours per month to reconcile client information		500 hrs	n/a	n/a	n/a

continued

AGING SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Improve Quality of Life for Senior Community (ages 60+)	11				
Physical Health: average self-rated health (1=excellent, 4=poor) Question 10		2.1	n/a	n/a	n/a
Mental Health: average level of satisfaction with life in general Question 78		1.6	n/a	n/a	n/a
Social: Percent involved in volunteer work Question 64		3.3%	n/a	n/a	n/a
Safety: Extent older adults feel safe in their neighborhoods Question 56		1.5	n/a	n/a	n/a
Financial: Percent with just enough $ to make ends meet Question 56		12..5%	n/a	n/a	n/a
Transportation: % not knowing what would use if can't get around Question 43		44.1%	n/a	n/a	n/a
Faith-Based Activity: % involved in activities organized by a faith based organization Question 76		21.6%	n/a	n/a	n/a

ANIMAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Planned FY 13
Pet Registration (Rabies Tags and Licenses)	4				
Workload/Demand					
# of Pet Registered (total of monthly tag accounting reports)		141,549	133,295	142,054	143,406
Efficiency					
# of Pet Registrations/FTE (5 FTE3)		28,310	26,659	TBD	TBD
Effectiveness					
Compliance Ratio (Registration/estimated pet population)		24.0%	22.0%	24.0%	22.0%
Responsible Animal Ownership Education Programs	5				
Workload/Demand					
# of planned educational events sponsored, supported, or participated in/year		30	40	40	40
# of mail outs promoting pet registrations/year		237,504	205,209	250,000	260,000
Efficiency					
TBD					
Effectiveness					
reduction in the number of request dealing with animal complaints/day		313	294	290	285
Animal Adoption	6				
Workload/Demand					
# of animals adopted/transferred		5,579	5,568	5,600	6,000
# of animals screened for adoption		5,987	5,492	6,000	6,500
Efficiency					
# of animals adopted per FTE		531	530	505	505
Effectiveness					
% of animals* adopted/transferred based on number of animals impounded		24.0%	27.0%	26.0%	29.0%
Pet Overpopulation Program	7				
Workload/Demand					
# of spay and neuter vouchers issued		13,933	10,152	9,500	9,500
# of spay and neuter vouchers redeemed		8,863	7,123	7,500	7,500
Efficiency					
# of vouchers issued per FTE*		13,933	10,152	9,500	9,500
Effectiveness					
% of sterile registered animals (# of sterile tags issued/# of registered pets)		79.0%	82.0%	80.0%	80.0%

* - Dogs and cats only

BUSINESS AND SUPPORT SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Procurement Function					
Workload/Demand					
# of informal procurements		321	112	110	110
# of formal awards		283	199	200	200
# of formal renewals		202	114	110	110
# of purchase cards transactions per year (in thousands)		37	35	35	35
annual purchases made with PCard (in millions)		$16.7	$20.9	$21.0	$22.0
Annual pcard rebate		$55,591	$274,838	$300,000	$350,000
# of ePayables transactions (Implemented August 2011)			36	100	150
annual purchases made with ePayables			$315,032	$1 M	$1.5 M
Annual ePayables rebate			$4,536	$15,100	$22,650
# of employees trained on P-Card		new	348	200	200
Total $ awarded		new	$338,381,414	$400,0000,000	$450,000,000
Efficiency					
cost per formal procurement	6	$3,545	$,5668	$5,640	$5,640
cost savings $ to formal awards (in millions)	6	$18.5	$23.1	$27.0	$27.0
average cost per PCard transaction	7	$2.36	$2.04	$2.04	$2.04
Effectiveness					
average turnaround time for informal procurement	6	14	21	21	21
% of procurements without protest	6	95.0%	88.0%	90.0%	90.0%
% of procurements without successful protest	6	99.0%	97.0%	98.0%	99.0%
% of cards without violation	7	99.9%	99.9%	99.9%	99.9%
% DPO reduction turnaround time (8.0 hrs) to PCard (15 minutes)	7	83.0	219.0%	150.0%	150.0%
Human Resources Function					
Workload/Demand					
# of employee/retiree benefit/retirement call/encounters (e-mails, phone calls, walk-ins)	8	126,150	130,597	129,517	136,000
# of workers' compensation encounters	9	8,843	8,296	11,284	11,850
# of Service Center and Payroll Self Serve help calls	10	1,274	800	1,552	1,000
Efficiency					
# of employee/retiree encounter per FTE (6)	8	21,025	21,766	21,586	22,665
# disputes resolved satisfactorily (Goal 70%)		new	new	new	70%
# of workers' compensation encounters per FTE	10	5,895	5,950	7,523	7,900
average # of days for resolution of help calls	11	1.06 days	1.61 days	1.13 days	1.05 days
Effectiveness					
% of employees/retirees informed on benefits	8	100%	100%	100%	100%
% of disputes resolved satisfactorily (goal 70%)	9	new	new	new	70.0%
% of customer satisfaction with safety	10	94.7%	93.0%	97.0%	94.0%
% of Service Center and Payroll Self Serve help requests resolved within 5 days	11	94.0%	94.88%	98.84%	95.0%

CHILDREN'S SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Head Start/Early Head Start – Child Outcomes Section	3				
Workload/Demand					
# of children assessed using the eight required domains for success in pre-school which include: Approaches to Learning, Creative Arts, Early Math, Fine & Gross Motor Development, Language & Literacy, Nature & Science, Physical Health Practices, and Social & Emotional Development all of which are required for success in kindergarten.		3,474	n/a	n/a	n/a
Efficiency					
% of children meeting or exceeding school readiness		100%	n/a	n/a	n/a
Effectiveness					
% of children above state and national averages for entrance into kindergarten		100%	n/a	n/a	n/a
Head Start/Early Head Start – Parent Education	4				
Workload/Demand					
# of parents participating in educational activities to promote self sufficiency, ELL, job readiness, ESOL, and parenting		4,600	n/a	n/a	n/a
Efficiency					
% of parents satisfied with the Head Start Program Educational activities		98.0%	n/a	n/a	n/a
Effectiveness					
# of new fathers participating in activities for self reliance		550	n/a	n/a	n/a
Clinical Services – Residential Treatment	5				
Workload/Demand					
# of therapy sessions (individual, group and family) per year		1,193	n/a	n/a	n/a
Efficiency					
Effectiveness					
% of clients in therapeutic residential programs demonstrating improvement on selected domains of the Achenbach CBCL		65.0%	n/a	n/a	n/a
CINS/FINS Outpatient	6				
Workload/Demand					
# of new client intakes for Non-Residential Counseling per year		552	n/a	n/a	n/a
# of client counseling sessions for Non-Residential clients per year		3,193	n/a	n/a	n/a
Efficiency					
% of parents satisfied with CINS/FINS services		88.0%	n/a	n/a	n/a
Effectiveness					
% of children at home after 6 months completion of counseling sessions		87.0%	n/a	n/a	n/a
Therapeutic Residential Care	7				
Workload/Demand					
avg. daily population		51	n/a	n/a	n/a
Efficiency					
avg. daily cost		$245	n/a	n/a	n/a
Effectiveness					
clients will have a stable placement 6 months post discharge		80.0%	n/a	n/a	n/a
clients will respond with positive comments		80.0%	n/a	n/a	n/a
clients (children & families) will exhibit improved functioning at discharge		80.0%	n/a	n/a	n/a

KEY OBJECTIVES: (continued)

26. Administer the appointment process for all Boards, Councils, and Commissions.
27. Coordinate the Financial Disclosure Reporting for the BOCC, County Administrator and all Constitutional Officers.
28. Audit the adequacy and effectiveness of internal controls & procedures for departments, agencies, programs and functions accountable to the BOCC.
29. Perform follow-up audits within 6-12 months.
30. Conduct special investigations when requested.
31. Perform BOCC approved performance audits.
32. Efficiently sort and redeliver all inbound mail received from the USPS and expedited mail services daily.
33. Efficiently process outbound mail and apply postage cost daily.
34. Efficiently pick up, redeliver, sort and distribute inter-office mail daily.
35. Efficiently fold, insert, seal and apply postage to various notices and checks.

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Record Keeping for BOCC					
Workload/Demand					
# of agenda items processed	1	3,794	4,202	4,000	4,000
# of meetings attended	1	235	205	240	240
# of BOCC meetings attended	1	78	77	100	100
# of hours in meetings	1	535	465	550	550
Efficiency					
# of agenda items per FTE	1	1,897	2,101	2,000	2,000
# of meetings attended per FTE	1	58	51	60	60
Effectiveness					
% of agenda items processed within 10 days of receipt	1	100%	100%	100%	100%
% of minutes produced within 21 days	1	93.0%	93.0%	96.0%	96.0%
% of BOCC minutes produced within 21 days	1	95.0%	98.0%	99.0%	99.0%
Zoning Process					
Workload/Demand					
# of applications processed	2	469	233	256	282
# of yearly meetings	2	25	28	28	28
# of party of record notification letter mail-outs	2	1,286	1,493	1,540	1,540
# of oral argument requests received	2	85	58	64	70
Effectiveness					
% of applications processed within 10 days	2	100%	100%	100%	100%
% of evidence from yearly meetings processed and mailed within 24 hours	2	100%	100%	100%	100%
% of party of record notification mail-outs within 20 days of BOCC Land Use Meeting	2	100%	100%	100%	100%
% of oral argument requests copies and set out for pickup by county departments within 24 hours	2	100%	100%	100%	100%
Lobbyist Registration					
Workload/Demand					
# of registrations processed per year	3	210	294	240	240
Effectiveness					
% of registrations posted on the Clerk's internet monthly	3	100%	100%	100%	100%
BOCC Research					
Workload/Demand					
# of research requests per year	1	1,221	1,104	730	730
# of copies per year	1	1,854	1,648	2,160	2,160
# of CD's and tapes per year	1	92	67	130	130

continued

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
BOCC Research (continued)					
# of e-mails/faxes per year (per page)	1	868	1,010	760	760
Effectiveness					
% of requests processed within 48 hours	1	95.0%	95.0%	95.0%	95.0%
County Finance – Treasury					
Workload/Demand					
book value of portfolio (beginning of year – in millions)	8	$1,478	$1,422	$1,483	$1,483
# of new securities transactions processed	8	84	108	95	100
Efficiency					
# of transactions per FTE	8	84	108	95	100
Effectiveness					
monthly investment reports distributed timely	8	Yes	Yes	Yes	Yes
safe, liquid and diversified investment portfolio	8	Yes	Yes	Yes	Yes
County Finance – Financial Reporting					
Workload/Demand					
# of major annual financial reports produced – countywide	4	3	3	3	3
# of federal and state grant programs or projects monitored	9	249	228	220	220
# of audited financial reports prepared – enterprise fund	4	2	2	2	2
# of quarterly financial reports prepared – enterprise	4	6	6	6	6
total enterprise fund annual debt service (in millions)	4	$29	$34	$35	$38
# of bond issues outstanding – enterprise fund	4	2	3	4	5
value of outstanding bonds (in millions) – enterprise fund	4	$213	$346	$490	$590
total enterprise funds assets (in millions)	4	$1,600	$1,743	$2,150	$2,175
total enterprise funds liabilities (in millions)	4	$325	$453	$725	$750
Efficiency					
grants monitored per FTE (in millions)	9	$144	$141	$131	$131
Effectiveness					
obtain Certificate for Achievement for Excellence in Financial Reporting (CAFR)	4	Yes	Yes	Yes	Yes
obtain award for Outstanding Achievement in Popular Annual Financial Reporting (Financial Summary Report)	5	Yes	Yes	Yes	Yes
receive unqualified audit opinion from County's CPA on:					
CAFR	5	Yes	Yes	Yes	Yes
Single Audit document	5	Yes	Yes	Yes	Yes
Water and Wastewater System Enterprise Fund	5	Yes	Yes	Yes	Yes
Solid Waste Resource Recovery Enterprise Fund	5	Yes	Yes	Yes	Yes
financial reports distributed timely	4	Yes	Yes	Yes	Yes
met rate covenant test for enterprise funds	4	Yes	Yes	Yes	Yes
County Finance – Bond Disclosure & Compliance					
Workload/Demand					
# of bond issues outstanding	13	18	17	20	21
value of bonds outstanding (in millions)	13	$738	$845	$840	$950
value of commercial paper outstanding (in millions)	13	$110	$137	$150	$175
total debt service payments (in millions)	13	$200	$93	$210	$212
# of debt service payments	13	36	40	40	42
# of escrowed bond issues outstanding	13	5	5	5	5
# of arbitrage rebate reports prepared	13	18	15	20	21
# of new and refunding bonds issued	13	1	1	0	1

continued

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
County Finance – Bond Disclosure & Compliance (continued)					
# of commercial paper notes, new issues & rollovers	13	36	25	38	38
# of bond covenant tests prepared	13	18	17	20	21
Effectiveness					
% of debt payments recorded accurately and timely	13	100%	100%	100%	100%
County Finance – Management Support					
Workload/Demand					
# of BOCC budget amendment agenda items reviewed	7	335	286	375	375
# of line items adjusted via budget amendment	7	3,980	3,596	4,000	4,000
# of review comments on County Administrator's Recommended Budget	7	159	155	200	200
# of account codes created in the financial accounting system	7	1,634	2,061	1,000	1,000
total value of all County assets controlled excluding infrastructure (in millions)	6	$2,245	$2,235	$2,450	$2,500
capital acquisitions recorded in the asset records during the fiscal year (in millions)	6	$333	$113	$350	$355
completed CIP projects transferred to depreciable assets (in millions)	6	$115	$57	$75	$100
capital asset disposals (in millions)	6	$59	$19	$60	$60
total assets inventoried (in millions)	6	$320	$365	$340	$345
Efficiency					
# of budget amendment line items adjusted per FTE	7	1,990	1,798	2,000	2,000
# of financial system account codes created per FTE	7	817	1,030	500	500
# of Capital Assets Recording FTEs	6	$247	$95	$243	$257
# of Capital Assets Inventory FTEs	6	$160	$182	$170	$172
Effectiveness					
% of approved budget amendment line items entered timely in financial system	7	100%	100%	100%	100%
% of account codes created within 1 day of request date	7	100%	100%	100%	100%
% of asset transactions recorded/reconciled by end of fiscal year	6	100%	100%	100%	100%
County Finance – Bond					
Workload/Demand					
# of new financings, CP rollovers, and refundings completed	12	n/a	35	38	39
rating agency reviews and updates	12	n/a	46	45	45
prepared secondary market disclosure report	14	n/a	1	1	1
Efficiency					
cost of bond management per debt obligation (Personnel)	12	n/a	$5,448	$5,448	$5,267
Effectiveness					
% of debt financings/refinancings that maximize interest cost savings	12	100%	100%	100%	100%
% of debt refinancing opportunities completed	12	100%	100%	100%	100%
bond issuance costs as a % of par amount issued	12	1.5%	1.5%	1.5%	1.5%
# of credit ratings reduced for technical reasons	12	0	0	0	0
% of bonds issued that are in compliance with structuring guidelines of debt policies	12	100%	100%	100%	100%
true interest cost of debt outstanding as a % of Bond Buyer Index	12	80-95%	80-95%	80-95%	80-95%
County general bond rating at end of fiscal year	12	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA	Aaa/AAA/AAA
% of timely completion of secondary market disclosure reports	14	100%	100%	100%	100%

continued

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
County Finance – Expenditures					
Workload/Demand					
# of invoices processed (includes county agencies)	10	216,425	214,327	214,330	214,330
electronic invoices	10	33,694	53,633	85,280	85,280
paper invoices	10	182,731	160,694	129,050	129,050
p-card invoices (included in invoice totals above)	10	40,831	35,441	35,440	35,440
utility invoices (included in invoice totals above)	10	49,427	57,527	57,530	57,530
# of pages scanned	10	699,759	593,033	504,050	504,080
total # of disbursements	10	77,958	69,181	69,180	69,180
Checks	10	70,476	55,150	55,150	55,150
ACH	10	7,051	13,650	13,650	13,650
EFT	10	431	381	380	380
# of direct deposit applications processed	10	779	635	635	520
# of financial reports/schedules prepared	10	22	21	22	22
# of special handling payment requests processed	10	2,051	1,550	1,550	1,550
# of other checks (payroll, poll workers, revenue) distributed	10	15,851	14,439	14,440	14,440
total # of transfers	10	882	715	715	715
journal entries	10	439	329	330	330
inter-organizational charges	10	443	387	385	385
# of county agencies served	10	27	27	27	27
# of invoices processed – county agencies	10	14,394	12,997	13,000	13,000
Efficiency					
# of invoices processed per FTE	10	7,336	7,027	7,030	7,030
personnel cost per invoice	10	$7.82	$7.80	$7.70	$7.70
Effectiveness					
% of invoices paid/released within 10 days of receipt	10	n/a	99.0%	99.0%	99.0%
% of payments returned for errors	10	n/a	<1.0%	<1.0%	<1.0%
% of financial reports/schedules prepared by agenda deadline	10	100%	100%	100%	100%
County Finance – Revenue					
Workload/Demand					
# of cash collection sites monitored (includes county agencies)	10	146	150	150	150
# of documents processed (includes county agencies)	10	14,257	16,681	16,800	16,800
# of receipts issued	10	8,083	6,592	6,800	6,800
# of financial documents prepared	11	2,440	1,700	2,150	2,150
financial reports/schedules	11	120	200	200	200
reconciliation reports (bank, AR & escrow)	11	539	786	750	750
AR invoices	11	1,781	714	1,200	1,200
# of escrow payment requests audited/prepared	11	957	820	820	820
# of cash collection sites monitored - county agencies	10	11	11	11	11
# of documents processed - county agencies	10	589	2,393	2,390	2,390
Efficiency					
# of documents processed per FTE	10	3,168	3,706	3,733	3,733
personnel costs per document	10	$81.46	$66.79	$74.60	$74.60
receipts issued (in millions)	10	$557	$1,860	$1,500	$1,500
personnel costs per receipt issued	10	$7.09	$8.34	$9.10	$9.10
# of financial documents prepared per FTE	11	813	567	716	716
personnel costs per financial document prepared	11	$70.53	$97.07	$86.35	$86.35

continued

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
County Finance - Revenue (continued)					
personnel costs per escrow payment request audited/prepared	11	$29.96	$33.54	$37.74	$37.74
# of bank errors/irregularities identified/corrected	11	518	2,178	2.000	2,000
Effectiveness					
% of documents audited and posted within 2 business days	10	91.0%	95.0%	95.0%	95.0%
% of financial documents completed within 30 days of period end	11	97.0%	98.0%	98.0%	98.0%
% of escrow payments audited/prepared within 2 days	11	100%	100%	100%	100%
% of AR invoices processed within 2 days	11	100%	100%	100%	100%
Payroll					
Workload/Demand					
# of checks issued	15	166,496	161,038	166,500	168,160
# of employees per pay cycle	15,16	6,404	6,194	6,400	6,470
# of deduction payments reconciled and paid	17	1,196	1,430	1,200	1,200
Efficiency					
# of payroll checks per FTE (average)	15	15,136	14,640	15,140	15,290
# of payroll deduction payments made per FTE	17	109	130	110	110
# of back up documents scanned & indexed within each 2 weeks	18	11,954	269	350	350
Effectiveness					
% of payments for deductions made within two days of payday	17	100%	100%	100%	100%
% of rewrite checks to generated checks (combined)	15	0.43%	0.17%	0.43%	0.43%
Clerk	15	0.12%	0.12%	0.12%	0.12%
BOCC	15	0.48%	0.18%	0.48%	0.48%
% of back up documents scanned & indexed within each 2 weeks	18	100%	100%	100%	100%
% of insurance deductions reconciled by 5th of following month	16,17	100%	100%	100%	100%
% of time reconciliation done by end of month	16	100%	100%	100%	100%
% of G/L interfaces reconciled by pay day	15,16	100%	100%	100%	100%
System Support					
Workload/Demand					
# of new and changed vendor records	19	n/a	16,586	27,168	27,439
# of batch jobs and standard reports submitted	19	7,648	8,081	8,988	8,988
# of 1099 notices mailed to vendors	19	2,387	2,417	2,043	2,063
# of IRS B-Notices mailed to vendors	19	69	77	38	39
# of table maintenance changes completed	21	813	678	700	707
# of yearly external auditors reports requested	23	73	13	24	25
# of Public Records requests	23	16	7	15	14
# of Ad Hoc report requests	23	2,809	3,733	3,349	3,382
# of training classes conducted	20	178	144	144	145
# of students trained	20	574	649	720	727
# of users established in system	21	7,338	7,415	7,450	7,490
# of program modifications requested/completed	22	596/558	85/82	80/75	81/76
# of images scanned and indexed	21	5,105	3,494	7,900	7,979
# of notifications to system users	19	1,101	1,047	1,170	1,230
# of meetings facilitated	22	86	22	30	31
Efficiency					
Avg. operational unit cost per customer	19,21,23	$37.45	$38.20	$37.10	$37.10
Avg. training & support unit cost per customer	20,21,22	$37.45	$38.20	$37.10	$37.10

continued

CLERK OF THE CIRCUIT COURT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
System Support (continued)					
Effectiveness					
# of hours to reset passwords	21	1	1	1	1
# of days to establish new application users security	21	3-5	3-5	2-3	2-3
# of days to change/terminate application users security	21	1	1	1	1
% of accuracy on establishing application securities	21	99.0%	99.0%	99.0%	99.0%
Clerk to the Board Administration					
Workload/Demand					
# of regular Board meetings	25	23	23	23	23
# of workshop meetings	25	15	24	24	24
# of BOCC Master Calendars prepared/published	25	53	53	52	52
# of incoming mail items	25	19,003	15,036	19,000	19,000
# of Chairman's correspondence/letters	25	117	95	135	135
# of Boards, Councils and Commissions	26	56	56	50	50
# of positions on Boards, Councils and Commissions	26	668	592	600	600
# of applications processed for vacancies	26	327	305	300	300
# of press releases for openings	26	6	7	6	6
# of individuals with Financial Disclosure Requirements	27	454	211	220	220
County Audit					
Workload/Demand					
# of audit reports issued	28	10	8	8	8
# of follow-up reports issued	29	6	6	6	6
# of special investigations	30	0	2	2	2
# of BOCC performance audits	31	0	2	2	2
Efficiency					
# of audit reports (regular, follow-up, special) per FTE	28-31	1.60	1.80	1.80	1.80
Effectiveness					
% of recommendations implemented as of follow-up date	28	58.0%	58.0%	80.0%	80.0%
% of follow-up audits performed within 6-12 months of the original audit	29	100%	100%	100%	100%
Mail Services					
Workload/Demand					
# of pieces of incoming mail	32	1,717,379	1,709,110	1,760,383	1,813,195
# of pieces of outgoing mail	33	2,251,402	1,861,116	1,916,949	1,974,458
# of pieces of interoffice mail	34	1,562,202	1,300,773	1,339,796	1,379,990
# of pieces of expedited/certified mail tracked	32	47,886	42,665	43,945	45,263
# of boxes picked up and delivered	34	19,184	20,016	21,235	21,872
# of checks/accounting letters	35	72,482	80,656	83,076	85,568
# of stops	32-35	281	259	267	275
Efficiency					
# of pieces of incoming mail per FTE	32	137,390	136,729	140,831	145,056
# of pieces of outgoing mail per FTE	33	643,258	531,747	547,700	564,131
# of pieces of interoffice mail per FTE	34	124,976	104,062	107,184	110,399
# of stops per FTE	32-35	22.5	20.7	21.3	22
Effectiveness					
% of mail received that is delivered	32-35	99.9%	99.9%	99.9%	99.9%

CLIENT AND LIAISON SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Planned FY 13
# of HTV shows planned and conducted			---	---	---
# of site visits		20	20	---	---
# of disability awareness activities		3	2	---	---
# interdepartmental/governmental entities technical assistance provided		40	45	---	---
# of queries received and handled		600	600	---	---
Efficiency					
cost of print material to number distributed		---	---	---	---
Effectiveness					
% of queries responded to within 24 hours		---	---	---	---
% customer satisfaction surveys that are rated as "good" or "excellent"		---	---	---	---
Asian-American Affairs Liaison	1				
Workload/Demand					
# of community meetings/programs as County advocate including coordination and assistance with inter-county, state and international groups		---	---	---	---
# of Heritage events		---	---	---	---
# of workshops/seminars/presentations planned and conducted		---	---	---	---
# of media outreach/contacts		---	---	---	---
# of HTV shows planned and conducted		---	---	---	---
# of public information pamphlets/media items		---	---	---	---
# of interdepartmental coordination efforts		---	---	---	---
# of queries received and handled		---	---	---	---
Efficiency					
cost per Heritage event		---	---	---	---
ratio of sponsorship $ to value to County $		---	---	---	---
Effectiveness					
% of queries responded to within 24 hours		---	---	---	---
% efforts with satisfactory arbitration/resolution		---	---	---	---
Hispanic Affairs Liaison	1				
Workload/Demand					
# of community meetings/programs as County advocate		112	116	---	---
# of Heritage events		2	3	---	---
# of workshops/seminars/presentations planned and conducted		16	16	---	---
# of media outreach/contacts		30	30	---	---
# of HTV shows planned and conducted		n/a	n/a	---	---
# of public information pamphlets/media items		2	12	---	---
# of interdepartmental coordination efforts		---	---	---	---
# of queries received and handled		2,500	2,500	---	---
Efficiency					
cost per Heritage event		0	0	---	---
ratio of sponsorship $ to value to County $		0	0	---	---
Effectiveness					
% of queries responded to within 24 hours		90	90	---	---
% efforts with satisfactory arbitration/resolution		95	90	---	---

CODE ENFORCEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Condemnation and Removal of Dangerous Structures					
Workload/Demand					
# hazardous structures Identified		156	111	50	50
Efficiency					
average time to demolition (removal)		561 days	462 days	180 days	180 days
Effectiveness					
# of dangerous building demolished (whether by contract or effective removal)		113	46	50	50
CDBG Funded Inspections					
Workload					
# of proactive violations addressed in CDBG target areas		3,530	1,751	2,000	2,000
Efficiency					
# of proactive violations addressed per CDBG funded position		706	350	500	500
Effectiveness					
% of those violations resolved within the same fiscal year		67.05%	92.29%	75.00%	75.00%

COMMUNICATIONS AND HTV DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Internet and Intranet Services	3				
Workload/Demand					
# of new service requests for Internet and Intranet		2,744	3,400	3,740	3,927
Efficiency					
our cost per hour vs. industry standard hour		$39/$69.2	$39/$69.2	$39/$69.2	$39/$69.2
Effectiveness					
# of Internet visits per month		339,006	358,333	376,249	395,061
Citizen Services Center	4				
Workload/Demand					
# of CRM cases		12739	13346	18999	20899
# of Public meetings coordinated		85	93	98	103
# of public meetings/construction/ zoning signs posted		3918	4092	4297	4512
Efficiency					
CRMs handled and resolved within the time allotted		11,592	12,946	18,809	20,481
% of CRM resolved vs. escalated		91.0%	97.0%	98.0%	98.0%
Effectiveness					
% of public meetings/construction/zoning signs posted on time.		100%	100%	100%	100%

CONSUMER PROTECTION AGENCY

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Pain Management Clinic Regulation	4,5				
Workload/Demand					
# of clinic applications received and processed		60	50	47	47
total # of FTE hours required to administer program/startup		698	400	350	350
Efficiency					
avg. # FTE hours utilized per application		12	8	7	7
Effectiveness					
license and application fees collected		$142,500	$150,000	$138,000	$138,000
# of clinic licenses issued or approved		47	50	46	46

DEBT MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Financial Advisory Services	2				
Workload/Demand					
# of new financial and credit analyses		28	n/a	n/a	n/a
# of financial issues of authorities, departments and other agencies reviewed and evaluated		31	n/a	n/a	n/a
# design/oversight of strategic plans and financial management of Enterprise Funds and Affordable Housing Dept.		6	n/a	n/a	n/a
# of miscellaneous financial advisory services		117	n/a	n/a	n/a
Efficiency					
cost (Char. 10, 30 & 60) per combined Financial Advisory Workload Units		$5,113	n/a	n/a	n/a
Effectiveness					
% consistent application of sound financial business principles and compliance with outstanding debt covenants 100% of the time		100%	n/a	n/a	n/a
Municipal Securities Market Compliance & Disclosure	3				
Workload/Demand					
prepare Secondary Market Disclosure Report		1	n/a	n/a	n/a
Efficiency					
cost (Character 10) per unit		$2,052	n/a	n/a	n/a
Effectiveness					
% completion of Secondary Market Disclosure Reports in a timely manner		100%	n/a	n/a	n/a
# of regulatory actions against the County		0	n/a	n/a	n/a
Financial & Credit Evaluations of Conduit Bond Issues	4				
Workload/Demand					
# of CDD applications evaluated		5	n/a	n/a	n/a
# of conduit bond transactions evaluated		5	n/a	n/a	n/a
Efficiency					
cost (Char. 10) per unit		$1,201	n/a	n/a	n/a
Effectiveness					
# of defaulted conduit bond issues		0	n/a	n/a	n/a
Combined Services Efficiency Measure					
Efficiency					
total department cost per combined # of all Workload/Demand units		$3,693	n/a	n/a	n/a

DEVELOPMENT SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Building Plans Review and Permitting	4				
Workload/Demand					
# of permit applications received		20,610	20,561	19,603	21,500
Efficiency					
# of permit applications per FTE		2,061	2,056	1,960	2,150
mean cost per review		new	new	new	new
Effectiveness					
# of permits approved		20,610	20,561	19,603	21,500
% of single family permits completed within 10 days		97.0%	---	97.0%	97.0%
% of commercial permits completed within 20 days		61.0%	---	61.0%	61.0%
Building Inspection	5				
Workload/Demand					
# of inspections requested		130,379	138,740	139,948	140,000
Efficiency					
mean # of inspections per FTE per day		24	24	23	23
mean cost per inspection		new	new	new	new
Effectiveness					
# of inspections completed		130,379	138,740	139,948	140,000
% of inspection requests completed within 24 hours		97.0%	---	97.0%	97.0%

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Small Minority Business Development (continued)					
Workload/Demand					
# of MBE certifications/SBE registrations processed **		327	465	410	380
# of MBE bid reviews completed		256	292	143	150
# of MBE/SBE contracts to be managed (staff not available)		0	200	202	225
# of jobs created		n/a	249	260	275
# of jobs retained		n/a	218	250	300
# of new small business starts		n/a	51	65	75
# of Enterprise Zone technical assistance/requests for info		812	828	844	861
# of Enterprise Zone tax credit applications submitted/assisted		7	5	11	12
# of Enterprise Zone Board meetings & workshops		10	10	10	10
Efficiency					
average # of workshop attendees per month		295	296	185	192
# of bid reviews per FTE		128	69	72	72
Effectiveness					
% of SBIC requests responded to in 3 days		99.0%	99.0%	99.0%	99.0%
% of client satisfaction with services of SBIC (score of 1 to 5, highest)		97.0%	99.0%	99.0%	99.0%
% of customer satisfaction with workshop (score of 1 to 5, highest)		98.0%	96.0%	98.0%	99.0%
% of construction projects which met the DM/DWBE goal		69.0%	70.0%	58.0%	58.0%
% of time for certification/registrations processed/approved		50.0%	50.0%	25.0%	25.0%
total $ of MBE/SBE contracts		$13,170,459	$13,303,494	$13,000,000	$13,000,000
% increase in technical assistance in Enterprise Zone		26.0%	2.0%	2.0%	2.0%
% increase in new jobs in Enterprise Zone		138.0%	2.0%	2.0%	2.0%
% of requests responded to within 3 days-Enterprise Zone		100.0%	99.0%	100%	100%
Agriculture Industry Development	4				
Workload/Demand					
# of agriculture projects facilitated		59	65	57	60
# of contacts/meetings		1,957/132	2,290/167	1,750/120	1,750/120
Efficiency					
ratio of resolutions to projects		51:59	59:65	43:57	45:60
Effectiveness					
# of agriculture projects resolved		51	59	43	45
% of agriculture inquiries responded to in 24 hours		95.0%	95.0%	95.0%	95.0%
Tourist Development	5				
Workload/Demand					
# of tourism/TDC technical assistance (TA) consults		324	331	338	344
# of TDC contracts administered		23	20	12	12
# of General Fund/BOCC technical assistance (TA) consults		12	20	20	21
# of General Fund Agreements administered		12	12	18	18
Efficiency					
average # of tourism TA consults per month		27	28	28	29
Effectiveness					
% increase in tourism/TDC TA consults (****)		4.5%	2.0%	2.0%	2.0%
% of contracts monitored 4 times per year		100%	100%	100%	100%
% of tourism requests responded to within 3 days		96.0%	95.0%	95.0%	95.0%

continued

ECONOMIC DEVELOPMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Asian American and International Liaison					
Workload/Demand					
# of community meetings/programs as County advocate including coordination & assistance with inter-county, state, and international groups	12	410	410	320	320
# of Heritage events		1	1	2	2
# of workshops/seminars/presentations planned and conducted		6	6	6	6
# of media outreach/contacts		6	6	10	10
# of HTV shows planned and conducted		1	1	1	1
# of public information pamphlets/media items		210	210	250	250
# of interdepartmental coordination efforts		14	14	18	18
# of queries received and handled		570	570	600	600
# of international projects, assistance/requests & contacts		n/a	n/a	210	220
Efficiency					
cost per Heritage event		not provided	not provided	not provided	not provided
ratio of sponsorship # to value to County $		not provided	not provided	not provided	not provided
# of international consults		n/a	n/a	230	265
Effectiveness					
% of queries responded to within 24hours		90.0%	90.0%	92.0%	92.0%
% efforts with satisfactory arbitration/resolution		96.0%	96.0%	96.0%	96.0%
% increase in international consults		n/a	n/a	10.0%	15.0%
% of request responded to within 3 days		n/a	n/a	97.0%	97.0%
Local Average Wage					
County		$43,160	$46,124	$47,363	$49,164
State		$39,468	$41,652	---	---
Federal		$43,680	$47,164	---	---
Estimated annualized wages based on Bureau of Labor Statistics (BLS)-Third Quarter 2011					
Annual unemployment rate					
County		11.6%	11.1%	n/a	n/a
State		11.3%	10.08%	n/a	n/a
Federal		9.1	9.16%	n/a	n/a
Estimated Unemployment based on BLS data-Sept 2010-Sept 2011					
Annual employment growth					
County		0%	2.59%	---	---
State		---	2.22%	---	---
Federal		---	2.1%	---	---
Estimated employment growth based on BLS data-Sept 2010 – Sept 2011					

*In FY10, official preliminary data indicates a net total job loss of 7130 for Hillsborough County, in large part due to the national economic downturn. During this same period, new job announcements of 1,481 represent an offset to those job losses and a creation of 768 jobs over those lost.

**Certification & registration of DM/DWBE & SBE firms are for a two-year period.

ENVIRONMENTAL PROTECTION COMMISSION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Water Management (continued)	2				
Workload/Demand					
# of water quality stations monitored per month		213	213	213	213
# of benthic sampling units processed per year		850	438	450	450
# of citizen complaints received regarding water quality issues		36	35	35	35
# of active PRF and GSTF projects managed per year		35	30	25	30
# of artificial reef construction/monitoring events		8	16	16	16
# of requests for monitoring data from external users		35	35	35	35
Efficiency					
# of water quality stations monitored per Environmental Scientist/Technician per month		71	71	71	71
# of benthic sampling units processed per Environmental Science/Technician per year		212	212	212	212
# of active PRF and GSTF projects managed per year per FTE		25	22	14	17
Effectiveness					
% of water quality monitoring stations sampled per year		100%	100%	100%	100%
% of benthic monitoring stations sampled per year		100%	100%	100%	100%
% of ecological monitoring stations reinspected within 24 months		100%	100%	100%	100%
Waste Management	3				
Workload/Demand					
# of permits issued		20	14	15	15
# of SQG inspections conducted per year		1,785	1,881	1,785	1,785
Efficiency					
# of SQG inspections conducted per inspector per year		357	376	357	357
Effectiveness					
% of SQG facilities found to be in compliance		71.0%	72.0%	50.0%	50.0%
% of SQG facilities found to be in compliance within one year of initial inspection		100%	100%	100%	100%
Wetland Management	4				
Workload/Demand					
# of new assessment reviews		1,306	1,414	1,449	1,449
# of active mitigation compliance projects per year		203	196	180	180
Efficiency					
# of assessment reviews per inspector		123	133	137	137
# of mitigation compliance inspections per inspector per year		180	175	181	181
Effectiveness					
% of permits processed meeting timeline requirement		100%	99%	99%	99%
% of sites found to be in mitigation compliance		95.0%	95.0%	96.0%	96.0%
All Divisions	1-4				
Workload/Demand					
# of complaints received		1,709	1,548	1,600	1,600
Efficiency					
% of complaints responded to within 7 days		98.7%	99.5%	99.0%	99.0%
Effectiveness					
% of complaints resolved within 90 days		95.5%	97.7%	96.0%	96.0%
Customer Satisfaction Rating of 4 or better on a scale of 1 to 5		84.0%	>84.0%	90.0%	90.0%

EXTENSION SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Planned FY 13
Family & Consumer Sciences (F&CS) Programs	4				
Workload/Demand					
# of educational contacts		31,200	34,320	37,752	41,527
Efficiency					
avg. # of contacts/topic area		7,800	8,580	9,438	10,382
Effectiveness					
# reporting improved nutritional, parenting, & financial practices		2,736	3,010	3,311	3,642
Cooperative Extension Department	5 & 6				
use of website,-# of visits (Hillsborough.extension.ufl.edu)		355,452	390,997	430,097	473,107
% program participants reporting prompt attention to needs		98.0%	98.0%	99.0%	99.0%
overall customer satisfaction with service received		100.0%	100.0%	100.0%	100.0%
Hillsborough County Farm-Gate Ag product $ value (Extension Service represents a portion of this significant impact.)		$778 million	---	---	---

FACILITIES MANAGEMENT SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Architecture Services	3				
Workload/Demand					
# of CIP projects & value		99/$286-M	121/$250-M	98/267-M	90/245-M
# of non-CIP projects		70	75	75	75
Efficiency					
CIP Delivery costs as a % of Total Construction Costs (TCC) vs. industry		12%/35%	12%/35%	13%/35%	13%/35%
Effectiveness					
% of construction project costs within 5% of award		99.0%	99.0%	95.0%	95.0%
% of projects completed within 30 days of approved CIP schedule		80.0%	87.0%	90.0%	90.0%
Repair & Preservation	4				
Workload/Demand					
# and value of R3M projects		178/$7-M	99/$5-M	120/$4.5-M	125/$5-M
square feet facilities requiring condition coding		500,000	1,000,000	1,000,000	1,100,000
Efficiency					
Cost per square foot to condition code facilities		$0.46	$0.37	$0.40	$0.38
Construction delivery costs as a % of Total Construction Costs (TCC) vs. industry		9%/14%	8%/14%	8.5%/14%	8.5%/14%
Effectiveness					
% of annual program completed within 12 months (R3M)		83.0%	100%	100%	100%
Square feet of facilities condition coded		0	1,007,000	1,100,000	1,100,000
Public Art Program	5				
Workload/Demand					
# of new art / maintenance projects completed per year		2/4	2/3	4/2	4/2
Total No. of art projects managed in program		24	35	38	34
Efficiency					
PM costs for project delivery as a % of art program costs vs. industry standard of 20%		20.0%	15.0%	18.0%	18.0%
Effectiveness					
% of projects completed within 5% of budget		100%	100%	100%	100%
% of annual art program completed vs. planned		66.0%	90.0%	90.0%	90.0%

* No data previously available.

FAMILY AND AGING SERVICES DEPARTMENT

Additional Services /Measures

SERVICES//MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
HEALTH AND SOCIAL SERVICES DIVISION					
Indigent Health Care*	1,5,10,13				
Workload/Demand					
total unduplicated members served by Health Care Trust Fund		33,158	35,124	36,500	38,000
avg. monthly members in Health Care Plan		15,232	13,798	13,500	13,500
Efficiency					
per member per month medical overlay and pharmacy costs		$455	$438	$451	$465
% annual increase in PMPM		-1.7%	-3.8%	+3.0%	+3.0%
Effectiveness					
% of administrative expenditures to Health Care budget[1]		10.2%	9.3%	9.8%	10.2%
Client Assistance	2, 3, 12				
Workload/Demand					
total # of unduplicated households screened for GA[2]		25,126	31,406	29,800	29,800
total # of unduplicated households qualified/receiving GA[2]		19,981	18,835	17,500	17,000
# of clients completing and maintaining a budget (90 days)		64	222	180	180
# of clients opening IDA or savings account		107	57	60	60
Efficiency					
avg. annual cost of GA per household		$400	$525	$450	$450
Effectiveness					
# of families moved out of poverty		1,367	1,069	1000	950
# of families with an inc of at least 1 level on the ROMA scale		5,374	19,452	15,000	15,000
Sunshine Line	4, 13				
Workload/Demand					
# of specialized transport trips (door-to-door)		200,194	203,289	202,000	202,000
Efficiency					
Cost per trip (all)		$11.75	$11.75	$11.75	$11.84
Cost per bus pass		$11.42	$11.36	$11.50	$11.50
Effectiveness					
% of transportation (door-to-door) trips on time		92.7%	92.6%	90.0%	90.0%
% of customer satisfaction		96.0%	94.0%	94.0%	94.0%
Ryan White Program	8, 13				
Workload/Demand					
# of unduplicated clients served		6,074	6,290	6,290	6,290
Total HIV grant funding secured		$13,326,734	$12,801,029	$12,801,029	$12,801,029
Efficiency					
dollars per client served		$2,194	$2,035	$2,035	$2,035
Effectiveness					
% providers compliant with contracts		99.0%	99.0%	99.0%	99.0%
Achieve at least 85% on customer satisfaction surveys		95.0%	96.0%	96.0%	97.0%
Homeless Case Management	6, 13				
Workload/Demand					
# of homeless applicants screened for services (unduplicated)		2,890	2,697	2,700	2,700
# of homeless applicants accepted for services		2,020	2,015	2,000	2,050
Efficiency					
avg. annual dollars per homeless person assisted		$562	$446	$525	$525
Effectiveness					
% of homeless stabilized and transitioned into housing		28.0%	29.0%	30.0%	30.0%

continued

FAMILY AND AGING SERVICES DEPARTMENT

Additional Services /Measures

SERVICES//MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Summer Food Program for Children	7, 13				
Workload/Demand					
# of lunches and snacks served to eligible children		474,356	389,932	400,000	400,000
Efficiency					
avg. cost per lunch		$3.00	$2.82	$3.10	$3.00
Effectiveness					
% increase of lunches and snacks over prior year		-23.9%	-17.8%	0%	0%
Veterans Services	9				
Workload/Demand					
# of veterans, dependents, survivors assisted		33,545	31,747	33,000	34,000
Efficiency					
cost to County per client assisted		$8.36	$7.51	$7.48	$7.85
Effectiveness					
% of customer satisfaction		99.8%	95.0%	n/a	n/a
federal VA benefits to Hillsborough County citizens (in millions)		$20.0	$37.0	$22.1	$23.2
Trauma Care	11				
Workload/Demand					
# of Trauma Audit Committee meetings		10	10	10	10
# of autopsies of institutional non-natural deaths reviewed		295	290	290	290
Efficiency					
avg. attendance at Trauma Audit meetings		28	25	25	25
Effectiveness					
reduce/maintain over-triage to 15% or less		14.8%	14.5%	14.5%	14.5%
Health and Social Services Team Goal	5				
Workload/Demand					
community value of grants and other non ad valorem funding sources		$156,818,717	$154,763,572	$160,000,000	$160,000,000
Efficiency					
# of new grant applications		9	8	8	8
Effectiveness					
$ increase of grant and other funding sources[3]		$949,320	$2,100,00	---	---
Prosperity Campaign	12				
Workload/Demand					
# of returns filed at free tax preparation sites county-wide		n/a	n/a	n/a	n/a
# of returns filed at free tax preparation sites at Neighborhood Service Centers		1,664	1,309	n/a	n/a
# of persons receiving Credit Education		119	186	n/a	n/a
Efficiency					
$ return per tax return filed (county-wide)		n/a	n/a	n/a	n/a
$ return per tax return filed (Neighborhood Service Centers)		$1,686	$1,745	n/a	n/a
Effectiveness					
total $ returned to Hillsborough County residents (in millions)		$9.10	$10.2	n/a	n/a

continued

FAMILY AND AGING SERVICES DEPARTMENT

Additional Services /Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
AGING SERVICES DIVISION					
Overall For Aging Services					
Workload/Demand					
clients served		6,166	4,863	4,860	4,860
avg. clients on waiting list for services		1,403	2,804	n/a	n/a
In-Home Care	14				
Workload/Demand					
clients served		1,670	1,429	1,425	1,425
hours of homemaker, personal care, respite, companion, chore and enhanced chore services		153,992	158,664	158,664	158,664
Efficiency/Effectiveness					
% of clients satisfied with In-Home Services		95.0%	98.0%	95.0%	95.0%
Senior Centers	15				
Workload/Demand					
day care clients served		531	417	450	500
hours of facility-based respite, adult day care		212,133	180,836	208,000	210,000
senior center visits		63,841	69,270	62,000	62,500
Efficiency/Effectiveness					
overall occupancy percent (adult day care only)		75.0%	65.0%	75.0%	85.0%
% of clients satisfied with Senior Center services		97.1%	100.0%	98.0%	97.0%
Nutrition	16				
Workload/Demand					
# of clients served		3,387	2,653	2,545	2,545
# of home delivered meals served [4]		759,264	619,097	595,000	595,000
# of congregate dining site meals served [4]		380,023	315,072	302,500	302,500
total meals provided		1,139,287	934,169	897,500	897,500
Efficiency/Effectiveness					
avg. cost per meal provided		$6.80	$6.80	$6.80	$6.80
% of clients satisfied with meals		98.3%	85.0%	90.0%	90.0%
Case Management	17				
Workload/Demand					
# of clients served		1,985	1,775	1,700	1,700
# of case management hours		30,794	30,000	30,000	30,000
Efficiency/Effectiveness					
avg. caseload per FTE		95	95	100	100
% of APS clients served within 72 hours		100%	100%	100%	100%
% of clients remaining in the community		95.8%	94.8%	94.6%	94.5%
RSVP	18				
Efficiency/Effectiveness					
total # of volunteer hours		136,321	133,540	125,000	125,000
value of volunteer hour		$20.85	$21.36	$21.36	$21.36
volunteer satisfaction		99.0%	99.0%	99.0%	99.0%
Quality Improvement	19				
Efficiency/Effectiveness					
overall client satisfaction (Aging Services' Annual Survey)		97.0%	95%	95%	95%

continued

FAMILY AND AGING SERVICES DEPARTMENT

Additional Services /Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Transportation	20				
total trips including trips to sr. centers & congregate dining sites		61,851	60,000	60,000	60,000
total # of clients who receive transportation services to areas such as senior centers and congregate dining sites		580	550	550	550
Improve Quality of Life for Senior Community (ages 60+)	21				
Efficiency/Effectiveness					
% of customers who are at imminent risk for nursing home placement who are served with community based services		91.67%	93.55%	91.67%	91.67%
% of APS referrals who are in need of immediate services who are served within 72 hours		99.21%	100%	99.21%	99.21%
% of new service recipients whose Instrumental Activities of Daily Living (IADL) assessment score has maintained or improved		69.86%	78.89%	69.86%	69.86%
% of new service recipients whose Activities of Daily Living (ADL) assessment score has maintained or improved		63.01%	76.38%	63.01%	63.01%
% of caregiver's ability to provide care is maintained or improved after one year of service intervention		94.00%	97.00%	94.00%	94.00%
% of new service recipients with high risk nutrition scores whose nutrition status improved		47.50%	61.00%	47.50%	47.50%
CHILDREN'S SERVICES DIVISION					
Child Care Licensing	22				
Workload/Demand					
# of inspections of child care facilities		5,146	5,200	5,200	5,200
# of investigations of complaints against facilities		436	545	545	545
Efficiency					
avg. # of inspections annually per inspector		395	400	400	400
Effectiveness					
% of licensed child care providers receiving at least 2 inspections per licensing year		100%	95.0%	95.0%	95.0%
Clinical Services – Residential Treatment	26				
Workload/Demand					
# of therapy sessions (individual, group and family) per year		2,599	1,142	1,142	1,142
Efficiency/Effectiveness					
% of clients in therapeutic residential programs demonstrating improvement based upon goals of treatment plan		80.0%	80.0%	80.0%	80.0%
Clients Served – Residential and Non-Residential	27				
Workload/Demand					
# clients served		1,186	891	891	891
avg. cost to the County/client		$18.58	$18.58	$18.58	$18.58
CINS/FINS Outpatient	26,27				
Workload/Demand					
# of new client intakes for Non-Residential Counseling per year		529	521	521	521
# of client counseling sessions for Non-Residential clients per year		2,836	2,836	2,935	2,935
Efficiency					
% of parents satisfied with CINS/FINS services		85.0%	85.0%	85.0%	85.0%

continued

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
CINS/FINS Outpatient (continued)	26,27				
Effectiveness					
% of children at home after 6 months completion of counseling sessions		87.0%	87.0%	87.0%	87.0%
CINS/FINS Delinquency Prevention	23				
Efficiency/Effectiveness					
% of residential and non-residential clients who will remain crime-free 180 days post-discharge		91.0%	92.5%	92.5%	92.5%
Therapeutic Residential Care	24,25,26				
Workload/Demand					
Provide safe and secure daily housing for clients (days)		14,600	12,908	12,908	12,908
Efficiency					
% of clients released to same or a less restrictive environment		80.0%	77.0%	77.0%	77.0%
Effectiveness					
% zero abuse reports with verified findings		80.0%	80.0%	80.0%	80.0%
% clients will remain without elopement episodes		80.0%	80.0%	80.0%	80.0%
% clients will show improved functioning and satisfaction as a result of services provided		n/a	90.0%	90.0%	90.0%
HEAD START DIVISION					
Head Start/Early Head Start	28,30				
Workload/Demand					
Head Start/Early Head Start and Pregnant Mothers funded enrollment		3,474	3,474	3,474	3,474
# of children with disabilities enrolled		386	399	347	347
Efficiency					
cost per child per year–Head Start/Early Head Start		$10,374	$10,520	$10,113	$10,113
cost per hour per child for BOCC Head Start		$5.66	$5.33	$5.27	$5.27
cost per hour for BOCC Early Head Start		$9.14	$8.55	$5.78	$5.78
cost per hour for School Board operated Head Start		$6.72	$6.88	$7.08	$7.08
cost per hour for Early Head Start ARRA Expansion		$5.82	$7.04	n/a	n/a
cost per hour for Head Start ARRA Expansion		$9.20	$5.34	n/a	n/a
Effectiveness					
daily attendance/% of enrollment		88.1%	87.4%	87.0%	87.0%
% of compliance with Office of Head Start standards		100%	100%	100%	100%
% of parents responding with positive changes		95.0%	97.0%	95.0%	95.0%
% of children meeting school readiness goals		100%	100%	100%	100%
% of Families with Partnership Agreement		100%	100%	100%	100%
Head Start/Early Head Start – Child Outcomes Section	29,31				
Workload/Demand					
# of children assessed using the eight required domains for success in pre-school which include: Approaches to Learning, Creative Arts, Early Math, Fine & Gross Motor Development, Language & Literacy, Nature & Science, Physical Health Practices, and Social & Emotional Development all of which are required for success in kindergarten. As of 2012 assessment will include 3 additional domains: Social Sciences, English Language Acquisition, and Logic and Reasoning. Language and Literacy will be broken into 2 separate domains.		3,567	4,052	3,600	3,600

continued

FAMILY AND AGING SERVICES DEPARTMENT

Additional Services /Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Head Start/Early Head Start – Child Outcomes Section	29,31				
Workload/Demand					
# of children assessed using the eight required domains for success in pre-school which include: Approaches to Learning, Creative Arts, Early Math, Fine & Gross Motor Development, Language & Literacy, Nature & Science, Physical Health Practices, and Social & Emotional Development all of which are required for success in kindergarten. As of 2012 assessment will include 3 additional domains: Social Sciences, English Language Acquisition, and Logic and Reasoning. Language and Literacy will be broken into 2 separate domains.		3,567	4,052	3,600	3,600
# of children receiving 2/3 of the daily nutritional requirement - nutrition		3,567	4,052	3,600	3,600
Efficiency					
% of children meeting or exceeding school readiness per VPK standards, Child Outcomes Assessments, and other tools.		90.0%	90.0%	80.0%	80.0%
% of children receiving breakfast, hot lunch, and nutritious snack every day through Head Start/Early Head Start		100%	100%	100%	100%
Effectiveness					
% of children above state and national avg.s for entrance into kindergarten		80.0%	85.0%	90.0%	90.0%
% of children meeting 2/3 of USDA's nutritional requirements		100%	100%	100%	100%

[1]Excludes the replacement cost of the Client Eligibility System (CLASS) and other indirect costs for ITS from the Trust Fund.

[2]For FY 11, we anticipate a slight upturn or improvement in the economy from FY10. This should result in a corresponding reduction in both the number of households being screened for services as well as the number of households qualified for financial assistance.

[3]For FY 11 there is $6.45 million in grant applications pending.

[4]Note: Beginning in FY10 breakfast meals previously reported as home delivered meals are now allocated between home-delivered meals served and congregate dining meals served.

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Fire Rescue Emergency Response Times (cont'd)					
Efficiency					
avg. response time in new urban area		5.9 min.	6.1 min.	6.2min.	6.1 min.
avg. response time in new suburban area		6.6 min.	6.8 min.	6.8 min.	6.8 min.
avg. response time in new rural area		9.1 min.	9.3 min.	9.4 min	9.4 min.
Fire Rescue Emergency Response Times (continued)	3-5				
Effectiveness					
% of new urban fire rescue response time within 6 minutes		57.7%	54.0%	54.0%	54.0%
% of new suburban fire rescue response time within 7 minutes		61.7%	59.5%	59.5%	59.5%
% of new rural fire rescue response time within 10 minutes		64.8%	63.7%	63.0%	63.0%
% value of citizen's perceived worth of fire services		90.0%	90.0%	---	---
ALS Personnel & Transport Unit Response Times	1, 2				
Workload/Demand					
# of responses		55,476	55,414	55,420	55,420
# of transports		32,591	33,200	33,200	33,200
Efficiency					
avg. response time countywide (ALS Transport)		8.2 min	8.2 min	8.2 min.	8.2 min.
% value of citizen's perceived worth of emergency services		90.0%	90.0%	---	---
Effectiveness					
% of ALS transport unit response time within 9 minutes2		67.8%	68.2%	68.2%	68.2%
% of ALS personnel within 7 minutes2		63.3%	61.5%	61.5%	61.5%
Volunteer Firefighter Program	6				
Workload/Demand					
avg. # of active volunteers		170	170	170	170
Volunteer Firefighter Program (cont'd)					
Efficiency					
avg. # having excess of one year service		130	110	110	110
Effectiveness					
% of volunteer retention with excess of one year service		76.0%	65.0%	65.0%	65.0%
Training Program	6				
Workload/Demand					
# of personnel: career/volunteer		824/170	824/170	824/170	824/170
Efficiency					
# of training hours:					
career (average of 50 hours per person)		41,371	41,390	41,500	41,500
volunteer (average of 45 hours per person)		7,027	7,650	7,650	7,650
Effectiveness					
% of training hours goal achieved per person (career-50 hours/volunteer-45 hours)		98.0%/98.0%	100%/100%	100%/100%	100%/100%

continued

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Fire Prevention Inspection Program	7				
Workload/Demand					
# of structures needing annual inspection[2]		48,921	41,647	41,647	41,647
# of annual inspections performed		25,565	22,282	21,795	21,795
# of annual new construction inspections performed		1,849	1,882	1,938	1,996
# of annual re-inspections[3]		8,734	9,882	8,724	8,724
# of annual school inspections performed		1,570	1,291	1,291	1,291
# of educational programs conducted/citizens contacted[4]		854/174,785	663/326,994	663/225,650	663/225,650
# of Plans reviewed[5]		2,223	2,174	2,289	2,289
# of structure fires annually in Hillsborough County		760	756	735	735
Efficiency					
avg. fee per inspection		$38.28	$48.27	$40.32	$40.32
avg. workload (inspections) per Inspector		913	825	807	807
total fees collected for inspections		$978,645.95	$1,075,535.21	$878,694.00	$878,694.00
total fees collected for Plans Review		$247,104.48	$241,773.43	$231,454.32	$231,454.32
# of false alarms responded to annually/annual revenue		3,127/$4,400	2,458/$400.00	2,364/$400.00	2,364/$400.00
Effectiveness					
% of commercial occupancies inspected		52.0%	54.0%	52.0%	52.0%
# of fires investigated/cases closed/arrests		243/122/19	270/141/11	291/135/11	291/135/11
# of fire fatalities/injuries		8/20	4/26	6/20	6/20
% of plans reviewed within 45 days		100%	100%	100%	100%
Fire/Medical Emergency Dispatch					
Workload/Demand					
# of fire, medical, mental health & miscellaneous calls received	1	200,011	195,536	197,491	199,465
# of outbound calls to coordinate resources and notifications	1	92,186	85,469	86,323	87,186
# of NEP calls & notifications	2	352	351	360	
# of incidents reported to SW	2	204	148		
# of average monthly radio transmissions to fire/medical personnel	1	123,243	188,005	191,765	
# of mental health calls processed & dispatched	3	4,303	3,694	789	
# of EMPC meetings held annually	5	7	10	----	----
# of entries into Computer Aided Dispatch System (CAD) databases	4	774,631*	2,570,927	2,583,781	
# of CAD call entries for dissemination	1	113,424	107,309	108,382	109,466
# of notifications made to agencies	2	2,180	1,279	1,291	1,305
Efficiency					
# of calls per FTE (annual average)) FY11 was 27 people FY12 is 29	1	7,408	7,242	6,810	6,878
avg. 9-1-1 answer time (in seconds)	1	4.0	4.0	4.0	4.0
# of CAD calls entered per FTE	1	4,201	3,974	3,737	3,774
# of outbound calls made per FTE	1	3,414	3,165	2,977	3,006

continued

FIRE RESCUE DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Fire/Medical Emergency Dispatch (continued)					
Effectiveness					
avg. compliance % for Emergency Medical Dispatch (EMD)	1	97.7	97.7	98.2	98.57%
avg. annual hours of training per FTE	1-3	36	36	36	36
avg. annual hours of EMPC meeting preparation, attendance, and minute transcription	5	400*	400*	---	---
avg. annual hours of CAD data entry	4	940	940	942	944
customer satisfaction	1-5	97.7	97.7	98.2	98.57%
Emergency Management					
Workload/Demand					
# of presentations, lectures, tech assists or media interviews	1	133	125	100	100
# of media interviews (no longer monitoring)	1	Not Reported	---	---	---
# of exercises	2	5	6	6	6
# of healthcare facility plans reviewed	3	Not Reported	75	75	75
# of department continuity plans reviewed	3	Not Reported	30	30	30
Efficiency					
% of requests for presentations, lectures, tech assists met or media interviews	1	100%	80.0%	80.0%	80.0%
% of request for media interviews met(no longer monitoring)	1	100%	100%	100%	100%
% of healthcare facility plans reviewed within 60 days	3	100%	80.0%	90.0%	95.0%
% of Grant Deliverables submitted to state on time	6	Not Reported	---	90.0%	90.0%
% of County departments with approved BCP	3	Not Reported	90.0%	100%	100%
Effectiveness					
% of attendees reporting overall satisfaction with presentations/lectures	1	---	---	90.0%	90.0%
% of survey respondents that can identify their evacuation zone	1	Not Reported	50.0%	60.0%	70.0%
% of exercise participants reporting readiness improvement	2	87.5%	80.0%	90.0%	90.0%
% of county employees with an approved disaster plan (no longer monitoring)	3	95.0%	95.0%	95.0%	95.0%

*Estimated.

[2]All types of structures that require ongoing inspection, including commercial/industrial, public structures, apartment complexes, nursing homes/hospitals, and day care facilities.

[3]Inspections requiring an HCFR Inspector to return to correct deficiencies found at the first or subsequent inspection.

[4]Community Relations programs include fire safety, child fire-setter, drowning prevention, and related programs to reduce the need for Fire Rescue service.

[5]Examination of construction documents to include pre-engineered fire sprinkler and fire alarm systems for new and existing code compliance.

FISCAL & SUPPORT SERVICES-PUBLIC SAFETY & COMMUNITY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Financial Reporting					
Workload/Demand	4				
Number of management reports		new	new	36	36
Efficiency					
% of quarterly financial reports provided within 10 business days of quarterly month end posting in FAMIS and availability of reports in Spoolview.		new	new	90.0%	90.0%
Effectiveness					
Provide senior leadership with information necessary to make informed, timely and relevant decisions as measured through annual customer satisfaction surveys. (% customer satisfaction rating service good to excellent (4 to 5)		new	new	90.0%	90.0%
Grants Support					
Workload/Demand	5				
Number of grants supported		new	new	70	70
Efficiency					
% of financial reports submitted within required timeframes		new	new	95.0%	95.0%
Effectiveness					
% of grants in compliance with reporting requirements		new	new	100%	100%
General Support					
Workload/Demand	6				
Number of projects		new	new	new	new
Efficiency					
Supporting the delivery of core services at reduced costs		new	new	90.0%	90.0%
Effectiveness					
Completed projects will result in attainment of specified goals and more efficient processes measured against the Return-on-Investment Analyses. (% customer satisfaction rating service good to excellent (4 to 5)		new	new	90.0%	90.0%
Acquisition Support					
Workload/Demand	7				
Annual capital purchases.		new	new	$20,418,368	$19,390,534
Efficiency					
Average internal processing time.		new	new	60 days	58 days
Effectiveness					
% customer satisfaction rating service good to excellent (4 to 5).		new	new	90%	92%
Contracts Management					
Workload/Demand	8				
Annual request for contracts requiring specification development		new	new	new	new
Efficiency					
% of specifications developed within 10 business days for commodities and 30 business days for services.		new	new	95.0%	95.0%
Effectiveness					
% customer satisfaction rating service good to excellent (4 to 5).		new	new	90.0%	92.0%

continued

FISCAL & SUPPORT SERVICES-PUBLIC SAFETY & COMMUNITY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
System Support					
Workload/Demand	9				
Number of Desktop Support requests per year.		new	new	10,750	11,000
Efficiency					
% of Desktop Support Priority A requests responded within 24 hours (1 workday).		new	new	90.0%	92.0%
Effectiveness					
(% customer satisfaction rating service good to excellent (4 to 5)		new	new	90.0%	92.0%

FLEET MANAGEMENT DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Equipment Repair & Maintenance Services (cont')					
Workload/Demand					
number of annual pump tests required	8	74	71	69	75
number of annual aerial tests required	8	5	5	5	5
Efficiency					
days out of service to complete pump test	8	8.7	.72	1.1	6.0
days out of service to complete aerial test	8	21.2	25.9	3.0	6.0
Effectiveness					
% of pump tests completed	8	97.1%	94.4%	100%	100%
% of aerial tests completed	8	60.0%	20.0%	100%	100%
Fuel Services					
Workload/Demand					
# (gallons) of small quantity fuel deliveries	9	435,209	421,253	397,372	440,000
# (gallons) of contracted large fuel deliveries	9	1,670,627	1,609.845	1,446,762	1,580,000
Efficiency					
cost per gallon for small qty fuel deliveries	9	$0.47	$0.42	$0.50	$0.42
Effectiveness					
% of time fuel is available	9	100%	100%	100%	100%
Parts Management					
Workload/Demand					
annual parts expense	10	$2,321,239	$2,336,578	$2,831,304	$2,619,850
Efficiency					
operating expenses as a % of total parts cost	10	14.0%	13.9%	12.7%	13.7%
Effectiveness					
parts on-demand availability	10	88.9%	89.0%	82.0%	88.0%
Motor Pool					
Efficiency					
average annual days rented	13	156	83	72	150
Effectiveness					
% customer satisfaction rating service good to excellent (4 to 5)	13	93.3%	95.0%	95.0%	95.0%

GOVERNMENT SERVICES ADMINISTRATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Business Analysis Unit	4				
Workload/Demand					
# of assessments or reviews completed		5	7	10	12
% of cases where efficiencies found/recommended		100%	100%	100%	100%
# of governance policies or procedures reviewed		0	10	50	50
Citizen Boards Support	5				
Workload/Demand					
# of new code enforcement cases		1,634	1,491	1,520	1,530
Efficiency					
$ processing costs per new case (**include benefit costs)		$17.64	**$21.98	**$21.98	**$21.98
Effectiveness					
% of code enforcement processed within 30 days		100%	100%	100%	100%
Consumer Protection Agency					
Consumer Protection Investigations	6,8				
# of days to begin an investigation after complaint is received (avg.)		2.7	3.0	3.0	3.0
Effectiveness					
% of criminal investigations accepted for prosecution State Attorney or Statewide Prosecutor		100%	100%	100%	100%
cash recovery, savings and services returned to citizens due to CPA investigation		$320,201	$600,000	$550,000	$550,000
value loss to victims in criminal cases filed		$202,840	$500,000	$500,000	$500,000
% of investigations resolved successfully		87.8%	85.0%	85.0%	85.0%
Respond to Consumer Complaint Inquiries	6,7,8,9,10				
Workload/Demand					
# of citizen service requests, contacts and consumer questions and inquiries		96,895	100,000	100,000	100,000
Efficiency					
# of citizen service requests contacts, consumer questions and inquiries per investigator (annually)		13,842	12,500	12,500	12,500
Effectiveness					
avg. # of citizen service requests, contacts, consumer questions and inquiries per work day, per investigator		53.2	50	50	50
Public Education	7,9				
Workload/Demand					
# of public meetings, events and media contacts		102	90	90	90
# of visitors to Consumer Protection Agency webpage		36,249	30,000	40,000	40,000
Efficiency					
avg. # of attendees per public meeting and event		30.4	30	30	30
# of consumer pamphlets distributed		7,439	10,000	10,000	10,000
Effectiveness					
avg. # of consumer pamphlets distributed per event		73	100	100	100
avg. # of FTE hours per outreach event		4	4	4	4
% citizens rating service good, excellent or outstanding		100%	100%	100%	100%

continued

GOVERNMENT SERVICES ADMINISTRATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Pain Management Clinic Regulation	9,10				
Workload/Demand					
# of clinic applications received and processed		60	50	47	47
Total # of FTE hours required to administer program/startup		698	400	350	350
Efficiency					
Avg. # FTE hours utilized per application		12	8	7	7
Effectiveness					
License and application fees collected		$142,500	$150,000	$138,000	$138,000
# of clinic licenses issued or approved		47	50	46	46
PIP Medical Providers Ordinance Regulation	9,11				
Workload/Demand					
# of clinic applications received and processed		n/a	n/a	100	100
Total # of FTE hours required to administer program/startup		n/a	n/a	500	500
Efficiency					
Avg. # FTE hours utilized per application		n/a	n/a	5	5
Effectiveness					
License and application fees collected		n/a	n/a	$200,000	$200,000
# of clinic licenses issued or approved		n/a	n/a	90	90
Equal Opportunity Administration					
Investigation of Human Rights Ordinance Complaints	12				
Workload/Demand					
# of complaints received		31	35	32	32
# of complaints resolved		24	28	23	23
Efficiency					
% of complaints resolved vs. complaints received		82.0%	77.0%	76%	76%
Effectiveness					
avg. time for complaint resolution (in days)		210	210	210	210
Citizen and Employee Requests for Assistance	13				
Workload/Demand					
# of telephone inquiries/written requests for assistance		1,225	1,020	1,000	1,000
Efficiency					
# of calls per staff person		408	340	333	333
Effectiveness					
% of requests addressed within 48 hours		95.0%	95.0%	95.0%	95.0%
Investigation of Internal EO Complaints	14				
Workload/Demand					
# of complaints received		58	55	55	55
Efficiency					
# of complaints per investigator		58	55	55	55
Effectiveness					
avg. time for investigation (in days)		100	120	120	120

continued

GOVERNMENT SERVICES ADMINISTRATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
HIPAA					
Workload/Demand					
% of workforce (new in FY) trained	17	>90%	>90%	>90%	>90%
# of HIPAA Compliance Committee Meetings	16	6	6	10	6
# of training updates or notices developed from new education and guidance	17	6	6-8	6-8	TBD
% of BA agreements in compliance	16	<80%[2]	>90.0%		
% of departments or programs meeting standards based on for ARRA HIPAA Business Associate Status	16	80.0%[2]	TBD	TBD	TBD
# of training updates or notices from new education and guidance implemented	16, 17	6	5	TBD	TBD
# of HIPAA violation from Office of Civil Rights	16	0	0	TBD	TBD

Notes:

[2]Estimate

FY12-13 projections marked as TBD are pending rules implementation and guidelines to be developed for ARRA

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Client Assistance	2,3,10,13				
Workload/Demand					
total # of unduplicated households screened for GA[2]		22,090	n/a	n/a	n/a
total # of unduplicated households qualified/receiving GA[2]		15,900	n/a	n/a	n/a
total # of families housed through Section 8 program		2,010	n/a	n/a	n/a
# of clients completing and maintaining a budget (90 days)		110	n/a	n/a	n/a
# of clients opening IDA or savings account		60	n/a	n/a	n/a
Efficiency					
avg. annual cost of GA per household		$400	n/a	n/a	n/a
# of authorizations processed per FTE		350	n/a	n/a	n/a
Effectiveness					
# of families moved out of poverty		1,400	n/a	n/a	n/a
# of families with an inc of at least 1 level on the ROMA scale		4,050	n/a	n/a	n/a
Sunshine Line	4,14				
Workload/Demand					
# of specialized transport trips (door-to-door)		185,123	n/a	n/a	n/a
Efficiency					
overall average total cost per trip		$12.26	n/a	n/a	n/a
avg. total cost per bus pass[2]		$16.08	n/a	n/a	n/a
Effectiveness					
% of transportation (door-to-door) trips on time		88.0%	n/a	n/a	n/a
% of customer satisfaction		94.0%	n/a	n/a	n/a
Ryan White Program	8,14				
Workload/Demand					
# of unduplicated clients served		6,070	n/a	n/a	n/a
Total HIV grant funding secured		$13,053,400	n/a	n/a	n/a
Efficiency					
dollars per client served		$2,150	n/a	n/a	n/a
Effectiveness					
% providers compliant with contracts		99.0%	n/a	n/a	n/a
Achieve at least 85% on customer satisfaction surveys		95.0%	n/a	n/a	n/a
Homeless Case Management	6,14				
Workload/Demand					
# of homeless applicants screened for services (unduplicated)		2,100	n/a	n/a	n/a
# of homeless applicants accepted for services		1,200	n/a	n/a	n/a
Efficiency					
avg. annual dollars per homeless person assisted		$675	n/a	n/a	n/a
Effectiveness					
% of homeless stabilized and transitioned into housing		75.0%	n/a	n/a	n/a
Summer Food Program for Children	7,14				
Workload/Demand					
# of lunches and snacks served to eligible children		623,352	n/a	n/a	n/a
Efficiency					
avg. cost per lunch		$2.70	n/a	n/a	n/a
Effectiveness					
% increase of lunches and snacks over prior year		0%	n/a	n/a	n/a

continued

HEALTH AND SOCIAL SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Veterans Services	~~9~~				
Workload/Demand					
# of veterans, dependents, survivors assisted		27,797	n/a	n/a	n/a
Efficiency					
cost to County per client assisted		$12.55	n/a	n/a	n/a
Effectiveness					
% of customer satisfaction		95.0%	n/a	n/a	n/a
federal VA benefits to Hillsborough County citizens (in millions)		$18.5	n/a	n/a	n/a
Trauma Care	12				
Workload/Demand					
# of Trauma Audit Committee meetings		8	n/a	n/a	n/a
# of autopsies of institutional non-natural deaths reviewed		270	n/a	n/a	n/a
Efficiency					
avg. attendance at Trauma Audit meetings		22	n/a	n/a	n/a
Effectiveness					
reduce/maintain Over triage to 15% or less		14.8%	n/a	n/a	n/a
Section 8 Housing	10				
Workload/Demand					
# of applicants on the waiting list[3]		6,000	n/a	n/a	n/a
# of rental vouchers processed (applications granted)		2,010	n/a	n/a	n/a
Efficiency					
avg. number of days for enrollment period (apply to qualify)		40	n/a	n/a	n/a
# of Section 8 applicant cases per FT Housing Counselor		325	n/a	n/a	n/a
Effectiveness					
% of applicants on waiting list housed each year		8.0%	n/a	n/a	n/a
Health and Social Services Team Goal	5				
Workload/Demand					
Community value of grants and other non ad valorem funding sources		$ 175,091,648	n/a	n/a	n/a
Efficiency					
# of new grant applications		8	n/a	n/a	n/a
Effectiveness					
$ increase of grant and other funding sources		$4,700,000	n/a	n/a	n/a
Prosperity Campaign	13				
Workload/Demand					
# of returns filed at free tax participation sites		7,000	n/a	n/a	n/a
# of persons receiving Credit Education		125	n/a	n/a	n/a
Efficiency					
$ return per tax return filed		$1,000	n/a	n/a	n/a
Effectiveness					
total $ returned to Hillsborough County residents (in millions)		$9.25	n/a	n/a	n/a

continued

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13

[1]Excludes the replacement cost of the Client Eligibility System (CLASS) and other indirect costs for ITS from the Trust Fund.

[2]For FY 11, we anticipate a slight upturn or improvement in the economy from FY10. This should result in a corresponding reduction in both the number of households being screened for services as well as the number of households qualified for financial assistance.

[3]On January 4, 2010, the Hillsborough County Section 8 Program implemented an "On-line" Wait List Registration process accessible 24/7. The registration process had been closed since December 15, 2006 and the new initiative has produced a surge in the wait list roster to 6,000 applicants and continues to show growth.

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual* FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Planned FY 13
Employee Relations	4 & 7				
Workload/Demand					
# of ER related consultations/meetings to support organizational effectiveness (with 4 FTEs in FY11)		4,047* (*estimate)	3,980* (*estimate)	3,500* (*estimate)	3,400* (*estimate)
# of HR policies revised and submitted for review		5	20	10	10
# of policies/procedures acknowledgements reviewed, approved, and processed		1,030	947	1,000	1,000
# of Reprimands and Formal Counseling documents reviewed, approved, and processed		213	199	170	150
# of Reduction-in-Force (RIF) cases reviewed, processed and finalized		141	222	3	unknown
Efficiency					
% of Policy/Procedure Acknowledgement documents reviewed and processed within 30 days of the effective date		49.0%	31.0%	90.0%	95.0%
% of Reprimands and Formal Counseling documents processed and finalized within 30 days of the effective date		49.0%	73.0%	90.0%	95.0%
% of Employee face-to-face meetings within seven working days of issuance of the RIF letter		90.0%	95.0%	100%	100%
Effectiveness					
% of employees who after having been issued a Written Reprimand or having received Formal Counseling had a repeat disciplinary violation		6.0%	9.0%	---	---
% of employees who were placed of those who were issued RIF letters		53.0%	61.0%	100%	n/a
Workforce Planning	1				
Workload/Demand					
# of background screens		920	642	800	850
# of new hires processed		553	609	500	500
Efficiency					
# of Form I-9's processed		new	463	575	575
Effectiveness					
% of Form I-9's initially processed with an error and corrected		new	11.0%	5.0%	---
Labor Relations	5				
Workload/Demand					
# of positions represented by collective bargaining agreements		2,150	1,752	1,752	1,752
# of union contracts		4	4	4	4
# of employment service contracts		3	1	1	1
Efficiency					
# of grievances that result in arbitration demand (stability)		2	1	2	2
avg. # of days to fill contingent staffing requests (availability)		7	3	3	3
Effectiveness					
% of arbitration demands per 100 bargaining unit employees		.009%	.057%	.1%	.1%
% of contingent staffing requests filled within 3 days		95.0%	95.0%	95.0%	95.0%
Diversity Goals	6				
% of EE0-4 job categories where Race/Ethnicity variation is 10% compared to U. S. Census Bureau of Statistics for this Metropolitan Statistical Area (MSA)		92.9%	92.9%	92.9%	92.9%

continued

HUMAN RESOURCES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual* FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Planned FY 13
Benefits	7 & 8				
Workload/Demand					
# of employee/retiree benefit/retirement call/encounters (emails. phone calls, walk-ins)		126,150	115,693	117,428	123,299
# of worker's compensation encounters		8,843	7,717	8,106	8,511
Efficiency					
# of employee/retiree encounter (with 5 FTEs)		21,025	23,139	24,296	25,511
# of workers' compensation encounters (with 1.5 FTEs)		5,895	5,145	5,402	5,672
Avg. # of days for resolution of help calls		1.06 days	1.05 days	1.10 days	1.15 days
Effectiveness					
% of employees/retirees informed on benefits		100%	100%	100%	100%
% of disputes resolved satisfactorily		new	90.0%	94.0%	94.0%

INFORMATION AND TECHNOLOGY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Planned FY 13
Business Solutions/Services	6				
Workload/Demand					
# of strategic automation plan projects		25	17	30	30
# of unplanned projects (non-SAP)		22	18	25	25
Efficiency					
cost per hour of new project development		$120	$135	$135	$135
Effectiveness					
% of all projects that are unplanned		47.11%	52.00%	45.00%	45.00%
% of customer satisfaction w/Help Desk responsiveness		97.00%	98.00%	90.00%	90.00%
Information Distribution and Data Management Services	7,8				
Workload/Demand					
# of mini-computer systems managed		13	13	10	10
Efficiency					
cost per mini-computer account		$225	$255	$205	$210
Effectiveness					
% of system uptime during business hours		99.99%	99.83%	99.95%	99.95%
% of cases resolved by mini-computer staff within 3 days		52.02%	19.00%	60.00%	60.00%

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Planned FY 13
Court Administration	1				
Workload/Demand					
# of county invoices processed		679	606	650	650
# of information media requests		557	551	606	666
# of information referrals at AOC/Courtroom 1 Window		41,658	39,771	43,748	48,122
# of county benefit actions and open enrollment changes		443	391	420	420
# of personnel actions		6,768	6,255	6,500	6,250
# of new or renewed process servers		415	655	625	625
# of record checks processed		477	430	450	475
# of payroll checks processed		3,692	3,680	3,692	3,692
# of security projects		9	10	6	6
# website page views		4,122,069	1,628,047	1,790,851	1,969,936
# website content updates		2,000	3,085	3,147	3,210
# information, referrals at Info Booth, Courthouse Annex		15,481	21,202	22,262	23,375
# specific requests for info on court's website		958	871	958	1054
# of students participating in courthouse tours coordinated by Office of Public Information		806	552	604	664
Efficiency					
% of county invoices processed within 3 days		92.0%	97.0%	95.0%	95.0%
% of website content review notification using web content management system		36.0%	84.0%	86.0%	88.0%
Effectiveness					
% satisfied with benefits info		83.0%	88.0%	86.0%	86.0%
% satisfied with overall AOC customer service		87.0%	95.0%	90.0%	90.0%
Court Facilities	2				
Workload/Demand					
# of facilities work order tickets		3,264	3,140	3,400	3,400
# of construction projects		10	11	8	11
Effectiveness					
% satisfied with facilities maintenance		84.0%	88.0%	84.0%	84.0%
Children's Justice Center	3				
Workload/Demand					
# of visitations scheduled		2,875	2,722	2,850	2,850
# of interviews set		340	329	285	285
# of completed visitations		1,795	1,899	1,800	1,800
# of completed interviews		285	262	285	285
# of depositions		571	599	571	571
# law enforcement officers trained (How to Interview Children)*		---	820	100	100
Effectiveness					
% of interviews that are no shows		7.0%	7.0%	7.0%	7.0%
% of visitations that are cancelled		30.0%	30.0%	30.0%	30.0%
% agree interview reduces trauma to child		96.0%	98.0%	96.0%	96.0%
% agree visitation staff helpful		98.0%	94.0%	98%	98%

*In 2010/2011, all TPD law enforcement officers were trained; thereafter it will only involve each new officer for TPD and HCSO

continued

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Mediation and Diversion	4				
Workload/Demand					
# of referrals for mediation made		8,504	9,420	9,500	9,600
# of hearings held		4,729	4,373	2,690	2,695
Efficiency					
# of referrals per FTE		850	942	950	950
Effectiveness					
% of cases resolved		48.0%	48.0%	50.0%	50.0%
% of parties/attorneys satisfied w/mediation process		96.0%	95.0%	96.0%	96.0%
% of parties/attorneys satisfied with mediation agreement		94.0%	86.0%	94.0%	94.0%
Juvenile Diversionary Program	5				
Workload/Demand					
# of referrals, arbitration, teen court, NAB, JPAD cases, Civil Citations		1451	1,484	1,490	1,490
# of staff interactions with youth participating in program		5,804	4,452	4,470	4,470
# of youth who will not re-offend within one year of completing the program			1,100	1,100	1,100
Effectiveness					
% of youth accepting the diversion program		86.0%	84.0%	87.0%	87.0%
% of youth reoffending within one year		19.0%	19.0%	17.0%	17.0%
# of cases successfully completed		780	1,102	900	900
% of cases successfully completed		62.0%	75.0%	62.0%	62.0%
EJC	6				
Workload/Demand					
# guardianship case reviews		2,284	2,507	2,575	2,575
# attendance at education presentations		7,255	10,928	10,950	10,950
# senior victim intakes		266	395	399	399
Efficiency					
# guardianship case reviews per FTE		571	626	643	643
Domestic Violence	7				
Workload/Demand					
# probation assessments ordered		294	277	280	280
# diversion assessments ordered		980	1,053	1,060	1,060
# Juvenile DV misdemeanors handled by program		25	111	125	125
Drug Court Program **	8				
Workload/Demand					
# of cases		1,631	1,388	1,500	1,500
# of drug court hearings held		13,048	11,104	12,000	12,000
Effectiveness					
# cases completed successfully		800	638	800	800

**The number of cases handled through drug court in 2011 includes referrals to the drug court expansion program.

continued

JUDICIAL BRANCH (ADMINISTRATIVE OFFICE OF COURTS)

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Court Technology	9				
Workload/Demand					
# of help desk calls		9,200	5,192	10,622	10,622
# of document center impressions		5.6 million	4.4 million	4.5 million	4.5 million
# network connected devices		3,000	3,000	3,000	3,000
# digital courtrooms		27	27	27	27
# users supported by JAWS		5,000	9,794	10,000	10,000
# computers		700	530	525	525
# devices		800	785	800	800
# users		450	460	460	460
# technology related projects		40	36	41	40
Efficiency					
response time for tech assistance level 1 & 2		15 min	15 min	15 min	15 min
resolution time for resolving troubleshooting problems		24 hrs	24 hrs	24 hrs	24 hrs
Effectiveness					
% satisfied with technology services		92.0%	95.0%	95.0%	95.0%
Legal Department	10				
Workload/Demand					
# of administrative orders drafted		104	65	104	104
# of case-related orders drafted		4,623	4,809	4,623	4,623
# of research projects completed		2,115	1,943	2,115	2,115
# of judicial/AOC consultations		2,549	2,436	2,549	2,549

LIBRARY SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Projected FY 13
Information & Reference					
Workload/Demand					
# of customer contacts **	3	2,729,203	2,577,120	2,602,891	2,603,148
# of public computers & ratio to 1,000 population **	4	# 1,222 & 1.01:1,000	# 1,323 & 1.08:1,000	#1,236 & 1:1,000	#1,202 & .96:1,000
Efficiency					
# of customer contacts per capita	3	2.3	2.1	2.2	2.2
Effectiveness					
% of customers whose questions were answered clearly	3	94.0%	94.0%	94.0%	94.0%
Programming					
Workload/Demand					
# of program participants	5	205,489	225,049	209,000	212,000
# of program sessions	5	9,372	10,795	9,500	9,625
# of program sessions offered after 5 pm and on weekends	5	1,742	2,219	1,775	1,825
Efficiency					
avg. attendance per program session	5	21.9	20.8	22	22.1
Effectiveness					
% of customer satisfaction of those attending children's programming	5,6	95.0%	97.5%	96.0%	96.0%
% of program sessions offered after 5 pm and on weekends	5,6	18.6%	20.6%	18.7%	19%

*Note: Per Audit Finding #3, Clerk of Circuit Court, Report #157, July 26, 2007, Patron database has been purged of uncollectible accounts.

** Note: Seminole Heights Library will be closed during portions of FY12 & FY13 for construction of the larger replacement facility.

METROPOLITAN PLANNING ORGANIZATION

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Monitor Transportation Systems & Annually Update Program of Committed Projects	2				
Workload/Demand					
# of major road network segments		2,338	2,338	2,345	2,350
# major road network segments with deficient congestion levels		441	441	430	430
# of major road network segments with sidewalks 100% missing		350	345	340	335
# of traffic analysis forecast zones in trip demand model		757	757	757	757
Efficiency					
FTE positions per completed Transportation Improvement Program[1]		.23	.42	.4	.4
Effectiveness					
Maintain technical capacity & state/federal certification of MPO		yes	yes	Yes	Yes
Provide Technical Assistance, Coordination and Participation in Metropolitan Planning to Local Jurisdictions	3				
Workload/Demand					
# of local congestion management, goods movement, and intelligent transportation system plans and studies completed		0	1	2	2
# of pedestrian, bicycle, and livable roadways plans and studies completed		1	2	2	2
# public transit & travel demand mgmt plans & studies completed		3	2	2	2
# of corridor and sub-area plans and studies completed		3	1	2	2
# of staff-supported public forums and events in the community[2]		80	60	60	60
# of newsletters and publications distributed[2]		510,000*	32,000	32,000	32,000
# of informational inquiries and public comments processed[2]		4,000	3,000	3,000	3,000
Efficiency					
response time to informational inquiries (days per inquiry)		<1 day	<1 day	<1 day	<1 day
Effectiveness					
avg. # of participants at staff-supported public forums & events		100	100	100	100
Total # of participants at staff-supported public forums & events		12,712	9,000	6,000	6,000
Conduct Required Planning for the Transportation Disadvantaged	4				
Workload/Demand					
# of transportation disadvantaged plans and studies completed		2	2	2	2
# of transportation disadvantaged residents		96,297	111,615	113,964	116,381
Efficiency					
FTE positions per completed transportation disadvantaged plan or study[1]		.47	.17	.25	.25
Effectiveness					
local planning agency grant submittal approved by Florida Commission for the Transportation Disadvantaged		yes	yes	yes	yes

[1]Reflects hours recorded in Activity Tracking System (ACTS) at 1 FTE=220 working days/year=1,760 working hours/year.

[2]The MPO operates on a previously three-year, now five-year cycle to update the comprehensive Long Range Transportation Plan. Intensive public outreach efforts and processing of feedback occurs at key points in the cycle.

*500,000 2035 Plan Summary Brochure special issue 9/10

** Includes “Town Call” special outreach events for 2035 Plan.

PARKS, RECREATION AND CONSERVATION DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Planned FY 13
Therapeutic Services (cont'd)					
Efficiency					
% of customers satisfied and will return	3	97.0%	97.0%	97.0%	97.0%
Effectiveness					
% of therapeutic programs at capacity		50.0%	50.0%	50.0%	50.0%
Athletic Services					
Workload/Demand					
Adult Sports Participation	3	10,000	31,905	32,225	32,550
Youth Sports Participation	3	32,000	36,250	36,615	37,000
Efficiency					
% of Youth Sports facilities at capacity		100%	100%	100%	100%
% of Adult Sports facilities at capacity		100%	100%	100%	100%
Effectiveness					
% of customers satisfied (adult sports)	6	95.0%	95.0%	95.0%	95.0%
% of customers satisfied (youth sports)		95.0%	95.0%	95.0%	95.0%
Regional Parks					
Workload/Demand					
# of regional park visits		2,291,338	2,106,838	2,212,180	2,322,789
# of greenways and trails visits		290,544	206,837	217,179	228,038
Efficiency					
regional parks (per visit cost)	4	$3.18	$3.06	$2.91	$2.77
greenways and trails (per visit cost)	4	$1.80	$2.30	$2.19	$2.09
Effectiveness					
% of regional park customers satisfied	4	90.0%	95.0%	95.0%	95.0%
% of greenways & trails customers satisfied	4	90.0%	95.0%	95.0%	95.0%
Conservation Services					
Workload/Demand					
ELAPP (# of sites/acreage)	1,5	59/59,441	60/60,501	62/61,500	64/62,500
# of wildfires responded (fires/acres)	5	4/130	4/1,061	5/500	5/500
# of prescribed burns per year	5	53	34	40	40
acreage of prescribed burns		4,300	4,783	4,500	4,500
Efficiency					
% of burn acreage which met public safety and management goals		100%	100%	100%	100%
% of exotic plant removal per site		15.0%	17.0%	15.0%	15.0%

PLANNING COMMISSION
Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Community/Neighborhood Planning & Other Requested Studies	2				
Workload/Demand					
# of community/neighborhood plan meetings held		37	28	48	48
Efficiency					
# of community/neighborhood plans recommended to local government boards that are not adopted		0	0	0	0
Effectiveness					
% of plan recommendations that are not in conflict with the adopted Hillsborough County comprehensive plan		100%	100%	100%	100%
Countywide Long-Range Transportation Planning and Related Activities	3				
Workload/Demand					
# of plans prepared as required to authorize federal transportation spending (LRTP, TIP, UPWP)		3	2	1	2
# of regional plans and studies completed under CCC auspices		2	2	2	2
# of public meetings of MPO & Committees		82	80	80	80
Efficiency					
FTE positions to prepare for and conduct MPO & Committee public meetings		1.4	1.6	1.5	1.5
avg. staff time per public meeting (in hours)		35	30	30	30
FTE positions per completed update of UPWP		.63	1.1	1.0	1.0
Effectiveness					
plans prepared as required to authorize federal transportation spending complete by required date and state/federally accepted		3	2	2	2
~~9~~Hillsborough River Planning	4				
Workload/Demand					
# of River Board/TAC meetings held		16	15	14	14
Efficiency					
% of River Board/TAC meetings where a quorum was present to conduct official business		100%	93%	100%	100%
Effectiveness					
% of time River Board/TAC minutes are prepared in time for review at the subsequent meeting		94.%	100%	100%	100%
Single LPA for Hillsborough County & Jurisdictions Therein	5				
Workload/Demand					
# of meetings and public hearings of the Planning Commission		36	30	48	48
Efficiency					
% of Planning Commission meetings and public hearings where a quorum was present to conduct official business		100%	100%	100%	100%
Effectiveness					
% of resolutions adopted consistent with the requirements of adopted bylaws & policies		100%	100%	100%	100%

PROCUREMENT SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Purchasing Card Program	4				
# of purchasing cards issued annually		150	n/a	n/a	n/a
# of training sessions annually		36	n/a	n/a	n/a
# of purchase cards transactions per year (in thousands)		35	n/a	n/a	n/a
annual purchases made with PCard (in millions)		$20.4	n/a	n/a	n/a
annual rebate (per calendar year)		$145,242	n/a	n/a	n/a
# of employees trained on PCard		175	n/a	n/a	n/a
Effectiveness					
% of cards without violation		99.9%	n/a	n/a	n/a
Efficiency					
avg. cost per PCard transaction		$1.79	n/a	n/a	n/a
Effectiveness					
% reduction in DPO turnaround time (8.0 hours) to PCard (15 minutes)		80%	n/a	n/a	n/a

PUBLIC SAFETY DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Projected FY 13
Security Functions	4				
Workload/Demand					
# of people screened entering courthouse		n/a	n/a	n/a	n/a
Efficiency					
# of people screened per FTE		n/a	n/a	n/a	n/a
Effectiveness					
# of prohibited items prevented from entering courthouse		n/a	n/a	n/a	n/a
Marine Safety	5				
Workload/Demand					
# of markers planned for installation		n/a	n/a	n/a	n/a
# of markers planned for maintenance		n/a	n/a	n/a	n/a
# of derelict vessels planned for removal		n/a	n/a	n/a	n/a
Efficiency					
# of markers installed		n/a	n/a	n/a	n/a
# of markers maintained		n/a	n/a	n/a	n/a
Effectiveness					
% of markers installed vs. planned		n/a	n/a	n/a	n/a
% of markers maintained vs. planned		n/a	n/a	n/a	n/a

PUBLIC UTILITIES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual [a]FY 10	Baseline/ Historical Actual* FY 11	Projected [c]FY 12	Planned FY 13
Waste Collection Program	5				
Workload/Demand					
total tons collected (residential)		298,882	296,033	283,683	288,060
# of residential customers receiving collection service		251,158	254,891	256,544	258,392
Tons of yard/wood waste collected (residential0		85,356	80,396	85,216	85,755
tons of recycled solid waste collected (residential)		30,789	30,685	27,033	28,427
Efficiency					
cost per ton for contracted residential collection		$113	$123	$134	$135
Effectiveness					
tons of solid waste collected per residential unit		1.19	1.16	1.11	1.11
tons of yard/wood waste collected per residential unit		0.34	0.32	0.33	0.33
tons of recyclables collected per residential unit		0.12	0.12	0.11	0.11
Waste Disposal Program	6				
Workload/Demand					
tons of solid waste landfilled		256,260	256,122	260,149	262,980
tons of solid waste incinerated		545,329	538,848	545,000	545,000
tons of yard/wood waste processed		137,997	120,987	138,000	138,690
Efficiency					
costs per ton of solid waste landfilled		$45	$46	$47	$47
costs per ton of solid waste incinerated		$71	$71	$77	$80
costs per ton of yard/wood waste received		$22	$22	$24	$24
Effectiveness					
Resource Recovery Boiler Availability Factor		91.8%	92.0%	92.0%	92.0%

[a] First full year for operation of expanded Resource Recovery Facility.

[b] Transition year to begin consolidation of Water Resource and Solid Waste into Public Utilities Department.

[c] Further consolidation & reorganization of Public Utilities Department to integrate Water Resource and Solid Waste.

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Planned FY 13
Maintenance (cont'd)	2				
Effectiveness					
% of tree trimming work orders completed within 45 days of scheduled date		79.3%	58.5%	80.0%	85.0%
% of pothole svc. requests completed within 72 hours of report		79.3%	61.8%	75.0%	80.0%
# of annual mowing cycles completed		3	3	3	4
% of Stormwater pipe cleaning work orders completed within 45 days of scheduled date		93.8%	67.5%	75.0%	80.0%
% of canal maintenance work orders completed within 45 day of scheduled date		78.9%	18.8%	50.0%	60.0%
% of bridge vegetation maintenance svc. requests completed within 180 days		100%	100%	100%	100%
% increase in new bike lanes (from base year)		11.5%	12.0%		
Street Cleaning					
Workload/Demand					
# of roadway miles swept		11,920	11,397	11,394	11,394
Efficiency					
cost per roadway mile swept		$27.79	$26.33	$26.33	$27.00
Effectiveness					
% of contract services provided as per schedule		100%	100%	100%	100%
Right-of-Way Management/Utility Coordination	3,5				
Workload/Demand					
# of temporary traffic control permits (TTC) and maintenance of traffic control permits (MOT) processed		2,672	2,102	2,102	2,102
# of engineering reviews performed		285	285	275	280
Efficiency					
avg. # of inspections per TTC (ROW Moved to Real Estate)		3.6	1.0	1.0	1.0
Effectiveness					
% of permits responded to within 14 days		96.4%	100%	100%	100%
Traffic Signal, Sign and Markings Maintenance	3				
Workload/Demand					
# of emergency repairs on signals and signs		1,527	1,527	1,679	1,846
# of new signs per year		14,566	11,000	10,456	10,000
Efficiency					
# of signal maintenance calls per FTE		171	200	192	211
Effectiveness					
avg. response time to signal outage		1 hour	1 hour	1 hour	1 hour
Traffic Engineering and Safety Management	3,4,5				
Workload/Demand					
# of citizen requests		917	156	100	80
# of administrative referrals		143	125	50	50
Efficiency					
% of citizen requests and referrals completed on time		100%	100%	100%	100%

continued

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Planned FY 13
Traffic Engineering and Safety Management (cont'd)					
Effectiveness					
vehicle crash rate (all crashes/100M VMT)		.44	.44	.44	.44
pedestrian crash rate (fatalities/100K pop.)		.06	.06	.06	.06
satisfactory response time to citizen requests		100%	100%	100%	100%
Street Lighting District Administration	8				
Workload/Demand					
# of requests for district/intersection lighting		100	252	252	252
Efficiency					
# of requests fulfilled		100	252	252	252
Effectiveness					
customer satisfaction		100%	100%	100%	100%
Vector Control	7				
Workload/Demand					
# of acres treated: aerial and ground larvicide		8,336	4,972	12,500	12,500
Efficiency					
cost per acre aerial larvicide treated (chemicals, equipment & labor)		$18.85	$18.85	$19.50	$21.00
cost per acre ground larvicide treated (chemicals, equipment & labor)		$49	$49	$49	$49
Effectiveness					
% of work on time per schedule		100%	100%	100%	100%
Aquatic Weed Control	7				
Workload/Demand					
aquatic acres (all modes)		650	770	770	771
# of acres treated		585	770	770	770
Efficiency					
cost per acre treated (chemicals, equipment & labor)		$255	$255	$250	$250
Effectiveness					
% of work on time per schedule		100%	100%	100%	100%
Stormwater Management and Wetlands Maintenance/Mitigation	1				
Workload/Demand					
# of wetland acres maintained		348	354	360	365
# of ponds adopted		4	11	10	10
# of stormwater pump stations maintained		33	34	37	40
Efficiency					
wetland acres maintained per FTE		38.6	39	40	40.6
# of stormwater pump station callouts per FTE		10.5	5	8	10
Effectiveness					
% of exotic plants		5.0%	5.0%	5.0%	5.0%
% of wetland permit compliance		100%	100%	100%	100%

continued

PUBLIC WORKS DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Planned FY 13
CIP Project Management	6				
Workload/Demand					
# CIP projects managed		452	452	427	430
Efficiency					
Contain construction contract cost within 5% of award for all projects >$1 million		85.0%	98.0%	98.0%	95.0%
Effectiveness					
Meet substantial completion with 60 day of schedule		85.0%	96.0%	95.0%	95.0%

REAL ESTATE SERVICES DEPARTMENT

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical/ Actual FY 10	Baseline/ Historical/ Actual FY 11	Projected FY 12	Projected FY 13
Survey & Mapping					
Workload/Demand					
# of survey projects completed	5	780	640	550	550
# of aerial and other printing requests	5	1,200	648	800	800
# of plat replies to PGM (initial, resubmittals, as-built inspections)	5	300	350	250	250
# of plat reviews performed	5	166	186	140	140
Efficiency					
Avg. revenue generated per print room request		$23.11	$24.34	$23.11	$23.11
Effectiveness					
% of plats reviewed in less than 16 hours	5	96.0%	95.2%	95.0%	95.0%
R-O-W Information Request					
Workload/Demand					
Total number of R-O-W information request	5	500	898	500	500
# of information request supporting the CIP (sub of above)	5	275	275	150	150
Efficiency					
Avg. hours per information request	5	2.5	1.04	2.5	2.5
Effectiveness					
% of information requests answered in less than 2.5hrs	5	100%	100%	95.0%	95.0%
Geographical Information Systems (GIS)					
Workload/Demand					
# of GIS projects	5	187	246	215	215
Efficiency					
Avg. hours per GIS project	5	22	22	17	17
Effectiveness					
% of GIS projects (analytical services) delivered within budgeted hours (95% target)	5	97.0%	96.7%	97.0%	97.0%
Asset Management					
Workload/Demand					
# of infrastructure inventory points collected	2	n/a	27,200	16,700	16,700
Efficiency					
Avg. # of infrastructure points collected per crew per work day	2	n/a	95	85	85
Effectiveness					
% of work days number of collected points meets or exceeds 95% (of 85 – Point Target)	2	n/a	99.0%	95.0%	95.0%
Right of Way Management					
Workload/Demand					
# of Permits Issued:	1	1,140	815	1,200	1,200
# of Inspections conducted:	1	4,534	4,897	4,550	4,550
Efficiency					
Avg. revenue generated per permit:	1	$137.53	$171.00	$140.00	$140.00
Effectiveness					
% of Permits issued within 14 days:	1	98.1%	97.0%	98.0%	98.0%
Revenue from permits (in thousands)	1	$130.00	$139.40	$140.00	$140.00

VALUE ADJUSTMENT BOARD

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual* FY 11	Projected FY 12	Projected FY 13
Customer Service Program					
Effectiveness					
% of notices mailed 30 days prior to hearing	2	100%	100%	100%	100%
hearings begun no later than sixty (60) days from TRIM	2	yes	yes	yes	yes
% of hearings completed by March	3	98.0%	95.0%	95.0%	95.0%
% of special magistrate recommended decisions audited by staff and mailed to petitioners in timely manner throughout the hearing process and before the final VAB meeting, as required by DOR	7	100%	100%	100%	100%
month in which total staff & special magistrate VAB process is completed and balanced	8,9	May	May	May	May
month in which VAB final meeting to approve magistrate recommendations and certify tax rolls is scheduled	10	May	May	May	May
% of final decisions mailed within 20 days of final VAB meeting & reported to DOR as mandated	11,12	100%	100%	100%	100%
timely advertisements, hiring of magistrates and attorney, and orientation meetings, as mandated by DOR & Florida Statutes	13-16	yes	yes	yes	yes

WATER RESOURCE SERVICES

Additional Services/Measures

SERVICES/MEASURES:	Key Obj Num	Baseline/ Historical Actual FY 10	Baseline/ Historical Actual FY 11	Projected FY 12	Planned FY 13
Customer Service Program	4,5				
Workload/Demand					
avg. annual customer bills		153,775	153,667	153,678	n/a
Efficiency					
avg. annual costs per bill		$46	$46	$46	n/a
Effectiveness					
"Overall Satisfaction" Customer Survey - achieve at least an 85% of survey responses that fall within the 4-5 range based on a five point rating scale		94.0%	82.0%	85.0%	n/a
Maintain a 5% or less bad debt write-off as a percentage of year-end accounts receivable balance		6.0%	2.9%	<=5.0%	n/a
Reduce Downtime Caused by Electrical Power Outages	6				
Efficiency-Storm					
cumulative % reduction in downtime		no storms	no storms	20.0%	n/a
Effectiveness – Non-Storm					
cumulative % reduction in downtime		65.0%	57.0%	50.0%	n/a

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.

BALANCED BUDGET is a budget where estimated receipts, including balances brought forward, shall equal the total of the appropriations and reserves. This is defined in Chapter 129 of the Florida Statutes.

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 12 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 13 budget. Then, in the year 2012, the planned FY 13 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 2011. The Board then adopts a budget for FY 13 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.

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 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 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.

EFFECTIVENESS is a type of measure category sometimes referred to as quality indicators. Effectiveness measures examine the degree to which services are responsive to the needs and desires of the customers (both external and internal). These measures tell how well the job is being performed, how well the intent is being fulfilled. Effectiveness encompasses both quality and quantity. Demand and the response to demand are often linked in these measures. These are the most difficult measures to collect and use, because the organization must develop a method of retrieving the information from outside those served.

EFFICIENCY is a type of measurement category sometimes called productivity. This is often measured in terms of unit costs over time. Sometimes timeliness of responses or reduction in previous delays is used to indicate efficiency. Efficiency refers to the ratio of the quantity of service (tons, gallons, hospital care days, etc.) to the cost in dollars or labor, required to produce the service. An efficiency measure can be either an output or input ratio (e.g., the number of trees trimmed

per crew per day) or an input/output ratio (e.g., the dollar cost per permit application processed).

ELAPP is the acronym for Environmentally Sensitive Lands Acquisition and Protection Program. See the definition for **ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM.**

ENDING FUND BALANCE is funds carried over at the end of the fiscal year. Within a fund, the revenue on hand at the beginning of the fiscal year, plus revenues received during the year, less expenses equals ending fund balance.

ENTERPRISE FUND is a fund used to account for operations that are financed and operated in a manner similar to private business enterprises, wherein the stated intent is that the costs (including depreciation) of providing goods and services be financed from revenues recovered primarily through user fees.

ENVIRONMENTALLY SENSITIVE LANDS ACQUISITION AND PROTECTION PROGRAM is a program established by Hillsborough County Ordinance Number 90-19 for the acquisition, preservation, protection, management and restoration of environmentally sensitive lands in Hillsborough County. Under Resolution Number 92-0131, the BOCC is authorized to issue limited ad valorem tax bonds and levy up to 0.25 mills for payment of these bonds.

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.

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) 12 ADOPTED BUDGET refers to the budget for the period beginning October 1, 2011 and ending September 30, 2012.

FY (FISCAL YEAR) 13 RECOMMENDED BUDGET refers to the budget period beginning October 1, 2012 and ending September 30, 2013.

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.

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.

MANDATE is a requirement imposed by a legal act of the federal, state, or local government.

MEASURE is a term referring to any one of four different types of measure: a count, a ratio, a percentage, and a dollar amount. Before developing any measure, it is necessary to identify something that can be counted. In order to identify what is to be counted, the event being assessed must be determined, i.e., days spent in the hospital, certificates of occupancy issued, gallons of water treated, etc.

METROPOLITAN PLANNING ORGANIZATION (MPO) is an agency that provides long-range transportation planning for Tampa, Temple Terrace, Plant City and Hillsborough County. The MPO works hand-in-hand with the three cities, the Hillsborough County City-County Planning Commission and with the West Central Florida Chairs Coordinating Committee, an organization of area MPO's, to ensure that local and regional transportation priorities are coordinated with land use. The MPO is statutorily required by Chapter 339.175 of the Florida Statutes.

MILL is a monetary measure equating to one one-thousandth (0.001) of a dollar. When used in reference to the **AD VALOREM TAX RATE,** it means a 1-mill tax is one dollar of tax on $1,000 of taxable value.

MILLAGE RATE is the rate per one thousand dollars of taxable property value which, when multiplied by the taxable value, yields the tax billing for a given parcel.

MINIMUM SERVICE LEVEL (MSL) is a term which defines the base outputs which are either legally mandated and/or considered to be the most important set of outputs of an organization. The minimum service level corresponds directly to the purpose or mission of the organization. MSL is the effort, expressed in terms of service and cost, below which it is not realistic or feasible to operate.

MISCELLANEOUS (FUNDING SOURCE) is revenue other than those received from standard sources such as taxes, licenses and permits, grants and user fees.

MISSION STATEMENT is a broad statement of purpose derived from an organization's and/or community's values and goals.

MOSI is an acronym for the facility and organization known in Hillsborough County as the Museum of Science and Industry.

MPO is an acronym for the Metropolitan Planning Organization. See the definition for **METROPOLITAN PLANNING ORGANIZATION.**

MSTU is an acronym for Municipal Services Taxing Unit. See the definition for the **MUNICIPAL SERVICES TAXING UNIT**.

MUNICIPAL SERVICES TAXING UNIT (MSTU) is the taxing district encompassing the unincorporated area of the county. It provides services typically provided by a municipality (e.g., Sheriff's patrol, paramedic services, fire protection, parks and recreation, code enforcement and road network maintenance) to the residents and businesses in the unincorporated area. The services are financed primarily by an ad valorem tax levied on all taxable property located in the unincorporated area. Accounting for the funds from this taxing unit is done through the **UNINCORPORATED AREA GENERAL FUND**. See the definition for the **UNINCORPORATED AREA GENERAL FUND**.

NON-AD VALOREM ASSESSMENT is a fee levied on certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit those properties. The value of the property is not considered when calculating a **NON-AD VALOREM ASSESSMENT**. Instead, the cost of the facility or the service is allocated proportionately to the benefited properties in a defined area. It is sometimes referred to as a **SPECIAL ASSESSMENT**. Generally, this is collected by the Tax Collector's Office on the annual consolidated tax bill like **AD VALOREM TAXES.**

OBJECTIVE is a statement specifying achievements to be attained within a prescribed time frame. An objective is exchanged/superseded by another objective at the expiration of the time frame. An objective is directly connected to how the resources of an organization will be used. An objective statement begins with an action verb and includes the quantified statement of the results expected as an outcome of the action, such as *PROVIDE* (the action verb) *WITH EXISTING MANPOWER, 24-HOUR SECURITY COVERAGE FOR FIVE SOUTH COUNTY GOVERNMENT BUILDINGS AT DAILY COST NOT TO EXCEED* $15.60 (quantified results) *DURING THE APPLICABLE FISCAL YEAR* (explicit timeframe).

OPERATING BUDGET is the budget including appropriations for recurring and certain one-time expenditures that will be consumed in a fixed period of time to provide for day-to- day operations (e.g., salaries and related benefits, operating supplies, contractual and maintenance services, professional services, and operating equipment). The operating budget does not include debt service payments (principle and interest), budgeted reserves, transfers between funds, and the capital projects program budget. It does include the Internal Service and Trust funds.

OTHER TAXES are other charges levied by the local unit against the income or wealth of a person, whether natural or corporate.

PERSONAL SERVICES characterizes expenses for salaries, wages, and related employee benefits provided for all persons employed by the County whether on a full-time, part- time, or temporary basis. Employee benefits include employer contributions to a retirement system, social security, insurance, sick leave, and similar direct benefits as well as other costs such as Workers' Compensation and Unemployment Insurance.

PROJECT DEVELOPMENT AND ENVIRONMENTAL STUDY (PD&E) is the preliminary study to determine the best alternatives related to location, facility layout, materials of construction, design parameters, zoning requirements, right-of-way requirements, permitting issues, cost and schedule for completion. Additionally utility relocations, transportation needs, social and economic impacts, environmental impacts, economic factors and public acceptance are considered. The study results in a clear and complete project scope of work, schedule and budget such that a project can be properly prioritized and inserted into the County's CIP process.

PROJECTED EXPENSE is the estimated expense through the end of the current fiscal year for a respective budget line item.

PROPERTY TAX is another term for **AD VALOREM TAX**. See **AD VALOREM TAX**.

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 by the County from external sources; income. Revenues are to be differentiated from funding sources which include fund balance, interfund transfers, reimbursements, etc.

ROLLED-BACK RATE is that millage rate which, when applied to the total amount of taxable value of property (excluding new construction), produces the same amount of tax dollars as the previous year. Calculation of the "rolled-back rate" is governed by Florida Statutes.

RWIU is an acronym for Reclaimed Water Improvement Unit. See the definition for **RECLAIMED WATER IMPROVEMENT UNIT**.

SINKING FUND is an account, sometimes called a debt service fund, into which the issuer makes periodic deposits to assure the timely availability of sufficient monies for the payment of debt service requirements. The revenues to be deposited into the sinking fund and payments from it are determined by the terms of the bond contract.

SPECIAL ASSESSMENT is another name for **NON-AD VALOREM ASSESSMENT**.

TAXABLE VALUE is the assessed value of property minus any authorized exemptions (i.e., agricultural, homestead exemption). This value is used to determine the amount of ad valorem tax to be levied. The **TAXABLE VALUE** is calculated by the Property Appraiser's Office in compliance with State law.

TE FLGFC is an acronym for *Tax Exempt Florida Local Government Finance Commission* and for the long term financing packages arranged through the Commission. This Commission is a legal entity formed through interlocal agreement among several Florida governments. This Commission enables public agencies to benefit from the economies of scale associated with large commercial paper financings.

TRANSFERS is a term referring to monies moved from one budgetary fund or subfund to another. Because of legal or other restrictions, monies collected in one fund may need to be expended in other funds. A transfer is accomplished through Transfers-In (a source of funds) for the recipient fund and an equal Transfer-Out (a use of funds) for the donor fund. When this movement occurs between different funds, it is known as an Interfund Transfer. When it occurs between the restricted and unrestricted portions of the same fund, it is known as an Intrafund Transfer.

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).

WORKLOAD is a type of measure category. Workload data provides a comparison of how output corresponds to the demand (e.g., people served, transactions proc-

essed in certain geographic locations, complaints addressed).

ZERO-BASE BUDGETING (ZBB) is a method of detailed budget analysis and justification that combines elements of management by objectives and program evaluation. It is a vehicle to link management and planning to the budget process. ZBB starts with an examination of an agency's basic programs and services by the lowest management level, and continues up the organization as funding packages are prioritized at each level in accordance with available resources and desired outcomes. ZBB is a tool for objectively directing the allocation of funds among activities and programs. Its basis is the consideration of the efficiency and effectiveness of activities and programs.

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